

# Data and Intelligence Strategy

2024 to 29



**‘Data is fundamental to achieving the council’s ambition to make Westmorland & Furness a great place to live, work and thrive.’**

---

# Contents

1. Our ambition for data	3
2. What we will achieve	3
3. Supporting delivery of our Council Plan	4
4. What is data?	4
5. Where we are now	5
6. How we will change	6
Our data principles	6
Our strategic approach	7
7. Achieving our ambition	10
Developing Data Improvement Programmes	10
Prioritising our Data Improvement Programmes	10
Responsibility and governance	10
Managing risks	11
Measuring our progress	12
8. Moving forward	13
Appendix 1: Strategic context	14
Appendix 2: Data discovery – Current data maturity assessment	15
Appendix 3: Data design principles	17
Appendix 4: 2024/25 Delivery Plan for Data Strategy	19



# 1. Our ambition for data

Data is fundamental to achieving the council's ambition to make Westmorland & Furness a great place to live, work and thrive.

Through effective use of data, we can understand our place, our people and our services better, and make better decisions as a result. Across the council's services there is clear recognition that we need to strengthen our data management in order to realise the benefits of unitarization, support our financial sustainability and achieve our vision.

This strategy explains our approach to improving our use of data over the next three years, with the goal of becoming a genuinely data-enabled organisation, with evidence and insight central to everything we do. This means ensuring that the right data, information and analysis is accessible when and where people need it.

# 2. What we will achieve

Being able to make better use of data will benefit the council's efficiency and effectiveness, and ultimately help improve the lives of people in Westmorland and Furness.

There are significant challenges to achieving these benefits, but reflecting the council's core values, this strategy is ambitious, and our ultimate aim is to put Westmorland & Furness Council at the forefront of innovation and effective use of data.

We believe that improving how we use data will result in:

Benefit	Action	Result
Better decisions	By providing a holistic view of our services and performance...	...we can enable more informed decision-making at all levels of the council.
Cost savings	By consolidating data management processes and streamlining how we work...	...we can reduce costs through reduced waste and increased operational efficiency.
Better services	Access to comprehensive data allows for proactive service planning, resource allocation, and targeted interventions...	... meaning we can address individual and community needs more effectively.
Better planning	Using analytics and predictive modelling, we can identify trends, anticipate challenges...	... allowing us to develop evidence-based policies to address emerging issues.
Improved transparency	Making our data accessible and understandable to the public...	... we can foster transparency, trust, and civic participation
Better risk management	Through easier and earlier risk identification...	...we can improve our preparedness and resilience.
Compliance	Accurate and accessible data facilitates compliance with statutory requirements...	... reducing the risk of legal and reputational consequences.
Increased innovation	By making best use of data analytics and emerging technologies...	... we can develop innovative solutions to address complex challenges and improve quality of life for individuals and communities.

### 3. Supporting delivery of our Council Plan

The importance of data is a common thread across our Council Plan, Council Plan Delivery Framework and Target Operating Model.

As such, the data strategy sits alongside the council's other foundational strategies. They are foundational because they underpin and set the context for all the council's activity and require commitment and action from all parts of the council.

Data and intelligence is also one of the council's 10 priority Change Programmes and this strategy provides the roadmap for that programme.

Further detail on how data features across core council plans and strategies can be found in Appendix 1.



## 4. What is data?

This strategy considers how we optimise our ability to use three broad forms of data:

**Transactional data** – this describes the records of individual transactions or interactions. These transactions can include key datasets around budget books, contracts, HR, assets and customer interactions, including lived experience. Having control over this data is a key enabler to becoming a data-enabled organisation.

**Geospatial data** – this describes things that have a location in the real world. Analysing geospatial data allows us to gain insights into spatial patterns and relationships which allows for intelligent location-based planning, resource allocation, environmental monitoring, infrastructure development, and customer analysis.

**Socio-economic data** – this describes characteristics of populations, such as age, income, and education, aiding in policy-making and targeted interventions.





## 5. Where we are now

In developing this strategy, we have engaged with services across the council to understand our current data maturity, this means our ability to derive the full value from the data we collect and hold. This is further detailed in Appendix 2.

This work has highlighted varying levels of data maturity, with some services having established, effective processes and reporting, and others lacking key skills or appropriate systems. No council service area is yet fully data mature; however, all aspire to improve their ability to utilize data effectively.

