

Report to the Cabinet

Meeting to be held on Thursday, 6 October 2022

Report of the Director of Digital

Part I

Electoral Division affected:
(All Divisions);

Corporate Priorities:
Delivering better services;

Data Strategy

(Appendix 'A' refers)

Contact for further information:

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Brief Summary

Lancashire County Council has a vast amount of data which has continued to exponentially grow over the past 20 years as services are digitised. The county council currently doesn't get best value for this data.

The technology landscape has significantly shifted, cloud-based systems now allow for data to be stored anywhere and accessed at any time, as a result the county council needs to ensure it has an additional layer of protection at the data level.

The county council has a "Digital First Strategy" with five key themes; one of these is to "Become more data driven" and use data as a valuable asset.

In order to accelerate and realise this strategy, Digital Services have defined a Data Strategy which contains guiding principles, goals, and associated plans.

Recommendation

Cabinet is asked to approve the Data Strategy, as attached at Appendix A, based on the following key principles; that

- a. Information is a valued asset



- b. Information is managed
- c. Information is fit for purpose
- d. Information is standardised and linkable
- e. Information is re-usable
- f. Information is published
- g. Information is accessible

Detail

Lancashire County Council has around 90 terabytes of unstructured data. In real terms this equates to over 11 million spreadsheets, 30 million copies of email messages, 16 million word documents and over 13 million picture files. By adopting this data strategy, we can ensure we get best value from this data and allow the right people to easily access and utilise these valuable assets.

The county council needs to ensure it only uses applications and systems where it can continue to apply good data governance, which in turn will mitigate the risk of data leakage and potential misuse.

The county council has a “Digital First Strategy” with five key themes; one of these is to “Become more data driven” and use data as a valuable asset.

Extract from the Digital First Strategy is below in italics:

Lancashire County Council uses its data to commission and deliver services. However, we must become better at harnessing data. We need to better identify the information we hold, why we hold it, what we intend to use it for and understand what it is telling us. By managing our data better, we can make better informed decisions by identifying trends and patterns across services, across geographic locations and across our customers. We can then use what we know to target services to those customers and places that need them the most.

We will:

- *Get the basics right by ensure the data we collect is appropriate, accurate and stored in the correct systems, in the correct way and in accordance with the relevant data protection legislation. Appropriate retention periods will be applied, and data will be held in a way that makes it easily reportable, without the need for manual intervention.*
- *Deliver accurate, relevant and accessible data that can be used to support decision makers in effectively predicting and planning, both tactically and strategically.*
- *View our data as a priority asset for Lancashire and make better use of it strategically to help the people and businesses across the county.*
- *Develop a clear vision and approach to what we report and how we report it. This needs to be built upon the good practice set out in the data strategy to ensure confidence in the data we hold and publish.*
- *Simplify data collection, storage and use, minimising the number of different systems we use. We will maximise the use of core ICT systems and stop*



procuring and using bespoke, non-integrated, methods of data recording such as individual spreadsheets and standalone databases.

- *Maximise the interface between 'line of business systems' (when these can't be avoided) and core ICT systems, to give a comprehensive overview of information. Ensure any digital systems used in day-to-day business can interface with our core systems, to enable centralised reporting and increase confidence in the data we hold.*

In order to accelerate and achieve this strategy, Digital Services have defined a Data Strategy which contains guiding principles and goals to help realise becoming more data driven.

By adopting this strategy, the county council will have a common, agreed approach to data management, allowing principals and best practices to be shared, prioritised and adhered to. Overtime, this will allow the county council to reduce data risk and increase the benefits of using data as a valuable asset, which in turn allows more efficient processes for services.

The Data Strategy includes the following key areas that need to be adopted and adhered to:

- Implement a Data Governance framework
- Define and build a council wide Data Architecture
- Implement a Data Management capability which is at the core of the Data Architecture and supports the Data Governance Framework
- Implement a set of Business Intelligence and Analytics tools

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

The Information Commissioners Office can issue standard fines of £8.7m or 2% total annual turnover, and maximum fines up to £17.5m or 4% of annual turnover per breach, additionally there is also the huge reputational damage and bad publicity that is difficult to overcome if a breach occurs.

Security

As cyber criminals continue to evolve and innovate, it is vital that we build upon our existing good practices and stay “one step ahead”.



Financial

The work in relation to the digital strategy will be contained within the existing Digital Services budget. If there are requirements for additional funding as the strategy develops then this will need to seek appropriate approval.

List of Background Papers

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A

