

23 April 2018**Agenda Item: 9****REPORT OF THE SERVICE DIRECTOR FINANCE, PROCUREMENT AND
IMPROVEMENT****BUSINESS REPORTING AND MANAGEMENT INFORMATION PROJECT –
NEXT PHASE****Purpose of the Report**

1. The purpose of this report is to seek approval for funding of £0.7m to be included in the Finance and Major Contracts Management Capital Programme for the next phase of the Business Reporting and Management Information Project (BRMI).

Information**Background**

2. The challenges of austerity along with a drive towards improved efficiency and transparency has necessitated the creation of a more reliable evidence base from which decisions can be taken and the need to embed data and analytics in council services and decision making.
3. A Business Intelligence Strategy has recently been approved by Policy Committee setting out the Council's future approach and roadmap for business intelligence and the key activities required to deliver this. This delivery will be managed through the Business Intelligence Programme one of the key programmes of improvement and change in the Resources Departmental Strategy.
4. The BRMI project is a key component supporting the delivery of the BI Strategy and has played an important role in the development of the Council's business intelligence capability in the last couple of years. As Committee are aware the project has been undertaken in a phased approach with agreed deliverables and costs for each phase. The deliverables of the project to date have included:
 - a. The establishment of the data warehouse populated with data from the council's social care recording system – Mosaic. In addition 200 business intelligence reports were produced as part of the Mosaic upgrade for children's and adults social care services.
 - b. A Business Intelligence Hub bringing together in one place the Council's data, analysis, business intelligence reports and dashboards providing an overview of performance and service delivery.

- c. The production of business intelligence reports addressing the substantial backlog of data and reporting requirements arising from the change freeze that was imposed because of the Mosaic Upgrade; reports required due to the decommissioning of systems in Adult Social Care and Health; and reporting requirements for the Integrated Children's Disability Service and statutory returns
- d. Technical improvements including the building of cubes to allow data to be extracted from the Warehouse for presentation in dashboards or via ad-hoc reports in a more efficient and less costly manner than report production
- e. Requirements gathering; prioritisation, costing and agreement of additional data from council systems to be included in the data warehouse
- f. Developments in the automation of data and of the data warehouse functionality focusing on the following areas:
 - **Unit Costs** – the development of a single source of automatically updated social care cost data in an easy-to-navigate format. To date costs have been manually collated in many different ways for different purposes. Improved consistency and efficiency will save significant person-hours currently spent on data preparation.
 - **Service User Journey.** A consistent, automatically applied approach to interpreting detailed adult social care data in order to see “the big picture” on the pathways Service Users take through Council services. This will allow more informed decision-making on service transformation.
 - **Organisation Structure.** A prototype to assess the feasibility of providing definitive organisation structure data to support the automatic and consistent delivery of Key Performance Indicators at all levels of the Council. E.g. metrics at individual staff member level are guaranteed to be consistent with metrics at team, department etc. level.
 - **Contracts Data.** An assessment of current social care contract data management to assess the potential for automating contract performance monitoring.
- 5. A presentation will be made to Committee by Acuma the BI technology partner that has been working on the BRMI project expanding on some of the key areas of work.
- 6. The cost of phases one to three of the project have been met from within the capital programme.

Phase 4 – Proposed Scope

- 7. The BI Strategy sets out that our development of new BI capabilities will be delivered in three phases: Diagnostic and pilot, Build, Embed and enhance. To manage the increasing demand for BI we will also seek to automate the supply of regular BI so that resource can be deployed to deliver new BI requirements.
- 8. Funding is now sought for Phase 4 of the project to support the next wave of development that will see some capabilities moves through the design phases to build on earlier work and support the major transformational programmes of the Council. The BI Programme will also seek to introduce new capabilities starting at the diagnostic

and pilot phase to prepare for forthcoming or future transformation projects. This phase will focus on:

- The development of interactive dashboards for front line staff and their managers. These will form an important component of the Adult Social Care and Children's approach to their next phase of transformation and achievement of savings
 - The further development of work on Unit Cost, Service User Journey and Organisation Structure Dimension
 - Technical support to ensure the information and data requirements arising from planned changes to the way services are changed, procured or managed eg Children's Occupational Therapy
 - Further technical enhancements to the warehouse including the addition of a new system and the completion of cube development
 - Knowledge transfer of skills from the technology partner to council staff
9. During this phase of the project some functions such as maintenance of the BI Hub and routine report development will move into business as usual with reliance on the technology partner reducing.
10. In addition over the course of this phase as part of the implementation of the BI Strategy an assessment will be made of the ongoing resources required to ensure that our BI and analytical support can meet our requirements as our use of BI matures and the way in which this should be most effectively provided.

Other Options Considered

11. The option not to proceed with phase 4 of the project was discounted as this would not address business intelligence reporting requirements or enable the appropriate identification of future work.

Reason for Recommendation

12. To provide accurate and relevant business information for the Council's services to assist good business decisions and to enable appropriate planning for further developments to the Council's data warehouse.

Statutory and Policy Implications

13. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION

- 1) It is recommended that £0.7m, funded from capital contingency, is included in the Finance and Major Contracts Management Capital Programme to fund phase 4 of the BRMI project.

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Constitutional Comments [KK 06.04.2018]

The proposals in this report are within the remit of the Finance and Major Contracts Management Committee.

Financial Comments [GB 12.04.2018]

The financial implications are set out in the report.

Background Papers and Published Documents

None

Electoral Division(s) and Member(s) Affected

All.