Cllr Introduction to…
The role of data in Local Government

Resources Pack

March 2021

Purpose of this Pack

- On 25th February 2021 the LGA ran a session speakers on the topic of Data
- This pack provides a range of resources relating to that event to help both those who attended at the time and those who didn't
- It contains
  - An outline of this issue/opportunity   (slide 3)
  - Slides and Q&A from the speaker sessions
    - The data landscape (Geoplace)   (Slides 4-21)
    - Data sharing (Information Commissioner's office)   (slides 22-39)
    - Data Ethics (Centre for Data Ethics and Innovation)   (slides 4-58)
    - Council Case Study (LB Barking and Dagenham) (slides 59-74)
  - Notes from the day   (slide 75)
  - Other relevant resources for the topic   (slides 76-77)
  - Some suggested questions for members to ask   (slide 78)

The scope of this issue

Councils are extraordinarily rich in data, yet only a few manage to exploit the potential of this – opportunities are being missed.

Understanding why that is reveals that this opportunity is complex as it requires progress on a number of fronts ranging from practical technical issues around data (how it is stored, how accessible it is, how easy it is to link it) and how it can be analysed (having the right tools and especially having the right skills in the organisation) – making the investment case during austerity may not be straightforward. Moreover there are issues which sit much closer to the member role and to policy, for example information governance, issues of privacy and data ethics as well as how a more sophisticated culture of information use is established in organisations that are very used to making decisions with the information that already exists.

The multi-faceted nature of this, and the aspects that sit in the member domain, mean that the role of councillors is crucial in creating an environment for information use, and that's what this session explored. We have found that those councils with an effective member champion make far greater headway and impact than those where this is confined to the officer domain.

Overview of the Landscape

Steve Brandwood from Geoplace gave an overview of the landscape for data, and in particular alerted us to the potential of linking property-based data

His slides from that session follow.

An introduction to data in local government

GeoPlace is a public sector Limited Liability Partnership jointly owned by the Local Government Association and Ordnance Survey

Local authorities and the Information Age

- Data and information are at the heart of modern life – never more so than now

- Business has been harnessing the power of data and information:
  - Ordering and fulfilment
  - Advertising and product recommendations
  - News content and social media
  - Navigation etc etc

- Local government sits in a web of information and manages a huge amount of data – everything from:
  - Social care
  - Waste collection
  - Council tax collection
  - Planning
  - Procurement
  - Policy design and performance management

Local authorities and the Information Age

- Running a local authority is about managing and responding to information

- The LGA promotes managing data well, as it enables local authorities and their partners to:
  - design services around user needs
  - engage and empower citizens to build their communities
  - drive efficiencies and public service transformation
  - promote economic and social growth through the innovative use of data
  - be transparent and publicly accountable

- But… to do this, data needs to be linked and available between systems and different organisations
  - a joined up approach to data management
  - data standards
  - system interoperability
  - data governance and data sharing protocols

