DODS | RESEARCH

Unlocking the power of government data

SEPTEMBER 2022

IN PARTNERSHIP WITH CIVICA

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Contents

6 **Chapter 1:** Data within UK government departments

- The COVID-impact: Assessing what has changed
- Government departments' data strategies

10 **Chapter 2:** Reviewing progress on data goals

- Assessing the importance of data priorities
- Government's progress on data priorities
- Data and tech plans in the next 12 months

16 **Chapter 3:** Government data priorities and challenges

- Key priorities for data initiatives
- Key challenges in achieving data priorities and goals

24 **Chapter 4:** Key findings

25 **Chapter 5:** Recommendations: Unlocking the power of government data

30 **Survey profile**

32 **About Civica**

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Foreword

Launched at the peak of the global pandemic in December 2020, the UK Government's National Data Strategy could not have come at a more critical juncture, both for our public services and for those they serve. For each of us, COVID brought home, in a very real way, the game-changing role that data now plays in our lives, both as citizens and as a nation. Think back for a moment about the sheer scale and speed of the UK's world-leading vaccination programme, or the mass deployment of track and trace through millions of smart devices across the country. Neither could have been accomplished without high quality, easily accessible data.

Crucial as these life-saving initiatives were, they pale in comparison to what could be achieved if data was exploited to its true potential across our public services. In our private lives, a data-driven customer experience is now, for most of us, a given. When we are shopping, banking, or booking a taxi, we expect a standard of service which is fast, intuitive, and tailored to our unique needs as individuals. Imagine a world where our schools, hospitals and other key public services delivered that same quality of service – or better?

That world could very easily become our reality – and soon. We've got the data and we have the technologies and skilled people to exploit it. And as this Whitepaper illustrates very clearly, our Civil Service certainly has the ***will*** to do so. By staying the course and accomplishing the missions set out in the National Data Strategy, they will have the ***way.***

Steve Thorn,
Executive Director, (Central Government) Civica

Background

In 2020, through its National Data Strategy (NDS), the UK government set forth a comprehensive framework to unlock the power of data, acknowledging the challenges that block progression. Pledging to ***"maintain the high watermark of data use set during the pandemic,"*** the government aims to maximise the usefulness of data to meaningfully boost process efficiencies and improve public services.

Civica teamed up with Dods Research to understand how government departments are working towards achieving the missions of the National Data Strategy. This was achieved via a roundtable discussion and a survey among 848 UK civil servants in July 2022. In addition to providing an overall public sector view driven by the roundtable and survey responses, this whitepaper explores views of four core data communities: senior strategy decision makers, data specialists, project managers and end users of data. This research uncovers the data priorities and challenges within government and offers four key recommendations for unlocking the power of government data.

Chapter 1: Data within UK government departments

The COVID-impact: Assessing what has changed

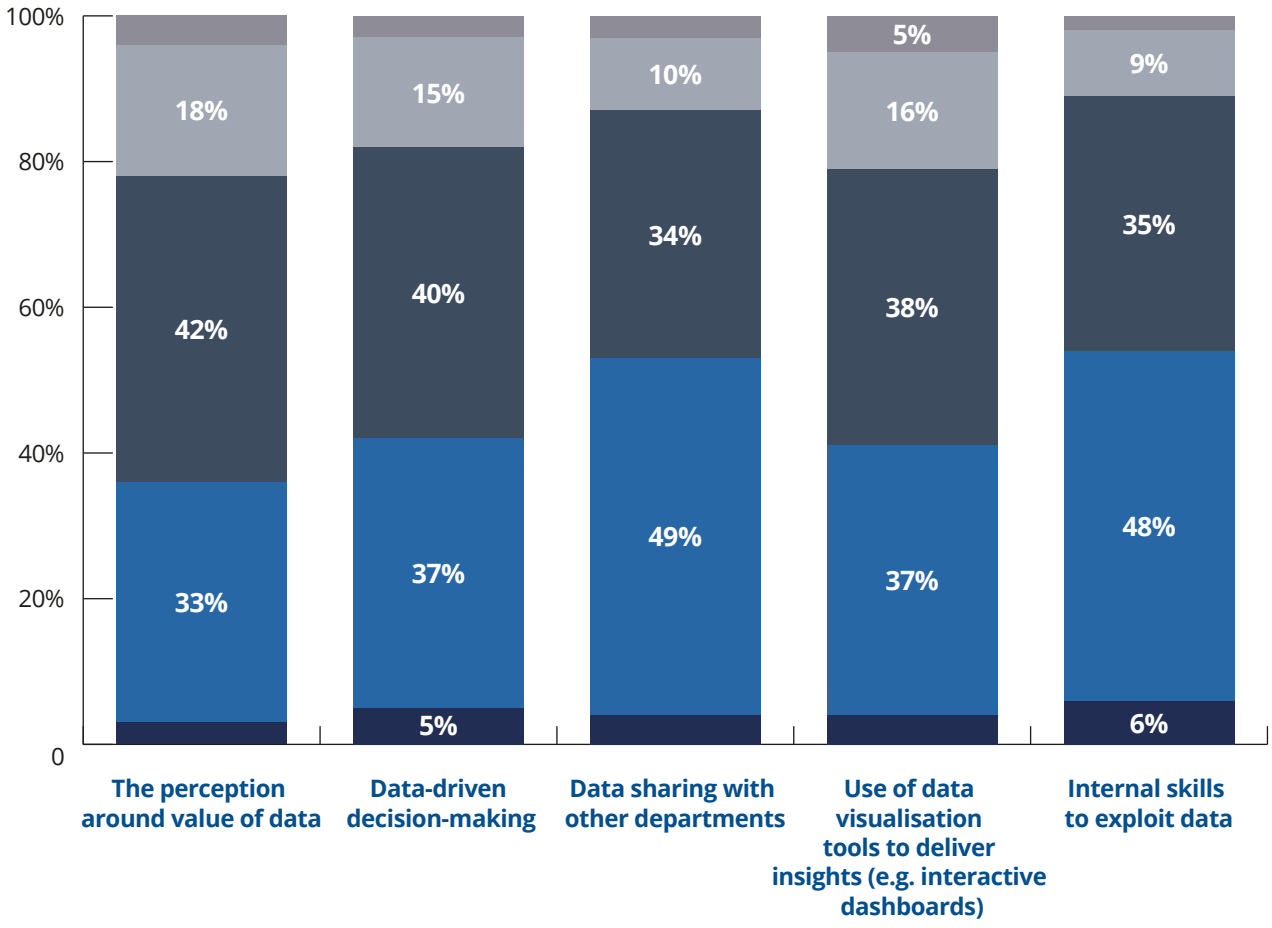
In the last two years, data has played a momentous role in underpinning the UK government's response to the COVID-19 crisis – whether enabling the NHS' vaccination programme, or HMRC's processing of claims under the furlough scheme. The government launched its 'National Data Strategy' (NDS) in September 2020, to catalyse learning and unlock the value and potential of data, at a time when the pandemic further underscored the power of data. In the aftermath of the pandemic, we asked civil servants if the perception around the value, and use of data has improved within the public sector.

Positively, 60% civil servants reported that ***'The perception around value of data'*** has ***'improved/ much improved'*** within their department. A similar proportion highlighted that ***'Data-driven decision-making'*** (55%) and ***'Use of data visualisation tools to deliver insights'*** (54%) within departments has ***'improved/much improved.'***

Despite improvements in some areas, there is still work to be done on further enhancing cross-department data sharing and developing of staff skills. In our research, 49% civil servants stated that '***Data sharing with other departments'*** had remained ***'unchanged'*** in the wake of the pandemic; with 48% reporting that ***'Internal skills to exploit data'*** had not changed. One of the survey respondents highlighted:

> "Sometimes we need data around claimants and HMRC are reluctant to share. We struggled during the pandemic to obtain information around furlough payments, in the end we got it but we have to jump through hoops. So, we not only need us sharing out but others sharing in."
>
> *Department for Work & Pensions, Higher Executive Officer (HEO)*

Changes within government departments in the wake of the pandemic



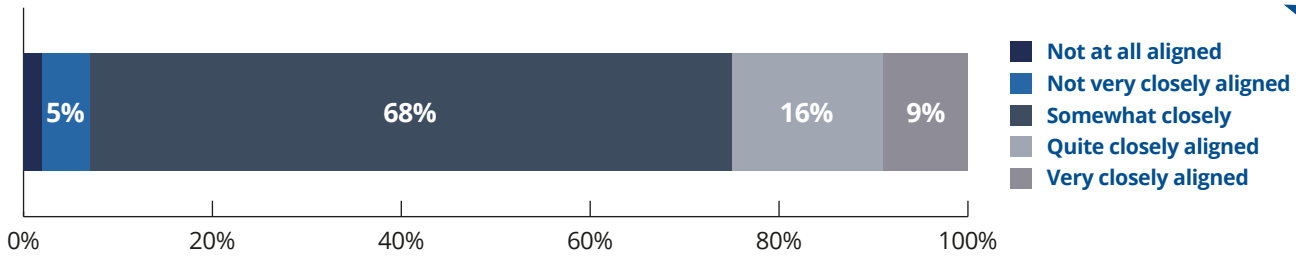
Q: The COVID-19 pandemic demonstrated the power of tapping into your department's own data, as well as shared data from other departments. In the wake of the pandemic, how have the following changed within your department?

