

# Data Strategy for the New Somerset Council 2023

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## About the Data Strategy

Data powers every part of the council's business. We must both protect it, and exploit it, to retain public trust, and improve our services. This strategy sets out practical steps as we establish the new council, and ambitions towards a bold vision for data.

Data includes the case information that we collect and generate as we provide services, through to policy documents and minutes of decisions, with all manner of facts and statistics in between. It covers all the information that we create ourselves or receive from others; stored in electronic or paper form.

If up till now, data has been seen as a tool for computer specialists; this strategy is about inviting participation from our staff, managers, members, partners, local businesses and the public as we serve the place of Somerset. We will continually reach-out and engage with this 'data audience' to understand their needs and set an expectation that:

- it is simple to find out what data is available, and on what terms it can be shared;
- if they have a right to data, they should be able to access it;
- If data already exists, it is re-used, rather than being collected again;
- they are supported to meet their data handling obligations;
- statistics and analytics are presented in easy-to-understand formats and dashboards;
- they can call on expertise to make sense of data.

In this way, we will

- be open and transparent
- retain public trust
- provide efficient services
- make better decisions

The strategy is aligned with our Digital, Technology, and Customer strategies in order to provide a comprehensive and integrated approach.

## Background

From 1st April 2023, the five principle local authorities in the administrative county of Somerset will be replaced with a single Unitary Somerset Council. Data has been managed independently across the five councils, so there is now a need to ensure that, from the outset, the new council meets its obligations, and expectations from customers and partners when handling data.

There is an opportunity to build on the best of the practices found across the five councils, and to that end, the Local Government Reorganisation (LGR) programme has established a series of workstreams and projects, some of which touch the scope of the Data Strategy. This strategy brings the relevant outputs of the LGR programme together so that we tell a cohesive story about data, from the point that it first enters the organisation, through to its final archiving or destruction. Along the way, we'll introduce the data professions such as Process Improvement, Information Governance, Records Management, Business Intelligence, and so on.

# Key Themes

The Key Themes running through the strategy are to both Protect and Exploit Data.

## Protecting Data

- Meeting legal obligations, and the expectations from our customers and partners when handling data.
- Right Quality data that is fit-for-purpose

## Legal and Regulatory Requirements

The legal framework under which we must manage the information we are responsible for includes:

- General Data Protection Regulations 2016 (GDPR)
- Data Protection Act 2018
- Digital Economy Act 2017
- Freedom of Information Act 2000
- Environmental Information Regulations 2005
- Re-use of Public Sector Information Regulations 2015
- Public Records Acts 1958 and 1967
- Local Government Transparency Code 2015
- Equalities Act 2010

... as well as the powers and duties that apply to each of the services that we provide.

We must therefore ensure that we have consistent Information Governance and clarity on where ownership and responsibility for each information asset lies.

## Public Trust

The public and local businesses trust us to handle their data, which is often sensitive. The digital agenda has brought a recognition that data about a person and their circumstances is owned by the citizen, not the council; they should be able to see their data, and, where applicable, manage their consent about who it is shared with, and for what purpose.

We are promoting online digital services, leading to improved customer experiences and savings. Trust in our digital services could be undermined if sensitive data were to leak, or was used for unauthorised purposes.

## Delivering services with quality data

Our services depend on ready access to data that is fit for purpose and of sufficient quality.

The Customer Strategy is focused on improving the customer experience so that customers can serve themselves when asking for information, telling us about a change in their circumstances, or making an application. This can only work when our data is up-to-date and reliable.

Data veracity is the degree to which we believe that data is true. To offer self-service and automation, we will need to be able to assess the veracity of data that we collect from customers, or is shared with us from partner agencies.

## Exploiting Data

- Re-using and Sharing data
- Deriving insight and foresight from Business Intelligence
- Prevention via early identification
- The skills to engage with Data

## Sharing Data with Partners

Delivering services increasingly involves sharing data with partners or our agents; we remain responsible for the behaviour of those that we share with, and to safeguard data that is passed to us.

