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| **GSS Presentation & Dissemination Committee*****Response rate = 73% (22 out of 30 departments)******For list of non-responders, see Annex A*****WHAT’S NEW? DASHBOARD – June 2017 UPDATE**  |
| Progress has been made in the following areas this quarter (April 2017 to June 2017). Please see Annex A for who to contact in each Department for more information and Annex B for the detailed returns. |
| **Publishing**DCMS – new release - ʺFocus onʺ articlesDfE – publications using RmarkdownHMRC – timelier release on “Non-EU trade by declared currency of invoice”NISRA – R Shiny app published for Baby NamesONS - new interactive format “GDP and Me” | **Content/Commentary**DfT – internal reviews/scrums on publicationsGPT – range of scrums across GSS publicationsMoD – Video scribes and Audio Files HSE - reviewed around 20 OGD releases to determine if good practice could be adopted by HSE.MoD – New bulletin format across all publications | **Training and workshops**BEIS - House of Commons Library workshopDCLG - Enquiring Citizen, Go Figure DCMS/DfE – Using R for publishingDCMS – statistics for non-statisticiansGPT – Data visualisation/sharing seminarsNRS - creating infographics and interactive visualisationsOfsted - in-house infographics courseORR - best practice for non-statistical teamsPHE – commentary workshop |
| **Social Media**DfT - @DfTstats Twitter reached 1,000 followersNHS England - developing templates for charts used in tweetsMoD - strengthen relationship and improve stats presence on Twitter.NRS – infographics to tweetNRS – started a blogPHE - Over 1,000 subscribers to Newsletter | **Dashboards, Infographics & charts**MoD – new infographicsMoJ – Sankey DiagramOME - Infographic key findingsNRS – infographics and new interactive visualisationsONS - Well-being dashboardONS - new version of Chart BuilderORR - Power BI dashboardWG - PowerBI dashboard | **Reviews/Strategies/Groups**BEIS/DfE - Coffee and coding sessionsNHS England - Data visualisation groupORR - online user survey to assess statistical outputs (194 responses)OSR - public consultation on new Code of PracticeSG - User Research on ONS user personas |
| **Guidance**Ofsted - refreshing the statistical user engagement statement | **Other** DfT - GDS’ Open Data StandardsHO - GDS discussion gov.uk limitations.HO – Moving away from html.ONS - 6 data journalism interns recruitedSG – collaborating on local profilesVOA – automated approach to tables | **Software**BEIS - Digest of UK Energy Statistics (DUKES) APIDCLG - Discovery project on Statistical Processing and Publication SystemsDfT – interactive website testingMoJ – new visualisation tools/publishing platformsNISRA – new website launchedSG – Shiny - proof of concept |

**CURRENTLY TRENDING**

|  |  |
| --- | --- |
| **New release templates/formats** (DCMS, DfE, NISRA, ONS, MOD, HSE)* DfE – publications using Rmarkdown
* MoD – New bulletin format across all publications
 | **Data Viz/Data Science tools** (DfE, ONS, ORR, WG, NRS, MOJ, DFT, NISRA, SG)* ONS – Well-being interactive dashboard
* Various departments – Power BI
* Various departments – R shiny apps
 |
| **Publishing platforms/formats** (HO, SG, VOA, BEIS, DCLG, MOJ, NISRA, SG)* NISRA – new website
* DCLG - Discovery project on Statistical Processing and Publication Systems
 | **Training and workshops** (BEIS, DCLG, DCMS, DfE, GPT, OSTED, ORR, PHE)* BEIS - House of Commons Library workshop
* DCMS/DfE – Using R for publishing
 |

**CHAMPION OF CHAMPIONS**

Is awarded to NISRA for the launch of their new website which is a Drupal based website with better search function and meets accessibility requirements. NISRA are also continuing work with internal IT Service to develop app for dissemination of Northern Ireland Multiple Deprivation Measure and they have published an R Shiny app for Baby Names.

