



Data Strategy

Review and Recommendations





Executive Summary

Becoming a data leader in [redacted]

Data is a key asset which when used intelligently, is proven to drive more efficient outcomes by guiding decision making and creating new business opportunities. Effective management and utilisation of data are the keys to unlocking those opportunities. [redacted]



Our prime position in the [redacted] market, gives us exceptional access to rich sources of data, [redacted]



In order for data to fulfil these aims, it is critical that we invest in a data strategy that underpins our future operational effectiveness, to ensure that we continue to exceed the expectations of [redacted] and take a leading role in the future digital transformation of [redacted]

This data strategy review outlines our data vision and defines how to achieve that vision by developing strengths in a range of capabilities aligned to data **compliance, governance, operations** and **value**. A phased roadmap of initiatives is proposed, which is designed to deliver benefits by working towards the realisation of a target-state where:

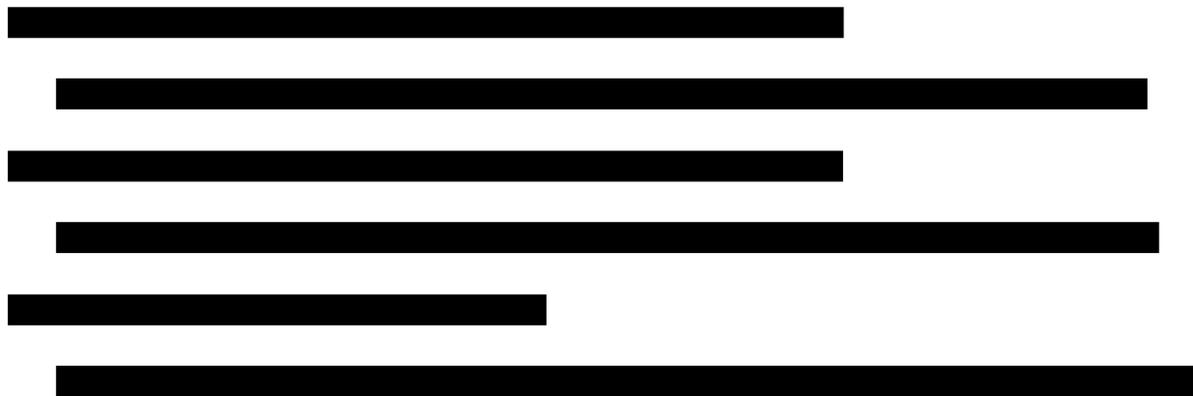




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The Scope of This Document

This document does:

- Set out a strategic data vision for [REDACTED].
- Explain the components of a successful data strategy.
- Assess the current state of [REDACTED] data capability maturity.
- Outline the data capabilities required for [REDACTED] to achieve its strategic goals.
- Propose a phased approach to improving [REDACTED] data capabilities.

This document does not:

- Depict plans, timelines, costs or specifications for activities relating to specific projects or solutions.





Why Data Is Important to [REDACTED]

How data excellence supports our strategic goals

The [REDACTED] business plan sets out key focus areas which support our purpose: [REDACTED]
[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Success in all of these focus areas has a critical dependency on robust data, which are consistently accurate, safe and simple to use, and cost-effective to own and manage.

To highlight just some examples:

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

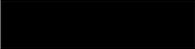
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]





 **Data Vision**







Data Vision

How will embrace the role of data in our digital future

Whilst there are many specific data capabilities that  must develop to achieve our data vision, there are just three principal layers of the underlying strategic data foundation that we will build our data success upon. Those three foundational layers are:

1. 



2. 



