

Wandsworth Council Data & Analytics Strategy

2021 - 2023



Table of Contents

Becoming a Local Government Leader in data and analytics	2
Introduction	3
Our progress so far	3
Our Vision.....	6
Our approach	6
WORKSTREAM 1: Develop strong data foundations	8
WORKSTREAM 2: Use advanced analytics to improve services for residents	9
WORKSTREAM 3: Improve how we use our data by making it more available and accessible	10
WORKSTREAM 4: Equip the organisation with the technology and infrastructure needed to support quality analytics and data science	11
WORKSTREAM 5: Foster a culture of collaboration and develop a skilled and empowered workforce	12
WORKSTREAM 6: Implement robust data management and governance practices for the effective, secure, legal, and ethical use of data.....	13
Next steps	14
Summary	14
Glossary of Key Terms.....	15

Becoming a Local Government Leader in data and analytics



Our ambition is to become a local government leader in data and analytics. We want to make data integral to all we do. We want to use data to deliver excellent customer experience and innovative, value-for-money services for residents. To achieve our vision, Wandsworth has become one of the first Councils to develop and publish a dedicated data and analytics strategy.

Ahead of other councils and public sector organisations, we recognised the value of data and analytics in identifying service improvements, improving resident experiences, and redeveloping services for the digital era. In keeping with our focus on value for money we decided to develop our approach to data analytics using existing resources and budget to ensure that this approach delivered benefits for our residents. Our approach meant we were in a strong position to support two of the biggest challenges faced by any Council, namely Covid response and the Climate Change Emergency. Using data analytic techniques we rapidly linked and analysed data to deliver Covid Shielding for residents extremely vulnerable to Covid, directed Covid surge testing to lower uptake areas to ensure all areas of Wandsworth were protected and supported economic recovery by mapping the impact of Covid on local economy and high streets. Beyond Covid, analyses were used to secure more than £1 million pounds in Green Homes Grant Funding.

As a Council we have a strong track record of innovation. We have always used the best available evidence, including data, to design, plan and deliver the high quality services residents have come to expect from us. Having seen that data analytics can deliver real benefits for our residents we want to further build on our successes and invest in data and analytics and dedicate resources across the Council to improve our data and take it to the next level. This Strategy sets out the roadmap for how we will improve our data and use it more effectively to the benefit of our residents.

We value and take very seriously the trust that residents place in us when they share their data and information with us. Therefore, in Wandsworth the issues of information security and information governance are a top consideration in our collection, use and storage of data. This strategy and work plan will ensure that our data and analytics work is carried out effectively, securely, legally, and ethically.

Through this strategy we will deliver real change for our residents and lead the way in local government in using data effectively and innovatively to provide high quality, value for money services for our residents, continuing our long standing commitment to innovation and leading the way.

A handwritten signature in black ink, appearing to read 'Kim Caddy', with a horizontal line underneath.

Councillor Mrs. Kim Caddy

Deputy Leader of the Council and Cabinet Member (Finance, Resources and Climate Sustainability)

Introduction

Data is a key asset in supporting us as a council to deliver the best possible services for our residents. This means services that are innovative, targeted, make an impact, offer good value for money, and make the best use of resources. However, data and analytics is constantly developing, and as a council we are faced with maintaining this fast pace of development and innovation. Going forward it's important for us to look at how we can maximise the opportunities of the rapid improvement and use of technology, and use new innovative ways of working to enable us to work smarter and continue to deliver against our commitment to residents to provide high quality, effective and efficient services. Part of this will be about embedding data science to enable a more intelligent use of data, which will identify ways to deliver improved services that are targeted at the needs of our residents and enhance the customer experience.

As a council we are committed to looking at ways to improve how we use our data as part of our broader digital ambition. The benefits of this include accelerating the organisation's digitalisation and transformation efforts¹, saving money, making staff more productive and services more effective, supporting local businesses to grow, and reducing environmentally harmful activities.²

However, it's important that we understand data isn't the be-all and end-all. It will not provide the answer to every challenge that we as a council face on its own. But what it can do is set the scene, point us in an important direction that we can investigate, and provide us with the tools we need to do our work well.

To do this, it's vital that we truly value our data. All too often data and analysis can be used as an afterthought to support decisions. It lacks purpose and is not utilised to its full potential. We want to change that to make sure that data is used right from the outset of planning and decision-making processes. We want to use data to design and deliver innovative services in the best possible way, base our decisions on the strongest analysis and use data-driven technology to transform the way we work. Ultimately this will enable us to make more efficient use of resources and provide better services to residents.

To accomplish this, we have developed our first Data and Analytics Strategy, which sets out our vision for data and analytics, what we have achieved so far, and the key workstreams we will deliver to progress this agenda. We have also produced an accompanying action plan outlining the specific actions we will take to move forward and achieve our goals.

By implementing this Strategy, we will be able to deliver real improvement; as an organisation in the way we work and, importantly, in the services we deliver to our residents.

Our progress so far

This Strategy is by no means the beginning of this work for us. We recognise the importance of advancing data and analytics within the Council and have taken action to move forward over the past two years. As a result, we have already begun to lay the foundations and make good progress in this area. The foundations laid proved invaluable during the past year in supporting the Council's pandemic response.

Our actions taken to date include:

¹ <https://www.gartner.com/smarterwithgartner/why-data-and-analytics-are-key-to-digital-transformation/>

² https://media.nesta.org.uk/documents/wise_council_summary_5WRlcup.pdf

- **Created data analytics capacity** within the Council, through:
 - The creation of a Lead Data Scientist and Data Scientist post, both of which are now in post.
 - Refocussing the Insight and Analytics Team to work on more in-depth and cross-cutting data problems and take a lead role in advancing data and analytics.
 - Reinvigorating our Analyst Group network to bring together analysts from across the Council to share knowledge and skills, work collaboratively and help each other solve problems.
 - Setting up and rolling out an innovative data science apprenticeship with the goal of training existing analysts across directorates to become trained data scientists. Using levy funded apprenticeships offers an innovative way to fill the skills gaps while retaining organisational knowledge. As part of the training, staff completed data projects within their service to showcase their new skills.