**ANNEX A – List of Presentation Champions and PDC Representatives**

Below is a list of each Department’s Presentation Champions and PDC Representatives. If you would like to find out more about the work being carried out that is highlighted on the dashboard, please contact the colleagues listed below. If there are any changes required to the list, please let the Good Practice Team know and keep the information in your “What’s New?” return up-to-date. A list is also kept at the following link: <https://gss.civilservice.gov.uk/statistics/presentation-and-dissemination/commentary-champions/>

Response rate was 73% (22 out of 30 departments). Responding departments:

|  |  |  |
| --- | --- | --- |
| **Department** | **Presentation Champion** | **PDC Rep** |
| **Ofsted** | Alison.Merrett@ofsted.gov.ukLauren.Miles@ofsted.gov.uk | hiren.bhimjiyani@beis.gov.ukpeter.antoniades@beis.gov.uk |
| **BEIS** | bowie.penney@beis.gov.uk  |
| **DfE** | sapna.sanghvi@education.gov.ukandrew.brook@education.gov.ukAdam.LEACH@education.gov.uk |
| **DCLG** | kayley.vanlint@communities.gsi.gov.uk | daniel.shaw@communities.gsi.gov.uk |
| **Home Office** | amy.everton@homeoffice.gsi.gov.uk  |
| **DCMS** | No rep  | katy.nicholls@culture.gov.uk |
| **DfT** | david.mais@dft.gsi.gov.uk olena.plaska@dft.gsi.gov.uk  | Bethan.Evans@dft.gov.uk Julie.Brown@dft.gsi.gov.uk (PDC Chair) |
| **ORR** | peter.moran@orr.gsi.gov.ukaruna.ramyead@orr.gsi.gov.uk  |
| **MoJ** | Philip.Hall@justice.gsi.gov.ukLaura.Murphy@justice.gsi.gov.uk |
| **MOD** | DefStrat-Stat-WDS-Svys-SAnlyst3@mod.uk(Nancy Singh) | DPandA-ChiefAnalyst@mod.uk(Tony O’Connor)  |
| **HSE** | Sam.Wilkinson@hse.gov.uk | Sam.Wilkinson@hse.gov.uk |
| **DH/NHS England** | sylvia.bolton@nhs.net | dawn.fagence@dh.gsi.gov.uk  |
| **Public Health England** | kcroft@hscic.gov.uk | madeleine.watson1@nhs.net  |
| **ONS** | Katy.Nicholls@ons.gov.uk Elizabeth.McLaren@ons.gov.ukClaudia.Wells@ons.gov.uk | Laura.dewis@ons.gsi.gov.uk |
| **Welsh Government** | HannahD.Thomas019@wales.gsi.gov.uk |
| **Scottish Government** | Victoria.Avila@nrscotland.gov.uk  | gregor.boyd@gov.scot  |
| **NRS** | Victoria.Avila@nrscotland.gov.uk  |
| **VOA** | No rep | Colin.Yeend@voa.gsi.gov.uk |
| **OME** | anthony.craggs@beis.gov.uk |
| **HMRC** | femi.asaolu@hmrc.gsi.gov.uk  |
| **GSS Good Practice Team** | tegwen.green@ons.gsi.gov.uk  | tegwen.green@ons.gsi.gov.uk |
| **NISRA** | sandra.tate@nisra.gov.uk | sandra.tate@nisra.gov.uk |

Non-responding departments:

|  |  |  |
| --- | --- | --- |
| **Department** | **Presentation Champion** | **PDC Rep** |
| **Ofqual** | david.patchett@ofqual.gov.uk vikas.dhawan@ofqual.gov.uk  | hiren.bhimjiyani@beis.gov.ukpeter.antoniades@beis.gov.uk |
| **DEFRA** | stephen.hall@defra.gsi.gov.uk  | Jamie.jenkins@defra.gov.ukJohn.joseph@defra.gov.uk |
| **Cabinet Office** | tbc | Katie.nicholls@culture.gsi.gov.uk |
| **HMT** | tom.orford@hmtreasury.gsi.gov.uk  |
| **DWP** | catherine.hope@dwp.gsi.gov.uk  | katie.dodd@dwp.gsi.gov.uk |
| **NHS Digital (formerly HSCIC)** | helen.lewis12@nhs.net | madeleine.watson1@nhs.net  |
| **DfID** | p-cockerill@dfid.gsx.gov.uk  |
| **NHS Scotland** | richmond.davies@nhs.net | gregor.boyd@gov.scot |

**ANNEX B – Full “What’s New” returns – June 2017**

*Response rate = 73% (22 out of 30 departments)*

**Department for Business, Energy and Industrial Strategy (BEIS)**

* Workshop planned with Head of Economic Policy and Statistics section - House of Commons Library
* Cloud Based Analytical Service (CBAS) Training
* Digest of UK Energy Statistics (DUKES API)
* Coffee and coding sessions

