

Registers of Scotland

RoS Board
March 20201

Data Strategy Update Workshop

Purpose

1. This paper and associated presentation have been created to provide an overview of Data in RoS to the RoS Board, the challenges faced and propose strategies to support RoS and its aspirations as a data driven organisation.
2. We intend to engage the expertise of the board and its collective insights to refine and finalise the RoS Draft Data Strategy through active participation in the facilitated workshop.
 - 2.1. **Pre-Board** - Review and reflect on the short draft strategy, its form & sections, from vision through to summary. Please bring with you focused thoughts on each area for workshop playback.
 - 2.2. **Board Session Pt 1** – Presentation by the Chief Data Officer, providing background & context to aid discussion in part 2.
 - 2.3. **Board Session Pt 2** – Workshop - facilitated round table workshop (full group) with timed sections to gain feedback over document framing, structure and content.

Background

3. For over 400 years, data in all its forms has underpinned RoS core purpose of Registration. As the needs of our citizens change, RoS needs a collaborative, concise and transparent data strategy to help safely deliver those needs.
4. This draft paper provides a concise strategy to build our capability within RoS to unlock, link and reuse our existing data assets with the goal of restructuring it in ways to support our future needs.
5. One independent annex has been provided at the end of the document to ground some of the high-level concepts into a more granular delivery framework. Additional context and diagrams can be found in the provided slide deck.
6. Some content reused with thanks from documentation & findings from the RoS Data Strategy Steering group (2019/2020)

Data – Vision

7. To be the trusted source of transparent, accurate and accessible land, property, and business information, enabling simplified solutions, high quality analysis, service delivery and decision-making, to add public value for Scotland.

Data - Mission

8. **Technology** - To streamline processes and “automate the automatable” by unlocking the full potential of our data assets, removing interpretation and maximising value to the citizens of Scotland.

9. **Governance** - Develop a robust governance & licencing approach to data heredity within products and service, demonstrating full auditability of source data, enrichment and reuse across core data and commercial offerings.

10. **Capability** - Enhance our in-house data capabilities through “Grow your own” and flexible structuring to better protect, enhance and reuse the ‘crown jewels’ of the organisation.

Data – Strategic Principle Summary

11. Data is the beating heart of any organisation but for it to be in a healthy state it should follow:

11.1. **Unlock:** move from old systems, proprietary formats, and unstructured verbose descriptions to a collection of coded lookups and categorisations.

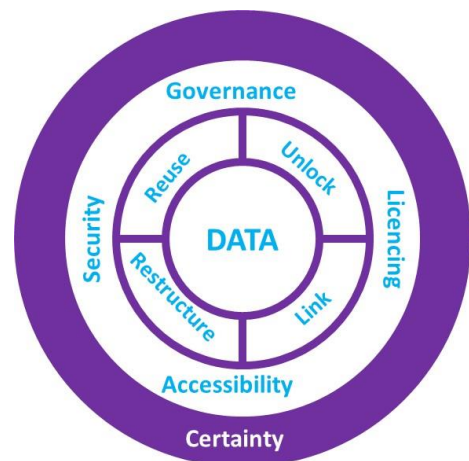
11.2. **Link:** enrich with standardised IDs (e.g. UPRNs), remove interpretation (like colour coding) to enable ...

11.3. **Reuse:** with categorisation and standardisation, the value of the data increases as does its ability to be reused without an interpretation layer. Enabling API and other smart, direct forms of data reuse.

11.4. **Restructure:** the final stage of the lifecycle is where technology, legal or ecosystem drive a restructuring of the source data itself enabling a stepped change in automation and reusability at the significant cost of seismic change to the ecosystem it supports

12. Surrounding the lifecycle are 5 key tenets for good data hygiene

- 12.1. **Governance** – metadata, data dictionary and catalogues
- 12.2. **Security** – ensuring the data is safe as well as keeping our citizens
- 12.3. **Licencing** – a complex and critical part to data use and reuse
- 12.4. **Accessibility** – without modern ways of interacting with the datasets
– the value is not fully realised
- 12.5. **Certainty** – ensures the data is meaningful and maximises reuse