As our customers apply for our services, we can improve the experience, and reduce unnecessary bureaucracy by accessing trusted data from partners, rather than asking for information again, that has already been collected and verified.

Some customers have complex needs which requires a multi-agency response. No one organisation can see the whole picture. Initiatives such as Supported Families or Homelessness Prevention start by blending data from many sources to find multiple indicators at a single household; building into a cohort of the most vulnerable where an intervention would improve long-term outcomes.

## From Data to Insight, from Insight to Foresight

Data about an individual case is used to serve a single customer; once the case is completed, the data is typically stored in a database. This data is valuable when aggregated with other cases, and analysed to find patterns and correlations, which can then be used as evidence when understanding the well-being of our communities, and tuning our policies and services.

Combining data from many sources can provide an up-to-date intelligence base from which

- the performance and equalities of our services can be monitored;
- cohorts of vulnerable people can be generated;
- the resilience of local services and 'community assets' can be monitored and supported;

Predictive Analytics, and emerging Artificial Intelligence can then be used to make assumptions of what the future might look like, and run simulations of how certain interventions and investments could lead to improved outcomes.

## Openness and Transparency

Much of our data, when published, is of interest to our residents, businesses, partners, policy makers, and academics; supporting democratic accountability and making it easier for local people to take part in decision making and shaping public services.

The Government believes that in principle all data held and managed by local authorities should be made available to local people unless there are specific sensitivities (e.g. protecting vulnerable people or commercial and operational considerations) to doing so. It encourages local authorities to see data as a valuable resource not only to themselves, but also their partners and local people.

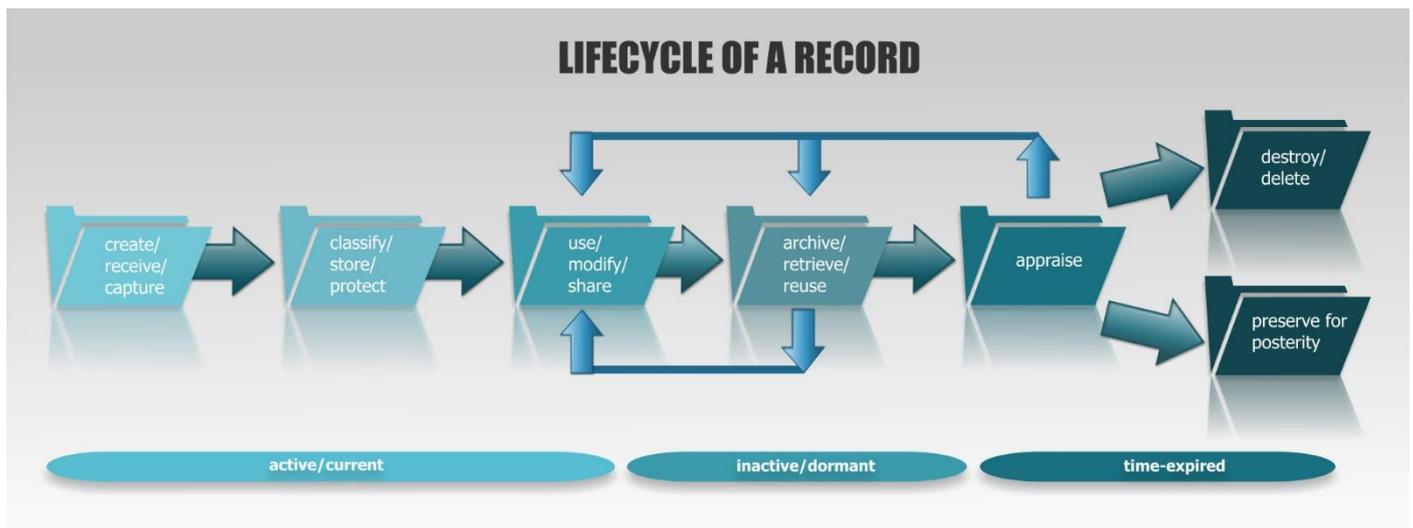
[Local Government Transparency Code 2015](#)

Where case data cannot be published, for example due to privacy or commercial considerations, an aggregated or anonymised version can still provide valuable insight.

