vaadaBASE

Data Collaboration

For Victorian AOD Treatment Services

INVITATION TO PARTICIPATE 2025

Data Collaboration creates 'collective intelligence'

A Partnership between VAADA, Latitude Network and Victorian Alcohol and Other Drug (AOD) treatment services.

To solve any complex problem, we need to learn, improve and grow across boundaries and between organisations. By analysing data together, the AOD sector gains unique insights and powerful tools to learn and advocate for change.

"VAADABase empowers organisations to gain valuable insights into their current service delivery, client demographics, and trends as well as inform data-driven decision making to support service delivery and ultimately client outcomes.

Through collaborative data sharing, VAADABase will offer statewide insights into the alcohol and other drugs service sector, identifying trends, gaps, and opportunities for improvement.

We invite new agencies to join VAADABase to contribute to this important work and gain valuable insights into both their own organisational data as well as broader sector trends" - Chris Christoforou - CEO, VAADA

Chris Christoforou,
CEO VAADA

What is the VAADABase Data Collaboration?

A data collaboration is a system that enables organisations to safely analyse data and gather insights across the entire sector for individual and collective benefit.

VAADABase is a pilot data collaboration project designed to empower Victorian AOD treatment services with enhanced control and access to de identified client data.

A collaboration between VAADA, participating AOD services, and the Latitude Network, a key feature of the project is the development of a series of user-friendly and bespoke data dashboards. These dashboards will offer greater insights and more timely access to your own data (and aggregated data from other services), informing better decision-making, service delivery, and treatment planning.

The VAADABase pilot project is now accepting new Victorian AOD agencies for 2025.
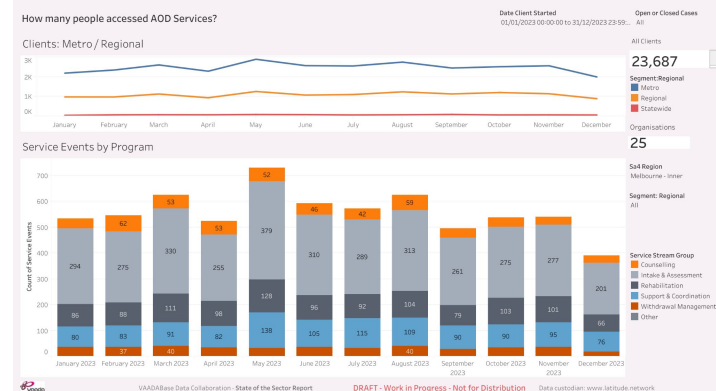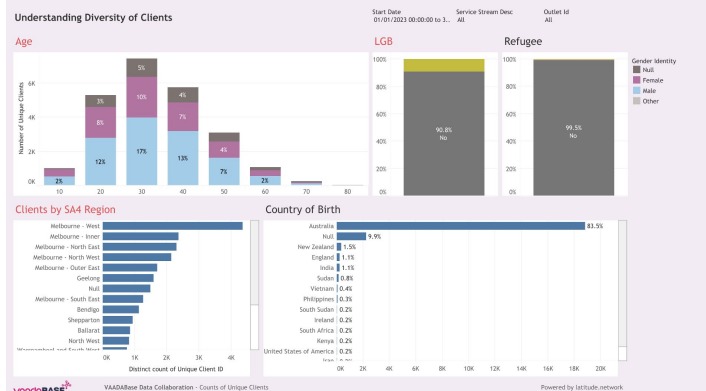
Dashboards & Use Cases

Use Cases

- Track total numbers of new clients / service events across a specified time
- See monthly patterns and changes between service types
- Compare metro and regional service client numbers
- Compare client numbers by individual outlets

Features: Standard for all Dashboards

- Split by Service Stream / service type
- Zoom in to any date range
- Filter by all, open or closed cases
- Filter by Outlet ID

Note that we are counting new service events by month, so the data it counts each service event only in the month it started so we can track and count each one once

Use Cases

- Understand the demographics of clients accessing services
- One-page snapshot of key demographic factors
- Explore data across specific populations and groups (e.g. by age and gender)
- Filter by geographic regions

Features

- Interact with charts to select specific groups (e.g. females aged 50-60)
- Focus on demographics of specific geographic region

Counts total unique clients (not service events)

Why Collaborate?

By collaborating with other providers in your sector, you gain higher quality analysis and dashboards to enhance your strategic and operational decisions. But you also get more insights on the total scale of the sector, benchmarks to track your performance and collective insights to inform advocacy and strengthen the sector.

Useful dashboards

Receive high quality dashboards and monitoring tools designed specifically for your organisation, informed by our experience working across the social sector.

Improved decision making

Make informed decisions based on recent data analysis, helping you allocate resources effectively and plan strategically for the future.

New insights & evidence

The Latitude Network, our third-party data custodian' review your data to answer specific questions, whether it's about client needs and engagement, or program outcomes.

Low cost low hassle

The Latitude Network design, maintain and manage your dashboards in their data warehouse, ensuring they function well and improve over time at low cost.

Answer the big questions

Collaborate with other organisations to see sector-wide patterns, identify successful strategies and adopt best practices for achieving outcomes.

L < T I T U D E

By joining VAADABase, you'll not only gain access to your own data dashboards but also contribute to better understanding the Victorian AOD landscape, including service provision, demographics, and trends.

Your participation will help to develop a State of the Sector dashboard that provides valuable insights for the entire sector.

"I expect VAADABase will assist individual organisations to better understand how they are tracking in comparison with other services, and to see local and statewide trends. This is something we can no longer do on our own. Importantly, it will also provide VAADA with critical information to support its advocacy for increased government investment into AOD services."