3. 







envisoned data driven benefits

These are some high-level examples of benefits that [redacted] could achieve through realisation of the data vision, which should be analysed further to develop into more specific business cases:

- [redacted]
 - [redacted]
 - [redacted]
 - [redacted]
- [redacted]
 - [redacted]
- [redacted]
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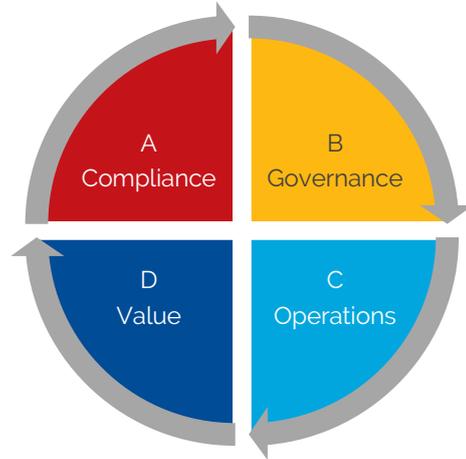
Strategic Data Capabilities

The building blocks of a successful data strategy

This data strategy review assesses data capabilities in four key aspects; **Compliance**, **Governance**, **Operations** and **Value**.

These four aspects combine in a strategic approach which seeks to:

- A. Ensure that we hold and use data safely.
- B. Assure the quality and availability of data.
- C. Assure cost effective data operations.
- D. Generate business benefits from data.



Strategically, [redacted] data capability objectives are:

Compliance: [redacted]
 [redacted]
 [redacted]

Governance: [redacted]
 [redacted]
 [redacted]
 [redacted]
 [redacted]

Operations: [redacted]
 [redacted]

Value: [redacted]
 [redacted]
 [redacted]