Well-managed published data can encourage those with digital skills to develop solutions for the public.

## The Data Lifecycle

Data is managed through a 'life-cycle'; at each phase, we can apply consistent policies and treatments to ensure that it is both protected and exploited.



<ul style="list-style-type: none"> <li>• <b>create</b></li> <li>• <b>receive</b></li> <li>• <b>capture</b></li> </ul>	Data, such as that from customers, devices, and partners, is created or enters the organisation. This might be new data, or perhaps acquiring information from elsewhere that already exists.
<ul style="list-style-type: none"> <li>• <b>classify</b></li> <li>• <b>store</b></li> <li>• <b>protect</b></li> </ul>	Data is classified; it may be of a known repeatable type, or it could be a one-off. Either way, we need to understand purpose, quality, sensitivities and privacy issues, and tag it so that it can be

	<p>discovered by an authorised audience, alongside other related information.</p> <p>Data is stored so that it is protected from inappropriate access, or loss.</p>
<ul style="list-style-type: none"> <li>• <b>use</b></li> <li>• <b>modify</b></li> <li>• <b>share</b></li> </ul>	<p>Data is accessed, processed, analysed, and shared, in accordance with approved purposes.</p> <p>New renditions can be generated that are appropriate for other audiences, such as aggregations and pseudonymisations.</p>
<ul style="list-style-type: none"> <li>• <b>archive</b></li> <li>• <b>retrieve</b></li> <li>• <b>reuse</b></li> </ul>	<p>Data is removed from the operational environment into an archive where it can still be accessed and analysed but cannot be modified.</p>
<ul style="list-style-type: none"> <li>• <b>appraise</b></li> <li>• <b>destroy</b></li> <li>• <b>preserve</b></li> </ul>	<p>Once data reaches the end of its assigned retention period, it is appraised to see if it has historical value, in which case, it is permanently archived for preservation. Otherwise, it is destroyed to comply with legal requirements, and local policy, and to reduce the burden of storage.</p>

# Data Capabilities

## Information Governance

An Information Governance Board (IGB) will give assurance that information is being managed legally, securely, efficiently and effectively.

Some key roles will be established for

- Caldicott Guardian
- Senior Information Risk Owner
- Data Protection Officer
- Information Asset Owner

All local authorities which provide social services must have a Caldicott Guardian; a senior person responsible for protecting the confidentiality of people's health and care information and making sure it is used properly.

As we introduce new services, or supporting data systems, we are required to carry out a Data Protection Impact Assessment, to ensure that data is handled appropriately, leading to a privacy statement so that customers are aware of the collection and use of their personal data.

The IGB monitors that each Information asset is identified and allocated to a business owner to act as the Information Asset Owner (IAO). IAOs are then supported to carry out regular impact assessments to ensure that

- data is adequately protected
- data is proportionate, and of the right quality for its purpose
- data follows a life-cycle from collection, use, storage, archive, to destruction
- we are transparent about the data that we hold, and why we hold it
- we learn from misuse or inappropriate sharing

Any incidents of breaches of personal data security are assessed by the Information Governance team, and reported to the IGB to monitor trends and take actions on high risks. Where a breach could have been prevented, the Information Governance team sees through improvement actions.

Data can exist in paper form, as well as computer files; the IGB applies its controls to these as well while encouraging improved processes that move away from paper records.

The IGB promotes a culture where data is a corporate asset, and at the heart of business continuity. Consequently, we avoid relying on information held by individuals, and provide tools and training to ensure that data is discoverable and attributable to our processes.