**Dr Stefan Gruenert,
CEO Odyssey House**

What you get

- **High quality** interactive dashboards and monitoring tools that analyse *your own data* - designed to inform decision making, planning, operations + training and support to use them
- **Access** to benchmarks and comparisons from across participating agencies- richer data you can't get alone or from government
- **Quarterly 'Learning Labs'** hosted by VAADA and facilitated by Latitude to review and learn from the whole sector's data

L < TITUDE

How VAADA & the Sector benefits from the 'State of the Sector' report

Benefits and plans

VAADABAse State of the Sector dashboards and reports can:

- Provide AOD organisations with timely insights into broader trends and developments within the sector. This could include data on regional variations, emerging drug trends, demographics and more.

- Act as part of the evidence base to support advocacy, data-driven policy changes and service improvements.

- Support improvement of data collection, management, and analysis practices across the Victorian AOD sector.

- Contribute to project development, research and information-sharing across the AOD sector.

- Further educate and inform AOD sector through data insights and Learning Labs.

- Integrate cross-sectoral data sets that are valuable to include. For example proportion of clients who identify Mental Health diagnosis or Family Violence.

- Offer 'State of the Sector' dashboards to show the big picture - of total services delivered, demand, gaps in services, patterns of need (note: your organisation will remain anonymous in this data).

- Help improve data capabilities across the sector, enabling better decision making and continuous improvement.

L<TITUDE

Latitude Network Features

Security - Latitude Network uses multiple levels of security, using systems trusted by government agencies and complying with Australian privacy laws (see more in the FAQs below)

Privacy - Latitude Network excludes or redacts any personally identifiable information so we can't identify any individuals and aggregated data doesn't identify your organisation

Your data is not shared with other organisations - you provide data to Latitude Network only to analyse - no one else ever sees your raw data but you

We take care of the backend - Latitude Network builds and maintains the system to process the data, build dashboards and do 'deep dive' analytics and reports

You are in control - it's your data, and you work together with other organisations to agree which metrics you want analysed - Latitude Network is your agent to support your and the sector's goals under your collective governance

Timely - data is updated regularly (e.g. monthly) so is fresh and relevant and always available via logins to your dashboards
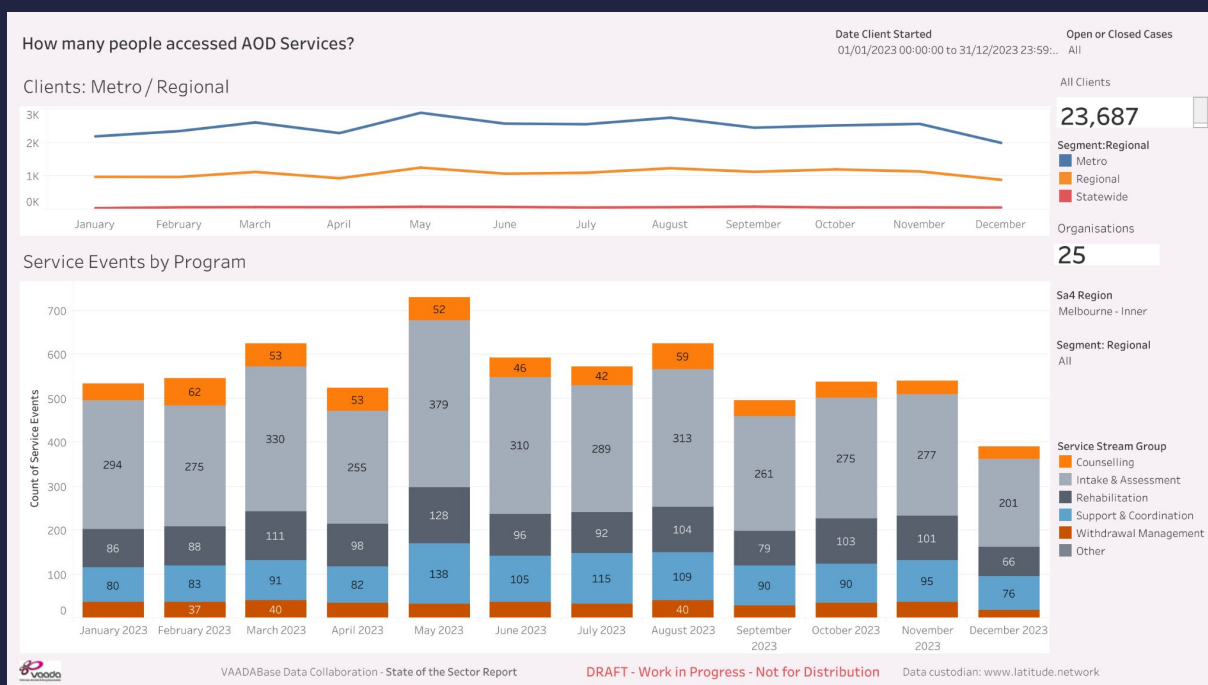
Specialists in social services - Latitude Network adapts powerful tools and techniques from the commercial sector to empower social service organisations.

Current Dashboards (Version 2.1)

The VAADABase project is live. This part provides an overview of the dashboards currently available, and planned features on the development roadmap.

