# Enabler 2: Digital and data

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| Name of change | Not yet established | Plans in place | Established | Mature | Exemplary |
| Effective sharing and use of data | There are multiple reports in use which each provide different views of performance. Operational data is not shared. | Plan is being drawn up to consolidate reports, provide one consistent view of performance and enable sharing of operational data. | Consistent reports are available; they are regularly referred to by relevant operational staff and operational data is somewhat shared. Some alternative reports remain in use.  | Consistent reports are available; operational staff can access support in harnessing data in their daily ways of working. Operational data is consistently shared. | Consistent reports are in widespread use; accessing and harnessing this information is a core competency for relevant staff. There is constant shared operational data. |
| Digital tools are developed with and used by operational staff | Limited digital tools available to operational staff or tools are available but are not widely used by operational teams. | Plan is being drawn up to develop key digital tools (e.g. dashboards) with input from operational teams. | A small number of digital tools providing key information are widely used and accessible for operational teams. | There is a clearly documented process for operational teams to feed back to BI / data teams. | Operational teams are regularly brought together with BI / data teams and there is widespread understanding of the insight data can provide. |
| There is a data-informed performance culture | Available data and/ or key performance indicators (KPIs) provide high level oversight and are not designed to provide day to day operational insight. | A review of KPIs in use is being undertaken. | There is regular access to insight that informs actions and decisions made. | Relevant staff members access reports regularly and know how to use them to identify priorities and take action. | There is clear responsibility for interrogating performance data, supported by clear governance. |

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