

ENTERPRISE WIDE USE OF THE NSCSO INSIGHT FUNCTION

METHOD STATEMENT

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1 VISION FOR NSCSO INSIGHT FUNCTION

Our overarching service vision is one where Capita's support to Barnet extends beyond the NSCSO scope, enabling Barnet to be recognised as a Borough where the supply of services are owned by those who live and work here, and where citizens, staff, business and the community are aware of and participate in an environment of opportunity and success.

Insight in the widest sense is critical to the achievement of Barnet's objectives, providing in depth understanding of residents and businesses, their needs and wants as well as the services or organisations that support them. The NSCSO Insight capacity will support not only the operational needs of the NSCSO but provide support for other partners in the wider insight community, specifically including the Barnet Council insight staff within the Commissioning Group as well as crime analysts from the Police and public health analysts.

The Insight Capacity will gather insight from a wide variety of internal and external sources, analyse the data and develop potential strategies, transformation projects, new service offerings, training and development needs. It will provide the Partnership with a rich picture of context and opportunity through an integrated framework of data analytics, performance management and review, and a variety of mechanisms to encourage and support the capture of ideas and insight from all stakeholders.

Support for the applications of Insight to the wider enterprise will be delivered from the NSCSO Insight capacity:

- Managing customer and operational data for insight applications,
- Integrating data from wider sources to enrich understanding,
- Provisioning data and tools, both analytical and reporting, to the Council team,
- Providing analytical support to the Council as additional working capacity,
- Enabling performance reporting on commissioned changes through bespoke insight reports.
- Understanding the local impact of proposed changes in policy and legislation by Central Government

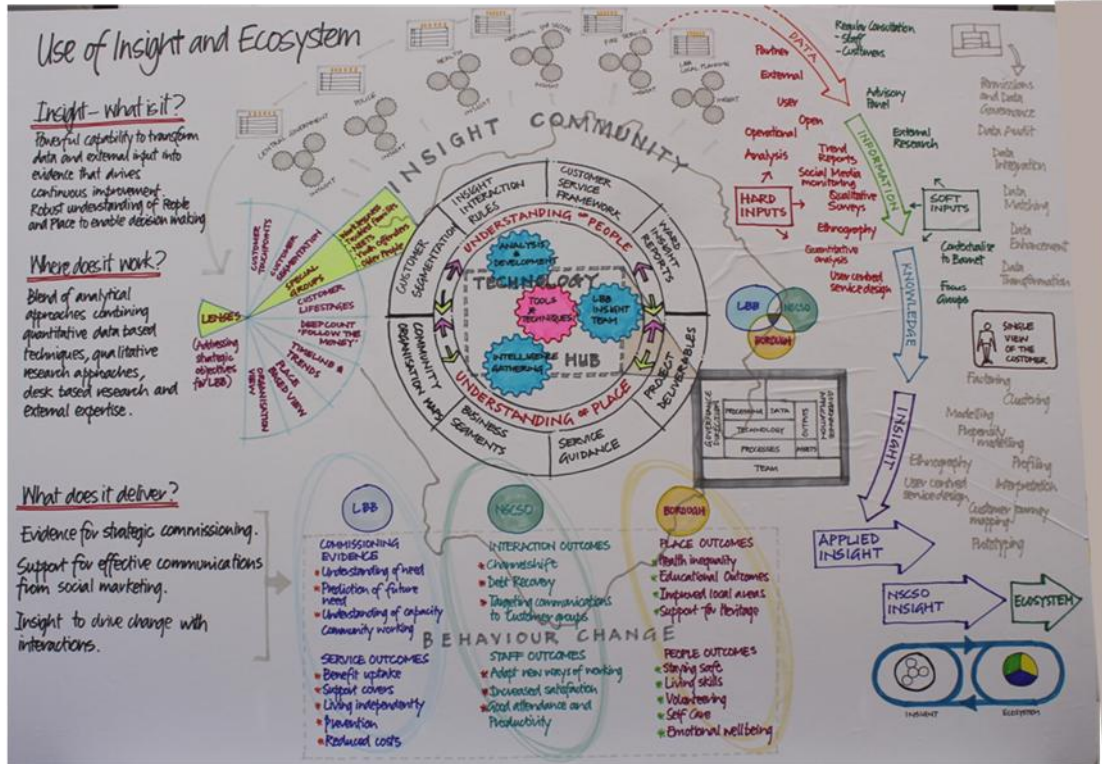


Figure 1 - Overview of Insight for the Wider Enterprise

Figure 1 provides a landscape view for the Insight Capacity from which several aspects may be emphasised including:

- Benefits will be delivered for each of the LBB, NSCSO and Borough. For LBB, the evidence can be provided to support the commissioning function and tracking outcomes from data. For NSCSO, the direct benefits include tailoring communications in order to drive channel shift and optimise debt recovery. For the wider community, the benefits to local neighbourhoods include the addressing health inequalities and working to improvement of local areas, for communities, promotion of people skill and supporting independent living.
- Insight community will be formed around Barnet comprising analysts from NSCSO as well as the Council and DRS partners; collaborative working will be sought where it is appropriate with wider public sector partners including health, central government, police and justice as well as the third sector.
- At the heart of the Insight Capability is the combination of an insight team, empowered with analysis tools and well managed data, deploying a series of analytical techniques. The core deliverables include the management of a single customer view, customer segmentation and understanding of the need and take-up of services as well as delivery of a managed project pipeline of insight work.
- Lenses on the customer providing the ability to understand problems from a variety of perspectives, be that customer touch-points, the overall customer journey including key life events, an auditing perspective of tracking spend, a consolidated view grouping service need and provision around communities and families.

Insight is a key solution component, working alongside the Ecosystem and capabilities for delivery and effecting change as illustrated in Figure 2.

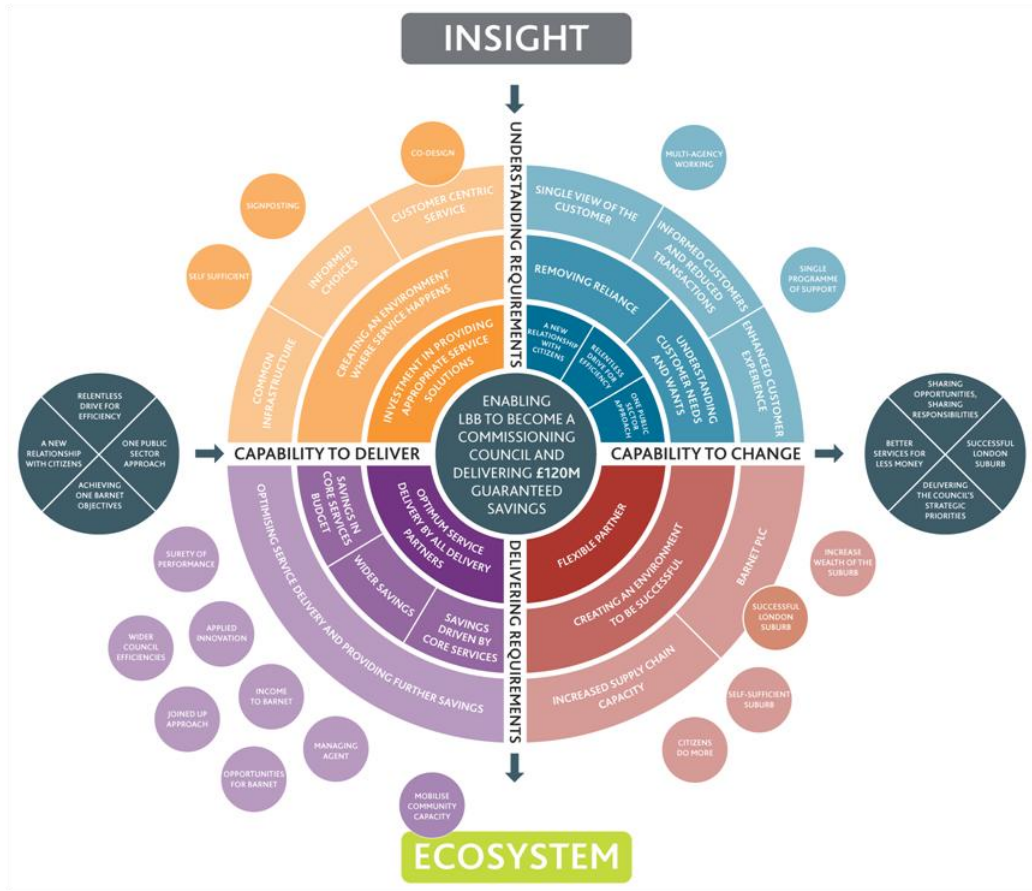


Figure 2 - Combining Key NSCSO solution components

Insight will support the Council meet their objectives, specifically providing data through the single customer view that could support initiatives around prevention and early intervention, multi-agency working and the co-ordination of support around a customer. The delivery capacity can be used to achieve aspects of the Council's future aims and integrate transactional data into the operational environments that can be used for further insight or performance tracking reports.

