Brent

BRENT DATA AND INSIGHT STRATEGY 2023-27

VISION

By 2027 we will become an organisation that maximises the value of data to innovate, improve services and deliver better outcomes for Brent

CONTENTS

FOREWORD

It is with great pleasure that I introduce Brent's first ever dedicated Data and Insight Strategy, our key strategic document for defining our approach to harnessing the power of data to improve the ways we work, collaborate, and deliver better outcomes for local people.

This forward-thinking strategy has been developed in-line with our new Borough Plan 2023-27, called 'Moving Forward Together', and is designed to support delivery of its priorities over the next four years. It is an ambitious strategy that places Brent and partners at the forefront of innovation in local services, helping us to work in more modern, joined-up and agile ways, whilst staying true to our core principle of ensuring no resident is left behind.

Data as a concept is an increasingly broad and rapidly evolving area, and this brings complexity in understanding the challenges and opportunities it presents. In today's world we receive a constant stream of news and information, including stories that advocate the amazing potential of data for transformation and improving lives, as well as valid concerns around privacy, security and accountability.

Our Data and Insight Strategy speaks to both sides of this coin. It is written to be clear and understandable to all audiences, and give reassurance that Brent remains ambitious in these challenging times, but equally, that in exploring the possibilities of data and implementing new approaches, we have robust controls and governance arrangements in place and ensure we are transparent throughout this journey.

These values underpin our strategy and are demonstrated in the actions we have already taken and will continue to progress over the next few years. I am proud that Brent was the one of the first local authorities in the UK to establish a Data Ethics Board - to support and guide us in using data in the right way - and am confident that through this strategy we will achieve many more successes as we use data in more progressive and effective ways to better serve our borough and support our residents.

Leader of Brent Council,
Councillor Muhammed Butt

INTRODUCTION

The Brent Data and Insight Strategy sets out the approach that the council will take to using data ethically, responsibly, safely and well. It is designed to be clear and action focussed to enable the best use of data and insight in helping to achieve our objectives and improve outcomes for local people.

This strategy will guide us towards realising our vision of **becoming an organisation that maximises the value of data to innovate, improve services and deliver better outcomes for Brent**. It outlines the relationship between data and the context in which we operate, defines our overarching data-goals and establishes council-wide arrangements and standards to support and coordinate their delivery.

It is a long-term commitment from the council, changing the way we think about data by valuing it as a corporate asset and vital insight tool rather than a by-product of service delivery. This commitment includes investment in technology and prioritises upskilling our staff, but ultimately this is a culture change strategy, the focus is on people - including Brent officers, managers, elected members and the residents we all serve.

In delivering this strategy we will be changing habits and traditions. There may be uncertainty and challenges around doing things differently – whilst still complying with legislation and regulations – but through a consistent and joined-up approach, which focusses on achieving a wide range of benefits for all stakeholders, we will work collaboratively and with common purpose to realise our vision.

BENEFITS

By maximising the value of data across the organisation we will be able to deliver a range of benefits to our residents, partners and the council. Benefits will be tracked at a project-level through our digital programme and at a strategic-level through a range of key measures and indicators. Examples are included below.

Residents	Brent and partner staff	Senior managers and elected Members
• A joined-up customer experience, in-line with modern expectations • Streamlined customer journeys: no need to repeat or re-key information • Increased trust that their data is secure and handled appropriately • More accessible services • Faster transactions and decisions • Greater transparency • Greater control of their data	• Ability to work more collaboratively and effectively • Better access to relevant and accurate information • Greater understanding of residents, their needs and interactions with services • Dedicating more time to high-value work • Opportunities to develop new skills and knowledge • Empowered to self-serve and use data more effectively	• Increased strategic grip and better-informed decision making • Access to accurate and timely evidence, reporting and insights • Greater accountability • More opportunities to drive efficiencies • Cost effective services • Ability to design and develop more tailored and pro-active services • Improved corporate memory

Example measures and indicators		
• Resident Attitude Survey • Website / online user experience feedback • End-to-end processing time KPIs • Data-themed resident engagement sessions	• Data skills assessments • Brent Open Data & Data Warehouse usage • Employee & stakeholder survey • Data Network attendance / engagement	• Balanced Scorecard usage & feedback (at Cabinet, CMT and DMT levels) • Strategic dashboard usage & feedback • Corporate data product usage & feedback

DATA LIFECYCLE

Realising these benefits requires all Brent staff to play active roles in improving all of the ways we create, store, use, share, archive and dispose of data as an organisation. This includes understanding:

- the data lifecycle (below) for their individual services
- the value of that data to their service and the wider organisation, and
- how they can help maximise the value of that data

Data and information will be **destroyed** in the most appropriate and timely way in accordance with retention schedules.

Most of the data in Brent's data lifecycle is **created** as part of service request, delivery and management functions.

It is important to properly **archive** data and information to retain corporate memory.

Once created, the data is typically **stored** digitally in line of business systems. Some data is also stored in applications, files and even non-digitally e.g. paper.

Where appropriate, data and information can be **shared** across council services and with partners. This should be accurate and up to date.

During the **use** phase data is accessed, viewed or processed. This includes enabling service delivery, accurate reporting and generating insights.

