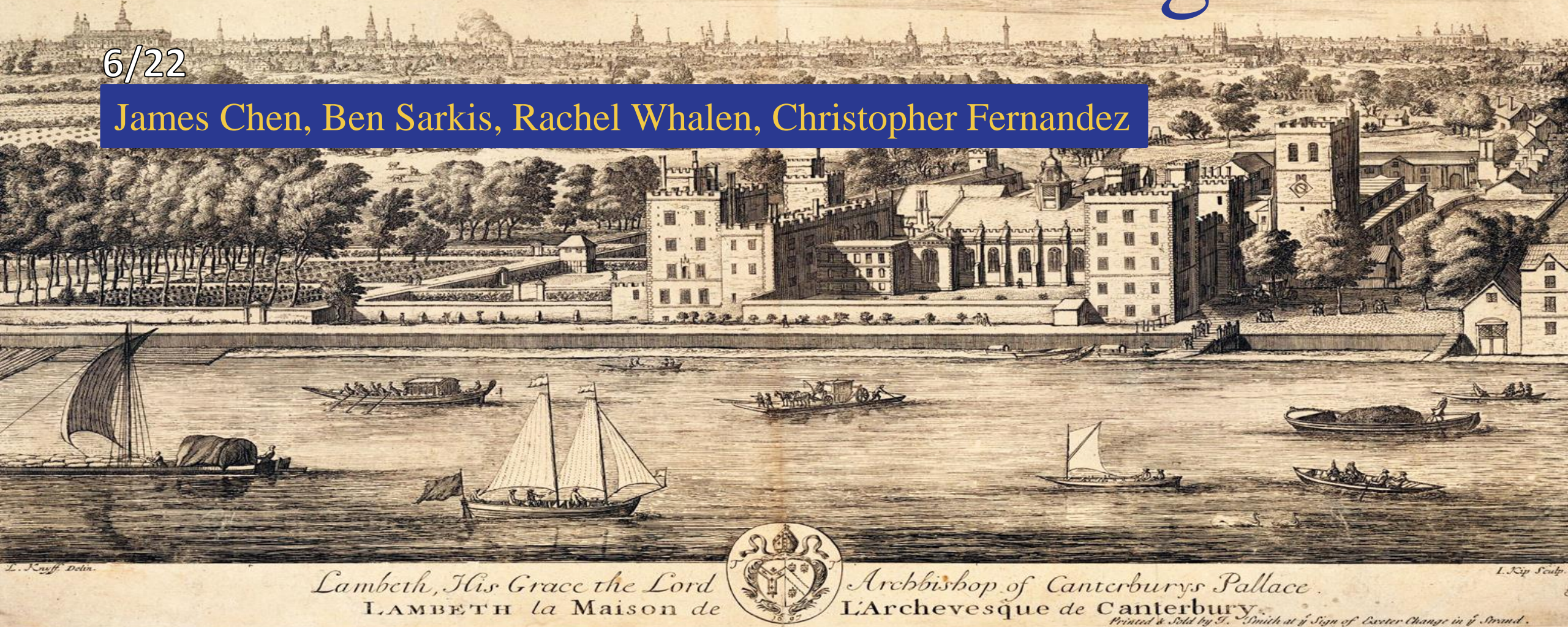


# Lambeth Business Intelligence

6/22

James Chen, Ben Sarkis, Rachel Whalen, Christopher Fernandez





# Project goal

Our goal is to encourage those who gather data, as well as those who utilize it, to incorporate a Business Intelligence system in Lambeth.



1. Background
  - a. Business Intelligence
  - b. Lambeth's Profile
2. Methods and Results
  - a. Timeline
  - b. Objective 1:  
Gather Information
    - a. Objective 2:  
Implement a Plan
3. Conclusions and  
Recommendations

# Presentation Outline

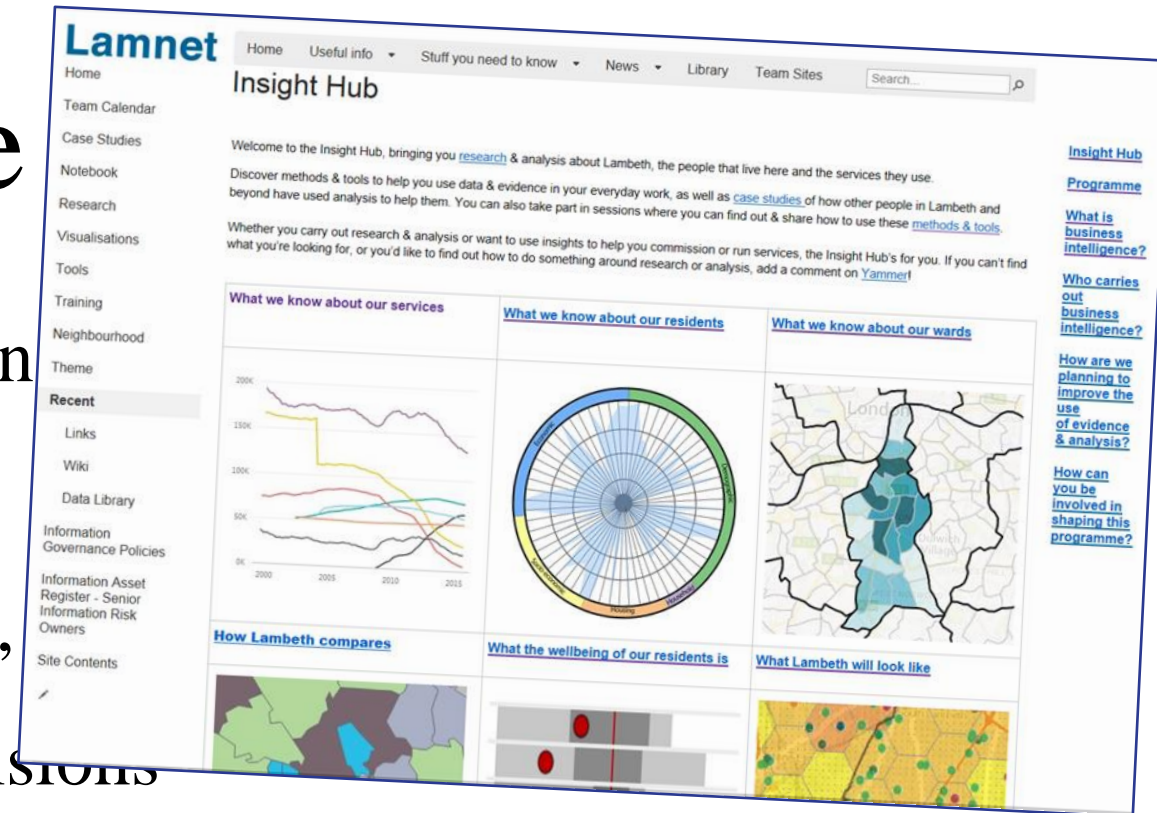


# Business Intelligence

BI is a technology-driven process for an into useful information

Helps businesses, corporate executives, many other people make informed decisions

