Stockport Council Data Strategy (2021-2025)

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Other strategies, audit reports and papers that have helped inform the Data Strategy include:

- SMBC Digital strategy (2022)
- Borough Plan (Aug 2020)
- Stockport Council Plan (Mar 2021)
- Stockport Climate Action Now (in development)
- National Data Strategy (Dec 2020)
- The future of local government – KPMG (Jul 2021)
- Build back fairer in GM: Health equity and dignified lives (Jun 2021)
- Data saves lives: National Health & Social Care Data Strategy (Sep 2021)
- NAO Report: The challenges in implementing digital change (Jul 2021)
- NAO Report: The challenges in using data across government (Jun 2019)
- The government data quality framework (Dec 2020)

Target audience

The strategy covers the entire organisation, providing direction on how everyone has a part to play in making data a strategic asset. It is aimed at strategic decision makers who use insight to inform policy, consumers of analytics who use data to inform plans and operations, and system users entering and maintaining data at source. For our partners, this document will be helpful in explaining how we can align data and work together to achieve shared goals. It is expected that this strategy will adapt slightly as it is circulated to a wider audience, with a final version published later in the year.

October 2021

1. Summary

1.1 Where are we now?

We have, over the last few years, developed methods for managing our data assets and more effectively generating insights, but we are only scratching the surface of the possibilities our data can bring. As local government finances face increased pressure, demand for services increases and the demographics of the borough change, we will need data-led innovation to succeed. Below are some of the data related challenges we face that this strategy seeks to address.

- The volume and variety of data continues to increase exponentially, bringing with it challenges to harness the potential of this incredibly useful asset.
- Demand for insight is also increasing, with a more data hungry workforce requiring data and insight to support MTFP proposals, evidence impact, develop business plans, support day to day decision making and improve operations and outcomes for citizens.
- Data is the foundation upon which our digital transformation will be based, so our data needs to be "digital ready", and able to support AI, machine learning and robotic process automation.
- Data will also be fundamental as part of our evolving smart cities plans – harnessing "big data" from sensors and the "internet of things" will require further thought
- Some key data is still held off system in silos, with data duplication and waste, making it difficult to generate insight, understand customer journey and monitor inequalities.
- We have inconsistent governance and control over our data, with identified data quality improvements to be made and as yet undiscovered data issue too
- Some datasets are inaccessible or difficult to interrogate, while others are held by partners with limited data sharing in place
- There is increasing scrutiny as to how data is used, with greater focus on the ethical use of information to deliver services
- If we are to truly become a data-led organisation we need to address skills gaps, for both colleagues who provide data services and the wider workforce.
- We do not have universal data standards, making it difficult to join our data.
- We are not making the most of cloud technologies to build the rapid and scalable data management and exploitation capabilities that we will need in future.
- There can be a lack of recognition in the importance of data in many areas, with a related lack of accountability and awareness of ownership responsibilities

The establishment of the Data Service in 2020 helps to provide a focal point around which we build our data culture, behaviour and capabilities, and as we move from the pandemic response and focus on the challenges we and our partners face, we must make the most of our data assets to enable future success.

1.2 What are we trying to achieve?

> *"It all begins with data. Data is the driving force of the modern economy, fuelling innovation and has been a lifeline during the pandemic. We need to harness the power of our data to innovate, experiment, boost productivity and improve public services."*
>
> National Data Strategy (2020)

Data driven capabilities are changing the way we communicate, live and work. As the volume and variety of data continues to grow the importance of data will continue to increase and we need to be best placed to make effective use of this incredibly important asset. This strategy focuses on how we deliver the following:

- **Data treated as a strategic asset.** Apart from our people, data is our most important asset and is considered as part of everything we do. Data provides insight into our customers, staff, decision making, business processes and ultimately provides evidence of our impact and how the Council is performing. We focus more time and effort on using our data to create efficiencies, delivering services at least cost to the taxpayer. We govern, manage and control our data as we would do for any other asset.
- **Data enabled digitisation & insight generation.** Data helps us to build smarter, data driven, inter-connected digital systems than can easily and securely integrate with partners. A solid and reliable data foundation with joined up information, enables multiple use of our data assets, supporting automation and efficiency. Data helps us to understand problems, innovate, take effective action and measure the impact. The insight generated helps deliver better services to citizens.
- **Data leadership.** We aspire to be a leader in our effective management and use of data. We promote what we do, sharing in the open and engaging with partners to develop a local centre of excellence (CoE). We work with like minded local authorities, Greater Manchester and others building on opportunities to partner with universities to help further develop skills, generate insight and open up new data opportunities. There is a culture shift from "need to know" to "need to share" across the Council and key partner organisations.
- **A data enabled workforce.** There are rapidly evolving methods for managing and analysing data – the Council is well placed to ensure we fully leverage this important asset. We develop a workforce that is data literate, with the skills and confidence to leverage our data effectively. Data ownership, and the responsibility this entails, is embedded across the Council.