DEFINITIONS

- **Data facts.** Figures and a collection of values which can be collected together for reference or analysis
- **Information.** Data which has been processed and structured in some form and provided a context

CONTEXT

In many ways councils are different from other organisations. We are delivering an array of different services and also have responsibilities for the built and natural environments we live in. We are an aligned group of businesses with a common public service ambition – to make Brent better - and this diversity is both an opportunity and a challenge.

Successful delivery of each council service - from providing social care and housing, to fixing potholes and awarding community grants - is underpinned by data. Every decision made, by every staff member, in every department, is based on an understanding of data and use of insight. And every action produces data, or, put more simply, facts or information about a particular subject or transaction that can be deveoped into insights for improving services.

To become an organisation that **by 2027 maximises the value of data to innovate, improve services and deliver better outcomes for Brent**, we need to ensure that the best data is available, understood and used in all decision making.

THEMES AND GOALS

The data and insight strategy sets out our approach for achieving this through three overlapping themes, each with an overarching data-goal:

- **1. Culture – develop a culture that recognises and promotes the value of data in everything we do**
- **2. Technology – ensure consistent, joined-up and best use of data tools, technologies and approaches across the organisation**
- **3. Skills – enable all staff to gain and use the skills they need to maximise the value of data in their role and throughout the organisation**

STRATEGIC ALIGNMENT

The data and insight strategy complements the work being undertaken through the digital strategy and the cyber security strategy, which are ensuring that we provide services that are secure, accessible, responsive, and delivered as residents want them.

A robust data strategy should support the highest-level priorities of the organisation. In Brent these priorities, including aligned outcomes and goals, are set out in our Borough Plan 2023-27:

BRENT BOROUGH PLAN 2023-2027

BOROUGH PLAN PRIORITIES

BOROUGH PLAN EXAMPLE GOALS

- Ease the cost of living crisis through tailored resources ansd improved access to support
- Provide high quality responsive universal services
- Build over 1,000 new council homes
- Improve our approach and support around contextual and transitional safeguarding
- Work with partners including NHS, GPs and CNWL to tackle health inequalities
- Work with partners in developing a 'Built for Zero' approach to addressing rough sleeping
- Deliver the actions in our Climate and Ecological Emergency Strategy

As a council we provide over 800 services(1). Delivering the borough plan priorities and goals requires all of these services to deliver their individual functions as well as successfully collaborate with multiple other services and partners.

For example, there is no single 'cost of living service' in Brent. Support in this area is provided by different combinations of dozens of services – and delivery of this borough plan goal will involve innovative use and appropriate sharing of data. Likewise, successful 'contextual and transitional safeguarding' approaches

(1)LGA: Guidance for new councillors 2019-20 (local.gov.uk)

require using data to support join-up between different Children's and Adult social care teams, as well as Community Safety, statutory partners, commissioned providers and more. Providing 'high quality responsive universal services' is enabled by customer insight and local intelligence – developed by data practitioners and used by managers to improve services. Similarly, before we 'build 1,000 new council homes', forecast modelling by performance and data teams is essential for informing the size and type of housing required to meet future needs.

New approaches for addressing cross-cutting issues like rough sleeping, health inequalities and climate change will only succeed through better and more consistent use of data across the council and with statutory and voluntary sector partners alike.

Effective collaboration is at the heart of all borough plan goals - and the right data culture, technology and skills can be the catalyst for successfully achieving them.

SINGLE VERSION OF THE TRUTH

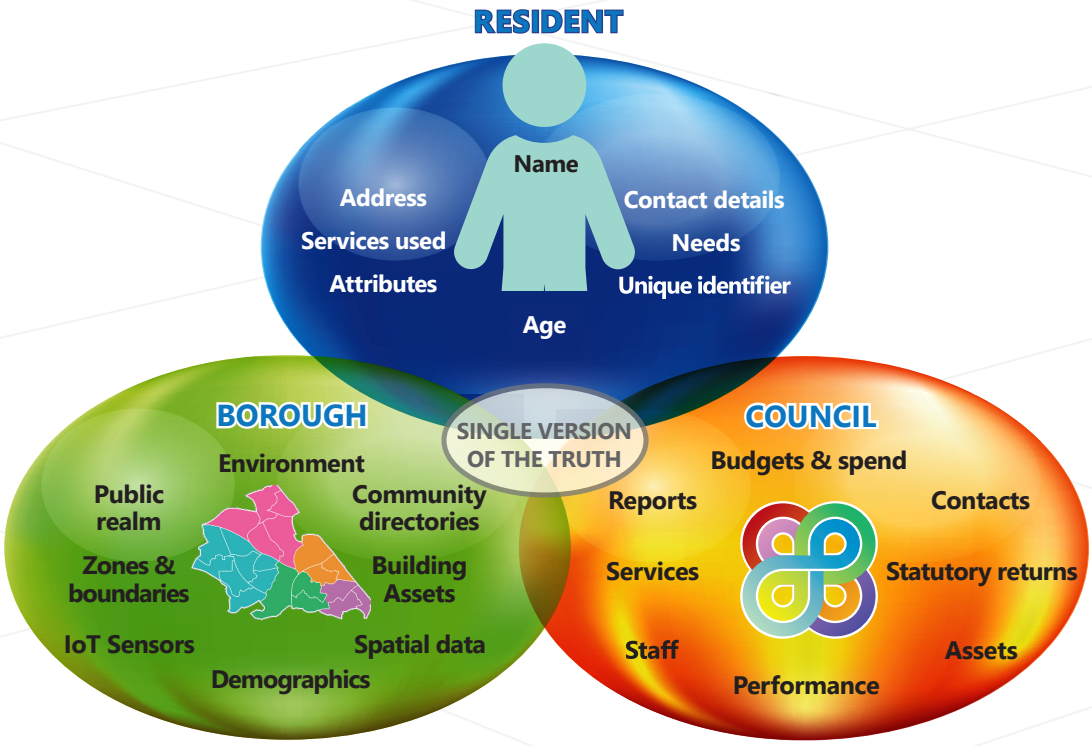
A key challenge in providing different services that create, store and use data for individual business needs is there can be many different versions of 'the truth' across the organisation. For example, Service A and Service B may hold different and potentially inconsistent data about the same resident, building or performance indicator (or anything else).