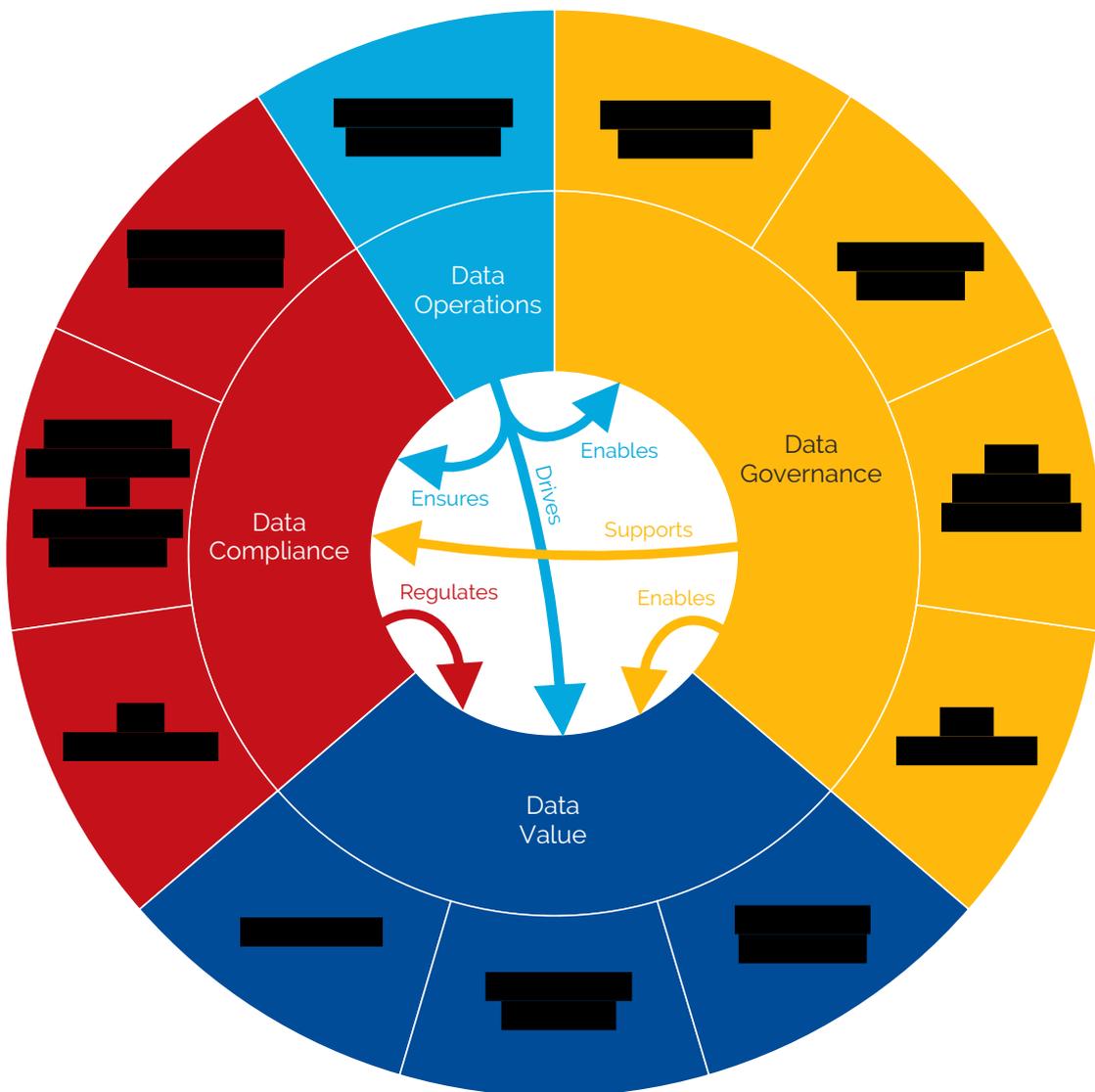


Data Capability Assessment

Data Capability Model

To understand the current data capability of the organisation alongside the required data capability to achieve the strategic objectives, a structured assessment was conducted [redacted], based on information gathered from interviews with key stakeholders. Additionally, a SWOT analysis was conducted to support the overall current state assessment and inform definition of the target state.

The information gathered was collated and evaluated, across the four key aspects of data capability; compliance, governance, operations and value. A range of capabilities which are relevant to [redacted] data objectives were identified and are illustrated here in [redacted] **Data Capability Model**.



The [redacted] Data Capability Model





Data Capability Framework

To inform a clear understanding of **[REDACTED]** Data Capability Model, and to support its effective use, this underlying Data Capability Framework describes the role, purpose and objective of each capability in the Data Capability Model.

Data Compliance Capabilities
[REDACTED]





Data Governance Capabilities	
	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]

Data Operations Capabilities	
	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]