This discovery activity has illustrated a range of common issues which this strategy seeks to address:

- Data capture weaknesses
- Poor data quality
- Weak or inconsistent data governance
- Multiple 'siloes' data systems
- Limited accessibility of data
- Duplication of systems and tools
- No consistent approach to geospatial data
- Variability in skills and knowledge
- Disjointed organisational structure in relation to data and intelligence
- Reliance on inefficient manual data processes
- Continued reliance on old technology
- Low visibility of data in decision making

Alongside these limitations, our discovery work also highlighted key strengths:

- Keen appetite for change
- Pockets of skilled and experience staff, including the central data and intelligence team
- Strong relationships
- Recent investment commitment in MTFP

A more detailed explanation of these issues can be found in Appendix 2.

Addressing these weaknesses and building on our strengths will require significant transformational change to how we work, the tools we use, the skills and capacity we have and our organisational structure and culture.

## 6. How we will change

### Our data principles

To guide us through this programme of change and support achievement of our data ambitions, we have agreed a set of data principles as part of our overarching council Target Operating Model.

These data principles sit alongside the principles for other layers of our Target Operating Model and will be used across the council to guide decision making. This means that all council services must consider data, and the implications of these principles, as part of service design. As such, these principles are embedded in the approach to improvement set out in this strategy.

Further detail about what these principles mean in practice is included in Appendix 3.

**Table 1: Data Principles**

Decisions are enabled by insight derived from data
1. We ensure legal and ethical collection and use of data.
2. We actively measure, manage and improve data quality.
3. We maximise data sharing internally & externally, aligned with our legal and ethical commitments.
4. Appropriate data from multiple sources is available in real-time centrally and is combined to provide an integrated view.
5. Data and intelligence regarding need is available, accessible and used to inform service evaluation and design.
6. Data helps services analyse, derive insight and make decisions to improve quality and efficiency.