Lambeth is beginning to use BI and has several databases and steps for how data is shared



# Case Studies

Järfälla Kommun, a suburb of Stockholm, Sweden  
Implemented BI in the contact center of the municipality

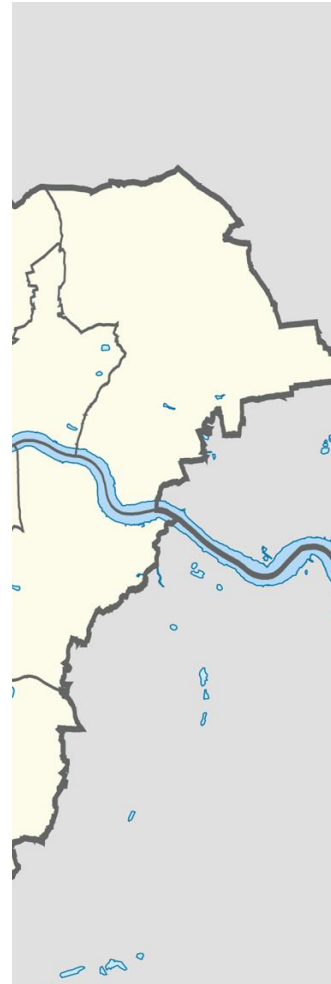
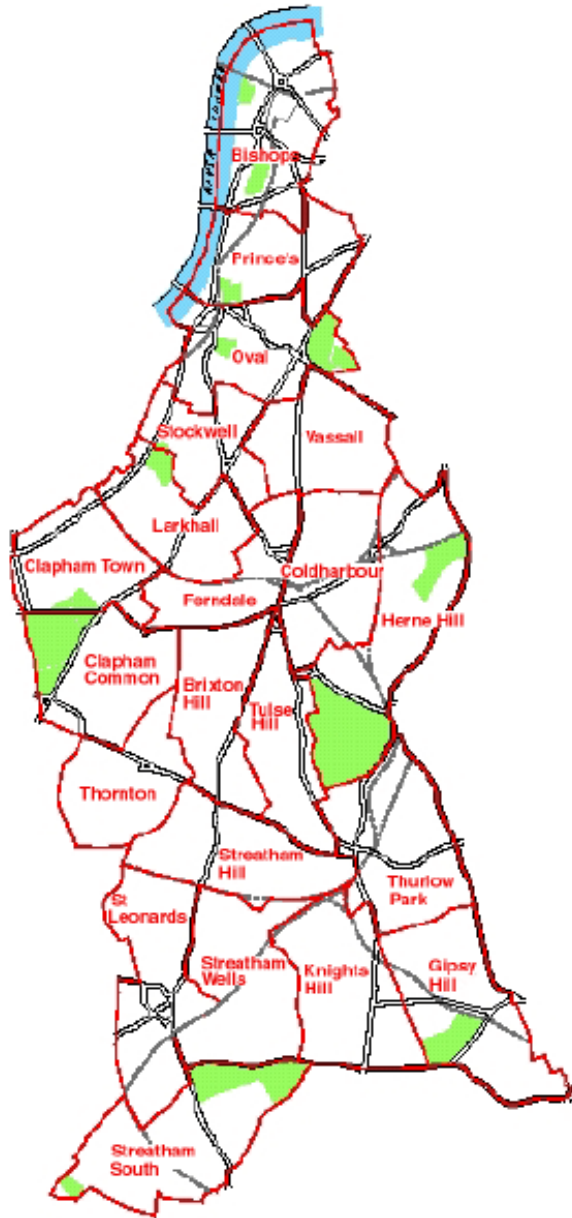


A hospital in Southern Taiwan  
Used an SQL based BI system that  
improved clinical decision making

## Success Factors of BI

Study of five organizations with common successes between each.  
Empirical, as there is very little objective data on this.