How to use the dashboards

Dashboards are powerful tools that allow you to interact with your data in a meaningful way. This project uses Tableau, a leading dashboard tool. You gain a login access to your own organisation's data.
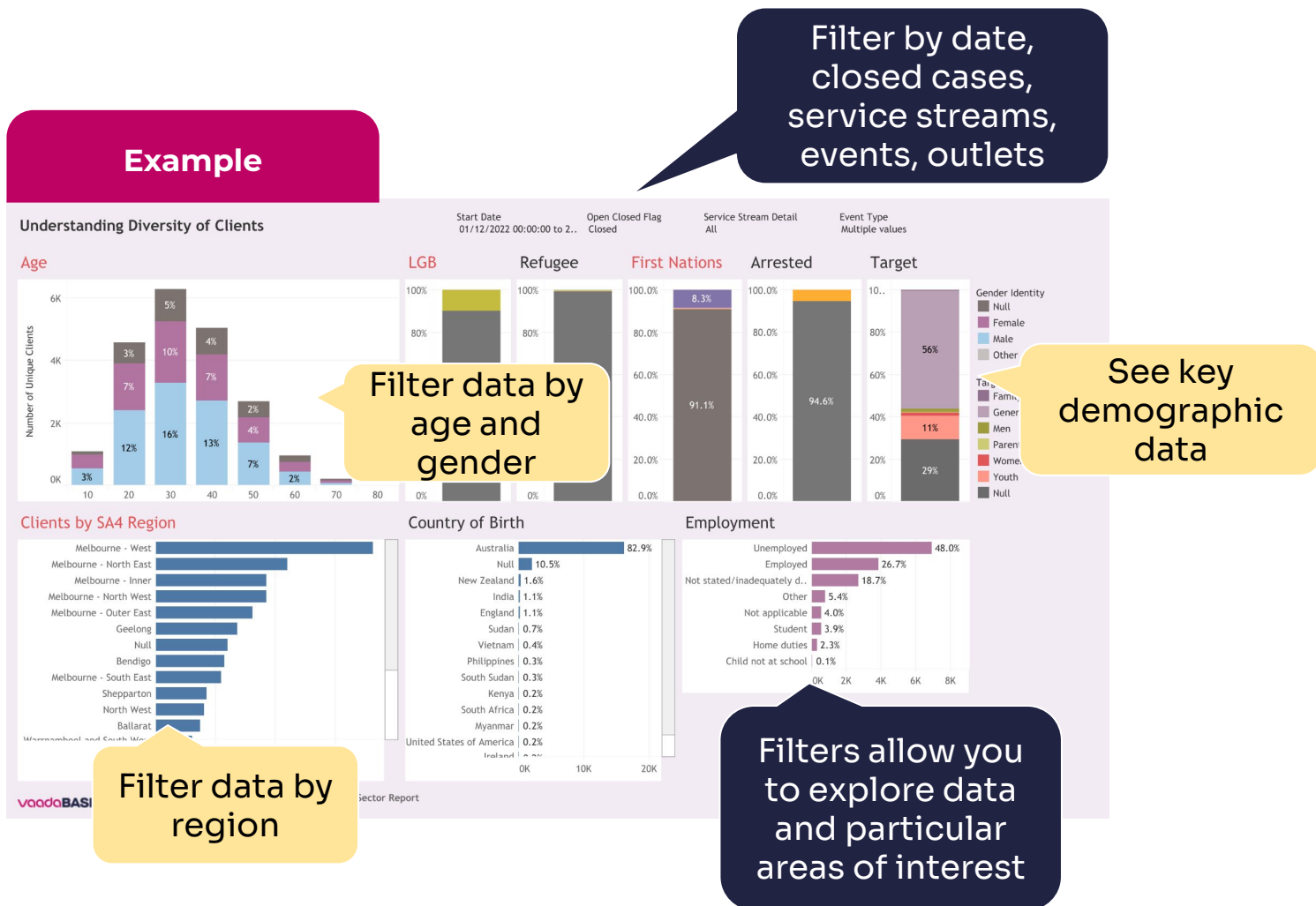

Illustration only

More learning

- Videos and release notes show how to use and interpret the data.
- Attend Learning Labs to learn about overall sector data and hear from other organisations about how they use the data for tracking, analysis, improvement and management.

Release Notes: VAADABase V2.1

Overview

- Version 2.1 of the VAADABase dashboards is the result of input from a range of sector experts and participating organisations
- It builds on the original data warehouse built in early 2024 to provide relevant client and drug of concern tracking with a focus on changes over time and trend spotting

Key elements

- Based on standard VADC dataset that each organisation uploads to the VADC once per month, in XML format
- Data updated and processed monthly (based on organisation upload to project folder) - note that if you haven't uploaded data in latest months, the charts will show decreases in those months
- Each organisation has access only to their data - based on row-level permissions across the dataset

If you have ideas or a request for how to improve these dashboards or new features you would like to request, please email support@latitude.network

We review and decide on new features quarterly with the project governance group. New features are to be confirmed by could include geospatial maps, total current client counts, client flow between services, needs assessments and outcomes (eg K10, DUDIT and AUDIT scores).
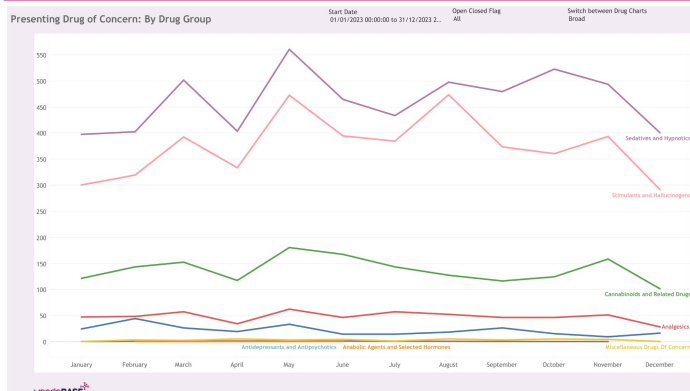
Support