1.1 SUPPORTING THE COMMISSIONING COUNCIL

Insight will be used by the Council to support the commissioning process as follows:

ROLE	TASK	SUPPORTING INSIGHT
Strategic Commissioning Board	Set the high level objective and strategy based upon the assessment and understanding of need.	Insight reporting and analysis to evidence need, not only at a top line level but also detailed down to local areas, communities and even groups of individuals
Lead Commissioner	Determine the most appropriate ways to satisfy the identified need.	Evidence of what approaches may work to deliver against the identified needs; insight to model from external situations how different approaches would be effective within the local context.
Strategy and Performance	Defining how outcomes can be assessed and measured	Insight reports to track and measure performance, evidencing the achievement of outcomes.

Within the remit of the local public sector there are many themes within which insight can be used to evidence the appropriate developments and interventions.

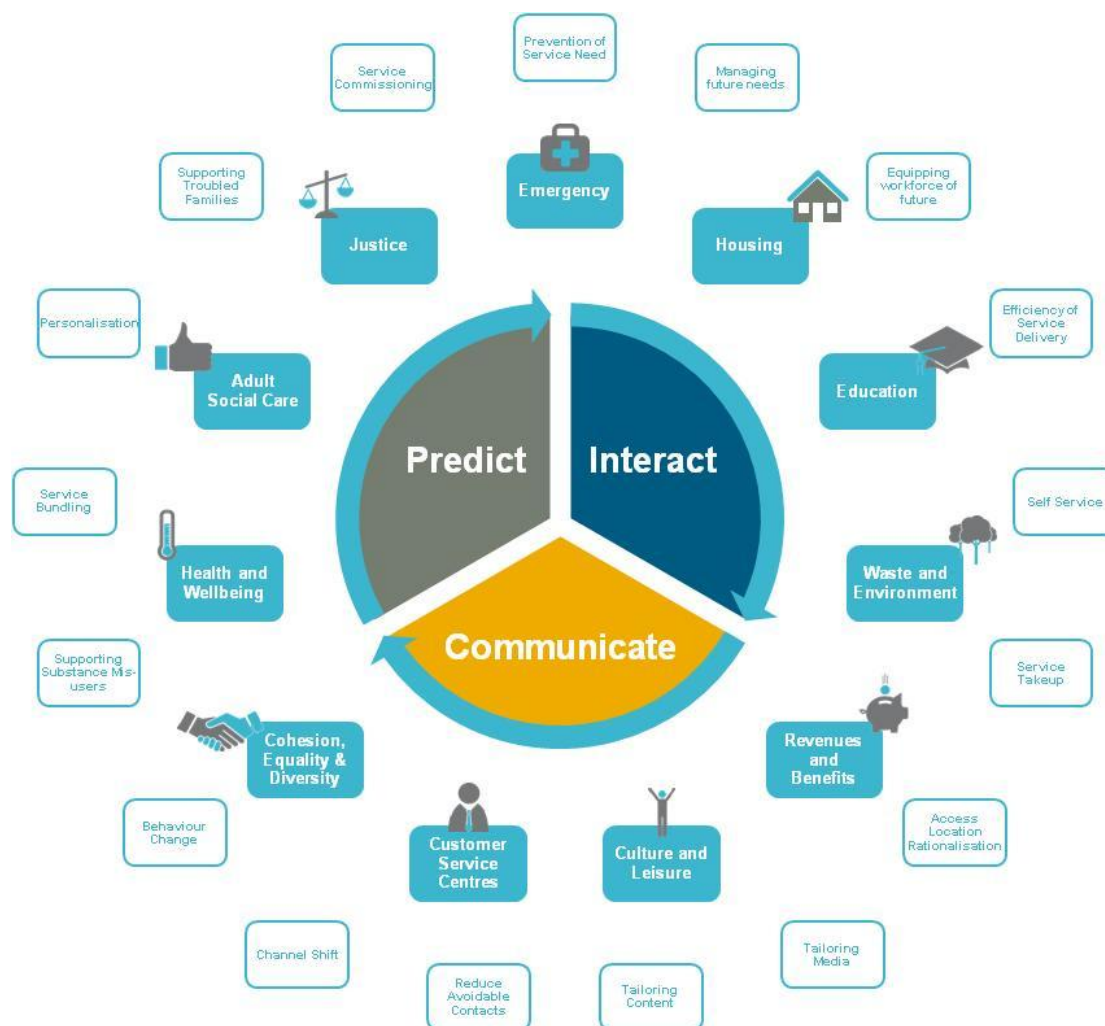


Figure 3 - Landscape of Insight for a Council

Figure 3 depicts, at the centre, the fundamental roles of predicting customer behaviour, communicating with customers to effect behaviour change and tailoring interactions including service provision around the customer. These roles can be deployed variously across all the service areas of the local public sector. Around the outside of the diagram are illustrated a number of example initiatives that may be relevant to local commissioning for customer groups.

Service Delivery Model

We will establish a robust Service Delivery Model which enables certainty of delivery and performance, partnership flexibility (commercially and operationally), with investment in infrastructure and capability to support achievement of the Council's outcomes. All Customer groups, internal and external, will interact through the same service delivery model structure, as shown in the diagram below:

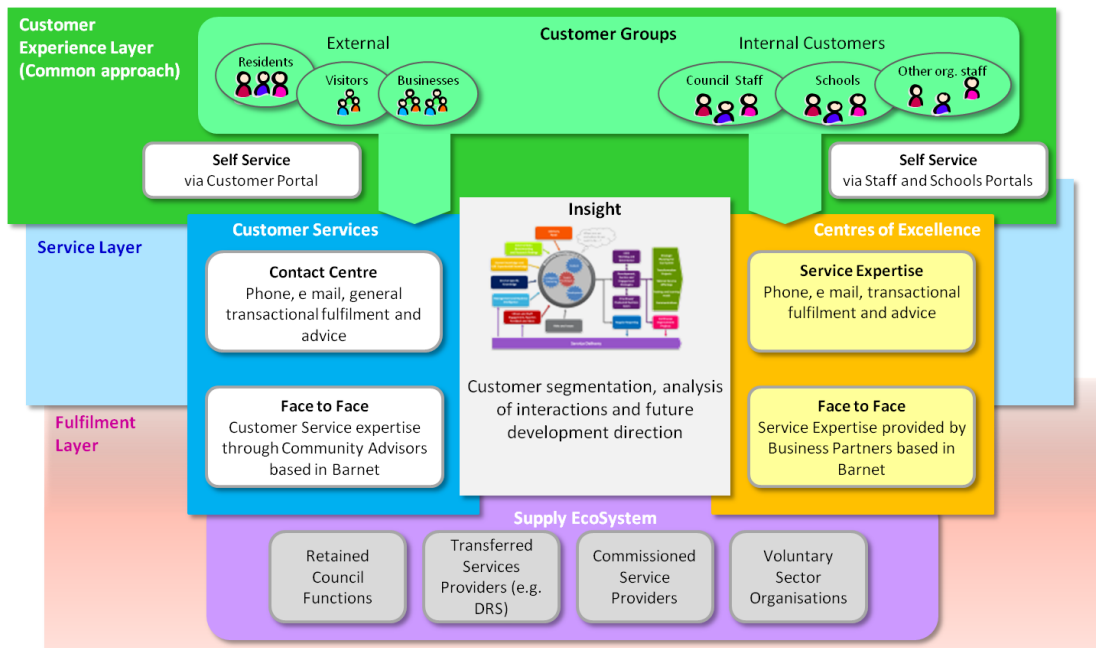


Figure 4 - NCSO Service Delivery Model

The NCSO Service Delivery Model (figure 4) shows Insight at the heart, interfacing between the customer experience, service and fulfilment layers. This enables various views to be taken of commissioning, but perhaps most powerful is the customer centric perspective as illustrated in Figure 5.



