



# Case Study



## Business Intelligence helps Eastleigh work smart

*The central tenet of the Government's service improvement initiatives, from e-Government to T-Government and now the CSR07 Service Transformation Agreement, has been to tailor services to citizens' needs. In order to demonstrate the impact of measures taken to achieve this, effective reporting of metrics is essential. Effective reporting also generates useful information for councils to analyse with a view to improving services. The Government's November 2007 Comprehensive Spending Review sets out specific new reporting requirements to come into effect in April 2008. From this date, under the National Indicator 14 (NI14) performance indicator, all councils in England will have to provide information on the volume of requests received for various specific key services split by channel. While Whitehall's view has long been that councils will be able to extract the necessary data from existing systems, many local authorities will struggle unless they have implemented solutions dedicated to monitoring and reporting on activity. One reason is that some such systems fail to distinguish between the channels used, rendering reporting by channel impossible. This case study looks at the role of Lagan's Business Intelligence solution - as implemented by Eastleigh Borough Council in particular - in facilitating reporting and providing usable information which is helping the council deliver ever greater improvements in service delivery.*

## Where it all began

The Borough of Eastleigh is a combination of coast, countryside, villages and busy towns in central southern Hampshire. The commercial centre of the borough is Eastleigh, a former railway town that is perhaps best known as the home of the Spitfire aeroplane. The borough has a thriving mix of businesses, and benefits from excellent transport links in the form of mainline rail connections to London and two motorways, as well being home to Southampton International Airport. There are around 48,000 homes and a population of some 120,000 residents. It was voted the 9th best place to live in the UK in 2006 and the council today employs a staff of approximately 500 in 16 service units.

Keen to improve access and services for its residents, Eastleigh Borough Council first rolled out Lagan's Enterprise Case Management (ECM) solution in July 2006 as part of its COMPASS programme and, in late 2006, decided to supplement the ECM solution with Lagan's Business Intelligence (BI) reporting system. The rationale behind this decision was to allow better access to, and analysis of, data held in various systems in different council units. As well as improving customer service and saving time, and therefore money, BI could help the council achieve its CSR07 Service Transformation Agreement priorities.

The COMPASS programme view was that "best value would be achieved from the ECM system if it could be used in conjunction with BI to generate useful information and reporting that the council could use operationally and to analyse and improve services." There are also government indicators which require certain data to be provided about service delivery, which could be difficult to extract from the replaced legacy systems. The Council's objectives also included promoting informed decision-making, encouraging use of the ECM system and identifying areas for improvement.

Eastleigh Borough Council has shown itself to be forward-thinking in implementing a BI solution. As senior research analyst Sarah Burnett points out, "BI can help government departments and other public sector organisations make better informed decisions and ensure that the public sector meets its key performance indicators."

Lagan's Business Intelligence solution is best described as "a method of getting information from a database in an accessible way and using it to improve the way you work." For Eastleigh Borough Council, one of the key attractions was the ability to tailor reports to reflect Eastleigh's precise needs: "A benefit of the system is that the standard templates reflect many of the organisation's performance reports and these can also be configured to meet the organisation's exact requirements or bespoke reports can be developed to meet our needs."



The COMPASS team at Eastleigh identified the following weaknesses in their previous reporting processes, which they have been able to rectify by implementing Lagan's BI solution:

### Situation prior to implementing Lagan BI

Each new report that was required had to be generated manually from scratch



No link with other systems such as the Local Land and Property Gazetteer (LLPG), therefore no way of verifying addresses



Reports were printed out - making them bulky and heavy



Only one person was able to extract information from Microsoft Access-based systems



Interested parties had to wait for reports to be delivered to their desks - by which time they could well be out of date



Report generation was a time-consuming activity, often taking a full day



### Situation after implementing Lagan BI

Reports can be generated using a wizard

Confidence that addresses in reports are correct and that all information is accurate

Reports can be shared via e-mail and are available on shared network areas

Once reports are configured, anyone can run and consult them at any time; users are now more involved in reporting

Reports are sent immediately to stakeholders' e-mail inbox

Necessary reports can now be pulled off in a matter of minutes

## Direct services

Direct Services - including refuse waste and household item collection - was one of the first services to work with BI. The COMPASS team says BI has saved the Council huge amounts of time as well as making life easier for staff in the unit: "The Service Support team used to spend inordinate amounts of time manually collating various reports from paper documentation. The process was open to human error - a lost piece of paper or lapse of concentration when adding up could skew the results - and was of course extremely time-consuming. Now, the reports are scheduled automatically and take just seconds to run." In addition, reports were difficult to manipulate and interpret, whereas the Lagan-generated reports follow a clear, often graphical layout, allowing useful information to be extracted very quickly and easily.

