

Decision Pathway – Report



PURPOSE: Key decision

MEETING: Cabinet

DATE: 05 October 2021

TITLE	Data, Insight and Information (DII) strategy (incorporating planned programme of work and funding sources)	
Ward(s)	<i>All</i>	
Author: Guy Collings	Job title: Head of Insight, Performance & Intelligence	
Cabinet lead: Councillor Craig Cheney, Deputy Mayor and Cabinet Member for Finance, Governance and Performance	Executive Director lead: Mike Jackson	
Proposal origin: <i>BCC Staff</i>		
Decision maker: Cabinet Member Decision forum: <i>Cabinet</i>		
Purpose of Report:		
<ol style="list-style-type: none"> 1. To seek cabinet approval of the Data, Insight & Information strategy. The strategy contains a programme of work with our Delivery Partner which was subject of Cabinet approval up to £2m in November 2020, now amended to reflect the current situation, estimates of cost and timescales. To date the Council has approved projects against this contract to the value of £822,000 and has identified a requirement for a further £1.2 million within the planned programme of work over the next 18-24 months. 2. To seek approval for the procurement of a data and insights delivery partner for an additional value of up to £400,000 for a maximum further term of 18 months. This will be a new contract using a compliant route to market, such as the Crown Commercial Services G-Cloud 12 framework. The existing contracts with our delivery partner have a value cap of £2 million and expiry date of September 2022. 3. To authorise the Director Policy, Strategy and Partnerships to amend the Data and Insight Programme of work through the Data, Insights and Analytics Board, within the budget envelope detailed within this report. 		
Evidence Base:		
<ol style="list-style-type: none"> 1. The Council has committed to developing a data and insights approach that enables it to become an evidence led and data driven organisation. 2. A range of data and insight projects had already been delivered as part of the IT Transformation programme (ITTP) and in November 2020 Cabinet approved the award of a contract for an Effective Use of Delivery Partner using CCS G-Cloud framework for a maximum term of 2 years and to an estimated value to not exceed £2m. 3. The paper submitted to Cabinet identified a number of other potential data and insight projects to be delivered by the external partner within that financial envelope, subject to the identification of funding sources, across key areas of Council business, namely Adult Social Care, Children’s Social Care, Housing & Landlord services, Open Data and HR. 4. A Data Insight and Analytics Board (DIAB) was established, chaired by the Director Policy, Strategy & Partnerships, to ensure effective governance and assurance around the delivery of these projects and to develop corporate data insight and analytics utilising a new Microsoft Platform. A key element of DIAB was to capture and articulate the Council’s vision for data and analytics within a new strategy that also included an 18-24 month programme of work to both deliver the projects and allow for transition towards Council staff 		

becoming fully trained to assume responsibility for all future insight provision. The Data, Insight & Information strategy (Appendix A) is a direct result of this work.

5. The strategy sets out a two-year maturation pathway for the Council to complete the foundations, further develop capabilities and deliver a new range of enhanced insights to serve as iterative pilots for a new corporate approach to data and insights. It contains five overarching objectives and is underpinned by the following principles:

- creating and working within a single corporate data environment
- making our data open and accessible where appropriate
- ensuring that decisions that directly effect people are always made by people who are informed by data and insights, not replaced by data and insights
- ensuring our sensitive data is secure and protected
- a cycle of citizen engagement in ethical data driven activity

6. Within the strategy is the proposed programme of work which covers the two-year span of the strategy. The Council's Corporate Leadership Board has given approval in-principle to proceed subject to funding, with a final decision to proceed reserved to DIAB upon receipt of funded individual full business case(s).

7. The programme of work has been subject to ongoing refinement and when amended to reflect the current situation, estimates of cost and timescales, the final spending requirement with our external provider is now £2,024,850.

8. To date the Council has approved projects against this contract to the value of £822,255, see below:

Director Support 1	£37,500
Functional Operating Model	£57,150
Think Family Review	£17,475
ASC Accelerators	£380,000
HR Accelerators	£233,265
ASC Accelerator Change	£46,765
Director Support 2	£50,100

9. And has identified a requirement for a further £1,202,595 within the planned programme of work over the next 18-24 months as set out below:

Think Family Replacement	£382,456
CSC Accelerators	£325,850
Homelessness Prevention	£141,350
Housing & Landlord	£210,439
Open Data	£142,500

10. The full business case for the Data & Insight programme also includes a contingency of £348,538, thereby bringing the overall total to £2,373,388.

11. The existing contracts with our delivery partner have a value cap of £2 million and expiry date of September 2022.

12. Alongside approval for the strategy, this paper seeks approval for additional spend by way of the procurement of a data and insights delivery partner for the additional value of up to £400,000 for a maximum further term of 18 months. This will be a new contract using a compliant route to market, such as the Crown Commercial Services G-Cloud 12 framework.

13. In considering the external partner led delivery programme, priority has been afforded to those areas of highest risk and whose data is in a sufficient state or readiness to deliver the insight requirements. The approach as outlined will enable the council to focus on a number of change ready data and insight areas at the outset. These service areas and functions have stable and established data sources that are readily available in the new corporate platform.