This can be frustrating for our residents, who think of the council as a single organisation (not a collection of disparate services) and expect a modern, joined-up customer experience. It is also a barrier to our staff, managers and elected members in serving our residents and developing value for money services that best meet local needs.

To maximise the value of data to the organisation we need to enhance and combine data from across the council to enable decisions to be based on a single version of the truth. This includes developing a clear and accurate view of:

- **The Resident** – including attributes, needs and interactions with our services
- **The Borough** – including spatial data, local assets, IOT sensors and demographics
- **The Council** – for accurate reporting, service planning, budgeting and statutory returns

This is an ambitious goal, but the potential benefits for residents and other stakeholders are vast. Realising these benefits depends on coordinated activity at every level of the council to develop the right data culture, technology and skills.



CULTURE

1.CULTURE
To develop a culture that recognises and promotes the value of data in everything we do, we will build on existing arrangements and develop new approaches.

Key enablers include:

- The **Data Ethics Board** – consisting of senior council officers and independent, external data experts, this board provides support to ensure the council uses data the right way in accordance with legal, ethical and best practice guidance.

- The **Brent Data Network** – a staff-led group open to all officers and facilitated by the corporate Data and Insight team. The network meets regularly to share best practice and discuss and collaborate in resolving common data challenges.

- The **Brent Performance Management Framework** – we are refreshing our framework to ensure best use of data in measuring performance against our priorities and driving corrective actions where required.

- The **Brent Digital Strategy** – Brent's digital ambitions, including safely testing new innovations, such as Artificial Intelligence (AI), and developing solutions to enable better use of data, are detailed in our public-facing digital strategy.

- **Information Governance Group** – comprised of senior representatives from each service area, this group sets standards and develops the council's approach to information governance, including information sharing protocols.

- **Brent open data** – a public-facing online portal where we can publish datasets, council data, analysis and research reports – all together in one accessible, self-serve database

This strategy is designed to increase awareness of these areas and help all Brent staff understand how they can support them in maximising the value of data in their work.

DATA QUALITY

A common challenge across all council services and support functions is data quality. **Data quality refers to its appropriateness to fulfil its intended purpose.** This purpose is set out in the Brent corporate privacy policy and includes enabling the council to provide a range of services to local people and businesses as required to fulfil our duties under UK legislation, statutory or contractual requirement or obligation.

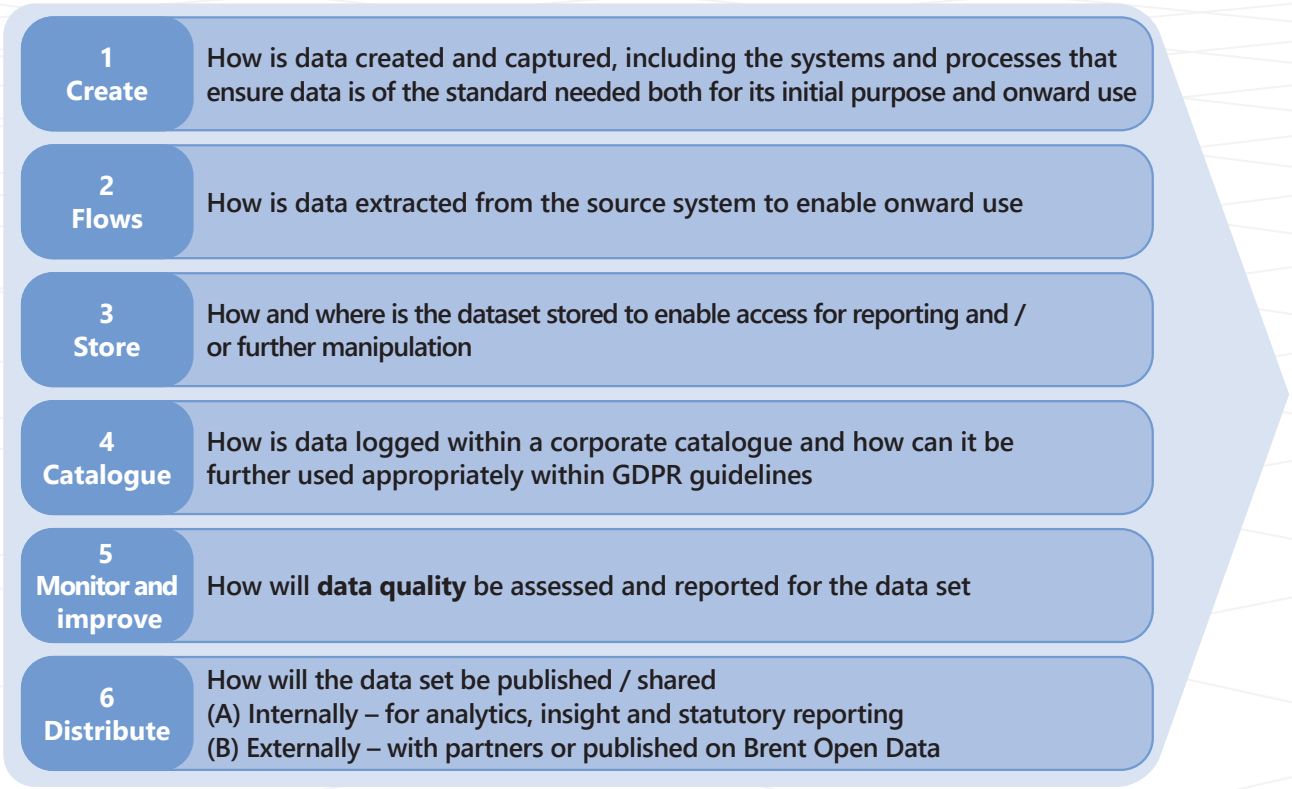
Good quality data is essential for delivering efficient and effective services, and for matching datasets to achieve a single version of the truth. Data is created within the council in many different ways, but there are a set of commonalties between all data that can enable quality standards and support our data culture. We will use these standards to help measure, monitor and improve data quality across the organisation.

