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**innovations in
the public
sector**



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Introduction

For the past 14 years, almost all frontline public services in the UK have faced systematic budget cuts, even as demand for these services has increased. Our nation is living longer, grappling with more complex health needs, has more broken families, higher levels of debt, financial instability, and a less secure job market. Additionally, a housing crisis, crumbling infrastructure, and inadequate facilities have further strained resources. All these challenges inevitably find their way to local councils, the only major public service legally required to set a balanced budget.

Against this backdrop, and despite the added pressures of a global pandemic, it is remarkable that local government continues to function and provide essential services. This resilience is a testament to the innovation, commitment, and compassion within local government, yielding significant dividends for the businesses and communities they serve.

However, nearly two decades after the financial crisis, the UK has seen minimal economic growth and has faced multiple recessions, not to mention navigating its way through a global pandemic. External factors, such as the war in Ukraine, further complicate the public sector landscape.

So, there is no doubt that the next Government after the election will have an enormous job on their hands to resurrect many frontline public services. As we consider Keir Starmer's plan for a 'decade of national renewal,' the key questions councils will have to answer is: How can we do even more with even less and what technologies can help us achieve this?

The answer lies in data.

Fifteen years ago, councils set about installing 'digital transformation' teams. itelligent-i has supported numerous councils to implement their data strategy, enabling cloud technologies and analytics to provide insights to enable better run services. It took until the COVID pandemic for much of this transformation to be accelerated. The era of AI will move even faster than technological changes to date.

Councils cannot waste a decade before they become Data Driven organisations.

Traditionally, councils have viewed their strategic partners as facilities management companies or service providers like Civica and Jacobs. However, the most critical strategic partners for councils in the future will be data and analytics experts like itelligent-i—partners who can provide deep insights into what is happening and why.

At itelligent-i, we understand the political and economic pressures facing local government. We are dedicated to helping councils leverage data through analytics and AI, to develop evidence-based policies and strategies that address today's challenges and provide significant efficiencies. By harnessing modern cloud technologies for data, analytics and AI we reduce the costs associated with data provision while delivering secure, daily updates that are easily understood and actionable by both executives and members. The key point for us, is that whatever the service, whatever the reform, whatever the department, itelligent-i can access up-to-date insights for you across the board with our solutions.

Our data framework and Analytics Accelerators, deployed across numerous local authorities, streamline data analysis processes, enabling local governments to focus on strategic decision-making with confidence. This approach not only provides significant cost savings but also enhances the ability of councils to serve their communities effectively.

As members of the Labour front bench, you are key players in ensuring the future of democracy and good governance at all levels. By embracing data and insights, you can empower local governments to develop strategies that reflect the true needs and aspirations of the communities they serve. At itelligent-i, we are committed to supporting specific policy areas such as social justice, healthcare, and economic recovery through data-driven governance in local councils.

Our mission is to help the local government sector embrace data, analytics and AI to achieve Labour's goals of improving public services and creating a fairer society.

What has happened in local government on the Conservatives' Watch?

Over the last 14 years, we have collaborated with over 20 councils of various sizes to assess their data proficiency, identify the challenges they face in reaching their potential, and determine if they can achieve savings and service redesign within their existing resources and skills capacity. Common themes we have identified are:

Fragmented Data Sharing:

Data sharing across many organisations is minimal to non-existent, with each directorate and department operating in silos. As a result, multiple departments interact with the same resident without coordination, leading to decisions by one team impacting others and the resident without a holistic view.

Data Quality Issues:

There is significant distrust in data quality due to a history of shortcuts in data sources. For example, social workers use open text boxes for ease of entry instead of proper business process mapping. This hampers accurate tracking of the services provided, including when, how, and why.

Inconsistent Data in Meetings:

Due to siloed data and lack of sharing, each directorate presents its own data sets in executive board meetings. This results in discussions focusing on which directorate has the "right" data instead of collaboratively planning the council's future with a unified view.

