

ANNEX 1: DETAILED ANALYSIS BY KEY THEME

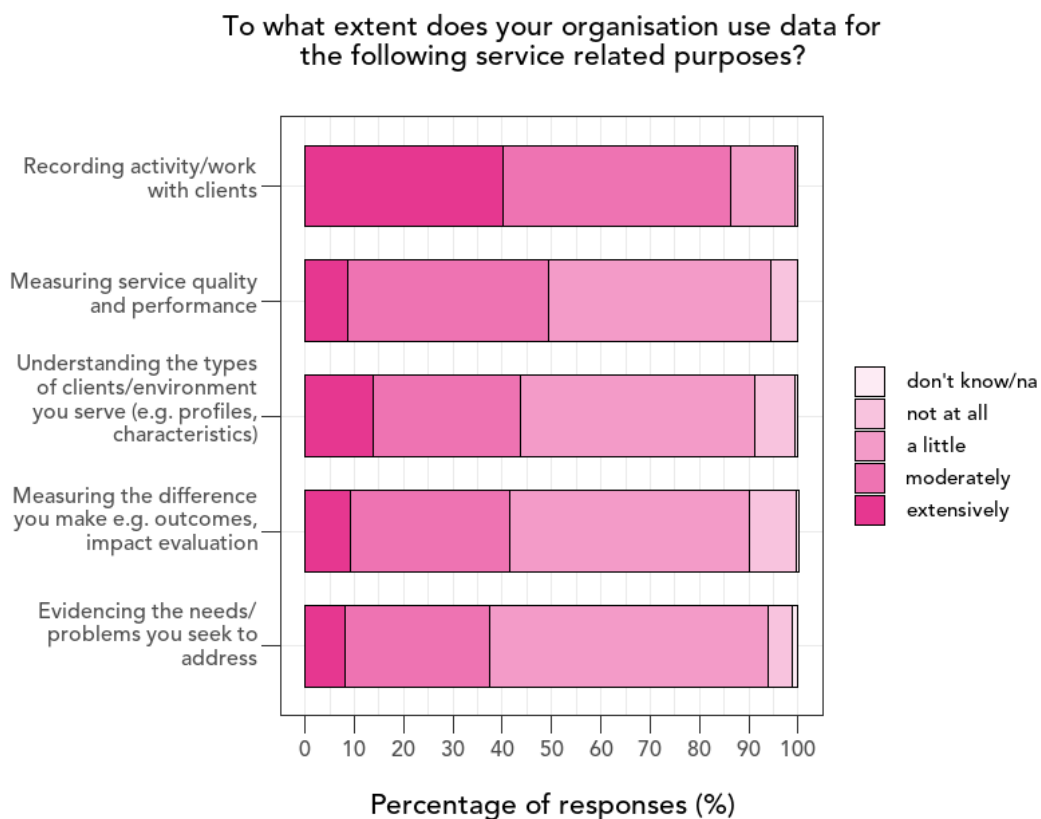
This annex provides a more detailed analysis of organisational data maturity with a focus on each of the seven key themes: Uses, Data, Analysis, Leadership, Culture, Tools and Skills. The analysis here is based on organisational level results (i.e. results from multiple respondents from the same organisation have been combined to provide a single organisation result). We have also included results for those organisations that have completed the ‘taster’ version of the assessment which is why some questions analysed here have higher number of organisations than others.

USES

Use of data in relation to services

The biggest use of data in relation to services is in capturing and recording what organisations do with clients (86% moderately or extensively). Around half are using data for measuring service quality and performance (49% moderately or extensively).

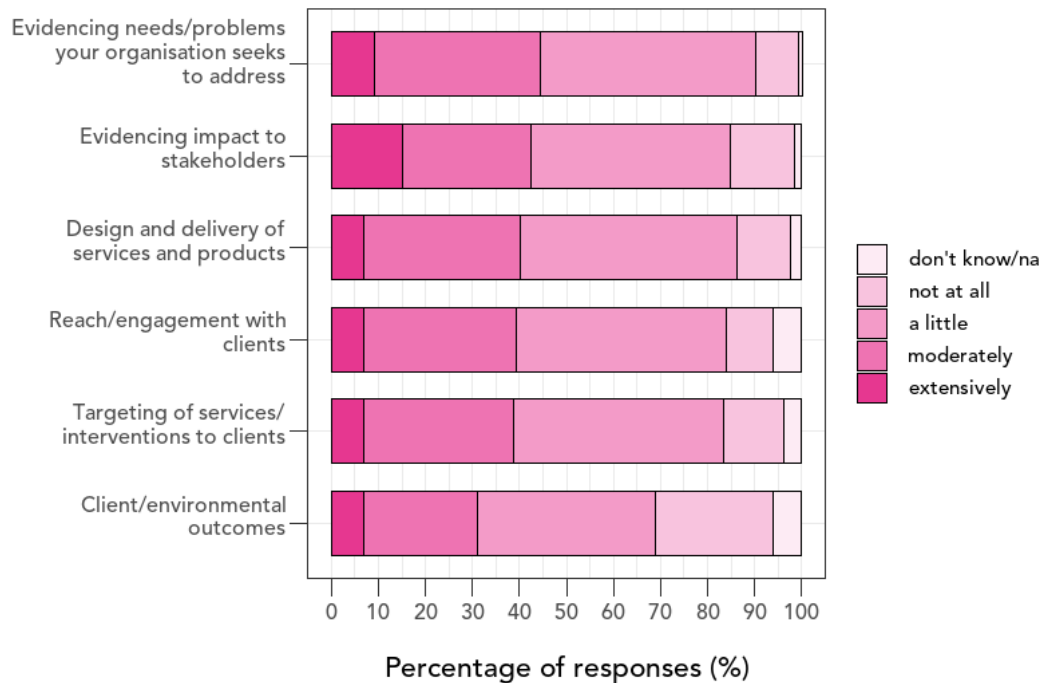
Overall organisations are less likely to use data for the more challenging areas like measuring the difference they make e.g. outcomes and impact evaluation (31% moderately or extensively), and evidencing the needs or problems they seek to address (37% moderately or extensively).



In relation to the benefits, less than half are reaping even moderate rewards. Interestingly, organisations report they are strongest in evidencing the needs/problems their organisation seeks to address (44% moderately or extensively), and evidencing impact to stakeholders (43% moderately or

extensively). Around 30-40% report at least moderate benefits in: targeting services/interventions to clients (38.6%), design and delivery of products and services (40%) and lastly influencing client outcomes (31%) (or environmental ones if they serve habitats rather than people).

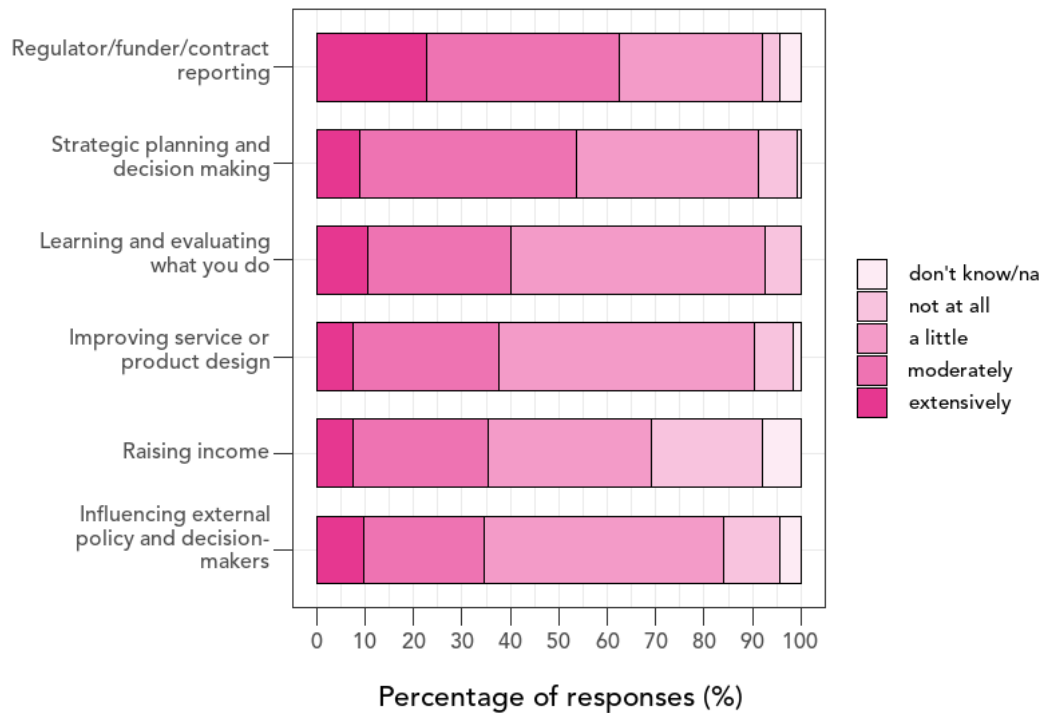
To what extent has your organisation's use of data and analysis influenced the following in relation to your services?



Use of data for running and driving the organisation

Data is used most for regulator, funder, and contract reporting. 63% say they do this moderately or extensively. Focusing on moderate to extensive use: just over half (54%) say they use data for strategic decision making and planning and 40% say they use it for learning and evaluating what the organisation does. 38% use it for improving service or product design. The least common purposes for using data, both 35%, are for raising income and for influencing external policy and decision makers.

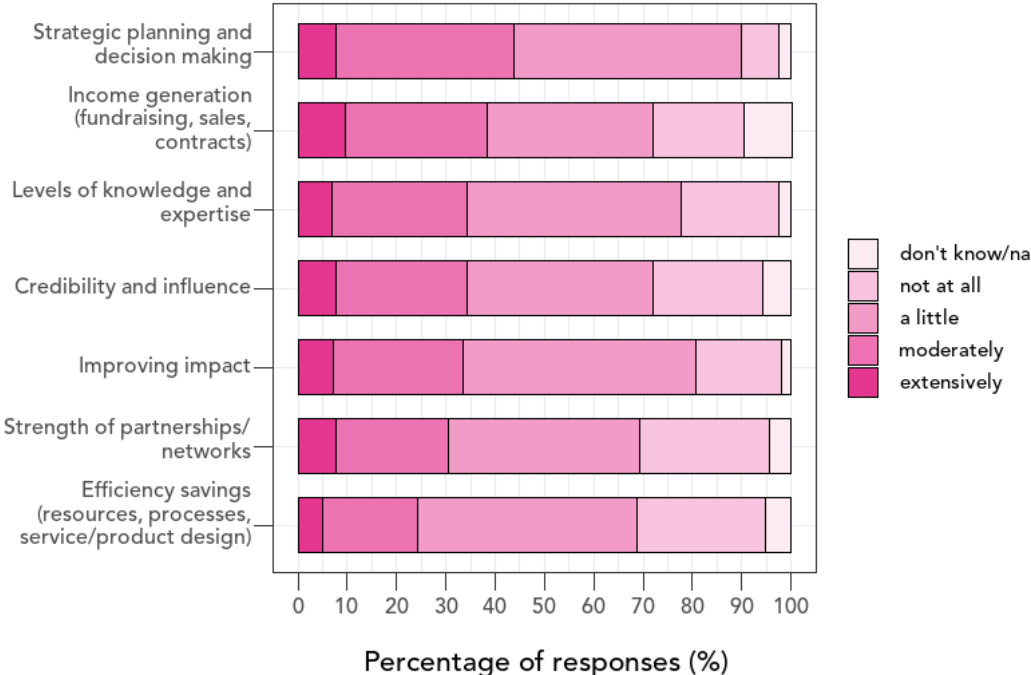
To what extent does the organisation use data for the following purposes?



The findings suggest many of the rewards of data and analytics have yet to be reaped. Compliance (in relation to regulators/funders and contracts) is the top purpose for using data (63% say they use data for this purpose moderately or extensively). Less than half of organisations see even moderate benefits for other purposes. 44% see moderate or extensive benefits of data and analytics influencing internal strategic planning and decision making capabilities; and 38% see benefits for income generation.

Around one in three are seeing moderate benefits in levels of knowledge and expertise, credibility and influence, improving impact, and strengthening partnerships/networks. Notably in all cases it's more 'moderate' than 'extensive' with only around 7% seeing any extensive influence. Efficiency savings (resources, processes, service and product design) is the area where fewest report any influence of data and analytics (24% moderately or extensively).

