

COMMITTEE	Finance, Policy and Resources
DATE	3 December 2015
DIRECTOR	Richard Ellis, Interim Director Corporate Governance
TITLE OF REPORT	Master Data Management
REPORT NUMBER	CG/15/128
CHECKLIST COMPLETED	Yes

1. PURPOSE OF REPORT

To seek Committee approval for a joint procurement exercise with Aberdeenshire Council to purchase a Master Data Management solution.

2. RECOMMENDATION(S)

It is recommended that Committee approve:

- i. A joint Aberdeen City/Aberdeenshire Council Master Data Management programme with the remit of establishing detailed business requirements and the provision of a solution that will deliver value for customers
- ii. The estimated expenditure contained at section 3 below, which requires;
- iii. The use of capital funding set aside for IT projects and developments of £450K for Aberdeen City Council and allocation of matched Aberdeenshire funding supported by a clear spending plan.

3. FINANCIAL IMPLICATIONS

This investment appraisal is based on soft market testing and benchmarking with other authorities. The estimated cost over five years would be £750K to £1 million. This could be contained with £450K capital funding set aside for IT projects and developments for Aberdeen City and an equal contribution from Aberdeenshire Council.

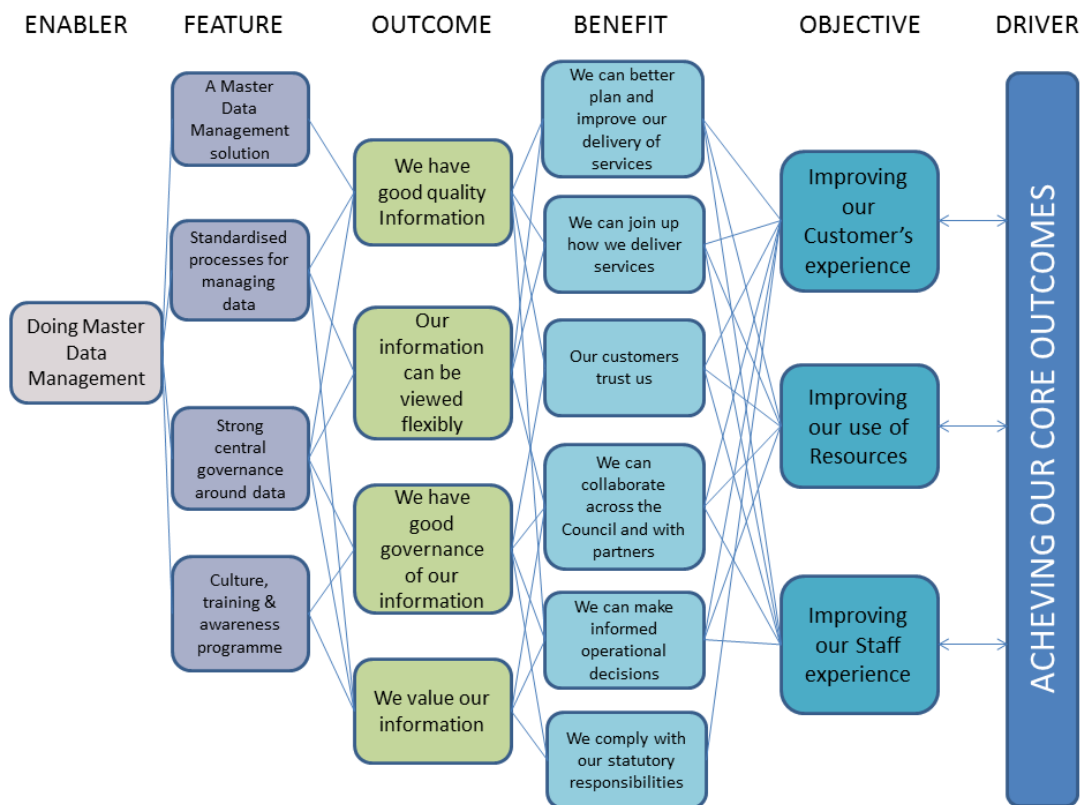
	Year 1	Year 2	Year3	Year 4	Year 5	Total (£K)
Costs	-£297,000	-£165,000	-£110,000	-£110,000	-£77,000	-759,000
Benefits	£70,000	£170,000	£520,000	£1,020,000	£1,820,000	3,600,000
NPV	-£227,000	-£222,169	£160,570	£981,338	£2,500,262	