Poor Data Governance:

The lack of a comprehensive corporate data asset leads to data being shared in various file formats via email, MS Teams, etc. This exposes sensitive information to unauthorized personnel, posing GDPR and cybersecurity risks.

Manual Data Processing:

Analysts spend 70-100% of their time manually manipulating raw data to make it readable, rather than analysing it to provide meaningful insights. Reports end up being collections of raw data instead of actionable intelligence.

Lack of Data Automation:

There is minimal to no automation in data processes, resulting in statutory reports like Annex A being created from scratch every quarter. Depending on the council's size, entire teams may spend 80-100% of their time on these reports instead of automating the process for real-time updates.

Weak Data Strategy:

Many councils either lack a data strategy or have one that is too general and not aligned with organisational goals and residents needs or the needs of the end user and customer.

Skills Shortage in Data Engineering:

Councils struggle to attract data engineering talent due to high competition with the private sector. The demand for these skills has outpaced supply since 2016, with a significant gap in the market. As of a 2021 government report, 178,000-234,000 data-related roles in UK companies remain unfilled, and this number is growing.

To support the public sector to prepare the organisation for embracing data and analytics, we developed the concept of a Corporate Business Intelligence Review (CBIR). The CBIR is a proven process to quickly gather a public sector organisations' digital and data requirements and challenges, and importantly provide a business case and future direction for the organisations data strategy.

Potential Solutions

itelligent-i can address these challenges through strategic partnerships by offering:

Unified Data Strategies: Develop comprehensive data strategies aligned with council objectives.

Advanced Analytics and AI: Implement analytics accelerators and AI solutions to automate data processing and improve data quality.

Enhanced Data Governance: Establish robust data governance frameworks to ensure data security and compliance.

Skills Development Programmes: Praccelerate insights and enhance organisational strategies by utilising itelligent-i's advanced solutions in analytics, dashboards, and AI. These programmes provide councils with the capability to unlock the full potential of their data, equipping teams with the skills to transform raw data into actionable intelligence. Councils can rapidly implement sophisticated dashboards and AI-driven analytics that deliver real-time insights, empowering them to make informed, data-driven decisions with increased efficiency.

This not only supports strategic planning but also ensures that councils can continuously adapt to emerging challenges, all while optimising resource allocation and improving service delivery.

Leveraging Data for Effective Governance

The Role of Data in Modern Public Sector Strategy

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The digital revolution is transforming public sector governance. Data is no longer just a byproduct of service delivery but a strategic asset driving policy decisions and service improvements. Local governments can leverage data to identify trends, predict future needs, and make informed decisions that improve community well-being.

This shift towards data-driven governance ensures resources are allocated efficiently, transparency is maintained, helping to strengthen our fragile and failing public trust.

By analysing trends in social care demand, councils can allocate resources more effectively and ensure services meet actual needs, enabling local governments to develop evidence-based policies and strategies.

itelligent-i's real-world examples from councils across the UK highlight the transformative impact of data and AI.

In Bristol, advanced analytics improved resource allocation in adult social care, while in Manchester, automated reporting enhanced homelessness services. Bristol's integration of data systems led to quicker and more effective interventions in children's services. These successes demonstrate the potential of data-driven governance to deliver significant benefits and improve community outcomes.

Transforming Councils into Data Driven Organisations

To fully leverage the benefits of AI, councils need to invest in developing a skilled workforce.

Addressing the skill gaps and ensuring that councils have the talent needed to manage and analyse data is critical for the success of any AI-led initiative. Embedding foresight scenario planning and crisis-simulation capabilities within local government structures helps councils to better anticipate and respond to changing circumstances.

By adopting a unified data strategy, councils can ensure that all departments work from the same accurate and comprehensive data, breaking down data silos, enabling better coordination and enabling more targeted use of resources. This ensures that policies remain relevant and effective in a rapidly evolving landscape.

