Audit Committee – Business Intelligence Update

We have procured Qlik Business Intelligence software which is being implemented across various services as the first practical output of the BI programme. This is a web based software which extracts data 'live' from across multiple Council systems and presents it via a set of interactive dashboards.

In Hackney, we are interpreting the term business intelligence to mean the process of taking a whole system approach to the information we hold as a Council, how we manage it and how we analyse and interpret this information to improve business processes, drive service improvement and efficiency, redesign the way that services are delivered and support evidence based policy decisions.

We are focusing on becoming more intelligence driven, looking at trends to plan services in a more timely manner, predict needs and transform services, as well as thinking differently about the way we communicate with residents about the way we work. A focus on joining up and making better use of our data will allow us take a more preventative approach, putting in place interventions to try and avert problems rather than providing costly services in response.

To date, the ICT BI team have created seven operational services' dashboards in Planning and Building Control, Housing Repairs, Housing Income, Parking and Adult Social Care Safeguarding. In addition, a set of seven dashboards to cover the whole public realm regulatory services area are well advanced.

Over recent months, the BI development team has focussed on bringing the master data records to life and thus joining a variety of datasets using unique reference numbers of either a property or a person. This has enabled the production of a set of 'single view' dashboards, such as the single view of a debt, single view of a business organisation or citizen transactions in the Council. The team has also proved that they can very promptly provide access to information for emergency purposes, such as in response to the influx of queries from the public in relation to fire safety in housing stock.

Following the completion of the work to date, there are c 40 requests for additional dashboards. It is expected that this pipeline will expand and change as services discover the potential for BI to support their service strategies. It is proposed that prioritisation for delivery is managed through the strategic leadership for each service area, so that the strategic alignment is validated with the relevant directors.

Community of interest - We will establish a community of interest to share learning amongst officers across the Council, develop innovative approaches to common data issues and allow them to share their ideas on opportunities for BI work. This is really about building grassroots interest in the potential of BI and ensuring officers who have ideas that could potentially be time and cost saving, have a route to share these and build an understanding of the capabilities of Qlik.

Prioritisation of work and managing the relationship between services and BI - In terms of the more formalised route for continuing to expand the use of Qlik across different service areas and the prioritisation of work, we are arranging to disband the project boards that have overseen the implantation of specific dashboards and move to a new approach. In future, we are proposing to use existing service led strategy meetings to identify opportunities for wider use of Qlik, which will ensure that service areas have ownership and are able to steer work towards areas of greatest impact. Learning from Camden, who are further along in their implementation of Qlik, is that their most successful Qlik roll outs were in areas where a very strong relationship was built up with services, with service leaders taking ownership of the direction. Newham echoed this sentiment and

said that moving away from a 'them and us' mentality between the BI teams and services was key to their own successful BI programme. In Hackney, these relationships are established and have developed significantly over the last year, which provides a strong foundation for the work to further develop the use of Qlik across the Council.

Steering group - The work outlined above will be overseen by a new Information and Analytics steering group which we have set up. The role of this (internal) group is to ensure that a coordinated approach is taken to the further development of Qlik and the development of the skills and capacity required to achieve the greatest value from the BI and Qlik implementation. The group will also explore thinking for actions that can help Hackney to further improve the information culture of the organisation and help establish the conditions for success for the roll out of BI, linking in with the community of interest and strategic groups to support them in driving this culture change. They will also be considering the wider performance management approach of the Council to establish meaningful performance metrics to drive service improvement in the short term, and in the longer term, to look at readying the organisation for more sophisticated predictive analysis.

Learning from Camden and Newham Councils has provided a clear message that alongside capital funding and the involvement of ICT, we also need to work on the organisational culture change around the use of information, understanding the conditions for success and laying the groundwork to ensure service readiness .