- **Supported Covid work**, including:
 - Production of Covid dashboards to help residents and local partners monitor local Covid activity and impacts.
 - Rapid data matching to support shielded residents. Lots of information was being fed down from the central government and information was changing very quickly. Data science solutions sped up the process considerably from hours to minutes, enabling us to reach out and aid our vulnerable residents more quickly.
 - Provision of accurate interactive data to aid decision-making e.g. location of testing sites, performance of local initiatives.
 - Business Stewards deployment – we were able to analyse information and make it available very quickly to make decisions around the areas the Business Stewards should be deployed.
 - Rapid extraction of key data to support targeted testing activities and to identify low uptake of vaccinations to enable us to target those groups.

- Carried out a number of **proof of concept projects** to show the value of data and analytics and assess our current capabilities and areas for improvement. Projects included preventing large family homelessness, detecting single person discount misuse, and completion of the electoral register. As a result of this work, valuable lessons have been learned about the Council's data holdings, analytical setup and skills, and data quality that have informed this Strategy. The projects also demonstrated a Council-wide appetite to develop and use analytics solutions to improve how we work, for example for early identification, bringing about efficiencies, enabling digital solutions, projection and forecasting, understanding performance, and gaining a better understanding of the issues facing the local population.

- Conducted a **data maturity assessment** to gain an honest assessment of how advanced the Council is at dealing with data, identifying where we need to do better and learning from best practice.

- **Supported the bid** for funding from the government's **Green Homes Grant** to improve the efficiency of low-income households, by linking housing and benefits data to identify target areas and homes. This data linking and analysis was vital in securing a total of over £1.1 million across two successful bids, which can now be used to reach out to the homes that are in the most need of improvements and help fund the improvements needed.

- Used **population segmentation** data to identify households who might benefit from the Solar Together scheme to help residents switch to renewable energy. Geographic Information Systems (GIS) were then used to indicate the solar energy potential of the rooftops on these homes. This analysis enabled targeted identification of specific homes, ensuring higher potential uptake.
- **Expanded the use of** analytics tools such as **Power BI, Python and R** and enabled more cross-council analysis.
- **Increased the data available** on [DataWand](#) to include Covid data, which has led to a significant increase in the number of users. As of February 2021, the COVID-Local Data page has received 67,000 views. We have had 51,000 users on DataWand since the page went live on 7th April 2020, averaging over 5,000 users a month. Prior to this, we were averaging 500 users a month.
- Engaged in **exercises to digitise services** and bring in more digital provision. There are many examples of digital service innovation either live or being planned, including:
 - Innovations using assistive technology for vulnerable residents
 - Smart bins that notify staff when full
- Developed an **IT Investment Strategy** to support the provision of innovative services, focussed on improving productivity and customer experience, and our objective of working smarter, including maximising the opportunities of the rapid improvement and use of technology. This Strategy includes the creation of new dedicated roles with sufficient expertise to support the emerging technologies necessary to underpin our overall approach to data.

We are really proud of our progress so far. It has greatly assisted with our response to the ongoing Covid-19 crisis and we are committed to retaining and building on the efforts we have made so far to utilise our data more effectively.

Our experience responding to Covid-19, and the work we have done so far, have helped us recognise our strengths and areas for improvement when it comes to making our data work for us. Whilst this was already on our agenda, the pandemic has really highlighted the crucial role that data plays and the need to progress at pace.

We are confident that advancing data and analytics in the Council is the correct next step and strongly believe that now is the right time to take action in order to deliver efficient services and make a difference for our residents.

This Strategy has been developed by engaging officers from across the Council to make sure it reflects the needs of the organisation and of the people who will be delivering this work, as well as addressing current and future challenges faced by all Directorates. The approach we have taken ensures a collaborative way of working towards achieving our vision and that we have a network of staff championing this work across the Council.

Our Vision

Central to our ambitions is having a strong vision, guiding us, and driving change. Our overarching vision is that:

“We will be a local government leader in data and analytics, who by making data integral to all we do, delivers excellent customer experience and innovative, value-for-money services.”

Alongside this vision, we have also established a list of success criteria. This is what success means to us:

- I. Delivering improved, innovative, and efficient services for residents
- II. Improving access to quality data to support timely action
- III. Valuing data and seeing it as a key asset, which is integral to all the Council does
- IV. Using data effectively, securely, legally, and ethically
- V. Developing a workforce that is data literate and skilled in data and analytics
- VI. Seen as a local government leader in data and analytics

Our vision and outcomes are part of our longer-term agenda in this area of work. This 2-year Strategy will help us start strong and build the necessary foundations to achieve our long-term ambitions. We will continue to champion data and analytics within the Council and lead the way forward with new, innovative ways of working to deliver more for our residents.

Our approach

To advance our data and analytics agenda and work towards our vision, we are putting in place this 2-year Strategy consisting of **6 key workstreams**:

Workstream 1	<ul style="list-style-type: none"> • Develop strong data foundations
Workstream 2	<ul style="list-style-type: none"> • Use advanced analytics to improve services for residents
Workstream 3	<ul style="list-style-type: none"> • Improve how we use our data by making it more available and accessible
Workstream 4	<ul style="list-style-type: none"> • Equip the organisation with the technology and infrastructure needed to support quality analytics and data science
Workstream 5	<ul style="list-style-type: none"> • Foster a culture of collaboration and develop a skilled, empowered and data literate workforce
Workstream 6	<ul style="list-style-type: none"> • Implement robust data management and governance practices for the effective, secure, legal and ethical use of data

We have decided to commit to a 2-year strategy due to the fast-paced, changing and fluid nature of the environment we are working in, which requires us to be constantly alert and ready to adapt. During this time, we are aiming to build a really strong foundation for our data and analytics work going forward, to enable us to reach our overall vision and goals. We want to show the value of data and influence the way it is used to deliver quality services and excellent customer experience to our residents.

