# The Intelligent Council

## Initial research & findings

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# Summarising the work

❖ How the work was carried out

❖ Views given on
   ➢ Value of an intelligent Council
   ➢ What identifies an Intelligent Council
   ➢ Examples of identified themes

❖ References and examples

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# How was the work carried out?

❖ Views were sought from people working in a range of organisations on what they thought an intelligent council would like:

  ➢ what were key issues to help a council become intelligent
  ➢ what were approaches which had worked for them
  ➢ problems they were trying to tackle
  ➢ sources of information or knowledge which helped
  ➢ anything which didn't work

❖ c. 50 interviews carried out

❖ Three quarters held by phone and one quarter through interviews. Group workshop in ManchesterInformation from discussions held on Knowledge Hub

❖ The results from each interview confidential giving them the opportunity to be more open

❖ Those interviewed were asked to draw from their experience in different roles and organisations

❖ Posts on Knowledge Hub and LinkedIn. Knowledge Hub thread formed discussion between 10 contributors with 36 posts and 435 views.

# Current type of Council / organisation of those interviewed

**Current type of Council / organisation of those interviewed**

| Council Type | Number | Per Cent | |
|---|---|---|---|
| Borough | 5 | 10% | |
| County | 7 | 15% | |
| District | 7 | 15% | |
| Non Council | 18 | 38% | |
| Unitary | 11 | 23% | |
| **Total** | **48** | | |

Non Council e.g.
- National Audit Office
- Royal Society for Statistics
- Royal Town Planning Institute



Current type of Council / organisation

■ Borough
■ County
■ District
■ Non Council
■ Unitary
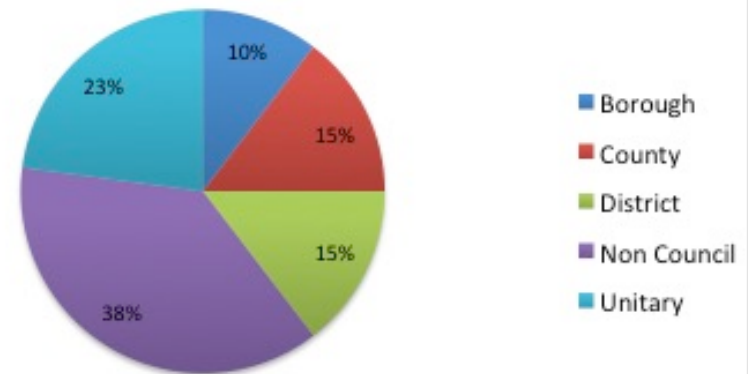
# Current location of those interviewed

| Current location of those interviewed | | |
|---|---|---|
| **Region** | **Number** | **Per Cent** |
| East Midlands | 4 | 8% |
| East of England | 8 | 17% |
| London | 5 | 10% |
| National | 17 | 35% |
| North East | 1 | 2% |
| North West | 3 | 6% |
| South East | 3 | 6% |
| South West | 2 | 4% |
| West Midlands | 3 | 6% |
| Yorkshire and the Humber | 2 | 4% |
| **Total** | **48** | |