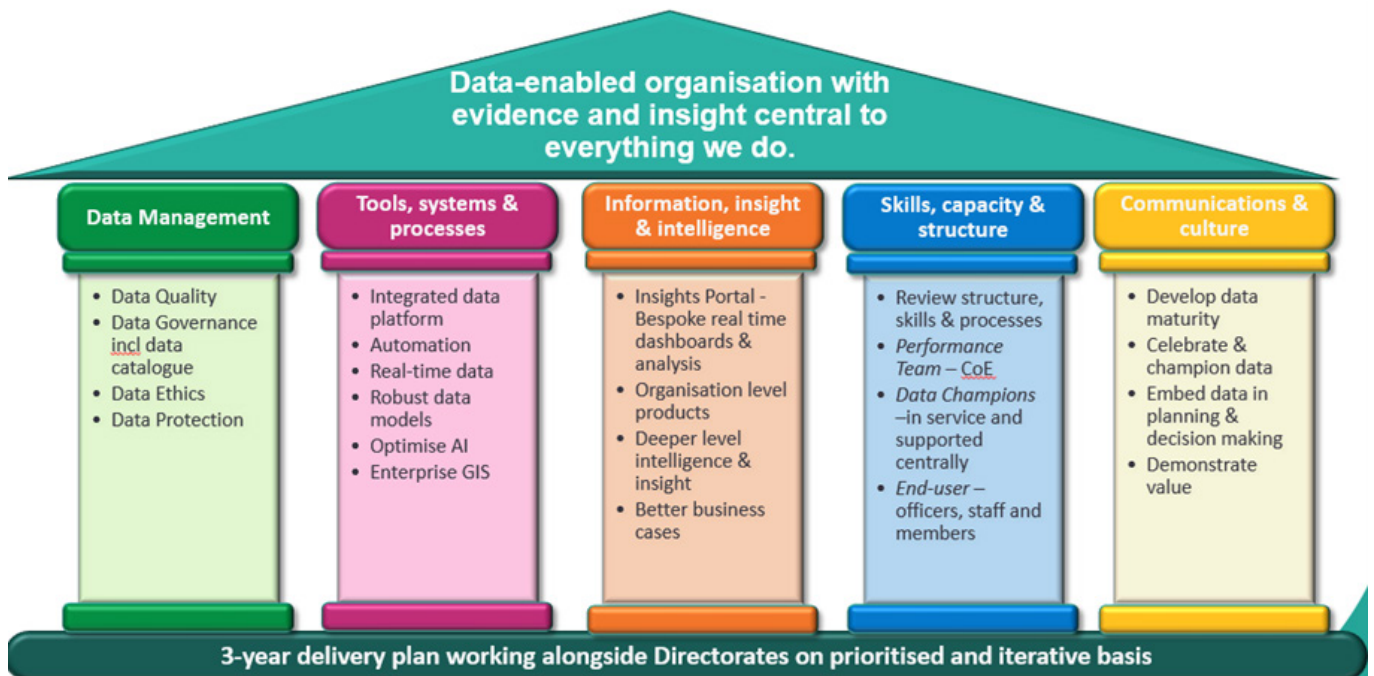


## Our strategic approach

To achieve our ambition of becoming a data enabled organisation and realise the benefits that this will bring, the evidence tells us we need to develop and improve in five key areas - the Data Improvement Pillars of this strategy:

1. Data Management
2. Tools, systems and processes
3. Skills, capacity and structure
4. Information, insights and intelligence
5. Communications and culture change

**Figure 1: Data Improvement Pillars diagram**





In the table below we explain more about what each means and summarise the actions required to deliver improvement. Further detail on activity across the five Data Improvement Pillars is set out in our Data Delivery Plan at Appendix 4.

**Table 2: Data Improvement Pillars**

Pillar	What is required	Key delivery actions
<b>Data Management</b>	<p>Quality data and robust governance are the fundamental foundation of this strategy, without them we cannot rely on our reporting or analysis and our decision-making will, by definition, be flawed. We need to enable access and oversight of data, whilst ensuring effective data protection is in place. Overarchingly, we need to be ethical in our management and use of data.</p> <p>This means ensuring effective:</p> <ul style="list-style-type: none"> <li>• Data Quality</li> <li>• Data Governance (including data catalogue)</li> <li>• Data Ethics, and</li> <li>• Data Protection</li> </ul>	<p>Develop and implement:</p> <ul style="list-style-type: none"> <li>• Data Quality Framework inc data quality standards and tools</li> <li>• Data Governance Framework, including data catalogue</li> <li>• Data protection practices and processes embedded</li> <li>• Data Ethics Framework</li> </ul>
<b>Data Management</b>	<p>To make best use of our data we to be supported by the right technology to facilitate a step-change in our approach and support data integration, automation, enhanced reporting and deeper analysis and insight, including geospatial</p> <p>In turn, this needs the right systems, processes and tools. We will create a single data enterprise architecture that defines how we store, manage, process, and access our data.</p>	<ul style="list-style-type: none"> <li>• Implement a new integrated data platform to support effective data management</li> <li>• Robust data model to meet information needs at service and organisational level</li> <li>• Streamlining and automation of data processes</li> <li>• Developing use of AI to create efficiencies in data management</li> <li>• Co-ordinated approach to GIS services</li> </ul>

Pillar	What is required	Key delivery actions
<b>Information, insight &amp; intelligence</b>	<p>The ultimate purpose of data is to allow us to generate meaningful information, insight and intelligence. This supports us to understand what is working, what is not and where things need to change. This means developing our core capacity and capability to move beyond current reporting and analysis limitations.</p>	<ul style="list-style-type: none"> <li>• Organisation-level Products, such as <ul style="list-style-type: none"> <li>- Intelligence Hub</li> <li>- FOI Dashboard</li> <li>- Intelligence Observatory</li> <li>- EDI Dashboard</li> <li>- Place Reporting</li> <li>- Economic Dashboard</li> <li>- Carbon Management Dashboard</li> </ul> </li> <li>• Service Level Products - Data and Intelligence micro-sites (information Portals) giving access to required reports (including dashboards, benchmarking etc)</li> <li>• Use of AI to enable deeper analysis and insight</li> </ul>
<b>Skills, capacity &amp; structure</b>	<p>To make use of the data and new tools, we need to have the right knowledge, skills and capacity in the right places. This applies across the 'data space' from the people collecting data, to the people working with and processing data, and to the end users interpreting the information and analysis produced.</p> <p>This necessarily includes reviewing how data and intelligence roles and functions are currently distributed across the council and considering how to create the right organisational structure for the future.</p>	<ul style="list-style-type: none"> <li>• Structure and operating model review conducted</li> <li>• Communities of practice for Data Champions across organisation established</li> <li>• Programme of training: <ul style="list-style-type: none"> <li>- Central Data and Intelligence Team</li> <li>- Data Champions</li> <li>- End-users</li> <li>- Members</li> </ul> </li> </ul>
<b>Communications &amp; culture change</b>	<p>We need to foster an organisational culture that values data as a critical asset, understanding its value and potential and using it consistently to inform and improve decision making. Alongside this we must recognise the importance of openness and sharing of data for the public good.</p>	<ul style="list-style-type: none"> <li>• Celebrating, championing and communicating the effective use of data</li> <li>• Bringing data to life through effective storytelling.</li> <li>• Embedding use of data through our decision making and governance processes</li> <li>• Building our ability to share our data with others, inside and outside the council.</li> <li>• Growing our data maturity.</li> </ul>