Government department data strategies

Through a five-mission path – driven by four key pillars of effective use of data – the NDS lays out the government's approach to investing in and improving the use of data. Almost two years since the launch of the NDS, are government departments deploying data strategies, and are they aligned with the NDS framework?

In our research, only four in ten civil servants (39%) are aware their department has a 'data strategy' in place, and in terms of data priorities, only a quarter of all respondents (25%) said that their department's data priorities were ***'quite/very closely'*** aligned with the National Data Strategy, whilst the majority (68%) said it was ***'somewhat closely'*** aligned. This shows that although government departments are working towards harnessing data to improve processes, different departments lack a standardised approach that is consistent with the NDS missions.

Alignment of departments' data priorities with the National Data Strategy



Q: In your opinion, is your department's data priorities closely aligned with the National Data Strategy?

Under its first mission ***'Unlocking the value of data across the economy,'*** the National Data Strategy aims to ***"set the correct conditions to make data usable, accessible and available across the economy."*** We asked civil servants if their department currently collaborates with, and shares data with, other departments. Notably, only about three in ten (28%) civil servants surveyed were aware of data sharing within their departments. Although the need to maintain confidentiality as well as siloed departmental divisions add complexity to the data sharing process within government, clouding data availability and accessibility, this data suggests an opportunity for increased collaboration and communication within departments regarding the use and exchange of data.

Civil servants who reported a lack of collaboration and data sharing highlighted some ways to improve data collaboration:

Q: What could be done to improve collaboration and data sharing?

"Have a shared point of access so that teams working on similar areas can access the same data. Have a sensible data strategy that enables a joined up working approach that enables, rather than restricts, our work and collaboration."

Universities/Education, Grade 6

"Employ data specialists rather than adding additional jobs to individuals who don't consider it as their main priority, as they're employed to do specific jobs."

Ministry of Defence, Administration

"Breaking down the fears of data leaks and understanding the value of sharing data to the end user, rather than always assuming sharing data is intrinsically a bad thing/not allowed by GDPR."

Home Office, Grade 7

"Use the same systems across all departments that require the same information, with access to that information based on job role."

Department for Work & Pensions, Higher Executive Officer (HEO)

"Having a consistent format in which data is saved which makes it easier to interpret."

Ministry of Justice, Senior Executive Officer (SEO)

"Cross-government data governance boards which in turn would help with the implementation of a cross-government data catalogue. Due to the government bodies' not knowing what data they have, or where it is held, it is difficult to request data or indeed share it."

Ministry of Defence, Senior Executive Officer (SEO)

Chapter 2: Reviewing government department progress on data goals

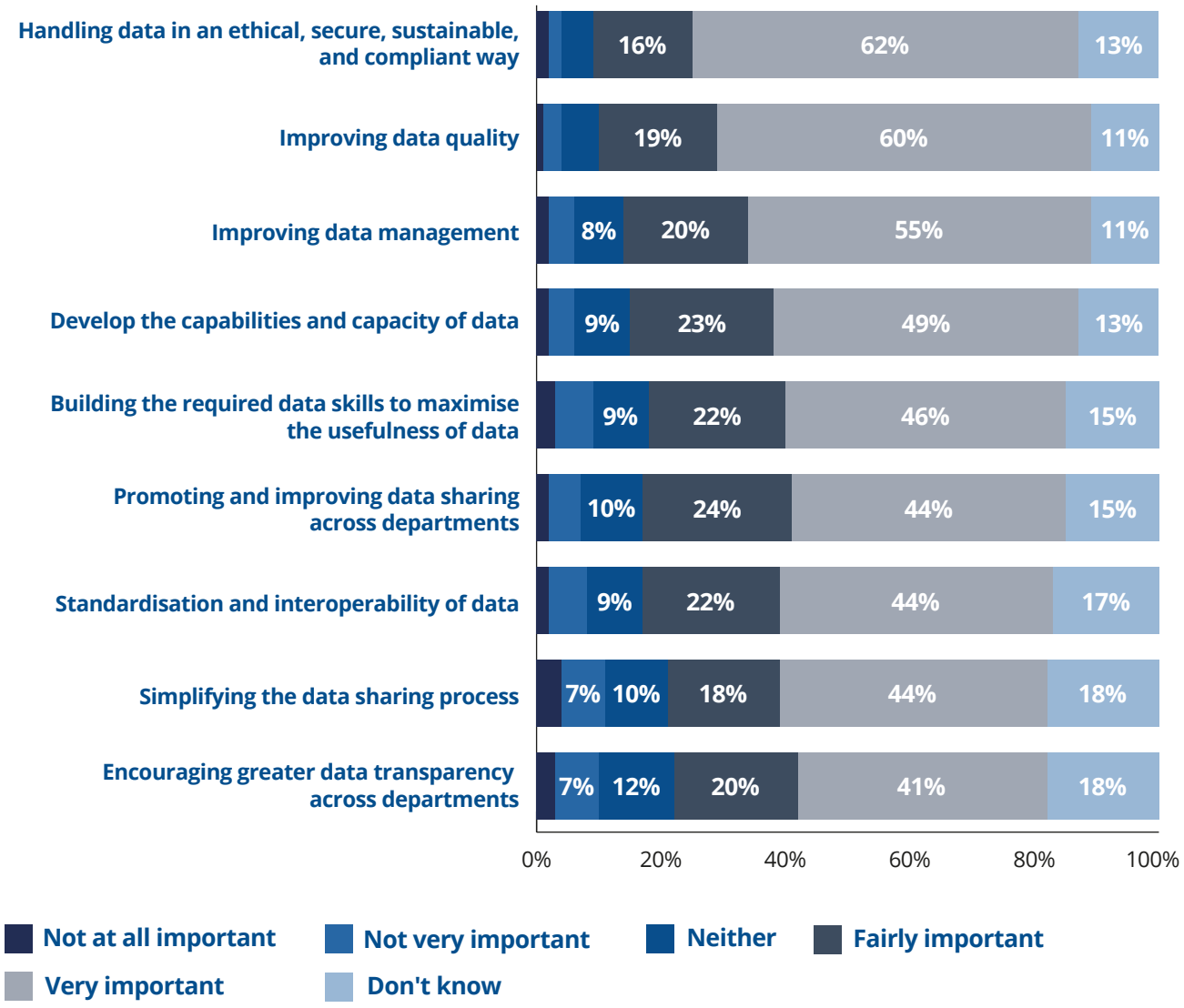
2.1 Assessing the importance of data priorities

In the context of the four fundamental pillars of the National Data Strategy – data foundations, data skills, data availability and responsible data – we explored the main data priorities within government departments.

'Handling data in an ethical, secure, sustainable, and compliant way' (62%) and ***'Improving data quality'*** (60%) emerged as the top two areas considered ***'very important'*** among civil servants. These interconnected areas are fundamental to enabling meaningful and secure exploitation of data.

