

# Data Strategy and Data Driven Performance

# Key Points on Data Strategy

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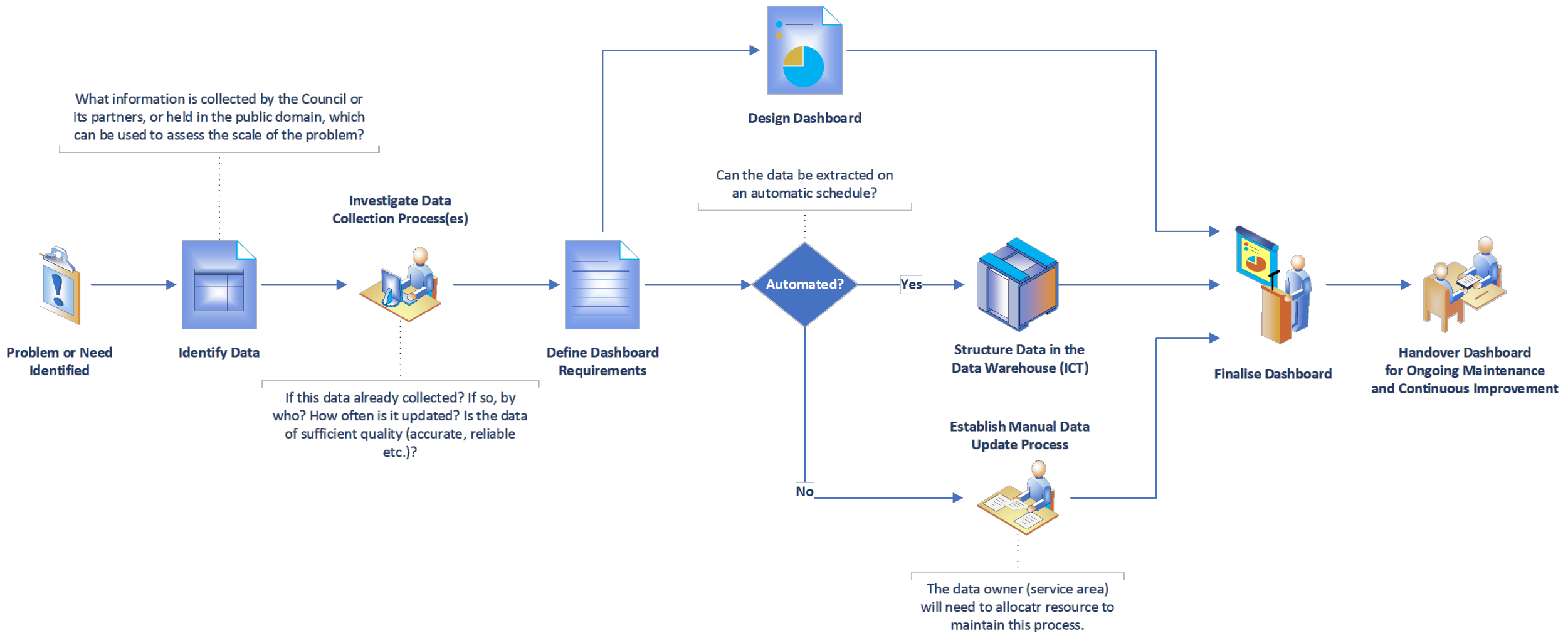
- Data is useful when it helps us solve problems.
- **Planning & Performance Framework** identifies priority areas to focus on and identifies performance issues.
- **Data Strategy** allows us to ensure that information Council holds is well managed and used to improve services and decision making.

# Data Strategy: Key Components

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- **Data Architecture** – Details how information is collected, classified, integrated, enhanced, stored, and delivered securely.
- **Data Management** – Establishing standards and policies to ensure that data is of the highest quality and managed in accordance with legislation. E.g:
  - Data Protection Act 2018
  - General Data Protection Regulation (GDPR) 2018
  - Freedom of Information Act 2000
- **Data Governance** – Defining and assigning roles, such as information owners, to make it clear who is responsible for ensuring our data is secure and well-managed throughout its entire lifecycle.
- **Business Intelligence** – Enables the right people to gain access to the right data and at the right time. Data is collected and organised in a logical way into a centralised store (the ‘Data Warehouse’) and is drawn on by data visualisation software (for example, Power BI) to produce reports and dashboards.
- **Education & Culture** – Data-driven decision-making and policy-making for political leadership, managerial leadership, and service managers

# Performance and Data – Methodology



# Performance and Data: Case Studies

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- Corporate Performance
- Test, Trace, Protect
- City dashboard
- Training
- Housing

# Corporate Performance Dashboard

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- Step change in presenting Corporate Plan performance information
- “Self Service”: No need to chase data, all performance data easily accessible
- Data available over time, against target and by local authority (where available)
- Can be filtered by Cabinet Member, Directorate, Manager, Scrutiny Committee etc
- Improved Reporting Practices AND Efficiency Gains

# Reporting: Improving the Presentation of Corporate Performance Data

IMPROVEMENT OBJECTIVE	DIRECTORATE RESPONSIBILITY	MEASURES	16-17 YE RESULT (15-16 AY)	16-17 YE TARGET (15-16 AY)	16-17 Q3 RESULT (16-17 AY)	15-16 YE RESULT (14-15 AY)
2.1 - People at risk in Cardiff are safeguarded	SS	Percentage of Children's Services social work vacancies across the service	23.5%	30%	23.6%	22.2%
		Percentage of re-registrations on the Child Protection Register during the year	3.3%	Create Baseline	2.0%	New
	Percentage of adult protection enquiries completed within 7 working days	98.0%	Create Baseline	98.2%	New	
	Percentage of children supported to remain living within their family	55.5%	Create Baseline	56.6%	New	
	Percentage of children participating in the Challenging Extremism module	894	1,000	894	New	
2.2 - People in Cardiff have access to good quality housing	R	The number of customers supported and assisted with their claims for Universal Credit	691	400	541	New
		Additional weekly benefit awarded to clients of the City Centre Advice Team	£11,995,475	£10,000,000	£8,733,556	New
	The percentage of Commercial Landlord Agents licensed with Rent Smart Wales (cumulative)	66%	30%	108%	New	
	Number of Landlords in Wales registered with Rent Smart Wales (cumulative)	74,569	26,000	68,563	New	
	The percentage of interventions provided by the outreach service within 3 working days of a report of rough sleeping	100%	30%	100%	New	
2.3 - People in Cardiff are supported to be live independently	CHCS	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	52.96%	20%	Annual	New
		The percentage of new service requests to be managed within Independent Living Services (ILS) as opposed to Social Care	62%	50%	57%	New
	The percentage of cases where alternative solutions were found by an Independent Living Visiting Officer through interventions reducing the need to follow through to Social Care	93%	45%	94%	New	
	The percentage of Telecare calls resulting in an ambulance being called	8%	<10%	8%	7.5%	
	The percentage of care leavers aged 16-24 experiencing homelessness during the year	Not yet available	Create Baseline	Annual	New	
SS	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	5.10 (P20 result)	10.73	4.54	11.10	
	The total number of adults in need of care and support using the Direct Payment Scheme	746	750	707	New	
	The percentage of eligible adults who are caring for adults that were offered a Carers Assessment during the year	73.5%	90.0%	61.7%	76.8%	

DIRECTORATE DASHBOARD Q4										
DIRECTORATE: City Operations (Page 1 of 2)		DIRECTOR: Andrew Gregory		NUMBER OF EMPLOYEES (FTE): 914		CABINET MEMBERS: Cllrs Bradbury, Derbyshire & Patel				
<p><b>IMPROVEMENT OBJECTIVE: 3.2</b> Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure</p> <p><b>DIRECTORATE SUMMARY OF PROGRESS:</b></p> <p><b>Cardiff City Region Metro and City Deal</b> - The A489/A470 scheme was substantially completed in January 2017. The Welsh Government awarded Cardiff Council approximately £2.6million of grant funding for transport schemes to be developed and delivered in the 2017-18 financial year. Partnership working with Welsh Government, Local Authorities and stakeholders in the Region continues, including consultation and engagement regarding the Wales and Borders Rail Franchise. The Regional Cabinet of the Cardiff Capital Region (CCR) City Deal ratified the £1.2billion deal on 1st March 2017. The first joint Cabinet of the City Deal met on 17th March 2017 to agree programme management and Accountable Body responsibilities, and to elect the Regional Cabinet Chair.</p> <p><b>Transport Strategy</b> - Following consultation, this was approved by Cabinet in October 2016. The Engagement questionnaire was published in December 2016 and the period for public / stakeholder feedback was extended to 24th March 2017.</p> <p><b>Cardiff Bay Programme / Action Plan</b> - This has been prepared and informed by regular steering group meetings across the Directorate. Work towards delivery of individual projects and aspirations within the draft Masterplan continues. Marmada Quay and Volvo / Alexandra Head focussed master-planning projects now underway. Britannia Park planning application submitted by Associated British Ports (ABP). The preparation of a final consolidated masterplan is likely to be concluded during summer 2017.</p> <p><b>Strategic Planning</b> - All 10 Local Authorities in the City Region have signed up to the City Deal, which has a planning dimension. The Regional Board supports the preparation of an overarching strategic vision which will inform the consideration of strategic development issues in the City Region and follow this route, as opposed to formally embarking on the statutory Strategic Development Plan route at this time. This will enable the strategic development issues to be considered in tandem with matters in relation to the City Deal, including wider transportation, infrastructure and economic development issues.</p> <p><b>Highway Asset Strategy</b> - Following the submission of pressure bids and the Asset Investment Strategy, the Highways Asset funding for 2017-18 has seen improvement from previous years. Works on a 'one council' approach have commenced and early engagement with stakeholders is underway, with a view to assessing what information is held for like assets (public realm, parks etc.). The value of the assets and the future funding requirements will be established as the investigation and engagement progress and the asset knowledge base is developed.</p> <p><b>Cycle Strategy</b> - The Integrated Network Map (INM) consultation was launched on 3rd January 2017 and closed on 28th March 2017. Cabinet approved the launch of the consultation on the Cycling Strategy, which ran from 1st February 2017 to 28th March 2017. Consultation activities have included an online consultation and survey, stakeholder meetings including the Cycle Liaison Group, the Access Focus Group and the Local Access Forum, 3 public events, and consultation with pupils at Willows High School and Plasnewydd School.</p>										
MEASURES	16-17 YE RESULT	16-17 YE TARGET	16-17 Q3 RESULT	15-16 YE RESULT	COMMITMENTS					
					Q1	Q2	Q3	Q4		
LTPII011 - Mode of Travel to Work: Sustainable (annual)	44.9%	44.6%	N/A	43.9%	Support Welsh Government and other stakeholders in the formulation of proposals to develop the Cardiff City Region Metro	A/G	A/G	R/A	G	
LTPII011C - Mode of Travel to Work: Cycling (annual) <i>Comment - Result has improved on previous year, however target not met this year which may be due to external issues such as the weather, although a sustained 1% shift to cycling from other modes each year was always going to be a challenge to achieve</i>	10.0%	10.2%	N/A	9.2%	Develop a Cardiff Cycle Strategy, benchmarked against European best practice, by December 2016.	G	A/G	G	G	
THS007 - Percentage of adults aged 60+ who hold a concessionary bus pass	98.9%	94%	98%	96.5%	Approve a new Cardiff City Transport Strategy following public consultation and stakeholder engagement by October 2016	A/G	G	G	G	
Percentage of major planning applications determined during the year within agreed timescales	98.3%	25%	33.3%	12%	Deliver first phase of the Action Plan for Cardiff Bay by December 2016	G	A/G	G	G	
Percentage of householder planning applications determined within agreed time periods	95.3%	80%	95.1%	71.4%	Work with neighbouring Local Authorities and other relevant stakeholders to prepare a Strategic Development Plan (SDP) for the Cardiff Capital Region by 2021	A/G	A/G	G	A/G	
The percentage of principal (A) roads, non-principal/classified (B) roads and non-principal/classified (C) roads that are in overall poor condition	6.07%	7%	N/A	5.23%	Establish a ZOOM for asset maintenance and renewal within the new City Operations Directorate by Q4 2017	A/G	R/A	A/G	A/G	