# 7. Achieving our ambition

## Developing Data Improvement Programmes

While there are elements of the work required under each of the five pillars that are standalone issues (for example agreement of data ethics statement or implementation of a new data platform), much of the data strategy implementation will happen working collaboratively with service teams to fully understand their specific circumstances and develop bespoke Data Improvement Programmes of work to increase their data maturity.

Because data maturity varies across our services we must take account of these different starting points if we want to achieve our ambitions. Some services will be focused on data integration and deeper analysis, others will begin by concentrating on data collection and quality. There is no one-size-fits all. Our delivery approach will be flexible allow support to be tailored to service areas' needs, and to address areas of need in order of priority.

We will use the five Data Improvement Pillars to frame our engagement with service teams.

## Prioritising our Data Improvement Programmes

We will work with services on a prioritised basis, starting with those areas identified as an organisational priority in the Council's Change and Delivery Programme before moving on to other priority areas. Over time we will work through all our services, building on developments sequentially and steadily improving our data maturity and ability to derive the full range of anticipated benefits from our data.

Alongside these prioritised and planned work programmes, we will encourage input from across the council to identify 'quick-wins' that have potential to deliver specific benefits with limited effort.

As well as recognising the diversity of our services, this approach recognises that there is not the capacity for a single, council-wide, simultaneous improvement programme for all services.

deeper analysis, others will begin by concentrating on data collection and quality. There is no one-size-fits all. Our delivery approach will be flexible allow support to be tailored to service areas' needs, and to address areas of need in order of priority.

We will use the five Data Improvement Pillars to frame our engagement with service teams.

## Responsibility and governance

The Performance & Intelligence Team will lead the delivery of this strategy working alongside critical internal stakeholders like ICT, Information Governance and Customer & Digital Services who will support and facilitate change.

This strategy requires commitment from all council services to supporting improved data maturity and achieving the benefits listed at the start of this document.

A core cross-directorate reference group will provide check and challenge on the implementation of our delivery plan, with formal governance happening through the Change and Delivery Group and Programme Assurance Board.

## Managing risks

Considering the significant transformational change involved in delivering this strategy, it is important to highlight potential risks and mitigation actions to ensure success.

Issue	There is a risk that	We can mitigate that risk by
<b>Technology</b>	<p>There is insufficient capacity within our ICT service to support implementation of the necessary new technology at the pace envisioned.</p> <p>There are technical ICT barriers to the implementation of new technology as a result of the developing state of our ICT infrastructure.</p>	<p>Fully understanding what is required of in terms of ICT service support and infrastructure and working closely with ICT colleagues as we develop this understanding.</p>
<b>Investment</b>	<p>The investment needed to implement the strategy will not be available due to competing pressures from other priority areas.</p>	<p>Being clear about the investment that is required, the benefits that will be realised as a result and the relationship with other priority programme ambitions.</p>
<b>Capacity and skills</b>	<p>The current level of capacity and skill in key services, including the central Data and Intelligence Team, will be insufficient to meet organisation expectations, meaning the programme takes longer to deliver and the benefits are not fully realised.</p>	<p>Reviewing the skills and capacity needs on an ongoing basis, building those into investment bids, and maximising the opportunities to build skills through free or low cost routes.</p>
<b>Service commitment</b>	<p>That given competing demands on services, insufficient commitment of time and attention will be given to improving data.</p> <p>Potential resistance to staffing and structural changes.</p>	<p>Establishing data improvement as a key priority focus for the whole council.</p> <p>Early engagement with services and developing plans which have a focus and pace that is right for them.</p>

## Measuring our progress

Progress on strategy delivery and achievement of key milestones will be monitored through the Change and Delivery Group.

