

Ref	WAO REPORT	Recommendation Reference	Recommendation Report Reason	Swansea Specific Recommendations	Actions to Achieve Recommendation	Milestones / Timescales / Targets	What would success look like?	LEAD Nominated Officer(s)	Achievements to date
	The Maturity of Local Government Use of Data	LGUD-R1	R1 Part 1 of the report highlights the importance of creating a strong data culture and clear leadership to make better use of data. We recommend that local authorities:	<ul style="list-style-type: none"> have a clear vision that treats data as a key resource; 	Develop a Data Strategy - to define what is in scope (as 'data'), provide an overall vision for the Council's use of data and a higher-level framework for actions in response to these recommendations and related issues.	Prepare draft Data Strategy by Q1-2021, prior to consultation and Council approval.	The Council having an overall vision and strategy for its use of data, which is widely accepted and provides a way forward in its work around the various aspects of 'data'.	Sarah Lackenby	Jan-20 The Council's current digital Strategy 'Aspiring to a Digital Business 2020' (section 1.3.4) states "Aside from its people, information is a key asset for Swansea Council." A new digital strategy has been prepared and will develop this further (currently progressing through approval process and will be part of pre-decision Scrutiny in the coming months). The Council's Information Management Policy, section 4.1 notes "...all information held by the authority is an asset and... should be used to support the business processes of the whole authority". Other aspects relating to the Council's use of data are addressed in other documents, e.g. the Cyber Security Strategy and service-based strategies.
	The Maturity of Local Government Use of Data	LGUD-R1	R1 Part 1 as aboveWe recommend that local authorities:	<ul style="list-style-type: none"> establish corporate data standards and coding that all services use for their core data; 	<ol style="list-style-type: none"> To consider and develop our approach to this in the context of the Data Strategy. To investigate the data and coding standards associated with the key information systems used in Council departments. Continue to embed and promote the Local Land and Property Gazetteer (LLPG) and use of the Unique Property Reference Number (UPRN) to services using property or address-based information. 	<ol style="list-style-type: none"> Prepare draft Data Strategy by Q1-2021. Subject to Data Strategy. Ongoing detailed compliance and improvement criteria for LLPG are set and monitored by Geoplace. 	<ol style="list-style-type: none"> Council data-handling services adopting a common set of data/coding standards, as far as is feasible and beneficial. Swansea Council continuing to maintain its pledged address-based data improvement standards for NLPG, and having a clear pathway towards integrating the LLPG within all property and address-based systems. 	Sarah Lackenby / Jo Harley	There has already been some success in promoting the LLPG and NLPG (National Land & Property Gazetteer) standards and UPRNs to those services working with address records, including Electoral Registration, Council Tax / NDR, Highways, Building Control and Housing.
	The Maturity of Local Government Use of Data	LGUD-R1	R1 Part 1 as aboveWe recommend that local authorities:	<ul style="list-style-type: none"> undertake an audit to determine what data is held by services and identify any duplicated records and information requests; 	<ol style="list-style-type: none"> To consider and develop our approach to this in the context of the Data Strategy. Undertake a data audit, primarily based on key Council systems, focusing on information to be collected via the integrated customer account project (the 'Swansea Account'). 	<ol style="list-style-type: none"> Prepare draft Data Strategy by Q1-2021. Subject to Data Strategy. 	More integrated Council systems, providing improved customer insight, business intelligence, citizen experience and operational efficiency (e.g. less duplication in customer contact).	Sarah Lackenby / Jo Harley	The Information Asset Register (IAR) or Register of Processing Activities (RoPA) details the Council's data systems and attributes, with the information maintained by the designated asset 'owner' in each case. Preparations for GDPR improved the accuracy of the Council's IAR / RoPA.
	The Maturity of Local Government Use of Data	LGUD-R1	R1 Part 1 as aboveWe recommend that local authorities:	<ul style="list-style-type: none"> create a central integrated customer account as a gateway to services. 	Develop a digital platform and upgrade Council website for integration and provide a single digital identity for citizens to access online services.	<ol style="list-style-type: none"> Digital Platform to be set up. Council Website to be upgraded. 	Development of a single digital identity for citizens, businesses and visitors to access online services.	Jo Harley	The Swansea Account project is currently in development. Digital platform is in place and live. Further work is ongoing to finalised the look and feel of the customer account experience and will be part of the upgraded Council Website which is in progress. The Account project has been piloted in the first instance with Passport
	The Maturity of Local Government Use of Data	LGUD-R2	R2 Part 2 of the report notes that whilst it is important that authorities comply with relevant data protection legislation, they also need to share data with partners to ensure citizens receive efficient and effective services. Whilst these two things are not mutually exclusive, uncertainty on data protection responsibilities is resulting in some officers not sharing data, even where there is agreement to provide partners with information. We recommend that authorities:	<ul style="list-style-type: none"> provide refresher training to service managers to ensure they know when and what data they can and cannot share; 	Prepare revised guidance around data sharing, based on the consultation draft Code of Practice published by the Information Commissioners Office (ICO), and the Wales Accord on the Sharing of Personal Information (WASPI).	New and revised staffnet pages providing advice on data sharing will be developed during Q2-2020.	Well-informed managers, confident in their knowledge of the opportunities of (and limits to) data sharing.	Kim Collis	General advice on data sharing via Staffnet has been developed over several years. Mandatory on-line training around data protection and cyber security has been provided via the Council's 'Learning Pool' portal.