# Improving the Presentation of Corporate Performance Data

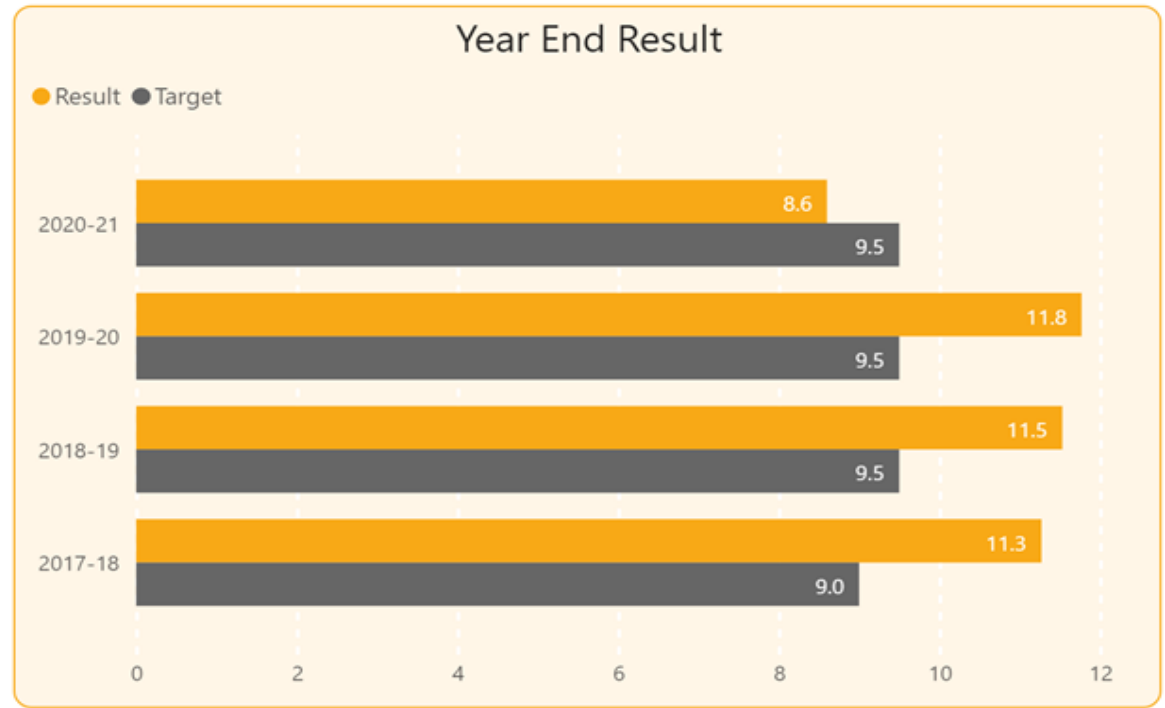
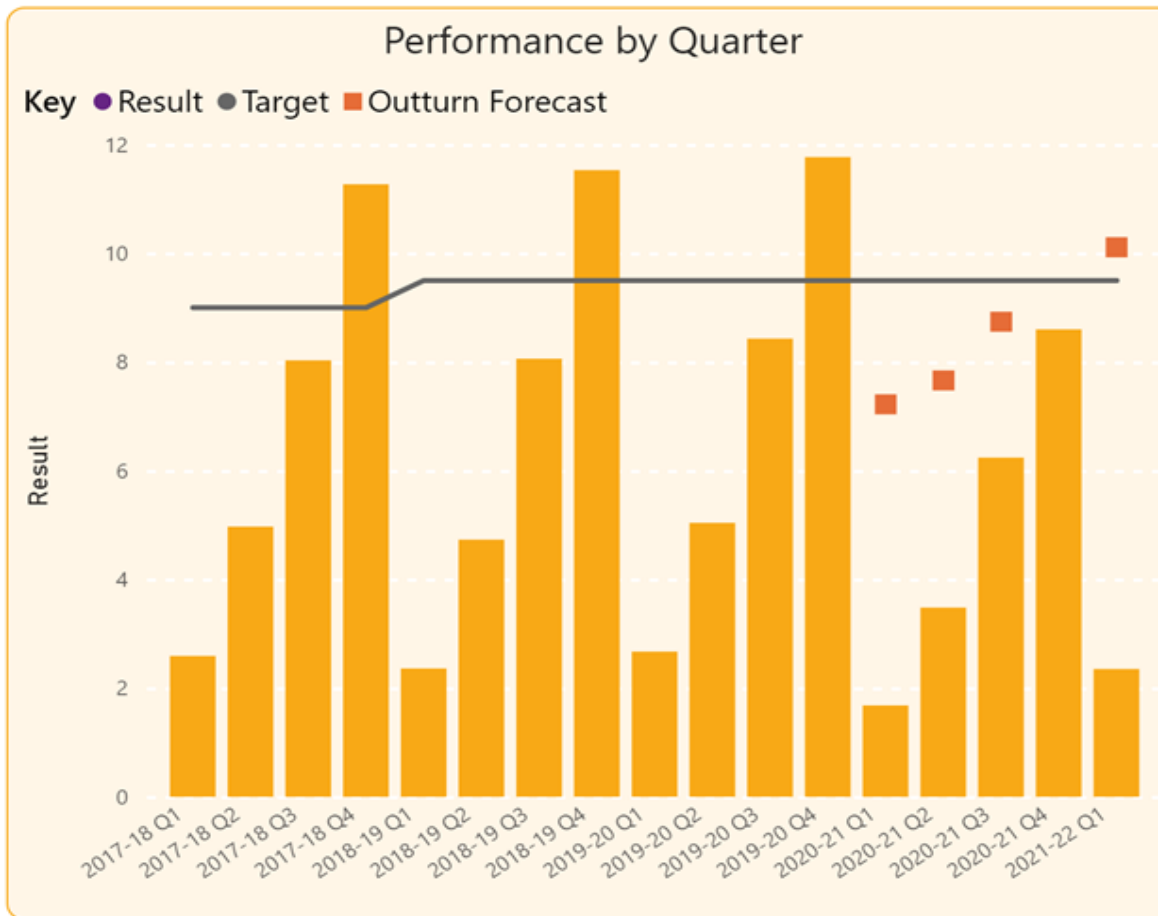


KPI Ref:  
7.12

## Modernising and Integrating Our Public Services

Reporting Frequency: Quarterly  
Data Presented Cumulatively? No  
KPI Introduced: 2017-18  
Most recent data point result:  
2021-22 Q1

The number of working days/shifts per full-time equivalent (FTE) Local Authority employee lost due to sickness absence





Step Name:

Address social isolation and enhance quality of life of older people by developing inter-generational working with schools, Hubs, community groups, and private sector partners.

Quarter 1 Update

Following previous successful intergenerational sessions involving Minehead Road Day Centre and Pen-Y-Bryn Primary School, Day Centre Managers are including intergenerational activities into their team plans, so that this work is carried forward during 2019/20.

Work has begun between Grand Avenue Day Centre and Windsor Clive School in Ely, to develop a programme with primary school aged children. School children from St Mellons Church in Wales Primary School also visited Minehead Road Day Centre in the lead up to Easter parading their Easter Bonnets much to the delight of the day centre members. Contacts have been made with community groups, and work is underway to develop events to be held in the summer.

Directorate

Communities

Step Owner

Carolyne Palmer/Julie Duggan

RAG Status Q1

RAG Status Q2

RAG Status Q3

RAG Status Q4

## Select Wellbeing Objective

A capital city works for wales	Cardiff is a great place to grow older	Managing the Covid-19 Pandemic	Safe, confident and empowered communities
Cardiff grows in a resilient way	Cardiff is a great place to grow up	Modernising and integrating our public services	Supporting people out of poverty

Select specifics for report you want to view:

Scrutiny Committee



Directorate



Cabinet Member



Step Owner



All



All



All



All



# Next Steps

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- Shift away from paper based reporting and towards “Self Service”
- Technology and automation has enabled the shift in staff time away from data collection to data analysis
- Latest Corporate Plan updates accessed via the dashboard
- Apply this methodology in Directorates supported by a Corporate Training Programme on Data and Analysis for all policy and performance leads.
- Dashboard will be completed in March 2022 with rollout in 2022/23

# Pandemic Respond: Test, Trace, Protect

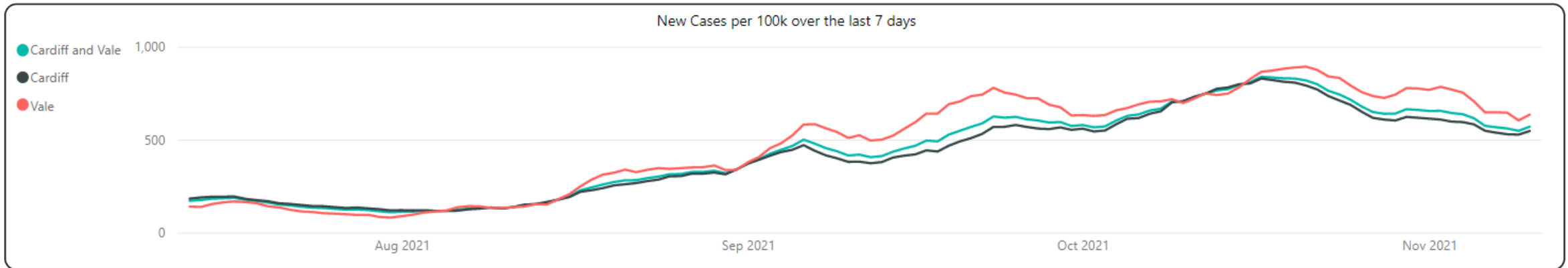
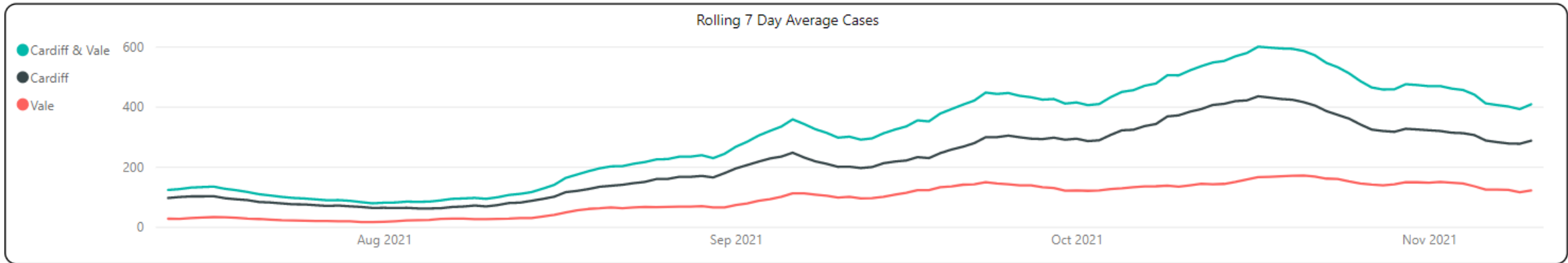
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- Identified Key Data sets to support pandemic management e.g.
  - Case Rates
  - Test Positivity Rate
  - Hospital Admissions
  - ICU
  - Level of Staff Absences in Key Sectors
- Data “owned” by range of partners but collated and presented through the Council’s surveillance dashboard

# ← New Covid-19 cases in C&V residents

Last 6 Months  
 13/07/2021 - 12/01/2022

Description <span>(i)</span>	Interpretation	RAG <span>(i)</span>	Data Lead	Modified
Number of new confirmed cases of COVID-19 (antigen positive) in Cardiff and Vale residents	*23.11.21 - Note as part of transitioning to a new weekly surveillance summary this indicator will no longer be updated here* The case rate has declined in both Cardiff and Vale in the last week, though notably the ONS infection survey shows plateauing rather than falling infection over this period. The absolute rate remains high in both areas, though most of these infections are asymptomatic or mildly symptomatic only.		Tom Porter	23/11/21