Location is the key to unlocking data

- Everything happens somewhere

- Location data is at the heart of public services

- Over 80% of local authority data has a location

- Responding to COVID19 brings the importance of data into sharp focus

Most services are delivered to an address
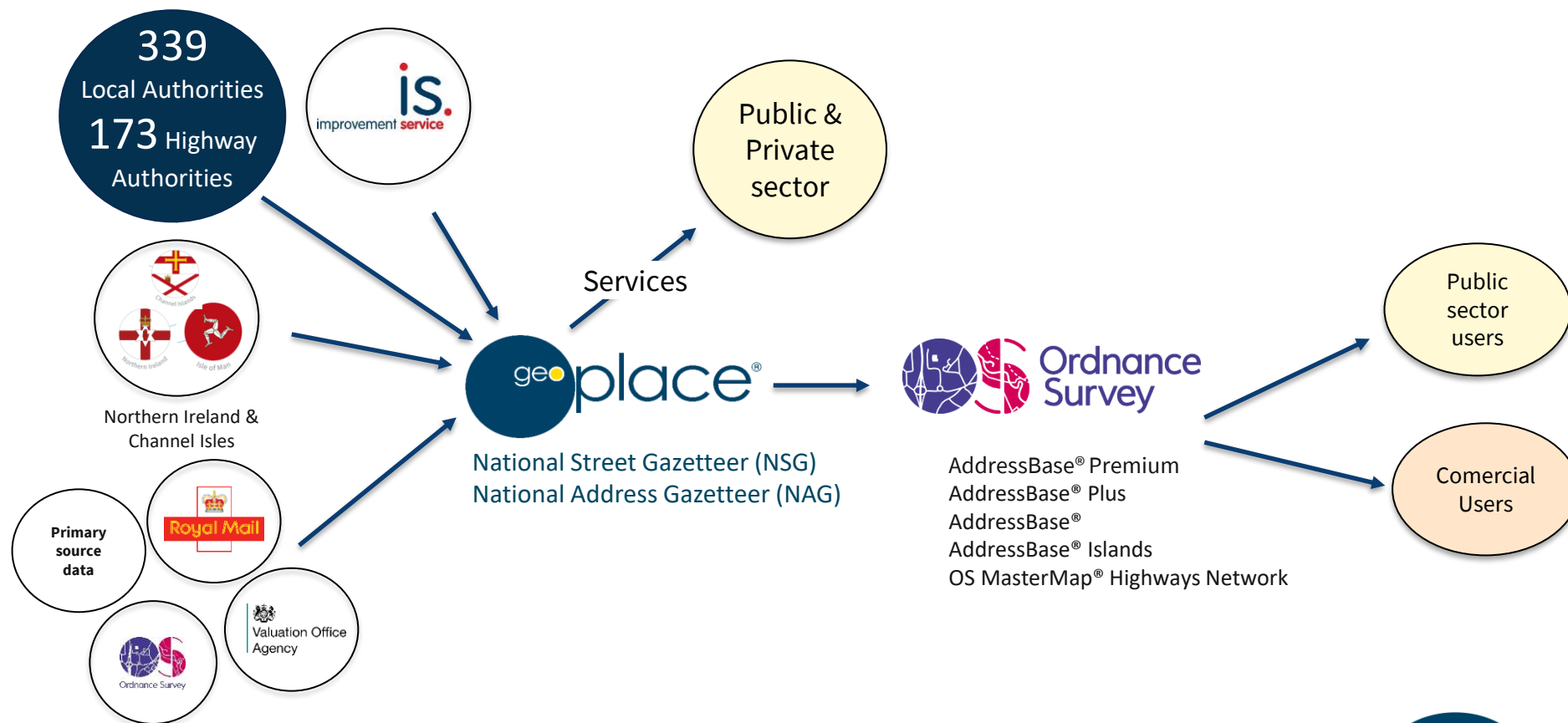
Why a common reference is important

- Flat 1, 21 Ash Grove London NW2 3LN
- Ground Floor Flat, 21 Ash Grove London
- 21A Ash Grove London NW2
- Flat 1, 21 Ash Gr. London NW2 3LM
- 21A Ash Grove, Cricklewood
- Ground Floor Flat, Cnr Elm Grove & Ash Grove
- FL 1 21 Ashgrove

UPRN = 200004525
Parent UPRN = 200219244
USRN = 20001480

The street and address data supply chain

339 Local Authorities
173 Highway Authorities

Northern Ireland & Channel Isles

Primary source data

Royal Mail

Ordnance Survey

Valuation Office Agency

improvement service

Public & Private sector

Services

geoplace®

National Street Gazetteer (NSG)
National Address Gazetteer (NAG)

Ordnance Survey

AddressBase® Premium
AddressBase® Plus
AddressBase®
AddressBase® Islands
OS MasterMap® Highways Network

Public sector users

Comercial Users

Benefits of national data infrastructure

- Harnessing standardised data
- Providing a Platform for interoperability
- Reducing fragmentation
- Using data to make savings
- Service redesign
- Bringing public services together

Harnessing standardised data

Local authorities in Great Britain create local address and local street databases for their administrative areas which are maintained by the authority Address and Street Custodian through local government's statutory responsibility to name and number streets.