DATA QUALITY CHARACTERISTICS	
1. **Accuracy:** data is accurate when it reflects reality – the correct and current name or address is needed for accurate reporting and confident decision making.	4. **Consistency:** consistency is achieved when data values do not conflict with other values within a record or across different data sets. E.g. two systems having different tenants for the same address
2. **Completeness:** a data set is complete when all the data required for its use is present. This means defining what data is required for completeness and what is optional. E.g. a middle name in a customer record	5. **Timeliness:** timeliness indicates whether data is available when expected and needed. It can mean different things for different uses and is important as it adds value to information that is particularly time sensitive E.g. statutory returns
3. **Uniqueness:** data is unique if it appears only once in a database. A record can be a duplicate even if it has some fields that are different. E.g. the same customer recorded as both Mr J. Bloggs and Mr Joe Bloggs	6. **Validity:** validity is defined as the extent to which the data conforms to the expected format, type and range. E.g. an email address must have an '@'; and a numerical month should be between one and twelve.

All staff are responsible for applying these standards in their roles and services to ensure data in Brent is fit for purpose. This includes creating only high-quality data and storing it in the most appropriate, secure and accessible manner i.e. in line of business systems.

DATA MANAGEMENT FRAMEWORK

To support application of these standards, a council-wide data management framework has been developed. This framework bridges the culture and technology themes of our data and insight strategy:



Formally monitoring and assessing our data quality to agreed standards; and introducing new governance arrangements that ensure accountability and coordinate improvement actions, will help drive an organisational culture that recognises and promotes the value of data. In-line with the framework, this includes measuring the quality of data both for its initial purpose (e.g. service delivery) and also for onward use - such as insight development, reporting and supporting **a single version of the truth** to realise benefits for residents and the council.

Application of this framework - and answers to the six questions across our different services and systems - will inform development of further actions within the strategy delivery plan.

TECHNOLOGY

2. TECHNOLOGY

Technology plays a key role at each stage of the data lifecycle, from defining how data is created and captured (e.g. mandatory fields in online forms), to ensuring it is safely destroyed in accordance with regulations (e.g. digital solutions for deleting archived records at the end of their retention period) (2). The delivery plan for this strategy includes technology-themed actions that drive improvements at every step of the data lifecycle, including reducing the amount of data created and stored on paper and in spreadsheets, increasing opportunities to self-serve and use data effectively, and rolling out a corporate approach for digitising and deleting old records.

Data in Brent is primarily stored in over 160 line of business systems and applications. To help ensure consistent, joined-up and best use of data tools and technologies across the organisation we have developed a systems and applications roadmap. The roadmap is an inventory of our systems and is used to inform long-term plans to rationalise the number in use, drive efficiencies and enable a single version of the truth by prioritising systems that support unique identifiers and high-quality data.

