HIGHLAND COUNCIL

Committee: **Highland Council**

Date: 22 September 2022

Report Title: Business Intelligence Vision

Report By: Executive Chief Officer, Performance & Governance

1.   Purpose/Executive Summary

1.1   A Vison for Business Intelligence (BI) has been developed to improve the way the Council collects, stores, analyses and uses data. The Vision focuses on how a 'single version of the truth' for the Council will ensure data is captured once and used effectively to plan how we deliver and improve services, make informed policy and budget decisions, plan our future workforce and support organisational transformation.

2.   Recommendations

2.1   Members are asked to:

a) Approve the priorities and principles set out in the Business Intelligence Vision as outlined in Appendix 1 and below.

b) Agree to the development of a detailed and costed implementation plan for business intelligence for submission to a future meeting of the Council.

3.   Implications

3.1   Risk implications -The risk of not having the most effective use possible of the Council's business intelligence could result in less effective decision making and potential duplication of effort across the organisation.

3.2   Resources - As outlined in the recommendations, further work is required to develop an implementation plan from the Vision which may result in potential costs and savings. A fully developed and costed strategy will be submitted to a future Council meeting for approval.

3.3   Legal – the Business Intelligence Strategy and resultant implementation plan will be compliant with the legislative requirements which govern the use of information and data.

3.4   There are no community (equality, poverty and rural); climate change/carbon clever; or Gaelic implications as a direct result of this report.

4. Introduction

4.1 A business intelligence approach to managing data and information requires changing the processes and culture of the organisation; to recognise the value of the information the Council holds and how to achieve maximum benefit from its analysis. The Vision outlined in Appendix 1 of this report sets the priorities and principles required to transform how the Council effectively collects, stores, analyses and uses data. The Vision focuses on how a 'single version of the truth' will ensure data is captured once and used effectively to plan how we deliver and improve services, make informed policy and budget decisions, plan our future workforce and support organisational transformation.

5. Business Intelligence Vision

5.1 The BI Vision in Appendix 1 of the report sets an agenda for change around 3 key priorities:

- BI for People - Developing our understanding of the people who live here, putting them at the heart of the Council's plans.
- BI for Services - Having the right information and processes to make wise choices in the way that services are resourced and delivered for the short, medium and long term.
- BI for Transformation - Getting the most out of the Council's data, to base decisions on the strongest analysis and using data driven technology to transform service delivery.

5.2 The Vision also sets out the principles of good Business Intelligence;

- A Single version of the truth (a single trusted source).
- Data as an asset (used as an enabler for public services).
- Timely and accessible intelligence (providing the right information, in the right way, at the right time).
- Customer focused intelligence (shaped and designed around outcomes for our customers)
- Structured data and intelligence (improved design choices in the way that we organise our data, including a Council Data Catalogue).
- Integrating analysis and insight (improved capability to inform our service choices in the future).

5.3 Further work is required to development the Vision into a strategy and implementation plan. An indicative draft plan has been provided at the end of Appendix 1 and in addition Section 5 of the appendix summarises the key actions identified to date:

- Define the roles, processes and competencies of managers and staff in using BI in our work;
- Identify and develop organisational learning and development to support the use of BI;
- Bring together data, intelligence, change and performance analysts and rebalance these with new skills in a dedicated BI service;
- Develop a data catalogue to ensure the Council understands the data resources available to it and exploits them to drive transformation and improvement.

Designation: ECO Performance & Governance

Date: 15 August 2022

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Appendix 1 – Highland Council Business Intelligence Vision

The Highland Council
Business Intelligence Vision

Contents

Introduction

The way we live our lives is changing at an unprecedented rate and faces new challenges in a post-Covid era. The Council Programme As a Council, our duty is to provide a diverse range of services, to protect and shape the environment in which we live, to support young people and adults, to create the right conditions for a strong local economy and work with our communities. We must also make sure that these aims are delivered in a way that provides the best possible value for our taxpayers (Best Value). The Council's focus is on providing the best possible services for local people, improve the place in which we live, while achieving value for money in the way we use scarce resources. Information and intelligence are vital assets to support the Council deliver services in this way.

This vision sets out how the Council will use Business Intelligence (our data) to achieve our commitments and our duty to provide Best Value for our communities through services which are valued and improve everyone's quality of life. The vison focuses on how we use Business Intelligence for people, services and transformation. The vision will also highlight the important issue of compliance around data and information management which is developed in more detail in the Council's Data & Information Strategy.

