

**REPORT OF THE DEPUTY LEADER AND CABINET MEMBER FOR  
TRANSFORMATION**

**NOTTINGHAMSHIRE COUNTY COUNCIL DATA STRATEGY 2023-28**

**Purpose of the Report**

1. To seek approval of the NCC Data Strategy 2023-28.
2. This is a Key Decision because it will have significant impact on two or more electoral divisions.

**Information**

3. The Strategy represents a significant and exciting opportunity to inform and drive evidence-based change and service improvement. It will also support a greater understanding of the needs of our places, people and communities, to help make best value use of the Council's resources. How the Council captures, stores and utilises data is a fundamental enabler to driving continuous improvement, transforming what and how is delivered for the people and communities of Nottinghamshire and supports the Council's ambitions.
4. The Data Strategy has been developed in line with the NCC Annual Delivery Plan 2023/24, Ambition 10 – A forward looking and resilient Council, point 10.2 “Publish a Data Strategy, including the review and development of secure, integrated data systems, so that we are able to strengthen our ability to make decisions based on robust data and analysis”.
5. This refreshed Data Strategy outlines the critical importance of data and the significant benefits that innovative, safe and ethical use of data can deliver for Nottinghamshire's people and communities. It describes how the Council will use data to enhance the delivery of our services, supporting the continued delivery of high quality, effective and efficient services and driving innovation and change.
6. Developing our data can also help the Council to realise productivity benefits, helping us to address workforce challenges across the organisation. The [Government Data Quality Hub](#) highlights the risks and costs that poor quality data increases for local authorities, while high quality data facilitates the better spending of public money and increased operational effectiveness. They cite the Data Management Body of Knowledge, that organisations spend between 10-30% of revenue on handling data quality issues.

7. The Strategy can also help us to integrate data and insights with our wider system partners (e.g. District and Borough Councils, health, schools, Police) to drive efficiencies across the partnership, inform the design and delivery of new ways of working together and help improve the experience of the people accessing our services.
8. Ongoing collaboration with stakeholders from all departments has taken place to develop the Data Strategy. Best practice in other local authorities and national government functions was also researched and considered.
9. To implement this Strategy, we will build on the strengths across our organisation and learn together to 'level up' the use of data across the Council. A cross-council Data Working Group will be set up to harness this energy and ensure strong working relationships and oversight, allowing opportunities to be identified to raise data standards across the Council. A data culture will also be embedded within the Council which will include awareness raising of the importance of data and the role everyone has in it, as well as understanding the workforce's data literacy skills and development of training.
10. Adult Social Care and Health (ASCH) and Children and Families Service (CFS) already have projects in place to make improvements to the way they collect, analyse and manage data and all of this work supports the overarching Data Strategy aims. Work will be carried out in an agile way with departments to share best practice and ensure deliverables are scalable, allowing roll out across other areas as appropriate, avoiding duplication of effort and maximising improvements.
11. There are many opportunities to be unlocked by the better use of data, and in particular joined up data. A partnership between Nottinghamshire County Council, Nottingham City Council and the NHS won the [Best Outcome Award at the Integrated Care System \(ICS\) Health and Care Awards for Nottingham and Nottinghamshire 2023](#) with 'one version of the truth' data, with NHS England and the Department of Health and Social Care viewing this project as national best practice. This multi-disciplinary project utilised an online system known as 'Nervcentre' to create a shared hospital discharge dataset agreed by all partners. This combined dataset supported collaboration across the wards and the multi-disciplinary Transfer of Care Hubs, facilitating better practice and decision-making and allowing safe and appropriate discharges of older people from hospital. By enabling a return home in a shorter time, 20,000 fewer days a year were spent in a hospital bed by patients at our acute hospitals. Collaboration with our partners like this shows the power of joining up our data to deliver real improvements to how the Council works with people.
12. Within the Children and Families Department, the Supporting Families Data Maturity project is an ongoing organisational improvement initiative. The developments being implemented around data will help develop a 'real-time' holistic view of individuals, families, households, communities and places. With a collaborative infrastructure to maximise the use of automation tools, it is envisaged there will be improved journeys for residents with better ongoing assessment of need, reduced duplication (especially of processes that families experience) and seamless services. The Supporting Families service area receives funding by the Department for Levelling up, Housing and Communities (DLUHC) based on achieving set targets.
13. Next steps following approval of the Data Strategy will be undertaken as part of the Forward-looking Resilient Council Data project and will include the development of a phased action

plan. It is proposed that the Deputy Leader and Cabinet Member for Transformation receives this action plan, and subsequent updates.