Key milestones in our first year are:

- Data and Intelligence strategy approval by Cabinet
- Data Frameworks developed – Quality, Governance, Ethics
- Integrated data platform agreement and implementation
- Data Improvement Programmes scoping discussions completed with all Change Programmes
- 12 month work programmes agreed with all Change Programmes
- Quick win action list agreed
- Resourcing bids agreed and submitted
- 12 month progress review and benefits realisation assessment

In developing bespoke Data Improvement Programmes with individual services, we will establish clear baselines, success measures and target benefits to be monitored. Dependent on the service, these might commonly include measures related to:

- **Data Accessibility:** The ease and speed at which data can be accessed.
- **Data Quality:** The accuracy, completeness, and reliability of data collected and maintained.
- **Data Usage:** The extent to which data is used for analysis, reporting, and decision-making.
- **Impact on Decision Making:** The degree to which data-enabled insights influence and improve decision-making processes.
- **Training and Data Literacy:** The level of staff proficiency in understanding, analysing, and using data effectively.
- **Operational Efficiency:** Improvements in workflow efficiency and reduction of redundant processes through better data management.
- **Cost Savings/Avoidance:** Financial benefits realised through more efficient data processes and avoidance of unnecessary expenses.
- **Income Generation:** Additional revenue streams unlocked or enhanced through innovative data use and insights.

## 8. Moving forward

The scale, complexity and diversity of services, along with the range of other concurrent demands on the organisation, mean we anticipate taking 5 years to fully realise the benefits of this strategy. Recognising this, we will prioritise our focus where we can make the biggest impacts most quickly, meaning we expect significant improvements in specific areas to be achieved over the next 12 months.

As a living document, this Data & Intelligence Strategy, together with our more detailed Delivery Plan will be reviewed annually to ensure it continues to reflect our direction of travel and our relevant priorities for the council, the changing world of work and our workforce.



# Appendix 1: Strategic context

The importance of data is a common thread across our Council Plan, Council Plan Delivery Framework and Target Operating Model.

## Council Plan

Data is foundational to ensuring the council adheres to its core values of being evidence-based and needs-led.

## Council Plan Delivery Framework

To achieve our Effective Services mission, we have identified the need to ensure that data and insight is readily available to make needs-led and informed decisions based on local and national evidence.

## Target Operating Model

The council's Target Operating Model describes how we will work. The importance of data runs through all the layers of our operating model:

- **Easy Access:** Data, information and intelligence will be available and accessible through automated processes, reducing demand that resources can be focused to those in most need.
- **Effective Services:** Services will be developed and managed based on evidence that is available to managers in a timely and accessible format to enable optimisation of efficiency and effectiveness.
- **Supporting Technology:** 'Fit for purpose' technology across the Council supports the provision of data, the automation of data, the accessibility of data, and the integration of data to enable organisational efficiency.
- **Community Focus:** Increased access to data and information will support empowerment of our communities, enabling them to make informed decisions and influence council activity.
- **Enabling Processes:** Integrating data will support a seamless end-to-end experience for customers and officers.

## Change Programme

Data has been agreed as a specific Change Programme in its own right, alongside the other nine Change Programmes which have been prioritised for development. In addition, data is a consistent thread through all Change Programmes and critical to them achieving their aims.

In addition, improvement to how data is used to enable decision making is a key element of the Productivity Plans required by government

## Foundational strategies

The data strategy sits alongside the council's other foundational strategies. They are foundational because they underpin and set the context for all the council's activity and require commitment and action from all parts of the council. In addition, improvement to how data is used to enable decision making is a key element of the Productivity Plans required by government.