This area of work will be ongoing, having a much longer term impact than the initial 2 years. This strategy and action plan is about leading us in the right direction and putting us on the path to success.

WORKSTREAM 1: Develop strong data foundations

The journey to becoming more data-driven begins by building strong foundations for growth. Without a solid foundation, “cracks” can easily begin to show, such as inefficiencies, poor or inaccurate data, and data that cannot be linked or utilised to its full potential. Ultimately poor data foundations can be a real barrier to progress and transformation. With better data foundations, we can unlock new opportunities to innovate and grow.

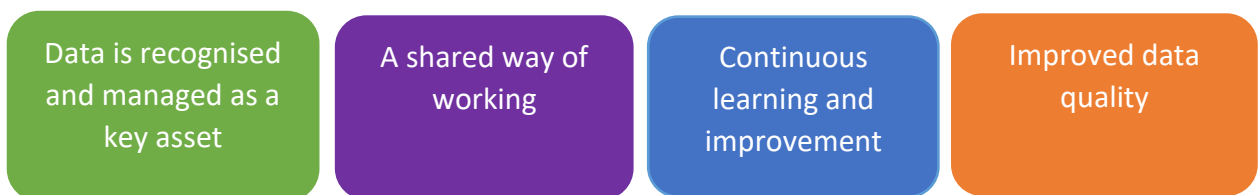
So what does ‘strong data foundations’ really mean? In simple terms, it’s about having good quality data, understanding what data we hold and where, and ensuring we collect, store and use our data in a standardised way.

Data is one of the most important assets that organisations have, and it’s important that we treat it that way.

How we will achieve this:

- Ensuring our data is fit for purpose, by assessing and monitoring our data quality and making fixing any problems we find a priority.
- Creating and implementing consistent data standards across the Council in terms of collection, storage, analysis, and communication.
- Documenting key information about the data we hold.
- Aligning with the data quality objectives and actions outlined in the National Data Strategy.
- Establishing a network of data champions supporting and advocating the value of data across the whole Council, so all staff recognise how data can help us do our jobs better and appreciate the importance of quality and reliability.
- Ensuring there is purpose in the analysis we do. Moving away from just reporting on ‘what happened?’ and asking ourselves ‘why did it happen?’ and ‘what can we do to create a different outcome?’
- Making sure service areas across the Council have skilled staff to meet analytical needs, through reviewing the types of work needed and the skills currently available in-house, in order to inform upskilling and future planning.

What the impact will be:



WORKSTREAM 2: Use advanced analytics to improve services for residents

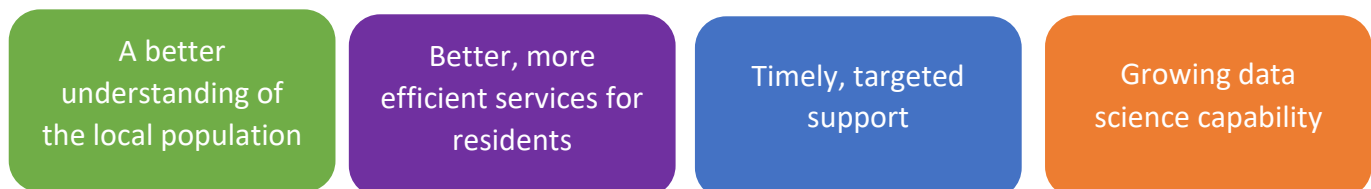
As a Council, we strive to put local people at the heart of everything we do. So, it is important that we really understand the needs of our residents to enable us to deliver the right services to the right people at the right time.

Using our data in a smarter way will help us understand the local population and their needs and to develop innovative solutions. As a result, we will deliver high-quality services to our residents and ensure they benefit from the best possible customer experience.

How we will achieve this:

- Taking a problem-oriented mindset to working with data and using data analysis to solve problems and ensure that value is created.
- Continuing to undertake data projects and proofs of concept, to develop smart solutions to specific problems, improve the services we deliver to local residents, and prove the value of what data and analytics can do.
- Employing advanced analytical solutions to drive efficiencies, save time and get residents the support they need quickly.
- Applying data science solutions to bring data sources together and build up a clear and comprehensive understanding of our local population to inform service design and delivery and improve the customer journey.
- Using insight from data and analytics projects to target our resources more intelligently.
- Incorporating cross-departmental data projects so we can share skills and information.
- Using data to identify the needs of our communities early and inform local commissioning.
- Reviewing the success of data projects to inform learning.
- Taking a more agile approach to data projects to ensure ongoing improvement of solutions.
- Promoting data and analytics plans and projects internally to staff, and externally to residents, to enhance awareness, understanding and engagement.
- Continuously evaluating the use of data analytics and data science in the Council so we can learn where it is most effective and put this learning into practice.
- Adopting a more preventative approach and exploring how predictive insights can help us identify need, problems and future service pressures and put in place interventions at the earliest opportunity.

What the impact will be:



WORKSTREAM 3: Improve how we use our data by making it more available and accessible

When data is held in lots of different formats or on systems that are not compatible with one another, it makes it difficult for officers to work at pace and provide residents and partners with information quickly. We want to change that.