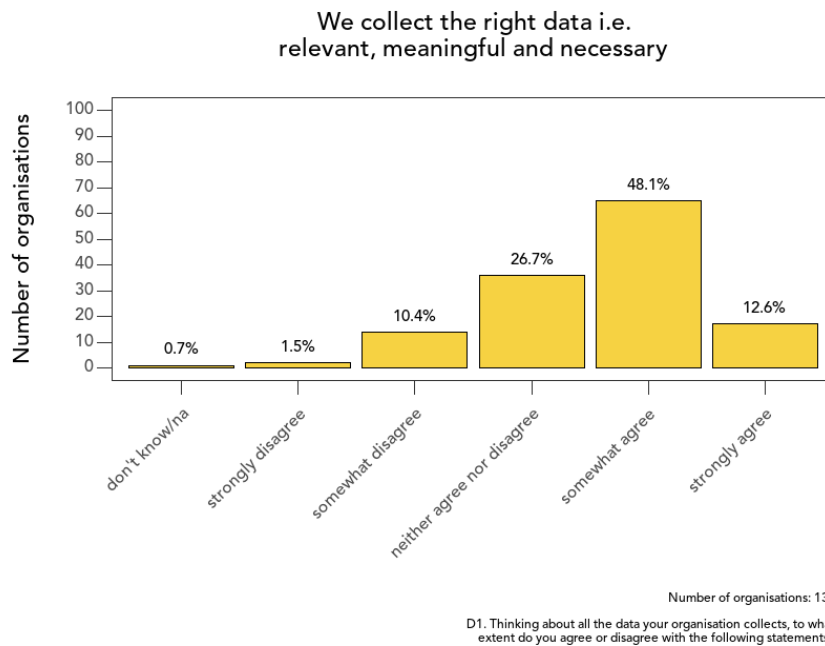
To what extent has your organisation's use of data and analysis influenced the following in relation to your internal capabilities?



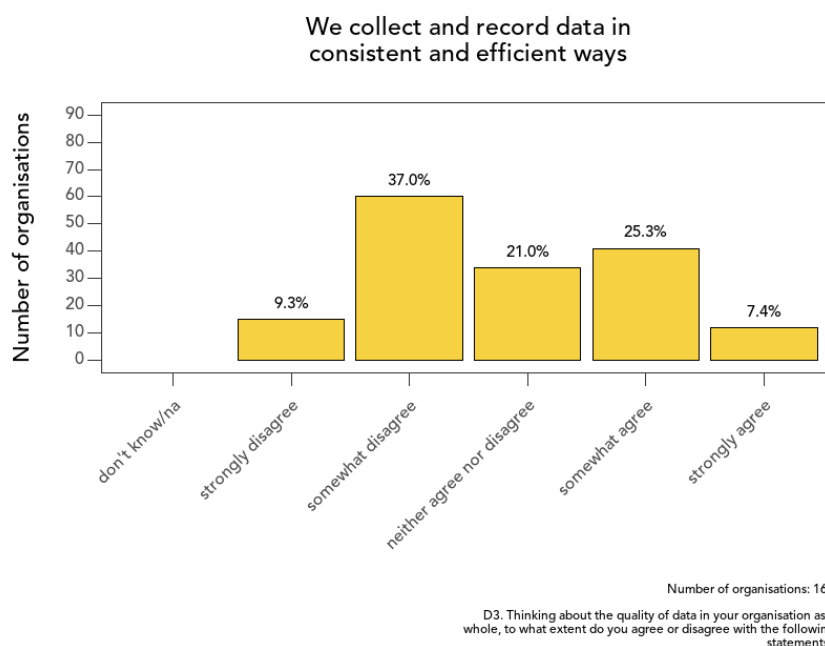
DATA

Collection

Less than two thirds say their organisation collects the right data i.e. data that is relevant, meaningful and necessary (48% somewhat agree, 13% strongly agree).

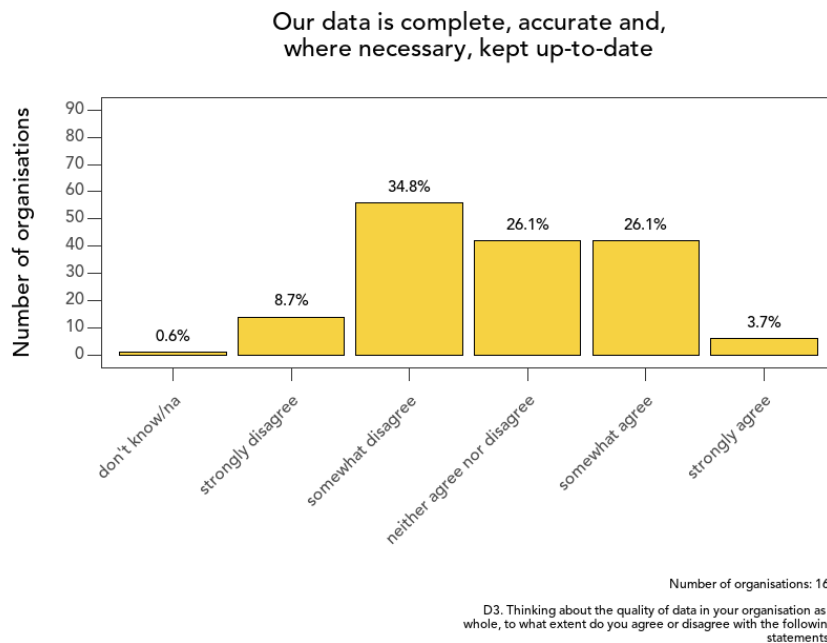


33% say they collect and record data in consistent and efficient ways (25% somewhat agree, 7% strongly agree). Almost half (46%) don't collect data in consistent and efficient ways.

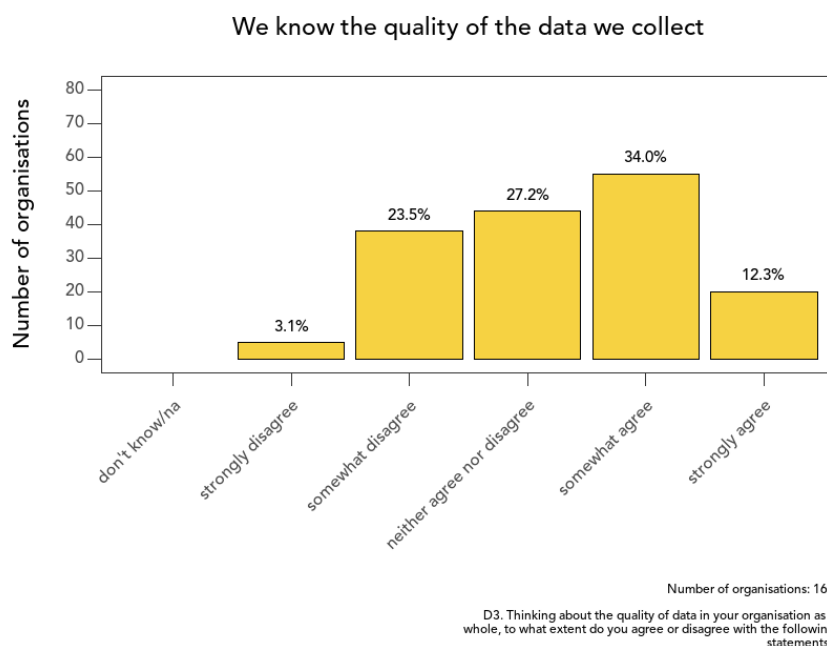


Quality

When it comes to data quality there's a very mixed picture. More tend to disagree than agree with the statement 'Our data is complete, accurate, and where necessary kept-up-to-date', 44% and 30% respectively.

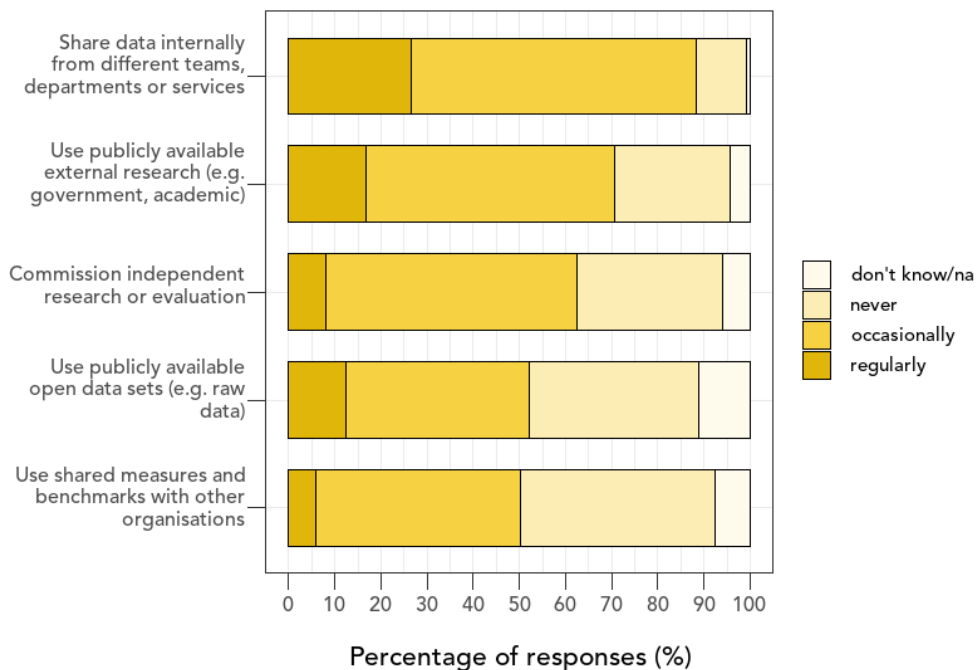


Less than half say they know the quality of the data they collect (34% somewhat agree, 12% strongly agree).



Sources

Thinking about sources of data, how often does your organisation do the following?

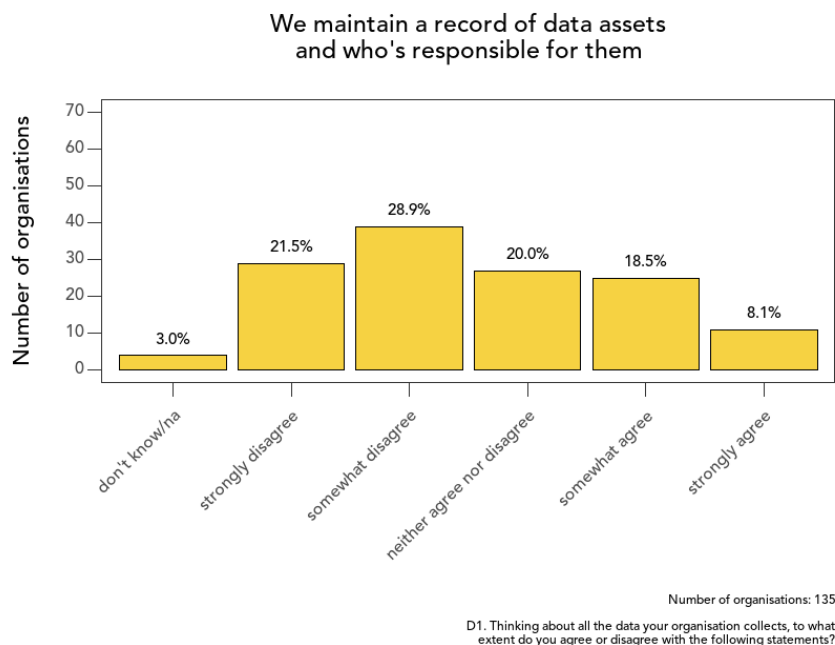


- 88% say they share data from different teams, departments, or services (27% regularly, 62% occasionally).
- 70% use publicly available external research e.g. government or academic (17% regularly, 54% occasionally).
- 63% commission independent research and evaluation (8% regularly, 54% occasionally).
- 52% say they use publicly available open data sets e.g. raw data (13% regularly, 40% occasionally).
- 50% say they use shared measures and benchmarks with other organisations (6% regularly and 44% occasionally).