### **Other Options Considered**

14. To not produce a Data Strategy. This would not have been in line with the NCC Annual Delivery Plan 2023/24, Ambition 10 – A forward looking and resilient Council, point 10.2 “Publish a Data Strategy, including the review and development of secure, integrated data systems, so that we are able to strengthen our ability to make decisions based on robust data and analysis” commits us to delivering a Data Strategy within this financial year.

### **Reason/s for Recommendation/s**

15. To meet the commitment in our Annual Plan 2023/24 as improving the quality, availability and ease of reporting on our data is important to support the Council in continuing to move forward.

16. To enable the process for both the action plan and any future decisions to be agreed by the Deputy Leader and Cabinet Member for Transformation.

### **Statutory and Policy Implications**

17. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

### **Financial Implications**

18. Delivering the actions to improve our data will save the Council money in worker time due to improvements in productivity as a result of improved systems and processes requiring less manual manipulation of data. It will also ensure that future decisions about strategy, investment and prioritisation can be informed by robust and reliable data and insights to ensure what and how the Council delivers represents best value. Any further decisions about resourcing or investment required to implement the Data Strategy and Action Plan will be taken in line with the Council's Constitution and Financial Regulations.

### **Consultation**

19. The Data Strategy has been developed in consultation with experts and stakeholders from each of the departments within the Council. Ongoing work to identify and deliver actions to support the Strategy will also involve the same level of consultation through the establishment of a cross-Council Data Working Group and, where necessary, with wider stakeholders and people who access our services.

### **Crime and Disorder Implications**

20. There are no expected crime and disorder implications due to the implementation of the Data Strategy.

## **Data Protection and Information Governance**

21. The Data Strategy acknowledges that a more extensive, structured and innovative use of data to improve Council services and outcomes will need to be underpinned by data protection, data security and data ethics considerations. As specific actions emerge from the Data Strategy, the Council will use its well-established frameworks to identify and address data security and protection risk and will introduce complementary mechanisms to ensure the ethical use of data. These safeguards will reinforce a responsible and transparent use of data which, in turn, will help preserve the trust and confidence of residents, partners and stakeholders.

## **Human Resources Implications**

22. There are no expected human resources implications due to the implementation of the Data Strategy.

## **Business Support Implications**

23. There are no expected business support implications due to the implementation of the Data Strategy. Business Support colleagues have a significant role in the collection, storage and processing of data so carrying out the improvements to data as part of the Data Strategy, will improve their working with data. Business Support will be involved on an ongoing basis.

## **Human Rights Implications**

24. There are no expected human rights implications due to the implementation of the Data Strategy.

## **Implications in relation to the NHS Constitution**

25. There are no expected implications in relation to the NHS Constitution due to the implementation of the Data Strategy. Potential work that will be completed around data integration will help us to support NHS priorities such as health and social care integration.

## **Public Sector Equality Duty implications**

26. Due regard has taken place to ensure that the Data Strategy complies with the Public Sector Equality Duty and does not have a negative impact on people/service users with protected characteristics. Implementation of this Strategy will enable us to collect and analyse data in ways that promote equity and equality.

## **RECOMMENDATION/S**

That the Cabinet:

- 1) Approve the NCC Data Strategy 2023-28 to commence the work required to improve our data capabilities.
- 2) Agree the approval route for the Data Strategy action plan and future decisions to be taken by the Deputy Leader and Cabinet Member – Transformation.

**Councillor Bruce Laughton**  
**Deputy Leader and Cabinet Member - Transformation**

**For any enquiries about this report please contact: Isobel Fleming, Service Director – Transformation and Change (0115 8546184)**

**Constitutional Comments (GG 20/11/2023)**

7. This key decision falls to the Cabinet to consider under Section 5, Part 2 of the Council's Constitution at page 75 as it constitutes a new policy.

**Financial Comments (KRP 08/12/2023)**

As set out in the report there are no direct financial implications arising from the approval of the Data Strategy. Any costs associated with the implementation of the Strategy will be subject to appropriate approvals as required.

**Background Papers and Published Documents**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- Nottinghamshire Plan
- NCC Data Strategy 2023-2028

**Electoral Division(s) and Member(s) Affected**

- All