## Deliverables by 1st April 2023

Deliverable	Features	LGR Workstream	LGR Product
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Information Governance Framework	Sets the IG scope. Defines the IG Board and Reporting. Sets out methods for Assessing and Cataloguing Data.	CCP - IG & Data Management	1041-Develop Information Governance framework and policies.
Defined IG Roles	Roles including <ul style="list-style-type: none"> <li>• Caldicott Guardian</li> <li>• Senior Information Risk Owner</li> <li>• Data Protection Officer</li> <li>• Information Asset Owner</li> </ul>	CCP - IG & Data Management	1045-Propose structure for delivery of IG services and Statutory Roles
Establish IG Training offer for the organisation	To ensure that IG is well understood across the organisation.	CCP - IG & Data Management	1049-Establish IG Training offer for the organisation
Record of Processing Activity (RoPA) and Information Asset Register (IAR)	As required by GDPR, this assures that we know what datasets we handle, who is responsible for them, why we need them, and where appropriate, the legal basis for processing.	CCP - IG & Data Management	1050-Establish a single Record of Processing Activity and Information Asset Register
Case Management system for IG	To track the IG processes such as Impact Assessments, Breaches, Risk Mitigations etc	CCP - IG & Data Management	1112-Integrated Case Management system for IG

## Data Protection, Freedom of Information and Transparency

The public have rights to access information where it is not exempt from publication. We will make it easy for people to request information and have processes in place to respond to requests within defined service levels.

The council will take opportunities to keep the public updated on how we use their data, and their data rights, and run a continuous training programme for staff to explain their data protection responsibilities and good practice.

The [Local Government Transparency Code 2015](#) defines a minimum set of open data that Councils in England are expected to publish.

Where data is routinely published as open data, it will be listed in the Council's Publication Scheme.

## Deliverables by 1st April 2023

Deliverable	Features	LGR Workstream	LGR Product
Access to Information Policy and Processes	Includes policy, processes, and systems for FoI Requests, Data Subject Access Requests (DSARs) and so on, and the various <a href="#">citizen rights</a> over data such as <ul style="list-style-type: none"> <li>• The right to rectification</li> <li>• The right to erasure</li> <li>• ... and so on</li> </ul>	CCP - IG & Data Management	1040-Develop & deliver Access to Information Framework
Transparency Framework	Meeting Statutory requirements and public expectations for access to open data	CCP - IG & Data Management	1044-Establish data transparency principles & culture

## Data Sharing and Partnerships

Where we share data, particularly personal data, with another organisation, both parties need clarity on roles/responsibilities; what data is being shared; what it can and can't be used for; how it will be kept safe; and expectations for retention and destruction.

Regular data sharing is covered by a series of Data Sharing Agreements. For some key stakeholders and partnerships, such as with Health and the Police, a 'Tier 1' agreement is in place setting out general principles, controls, and behaviours, to give a context for specific data shares.

Existing Data Sharing Agreements with Somerset County Council, as the 'continuing authority', will continue. Those with the Districts will be reviewed in the first year of the new Council so that, where necessary, they are properly re-established.

Prior to the new Council, various delivery partnerships have grown up between the five councils, as shared services, to deliver functions such as Waste, or Building Control. As a part of the move to a single council, these partnerships, and the data flows that support them, will be reviewed and refined.

Our aim is to encourage data sharing by providing guidance and tools so that agreements are transparent, consistent and monitored, with privacy designed-in, and the whole information lifecycle taken into account.

## Deliverables by 1st April 2023

Deliverable	Features	LGR Workstream	LGR Product
Partnership Framework	Tools to map out partnerships and supporting data arrangements	CCP – Enhancing Partnerships	1081 - Partnership Strategy Framework

Data Sharing Toolkit	Templates and Processes for data sharing	CCP - IG & Data Management	1046 - Develop data sharing Framework
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## Deliverables after 1st April 2023

Deliverable	Features	LGR Workstream	LGR Product
Data Sharing Agreements	To review and refresh Data Sharing Agreements within 12 months of the new Council as a natural part of an annual review cycle.	CCP - IG & Data Management	1046 - Develop data sharing Framework
Register of Data Shares	Transparency on the data that we share and why.		