Data - Strategic Objectives

13. To maximise our ability to unlock, link, reuse and restructure RoS data assets, we need to invest in: -

Our Data

- 13.1. their structure, quality, and automation
- 13.2. their certainty, removing the need for interpretive actions
- 13.3. their data licences and terms simplification
- 13.4. their move to the cloud to maximise opportunities and flexibility in analysis

Our People

- 13.5. our joined-up approaches to products and service delivery within data.
- 13.6. our data teams, structuring them flexibly to maximise return
- 13.7. our staff, with “grow your own” and inhouse training

Our Capability

- 13.8. developing published data principles and data ethics for data use and reuse
- 13.9. developing strategies aligned to product sustainability & service acceleration
- 13.10. developing best practices via Gartner and peers through working groups
- 13.11. developing statistics and modelling to aid interpretation and re-use
- 13.12. developing internal governance through data catalogues and metadata

14. These strategic objectives will enable better, safer use of our data, internally and externally, to create value for decision-making based on intelligence and insight while stimulating innovation.

Aims

15. Though investing time and effort in the strategic objectives we aim to support change in the following areas: -

15.1. **Reduce our risk:** target and minimise our two corporate risks
“Failure to safeguard our data” & “Failure to use our data to add value”

15.2. **Enrich our data:** programmatically improve the quality and certainty of the data and meta-data within our registers and processes

15.3. **Simplify data administration:** streamlining processes and reducing the number of technologies, platforms, and locations in which our data assets are held, to manage and reduce risk

15.4. **Develop improved insight and analytics,** to deliver trustworthy, reliable, and valuable statistics that have impact on the decision making across Scotland.

15.5. **Innovation / Geovation:** Drive internal data certainty and data services to enable innovators to access our data safely and easily, thus providing public value and supporting the data-driven economy

15.6. **Data supply & reuse:** Develop a clear end-to-end framework for data with our providers and customers. Ensure OSBG and other data suppliers to RoS provide a service that meets our needs, not just a standard dataset

15.7. **Enable Development:** Enable the development and delivery of digital improvements to support the ease and efficiency RoS' customer-facing work

15.8. **Governance:** Ensure robust governance is put around the data to ensure it is used in appropriate ways

15.9. **Compliance:** Ensure our information processes comply with legislative requirements and, with national and international standards, to reduce the risks, cost, and effort

15.10. **Data teams:** Support the development of data engineering and analytical skills. Build an enduring Data & analytical capability across the organisation to protect and enhance the 'crown jewels' of the organisation.

15.11. **Future data framework:** continue to refine and articulate our future state for the data our registers are built from and technologies that can be utilised

15.12. **Build partnerships externally:** ensure RoS is fully engaged in the public and private UK data community and to be seen as a leader within government on data-driven delivery and innovation – recognised for being forward-thinking and customer-focused in our data practices.

Conclusion

16. In this first iteration of our Data Strategy the focus has been on objectives and aims to ensure we have a robust data capability within the organisation and can structure data in a form to make it easier to Unlock, Link and Reuse. This will allow more automation in registration and in product delivery.

17. Having a good understanding of our data estate, its strengths, weaknesses, and opportunities is key to the Board being able to make making well informed medium- and longer-term strategic decisions. By providing a concise Strategy Document, reviewed frequently we can ensure that visibility is maintained, progress monitored and wishes of the Board incorporated into the strategy.

Next Steps

18. Thank you for your time and input today. As a result of the board discussions, the following next steps are planned: -

- 18.1. CDO will collate the Boards thoughts and recommendations from the day.
- 18.2. Additional Board feedback will be collated centrally by RoS Secretariat.
- 18.3. Further draft revisions will be reviewed by members of EMT.
- 18.4. Finalised Paper will be provided for noting and sign-off at next RoS Board.
- 18.5. Associated Data Principles Paper will be finalised for Board Review
- 18.6. Paper(s) will be published externally with blogs brining concepts to life.
- 18.7. Strategy will be revised and brough back to Board on a bi-year cadence.

Job Title Chief Data Officer
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