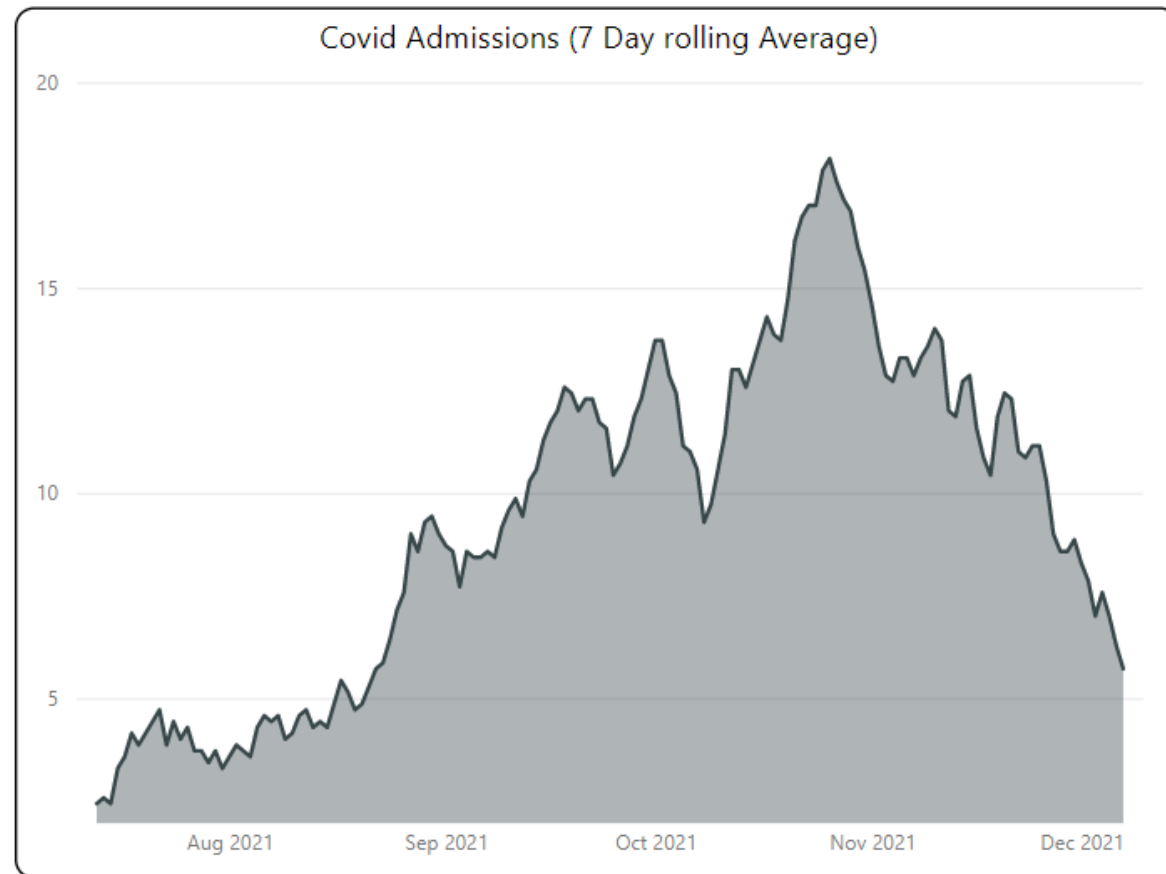
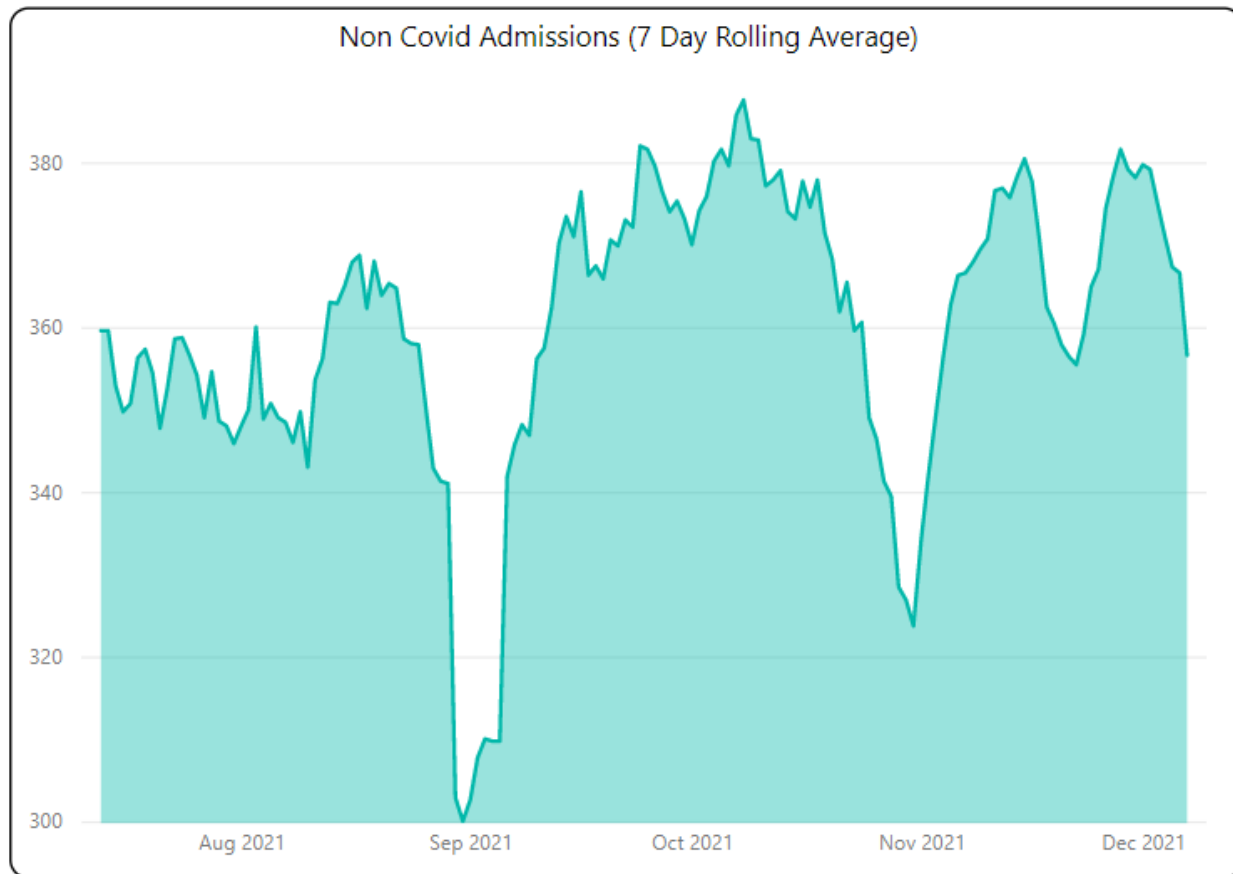


# ← Admissions

Last 6 Months

13/07/2021 - 12/01/2022

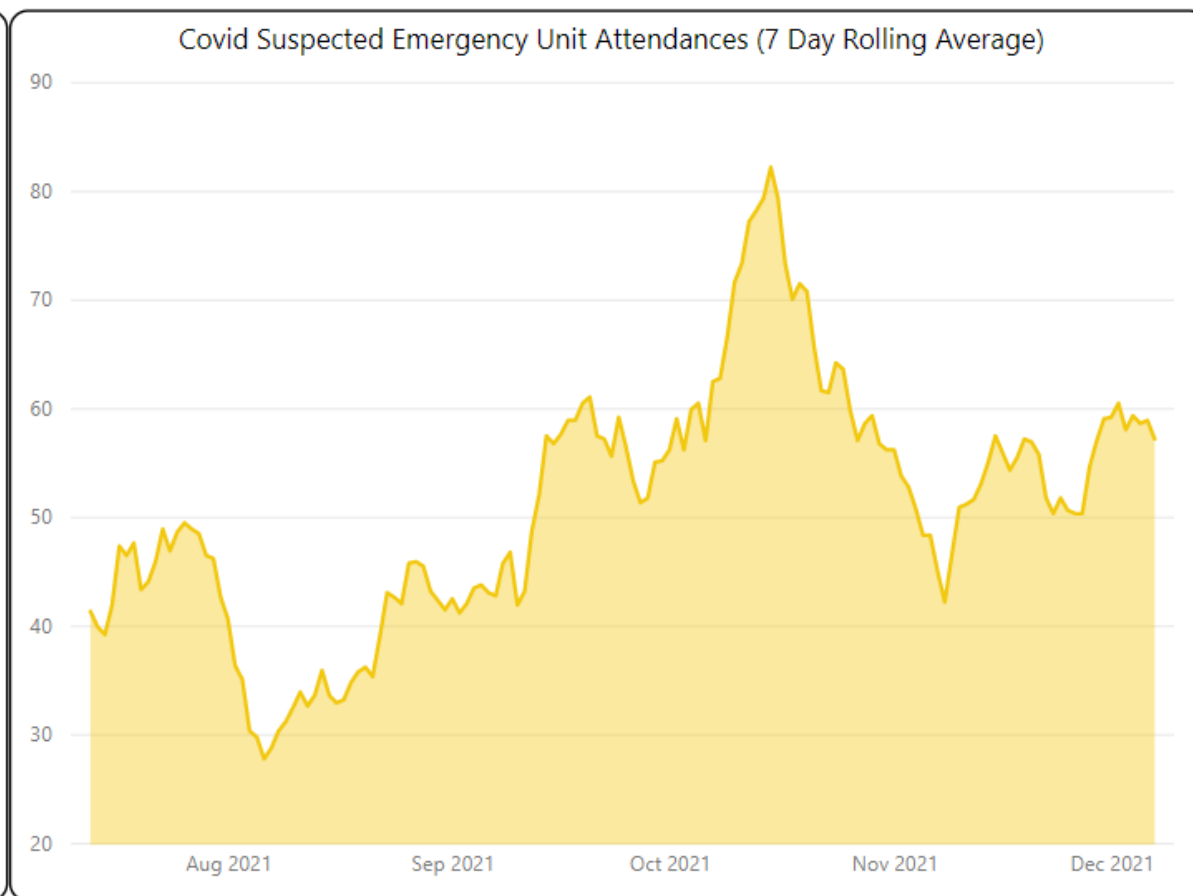
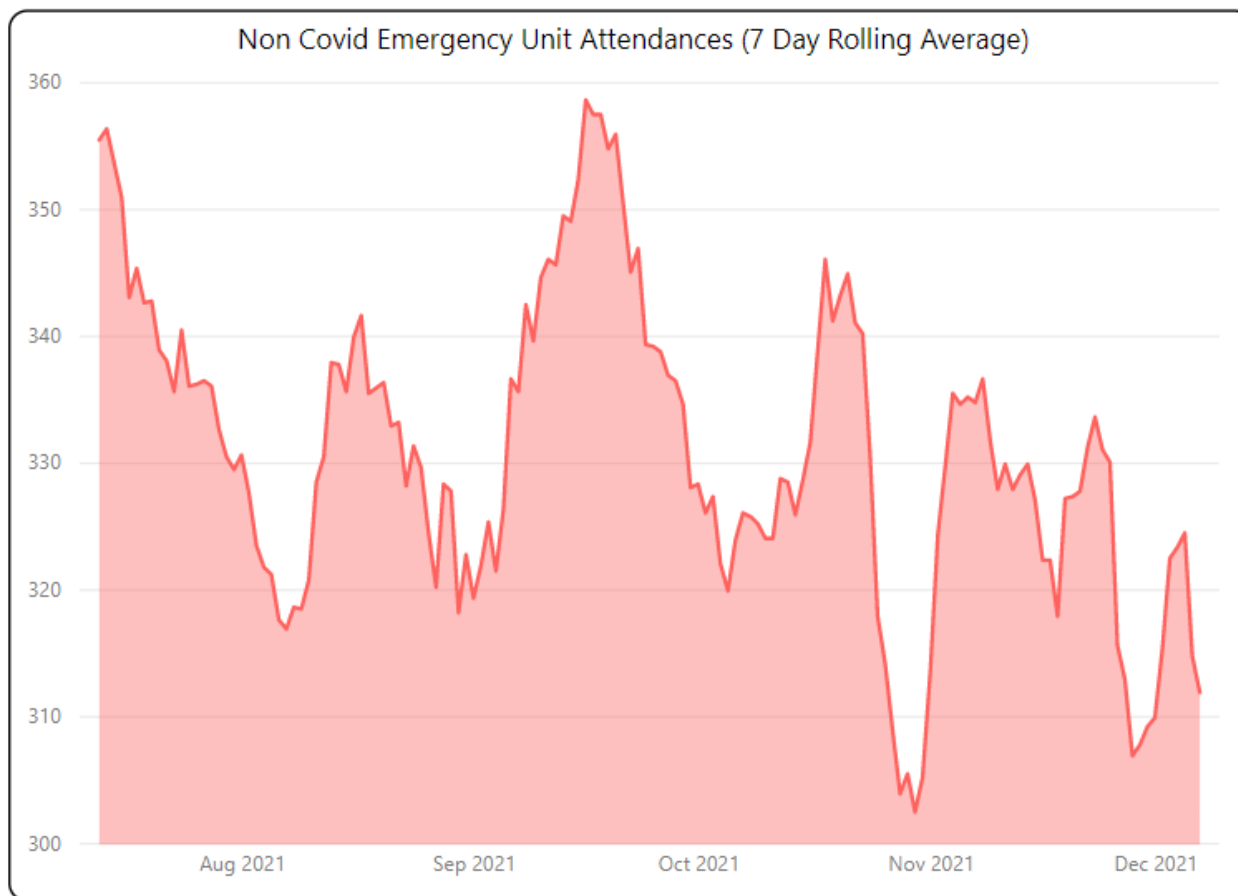
Description	Interpretation	RAG	Data Lead	Modified
COVID-19 and non-COVID-19 admissions	COVID admissions increased. RAG status is amber, and we will look at this specific trend over the next weeks.  Non-COVID admissions are flattening.	Amber	Mark Thomas	27/09/21



# ← Emergency unit attendances

Last 6 Months  
13/07/2021 - 12/01/2022

Description	Interpretation	RAG	Data Lead	Modified
EU attendances of suspected COVID patients	COVID suspected EU attendances remain high. RAG status remains Red.	Red	Mark Thomas	27/09/21