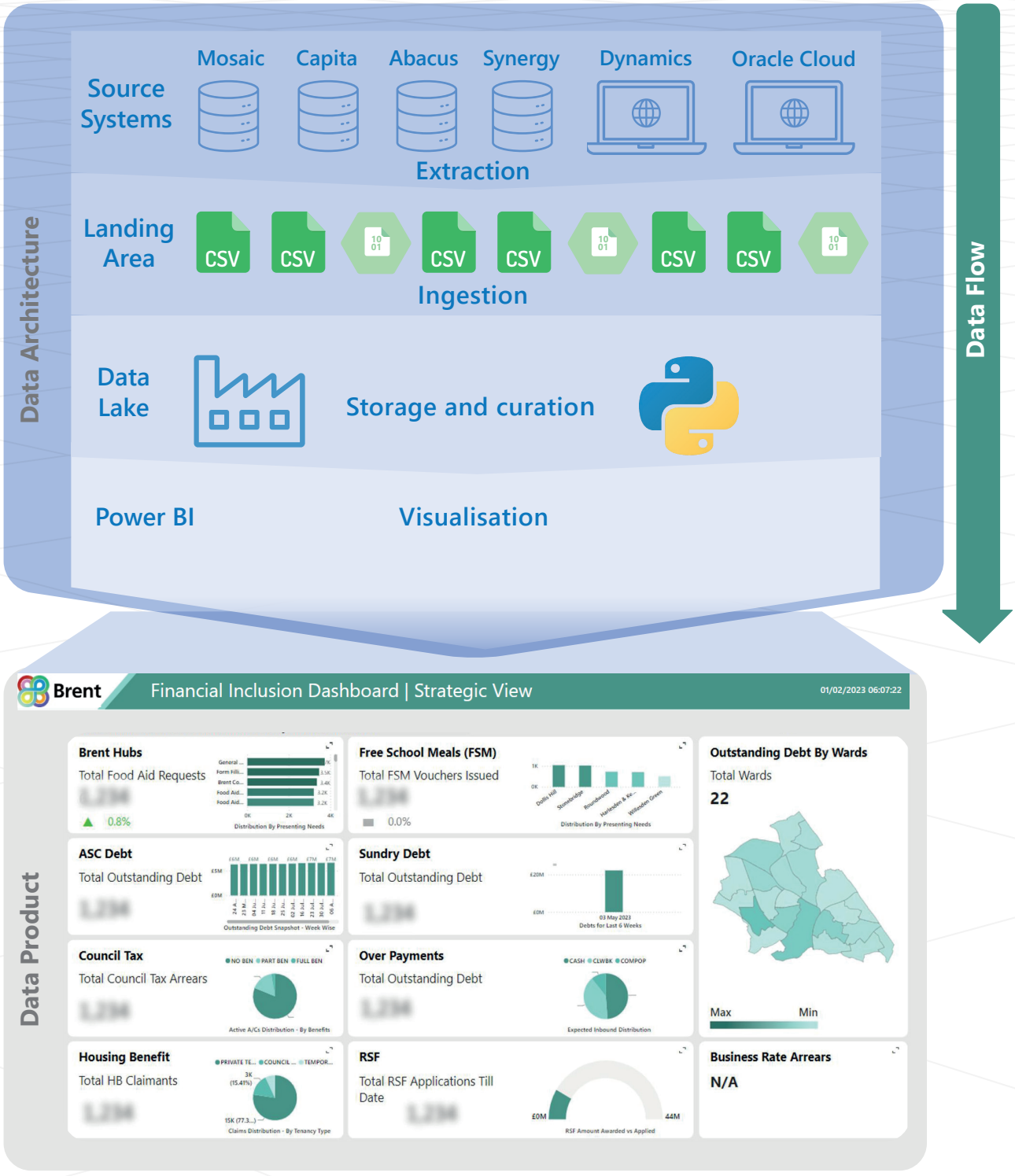
Successful application of our Data Management Framework requires further technology-themed actions, including new cross-council approaches to maximise the value of data to the organisation.

(2) Our Information Asset Register assists staff in locating where information is held, including retention details for different types of records.

DATA ARCHITECTURE

Data architecture documents an organisation's data-assets - including systems, files, databases and all other places data is created, stored and used - and maps how data flows between them. Developing a comprehensive, council-wide data architecture is a key step in implementing our Data Management Framework. It will help to standardise our approach to data, inform the target architecture for new data products, and ensure the right data is available and used in all decision making.

The diagram opposite is a simplified example of some of the **data architecture** behind a single **data product**, in this case our Financial Inclusion dashboard. This dashboard is being developed to measure the impact of the Cost-of-Living crisis in Brent and enable better informed decisions for supporting residents in need.


Data Architecture
Source Systems
Mosaic
Capita
Abacus
Synergy
Dynamics
Oracle Cloud
Extraction
Landing Area
CSV
Ingestion
Data Lake
Storage and curation
Power BI
Visualisation
Data Flow
Data Product
Brent
Financial Inclusion Dashboard | Strategic View
01/02/2023 06:07:22
Brent Hubs
Total Food Aid Requests
Free School Meals (FSM)
Total FSM Vouchers Issued
Outstanding Debt By Wards
Total Wards
22
Max
Min
ASC Debt
Total Outstanding Debt
Sundry Debt
Total Outstanding Debt
Council Tax
Total Council Tax Arrears
Over Payments
Total Outstanding Debt
Housing Benefit
Total HB Claimants
RSF
Total RSF Applications Till Date
Business Rate Arrears
N/A

CORPORATE DATA SYSTEMS

Successful delivery of our data and insight strategy requires effective use of multiple corporate data systems. These include:

- The **Brent Data Lake** – which is capable of ingesting, storing and curating large amounts of data that can be utilised in a wide range of data products. The data lake can ingest data from multiple sources – including line of business systems, IoT sensors and other corporate data systems – and will play a central role in making data available and understandable to support decision-making at all levels.

- **Master Data Management (MDM)** – which enables matching and linking of records across large data sets to support **a single version of the truth**. For example, MDM can identify where individual residents are accessing multiple council services; providing intelligence to help design more effective and better joined-up services around residents needs.

