



City of Westminster

# Cabinet Member Report

**Meeting or Decision Maker:**

Cabinet Member for Finance and  
Council Reform

**Date:**

18 February 2025

**Classification:**

General Release

**Title:**

Data Operating System capital budget  
approval

**Wards Affected:**

All

**Policy Context:**

Management and development of our  
data assets support many drivers of the  
Fairer Westminster Strategy

**Key Decision:**

Yes

Decision is likely to result in significant  
expenditure

**Financial Summary:**

This report requests for approval to  
spend £770k in 24/25 and £2.83m in  
25/26 from the Data Operating System  
capital budget

**Report of:**

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## **1. Executive Summary**

- 1.1. This report requests approval to spend £770k in 24/25 and £2.83m in 25/26 from the Data Operating System capital budget in support of the activities set out in the following sections.
- 1.2. Investments will be made in the:
  - Implementation of a modern data platform that will consolidate existing disparate solutions into a single platform that also provides additional capabilities to meet our future needs
  - Establishment of a Data Governance Programme that will address data usability and awareness, availability, accuracy and quality, privacy and security
  - Continued development of the Air Quality product including extending our data sources, developing new capabilities and supporting strategic initiatives such as the delivery of the air quality action plan, #2035 and North Paddington programme.
  - Continued development of the Net Zero product to understand our current and future carbon footprint, identify the most valuable actions to reduce the City's carbon footprint and increase digital engagement with our residents and business on our journey to Net Zero
  - Continued development of the Proactive product line to provide tools to optimise how services can operate more efficiently and proactively, identify intervention opportunities to improve the lives and wellbeing of our residents, and optimise the returns on our capital assets
- 1.3. By investing in the right tools to both manage and exploit the Council's data assets, we will be able to support many strategic drivers of the Fairer Westminster Strategy.

## **2. Recommendations**

That the Cabinet Member for Finance and Council Reform:

- 2.1. Approves the release and expenditure of £0.770m from the Data Operating System capital budget in 2024/25.
- 2.2. Approves the release and expenditure of £2.83m from the Data Operating System capital budget in 2025/26 subject to approval of the Council's overall capital programme as part of the budget setting process for 2025/26.

## **3. Reasons for Decision**

- 3.1. The Council considers data to be an asset that is able provide value way beyond its primary use or purpose. To maximise the opportunities this affords, it is essential that a strategic modern data platform is implemented, supported by improved data governance and the continued development of our Environment and Proactive data product lines. Through investment in

these capabilities, we will be able to support many strategic drivers of the Fairer Westminster Strategy.

#### **4. Background, including Policy Context**

- 4.1. In 2023 a Smart City data platform was created by Digital & Innovation (D&I) to aggregate, process, analyse, publish and share data both within and beyond the council to improve social and economic value and provide a springboard for projects and initiatives that drive the delivery of Fairer Westminster strategy. It initially focused on Air Quality data products but has extended to Net Zero related products and the near real-time environmental monitoring of constructions sites through the Proactive product line.
- 4.2. More broadly D&I (and previously IT) has been responsible for the ongoing support and development of a number of 'legacy' database/reporting environments which, whilst still providing essential value to service users, are not able to effectively offer or support the enhanced capabilities required to meet our future internal and external delivery needs.
- 4.3. The Council considers data to be an asset that is able provide value way beyond its primary use or purpose. This may be for example by combining it with complementary data sets to create new solutions, by using it in different ways to provide benchmark measures or aid wider decision making, or simply by sharing it with appropriate internal and external stakeholders so that they may derive their own value or benefits.
- 4.4. By investing in the right tools to both manage and exploit these data assets, we will be able to support many strategic drivers of the Fairer Westminster Strategy.
- 4.5. There are three areas of work to be focused on through capital investment in this current and upcoming years:
  - i) Development of a strategic data platform to consolidate existing data services into a standardised, reusable modern platform and provide the foundation for more robust data governance
  - ii) Development of the Environment product line - including the Air Quality and Net Zero related products, and other data-driven initiatives
  - iii) Development of the Proactive product line – including Construction Site Environment Monitoring and other data-driven initiatives
- 4.6. The remainder of this section sets out how capital funding will be invested across these themes, placed in the context of our strategic drivers.
- 4.7. **Strategic Data Platform and Data Governance**
- 4.8. To meet the extensive data needs of the Council both now and for the future, we are designing and implementing a Strategic Data Delivery Plan. This will deliver the Strategic Data Platform - a system designed to support a range of data-centred use cases across a variety of directorates, whilst ensuring