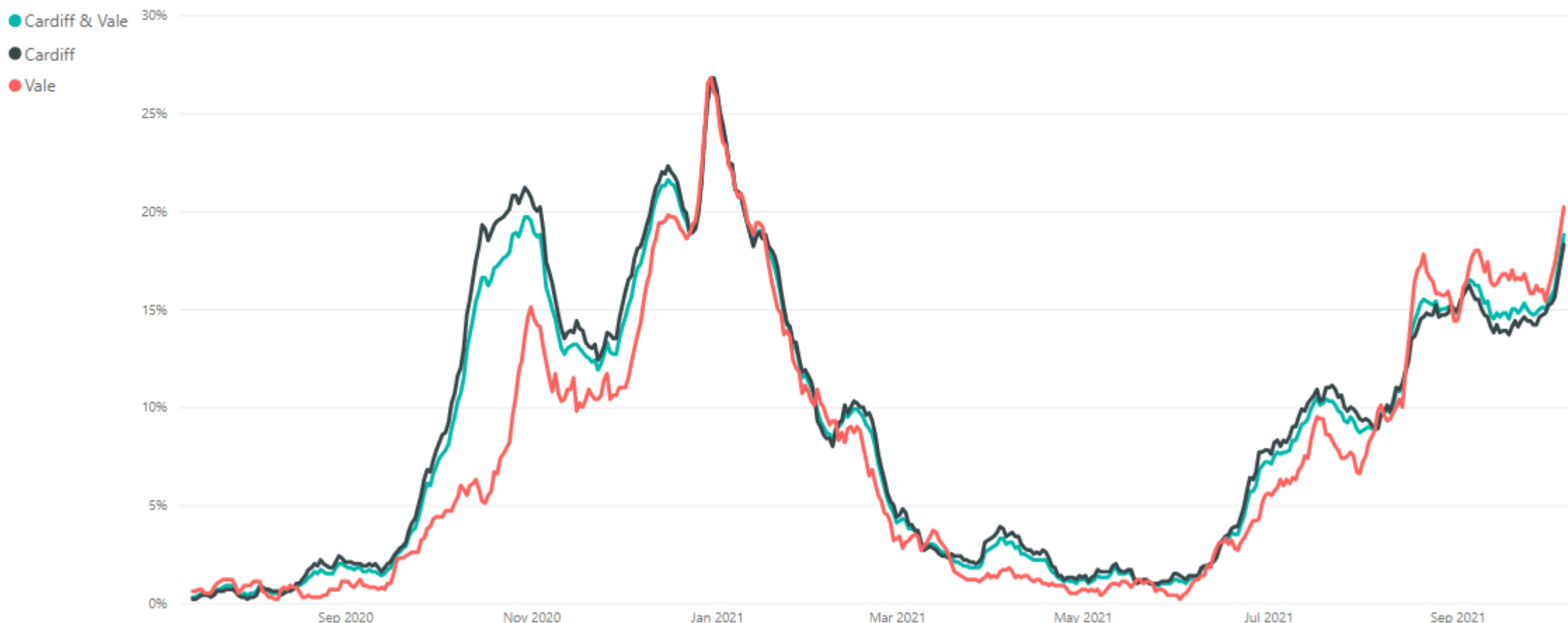
# ← % of positive Covid Tests

Last 18 Months

13/07/2020 - 12/01/2022

Description	Interpretation	RAG	Data Lead	Modified
Percentage of all Covid tests undertaken in C&V which are positive	Test positivity has started rising again after a period of relative stability, and is now above 20% in the Vale. In the 10-19 year old age group positivity has reached nearly 40% - though it should be noted in many cases people in this age group will have done an LFD test first, with PCRs used to confirm this result		Tom Porter	11/10/21

Percentage of Positive Covid Tests



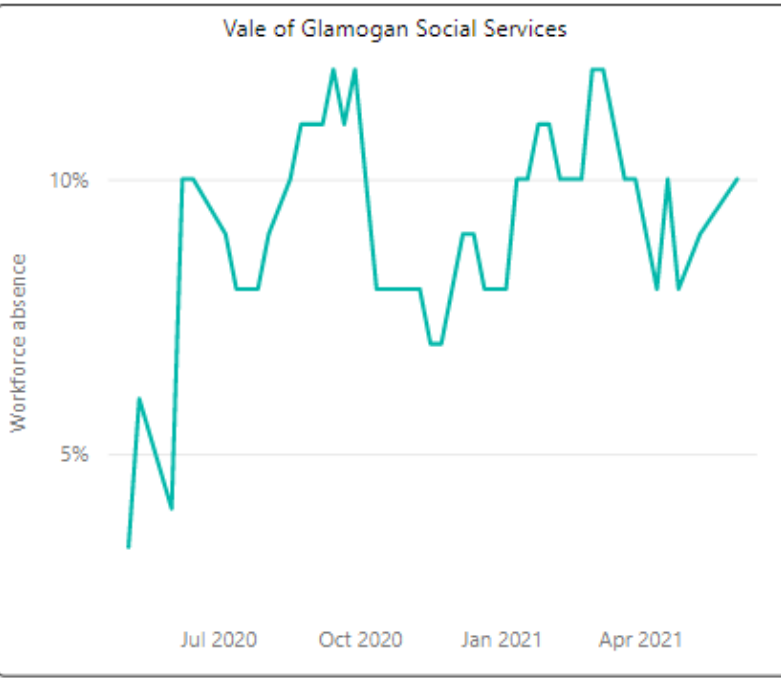
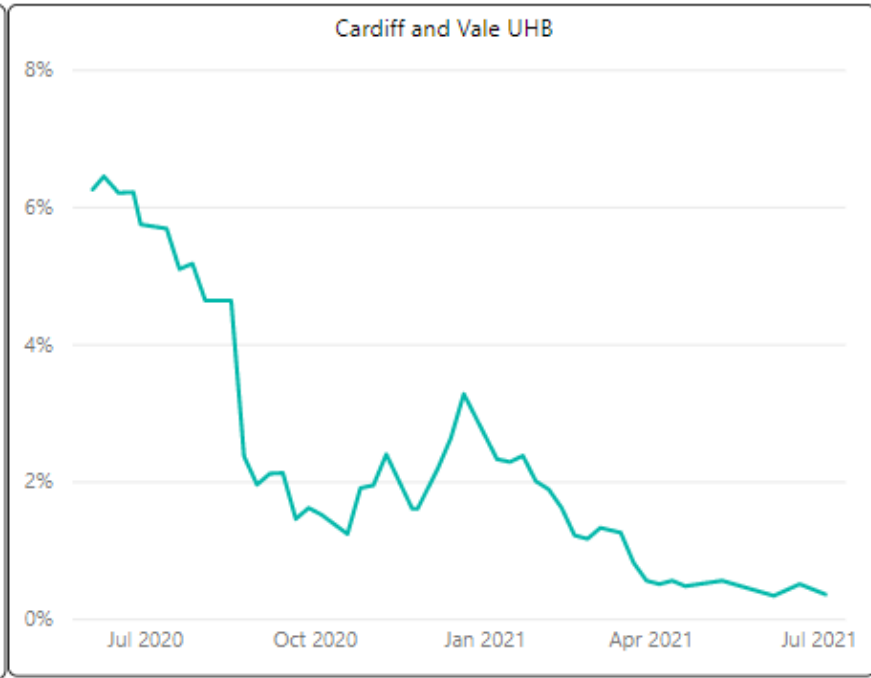
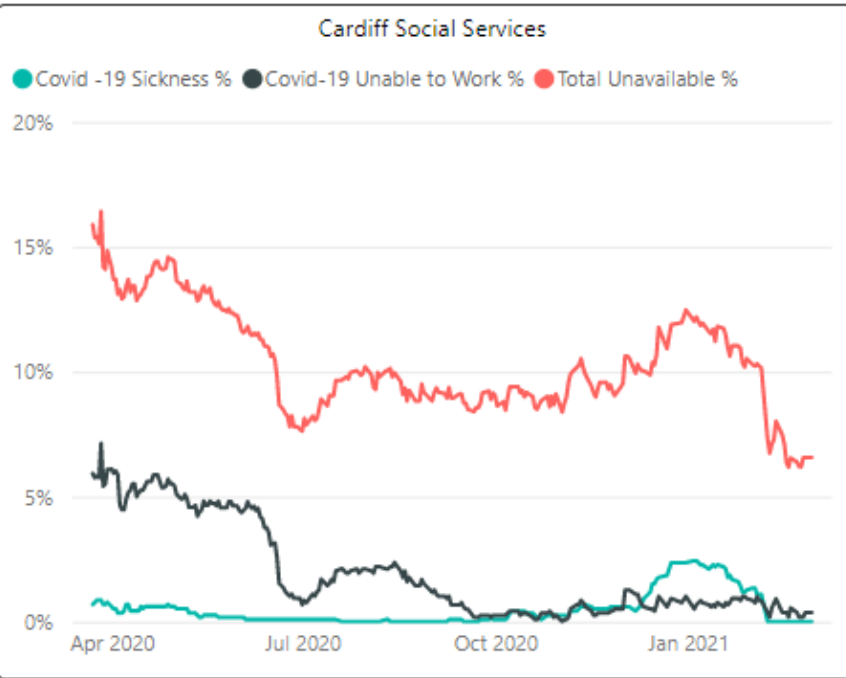


# ← Staff Sickness Rates

Date

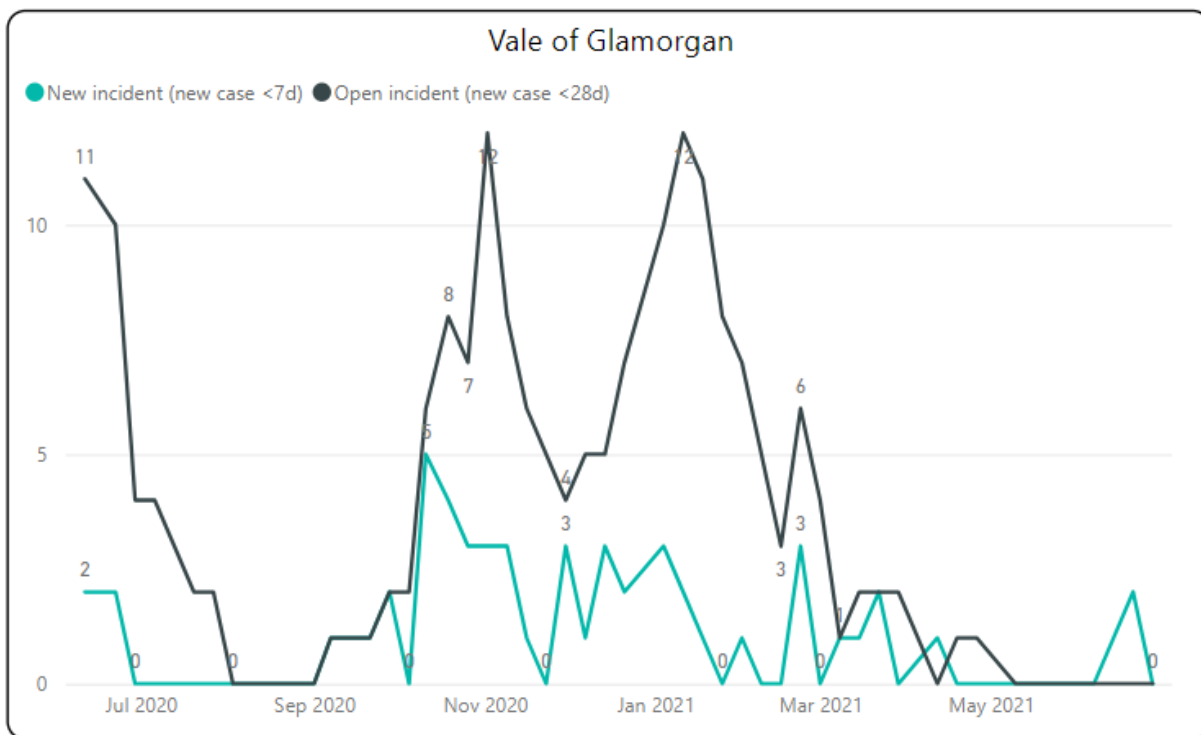
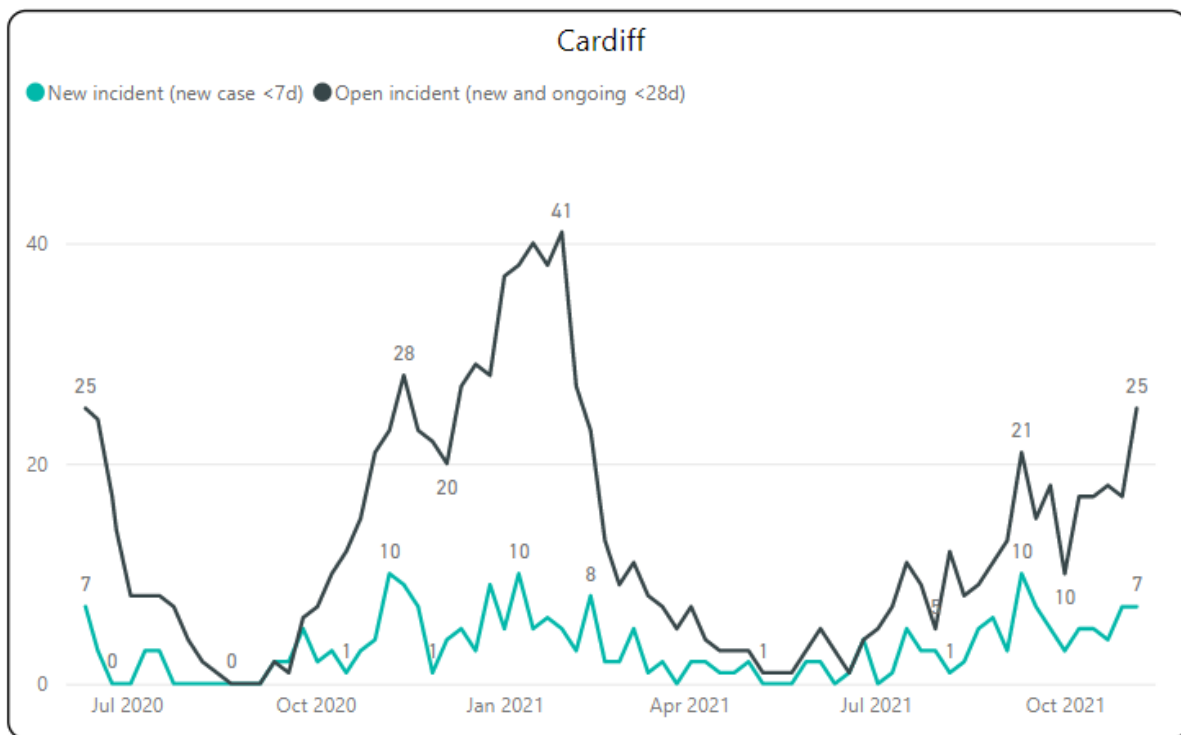
23/03/2020 01/03/2021

