**NHS Business Services Authority**

**Open Data - DDaT Quarterly Business Plan**

***2023/24 - Quarter 3 Iteration***

**Version: 1.3**

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**Document Control**

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| --- | --- |
| **Document Status** | Draft |
| **Service Name** | Open Data |
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| **Client/Service area** | Data and the whole of the NHSBSA |

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**Document Summary**

Terms of Use

The DDaT Quarterly Business Plan is to be completed by the appropriate Lead Delivery Manager/Head of Service for all DDaT services which have moved out of ‘project’ but continue to deliver value to those services via a baseline team or zone 3 initiatives.

The purpose of this document is to provide evidence of the clear goals and value planned to be delivered, and actually delivered, by baseline teams in each quarter. Any additional work requiring a significant spike in the team, i.e. work not able to be completed by the baseline team, should be raised via a separate Business Case through the relevant Programme Boards (PRBs).

This document should be refined and iterated each quarter.

|  |  |  |
| --- | --- | --- |
| **Iterations** | **Author** | **Date of DDaT PRB sign-off** |
| V1.0 Q1 | Paul Westrip |  |
| V2.0 Q2 | Paul Westrip |  |
| V3.0 Q3 | Paul Westrip |  |
| V4.0 Q4 |  |  |

# Service Description and Vision

As a strategic initiative, the NHSBSA want to publish more data in the open. By making more data open we can create social value, by helping others innovate, and help reduce demand on NHSBSA service areas.

Our approach is based around the following six principles, which align with work across the wider health and care system:

* NHSBSA data will be open by default.
* Proactive data publication.
* Make data accessible and easy for all.
* Demonstrate value and impact of Open Data.
* Grow Open Data through partnerships.
* Promoting innovative use of Open Data.

To support this ambition the Data Services team within DDAT run the Open Data Portal (ODP). The vision is for the Open Data Portal to be the home of open data for the NHSBSA.

To make it easier for all parts of the NHSBSA to use the Open Data Portal, a managed service has been introduced. This enables NHSBSA teams and directorates to understand Open Data, how and why they should publish and to enable the technical solution for publishing.

# Summary of Service Goals

The below goals were developed based on user research carried out with external users of the Open Data Portal. The Open Data Managed Services goals were developed based on business analysis of our current offering.

**New Datasets for the ODP**

* A minimum of 6 new prescriptions and pharmacy datasets to add this year
* Support in the migration of datasets from the Information Services Portal to support the move to decommission ISP (currently 4 identified )
* Move into publishing dental and ophthalmic data this year
* Support Provider Assurance to publish data e.g. Pharmacy Quality Scheme and Vaccine Damage Payment Service
* Support the business in the publication of CDDO KPIs
* Align with the official statistics team to publish supporting datasets for their publications
* Move into publishing datasets in new areas of the business i.e. NHS Jobs

**Open Data Managed Service**

* Complete an Open Data Managed Service guidance document/ playbook
* Deliver comprehensive communications and engagement plans
* Operationalise and iterate technical solutions for data flows from service areas to the ODP

# DDaT Strategic Alignment

|  |  |
| --- | --- |
| **Ambition** | The Open Data Portal (ODP), and broader service, is an asset to support the organisations ambitions. For example, NHSE are using the Portal to publish secondary care medicines data. We also work with NHSE to produce the Consolidated Pharmaceutical List and publish onto the ODP. All the data we make available on the ODP supports the wider NHS to solve problems and find efficiencies. |
| **Customer** | Publishing more open data is an existing user need for external users. We have clear UR and CI that is pushing for more access to the NHSBSA data. Work with ICBs and Local Authorities also shows that new customer groups want to have access the data we publish too. Internally, there is a customer group who need to publish data into the open in a safe and efficient way. This work will meet their needs. |
| **Our People** | We know that the internal team is seeing increased demand, via ad-hoc data requests and FOIs. The aim is to proactively release more of this information, to reduce the increased demand. This will reduce the burden on our people. |
| **Pandemic Support** | We are looking to publish data alongside the Provider Assurance team on the Vaccine Damage Payment Service which helps with the data openness required in the pandemic recovery. |
| **Social Impact** | There is an estimated 10,000 Analysts working across the health and care system. They have the potential to create value for the health and care system, beyond what the internal NHSBSA team can do. The data published on the ODP is also widely used within academia and the third sector and used to help shape policy and drive innovation. |
| **Value** | Data that is turned into insight creates value. This project will increase the opportunities to expose more people to more data and provide them with the ability to create and share that value. We also support the NHS in its medicines optimisation objectives and cost saving activity. Internally, the datasets that we make openly available (API enabled), reduce FOI and data request demand thus saving effort and costs associated with those activities. |