Data Value Capabilities	
	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
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[Redacted]	[Redacted]
[Redacted]	[Redacted]
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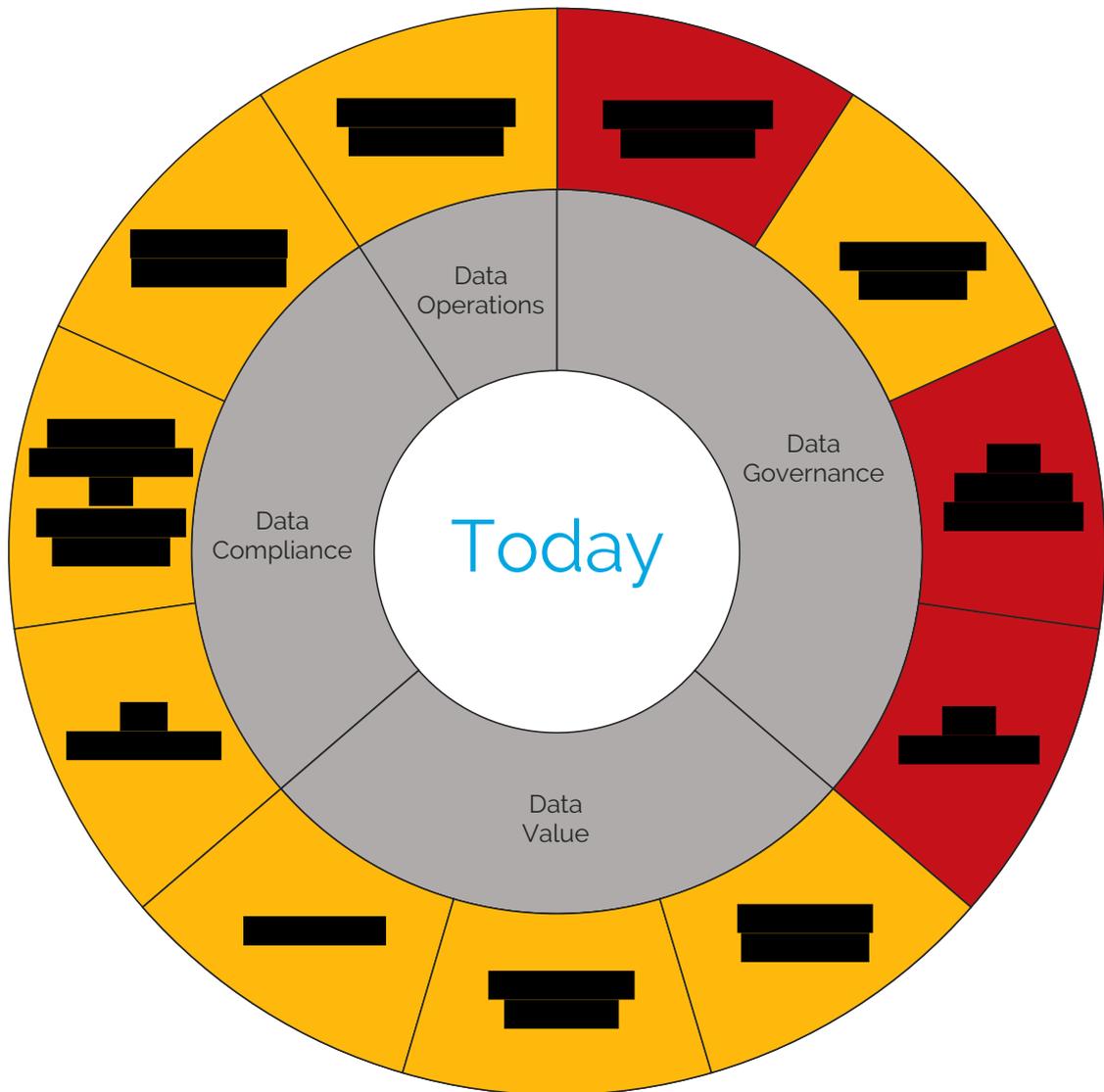


The current state of [redacted] data capabilities

Based on information obtained from stakeholder interviews and a high-level assessment of [redacted] current data processes and systems, [redacted] has analysed the current strength of each of the data capabilities in [redacted] Data Capability Model. The result of that analysis has been measured using simple 'RAG' statuses. The definition of each 'RAG' status is:

- Red No meaningful capability.
- Amber Capability is not sufficient to support achievement of our goals.
- Green Capability is sufficient to support achievement of our goals.

When those measures are applied to [redacted] Data Capability Model, the following picture emerges:



The current state (RAG) of [redacted] Data Capabilities





current vs target data capabilities

To more robustly define the current state of [redacted] data capabilities in qualitative terms, the following table describes the current state of [redacted] data capabilities and compares that to a target state that represents an ideal level of data capability strength for [redacted]

Key Aspect	Capability (RAG)	Target State	Current State
Data Compliance	[redacted]	[redacted]	[redacted]
	[redacted]	[redacted]	[redacted]
	[redacted]	[redacted]	[redacted]
Data Governance	[redacted]	[redacted]	[redacted]
	[redacted]	[redacted]	[redacted]





Key Aspect	Capability (RAG)	Target State	Current State
Data Governance	[Redacted] [Red]	[Redacted]	[Redacted]
	[Redacted] [Red]	[Redacted]	[Redacted]
Data Operations	[Redacted] [Yellow]	[Redacted]	[Redacted]
Data Value	[Redacted] [Yellow]	[Redacted]	[Redacted]
	[Redacted] [Yellow]	[Redacted]	[Redacted]
	[Redacted] [Yellow]	[Redacted]	[Redacted]





Achieving Target State Data Capability

Prime recommendations for building the capabilities to realise our data vision

In the course of achieving target state data capability maturity, and based on our goals and the observations made [REDACTED], these aspects particularly stand out as requiring rigorous action.