Ongoing development of these systems in-line with our Data Management Framework will maximise their value within our data architecture and help identify and address data quality challenges.

To ensure clarity of how we store and catalogue data as an organisation, and to support our Data Management Framework, further corporate data approaches will be developed within our data and insight strategy delivery plan.

These include:

- **Data Warehouse** – a repository for structured data. By extracting key datasets from our source systems and moving them to a staging area in a data warehouse, we will enhance our data security and improve our data analysis capabilities. The data warehouse will enable better access to reconfigured data for reporting, insight and data product development purposes, as well as support new security measures including anonymising / pseudonymising sensitive data records.

- **Data Catalogue** - a detailed inventory of all available data within an organisation. It will be used to enable our analysts and other practitioners to find and request the data they need for analytical, service delivery or data product development purposes. The universal Brent data catalogue will also be a key tool for helping to understand and assess the quality of data across the organisation.

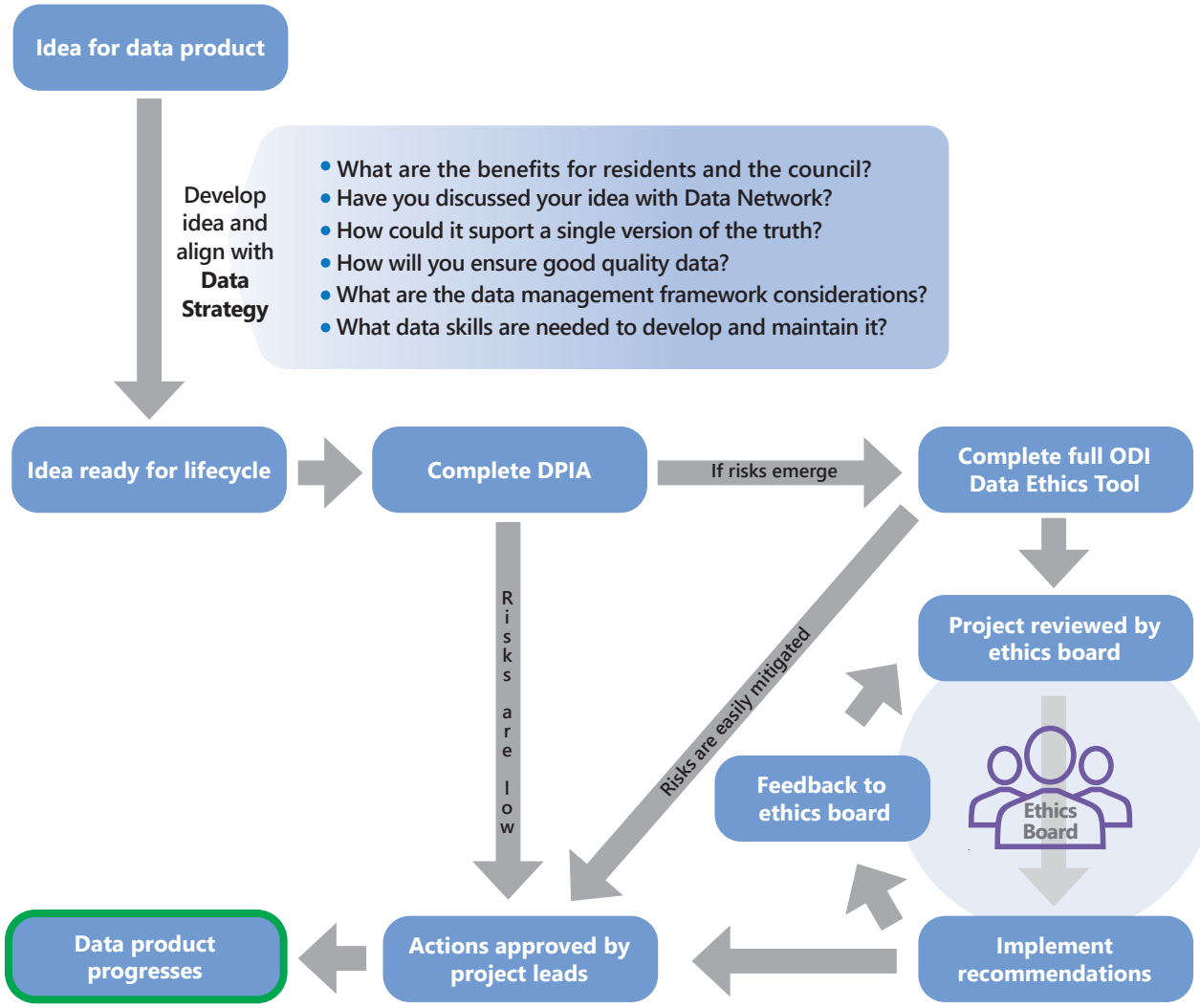
DATA PRODUCT LIFECYCLE

Developing effective data products, including dashboards and more complex solutions, is essential in helping us to maximise the value of data to innovate, improve services and deliver better outcomes for Brent.

As an organisation we have already created and regularly use a range of data products to help us monitor and better understand things like the performance of our services; complaints, enquiries and responses; contract management; building usage and more. Over the life of this strategy more Brent staff will gain the skills to develop new data products - and the technology to support increasingly complex and innovative solutions, including public-facing data products, will become more readily available.