'Improving data management' (55%) and ***'Develop the capability and capacity of data'*** (49%) were also within the top five most important priorities. On the other hand, ***'Building the required data skills to maximise the usefulness of data'*** (46%), '***Promoting and improving data sharing across departments'*** (44%) and '***Standardisation and interoperability of data'*** (44%) ranked lower for ***'very important'.***

Importance of data priorities within government departments

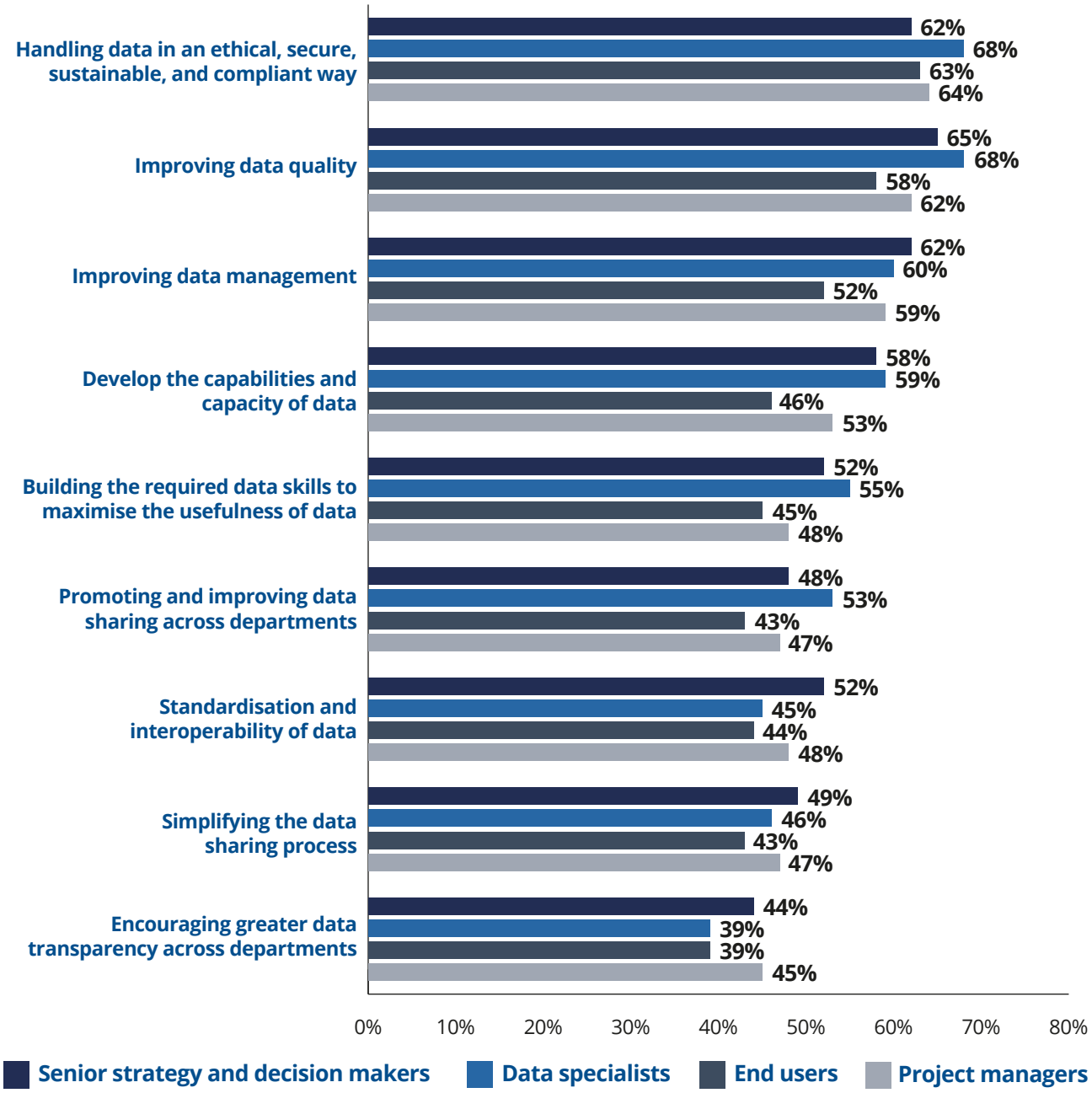


Q: 'Data Foundations, Skills, Availability and Responsibility' are the four pillars of the National Data Strategy. In context of these, how important are the following data priorities within your department?

By drilling further into data priorities considered *'very important'* by our core communities, we see that data specialists are slightly more likely to back *'Improving data quality,' 'Building the required data skills to maximise the usefulness of data'* and *'Promoting and improving data sharing across departments'* than other communities.

On the other hand, senior decision makers are more likely to value the importance of higher-level issues including *'Improving data management', 'Standardisation and interoperability of data'* and *'Simplifying the data sharing process'* than other groups.

Data priorities considered 'very important' by core data communities

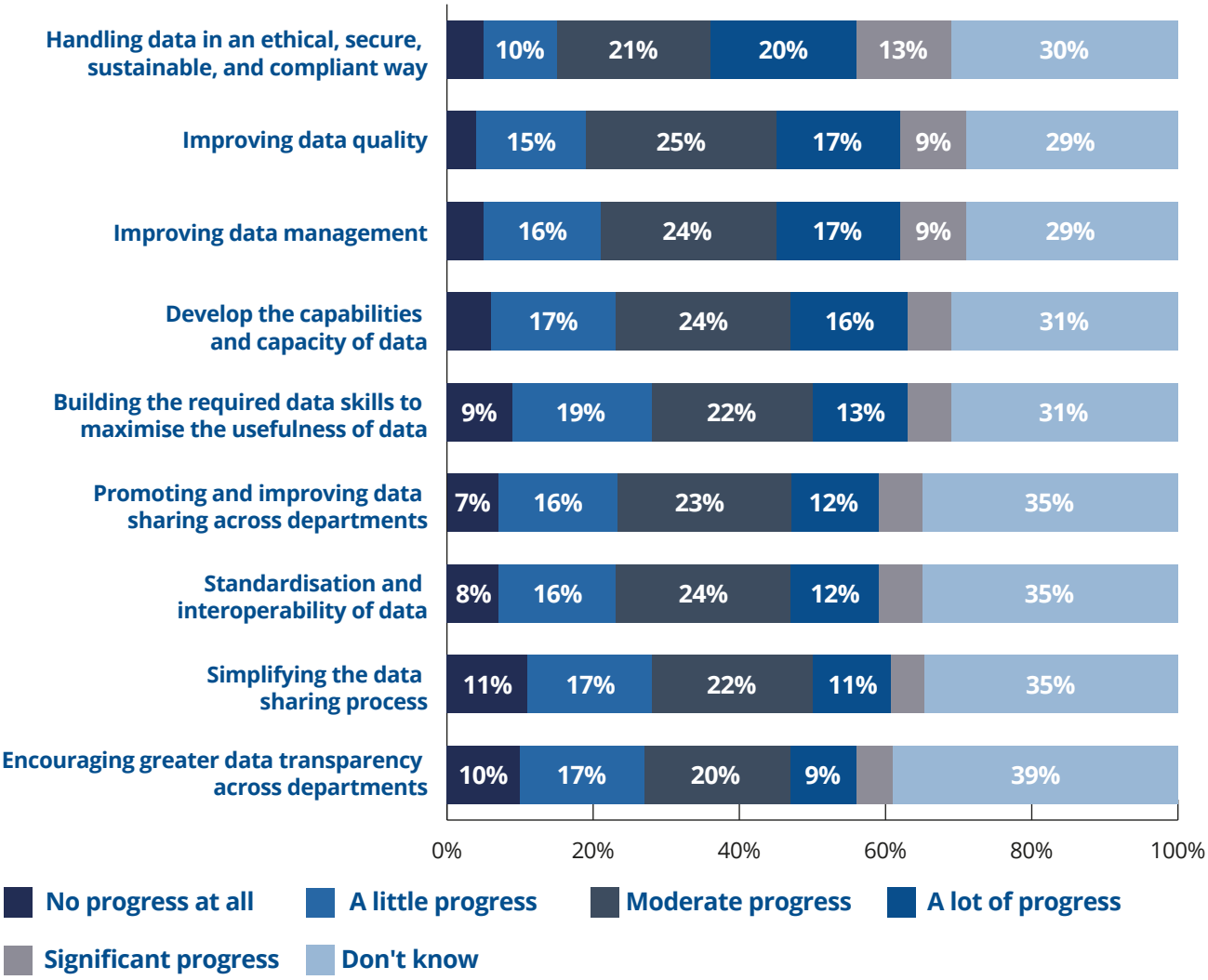


Q: 'Data Foundations, Skills, Availability and Responsibility' are the four pillars of the National Data Strategy. In context of these, how important are the following data priorities within your department?

2.2 Government's progress on data priorities

Even as civil servants consider areas of data quality, security, and staff skills ***'very important',*** limited progress has been made so far in these areas. Only a third (33%) civil servants reported that ***'a lot/significant'*** progress has been made within their departments to ensure data security and compliance, with a little over a quarter (26%) reporting ***'a lot/significant'*** progress in ***'Improving data quality.'***

Progress made by departments on data priorities



Q: Thinking about the data priorities within your department, how much progress has been made in the following areas?