[REDACTED]





Strategic Implementation

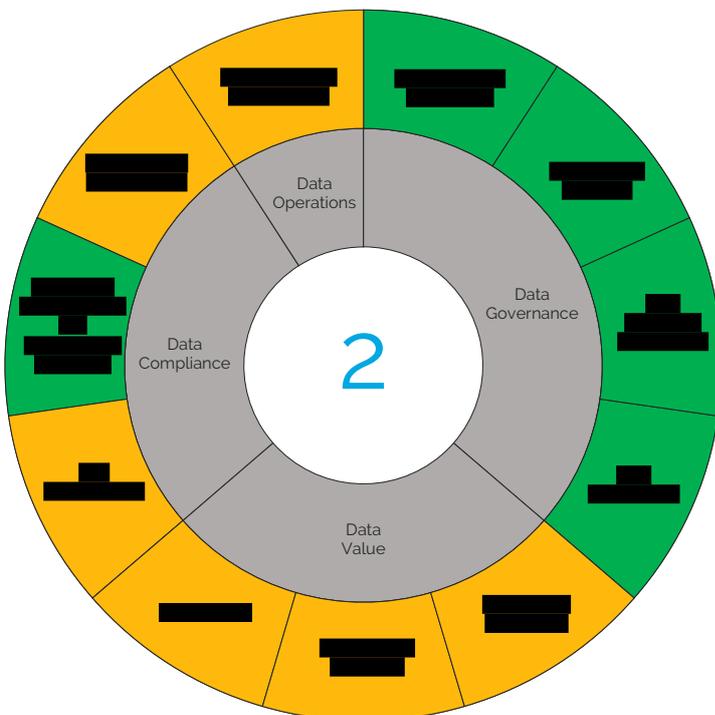
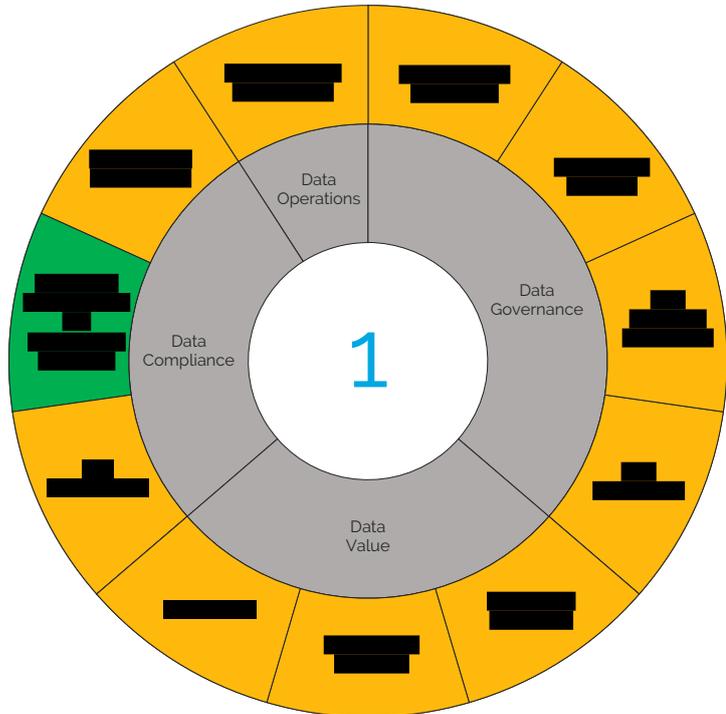
The way forward to achieving target data capability maturity

The path to target state data capability and achievement of the data vision, should naturally be approached through a series of incremental phases, as illustrated in the following phase diagrams:

Phase One Target State

Phase Theme:
Foundation building.

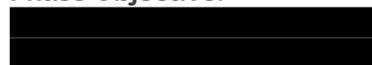
Phase Objectives:



Phase Two Target State

Phase Theme:
Achieve data control.