1.3 How will we execute our strategy?

- **A new Data Governance operating framework.** While continuing to focus on service priorities, we establish a new data governance operating framework to exercise authority, control and shared decision making of our collective data assets. This would include commissioning data management projects to bring together our data to support innovative data projects (see Appendix), improve data quality, data integration focussed system procurement/digital tool development, mitigate data related risks and review information sharing. The framework would be developed from the evolution and expansion of the existing data needs assessment to a more formal Information Management Board, or similar, with a possible partnership focus too.
- **A new Data Management framework.** Using industry best practice, we will develop a framework for more effectively managing our data across the entire organisation, leveraging opportunities for system inter-operability and single views (e.g. citizen, debt, assets, schools etc.). This will include the generation of master and reference datasets, some of which will be aligned to partner datasets to open up future sharing opportunities (insight or data). Data will be designed to be used for multiple purposes, IG permitting, and will be managed appropriately at each stage of the data lifecycle until it is destroyed or archived in line with the retention schedule. We will work

closely with partners in the Technology service to make the most of the opportunities of cloud technologies.

- **A new locality Centre of Excellence.** Bringing together the data, information governance and analytical expertise from across the locality, to share best practice and work together on shared projects. It is envisaged this group will focus on Borough Plan priorities, with a transparent roadmap developed to outline how we will use our combined assets and skills to achieve shared objectives. This group will include; SMBC, CCG/ICS, SFT, SHG and could be expanded to include GMP, VCSE and others. Data and insight will be shared in the open, where possible, via the new open data platform (Big Stockport Picture).
- **An increased focus on skills across the entire organisation.** In order to make the most of the opportunities our data and insight brings, we need to support colleagues with building the relevant skills. The Data Service will spend more time supporting colleagues with data interpretation and data literacy, ensuring the insight and data capabilities are embedded, building on the business relationship model with fewer "task and finish" projects. New Data champion, stewardship and FOI champion roles will be introduced to assist. Where possible, the data will be discoverable by a wider group of colleagues making use of the open data platform and expanding access to discoverable data. We will evaluate the technology and software we use to determine which solution is best for democratising our data.
- **New data focussed procurement and business case review, with transparent prioritisation methods.** Utilising the new smartsheets and business case process, we will review plans with an eye on whether or not each proposal moves us toward more integrated data that is easier to manage and generate insight from. We will also use the new software to be as transparent as possible regarding data-led projects and the methods for prioritisation.

1.4. What do we need to achieve success?

- **Leadership buy-in.** Leadership promoting and driving the benefits of good data, helping to deliver the vision, with partnership buy-in to the Centre of Excellence approach.
- **Organisational buy-in.** With support from wider colleagues (e.g. HR/POD), invest in and build the data driven culture we need to achieve success.
- **Governance.** Support to embed the required governance structure to ensure we make the most of our data assets.
- **Data architecture.** A roadmap to further develop our architecture, aligned to our new data management framework, so we have the necessary capabilities to achieve our objectives.
- **Insight.** Insight to support decisions aligned to the data strategy, but also more useful insight in the hands of colleagues that need it with the support and guidance available to use it effectively.
- **Funding.** A sustainable funding model to ensure we have the capabilities to achieve our strategy, making the most of project funding and external grant monies where available.
- **Plan.** Aligned to the digital transformation plan, outline specific objectives and deliverables in a transparent manner, with regular review by stakeholders.
- **Metrics.** Evidence to show why data projects are prioritised, with a measure of the impact this has on transformation, MTFP objectives and data strategy delivery.

1.5 Conclusion

Data is the lifeblood of our organisation and while we have examples of successfully leveraging this important asset in recent years the potential for data led transformation is huge.

Increasingly decisions are made using data, ranging from service design and improvement decisions, to commissioning choices and investments. As the volume and variety of data increases we need to have the capabilities to leverage our data at speed, making the most of the opportunities available to us. Examples can be found in the Appendix, but below is a selection:

- A single view of the citizen, joining contacts, decisions and outcomes information to provide more efficient, appropriate and coherent customer services. Pioneering Councils have also achieved significant savings through this approach, for example sharing death data to end concessionary services at the appropriate time, residency checks removing the need to pay for external agencies, identifying illegal sub-letting and restructuring council operations spending less time on manual data processing.
- A single view of debt to provide more appropriate support to customers facing financial difficulties, improving outcomes for citizens. Other Councils have seen an increase in collection rates and fraud identification too.
- Automated data processing for services, reducing risks and costs whilst improving customer experience and removing data silos. Removing manual processing frees up capacity, reduces human error and improves data quality. This improves our reputation and finances too, identifying and removing overpayments.
- New data sourced in support of the Stockport CAN objectives (in development), providing a baseline for planning, evidencing the impact of our decisions and targeting investment to reduce carbon emissions.
- Publishing data in the open to support VCSE business cases as part of grant funding bids, increasing likelihood of success with investment in Stockport services.