the data itself remains secure, private and otherwise highly governed at all times.

4.9. This will build a robust data foundation that will enable the Council to deliver against a broad set of use cases in the future, even quicker and more effectively than we do currently.

4.10. Initially activities will comprise of two workstreams:

i) Data Hub

ii) Data Governance

4.11. **i) Data Hub**

4.12. The Data Hub workstream aims to invest in the creation of a modern Strategic Data Platform, starting with replacing the existing legacy, end of life corporate SQL Server data warehouse, consolidating other data repositories and providing additional new technical capabilities. Building upon recently established capabilities including our Azure Data Lake, the Data Hub will offer:

- A platform that is able to provide and support modern data capabilities, such as Artificial Intelligence (AI) and predictive modelling, that are not easily possible within our current set up
- Improved performance and usability whilst consolidating and strengthening data security
- Broader user accessibility to data without compromising privacy in support of the Fairer Westminster Delivery plan
- A platform that is quick and easy to develop on and capable of supporting a wide range of use cases
- A platform that is easier to maintain by having a common platform with fewer points of failure and more shared knowledge across our teams
- Lower cost per capability through reduced development times and reusable components

4.13. The first phase will commence with an evaluation of candidate systems before migrating the existing corporate data warehouse, that is coming out of support, to a new solution. This will provide the quickest route to additional value, since the datasets involved are already known to be high value ones, supporting core organisational processes.

4.14. We anticipate partnering with another organisation to deliver the new platform quickly and efficiently, whilst ensuring that the technical and domain knowledge is developed and retained within the council's own teams. A more detailed set of deliverables associated with this activity is set out in Appendix 1.

4.15. Following the migration of the corporate data warehouse, a number of potential future phases will be evaluated in more detail and tackled according to feasibility, cost and value:

- Data sharing platform capabilities (a specific Fairer Council deliverable) – for both internal and external stakeholders, supporting for example our FOI obligations, or the London Data Store initiative
- Housing reporting and analytics strategic data warehouse to support Compliance Reporting and optimisation of the Housing services
- Ingestion and processing of new data-sources as required to deliver value to residents e.g. #2035
- Smart City platform consolidation
- Report It platform consolidation
- Deployment of a low-code/no-code data transformation capability to federate data manipulation across the council
- Enhanced reporting, analytics and data visualisation tooling
- Improvements to our integration tooling (how systems connect with one another)

4.16. **ii) Data Governance**

4.17. In parallel with the Data Hub build, once a technology solution has been selected, we will initiate a corporate Data Governance programme aiming to address the key pillars of Data Governance including:

- Usability / Awareness
- Availability/ Accessibility
- Accuracy / Data Quality
- Privacy
- Security

4.18. A set of governance capabilities will be created on the new Data Hub:

- Enterprise grade catalogue and lineage tooling to improve awareness & usability of data sources:
  - Showcasing what data is available to the wider council to improve discoverability of key assets
  - Providing a register of Data Owners and Stewards to improve accountability and ownership of datasets, supporting ongoing management of data
  - Flagging relevant policies (privacy notices, retention policies) that must be applied to datasets to ensure privacy and compliance

