High Level Delivery Plan for Data
Thematic Analysis of Feedback

Introduction

The first task of the new Data Delivery Group (DDG) is to develop a High Level Delivery Plan (HLDP) for Data that reflects the work being taken forward by partners across Scotland. The intent is for the HLDP to be a dynamic, living document that takes the form of a driver diagram, with an accompanying text. Support to the DDG and its business will be provided by the Data, Statistics and Digital Identity Division within the Digital Directorate, Scottish Government.

To inform drafting of the HLDP DDG members were invited to provide details of data innovation tasks that their organisation has been working towards, work in progress, and any upcoming strategic tasks or challenges they foresee that relate to Scotland's Digital Strategy. Feedback on the draft HLDP was collated at an internal policy teams' workshop, a Divisional away day and the DDG's inaugural meeting on 25 February 2019.

Thematic Analysis

A thematic analysis of feedback on the draft HLDP, grouped by primary driver, is below:

'Improve the **Capacity and Capability** of the data talent pool to sustain data quality, entrepreneurship and innovation over the longer term'.

- Managing the impact of Artificial Intelligence on the workforce
- Skills engagement
- Embedding the Digital, Data and Technology (DDaT) profession in government
- Managing supply of talent
- Broader digital literacy
- Optimising usage
- Diversity
- More agile recruitment practices

'Improve the **Quality of Data** such that it can be exploited to its full potential'

- Developing infrastructure for hosting, analysis, linkage and sharing
- Availability, accessibility and discoverability
- Information Governance
- Quality, timeliness and value
- Accessing new sources of data e.g. private sector
- Usage of Digital Economy Act 2017 powers to share personal data (*in public sector*)
- Scaling up initiatives and sharing good practice
- Interface with UK bodies with a 'data presence' in Scotland or which hold Scottish data
- Sector based strategies e.g. AI
- Curation, management and metadata on data

'Drive the ***Innovation and Entrepreneurship*** of our data'

- Openness to new ways of working
- Culture shift
- Fostering centres of excellence
- Data Science Accelerator Programme
- Interaction with industrial and research organisations

'Foster the ***Partnerships, Collaboration and Engagement*** between industry, public sector and academia'

- Instigating and nurturing good working partnerships
- Considering data in procurement
- Scottish, UK and international opportunities for engagement, and with civic society
- Sharing case studies and good practice
- Harnessing innovation for economic and social policy purposes
- Developing collaborative infrastructure to support current, planned and future work

'Provide leadership with respect to the ***Governance, Policy and Legal*** challenges to data driven innovation'

- Educating the public and decision makers about the enhancing potential of data
- Embracing an 'open government' approach
- Inculcate a culture change in attitudes towards data and its use
- Develop a clear and consistent interpretation of legal frameworks, and communicate this effectively to stakeholders
- Who does the DDG report to and how will it engage with and relate to its UK equivalent?
- What other groups could offer salient advice or be a critical friend?
- How can good practice be shared effectively and accessibly?

Wider Feedback

A recurring theme was that communcations and engagement should be added as a primary driver in its own right, particularly given the imperative to gain and maintain public trust, more so given interest in ethical issues around the use of data and privacy.

Anther oft-observed point was the need to recognise the interconnectedness of the driver diagram workstreams and, related to this, the potential value of ascribing priorities to certain actions that need to be completed so as to enable others downstream.

How to meaningfully measure and report on progress towards achieving the outcomes in the Plan, and that there may also be intangible outcomes to consider, was also highlighted.

Next Steps

This feedback was used to inform the redrafting of the HLDP.