North Lanarkshire Council
Report

Transformation and Digitisation Committee

☒approval ☒noting **Ref** KH/LJ/JG **Date** 26/02/20

DigitalNL Business Intelligence Hub

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Executive Summary

As members are aware, the development of a Business Intelligence (BI) Hub as part of the Enabling Services work stream (16.1) will provide a new capability within the council which will operate hand in hand with service delivery to provide information, intelligence and insight.

During November and December 2019 a full review of corporate and service requirements was carried out following the collaborative workshops that took place in the autumn of 2019.

This report provides Committee with a further update regarding this work package and illustrates the actions taken since the previous Committee on 14 November 2019. The report also provides an overview of the potential design and governance arrangements of the BI Hub.

Recommendations

It is recommended that Committee:

(1) Note the progress to date of the BI Hub development.
(2) 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 the previous meeting of the Transformation and Digitisation Committee in November 2019, Members will recall the report outlining the concept of a Business Intelligence (BI) Hub which would be developed as part of the DigitalNL programme.

1.2   The proposed BI Hub is a key strategic change that will carry out a number of functions relating to business information, reporting and insight including:

- Utilising statistical techniques to draw insight from data in order to support strategic and operational decision making;
- The validation and distribution of information to support statutory and regulatory requirements;
- The production of reports and dashboards for differing stakeholder groups including corporate and service management teams, elected members, statutory and regulatory bodies and partner agencies.

1.3   Key drivers for the development and implementation of the BI Hub have been identified as:

- Reducing the volume of current reporting which relies heavily on manual processes and a resource intensive reporting framework;
- The shift in requirements to future state forecasting as opposed to current state, which presents a significant volume of hindsight.

2.   Report

2.1   During the course of November and December, 2019, there has been a focus on activities to progress the overall design and implementation planning for the proposed BI Hub as part of the Enabling Services workstream (16.1). The activities include:

2.2   **Review and Validation of Data Collection Questionnaires**

This exercise followed on from the collaborative workshops with services that took place as a result of the stakeholder engagement activities reported to Committee in November 2019. Services were asked to provide a comprehensive list of all reports and performance indicators (PI) currently required, by completing data questionnaires. All data gathered has now been reviewed, assessed and prioritised utilising a scoring matrix. The criteria for the scoring matrix is based on evidence of the following for both reports and performance indicators:

- How the report or PI links to the priorities of The Plan for North Lanarkshire?
- How the report or PI impacts on operational and strategic decision making?
- How the data is sourced?

This work has provided the opportunity to streamline reporting requirements for both the Strategic Performance Framework at a corporate level and management requirements within services.

Based on the outputs from the questionnaires and reviews, the BI Hub planning has been revised and broadened to include people requirements, criteria for future job roles, skills and training needs assessment and performance metrics all in relation to the performance of the proposed BI Hub.

2.3   **Process Development**

With the BI Hub being a new capability within the Council, a number of processes relating to how services access the BI Hub and how data will be governed are under development. The undernoted processes along with devised and agreed business rules will form the new operating model for the BI Hub:

1. Data Quality Governance
2. Report and Dashboard Governance

3.   Service Request Management

The BI Hub will be developed through two aspects, a Core Hub for corporate requirements linking to a Service Hub for those service specific needs as outlined in the Next Phase of Design section below.

The Business Solutions team will have overall governance responsibility for the BI Hub and will build strong relationships with services, elected members, partners and other stakeholders to ensure full organisational requirements are met.

2.4   **Analysis of Feedback**

Embedded within the BI Hub will be the analysis of feedback for both customers and staff. A review of current feedback forms and requirements has been undertaken and the results used to inform the development of future processes for both customers and staff. This work will be progressed during the implementation phase of the technology.

Current thinking shows that the collection of the aforementioned survey work will be carried out within the Customer Services Hub (the subject of a separate report to this committee) with the BI Hub having access to the data to provide future predictive analytics.