## Process Improvement

As our customer facing, or internal processes, are established or reviewed, a Business Analyst will draw out the necessary data, and who, how and when it will flow between the various actors.

The Digital Strategy has established general principles that encourage multi-disciplinary teams to use Agile techniques to iterate towards a successful solution. In addition, the data opportunity is to

- learn from user-research and business intelligence
- minimise data and data flows
- assure that data quality is fit-for purpose
- re-use data and look for joins across the user journey
- ensure that new data processes are put through the IG processes
- ensure that data is managed, protected, and valued as an asset

## Deliverables by 1st April 2023

Deliverable	Features	LGR Workstream	LGR Product
The Local Digital Declaration	A government led initiative to facilitate the local sector towards good digital and data practices	CCP – Digital Strategy and Leadership	1196-Sign up to the Digital Declaration and assign digital leadership
Digital Playbook	A set of digital principles, methods and tools to apply business change.	CCP – Digital Strategy and Leadership	1028 - Adopt a new Digital and inclusion strategy

## Records Management and Archiving

Documents and data can be 'Records' that have been used to take decisions or are outputs of processes. For example

- Applications for Benefits
- Planning Decisions Notices
- Responses to Consultations
- Correspondence
- Case Management files
- Minutes, Reports, Strategies, Policies, Financials

We are required to retain these Records as evidence of our actions and decisions, and to destroy them after a set time. Records Management will be delivered as a core corporate service, to coordinate and manage records and information assets in accordance with legal and business needs.

Where information is held as an 'unstructured' document, say an application form, or an email from a customer, a 'Records Management' solution can be used to manage the data, together with a metadata card to describe the contents. Consistent metadata can be defined for a classification of data so that queries can be run over a set of the same type of document. However, analysis is limited to the metadata on the card. The retention schedule can be programmed into the solution so that data is naturally purged once the conditions are met.

For structured data (i.e. information in computer systems or spreadsheets) an enterprise general purpose data archive solution, such as a data lake, can be used to store and manage data from many sources, while retaining much of the ability to search, and analyse on individual fields. Access rights can continue to be controlled, and reports can be generated using a consistent reporting tool. Auto-deletion can be added to match the purging needs of the data classification.

Paper records may be scanned to become digital documents; otherwise, dormant paper records with compliance needs are sent for storage within the Records Management service, and destroyed based on the retention schedule.

We will look to rationalise physical data storage through a combination of digitalisation (where a business case allows), destroying records, or, over time, consolidating storage from existing office bases through the rationalisation of the property estate.

Documents with Historical Value are sent for permanent Archiving and Preservation to the SW Heritage Trust.

### Deliverables by 1st April 2023

Deliverable	Features	LGR Workstream	LGR Product
Records Management Strategy and Policies	To define the Records Management approach.	CCP - IG & Records Management	1041 - Develop Information Governance

			framework and policies.
Corporate File Plan / Retention Schedule	A classification of data that we manage, and the data life-cycle for each, particularly for retention, and destruction.	CCP - IG & Records Management	
Physical Archive Repository	For dormant paper records, where they are managed in accordance with legal and business need until expiry.  Onboarding of District repositories to the Physical Archive Repository, to enable barcoding and management of withdrawals and retention.	CCP - IG & Records Management	