Description	Interpretation	RAG	Data Lead	Modified
Percentage of staff across partner organisations who are off sick	Low sickness rates in C&V UHB workforce. VoG sickness rates stable. (ER note) From 1 March 2021 Cardiff Social Services underwent a restructure, so Adult Social Care is now listed within Adults, Housing & Communities. No new data 2 Aug 2021	●	Tom Porter	02/08/21



## ← Settings with a current incident - Care Homes

Description	Interpretation	RAG	Data Lead	Modified
Settings with a current incident (VOG)	No settings with an open incident reported this week.	Green	Lloyd Fisher	02/07/21
Settings with a current incident (Cardiff)	04/11/21: Based on SitRep report, 25 Adult Care Home sites affected: 11 outbreak, 14 under review. 10 Dom. Care Agencies affected: 4 outbreaks, 6 under review under review.	Yellow	Emma Ross	04/11/21



# 1.2 – City Performance Dashboard

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- Provides information on performance across outcome indicators
- Provides information on inequality and disadvantage within Cardiff
- Provides evidence base to help directorates design and deliver services that meet the needs of Cardiff communities.
- Acts as a tool to support the completion of Equality Impact Assessments and contributes towards compliance with the Socio-Economic Duty.

## Timeline:

- Equalities Dashboard created and hosted within the Policy Portal
- City outcomes dashboard to be completed Spring 2022.

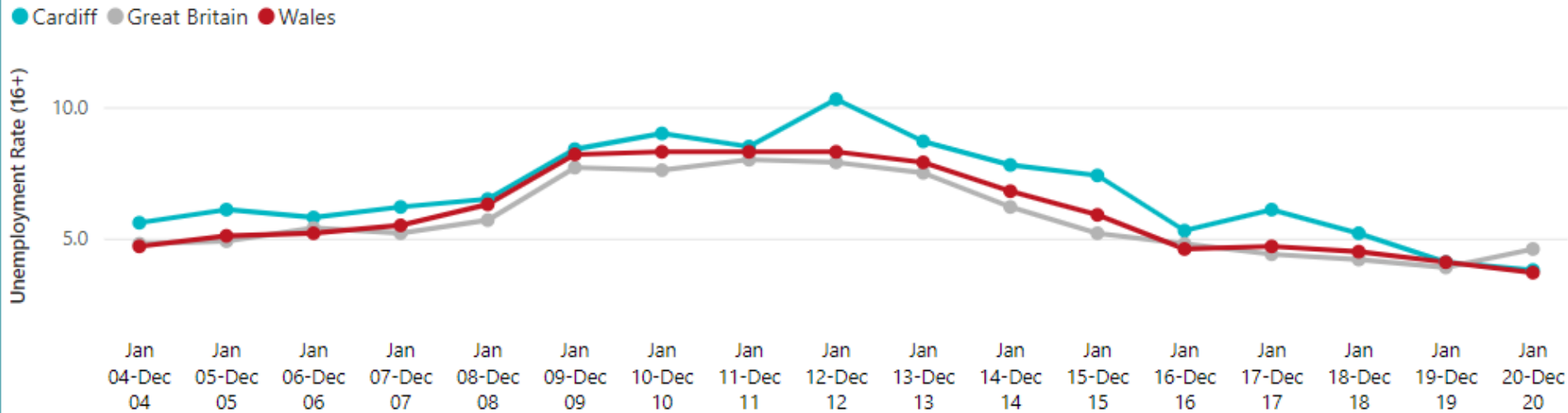
# OBJECTIVE 1: A CAPITAL CITY THAT WORKS FOR WALES

## 1.01 Unemployment rate of the economically active population aged 16+ (model-based)

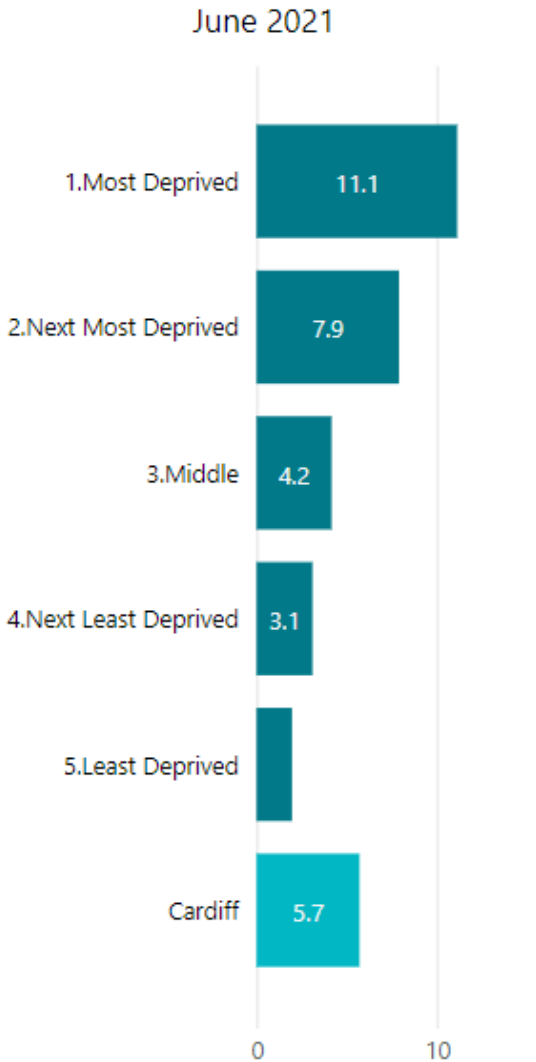


Core Cities Welsh LAs

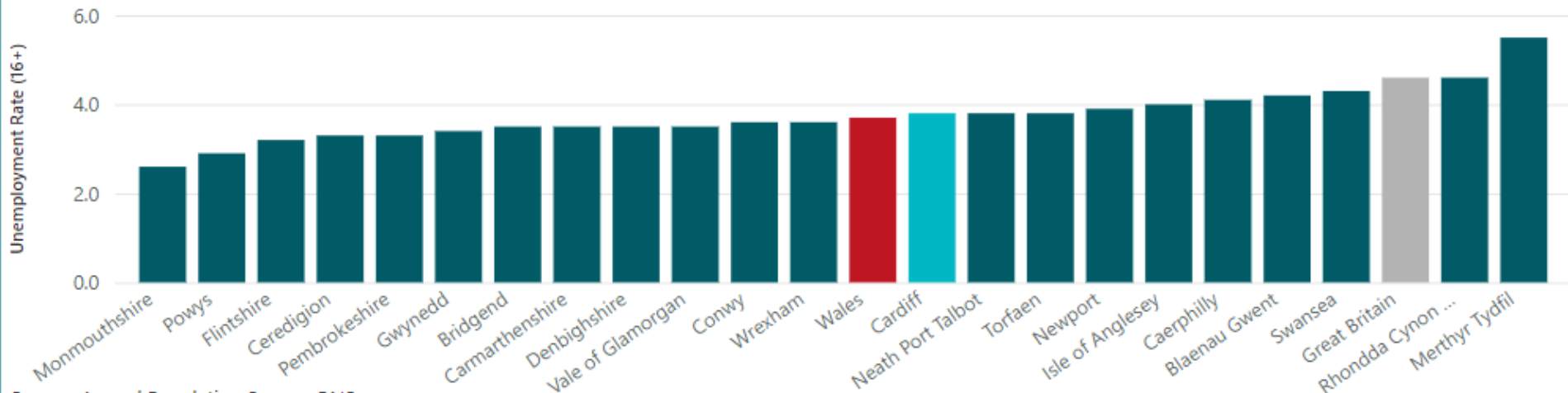
### Unemployment Rate (Model-based): Time Series



### Claimant Count Rate in Cardiff by Deprivation Fifth



### Unemployment Rate (Model-based) by Area Jan 20-Dec 20



Source: Annual Population Survey, ONS

Source: Claimant Count/Mid-

# OBJECTIVE 1: A CAPITAL CITY THAT WORKS FOR WALES

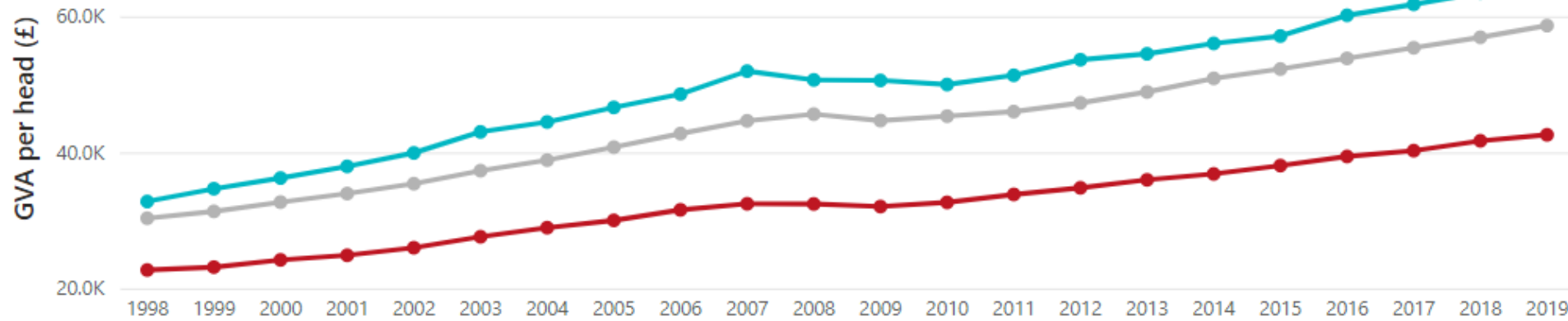
1.02 GVA Per Head & 1.03 Gross Disposable Household Income



Core Cities Welsh LAs

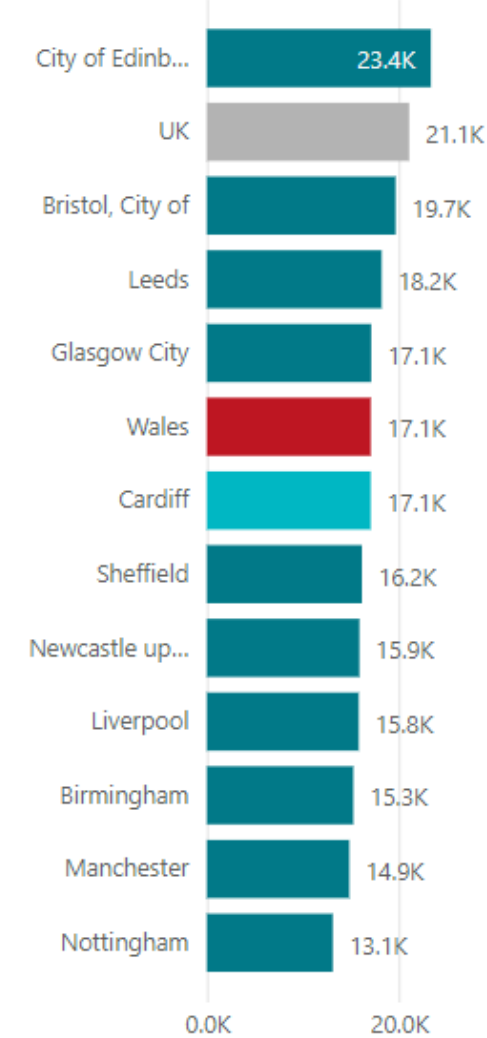
GVA (Balanced) Per Head (£): Time Series