**Cabinet Office**

* No return this quarter

**Department for Communities and Local Government (DCLG)**

* Session on Enquiring Citizen Adapted for the department and run as in house training
* Replacement representatives for PDC and presentation sub-group recruited
* Discovery project on Statistical Processing and Publication Systems underway with proposals out to tender. This will set the future direction for how we publish and disseminate our statistical outputs and will provide an independent opinion on a preferred technical option based on the identified user requirements.
* Further Go Figure events being run as part of the DCLG core curriculum
* Revised the last Energy Performance Certificate stats release – cut it back in length and refocused the main findings.

**Department for Culture, Media and Sport (DCMS)**

* Published 2 ʺFocus onʺ articles using data from the Taking Part Survey (<https://www.gov.uk/government/statistics/taking-part-april-2017-focus-on-reports>) using the newly-developed release template and featuring new infographics, icons and maps
* Presented a GSS sharing seminar on how tools such as R are being implemented for statistics production in DCMS
* Held ʺstatistics for non-statisticiansʺ training for policy colleagues as part of Learning at work week

**Department for Environment, Food and Rural Affairs (DEFRA)**

* No return this quarter

**Department for Education (DfE)**

* **Publications** - We’re rethinking the way we produce our National Statistics publications, to operate within a single production pipeline and using Rmarkdown to improve our documentation and statistical commentary and make them reproducible. This would replace our manually put together Word/pdf documents with fully coded reports where numbers and text are produced and combined in the same space. We started the implementation of this for our recent ‘Pupil absence in schools in England: autumn term 2016’ National Statistics release and hope to perfect these processes in future releases.
* Coffee and coding sessions - chance to learn about and discuss coding tools and techniques; from SQL tips to Shiny web apps.

**Department for International Development (DfID)**

* No return this quarter

**Department for Transport (DfT)**

* **Presentation** – We have begun discussions with an outside contractor to see if they can development a more interactive website for the National Travel Survey and Vehicles Licensing statistics. This has come about from an internal Hack day where the contractor showed us an interesting and easy way to illustrate gender and geographic information on journey types.
* **Dissemination** – Our @DfTstats Twitter account has reached 1,000 followers which was a key milestone in the first year. However, no tweets have been posted during the purdah period for the general election. We plan to present at the GSS Presentation and Dissemination Symposium on 30th June about creating good data visualisations using basic software such as Powerpoint and Excel.
* **Sharing skills and experience** – We have run three reviews (or scrums) on some of the statistical releases the Department produces with comments being fed back to the relevant statistical teams. The last review was attended by Martin Ralphs from the Good Practice Team. It is hoped that these reviews will further improve our releases.
* **Open data** – We recently met with GDS’ Open Data Standards team to feed our experiences of using open formats to publish statistical content on GOV.UK into a Discovery project that they were conducting. Much of the conversation focused on the appropriateness of using .ODS as the primary format for statistical tables, where feedback from transport statistics users was relayed and some positive ways forward agreed.

**Department for Health (DH) / NHS England**

* **Data visualisation** - In NHS England, we have formed a working group to discuss ways to improve the data visualisation used in our analyses. We have printed posters that are now displayed in our offices from the GSS guidance on ‘choosing the right graph for the job’.
* **Social media** - We are developing templates for charts based on the NHS England branding with the aim of using these charts in our tweets about publications. The template has a few basic chart types to help analysts to create charts that are in line with the NHS England visual guidelines, such as the correct colours, and data presentation good practice.
* **Sharing good practice** - At the recent NHS England Analytical Services away day, Sylvia Bolton gave a presentation about how she improved the way that information was presented in her team’s Dental Commissioning Statistics publication. Examples of publication templates from other government departments we discussed, and she showed how the same principles can be applied to NHS England publications.
* **Training -** We have organised for the GSS Good Practice Team to come and do their half-day session on Effective Tables and Graphs in the London and Leeds offices in later July and early August.