BI for People - Developing our understanding of the people who live here, putting them at the heart of the Council's plans.

BI for Services - Having the right information and processes to make wise choices in the way that services are resourced and delivered for the short, medium and long term..

BI for Transformation - Getting the most out of the Council's to base decisions on the strongest analysis and using data driven technology to transform service delivery.

Section 1

Strategic Context and Challenges

Strategic Context

It is widely acknowledged that expectations of public services are changing. With an ever increasing demand for good quality services to be delivered in a timely and efficient way, it has never been more important that we put value for money at the forefront of our thinking, ensuring that we understand our data and evidence base in order to design services in the best way. Key to this is the development of our use of business intelligence, both in terms of how we collect, integrate, manage, analyse and present information to inform decisions, and how we manage and get maximum value from the data that we hold. The Business Intelligence Vision has been developed in the context of the key drivers which will support the Council in delivering its commitments as set out in the Council Programme and Corporate Plan. These business drivers fall into three main categories:

Strategic Drivers

- A sustained reduction in public sector funding allied to increased demand and inflationary pressures along with the impact of Covid means that the Council faces a growing funding gap.   These long-term financial constraints and the increased demand for services continually challenges the Council's existing models of service delivery to remain affordable, sustainable and relevant to service users. Key to the success of any new/revised operating model(s) will be the information and insight that the Council uses to make decisions about services.
- Nationally driven initiatives such as the Early Years & Child Care, the City Region Deal, Adult & Children's Social Care partnership arrangements, the Community Empowerment Act, Community Planning and Covid recovery require shared intelligence for the targeting of action and interventions.

Service Drivers

- Demand from Services and external audit for more advanced intelligence to move beyond our reporting of 'what happened' to understand more analytical questions such as 'how could we prevent it happening', 'why did it happen', 'could it happen again', 'what will happen if we change xyz' and 'what else does the data tell us that we have never thought to ask'
- Increasing need for service redesign to increase productivity, meet new pressures, implement any data driven recommendations of service diagnostics carried out through Redesign or Change

Programmes and realise the benefits of the reconfiguration of Services through the current redesign and change work.

Technology Drivers

- The availability of data to learn from continues to grow at a significant pace as the Highland population increasingly interacts with social media, smart technology, voice recognition and as big data and the Internet of Things (IOT) becomes a greater part of our lives.
- Data and the technology to analyse data are being revolutionised through the development of data science[1], predictive analytics, data mining and cognitive processes such as machine learning and artificial intelligence (AI). Developing our uses of these techniques offers opportunities to redesign public service built around the needs of local people.
- The increasing availability of data driven technology, smart appliances, the Internet and AI provide opportunities for the public sector to reconsider the way that some services are provided.
- The Council has a clear direction to move to off-premises (Cloud) solutions and has migrated to Office365 with a significant programme of refreshing both hardware and software. A rapid deployment of tools such as MS Teams in response to Covid-19 has also increased the pace of change within the organisation. This presents opportunities in terms of where our data resides and how we share it and how we use it.

Compliance and Accessibility Drivers

- Information and data are critical to every part of the Council's business. Managing and using it correctly, protecting it appropriately and making it available to both stakeholders and the public enables the Council to fulfil its objectives, deliver improved services and increase our standing with the public.
- Increasing demands for the right to information and data means the relationship between the citizen and the public sector is changing. We are also in a new digital era which is transforming the way that public services are used and delivered. In responding to these challenges, the Council is embracing a move towards greater

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[1] Data Science - methods, processes, algorithms and systems to extract knowledge or insights from data in various forms

openness and maximising the value of information to help facilitate closer collaboration and digital services.

- Our approach to managing our information is to achieve the right balance between making information more widely available to the public, whilst ensuring that adequate protection is in place.

Legislative drivers

There is a complex framework of legislation which require initiatives resulting from the above drivers to be closely governed.

These are supported by statutory and non-statutory codes of practice as well as guidance from government, ombudsmen and professional bodies. This legislation covers privacy and the protection of information, transparency and the publication of information as well as obligations to provide evidence that the Council's information and data is being appropriately managed.

Information Asset Owners must understand the obligations they have under primary legislation and how these obligations fit with the information governance legal framework.