The Importance of Data-Driven Decision-Making

Data-driven decision making enhances the quality of public services.

By leveraging data to understand community needs and service performance, councils can tailor their services to meet specific requirements, improving overall satisfaction and outcomes. For example, itelligent-i's enhanced analytics have identified instances of repeat referrals into social care that could be prevented with better initial assessments, freeing up capacity for more complex cases and improving service quality.

Evidence-based policy making ensures that decisions are grounded in reliable data and objective analysis. This approach leads to more effective and targeted initiatives. For example, in Birmingham, improved data visibility and integration created a comprehensive view of each child's needs, leading to quicker and more effective interventions. This evidence-based approach not only improved outcomes for children but also minimised administrative demands by preventing redundant referrals.

Data-driven decision making is essential for modern public sector governance. By leveraging data effectively, local governments can uncover valuable insights, optimise resource use, enhance transparency, and improve service quality.



Streamlining Data Analysis Processes

itelligent-i offers cutting-edge solutions to streamline data analysis processes for local governments.

Our advanced analytics platforms integrate data from multiple sources, providing a comprehensive view of community needs and service performance. By automating data extraction and analysis, we help councils save time and resources, allowing them to focus on strategic decision-making.

Benefits of Modern Cloud Technologies

Modern cloud technologies offer numerous benefits for local governments, including scalability, flexibility, and cost-effectiveness.

By moving to the cloud, councils can access data and applications from anywhere, ensure data security and compliance, and reduce IT infrastructure costs. itelligent-i's cloud solutions are designed to support the unique needs of local governments, enabling them to leverage the full potential of their data.

Case Studies: Successful Implementations Across Local Authorities

Adult Social Care in Durham

Our analytics revealed hidden demand trends, allowing the council to consider reallocating resources more effectively, reduce costs and improve and track service outcomes. For instance, a decline in home care services highlighted a trend in social workers being reluctant to refer clients based on perceived capacity constraints, rather than an actual decrease in demand. This insight helped the council to prioritise the right levels of support more efficiently and cost-effectively.

Homelessness Services in Bristol

Automation of reporting processes freed up housing officers to focus on direct support for vulnerable populations, enhancing service delivery. Previously, officers spent up to 16 hours per week compiling data returns for central government and creating board reports but lacked insight into local demand for homelessness services. With automated reporting, the council can now concentrate on understanding at-risk households and directly assisting the most vulnerable.

Children's Services in Bristol

Improved data visibility and integration created a comprehensive view of each child's needs, leading to quicker and more effective interventions. By enhancing data visibility across different service areas, councils reduced the time between identifying risks and taking necessary actions. This approach also minimised administrative demands by allowing agencies to identify who is already working with a child and guide them toward essential services rather than creating redundant referrals for assessment.

Public Health in Gloucestershire

Our Power Platform solution enabled Gloucestershire County Council's Public Health teams to respond more effectively to the COVID-19 pandemic. By integrating datasets from NHS England and Public Health England with local social care data, we provided specialised assistance to shielded adults and families. This automated data capture and case management system streamlined workflows and improved the council's ability to manage and respond to outbreaks efficiently.

Adult Social Care in Rhondda Cynon Taf

To address significant gaps in insightful data within Adult Social Care (ASC), Rhondda Cynon Taf County Borough Council partnered with us to transition to Power BI. Our strategic action plan centred on implementing the Azure PaaS-based Data and Analytics platform. This provided detailed insights into service user demographics, delivery volumes, and expenditure trends, leading to more informed decision-making and improved service efficiency.

Insight into adult social care service allocations

Assisting directors in uncovering 'hidden' demand is crucial. For instance, in one local authority, care at home services appeared to be declining. However, our analytics revealed that this decline was actually due to social workers refraining from referrals based on perceived capacity constraints in the market, rather than an actual decrease in demand for services. The data revealed a rise in short-term cases being handled over several months, and admissions into long-term residential care, resulting in higher costs for the council and less positive outcomes for service users who would benefit from remaining independent in their own homes. This comprehensive understanding of trends across various services has allowed the council to prioritise targeted support efficiently and cost-effectively.