Current location

Included small number from Scotland and Wales

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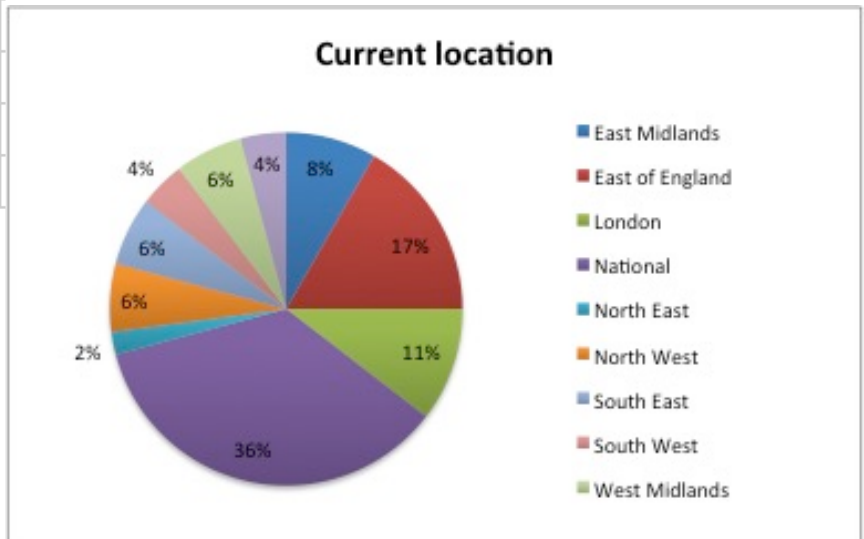
# Roles of those Interviewed

**Current role of those interviewed**

| Role | Number | Per Cent |
|---|---|---|
| Chief Exec / Commissioner | 13 | 27% |
| Councillor | 2 | 4% |
| Other | 7 | 15% |
| Research | 26 | 54% |
| **Total** | **48** | |

Commissioner e.g.
- Assistant Director of Health Integration
- Corporate Director of People
- Policy & Programme Manager



**Current roles**

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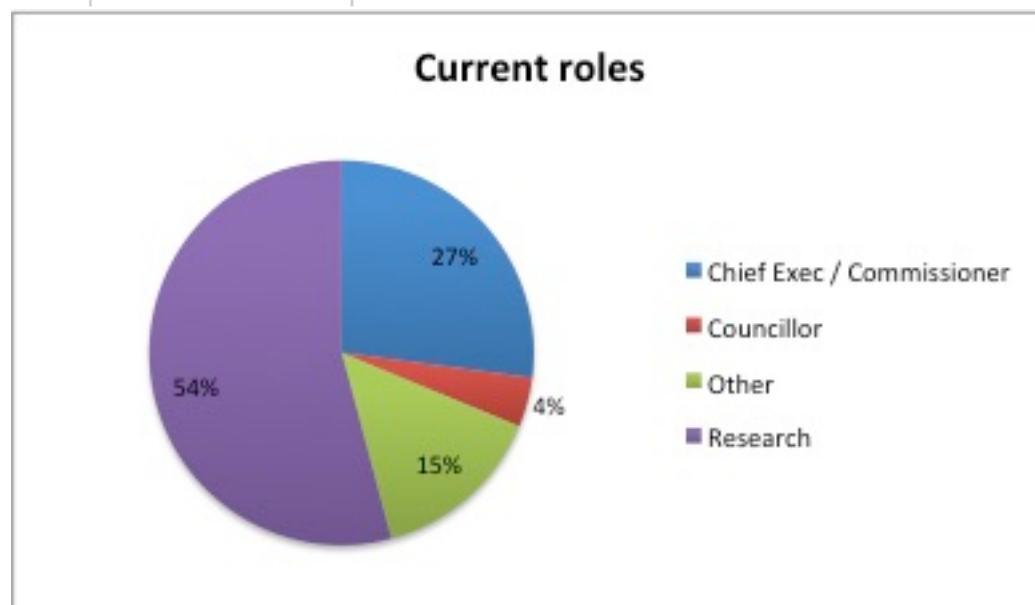
# Why become an Intelligent Council?

# The value in being an Intelligent Council

❖ The ability to look beyond service provision into outcomes

❖ To have better informed decision making – not knee jerk reaction which can waste public money

❖ Intelligence allows a Council to get best value for money in what it is already doing.  To meet more demand with less

❖ Intelligence can improve a Council's reputation and opportunity to pilot improvements and work with others

❖ To be able to operate in a fast changing dynamic world

# What identifies an Intelligent Council?

# How would you know an Intelligent Council?

❖ Is there:

➢ an adopted direction of travel.  What kind of place and community in 20 yrs.?

