How....

Data Delivery Group - DDG 19.4.3 - High Level Delivery Plan - Working Driver Diagram for DDG Meeting - 7 October 2019

Why....

Vision	Primary Drivers	Secondary Drivers	Tertiary Drivers	Interventions	Interventions
In order to...	*We need to ensure that we...*	*By...*	*Which requires...*	*Work in Progress*	*In Time (2-5 years)*
Our Vision: Use Scotland's data to its full potential by driving innovation, improving public services and unlocking economic value - saving time, money and lives	SKILLS: Improve the CAPACITY and CAPABILITY of the data talent pool to sustain data quality, entrepreneurship and innovation over the longer term	1 Improving the capacity and capability of the EXISTING TALENT POOL for data science	A ↑ Increase the PROFESSIONAL DEVELOPMENT opportunities available to the existing workforce	Provision of focused courses and training for industry and public sector on data driven innovation	Build on initiatives to date e.g. Data Science Accelerator Programme; ensure work aligns with relevant aims from Scotland's STEM Strategy
				Career pathway development and learning via professional development frameworks	
				Learning opportunities through secondment or other organisational exchange programmes	
			B ↑ Increase DATA CURATION and SUPPLY SKILLS of the current workforce	Provision of best practice guidance on data curation and supply	Office of Digital Capability and Talent, Scottish Government Digital Directorate, oversees the DDaT profession in the Scottish Government.
				Knowledge exchange between organisations through practice audit	
			C ↑ Increase SUPPORT available through specialist teams	Provide knowledge transfer and support from specialist teams both within and between organisations	
				Work to embed the Digital, Data and Technology (DDaT) profession and more agile recruitment practices across government	
		2 Improving the capacity of the FUTURE TALENT POOL for data science	A ↑ Increase offering of PROGRAMMES and CAREER PATHWAYS in data science	Modules and courses delevered at post-secondary level	Engage with relevant stakeholders to explore scope for data driven innovation to be brought into curricula, and to develop and promote reskilling
				Re-training opportunities for mature students	
			B ↑ Increase OUTREACH at primary, secondary and post-secondary levels	Events targeting primary, secondary and post-secondary students	
		3 Improving the awareness of data science skills and capability among ALL SCOTTISH CITIZENS	A ↑ Increase OUTREACH to targeted groups	Community outreach events designed to raise awareness and ability in data science and broader digital literacy	Activities likely to be taken forward within Engage and Communicate workstream, with some targeted at specific audiences. Skills and workplace impact of AI will be considered as part of the development of Scotland's AI
				Consider workforce implications of increasing use of Artificial Intelligence	
	DATA: Improve the QUALITY of DATA such that it can be exploited to its full potential	1 Improving the DISCOVERABILITY of public sector data	A ↑ Increase investment, promotion and utilisation of public sector DATA PORTALS	Make our data portals more visable and accessible	Promote statistics.gov.scot and ensure that it contains links to other key data platforms; engage with other data owners e.g.
				Make our existing data portals more connected	
			B ↑ Increase adherence to OPEN STANDARDS (for metadata)	Mandate standards for metadata and implement to agreed timescales	Review progress in meeting aims of our Open Data Strategy
		2 Improving the REUSABILITY of our data	A ↑ Increase adherence to OPEN STANDARDS (for data services)	Mandate standards for data services and implement to agreed timescales	Build on work to date on data standards
			B ↑ Increase the amount of datasets made available as OPEN DATA	Provide investment and support to public bodies to enable the release of data as open by default	
			C ↓ Decrease INCONSISTENCIES in key priority datasets	Mandate adoption of common schemas and identifiers	
		3 Improve how we COLLECT, STORE and MANAGE our data	A ↓ Decrease the amount of DATA MANAGED LOCALLY by the Public Sector	Provision and receipt of data through standard compliant services and APIs	Data infrastructure
			B ↑ Increase accessibility of resources via a contemporary CLOUD/DIGITAL PLATFORMS	Development of shared, sector specific national platforms, and improved awareness of new and emerging data sets	
			C ↑ Increase opportunities to access and use PRIVATE AND THIRD SECTOR data	Improve links with relevant organisations, initiating and nurturing working relationships	
	INNOV: Drive the INNOVATION and ENTREPRENEURSHIP of our data	1 Improving the ENVIRONMENT to encourage innovation, fostering a culture of openness to ideas	A ↑ Increase INVESTMENT OPPORTUNITIES for industry	Improve links with industrial and research organisations, explore potential for funding incentives	*Maintain and foster engagement with Scottish Enterprise etc.*