A key aspect of Information governance is risk management. The risks associated with different sets of data and the way they are processed must be clearly understood, documented and mitigated. These issues are developed more fully in the Data & Information Strategy.

Building on our foundations

This vision is intended to build on work that the Council has already undertaken to improve access to management information and our progress includes:

- Development of SharePoint sites to enable shared files and collaborative working. This will be further enhanced by the deployment of the full capability of Office 365.
- Performance dashboards in our Performance and Risk Management System (PRMS) with plans to use PRMS as a 'Performance & BI Hub' – a single point of access for management information.
- Implementation of a Business Partner model for performance, risk and self-assessment, centralising performance management support and reporting roles into a single service to provide resource for Service support including business intelligence.
- Implementation of Microsoft Power BI to improve data visualisation on finance, performance, procurement management information to

support effective management and informed decision making with a focus on largely management information systems (MIS) within the Council.

- Projects to develop new approaches to CRM,HR and payroll systems.
- Existing management information systems (MIS) which could be further exploited including SEEMIS (education), Housing, Planning and Property Assets (T2).
- Development of a Data Catalogue to identify and exploit all our key sources of data and information.
- An information Management Governance Board which oversees compliance with the requirements of legislative and regulatory frameworks outline above.

This initial work enables the Council to explore new opportunities for using BI.

Section 2

Our approach to Business Intelligence

Business Intelligence Information is increasingly coming from a wider range of sources as people generate more data about their daily lives through the way they access and pay for services, through the internet, smart homes, mobile devices and social media. It is being generated in many formats, from traditional structured data such as that from IT systems, databases and spreadsheets to more unstructured data such as text files, internet cookies, photos, and videos.

For the Council, Business Intelligence is how we bring together data – a vast range of facts and statistics - for analytical purposes so that we can plan and provide efficient services to the public including our SPIs, KPIs and benchmarking and more operation data.

As a commissioner and provider of services, data is generated throughout the customer journey through our services. Through analysis of this information and the wider sources of data that are available, the Council will seek to manage efficient services as part of our Planning and Performance Management Framework and based on:

- our understanding of customer needs
- planning services to meet needs
- managing delivery of:

- the customer journey or service as a whole, through to its outcome
  - the stages of the journey or the business processes that lead to the outcome
- learning from the customer experience (across one or more services) to improve or transform future service delivery
- improve our understanding of future need
- Ensure compliance with relevant legislation and regulation in the management of our data.

Our Principles

Our principles of good business intelligence are:

1. Single version of the truth

Data will be brought together and viewed through a single, trusted Hub for business intelligence and analysis (PRMS + MIS). We will seek to improve our data to provide an accurate and consistent view, particularly where services cross organisational divides.

2. Data as an asset

Data gathered and held by the Council will be used as an enabler for public services across Highland. It will be managed as an asset - so that the development of business intelligence can help meet multiple service needs and outcomes across the whole Council. The value of data, intelligence and analysis will be respected when storing, sharing and disposing of it, and ensuring GDPR compliance.

3. Timely and accessible intelligence

Business Intelligence will be designed and presented to meet the needs of decision makers. This means providing the right information, in the right way, at the right time. We will use technology such as Power BI to expand visualisation (how we present information) and develop skills in business analysis, design and analytics to get the maximum value from our data. Our analysis will be interpreted and assured to a consistent standard to support our decision making. Developing a Data Catalogue to identify and exploit the information available to the Council will be central to this approach.

4. Customer focused intelligence

Business intelligence will be shaped and designed around outcomes for our customers, their journey through our services and the stages that make up that journey – our business processes. We will seek to bring

together different views of that journey from the perspectives of the customer, outcome, quality, cost, time and risk.

5. Structured data and intelligence

Business Intelligence will be underpinned by good design choices in the way that we organise our data, including a Council Data Catalogue. Where needed, we will transform the way that the Council's major management information systems (MIS) are structured and managed and link these MIS to Power BI to improve use and visualisation of data across the Council. Analytical 'layers' on top of our data will enable the development of dashboards and querying by our analysts. We will bring consistency to our data and manage change across our data sources to protect the integrity of our data and intelligence architecture.

6. Integrating analysis and insight

Analysis and data science will increasingly inform our service choices in the future. We will integrate the use of BI using automation and data driven technology where possible into our decision making. We will seek to expand data science (how we turn data into insight through BI and technology) and analytical capability across the Council.