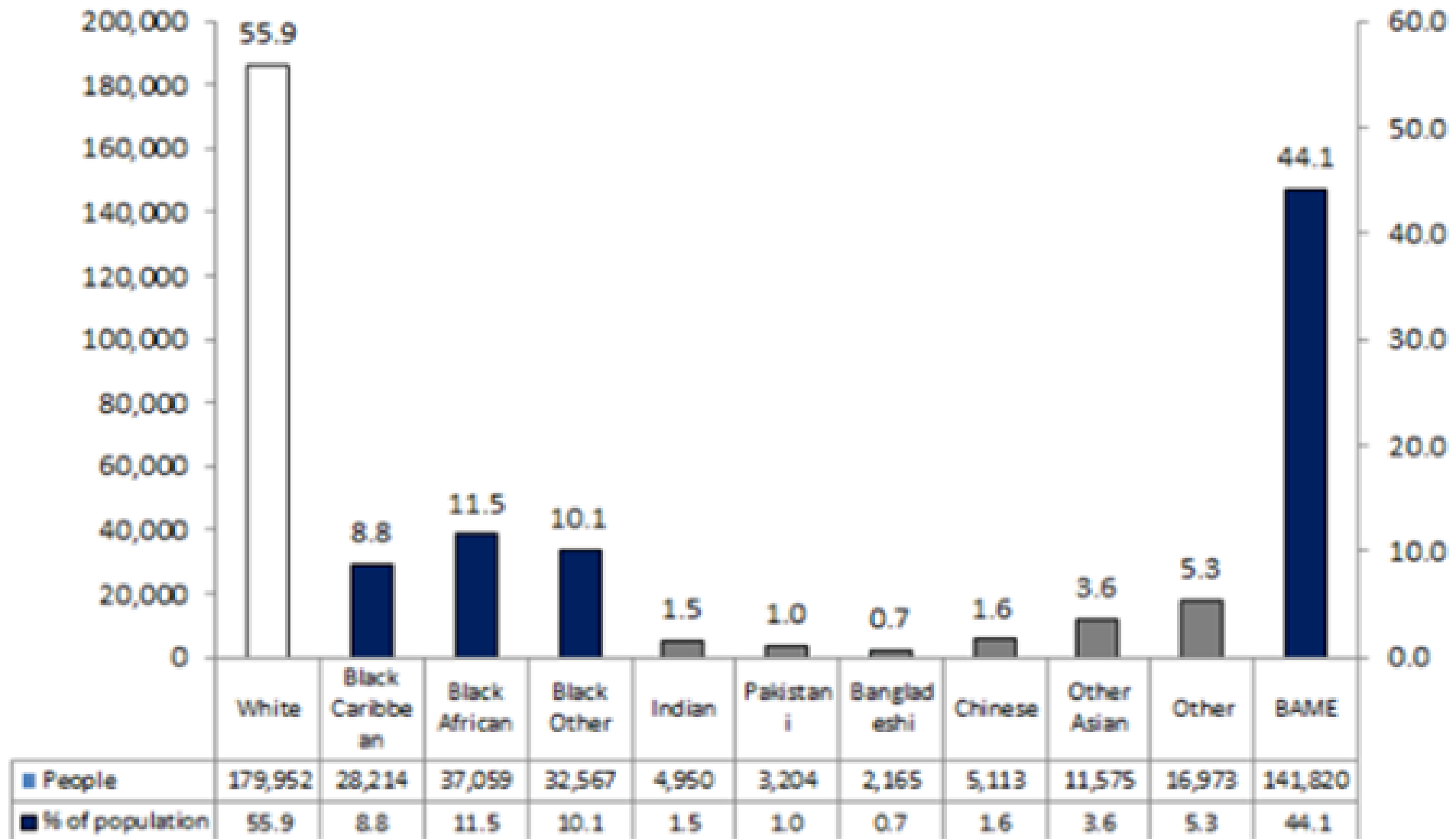


# Lambeth's Profile

- The 8th poorest of the 32 boroughs in London
- Young, poor population
  - High employment, but underpaid
- Most densely populated area in London
  - About 310,000 people and growing

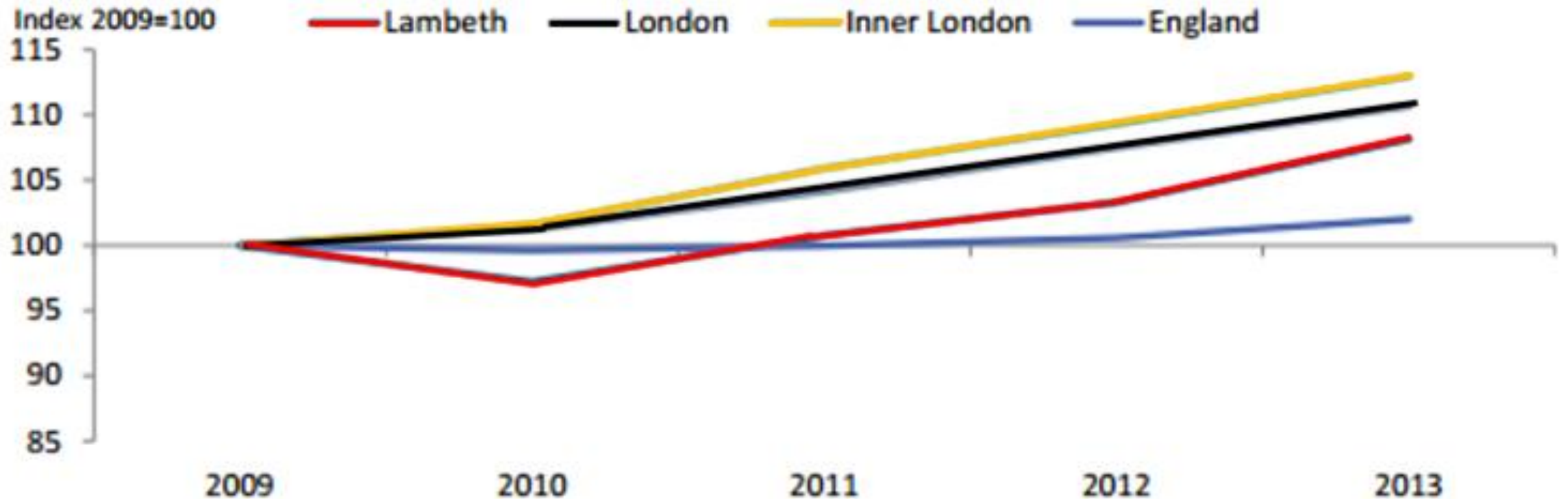
# A Diverse Population

**2015 Lambeth population by ethnic group**



# Employment

- › 80% of the working age population is employed, but 20% are below the poverty line
- › Lambeth has been known as an “escalator borough”





