Our Journey Towards Data Maturity

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Richmond and Wandsworth

Wandsworth

- Inner London (population 332,500)
- Very high proportion of 20-44 year olds, esp. along travel routes
- Middle of the pack in terms of deprivation
- High levels of education and employment
- Large population turnover
- Large new developments

Richmond

- Outer London (population 199, 200)
- Higher percentage of older people than London average
- One of the least deprived local area in England
- High levels of education and income
- Very green, lower population density
- Engaged local population

LONDON BOROUGH OF RICHMOND UPON THAMES

THE BRIGHTER BOROUGH
Wandsworth

Insight and Analytics Team

Were you sit in the organisation influences the data journey

Based in the corporate centre, sit in a service that includes communications, policy and review, and corporate performance

- 4 data scientists (2 trained through apprenticeship)

- 2 intelligence analysts

- Analyst support officer

- Data projects officer

Enable Richmond and Wandsworth leaders and colleagues to make informed decisions and implement transformative and innovative ways of working by providing insightful analyses and innovative data solutions to deliver high-quality services for residents

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Where we Started

- Similar to other local government and public sector
- Service specific analysis
- Lack of consistent standards
- Uneven analytical skills
- Data access and flow
- Focus on performance
- Worked well within services
- Solutions to broader challenges faced by Councils not always data driven
- Tools to enable change not in place
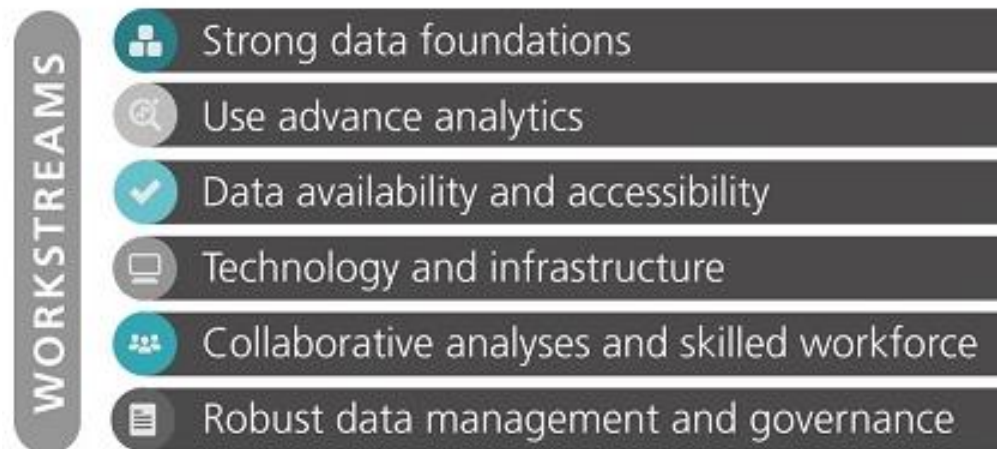- Limited digital solutions
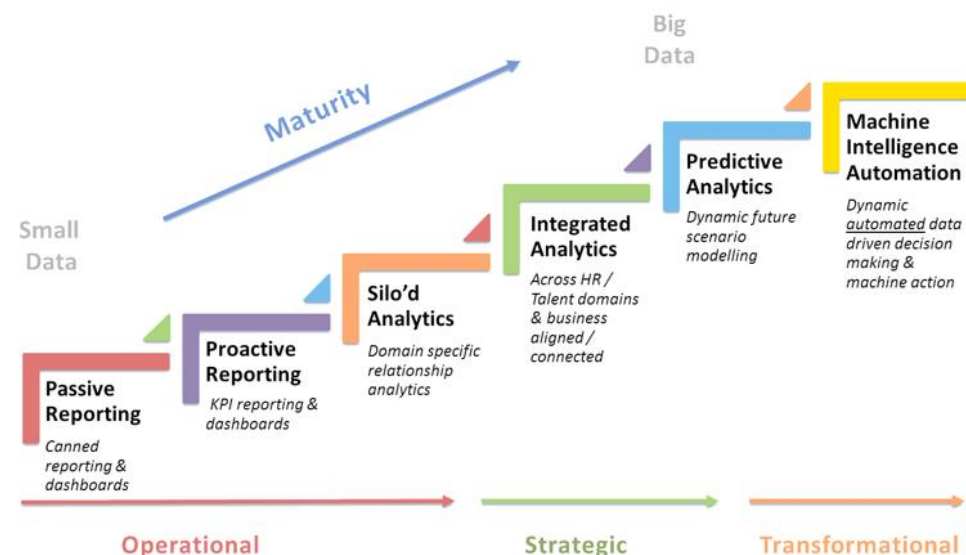
Covid Impact

- Increased expectations on local government from central government and residents
- The types and amount of data that was being shared with us increased
- Data literacy increased, understanding of data quality gaps and need for skills and tools increased
- Greater recognitions of gaps and challenges to working at pace
- Need for systematic push recognised and we now have more data champions
- Instead of us now pushing for a strategy, we were being pushed to do one
- Value of quality data and analyses highlighted in delivering shielding, surge testing, vaccination roll out

