Ref	WAO REPORT	Recommendation Reference	Recommendation Report Reason	All Wales Recommendations	Swansea Specific Recommendations	Actions to Achieve Recommendation	What would success look like?	Achievements to date	Achievements to date	Closed (yes/no)
								Jan-20	Apr-23	
	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:*	• have a clear vision that treats data as a key resource;	• 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.	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'.	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.	On 20 April Cabinet approved a digital strategy for the council covering the period 2023-28 which contains our strategy for the use of data. Our specific goal is to ensure we have accessible data that supports communities and council performance recognising the importance of data and business intelligence in understanding needs, informing decision-making and service design. The strategy sets out what the Council has done to date and what will be done by 2028	Yes
	The Maturity of Local Government Use of Data	LGUD-R1	*R1 Part 1 as above ….We recommend that local authorities:*	• establish corporate data standards and coding that all services use for their core data;	• establish corporate data standards and coding that all services use for their core data;	1. To consider and develop our approach to this in the context of the Data Strategy. 2. To investigate the data and coding standards associated with the key information systems used in Council departments. 3. 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.	1. Council data-handling services adopting a common set of data/coding standards, as far as is feasible and beneficial. 2. 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.	There has already been some success in promoting the LLPG and NLPG (National Land & Property Gazzetteer) standards and UPRNs to those services working with address records, including Electoral Registration, Council Tax / NDR, Highways, Building Control and Housing.	We intend to progress this action as part of the high-level Data Strategy or Framework during 2023-24. The Council continues to maintain its LLPG and follow NLPG addressing standards (currently at 'Gold' level), with services using UPRNs in address records and the Council as a whole benefitting from data sharing and related projects.	Yes
	The Maturity of Local Government Use of Data	LGUD-R1	*R1 Part 1 as above ….We recommend that local authorities:*	• undertake an audit to determine what data is held by services and identify any duplicated records and information requests;	• undertake an audit to determine what data is held by services and identify any duplicated records and information requests;	1. To consider and develop our approach to this in the context of the Data Strategy. 2. 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').	More integrated Council systems, providing improved customer insight, business intelligence, citizen experience and operational efficiency (e.g. less duplication in customer contact).	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.	A total review of the IAR was undertaken in February/March 2022 where all the listed Asset owners were contacted to update (or delete) their asset details, with a further review taking place in June 2022. As part of the ongoing data migration project (to SharePoint), Digital Services and Records Management are cross-referencing assets (which hold data) found in departments against the IAR, with any missing assets highlighted and actions taken to add details.	Yes
	The Maturity of Local Government Use of Data	LGUD-R1	*R1 Part 1 as above ….We recommend that local authorities:*	• create a central integrated customer account as a gateway to services.	• 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.	Development of a single digital identity for citizens, businesses and visitors to access online services.	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 to Leisure.	The new council website went live in August 2021 which has improved accessibility for citizens. To date, the Swansea Account project has focused on advocating for and promoting campaigns related to six key issues: Cost of Living, Business Rates Relief, Free School Meals payments, Uniform Grants, Unpaid Carers and Fuel Support. Through strategic planning and effective communication, we have been able to achieve significant progress and make a positive impact on the lives of many people. Integration with our mapping services has also commenced with customers now able to locate their local councilor and Local Area Coordinator. Further work to utilise the customer account verification in a Swansea residents' app is in progress.	Yes

Ref	WAO REPORT	Recommendation Reference	Recommendation Report Reason	All Wales Recommendations	Swansea Specific Recommendations	Actions to Achieve Recommendation	What would success look like?	Achievements to date	Achievements to date	Closed (yes/no)
								Jan-20	Apr-23	
	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:*	• provide refresher training to service managers to ensure they know when and what data they can and cannot share;	• 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).	Well-informed managers, confident in their knowledge of the opportunities of (and limits to) data sharing.	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.	Advice on data or information sharing is provided on Staffnet and regularly reviewed. Following the introduction of Oracle Fusion in April 2023, mandatory on-line training around data protection and cyber security is now included in 'Learning', the Council's new e-learning platform (replacing Learning Pool). A consultation on a proposed new WASPI Code of Conduct is underway - which would set a fixed framework for external data sharing and a model for internal data sharing.	Yes
	The Maturity of Local Government Use of Data	LGUD-R2	*R2 Part 2 as above..... We recommend that authorities:*	• review and update data sharing protocols to ensure they support services to deliver their data sharing responsibilities.	• 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.	An effective corporate 'baseline' data sharing protocol, supplemented by service-specific protocols for users, developed over time in accordance with best practice guidelines.	There is a facility for services to upload protocols to the IAR, or to use WASPI for external protocols.	A digital tool is being developed on the WASPI website which would allow each participating member to develop a central register of its WASPIs. This would initially require an audit of existing ISPs, subject to resources being identified.	Yes
	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:*	• 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;	• 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.	A network of staff with the skills to effectively work with data, and increased awareness of expertise within services.	Ongoing sharing of experience and knowledge currently occurs as required between officers in services working with data.	In the latest Council Workforce Strategy and Plan, Strand 7 focuses on workforce learning and development (L&D), with associated actions proposed including a corporate Development Needs Analyses (DNA) in 2023-24. Skills needs at a post level are identifiable through role profiles and the appraisals process. However, the roll-out of Oracle Fusion, which includes e-learning and analytics elements, may improve our business intelligence on this.	Yes
	The Maturity of Local Government Use of Data	LGUD-R3	*R3 In Part 3 as above.....We recommend that authorities:*	• invest and support the development of staff data analytical, mining and segmentation skills.	• invest and support the development of staff data analytical, mining and segmentation skills.	See proposed actions in row above.			Any additional investment in staff data skills would be subject to research and resources.	Yes
	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:*	• set data reporting standards to ensure minimum data standards underpin decision making;	• 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.	The Council adopting a common set of data reporting standards, as far as is possible and beneficial.	Despite staff departures, there remains expertise and experience among Council staff working with data and the reporting standards attached to specific service areas.	Further consideration will follow the preparation of a high-level Data Strategy or Framework, which would set the parameters for scoping subsequent work on this.	Yes
	The Maturity of Local Government Use of Data	LGUD-R4	*R4 Part 4 as above.....We recommend that local authorities:*	• make more open data available.	• 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 open data.	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.	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 Council continues to explore opportunities to make open data available, and the draft Digital Strategy 2023-28 goal 4. includes a commitment to "Make open data available to communities and involve service users to improve the accuracy of data". The agenda around open data in local government is also being taken forward by Data Cymru via their Open Data Wales Portal - www.opendata.wales/.	Yes
	The Maturity of Local Government Use of Data	LGUD-R4	*R4 Part 4 as above.....We recommend that local authorities:*	*Local recommendation: Evidence-based decisions (Swansea report, p.12)*	• 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.	To be reviewed in light of the Data Strategy.	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 review.	This represents ongoing, business-as-usual activity, which can be reviewed in light of the proposed Data Strategy or Framework. From August 2021, the new council website has improved accessibility to information for both the Council's decision-makers and its citizens.	Yes