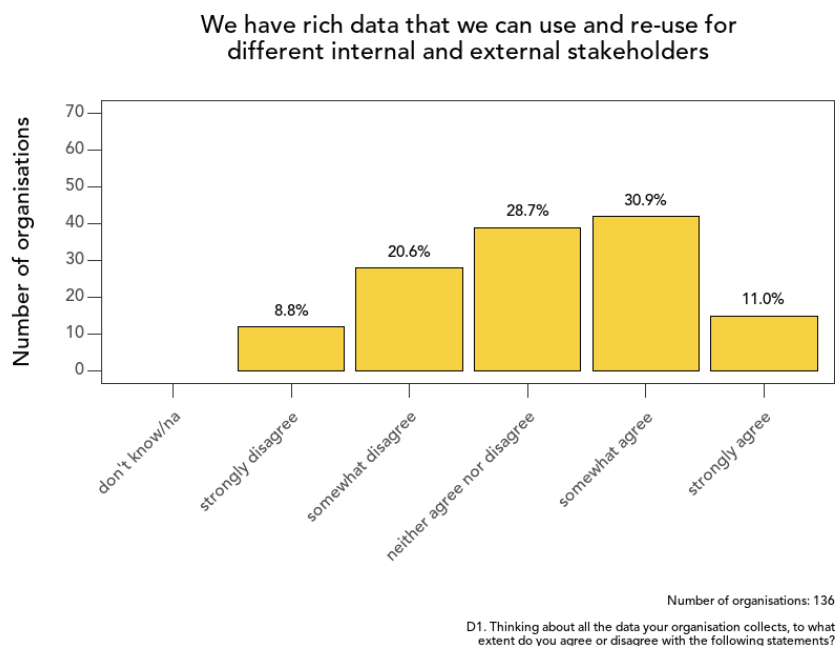
Overall, it should be noted, these practices tend to be more ‘occasional’ than ‘regular’.

Assets

Half say they don't maintain a record of data assets and who's responsible for them (29% somewhat disagree, 22% strongly disagree). Just over a quarter say they do (19% somewhat agree, 8% strongly agree). One in five are ambivalent on this question.



Meanwhile less than half say they have versatile data, i.e. rich data that can be used and reused for different internal and external stakeholders (31% somewhat agree, 11% strongly agree).

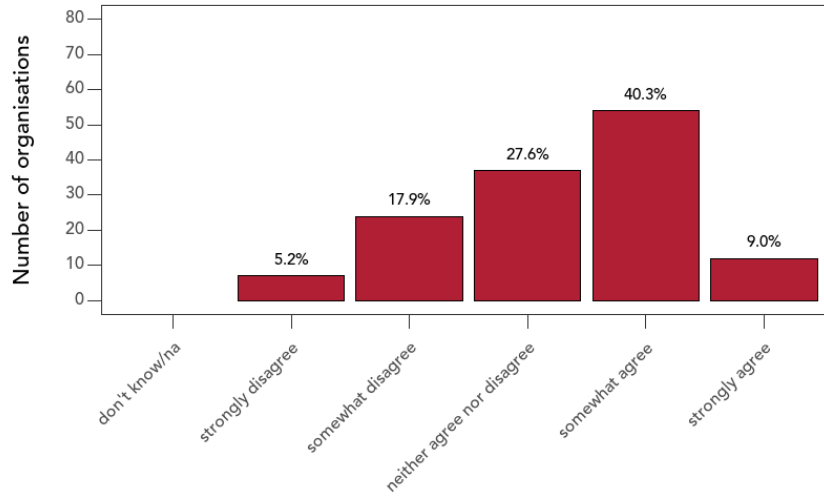


ANALYSIS

Type

Around half say they analyse data in meaningful and useful ways (9% strongly agree, 40% somewhat agree).

We analyse data in meaningful and useful ways

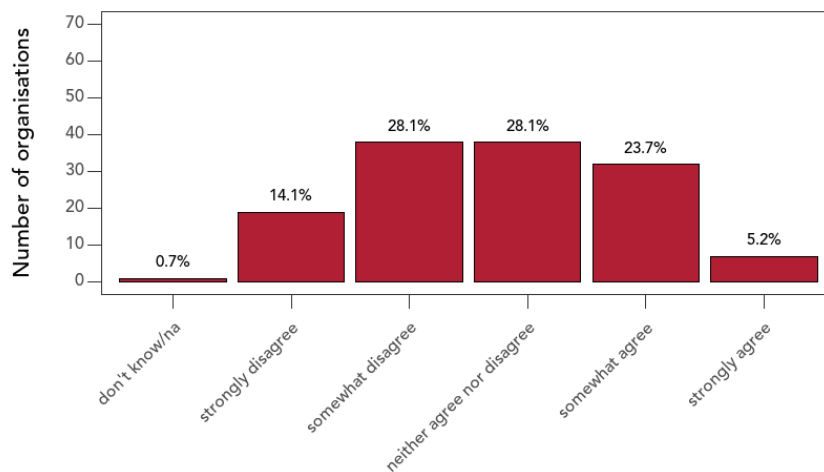


Number of organisations: 134

A1. Thinking about data analytics in your organisation, to what extent do you agree or disagree with the following statements?

31% say they use data to explore or test assumptions about the difference they make (3% strongly agree, 28% somewhat agree). 29% say they run pilots or trials to explore how best to act in the future (5% strongly agree and 24% somewhat agree).

We run pilots and/or trials to explore how best to act in future



Number of organisations: 135

A1. Thinking about data analytics in your organisation, to what extent do you agree or disagree with the following statements?

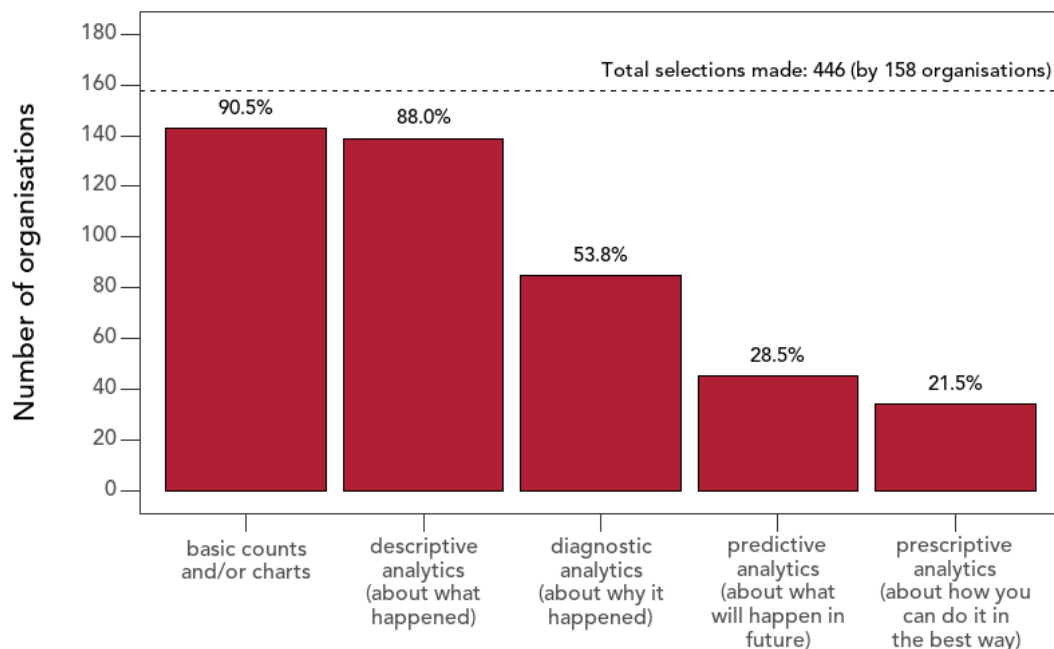
Technique

The findings suggest there's a lot of counting (91%) and analysis based on historic descriptive data (88%). There's much less of the deeper thinking about causes, patterns, exploring differences and correlations (54%). In particular, some of the more advanced predictive and prescriptive types of data analytics are being used by a smaller proportion of organisations (29% and 22% respectively).

Predictive analytics is about what will happen in the future. Examples of this include forecasting, modelling trends, behaviour patterns, and machine learning. Anecdotally, our experience also shows that cash-flow forecasting is the first (and most common) type of predictive analytics used which may account for some of the 29% reporting on this.

Prescriptive analytics is about how you can do things in the best way e.g. optimisation, recommending decisions for the most effective intervention/action, experimental design, simulation, and artificial intelligence. Around one in five organisations say they are doing this type of analysis.

Which of these types of data analytics are used in your organisation?

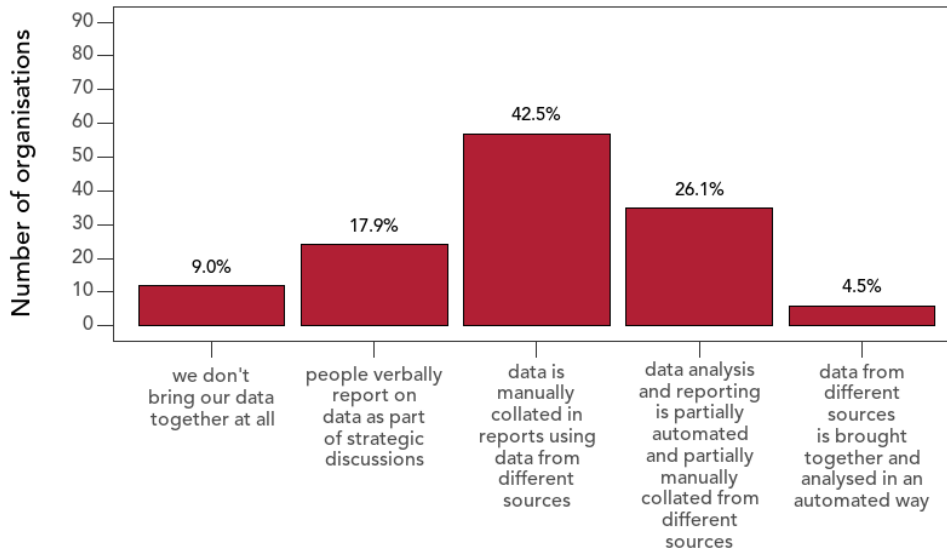


Number of organisations: 158
Number of selections made: 446

Joining

One in 20 organisations brings data together in an automated way to provide a strategic overview. One in ten say they don't bring their data together at all. Most commonly data is manually collated in reports using data from different sources (43%) or approached in a partially manual/ partially automated way (26%).

Which of these best describes how your organisation brings data together to provide a strategic overview?

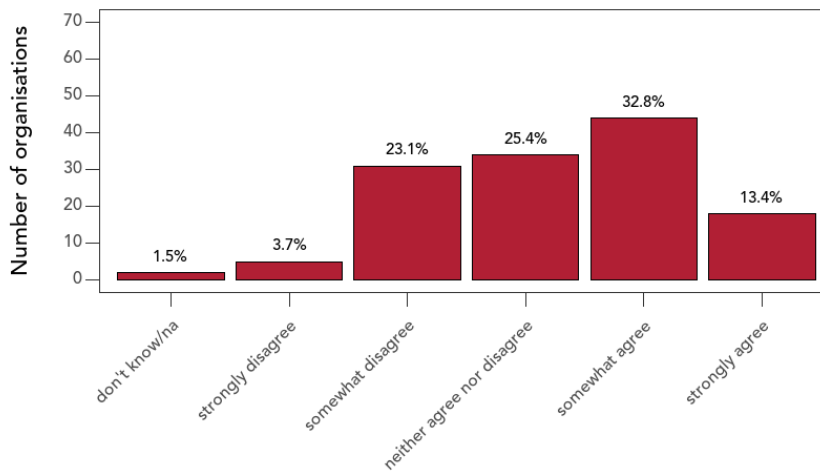


All organisations
Number of organisations: 134

Presenting

Just under half say they present and communicate data in accessible ways to different audiences (13% strongly agree, 23% somewhat agree).

We present/communicate data in accessible ways to different audiences (e.g. charts, graphics, visualisation)



Number of organisations: 134

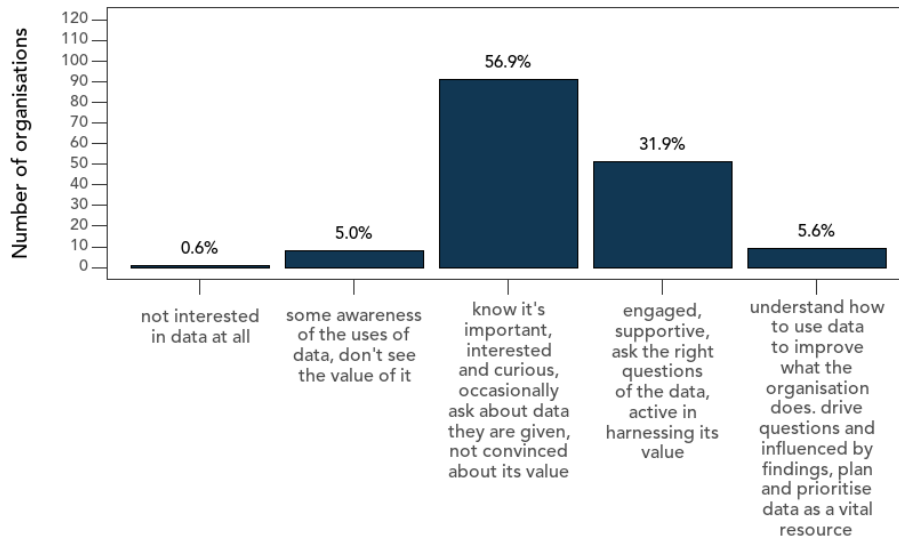
A1. Thinking about data analytics in your organisation, to what extent do you agree or disagree with the following statements?