**Department for Work and Pensions (DWP)**

* No return this quarter

**Good Practice Team (GPT)**

* **Scrums -** We have held a number of scrum events in the last quarter with publications from Home Office, NHS Digital, Cabinet Office, MOD, DWP/DFE. There have been around 20 participants from across the GSS represented at these. We are planning a programme for the rest of 2017 with possible scrums in Wales and the South West and the North as well as London. We have also asked Presentation Champions to get more involved in the planning, participating and facilitating of these sessions.
* **Data Viz** - We have continued to hold sessions at various Government departments over the last quarter, including Defra, DFE and HMRC. We are also liaising with health organisations in Wales to facilitate a joint session of the course. This follows a taster session that Martin Ralphs presented at the Welsh Health Analysts Network.
* **Sharing Seminars** - On 11 May, we held a seminar on Automated Statistical Workflows. Matt Upson (GDS), Laura Selby (DFE) and Penny Allen (DCLG) took around 60 GSS colleagues through a journey of how tools & techniques such as R, markdown and automated testing commonly employed by software developers, are being implemented for statistics production in their departments. This was followed by a very participative question and answer session. Due to the success of this session, a follow up is being arranged for 12 July.
* **GSG Induction and Statistical Foundation courses -** the GPT have recently refreshed and delivered the Statistical Foundations and GSG Induction Courses. These have been largely successful with the course having been run twice since and amended in response to feedback.

**HM Revenue and Customs (HMRC)**

* HMRC have published (or have scheduled for publication) 37 National and Official Statistic releases in this period.
* Non-EU trade by declared currency of invoice: This release, covering trade with Non-EU countries for the 2016 calendar year was brought forward from September 2017 to meet the demands from customers to have this information in a timelier manner. Feedback will be collated from users to see if this earlier release was useful.
* Following the General Election announcement, we ensured that all release dates for May and June were finalised ahead of purdah. One release (Regional Trade Statistics) was moved back a day to avoid taking place on the date of the election.

**HM Treasury**

* No return this quarter

**Home Office**

* The internal presentation and dissemination task force held its quarterly meeting. We continued discussing plans for ensuring all published data are available as open data. The first set of fire incident data have been published at record level - 2 datasets in April, more to follow in August.
* The annual Fire Statistics England infographic has gone through a GPT scrum – very useful and we are now incorporating changes prior to the next publication in August.
* Arranging discussion with GDS to discuss our frustrations with the limitations of gov.uk and if there are ways round them.
* Some publications are moving away from html. Some tables are still being produced in xls due to limitations of ods format (eg not being able to utilise drop down boxes).

**Health and Safety Executive (HSE)**

* Despite its relatively small size compared to Other Government Departments, HSE has become part of the Presentation and Dissemination Committee. Over the past few years, its statisticians have striven to be amongst the leaders in this area e.g. by continually encouraging and promoting the use of User Personas by other HSE colleagues (both statistical and non-statistical). Sam Wilkinson is the representative, who also maintains the role as HSE’s Presentation Champion. HSE was previously represented by its parent Department, DWP.
* Sam is often contacted by Statistical Governance to carry out peer review of OGDs’ releases (using the standard template); not only does this give a more wider knowledge and understanding of OGDs’ outputs, but there is future potential for the document owner to open a two-way dialogue to question some of the comments, and also take on board advice.
* Sam and former stand-in Presentation Champion Ian Polanowski jointly reviewed around 20 OGD releases to determine if good practice could be adopted by HSE. There were a handful of aspects marked for further consideration.
* HSE’s Statistics and Epidemiology Unit is also involved in assisting other Divisions in HSE (such as Agriculture Policy and Offshore) to produce their own statistical reports, in line with the Code of Practice for Official Statistics; these documents are produced annually. For the first release, HSE statisticians take the lead in producing the document, and at the same time educate/demonstrate good practice to the document owners (who are expected to take on board this advice for future releases); typically, the document owners will take full responsibility of producing their reports by the third year, and maintain the principles of the Code. Two such outputs are due to be released in June and July.
* In the quieter period prior to the production of statistics and outputs for our annual release in November, HSE has been focussing on improving pages on its website that support the main release (that don’t always get updated annually), such as those relating to descriptions and explanations of data sources, National Statistics policies and the A-Z subject finder.

