# North Lanarkshire Council
# Report

## Transformation and Digitisation Committee

☒ approval ☒ noting     **Ref** KH/LJ/JG          **Date** 13/11/19

## DigitalNL Business Intelligence Hub

**From**     Katrina Hassell, Head of Business Solutions

**Email**     hassellk@northlan.gov.uk     **Telephone** 01698 302235

## Executive Summary

In support of the shared ambition to make North Lanarkshire the place to Live, Learn, Work, Invest and Visit an outline Programme of Work was approved at Policy and Strategy Committee at its meeting of 21 March 2019.  At the same meeting the Committee approved the Digital NL Transformation Programme which contained 25 indicative work packages for year one of the programme.

Reflecting Programme of Work item PO72 – Digital Business Intelligence model, this report focusses on Work Package 7 of the Digital Transformation Programme - Future Operating Model Design & Digital Workforce Strategy which identified a number of areas for development.

One such area was the process of Business Information and Reporting, to include data collation, transformation and production of reports and metrics at a corporate level. This will create a digital model which facilitates data sharing and use of automated Business Intelligence tools.

This report provides committee with an update regarding the work package activity for the Business Intelligence (BI) Hub and illustrates actions taken and planned to involve stakeholders with a view to identifying, reviewing and prioritising data collection and reporting across the council.

## Recommendations

It is recommended that Committee:

(1) Endorse the development of a single point of access for information and data sources.
(2) Note the progress to date of the BI Hub development contained within the year one work package of the DigitalNL Transformation Programme.
(3) Note the programme of stakeholder engagement to involve stakeholders in designing services which are responsive to people's needs.
(4) Approve the development of the next steps contained in the report

## The Plan for North Lanarkshire

| | |
|---|---|
| Priority | All priorities |
| Ambition statement | (18) Ensure our digital transformation is responsive to all people's needs and enable access to the services they need |

(19) Improve engagement with communities and develop their capacity to help themselves

(23) Build a workforce for the future capable of delivering on our priorities and shared ambition

(24) Review and design services around people, communities, and shared resources

(25) Ensure intelligent use of data and information to support fully evidence based decision making and future planning

## 1. Background

1.1 At its meeting of 4 September 2019, the Transformation and Digitisation Committee considered progress against the early mobilisation activity of the DigitalNL Programme, in tandem with separate agenda items in respect of the System Integrator Partner and DigitalNL Infrastructure proposals.

1.2 Furthermore, the Transformation and Digitisation Committee considered progress to date in delivering year one of the DigitalNL Transformation Programme (August 2019). This report advises members of the current status of the Digital BI Hub model a strand of the Enabling Services 1 work package.

---

## 2. Report

2.1 As members will recall, the Transformation and Digitisation Committee of 4 September 2019, received an update on the opportunity presented to accelerate the development of a Digital BI Hub Model aligned to The Plan for North Lanarkshire through the Programme of Work: P072. This development builds upon the work currently being undertaken within the Data Sharing, Information Management and Security work package and will ultimately create a business intelligence hub to enable data driven analytics, forecasting and decision making.

2.2 **BI Hub Expectations**

The BI Hub will be a new capability within the council which will exist to work hand in hand with operational delivery to provide information, intelligence and insight. This will enable the council to think bigger - shifting from focus on hindsight to insight - and become more evidence led in their decision making. Appendix 1 provides an illustration of this capability.

In support of The Plan for North Lanarkshire and levels 1, 2 and 3 of the Strategic Performance Framework approved at the Policy and Strategy Committee on 26 September 2019, it is proposed that the BI Hub will be provide all corporate reporting requirements across the council. In addition, services will have the ability to 'self-serve' to produce relevant reports. The BI Hub will drive change by:

- Driving efficient data collection
- Enabling reporting at required levels
- Allowing production of evidence based analytics
- Dashboard visualisation
- Provision of a forecasting tool that delivers insights
- Foresight decision making to support The Plan for North Lanarkshire

The above arrangements are critical in supporting the council to produce an accurate view of corporate and service performance and provides sounds links to the 'Analytics & Insight' digital theme detailed in the outline business case for DigitalNL.