LEADERSHIP

Attitudes

In 63% of the organisations respondents say the leadership is not convinced about the value of data. Just under a third say the leadership attitude is engaged and supportive, they ask the right questions of the data and are active in harnessing its value. 6% prioritise data as a vital resource and understand how to use data to improve what the organisation does.

Which of the following best describes the overall leadership attitude towards data in your organisation?

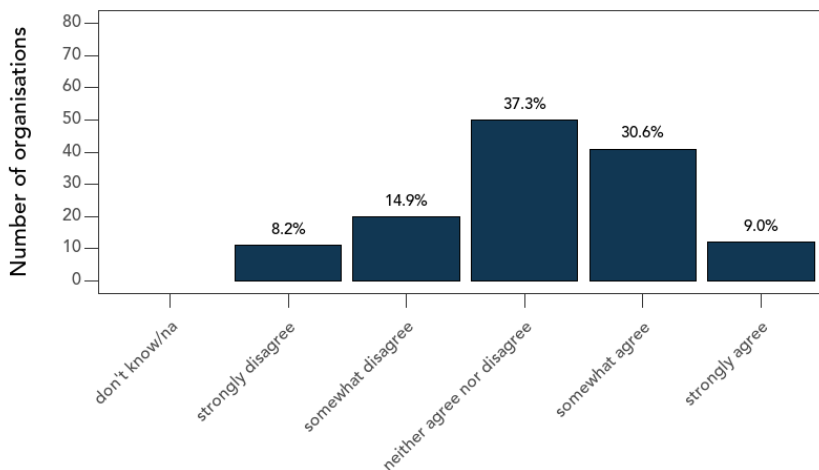


Number of organisations: 160

Plans

Two in five of the organisations have an overarching business plan with defined measurable goals (9% strongly agree, 31% somewhat agree).

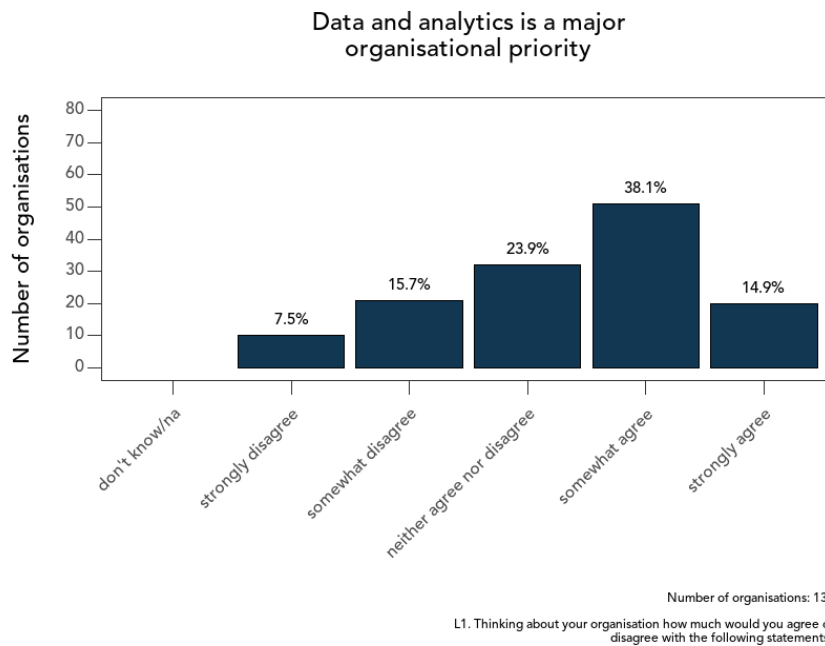
We have an overarching business plan with defined measurable goals



Number of organisations: 134

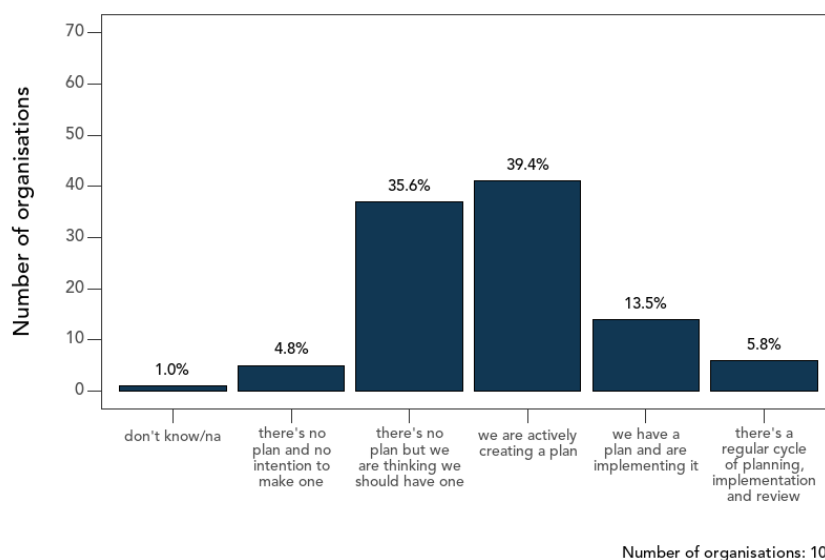
L1. Thinking about your organisation how much would you agree or disagree with the following statements?

Just over half say data and analytics is a major organisational priority (15% strongly agree, 38% somewhat agree).



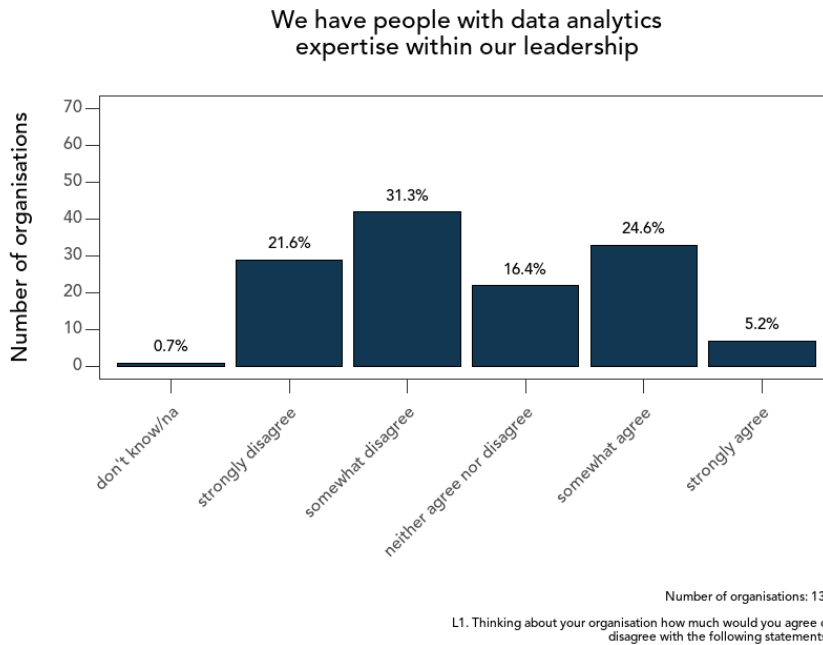
The organisations with an overarching business plan are more likely to say data and analytics was a major organisational priority than those without a plan. Of the 40% with an overarching business plan, 74% said data and analytics was a major organisational priority. Most organisations are at least 'thinking' they should have a plan for improvement in data. Only 5% says there's no plan and no intention to make one. 6% have a regular cycle of planning, implementation and review, 14% have a plan and are implementing it, 39% are actively creating a plan.

Which of these statements best describes how your organisation is planning for improvement in data?

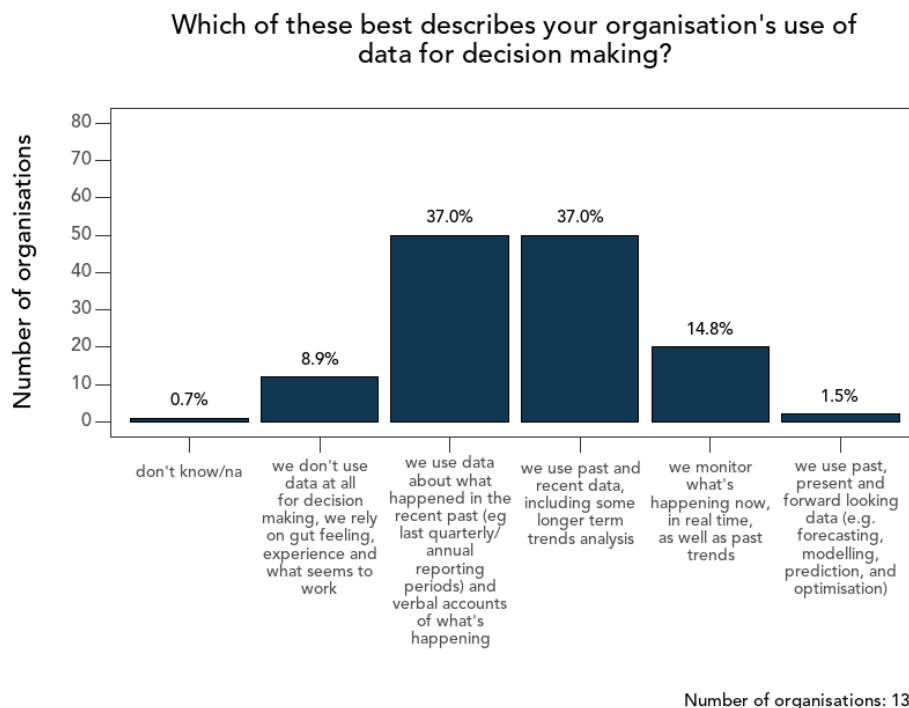


Capability

30% say they have people with data analytics expertise within their leadership (5% strongly agree, 25% somewhat agree). Over half say they don't (22% strongly disagree, 31% somewhat disagree).

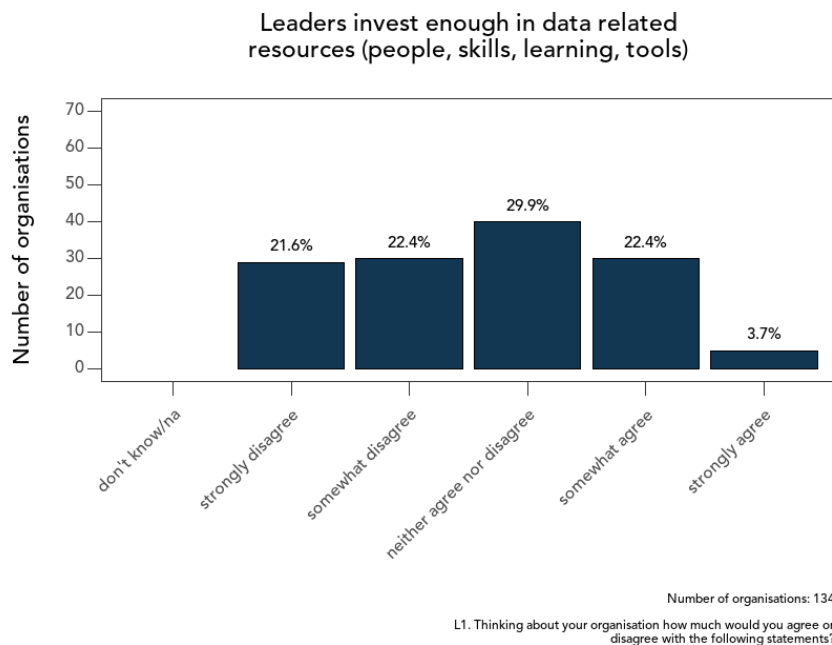


9% say they don't use data at all for decision making, and rely on gut feeling, experience and what seems to work. Meanwhile 2% use past, present and forward looking data (e.g. forecasting, modelling, prediction and optimisation) for decision making. 15% monitor what's happening now in real time as well as past trends. The majority either use data about what happened in the recent past (37%) or use past and recent data with some longer-term trends analysis (37%).