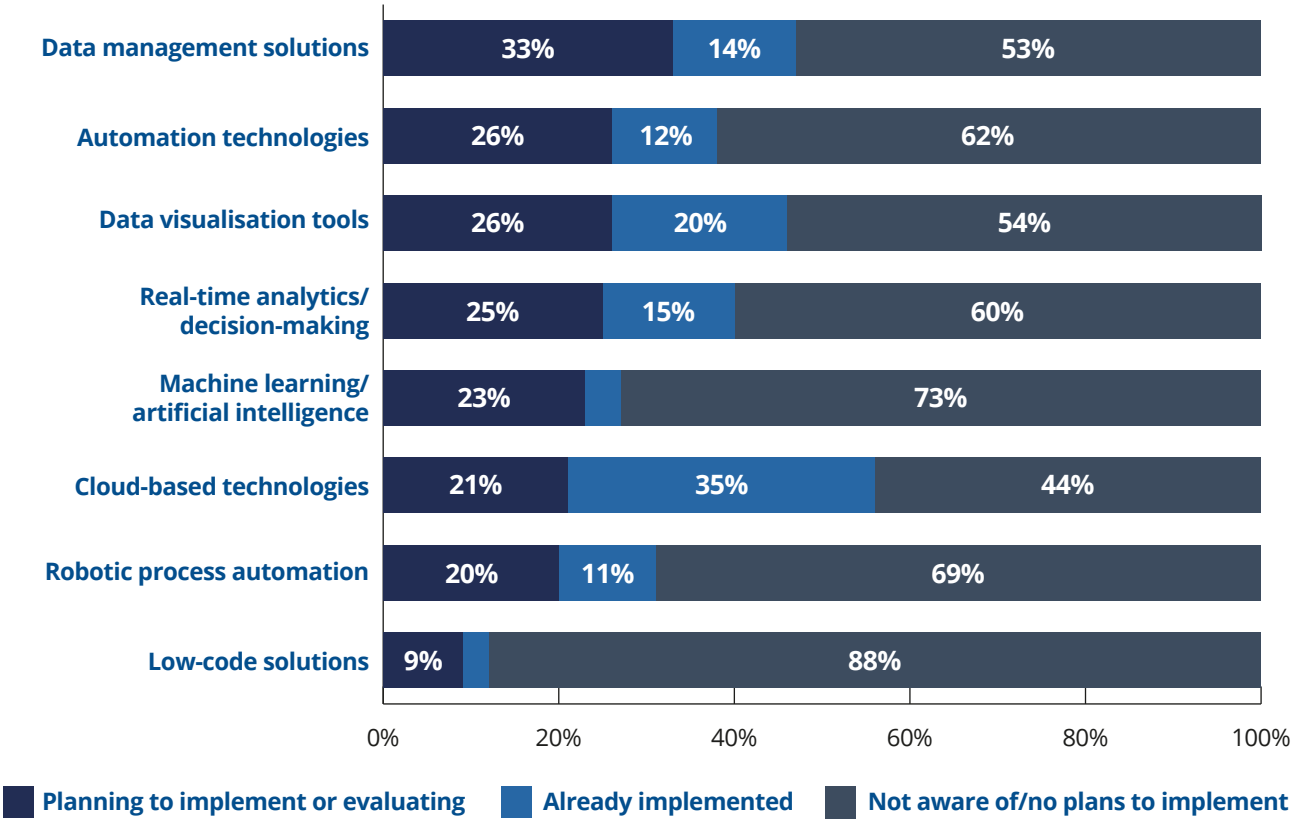
On the other hand, the areas where least claimed progress has been made include ***'Simplifying the data sharing process'*** (28% reporting 'no progress/a little' progress) and ***'Building the required data skills to maximise the usefulness of data'*** (28%) and ***'Encouraging greater data transparency across departments'*** (27%). As data security and legal compliance take the highest priority among

government departments, there are gaps in government data transparency and sharing that block maximum exploitation of data for improving public sector operations. In fact, between 29-39% of civil servants are unaware of the progress their department has made in all areas of data, suggesting a need for greater collaboration and communication of data-driven initiatives within government departments.

2.3 Data and tech plans in the next 12 months

As departments increasingly recognise the value of improving data quality and data management, technology can transform processes – enabling efficient and effective utilisation of data. Our research shows that, in the next 12 months, the main data and technology focus among government departments is to deploy *'Data management Solutions'* (33%), *'Automation technologies'* (26%) and *'Data visualisation tools'* (26%). Whilst *'Cloud-based technologies'* have the highest adoption (35%) in government, a sizeable proportion are 'not aware of/do no plan to implement' more advanced technologies including *'Low-code solutions'* (88%), *'Machine learning/artificial intelligence'* (73%) and *'Robotic process automation'* (69%). There is a clear need for government to build awareness of these less established tech solutions that could potentially help transform data and tech priorities.

Data and technology – plans to implement in the next 12 months



Q: Which of the following data and technology initiatives does your department plan to implement in the next 12 months?

Chapter 3: Government data priorities and challenges

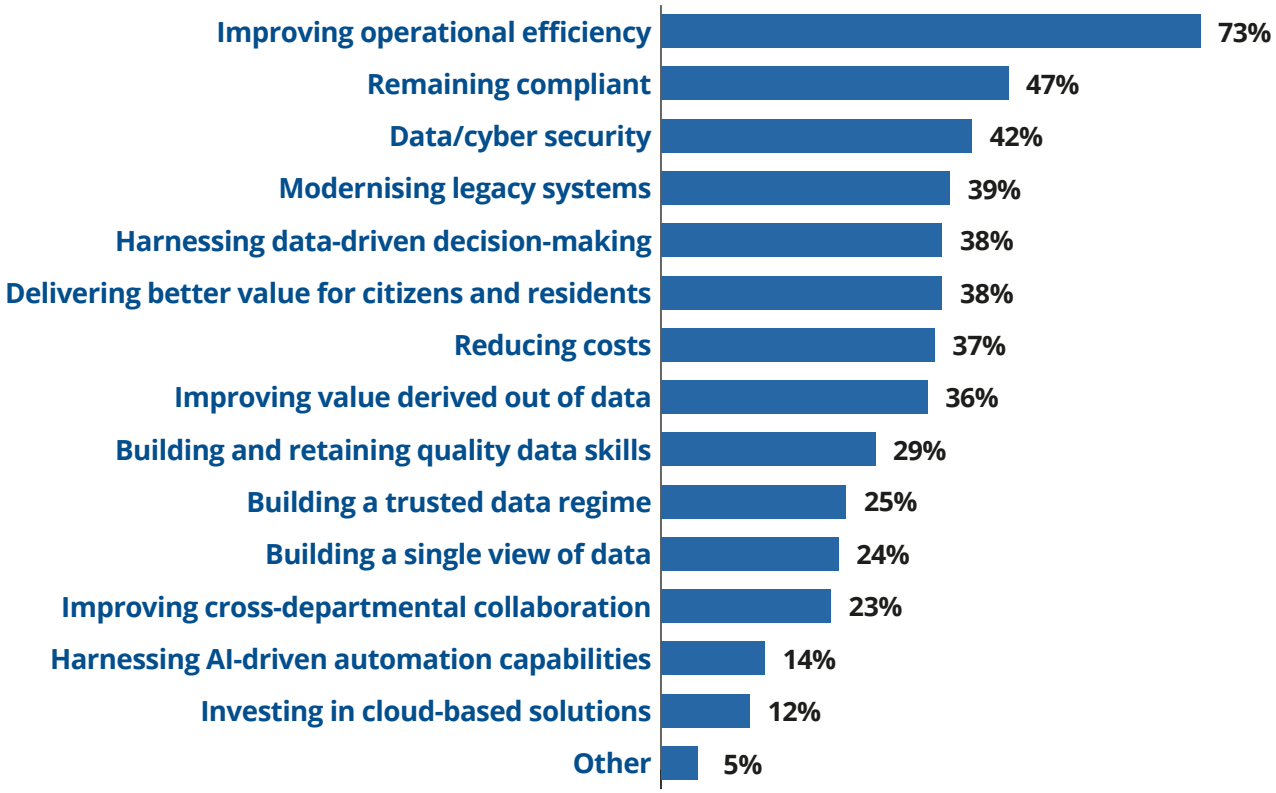
3.1 Key priorities for data initiatives

One of the promising findings from our research is that for a high majority of civil servants (73%), ***'Improving operational efficiency'*** is the top priority for data initiatives – showing that civil servants, from senior decision makers to data specialists, acknowledge the value of improving data-driven processes in order to deliver better, more efficient services. Government departments also aim to achieve data-driven advances within the bounds of responsible use of data, with ***'Remaining compliant'*** (47%) and ***'Data/cyber security'*** (42%), the next two key priorities for data initiatives.