- Providing human- readable descriptions to improve comprehension of data, supporting effective analysis and modelling on datasets
  - Supporting diagnosis of poorly managed datasets to showcase the need for mitigating actions and improvements
  - Data quality monitoring, alerting and correction capabilities to address data quality / accuracy barriers across line of business and sensor-based systems in the council and drive continuous improvement
  - Implementing automated continuous integration and delivery processes (CI/CD) to ensure data quality remains high in the Data Hub environment
  - Implementing classification and masking of PII (Personally Identifiable Information) to negate privacy concerns that may result from the higher levels of accessibility
- 4.19. Next steps:
- 4.20. In order to deliver these outcomes, subject to capital approval we will set out procurement strategies for both the selection of the future Data Hub and Data Governance platforms and securing an implementation partner.
- 4.21. As these are delivered, we will significantly improve our technical capabilities, the speed of delivery and the breadth of use cases/challenges we can tackle. In parallel we will also work hard to improve the knowledge, skills base, culture and processes in order to maximise this potential.
- 4.22. **Environment product line**
- 4.23. **i) Air Quality**
- 4.24. We will contribute to improvements in air quality across the Council and help our communities reduce their exposure to poor air quality by:
- releasing features, improvements and new capabilities linked to the air quality data platform
- 4.25. Success metrics include improved air quality across the City and reduced exposure to poor air quality by our communities. We will see tangible contributions being made to the delivery of actions within the forthcoming Air Quality Action plan.
- 4.26. Strategic Drivers:
- Fairer Environment – supporting work to drive improvements in, and reduce exposure to poor air quality
  - Fairer Communities – working with our colleagues in Public Health to identify, measure and promote interventions linked to air quality
  - Fairer Council – supporting data transparency through the publishing of air quality data

- Supporting delivery of the forthcoming Westminster Air Quality Action Plan
- #2035 – using indoor air quality monitoring to identify health inequalities
- North Paddington Programme – working with Impact on Urban Health to model policy interventions linked to air quality
- Air Quality, Climate Emergency & Ecology Strategies and action plans

4.27. Examples of planned activities related to our Air Quality product include but are not limited to:

<b>Activities</b>	<b>Fairer Westminster</b>	<b>Summary outcomes/benefits</b>
<b>Data aggregation &amp; publishing</b>		
For e.g. Soho and Strand Aldwych place shaping, Marstons sensor deployment, Google Street car, Weather data, Traffic Count data	Key input to Fairer Council data publishing	<ul style="list-style-type: none"> <li>• Consolidated view of air quality and other data sets to improve analysis and decision making including assisting in assessing the impact of interventions</li> <li>• Improves transparency and trust in the Council</li> </ul>
AQ data publishing API	Key input to Fairer Council data publishing	<ul style="list-style-type: none"> <li>• Input to Clean Air Walking Route tool</li> <li>• 3rd party access to data</li> <li>• Enables new methods of data publishing</li> <li>• Stimulates research, innovation and economic development</li> </ul>
<b>New capabilities</b>		
Traffic Counts	Key input to Fairer Council data publishing	<ul style="list-style-type: none"> <li>• Support School Healthy Commutes project</li> <li>• Data platform for Highways service</li> </ul>
Clean Air Route Finder solution	Supports Fairer Communities healthy lifestyles	<ul style="list-style-type: none"> <li>• Promoting healthier approaches to travel, helps communities reduce exposure to poor air quality</li> <li>• Includes 3<sup>rd</sup> party costs for AQ forecasting API</li> </ul>
Notifications and assistance	Supports Fairer Communities healthy lifestyles	<ul style="list-style-type: none"> <li>• More accurate alerting systems and online digital assistants</li> </ul>
Enhancements to existing outputs and automation of new reports		<ul style="list-style-type: none"> <li>• Improved products based on user feedback</li> <li>• Automation of AQ Annual Report</li> <li>• Implementing new data models and visualisation tools</li> </ul>
<b>Strategic Developments</b>		
School Healthy Commutes	Supports Fairer Communities healthy lifestyles	<ul style="list-style-type: none"> <li>• Promoting healthier approaches to travel</li> <li>• Using data to support learning development</li> <li>• Reduced car usage outside schools</li> </ul>