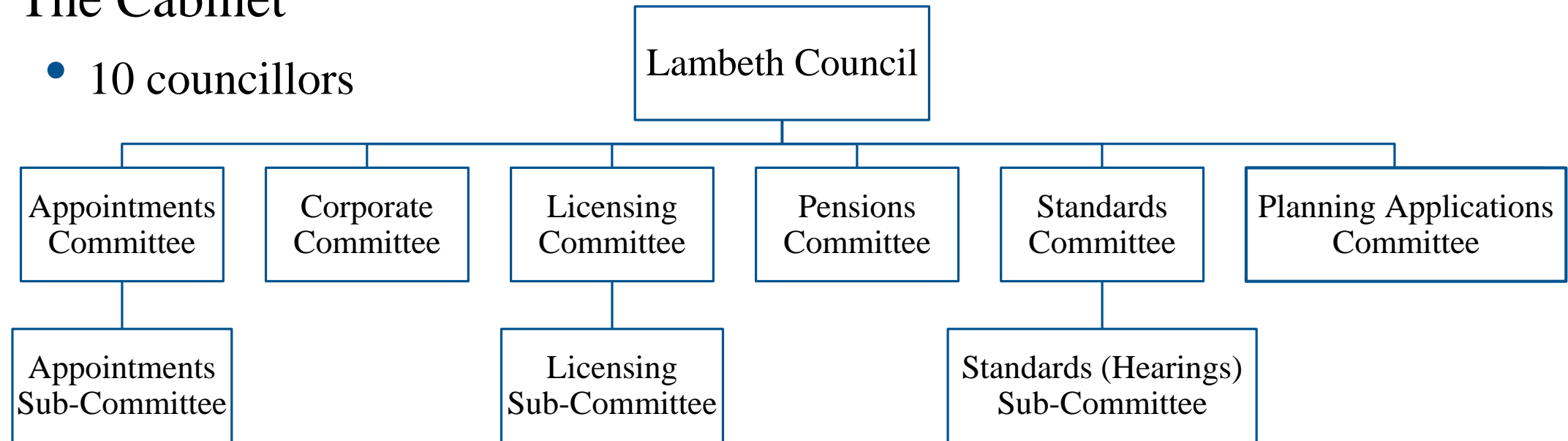
# Budget

- ❑ Budget cut by 56%, more cuts to come
- ❑ £36.9 million cut in Lambeth's 2015/2016 budget

Reserves	Balance at 31/03/2013 £'000	Movement In Year £'000	Balance at 31/03/2014 £'000	Movement In Year £'000	Balance at 31/03/2015 £'000
General Fund Balance	(24,666)	(201)	(24,867)	1,284	(23,583)
General Fund Earmarked Reserves	(68,039)	709	(67,330)	4,376	(62,954)
<b>General Fund Total</b>	<b>(92,705)</b>	<b>508</b>	<b>(92,197)</b>	<b>5,660</b>	<b>(86,537)</b>
HRA Balances	(9,996)	2,153	(7,843)	(2,194)	(10,037)
HRA Earmarked Reserves	(11,151)	(12,084)	(23,235)	(3,277)	(26,512)
<b>HRA Total</b>	<b>(21,147)</b>	<b>(9,931)</b>	<b>(31,078)</b>	<b>(5,471)</b>	<b>(36,549)</b>
<b>Council Total</b>	<b>(113,852)</b>	<b>(9,423)</b>	<b>(123,275)</b>	<b>189</b>	<b>(123,086)</b>

# Lambeth's Administration

- Lambeth Council
  - 63 councillors with 3 from each of the 21 wards elected every 4 years
  - 6 committees with 3 sub-committees
- The Cabinet
  - 10 councillors



# Lambeth Council

Sean Harriss  
Chief Executive

Helen Charlesworth-May  
Strategic Director: Children, Adults & Health

Cathy Twist  
Director: Education & Learning

Gill Vickers  
Director: Adult Social Care

Children,  
Adults, and  
Health

Moirá McGrath  
Director, Strategy & Commissioning Adults

Sue Foster  
Strategic Director: Neighbourhoods & Growth

Adrian Smith  
Director, Strategy & Commissioning  
Neighbourhoods

Mike Pocock  
Director: Major Capital Programmes

Neighbourhoods  
and Growth

Director, Strategy & Commissioning Housing  
& Communities

Vacant  
Director: Regeneration, Planning and  
Neighbourhoods

Jackie Belton  
Strategic Director: Corporate Resources

Christina Thompson  
Director: Finance

David Ashmore  
Director: Business and Customer Services

Corporate  
Resources

Director: Business Transformation

Mark Hynes  
Director: Corporate Affairs

Nana Amoa-Buahin  
Director: HR & Org Development

Ruth Wallis  
Director of Public Health  
(Joint post with Southwark)

Public  
Health

Services



# Commissioners and Service Managers

Commissioners plan long term strategies for the future



Service Managers plan short term for day to day functions



# Methods and Results

Timeline  
Objective 1  
Objective 2

Week 1	Introduce ourselves	Technical Information
	Prepare Interviews	
Week 2	Schedule Interviews	
Week 3		Interviews for Commissioners, Service Managers, and Lambeth Staff
Week 4	Develop the Integration Plan	
		Prepare and Approve the Survey
Week 5	Implement the Integration Plan	Surveys
	Evaluate and Edit the Integration Plan	
Week 6		
	Determine Future Recommendations	
Week 7	Final Proposal	



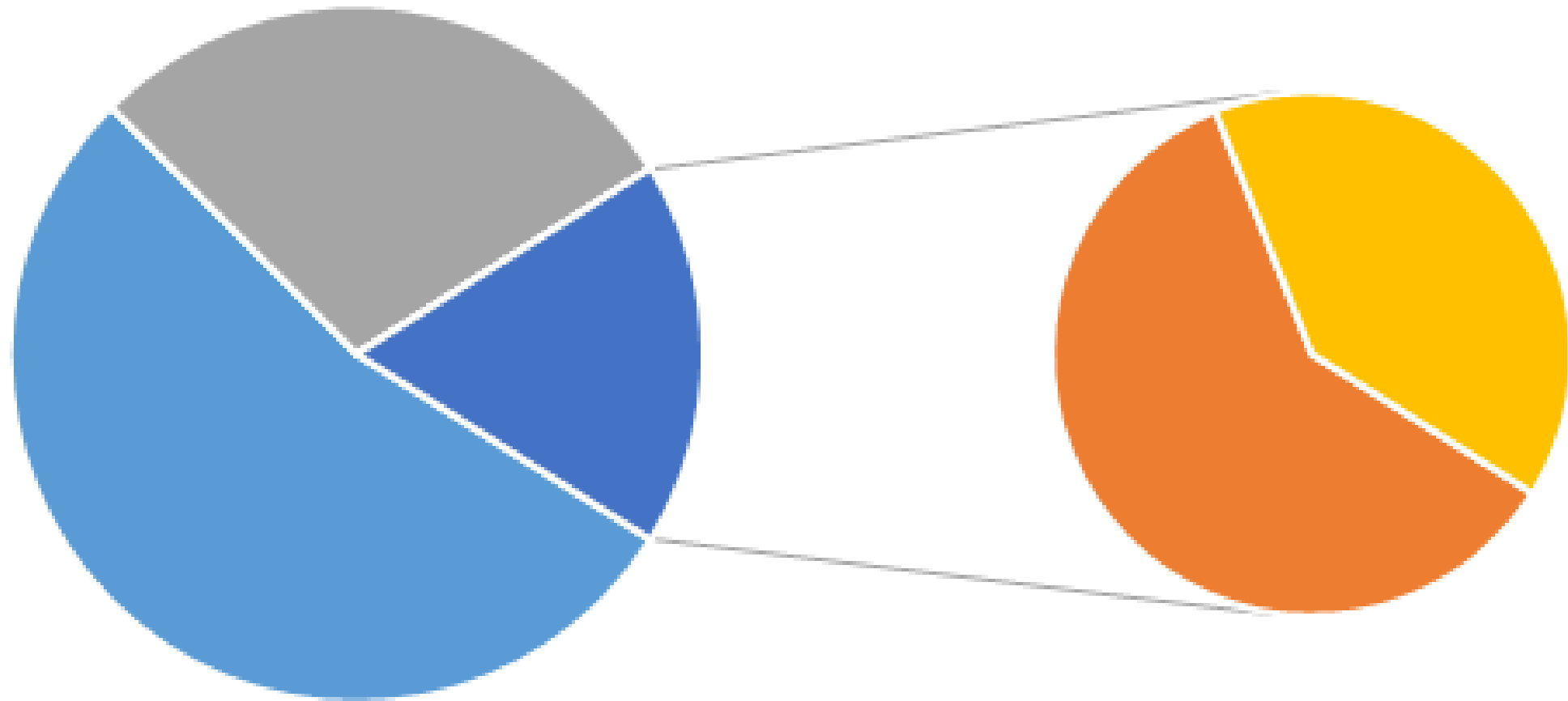
# Objective 1:

Research staff opinions on the use and analysis of data in Lambeth.

- Interviews
- Survey

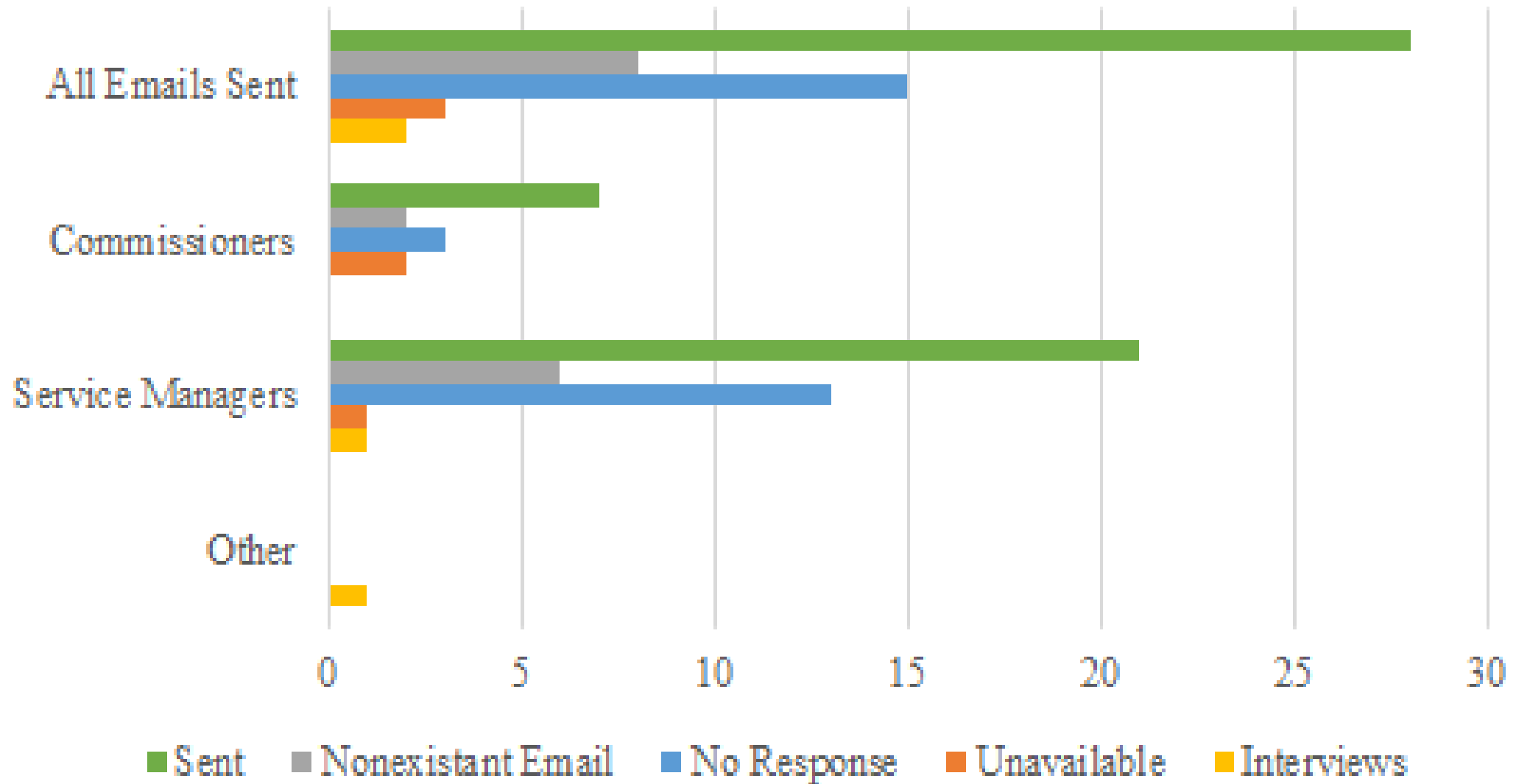
# Attendance

All Emails Sent



■ No Response   ■ Nonexistent Email   ■ Responses   ■ Unavailable   ■ Interviews

## Response Rates





# Interviews

- Discussing how each position gathers and uses data.
- About 45 minutes long.
- Main qualitative method



**BUSINESS INTELLIGENCE**

Business Intelligence is the process of gathering, analyzing, and using evidence or data in order to make more informed decisions.

Focus Groups are from 12:00 to 13:00 and from 13:00 to 14:00  
Wednesday May 25 in Olive Morris House Room 01-10,  
Tuesday May 31 in International House Room 03-05,  
Thursday Jun 2 in Blue Star House Room 01-01,  
Friday Jun 3 in Olive Morris House Room 02-05.

Help Lambeth Council improve service efficiency by streamlining data

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Help Lambeth Council improve service efficiency by streamlining data

## Outcome

Got an outside perspective of the council

- ◆ Building Control: defined the limits of Insight Hub
- ◆ BI Analyst: knew about the Hub, but had not used it

## Insight Hub

# Technical Information

Welcome to the Insight Hub, bringing you [research](#) & analysis about Lambeth, the people that live here and the services they use.

Discover methods & tools to help you use data & evidence in your everyday work, as well as [case studies](#) of how other people in Lambeth and beyond have used analysis to help them. You can also take part in sessions where you can find out & share how to use these [methods & tools](#).

Whether you carry out research & analysis or want to use insights to help you commission or run services, the Insight Hub's for you. If you can't find what you're looking for, or you'd like to find out how to do something around research or analysis, add a comment on [Yammer!](#)

Insight Hub  
What is business intelligence?

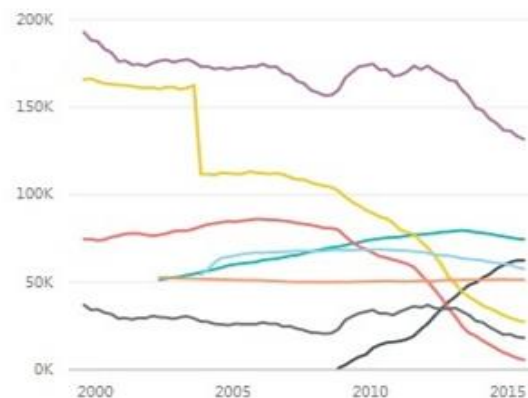
[What is business intelligence?](#)

[Who carries out business intelligence?](#)

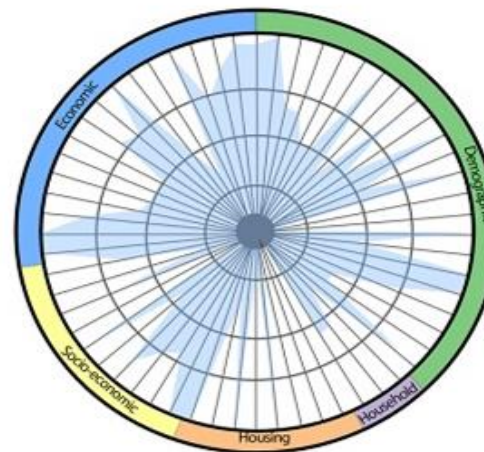
[How are we planning to improve the use of evidence & analysis?](#)

[How can you be involved in shaping this programme?](#)

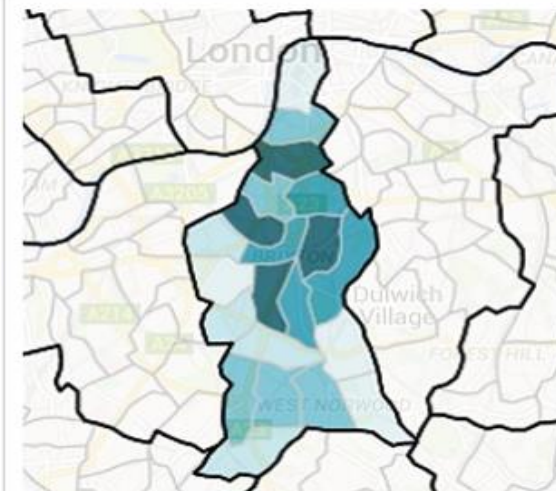
### What we know about our services



### What we know about our residents



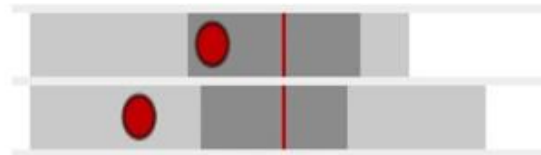
### What we know about our wards



### How Lambeth compares



### What the wellbeing of our residents is



### What Lambeth will look like



---

How long have you worked for the Lambeth Council?

- ☐ Under 6 months
- ☐ 6 months to 1 year
- ☐ 1 to 2 years
- ☐ Over 2 years
- 

What is your current job title?

- ☐ Commissioner
- ☐ Service Manager
- ☐ Analyst
- ☐ Executive Support Staff
- ☐ Other

---

How do you commonly use data and evidence? (Service planning, future predictions, ect.)

---

What data sources do you frequently use? (Police reports, National Health Service data, a specific database, national data, ect.)

---

What would you find helpful to access and utilize data? (tick all that apply)

- ☐ Links to data sources (Police reports, National Health Service data, national data, ect.)
- ☐ Comparisons to other boroughs
- ☐ Trends in services
- ☐ Separations by wards and neighborhoods
- ☐ Future Planning
- ☐ Resident opinions and values
- ☐ Other

---

Have you heard about the Insight Hub?

- ☐ Yes
- ☐ No
- ☐ Not Sure

---

How did you hear about the Insight Hub?