To guide the development of new data products, we are introducing the Brent data product lifecycle. This process includes checks and controls to align the product with this strategy and ensure all of our products are secure, effective and use data in the right way.

DATA PRODUCT LIFESTYLE



SKILLS

3. SKILLS

Effective data skills are an increasingly important part of nearly all professions - and this is true across the wide range of roles responsible for successful delivery of Brent council services and borough plan priorities. Enabling all staff to gain and use the skills they need to maximise the value of data in their role and throughout the organisation is the final building block of our strategy.

Because of the diversity of council services, this requires a multifaceted approach - we need to ensure our specialist performance and data staff have the technical skills for developing data products, advanced analytics, visualisations and insights; but we also need to empower our operational, support and managerial staff with the right data training and opportunities to excel in their roles. Ultimately, we need a council-wide skills approach that enables a common data language, a shared focus on the importance of data quality and data management, and a joint awareness of the art of the possible with data.

DATA SKILLS ASSESSMENT

A key step in this approach is the full launch of the apprenticeship-levy funded Brent Data Academy. As part of our Digital Strategy, we began investing in data skills by entering a test cohort of our data practitioners in a programme of data skills courses relevant to their roles. The learning from this test cohort will be used to refine and launch the council-wide Data Academy, which will offer a tiered programme of courses tailored to the requirements of the workforce as a whole and designed to support the goals of this data strategy.

The first action in progressing this is an **organisational data skills assessment**. This will include a skills survey to identify the gaps, needs and opportunities across all departments. The findings of the assessment will inform development of the Data Academy and aligned actions within our delivery plan:

- **Brent Data Academy** – the skills assessment will identify which of the different tiers of skills programmes within the academy would add the most value to individual roles. Alongside targeted engagement of senior managers to understand and align with departmental priorities, this will ensure data academy cohorts of all capabilities are empowered to have the greatest impact at both service and organisational levels.
- **Gaps and opportunities** – the skills assessment will also identify gaps in our data skills and resources that need to be addressed through actions outside of the data academy. This may include, for example, additional investment in data apprenticeships and other roles, targeted training programmes to build more specialist data capabilities (e.g. data science), further development of our Data Network and other internal skills-sharing approaches, and joint working with LOTI and other key innovation partners.

Coordinated actions to enhance our data skills will underpin delivery of our data Culture and Technology goals. This involves reaching a critical mass of staff with the skills and knowledge to drive our data quality agenda, help embed our data management framework, and play active roles in enabling colleagues to optimise data as organisational asset.

DATA MATURITY

Dematurity refers to how advanced an organisation is in the way it manages and uses data. Our strategy will apply the Nesta local government Data Maturity Model to measure our data maturity and journey towards achieving our vision. The Nesta model tracks progress against five stages:

DATA MATURITY

Nascent	**Data collection is a by-product of operational and service delivery, and driven by central goverment requirements and key performance indicators.**
Basic	**Collection goes beyond operational use and mandatory reporting requirements, but there is little strategic purpose behind collection or use.**
Intermediate	**Data is used well in operational settings and data is sometimes collected for strategic purposes, but predominantly there is little strategic rationale for collection and use.**
Advanced	**Data is used well in operational settings and other data is collected in line with broader organisational strategies and decision making.**
Datavore	**Data is collected extensively across all services and in-line with organisational strategy. Data can provide a holistic view but data is not collected where the immediate use is not apparent. Data is seen as an organisational asset.**

Through continuous development of our data skills and ongoing delivery of our data strategy, we will reach the most advanced level of data maturity ('Datavore') and by 2027 will become an organisation that maximises the value of data to innovate, improve services and deliver better outcomes.

GOVERNANCE

4. GOVERNANCE

This strategy touches on all areas of the council and will deliver benefits for our residents, staff, managers and elected members.

To ensure the appropriate level of senior oversight and accountability across all departments, the Information Governance Group, chaired by the Brent SIRO, will oversee implementation of the Data Strategy Delivery Plan and ensure alignment with the Council's wider Information Governance arrangements (see opposite).

The Information Governance Group will link closely with other related groups and forums, including the Customer and Digital Board, Technical Design Authority, the Data Ethics Board, and the Brent Data Network.

The Data Ethics Board is chaired by the Corporate Director of Resident Services and consists of senior council officers and external representatives, including experts in Healthcare, Data, Information Governance, Legal and academia fields. The board utilises the Open Data Institute (ODI) framework to review projects and provide feedback.

The role of the Brent Data Network, which is open to all staff to attend, will be formalised to include reporting into the Information Governance Group with common data issues, challenges and opportunities identified across the organisation.

GOVERNANCE – INFORMATION GOVERNANCE

Chief Executive - The Chief Executive has overall responsibility and accountability for the Council's information.

Council Management Team (CMT) -CMT set the strategic framework through which the Council governs its information resources.

Senior Information Risk Owner (SIRO)- The Corporate Director of Governance is the named SIRO for Brent Council. The SIRO is ultimately responsible for managing the risk to information and for ensuring that responsibility for information governance has been sufficiently organised to manage the risks, in accordance with the related policies, procedures and guidance.

Chief Information Officer (CIO) - The Corporate Director of Resident Services is the CIO and is responsible for advocating and championing the council's approach to information governance at the most senior level.