# Appendix 2: Data discovery – Current data maturity assessment

This discovery activity that has informed the development of this strategy has illustrated a range of common issues:

- **Data capture weaknesses** – issues with how data is collected and recorded in the first instance, creating problems for how the data can subsequently be used.
- **Poor data quality** – errors or omissions in data that is recorded, meaning that resulting reports can be inaccurate or misleading.
- **Weak or inconsistent data governance** – weak or inconsistent systems for managing data that is held, leading to poor understanding of our data assets and insufficient ownership and accountability.
- **Multiple ‘siloes’ data systems** – data is held in multiple systems that do not integrate with one another, meaning opportunities to join up related data sets and derive greater insight are missed.
- **Limited accessibility of data** – siloes systems mean access is limited to small numbers of staff, impacting our resilience and creating single points of failure.
- **Duplication of systems and tools** – different services using different tools and systems for the same purpose presenting opportunity for rationalisation, financial savings and improved resilience.
- **No consistent approach to geospatial data** – lack of consistent council-wide approach to Geographical Information Systems, limiting the potential to harness the power of geospatial data to aid our understanding.
- **Variability in skills and knowledge** – variability in the skills and knowledge of stakeholders throughout the ‘data space’, including core data staff, managers and members, impacting their ability to make best use of data through effective reporting and analysis.
- **Disjointed organisational structure in relation to data** – lack of a coherent structure operating model for data and intelligence roles, reinforcing siloes working and impacting resilience.
- **Reliance of manual data processes** – frequent reliance on time-consuming manual processes to generate routine information and reporting.
- **Continued reliance on old technology** – frequent reliance on older forms of data technology, such as Excel, and opportunities being missed to benefit from the latest, rapidly developing, technology, including automation and artificial intelligence.
- **Low visibility of data in decision making** – uneven distribution of data visibility and understanding across the council leads to missed opportunities, hindering transparency and accountability.

Alongside these limitations, our discovery work also highlighted key strengths:

- **Keen appetite for change** – across the council there is an acknowledgement of current weaknesses and a strong desire to improve our data maturity. Services highlighted many areas where improvement was possible and data development was a consistent theme in service improvement plans.
- **Pockets of skilled and experience staff, including the central data and intelligence team** – The central Data and Intelligence Team is progressive, highly skilled and keen to develop further and drive improvement. There are also skilled staff in service areas with extensive business knowledge that will be critical to facilitate data improvements.
- **Strong relationships** – There are strong existing relationships between the central Data and Intelligence Team and several key service areas with new relationships also developing.
- **Recent investment commitment in MTFP** – The need to prioritise data improvement has been recognised in the medium-term financial plan with investment agreed to increase staffing capacity in the central Data and Intelligence Team, and funding agreed from our transformation fund to support priority improvements in children's services and adult social care. We have also invested in a proof-of-concept trial implementation of a new data platform.





# Appendix 3: Data design principles

Across the five layers of the council's Target Operating Model core principles have been agreed that will frame all service design decisions. The principles for data, along with an explanation of what they do and do not mean, are included in the table below.

## Summary principle: Decisions are enabled by insight derived from data

Principle	What it means	What it doesn't mean
We ensure legal and ethical collection and use of data.	<ul style="list-style-type: none"> <li>We provide clear and transparent information to citizens about how their personal data will be collected, processed and used</li> <li>We provide training to service areas on how to collect, store and share data</li> <li>We only collect data that is necessary</li> <li>We take steps to ensure that inaccurate or incomplete data is rectified or erased</li> </ul>	<ul style="list-style-type: none"> <li>A one-size-fits all approach as some areas of the Council will have varying levels of risk and complexity</li> <li>Data processing and sharing is prohibited</li> <li>Personal data cannot be used to identify risk factors</li> </ul>
We actively measure, manage and improve data quality.	<ul style="list-style-type: none"> <li>Services are accountable for maintaining data quality, supported by common tools to facilitate this</li> <li>Data is updated and maintained regularly, it is part of everyone's role to do this</li> <li>Agreed data catalogues and dictionary</li> <li>Centralised tool to identify quality of data</li> <li>We balance the cost of holding and processing data with the value that is received</li> <li>We have the skills and expertise to analyse, interpret and present data for services</li> </ul>	<ul style="list-style-type: none"> <li>Timely quality processes for service areas to maintain data</li> <li>The source and quantity of data dictates its quality.</li> </ul>
We maximise data sharing internally & externally, aligned with our legal and ethical commitments.	<ul style="list-style-type: none"> <li>The default assumption is that data is a corporate asset and can be shared</li> <li>Building knowledge and understanding of common data sources across teams and partners</li> <li>We will develop our data capture policies and processes to improve our ability to share data</li> </ul>	<ul style="list-style-type: none"> <li>Gathering as much data as possible for the sake of it</li> <li>Sharing all data available without a clear understanding of the benefits</li> <li>It doesn't mean that data will be shared without consideration of GDPR</li> </ul>