A
Standardised data
Local authority address and street datasets are built and maintained through national standards and conventions, ensuring interoperability and consistency across data

B
Unique identifiers for linking datasets
Standardised identifiers provide a reliable joined-up view of property and can be used to link data of the same property

C
Making data available
ensuring standardised data are freely available across the whole of the public sector

Providing a Platform for interoperability

A

Wychavon District Council
Single address index

B

Wiltshire County Council
Rationalised services by
creating a definitive
centralised repository of
address
and property data

C

Wiltshire County Council
Master index enabling customer
information from every
department to be linked to a
property or geographic
location

D

Sharing information, sharing services
Traditionally, councils had little data on places outside their boundaries which
creates a serious problem for sharing services or solving strategic cross-
boundary issues such as areas of deprivation and school catchment areas.

Reducing fragmentation

A | Co-ordinating activity between delivery teams

Barnsley Metropolitan District Council
Troubled Families programme

London Borough of Hillingdon
Managing the commercial premises at Heathrow

B | Joining up partners

Cambridgeshire County
Social housing tenancy fraud

C | Using the UPRN

Emergency Services collaboration
Multi Agency Incident Transfer (MAIT)

Using data to make savings

A | **Providing an evidence base for procurement**

London Borough of Bromley
Street cleansing contract

B | **Underpinning service improvements**

London Borough of Harrow
Waste and recycling

C | **Sharing data to discover discrepancies**

Salford City Council
Council Tax collection

Leeds City Council
Council Tax collections

Huntingdonshire District Council
PROW and Non-Domestic Rates

⟳ Service redesign

Ⓐ | Devising services for the benefit of the recipient

Colchester City Council
Efficiencies made in waste management

Ⓑ | From channel shift to digital by demand

Newport City Council
Understanding customer needs and requirements

Ⓒ | Focussing on the user rather than the technology

Northumberland County Council
Reporting portal for issues relating to street lighting faults; missed bin collections and potholes.

Ⓑ | From channel shift to digital by demand

South West Region
Place based approach to integrate local public service organisations

Bringing public services together

Underpinning one customer journey - right across government:

The availability of local government's address information through the Public Sector GeoSpatial Agreement in the form of the AddressBase range of products provides a platform for identifying people, linking systems across public sector bodies and obtaining even larger transformation benefits.

Central government has mandated UPRNs and USRNs on government bodies.

Office for National Statistics (ONS)
Her Majesty's Revenue and Customs (HMRC)
Department for Work & Pensions (DWP)
Health and Safety labs (HSL)
The Department for Energy and Climate Change (DECC)
OFCOM
OFGEM
DVLA
HS2
Environment Agency
DEFRA RPA
Emergency Services
Healthcare NHS

Cost benefit for local government

Government Investment in the LLPG/LSG over the period 2010-5 has yielded a net benefit of approximately **£86m** in savings from reduced data duplication and integration, improved tax revenues, channel shift and route optimisation in waste management

Estimated in the region of £**200m over the 5 years (2015-2020)** based on the current rates of adoption, this represents a **Return on Investment of 4:1**(cost-benefit ratio) after discounting

The return could be significantly higher with increased adoption, increased investment and improved national collaboration.

It is anticipated that Open Data initiatives can significantly increase GDP through releasing further economic value in the market

Q&A

Q	A
Flooding management needs Land ownership data for Riparian ownership, can Geoplace help?	SB:We have been working with FloodRe and insurance companies around flood data. We have some good case studies on how UPRNs and USRNs have been used locally to respond to flooding too.
Pleased to hear about a standardised system of geographic location being developed. But please can you give us some idea of how widely it is being used?	SB: The system is there and being used. Most local authorities have key systems integrated with standard addresses and references - planning, council tax, electoral registration, refuse etc - but it is variable between authorities. Some have full integration with all systems with addresses. Government bodies are adopting the data and there is a new mandate for them to use the standard. COVID has encouraged the NHS to adopt.