Investment

Opinions are very mixed on the issue of investment in data. 44% say leaders don't invest enough in data related resources i.e. people, skills, learning, tools. Meanwhile just over a quarter say leaders do invest enough (4% strongly agree, 22% somewhat agree).



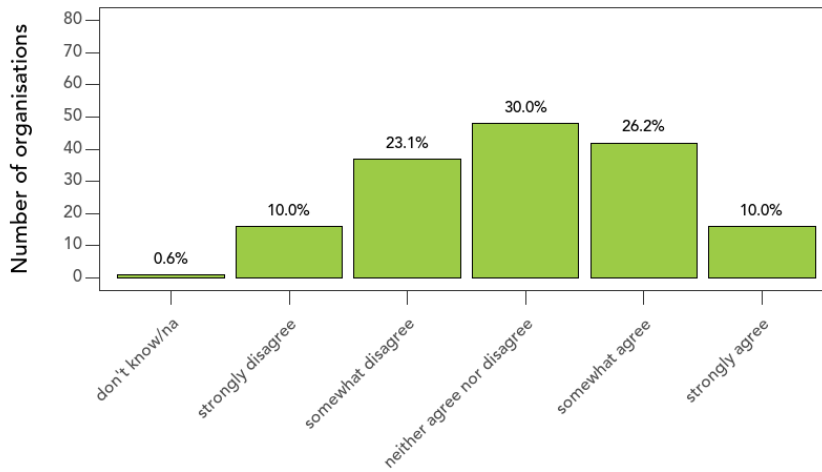
CULTURE

Team approach

41% say data is seen as a team effort, not just one person's responsibility (13% strongly agree, 28% somewhat agree). Opinions are divided on whether different teams/levels of seniority regularly discuss data and how to act on it.

Just over a third say people from different teams/levels of seniority regularly discuss data and how to act on it (10% strongly agree, 26% somewhat agree). A similar proportion disagree (10% strongly disagree, 23% somewhat disagree).

People from different teams/levels of seniority regularly discuss data and how to act on it



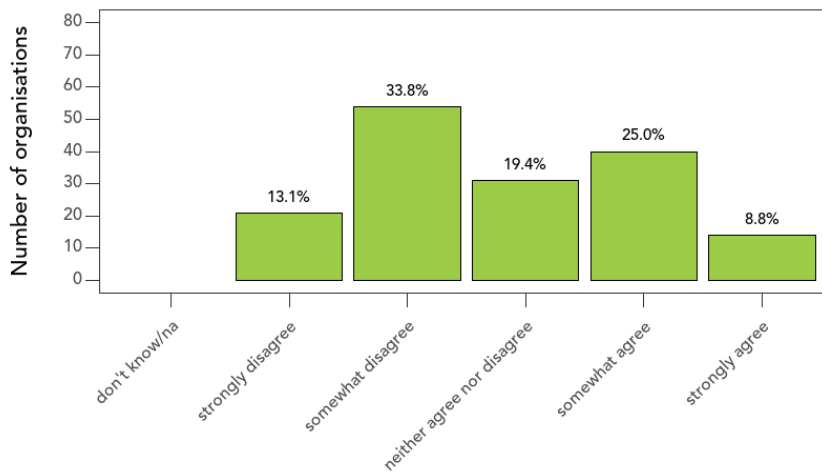
Number of organisations: 160

C1. To what extent do you agree or disagree with the following statements about your organisation?

Self-questioning

When it comes to using data internally to ask difficult questions and challenge practices, opinions are, again, divided. 33% say their organisation is comfortable with this (9% strongly agree, 25% somewhat agree). Meanwhile just under half are not (13% strongly disagree, 34% somewhat disagree).

We're comfortable using data internally to ask difficult questions and challenge our practices



Number of organisations: 160

C1. To what extent do you agree or disagree with the following statements about your organisation?

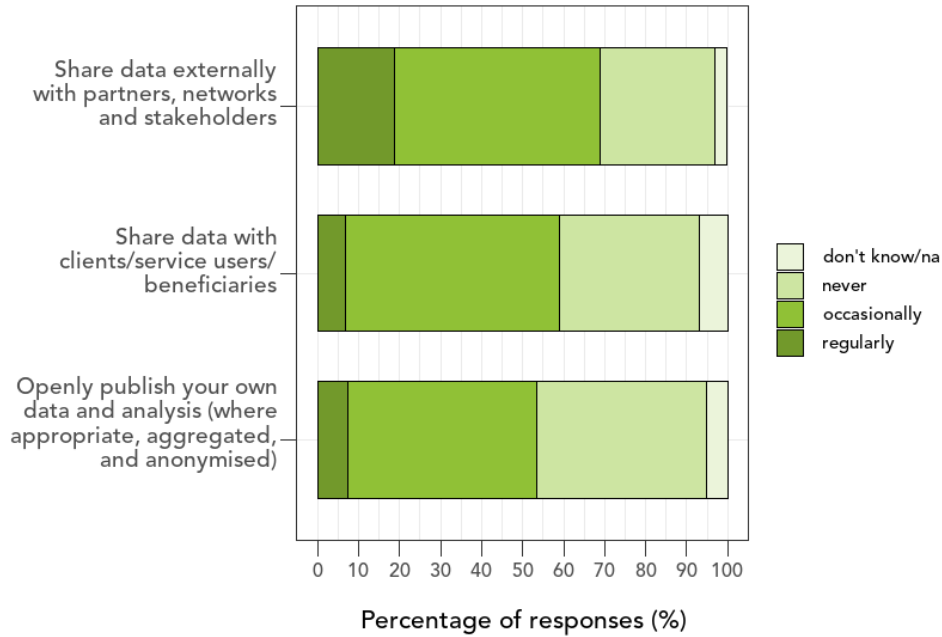
Openness

Overall, there appears to be quite a lot of data sharing occurring. Note these practices tend to be more 'occasional' than 'regular'.

- 69% share data externally with partners, networks, and stakeholders (19% regularly, 50% occasionally).

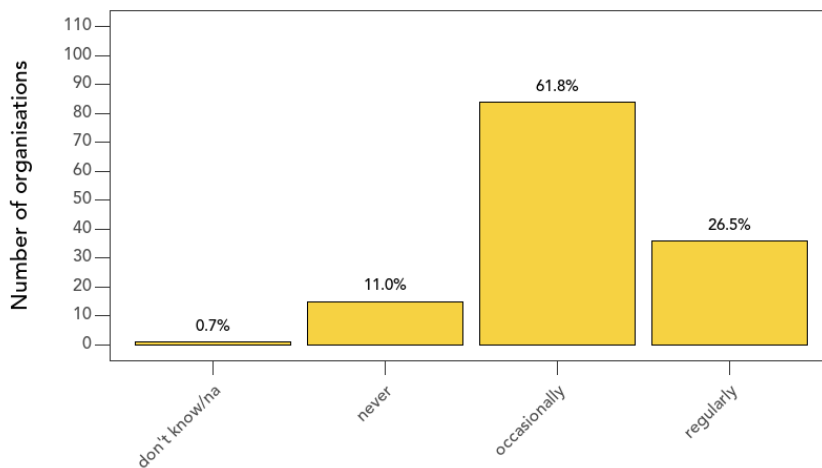
- 59% say they share data with beneficiaries (7% regularly, 52% occasionally).
- 53% openly publish their own data and analysis (8% regularly, 46% occasionally).

Thinking about openness and sharing of data, how often does your organisation do the following?



Sharing data internally from different teams, departments or services is reported to be widely practiced (27% regularly, 62% occasionally).

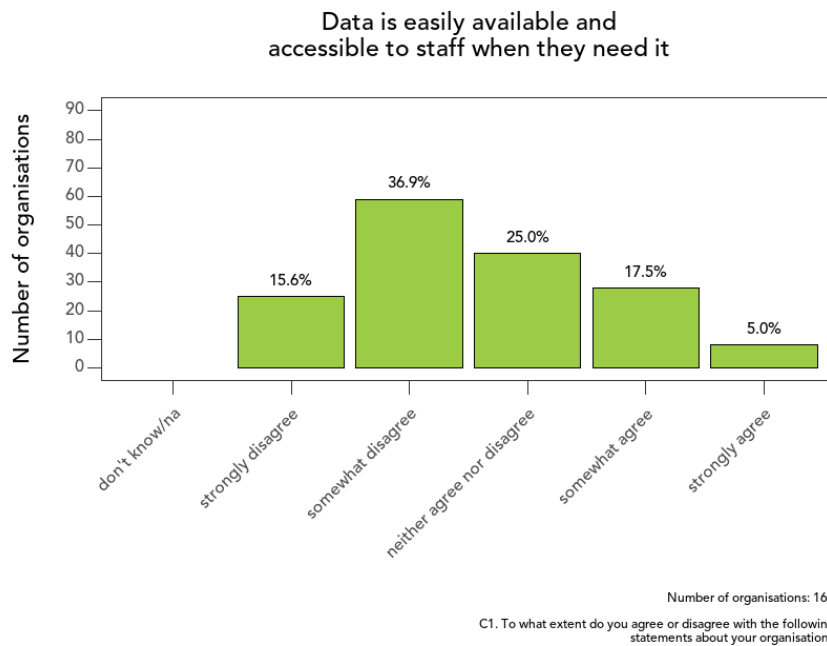
Share data internally from different teams, departments or services



Number of organisations: 136

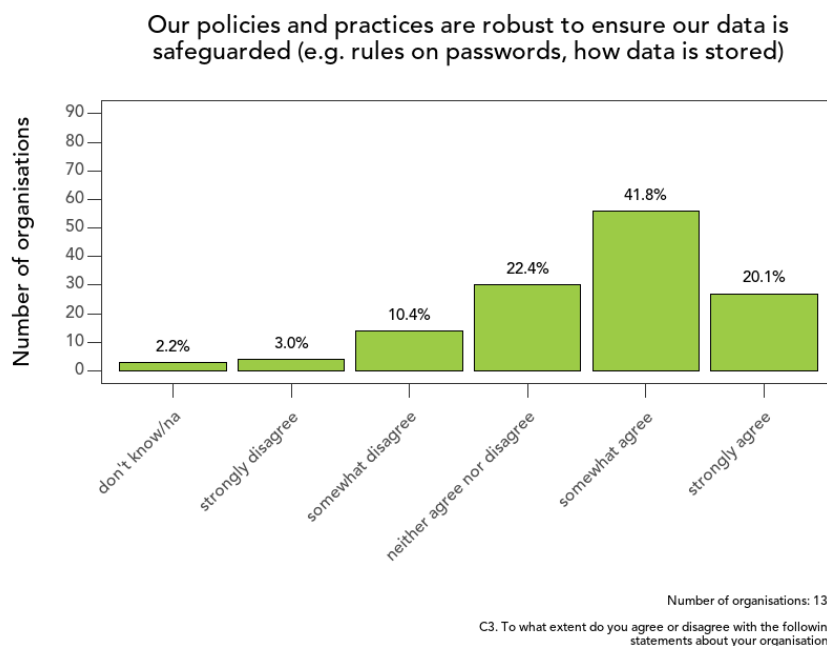
D2. Thinking about sources of data, how often does your organisation do the following?

Whilst most say they share data internally (88%), less than a quarter say data is available and accessible to staff when they need it (5% strongly agree, 18% somewhat agree). Over half say it is not available when they need it.



Protection

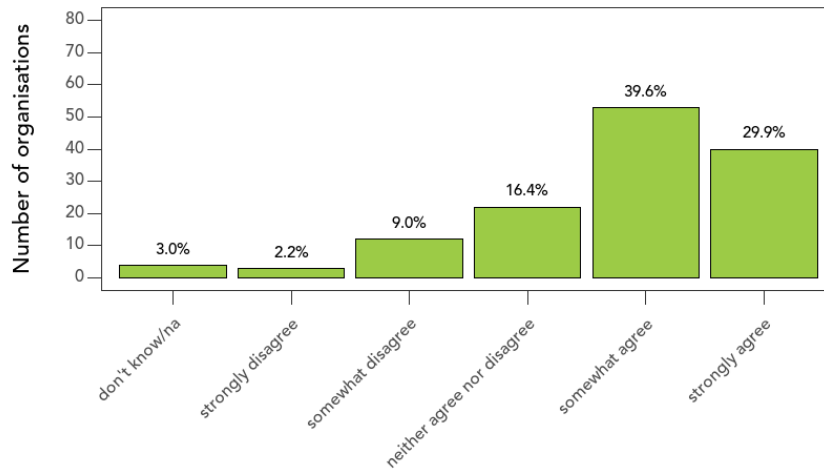
Despite the introduction of the new data protection legislation in 2018 (including GDPR), there's a mixed picture in terms of policies and practices, managing access to sensitive and personal data, and overall security. 62% say their policies and practices are robust to ensure data is safeguarded e.g. rules on passwords, how data is stored (20% strongly agree, 42% somewhat agree).



