

## **Roundtable 7: How can we better engage with other departments to unleash benefits of data?**

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**How have you approached data sharing with other departments – what works and what doesn't in encouraging them to integrate?**

- Linking Planning to CTax to ER has been effective. Easier in a small authority to get dialogue and understanding. Bottom up has worked.
- CTax only take UPRNs for new properties, not existing ones. This means they need to have regular dialogue and matching to keep up with them.
- The loop often isn't closed for lifecycle – change intelligence, even when other departments take it, isn't passed back to them.
- The authority have integrated with CTax via periodic rematches, and ER via daily updates. However the external agencies they report to don't take UPRNs so there is a major mismatch in processes there.
- Colleagues in CTax realised that using UPRNs and integrating their data wasn't as hard or expensive as they'd feared.
- Issue at one authority is departments assuming that PAF is the only option when they need addresses.
- Progress is made when colleagues realise what they can get out of it, but that's the only way. Software is a key barrier – it can take too much staff time to get data in to systems.
- Housing in particular don't see the value, citing issues like data protection
- The same issues are experienced in health at a national level, where it's hard to overcome GDPR/anonymity issues.
- Central Govt department has hit issues using HMLR data and found a lack of UPRNs in that.
- CTax now take addresses and UPRNs, although this took a long time. They've had limited contact with other departments.
- Authority has matched with ER and now they come to the LLPG team for any missing addresses which has helped.
- Revenues colleagues say that they can't share their data as it's sensitive, although they are chipping away and making progress. Staff reductions are making it harder to form and retain contacts across the organisation.

**What drives data sharing more, policy or people – i.e. having a data sharing policy in place, or creating strong working relationships with colleagues in other department?**

- Adult social care didn't know what a UPRN was. There are lots of legacy systems. For them, a key driver would be if government required UPRNs in their reporting/statutory returns as this would make a difference to choices when setting the spec for systems. Need to give departments/senior managers a clearer idea of potential benefits and service improvements, but these are often hard to measure.
- Various – Top-down support for data integration helps to drive buy-in. Senior managers/leaders have the benefit of the bigger picture.
- Personal connections help, but management ultimately take the decisions. This needs to come from the very top.
- Procurement is the key stage.
- All new systems at one authority come through the data architecture review board. This means there is support from the top and an understanding of what needs to happen.
- Mandate for use in Local Govt wouldn't really help, as departments will always get a system that works for them from a diminishing market of options.

**What resources do you think would help you to achieve better integration?**

- If the UPRN was free to private sector users and genuinely open data, it would drive wider use and understanding and spread the benefits.
- GeoPlace need to do more to get the government to enforce the mandate.
- A local government mandate would help, but they still need convince departments what's in it for them so these policies are implemented.
- Financial incentives help to convince management, but service/process improvements get the message across at lower levels in order to get change implemented.
- A data matching service for Local Authorities to put the match in place would be really helpful, as many don't have the capacity to do this themselves.
- There needs to be better education for departments on what the data is and how to interpret the various fields properly e.g. logical status.

**Summary points**

- Support needs to come from all angles – policies and data mandates need to be in place to create the structure for data sharing, but data users need to see the potential benefits/what's in it for them to buy into fully integrating the data.

- Top down support is still crucial, both from Local Authority leaders/decision makers, but also from Central Government through reporting requirements and enforcement of existing mandates.
- Strong personal links with service areas are effective for making sure that the loop is closed with sharing lifecycle and address change intelligence
- Data privacy concerns are still cited and viewed as a barrier (correctly or otherwise), so there is work to be done on educating data users.