			B ↑ Increase and expand PROGRAMMES to EXPLORE data innovation	Pilot programmes for data innovation	
		2 Development and support of CENTRES of EXCELLENCE for data innovation in the public sector	A ↑ Increase AWARENESS and LEARNING from existing programmes	Build elements of successful pilots into business as usual, and on initiatives such as the Data Science Accelerator Programme	*Continue support to the Data Science Accelerator Programme; use Data Delivery Group as a forum for sharing successes and learning from those elsewhere.*
			B ↑ Increase capability to SCALE UP AND REPLICATE successful initiatives	Develop an accessible knowledge base and identify networks and opportunities for sharing successes	
	COLLAB: Foster the PARTNERSHIPS AND COLLABORATION between industry, public sector and academia	1 Improving the collaboration between RESEARCH and INDUSTRY	A ↓ Decrease the PHYSICAL BARRIERS to collaboration and innovation	Co-location of broad range partners with intersecting interests	Harness Data Delivery Group contacts and convening power to identify and promote funding opportuniites.
		2 Improving the COST BENEFIT of collaborative procurements and projects	A ↑ Increase collaboration through SUSTAINABLE FUNDING models	Engage with public sector organisations and data suppliers to identify new collaborative opportunities	
	LEAD: Provide LEADERSHIP on GOVERNANCE, POLICY and LEGAL challenges to data driven innovation	1 Support and shape ethical and legal frameworks enabling greater VALUE of DATA in the public interest	A ↓ Decrease LICENCING COMPLEXITY of our data	Promote release of data under open licences	Continue work to deloiver Scotland's 2015 Open Data Strategy; Progress further Regulations secondary to the Digital Economy Act 2017
			B ↓ Decrease RESOURCE and EFFORT required for data sharing	Improve Information Governance arrangements governing the hosting and sharing of data	
			C ↑ Increase UNDERSTANDING of existing legal frameworks	Development of knowledge base for legal frameworks, and support use of powers set out in the Digital Economy Act 2017	
		2 Improve the SAFETY, SECURITY and ACCESSIBILITY of public services online	A ↑ Increase AWARENESS of refreshed Scottish Government Privacy Principles	Continue with Online Identity Assurance programme	Work with stakeholders to develop principles and tools that build the skills and capabilities to address ethical dilemmas and risks in design – through collaboration, learning and shared practice.
			B ↑ Increase UNDERSTANDING of security requirements for online public service portals	Develop and maintain public service websites to recognised technical and accessibility standards	
			C ↑ Increase AWARENESS of legal and regulatory requirements on accessibility	Ensure accessibility by design, seeking customer feedback on new and refreshed platforms	
		3 Evolve a clear AMBITION for creating value from data in Scotland with relevant stakeholders in Scotland, the UK and	A ↑ Increase SHARING of good practice	Build networks and relationships to enable learning, sharing & collaboration	Data Delivery Group evolves into a knowledge exchange, working to share good practice itself and signposting elsewhere . This links to the coherent narrative being developed as part of the Engage and Communicate workstream
			B ↑ Increase HORIZON SCANNING capability to identify and manage emerging issues	Establish an approach to making the most of new data technologies	
				Review set of organising principles for creating value from data	
				Foster links with academia, industry bodies and learned societies	
	ENGAGE: ENGAGE AND COMMUNICATE the value of data driven innovation	Improve COMMUNICATION of the potential offered by better use of data	A ↑ Increase CULTURE CHANGE towards use of data in the public and private sectors	Foster more open and positive attitude towards making better use of data, sharing examples of success	Data Delivery Group to facilitate sharing of good practice
		ENGAGE through digital and other channels to communicate clear and consistent messages	A ↑ Increase PUBLIC AWARENESS AND UNDERSTANDING of data driven innovation	Advocate the potential economic and social benefits of better using data, sharing successful examples	Develop a coherent narrative to promote the potential of data, and a framework to accompany this; foster links with relevant groups
				Improve awareness of public, media and Parliamentary discussion of issues relating to data	
		Secure and sustain PUBLIC TRUST in work to make better use of data.	A ↑ Increase PUBLIC TRUST in the use of data	Explain ethical, legal and regulatory frameworks and safeguards in place	Engage with the UK Centre for Data Ethics and Innovation with a view to developing a formal working relationship.

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