# Delivery Approach

To deliver the services required in open data we will be using a hybrid approach of resource.

Our third-party supplier will continue to provide the hosting and support elements of the delivery on the Open Data Portal through a pre-agreed 2-year contract.

The rest of the work will be led by the current Product owner with ad-hoc support from other areas of data services.

Work will take place, to be completed by the end of Q3, to develop a business-as-usual model to deliver this open data service.

# Financial and Benefits Summary

* 1. **Financial Summary & Approvals**

**Funding Source**

Funding for the Open Data Portal and the Open Data Managed Services comes for the Data Services baseline budget.

**Budget Position**

*Complete business planning budget summary for baseline team table below (Finance can provide details of approved budget)*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | *Approved Budget* | *Latest Forecast/Actual* | *Variance* | *Reason for variance* |
| *Q1* | *26,000* |  |  |  |
| *Q2* | *26,000* |  |  |  |
| *Q3* | *26,000* |  |  |  |
| *Q4* | *26,000* |  |  |  |

**Spend Approvals**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Is this team subject to DHSC (NHSX) approvals?** | **If so, has DHSC (NHSX) spend approval been granted?** | **Is this work subject to Service Standard assessments?** | **If yes, please provide details** | **Is a Professional Services Business Case (PSBC) required for any team members?** | **If so, has PSBC approval been granted?** |
| *No* | *N/A* | *Not yet* | *N/A* | *No* | *N/A* |

* 1. **Benefits**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Benefit** | **High-level description** | **Financial/Non-financial** | **NHSBSA/Wider NHS?** | **Cash-releasing/Cash-avoidance** | **Value** | **Confidence** |
| *The ODP is a popular and well used data product* | *The ODP has around 800,000 transactions a month with heavy use of our API technology allowing uses to self-serve and utilise our big data* | *Non-Financial* | *NHSBSA and Wider NHS* | *N/A* | *Reputational value* | *Medium* |
| *Reduce costs and effort spent on FOI fulfilment* | *By proactively publishing data that previous has been requested through FOI we can reduce demand* | *Financial* | *NHSBSA* | *Cash avoidance* | *Tentatively - 5000* | *Medium* |
| *Improved External customer experience* | *More requested datasets published is expected to improve NPS for Data Services as whole and drive more traffic to ODP* | *Non-Financial* | *Wider NHS* | *N/A* | *N/A* | *High* |
| *Reduction in data being published on website* | *Support the web and digital teams in their drive to reduce large data files being added to the corporate site without clear documentation and using oversubscribed storage space* | *Non-Financial* | *NHSBSA* | *N/A* | *N/A* | *High* |
| *More digital services passing GDS assessments* | *A requirement to publish GDS KPI in an open manner is key to for GDS compliance* | *Non-Financial* | *NHSBSA* | *N/A* | *N/A* | *High* |
| *Supporting the move to decommission ISP by being an improved alterative publishing method* | *By have the ODP as a location to better publish and promote the data currently on ISP it enables the team to look to decommission quicker* | *Non-Financial* | *NHSBSA* | *N/A* | *N/A* | *High* |
| *Enable areas of the business with no data publication method or location to share their data* | *Areas of the business who currently can’t publish data themselves can be enabled to publish on the ODP.* | *Non-Financial* | *NHSBSA* | *N/A* | *N/A* | *Medium* |