If we take this a step further and consider more radical opportunities, we could even use our data to change how the Council operates more broadly. For example, if we join up our data better if offers the opportunity for introducing new services aligned to citizen journey patterns and service expectations – helping to create a One Council feel for citizens. Teams would have access to the data they require from multiple systems making them more responsive to citizen requirements.

Our future success relies on us being able to harness the power of our data. This strategy will guide us on that journey to put data at the heart of everything we do and become data leaders.

2. Where are we now?

"Greater use of technology, the proliferation of data and analytical techniques, and better awareness of their risks, have led to widespread debate over how to manage data in the modern world.

However, there is insufficient recognition of the importance of data. Data is not always seen as a priority, with a lack of understanding as to the quality of the data. There is a culture of tolerating and working around poor quality information."

National Audit Offices' "Challenges in using data across government" report (2019) summarising the challenges faced by organisations trying to leverage data assets

2.1 Progress to date (2017-2021)

Since 2017 we have made significant progress in the development of our systems to capture the data we need, with training and support for colleagues to improve data quality. We have introduced new information governance processes and procedures that help to identify and mitigate risks, whilst also enabling data sharing across the partnership and beyond. We have developed a data foundation that supports analytics and embedded the use of dashboarding technology to create new insights at a quicker pace, supporting more services on their journey to be data led. Specific examples include:

- **Built capacity and capabilities through a new structure, new skills and new data tools.** More services receive data-related support than previously. Through the development of a business relationship model we provide more tailored support to services, building the knowledge required to help shape requirements more effectively. We have increased resilience by upskilling and utilising common technologies.
- **Introduced a suite of dashboards, providing colleagues with the ability to self-serve and generating insight for services that previously had limited support.** The dashboards have proved useful and popular, with positive feedback from users. For example we have had over 10,000 views since April 2021 to the Stockport Family dashboards alone.
- **Assisting the Council's Covid response to assist vulnerable citizens.** We were required to utilise our data warehouse and BI tools to blend data from multiple sources, at speed, to assist with the Shielding/Clinically Extremely Vulnerable programme. This included new data sharing, working closely with partner organisations and delivering dashboards (e.g. Covid summary, Covid contacts) and other data products to monitor activity, including helping social workers to conduct safe visits to homes of children in need using Covid school absence data.
- **Automated planning policy greenspace site evaluations, saving close to 400 hours of effort.** To help target sites for inspection and remove the need to inspect every site, a routine was developed to automatically assess sites. This freed up inspectors to focus their time and effort on the most appropriate sites.
- **Implemented new systems and rolled out systems to wider services.** Working closely with colleagues across digital services, the new systems (e.g. Liquidlogic, Verint) improve the collection and quality of data to support service redesign, improve business processes and generate new insight through improved reporting.
- **A successful Local Digital Fund bid for our Family Context Project**. While this project was delayed due to Covid, we are now piloting the tool in Stockport prior to evaluation and planned rollout across the borough and beyond. We have also seen secondary benefits to this, including the

development of our master data management solution with person matching algorithms that can be applied to other service data in future.

- **Implementing data automation to assist with distribution of £1.7M in Local Support Grant vouchers.** Matching datasets to identify eligible citizens and issue electronic vouchers. We were able to track the use of vouchers more effectively and modify eligibility when required, with no manual printing and posting effort required.
- **Developed a new in-house web mapping solution, bringing functionality and cost avoidance benefits.** Utilising opensource technology and following our digital principles, we developed an inhouse mapping system that brought benefits in terms of new functionality, integration with our data architecture and avoided significant costs required to upgrade the previous system.
- **Introduced new data sharing.** In order to support priorities such as integrated health and social care and school readiness, new information sharing agreements were drafted enabling information to be shared and new insight to be generated to support decision making.
- **Generated new income.** Income has increased year on year through generation of new data focussed services and successful grant funding applications, helping to achieve savings targets and invest further in the team.
- **Developed an enterprise data warehouse.** Replacing the Children's warehouse that was prone to error, with limited support, we have created a warehouse that includes adults, children's social care, education and other datasets. This connects to a number of self service dashboards to provide insight to colleagues.
- **Impressive FOI performance.** Through the hard work of the Information Governance team we were able to achieve one of the highest timeliness performance rates in the region.
- **Introduced a new open data platform.** In June 2021, our new open data platform (Big Stockport Picture) launched with a number of datasets, maps and reports. There are plans to expand this further bringing transparency, collaboration and innovation benefits.

2.2. Challenges and opportunities

We are seeing rapid digital, technological and data related change and this will continue in the years ahead, opening up new opportunities but also increasing risks in terms of our ability to harness the power of our data, data security challenges and skills gaps.

Data is too valuable and too important to ignore. While we have made progress in the supply of information to services and colleagues, we are still too siloed in our thinking with reactive projects, resulting in limited data sharing and less focus on connecting our data assets to provide the joined up and coherent view of our citizens needs and outcomes. There is also the unmeasured "people cost" associated with maintaining siloed data, duplicating effort with workaround data processing activities and managing poor quality data.

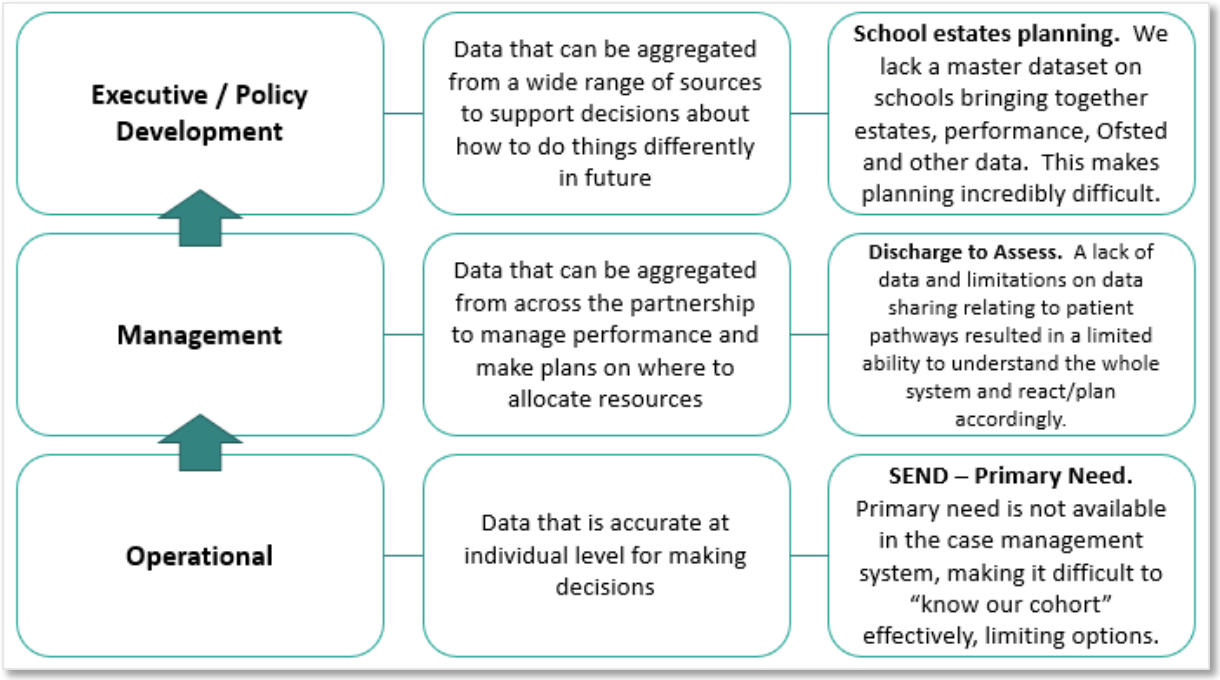
A lack of governance, policies and inconsistent standards inhibits our ability to create a single view of citizens, physical assets, schools, place and others, losing the ability to maximise our data assets and better understand Stockport as a place and residents needs. This also introduces duplication for the citizen who need to provide the same information on multiple occasions, information that is then maintained potentially resulting in waste and incorrect data. There are multiple records of citizen interactions with Council services with different formats for names, dates of birth, address etc. This lack of common data models also limits our ability to create inter-operable systems, or digital tools where we "own the last mile" presenting data and information from a number of datasets in the Stockport style.

Similar to the findings observed in the recent NAO report, "The challenges in implementing digital change", we have a poor appreciation of the status of data in all our systems and the impact this has on service transformation. Data and reporting is often considered mid-way through projects (e.g. iTrent) which adds delay and creates additional pressure on colleagues who are required to deliver on multiple fronts at short notice. We need to address data at the start of programmes and projects, with data considered as part of business cases.

As outlined in the NAO "Challenges in using data across Government" report, there are three substantive issues that many organisations, including Stockport Council, face:

- **Data is not always seen as a priority.** Data sharing, data quality improvements and integrating our data are often afterthoughts in service development and change initiatives. While progress has been made, there can be insufficient recognition of the importance of good data.
- **The quality of data is not well understood.** Often data quality issues are not identified until it is too late resulting in additional effort and increased cost. There are no shortcuts in resolving data quality with many barriers and constraints making this a difficult endeavour.
- **There is a culture of tolerating, and working around, poor-quality data.** While progress has been made in the ability to improve data quality, urgent service demands often need to take priority resulting in less time to manage our data effectively and/or more time spent developing work-around solutions to meet immediate needs. This also builds technical debt as manual/semi-automated workarounds require further support.

The following is an adaptation of an NAO model highlighting problems that arrive due to lack of, or inconsistent data:



There is also inconsistent ownership of data. While responsibility for making the most of our data, aligned to service and partnership priorities, sits with the data service, accountability for the use of information lies with asset owners. Training, as well as regular reporting on the health of assets (data quality, breaches, sharing agreements), is needed to provide owners with the knowledge and skills required to manage their data. Leadership buy-in is also crucial in building a data led culture highlighting everyone has a role to play.

High profile examples of inappropriate use of data (e.g. Cambridge Analytica), data breaches (e.g. Facebook, LinkedIn) and well publicised data legislation (e.g. GDPR) have increased public awareness of how their data is used and the risks surrounding poor data security. In order to maintain public trust in how we process, blend, share and use data we need to be transparent, communicate benefits and, where appropriate, speak to residents about novel approaches to data sharing through citizen panels, or similar.

As we invest in new technologies, it will bring opportunities for innovate applications of data that will create efficiencies e.g. predictive analytics, robotic process automation. However, if the underlying data is not of sufficient quality or is difficult to join together, it risks magnifying problems associated with data quality resulting in less successful projects and/or additional work around solutions.

While the Council faces increased budget pressures, we must prioritise sustained and proportionate investment in our data. If data is one of our most important assets and we wish to be data-led we need to either significantly re-prioritise existing backlogs, with more time spent on building a connected foundation of high quality data and less time spent on reactive, urgent tasks, or invest further in the development of our capabilities and assets. At the same time, we need more checks and balances to ensure that the insight generated is useful and is being utilised, with evidence to measure impact, but as the volume of data grows and the number of data products increases, so will maintenance requirements.

3. What is our vision?

"Bringing disparate data sources together to tap into the immense power of analytics and data based insights will play a critical role in reshaping local government for a new era. Local authorities are poised to serve communities in exciting new ways by joining up information and applying data analytics"

The future or local government – KPMG report (2021)

3.1 A vision for data (2021-2025)

"We will put data at the heart of everything we do, promoting data as the second most important asset we have behind our people. We will use joined up data to innovate, supporting our digital transformation, generating insights that results in better decision making and improving value for money public services. We will switch from reactive to proactive service delivery, generating as much value as possible from our data and helping to create a more personalised experience for citizens who have trust in how we use their data."

The challenge ahead of us is significant, but we are ambitious and will set goals to help shape our approach in the years ahead. They include:

- We are a data-led organisation to meet the needs of our residents, using data to transform and helping to create new and improved services, making the best use of our limited resources.
- We use our data more effectively, with associated changes in behaviour, culture and skills in order to rise to future challenges.
- We build data-driven, inter-connected digital systems that integrate across services, directorates and with partners too. Data is a key component of our emerging Digital Strategy.
- We further develop rapid exploitation of data by increasingly sophisticated tools, to generate insight, power automated processes, analyse our performance and adjust plans accordingly.
- We have people with the confidence to use data, analytics and technology appropriately.
- We create machine ready data that can be utilised for advanced automation and analytical techniques, as the volume and variety of our data increases.
- We maximise the benefits of emerging technologies to make the most of our assets.

We have suggested a four year strategy due to the amount of work required, but this could be shortened if other tasks are re-prioritised or we further invest in our data. There are other deliverables that can be achieved in a shorter time period too. In the next section the strategy focuses on five outcomes with high level action plans outlining what we need to do execute the strategy.

4. How do we execute the strategy?

"Getting the right data in the right place at the right time is a fundamental driver of value for money: making services work for the people who use them, improving systems and processes, and supporting better decisions. The steps required to use data effectively are as much about good management, governance and planning as they are about learning to work with new technologies"

National Audit Offices' Challenges in using data across government report, 2019

"The true value of data can only be fully realised when it is fit for purpose, recorded in standardised formats on modern, fit for purpose systems and held in a condition that means it is findable, accessible, interoperable and reusable"

National Data Strategy, 2020

4.1 Our ambition for the years ahead 2021-2025

In order to execute our strategy successfully the necessary work required has been aligned to the following outcomes.

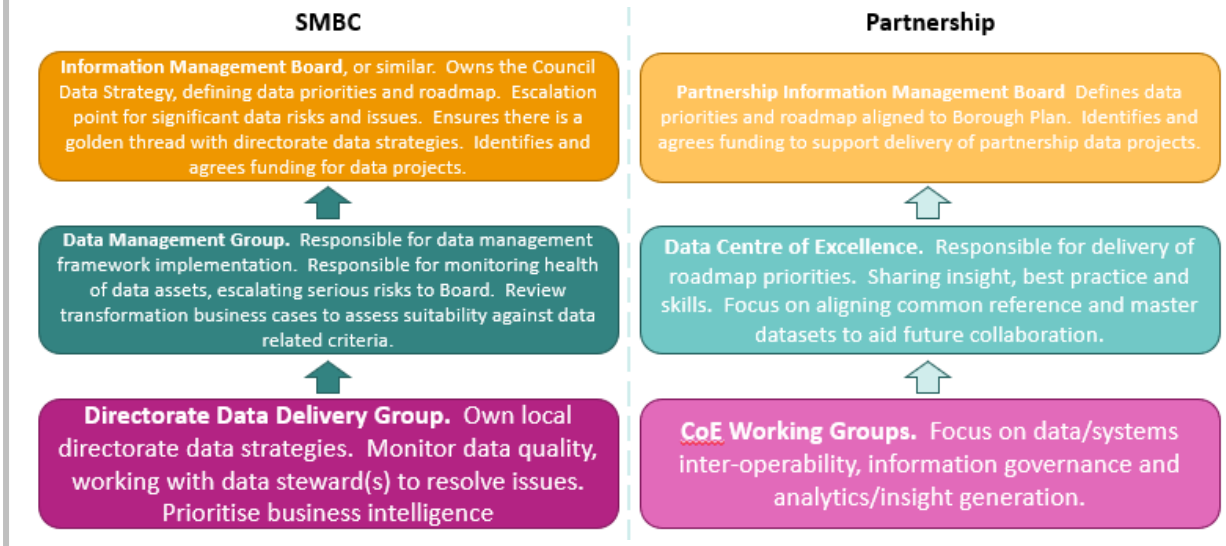
- **Outcome 1: Data is treated as a strategic asset and governed appropriately**
- **Outcome 2: We manage our data effectively, building a solid data foundation with common standards that supports quicker and more effective insight generation.**
- **Outcome 3: We work with partners to develop a locality wide approach to data sharing, integration and insight generation.**
- **Outcome 4: We have a data-led workforce able to make the most of data and digital opportunities.**
- **Outcome 5: Data operations are streamlined to make the most of our capabilities, integrated into wider governance and decision making processes, with transparent methods for prioritisation and evidencing impact.**

For each we outline what this includes, with examples where possible, how we will know if we are successful and a list of high level actions. More detailed action plans, including metrics, will be developed later in the year following additional conversations with services and partners.

Outcome 1: Data is treated as a strategic asset and governed appropriately

Detail: Our data is considered the second most important asset we have, behind our people. We exercise authority, control and shared decision making of our collective data assets, setting policies for aligning data, agreeing data standards, commissioning data management projects to join up our data more effectively, improve data quality or to enable system inter-operability and regularly review the health of our data assets, mitigating risks.

This will require introducing a new data governance operating framework. Below is a high level overview of what the new data governance operating framework could look like. The SIRO board could play a part in this, removing the need to create a separate board. The Data Management Group could act as a data quality subcommittee, developing information management policies and standards to be approved by the board.



Proposed governance operating framework - to be developed further

We will also want to explore the potential for a data charter, similar to the Camden Data Charter: Camden's Data Charter - Camden Council

Success criteria: We see a culture shift, with data featuring more prominently at a strategic level and considered for all activity undertaken by the council. Leadership appoints Data Champions to drive the data agenda in their part of the organisation. Data governance is embedded across all levels of the Council, aligning funding and data management activity to achieve the most from our data assets. Data is seen as everyone's responsibility and this is reflected in staff feedback, surveys etc.

Actions (to be further developed):

Task	When
1. Data needs assessments completed for all directorates identifying data required	**Q2 2022**
2. Using the LGA data maturity toolkit, assess levels of maturity across the organisation, starting with leaders but also assessing at management and operational levels too. To be included as part of needs assessment.	**Q2 2022**
3. Outputs from needs assessments used to identify master datasets and opportunities for aligning data – MTFP and transformation focus.	**Q3 2022**

4. Update Record of Processing Activities document to provide inventory of current/planned data processing, including sharing agreements	**Q3 2022**
5. Local data strategies developed for directorates, in partnership with Data Champions and Business Relationship roles	**Q2 2022**
6. Partner with external agency to determine priorities and opportunities for data-led improvements (e.g. machine learning, predictive analytics, RPA etc.)	**Q2 2022**
7. Leadership sessions focussed on data-led transformation opportunities	**Q1 2022**
8. Data governance group (Information Management Board, or similar), set up to devise policies (e.g. data quality, standards etc.) to help achieve required transformation	**Q2 2022**
9. Set up citizen panel group to help steer ethical use of data, learning from others	**Q3 2022**
10. Periodically revisit the data maturity assessment, using the baseline data to measure progress	**2023, 2025**
11. Review ToR of existing decision making groups to ensure there is a data focus	**2022 - 2023**
12. We develop a Stockport Data Charter to guide how we collect, process and share data ethically	**Q4 2022**