Specific examples where BI is saving time and money include reports for refuse collectors regarding cases where residents require assistance with getting their bins to the pick-up point (assisted lift reports). The old DOS-based system took approximately 30 minutes per page to extract information, and a report had to be printed for each round. Today, reports are generated automatically and a single report is issued to cover all rounds. In the case of household collections, the old system required three copies of 30 A4 pages to be printed twice a week. Staff then had to re-order the report and type it up into a Word document. This was enormously time-consuming and open to typing errors. Reports now run automatically and, since only one copy is needed for the driver, paper consumption has been cut, supporting the Council's green initiatives. The combination of CRM and BI has led to better reporting of incidents and increased confidence in both systems.

There is now the potential for resources to be deployed more efficiently; as a result of BI, operators can use reports to see at a glance where incidents have occurred, saving multiple journeys to the same area. 35 bespoke Direct Services reports have since been developed, with 34 currently deployed in the LIVE environment.

## More effective Pest Control

Within Environmental Health, Eastleigh Borough Council developed 11 reports initially for the Pest Control service. BI has been used to extract detailed information on Pest Control contract renewals and identify and chase up old contracts swiftly. Regular reports inform the team when a contract has expired or is overdue and they can act promptly to renew them accordingly. The implementation has proved a success with users who, having seen what the reporting was capable of, requested additional reports and functionality.



- Example BI dashboard

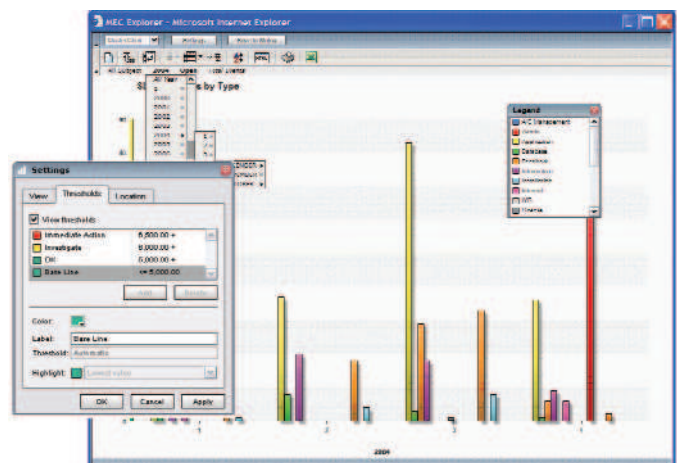
## General improvements

The system has also encouraged better data quality, staff are aware of the need to enter data more carefully because regular reporting highlights where errors have been made. The impact of poor quality is far more apparent much more quickly. Cases that should be closed are identified promptly and the appropriate action taken, resulting in far more reliable statistics about services and processes. Over time, the Council will be able to use this information when it comes to allocating resources more efficiently.

The flexibility of the Business Intelligence solution allows reports to be run at short notice and with far greater frequency and flexibility than previously. More staff have the skills to run reports and any changes needed can be completed swiftly.

It is also possible to identify where addresses have been input manually instead of searching the ECM for the LLPG address and correcting them, yielding more benefits in terms of data quality. In addition, it is possible to identify who has input information incorrectly, if this happens, and to take steps to ensure this does not happen in the future.

One significant benefit to Eastleigh is that the Lagan solution can be used across a number of different databases, and reports have already been generated from other database systems within the organisation.



- Customising a BI dashboard

## Direct improvement to Direct Services

Perhaps the greatest benefit Eastleigh will see from Business Intelligence is when the ECM solution is rolled out fully across Direct Services and the solution can then be used to automate the extraction of data for government indicators. To date 34 out of a total of 35 reports have been implemented. Business Intelligence is being used to provide more accurate audit-related information than previously available

The benefits to residents should be immediately visible. As the COMPASS Team explains, "As part of the ECM roll-out in Direct Services, we developed a Property Database with extensive and detailed round information. Then, using BI, we generated a report which identified incidents of missed bins and the rounds and days they occurred; this gives us immediate insight so we can see whether a missed bin was an isolated incident or part of a wider issue across several streets. Crucially, we can automatically run reports to tell staff what jobs they need to do, performance reports to see if they're meeting targets and reports with detailed information on missed deliveries/ collections to help us improve our service."