Automating core reports to free up capacity

Housing officers used to dedicate up to 16 hours per week compiling data returns for central government and creating board reports. However, they lacked insight into local demand for homelessness services. Collaborating with itelligent-i, the council achieved fully automated reporting across all critical homelessness service areas. This allowed them to focus on understanding at-risk households and directly assisting the most vulnerable.

Improving Partnership Working

Councils work with some of the most vulnerable children in our local communities, and partnership working and information sharing is critical to supporting this. itelligent-i has partnered with several councils to enhance data visibility across different service areas, creating a comprehensive 'single view' of each child and their family. By having key information about service interactions, support plans, and interventions in a secure and up-to-date platform, these councils have reduced the time between identifying risks and taking necessary actions. Additionally, this approach has minimised administrative demands by allowing agencies to identify who is already working with a child and guide them toward essential services, rather than creating redundant referrals for assessment.

"Traditionally Children's Services relied on referrals when people see something happening so that we can step in to support. Now with the whole view of the child, we can step in quickly and see who else is involved in that family to make an assessment on how serious those concerns are. We are now able deliver on our aspiration for a city of hope and aspiration so that no one is left behind. Everyone has the opportunity to achieve their potential".

Ann James - Head of Children's Services:

Supporting training and quality of service

Enhanced analytics can lead to straightforward process improvements, reducing the burden on operational teams and enhancing public services. Interactive and visually engaging reports have identified instances of repeat referrals into social care that could be prevented if those conducting initial assessments received better training on screening initial contacts. As a result of these improvements, the time spent on low-priority cases decreased, freeing up capacity for senior professionals to focus on complex needs and vulnerable individuals.

Locality Insights for Bury's Neighbourhoods

itelligent-i worked with Bury Council to automate the production of their neighbourhood profiles, providing key health and wellbeing insights for each of the local areas. The profiles are published live on the Bury Directory website, providing a useful reference for officers, Members and members of the public. Previously the profiles were manually updated on an ad-hoc basis; our solution replaced this process in full saving months of officer time each year and providing visually accessible, up-to-date analytics across more than 100 measures, built on internal and open source data sets.

Supporting Social Work in Scottish Borders

Scottish Borders Council worked with itelligent-i to implement a full suite of analytics across adults and children's social work, to create a modern and responsive 'Council Information Hub'. The analytics delivered Scottish Borders Council business users the information required to make smarter and more effective decisions at all levels, by providing clear, up to date, validated data. Social work officers now have access to daily updated data across all service areas, enabling more data-driven discussions at all levels of the organisation.

Additional Quotes

"Working with itelligent-i enabled us to overcome our lack of data-driven insights to start applying business intelligence in real time. While providing adult social care is still a huge challenge, our leadership now has the day-to-day insights we need to be more proactive and agile in meeting people's care needs while maximising their independence. We now understand our service needs better and are delivering transformational projects more effectively."

Richard Hills, Head of Adult Social Care Transformation & Partnerships Bristol City Council

Political Benefits of Leveraging Data and AI

Enhanced Public Trust and Transparency

Implementing data-driven governance enhances transparency in decision-making processes, fostering greater public trust. When residents see that decisions are based on clear evidence and data, they are more likely to trust and support their local government.

Transparency can deliver significant benefits to both government and the public. Publishing data and making it accessible allows the public to scrutinise government activities, leading to greater accountability and performance improvements.

The perceived fear of risk and exposure in local government must be transformed into confidence and empowerment, enabling councils to proactively address issues and find innovative solutions to wicked problems. By embracing transparency, councils can build trust with their communities and demonstrate a commitment to openness and accountability.

Improved Efficiency and Cost Savings

By leveraging data and AI, councils can optimise resource allocation and reduce waste. This efficiency translates to cost savings, which can be redirected to other critical areas, demonstrating fiscal responsibility and prudent management to the public.