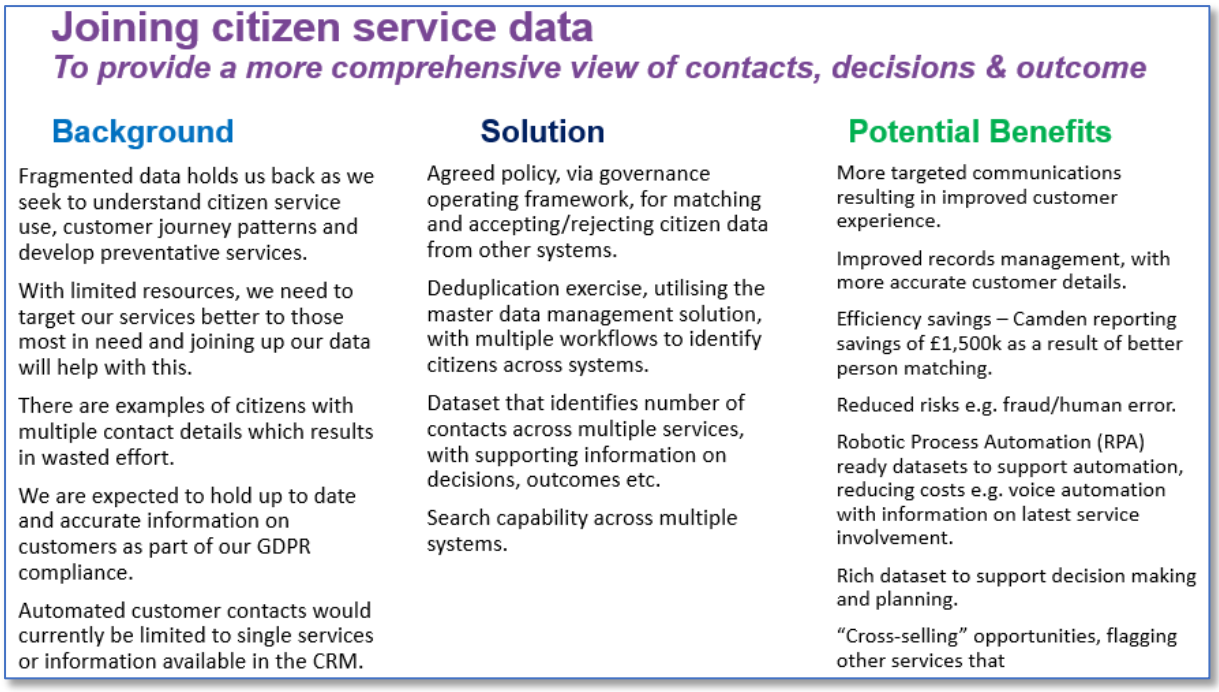
Outcome 2: We manage our data effectively, building a solid data foundation with common standards that supports automation and quicker and more effective insight generation.

Detail: The effective capture, analysis and use of our information assets will enable transformative benefits across the Council, opening up new opportunities, supporting the MTFP and mitigate information risks. To achieve these benefits we need common, interoperable, standardised data and data services which are actively managed.

Following industry best practice (DAMA DMBOK), we further develop our data foundation using a new data management framework to support system interoperability, join disparate datasets and improve data sharing. We create master and reference datasets that enable single views of schools, citizens, place etc. helping to build a more coherent view of needs and outcomes. Our data foundation will be ready for advanced applications such as machine learning and robotic process automation.

We make the most of Part 5 of the Digital Economy Act to bring together disparate datasets to improve and target public services. We identify and remove data siloes and data duplication, removing waste and automating manual inefficient processes.

Below is an example of the potential benefits of deploying joined up data, similar to what other pioneering Council's have already achieved.



Case study: Commissioning a data management project to join up citizen data more effectively would result in better outcomes for residents and efficiency savings. Further examples have been published by NESTA: https://www.nesta.org.uk/blog/want-to-share-data-between-organisations-start-by-looking-closer-to-home/.

Success criteria: An ability to understand how data connects and flows across and through Council systems, and where appropriate partner systems too. Able to apply machine learning, RPA and other AI techniques to our data quickly and with minimal effort. Master and reference datasets available, providing single source of the truth and supporting multiple use cases.

Actions (to be further developed):

Task	When
1. We work with an external agency to assess the current state of our digital data architecture, helping to develop a plan for improvement	**Q1 2022**
2. Identify required master and reference datasets for both SMBC and the wider partnership, aligned to SMBC and Borough Plan priorities respectively	**Q4 2022**
3. Further develop data quality metrics and dashboards, at first aligned to statutory duties, to help monitor the health of our assets	**Q4 2022**
4a. Develop a data definition and business glossary to support common understanding	**2022**
4b. Develop data sources log, highlighting available data across the Council and partnership, including potential use	**Q4 2022**
5. Review existing systems/forms (online and other) to identify additional fields to be added to assist with property and/or person matching	**2022**
6. Identify data processing tasks to be automated, freeing up capacity – both internal to the Data Service and across the organisation	**2022**
7. Working with colleagues in the Technology Service, develop a cloud technology strategy, agreeing the approach for scaling data management and analytics	**Q2 2022**
8. Implement cloud technology strategy, moving data foundation to the cloud with new master/reference datasets (hybrid approach)	**2023**

9. Single view of citizen or debt project identified with return on investment evidenced	**2022**
10. Expand data foundation to include multiple datasets, aligned to citizen, place, schools etc.	**2023 - 2025**
11. We evaluate the use of existing dashboard technology against Power BI, based on integration with wider tools, ease of use and costs.	**2022 - 2023**
12. We provide access to previous FOI requests via the open data portal	**2023**

Outcome 3: We work with partners to develop a locality wide approach to data sharing, integration and insight generation.