Figure 5 - What customers will want to do

Customer centric analyses are readily enabled by the development and management of the single customer view within the NCSO insight capacity. This can be exploited by the Council's commissioning group, enabling a strong alignment to the customer journey and linkage to life events as depicted in Figure 6.

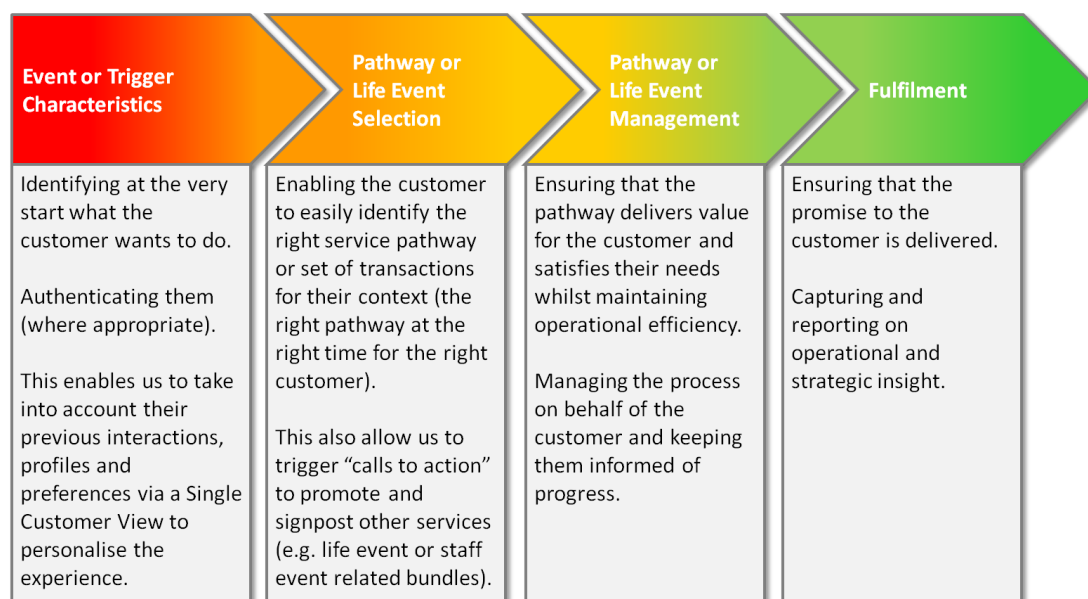


Figure 6 - Customer centric, enabling insight driven interventions

Working with the NSCSO Insight capacity will bring efficiencies to the Council's Commissioning function as follows:

- Data management and data preparation to manage the Single Customer View and analytical views can be exploited, thereby markedly reducing the cost to undertake an analysis project,
- Customer data arising from the customer contacts with the NSCSO can be brought into the analysis, enabling a more detailed and precise analyses to be undertaken,
- Customer touch-points could be exploited for data gathering - for example running micro-surveys on the web site or through the contact centre,
- Life events and trigger points that can be identified through the wider customer service interactions can be exploited.
- Access through the Insight Team to Capita's wider networks in Central and Local Government for knowledge sharing.

2 DELIVERY OF INSIGHT REQUIREMENTS

2.1 REQUIREMENT 1 OUTLINE THE NSCSO INSIGHT CAPABILITY

Please provide an overview of the NSCSO's insight solution

Insight sits at the heart of our proposed solution. It is much more than a typical analysis team, where effort is focussed on research, production of statistical information and production of reports. Insight in our proposition will also involve the practical application of learning from a wide range of sources to key aspects of our approach focussed on delivering on key outcomes. As well as gathering, analysing, utilising and reporting on insight, the Insight team will continue on to the next phase of activity - using it to improve service delivery.

We commit to establishing a dedicated London based Insight Delivery Team, available from the start of contract. The Insight Delivery team will be lead by a senior Insight professional, supported by quantitative analysts and co-design practitioners. Together, the team's skill-sets will include data sourcing, matching and transformation insight, data analysis and modelling, ethnographic studies, qualitative research and design techniques including focus groups, surveys, structured interviews, facilitating multi-disciplinary teams through customer journey mapping exercises. The Insight team within the NSCSO is fully funded at the outset of the service and transitions to becoming self-funded through the gain-share on the project work they undertake from year 5.

Knowledge Sharing with Wider Networks

The Insight team will work closely with the networks we specifically establish for the Barnet partnership including:

- An Advisory Panel that can provide specialist insight into Barnet's needs, involving representation from organisations such as FutureGov, Alzheimer's Society, Barnet Homes, Nutmeg Youth Group and others. We would like to work towards the inclusion of key resident representatives within the Advisory Panel, and will work with the Council's consultation and engagement function to this end.
- The Leadership Panel providing opportunity for the senior team to meet for a two day innovation forum twice annually, working together with Central Government representatives and Capita's private sector partners such as Google and O2, to focus upon strategic challenges facing the Council.

The Insight team will benefit from knowledge sharing across Capita's wider networks including:

- Four senior Capita Market Directors working in Central Government, to maintain strong relationships with departments such as DWP, MoJ, BIS, DH and Home Office,
- Active membership of leading think tanks such as Policy Exchange,
- Engagement with national conference programmes including LGA, SOLACE, SOCITM, NHF,
- Direct engagement for contract delivery with Central Government departments,
- PACEC (reviewing innovation, policy and strategy for Central Government).

Together these give considerable opportunity for learning from best practise approaches that can be applied into the Barnet context, for example by generating additional Special Projects to initiate early invention or multi-agency working. This high level of visibility of the Central Government activities will ensure that the Barnet partnership is well placed to secure Government funding for pathfinder projects.

The team will keep abreast of external insight through:

- Sourcing external data and benchmarking services

- Drawing upon knowledge arising from research bodies, national institutes, think-tanks. Working through our National network of contacts in and around Central Government to gain early insight into possible changes that may affect Barnet,
- Distillation, contextualisation to Barnet and knowledge management,
- Working with external agencies and Central Government.

Welfare Reform is a good example of working with external agencies. Our strong relationship with DWP has led to a series of meetings with the Universal Credit programme director and other senior officials. This has enabled Capita to explore how the forthcoming changes would impact our local authority clients and to communicate back specific concerns around issues such as the changes to housing benefit and the replacement of council tax benefit. Our internal best practise network across Revenue and Benefit clients exemplifies how we can maximise the economies of scale; our engagement and advocacy has secured a number of DWP funded pilot initiatives for our existing contracts.

Provision of Insight

Our Insight Delivery Team will be supported by a mature data analysis environment comprising analytical modelling tools and data infrastructure. We will gather insight from a wide variety of internal and external sources, analyse the data and inform potential strategies, transformation projects, new service offerings, training and development needs.

The team will manage regular insight development on an ongoing basis, undertaking periodic reviews with the Advisory Group and Partnership Leads. The team will also undertake periodic qualitative research exercises with Service and Frontline staff to gain service specific insight and Resident, Business, Community Organisation and Staff Consultation Panels to gain experiential insight.