Instructions on logging in to your Tableau account (for Data Leads)
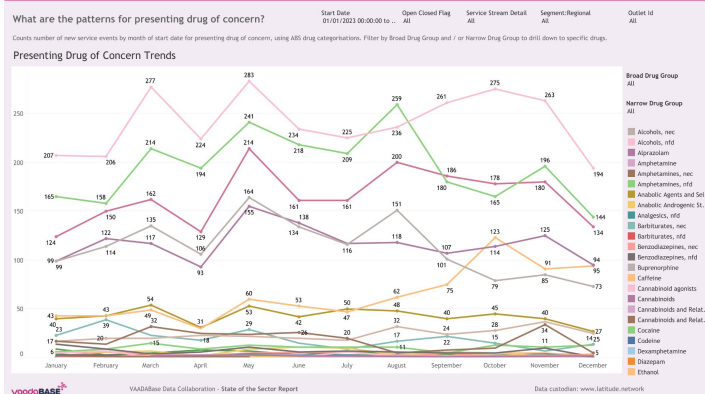
Instructions for using your dashboards (for Data Leads)

support@latitude.network email for support questions

Dashboards & Use Cases

Presenting Drug of Concern by Group

Presenting Drugs of Concern Trends + Drill Down: Broad / Narrow

Use Cases

- Track overall changes in presenting drugs of concern by broad or narrow grouping
- High level view
- Compare changes over different time periods or service types

Features:

Filter by Outlet ID

Note for both these presenting drug of concern charts that we are counting new service events by month, so the data it counts each service event only in the month it started so we can track and count each one once

Use Cases

- Track changes in key drugs of concern
- Spot trends and shifts
- Compare different drug types
- Drill down to specific unit level or view at broad or narrow category levels - fully flexible comparison tool down to all 230 ABS drug types

Features

- Filter by standard filters
- Compare Presenting Drug vs Drug of Concern categories
- Filter by Broad Drug Group and by Narrow Drug group
- Optionally drill down by broad, narrow and unit categories to compare rarer drug categories
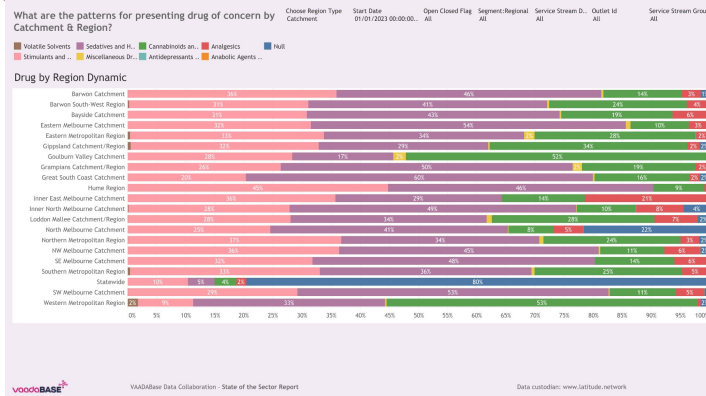
Dashboards & Use Cases

Use Cases

- Compare proportions (%) of key drugs of concern categories across catchments or SA4 Categories
- Identify where a drug of concern group is over or under represented compared with expectations

Features

- Catchment or SA4 Region category parameter selection
- Standard filters including dates, service types
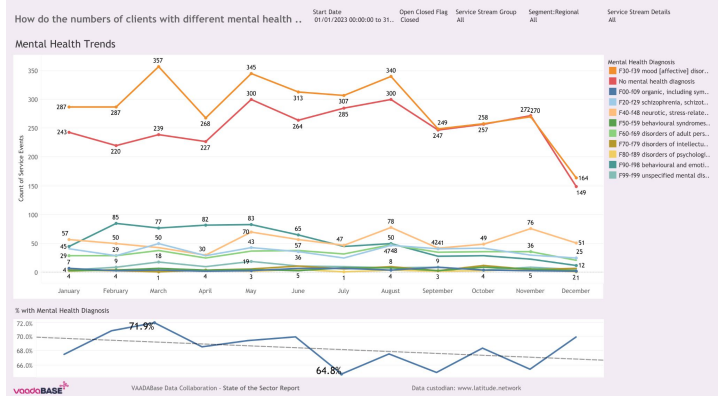- Highlights by drug group colour to easily visualise proportions by drug

Use Cases

- Track the main mental health diagnoses over time or by service stream or outlet
- Track what proportion (%) of clients have a mental health diagnosis and see the direction of trends - are they rising or falling and is there seasonality to these numbers

Features

- Mental health diagnoses by diagnosis code over time - filterable by time period
- % of people with a diagnosis and trend lines

Dashboards & Use Cases
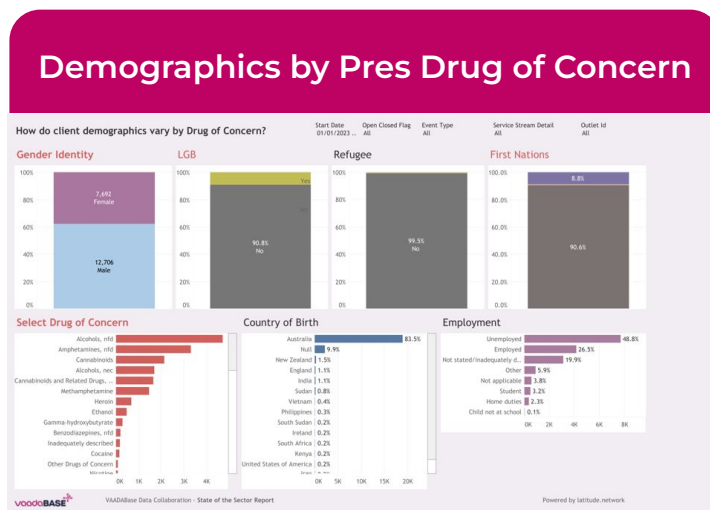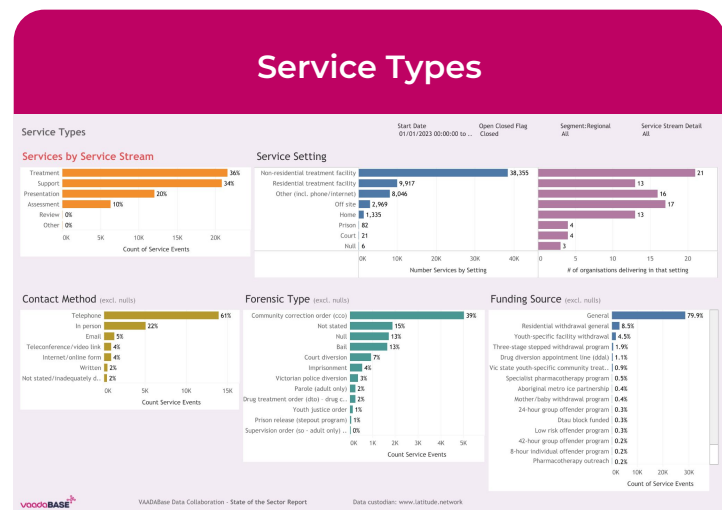
Use Cases