● Cardiff ● UK ● Wales



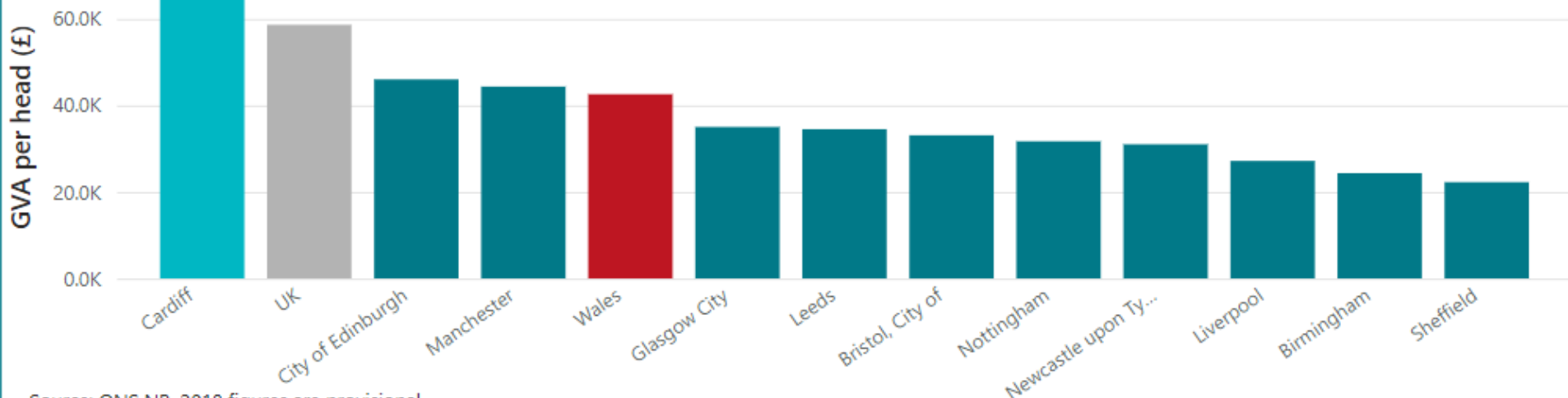
Gross Disposable Household Income Per Head (£) by Area

2018



GVA (Balanced) Per Head (£)

2019



Source: ONS NB. 2018 figures are provisional

GDHI per head (£)

# OBJECTIVE 1: A CAPITAL CITY THAT WORKS FOR WALES

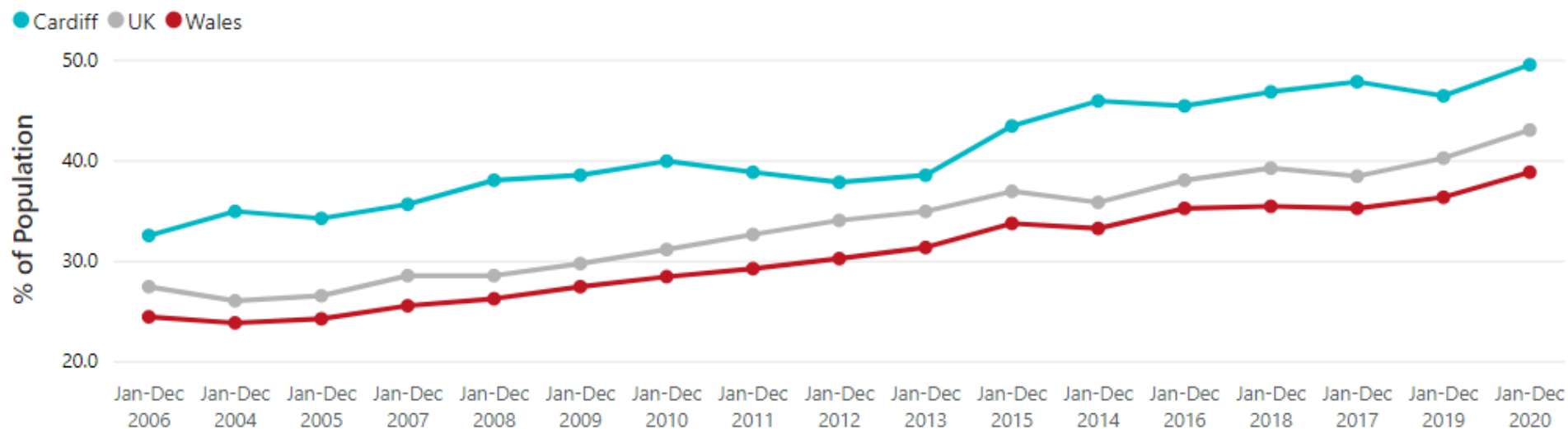
1.04 % Below Living Wage & 1.05 Population Aged 16-62 Qualified to NVQ4+



Core Cities

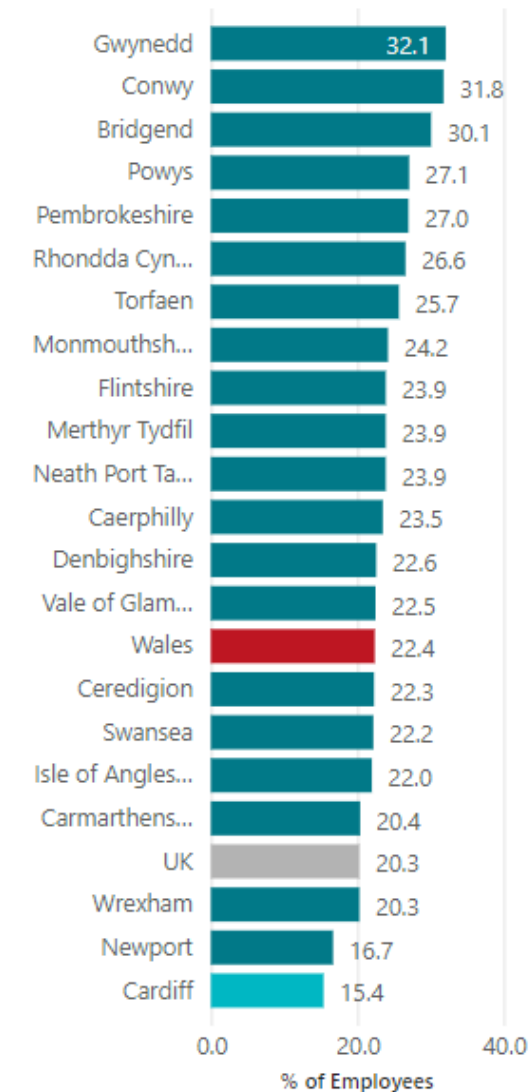
Welsh LAs

Percentage of Population Aged 16-64 Qualified to NVQ4+: Time Series

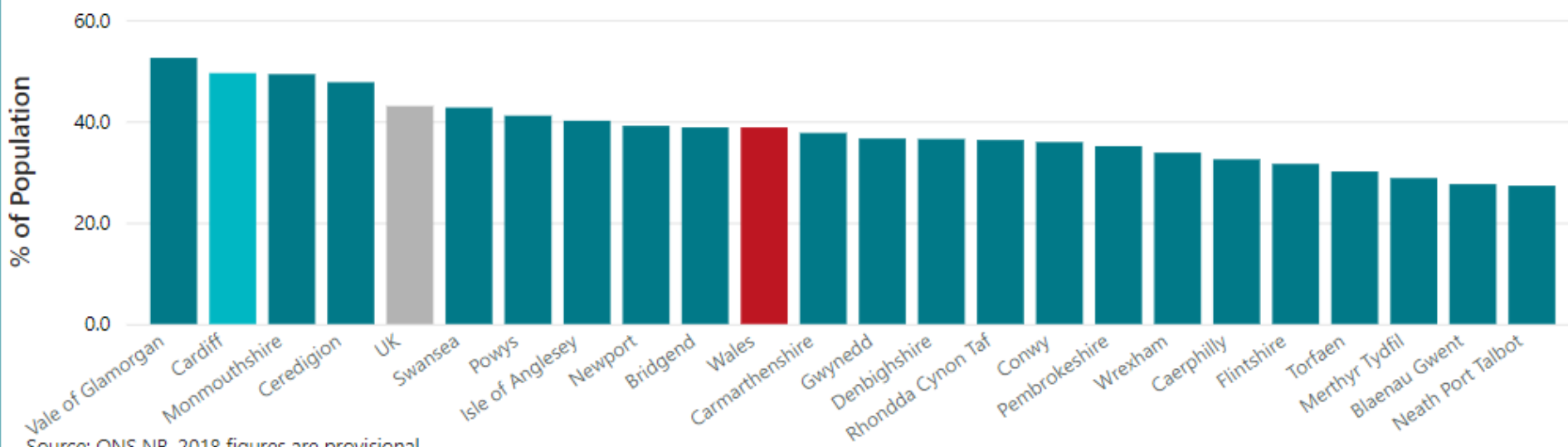


Percentage of Employee Jobs with Hourly Pay Below the Living Wage by Area

2020



Percentage of Population Aged 16-64 Qualified to NVQ4+ Jan-Dec 2020



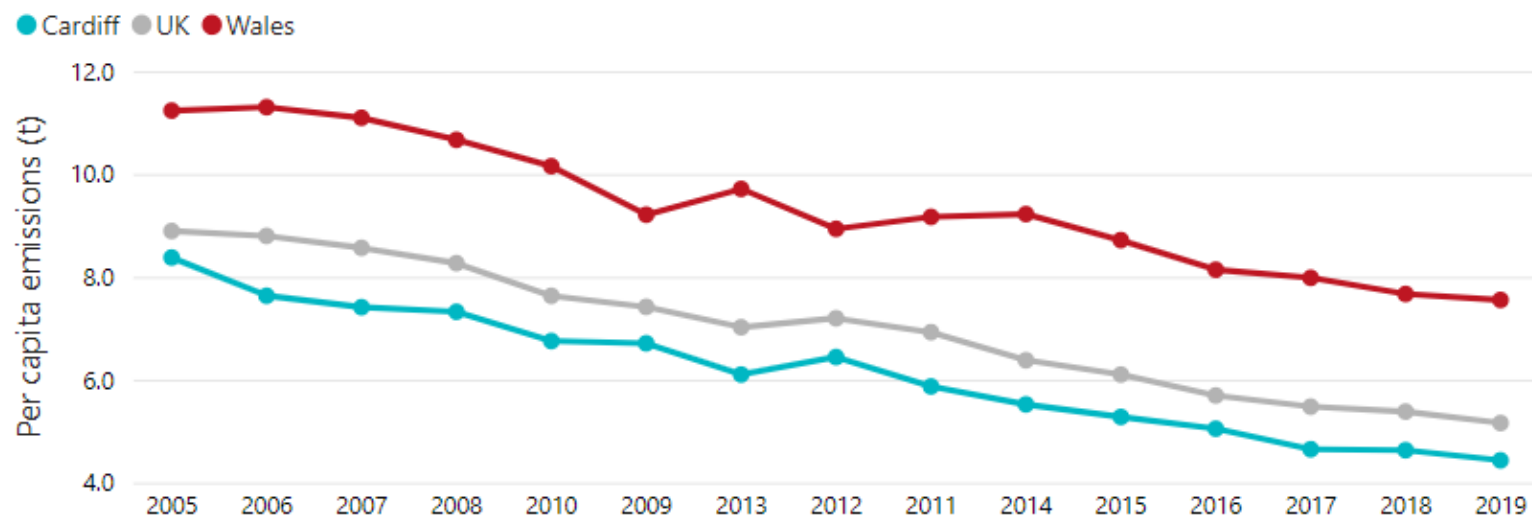
Source: ONS NB. 2018 figures are provisional

# OBJECTIVE 2: CARDIFF GROWS IN A RESILIENT WAY

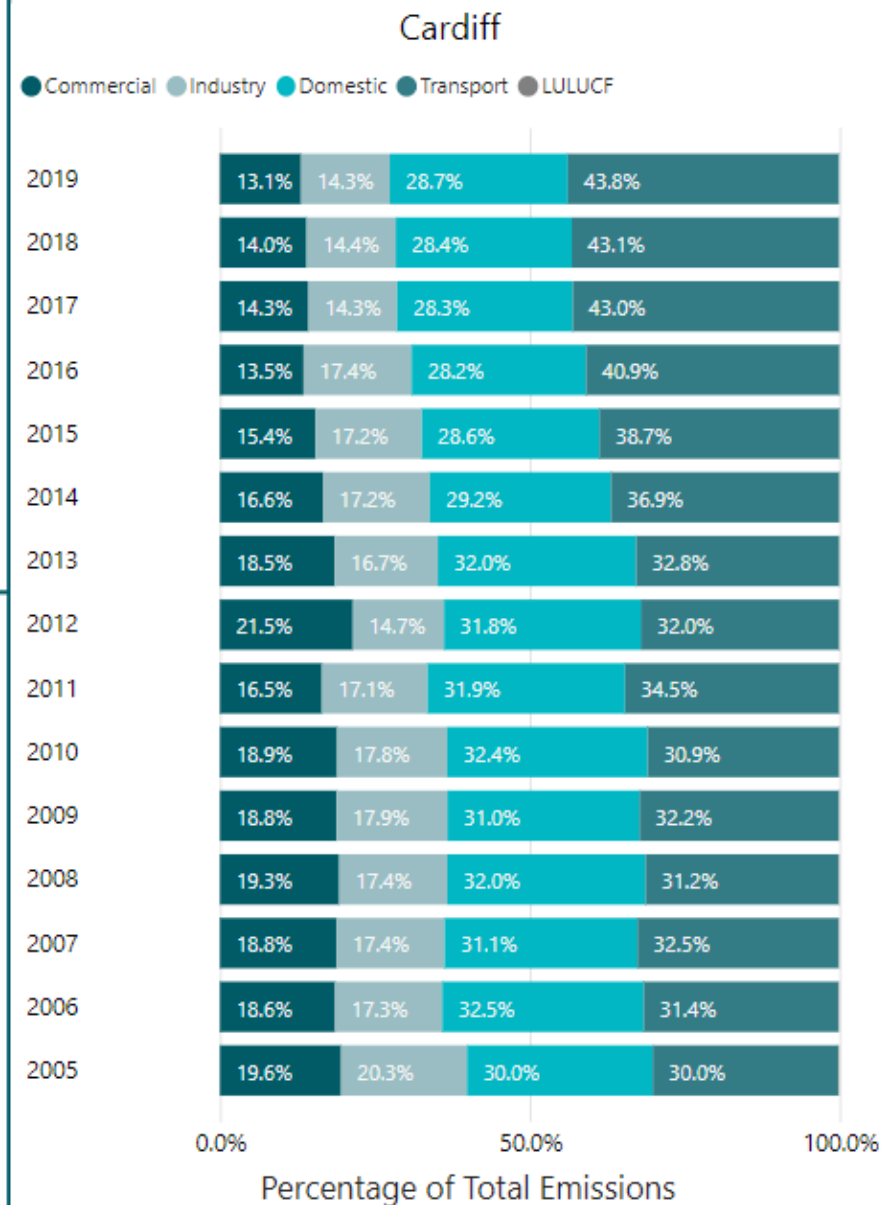
## 2.01 CO2 Emissions Annual, Time Series & Type