It's a mixed picture with some organisations doing better in some areas than others. Overall:

- 70% specify and manage access to sensitive and personal data.
- 59% are confident about the security of the data they hold on paper, computers and other devices.
- 43% monitor and test potential risks to improve their data security and protection.

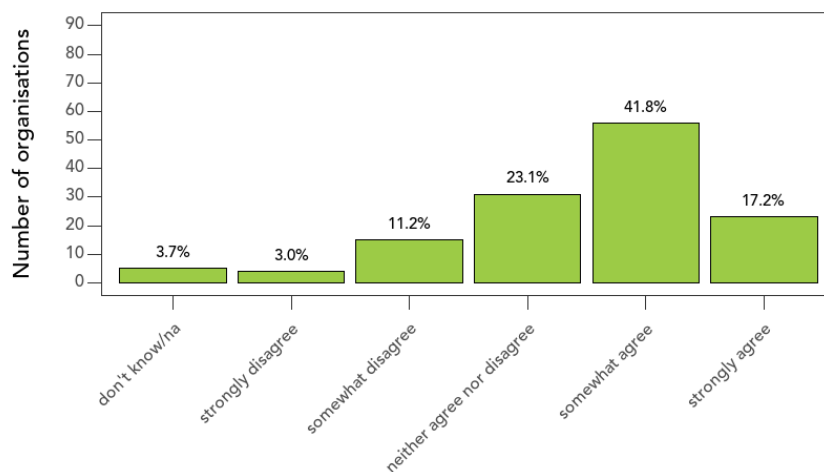
We specify and manage access to sensitive and personal data (e.g. related to job role)



Number of organisations: 134

C3. To what extent do you agree or disagree with the following statements about your organisation?

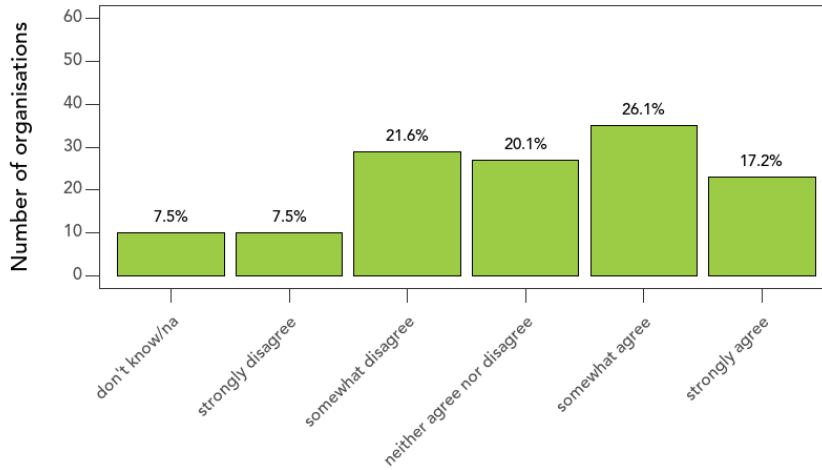
We're confident about the security of the data we hold on paper, computers and other devices



Number of organisations: 134

C3. To what extent do you agree or disagree with the following statements about your organisation?

We monitor and test potential risks to improve our data security and protection (e.g. theft, accidental loss, malicious attack)

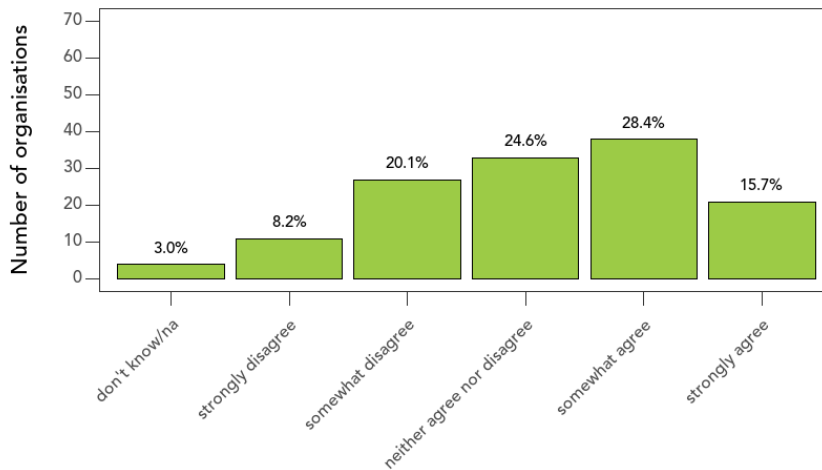


Number of organisations: 134

C3. To what extent do you agree or disagree with the following statements about your organisation?

A data management issue highlighted in the findings, relates to deleting data about identifiable individuals. Only 44% say they do this (16% strongly agree, 28% somewhat agree).

We delete data about identifiable individuals that is no longer necessary



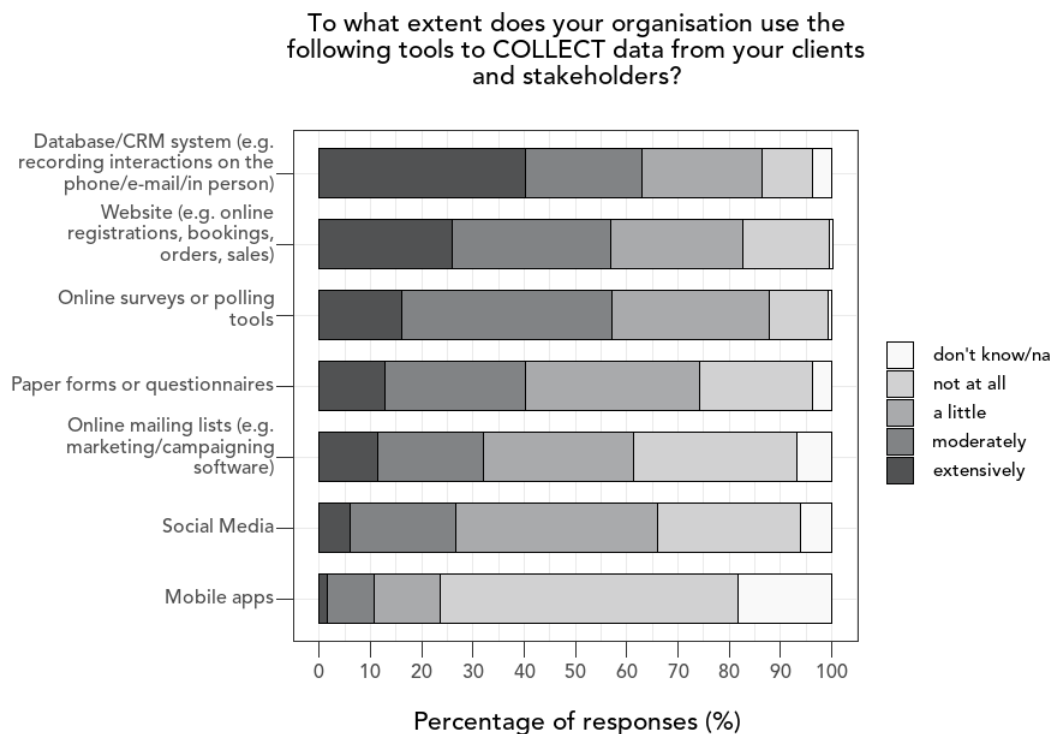
Number of organisations: 134

C3. To what extent do you agree or disagree with the following statements about your organisation?

TOOLS

Collection

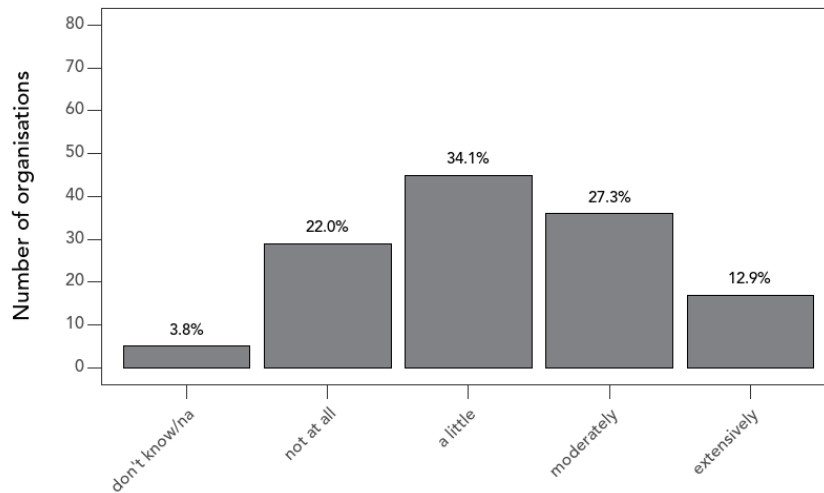
49% say their organisation has good tools for collecting data (15% strongly agree, 34% somewhat agree). Databases/CRM systems feature most strongly with almost 86% using these to some extent (23% moderately, 40% extensively). 83% collect data via websites (online registrations, bookings, orders, sales) 31% moderately and 26% extensively. 88% use online surveys/polling tools (41% moderately, 16% extensively). Paper forms or questionnaires, mailing lists and social media are also used by 60-80% though less extensively. The least used are mobile apps which are used moderately or extensively by 10%.



Of course, most organisations make use of multiple tools to collect data from clients and stakeholders, though it is interesting to explore a little more closely around the use of paper-based approaches.

40% say they collect data on paper forms or questionnaires either moderately or extensively. Given the sector works with many marginalized and vulnerable clients this may be necessary (working with older people, children and those who are digitally excluded may mean there are situations where it's just not appropriate). Most agree (74%) that where possible they collect data digitally so they don't have to re-type from paper forms and questionnaires.

Paper forms or questionnaires



Number of organisations: 132

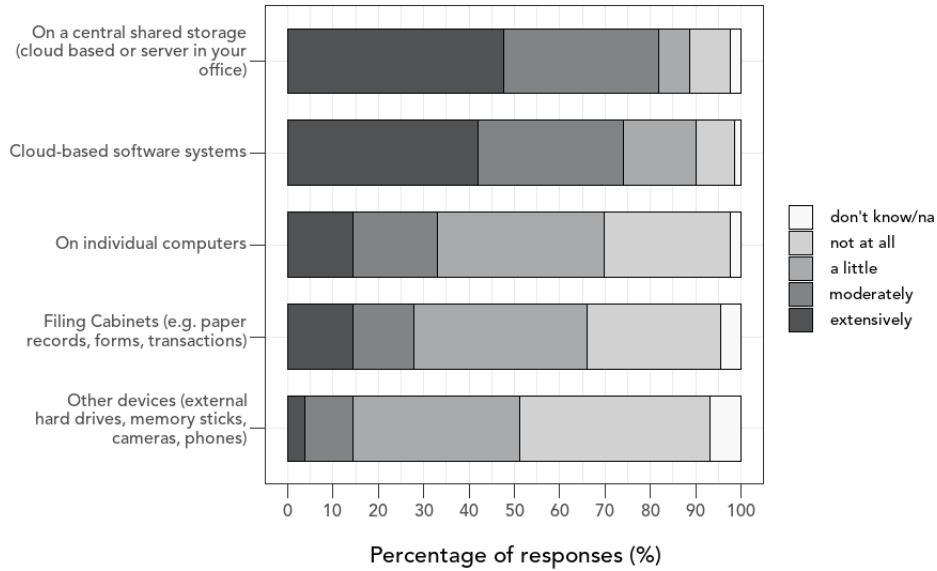
T2. To what extent does your organisation use the following tools to COLLECT data from your clients and stakeholders?