The Insight Capacity will provide the Partnership with a rich picture of context and opportunity through an integrated framework of data analytics, performance management and review, and a variety of mechanisms to encourage and support the capture of ideas and insight from all customer groups and stakeholders. Further than working collaboratively, the NSCSO insight team will benefit the Council, the DRS partner and wider public sector partners as follows:

- Making insight data accessible to the Council and other authorised users, including the DRS partner, through procurement of a place based license for external data that can be used by all in the wider insight community
- Provision of data and profile information will be available via self-service access supported by interactive tools
- Production of Ward Trend Reports – summarising changes and interactions in wards, from pot-hole reporting to NEETs on a monthly basis to inform Members
- Insight to support development of other reports by agreement, e.g. Local development plan, JSNA, State of Barnet report

- Working with Council services and commissioned service delivery partners to support policy, performance and planning work - for example addressing the challenges being faced in relation to school places
- Working in partnership with any Barnet Council insight team to jointly exploit the data, the analysis and reporting tools.

The diagram below shows the overall Insight Capacity and interactions:

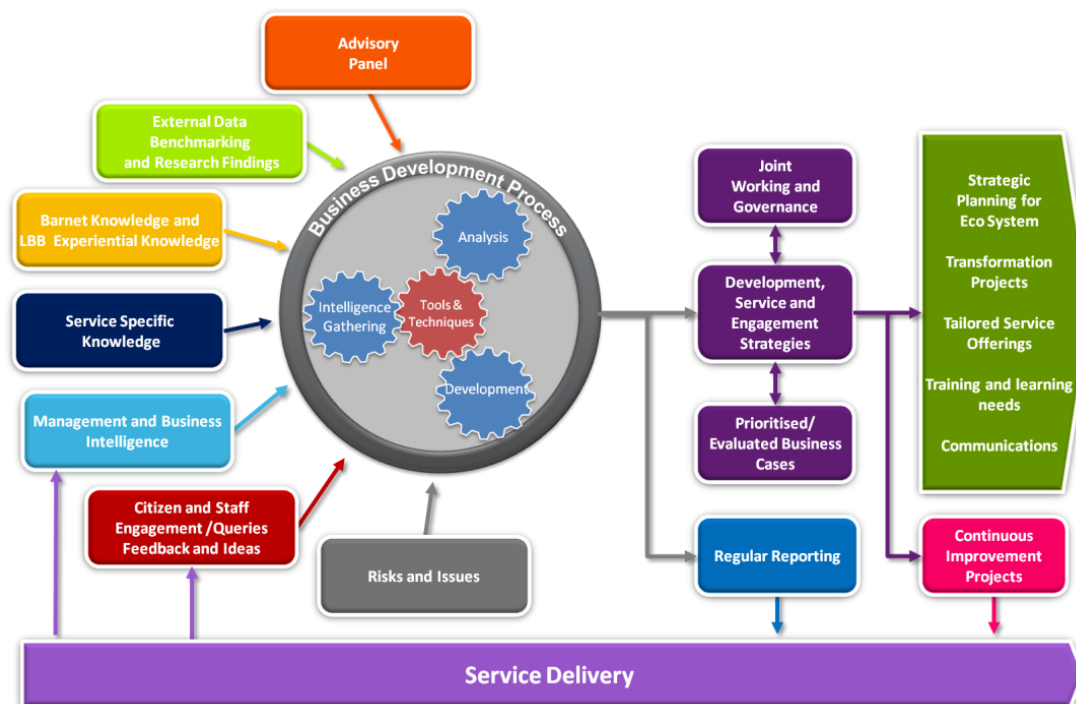


Figure 7 - Delivering Insight

Outcome Based Approach

Using Insight, we commit to not only delivering analytical output by interpreting and applying the same to drive **Insight into Action** and achieve outcomes by:

- Identifying the needs and preferences of customer groups and for the impact on current and future service delivery
- Informing service design (for NSCSO, Council and commissioned functions) to support service development
- Providing data to:
 - Enable development of service channels, providing customers with personalised services
 - Enable commissioning function maturity
 - Facilitate capability and capacity development in the EcoSystem
 - Develop strategies, business cases, campaigns and communications.

Insight Capability will support the analysis of demand/service need that drives the Strategic Commissioning, and monitors the outcome of commissioned services through transactions.

Quantitative insight

The Insight Delivery team will manage the assets associated with establishing and developing insight, including:

- Segmentation Profiles – rich characterisations of the core segments, updated annually and based on a mix of proprietary segmentation and Barnet specific knowledge, for Residents, Businesses, Staff, Suppliers and Community Organisations
- Service Need/ Usage/ Satisfaction by Profile Segment, forming a ‘Service Framework Architecture Matrix’
- Ward Profiles – rich characterisation of local wards, reviewed and updated annually
- Barnet Active Insight Documents – a repository of insight reports that are updated to an appropriate frequency
- Embedded Insight Components:
 - Rules derived from insight that govern operational interactions (for example within the contact centre) will be managed and maintained with respect to their effectiveness and the realisation of intended outcomes
 - Guidance materials for service personnel distilling insight into actionable recommendations in their specific service context.

Qualitative insight

As well as quantitative data analytics - which will provide us with a strong understanding of what is happening in Barnet - we will also draw on a range of the following qualitative research techniques, to help us understand why it is happening - i.e. to shed light on why customers are exhibiting such behaviours:

- Ethnography - sending a researcher to shadow members of a customer group, to better understand the context of their lives, and the role the service plays. Alternatively subjects can be asked to keep audio, visual and written journals. This form of observation provides direct primary insight, and overcomes the risk that customers don't always do what they say they do
- Depth / cognitive interviews - spending time understanding a customer group through loosely structured discussion with representative subjects - focusing as much on what they feel is important as what the research programme is seeking to understand. This method overcomes the risk that customers won't speak honestly in a focus group or group workshop context, particularly when the subject has stigma associated with it, such as benefits or adult social care
- Focus groups - gathering a group of individuals representative of a customer group, and facilitating a group discussion around one or more issues. Though a

group activity this uses a mixture of individual and group brainstorming techniques to ensure the full participation from different personal styles.

Driving Contextualised Interactions

The Insight Engine will create a number of rules to drive interactions. Intelligent interaction rules will be integrated into customer touch-points and will fire automatically when customers call the contact centre or use the website to improve the interaction, offering appropriate advice such as self-service capabilities, or channelling the customer on the optimal pathway for example signposting appropriate adult social care enquiries towards self-help.

The team will regularly monitor and analyse the effectiveness of these rules, calculating the benefit they deliver and their indirect cost in terms of increased call lengths. This will support Customer Services to continually drive service excellence as described in the Customer Services Method Statement.

Governance for the insight function will be developed in line with the overall partnership governance.

2.2 REQUIREMENT 2 COLLABORATION WITH COUNCIL ANALYSTS

How will the NSCSO Insight Team and Insight Team at the Council collaborate.

The Insight capacity has been designed to support not only the requirements of the NSCSO but to be supportive of the wider One Barnet objectives and explicitly to empower analysts within the Council and their partners. The expectation is that analysts from the NSCSO and the Council, along with additional partners, will form a *virtual insight community*.

The Council insight analysts will be able to engage with the NSCSO insight capacity in the following ways:

- Sourcing data from NSCSO, especially around the customer and their engagement with services from the single customer view,
- Access to analytical tools through the NSCSO and the pre-prepared analytical views within those tools to support and expedite the delivery of Council's analytical requirements. Details of the tools are provided below,
- Consumption of regularly produced reports,
- Access to the reporting toolset to exploit the reporting data mart to develop new bespoke reports,
- Collaborative work with NSCSO analysts on analytical projects that are of shared interest,
- Use of the NSCSO analytical resources for additional capacity, to commission new reports of analysis projects to be undertaken by the NSCSO team on behalf of the Council.

2.3 REQUIREMENT 3 INSIGHT PROJECT PROCESS APPROACHES

What insight project management approaches are undertaken by the NSCSO Provider that can be used by the Council Insight Team?