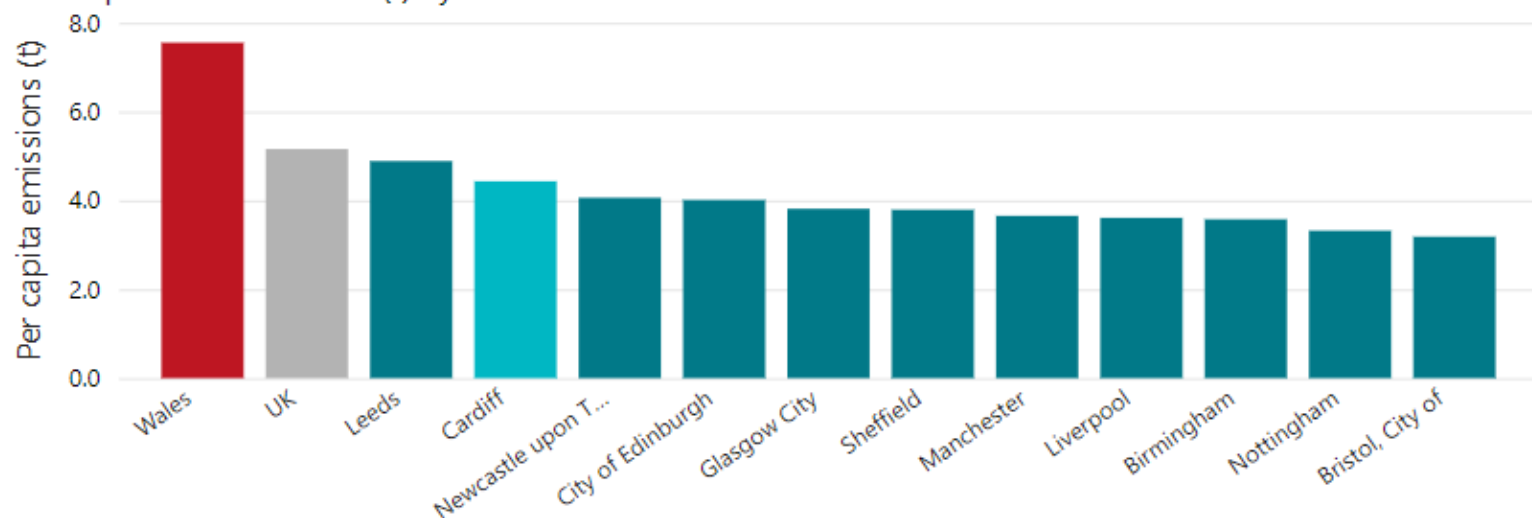
Per Capita CO2 Emissions (t): Time Series



CO2 Emissions by Main Emission Type (% of Total Emissions)



Per Capita CO2 Emissions (t) by Area



Source: Department for Business, Energy and Industrial Strategy (BEIS)

# Equalities Dashboard - Contents

## CLAIMANT COUNT

Source: ONS

## EARNINGS: MEDIAN GROSS WEEKLY PAY OF FULL-TIME WORKERS

Source: ASHE, ONS

## QUALIFICATIONS

Page under construction

## DEPRIVATION

Source: Welsh Index of Multiple Deprivation 2019, Welsh Government/Mid-2019 Population Estimates (Age, Gender), ONS/2011 Census (Ethnicity, Disability), ONS

## WIMD DATA MAP

Source: Welsh Index of Multiple Deprivation 2019

## EMPLOYMENT

Source: Annual Population Survey, ONS

## DEPRIVATION / ETHNICITY

Source: WIMD 2019 / 2011 Population Projection

## DEPRIVATION / DISABILITY

Source: WIMD 2019 / 2011 Population Projection



# Deprivation / Ethnicity i ↶

Asian/Asian British

Black/African/Cari...  
British

Mixed/multiple  
ethnic groups

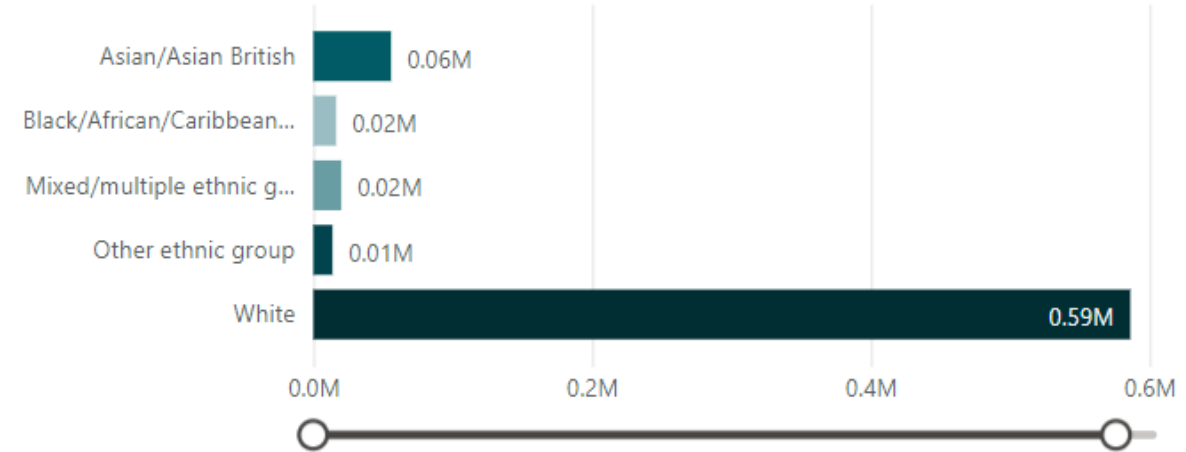
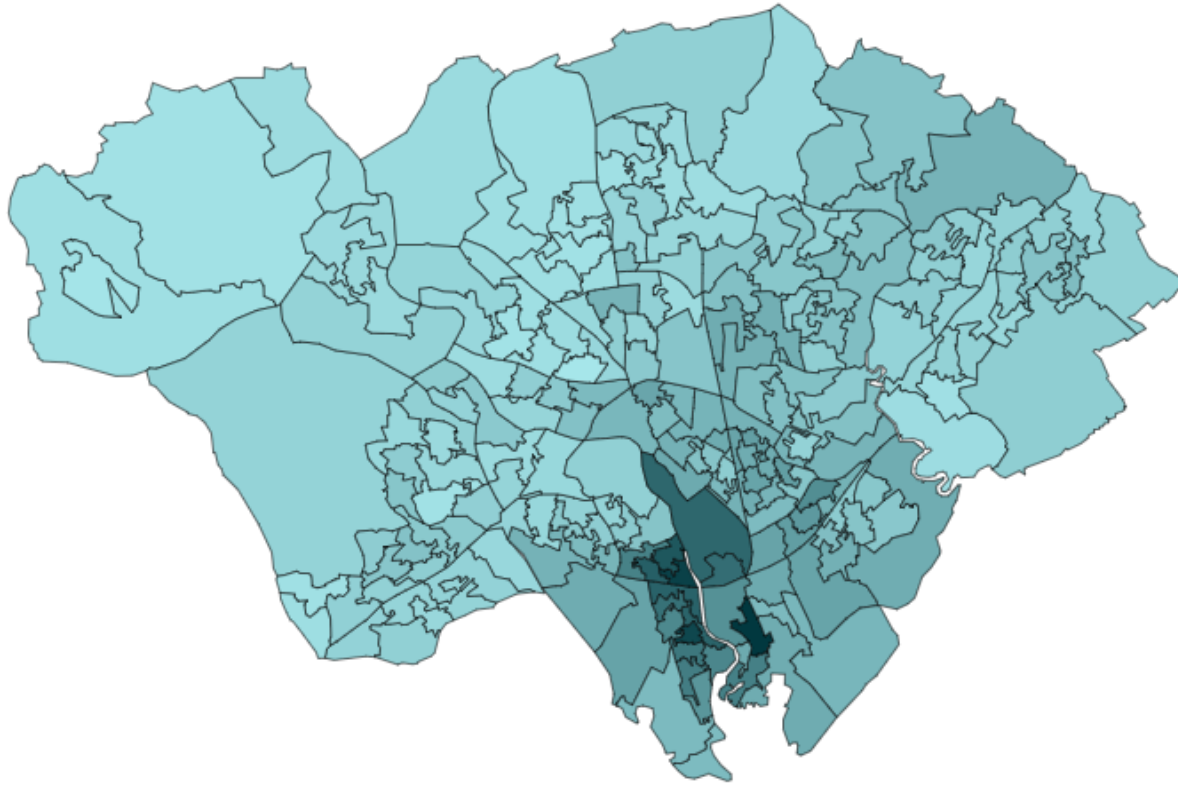
Other ethnic group

White

Click for Ward view

Percentage ↗ ↻ ↵ ↴ ↶ ↷

Select LSOA from above map to display the % of each Ethnic Group within that LSOA.



\*WIMD data, ranks and division information is unavailable in Ward view due to aggregation not being possible.

Current Selected LSOA (from map)

(Blank)

Is ranked overall in  
Wales

211K

Which places it among the 10%  
least deprived in Wales

Access to Services

Community Safety

Education

Employment

Health

Housing

Income

Physical Environment

(Blank)

(Blank)

(Blank)

(Blank)



# Live Demo- City Metrics

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# Management Data: Corporate Health Indicators

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- Provides managers with the corporate performance information needed to manage their service effectively e.g. Sickness Absence, Mandatory Training Compliance, Workforce Profile
- Improves the visualisation of the data, and enhances managers' ability to interrogate data
- Helps identify intervention

# Live Demo- Corporate Training

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# Housing Voids: Automated Data

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## ***Problem:***

- *It was difficult to understand how many void properties we have and why, and it is not possible to gain an understanding or predict where properties will become available in high voids lettings areas, without a significant amount of manual work on several exported reports*
- *The teams relied on data put together manually in the form of weekly and monthly stats and only look at individual properties on Northgate and SAP. This meant the team would always be using information that is out of date within a few days.*
- *This is due to Northgate Housing I-World and SAP not being directly linked or able to communicate with the other system in any real-time capacity. Northgate is only able to send over limited information to SAP.*