Impact on Urban Health	Supports Fairer Environment initiatives	<ul style="list-style-type: none"> <li>• New air quality sensor monitoring capabilities</li> <li>• Modelling the impact of policy interventions on air quality in areas of most need</li> </ul>
Commercial cooking	Supports Fairer Environment AQ action plan	<ul style="list-style-type: none"> <li>• Reduce PM2.5 emissions from commercial cooking without negatively affecting the hospitality industry</li> </ul>
Indoor Air Quality	Supports Fairer Communities healthy lifestyles	<ul style="list-style-type: none"> <li>• Address indoor air pollution in homes - understanding and mitigating socio-economic inequalities as well as exposure to children</li> </ul>
Stakeholder research and engagement	Supports Fairer Communities healthy lifestyles	<ul style="list-style-type: none"> <li>• Stakeholder feedback to improve our products</li> <li>• Increase the uptake and utilisation of our products</li> </ul>

4.28. **ii) Net Zero**

4.29. We will contribute to addressing the climate emergency and reaching our net zero targets by:

- providing a more accurate understanding of the City's current and future carbon footprint;
- creating tools that assist the Council in taking the most valuable actions to reduce the City's carbon footprint; and
- creating digital services which allow residents and businesses to engage with us on the City's journey to Net Zero

4.30. Success metrics include a reduction in the time taken to report on our carbon footprint from a growing number of stakeholders, ensure easier digital engagement with climate initiatives, providing targeted, actionable and measurable insights that help to demonstrate a reduction in the City's emissions and sharing our data with external stakeholders.

4.31. Strategic Drivers:

- Fairer Environment – improving data capture, storage and reporting methods in support of the Climate Emergency Action Plan
- Fairer Economy – helping to deliver the Sustainable City Charter
- Fairer Council – working with contractors to improve carbon emissions reporting and reductions
- Westminster Climate Emergency Action plan
- #2035 – Data & Smart Energy

4.32. Examples of planned activities related to our Net Zero product include but are not limited to:



<b>Activities</b>	<b>Fairer Westminster</b>	<b>Summary outcomes/benefits</b>
<b>New capabilities</b>		
Sustainable City Charter (SCC) online forms and reporting	Critical enabler for Fairer Environment SCC activities	<ul style="list-style-type: none"> <li>• Automation of a manually intensive process</li> <li>• Easier submission process for signatories</li> <li>• Develop detailed reporting of the decarbonisation progress of signatories</li> </ul>
Green Energy Transition data ingestion, API development and data reporting	Enhances Fairer Environment SCC activities	<ul style="list-style-type: none"> <li>• Significantly reduce the manual efforts currently required to create our annual carbon footprint report</li> <li>• API will have wider usage to support the SCC solution as well as to help multiple services and suppliers meet their carbon reporting requirement</li> </ul>
City Hall/council buildings digital twin, data ingestion and reporting	Supports Fairer Environment initiatives	<ul style="list-style-type: none"> <li>• Model energy efficiency, infrastructure changes and behavioural change in our building stock, identify potential changes without enacting them first.</li> <li>• Create case study before encouraging other partners, such as those signed up to the Sustainable City Charter, to also take on the recommendations for themselves</li> </ul>
Digital carbon footprint reduction	Contributor to Fairer Council carbon reductions	<ul style="list-style-type: none"> <li>• Full review of energy consumption across Microsoft tenancy and other cloud services to identify ways to optimise the environments</li> <li>• Enable both cost and energy savings that will reduce our overall carbon emissions in line with the Council's net zero targets</li> </ul>
SME Carbon Calculator	Supports Fairer Environment, SCC and wider engagement	<ul style="list-style-type: none"> <li>• SMEs could have access to tools and support that are not readily available to businesses of their size</li> <li>• By understanding emissions SMEs could be more informed and better placed to reduce them, helping the Council reach net zero by 2040</li> </ul>
Retrofit Team Support	Supports Fairer Environment initiatives	<ul style="list-style-type: none"> <li>• Data modelling to assist the rollout of heat networks and to support energy planning across the city more widely</li> </ul>
<b>Strategic Development</b>		
Smart Meter data pipeline	Supports Fairer Environment initiatives	<ul style="list-style-type: none"> <li>• Establish steps to ingest smart meter data from properties in the City to help inform policies and actions plans associated with the Net Zero product</li> </ul>

