

Briefing Note

**To: Scrutiny Board (Children's Services) Inquiry
The impact of population growth on Children's Services in Leeds
Session One
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**From: Clare Walker
Business Transformation Team**

Subject: Use of Data and Information – Corporate Context

1. Background and Introduction - Business Transformation

1.1 The publication of the Leeds Strategic Plan marks a positive shift in our ambition to provide quality services that will better meet the needs of the citizens of Leeds, both now and in the future. Transforming the organisation so that it can work within a rapidly changing environment is the strategic rationale behind the Council's Business Transformation agenda.

1.2 The changing context we live and work in and the emerging public policy agenda is not going to go away and, therefore, the Council needs to ensure it is 'fit' to live within it. It is for this reason that there is a need for the Council to have a focus on business transformation, as without such focus, the organisation is unlikely to remain 'fit for purpose' in the medium to long-term.

1.3 In order to enable Leeds City Council to operate effectively within this context, a focus on business transformation is required that will deliver:

- An appropriate, timely and iterative understanding of need, to drive strategic commissioning and service delivery.
- An organisational model that is flexible, responsive to change, agile, efficient and effective.
- Streamlined business processes that make us an efficient and effective organisation.
- An organisational culture that empowers us to work collectively, collaboratively and efficiently as one council.

1.4 To achieve this will require a fundamental look at our organisational design (people, process and technology) - as a 'fit for purpose' Council will be one that engages and transforms now to enable greater agility and responsiveness in the future. It is for this reason that the Council is progressing the development of a Business Transformation agenda.

2. Approach – Information and Knowledge Management

2.1 The Information and Knowledge Management Agenda sits within the Business Transformation agenda. In June 2007 CLT approved a set of Information and Knowledge Management (IKM) principles in relation to the council's view and approach to managing, using and sharing its information. These principles are:

- We share information appropriately and lawfully ;
- Our information is open and accessible;
- We use information ethically;
- Our information is accurate and fit for purpose;
- We all have responsibilities for our information;
- We regard information as a Leeds City Council resource;
- We value information as an asset to the Council; and
- We have the skills and confidence to act according to these principles.

2.2 These principles reflect the view that information is an organisational asset – the *forth estate* (along with people, finance and physical assets) and as such should be looked after with the same level of attention. In order to take this agenda forward on a corporate basis the following approach and range of initiatives have been taken:

- **Incorporation into the Business Plan 2008–11** - Business Plan Outcome 2 specifically relates to this agenda: *We are an intelligent organisation, using good quality information to deliver better outcomes.*
- **Strategy and Policy development** - An Information Governance Framework has been developed containing a range of policies including Data Quality, Records Management and Retention and Disposal.
- **Corporate Groups** - To bring together people with specialist skills and knowledge to promote and share best practice, contribute to policy development, provide a link into services in order to develop improved understanding of a range of issues. Groups established include Geographic Information Systems (GIS) Strategy Group, Data Quality Group and Information Governance Group.
- **Engagement with partners** - The council continues to be members of the Leeds Information Sharing Steering Group (chaired by Health) who are the custodians of the Leeds Inter Agency Protocol on Information Sharing. The council takes a lead role in the West Yorkshire Information Management Forum. This is a collaborative forum which shares best practice across a range of Information Governance areas.
- **Appointment to new key posts** - The appointment of a new Information Compliance Manager who will take a lead role in addressing issues such as information compliance and data sharing and a Corporate Intelligence Manager (see Strategic Intelligence section below) into the Business Transformation Team in October 2009 is an important step forward in being able to address the many data and information challenges we face.
- **Definition of technology requirements** - In order that we are able to effectively manage, use and share our data/ information and intelligence appropriately and securely we need to have the right technologies to support the business. Business Intelligence (BI) and Corporate Performance Management (CPM) tools will support the organisation in bringing data together more effectively for analysis purposes and ensuring that access to this information and intelligence is available in a timely way to those making decisions. Microsoft BI/ CPM tools are now available and a plan for deployment of these tools is being developed.

3. Developing Strategic Intelligence Capabilities

3.1 The appointment to the new post of Corporate Intelligence Manager in the Business Transformation Team reflects the recognition that data and information about our communities (both communities of interest and communities defined by where they live) is critical in helping the council and its partners plan effectively for

now and in the future. This role will be responsible for working with services across the organisation and where appropriate partner organisations to bring co-ordination to the management, use and sharing of key data sets e.g. demographic data which provides a 'strategic intelligence' view of the City. Developments in this area are described in more detail in the Future Projects section below.

3.2 In order to appropriately steer Strategic Intelligence developments, the Strategic Planning and Policy Board have agreed to take a leadership role in ensuring that work in this area is aligned to priorities.

4. Future Projects

4.1 There are a number of initiatives that will commence during the second half of 2009/10 which will build upon the foundations that have been described above. These include:

- Census – preparations for the 2011 Census are underway. A working group has been established to co-ordinate activity. This will be a key source of demographic information that will be the basis for community/ neighbourhood intelligence post 2011.
- Developing self-service access to mapped data and information – feasibility of developing an on-line portal to make data and information about neighbourhoods and communities (including underlying demographics) available through a map interface is currently being assessed. This initiative will involve working with services across the organisation in order to bring together key data sets and making this data easily accessible to a wide range of users. Currently, data sets of interest and value corporately tend to be shared on an ad-hoc basis to support specific initiatives. In future we want to minimise this level of ad-hoc data exchange in favour of a central repository of key data fed at appropriate intervals by services. This approach will bring consistency and robustness to the management, use and sharing of key data sets and move us towards a 'single source of truth' with a view to supporting operational and strategic planning and decision making. The data made available to users through this kind of capability will be aggregated and therefore will not present data protection issues.
- Data Quality profiling exercise – a number of key systems will be profiled to ascertain an overall level of data quality. This will then be used as a baseline to monitor progress and initiate specific data quality improvement projects.
- Leeds Inter-Agency Data Sharing Protocol – the Protocol has recently been revised and re-published. A plan for dissemination of the revised protocol is being prepared which is aimed at identifying and communicating with key users across the organisation. The protocol provides a good framework for data sharing particularly with partners in Health and many areas are already signatories.

5. External Assessment

5.1 The council is assessed on the way it uses, manages and shares its information. Within the Comprehensive Area Assessment (CAA) Use of Resources (UofR) framework there is a specific Key Line of Enquiry (KLOE) relating to ensuring that across the organisation and our partnerships there is relevant and reliable data and information available to support decision making and manage performance. This also includes a focus on data security along with compliance with relevant statutory requirements. In addition to CAA, other inspectorate bodies also take these issues

into account in forming their overall judgement of services.

5.2 It is important that from an external assessment point of view that the organisation is able to demonstrate effectiveness in the way it manages, uses and shares information in pursuance of delivering positive outcomes for the people of Leeds. Going forward, examples of good practice in these areas will be identified and used as case studies to share across the organisation as well as with external assessors as required. In the case of CAA this will be an annual process.

6. Summary

6.1 This is a long term programme of work. It requires a shift in culture to one which is much more able to take a 'sense and respond' approach. This means being more pro-active rather than re-active and valuing the role of good quality data, information and intelligence in making operational and strategic decisions.

6.2 The foundations are being put in place to support the organisation in making the transition from one that is data and information rich to an organisation that is intelligence rich and furthermore one that is able to use this intelligence to support the delivery of its strategic outcomes for the benefit of the people of Leeds.

6.3 Further information about the council's overall approach in this area is available upon request.