Principle	What it means	What it doesn't mean
<p>Appropriate data from multiple sources is available in real-time centrally and is combined to provide an integrated view.</p>	<ul style="list-style-type: none"> <li>• We aspire for a single version of truth for all our core data sets e.g. one address record per household, one unique individual record for each resident</li> <li>• We have an agreed data dictionary</li> <li>• Data is easily accessible and retrieved as our systems and ICT infrastructure support this</li> <li>• Better decision making</li> <li>• Reduced time to prepare and analyse data</li> </ul>	<ul style="list-style-type: none"> <li>• Data will be forcibly centralised and 'integrated' with systems removed</li> <li>• Logical but inhuman decisions</li> <li>• Ignoring experience and external factors which shape decisions</li> <li>• Only focusing on the more innovative end of the spectrum e.g. some simple data analysis for services will hugely help decision makers</li> </ul>
<p>Data and intelligence regarding need is available, accessible and used to inform service evaluation and design.</p>	<ul style="list-style-type: none"> <li>• Data is available and is easily accessible for services to evaluate their performance.</li> <li>• Data is combined with qualitative information to inform service design</li> <li>• Service design becomes more evidence-based over time</li> </ul>	<ul style="list-style-type: none"> <li>• Service design and evaluation will be only informed by data</li> <li>• Service design is not the responsibility of the service lead</li> </ul>
<p>Data helps services analyse, derive insight and make decisions to improve quality and efficiency.</p>	<ul style="list-style-type: none"> <li>• Data is available and insight is easily accessible for services to evaluate and improve their performance.</li> <li>• Data is combined with qualitative information to inform improvements to services</li> </ul>	<ul style="list-style-type: none"> <li>• Decisions will be only informed by data</li> <li>• Service decision are not the responsibility of the service lead</li> </ul>



# Appendix 4: 2024/25 Delivery Plan for Data Strategy

This plan provides a high-level overview of the work which will take place over the coming year. It is structured around 5 Data Improvement Pillars, which will form the basis of the Data Improvement Programmes implemented with each service area:

1. Quality data & governance
2. Tools, systems & processes
3. Skills, capacity & structure
4. Information, insight & intelligence
5. Communications & culture change

Pillar	Key Deliverables	Target Delivery Date	Measures of Success
<p><b>Data Management</b></p> <p>Quality data and robust governance are the fundamental foundation of this strategy, without them we cannot rely on our reporting or analysis and our decision-making will, by definition, be flawed. We need to enable access and oversight of data, whilst ensuring effective data protection is in place. Overarchingly, we need to be ethical in our management and use of data.</p> <p>This means ensuring effective:</p> <ul style="list-style-type: none"> <li>• Data Quality</li> <li>• Data Governance (including data catalogue)</li> <li>• Data Ethics, and</li> <li>• Data Protection</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Data Quality Framework including data quality standards and tools</li> </ul>	Complete by end 24/25	Data Quality Framework in place and quality improvement begun across priority areas
	<ul style="list-style-type: none"> <li>• Develop Data Governance Framework, including data catalogue</li> </ul>	Complete by end 24/25	Governance Framework in place with data more accessible
	<ul style="list-style-type: none"> <li>• Develop Data protection practices and processes and embed across all stakeholders</li> </ul>	Complete by end 24/25	Data protected and processes and policies embedded across data stakeholders
	<ul style="list-style-type: none"> <li>• Develop Data Ethics Framework</li> </ul>	Complete by end 24/25	Ethics Framework in place

Pillar	Key Deliverables	Target Delivery Date	Measures of Success
<p><b>Tools, systems, processes</b></p> <p>To make best use of our robust data we need the right systems, processes and tools. This means creating a single data enterprise architecture that defines how we store, manage, process, and access our data.</p> <p>In turn, this needs to be supported by the right technology to facilitate a step-change in our approach and support data integration, automation, enhanced reporting and deeper analysis and insight, including geospatial.</p>	Completion of proof-of-concept implementation of integrated data platform.	June 2024	Completion of Proof of Concept, evaluation and next steps agreed.
	Agree and implement integrated data platform to enable critical data management activity including data access, integration, automation and provision	July 2024	Integrated Data Platform in place
	Development and production of data enterprise architecture to support single view of the citizen	Ongoing	Integrated data model on track
	Develop data catalogue (Microsoft Purview in Fabric)	Ongoing	Data catalogue available in Purview
	Discovery programme for GIS services to support improved competencies and capabilities across the organisation	December 2024	Organisational agreement on approach to GIS.