**YYYY/YY Quarter 1 Plan and Delivery**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Category of work**  a) New feature  b) CI  c) Maintenance e.g. bug fixes | **Description of work** | **What value will this bring?**   1. Financial value 2. Legislation 3. Improvement to NES/NPS 4. KPI improvement | **What value was delivered?** | **What did we not do?**  **Why?**  **What is the impact of this?** |
| New Feature | Publication of MIS (Management Information Spreadsheet).  This report consists of a management information file detailing monthly Community Pharmacy and Appliance Payments by type of payment and contractor account. Payments include all drug costs, fees, patient charges, locally authorised payments. Other details such as the numbers of items dispensed and patients' charges collected are also included. | Financial value / Improvement to NES/NPS | Much of the development has been completed. Tables within the DWH are ready and data can be easily pulled for the Open Data element of this work. | This work has been halted by DHSC at the last moment due to legal considerations. It is hoped that this can be picked up again as almost all the work was completed – however this will be dependant on the Prescriptions Data Senior Manager working with DHSC to find a solution |
| New Feature | Publication of 5 ISP reports to be migrated to the ODP.  • BNF Code Information  • Dispensing Practice Name and Address  • Prescriber Details  • Pharmacy Contract  • Contractor Details  Migrate all historic data into the Open Data Oracle S3 bucket  Re-direct all new data to the bucket monthly | Financial value / Improvement to NES/NPS | Pipeline between technology and data teams are close to completion  Open data standards have been applied to test files  Meta data files and guidance documents are with the prescriptions teams to complete | This work is still ongoing and should be finished in quarter 2. |
| New Feature | Publication of first GDS KPI for business.  Likely to be but not limited to:  COVID Pass  IHS  HRT PPC  Healthy Start | Legislation /  KPI improvement | Development of working relationship and data flow between ODMS and MI team  Stakeholder engagement across COVID Pass, IHS and HRT PPC so that business understand role and importance.  Example data and meta data produced for COVID Pass and IHS.  Prototype pages created and with UI/UX colleagues for approval | This work is progressing well but won’t be live until quarter 2.  Once complete will open door for other services as pipeline and governance will be more mature |
| New Feature | Operationalise the new Alteryx workflow data publisher so that automated uploads to ODP can be turned on | KPI Improvement | Work completed on building prototype Alteryx workflow.  Internal whitelisting of upload sites completes | Blockers around getting the technology solution for running python scripts in Alteryx through the AVD have not yet been found |
| CI | Promotion of the Open Data Managed Service to internal colleagues and promotion of the Open Data Portal to external colleagues. SMT meetings, directorate show and tells, blogs, engaging with external stakeholders. This is to increase data publishing rates and ODP usage | Financial value | Begun and to continue throughout Quarter 2 and beyond |  |

*Summary of KPIs achieved this quarter.*

|  |  |  |  |
| --- | --- | --- | --- |
| Maturity Level\* | KPI Target | KPI Achieved | Comments |
| Stage 1 | Release 3 new datasets this quarter | No | MIS and ISP migration have been blocked / slower process than hoped to target not achieved |
| Stage 1 | Ensure dataflows ensure data is published right and on time, every time | Yes |  |

\*Stage 1, Stage 2, Stage 3, Stage 4, Stage 5 or Stage 6.

*List the KPIs agreed for the maturity level the service is currently operating at.*