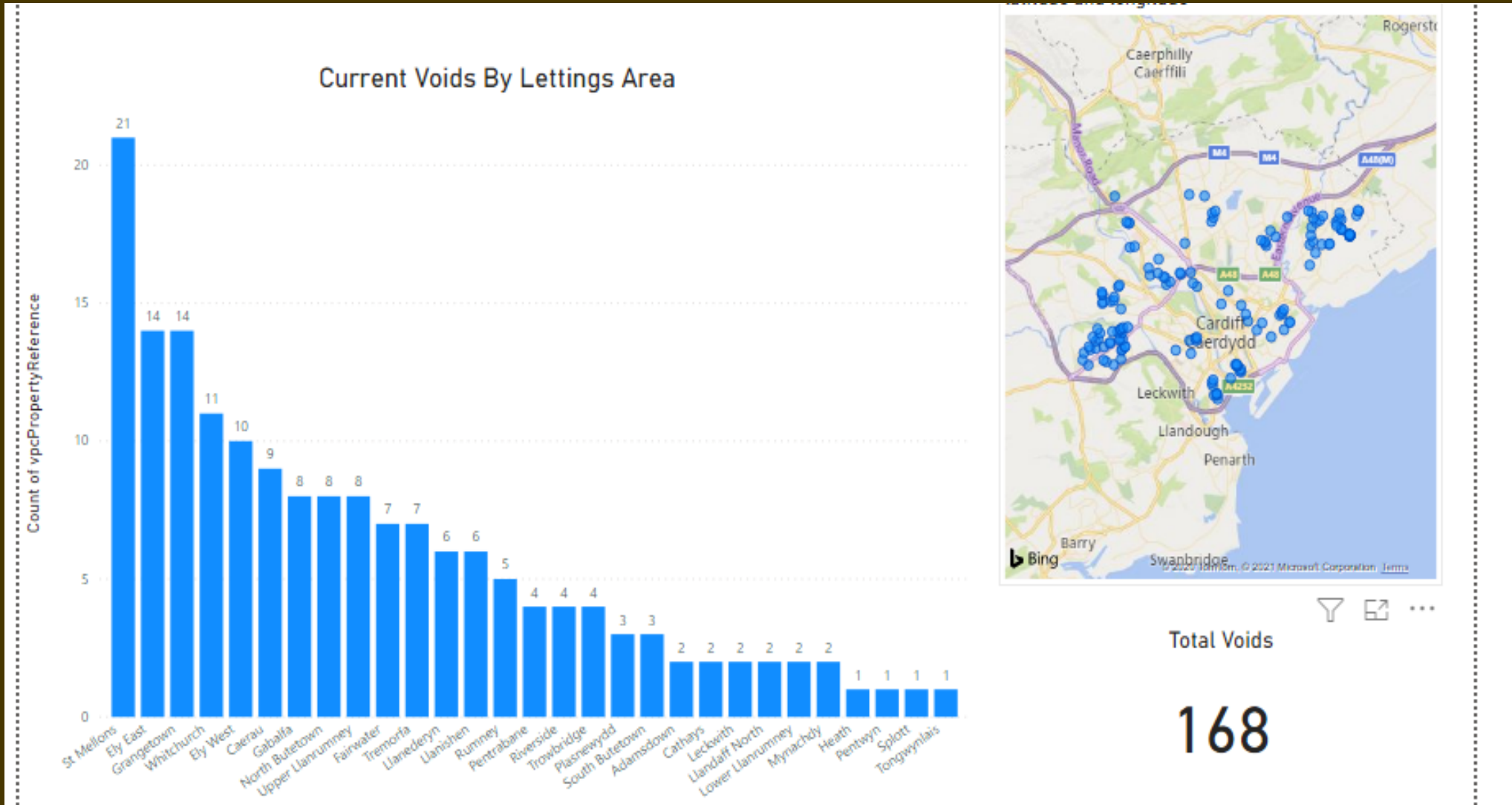
# Housing Voids: Automated Data

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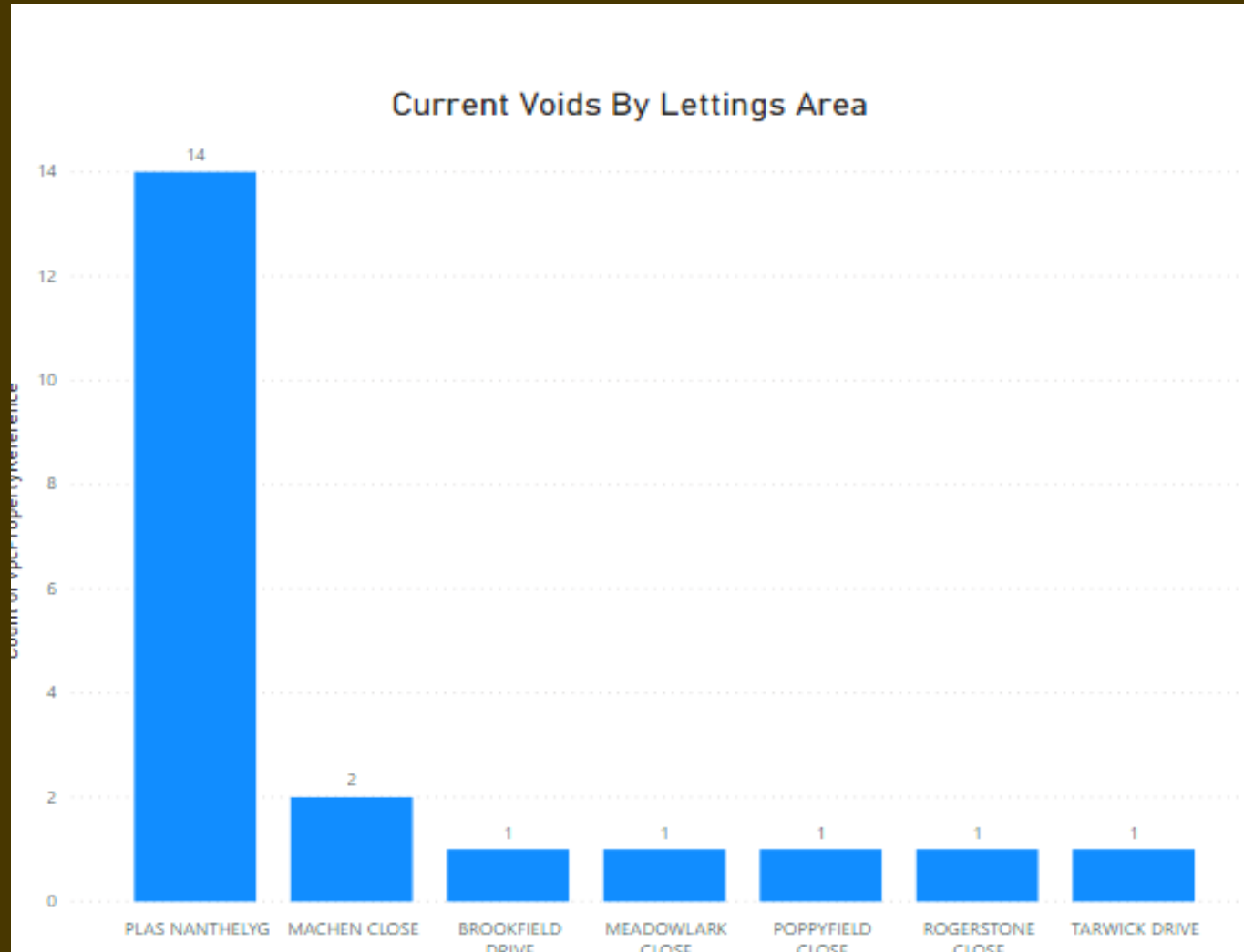
## ***Solution:***

- *“The Data Warehouse approach has allowed us to view an up-to-date and complete dataset from both Northgate and SAP. This provides the Voids Team a clearer view of the current number of voids within Cardiff and a greater understanding of available housing in the near future.*
- *The near live data in the Power BI reports has enabled the team to be more proactive when managing their void properties. It will result in the property void times reducing and should also allow the property to be allocated quicker.*
- *It also saves a huge amount of time removing the manual work needed to clean data for reports from excel on a weekly and monthly basis.”*

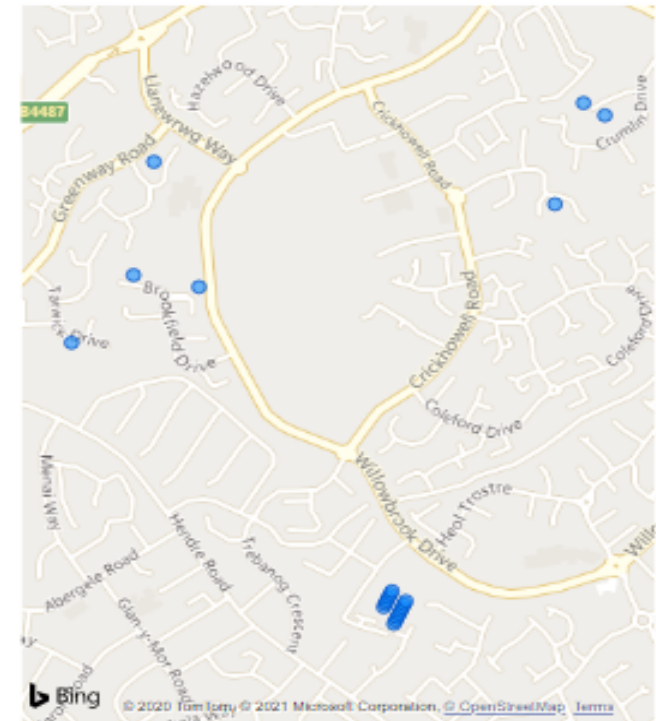
# Housing Voids: Automated Data



# Housing Voids: Automated Data



latitude and longitude



Total Voids

21



# Housing Voids: Automated Data

vpcLettingAreaDescription	Count of vpcPropertyReference	Earliest vpcStatusStartDate	vpcCurrentPropertyStatus	Last vcVoidStatusDescription	Last vcVoidPathDescription	Last vcVoidClassDescription
Adamsdown	2					
Caerau	9	16 November 2020	Void	Routine	ISSUED TO CMS	Routine Voids
Cathays	2	24 August 2020	Void	Routine	WORKS COMPLETE BY CMS	Routine Voids
Ely East	14	14 December 2020	Void	Routine	ISSUED TO CMS	Routine Voids
Ely West	10	19 October 2020	Void	Housing Management Decision	WORKS COMPLETE BY CMS	Routine Voids
Fairwater	7	21 December 2020	Void	Special Lettings Initiative	Special Lettings Initiative	Special Lettings Initia
Gabalfa	8	28 September 2020	Void	Routine	WORKS COMPLETE BY CMS	Routine Voids
Grangetown	14	12 October 2020	Void	Special Lettings Initiative	Special Lettings Initiative	Special Lettings Initia
Heath	1	14 September 2020	Void	Routine	WORKS COMPLETE BY CMS	Routine Voids
Leckwith	2	23 November 2020	Void	Routine	ISSUED TO CMS	Routine Voids
Llandaff North	2	03 August 2020	Void	Routine	WORKS COMPLETE BY CMS	Routine Voids
Llanedern	6	07 December 2020	Void	Routine	WORKS COMPLETE BY CMS	Routine Voids
Llanishen	6	09 November 2020	Void	Routine	WORKS COMPLETE BY CMS	Routine Voids
Lower Llanrumney	2	21 December 2020	Void	Routine	ISSUED TO CMS	Routine Voids
Mynachdy	2	21 September 2020	Void	Routine	WORKS COMPLETE BY CMS	Routine Voids
North Butetown	8	19 October 2020	Void	Routine	WORKS COMPLETE BY CMS	Routine Voids

# Control Environment

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- Data Impact Assessments will be conducted for all data priorities
- Data sets will be restricted to small number of technical specialists in trusted positions
- Specific Control Measures in Place
  - A 'Request for Data' form will generate a ticket within the ICT Service Desk system to ensure a fully auditable trail for all data set development.
  - 'Request for Data' forms will mandate the capture of data expert(s) and a data owner who will play key roles in (a) authorising the development work and (b) signing off data sets and reports in our UAT environment prior to release.
  - Information Classification Standards will be applied at all stages to ensure both report writers and report consumers are fully aware of the impact to the Council if confidentiality, integrity or availability of the data is compromised.
  - Report consumers will not have access to the raw data in the data set
  - Access to reports will be restricted by report publishers using ICT Security Groups
  - Row Level Security will add an additional layer of access restrictions to reports that display information from our most sensitive datasets.
- **Bottom Line: This approach will make our data safer**

# Some Data Priorities - 2022/23

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- Corporate Performance Dashboard
  - Presenting quarterly data on the steps and KPIs within the Corporate Plan
  - Approach to be mainstreamed to performance management across Council
- Corporate Health Indicator (CHI) Management Dashboard – providing managers a view of the ‘health’ of their areas in relation to
  - Mandatory Training Compliance
  - Sickness Absence
  - Staff Turnover
  - Workforce Composition
  - Citizen Satisfaction
  - Agile Devices
  - Information Governance
  - Health & Safety
- City Performance Dashboard
  - High-level indicators which measure the performance of the city against a range of economic, health, environment, and community safety data sets
  - Measures inequality gaps within communities relating to poverty, income, education attainment, qualification, health etc to support evidence-based decision making, responding to socio-economic duty

## Service focus:

- Children and young people – this project seeks to develop a series of tools which enable better information sharing across services and partners. This will include in:
  - Phase 1: A cross-Council dashboard presenting key information on vulnerable children and young people
  - Phase 2: Single view of the child – an individual-focussed tool, bringing together data from various Council and partner IT systems, enabling practitioners to view the cross-discipline involvements with a young person.
- Streets Scene and Cleanliness- Reporting Street Cleanliness and Waste Collection
- Community Safety Dashboard – Requested by the Community Safety Partnership (CSP), this dashboard presents crime data geographically by ward can be filtered by all crime types and shows month-on-month and year-on-year changes.

# Challenges

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- **Data Quality:** Need to establish standards and policies to ensure that data is of the highest quality
- **Data Management:** Need to establish processes to ensure data is managed safely and securely
- **Workforce Development / Specialist Skills:**
  - Corporate: Data Engineering, Data Presentation and Data Analysis
  - Within Directorates: Roll out of data management, data presentation and data analysis training.
- **Software Investment**
  - Data Warehouse Software (e.g. Azure)
  - Data Visualisation Software (e.g. PowerBI)

# Benefits

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- Enhanced Problem Solving capability through better use of data assets.
- Data culture to enable data-driven decision-making and policy-making for political leadership, managerial leadership, and service managers.
- Shift from labour-intensive chasing information to easy access and self service
- Improved Service Delivery
- Efficiency gains & potential finance savings.