➢ the ability to take account of long terms benefits including prevention

➢ trends may not help for the future. The ability to carry out scenario planning, answering "what if?" questions

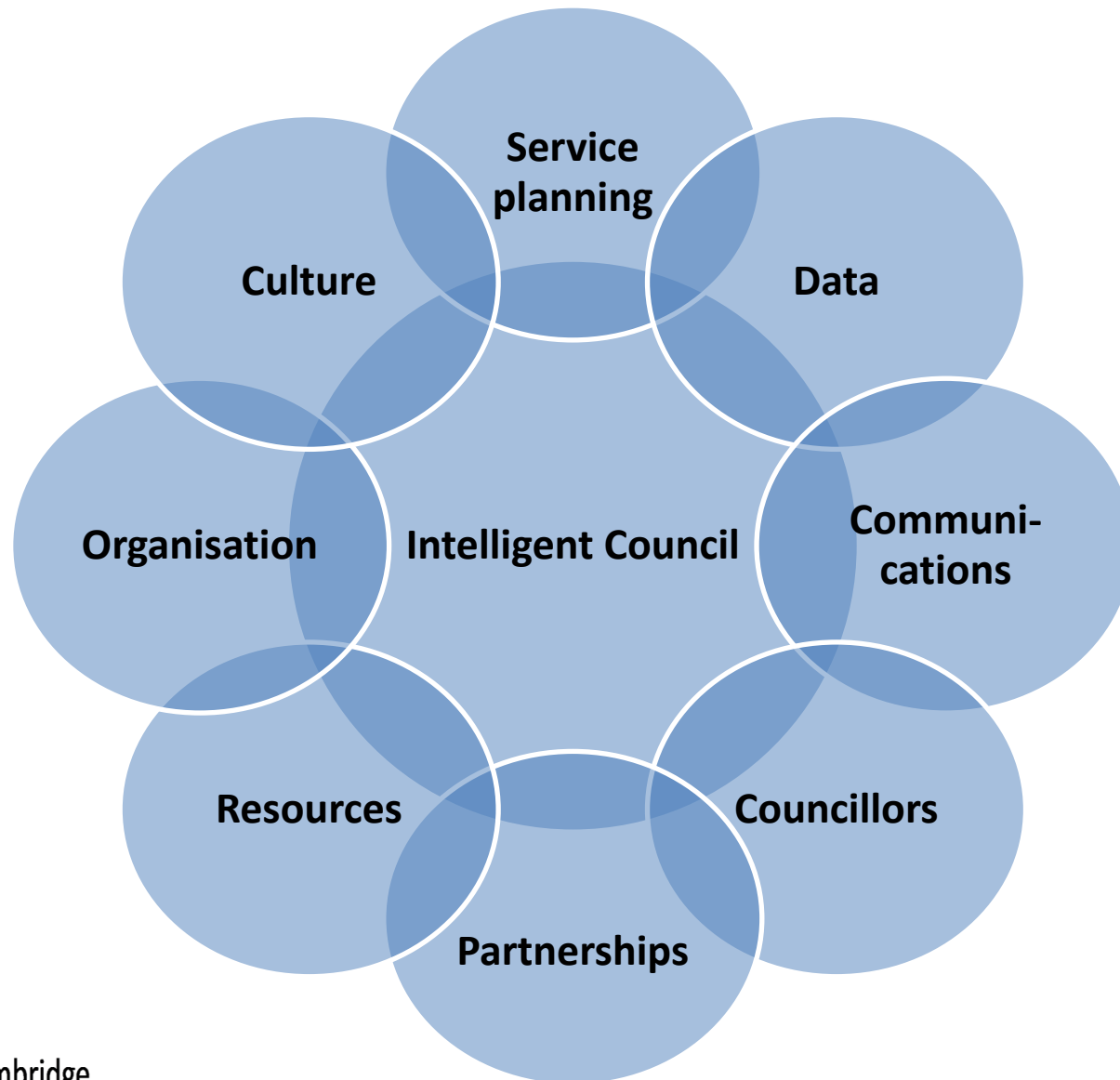➢ use of a sound evidence base for making decisions, but not risk averse

