



DEVELOPING THE USE OF ADMINISTRATIVE DATA ON SCOTLAND'S CIVIL SOCIETY

The Scottish Civil Society Data Partnership

Preparing for the Conversation about your Charity's Data Needs: An Evaluation Tool [1]

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Acknowledgements

'Preparing for the Conversation about your Charity's Data Needs: An Evaluation Tool' is the first in a series of three evaluation tools designed to assist charities and other third sector organisations to reflect on their data needs and capabilities. The series was developed and authored by Dr Eleanor Burt, School of Management, University of St Andrews, in collaboration with Dr Shirley Otto, Independent Consultant, as part of Work Programme 2 of the Scottish Civil Society Data Partnership Programme (SCSDPP). Dr Burt leads on Work Programme 2. The SCSDPP is funded by the Economic and Social Research Council (Award reference ES/M010465/1).

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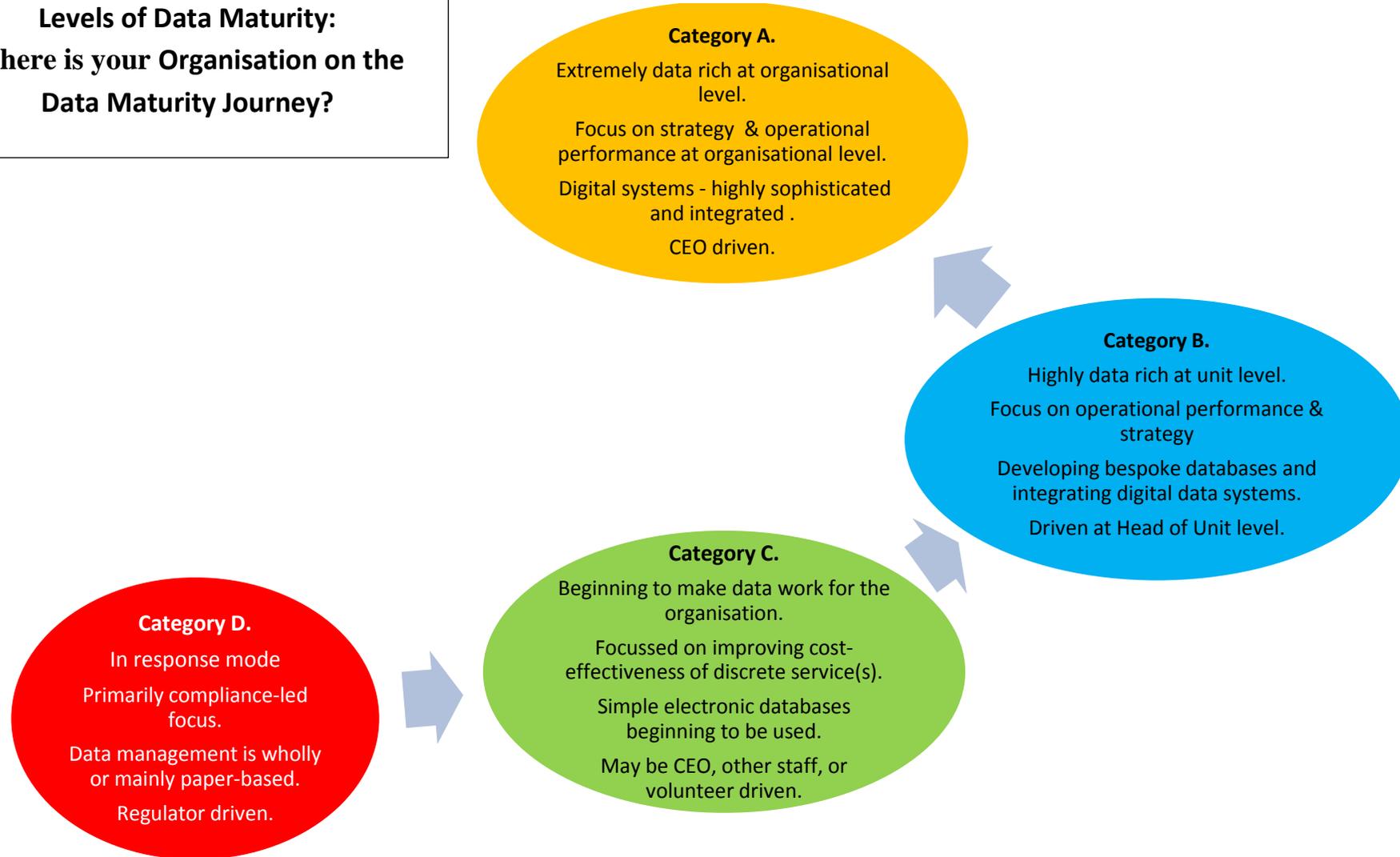
Introduction

'*Preparing for the Conversation about your Charity's Data Needs: An Evaluation Tool*' is the first in a series of three tools which provides a guiding framework which third sector organisations can use as they begin reflect upon their data needs and capabilities and to consider whether (and how) they might be developed.