**YYYY/YY Quarter 2 Plan and Delivery**

*Summary of goals and total value to be achieved this quarter.*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Category of work**  a) New feature  b) CI  c) Maintenance e.g. bug fixes | **Description of work** | **What value will this bring?**   1. Financial value 2. Legislation 3. Improvement to NES/NPS 4. KPI improvement | **What value was delivered?** | **What did we not do?**  **Why?**  **What is the impact of this?** |
| New Feature | Produce and share detailed open data maturity model report to show the performance of the open data managed service and Open Data Portal | Improvement to NES/NPS | Assessment documentation produced and shared to increase visibility of Open Data Managed Service work and best practice aims | N/A |
| New Feature | Produce and publish MI reports using Alteryx for key stakeholders detailing ODP usage trend data so that they are informed about popularity of current datasets and to inform potential future releases | Improvement to NES/NPS | No analyst resource was available this quarter. Not completed to be moved to next quarter for completion now that we have band 5 analysts working on automation and improvements across Data Services | No analyst resource was available this quarter. Not completed to be moved to next quarter for completion now that we have band 5 analysts working on automation and improvements across Data Services.  Impact has been that the reports have been manually produced for key stakeholders to ensure continuity of service |
| New Feature | Publication of Dental activity data to reduce demand of dental information services and meet NHSE and DHSC needs | Financial value / Improvement to NES/NPS | Completed work and 3 datasets now ready to published. Sign off from external stakeholders NHSE and DHSC required for final publication. Expected reduction in FOI on dental team and reputation improvement with ministers and DHSC who pushed for this work to completed | Impact has been a delay in achieving the output and associated benefits. Learning will take place to review the process to see if improvements can be made |
| New Feature | Publication of Open Ophthalmic dataset to support release of agreed reports on contractor activity | Financial value / Improvement to NES/NPS | Blocked but DHSC/NHSE will not now be happening | Initial work was carried out but NHSE stakeholders have blocked publication - will not now be happening |
| New Feature | Identification of prescription datasets that we can make openly available that will reduce the demand on the team | Financial value / Improvement to NES/NPS | Identified list of potential datasets – around 90 could be considered. Require involvement from prescriptions and pharmacy team to refine and develop next steps | Nothing has been added to roadmap / pipeline so the impact is that is that it’s more difficult to accurately plan for the next quarter and beyond and let users know what we are doing. |
| New feature | Plan and produce SoW for upgrade work on the Open Data Portal | Improvement to NES/NPS | Extensive work alongside Datopian to scope and plan what work we need to carry out.  Support from UCD colleagues has helped shape the proposal.  Ready to take through the commercial teams for approval and deliver the work next quarter |  |
| New Feature | Publication of MIS (Management Information Spreadsheet).  This report consists of a management information file detailing monthly Community Pharmacy and Appliance Payments by type of payment and contractor account. Payments include all drug costs, fees, patient charges, locally authorised payments. Other details such as the numbers of items dispensed and patients' charges collected are also included. | Financial value / Improvement to NES/NPS | Blocked but DHSC/NHSE will not now be happening | Blocked. |
| New Feature | Publication of 4 ISP reports to be migrated to the ODP.  • Dispensing Practice Name and Address  • Prescriber Details  • Pharmacy Contract  • Contractor Details  Migrate all historic data into the Open Data Oracle S3 bucket  Re-direct all new data to the bucket monthly | Financial value / Improvement to NES/NPS | Pipeline between technology and data teams are now complete.  Open data standards have been applied to test files.  Meta data files and guidance documents were not completed within the prescriptions team. ODMS team took this work on and have completed drafts.  Final drafts of data, documentation are awaiting approval from prescriptions team but not deemed high priority. | Publication has not be completed.  This work is still ongoing and should be finished in quarter 3 if it becomes a higher priority for prescriptions team or a new method of approval can be found |
| New Feature | Publication of first GDS KPI for business.  Likely to be but not limited to:  COVID Pass  IHS  HRT PPC  Healthy Start | Legislation /  KPI improvement | Development of working relationship and data flow between ODMS and MI team  Stakeholder engagement across COVID Pass, IHS and HRT PPC and now NHS Jobs so that business understand role and importance.  Example data and meta data produced for COVID Pass and IHS.  Prototype pages created and with UI/UX colleagues for approval | No publication has yet been completed  This work is progressing well but won’t be live until quarter 2.  Once complete will open door for other services as pipeline and governance will be more mature |
| New Feature | Operationalise the new Alteryx workflow data publisher so that automated uploads to ODP can be turned on | KPI Improvement | Work completed on building prototype Alteryx workflow.  Internal whitelisting of upload sites still needs further work  We have just appointed an analyst into the Data Services team who can start work on helping implement automated data flows and reporting asap | No workflows are yet live.  Blockers around getting the technology solution for running python scripts in Alteryx through the AVD have not yet been fully fixed or implemented.  New analysts has only had 3 weeks at the organisation so still carrying out training to get up to speed with ways of working and technology |
| CI | Promotion of the Open Data Managed Service to internal colleagues and promotion of the Open Data Portal to external colleagues. SMT meetings, directorate show and tells, blogs, engaging with external stakeholders. This is to increase data publishing rates and ODP usage | Financial value | Begun and to continue throughout Quarter 3 and beyond |  |
| Maintenance / New Feature | Produce an open data playbook section that documents processes and standards. This is to ensure we are working in the open and that internal and external colleagues have a better understand of our ways of working | KPI Improvement | Begun and to continue throughout Quarter 3 and beyond |  |

