How....

Why....

Vision	Primary Drivers	Secondary Drivers	Tertiary Drivers	Interventions
In order to...	**We need to ensure that we...**	**By...**	**Which requires...**	**Ideas to ensure this happens...**
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
				Career pathway development and learning via professional development frameworks
				Learning opportunities through secondement or other organsiational exchange programmes
			B ↑ Increase DATA CURATION and SUPPLY SKILLS of the current workforce	Provision of best practice guidance on data curation and supply
				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
				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
				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
				Make our existing data portals more connected
			B ↑ Increase adherence to OPEN STANDARDS (for metadata)	Mandate standards for metadata and implement to agreed timescales
		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
			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
			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
			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
			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
		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 SHARING of DATA in the public interest	A ↓ Decrease LICENCING COMPLEXITY of our data	Promote release of data under open licences
			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	↑ Increase AWARENESS of refreshed Scottish Government Privacy Principles	Continue with Online Identity Assurance programme
			↑ Increase UNDERSTANDING of security requirements for online public service portals	Develop and maintain public service websites to recognised technical and accessibility standards
			↑ 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	↑ Increase SHARING of good practice	Build networks and relationships to enable learning, sharing & collaboration
			↑ 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	↑ 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
		ENGAGE through digital and other channels to communicate clear and consistent messages	↑ Increase PUBLIC AWARENESS AND UNDERSTANDING of data driven innovation	Advocate the potential economic and social benefits of better using data, sharing successful examples
				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.	↑ Increase PUBLIC TRUST in the use of data	Explain ethical, legal and regulatory frameworks and safeguards in place