4.33. **Proactive product line**

4.34. Through the use of targeted sensor monitoring, emerging technology trends, data analytics, digital process automation and data sharing, we will:

- provide tools to optimise the ways in which Council services can operate more efficiently and proactively;
- identify timely intervention opportunities to improve the lives and wellbeing of our residents; and
- optimise the returns on our capital assets

4.35. Success metrics include reducing the time required for staff to access data from multiple data sources, proactively identify potential health risks and maintenance needs in people homes and using data to identify business rate income opportunities

4.36. Strategic Drivers:

- Fairer Council – publishing our data through the data publishing platform
- Fairer Housing – using sensors to better understand the conditions of home that our residents live in
- Fairer Environment – for example, improving our ability to pre-empt complaints regarding construction sites
- Fairer Communities – using data to help identify health and wellbeing interventions

4.37. Examples of planned activities related to our Proactive product line include but are not limited to:

<b>Activities</b>	<b>Fairer Westminster</b>	<b>Summary outcomes/benefits</b>
Construction Site Environment Monitoring	Contributor to Fairer Council improved customer experience and Fairer Council through data publication	<ul style="list-style-type: none"> <li>• Increased officer efficiency through data aggregation and common reporting</li> <li>• Link data recordings into our resident complaint handling process</li> <li>• Greater transparency on environmental monitoring</li> </ul>
Residential noise monitoring	Contributor to Fairer Environment noise nuisance activity	<ul style="list-style-type: none"> <li>• Identify and trial innovative solutions for monitoring and resolving repeat residential noise complaints</li> </ul>
Waste truck image processing	Contributor to Fairer Council improved customer experience	<ul style="list-style-type: none"> <li>• Identifying digital signage not currently contributing to our business rates could lead to additional revenue income</li> <li>• Proactive identification and intervention for street based issues will help us provide an enhanced customer experience where issues</li> </ul>

		are resolved before they are reported
Scooter parking management	Contributor to Fairer Council improved customer experience	<ul style="list-style-type: none"> <li>A detailed discovery and testing of innovative technology led solutions to address the challenges faced by mass and irregular scooter parking</li> </ul>

## 5. Financial Implications

- 5.1. The current approved budget for this project is £6.3m, although it is proposed that the costs will be £5.7m. This reduction of £0.600m is now expected as a result of increased precision in cost calculations as the project matures and a roadmap becomes clearer. The request to release the expenditure of £770k in 2024/25 and £2.83m in 2025/26 is within the budget allocated to this project.
- 5.2. There is an income opportunity by selling RBKC the capabilities of the Air Quality Data Platform. The fixed costs of £0.011m attributed to running the platform would be covered by RBKC. This has been included in the MTFP (subject to approval in March 2025).
- 5.3. Furthermore, the Council's Medium Term Financial Plan has identified potential income generation of up to £0.500m per annum from 2026/27 by identifying rateable street-based assets through the use of automated image processing captured by vehicle installed cameras.
- 5.4. The capital funding requirement over 2024/25 and 2025/26 are set out below and reflects the full amount available from this budget.
- 5.5. While the budget is £6.3m, approval for the expected spend in 2024/25 and 2025/26 is requested at £3.600m, and the breakdown of this is summarised in the table below and set out in more detail through the remainder of this section.