*Summary of KPIs achieved this quarter.*

|  |  |  |  |
| --- | --- | --- | --- |
| Maturity Level\* | KPI Target | KPI Achieved | Comments |
| Stage 1 | Release 3 new datasets this quarter | No. 1 dataset has been published. | Blockers on the ISP migration, MIS, GDS KPI and dental work has meant that the groundwork has been laid but only 1 new dataset released this quarter – PQS 22/23 |
| Stage 1 | Ensure dataflows ensure data is published right and on time, every time | Yes |  |

\*Stage 1, Stage 2, Stage 3, Stage 4, Stage 5 or Stage 6.

*List the KPIs agreed for the maturity level the service is currently operating at.*

**YYYY/YY Quarter 3 Plan and Delivery**

*Summary of goals and total value to be achieved this quarter.*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Category of work**  a) New feature  b) CI  c) Maintenance e.g. bug fixes | **Description of work** | **What value will this bring?**   1. Financial value 2. Legislation 3. Improvement to NES/NPS 4. KPI improvement | **What value was delivered?** | **What did we not do?**  **Why?**  **What is the impact of this?** |
| New Feature | Having a more formalised approach to new datasets aims to create quicker and more efficient end to end process.  From our growing experience we can see that business area buy in, stakeholder sign off and last-minute changes have all caused issues and delays with data publication. A tighter process with clearer roles and responsibilities should reduce these friction points. | KPI Improvement |  |  |
| New Feature | Produce and publish MI reports using alteryx for key stakeholders detailing ODP usage trend data so that they are informed about popularity of current datasets and to inform potential future releases | Improvement to NES/NPS |  |  |
| New Feature | Finalise publication of Dental activity data to reduce demand of dental information services and meet NHSE and DHSC needs | Financial value / Improvement to NES/NPS |  |  |
| New Feature | Prioritisation of identified prescription datasets that we can make openly available that will reduce the demand on the team | Financial value / Improvement to NES/NPS |  |  |
| New feature | Complete commercial approval and delivery SoW for upgrade work on the Open Data Portal.  This work includes continued improvements to the UI and UX of the ODP, improvements to accessibility and upgrading (based on user need) of the Data Explorer functionality | Improvement to NES/NPS |  |  |
| New Feature | Work with NHS Jobs Service to scope, with the aim of publishing, a dataset around vacancies that will remove pressure on analysts to answer regular FOIs |  |  |  |
| New Feature | Publication of 4 ISP reports to be migrated to the ODP.  • Dispensing Practice Name and Address  • Prescriber Details  • Pharmacy Contract  • Contractor Details  Migrate all historic data into the Open Data Oracle S3 bucket  Re-direct all new data to the bucket monthly | Financial value / Improvement to NES/NPS |  |  |
| New Feature | Publication of first GDS KPI for business.  Likely to be but not limited to:  COVID Pass  IHS  HRT PPC  Healthy Start | Legislation /  KPI improvement |  |  |
| New Feature | Operationalise the new alteryx workflow data publisher so that automated uploads to ODP can be turned on | KPI Improvement |  |  |
| CI | Promotion of the Open Data Managed Service to internal colleagues and promotion of the Open Data Portal to external colleagues. SMT meetings, directorate show and tells, blogs, engaging with external stakeholders. This is to increase data publishing rates and ODP usage | Financial value |  |  |
| Maintenance / New Feature | Produce an open data playbook section that documents processes and standards. This is to ensure we are working in the open and that internal and external colleagues have a better understand of our ways of working | KPI Improvement |  |  |