Recent analysis by the Tony Blair Institute for Global Change and Faculty AI estimates that the UK government could save up to £200 billion over five years by properly embracing AI. By automating repeatable processes and improving efficiency, councils can achieve substantial cost reductions while maintaining or even enhancing service quality.

Investing in data and AI is a strategic move to future-proof public services. By adopting AI now, councils can position themselves at the forefront of technological innovation, ensuring they are prepared to meet future challenges and opportunities.

Proactive and Responsive Governance

Proactive governance leverages advanced analytics to transition from reactive responses to anticipatory actions. By analysing historical data in adult social care services, councils can identify individuals at risk before their needs become critical. This approach ensures timely interventions, improving the quality of life for residents and reducing costs associated with delayed responses.

The ability to foresee and address problems before they escalate using data and AI improves the overall effectiveness of governance and demonstrates a commitment to continuous improvement and innovation.

Enhanced Policy Making and Strategic Planning

With the insights from data and analytics, councils can tailor their services to meet specific needs effectively. This personalised approach not only enhances service quality but also promotes financial sustainability by optimising resource allocation. For example, continuous monitoring and evaluation of services help identify areas for improvement and adapt strategies, accordingly, fostering a culture of excellence and accountability.

This results in more effective and targeted initiatives that address the specific needs of the community, enhancing the impact of government actions and policies.

Boosting Community Engagement

Data-driven services empower councils to engage more effectively with their communities. By using analytics to understand community needs and preferences, councils can provide services that resonate more with residents, fostering a sense of involvement and trust. This feedback loop not only improves service quality but also strengthens the relationship between councils and their residents.

When local governments use data to tailor services to the unique needs of their communities, residents feel more heard and valued, helping to increase community engagement and participation, leading to a more vibrant and cohesive society.

Political Capital and Leadership

Embracing AI and advanced analytics showcases a commitment to modern governance, enhancing the political capital of local government leaders. Successful implementation of these technologies demonstrates leadership and vision, which can be pivotal in political campaigns and policy discussions. It positions leaders as proactive problem-solvers dedicated to improving public services through innovation and data-driven decision-making.

By harnessing the power of data and AI, local governments can transform their operations, making them more efficient, transparent, and responsive to the needs of their communities. This proactive approach not only addresses current challenges but also paves the way for sustainable, innovative governance.

Demonstrating successful implementation of data-driven solutions can serve as a powerful example of effective leadership and governance, which can be leveraged in political campaigns and broader policy discussions.

Strategic Partnerships for the Future

How itelligent-i Provides Deep Insights and Actionable Data

itelligent-i partners with councils to deliver deep insights and actionable data that drive strategic initiatives. Our expertise in data platforms, analytics, and AI ensures that local governments have access to real-time, accurate information, enabling them to respond to community needs swiftly and effectively.

The Importance of Secure, Daily Updated Analytics

Security and up-to-date information are paramount in public sector data management. itelligent-i's solutions ensure data is securely stored and updated daily, providing councils with the most current insights. This level of data integrity supports informed decision-making and enhances the trust residents place in their local government.

Empowering Local Governments

Developing Evidence-Based Policies and Strategies

Evidence-based policies and strategies are critical for addressing the complex challenges faced by local governments. By leveraging data and AI, itelligent-i helps councils develop policies that are grounded in evidence, ensuring they are effective and aligned with community needs.

Enhancing Community Services with Data-Driven Insights

Data-driven insights enable councils to enhance community services by identifying areas for improvement, optimising resource allocation, and tailoring services to meet specific needs. itelligent-i's solutions empower local governments to deliver higher quality services that positively impact residents' lives.



