

Digital Innovation and Efficiency Committee

Report title:	Business Intelligence
Date of meeting:	8 November 2017
Responsible Chief Officer:	Simon George – Executive Director, Finance and Commercial Services
Strategic impact Effective use of data, enabled by technology represents one of the few opportunities available to the council to achieve better outcomes for local people and places despite reducing budgets. Data warehousing, reporting, dashboards and GIS visualisation tools have the capacity to help staff increase operational efficiency and improve strategic decision making.	

Executive summary

In order to help the council make better decisions at a strategic and operational level, we need to ensure that we use data effectively. Access to up-to-date information, combined from multiple systems and made available through easy to use interfaces can enable the council to utilise its increasingly scarce resources more effectively.

The council's data warehouse and associated technology (known as GRID) only went fully live earlier this year but is already showing significant capacity to improve the efficiency and effectiveness of the organisation through consolidated reports, dashboards and GIS applications.

This presentation is intended to showcase the councils Business Intelligence technology, including some specific examples of where it has made a difference.

Recommendations:

- 1. To note the development of the council's Business Intelligence technology and plans for ongoing development.**

1. The Background and Context

- 1.1. The term business intelligence refers to the strategies and technologies used to gain insight from business data. In a large organisation such as Norfolk County Council this will typically involve a data warehouse with feeds from line of business systems plus external reference datasets (such as property databases), linked to reporting and visualisation tools which enable the data to be shown as charts, maps and in other forms which help users to derive meaning and actionable intelligence from the underlying data.

Individual line of business systems such as Highways, Social Care, Education and Finance all have their own reporting capabilities. However, they are at varying levels of effectiveness and do not generally have the ability to benefit from cross referencing with data from other systems (internal or external) to provide greater

insight.

2. Example benefits of the Grid system

- 2.1. The first example of the Grid's impact is on the performance of the IMT service. The "Dashboard" reports provided to this committee are generated using the system and the Power BI front end. These reports, combined with the ability to drill into the indicators and visualise in other ways enables IMT managers and their staff to see their individual, team and service workload in close to real time. They can then make better informed decisions about how staff time is allocated and how to process the workload. It informs problem management work (on recurring faults), enables better staff performance management, shows which systems, staff and processes are most effective and ultimately helps achieve better levels of performance and satisfaction from a smaller, lower cost support team.
- 2.2. Three other examples are provided as case studies in the presentation. They show how different data-sets are being analysed to inform whole system health and care redesign, to engage the social care service market, enabling better commissioning and an award winning children's SEN transport application. The SEN application is reducing operational costs right now and will inform future service commissioning to further reduce costs and the time children spend travelling.

3. Financial Implications

- 3.1. The "Grid" data warehouse was developed by Norfolk County Council staff and so does not attract any direct licence or service fees. Therefore the ongoing use of the system has no financial implications apart from staff time and use of the Microsoft technologies upon which it is based. Experience to date shows that the system can be a valuable asset to help the councils services achieve their savings targets and maximise the effectiveness of future budgets.

4. Issues, risks and innovation

- 4.1. No major issues or risks have been identified with the possible exception of information security. The information security risks have been minimised by design as the business intelligence work is managed by the council's information management team. This team is also responsible for ensuring the data we hold is only used in an open, fair and legal manner.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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