<b>Smart City</b>	<b>24/25</b>	<b>25/26</b>
Proactive Product Line	£175,000	£485,000
Environment Product Line	£475,000	£575,000
<b>Platform Capabilities</b>		
Data Hub	£120,000	£1,150,000
Data Governance	£0	£620,000
<b>Total</b>	<b>£770,000</b>	<b>£2,830,000</b>

### 5.6. Smart City

- 5.7. Expenditure will include the cost of 3<sup>rd</sup> party software and services as well as capitalisation of staff costs associated with the activities described in Section

4. Estimates are detailed in the table below to indicate the anticipated split between staff and 3rd party costs.

Smart City	Role	24/25	25/26
<b>Proactive</b>	Staff costs	175,000	400,000
	3rd parties (subject to procurement)		85,000
	<b>Sub Total</b>	<b>175,000</b>	<b>485,000</b>
<b>Environment</b>			
<b>Air Quality</b>	Staff costs	320,000	330,000
	3rd parties (subject to procurement)	45,000	40,000
	<b>Sub Total</b>	<b>365,000</b>	<b>370,000</b>
<b>Net Zero</b>			
<b>Net Zero</b>	Staff costs	120,000	165,000
	3rd parties (subject to procurement)		40,000
	<b>Sub Total</b>	<b>120,000</b>	<b>205,000</b>
<b>Total</b>		<b>660,000</b>	<b>1,060,000</b>

5.8. Depending on the outcome of discovery/value assessment phases it may be necessary to redirect resource to any other future use cases where they are deemed to be of a greater priority and/or value.

5.9. It is expected that any requirement for revenue will be covered within existing budgets.

#### 5.10. **Strategic Data Platform and Data Governance**

#### 5.11. **Data Hub**

5.12. The following table sets out the estimates for implementation of the Data Hub, including running costs for Development and Test environments, internal staff costs for designing, procuring and working with a delivery partner to onboard the new platform.

5.13. At this stage Environment and Delivery partner costs are based on initial market research and will be determined through a procurement process that will be subject to separate approvals in line with the Council's Procurement Code.

	24/25	25/26
<b>Development Environments</b>		
Running costs*		3,000 32,000
<b>Implementation (staff) costs</b>		
Covering:	Architecture, design, marketplace analysis, requirements gathering and knowledge sharing	107,000 268,000
<b>Implementation (Delivery Partner)*</b>		
Covering:	Leverage an implementation partner to rapidly build a	850,000

	team who can deliver the technical capabilities	<b>Total</b>	<b>110,000</b>	<b>1,150,000</b>
* Subject to procurement				

**5.14. Data Governance**

5.15. Estimates detailed in the table below indicate anticipated internal staff costs required to implement the Council’s Data Governance solution.

	24/25	25/26
Staff costs		620,000
<b>Total</b>	<b>0</b>	<b>620,000</b>

**6. Legal and Governance Implications**

- 6.1. The Council has powers under Section 111 of the Local Government Act 1972 to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or to be conducive or incidental to, the discharge of any of its functions.
- 6.2. Under the general power of Section 1 and S1(4)(c) of the Localism Act 2011 the Council can utilise public funds from its Data Operating System capital budget for the benefit of the authority, its area or persons resident or present in its area.
- 6.3. When utilising the funds released for expenditure, officers must have regard and consider the Council’s Financial Regulations, Standing Orders and Procurement Code. Any procurement activity or strategy undertaken by the Council when using its public funds in respect of contracts being procured having regard to economy, efficiency and effectiveness for the relevant service. Must seek to achieve best value in accordance with the Local Government Act 1999. In addition, subject to the value of the services or goods to be procured, such procurement activity must be in compliance with the Public Contracts Regulations 2015 or any new procurement rules enacted.