Storing

Just under half the organisations have good tools for storing and managing data (12% strongly agree, 35% somewhat agree). The majority are using centralised and cloud-based tools to physically store data, though of these probably 20-30% have not fully transitioned with some data still stored on individual computers and other devices. Around 10-20% don't appear to have adopted cloud-based tools.

62% say their files and documents are centrally and securely stored (15% strongly agree, 47% somewhat agree). Meanwhile filing cabinets remain widely used for 28% of organisations (14% extensively, 14% moderately).

To what extent does your organisation PHYSICALLY STORE data in these ways.

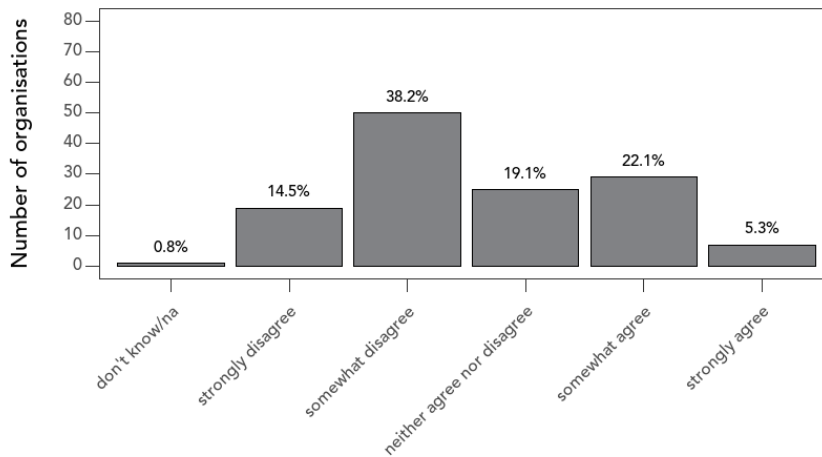


Organising and managing

Just one in three say their digital files and documents are well organised and managed (8% strongly agree, 27% somewhat agree). Allied to this, only just over a quarter say they archive old, unnecessary files and documents (5% strongly agree, 23% somewhat agree).

This aligns with the overall problem of staff being unable to easily search for and find the information they need. Only 1 in 20 confidently say they can do so in their organisation (5% strongly agree, 22% somewhat agree).

Staff find it easy to search for and find the information they need



Number of organisations: 131

T4. Thinking about all the data in the organisation (e.g. files, documents, photos, videos, and presentations etc), to what extent do you agree or disagree with the following statements?

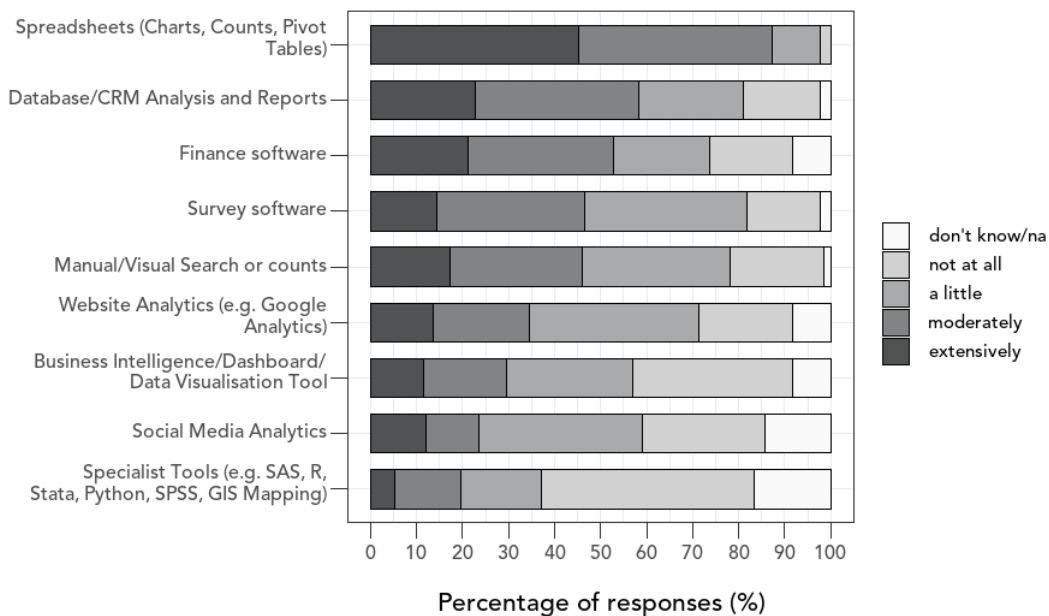
58% say they centrally manage all their tools and systems including hardware, software, licences and access (18% strongly agree and 40% somewhat agree). Half say they think about integration between tools when purchasing new products.

Analysing and reporting

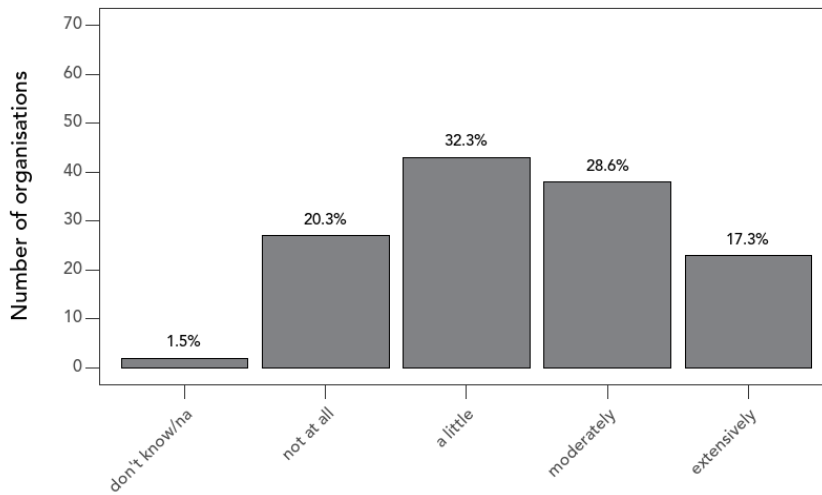
38% say they have good tools for analysing data. There are a very wide range of tools used for analysing and reporting data. Spreadsheets remain the most universal of them all (45% using them extensively for analysis and report, 42% moderately so).

Database/CRM tools and finance software and are the next most common. More advanced business intelligence tools are used to some extent by around 57% (11% extensively, 18% moderately) and specialist tools are being used by around a quarter (5% extensively, 14% moderately). Meanwhile 78% say they use manual/visual search or counts (17% extensively, 29% moderately) perhaps counting up numbers from paper-based forms ...or perhaps counting puffins?).

To what extent does your organisation use the following tools to ANALYSE and REPORT on data you collect and store?



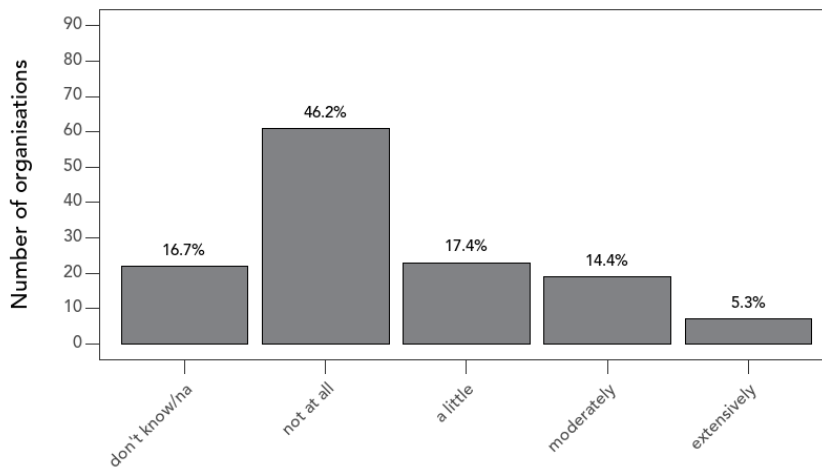
Manual/Visual Search or counts



Number of organisations: 133

T5. To what extent does your organisation use the following tools to ANALYSE and REPORT on data you collect and store?

Specialist Tools (e.g. SAS, R, Stata, Python, SPSS, GIS Mapping)

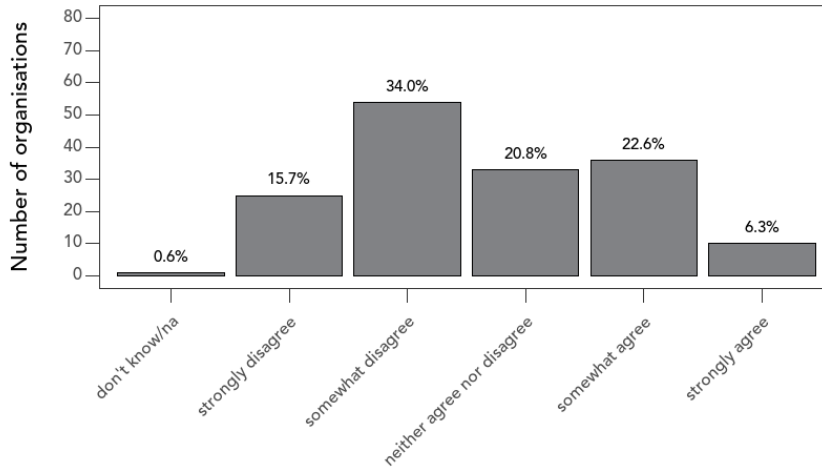


Number of organisations: 132

T5. To what extent does your organisation use the following tools to ANALYSE and REPORT on data you collect and store?

Allied to the largely manual approach to bringing data together reported in the 'Analysis' theme section, less than one in three say they have good tools for automating reporting of data (6% strongly agree, 23% somewhat agree).

We have good tools for automating reporting of data



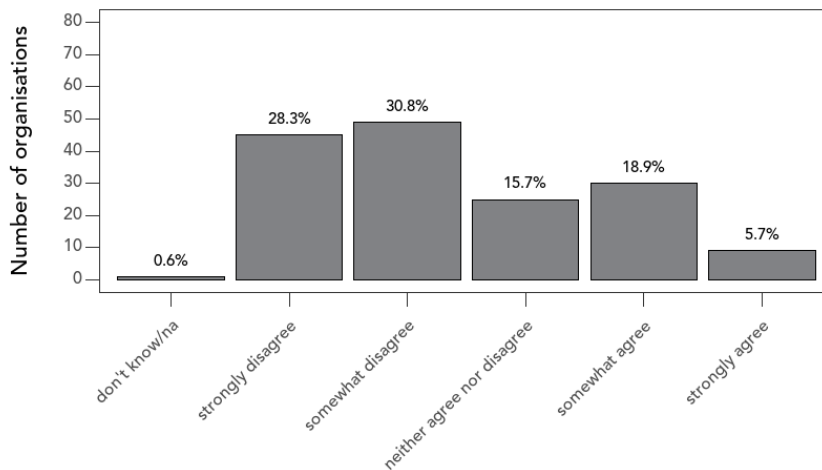
Number of organisations: 159

T1. To what extent do you agree or disagree with the following statements about your organisation?

Integration and architecture

A quarter say their organisation has good tools for joining and relating data from various sources (6% strongly agree, 19% somewhat agree). Well over half (59%) say they don't.

We have good tools for joining and relating data from various sources



Number of organisations: 159

T1. To what extent do you agree or disagree with the following statements about your organisation?

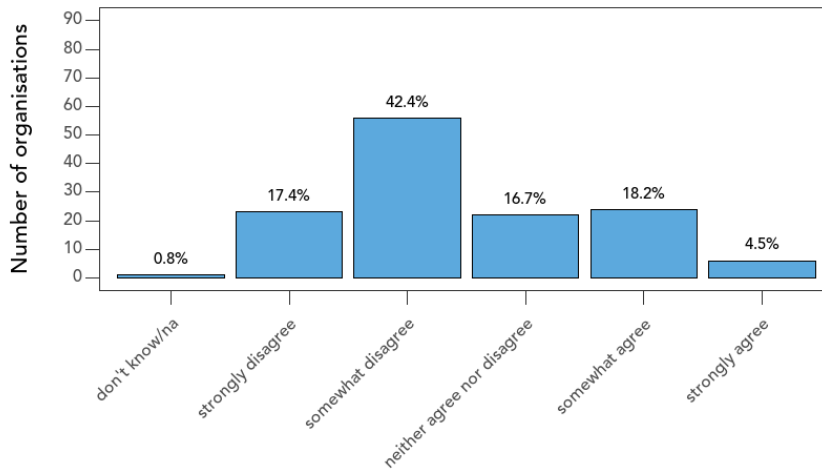
Half say they think about integration between tools when purchasing new products (14% strongly agree, 36% somewhat agree).