The NSCSO team will operate an insight project methodology comprising the following stages:

- Initiation (problem specification and evaluation). This will include consideration of questions such as:
 - Statement of problem we are trying to solve?
 - Assessment of complexity?
 - Review how has this problem been addressed in the past?
 - Outline of financial and social impact of problem?
- Visioning solution approaches which will include:
 - What is the most appropriate analytical approach?
 - Undertake initial investigative analysis in order to evaluate the problem
 - Gather reporting data and consider if any additional data sources would be pertinent?
 - Establish baseline from which any changes could be measured
 - Recommend a detailed analytical solution(s) which fit the business problem
- Deriving insight through a blend of approaches:
 - Quantitative, including data sourcing, preparation, integration and analyses
 - Ethnographic studies, including structured interviews and observational studies
 - Qualitative, including focus groups and surveys
 - Desk based research from literature studies
- Developing a plan of Applying Insight into Action,
- Supporting Transformation/Commissioning stages - initiating change, identifying and planning change, transforming services and realising benefits.
- Measurement and evaluation of outcomes - developing approaches to monitor on an ongoing basis the impact of the changes, this would typically involve re-purposing a portion of the analytical work into production reports that can be efficiently generated on a regular basis.

The Council Insight team could exploit the project management materials that support the processes employed by the NSCSO team.

2.4 REQUIREMENT 4 BENEFITS DERIVED FROM CENTRAL GOVERNMENT ENGAGEMENT

How will the Council and the Insight capability benefit through Capita's involvement across Central Government.

The Council can benefit from Capita's engagement with central government in several ways:

Policy and legislation horizon scanning - our networks will gain an early view of forthcoming proposals. Critical to understanding the local impact will be using analysis from the insight team to develop robust evidence of how the proposed changes will affect Barnet Council.

Opportunities to co-design legislation - we can use insight to evaluate innovative approaches that have been pioneered in Barnet, thereby developing an evidence base, that can be used to engage Central Government to inform and shape the design of forthcoming legislation. We can help amplify the impact of Barnet derived evidence by linking the Council insight team with their counterparts in other Capita local government clients who are also engaging with work in the same area - for example, how are the learnings from Barnet applied in Birmingham, Sheffield and Swindon?

Applying for appropriate funding / pilots / prototype opportunities - the agility within the our partnerships, in terms of organisation and underpinning technology, ensures that our local government clients are well placed to secure additional funding for pilot projects and prototype development.

Utilising networks and contracts - our strong relationships with Central Government drive our business development activity and allow us to contribute to the thinking for many departments including DWP, MoJ, DfE, DCLG, HM Treasury, Home Office and Cabinet Office including Government Digital Services.

Our present business development work includes engagement with various opportunities ranging from police and crime commissioning, supporting the justice agenda through electronic monitoring to supporting DECC with the smart metering rollout.

Our delivery of contracted work includes many Government areas including Health, Education, Home Office, DWP and UKBA. Where insight forms a core delivery component in our contracts it will be especially beneficial to connect with the Barnet team, examples from our Health work would include analysis of health informatics and hospital episodes as well as tailoring and localising health promotion messages for NHS Choices to maximised behaviour change.

In addition to direct relationships with Central Government, we are active within networks including CBI, Whitehall and Industry group, Reform and Policy Exchange all of which afford opportunities to access government. Beyond Government we work closely with influential businesses such as FutureGov.

At the time of writing, Capita are finalising the setup of a social enterprise, with a working name of CoSupport, that will support and build capacity in the 3rd sector across all charities that have a role to play in reducing re-offending. The local

benefits will be increased support for 3rd sector charities by provision of shared services to drive down the cost of operation and maximise the funds available for front line clients, maximising engagement outcomes and enabling better participation with payment by results initiatives.

By connecting with the relevant networks, the Barnet Insight team will be able to understand the innovation and developments across many key Government agendas.

[Working in partnership to advocate for Barnet](#) - our extensive networks, and in particular our participation in conferences will enable changes in Barnet to be showcased to a national audience including, in particular, key decision makers within Central Government.

2.5 REQUIREMENT 5 BENEFITS DERIVED FROM EXTERNAL PARTNERS

What external relationships are included within the NSCSO Insight capability and how will they benefit the Council Insight Team.

The Council Insight team will benefit from the relationships established between the NSCSO Insight team and the wider Capita group.

2.5.1 O2 PARTNERSHIP

The Insight capability will incorporate Capita's exclusive collaborative insight partnership with O2 (Telefónica UK Limited) including:

- Use of O2's new SmartSteps insight tool to provide understanding of local areas within Barnet based upon O2 network traffic, analysing small geographic areas by time day, by network users demographics and their previous location.
- Example applications of this insight include:
 - Understanding night time revellers and binge drinkers, where have they come from; support and track behavioural insights / social marketing around behaviour change
 - Impact of parking charges – hard evidence of high street users to complement/counteract the voice of the retailer
 - Understanding the residential estate – hour by hour population behaviours within the housing areas
 - Collaboration to investigate the potential further exploitation of data passing over the O2 networks such as calling data, message content analysis, and browsing details.

2.5.2 CAPITA LOCAL GOVERNMENT SERVICES CLIENTS

The wider Capita group has a number of key local Government partnerships delivering an extensive range of services. This network will benefit the NSCSO Insight team by:

- Sharing best practise analytical approaches for example optimising the approach to debt collection by stratifying the customers into segments and taking a differential approach with each segment.
- Sharing expertise around new developments in local government - for example how to predict the local impact of National reforms such as Welfare Reform and the rollout of Universal Credit.

2.5.3 AGGREGATED INSIGHT FROM OPERATIONAL CLIENTS

Across the Capita group we have many interactions with UK consumers on behalf of a wide variety of clients including TV Licensing, British Gas, O2, TMobile and M&S. Anonymised aggregated insight is derived from these operations in order to optimise the services. As an example, our operational systems track whether or not outbound calls from our contact centres are answered, and aggregate the data to a demographic customer classification in order to build a model of the best time to call for each segment. These models can then be projected onto the Barnet resident base by the NSCSO Insight team in order to benefit from anonymised and aggregated insight from other Capita operations.

2.6 REQUIREMENT 6 AVAILABLE DATA

What data will be made available through the NSCSO Insight Capability?

The Council Insight team will be able to use insight data managed through the NSCSO Insight team that will seek to draw data from a wide variety of sources over the contract period, including those shown in the diagram below:

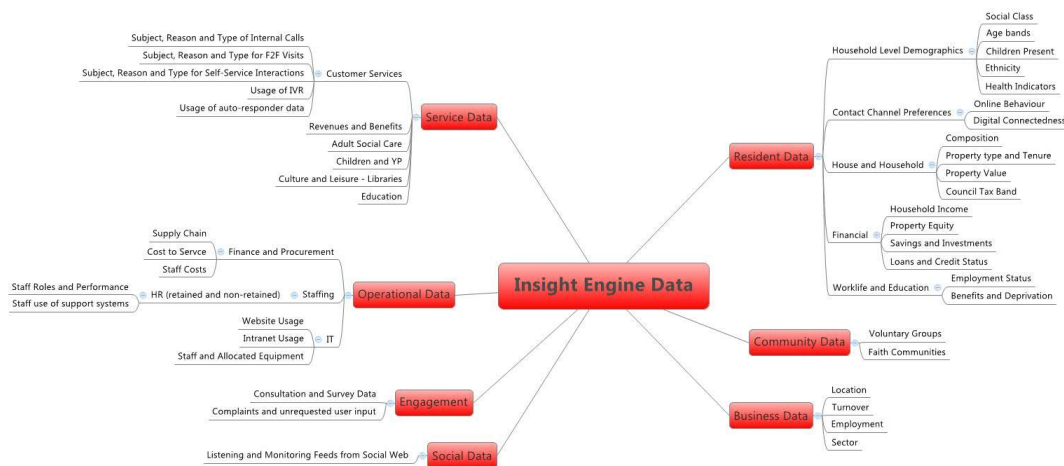


Figure 8 - Insight Sources

Appropriate regimes will be used for managing each data source; this may vary according to the data's sensitivity, readiness of automated integration and salience for insight purposes, for example:

- Backbone data sources: for example - property files (LLPG and Royal Mail PAF) and business registers will be taken regularly to form a backbone in the analytical views,

- High frequency regular automated feeds - for example customer service data to provide a rich insight into the frequency and reason for contacts with the Council,
- Regular automated feeds - for example data showing how residents engage with the services across the council. The frequency of these will be determined according to data latency, dynamics and usage (e.g. School roll could be supplied annually, but crime data monthly),
- Enhancement data: external modelled data from marketing service providers will be taken as released in order to give a picture of a residents life in the round including life-stage, affluence, lifestyle and attitudes, channel and media preference. The externally purchased data and analytical tools within the Insight capability will be licensed on the basis that they can be used for Barnet Council, be that by the NSCSO provider, the retained Council as well as their authorised partners,
- Ad hoc data - for example data shared by partners such as health and police for the purposes of a specific project. It is envisaged that following the project an evaluation would be undertaken as to whether such data should be established as a regular feed.