**7. Climate Impact**

- 7.1. Many of the activities to be delivered through this capital scheme will directly support and make a positive contribution to the Fairer Environment commitments, and to the Council’s Air Quality, Climate Emergency & Ecology strategies and action plans.
- 7.2. Specifically, the Net Zero product line addresses objectives in the following key documents.
  - The Sustainable City Charter digitalisation will help to “drive participation to the Charter to support the business sustainability and decrease citywide carbon emissions” – an aim from our Fairer Westminster 24/25 delivery plan.

- Creating an improved, automated carbon reporting solution addresses risks tracked in relation to our Climate Action Plan, namely that “the current process for gathering data is inefficient and time consuming”.
  - All work done under the Net Zero product line has the aim “to drive innovation in emissions reduction activity and our approach” - an ambition in our Climate Emergency Action plan.
- 7.3. The Air Quality product line has similar strategic direction. The various capabilities and initiatives outlined in Section 4.24 contribute to upholding four out of five commitments in our current Air Quality Action Plan; to reduce pollution from buildings; to reduce pollution from transport; to address indoor air quality; to involve and empower our communities and schools.
- 7.4. In terms of direct climate action, through the Schools’ Healthy Commutes initiative we aim to reduce car usage outside schools. To date, we have already seen reduced car usage over a two-year period. In the second year, this represented the equivalent of 4 tonnes of CO<sub>2</sub> saved and prevented 93 lungs worth of NO<sub>2</sub> from entering the atmosphere.

## 8. Equalities Implications

- 8.1. An Equality Impact Assessment (EqIA) has been completed and there are no negative or unclear impacts identified.
- 8.2. An extract of the rationale behind this and taken from the EqIA is as follows:

*Some of our work will involve creating and publicising Air Quality related data products with a view to highlighting awareness of links between health and air quality, as well as providing potential interventions to reduce exposure to those whose health may be affected by poor air quality which disproportionately affects the older and younger sections of the population.*

*Additionally our work with temperature and humidity monitoring aims to identify and target the homes of Council tenants that may be at risk of mould or other factors that may impact their health or wellbeing. Construction Site Environment Monitoring also seeks to provide proactive interventions to issues that may improve residents wellbeing if they can be resolved swiftly and without additional burden to those impacted.*

*We recognise that areas with the highest levels of deprivation are also the areas with the highest rates asthma and COPD affected patients registered with GPs. So if our work is successful we can potentially have a greater impact in those same areas.*

*Through various engagement activities (resident panels, longitudinal interview studies) we have been able to enable views of a variety of service users (including those affected by breathing related health issues) to inform the way we shape, develop and promote our tools.*

*We are further developing a stakeholder engagement plan that will seek to reach out further to external stakeholders and community groups that we believe will positively benefit from the work we are undertaking. We will also work closely with*

*our Digital Inclusion Team to support adoption by users who may be considered digitally excluded.*

## 9. Procurement implications

- 9.1. Any procurement associated with the activities described in this report will be progressed individually in alignment with the procurement code and subject to their own approval processes.

## 10. Consultation

- 10.1. Consultation has not been undertaken specifically in relation to the recommendations of this report.
- 10.2. The Cabinet Member for Planning and Economic Development has been consulted on this report and their feedback is reflected in this report.
- 10.3. Through the creation of our Environment and Proactive product lines we have undertaken various sessions with residents, businesses, organisations and internal services to secure feedback and direction that have shaped our developments and future plans. We are currently developing a stakeholder engagement plan that will continue to both promote our service offerings and also seek ongoing feedback to inform what we do.