- Understand relative % of services delivered by a range of criteria including service setting, contact method, forensi type and funding source
- At SoS level, see numbers of organisations delivering in those different service settings

Features

- Standard filters to enable exploration across outlets, time and service stream

Use Cases

- Explore if demographics vary by presenting drug of concern
- Select the drug of concern in the chart to filter all demographic factors

Features

- Standard filters
- Filter by drug of concern chart

Project Details and Invitation to Join

This section covers the details about participating in the VAADABase Data Partnership, how it works and what's involved.

Project Phases

COMPLETE   **CURRENT PHASE**

1 - Establish and Build

2024

- The VAADABase project was initiated with 15 participating agencies
- Legal frameworks, contracts, and data sharing protocols were established
- Latitude built core data pipelines and dashboards for participating organisations in collaboration with them
- Existing datasets transformed and analysed
- Training and support provided to participating organisations on using the dashboards
- interim survey circulated to gather feedback on the project and inform future improvements

2 - Expand

2025

- Invite additional AOD agencies to come on board
- Find new use cases for the tools (decisions, benefits)
- Agree on enhancements with Project Executive Group
- Run training and workshops
- Quarterly deep dive analysis
- Learning Labs are offered to participants as an opportunity to share insights from data across participants
- Decide and add in new datasets, collect new useful data
- Open up to all AOD treatment providers in the AOD sector to join
- VAADA to evaluate Pilot Project

3 - Impact

2025 +

- Use of data for advocacy at whole sector level
- Share / open source key learnings of what works where, when and for whom
- Look at opportunities for cross collaboration with data from other systems, across sectors
- Analyse data for state of the sector reports and set up regular updates
- Evaluation learnings to underpin further enhancements to dashboards

Invitation to join

Each organisation has a representative on the Program Executive Group (PEG), which will allow you to have a say in important project decisions.

1

Submit Expression of Interest

Submit an Expression of Interest form to join the VAADABase.

2

Sign Up to Participate

Sign and return the contract to dale@latitude.network to get started.

3

Upload Data Monthly

Upload existing VADC XML data files to a secure folder on monthly basis - the same files you send to VADC.

4

Log-in & Use Interactive Dashboards

Access and utilise your custom dashboards to gain valuable insights via a single log-in. Attend Learning Labs for sharing insights.

Fee
$3,000 / 6 months

Each new participating organisation contracts with Latitude Network for 12 months, paying a fee of $6,000 plus GST billed in two equal installments at 6 month intervals.

The fee covers all the project development work, metrics conferencing, building and running of data warehouse and data processing, dashboards, training and quarterly deep dive analysis reports and workshops.

See Latitude Network & VAADA's role in appendix for details.

Appendix
& FAQs

Frequently Asked Questions

1. **Who is participating in this project?**

This project is for organisations that provide funded AOD services in Victoria. This is an optional project.

2. **Where is the data coming from and what data is being collected?**

It will initially be based on the current VADC data collection. Moving forward, the project partner agencies can decide whether they want to collect other data. Initially, retrospective data (1 July, 2022 to current) can be uploaded to enable comparison from project onset and then ongoing, data will be shared monthly.

3. **How will the data be accessed and stored? Will there be a common portal?**

The data will be stored in a data warehouse on Australian servers compliant with all relevant Australian privacy laws, for the purposes of analysis. A 'State of the Sector' report for all participants will be created each quarter. Agencies won't have access to the raw data as it contains data from other service providers - they will receive aggregated reports and visualisations including showing their own individual organisation results. The Project Executive Group (governance group) can decide what charts are provided and what further access is granted, including interactive dashboards for participating organisations.

4. **What measures will be in place to prevent data breaches & hacking?**

The data warehouse will be locked down so it can't be accessed by non-authorised users (VPN white labelling + other measures), with the highest levels of security. All data is de-identified so no personal information could be breached. A full privacy operational method will be agreed by the governance group.

5. **Does this impact existing data arrangements with funding providers (PHNS, DH, etc.)?**

Your contractual data requirements and relationships would be unchanged. This project is about and for the sector, so irrespective of what data DH or PHNs require, we can make decisions about what sort of data is important ourselves for ourselves.

Frequently Asked Questions

6. Will this project aid agencies with existing data recording to VADC?

This project is not initially focussed on the data collection process, but on better insights from aggregating existing data. This project seeks to improve agencies' data literacy and to allow for more meaningful insights on what is working, what might need to be adapted, and for whom, through a whole of sector view. As this is a sector-driven project, work to improve data recording can be put on the agenda for future action.