About four in ten civil servants (39%) also highlighted ***'Modernising legacy systems'*** and ***'Harnessing data-driven decision making'*** (38%) as key data priorities within their department. This is clear recognition of the limitations of their legacy IT infrastructures, and the openness to deploying more advanced, agile solutions to drive data-driven decisions and outcomes.

Whilst building the right skills, as well as cultivating a culture of data sharing/collaboration across the public sector, are pivotal to the government's efforts in unlocking the power of data, the civil servants we surveyed are less focused on ***'Building and retaining quality data skills'*** (29%) and ***'Improving cross-departmental collaboration'*** (23%). These areas fall under Data Skills and Data Availability pillars of the NDS, and strengthening them will be crucial to achieving the missions of the NDS.

Key priorities among departments for data initiatives



Q: What are the key priorities for your department's data initiatives? Please select TOP FIVE.

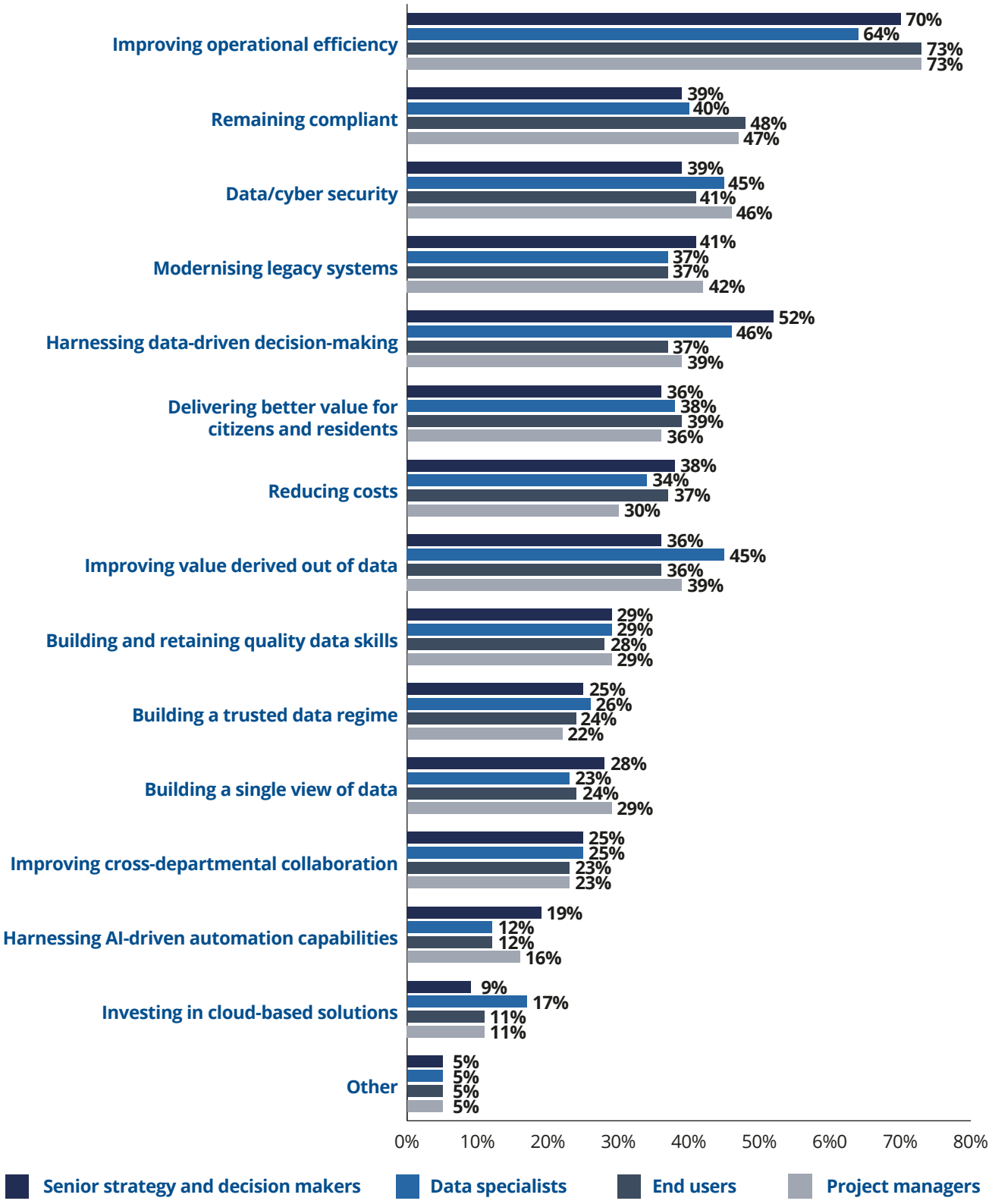
When we explore data priorities among our four communities (senior strategy decision makers, data specialists, project managers and end users of data in government), ***'Improving operational efficiency'*** remained the top priority across all four groups. However, based on their roles and responsibilities, their other priorities among the data communities differed.

For senior decision makers (52%) and data specialists (46%) ***'Harnessing data-driven decision-making'*** was the second most important priority. These figures are encouraging as they reflect that these two key data communities recognise the value of bolstering decisions with data-driven insights. On the other hand, ***'Remaining compliant'*** took second highest priority among project managers (47%) and end users (48%) vs. falling at rank 4 for senior decision makers and rank 5 for data specialists.

'Improving value derived out of data' ranked higher on the list for data specialists (45%), than other core communities, as a key priority (36% senior decision makers, 39% project managers, 36% end users).

A slightly higher proportion of project managers (42%) and senior decision makers (41%) listed ***'Modernising legacy systems'*** as a key priority compared to data specialists (37%) and end users (37%). Although regarded as a priority by a lower number of civil servants, in comparison to other communities, a higher proportion of senior decision makers (19%) listed ***'Harnessing AI-driven automation capabilities'*** as a priority (vs. 16% project managers, 12% data specialists and 12% end users). Similarly, compared to other communities, a slightly higher proportion of data specialists (17%) regard ***'Investing in cloud-based solutions'*** a priority (vs. 9% senior decision makers, 11% project managers and 11% end users)

Key priorities for data initiatives – by core data communities



Q: What are the key priorities for your department's data initiatives? Please select TOP FIVE.

3.2 Key challenges in achieving data priorities and goals

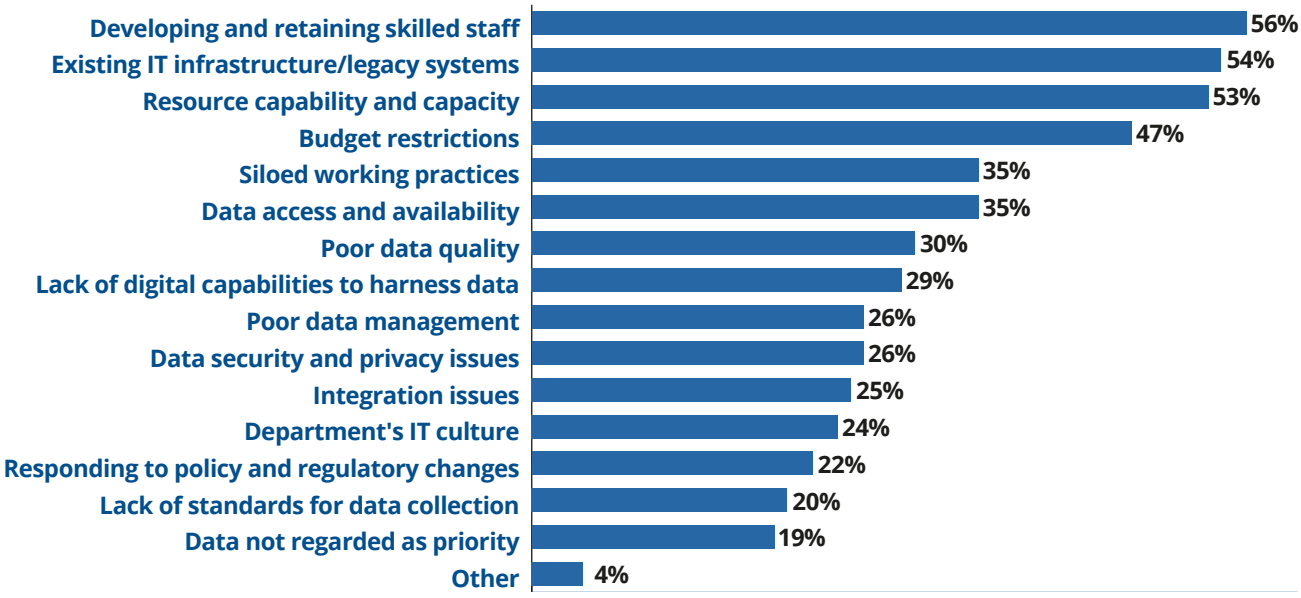
The pandemic has exemplified how effective use of data and data sharing can enable and hugely improve the delivery of public services. As the UK economy gradually recovers, will government departments be able to sustain the momentum set by the pandemic? Or will departments go back to pre-pandemic ways of working? In this section, we explore the public sector's near-future challenges in achieving data priorities and goals.