**If you have any queries about this Report or wish to inspect any of the Background Papers, please contact:**

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## APPROVED BY

Name and Title	Date sent	Date approved
Executive Director of Finance and Resource	27/11/24	07/02/25
Strategic Finance Manager, Finance	22/01/25	31/01/25
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Portfolio Advisor, Governance		07/02/25

## APPENDICES

Appendix 1: Data Hub detailed deliverables

## Appendix 1: Data Hub Detailed Deliverables

- **Implementation and configuration of the new Data warehouse**, which will underpin improved security, accessibility, data governance, performance and data sharing capabilities, including:
  - **Cybersecurity configuration**- configuration of the warehouse to implement cybersecurity best practices
  - **Creation and implementation of a robust, secure and scalable access management approach** to improve accessibility of datasets to staff and other key stakeholders who rely on insights to perform their job roles
  - **Architecture to enable cost transparency** to better manage and respond to running costs
  - **Creation and implementation of CI/CD development** to improve data quality and speed to market
  - **Performance improvements** leading to improved usability of data
- **Creation of “history” tables to enable trend analysis and forecasting**
- **Ingestion, cleaning, transformation and publishing for organisational use of hundreds of key data assets including:**
  - **Planning:** planning permissions, building control, dangerous structures
  - **Highways:** assets, street works & defects, licencing
  - **Parking:** locations, tickets, permits, cashless parking and EV charging
  - **Adults and Children’s social care data:** referrals, immunisation statuses, disabilities, languages, workers
  - **Street & geospatial data:** addresses & gazetteer, locations of stations, street furniture, street trading, street entertainment, trees, etc.
  - **Customer Service data**
  - **Regulated Services:** pest control, contaminated land data, noise complaints, food health and safety, trading standards, short term lets
  - **Education & school data:** Schools, pupil characteristics, sustainable transport (STARS)
  - **Transport data:** Road accidents, traffic counts, walking and cycling levels



- **Volunteering data** (Westminster Connects)
- **Council tax and land registry data**
- **HOPE:** homelessness prevention indicators and outcomes
- **Generally useful city diagnostic information:** weather, footfall, crime rates, Fire and Ambulance incidents, populations, mortality reasons, life expectancy information, birth rates
- **Reference data to support analysis:** genders, ethnicities, calendars, postcodes, ward boundaries
  
- **Project planning & delivery support** - discovery, project migration planning, and ongoing delivery support to ensure successful and smooth implementation of the Data warehouse migration project
- **Change management** - validation of all datasets and re-engineering of business critical reports and dashboards to leverage the new solution
- **Extensive documentation and handover sessions** to ensure the internal Westminster team is upskilled and capable of maintaining all processes and future development according to design

## **BACKGROUND PAPERS**

Data Operating System capital programme Equality Impact Assessment - October 2024

For completion by the **Cabinet Member for Finance and Council Reform**

**Declaration of Interest**

I have no interest to declare in respect of this report

Signed: 

Date: 18 February 2025

NAME: Cllr David Boothroyd

State nature of interest if any:

*(N.B: If you have an interest, you should seek advice as to whether it is appropriate to make a decision in relation to this matter)*

For the reasons set out above, I agree the recommendation(s) in the report entitled **Data Operating System capital budget approval** and reject any alternative options which are referred to but not recommended.

Signed:



Cabinet Member for Finance and Council Reform

18 February 2025

Date: \_\_\_\_\_

If you have any additional comment which you would want actioned in connection with your decision you should discuss this with the report author and then set out your comment below before the report and this pro-forma is returned to the Secretariat for processing.

Additional comment:

If you do not wish to approve the recommendations, or wish to make an alternative decision, it is important that you consult the report author, the Monitoring Officer and Section 151 Officer (or their representatives) so that (1) you can be made aware of any further relevant considerations that you should take into account before making the decision and (2) your reasons for the decision can be properly identified and recorded, as required by law.

Note to Cabinet Member: Your decision will now be published and copied to the Members of the relevant Policy & Scrutiny Committee. If the decision falls within the criteria for call-in, it will not be implemented until five working days have elapsed from publication to allow the Policy and Scrutiny Committee to decide whether it wishes to call the matter in.