How We Can Help Deliver Labour's Manifesto

Our mission is to help the local government sector embrace data, AI and analytics to achieve Labour's goals of improving public services and creating a fairer society. By supporting data-driven governance, we can directly impact key policy areas such as social justice, healthcare, and economic growth in the following ways:

1. Enhancing Data-Driven Decision Making

Opportunity: Leverage itelligent-i's expertise in data and analytics to help councils transition to Data Driven organisations and enable the use of AI.

Support: Provide tools and training to local governments to develop evidence-based policies, streamline data analysis processes, and ensure data integrity. This aligns with Labour's emphasis on data-driven governance to optimise resource use and enhance service quality.

2. Implementing the National Data Library

Opportunity: Collaborate with Labour to establish the National Data Library.

Support: Offer technical expertise in consolidating and securely sharing data resources and ensuring strong data protection measures. This will help achieve Labour's goal of leveraging data to drive policy decisions and service improvements.

3. AI and Innovation in Public Services

Opportunity: Assist in embedding AI capabilities within local government operations.

Support: Deploy itelligent-i's data framework, Analytics Accelerators and AI solutions to enhance public service delivery, such as automating reporting processes, improving resource allocation, and enabling advanced analytics for proactive governance.

4. Enhancing Public Trust and Transparency

Opportunity: Utilise analytics accelerators to enhance transparency in decision-making processes.

Support: Implement data platforms and analytics Accelerators that allow for secure, daily updated analytics, enabling councils to maintain transparency and build public trust. This aligns with Labour's focus on fostering openness and accountability in government operations.

5. Supporting Strategic Partnerships

Opportunity: Partner with Labour to drive strategic initiatives through deep data insights.

Support: Provide real-time, accurate data analytics to inform strategic decisions and policymaking, ensuring that local governments can respond effectively to community needs and priorities.

6. Modernising Regulatory Frameworks

Opportunity: Assist in the creation of the Regulatory Innovation Office.

Support: Offer expertise in updating regulations and speeding up approval processes for new technologies, ensuring that Labour's regulatory framework supports innovation and growth in the digital economy.

7. Streamlining Data Analysis and Reporting

Opportunity: Help councils streamline their data analysis and reporting processes.

Support: Implement advanced analytics platforms that integrate data from multiple sources, automate data collection, and provide comprehensive views of community needs and service performance. This will enable councils to focus on strategic decision-making and improve service delivery.

8. Addressing Skill Gaps in Data and AI

Opportunity: Support Labour's aim to develop a skilled workforce for AI-led initiatives.

Support: Provide training programs and resources to help councils build the necessary skills for managing and analysing data, ensuring successful implementation of AI-led projects.

9. Promoting Evidence-Based Policy Making

Opportunity: Foster a culture of evidence-based policy making within local governments.

Support: Use itelligent-i's data and analytics solutions to help councils develop policies grounded in reliable data and objective analysis, leading to more effective and targeted initiatives that address community needs.

Conclusion

Building a Future of Informed Decision-Making and Integrity



As local governments continue to navigate complex challenges, the adoption of data and AI technologies offers a path to more effective, transparent, and responsive governance. By prioritizing data-driven decision-making, councils can build a future where informed policies and strategies drive positive change, and public trust is strengthened through accountability and integrity.

At itelligent-i, we are committed to supporting local governments on this journey. Our expertise in data analytics and AI, combined with our deep understanding of public sector needs, makes us the ideal partner for councils seeking to transform their operations. Together, we can build a future where informed decision-making underpins our democratic institutions, ensuring they operate with integrity and serve the public good.

itelligent-i: Your Trusted Partner in Public Sector Innovation

itelligent-i is committed to being the trusted partner for local governments on their digital and data transformation journey. Our proven track record of successful implementations across the UK demonstrates our ability to deliver innovative solutions that drive positive change and improve public sector performance.

Contact Information

How to Get in Touch with itelligent-i

For more information on how itelligent-i can support your council's digital transformation, please contact us at:

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Additional Resources and Support

Visit our website for additional resources, case studies, and support materials to help your council navigate the digital transformation landscape.