7. Will service providers be required to submit their data to an additional space, or will the data automatically be received from the VADC database?

Service providers will be required to submit their data to the secure data portal run by Latitude Network, in addition to the VADC. As it will initially be the exact same datasets, no additional work to process the data will be required, just an upload.

8. What are the Proposed Project Phases (in brief)

Phase 1 (2023-2024): Pilot Project Initiation

Project Setup: Pilot agencies establish the project, agree upon data sharing standards, and conduct initial data exports. Data dashboards are developed in collaboration with participating agencies, a Data Working Group and Project Executive Group.

Phase 2 (2024): Interim Review

VAADA to conduct an interim review of the pilot project with participating agencies and develop report and recommendations to inform Phase 3.

Phase 3 (2025): Project Expansion

Extend Pilot: Continue the pilot project with existing agencies.
Recruitment: Approach additional AOD agencies to participate in the pilot project.
Data Metrics: Discuss and incorporate additional metrics as desired by participants.

Phase 4 (2025): Project Evaluation and Conclusion

Evaluation: Conduct a final evaluation of the pilot project.
Decision Making: Determine whether to expand VAADABase to additional AOD agencies based on the evaluation results.

Phase 5 (2026): Potential Expansion

Expansion: If the pilot project is successful and viable, expand VAADABase to include additional AOD agencies.

Frequently Asked Questions

9. What is the term of the contract?

The contract term will be for 1 year.

10. Can we receive a consortia/region/catchment-based report?

Yes as long as the data collected contains a field flagging individual client records with a region or consortia, we can produce reports specific to that region. We can also do this by other groups of organisations if requested. However, we need enough organisations and data so that organisations remain anonymous in the reporting.

11. What is the cost?

In 2025, the cost for new agencies to join for a 12 month period is $6, 000 exc. GST. For existing agencies already apart of VAADABase, renewal will be $4, 800 exc. GST.

12. Can I further share the data with external stakeholders?

The Project Executive Group made of participating organisations and VAADA, can decide what reports or charts they want to allow to be shared more widely. There may even be some data that suits the sector to share publicly - this is decided by the participating organisations. The underlying datasets will not be able to be shared as it identifies individual organisations and needs to be kept private. Non-participating organisations won't receive reports as they are not sharing data. They will have an opportunity to join later in the project.

13. What is Latitude's Role in this project?

Latitude Network are Data Custodians and Data Analysts for the project and will assume responsibility for the management of the data, and the processing of the data into actionable insights and reports.

Frequently Asked Questions

14. What is VAADA's role in this project?

VAADA will be providing coordination, project management and administration support, including chairing the Project Executive group and attending the Project working group, chaired by Latitude.

15. What does DH think?

The DH has not expressed an objection to this project at this time.
It is our view that agencies should have the autonomy to develop and maintain a data management system that fits their needs, especially if current data systems are not.

16. Can our organisation's data be legally used for this purpose?

According to preliminary advice, data ownership lies with the agency who collected the data, meaning they are legally able to provide and use the de-identified data for their own analysis. VAADA has committed to seeking further legal advice on this matter, as a part of our in-kind contributions.

17. Will we still own our data?

The project and Latitude Network will not own the data - the ownership of the data will be retained by the organisation that collected it and is subject that organisation's policies and rights.

18. What if we want to delete our data and/or leave the project? Can I 'leave' the project at any time?)

An organisation that has already submitted data can make a written request to the governance group to have its data deleted. Latitude Network will then go into the data warehouse, delete the raw files and remove that organisation's data and confirm that to the organisation. Any analysis from that point on will not include that data including any historical data provided.

Privacy & Security of Data

Ensuring the privacy and security of all confidential data is paramount to Latitude Network. We use a range of industry standard practices to ensure this.

Question	Answer
What kind of data is included in this program?	A key to maintaining privacy is that no personally identifiable information (such as names, phone, email, medicare numbers etc) is provided. Latitude Network cannot identify any individual from the data and contracts never to attempt to. This is a key method to reduce privacy and legal risk as we analyse your data on your behalf.
How will data be accessed?	For this project, data is manually uploaded by your organisation to a secure server (e.g. once per month), so we won't have any direct o your systems.
Where is the data stored?	The data is stored on our secure Microsoft Azure data warehouse, processed into a SQL server on Azure. It is then queried by our Tableau server - both servers are based in Australia using industry standard security from leading cloud service providers.
What protocols are in place to ensure security?	We use a range of industry standard data security protocols (see appendix for technical specifications).
What are the user access controls in place?	To reduce risk, we provide 1 authorised user from your organisation with login access that is hard coded at a row-level in the data. That user can produce reports.
What technical security systems are in place?	Multi-factor authentication, white-listed IP addresses, use of VPN, and other methods (see appendix). Our Cyber Security advisors can provide further detail if required.
What happens if there is a data breach?	Our contract specifies actions in the unlikely case of a data breach - including advising you of the breach and engaging legal and technical advisors to manage it. We maintain Cyber Security Insurance for this purpose.

Data Ownership & Access

Who owns the data and how is access managed?

You maintain full ownership over your data. You provide Latitude Network with selected parts of your data only to analyse for the purposes of this project.

We are bound by the project purpose and by your written instructions - we only use the data to provide you with insights.

If you decide to leave the program, we delete all the data you have provided to us to analyse on your behalf.

Your organisational dashboards are only accessible by the staff member authorised by you to access them. We maintain a register of that person's email address and they need to log in using multi-factor authentication to access the dashboards.

Your data is coded by us with a unique organisational identifier at the row-level (i.e. every record of data you provide to us) and dashboards are locked by user to only access your organisation's data.