Detail: We make the most of the collective data, information governance and analytical expertise available across Stockport to make better use of our assets. We provide a more complete picture of Stockport citizens/patients/clients, their needs and outcomes that is used to inform partnership and organisational decision making. Insight is shared across the partnership, making the most of our open data portal to support transparency, collaboration and innovation.

Below are the emerging themes for the CoE, responsible for delivering the roadmap aligned to shared Borough Plan priorities.

Success criteria: CoE formed, with partnership buy-in and regular attendance. Proof of concept developed using Borough Plan priorities to help identify shared project(s). Roadmap developed focussed on aligning/integrating data to help solve common challenges (e.g. single view of debt, winter pressures). Wider group of organisations publishing data via open data platform.

Actions *(to be further developed)*:

Task	When
1. CoE formed following discussions with leadership from across the partnership (SMBC, CCG/ICS, SFT & SHG)	**Q4 2021**
2. Identify common master/reference datasets where joint working would be required, aligned to Borough Plan priorities	**Q2 2022**
3. Develop proof of concept, aligned to Borough Plan priority	**Q2 2022**
4. Develop partnership wide roadmap for data alignment / integration	**Q3 2022**
5. Seek additional members to join group from VCSE, GMP and other relevant organisations	**Q4 2022**
6. Open data published on a regular basis, aligned to partnership and Borough Plan priorities	**2022-2025**
7. Develop partnership data sources log, highlighting available data and potential use	**2023**

Outcome 4: We have a data-led workforce able to make the most of data and digital opportunities.

Detail: Our people are data literate, empowered and skilled with an ability to draw on and use data to improve operations, support planning and make more informed decisions. Our people feel supported in the use of their data, understand the importance of good data quality and their role in maintain this, and have access to the right data at the right time, using security controls to manage this. Data is owned, with information asset owners and other stakeholders taking proactive action to monitor and improve the quality and usage of their data assets. Data is championed by directorates and services, with monitoring and internal challenge as to the effective use of data.

Success criteria: Data is considered in all activities. Champion and stewardship roles working closely with colleagues from the Data Service to prioritise tasks, identifying and remedying data quality issues. More colleagues able to access insight and, for colleagues with the skills and interest, perform their own analysis, making use the data foundation.

Actions (to be further developed):

Task	When
1. Devise new mandatory data literacy and/or quality training for all colleagues.	**Q1 2022**
2. Review responsibilities with Information Asset Owners, identifying additional support required	**Q4 2021**
3. O365 retention and sensitivity labelling implemented, and record of processing activity refreshed, supporting information asset owners with their responsibilities	**Q2 2022**
4. Data champion, stewardship and FOI champion roles defined, individuals identified and support plan developed (*link to needs assessments?*)	**Q4 2022**
5. Metadata catalogue and measure definition glossary produced and maintained to support transparency and re-use of data	**Q2 2023**
6. Devise retention and recruitment strategy as part of wider Digital Services plans aligned to DDaT (Digital, Data & Technology) profession capability framework	**Q4 2021**
7. Identify wider pool of potential "analysts", developing proof of concept data model to support analytical work	**Q3 2022**
8. Cyber security training programme developed for data analysts and developers	**Q4 2022**
9. Explore use of Curator, or similar, to support colleagues with using dashboards e.g. supporting videos, links to training etc.	**Q2 2023**

Outcome 5: Data operations are streamlined to make the most of our capabilities, integrated into wider governance and decision making processes, with transparent methods for prioritisation and evidencing impact.

Detail: Data is considered at initial business case development, whether it be system procurement or changes in processes or service design. We quickly identify data-led projects and how data capacity and capabilities are involved in wider transformation projects. We evidence the impact good quality data has in terms of decision making, staff time and costs.

Success criteria: Customers have a clear understanding of the data priorities for their directorate/service. Fewer systems procured where data integration and reporting are not considered in the early stages. More inter-operable systems.

Actions (to be further developed):

Task	When
1. Process for reviewing business cases implemented, with escalation procedure where necessary	**Q4 2021**
2. All Data Service teams implemented Smartsheets with reporting in place to feed back progress, backlogs etc. to customers	**Q4 2021**
3. Data access, integration and insight generation included in procurement process to ensure new systems and processes align to the data strategy	**Q1 2022**
4. New reporting framework highlighting impact of data and digital transformation developed	**Q2 2022**
5. Ongoing reporting to Digital Board and data governance group	**2022 - 2025**