Phase Objective:



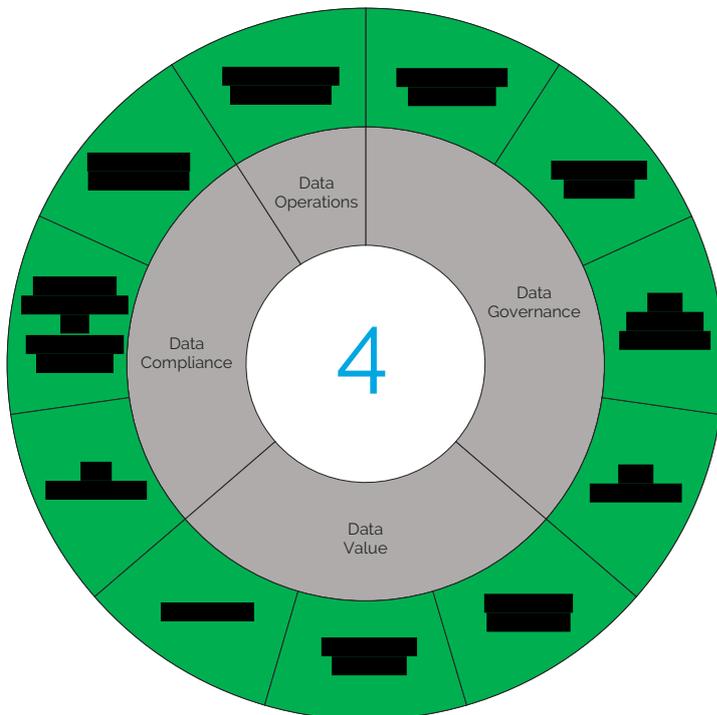
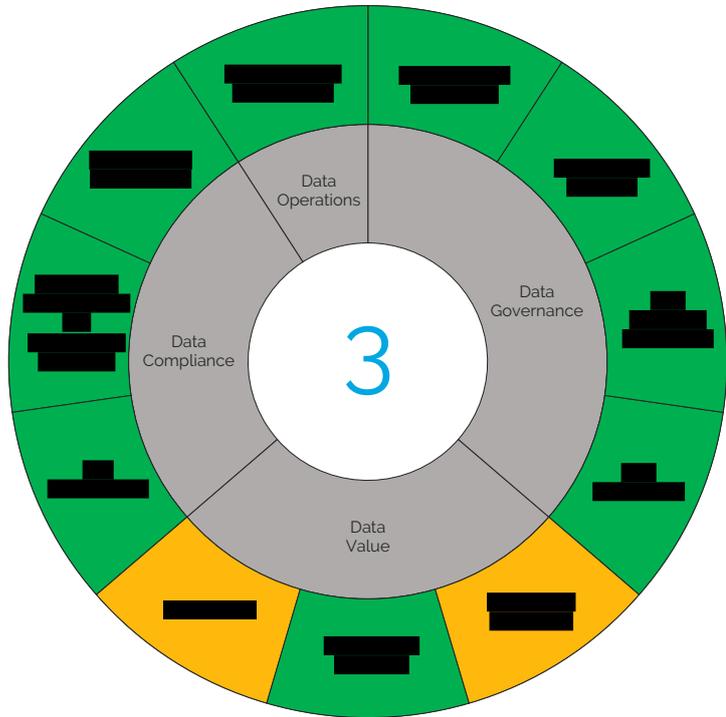


The way forward to achieving target data capability maturity (continued...)

Phase Three Target State

Phase Theme:
Data optimisation.

Phase Objective:
[Redacted]



Phase Four Target State

Phase Theme:
Maximise data value.