Personally Identifiable Information

We run tests of the data you provide to us to detect PII (eg names). We remove Medicare numbers from the data (noting that Medicare numbers are included in the VADC datasets) prior to saving your data in our data warehouse.

Latitude Network's Role

Latitude Network has developed a proprietary approach to data collaboration and provides and manages the whole process from start to finish.

Project Element	Latitude Network's Role
Project Management	- Facilitate project design and set-up - Advise peak body - Contract with each participant - Manage the project with peak body
Collaboration & Training	- Facilitate agreement on metrics - Review existing metrics - Advise on new metrics - Run 'Learning Labs' each quarter and training in use of data / dashboards
Data Infrastructure	- Build & supply data warehouse - Run data pipeline - Build & run dashboards (Tableau) - Provide a user login for interacting live with the data / dashboards
Data Processing	- Code & run the ELT (transformation) for data from every organisation - Checks on data quality, remove personally identifiable information
Data tool / Dashboard Design	- Design all dashboards based on need - Coding of calculations, rules - Ongoing design of new tools
Analysis	- Run complex analysis e.g. forecasting, segmentation, predictive models - Machine Learning analysis - Quarterly 'deep dive' questions - Strategic advice / recommendations on key questions at sector level
Maintenance	- Manage user access to dashboards - Manage security of systems - Address bugs or issues ongoing

VAADA's Role

VAADA plays a key role in the VAADABase project, coordinating project meetings and providing guidance on data dashboard development in collaboration with AOD treatment services and other participating agencies.

Project Element	VAADA's Role
Project Coordination	- Manage project design, objectives, and aims of the pilot project in collaboration with Latitude Network and the Project Executive Group. Coordinate PEG and DWG meetings. - Support legal and governance frameworks. - Engage with participating and potential AOD Treatment Services.
Collaboration & Training	- Facilitate collaboration among participating organisations through workshops and events. - Organise Learning Labs in partnership with Latitude Network. - Assess the training needs of participating organisations and provide support.
State of the Sector	- Work with Latitude Network to develop state-of-the-sector dashboards that provide aggregated data insights. - Develop State of the Sector reports. - Consult with stakeholders to identify valuable metrics and items.
Promotions	- Promote the VAADABase Pilot Project and recruit additional AOD treatment services. - Coordinate workshops and events to support promotions.
Advocacy	- Continue advocating for AOD services, funding, data collection mechanisms, and needs. - Utilise VAADABase data to provide evidence-based support for advocacy efforts.

Project Governance

The project is governed by a 'Project Executive Group' (PEG), consisting of a representative from each participating organisation that has signed the contract. This structure offers both a benefit and a commitment for Foundation Members, as it ensures that they have a direct role in decision-making while also being responsible for shaping the project's direction. The peak body, VAADA, will attend meetings. The PEG Terms of Reference, guide decisions on what data is included, the design of the State of the Sector report, who can access it and the specific questions for deeper analysis.

Contracting

Your organisation will contract individually with Latitude Network Pty Ltd for data analysis. This as a standard contract for services where a specialist analyses your data for you. The provisions in the contract bind Latitude Network to work on your behalf with your interests at the forefront.

Latitude Network has a parallel services agreement with every organisation participating in the project.

The contract has been drafted by a lawyer taking into account existing privacy legislation.

The contract will also provide for aggregating the data to provide a 'State of the Sector' report to VAADA, the peak body, with results to be shared with participating organisation. These reports will NOT identify your organisation or your data. This allows for VAADA and your colleague organisations to see the 'big picture' of the whole sector without identifying individual organisations. We restrict access to underlying data and filters to prevent identification. We also get approval from the Project Executive Group (which has a representative from each participating organisation) on the design of State of the Sector reports prior to producing that report.

Data Security - Tech Spec

This page provides further detail on the technical methods and controls we have in place to ensure security of the data. Contact us if you require any further detail.

Policy / Procedure	Detail
Password Management	Multi-Factor Authentication (MFA) is mandatory for all critical systems and access.
Exclusion of PII	Personally Identifiable Information is excluded from our systems or deleted if detected to ensure individuals can't be identified.
Cloud provider status	We use Microsoft Azure, one of the leading cloud providers in the world, for data warehouse along with the leading analytics platform Tableau (Salesforce) for dashboarding.
Azure SQL security	All data encrypted in transit and at rest. Automated tools will be used to manage and deploy patches. Microsoft handles the patching of Azure SQL Database. Access to the Azure SQL Database is controlled through Microsoft Active Directory (AD) accounts.
Authorised access to dashboards	To reduce risk, we provide 1 authorised user from your organisation with login access that is hard coded at a row-level in the data. That user can produce reports.
Auditing and Logging	Microsoft Azure SQL Database auditing is enabled to track database activities, including access, changes to database schema, and security-related events. Any anomalies or security incidents identified through auditing and logging will be reported to the IT team immediately for investigation and response.
Network security	We use secure VPN Twingate with Zero Trust model to control access based on identity and device. All connections are audited and tracked. Network monitoring will be conducted to detect and respond to suspicious activity.
Incident Response	We have a data management policy that outlines more details about our handling of client data.
Cyber Security Insurance	We maintain current Cyber Insurance which pays for costs associated with any data incident.
Cyber Security audit	We have engaged an independent cyber security consultant to advise us of best practices.

LATITUDE

About Latitude Network

Independent - We prioritise your organisation's interests, **not those of funders or the government.**

Specialists in social services - We use powerful tools and techniques to empower social service organisations.

Effective problem solving - We specialise in addressing the toughest challenges faced by organisations and social systems.

We are an established Melbourne-based consultancy specialising in data analytics and social impact. We have partnered with VAADA for this project.

We empower organisations in the social services sector with data driven insights and strategies to create meaningful change.