	The Maturity of Local Government Use of Data	LGUD-R2	R2 Part 2 as above..... We recommend that authorities:	<ul style="list-style-type: none"> review and update data sharing protocols to ensure they support services to deliver their data sharing responsibilities. 	Undertake an initial audit of protocols and schedule any necessary reviews; to be undertaken by the Information Governance Unit (IGU) and service areas involved, in light of ICO guidelines.	Aim: Q2-2020 (initial audit), with further proposed actions to follow.	An effective corporate 'baseline' data sharing protocol, supplemented by service-specific protocols for users, developed over time in accordance with best practice guidelines.	Kim Collis	There is a facility for services to upload protocols to the IAR, or to use WASPI for external protocols.

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	The Maturity of Local Government Use of Data	LGUD-R3	R3 In Part 3 of our report, we conclude that adequate resources and sufficient capacity are ongoing challenges. However, without upskilling staff to make better use of data, authorities are missing opportunities to improve their efficiency and effectiveness. We recommend that authorities:	<ul style="list-style-type: none"> identify staff who have a role in analysing and managing data to remove duplication and free up resources to build and develop capacity in data usage; 	1. To consider and develop our approach to this in the context of a Data Strategy. 2. Subject to 1, undertake a focussed skills audit to identify Council staff whose key role relates to data analysis and management, and to draw out gaps and other issues. 3. Subject to 1, identify actions (via skills audit) that can be taken to identify and develop these specialist data skills.	1. Prepare draft Data Strategy by Q1-2021. 2. In parallel with development of data strategy: (i) liaise with WAO to determine skills required to undertake data analysis role(s). (ii) research appropriate qualifications in data analysis. (iii) identify Council roles where data analysis is a key component.	A network of staff with the skills to effectively work with data, and increased awareness of expertise within services.	Adrian Chard / Richard Rowlands	Ongoing sharing of experience and knowledge currently occurs as required between officers in services working with data.
	The Maturity of Local Government Use of Data	LGUD-R3	R3 In Part 3 as above.....We recommend that authorities:	<ul style="list-style-type: none"> invest and support the development of staff data analytical, mining and segmentation skills. 	See proposed actions in row above.				
	The Maturity of Local Government Use of Data	LGUD-R4	R4 Part 4 of our report highlights that authorities have more to do to create a data-driven decision-making culture and to unlock the potential of the data they hold. We recommend that local authorities:	<ul style="list-style-type: none"> set data reporting standards to ensure minimum data standards underpin decision making; 	1. Scope and undertake a review of good practice and case studies in data reporting in the performance review process. 2. Corporate team and services to continue to implement improvements to data quality and reporting standards.	Report initial findings Q2-2020, with future stages to be developed.	The Council adopting a common set of data reporting standards, as far as is possible and beneficial.	Richard Rowlands / Steve King	Despite staff departures, there remains expertise and experience among Council staff working with data and the reporting standards attached to specific service areas.
	The Maturity of Local Government Use of Data	LGUD-R4	R4 Part 4 as above.....We recommend that local authorities:	<ul style="list-style-type: none"> make more open data available. 	1. To consider and develop our approach to this in the context of the Data Strategy. 2. Subject to 1, explore and promote opportunities to make open data available, where possible and beneficial, in conjunction with services. 3. Continue to work with other local authorities and public bodies on the emerging agenda around	1. Prepare draft Data Strategy by Q1-2021. 2. Future detailed actions subject to Data Strategy.	A Council which recognises and values open data, and supports the innovative use of open data to affect positive change and improve local decision making.	Richard Rowlands / Steve King	A small number of examples of providing open data have been progressed, mostly linked to legislative requirements, e.g. Public Sector Equality Duty (PSED) data via Equality Act 2010 regulations, public toilets data via Public Health (Wales) Act 2017.
	The Maturity of Local Government Use of Data	LGUD-R4	R4 Part 4 as above.....We recommend that local authorities:	<ul style="list-style-type: none"> review the range and quality of the information needed by decision makers and the format it is presented 	Information providers in the Council continually need to be mindful of data accuracy and quality, its purpose, and the expectations of the target audience.	Ongoing activity. Our approach, and potential improvements, to be further reviewed in light of the development of draft Data Strategy.	To be reviewed in light of the Data Strategy.	Sarah Lackenby	The 'Performance and Statistics' section of the Council website includes information on the performance of Council services and local, contextual statistical information / links for staff and other users. It is kept under