*Summary of KPIs achieved this quarter.*

|  |  |  |  |
| --- | --- | --- | --- |
| Maturity Level\* | KPI Target | KPI Achieved | Comments |
| Stage 1 | Release 3 new datasets this quarter |  |  |
| Stage 1 | Ensure dataflows ensure data is published right and on time, every time |  |  |

\*Stage 1, Stage 2, Stage 3, Stage 4, Stage 5 or Stage 6.

*List the KPIs agreed for the maturity level the service is currently operating at.*

**YYYY/YY Quarter 4 Plan and Delivery**

*Summary of goals and total value to be achieved this quarter.*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Category of work**  a) New feature  b) CI  c) Maintenance e.g. bug fixes | **Description of work** | **What value will this bring?**   1. Financial value 2. Legislation 3. Improvement to NES/NPS 4. KPI improvement | **What value was delivered?** | **What did we not do?**  **Why?**  **What is the impact of this?** |
|  |  |  |  |  |

*Summary of KPIs achieved this quarter.*

|  |  |  |  |
| --- | --- | --- | --- |
| Maturity Level\* | KPI Target | KPI Achieved | Comments |
|  |  |  |  |
|  |  |  |  |

\*Stage 1, Stage 2, Stage 3, Stage 4, Stage 5 or Stage 6.

*List the KPIs agreed for the maturity level the service is currently operating at.*

# Top Risks and Issues

**Quarter 1**

* Risk around external stakeholders (NHSE or DHSC) blocking or delaying dataset releases
* Potential reliance on business areas across the NHSBSA (e.g. Prescriptions or COVID Pass etc) understanding their responsibilities in enabling data to be published. For example, working to get sign off and completing business documentation.
* Potential that automated pipeline will require more work to operationalise than is currently planned
* Only one full time member of staff for Open Data team means always risk due to leave or possible illness

**Quarter 2**

* Risk around external stakeholders (NHSE or DHSC) blocking or delaying dataset releases
* Potential reliance on business areas across the NHSBSA (e.g. Prescriptions or COVID Pass etc) understanding their responsibilities in enabling data to be published. For example, working to get sign off and completing business documentation.
* Potential that automated pipeline will require more work to operationalise than is currently planned
* Only one full time member of staff for Open Data team means always risk due to leave or possible illness

**Quarter 3**

* Risk around external stakeholders (NHSE or DHSC) blocking or delaying dataset releases.
* Potential reliance on business areas across the NHSBSA (e.g. Prescriptions or COVID Pass etc) understanding their responsibilities in enabling data to be published. For example, working to get sign off and completing business documentation.
* Potential that automated pipeline will require more work to operationalise than is currently planned and face technical and governance blockers
* Issues around links to wider open data offerings (stats and data science) and the level of structure required to ensure the same high standards across all outputs

**Quarter 4**

# Appendices

## Appendix A: Reviewers and Sign Off

|  |  |  |
| --- | --- | --- |
| **Business Area** | **Name** | **Date** |
| **Head of Service** | Craig Anderson | 05/04/2023 |
| **DDaT PRB** |  |  |

## Appendix B: Delivery Plan & Product Roadmap

New Roadmap to be implemented in quarter 3



External facing roadmap - <https://github.com/nhsbsa-data-analytics/open-data-roadmap>

## Appendix C: Other Relevant Documents

|  |  |  |
| --- | --- | --- |
| **Document** | **Details** | **Attachment** |
|  |  |  |