Cabinet Member / Officer Recommendations:

That Cabinet

1. Approve the Data, Insight and Information strategy as set out at Appendix A.
2. Authorise the Executive Director Resources to take all steps required to procure and award a contract for a data and insights delivery partner, at an additional cost of up to £400,000 for a maximum further term of 18 months, to deliver the programme of work as identified in this report.
3. Authorise the Director Policy, Strategy and Partnerships to amend the Data and Insight programme of work through the Data, Insights and Analytics Board, within the budget envelope approved within this report and in accordance with the decision pathway process.

Corporate Strategy alignment:

The Corporate Strategy identifies a need to work with services to identify what needs to change to be a more effective and efficient council to achieve our priorities (p7).

Developing data insight and analytics is a core component of this, particularly contributing to two of the four Organisational Priorities outlined in the Corporate Strategy (p11):

1. Redesign the council to work effectively as a smaller organisation
2. Equip our colleagues to be as productive and efficient as possible

The Council’s emerging draft Corporate Strategy 2022-2027 includes the Priority ‘Data Driven’ (DO4, p53) which refers directly to the need for this strategy and programme of work.

City Benefits:

There are no specific or direct benefits to the city however this service improvement programme supports the wider organisation’s ability to deliver commitments in the city, in particular the digital inclusion agenda.

Consultation Details:

N/A

Background Documents:

[Bristol Corporate Strategy 2018-23](#)

Revenue Cost	£ 2,373,388	Source of Revenue Funding	PMO Change Reserve & Key LOB Reserve
Capital Cost	£	Source of Capital Funding	
One off cost <input checked="" type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

Required information to be completed by Financial/Legal/ICT/ HR partners:

1. Finance Advice: This report seeks approval of the Data, Insight & Information (DII) Strategy as an update to the November 2020 Cabinet approval for a programme of work with our Delivery Partner. As set out in the body of this report this will be a new contract using a compliant route to market, as the existing contracts with our delivery partner have a value cap of £2 million and expiry date of September 2022.

The November 2020 Cabinet paper gave approval for a programme of work with a value up to £2m with an expiry date of September 2022. Approval is now sought for the to procure a data and insights delivery partner for an additional value of up to £400,000 for a maximum further term of 18 months. This would take the total cost of the Data Insight and Information Strategy programme of work to no more than £2.4m.

To date the Council has approved projects against this contract to the value of £822,225 (funded via the IT Transformation Programme capital receipts £112,125, Data Transformation Reserve £330,130 and Key Line of Business Reserve £380,000) and has planned projects totalling £1,202,595 within programme of work over the next 18-24 months and an overall programme contingency of £348,358 (both funded via the Change Reserve £1.340m and HRA £210,439 for a project aligned to Housing supply and Landlord Services).

There are no direct savings associated with the delivery of this programme of work, its implementation is an enabler for the Common Activities programme of work which will deliver savings.

Finance Business Partner: Bev Winter, Interim Senior Finance Business Partner, 16th August 2021

2. Legal Advice: The procurement process must be conducted in line with the 2015 Procurement Regulations and the Councils own procurement rules. The proposed use of the CCS G-Cloud framework would comply with this requirement. Legal services will advise and assist officers with regard to the conduct of the procurement process and the resulting contractual arrangements.

Legal Team Leader: Husinara Jones, Team Leader/Solicitor, 16 August 2021

3. Implications on IT: As per my commentary on the wider Business Case, I am in absolute support of this recommendation to Cabinet. The correct adoption of Data and Insights underpins not only the Digital Transformation strategy of the Council but is the most significant enabler of Corporate Change available which will return significant cost and non-costed benefits. Utilisation of the Data & Insights approach will also simplify transitions to other, more cost effective, software tools and to utilise the other technology solutions delivered by the IT Transformation Programme. Many current operational issues could be resolved by the correct adoption of the Data & Insights Strategy to provide clear evidence of what is happening, and the effect of decisions made

IT Team Leader: Simon Oliver, Director Digital Transformation, 12th August 2021

4. HR Advice: No HR implications arising directly from this report and its recommendations

HR Partner: James Brereton (HR Business Partner), 13th August 2021

EDM Sign-off	Mike Jackson Chief Executive	13/7/2021
Cabinet Member sign-off	Craig Cheney Deputy Mayor and Cabinet Member for Finance, Governance and Performance	2/8/2021
For Key Decisions - Mayor's Office sign-off	Mayor's Office	6/9/2021

Appendix A – Further essential background / detail on the proposal	YES
(i) Draft Data, Insight & Information Strategy incorporating the proposed programme of work	
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	YES
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	YES
Appendix F – Eco-impact screening/ impact assessment of proposal There are no environmental impacts related to this report and as a result a full Eco IA is not required (Nicola Hares Environmental Project Manager Bristol City Council Climate Change and Sustainable City Service 16 th August 2021)	NO
Appendix G – Financial Advice	NO

Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO