By:                          Roger Gough, Cabinet Member for Business Strategy,
                             performance and Health Reform

                             Alex King, Deputy Leader

                             David Cockburn, Corporate Director Business Strategy and
                             Support

To:                          Corporate Policy Overview and Scrutiny Committee

Date:                        20th March 2012

Subject:                     Business Intelligence Activity

Classification:              Unrestricted
_____

Summary: This report updates members of POSC on the current and planned
           activity to improve access to information, analysis and business
           intelligence.

_____

## 1.    Background

**1.1**  The 3 November 2011 report to POSC on the Business Strategy re-structure
         set out the purpose of the new Business Intelligence, Performance and Risk
         unit:

*"The unit's activities will include reviewing trends, developing insights, supporting
learning and enhanced performance, ensuring robust risk management, horizon
scanning and scenario planning for the future. It will analyse, enhance and
integrate an increasing wealth of data sources whilst improving accessibility to
information" (Appendix one)*

**1.2**  There are a number of drivers for KCC to move towards becoming a more
         "business intelligence" led organisation:

   ➢ Strengthening our evidence base for options appraisal, consultation,
     debate and decision making.
   ➢ Developing a strengthened platform of information to enable greater
     emphasis on analysis rather than data collection.
   ➢ Efficiency – bringing together a wide range of sources of information and
     intelligence e.g. customer journey, customer feedback, feedback from
     front-line providers and practitioners (including contracted and
     commissioned services), partner information, research reports and briefing

papers as well as data collected as part of service delivery and for monitoring and reporting requirements.

➢ Meeting the Transparency agenda and facilitating improved public access to information.

➢ Meeting the recommendations of the Informal Member group (IMG) on Member information, to include ensuring that members have access to up-to-date information and analysis to support their local member roles (including Locality Boards) and roles they may undertake, such as being a member of one of the Cabinet Committees from April 2012.

**1.3** Achieving the intentions set out above is a work in progress and is closely linked with the work on Oracle Business Intelligence, locality developments and developments within Corporate Communications. It is intended that we will provide a further progress report to members in three to four months time.

**1.4** All of the planned developments around our business intelligence are based on a fundamentally different approach to that which we have had in the past, namely that "information" is owned by the organisation rather than a team, unit or individual and there will be a single corporate view and ownership of all the information we hold as an authority.


## 2. Current Position

**Re-structure**

**2.1** Recruitment to the new Business Strategy structure has completed. The post of Head of Business Intelligence, Performance and Risk is currently being covered by Richard Hallett, Business Integration Manager - providing a strengthened working relationship to and synergy with the Enterprise Resource Planning Programme.

**2.2** Following the re-organisation of Business Strategy and the establishment of the two Research and Evaluation teams as part of the Business Intelligence, Performance and Risk function, the new teams are establishing themselves, covering both primary and secondary research functions[1], analysis and evaluation and will be working closely with the Risk and Performance functions, as well as the Strategic Business Advisers in the Policy and Strategic Relationships unit[2] in order to strengthen KCC's intelligence base for important decisions and ensure robust links back into the service directorates.

---

[1] Primary research usually involves analysing information collected directly through instruments such as surveys, interviews, focus groups or direct observation. Secondary research utilises data and information collected and stored by others (databases, reports and studies etc). A combination of both is usual in research and analysis e.g. secondary research first and then following up with primary research to fill in any gaps.

[2] These posts have the lead role for Policy and Strategic Relationships in supporting ELS, FSC, Corporate and C&C.

**2.3**   The Programme Office function has been established as part of the Policy and Strategic Relationships unit and has commenced work on bringing together and providing a corporate overview of KCC wide programme and project activity. In particular it is concentrating on those programmes that are around major strategic priorities.

**2.4**   We are continuing to consult with our peer authorities around their approach and planned developments in response to the improved performance analysis, access to information and transparency agendas and will use this to inform further developments across KCC and, where relevant, partner agencies. Part of this will involve looking at how best to ensure a robust interface with the directorates and their Information teams.

**Relationship-building**

**2.5**   The new post of Head of Business Intelligence, Performance and Risk will provide the focal point of leadership for information strategy for KCC, working closely with the Information Point, Corporate Communications, Policy and Strategic Relationships and Legal and Democratic Services.

**2.6**   The Business Intelligence, Performance and Risk unit is already building a strong working relationship with the directorate based Management Information teams and the Strategic Business Advisers in Policy and Strategic Relationships. All parties are committed to developing a working protocol to cover data and information sharing as well as operational working interfaces between the various roles and teams.