For suggestions about how to use the tools please refer to *Conversations about your Charity's Data Needs - An Introduction to the Evaluation Tools series*.

For information about the development of the tools please refer to *Conversations about your Charity's Data Needs - An Introduction to the Evaluation Tools series*.

**Levels of Data Maturity:
Where is your Organisation on the
Data Maturity Journey?**



Levels of Data Maturity - Organisational Profiles

Category A. Extremely data rich at the organisational level

- Data utilisation is driven by the CEO and/or Governing Board, with the support of the Executive team.
- Data is generated and captured wholly or mainly because it is of value to the organisation and *for* its value to the organisation.
- Data is valued throughout the organisation, informing strategic planning, business planning, operational management, performance evaluation, and other key decision processes and activities.
- Data: is imaginatively and creatively explored and analysed.
- Data capture, sharing, and utilisation are culturally embedded, and the organisational mindset, processes, skillsets, structures, and digital capabilities are supportive of this.
- Data is regarded throughout the organisation as a common resource and there is organisation-wide consultation and agreement on the metadata and other technical specifications that underpin this.
- Data quality, redundancy, and security are managed and monitored at the organisation level.
- There is strong Board level support for strategic investment in developing and maintaining requisite digital and data capabilities throughout the organisation.
- Staff who are ‘comfortable’ with data and have the skills to engage with it will be actively recruited as posts become vacant.
- An in-house digital team will be in place.
- Appropriate data governance is in place..

Category B. Highly data rich at the unit level (eg., Division, Department, Team or other unit)

- Data capture is driven by individual unit leaders.
- Data is generated and captured wholly or mainly because it is of value to the unit.
- Data is valued by key actors within the unit, informing their strategic planning, business planning, operational management, performance evaluation, and other key decision processes and activities.
- Data is imaginatively and creatively explored and analysed within the unit.
- Data capture and utilisation are routinised within the unit and so far as possible processes, skillsets, and digital capabilities supportive of this are implemented.
- Data is regarded throughout the unit as a common resource and there is unit-wide consultation and agreement on the metadata and other technical specifications that underpin this.
- Staff who are ‘comfortable’ with data and have the skills to engage with it will be actively recruited into the unit as posts become vacant.
- A good working relationship will be developed with the organisation’s in-house digital team.
- Data quality, redundancy, and security are managed and monitored at the unit level.
- Appropriate data governance is in place at the unit level.
- A proportion of the unit’s budget will be invested in maintaining and developing digital and data capabilities over the longer-term.

Category C. Beginning to make data work for the organisation

- Data capture and use is dependent on one or two individuals ‘championing’ it and having the requisite skills to work with it. This may be the CEO, another staff member, or a volunteer.
- The Board may not accept/agree the importance of data.
- Data utilisation is mainly driven by pressures to operate more cost-effectively.
- Data capture and use is isolated within discrete services..
- Data capture and management is planned and systematic within services, but there is no coordinated approach with regard to metadata or other technical specifications that would enable data to be shared between services.
- Data capture is likely to be short-term, for the duration of a project, and unsustainable in the longer-term.
- Looked at from an organisational perspective data collection is ad hoc and patchy.
- There may be no-one in the organisation who has a complete overview of what data is collected or where it is located.
- Data collection may be viewed by staff and volunteers as a distraction from the ‘real’ work..
- Data quality is not always sufficiently robust.
- Data security and other data governance matters may not be fully appreciated and understood.
- It is unlikely that there will be in-house digital expertise.
- There is very considerable scope for investment in developing skills in data capture, analysis, and reporting within the organisation.
- There is very considerable scope for investment in digital infrastructure and skills.

Category D. In response mode

- Data capture is mainly driven by external bodies (eg., Regulators).
- Data is mainly captured for compliance and reporting purposes, and to support funding bids.
- Data capture tends to be project-based and short-term.
- Looked at from an organisational perspective data collection is ad hoc, patchy, and unsustainable.
- Data capture tends to be seen by the majority of staff and volunteers as a distraction from the ‘real’ job.
- There may be no-one in the organisation who has a complete overview of what data is collected or where it is located.
- Data security and other data governance matters may not be fully appreciated and understood.
- Digital software is be ‘off-the-shelf’.
- In-house digital expertise is minimal or non-existent.
- There is very considerable scope for investment in developing skills in data capture, analysis, and reporting within the organisation.
- There is very considerable scope for investment in digital infrastructure and skills.