## Conclusion

Eastleigh Borough Council has been one of the first to apply a dedicated Business Intelligence solution in the public sector, and the benefits are already evident. Business Intelligence allows organisations to make more informed decisions faster by turning data contained across various systems into usable information. The Lagan Business Intelligence solution is quick to set up because it is supplied with a series of reporting templates which can be tailored as required. The flexibility of the reporting tool also allows Councils to develop reports on other databases, not just the ECM system. This means that Councils can extend the reporting tool across the organisation as required. If local authorities are to manage themselves more effectively and meet the reporting requirements of the CSR 07, Business Intelligence is the smart way to generate the information required with minimum disruption and maximum efficiency, speed and accuracy.

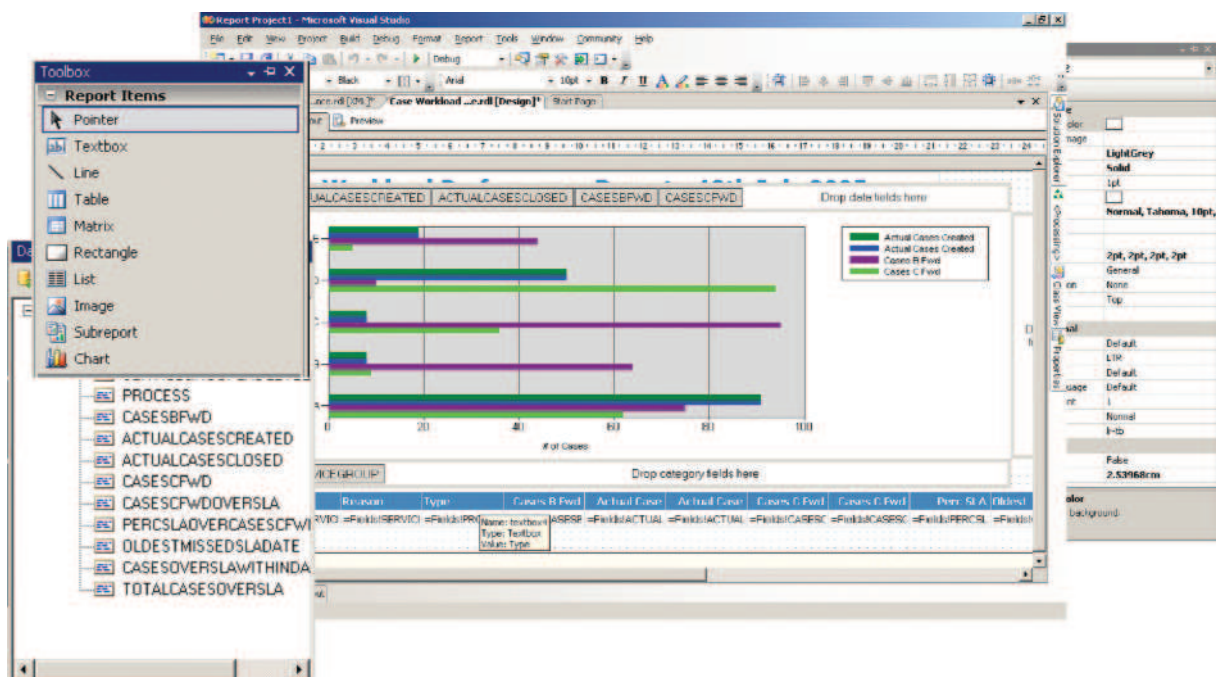
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## What is Business Intelligence?

Many organisations today find themselves inundated with data. The challenge lies in turning the available facts and figures into usable and relevant intelligence. Lagan Business Intelligence provides detailed and advanced analysis, reporting and data mining capabilities which allows data to be viewed from different angles simply by running one of the various pre-configured reports.

### Benefits

- 48 preconfigured standard reports ensure the system is easily and quickly configured and maintenance costs are low
- Compact, colourful visualisation of information for easy identification of problem areas
- Accessible information promotes better decision making
- Easy-to-use system minimises training costs
- System can be up and running in as little as five days
- Can be used with Lagan and non-Lagan data sources as a complete enterprise-wide BI solution
- Provides clear overview of progress against goals, allowing processes to be amended in quick response
- Reports are published in an easy-to-read format; parameters can easily be changed
- Graphical representation of information makes it easy to read, which saves time.



- Business Intelligence Studio - BI report designer

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