Pillar	Key Deliverables	Target Delivery Date	Measures of Success
<p><b>Skills, Capacity &amp; Structure</b></p> <p>To make use of the data and new tools, we need to have the right knowledge, skills and capacity in the right places. This applies across the 'data space' from the people collecting data, to the people working with and processing data, and to the end users interpreting the information and analysis produced.</p>	Performance Team training to build and optimise use of data platform and suite of data management tools	December 2024	Staff skilled and comfortable with data responsibilities and driving change programme forward
	Member Training for existing products	December 2024	Members aware and comfortable using available data and information
	Establish 'data champions' community of practice and implement training and upskilling as required	Ongoing	Implemented and running by December 2024
	End-user training – scope and implement	Ongoing	Users optimising use of data (in line with Data Improvement Programme implementation)
	Recruitment to identified gaps in Data and Intelligence Team	Ongoing	New structure developed and vacant roles filled successfully
	Roles and skills mapping across organisation (who is working with data in what capacity)	Complete by December 2024	Map of roles and skills produced
	Revised organisational structure for data and intelligence produced, including roles, responsibilities and operating model.	February 2025	In principle agreement to new structure

Pillar	Key Deliverables	Target Delivery Date	Measures of Success
<p><b>Information, Insight &amp; Intelligence</b></p> <p>The ultimate purpose of data is to allow us to generate meaningful information, insight and intelligence. This supports us to understand what is working, what is not and where things need to change. This means developing our core capacity and capability to move beyond current reporting and analysis limitations.</p>	Develop automated, integrated reporting for priority statutory returns, inspection requirements and key business areas to alleviate internal pressures and allow oversight	Ongoing	<ul style="list-style-type: none"> <li>Automated production of statutory returns</li> <li>Automated production of inspection requirements</li> <li>Increased production of automated dashboards and reports</li> </ul>
	Provision of cross-cutting analysis and insight using data from multiple services	December 2024	Cross-cutting analysis available
	Report on agreed corporate performance management KPIs until April 2026	December 2024	Production of Quarterly Corporate Performance Report
	Agree Corporate Performance Framework and develop Corporate Performance dashboards	December 2024	Initial dashboards built
	Renew current Observatory contract until June 2025	June 24	Contract renewed
	Recruitment to fill existing gaps in capacity and business areas	December 2024	All vacant posts filled
	Role mapping across organisation to understand breadth and depth of data demands	Ongoing	Mapping process started

Pillar	Key Deliverables	Target Delivery Date	Measures of Success
<p><b>Communications &amp; Culture Change</b></p> <p>We need to foster an organisational culture that values data as a critical asset, understanding its value and potential, and recognises the value of openness and sharing of data for the public good.</p>	<p>Develop programme of all staff communications, awareness, training, engagement etc to develop 'data buzz'</p>	<p>September 2024</p>	<ul style="list-style-type: none"> <li>• Develop programme of events to champion data and increase engagement</li> <li>• Embedding use of data through our decision making and governance processes</li> <li>• Building our ability to share our data with others, inside and outside the council.</li> <li>• Growing our data maturity.</li> </ul>







## Translation Services

If you require this document in another format (e.g. CD, Braille or large type) or in another language, please telephone: **0300 373 3300**.

للوصول إلى هذه المعلومات بلغتك، يرجى الاتصال 0300 373 3300

আপনি যদি এই তথ্য আপনার নিজের ভাষায় পেতে চান তাহলে অনুগ্রহ করে 0300 373 3300 নম্বরে টেলিফোন করুন।

如果您希望通过母语了解此信息，  
请致电 0300 373 3300

Jeigu norétumète gauti šią informaciją savo kalba,  
skambinkite telefonu 0300 373 3300

W celu uzyskania informacji w Państwa języku proszę  
zatelefonować pod numer 0300 373 3300

Se quiser aceder a esta informação na sua língua,  
telefone para o 0300 373 3300

Bu bilgiyi kendi dilinizde görmek istiyorsanız lütfen  
0300 373 3300 numaralı telefonu arayınız