Section 3
Priorities and key actions

Using BI for people

A strong understanding of Highland and the people who live here is important to be able to plan and deliver our services.

The Council wants to put local people at the heart of everything we do.

By bringing together statistics and data about people such as demographics, economic activity, wellbeing and deprivation we will develop a single Council wide view of Highland.

In the longer term we will need to bring together address, property and spatial data to link these characteristics to places to offer interactive mapping and spatial analysis across the Council.

The Council operates in a wider environment supporting and working with many different organisations. Our relationship with these partners also benefits when we work from a single evidence base and a shared

understanding of our communities and this will support Community Planning and emergency responses.

This work is often based on the findings of a needs assessment, used to identify gaps between the current and desired health and condition of local people. We will share appropriate intelligence with our partners and our single view of Highland will form the basis for the Council's contribution to the assessments of need.

How will we use this:

The Council is committed to using business intelligence to achieve:

A shared view of need

Putting our understanding of local people at the heart of our plans and strategies and how we measure our successes. To put local people at the heart of everything we do the Council needs to translate our understanding of people into action by reflecting it in our plans. Starting with the measures of success set out in the Council Programme we will use BI to identify and follow the key characteristics and changes in our communities and track progress in delivering outcomes more regularly than annual performance indicators.

We will use BI to pursue the progress of our plans through performance management of Core Data Sets - a hierarchy of measures linked together by use of PRMS, MIS and Power BI – and follow performance through to see how services are helping us achieve our vision and objectives. Where further progress is needed, we will follow the hierarchy of measures to identify the source of problems or reverse it to understand the potential impact of emerging challenges.

A shared view of demand

Identifying future demand for services and where people may need an intervention or a different service.

The Council continues to see rising demand for many of its services and Business Intelligence provides an opportunity to model this in advance to enable the Council to take long term decisions about service delivery.

We will build on our understanding of people by gathering and analysing data about customers. We will bring together customer data including their perceptions and satisfaction to develop our customer insight and a Council view of demand. This will use citizen's panel data and metrics from the new CRM system.

Some of the Council's services are aimed at reducing or preventing future demand for often more expensive services or the whole Highland wide cost of receiving services from multiple public sector agencies. The Council targets these services based on a detailed understanding of need, often in partnership with other public sector organisations. We will work with partners to integrate and analyse data that enables us to target service delivery and interventions such as the work with vulnerable people through the Poverty Reduction Group and through the Highland Outcome Improvement Plan (HOIP) with community planning partners.

Benefit for people

Creating opportunities for others to use our Business Intelligence to benefit people and the economy.

Our Business Intelligence has the potential for wider use in Highland to bring benefits for local people through the actions of our partners and entrepreneurs such as those working in the digital economy. We will share non-personal data and our BI about place where it can appropriately be used to help unlock external resources and funding from partners. Where appropriate, we will license BI as open data to provide opportunities for it to be used creatively. We will also use our understanding of place to support the commercial operations of the Council including growth in our services and by exploring the market for selling our services.

To deliver the vision we will:

- bring together our data and statistics about people and places to create a single view of Highland and a platform for BI

- align our needs assessments to provide a single evidence base for our key strategies and partnership activity

- apply a hierarchy to our performance measures and core datasets to link need to outcomes and to activity

- Investigate establishing a Council-wide mapping system (GIS) to support services and the key place-based activities or how Power BI can support this function

-bring together our data about customers to model current and future demand across our services

- provide specialist business intelligence services across the Council to support continuous improvement

- explore opportunities to publish open data to enable innovation and entrepreneurship

- use BI to support self-assessment.

Using BI for Services

The way we make decisions and manage our services affects our ability to deliver on our ambitions for Highland. The decisions that we make in service delivery rely on the information available when they are taken to support our service to spend money wisely.

The Council wants to make best use of resources by adopting creative and innovative ways of working that deliver value for money for our communities.

By bringing together data from our different systems we can ensure that our managers have the right information available to them to make decisions both now and for the future. By sharing our single view of Highland we can help connect our services to the changes in our communities and use BI to manage the delivery of our commitments to them.

How will we use this:

The Council is committed to using business intelligence to:

Understand service delivery

Mapping business processes to data to build a common understanding of the customer journey through our services.

As a commissioner and provider of services, data is generated throughout the customer journey through our services. The Council will work across services to deconstruct and map these journeys and identify the data held across the Council and how it can be compared or benchmarked with other services and councils.

