





## Contents

- Introduction
- Foundational principles
- The vision
- The vision: supporting ambitions
- The vision: ambitions, objectives and enabling conditions
- How the vision can be realised
- Acknowledgements

## Introduction

Public sector data is a vital component in making sure that services for the people of Scotland are delivered efficiently and effectively. In an increasingly complex world, data plays an expanding role in shaping and supporting economic, societal and environmental transformations.

To support the public sector in this transformation with data at its heart the Scottish Government put out a call for expressions of interest to join a short-life 'Horizon Scan Group' - coming together over summer 2024 – to co-create a long-term vision for public sector data in Scotland. From that, 30 individuals working in public, private and third sector, across a range of organisational sizes and scopes became the Horizon Scan Group, each bringing a rich range of experience and expertise.

The project took co-creation as a core principle, to explore and develop a vision for public sector data in Scotland, looking 20 years into the future. It used a multi-lensed, systems transformation approach to consider the complex issues likely to face Scotland and the role of data in supporting integrated solutions.

## The elements of the vision

Through the co-creation process the Vision was developed, along with supporting ambitions, objectives and enabling conditions:

- The Ambitions are the future 'to be' state.
- The Objectives they are future-focused, arising from the ambitions.
- The Enabling Conditions are required to enable the objectives.

This Vision represents the first step in this journey. It is hoped that this will be a small but powerful starting point. It will benefit from wider challenge, input and iteration to be inclusive and fully reflective of Scottish society.

Importantly, the Vision is not intended to set new policy or strategy, but to align with existing policies and strategies of public sector organisations.

A Challenge process by which a wider engagement can occur has already begun, shepherded by the Data Division of the Scottish Government.

# Foundational principles

The Vision consists of a core vision, with five future-focused ambitions, linked objectives and enabling conditions.

The vision was co-created using the following foundational principles:

- We embrace the power of data for our people, our environment, services and economy.
- We empower our people.
- We co-create in the public good.
- We recognise the stake of future generations.
- We serve society holistically.

# A vision for public sector data in Scotland

THE VISION

Scotland's data advances innovation and wellbeing for people and planet.

# A vision for public sector data in Scotland

#### **AMBITION**

DATA-INFORMED DECISION MAKING

Scotland is a leader in data-informed decision-making, innovation and addressing societal grand challenges.

#### AMBITION

#### EMBRACING CHANGE

We make decisions acknowledging our responsibility to future generations.

#### THE VISION

Scotland's data advances innovation and wellbeing for people and planet.

#### AMBITION

#### TRUST

Scotland's people recognise and are empowered by the benefits they draw from a data-informed society.

#### AMBITION

#### DESIGN FOR ALL

Data-informed services are seamless, enabling people in Scotland to navigate their daily lives, and to contribute meaningfully to society.

#### AMBITION

ENVIRONMENTAL AND SOCIETAL BENEFIT

A resilient, healthy environment, and a thriving society are at the heart of decisions to expand data generation, use and re-use.

## A vision for public sector data in Scotland

This vision consists of a core vision, with five future-focused ambitions, enabling conditions and linked objectives.

The vision was co-created using the following principles:

- We embrace the power of data for our people, our environment, services and economy.
- We empower our people.
- We co-create in the public good.
- We recognise the stake of future generations.
- We serve society holistically.

#### **AMBITION**

DATA-INFORMED **DECISION MAKING** 

Scotland is a leader in data-informed decision-making, innovation and addressing societal grand challenges.

#### **OBJECTIVE**

DATA FOR GOOD

The value of data for good is widely understood and embraced. Because we have data and data systems that we trust, we are not afraid to act on what the data tells us, within agreed regulatory and rights frameworks, to make policies and design services.

#### **ENABLING CONDITIONS**

#### MATURE DATA ECOSYSTEM

In order for trust to be widely established we are assured of the quality and security of data, how it is managed, analysed, accessed, and applied, and by whom.

#### **OBJECTIVE**

WE DON'T SPEAK FOR THE FUTURE To respond to new insights and changing societal values our vision for data is robust while also allowing for future flexibility.

#### **ENABLING CONDITIONS**

I FARNING AS WE GO By co-creating, building inclusivity, and learning from emerging insights we enable the conditions for people to want to contribute data for the wider good of society in the longer term.

#### **AMBITION**

#### EMBRACING CHANGE

We make decisions acknowledging our responsibility to future generations.

#### THE VISION

Scotland's data advances innovation and wellbeing for people and planet.

#### AMBITION

#### TRUST

Scotland's people recognise and are empowered by the benefits they draw from a data-informed society.