**Ministry of Defence (MOD)**

* New Bulletin Format: All publications have now been moved in the new Bulletin Format. Now starting to discuss how we make our bulletins interactive. AFCAS survey published at the end of May moved to new template based on feedback from GPT scrum.
* Video scribe: Currently looking to produce two new videos to go alongside National and Official Statistics and produce a video that can sit alongside a survey that can summarise the methodology.
* Audio Files: Produced an audio file to sit alongside a publication in order to reach a wider number of users, including those unable to read, those with poor vision and those who just want a short overview of the publication.
* Data Visualisation: Developing supplements for publications e.g. Dashboard/Info Graphics/One page summaries.
* DDC and Twitter: Continuing to work with comms team to strengthen relationship and improve stats presence on Twitter.

**Ministry of Justice (MoJ)**

* **Dissemination** - We have published a Sankey diagram alongside our annual Criminal Justice Statistics publication to show flows of offenders through the Criminal Justice System. This is our first visualisation published through GitHub. This was produced by our Data Science team in collaboration with the statistical publication team.
* **Visualisation** - We are working on new visualisation tools, particularly R Shiny, to provide new ways to present our data. Although this is only for internal use at the moment, we are working to develop the hosting of this to make these visualisations available outside the department.
* **Publication** - Our first round of annual statistics have now been published using our new statistical bulletin design.
* **Data Reporting** - We are in the process of testing the use of a new reporting platform for the publication of our National Statistics. This will involve the use of Tableau visualisations, initially of prison population data.

**NHS Digital (NHS-D)**

* No return this quarter

**NHS Scotland**

* No return this quarter

**Northern Ireland Statistics and Research Agency (NISRA)**

* **New NISRA website has been launched** - Drupal based website with better search function and meets accessibility requirements.
* **Dissemination** - Continuing work with internal IT Service to develop app for dissemination of Northern Ireland Multiple Deprivation Measure (NIMDM2017). R Shiny app published for Baby Names (<https://nisrapopstats.shinyapps.io/babynames2016/>)
* **User Engagement** - Attended Balmoral Show (largest agri-food event in Ireland. Local Council Infographics printed on A5 (to take home) very popular and used to engage with the public.

**National Records Scotland (NRS)**

* **Infographics -** We keep creating infographics for NRS main publications and using them to tweet as well (<https://www.nrscotland.gov.uk/statistics-and-data/statistics/stats-at-a-glance/infographics-and-visualisations#info>)
* **Interactive visualisations -** We have created several interactive visualisations for NRS main publications and now we are using Google Analytics to get more insight on how our users interact with them (<https://www.nrscotland.gov.uk/statistics-and-data/statistics/stats-at-a-glance/infographics-and-visualisations#data>)
* **Dissemination** - NRS has recently started a blog (<https://blog.nrscotland.gov.uk/category/statistics/>) to disseminate our statistics
* **Capability** - We shared advice on creating infographics and interactive visualisations at a number of events within SG and NRS to enable our colleagues to do the same.
* We ran a half-day public event as part of the Data Festival, and gave a presentation at the Institute for Continuous Improvement in Public Services conference.
* We shared our scripts with colleagues outside NRS and SG, which allowed them to produce their own interactive visualisations.

**Ofqual**

* No return this quarter

**Office of Manpower Economics (OME)**

* Infographic versions of key findings from the two NHS-related Review Body reports have been published on the OME website within Gov.UK and have already received positive feedback from key stakeholders. Plans to actively give these infographics a push via Twitter have been put on hold due to the General Election purdah period, but an OME Twitter policy has been developed.

**Office for Standards in Education, Children’s Services and Skills (Ofsted)**

* We attended a very insightful GSS data sharing seminar on automatic workflows for statistical production. It was useful to find out what other government departments are doing and, as a result of this, we are now considering how we can apply some of the techniques used by other government departments to improve our ways of working.
* We recently ran an in-house infographics course to upskill producers of official statistics in how to make content/tweets more engaging. The aim is to incorporate and encourage the use of infographics within tweets for future statistical releases.
* We are currently refreshing the statistical user engagement statement and we intent to publish this externally in June, with internal communications and implementation from July.
* March's publication of Data View went live successfully and we are on track for another update in June