Today, many modern technologies, such as cloud and AI (Artificial Intelligence), enable sophisticated management and exploitation of data. Our survey findings suggest that whilst advanced technology is becoming increasingly available, a considerable gap in skills, as well as limitations of legacy IT systems, block progression in the public sector.

Over half civil servants (56%) listed '***Developing and retaining skilled staff***' as the top challenge in achieving data priorities. Despite being considered as a significant challenge, building skills featured lowered on the list of priorities for data initiatives – reflecting a gap in recognizing the value of data skills and taking action to enhance staff expertise. However, data skills – one of the key pillars of the NDS – can potentially be a game-changer. From basic skills, technical expertise to legal knowledge, data skills are crucial at numerous levels to transform processes and outcomes.

Additionally, ***'Existing IT infrastructure/legacy systems'*** (54%) and ***'Resource capability and capacity'*** (53%) emerged as next two top challenges in achieving data priorities in the next 12 months. ***'Budget restrictions'*** (47%) and ***'Siloed working practices'*** (35%) also appeared in the top challenges.

Key challenges in achieving data priorities in the next 12 months



Q. In the next 12 months, what do you think will be your department's key challenges in achieving your data priorities and goals? Please select all that apply

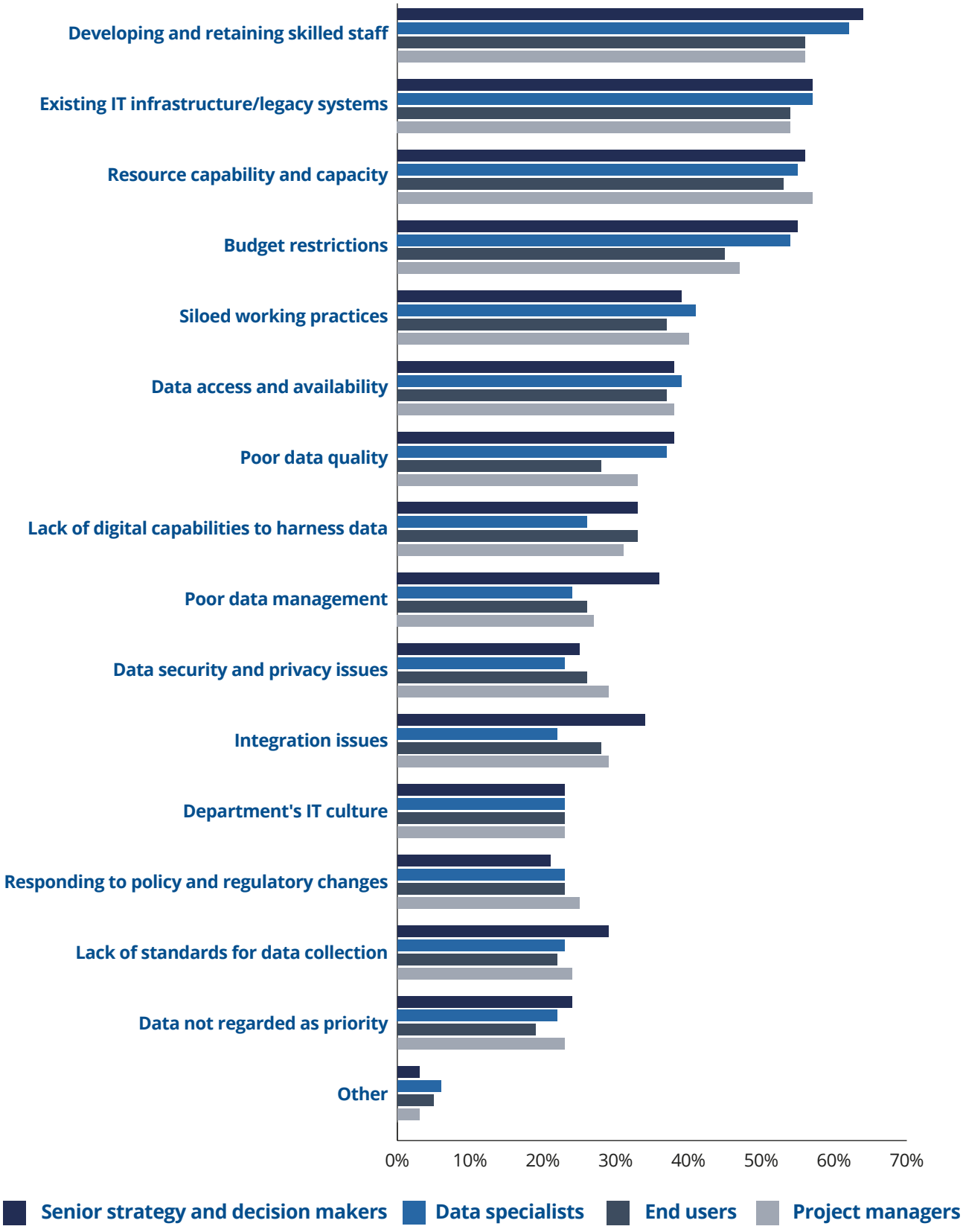
Looking at the key challenges in achieving data priorities and goals in the next 12 months, the top five issues are more or less similar across all data communities – project managers are the only exception reporting ***'Resource capability and capacity'*** as the number one near-future challenge.

Key challenges in achieving data priorities and goals in the next 12 months	Rank across core communities				
	All	Senior strategy and decision makers	Data specialists	End users	Project managers
Developing and retaining skilled staff	1	1	1	1	2
Existing IT infrastructure/ legacy systems	2	2	2	2	3
Resource capability and capacity	3	3	3	3	1
Budget restrictions	4	4	4	4	4
Siloed working practices	5	5	5	5	5

Upon exploring further challenges, we see some differences among the data communities in scoring the challenges. Senior strategy and decision makers scored ***'Poor data management'*** (36%), ***'Integration issues'*** (34%) ***'Lack of standards for data collection'*** (29%) higher than all others.

An almost equal proportion of data specialists (41%) and project managers (40%) are slightly more concerned about ***'Siloed working practices'*** than other data communities.

Key challenges in achieving data priorities in the next 12 months (by core data communities)



Q. In the next 12 months, what do you think will be your department's key challenges in achieving your data priorities and goals? Please select all that apply

Chapter 4: Key findings

1 Three in five (60%) civil servants reported that ***'The perception around value of data'*** had ***'improved/much improved'*** within their department in the wake of the pandemic.

2 Only a quarter of all civil servants (25%) said that their department's data priorities were ***'quite/very closely'*** aligned with the National Data Strategy (NDS), whilst the majority (68%) said it was ***'somewhat closely'*** aligned. This suggests that departments lack a uniform approach that is in line with the NDS missions.

3 The areas where least claimed progress has been made include ***'Simplifying the data sharing process' (***28% reporting 'no/a little' progress) and ***'Building the required data skills to maximise the usefulness of data'*** (28%) and '***Encouraging greater data transparency across departments'*** (27%).

4 ***'Improving operational efficiency'*** (73%), ***'Remaining compliant'*** (47%) and ***'Data/ cyber security'*** (42%) were the top three priorities for data initiatives among civil servants.

5 For senior decision makers (52%) and data specialists (46%) ***'Harnessing data-driven decision-making'*** was the second most important priority. On the other hand, ***'Remaining compliant'*** took second highest priority among project managers (47%) and end users (48%) vs. falling at rank 4 for senior decision makers and rank 5 for data specialists.

6 ***'Improving value derived out of data'*** ranked higher on the list for data specialists (45%) than other core communities as a key priority (36% senior decision makers, 39% project managers, 36% end users).

7 Civil servants listed ***'Developing and retaining skilled staff'*** (56%), ***'Existing IT infrastructure/legacy systems'*** (54%) and ***'Resource capability and capacity'*** (53%) as the top three challenges in achieving their department's data priorities in the next 12 months.

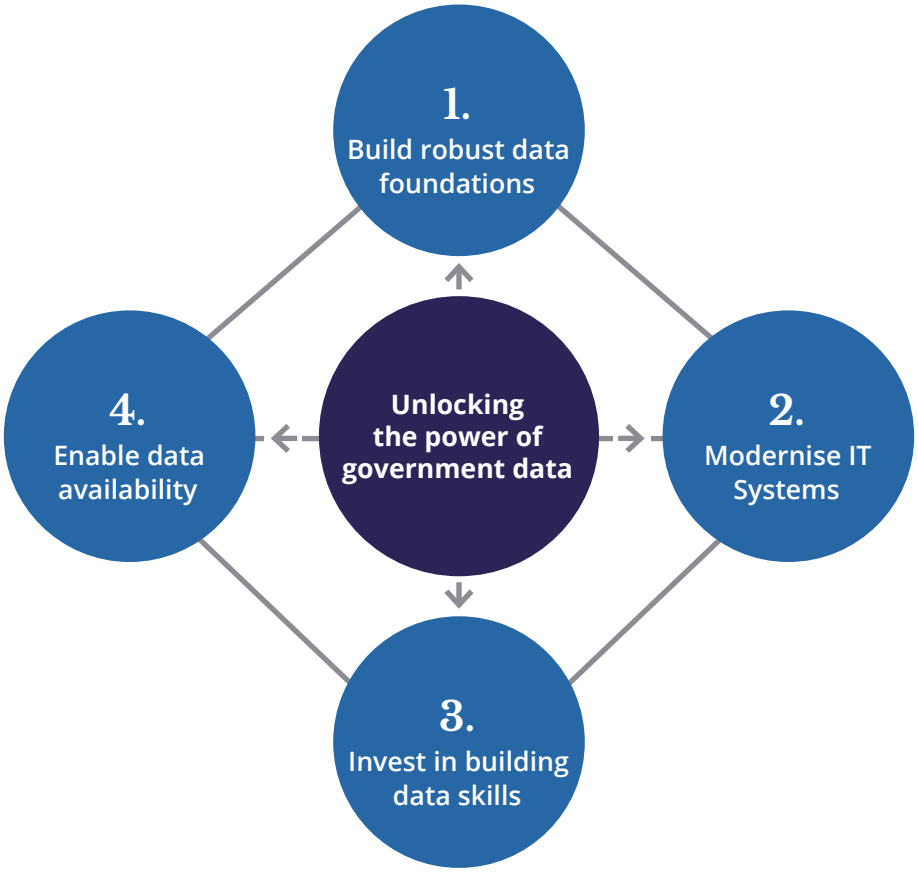
8 Over half civil servants (56%) listed ***'Developing and retaining skilled staff'*** as the top challenge in achieving data priorities. Despite being a significant challenge, building skills featured lower on the list of priorities for data initiatives – reflecting a gap in recognising the value of data skills and taking action to enhance staff expertise.

9 Whilst ***'Developing and retaining skilled staff'*** is the top issue for senior strategy decision makers, end users and data specialists, project managers view ***'Resource capability and capacity'*** as the number one challenge ahead.

10 In the next 12 months, the main data and technology focus among government departments is to deploy ***'Data management Solutions'*** (33%), ***'Automation technologies'*** (26%) and ***'Data visualisation tools'*** (26%).

Chapter 5: Recommendations - unlocking the power of government data

In our research, we discovered that civil servants' views on how the public sector can better harness data and improve data sharing corroborates with the key pillars of the National Data Strategy. Civil servants stressed that not only the 'quality' of data but also 'who' is employed to exploit data, and 'how,' are of crucial importance. Based on the findings, four key recommendations to unlock the power of government data are detailed below:



1. Build robust data foundations

Only 9% civil servants said that ***'significant progress'*** has been made in ***'Improving data quality.'*** As a first step, securely recording data in 'fit for purpose,' accurate, standardised, reusable formats pave the way for meaningful processing and application of data. Creating good quality data by building strong data foundations across departments will have a ripple effect in enabling staff to employ their skills to exploit and share data in secure and compliant ways. Notably, in addition to improving efficiency, building strong data foundations across departments can lower the costs arising from poor-quality data and lack of interoperability.

"We need a better schema for data – a standard data dictionary for the government. We need to use this to link to other departments, particularly the NHS and Home Office. We also need to integrate our systems to automatically cross-match."

Department for Work & Pensions, Executive Officer (EO)

"The challenge is the accuracy of data received from other departments in order to provide an overview of all Civil Service departments. Departments do not collate data against the same data fields."

Cabinet Office, Higher Executive Officer (HEO)

"The challenge is to develop a data set which is agile enough to continue to adapt and be used by future technologies."

Department for Education, Senior Executive Officer (SEO)

"The government should be less siloed in its working. Treat a customer as a person with a data account with government rather than a customer of a specific benefit/service"

Department for Work & Pensions, Senior Executive Officer (SEO)

"Standardised IT, processes and standards, and bespoke resources to support data collection, analysis and use of data – currently there are almost 43 different resources and processes"

College of Policing, Grade 6

"Mandating the use of a single tool, and having patience and allowing time for the system to be developed, to meet the needs of a variety of stakeholders thus stopping them using their own systems and siloed working. Better definitions/categories of data capture to enable analysis."

Ministry of Defence, Grade 6

"Share knowledge on how data is used so that data quality can be improved."

Universities/Education, Higher Executive Officer (HEO)

Q. In your own words, what are your department`s key challenges in improving data sharing both within your own department and with other departments?

Q. In your own words, what could be done within your department to better harness data for improving efficiency, analytics, and decision-making?

2. Modernise IT systems to unlock the value and potential of data

Technology is central to enabling government departments to collect, store and process data in easy, scalable, secure, re-usable and agile ways. *'Existing IT infrastructure/legacy systems'* emerged as one of the top challenges among all communities (57% senior decision makers, 57% data specialists, 54% end users and 54% project managers).

Legacy systems within government departments are often siloed, rigid, and incapable of interoperability. On the other hand, in addition to enabling future-proof standardisation, modern data-driven tech solutions underpin data sharing, analysis, and visualisation at scale – in turn bolstering efficiency and decision-making.

"There is a lack of quality investment in getting the IT as modern and up to date as it should be! And a make do and mend attitude, which is across all departments."
Department for Work & Pensions, Executive Officer (EO)

"Our challenge is upgrading legacy IT, which is slow and out of date."
Ministry of Defence, Administration

"Legacy systems and processes do not support efficient and cost-effective data shares within our department."
HMRC (HM Revenue & Customs), Senior Manager/Officer

"We need the right IT systems and latest GIS software to enable us to create and use GIS data to enable us to do our jobs efficiently. Too many times we cannot progress because of lack of systems/ software or contractor support."
Ministry of Defence, Higher Executive Officer (HEO)

"Data itself is useful but the tool used to collate/record/ log it has to be fit for purpose both as a tool for capturing data as well as one for reporting out."
Department for Work & Pensions, Senior Executive Officer (SEO)

Q. In your own words, what are your department`s key challenges in improving data sharing both within your own department and with other departments?

Q. In your own words, what could be done within your department to better harness data for improving efficiency, analytics, and decision-making?

3. Invest in building data skills

In our research, ***'Developing and retaining skilled staff'*** (56%) emerged as the top key challenge to achieving data priorities, with ***'Resource capability and capacity'*** ranking third on the list of challenges. Staff with specialist data expertise can crucially enable departments to build data foundations. Civil servants emphasised that even though tools and technology exist within departments, there is a considerable skills gap in leveraging data-driven solutions meaningfully. To keep pace with incessant advancement in data-driven tech, continuous education, training, and upskilling of the talent pool will be essential.

"We have developed a strong data and analytics profession, the key will be to keep this body motivated, appropriately staffed, and attached to the key points of decision-making. Their analysis and assistance to quantifying and modelling is hugely important. Setting out a clear career path with examples and expectations will continue to develop this body."

Department for Work & Pensions, Grade 6

"Invest in skills to make better use of data and present in a user-friendly way. Also, many of our systems are two-dimensional so end up relying on traditional methods. They might be able to do more than we know they can, but we do not have time or the knowledge or the people!"

