1. Executive summary

The challenge: Develop a strategy and tactics that will help the City utilise open data to encourage further transparency, benchmarking, key performance indicators (KPIs) and data-sharing between public departments, businesses, universities, non-governmental organisations (NGOs) and citizens.

Context

- Thessaloniki wants to be a leader in open data.
- There is broad stakeholder support for the City's efforts to use open data and establish modern data governance practices.
- Many City employees are already adopting modest open data collection and distribution practices.
- All stakeholders recognise that an open data approach and central dashboard would help users perform their functions more efficiently.
- City employees and external stakeholders have compelling ideas for how they would use open data from the City to develop innovative products and services.

Findings

- Data is often not collected or is incomplete.
- Data is fragmented and scattered among multiple systems and departments.
- Data is collected, stored and utilised in different formats and is not shareable or readily consumable.
- Data can be inaccurate because of the manual and undefined nature of collection and storage.
- Data ownership is not clear.
- A lack of organised and accessible data governance processes can lead to lower productivity and challenges in obtaining information from other sources.

Summary of recommendations

Reorganise IT-related departments to enable open data policies and practices	Establish an open data strategy and consistent understanding across City departments and stakeholders	Foster an environment that supports collaboration	Establish a publishing process and maturity model that puts open data into practice	Address resource constraints through investments, strategic partnerships and change management

Expected outcomes

Designates a leader for open data, policy and process; streamlines services; creates efficiencies in open data efforts; establishes an open data framework	Establishes and manages coordination between stakeholders; fosters innovation; increases support for the open data initiative	Improves dashboard features with ideas from technology, academia and business; drives behavioural changes that enable diverse groups to work together	Increases confidence in using City data; improves the City's ability to govern and publish data; increases transparency of City activities	Improves productivity, transparency and employee satisfaction; fosters citizen trust in the City and the dashboard

Vision

With the right level of commitment across each area, implementing these recommendations will help the City achieve strategic and effective adoption of open data — which will foster local innovation, enhance City insights, inform decision-making, increase transparency and improve both economic competitiveness and services for residents and visitors — and establish Thessaloniki as a leader in open data.