### Deliverables after 1st April 2023

Deliverable	Features	LGR Workstream	LGR Product
Solution for Unstructured Electronic Documents	Continued use of the existing SharePoint system, and work towards migration from District legacy systems.	CCP - IG & Records Management	
Archiving solution for structured electronic data	To define and acquire a corporate solution to archiving structured data. This is an accelerator to rationalising the number of legacy computer systems that the new council will inherit from the 5 partner councils.	CCP - IG & Records Management  Business Intelligence	Subject to business case
Scanning solution	For scanning of reactivated dormant paper records and records with long retention and high usage rates.	CCP - IG & Records Management	Subject to business case
Records Management Guidance	User Guides and Information on the Intranet. To revise existing SCC User Guides to incorporate	CCP - IG & Records Management	

	procedures across the New Somerset Council.		
Disposal and Appraisal Programme	Appraisal of dormant records held in systems and repositories previously unstructured and/or unmanaged, to reduce unnecessary storage costs, to ensure compliance to legal and business needs and to identify records with historical value.	CCP - IG & Records Management	
Retention and Compliance Tools	For SharePoint and other electronic systems, to enable records and information to be managed and retained, whilst creating full audit trails.	CCP - IG & Records Management	

# Corporate Data and Master Data Management

Joining up our data will require that we establish 'golden records', particularly for People, Property and Place. These 'single version of the truth' datasets can then be used to coordinate service delivery and changes of circumstances; and to support the Business Intelligence capability to find patterns and correlations over operational data.

The emerging Customer Engagement Platform (CEP) is predicated on the aim to support a joined-up experience for customers as they access services from the council, and from other local agencies. That will require a common spine of customer data, that can be associated with a digital identity.

The [Land and Property Gazetteer](#) provides a unique identifier (UPRN) for each addressable property and land in the UK. The council is the custodian for applying updates for Somerset entries. The UPRN is then embedded in many of our back-office systems so that we can link data for properties and households. This became vital during the pandemic as we received data from the NHS about Clinically Vulnerable People. Initially that dataset did not contain the UPRN, and matching to our records simply on a text version of name and address was too imprecise. The NHS quickly added the UPRN to their data feed and matching became much more accurate.

Our spatial data is recorded, accessed, and shared, using Geographic Information Systems (GIS) and tools. GIS is used to plot the point locations and geographic areas of assets, incidents and policies, and link to associated data that may be in other computer systems.

## Deliverables by 1st April 2023

Deliverable	Features	LGR Workstream	LGR Product
GIS and Local Land and Property Gazetteer	Harmonisation of the existing arrangements into a single dataset	Asset Optimisation – Technical	1073 – GIS Mapping
Identity Assurance Approach	The means by which we are assured that data is received from, or communicated to, the right people.	CCP - IG & Data Management	1048-Develop an approach to Identity Assurance

## Business Intelligence

Business Intelligence (BI) is the delivery of analysis and insight which enable organisations to make evidence-led decisions.

Effective BI gives us a deeper understanding of people and place, and provides performance information to monitor how local services are performing. This insight supports commissioning, helps to demonstrate whether services are delivering value for money, and is essential to benchmarking activities with others.

BI provides information to help target early intervention and prevention, and to respond to unplanned and emergency situations.

Business intelligence was essential to identifying vulnerable people during the initial response for the pandemic, and has been critical to facilitating Covid grants to local businesses. More recently, the urgent need to set up processes to make monthly payments to host families for Ukrainian refugees is dependent on reliable data and business intelligence.

Increasingly we will be looking to join up our data with information held by partners, in particular Health teams; this will enable us to gain a more holistic view of need, and a deeper understanding of people and place.

BI can report on current and historic data with real-time dashboards, and embrace new and emerging technologies such as artificial intelligence and machine learning to deliver predictive and prescriptive analytics.

Business Intelligence will be delivered as

- a core specialist BI function with dedicated service support teams providing information, support and insight to services.
- BI activities within services, supported by the core team.