2.5   **Future Commercialisation of Data**

As part of the future vision for North Lanarkshire, members previously approved the investment in market leading technologies to focus on establishing the council as a Smart Digital Council with a number of digital capabilities as outlined in the diagram below utilised to realise this ambition.
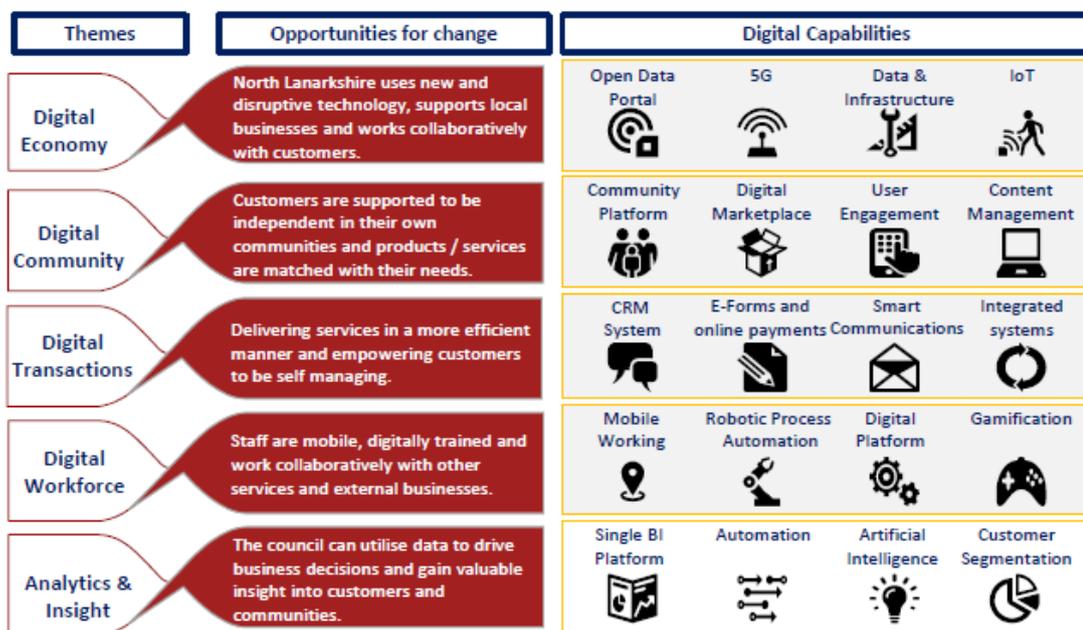
This programme of change is essential to meet the ever-increasing demand for anytime, anywhere access to services and information.   Making data available through the development of a regional data exchange will encourage entrepreneurialism and innovation in North Lanarkshire. It is critical that the data managed and contained within new technology applications is of sufficient quality. The proposed BI Hub will drive the capability to:

- Provide the data exchange platform for the utilisation of both the private and public sector data.
- Enable economic growth through facilitating digital entrepreneurship.
- Enable better service delivery (both private and public sector) by making anonymised/secure data available that will enable better decision-marking.

- Support individuals and community groups to better engage with, develop ideas for and participate in personal and community service delivery.
- Enable greater collaboration between public/private sector partners.

2.6 **Next Phase of Design**

The proposed BI Hub is considered a capability to best reflect the strategic and operational requirements of the council. It will demonstrate the impact of activities and programmes of work on the people and communities of North Lanarkshire. To deliver on this a number of considerations will be taken into account during the next phase of development. These include:

- **Data governance** – Data ownership, data protection and access restrictions will need to be understood.

- **Information management** – Processes and business rules for the BI Hub are required.

- **Training** – the correct knowledge, technical skills, and behaviours will be required. Training will be required on new reporting tools and self-serve knowledge developed.

- **Culture and behavioural changes** - to ensure the BI Hub is utilised to its full potential, new ways of working and recognition of the value of data are required.

- **Relationships** - interactions within the Core Hub and the Service Hub and their interdependencies will need to be understood.

- **Implementation** – a staged approach to the development and implementation of the BI Hub, commencing with the basic standardised processes and reporting tools will be implemented, moving through to the development of more complex analytical capability.

2.7 **Anticipated Outputs from the BI Hub**

The new BI Hub will hold one true source and a point of truth with data drawn from relevant and credible sources on a regular basis to ensure accuracy. Filtering will enable stakeholders to view data based on a range of variables and will support locality planning.

The Core Hub and Service Hub model will ensure focus at strategic and operational levels as appropriate and will provide the technical skills to provide data, insight gathering, analysis and automated performance through dashboards and interactive reporting.

A single council wide reporting tool will be used to produce both corporate and service level reports drawing on a central repository portal used to store and share reports. Services will have the ability to 'self-serve' to produce bespoke and service level reports. There will also be capacity to draw on the Core hub team for support in producing more specialised reports.

Finally, the BI Hub will provide future analysis of feedback from customers and staff, linking with the Customer Services Hub to access data and provide insights to support future service delivery.

2.8   **Next Steps**

- The timetable for the introduction of the new technology to underpin the BI Hub will be driven by the Systems Integrator. Currently proposed is a temporary platform to be available by June 2020 while the detailed development will potentially until September 2020.

- Implementation has been proposed as an iterative process, starting with the Strategic Performance Framework and corporate reporting, aligned to The Plan for North Lanarkshire which will provide the proof of concept.

- Preparatory work, in advance of the technology solutions will commence in March 2020 and will largely relate to non-technology elements including establishing new ways of working, responsibilities between the Core Hub and Service Hub and keeping data storage and reporting requirements under review with key stakeholders.

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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.

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4.   Implications

4.1   **Financial Impact**

The year one budget 2019/20 for this work package is £367,460. This work package comprises the following four key areas (which includes the Business Intelligence Hub):

1. Payments Strategy

2. Data Strategy

3. Business Intelligence Hub

4. Integrations strategy

All costs are contained within the overall indicative five year investment (£28.8m) and in line with the Council's Financial Governance arrangements regular monitoring, control and reporting on revenue and capital is carried out.

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.
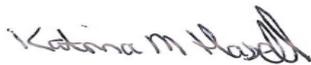
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5. Measures of success

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.

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6. Supporting documents

Not applicable.

Head of Business Solutions