Strategy and Action Plan

- [Strategy](#) started long before the actual project to write it
- Build support for change, build connections and seek feedback
- Received strong political and management support
- Few key features
  - Focus on actions plan
  - Short (2 years) on purpose
  - Building strong foundations
  - Consistent growth across the organisation
  - Get Members and management to understand what will they actually get
  - Not written by analysts

WORKSTREAMS
- Strong data foundations
- Use advance analytics
- Data availability and accessibility
- Technology and infrastructure
- Collaborative analyses and skilled workforce
- Robust data management and governance

LONDON BOROUGH OF
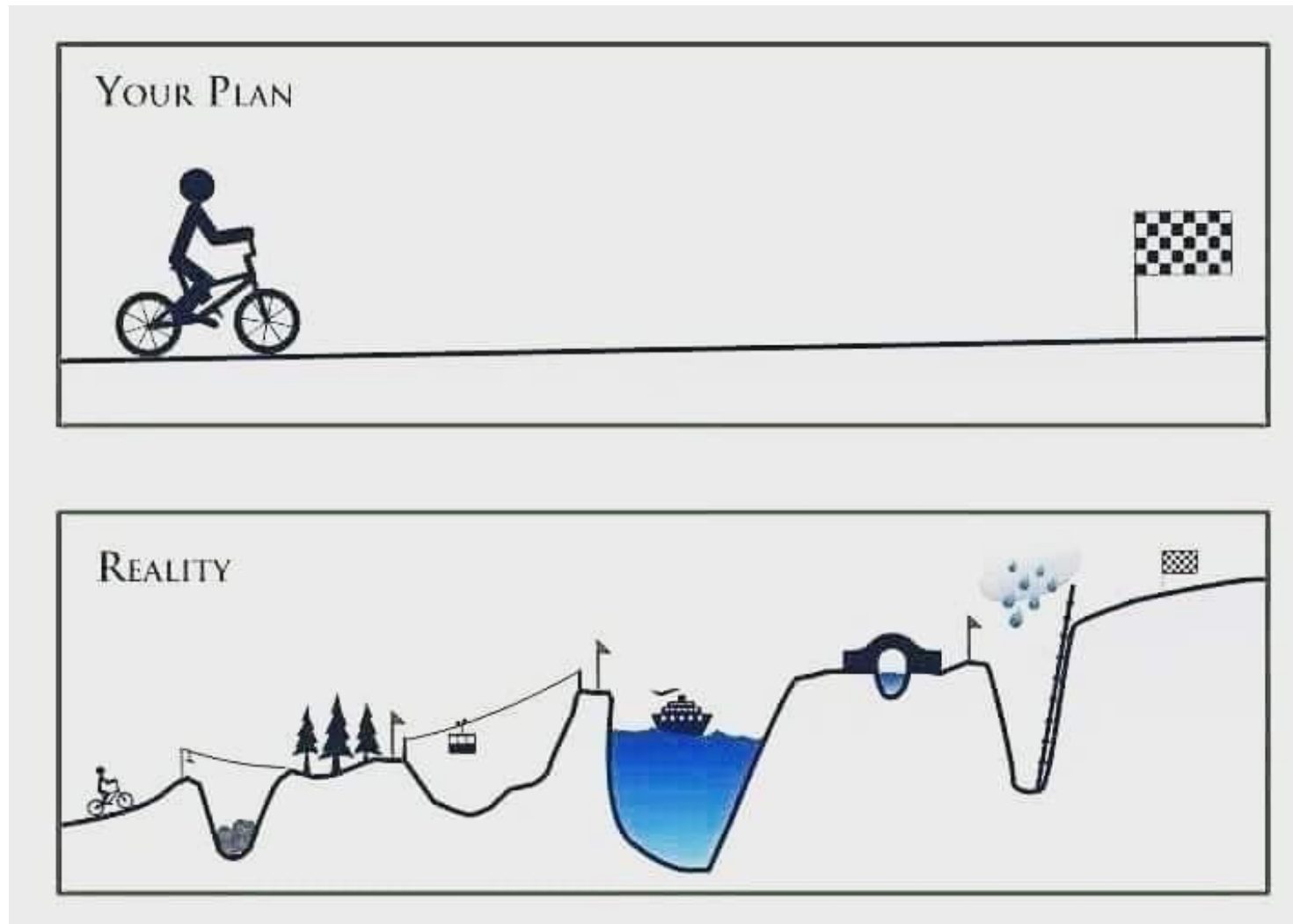RICHMOND UPON THAMES

Wandsworth

Work underway

- Code to link people and places
- Data flow and cleaning projects – e.g. electoral canvass, deaths data
- Support for climate change projects (e.g. Solar together, waste reduction)
- Apprenticeships and training
- Improve collection and quality of data
- Data protection and ethics – data ethics policy development

Lessons Learned

- It is not just about cool analyses, and analyses don't always lead to action
  - Skills
  - Culture
  - Data architecture
- Know thy organisation, what worked for us may not work for you
- Data 'mature' is an evolving goal
- Sell opportunity, enable action
- Get support (Members, Management, analysts, frontline)
- Promote and communicate – re-remind about benefits and 'why'
- Data to Action – pick specific projects where you can show results
- Who leads matters (IT or Policy or Individual Service)
- Manage expectations – keep things realistic
- Find your champions

Thank you