The NSCSO will wish to use data from the DRS partner's operations. This will assist in developing a richer picture of the neighbourhoods within which communities live, as well as resident and business interactions with DRS services. Examples of data that will be required as a regular feed into Insight include:

- Planning interactions (building control complaints, planning applications, land charges applications),
- Highways (pot hole reports, parking charge notices and appeals),
- Environmental health operational data (noise abatement, housing condition, food hygiene assessments for trading venues),
- Geo-spatial data (including for example, accident data, grit bin locations, floodplains).

The NSCSO will work with the DRS partner during transition to define a data interchange specification detailing the specific feeds and for each: format of the data, physical file structure, data transmission protocols including encryption and security, periodicity of data supply.

Data will be transformed as appropriate to build relevant metrics – for example calls per month, quarter, year around specific themes or count of children within school by key stage.

Household data will be matched and rebuilt using an automated process to form an analytical single view. The same approach will be undertaken for Businesses, Community Organisations, Suppliers and Staff analytical views.

Additional ad-hoc data integration and analyses will be undertaken in response to specific projects. Post project reviews will explore whether data feeds need to be/can be automated to provide ongoing data for insight.

2.6.1 HANDLING SENSITIVE DATA

We will ensure sensitive data is managed with a high level of data security employing techniques appropriate to the data sensitivity level including as required:

- Ensuring secure storage and transmission to the appropriate Impact Levels,
- Encryption,
- Password protection,
- Restriction of access using role based access control,
- Data preparation to remove personal identifiers from data as soon as practicable (e.g. once data matching between sources has occurred and they're no longer relevant to the analysis),
- Data retention regimes to ensure restricted data is deleted as soon as practicable,
- Vetting of staff to the appropriate security level (e.g. Enhanced Disclosure and Barring Lists, Basic Identity, Security Check) according to the nature of data, for example requiring highest check levels on analysts looking at data for children or vulnerable adults.

It is recognised that the close collaboration between the Council insight team and the NSCSO insight team will bring benefits in establishing effective data sharing with external partners where the Council maintains responsibility for the relationship.

2.7 REQUIREMENT 7 EQUIPPING COUNCIL INSIGHT TEAM

What tools will the NSCSO make available to the Council Insight Team.

The Council insight team will have access to the underlying technology for providing insight which can be summarised as:

- Spatial Analysis and Mapping Tool - Pitney Bowes Map Info Pro,
- Analytical tools - Pitney Bowes Portrait Miner,
- Reporting infrastructure - reporting will be delivered by the BI reporting infrastructure, which will manage on-going regular feeds to the Insight capability.

The agreed licensing basis for the analytical tools presumes a virtual team comprising Capita, Barnet Council and partners as licensed users working for the purposes of Barnet residents and businesses. The license includes a usage cap of up to five concurrent users which we expect to be sufficient. If the demand on the analysis tool is greater than expected then additional seats can be added to the license. Where the increase in seats is minimal no additional charge will be made. If significant increases are required (which we believe would be unlikely) then we would agree the price of these additions in advance prior to making any charge.

2.8 REQUIREMENT 8 WORKING WITH COUNCIL PARTNERS

How will insight work together with Council Partners?

The rationale of the Insight capability is not merely to support the services delivered by the NSCSO but more widely to support the Council's One Barnet objectives, informing decision making across all services including those delivered by the retained delivery units and the DRS partner. We will strive to develop a close working relationship between the NSCSO, Council and partners in order to maximise the benefits of collaborative working by forming a *virtual insight community*.

We recognise the benefit of making Insight data accessible to the Council and their partners. In order to achieve this, we will provide login access with password protection for Council and other authorised users to insight data. The details around levels of security access will be discussed and agreed with the Council.

Regularly provided data and profile information will be available via self-service access supported by interactive tools. How the results of specific insight projects will be provided will be agreed at the start of each project.

2.9 REQUIREMENT 9 ADDITIONAL DATA FOR COUNCIL INSIGHT

If additional data is required for the purposes of the Council insight team can it be built into the NSCSO insight function?

The Council insight team's work will from time to time involving working with datasets that are not available through the NSCSO Insight capability.

By agreement with the NSCSO insight team the additional dataset(s) could be loaded into the NSCSO insight capability as an additional source, this would be appropriate when:

- Data needs to be matched against the single customer view, exploiting the name and address matching capabilities of the NSCSO Insight capability,
- The data becomes a regular feed,
- If the data is needed for regular production reports.

Additionally, for more ad hoc analytical purposes, the Council insight team could load external datasets directly into the analysis tool, Portrait Miner.

2.10 REQUIREMENT 10 SUPPORTING MEASUREMENT

Where commissioning has established a changed a service how can the Council Insight team use the NSCSO Insight capability to support on-going measurement?

The NSCSO Insight capacity recognises the role insight can play in measuring the outcomes of changes. It is recommended that this be undertaken by:

- Reviewing the analytical approaches undertaken during the project to identify the most expedient approaches to tracking and monitoring change,
- Implementing the relevant data transformations that were undertaken during the project into the regular data processing,
- Developing a new bespoke production report that can be refreshed regularly to monitor the changes on a frequent basis,

- Establishing the appropriate distribution for the new report with due regard to the confidentiality and sensitivity of the information.

2.11 REQUIREMENT 11 REPORTING FOR COUNCILS MEMBERS

How will insight support the members?

The Insight Data can support the role of the council member by providing additional information about their ward, enabling them to contextualize the issues they're hearing from their constituents against a broader insight into their area.

The members' use of insight should to be supported by Council officers, ensuring appropriate interpretation and application of the data. Therefore, Insight reports for members would be developed jointly by the NSCSO Insight team in conjunction with the Commissioning Group Insight lead. It is proposed that the Commissioning Group Insight lead would have responsibility for what information is shown and act as gate-keepers for the reports being shared with members.

2.12 REQUIREMENT 12 ACCESSING WIDER INSIGHT EXPERIENCE

How can the Council Insight team benefit from the wider Insight experience of the NSCSO Service Provider?

The NSCSO Insight team will benefit from being part of the wider Capita analytical community, sharing expertise learnt from various clients where insight forms a key part of our service (including DWP, TV Licensing, The Pension Regulator, British Gas, T Mobile and NHS Trusts).

The Council will benefit from learnings and best practise being shared across our client base. We also have a successful conference programme including several annual conferences on customer insight at which many local councils and Central Government departments share their insights. In the three months from Nov 2012 to January 2013, Capita will hold 54 government conferences on various themes including welfare reform, big society and channel shift. Influential speakers have recently included Andrew Travers from Barnet, Sophia Looney from Lambeth and Glyn Evans from Birmingham. The benefits of taking part are both the opportunity for knowledge sharing as well as raising the profile of both the contributing individual and the Barnet partnership.

2.13 REQUIREMENT 13 - WORKED EXAMPLE

Can you provide a worked example showing how the Council Insight team and NSCSO could collaborate around a theme to bring this to life?

The following provides a hypothetical worked example, illustrating how a project could be collaboratively tackled by the Council insight team working in close partnership the NSCSO.

Understanding and quantifying the impact of alcohol crime

A recent priority for the Council members in Barnet has been the local impact of alcohol crime, which strongly resonates with the National agenda of reducing the level of harmful drinking and the negative consequences of alcohol.