#### **OBJECTIVE**

PEOPLES' RIGHTS & DEMOCRACY Scotland has a strong, open, trusted and transparent data culture where insights from data inform services that support people's democratic rights.

#### **ENABLING CONDITIONS**

DIVERSITY OF SOCIETY Respecting and under standing our differing requirements is fundamental to supporting everyone's equal access to and full inclusion within Scotland's data-informed society.

CHALLENGE-READY SOCIETY Data-informed services Scotland's people are ready for the complex challenges facing us, informed by data and are seamless, enabling with the skills to fully participate in creating people in Scotland to navigate the necessary solutions. their daily lives, and to **ENABLING CONDITIONS** 

OBJECTIVE

SEAMLESS DESIGN

#### AMBITION

#### DESIGN FOR ALL

contribute meaningfully to society.

#### AMBITION

## **ENVIRONMENTAL AND** SOCIETAL BENEFIT

A resilient, healthy environment, and a thriving society are at the heart of decisions to expand data generation, use and re-use.

### **OBJECTIVE**

THE IMPACT OF DATA USE The true value and cost of data to society and the environment are transparent and available to support joined-up decision-making for innovation and prosperity.

#### **ENABLING CONDITIONS**

APPLYING VALUE AND COSTS The implications for the environment and society as a whole are accounted for in decisions about how we work with data.





Data informed services are co-created,

all ages, abilities and backgrounds.

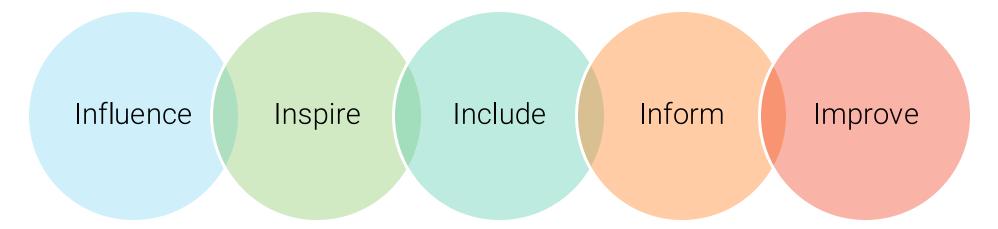
available and are easy to use for people of

## How the vision can be realised

The Horizon Scan Group considered from their individual perspectives how they could use the vision in their own organisations and beyond.

While the individuals in the group were not appointed in a representative capacity, the process was highly valuable in understanding how people who are experts in data perceive the vision and where it can help them in their work.

In summary, the vision is considered a powerful statement of ambition that is able to be realised in the following five main ways:



## SHAPING STRATEGY

This could include internal organisational strategy, or strategy shared across more than one organisation.

## INSPIRING SUPPORT FOR COMMON APPROACHES

This is cross-organisation and even cross-government, where there is an opportunity to use the vision to act as a clarion call for more unity of approach.

## MARSHALLING RESOURCES AND PEOPLE

This could include individuals as well as teams of people but also the infrastructure and support required to realise the vision.

# INFORMING APPROACHES AND TOOLS NEEDED TO SUPPORT REALISATION

This could include where the vision points to an area where it could be applied, but where the tools and support do not yet exist to take it forward.

# IMPROVING OUTCOMES FOR PEOPLE

In service focused organisations the ultimate outcome is to improve results for people.



## The Horizon Scan Group members:

Corri Black, Amanda Brock, Vincent Bryson, Nick Downes, Ross Ferguson, Lucy Fraser, Iain Grant, Alan Howie, Alex Hutchison, Nicola Irvine-Brown, Albert King, Tommy Lennox, David Martin, Fiona McCallum, Angela Milloy, Chuks Ododo, Mike Paterson, Claire Pollock, Safia Qureshi, Sandra Ripley, Carol Sinclair, Aine Ui Ghiollagain, Philippa Vigano, Graeme West, Kit Wilkinson, Ron Wilkinson, Tom Wilkinson.

## Chair:

Heather Thomson, with support from Mark Wilkinson (The Data Lab).

This process was designed and facilitated by The Lunar Works & Tynos Consulting, with support from Democratic Society, on behalf of the Data Division of the Scottish Government with NHS National Services Scotland and The Data Lab

## Public sector project team:

Tom Wilkinson, Shona Nicol, Joyce Dalgleish, Sally Kerr, Albert King, Heather Thomson.

## Programme design, facilitation and output:

Ed Synnott and Jane McLaughlin (The Lunar Works & Tynos Consulting), with support from max stearns and Elizabeth Calderón Lüning (Democratic Society).