Our understanding of business processes and data will inform the review of our performance measures so that their importance in supporting management of each of our services can be understood. The Council will strengthen understanding of the way that our services are provided by creating a service dataset of the key measures of the customer journey from the perspectives of the customer, outcome, quality, cost, time and risk. Service datasets will be linked into a Council Data Catalogue.

We will also identify data opportunities to:

- bring in new or master datasets to support management of the service
- use BI to learn from the data that our services hold and move towards predictive use of BI for budget setting and change management
- use service data to improve the efficiency and effectiveness of other services across the Council
- Link key service data sets to a Council Data Catalogue

Improve service delivery

Visualising service data to support day to day decisions and continuous improvement as part of the management of our services.

Everyday decisions in our services impact on customers, public finances and service provision. The Council will provide managers with the tools (data) and opportunities to make decisions to lead improvement and change at a service level.

We will use business intelligence to bring together data about our services to ensure that managers have the right information available to them – their service dataset. We will move away from spreadsheets and static reports of activity to use interactive dashboards that bring together information about the service and its processes - linked through to the detailed data that sits behind it.

We will work with managers to identify the key measures that they need to manage to maintain a high standard of service delivery and to drive forward improvement. Managers will be supported to review these metrics at set intervals to form a cycle of continuous improvement. These improvement cycles will be defined through our service plans and reported through our Planning and Performance Management Cycle.

When the need for service change is identified, BI and analytics will be used alongside qualitative information from our staff and customers to develop our plans for change. We will also consider future BI requirements as an integral part of service change and support managers to use the new BI through the transition in service delivery.

To deliver the vision we will:

- pilot changes to our service planning process to map the customer journey through our services and the key data and metrics required to manage it

- work with managers to develop service datasets and provide dashboards and maps that bring together information about people, place, activity, finance, assets and staff

- embed a cycle of continuous service improvement into the delivery of services to support our key strategies for communities

- identify data opportunities, new data sources and transition services to the use of master records - build the identification of future BI requirements into the planning of service changes and improvement.

Using BI for transformation

With sustained changes in funding, increased demand for services and technology playing an increasing role in everyday life, the way that we provide our services must also continue to evolve.

The Council needs to be creative and work in new ways to reflect the digital age that is transforming the way that we live, do business and spend our leisure time. These transformations in our lives will inevitably lead to transformation in the way that we deliver services.

Our strong understanding of need, demand and our services will provide a foundation for BI to contribute to three stages of transformation:

- Identifying and analysing transformation opportunities

- Transforming processes and services

- Embedding change within our services

How will we use this:

The Council is committed to using business intelligence to:

Analyse opportunities

Providing insight and analysis to inform the Council's major transformation portfolios.

Big changes to services start with an understanding of how they are working and then require the right intelligence to ensure that potential changes can be modelled, costed and tested before they are implemented.

The Council will develop our data and analytical capabilities to inform our transformation choices. By providing a single source of BI analysis for transformation we will be able to assure data and analysis through our BI service, so that decision makers can have increased trust in the

information and insight that they receive. By moving access to analysis to a Performance & BI hub, decision makers will know that it is up to date and that the data that it is based on is protected, supporting our compliance with the GDPR requirements.

We will use advances in BI to identify and gather new data and insight to improve services and outcomes and bring forward new transformation opportunities across one or more customer journeys.

Transform services

Using technology to improve services and processes and by reducing the need for manual contact, data calculations and decision making has already impacted on the way we do business and saved money.

Our ambition is to continue to make the best use of the opportunities offered by the ever-changing world of business intelligence and data driven technology. We will take advantage of new tools and techniques to design and develop services focused on the customer that will address council pressures and drive efficiency.

New technology is bringing new opportunities to transform service delivery. The Internet and devices that learn from user activity such as Alexa, Hive and Nest are entering more homes and are being used to control a range of appliances such as entertainment, lighting and heating. These devices use and generate data and can also be used to provide information or services to users. Structuring and managing data for this technology will be key to getting maximum value as we explore the benefits of its use for our customers and service users.

To deliver the vision we will:

- expand our approach to analytics to model change and transformation activity
- provide analytics to identify transformation opportunities for preventative or targeted services
- provide analytics to analyse cross service and agency customer journeys and support wider public sector reform.