2.3 **Current Position - Stakeholder Engagement**

Engagement is underway to involve stakeholders in designing services which are responsive to people's needs. In order to progress the development of the BI Hub a 3 step process has been implemented as follows:

- Communications sent to all Heads of Service requesting representatives from each service area. Representatives required experience and knowledge of data gathering, performance indicators and reports as well as the process around reporting. Representatives were then invited to participate in workshops and assist with a data collection exercise required to be completed by stakeholders.

- Data workshop content and scheduling was designed to maximise intelligence gathering and resource implications, ensuring the following list of requirements were covered:

  - List of service level performance indicators collected
  - List of all reports carried out by service areas collected
  - Insights into why, how and by whom reports are used
  - Understanding what insights would be beneficial to service areas
  - Identifying key partnership relationships

- Detailed communications sent to attendees providing an overview of the workshop and areas of focus:

  - Explanation of the work being carried out
  - Why it is important to the council and The Plan for North Lanarkshire
  - A run through of the data collection questionnaires to ensure understanding
  - Discussions around why, how and by whom reports are used
  - Views on current reporting process

The workshops provided collaboration with employees in service areas to identify, review and prioritise data sources, performance indicators and reporting requirements, as well as changes to how the council manages the process of reporting.

Eleven workshops took place during September and October 2019. In total seventeen service areas participated in this work and provided service specific information to inform the creation and design of the BI Hub.

Listed below are key elements of the BI Hub service offering.

- ➢ A view of performance against outcomes, demonstrating how the council is performing against The Plan for North Lanarkshire.

- ➢ Data turned into actionable information, facilitating strategic decision making and enabling the council to identify and drive efficiencies within current financial/resource constraints.

- ➢ Presentation of data in a way that is more accessible and understandable, as well as telling a story that may not be known from looking at raw data to focus on analysis and predictions. In future this will facilitate more meaningful conversations around the data and results in a broader organisational impact.

- ➢ Generation of greater insights into how residents, businesses, and partners are engaging with the council, as well as their needs and how to meet these.

### 2.4 **Who will benefit from the BI Hub**

The BI Hub will serve a number of different customer groups

**NLC Employees**

Staff will use and contribute to insight and reports produced. They will be involved in sharing outputs from the Hub to inform decisions, develop services, and drive innovation.

**Government**

UK and Scottish Government require the council to report on certain information and statistics. NLC need to remain engaged with the UK and Scottish Government in order to understand what is required from statutory reporting.

**Partners**

There is an ambition to share insight between NLC and partners in order to frame conversations and enable partners to better understand and support the council.

**Businesses**

Insights can be used to support local businesses and enterprise. There is an ambition to allow business to access insight and analysis that supports them in their operation (this could be freely available or chargeable).

### 2.5 **Future Scope**

Following completion of the workshops a number activities will now be undertaken to define the capabilities and activities of the BI Hub. Details of activities within scope are outlined below:

- Vision and service offering
- Shape and size
- People requirements, including criteria for roles and training needs
- Performance metrics
- Prioritised list of reports and performance indicators
- Performance indicator metadata
- Process for accessing services
- Feedback strategy document covering employees and customers
- Assessment of requirements for implementation

### 2.6 **Next Steps**

With engagement well underway the Digital NL team will continue to progress the overall design and implementation planning of the BI Hub with the following activities due to take place during October to December 2019:

- Review and verification of data collection questionnaires submitted by services
- Review of performance indicator meta-data supporting reports
- Identify a prioritised list of performance indicators and reports across services
- Revise BI Hub service offering based on data collection exercise

**3.** **Equality and Diversity**

3.1 **Fairer Scotland Duty**

There are no requirements for an assessment under the Fairer Scotland duty arising from this report, however, members should be assured that The Fairer Scotland assessment process will be undertaken as appropriate when designing services for customers, businesses and residents.

3.2 **Equality Impact Assessment**

Specific equality impact assessments will be undertaken by council services, as appropriate, when developing the phased implementation programme.

**4.** **Implications**

4.1 **Financial Impact**

The year one budget for the Programme has been agreed and built into the council's overall budget monitoring processes and controls.

Further information and costings in respect of the programme will be submitted to committee as projects progress.

4.2 **HR/Policy/Legislative Impact**

There will be changes to some employee roles as a result of the DigitalNL programme. The DigitalNL team continues to collaborate with the People and Organisational Development (POD) Team regarding early stakeholder engagement and consultation, as these are key to the successful implementation and delivery of the HR related aspects of this iterative transformation programme. With a view to taking this forward, detailed plans are presently being drafted in respect of the initial implementation releases.