A Business Intelligence Strategy has been developed with themes of

- BI for People and Place – developing our understanding of the people in Somerset
- BI for Services – having the right information to manage services
- BI for Transformation – using data driven technology to transform our services
- BI Development – opportunities for data and analytics

## Deliverables by 1st April 2023

Deliverable	Features	LGR Workstream	LGR Product
BI Strategy	Defining a scope and ambition for Business Intelligence. Acton Plan.	Service Alignment – BI	477-Business Intelligence Strategy
Business Intelligence Toolkit	Describing the systems and software through which BI will be delivered	Service Alignment – BI	479-BI toolkit
Business Intelligence Resource requirements	Identifies skill set and volume of resource needed to deliver BI strategy and service – This will include both tools eg data storage environment and capabilities eg Data Science and Data Engineering	Service Alignment – BI	480-Resource requirements

## Deliverables after 1st April 2023

Deliverable	Features	LGR Workstream	LGR Product
Business Case	Business case for further investment in BI.		487-Develop case for investment in Unitary BI function

# Security and Resilience

The National Cyber Security Centre (NCSC) provide [guidance to assess data security and resilience](#) focusing on assessing risks for

• <b>Confidentiality</b>	Unauthorised access
• <b>Integrity</b>	Loss of data quality
• <b>Availability</b>	Data is not available when needed

... for data at rest (when stored), and for data in transit (as it is being communicated)

These assessments are naturally carried out as a part of a Data Protection Impact Assessment, but mission critical data also need to be assessed even if it does not contain person-identifiable data.

Similarly, data is given a protective marking

• <b>Official Personal</b>	person identifiable information
• <b>Commercial</b>	commercially sensitive information
• <b>Internal</b>	Information that should not be communicated beyond the organisation

These assessments lead to requirements for controls and technology solutions to safeguard data.

## Deliverables by 1st April 2023

Deliverable	Features	LGR Workstream	LGR Product
Cyber Security Strategy & Framework	Assessing Information Risk and providing security solutions.	Assets Optimisation: Technical	435-Cyber Security Strategy & Framework

# Filling the Gaps

This strategy has been developed by fitting the relevant existing deliverables of the LGR programme into a cohesive storey about how data is managed through its lifecycle. As we ran workshops, a handful of topics emerged that were not already picked up in the KGR programme for which the New Council will want to establish a strategy.

- Data Ethics – e.g. automated decision making, use of artificial intelligence, and so on
- Data Quality – a framework to assess requirements for accuracy, timeliness, availability, completeness etc, to meet processing needs, performance reporting, and reliability of intelligence

This strategy has been developed from a central viewpoint of the information professions; the Introduction to the strategy says that “We will continually reach-out and engage with this ‘data audience’ to understand their needs”. The New Council will therefore want to take the time to listen to the data needs and ambitions of each area of the business, and partners, to ensure that we get the best value from our data.

# Appendix A - Drivers

The Data Strategy sets its own aims and ambitions, but also delivers against corporate objectives.

## Responding to the Digital Strategy

The Digital Strategy sets out eight principles; this Data Strategy contributes to each of those ...

Digital Principle	... as a driver for the Data Strategy
<ul style="list-style-type: none"> <li>Understand and Address User Needs</li> </ul>	Using Data to understand user needs.  Listening to the data needs of various audience groups and provide data services that respond to those needs.
<ul style="list-style-type: none"> <li>Promote a Digital Culture</li> </ul>	Raising expectations for the power of data. Providing open data, and performance information, so that our residents are well informed to participate in local decision making.
<ul style="list-style-type: none"> <li>Be Data Led</li> </ul>	Using data to make better decisions, design better services, monitor our impact, and continually improve. Support prevention via early identification and smarter interventions.
<ul style="list-style-type: none"> <li>Be Agile</li> </ul>	Ready to rapidly respond to change. Working within multi-disciplinary teams to deliver projects.
<ul style="list-style-type: none"> <li>Share Reuse and Join Up</li> </ul>	Sharing and re-using Data. Making joins across data to build a single view. Collecting data once.
<ul style="list-style-type: none"> <li>Focus on Value</li> </ul>	Data as a mechanism to demonstrate value and performance such as Customer satisfaction, value for money, channel shift.  Measure the impact of data in terms of business objectives such as social value, the quality of people's lives, regeneration, the environment.
<ul style="list-style-type: none"> <li>Be Trusted</li> </ul>	Be trusted by the public to handle their personal data. Be trusted by partners to share data.
<ul style="list-style-type: none"> <li>Include Everyone</li> </ul>	Access to skills and training. Making data available in formats that everyone can access and use.