# Key features

❖ An Intelligent Council would:

➢ be open to learning

➢ knowing what it knows

➢ knowing what it doesn't know

➢ having open channels - to peers, Universities, informed commentators

➢ know what others do

➢ determine what to do, and

➢ how impact and success will be evaluated

# Identified themes

# How do we get there?
## Key elements



Service planning

Culture

Data

Organisation

Intelligent Council

Communi-cations

Resources

Councillors

Partnerships

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# There are different ways of identifying steps in improving intelligence

| | |
|---|---|
| Comparisons with others | Organisation |
| Councillors | Partnerships |
| Culture | Piloting |
| Communication | Procurement |
| Data quality | Resources |
| Data sharing | Service Planning |
| Evaluation | Skills |
| Measuring progress | Timing |

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# Looking at five elements

# Communications

- ❖ vary communications according to the audience
- ❖ the importance of narrative in presenting data
- ❖ how to communicate with the public e.g. social media
- ❖ having openness about methodologies used
- ❖ communications can include setting out risks and benefits as options & uncertainty
- ❖ … so managers have graphs on their mobile phones

# Culture

❖ a common culture to evidence is at least as important as a *written* plan

❖ the ability to ask "where is the evidence?"

❖ need for research to have independence

❖ for evidence to stimulate thinking.  There may not be one answer ..

❖ use of open data allows residents and businesses to give views – officers and members are not the only ones with these

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# Organisation

❖ Central resources can help:

➢ to enable data sets from different parts of organisation to be used together

➢ to set standards, provide independence

➢ provide specialised skills e.g. GIS

❖ A number of structures can work:

➢ establishment of "service hubs" rather than complete centralisation

➢ virtual teams

➢ work with other organisations

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# Resources

❖ use of technology for regular or routine analysis. This reduces work needed to do this & allows capacity for more specialised work

❖ the need to have room for innovation

❖ use of "community talent" – how to make this work. E.g. through "hackathons"

❖ civic ownership of open data has value in cutting deals with other organisations