Caldicott Guardian (CG) - The Corporate Director for Adult Social Care & Health is the named CG for Brent Council. The CG is responsible for protecting the confidentiality of social care (Children and Adults) service-user information and enabling appropriate information sharing.

Information Assets Owners (IAO) - Operational Directors and Heads of Services are Information Asset Owners and must take responsibility for the information created and held within their business function(s). They must complete the information Asset Register and review their assets and associated information risks annually. Information Sharing Agreements and Data Protection Impact Assessment (DPIA) must be entered into the Information Sharing Register.

Information Governance Group (IGG) - The IGG is comprised of senior representatives from each service area. The group sets the information governance (IG) standards and develops the council's approach to IG.

Information Governance Team (IGT) - The Information Governance Team (dpo@brent.gov.uk) supports the information governance function and is the first point of call for information governance matters.

All Staff - All Brent Council staff have a responsibility for information governance and managing information in accordance with the law and our 'Access to Information Rule Book'. Staff must ensure they uphold the principles of the Data Protection Act 2018 while working with personal information. If a member of staff doesn't adhere to these rules they would be breaching the Code of Conduct Policy.

DELIVERY PLAN

5. DELIVERY PLAN

Area	Detail	2023/24	2024/25	2026/27
Data quality	We will identify, prioritise and resolve data quality issues in Tier 1 line of business systems (including NEC Housing, NEC Revs and Bens, Dynamics, Mosaic and IDOX): • Deliver data quality pilot for one system area e.g., NEC Housing / Voids. • Evaluate pilot and test approach with other areas in same system e.g., NEC Housing / Repairs • Refine model for other services and systems, and develop pipeline of areas to be resolved across Tier 1 systems	Agree model. 3 areas resolved in Tier 1 systems, including: • NEC Housing • IDOX	6 areas resolved in Tier 1 systems, including • NEC Housing • Mosiac • Dynamics	6 areas resolved in Tier 1 systems, including • Mosiac • Dynamics • NEC Revs and Bens
	We will maximise value of Master Data Management (MDM) in improving data quality and security: • Complete MDM health-check('Data Lifecycle', 'Data Product' etc.) • Complete MDM architecture review • Review alternative technologies to support development of a single view • Implement recommendations	Baseline data record matching rate established	Matching rate improved by 25% against baseline	Matching rate improved by 25% year on year
	We will develop data quality measures and manage data quality at a corporate level: • Develop and agree generic data quality measures • Develop and agree system-specific data quality measures • Develop and agree corporate data quality monitoring tools and arrangements (e.g. balanced scorecard / dashboard)	Corporate data quality baseline measures established	Data quality improved by 25% against baseline	Data quality improved by 25% year on year

5. DELIVERY PLAN CONTINUED

Area	Detail	2023/24	2024/25	2026/27
Single version of the truth	We will develop an increasingly clear, consistent and accurate view of our Residents, the Borough and the Council.	Corporate Power BI Design Principles agreed --- Financial Inclusion Data Lake project completed --- 2 thematic maps / layers added to online Brent offer	10 Corporate Power BI Dashboards created --- 2 Data Lake projects completed --- 5 thematic maps / layers added to online Brent offer	20 Corporate Power BI Dashboards created --- 2 Data Lake projects completed --- 10 thematic maps / layers added to online Brent offer

5. DELIVERY PLAN (CONTINUED)

Area	Detail	2023/24	2024/25	2026/27
Culture	We will engage staff at all levels and all roles to recognise and promote the value of data in everything we do. This will include collaborating with partners on cross-cutting issues and data challenges.	Identify and train all Information Asset Owners --- Average Data Network attendance = 20 staff --- 1 Data Network priority area / project added to programme --- 3 data projects / challenges considered by the Data Ethics Board	100% of Information Asset Register reviews completed annually --- Average Data Network attendance = 40 staff --- 2 Data Network priority areas / projects added to programme --- 3 data projects / challenges considered by the Data Ethics Board	100% of Information Asset Register reviews completed annually --- Average Data Network attendance = 60 staff --- 2 Data Network priority areas / projects added to programme --- 3 data projects / challenges considered by the Data Ethics Board

5. DELIVERY PLAN (CONTINUED)

Area	Detail	2023/24	2024/25	2026/27
Technology	We will ensure consistent, joined-up and best use of technology	3 applications will be decommissioned or integrated with other systems --- 30% of data practitioners securely self-serving data via Data Warehouse --- Outline Brent Data Architec-ture developed --- AI pilot completed and evaluated	3 applications will be decommissioned or integrated with other systems --- 60% of data practitioners securely self-serving data via Data Warehouse --- Detailed Brent Data Architecture developed --- 2 AI projects delivered	3 applications will be decommissioned or integrated with other systems --- 100% of data practitioners securely self-serving data via Data Warehouse --- Target Brent Data Architecture agreed --- 2 AI projects delivered
Skills	We will enable all staff to gain and use the skills they need to maximise the value of data in their role, and address data-skills gaps across the organisation	Organisation-wide skills assessment completed --- 2 data apprentices recruited --- Mandatory data ethics e-learning module developed	40 staff enrolled on Data Academy --- 2 data apprentices recruited --- 90% of all staff successfully complete data ethics module	40 staff enrolled on Data Academy --- 2 data apprentices recruited --- 90% of all staff successfully complete data ethics module

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