## Responding to the Customer Strategy

The Customer Strategy is organised over five themes, this Data Strategy contributes to each of those ...

Customer Theme	... as a driver for the Data Strategy
<ul style="list-style-type: none"> <li>Customer insights</li> </ul>	Listening and learning from customer feedback. Planning our services according to need and demand, and foresight.
<ul style="list-style-type: none"> <li>Customer Focus</li> </ul>	Ensuring that Information is clear, joined-up, and easy to understand by its intended audience.
<ul style="list-style-type: none"> <li>Information and Access</li> </ul>	Self-Service access to up-to-date information, assuring security and privacy.
<ul style="list-style-type: none"> <li>Delivery</li> </ul>	Evaluating targets and standards.
<ul style="list-style-type: none"> <li>Timeliness and quality</li> </ul>	Rapid access to up-to-date information, that is fit for its intended purpose.

# The UK Government Data Strategy

Finally, the Government Data Strategy focusses on four 'core pillars'

Government Data Theme	
<ul style="list-style-type: none"><li>• Data Foundations</li></ul>	data that is fit-for purpose
<ul style="list-style-type: none"><li>• Data Skills</li></ul>	people can continue to develop the data skills they need
<ul style="list-style-type: none"><li>• Data Availability</li></ul>	access to, and sharing, of data
<ul style="list-style-type: none"><li>• Responsible Data</li></ul>	lawful, secure, fair, ethical, sustainable and accountable

# Appendix B - Contributors

We are grateful to those that contributed to the Strategy.

who	Organisation	LGR Programme	Interest in data strategy
Paul Davidson	Sedgemoor D.C.	CCP Digital Strategy and Leadership Business Intelligence CCP Customer Engagement Platforms CCP Data Strategy	Governance, BI, Master Data
Rebecca Martin	Somerset CC	Information Governance and Data Management	Information Governance, data protection, records management, data transparency
Andrea Binding	Somerset CC	Records Management	Records Management, records lifecycle, paper records, electronic records, retention, Archives
Sarah Moore	Somerset CC	CCP Digital Leadership & Strategy CCP Customer Engagement platform AO Tech – In-flight projects AO Tech – technology gateway panel	ICS – links with wider system data strategy DDAT – connections MDM for CEP
Toffer Beattie	SSDC	AO Tech – Technology Strategy AO Tech – Applications roadmap CCP Digital Leadership & Strategy	DDaT dependencies  Informs Technology Strategy
Kevin Chorley	SDC	CCP Digital Leadership & Strategy Facilities – Post/printing Ways of Working	DDaT  Digital Strategy links
Tony Johnson	SCC	Corporate Planning and Performance, Business Intelligence, LCNs	Business Intelligence Archiving Data Storage etc
Dave Littlewood	SCC	Single Platform, Cyber, Staff Voice	Enterprise Architecture, Strategy for Somerset Council.
Nicola Miles	SCC	Corporate Planning, Corporate Performance, Enhancing Partnerships	Data Transparency, Performance Reporting
Lewis Walsh	SSDC	Apps Roadmap, Technical Strategy, Technical Gateway Panel	Understanding common goals and data problems; understanding current data position in LGR; how this relates to other strategic outcomes
Andy Kennell	SCC	D365 Technology Lead Apps Roadmap Budget	Data Archiving Finance and applications Business Intelligence Cost of implementing Data Strategy

