

Cabinet

28 February 2023

Data and Business Intelligence Strategy

For Decision

Portfolio Holder: Cllr J Haynes, Corporate Development and Transformation

Local Councillor(s): All

Executive Director: A Dunn, Executive Director, Corporate Development

Report Author: Dr Deborah Smart

Title: Corporate Director Transformation, Innovation and Digital

Tel: 01305 224711

Email: Deborah.Smart@dorsetcouncil.gov.uk

Report Status: Public

Brief Summary:

The Data and Business Intelligence (BI) Strategy provides strategic direction to the council's next steps in the council's ambitions to place the use of data and intelligence at the core of decision making and policy development. It recognises the huge potential that the better use of our data assets holds for improved decision-making, identification of new opportunities and service improvements both in terms of delivery and value for money.

Recommendation:

That the Cabinet:

1. Review the final versions of the Data and BI Strategy, and action plan attached to this report and subject to any final changes, approves their adoption.

Reason for Recommendation:

1. The strategy will drive forward the council's ambition to evolve into a proactive data driven organisation

2. The strategy is aligned with the themes of the Councils Plan and positions data and BI as enablers to deliver all the council's priorities
3. The approach to data and BI was approved by members of the two overview committees at an informal workshop on Wednesday 23 November 2022.

1. **Report**

- 1.1 Nationally the Local Government Association (LGA) recognises how the improved use of data and BI by local authorities can help us to better meet some of the challenges being faced and, support to:
 - design services around user needs
 - engage and empower citizens to build their communities
 - drive efficiencies and public service transformation
 - promote economic and social growth through innovative use of data
 - be transparent and publicly accountable
- 1.2 As an organisation Dorset Council's Digital Vision is "to become a digital council in a digital place, putting people and their needs first using design and modern technology to improve people's lives."
- 1.3 In order to deliver this digital vision the council has been working on five cross cutting enablers of which Data and Intelligence is one. This strategy therefore supports the delivery of our digital vision by strengthening our approach in this key area.
- 1.4 As an organisation there is recognition that there is a need to evolve into a proactive data driven organisation, to support effective and efficient decision-making which will improve outcomes for the people of Dorset. This need was further highlighted in October 2022 with the refreshed council plan focussing on five new priorities for the council, from 2022 to 2024, The development and delivery of a Data and BI Strategy was subsequently identified as a key enabler to the delivery of the outcomes which sit under the council's priorities.
- 1.5 Between April – November 2023 a series of workshops took place with officers from across the council, culminating in a joint workshop with the Elected Members from both Overview Committees. Through these

workshops eight key themes and missions, covered by the strategy, were agreed.

- Data Culture and Mindset – *valuing data as a key asset*
- Data Quality – *improving data quality*
- Technical Requirements & Infrastructure – *ensure we have appropriate technology and infrastructure*
- Business Intelligence and Data – *develop and invest in business intelligence and data science*
- Skills and Learning – *develop our people’s data skills*
- Data Governance – *establish clear governance to manage, utilise and care for our data*
- Business Intelligence and Data Science - *we will develop and invest in our data science capabilities*
- Data Ethics - *we will consider the whole picture to justify and determine the collection, use and impact of data*

1.6 A high-level action plan, which sits under the strategy, has been developed. Working closely with members and officers from across the organisation this will continue to be developed and refined throughout the lifetime of the strategy, recognising the ever-changing picture of Data and BI.

2. **Financial Implications**

2.1 The full financial implications to deliver the activities, as set out in the action plan, required to become a proactive data driven organisation are currently unclear, where possible activities will be delivered using existing resource. Where appropriate current investments for example in technology and systems will be reviewed to ensure that the organisation is getting best value for money for the products we are currently paying for. Where activity does require additional resource; these will be brought forward in business cases and through the usual revenue transformation governance processes.

3. **Environmental Implications**

3.1 The realisation of the aspirations laid out in the strategy will be an enabler to delivering Dorset’s ambition to become a carbon-neutral council by 2040,

and the facilitation of the whole of Dorset becoming carbon-neutral by 2050. It will contribute to removing some of the barriers currently faced within the Climate Programme in relation to data such as: data quality, data collection and the combining of different datasets for data analysis. Through the delivery of the accompanying action plan for the Data and BI Strategy further consideration will also be given to the climate implications of the decisions made.

4. **Well-being and Health Implications**

- 4.1 Improving the organisations data and BI capabilities, and further building our relationships with partner organisations, will play an important role in supporting and enabling people to live healthy lives. It will support the council to increase the efficiency of services, quality of outputs and improve outcomes for the people of Dorset. By better enabling pro-active, evidence-led decision making through having a clearer picture of both the current and future needs of Dorset.

5. **Other Implications**

None

6. **Risk Assessment**

- 6.1 **HAVING CONSIDERED:** the risks associated with this decision; the level of risk has been identified as:

Current Risk: Medium

Residual Risk: Medium

While this strategy sets out the council's ambitions with regards to data and BI it will be the actions in the accompanying action plan that may reduce corporate risks associated with data storage, informed decision making and reducing the potential of data loss.

7. **Equalities Impact Assessment**

- 7.1 An Equalities Impact Assessment has been completed and is attached as Appendix 1

8. **Appendices**

Appendix 1: Equality Impact Assessment (EqIA)

Appendix 2: Data and Business Intelligence (BI) Strategy and draft Executive Summary

9. **Background Papers**

- Dorset Council Plan 2022 – 2024
- Dorset Council Digital Vision