Our team combines expertise in strategy, data engineering, collaborations and outcomes measurement to drive impactful results across various sectors, from homelessness and mental health to education and justice.

The Project Team

Dale Renner
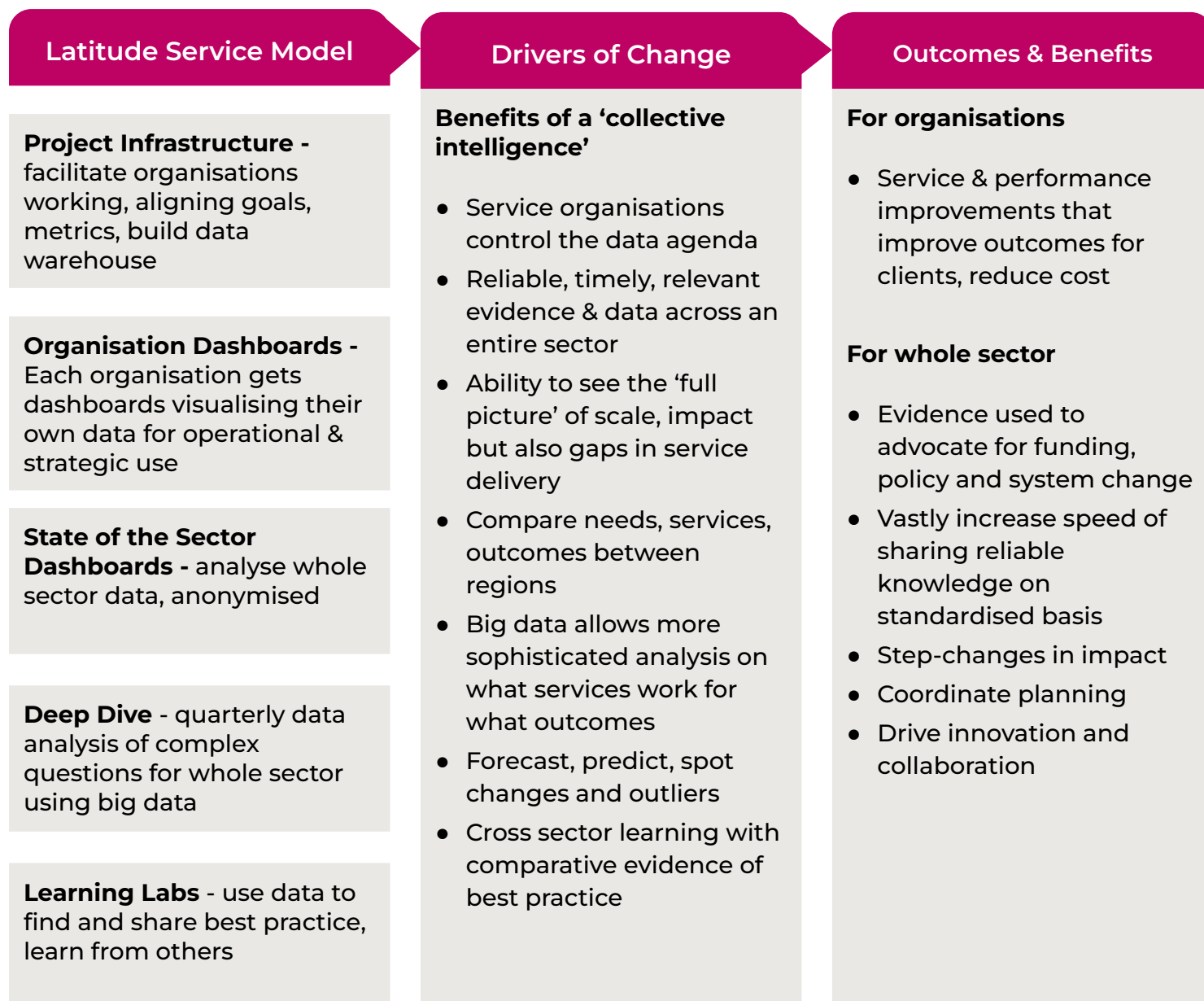**Director**

Palermo Moyo
Senior Data Analyst

Rahul Sirpur
Data Engineer

Theory of Change
For Latitude Network Data Collaborations

Latitude Service Model	Drivers of Change	Outcomes & Benefits
Project Infrastructure - facilitate organisations working, aligning goals, metrics, build data warehouse	**Benefits of a 'collective intelligence'** • Service organisations control the data agenda • Reliable, timely, relevant evidence & data across an entire sector • Ability to see the 'full picture' of scale, impact but also gaps in service delivery • Compare needs, services, outcomes between regions • Big data allows more sophisticated analysis on what services work for what outcomes • Forecast, predict, spot changes and outliers • Cross sector learning with comparative evidence of best practice	**For organisations** • Service & performance improvements that improve outcomes for clients, reduce cost **For whole sector** • Evidence used to advocate for funding, policy and system change • Vastly increase speed of sharing reliable knowledge on standardised basis • Step-changes in impact • Coordinate planning • Drive innovation and collaboration
Organisation Dashboards - Each organisation gets dashboards visualising their own data for operational & strategic use		
State of the Sector Dashboards - analyse whole sector data, anonymised		
Deep Dive - quarterly data analysis of complex questions for whole sector using big data		
Learning Labs - use data to find and share best practice, learn from others		

Data Collaboration achieves 'Collective intelligence' leading to better outcomes and effectiveness.

L<TITUDE
N E T W O R K

Building a *data empowered* social sector

What we do

Insights
Analyse your data to solve a difficult problem

Skills
Build data capabilities and measurement tools across your organisation

Collaboration
Share data with others for system change