❖ … the relationship with Partnerships

# Service Planning

❖looking at how this relates to outcomes

❖how to get information on financial, time spent

❖evidence can be used on what to stop

❖intelligence is analysis engaged in the early stages of business planning

# Example of some elements for Intelligence
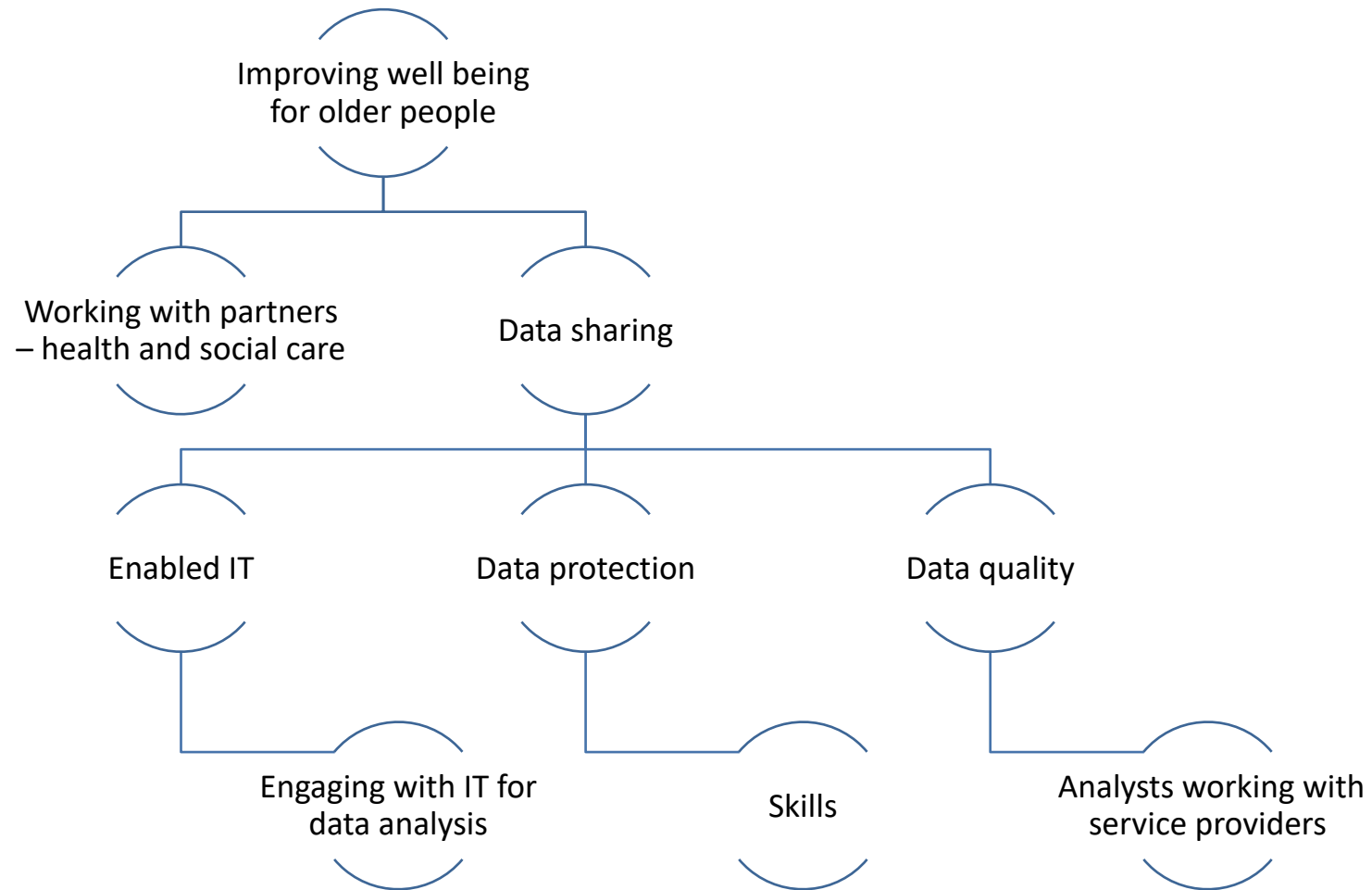
# References and examples

# References

❖ reference file with c. 100 references, categorized & links to sources

❖ those recommended by interviewees and also through searches

# References information

## Categories

| | |
| --- | --- |
| Name of study | |
| Author | |
| Date | |
| Topic(s) | |
| Category (1) | |
| Category (2) | |
| Category (3) | |
| Web Address | |
| Details | |

| | |
| --- | --- |
| Communication | Partnership |
| Comparison | Plan |
| Consultation | Practice |
| Corporate / Service Planning | Procurement / Commissioning of Council Services |
| Council data and IT Systems | Progress |
| Culture | Relationships with services |
| Data | Research organisation |
| Data Linkage | Resources |
| Data Quality | Service Planning |
| Data Sharing | Skills |
| Evaluation | Standards and governance |
| LARIA Award | Timing |
| Network | Training |
| Organisation | |

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# Examples: LARIA award winners

*Oxfordshire County Council has developed new Data Stories following a consultation with local data users. Data Stories provide data on a topic as a sequence of interactive infographics. This enables novice data users to access the data on a topic in a structured, simple-to-use and understand way. Unlike conventional static infographics, Data Stories let the user customise the data contained in the infographic for their individual needs. Presenting data this way makes is more accessible for the average user, who struggles with statistics, and also makes it possible to access data on mobile devices which may not handle spreadsheets well.*

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~ end ~

# Example of some elements for Intelligence