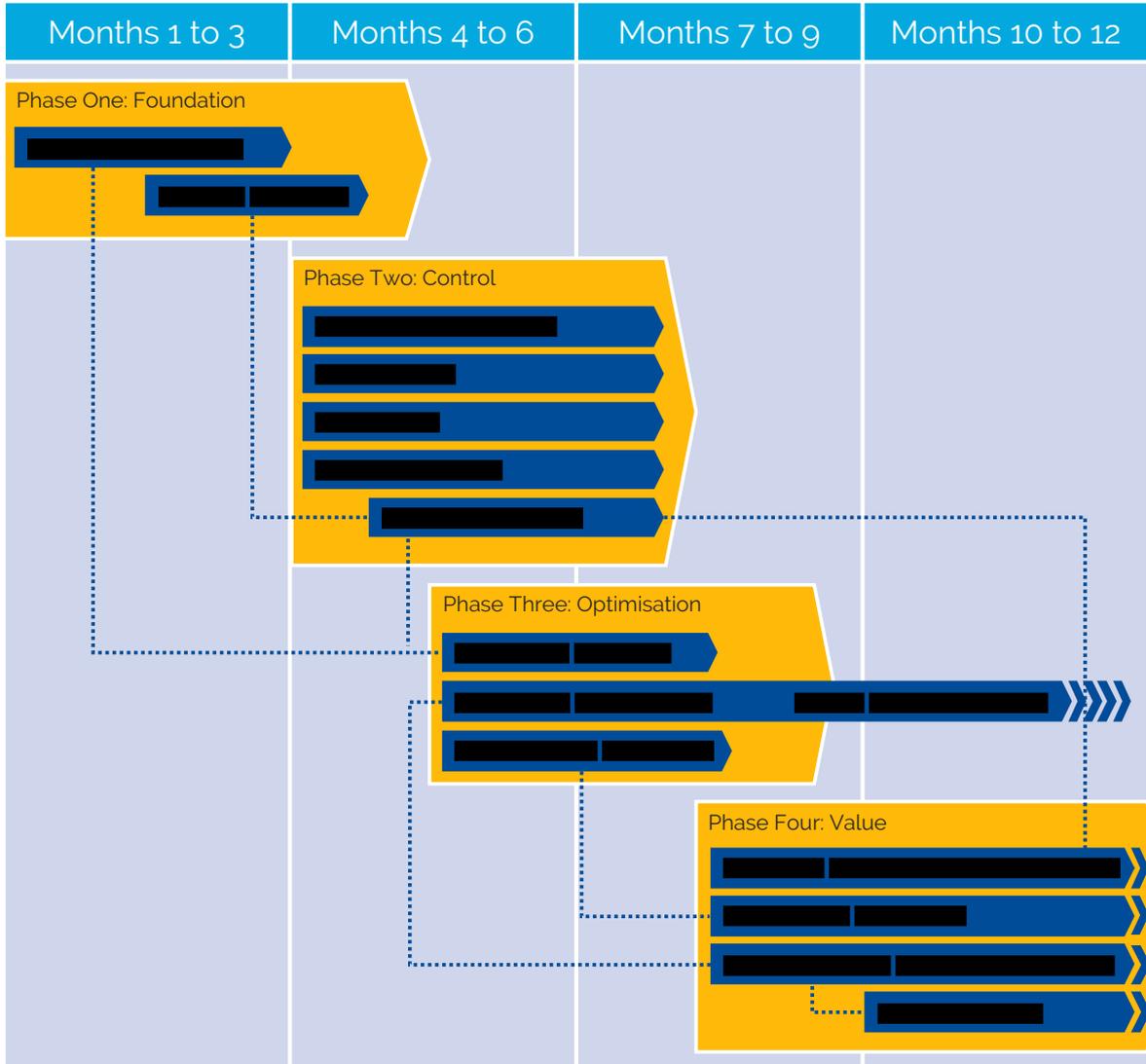
Phase Objective:
[Redacted]





Implementation roadmap

This high-level and illustrative roadmap sets out an appropriate sequence of activities throughout the four phases. In general terms, and reflecting on the objective theme of each phase, initial focus should be on [redacted]. Then [redacted] [redacted] should be used to support a wider focus on [redacted]



An illustrative data capability implementation roadmap

The timelines in this roadmap are indicative and must be refined through adequate planning prior to any data capability development work commencing. That said, realisation of measurable business value should be targeted within a 12-month period.

It's also crucial to remember that whilst timelines must form part of essential planning, there is no finish date for data excellence. As truly operating as a data-driven business, necessitates an everlasting evolution of the organisations data culture and the value it creates.