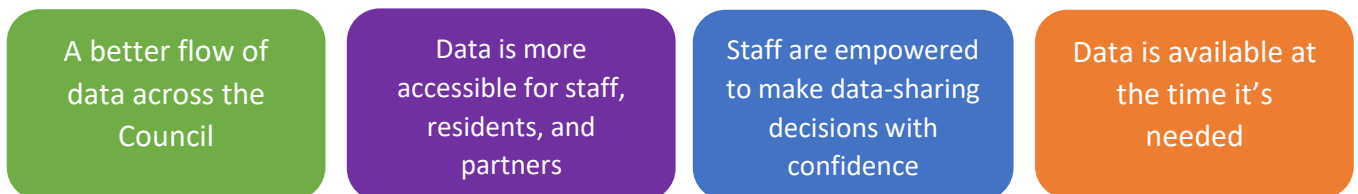
With the increasing value that data presents, it has become ever-more important to remove unnecessary barriers to accessing information that could be crucial for decision-making and service delivery.

We want to ensure data is easily available and accessible to the people who need it, when they need it. By making these processes more efficient, we can save time, work more efficiently, and improve the customer journey to get our residents the support they need earlier. In doing this we ensure we comply with GDPR and information security legislation so that we have confidence that we are using our data in a way that is secure and legal.

How we will achieve this:

- Doing foundation work to understand what data is held where and ensure this is communicated across the Council.
- Moving towards a more collaborative way of working.
- Producing simpler data access agreements to promote the flow of data within the Council.
- Creating greater searchability around our organisational data.
- Breaking down perceived barriers to data-sharing by raising awareness about the circumstances and purposes for which data can and should be shared, making it easier to access important data at the time it's needed.
- Empowering our staff to be able to make responsible decisions through bespoke training on GDPR, information security and cyber security for key senior managers, heads of service, analysts, and data asset owners across the Council.
- Continuing solutions such as [DataWand](#) to enable greater public access to local data.
- Continuing to develop partnerships with NHS, Police, Universities, and others to share data and expertise to improve service delivery to local residents.
- Documenting key data access and sharing agreements with key Council partners (e.g. NHS, Police) to see how data can inform our work and identify any gaps in access to partner data.

What the impact will be:



WORKSTREAM 4: Equip the organisation with the technology and infrastructure needed to support quality analytics and data science

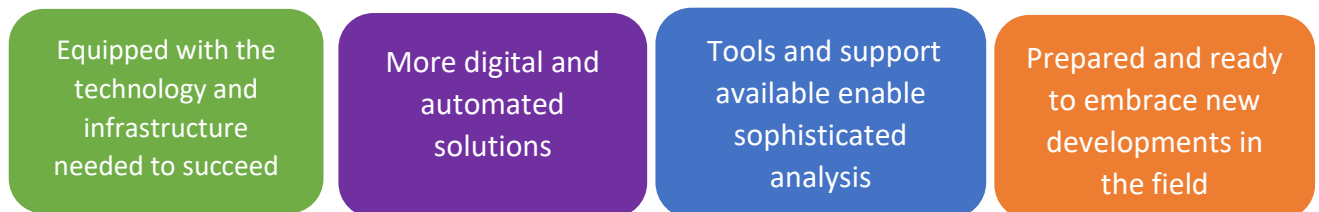
In order to use our data more effectively, we need the right supporting technology and infrastructure around us. This is about having the right tools, processes, and technical support to enable quality analytics and data science to take place.

We are now in a position where new technologies are constantly being developed that can help us to do our jobs better. The increase in data-driven technology also brings new and important opportunities for innovation and we want to embrace what technology can offer.

How we will achieve this:

- Working collaboratively with ICT to obtain and roll out new tools, systems and technologies that can help us manage, access, analyse and report on our data more effectively.
- Supporting faster and smarter storage, access and linking of data through Cloud solutions.
- Promoting the automation of more processes to make them more efficient, and consequently free up valuable resources.
- Making tools available to staff to support sophisticated analysis and providing them with the training needed to use them effectively.
- Bringing in new data talent to develop our organisational capability to take advantage of the opportunities that technology presents.
- Providing ICT support to help analysts manage data and advise on best options.
- Promoting the uptake and usage of new analytic tools across the Council.

What the impact will be:



WORKSTREAM 5: Foster a culture of collaboration and develop a skilled and empowered workforce

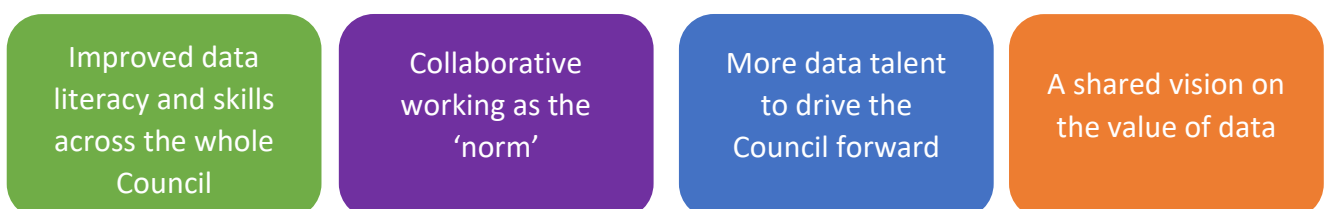
To really utilise our data well and lead us on the path to becoming a more data-driven organisation, we need our vision for data and analytics to be shared across all directorates. It's important that we have an organisational culture that encompasses supporting staff at all levels to understand and see the value in data and analytics, as well as collaborative ways of working.

And to really see a difference in our data, it's vital that we have a breadth of data skills and talent to draw on.

How we will achieve this:

- Putting data at the fore and embedding data and analysis into the decision-making and service-design process.
- Promoting data as a key Council asset that needs to be looked after and utilised to deliver improved customer experience, effective services for residents and value for money.
- Working to improve data literacy across the whole Council through targeted support and training.
- Working with frontline workers on understanding the importance of data collection, storage and analysis and providing opportunities for frontline workers and analysts to work closely with each other.
- Recognising that collaboration is a necessary part of delivering effective and accurate data projects.
- Supporting and encouraging staff to be open, willing, and able to explain the data they hold and how it can be used.
- Encouraging and providing the opportunity for staff to take an interest in data and analytics work beyond their immediate area of work and learn from what others are doing.
- Valuing the data talent, we have and filling skills gaps through upskilling and training opportunities as well as recruiting new data talent to the Council.
- Developing local and regional analyst networks with our external partners to facilitate closer collaboration and knowledge transfer.
- Being realistic about our expectations around data – understanding that it can't give us all the answers or solve problems on its own, but it is a valuable tool that can help inform decision-making and service delivery.
- Monitoring developments in data analysis and science so that staff skills remain up to date.

What the impact will be:



WORKSTREAM 6: Implement robust data management and governance practices for the effective, secure, legal, and ethical use of data

Good data governance means data that is well looked after. By implementing clear frameworks and practices we can introduce a shared language and a shared way of working that ensures data can be used as a consistent, trusted, and accountable asset. It also makes sure that we use data in a way that is legal, ethical, and responsible, so residents can have trust and confidence in how we are handling their data.

When done effectively, data governance ensures that critical data is available at the right time to the right person, in a standardised and reliable form.

It's important to recognise that data can't make decisions for us. However, we can use data to inform good decision-making.

How we will achieve this:

- Implementing Council policies around data quality, management, and collection.
- Aligning our activities with best practice developed by Government, ONS and other recognised bodies in relation to data governance, security, and ethics.
- Educating staff about the ethical use of data and ensuring ethical use policy is part of the review and approval process for analytical projects.
- Empowering staff to weigh opportunity against risk when it comes to sharing information or making decisions about data.
- Developing a clear data and analytics governance process.
- Ensuring that data from commissioned services, new software and analytical products can be integrated with existing systems and meets Council's data quality, standards, and access policy.
- Ensuring data standards align and facilitate collaboration with key partners (e.g. NHS, Police).
- Continue to ensure that information and data held by the Council are stored and analysed securely and are compliant with up to date cyber security procedures and standards (e.g. ISO 27001)

What the impact will be:



Next steps

This Strategy proposes 6 key workstreams where we believe we can begin to take action to create the biggest impact. The Strategy as laid out here, will need clear activity driven throughout the Council in order to deliver each of these workstreams and ultimately achieve our vision of being a local government leader in data and analytics, who by making data integral to all we do, delivers excellent customer experience and innovative, value-for-money services.

We have developed a clear and robust action plan, providing detail and action to each of the workstreams outlined in this Strategy. We have designated actions to lead officers and service areas across the whole Council who will be responsible for making this work happen and we are ensuring that we put the right mechanisms and processes in place to monitor and assess progress against each of these actions.

Summary

Through the successful delivery of the workstreams set out in this strategy and the actions outlined in the accompanying action plan, we are confident that we will be in a really strong position when it comes to data and analytics.

Our shared vision for data and analytics, and the opportunities it offers, will guide us on this journey and ensure we deliver high quality support and services to residents at the earliest possible opportunity.

The substantial positive developments in the use of data and the range of data-led interventions and innovations we have seen over the past year have given us a glimpse of the progress that is possible. We are confident that this Strategy will help us build on this progress and put us on the path to success in becoming a more data-driven organisation.

Glossary of Key Terms

Term	Description
Cloud Computing	The practice of using a network of remote servers hosted on the internet to store, manage, and process data, rather than a local server or a personal computer.
Data	There is no set definition of data. In this strategy data means information about people, things, and systems, with a focus on information available in digital format.
Data analyst vs. data scientist	In general, a data analyst will help you query, summarise, and process data, and a data scientist will apply analytic tools and techniques to solve specific problems.
Data analytics	Extraction of insights and meaning from raw data using specialised tools and techniques.
Data availability	In this strategy we use 'data availability' to mean an environment which facilitates appropriate data access, mobility, and re-use of data for maximum benefit.
Data engineering	A set of processes aimed at creating interfaces and mechanisms for the flow and access of information. Data engineers set up and maintain the data infrastructures that support information systems and applications.
Data foundations	In this strategy we are using the term 'data foundations' to mean data that is fit for purpose, recorded in standardised formats on modern, future-proof systems and held in a condition that means it is findable, accessible, interoperable and reusable.
Data governance	A collection of practices and processes which help to ensure the formal management of data assets within an organisation.
Data lake	A data lake is a centralised repository that allows you to store structured and unstructured (e.g. text, images, videos) data. You can store your data as-is, without having to first structure the data, and run different types of analytics— from dashboards and visualisations to big data processing, real-time analytics, and machine learning to guide better decisions.
Data literacy	Basic data literacy requires some knowledge of data uses, some ability to assess the quality of data and its application, and the skills to conduct basic analysis.
Data maturity	Data maturity is a measurement of how advanced an organisation is in using data. It also references the journey towards improvement and capability in using data.
Data quality	Data of high quality is fit for intended uses in operations, decision making and planning. High quality data is complete, consistent, reliable, timely, understandable, unique (no duplicates) and accurate. GDPR also sets an expectation for data quality ' <i>You have procedures in place to make sure that records containing personal data are accurate, adequate and not excessive.</i> '
Data science	Scientific methods, processes, algorithms, and systems to extract knowledge and insights from data in various forms, both structured and unstructured, like data mining.
Data standards	Data standards enable reusability of data. Standards define how information will be collected and stored e.g. format of name, date of birth and address collection.
Digital Economy Act (2017)	The government has devised a framework for sharing personal data, for defined purposes across specific parts of the public sector, under the Digital Economy Act. The aim is to improve public services through the better use of data, while ensuring privacy, clarity, and consistency in how the public sector shares data
General Data Protection Regulation (GDPR)	The GDPR regulates the processing of personal data by organisations established in the EU/UK and those outside the EU who are processing the personal data of individuals in the EU/UK to provide them with goods and services or to monitor their behaviour.
Geographic Information Systems (GIS)	A Geographic Information System is a framework for gathering, managing, and analysing data. It analyses spatial location and organises layers of information into visualisations using maps and 3D scenes.