Department for Environment, Food and Rural Affairs, Grade 6

"Support staff to understand data – the need for data; how to source data; how to use data. I think we have the tools but not the capability."

Department for Work & Pensions, Executive Officer (EO)

"We need the people with capability to both design data policy as well as operate in this area. There appears to be little formalised upskilling or training, and staff are expected to just 'get on with it'"

Department for Work & Pensions, Senior Executive Officer (SEO)

Q. In your own words, what are your department`s key challenges in improving data sharing both within your own department and with other departments?

Q. In your own words, what could be done within your department to better harness data for improving efficiency, analytics, and decision-making?

4. Enable data availability

As the NDS highlighted, "the importance of data sharing was demonstrated during the first few months of the coronavirus pandemic, when government departments, local authorities, charities and the private sector came together to provide essential services." To achieve the third mission of the NDS of 'Transforming government's use of data to drive efficiency and improve public services,' a public sector-wide approach that enables data availability will be key. Fragmented data, reluctance to share data, and a lack of data interoperability need to be addressed to open the way for seizing the data opportunity.

"Government organisations have old systems that do not "talk" to each other. There are too many different places to look for information, it would really help if it were in one place. Some of our systems are very old and not user friendly."

HMRC, Senior Executive Officer

"Different government systems do not talk to each other. There is reluctance to share information by some organisations, and lack of clarity on what we are allowed to do with information and who can access it."

Home Office, Higher Executive Officer (HEO)

"Due to an antiquated data system, the way data is collected and retained, and limited knowledge within business areas due to staff turnover, it can be difficult to be aware what relevant data is retained and what should be shared."

Northern Ireland Civil Service, Grade 7

"While this may be complex, we have the human habit of having three different systems for three different organisations within the department. None of the systems looks across to integrate with the others. Unless this is addressed, the siloes are simply reconfigured."

Department for Work & Pensions, Senior Executive Officer (SEO)

Q. In your own words, what are your department`s key challenges in improving data sharing both within your own department and with other departments?

Q. In your own words, what could be done within your department to better harness data for improving efficiency, analytics, and decision-making?

Survey profile

For this research study, 848 civil servants were surveyed. The sample is divided into four data communities as:

Core communities*	%	Sample
Senior strategy decision makers (Includes senior decision makers, budget holders and those involved in data strategy)	25%	209
Data specialists (Includes data analysts/scientists, those with specialist technical skills, and involved in data projects etc.)	16%	133
End users (Includes end users of data)	52%	427
Project managers (Includes those who manage teams, projects, departments etc.)	39%	322

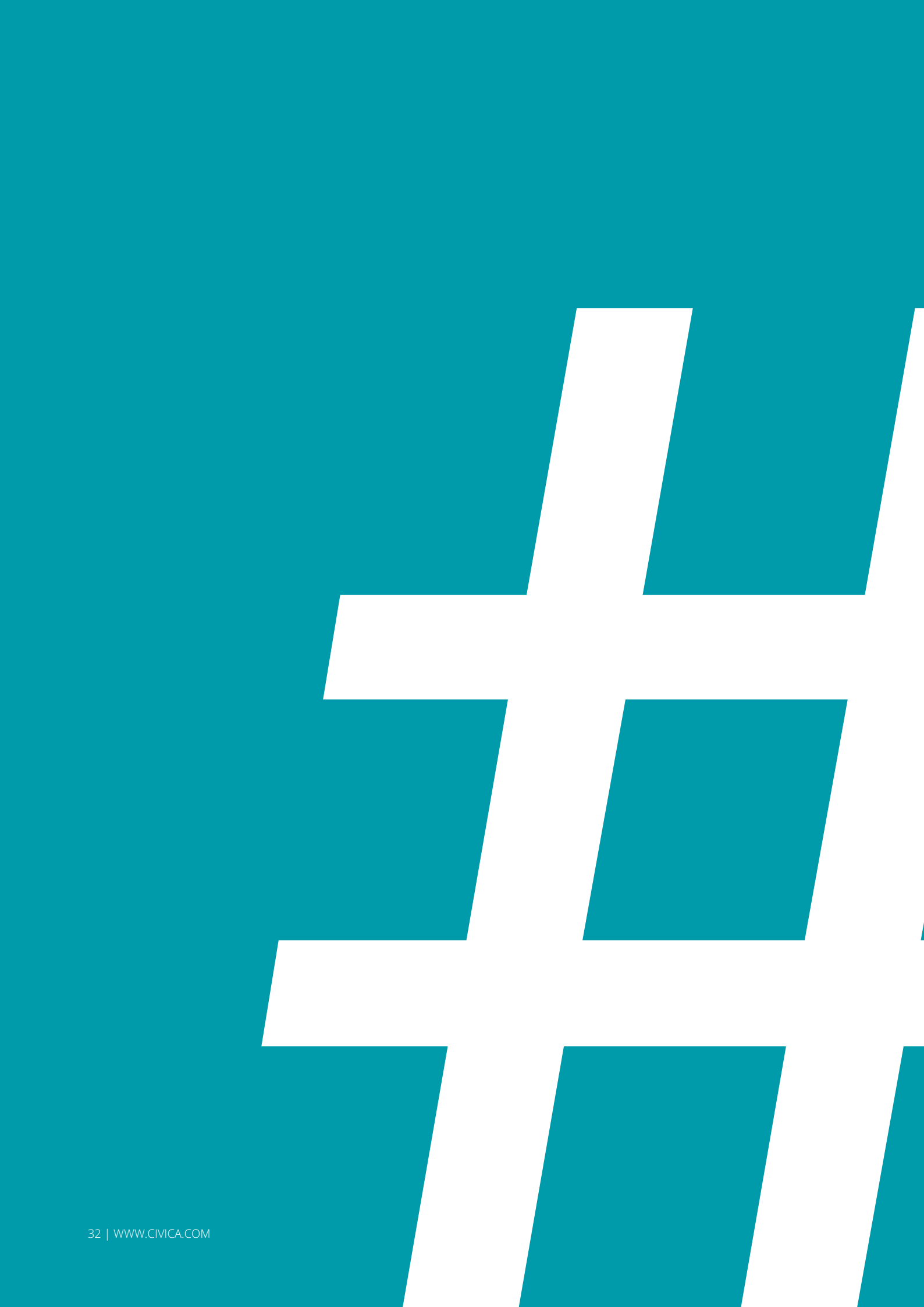
***Note: The core communities are not mutually exclusive from each other.**

The government departments that respondents worked for included:

Central government department worked for	%
Department for Work & Pensions	**21%**
HMRC	**16%**
Ministry of Defence	**11%**
Home Office	**8%**
Cabinet Office	**6%**
Department of Business, Energy, and Industrial Strategy	**5%**
Ministry of Justice	**5%**
Department for Environment, Food and Rural Affairs	**4%**
Universities/Education	**3%**
Department of Health & Social Care	**2%**
Department for International Trade	1%
HM Treasury	1%
Other (including Department for Levelling up, Housing and Communities, FCDO, Government Legal Department etc.)	**17%**

The grade split of the respondents is as below:

Grade	%
Senior Executive Officer (SEO)	**21%**
Grade 7	**21%**
Executive Officer (EO)	**16%**
Higher Executive Officer (HEO)	**15%**
Grade 6	**12%**
Administration	**6%**
SCS	**5%**
Other/Fast Stream	**3%**



[About us

Civica is the UK's largest software company focused on the public sector. With over 30 years of proven sector experience, we hold an undisputed leadership position in our markets around the world including UK and Ireland, Australia, New Zealand, India, Singapore, Canada and North America.

We provide an exceptional suite of software applications for the public services sectors we serve. From high streets and housing to health and social care, these highly evolved systems help our customers to be more responsive, efficient and innovative and deliver better outcomes for citizens.

Our solutions embrace innovative approaches to new ways of working, making the most of cloud technology to keep teams agile and productive. The pace of change has never been faster. All areas of the public sector are being asked to find new ways of helping their people like never before.

Data, used to its full potential, could, quite literally, transform the relationship between citizen and state. It can empower public sector organisations to realise its vision to deliver true social value and to drive growth and innovation.

At Civica, we work closely with you to deliver real change that will make a difference.

[With over 30 years of proven sector experience, we hold an undisputed leadership position in our markets around the world

Here are just some of the organisations we work with

Ministry of Defence

Department for Environment Food & Rural Affairs

Ministry of Justice

Home Office

highways england

Contact us

To find out how Civica could support your organisation, get in touch
Request a call back

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