Section 4

Developing Business Intelligence

Managing BI

Our focus on BI for people, services and transformation, will be underpinned by how we approach the development of business intelligence across the Council.

Improvements to the way that we develop Business Intelligence will enable the Council to deliver for the future. Our approach to BI will include changes to the way that we:

Capture requirements

Many Council services use business intelligence reports to get data as part of a business process but do not go on to make full use of the technology available. We will explore opportunities to use Power BI and other software to transform business processes by improving our data capture and visualisation to promote maximum use of Business Intelligence and analytics within our services and encourage a move away from spreadsheets and static reports of activity.

Develop BI

We will be creative and work in new ways with business intelligence by following experimental, innovative and incremental approaches to development that help grow our business intelligence skills in data design and data science.

To manage the increasing demand for BI we will seek to automate the supply of regular BI through PRMS and/or Power BI so that resource can be deployed to deliver new BI requirements. Our development of new BI capabilities will be delivered in three phases:

- Diagnostic and pilot – we will create an overall design for each new capability that fits with the Council's BI infrastructure and pilot capabilities with one or more of our services.

- Build – we will deliver each new BI capability across additional services and implement Council-wide processes for maintenance and use prior to roll out to services.

- Embed and enhance – we will support use of the new capability, learn from feedback and deliver enhanced functionality where there is a business case to do so utilising our key resources of PRMS, MIS, Power BI and SharePoint and a Data Catalogue.

Where the Council's needs exceed the BI or analytical skills available, we will agree priorities which achieved greatest return for the Council.

Add new capabilities

Providing BI is dependent upon our ability to access data and structure it in a logical, sustainable way. We will continue to develop our use of PRMS, MIS and Power BI to bring together data from our major systems, partners, big data and new data sources.

We will design this using best practice, ensuring that it is well documented and low maintenance. We will provide an 'analytical layer' on top of our data sources using PRMS and Power BI to enable the development of dashboards and ad-hoc querying by our analysts.

Explore and learn from data

As the availability of data continues to grow through everyday interactions with data driven technology and smart devices so will the importance in being able to analyse and trial new uses through BI.

We will plan how we explore new approaches to use data creatively in service delivery and to work in new ways such as through intelligent automation, particularly in key systems such as HR, CRM, Revenues & Benefits and other key operational MIS such as SEEMIS, Housing and Planning.

We will build capacity to explore this work and identity the requirements for more advanced analytics – such as a data development environment that allows the Council to bring together and explore a wider pool of data without impacting on our trusted BI provision. This will utilise Power BI and the Office365 tools available to the Council such as SharePoint.

Govern BI

Defining the processes to make best use of BI and manage data effectively.

When our services change so can the way that they gather data. Improvements to the way that we deliver services can also have an unexpected impact on existing uses for data, particularly when this has multiple or wider uses across the Council or a partnership. We will develop common standards to support our BI including:

• data formats, storage, master records and unique identifiers, data licencing, data management and data quality
• inputting records, data and performance and for providers of contract data

• analysis, presenting or visualising data and assurance of analysis including form external sources
• recording progress against plans, strategies and projects

We will also strengthen data integrity by introducing new arrangements for data held outside of our systems (such as in spreadsheets) to be stored in securely in Microsoft SharePoint to support its use in BI.

To deliver the vision we will:

- link data in our major MIS to Power BI to expand our BI data visualisation capabilities

- define the processes, standards and governance required to make best use of BI and manage system change effectively

- align and improve system development and BI requirement data gathering processes

- establish approaches for our BI Service to develop data science and analytics including new skills and technology

 - create a data development environment for experimentation and piloting of new approaches to BI and automation – keeping pace with changes in technology and our move to the Cloud.

Section 5

Embedding and Evaluating Change

Our Culture

Our focus on BI for people, services and transformation, will be underpinned by developing a culture that values its use.

Evidence based decision making can only be as good as the information that is available to the decision maker. The majority of the Council's Business Intelligence will be based on the information gathered through the processes and systems that make up our customer journeys. The quality of our BI will therefore be reliant upon the data from those processes and systems being up to date and accurate.

Promoting the value of Business Intelligence is not only important for embedding the use of BI for people, services and transformation, but also for explaining the importance of good record keeping and data quality that underpins our BI.