Proof of concept	A realisation of a certain method or idea, typically by experiment or pilot project, in order to demonstrate its feasibility or value.
Unique Property Reference Number (UPRN)	A UPRN is a unique number for every addressable location. It provides a standardised and accurate way of identifying a property.

Action Plan- Wandsworth Data and Analytics Strategy 2021- 2023

Item No.	Action	What does implementing the action result in?	Owner	Other Responsible area(s)	Target deadline (Financial Year Quarters)
WORKSTREAM 1: Develop strong data foundations					
1.1	Add Unique Property Reference Number (UPRN) to Wandsworth Council Tax and Benefits system for existing and future records in order to allow for data linkages between various systems (e.g. update of the Electoral register, fraud detection).	Data facilitates faster and digital service provision to residents	AD Revenue Services	ICT; Insight and Analytics Team	Q3 - 2021/2022
1.2	Ensure systematic entry of addresses and UPRNs in Wandsworth Parking data in order to allow for data linkages between various systems (e.g. update of the Electoral register, fraud detection).	Data facilitates faster and digital service provision to residents	AD Revenue Services	ICT	Q3 - 2021/2022
1.3	Review existing paper and online forms in order to add additional fields (e.g. e-mail, mobile, protected characteristics) into routine council data collection (e.g. Council Tax, Benefits etc.) which will enable digital service access, digital contact with service users, and a better understanding of service users population.	Easier data linkage, better data quality and additional information enable digital services, more insightful analysis and better-informed service reviews and designs.	Insight and Analytics Team	ICT; Information Governance Team; All Directorates; Data Quality and Standards Subcommittee	Q1 - 2022/2023
1.4	Review existing paper and online forms and implement the collection of unique identifiers to enable linkages consistently as permitted by GDPR e.g. NINO collection, NHS number etc.	Easier data linkage, better data quality and additional information enable digital services, more insightful analysis and better-informed service reviews and designs.	Insight and Analytics Team	ICT; Information Governance Team; All Directorates; Data Quality and Standards Subcommittee	Q1 - 2022/2023
1.5	Directorate level review of analytical needs (i.e. types of work needed) and capacity (i.e. skills available in-house) to inform upskilling and future planning.	Skilled staff available for data and analytical needs of the Council.	All Directorates	HR	Q4 - 2021/2022
1.6	Conduct a data quality assessment of key data systems used to provide services to council residents in order to understand the data strengths, limitations, and gaps.	Data facilitates faster and digital service provision to residents.	All Directorates	ICT; Data Quality and Standards Subcommittee	Q3 - 2022/2023
1.7	Implement data standards to current key council data systems to improve data quality and consistency.	Higher quality data for insight, performance monitoring, and	All Directorates	ICT	Q3 - 2022/2023

Action Plan- Wandsworth Data and Analytics Strategy 2021- 2023

Item No.	Action	What does implementing the action result in?	Owner	Other Responsible area(s)	Target deadline (Financial Year Quarters)
		development of digital and analytical solutions for residents.			
1.8	Develop and implement a process for systematic data acquisitions and integration of new data sources from credible data sources (free or bought data) in order to ensure analytical tools and intelligence is based on the best available information.	Insightful analysis and greater consistency in high-quality information used to plan and implement services for residents.	Data Quality and Standards Subcommittee	Insight and Analytics Team; ICT	Q2 - 2022/2023
1.9	Build a data lake and analytical engine, or similar Cloud Based tool, to allow for quicker and reliable, scalable processing, linkage and analysis of key council data holdings i.e. Council Tax, Benefits, Housing, Adults and Children social care data, school data etc.	High-quality council data. Data is systematically stored and made available for access. Data Engineers and Data Scientists have access to the computing power and tools needed to work at scale.	ICT	Insight and Analytics Team; Data Quality and Standards Subcommittee	Q4 - 2022/2023
WORKSTREAM 2: Use advanced analytics to improve services for residents					
2.1	Develop a process for scoping and prioritisation of data and analytics use cases to ensure effective use of analytics resources and maximum impact on residents.	Projects picked to make the greatest impact on improving services for residents and delivery of efficient services.	IT, Digital, Customer Services and Data Analytics Board	Insight and Analytics Team	Q2 - 2021/2022
2.2	Directorates to scope and plan projects that can be delivered by their data science apprentices and analysts.	Increased analytics work across the Council, use our data and technical staff effectively, and support residents.	All Directorates	Insight and Analytics Team	Q4 - 2021/2022
2.3	Develop a data and analytics project management approach, which includes scoping, project planning, execution, and review, and focus on collaboration to ensure data projects are delivered efficiently.	Projects make the greatest impact on improving services for residents and deliver efficient services.	Insight and Analytics Team	Analyst Group	Q4 - 2021/2022
2.4	Promote PowerBI and coding first approach and adoption in order to ensure that data are shared more effectively, product development is efficient, and products are interactive, and to inform decision making.	Data is communicated effectively. Data is used to inform decision-making.	All Directorates	Insight and Analytics Team	Ongoing