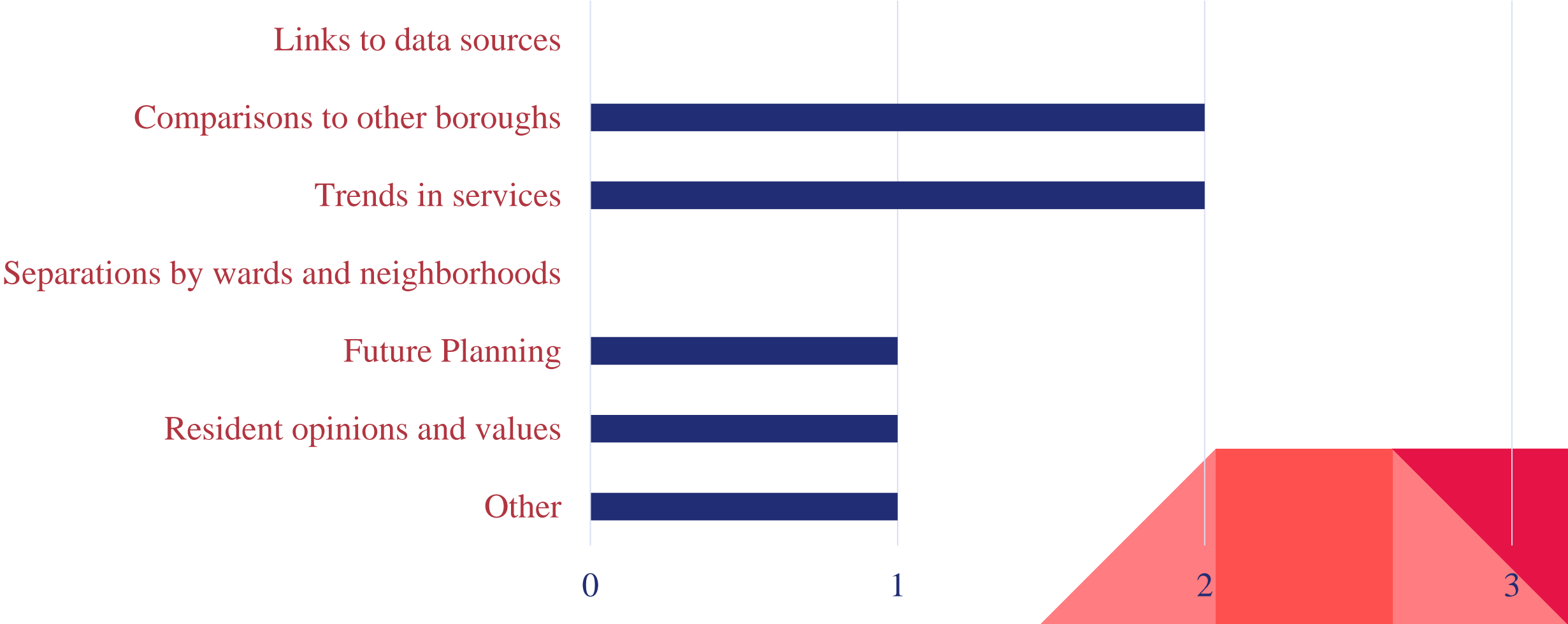
- ☐ Poster
- ☐ Email
- ☐ Learning session or workshop
- ☐ Friend or colleague
- ☐ Other



# The Survey

# The Survey Results Confirmed our other Data

What would you find helpful to access and utilize data?





# Objective 2:

Develop and implement an encouraging integration plan of BI in Lambeth.

- Workshops
- Posters



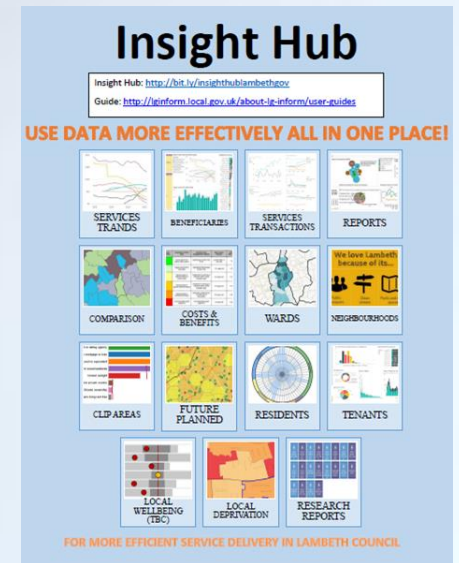
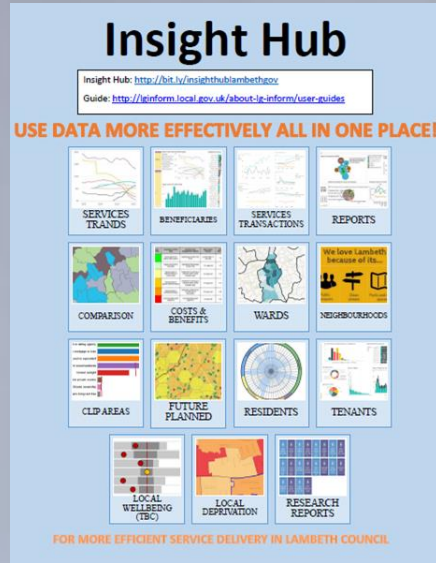
# Workshops

- Understand what BI is
- Discussion of BI
- Experience of Insight Hub
- Why Lambeth needs BI
- Workshop Evaluations and future plan



# Workshop Plan

- Greeting
- Ask what already works
- Talk about BI and Insight Hub
  - Show Insight Hub
- Questions
- Evaluation



# Data in Context: The Insight Hub

James Chen, Ben Sarkis,  
Rachel Whalen, Christopher Fernandez

## Workshop

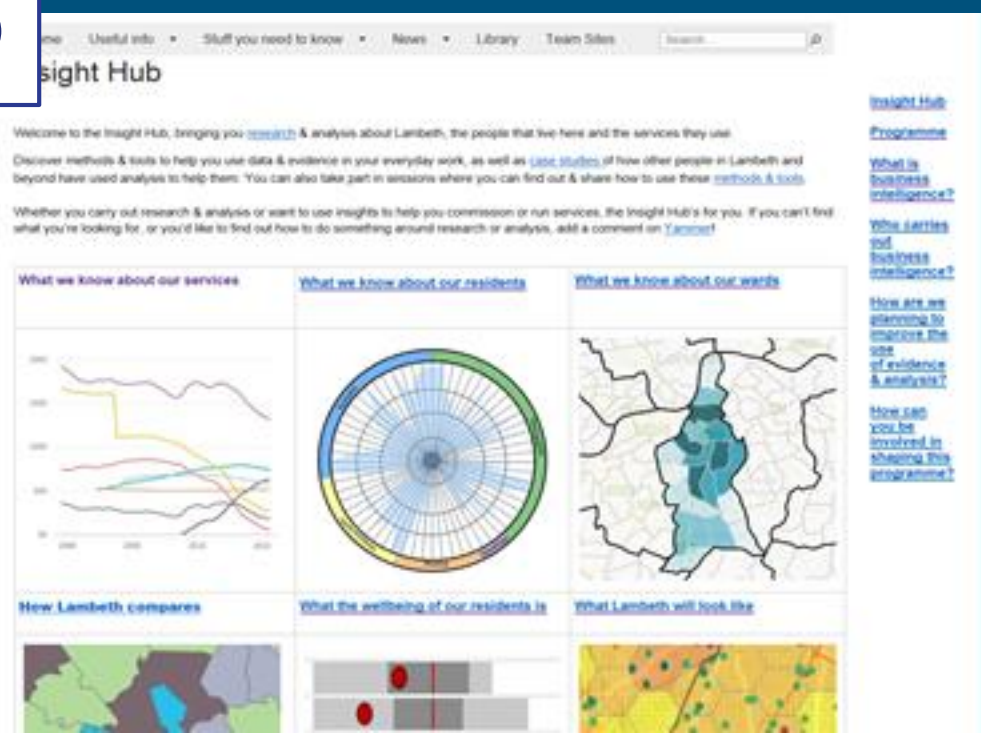
### Why Use Insight?