4.3 **Environmental Impact**

Environmental impacts will be identified as appropriate when designing services for customers, businesses and residents.

4.4 **Risk Impact**

Effective identification and management of risk is considered critical to the success of this programme. A comprehensive risk assessment and Risk and Issue Log (RAIDE) is being managed and monitored throughout the programme with high level risks and all programme level issues being reported to the SRO and Delivery Board on a monthly basis.

**5.** **Measures of success**

5.1 Success will be evidenced through technology being efficiently and effectively deployed to support new digital service delivery models and solutions which are designed to meet the needs of businesses and communities.

5.2 Specific measures of success will be identified and evidenced as The Plan for North Lanarkshire and all Programmes of Work (including DigitalNL) progress.
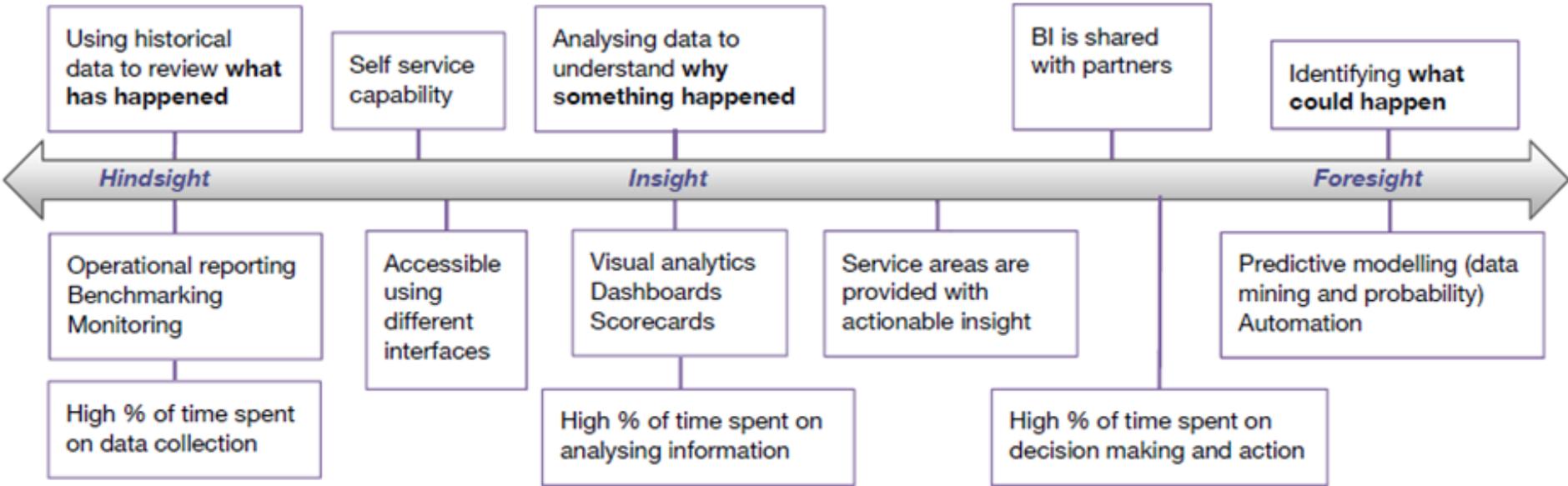
## 6.    Supporting documents

6.1    Appendix 1 – Intelligence Shift – Hindsight to Foresight

**Head of Business Solutions**

## Intelligence Shift – Hindsight to Foresight



| Using historical data to review **what has happened** | Self service capability | Analysing data to understand **why something happened** | | BI is shared with partners | Identifying **what could happen** |

**Hindsight** — **Insight** — **Foresight**

Operational reporting
Benchmarking
Monitoring

Accessible using different interfaces

Visual analytics
Dashboards
Scorecards

Service areas are provided with actionable insight

Predictive modelling (data mining and probability)
Automation

High % of time spent on data collection

High % of time spent on analysing information

High % of time spent on decision making and action

At present the council is at the left hand side of the scale, using hindsight and demonstrating limited use of insight.  Introducing a BI Hub will shift the council towards the middle of the scale by reducing time spent on data collection and encouraging analysis and insight gathering through use of data visualisation.

*Source: - Work Package 16.1: Vision for the BI Hub - PWC*