SKILLS

Capacity

Less than a quarter of organisations say they have appropriate numbers of staff managing and developing their data capabilities (5% strongly agree, 18% somewhat agree). Considerably more (60%) disagree (17% strongly disagree, 42% somewhat disagree).

We have appropriate numbers of staff managing and developing our data capabilities



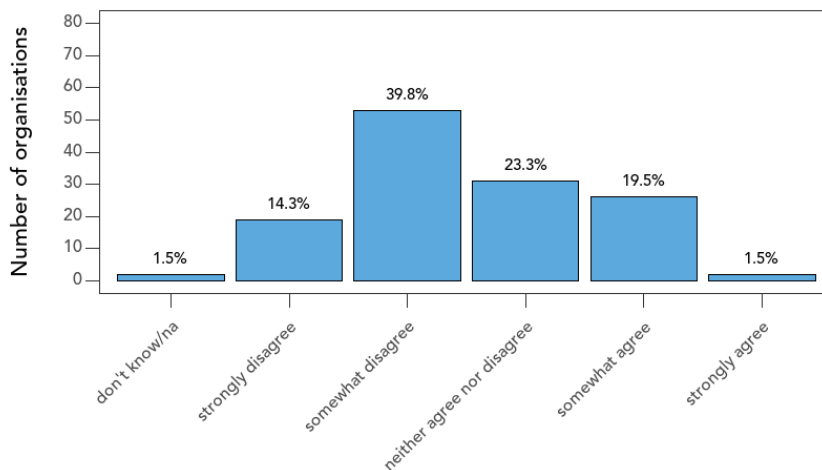
Number of organisations: 132

S1. To what extent do you agree or disagree with the following statements about your organisation?

Skills and capabilities

One in five say they have the right skills and capabilities to maximise their use of data (2% strongly agree, 20% somewhat agree). In over half of the organisations (54%), respondents don't think they have the right skills and capabilities to maximise use of their data.

We have the right skills and capabilities to maximise the use of our data

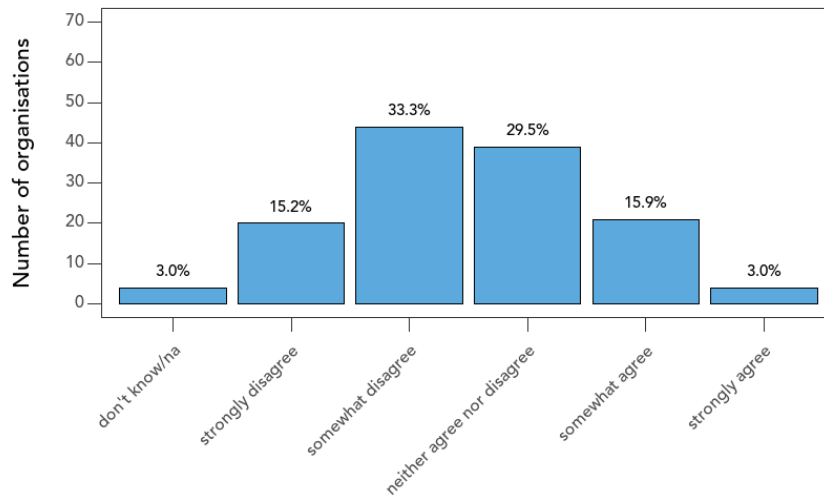


Number of organisations: 133

S1. To what extent do you agree or disagree with the following statements about your organisation?

At a broader level, data literacy among staff in general is a weak area. While 19% agree most staff are data literate (3% strongly agree, 16% somewhat agree), nearly half disagree (15% strongly disagree and 33% somewhat disagree).

Most staff are data literate

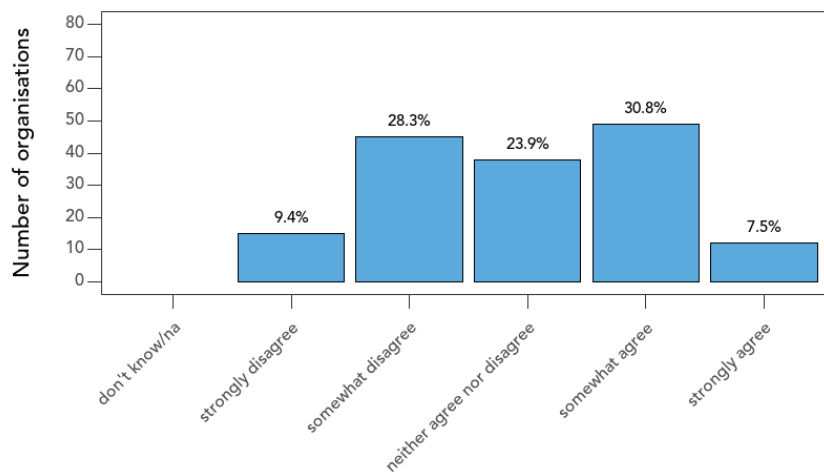


Number of organisations: 132

S1. To what extent do you agree or disagree with the following statements about your organisation?

Less than 40% say they understand their needs around data skills and capabilities (8% strongly agree, 31% somewhat agree). Almost as many disagree (9% strongly and 28% somewhat).

We understand our needs around data skills and capabilities

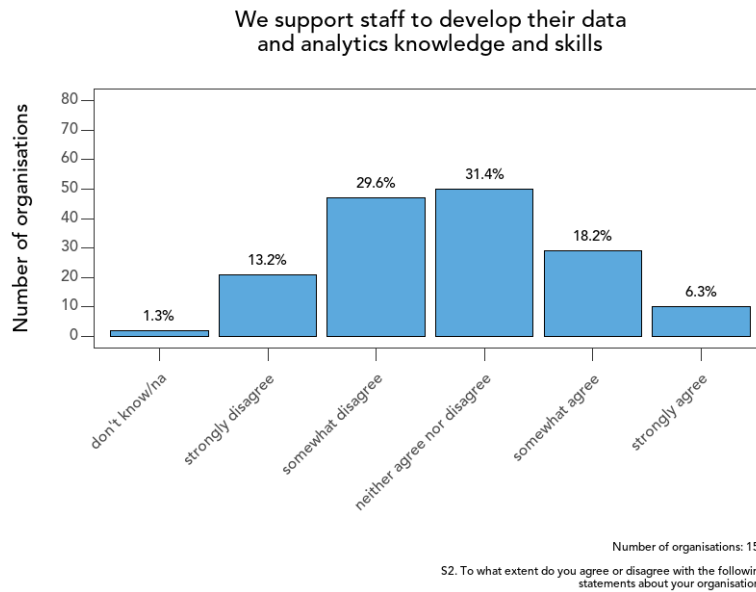


Number of organisations: 159

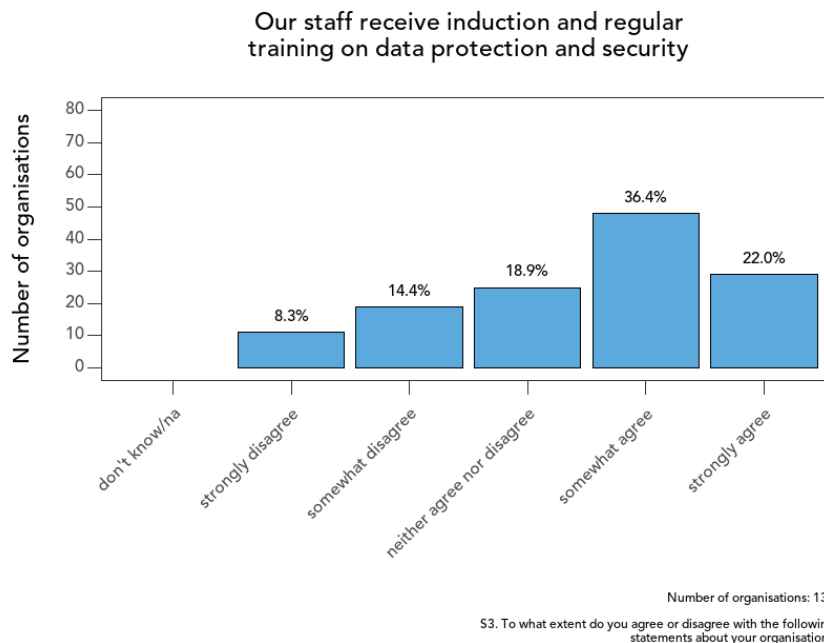
S2. To what extent do you agree or disagree with the following statements about your organisation?

Training

Around a quarter of organisations say their organisation supports staff to develop their data and analytics knowledge and skills. Meanwhile 43% do not.



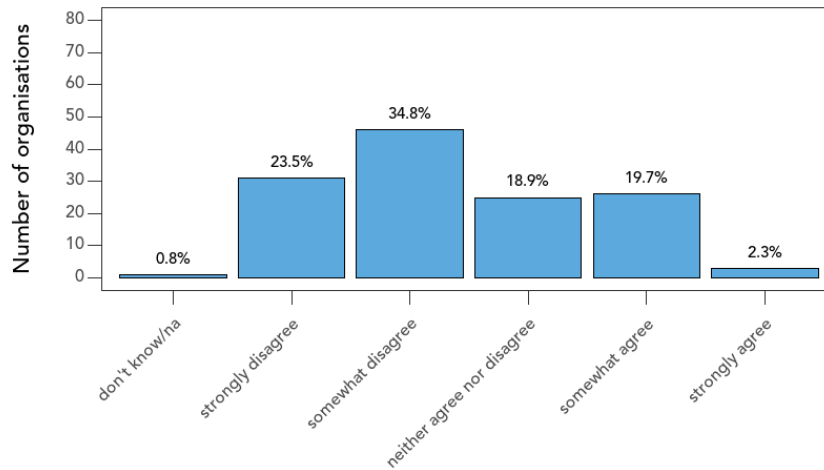
Focusing specifically on training in data protection and security, 58% say their staff receive induction and regular training on this (22% strongly agree, 36% somewhat agree). A similar number (52%) say their staff know how to respond to a data breach, potential breach or near miss (suggesting the training is at least somewhat effective). This relates to earlier findings (see 'Culture' section) which suggest around 59% are at least somewhat confident in their policies and practices in this area.



Access to knowledge and expertise

In addition to the poor level of support for staff to engage in learning and knowledge development in this area, the results also indicate a problem with access to expertise both internally and externally. Around one if five say they coordinate their internal data expertise across different teams and services.

We coordinate our data expertise across teams/services including senior, specialist, technical and administrative roles

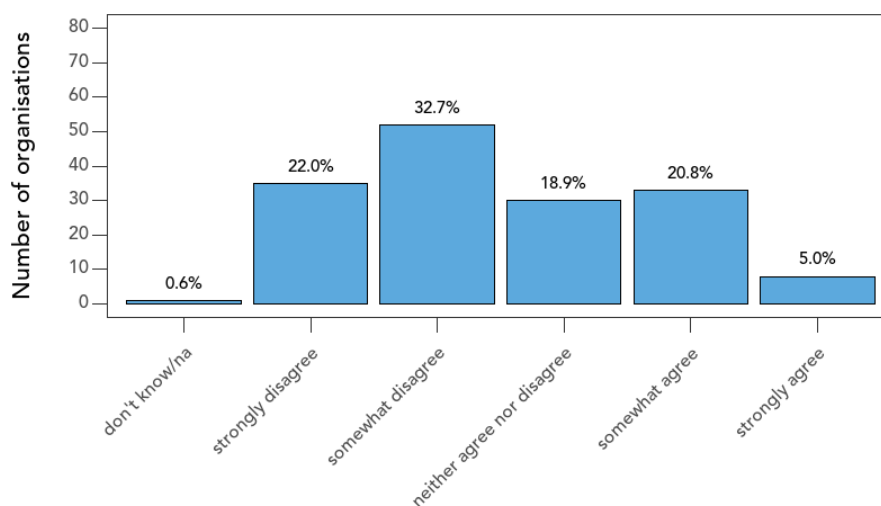


Number of organisations: 132

S1. To what extent do you agree or disagree with the following statements about your organisation?

Only 26% say they have access to external data and analytics support and advice from experts they trust (5% strongly agree, 21% somewhat agree).

We have access to external data and analytics support and advice from experts we trust



Number of organisations: 159

S2. To what extent do you agree or disagree with the following statements about your organisation?