**2.7**   Discussions have commenced with Information Point, the Communications and Engagement teams, Information Governance, Strategic Commissioning and Customer Relations teams in order to build strong working relationships and agree the delivery approach to priority areas of business.

**Systems**

**2.8**   We will be reviewing a number of the systems that currently support or hold information in order to improve access, bring them into line with the direction of travel and ensure stakeholder input into developments as we go forward.

**2.9**   BIPR teams will work closely with directorates and Democratic Services in order to ensure the work of the new Cabinet Committees is supported through appropriate, timely and robust information.

**2.10**   Planning for the second phase of the Enterprise Resource Planning programme has commenced with awareness raising taking place with

database owners as an initial step. The development of access to the Oracle Business Intelligence platform will bring in increased facility for Members to access information in this way. It is intended to ensure that Members will be able to put their views forward and play a full part in developing this platform.

**2.11** A Sharepoint Governance Group has been established, with an agreed work plan to oversee and progress the development, delivery and use of Sharepoint as a more immediate technical solution for the efficient and secure exchange of and access to information.

**Processes**

**2.12** The development of the KCC Performance Management Framework includes directorate development of Service Level Dashboards linked to KPIs set out within their Business Plans. These will be regularly updated, made available via the KCC website and will be suitable for reporting through the Cabinet Committee cycle.

**2.13** It is intended that Service Level dashboards will, where possible, take a 'balanced scorecard' approach to include indicators of quality, customer satisfaction, financial health and staff development.

**2.14** Development of district based information and performance profiles to enable Locality Board needs analysis, prioritisation and planning is taking place, working with KCC Community Engagement Officers. This includes capacity to facilitate discussions with their Locality Board members, in particular with the Co Chairs and KCC Senior Officers, around their early information needs and preferences for report content and styles. The work that is taking place is based on a four stage model as set out in appendix two.

**2.15** "One page" summaries (example attached -appendix three) have been provided to two Locality Boards and feedback has been positive. As a result, summaries are being prepared for all Locality Boards.

**2.16** As agreed as part of the Corporate POSC Informal Member group on the Business Strategy re-structure held on the 18th November 2011, Members will continue to have access to local Member briefings and briefings that they request on particular topics or in response to local issues. It is intended that Business Strategy will link closely with Corporate Communications in order to ensure that Member briefings reflect key developments within their local areas, including analysis of likely impact of national policy and strategy changes and proposals.

**2.17** As part of the implementation of the Customer Services Strategy, the Customer Relationship team, working with stakeholders across KCC and supported by the work of the BIPR Research and Evaluation team around

theme 1 of the strategy (analysis to 'Understanding the Customer'), is developing a Master Data Strategy. It is intended that this will incorporate all data systems, processes, policies and procedures linked to the internal and external usage of client/customer data across the Authority.

## 3.    Next Steps

**3.1**    Development of a working protocol with BIPR, directorate Management Information teams and the Strategic Business Advisers in Policy and Strategic relationships.

**3.2**     As part of Phase Two planning for ERP**,** communicate intentions and requirements with database owners and service managers in order to move to agreement on databases and timeframes for inclusion in the business case for Phase two.

**3.3**    Engagement of members in developments around the Oracle Business Intelligence platform.

**3.4**    Performance reporting of service level dashboards via the KCC website and to Cabinet Committees to ensure transparency and "no surprises".

**3.5**     Continue development of the locality performance and information support with Locality Board Members, supported by the Community Engagement Officers in order to ensure that Locality Board Members are fully supported in carrying out their roles.

## 4.    Summary

**4.1**    As part of improving member access to information and strengthening the quality, relevance and timeliness of the performance information , research and analysis undertaken to support the business, information will be provided and reported to Members on a regular basis at the following levels:
  ➢ Locality Boards
  ➢ Cabinet Committees
  ➢ Cabinet
  ➢ Knet
  ➢ County Council

**4.2**     Members will continue to have the opportunity to request specific information and briefings that we will respond to.

**4.3** The work is still at an early stage and members will be fully involved in feeding back their views to ensure that developments meet their needs and the requirements of the business.

## 5.  Recommendations:

Members of the POSC are asked to:
1   Note and comment on progress.

Officer Names and contact information

Marisa White
Business Strategy
01622 696583
marisa.white@kent.gov.uk

Richard Hallett
Business Integration Manager
01622 694134
richard.hallett@kent.gov.uk

*Background Documents: none*