Action Plan- Wandsworth Data and Analytics Strategy 2021- 2023

Item No.	Action	What does implementing the action result in?	Owner	Other Responsible area(s)	Target deadline (Financial Year Quarters)
2.5	Implement at least 2 prioritised data science projects a year.	Projects picked to make the greatest impact on improving services for residents and delivery of efficient services.	Insight and Analytics Team	Relevant Directorates; ICT	Ongoing
2.6	Promote data and analytics plans and projects to Members, senior officers, staff, and residents to increase understanding of data and analytics and its positive impact on services for residents.	A greater understanding of the value of data and analytics that facilitates greater adoption and a further improvement in services for residents.	Insight and Analytics Team	Communications; IT, Digital, Customer Services and Data Analytics Board	Ongoing
2.7	Promote shift to automation of repetitive data processing and analytical steps to ensure reports, analysis and service are delivered efficiently.	Faster turnaround of analytical products, higher quality products and efficiencies in the use of analytical resources.	All Directorates	Analyst Group	Ongoing
2.8	Explore a 'Quick check facility' to identify which services a resident is receiving from the Council in order to allow coordinated responses	Better coordination between services delivered to the same resident.	Insight and Analytics Team	ICT; IT, Digital, Customer Services and Data Analytics Board	Q3 - 2022/2023
WORKSTREAM 3: Improve how we use our data by making it more available and accessible					
3.1	Develop a catalogue of key Council data sources in order to improve awareness and understanding among analysts and senior officers on what is available and its potential uses.	Data from various systems are integrated with ease to offer better services to residents.	Insight and Analytics Team	All Directorates	Q1 - 2022/2023
3.2	Develop and deliver GDPR and information security myth-busting communication in order to reduce barriers to data sharing and collaborative work between service areas.	Data from various systems are integrated with ease to offer better services to residents.	Information Governance Team	Communications; Insight and Analytics Team	Q4 - 2021/2022
3.3	Develop simpler data access agreements to promote the flow of data within the Council.	Council's data collection, usage, analysis, and actions based on the data continue to be GDPR compliant and ethical.	Information Governance Team / Insight and Analytics Team	Data Quality and Standards Subcommittee	Q4 - 2021/2022

Action Plan- Wandsworth Data and Analytics Strategy 2021- 2023

Item No.	Action	What does implementing the action result in?	Owner	Other Responsible area(s)	Target deadline (Financial Year Quarters)
3.4	Develop and deliver bespoke data protection, information security, data sharing and GDPR training with data analytics focus for key senior managers, service heads and key data asset owners.	Data from various systems are integrated with ease to offer better services to residents.	Insight and Analytics Team / Information Governance Team	ICT; HR	Q2 - 2022/2023
3.5	Develop and deliver bespoke data protection, data sharing and GDPR training for analysts with data analytics focus.	Council's analytics and insight based on more comprehensive data and diverse expertise allowing for better service design and efficiency.	Insight and Analytics Team / Information Governance Team	HR; Analyst Group	Q1 - 2022/2023
3.6	Develop procedures and steps for services and analysts to access key Council data sources in order to ensure data follows and is in line with GDPR and Council's information security policy.	Council's data collection, usage, analysis, and actions based on the data continue to be GDPR compliant and ethical.	Insight and Analytics Team	Information Governance; Team; Information Security; Data Quality and Standards Subcommittee; Information Governance Strategic Board	Q1 - 2022/2023
3.7	Explore joint data projects and data sharing with public sector partners (e.g. NHS, CCG, Police) and universities in order for the Council to have greater access to data and skills.	Efficient services for residents and faster turnaround time for analytical problems.	Insight and Analytics Team / All Directorates	Information Governance Team; Data Quality and Standards Subcommittee	Ongoing (schedule to be developed)
3.8	Scan and documentation of key data access and sharing agreements services have in place with key partners (e.g. NHS, Police) to document what data can inform council work.	Efficient services for residents and faster turnaround time for analytical problems.	All Directorates		Q2 – 2022/2023
3.9	Identify key gaps in access to partner data (e.g. NHS, Police) needed for Directorate's work.	Efficient services for residents and faster turnaround time for analytical problems.	All Directorates		Q2 – 2022/2023

Action Plan- Wandsworth Data and Analytics Strategy 2021- 2023

Item No.	Action	What does implementing the action result in?	Owner	Other Responsible area(s)	Target deadline (Financial Year Quarters)
WORKSTREAM 4: Equip the organisation with technology and infrastructure needed to support quality analytics and data science					
4.1	Create a data engineering team within ICT that leads on data architecture and management i.e. building of data lakes, data pipelines, advising data analysts and scientists in order to ensure analytical solutions are possible and can be delivered faster	Faster turnaround of higher quality analytical products for decision making and service provision to residents.	ICT		Q2 - 2021/2022
4.2	Develop the ICT offer and support model for analytical staff, which covers hardware, access and support for relevant software, investigation of new tools and software, and technical support	Analysts and data scientists have access to the tools to do their job more efficiently and to turn around products for decision making and service provision to residents.	ICT	IT, Digital, Customer Services and Data Analytics Board; Insight and Analytics Team	Q2 - 2021/2022
4.3	Develop a longer-term data management approach for the Council.	Data collected and stored systematically to enable the treatment of data as a key corporate asset.	ICT	Data Quality and Standards Subcommittee; Insight and Analytics Team; IT, Digital, Customer Services and Data Analytics Board	Q3 - 2022/2023
4.4	Enable access to Application Programming Interfaces (APIs) and relevant documentation for key council data systems. Increase usage of APIs to enable the development of digital solutions and automated analytical reports.	Improved data flow enables digital and automated solutions.	ICT	Data Quality and Standards Subgroup	Q3 - 2022/2023
WORKSTREAM 5: Foster a culture of collaboration and develop a skilled and empowered workforce					
5.1	Develop and deliver a training scheme to enhance data and analytical skills of existing Council staff, including the use of apprenticeships, free online courses and bespoke training.	Skilled staff available for data and analytical needs of the Council to support service planning and delivery for residents.	HR	Data Quality and Standards Subcommittee; Insight and Analytics Team	Q4 - 2021/2022