National statistics suggest that the incidence of crimes, particularly violent crime and domestic violence committed under the influence of alcohol is rising steadily

- Cost of alcohol related crime and disorder, estimated at £8-£13bn each year
- Half (50%) of all violent crime is alcohol related
- 21% of all violent crime occurs in or around pubs and clubs
- Quarter of the population (24%) considers drunk or rowdy behaviour to be a problem in their area

The Prime Minister's introduction to HM Government's Alcohol Strategy included the following statement:

"Binge drinking isn't some fringe issue, it accounts for half of all alcohol consumed in this country. The crime and violence it causes drains resources in our hospitals, generates mayhem on our streets and spreads fear in our communities".

The Council Insight team wishes to develop evidence of the impact of binge drinking within Barnet and to establish means of tracking the impact of any interventions.

Early awareness

At a monthly review meeting between representatives of the Council Insight team and the NSCSO Insight team, the topic of alcohol crime is introduced. Both parties start to consider and share initial ideas how the problem could be addressed.

The Council Insight team reflects on the most appropriate approach to handling the topic, (i) undertaking the work itself, (ii) commissioning the work from the NSCSO or other provider and (iii) undertaking the work in partnership with the NSCSO, and selects the latter because of the project priority and complexity.

Project Initiation

The project is formally started with a kick-off meeting at which we jointly consider how best to define a problem statement, understand the complexity level of the problem and how it has been previously approached, agree the intended outputs.

It is agreed that the output should provide a quantification of the impact of alcohol crime at a local level that will enable tailoring of local services and the development of social marketing approaches to change behaviour.

An outline insight project plan is developed, including the intended data sources, data transformations and analytical approaches. The expected work-share between the teams is also defined.

Deriving Insight

The joint team undertake quick analyses from the data already available:

- Using attribution of external data, such as Experian Mosaic, to paint a high level picture of the expected local behaviours
- Mapping the crime data that is indicative of alcohol related incidents

Following on from the initial output, the joint Council and NSCSO insight team seek to develop a richer picture. To this end they seek to bring together a richer dataset enabling where possible a direct analysis of the link between alcohol consumption on the part of a specific offender and a specific offence. Additionally they pursue an indirect approach which does not require linking specific offences to specific offenders but relates to incidents which may be connected with alcohol consumption through their location, timing or context of occurrence.

The following data sources are considered:

NSCSO Operational Data

- Customer service requests relating to ASB records data associated with alcohol
- O2 network data showing the demographic composition of high streets at times when binge drinking may be an issue.

Council Service Data

- Licenses premises – location and nature of license (incl. hours)
- ASBO/ABC – where alcohol referenced as a factor in the anti-social behaviour
- Street Cleansing Records – where alcohol related disorder contributes to workload
- CCTV monitoring logs – where intoxication is noted as a contributory factor

Police Data:

- Times and locations of incidents flagged as alcohol related
- Time, location and nature of crimes flagged as alcohol related

- Penalty Notice for Disorder records flagged as alcohol related.
- DIP testing results indicating alcohol

Youth Offending Data

- YOT/YOS: Assessment data (ASSET) where alcohol is a contributing factor to offending behaviour

Emergency Health Service Data

- Hospital: A+E cases flagged as alcohol related (road traffic accidents, fractures etc), ideally excluding sustained alcohol related harm such as liver disease
- Ambulance: Patient record forms noting alcohol or intoxication

Survey Data

- Survey data by postcode, indicating attitudes toward alcohol related issues.
- LBB residents' perception survey
- LB Community Safety team Crime Survey
- Police Attitudes Survey

National data

- Additionally relevant dataset from the National Realm will be taken including
- British Crime Survey – including attitudes to alcohol related crime
- NW Public Health Observatory – Local Alcohol Profiles for England data

The relationship with external partners such as Police and Health partners is formally owned by the Council and they lead in briefings and requests for data from third parties, supported by the NSCSO insight lead.

An important benefit of the collaborative approach is that certain especially sensitive data sources, for example DIP testing data, may be released to the Council for their analysis purposes; external partners may have greater reluctance in working directly with the NSCSO provider alone.

Transformation Approaches

In keeping with most analytical insight projects it is likely that all data sources will not be made available in a timely manner. A judgement will be made as to when stop waiting for data and move ahead with the project.

The data transformation work will fall mainly upon the NSCSO team. Data from the various sources will initially be audited in isolation in order to develop a clear understanding of the data's recency, consistency and accuracy. Any queries arising from the data audit will be picked up with the data providers.

All the data sources will be integrated across the Barnet area. As the various datasets will not have any common key care will be needed to combine and link disparate data sets. The techniques used will include:

Aggregating each data source to various geographic levels including:

- Postcode
- Output Area – smallest census collection geography
- Lower Super Output Area – higher order census geography
- Ward
- Local High St. Area – list of specific local neighbourhood High Streets

Person related data, including offenders, complainants, patients, survey respondents, will be aggregated to customer segment groups. Where a robust profile against the segmentation exists, this will then be projected onto the whole population as an indicator of their propensity to have similar characteristics.

Analytical Approaches

The analysis using the data will be undertaken by both the NSCSO and the Council insight team according to the work-share agreed at the project initiation.

The integrated dataset will be used for specific analysis including

- Spatial analysis – hot spot mapping,
- Temporal analysis – time of day,
- Customer analysis – demographic of cohort,
- Profiling localities – showing the inter-relationship of factors.

Consolidated measures will be developed specific characteristics including:

- Prevalence of alcohol drinking
- Cost to Society arising from excessive drinking

These consolidated measures will be built by modelling from the various datasets. The inter-relationships of different attributed within the integrated dataset will be analysed using discriminant analysis data the output of which will inform the selection and weighting of factors within the models for consolidated measures.

Expected Outcomes

The analytical approach will provide evidence detailing the prevalence of alcohol related community safety problems in each area along with a clear estimate of their impact and broader cost to society. Furthermore it will include a detailed profile in each local area that provides a characterisation of the differential impact in different areas.

The joint team will review and interpret the findings outcomes to enable sharper focus and greater prioritisation to intervention, where applicable informing a tailored approach to be taken in different localities.

The Council team will lead with partners to agree changes in multi-agency working, service commissioning and new initiatives to address the problem.

On-going measurement

Following the project a set of new production reports are developed to monitor the effectiveness of the changes. This work involves the NSCSO team productionising the data feed from some sources, revising the regular data transformations and developing new reports. The Council team establish the appropriate distribution for the new report.

3 STAFF

The NSCSO Insight capability seeks to understand Barnet residents, businesses and local areas in the round. This is inherently cross cutting and is based upon the precept of an insight community, comprising analysts across the public sector, sharing and collaborating for the common good of Barnet. The NSCSO team and the Council will work together, with regular communication and collaborative working. The following sections outline the respective roles and responsibilities.

3.1 NSCSO TEAM

The NSCSO Insight Team will consist of the following roles:

- Insight Lead - providing management and direction to the team, interfacing with wider stakeholders and primary engagement with governance function
- Senior Analyst - expertise around data analysis, integration and modelling for insight
- Junior Analyst - supplementary analysis under the direction and guidance of Insight Lead and Junior Analysts
- At no additional cost, the team will draw upon other roles:
- Data Security and Usage Specialists - access to wider Capita resources as required around:
 - Data governance for ad hoc access to expertise on data usage and permissions
 - Report building from BI team
 - Technical implementation of insight rules within operational systems within the customer services organisation using the Channel Development Team.

We commit to ensuring that our employees have the necessary skills and competencies to achieve their objectives, be successful in their roles and progress in their careers. These will directly reflect the cultural values of the Council and the Partnership.

We will utilise our comprehensive and fully integrated, competency-based performance management framework to ensure all employees have the skills and knowledge they need to do their jobs to the best of their ability. This is underpinned by a comprehensive workforce development approach that makes available learning and training to meet both generic and service-specific development needs.