Our approach to embedding BI in our culture will involve:

Embedding BI in our work

Defining the roles, processes and competencies of managers and staff in using BI in our work. This includes role of staff as Information Asset Owners (as outlined in the Data & Information Strategy) who must understand the obligations they have under primary legislation and how these obligations fit with the information governance legal framework.

To succeed, the Vision for Business Intelligence needs to be about more than just the provision of information, it is about the way that it is used. Our goal is that high quality business intelligence should be shaped by mature business processes and a culture that values its use.

Like many organisations the Council uses 'competencies' to link individual performance to the goals of the organisation.

To ensure that the Council embeds an intelligence-led culture, performance management and business intelligence will be integrated into the Council's competencies with staff supported in its use through their own personal development reviews and learning plans.

We will provide the learning and training packages that our staff and managers require to support performance management and development of BI across the Council and to understand their responsibility for its quality and use.

Supporting BI in our work

Ensuring that our BI and analytical support evolves as our use of BI matures.

As the Council changes the way that it uses BI it should be matched with a change in the skills and resources available to manage and innovate our use.

The Council has already started this transition by adopting Power BI and seeking to strength the use of PRMS beyond corporate performance management. Upskilling some of our performance specialists in the use of Power BI and development of performance modules in My Online Learning already complete.

We will move away from traditional performance roles to provide a dedicated Performance, BI and Analysis service based on our existing data, reporting, intelligence, change and performance analysts.

To secure the Council's BI culture this means we will bring together a range of existing roles and resources to provide consistent support and leadership for innovation in performance management and BI through a restructured Corporate Performance Team and use of a Performance BP model to support Services maximise the benefits of their BI.

We will look to Services to provide specialist advice on opportunities to develop BI for People, Services and Transformation and support our services with the implementation of our BI Vision.

Our new service will need to provide capacity for data science, innovation and delivery of the BI Vision. By automating the supply of regular BI through PRMS and Power BI we will release resource to deliver our new BI requirements.

September 2022

Business Intelligence – Summary Action Plan Appendix 1

Theme	Actions
Using BI for people A strong understanding of Highland and the people who live here is important to be able to plan and deliver our services.	- bring together our data and statistics about people and places to create a single view of Highland and a platform for BI - align our needs assessments to provide a single evidence base for our key strategies and partnership activity - apply a hierarchy to our performance measures and core datasets to link need to outcomes and to activity - Investigate establishing a Council wide mapping system (GIS) to support services and the key place-based activities or how Power BI can support this function -bring together our data about customers to model current and future demand across our services - provide specialist business intelligence services across Highland to support continuous improvement - explore opportunities to publish open data to enable innovation and entrepreneurship - use BI to support self-assessment
BI for Services - Having the right information and processes to make wise choices in the way services are resourced and delivered for the short, medium and long term.	- pilot changes to our service planning process to map the customer journey through our services and the key data and metrics required to manage it - work with managers to develop service datasets and provide dashboards and maps that bring together information about people, place, activity, finance, assets and staff - embed a cycle of continuous service improvement into the delivery of services to support our key strategies for communities - identify data opportunities, new data sources and transition services to the use of master records - build the identification of future BI requirements into the planning of service changes and improvement. - develop a cross Council data catalogue as a resource to identify the information available to the Council and exploit it for transformation and improvement

Business Intelligence – Summary Action Plan

Theme	Actions
BI for Transformation - Getting the most out of our data, to base decisions on the strongest analysis and using data driven technology to transform service delivery.	- expand our approach to analytics to model change and transformation activity. - provide analytics to identify transformation opportunities for preventative or targeted services - provide analytics to analyse cross service and agency customer journeys and support wider public sector reform
BI Development Governing, developing and exploring opportunities for data and analytics	- link data in our major MIS to Power BI to expand our BI data visualisation capabilities - define the processes, standards and governance required to make best use of BI and manage system change effectively - align and improve system development and BI requirement data gathering processes - establish approaches for our BI Service to develop data science and analytics including new skills and technology - create a data development environment for experimentation and piloting of new approaches to BI and automation – keeping pace with changes in technology and our move to the Cloud.
Embedding a BI Culture Business intelligence shaped by business processes and a culture that values its use	- define the roles, processes and competencies of managers and staff in using BI in our work - through the vision and Data & Information Strategy embed the role of staff as Information Asset Owners and the association legislative obligations - identify and develop organisational learning and development to support the use of BI - bring together data, intelligence, change and performance analysts and rebalance these with new skills in a dedicated BI service.