**Office for National Statistics (ONS)**

* 6 data journalism interns have been selected to work with ONS Digital, and with 4 other media partners - BBC News, Telegraph, Trinity Mirror and PA. The goal is to help develop the next generation of data journalists and underscore how import public data is to helping tell the story of the UK.
* The Data Vis team worked with Well-being to create a new interactive dashboard of indicators, replacing the old well-being wheel. The dashboard updates automatically with the latest data and gives people an at a glance view of key data. <https://www.ons.gov.uk/visualisations/dvc364/dashboard/index.html>
* Three pieces on UK Trade proved to be very popular on Visual.ONS - exploring trade relationships through interactive maps and visualisations. The work was embedded across different media sites, and was praised by the FT, the chief economist at UBS . <http://visual.ons.gov.uk/uk-trade-partners/>
* Work done to illustrate the change in the Basket of Goods had a big impact in the media. The rich story-telling format proved very successful with users - 57% of people said they didn't expect such a format from the ONS and liked it / 32% said they did expect it from the ONS and liked it.
* Visual.ONS trialled a new interactive format on Monday, called GDP and Me. Designed to be a personalised exploration of GDP, it let users explore different home and work scenarios to see how people interact with GDP. <https://www.ons.gov.uk/visualisations/dvc396/index.html>
* Hosted a day with data.gov.uk to share our GSS Discovery findings, and to look at possible ways to work together in the future
* The new version of Chart Builder has been rolled out - it now offers greater flexibility for statistical areas to build the right charts to tell better stories with data, and new features like annotation, and more formatting choices.

**Office of Road and Rail (ORR)**

* **Promoting best practice within non-statistical teams** - in May 2017 the Information and Analysis team presented a session on ‘what we do’ at our directorate away day. This covered the purpose and sources of our data collection activities, our publications, how we add value across the organisation, successes from the last year/ challenges for the year ahead, examples of the skills and experience on offer to help others deliver their work, a summary of the recent user survey results and a demo of our work using Power BI.
* **New approaches to dissemination** - We’re currently discussing ways to continue to improve our statistical releases to better meet the requirements of the three user personas and will be holding a team event next month. Key topics will include building narrative and context, replacing commentary with graphical content, optimising positioning and sectioning to create impact and improve document navigation, and developing our corporate style.
* **User engagement/social media** - in March-May we ran an online user survey to assess our current statistical outputs and to identify areas for improvements for a new dissemination tool. This was a very successful activity, attracting some 194 responses. The results identified that business and consultancy users are our main audience followed by central or local government users, and what they want most is access to the underlying data and historical trends.
* **Sharing skills and experience** - we have developed a Power BI dashboard using our Estimates of station usage statistics series and will be running a seminar with colleagues at the Department for Transport on Power BI in June 2017.

**Office for Statistics Regulation**

* **Code of Practice consultation** - public consultation on the new version of the Code of Practice will run from 5 July to 5 October 2017. OSR are offering show and tell sessions at departments to explain the rationale behind the new style Code during this period - if you are interested in hosting one of these sesions in your department please email Penny.Babb@statistics.gov.uk
* **UK Statistics Authority website** - we are working to develop an interactive version of the new style Code on the Authority website that will be searchable with underlying guidance and case studies.

**Public Health England (PHE)**

* Over 1,000 subscribers to Newsletter.
* Running a commentary workshop for statisticians to improve commentary.

**Scottish Government**

* **User Research** - Project to validate ONS five fold user personas in Scotland is going ahead.
* **Awards** -Entries open for our 4th annual communicating analysis award. John Pullinger will be judging the winners from a shortlist and presenting prizes.
* **Open Data** - Collaborating with a variety of organisations on local profiles. Vision is to use statistics.gov.scot as the source for all data, and to share learning, expertise, resources on profiling tools.
* **Presentation** - Work underway to modernise presentation of Scotland Perfoms, our national performance framework. Shiny is being used to mock up a proof of concept.

**Valuation Office Agency (VOA)**

* Only one official statistics release in latest quarter for numbers of challenges (appeals) on business rates. There will be one more of these before the autumn when we will introduce a release to report on the new Check Challenge Appeal system. This is likely to be more transformative than simply a replacement release since we are assuming a more frequent release which would be prohibitively expensive to produce as we do now - in particular the time required to prepare release notes/commentary. So we are aiming at an automated approach to tables without commentary, perhaps utilising technology to make more accessible, and to this end exploring the potential for the API used by DWP to effectively replace not just supplement much of our existing publications in order to free up increasingly scarce resource which we can divert on to more value-added work including building the data foundations that mature and bigger departments already have in place.

**Welsh Government**

* Produced our first set of coherent monthly NHS activity statistics, supported by a PowerBI dashboard.
* Further internal work on dissemination, broadly improving standards