Office for  
National Statistics



Discussion:  
What system/database do you use?



# Workshop Evaluation

Please answer the questions below at the end of the workshop.

Facilitator: \_\_\_\_\_ Date: \_\_\_\_\_

	Strongly agree	Somewhat agree	Neither disagree nor disagree	Somewhat disagree	Strongly disagree
This workshop helped me understand Business Intelligence.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This workshop helped me understand the Insight Hub.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I plan to use the Insight Hub in the future.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How would you like to see the workshop improved? Do you have any recommendations about the Insight Hub? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Thank you!**

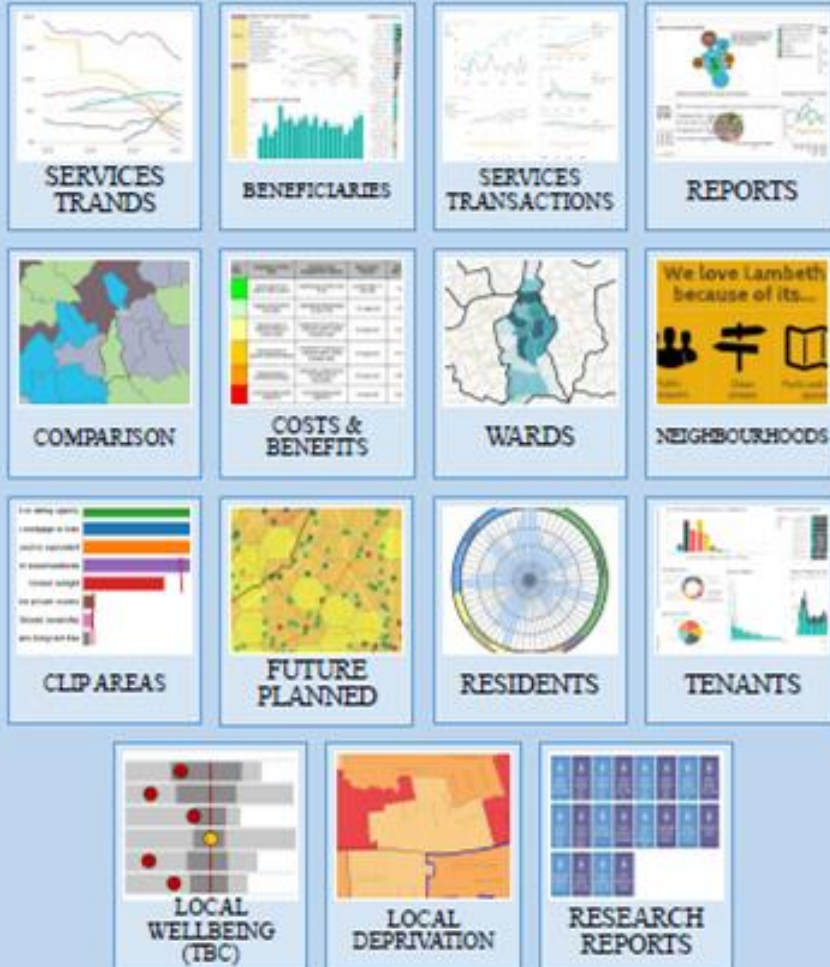


# Insight Hub

Insight Hub: <http://bit.ly/insighthublambethgov>

Guide: <http://lginform.local.gov.uk/about-lg-inform/user-guides>

USE DATA MORE EFFECTIVELY ALL IN ONE PLACE!



FOR MORE EFFICIENT SERVICE DELIVERY IN LAMBETH COUNCIL

## The Poster

Insight Hub: <http://bit.ly/insighthublambethgov>

Guide: <http://lginform.local.gov.uk/about-lg-inform/user-guides>



# Conclusions and Recommendations

Conclusions

Recommendations

Future Projects

# Conclusions

Some staff do not understand that they use BI

- ◇ They just see data as a part of their job

Few staff know about the Insight Hub

- ◇ Many of the staff would find it useful
- ◇ Over time the Insight Hub will likely become integrated in Lambeth



# Recommendations

## Insight Hub

- ◆ Create awareness
- ◆ Overcome perceived lack of need

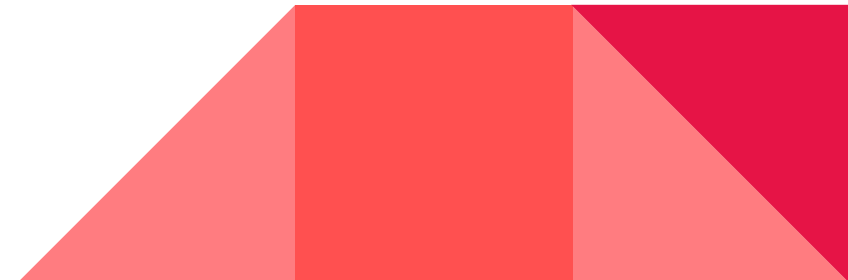
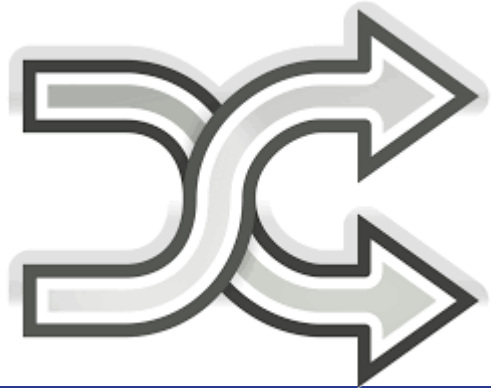
## Recommendations

- ◆ Media for insight hub
- ◆ More surveys and interviews
- ◆ Continue holding the workshops



# Future Projects

- ◆ Talk with a Human resources person
- ◆ Data quality and standards
- ◆ Continue with Lambeth as a sponsor
  - ◇ Better when council is done reorganizing



# Acknowledgements

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- ✦ Our sponsor, Noel Hatch
- ✦ Chris Guthrie
- ✦ Lambeth Council
- ✦ Professor Jianyu Liang and  
Professor Vincent J. Manzo



QUESTIONS?



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