The anticipated benefits in the region of £3.6million are based on a mixture of reduced administration costs, digital services and fraud reduction. The costs need to be verified through a procurement exercise and a more in depth review of the benefits and options appraisal.

4. OTHER IMPLICATIONS

We live in times of change and rising expectations on how we all choose, consume and pay for goods and services, and this is largely down to dramatic changes in technology. Our 'Customer' describes everyone who lives and works in Aberdeen City and/or Aberdeenshire, with many of these people moving within and beyond our individual Authority boundaries. We are the providers of our customers most necessary and fundamental services. We deliver these services in the face of unprecedented demographic pressures, regulatory constraints and with reduced financial resources.

Master Data Management will allow us to improve our customers' experience, improve our staff experience and make better use of our resources, as illustrated below:



With this master data, we can begin to design our business intelligence capability, and build a predictive analytic capability for future service planning and personalisation of services. Maximising the value of this

information will require further analysis of the skills and capabilities we need to make this happen.

5. BACKGROUND/MAIN ISSUES

Master Data Management is the ongoing reconciliation and maintenance of master data. It provides control over master data values to enable consistent, shared, contextual use across systems of the most accurate, timely, and relevant version of the truth about essential business entities (e.g. customer, employee, property).

Our Councils are information rich: our unique role within the lives of our customers' means we have, and are trusted with, a wealth of information about them, their lives and their needs. Our unique role in the stewardship of our city and wider regions means we have information about our built and natural environment.

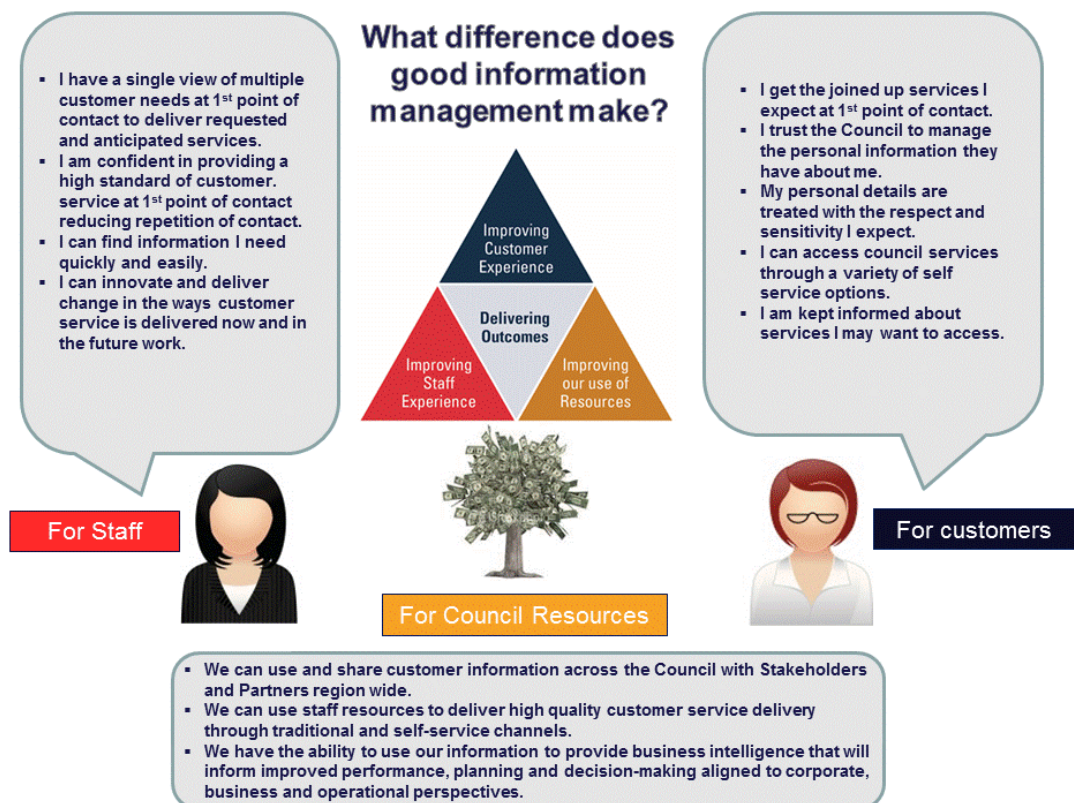
Aberdeen City Council and Aberdeenshire Council are working together strategically to procure a Master Data Management solution (MDM). As individual organisations we are not leveraging the potential that our rich information offers us. Our information only allows partial insights into how we do our business, because the information itself is held across our organisations in an ever increasing number of systems, applications and locations. The information we have about our people, our city and regions is not connected and does not provide us with a joined up view of our business across the organisations, and specifically that we cannot have:

- a single view of our customers
- a single view of our employees
- a way to access and manage customer information efficiently and securely so that we can share it between different services and partners, such as other Local authorities and Health services.
- a single view of the 'assets' which make up our City and Shire regions (properties, landscapes, structures, environments, roads etc.)
- an understanding of how we manage and anticipate demand for our services, based on accurate, timely and joined up data.

We do not have the 'business intelligence' we need to make the right evidence-based decisions. Only when we have this business intelligence at an organisational level, will we be able to carry out the wholesale transformation we need to meet our customers' expectations. By developing a master data management capability, our Councils can get this joined up view, and start to build our business intelligence capability as well as provide us with the data management framework that will enable us to deliver fit-for-purpose methods that support corporate initiatives including Health and Social Care Integration, single sign on for using digital services through MyAccount and Getting it Right for Every Child.

6. IMPACT

Master data management plays a critical role in achieving the strategic aims outlined in our respective Council's Customer Experience/Improvement Programmes, which depend on us achieving a 'single view' of the customer. More broadly, because master data management is a key element of building our 'business intelligence' capability, the ability to control master data values is fundamental to us being able to achieve transformational change around each of the Shaping Aberdeen and Aberdeenshire Council Digital Strategy priorities:



An Equality and Human Rights Impact Assessment and Privacy Impact Assessment have been undertaken.

7. MANAGEMENT OF RISK

Activity relating to this project will be monitored through the City's Digital Governance and Transformation Boards and the Digital Aberdeenshire Group as appropriate. Progress reports will be submitted to the City's Corporate Management Team and Aberdeenshire's ICT Programme Board.

Risk	Impact	R/A/G	Mitigation
Culture change and management of data as a corporate resource	Siloed information reduces ability to realise programme benefits	A	Training, Culture and Communication programme
Implementation capability	Delivery timescales delayed	A	Timely Identification and allocation of appropriate capabilities for implementation stages of MDM programme via established programme governance
Dependant on Leadership and buy-in across the enterprise	Siloed information reducing ability to realise benefits Delivery timescales delayed	A	Training, Culture and Communication programme
Dependant on complexity of existing IT Ecosystem	Unable to implement a sustainable model	A	Design and build the right enterprise and information architecture
Ability to share data across region with partners	More difficult to conduct joined-up working	A	Understand data model of each partner and work toward common data model
Ability to meet Data Protection requirements	Monetary penalties, customer harms and reputational damage	A	Appropriate information and security architecture for personal (and sensitive) information

8. BACKGROUND PAPERS

9. REPORT AUTHOR DETAILS

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