The roles of the NSCSO team include:

- Establishing and managing the external Advisory Group,
- Sourcing data to enrich or enhance operational data. Sourcing data to characterise the borough, the residents and businesses therein,
- Data management including: (1) automation of data extracts from operational systems, (2) matching data into single views at various entity levels (3) propagate LLPG references into service systems and (4) provision operational data for analysis,
- Using insight tools and techniques: profiling and reporting, spatial analysis and mapping, propensity modelling, clustering and segmentation, ethnographic approaches,
- Regular reporting around wards, interactions, channel shift,
- Data analysis including customer segmentation, supplier segmentation, community organisation map and needs based analysis to support commissioning,
- Develop and maintain interaction rules for the contact centre and website,
- Provide data extracts to be hosted for open data and releasing the same as authorised by the council.

3.2 COUNCIL ROLES AND RESPONSIBILITIES

With respect to insight and collaborating with the NSCSO the roles of the Council team are as follows:

- Policy interpretation of insight to commissioning group and beyond,
- Own relationship, with respect to insight, with public sector partners across the wider partnership (police, health, voluntary sector etc.),
- Undertaking analysis, profiling and reporting using the insight tools,
- Supporting Council members, authorising release of insight reports to members and supporting them with the interpretation of insight and servicing of insight related member enquiries,
- Initiate analysis projects to support strategic and democratic requirements,
- Manage consultation and engagement through formal consultation exercises and management of the citizen panel,

- Formal release of public facing data in the form of Local Information System mapping and open datasets.

4 SUPPORTING TECHNOLOGY

We have outlined in our responses to the requirements above the technology components to which the Council will have access. These technology solutions are outlined more fully in the relevant service method statements.

The Insight toolset includes Portrait Data Miner and MapInfo for analysis and mapping. The team will exploit the data warehouse, using the name and address matching capabilities within Informatica Match, and exploiting the Informatica ETL to establish and automate regular data feeds. The diagram below shows the interactions:

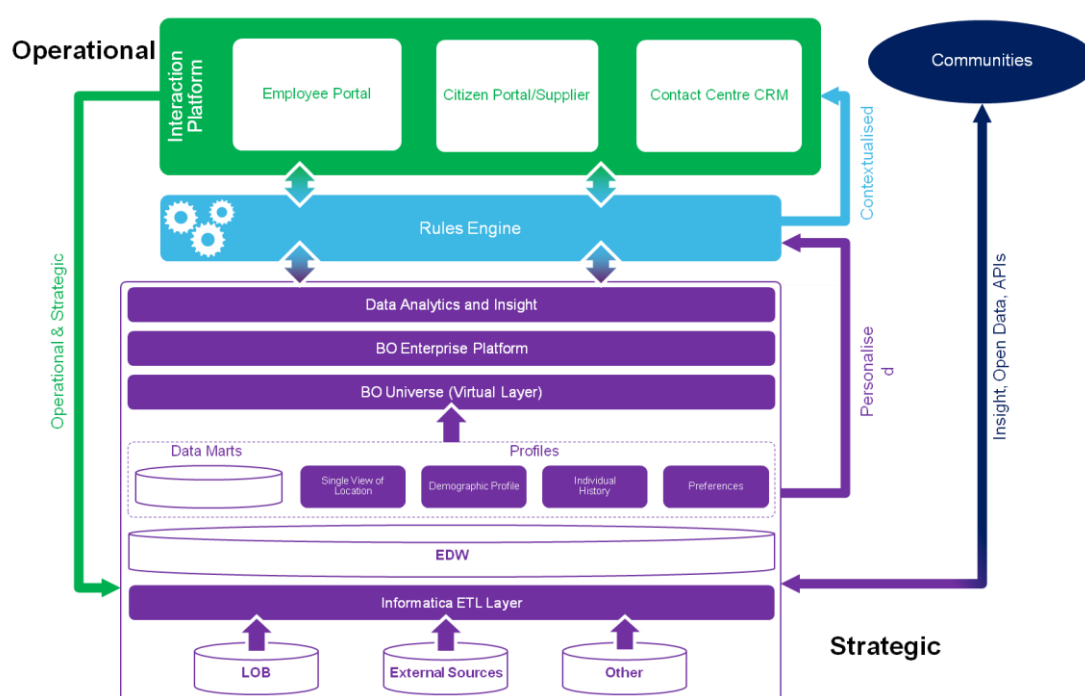


Figure 9 - Insight Toolset

The underlying technology for providing insight can be summarised as:

- Spatial Analysis and Mapping Tool - Pitney Bowes Map Info Pro,
- Household Level Address Management and Matching embedded within the NSCSO data warehousing technology stack,
- Analytical database SQL Server DB,
- Analytical tool - Pitney Bowes Portrait Miner,
- Reporting infrastructure - reporting will be delivered by the BI reporting infrastructure, which will manage on-going regular feeds to the Insight Engine.

5 PERFORMANCE MANAGEMENT, REPORTING AND QUALITY ASSURANCE

We would work closely with the Council through transition to establish a close working relationship with the Insight analysts across the Commissioning Group and Delivery Units. We recognise their workload may be a constraining factor in their involvement and thus could govern the speed with which the collaborative working is established. However, during the transition, NSCSO will work with Council to:

- Establish a working relationship between the NSCSO Insight Lead and their service leads (the Insight Lead will act as Business Partner for the Council),
- Establish working relationships between the NSCSO Insight Analysts and their counterparts,
- Establish a service management mechanism between the NSCSO and Council, establishing in detail how the parties will collaborate and hold regular review meetings to ensure ongoing alignment.

A programme of regular communication between the NSCSO and the Council will be established to underpin the collaborative working and provide performance management and quality assurance. Subject to discussion and agreement with the council these are envisaged to include:

- Continual communication on an informal basis around joint work,
- Formal monthly meeting between the NSCSO Insight Lead and the Council counterpart to review on-going work, consider new challenges, and manage service performance,
- Quarterly summits with NSCSO team, Council team and other analyst partners to provide a forum for wider collaboration, sharing and dissemination of work.

5.1 REPORTING

The Insight Team will be responsible for maintaining Barnet Active Insight Documents – a repository of insight reports that are updated to an appropriate frequency and are intended to support the ongoing design and development of appropriate services to enable achievement of outcomes. These include:

- Interaction Trend Report – showing behaviours of Citizen, Business, Community Organisation and Staff Segmentation Profiles against relevant services on a daily, weekly or monthly basis (as relevant for each service), based on data captured from interactions with services,
- Channel Shift Report – showing estimated potential shift and actual channel usage by service and segment on a daily, weekly and monthly basis.

The Insight Team will also produce specific reports in line with the project pipeline for service development; these reports will enable the measuring of outcomes and impact arising from commissioned changes.

The reports will be published in standard office document formats such as MS Excel, MS Word, Google Docs, Adobe PDF or web pages.

6 IMPLEMENTATION PLAN

The development and implementation of the Insight capability has been defined within the Implementation Plan.

An extract of which is presented below:

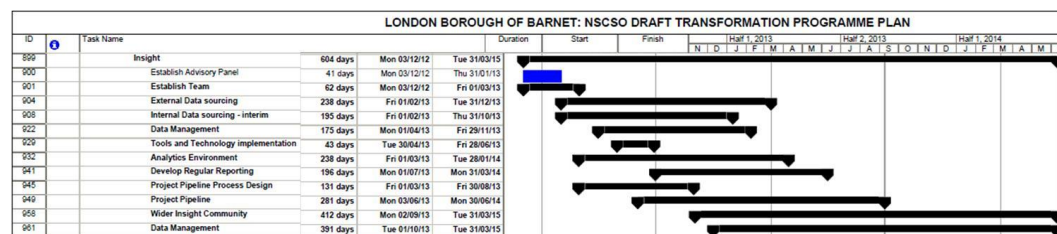


Figure 10 - Insight Implementation Plan

7 BUSINESS CONTINUITY

The Insight capability will benefit from the robust and effective Business Continuity and Disaster Recovery arrangements in place for our IS service provision. These ensure that all key locations from which core services are delivered are covered by the Business Continuity Management Programme.

8 COMMITMENTS

Specific insight commitments have been described within this method statement and these will be enshrined within Schedule 35 at submission of final tender.

9 KEY PERFORMANCE INDICATORS

Given the research and discovery nature of the insight work it is inappropriate to include KPIs.