Action Plan- Wandsworth Data and Analytics Strategy 2021- 2023

Item No.	Action	What does implementing the action result in?	Owner	Other Responsible area(s)	Target deadline (Financial Year Quarters)
5.2	To identify an informal 'job family' across the SSA of those with core responsibility for data and analytics. In doing so, implement a standardised skillset for job descriptions and testing process for the hiring of new data support and analytical staff.	Skilled staff available for data and analytical needs of the Council to support service planning and delivery for residents.	HR	Analyst group	Q3 - 2021/2022
5.3	Deliver training to analysts on how to communicate data, analyses and findings effectively to the target audience.	Insightful products that are understood by the target audience and support the delivery of better services for residents.	HR	Analyst Group	Q1 - 2022/2023
5.4	Develop a data literacy plan in order to ensure that the data collection and analysis process and analytical products are understood by staff (frontline to senior management) and a more collaborative approach is adopted for the development and delivery of analytical projects.	A greater understanding of the strengths and limitations of data analytics and its value in enabling the Council to support residents efficiently.	Insight and Analytics Team		Q1 – 2022/2023
5.5	Repeatedly promote the value of collecting high quality and standardised data to frontline staff e.g. housing workers, social workers, customer service agents, benefits officers etc., in order to assist with the collection of quality data.	Higher quality data for insight, performance monitoring, and development of digital and analytical solutions to support service users and residents.	All Directorates	Communications	Ongoing
5.6	Analysts and managers of analytical teams to form links with local and regional analyst networks for their area to facilitate knowledge transfer and closer collaboration with partners (e.g. NHS, Police).	Efficient services for residents and faster turnaround time for analytical problems.	All Directorates		Ongoing
WORKSTREAM 6: Implement robust data management and governance practices for the effective, secure, legal and ethical use of data					
6.1	In order to develop data policies and standards, set up a data quality and data standards subcommittee that will report to the Information Governance and Security Board.	Higher quality data for insight, performance monitoring, and development of digital and analytical solutions for residents.	Insight and Analytics Team	Information Governance Team; Information Governance Strategic Board	Q2 - 2021/2022
6.2	Revise terms of reference of Technical Assurance Group to ensure it considers data quality, data standards and data access in order	All of Council's data from internally developed or externally commissioned	ICT	Procurement; IT, Digital, Customer	Q2 - 2021/2022

Action Plan- Wandsworth Data and Analytics Strategy 2021- 2023

Item No.	Action	What does implementing the action result in?	Owner	Other Responsible area(s)	Target deadline (Financial Year Quarters)
	to ensure data from procured systems and software can work with current data holdings and Council has access to data on services provided to residents.	services or solutions can be integrated or analysed as needed to support residents.		Services and Data Analytics Board	
6.3	Develop and implement council policy on the ethical use of data.	Maintain residents' trust in that their data is collected, stored, and analysed securely, ethically, and legally.	Information Governance Team / Insight and Analytics Team	Information Governance Strategic Board	Q4 - 2021/2022
6.4	Review and implement changes to the Council's privacy notice to further enable data linkages and additional collection of information as allowed under the Digital Economy Act and GDPR.	Maintain residents' trust in that their data is collected, stored, and analysed securely, ethically and legally.	Information Governance Team / Insight and Analytics Team		Q3 - 2021/2022
6.5	Develop Council's Data Quality and Data Standards Policy to recognise data as a key corporate asset.	Higher quality data for insight, performance monitoring, and development of digital and analytical solutions.	Data Quality and Standards Subcommittee	Insight and Analytics Team; Information Governance Team	Q1 - 2022/2023
6.6	Develop data standards, data quality, and data access guidance that can be used as part of the procurement process.	Data from software and tools can be integrated with existing systems. Ensures data consistent with Council minimum standards are collected. Council has direct access to data.	Data Quality and Standards Subcommittee	ICT; All Directorates; Procurement	Q1 - 2022/2023
6.7	Develop data standards for data collected and stored by the Council in order to ensure data collected across services is standardised and meets Council's analytical needs to help plan and deliver better services for residents. Ensure standards align and facilitate collaboration with key partners (e.g. NHS, Police).	Higher quality data for insight, performance monitoring, and development of digital and analytical solutions for residents.	Data Quality and Standards Subcommittee	ICT; All Directorates	Q1 - 2022/2023
6.8	Procurement board to review data quality, data standards and data access during the approval process to ensure data from systems and software is readily available and can be integrated	All of Council's data from internally developed or externally commissioned services or solutions can be integrated	Procurement	IT, Digital, Customer Services and Data Analytics Board	Q1 - 2022/2023

Action Plan- Wandsworth Data and Analytics Strategy 2021- 2023

Item No.	Action	What does implementing the action result in?	Owner	Other Responsible area(s)	Target deadline (Financial Year Quarters)
	with existing holdings, and Council's data quality and data standards policy is reflected in the data collected.	or analysed as needed to support residents.			
6.9	Develop data quality metrics for key Council systems to help monitor data quality in order to ensure data collected across services is high quality and facilitates the delivery of better services to residents.	Higher quality data for insight, performance monitoring, and development of digital and analytical solutions for residents.	Data Quality and Standards Subcommittee	ICT; All Directorates	Q2 - 2022/2023
6.10	Ongoing cyber security and information security training for analysts and other staff to keep up to date knowledge and skills on how to collect, share, store, and use data securely.	Residents data collected, stored and used securely.	ICT; Information Governance Team		Ongoing