Data sharing: Information Commissioner's Office

Viv Adams from the Information Commissioner's Office spoke about the new data sharing code and its relevance for councils and members. She also outlined a range of resources available for members particularly via their data sharing information hub.

We would draw your attention particularly to the section on data sharing myth-busting

The slides she used follow in this pack.

The new Data Sharing Code
of Practice

What is the ICO?

The ICO is an independent regulator upholding information rights in the public interest and has oversight of the UK GDPR, DPA 2018, FOIA, EIR and PECR.

Data protection law is "can do" and does not prevent responsible data sharing - which can have positive outcomes for individuals and society as a whole.

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Information Commissioner's Office

Why does your local authority share personal data?

- It might be asked to do so by another public authority; eg by the police or by a government department; or by a private sector or third sector organisation.

- Or it might decide to do so on its own initiative.

- It might also receive data shared by organisations outside the authority.

- It could be as a one-off or recurring arrangement.

- It might be sharing data under a legal obligation or under a power; eg under the Digital Economy Act 2017.

- This might be, for example, to:
  - provide information to another organisation about the provision of local authority services;
  - to help the investigation of a crime; or
  - to safeguard one or more vulnerable individuals.

Example of data sharing by local authorities

Example from the data sharing code - *extract*

Two county councils and 19 relevant partner organisations (both public and private sector) decided to share personal information in order to prevent social exclusion amongst young people who had been, or were at high risk of, disengaging from education, employment or training. By sharing information, the partner organisations aimed to co-ordinate their approach to identifying and contacting each young person to support and encourage them back into education, or into work or training.

While the partner organisations took the view that the data sharing would benefit the young people, data protection law required them to consider whether it was fundamentally fair to the young people. The organisations had to pause and consider certain questions before deciding they could go ahead with the sharing....

What does it have to do when considering whether to share personal data?

The authority must consider under data protection law whether it should share the data.

Some key points:

- The law sets out **principles** to follow when processing personal data, including:
  - It must be processed lawfully, fairly and transparently.
  - The authority must be clear as to its purposes for sharing the data, and document this.
  - It must process the data securely and not keep it for too long.
  - The authority must be able to demonstrate its accountability.

- The authority needs to have at least one valid **lawful basis** for the data sharing and document this. There are six lawful bases including:
  - legal obligation, public task, and contract; and
  - although consent is a lawful basis, it is less likely to be useful to a public authority.

  ➢ **See the ICO website for more details on what the authority must do.**

Introduction to the data sharing code

The Data Protection Act 2018 (DPA 2018) requires the Information Commissioner to prepare **a code of practice providing practical guidance on data sharing**.

The new code was published on our website in December 2020 and will be laid before Parliament later this year – when it will become statutory.

Introduction to the data sharing code

Our work with organisations on the new code included:

- A call for views.
- A full consultation which had 152 responses from a wide range of organisations/sectors.
- We are planning follow-up work.

Introduction to the data sharing code

The new code:

- is a practical guide to data sharing;
- explains relevant changes to data protection legislation including lawful basis for processing and the accountability principle; and
- deals with technical and other developments since the publication of the old code.

The data sharing information hub

Alongside the code we have launched a data sharing information hub with resources including:

- Data sharing myths busted

- Checklist and data sharing request / decision templates

- More case studies

- Simplified guidance and FAQs for small organisations and businesses

- Toolkit for sharing personal data with a law enforcement authority

The data sharing information hub

We want the data sharing hub to become a live resource for data sharing.

We're keen to receive more case studies and other materials from all organisations and sectors.

We welcome your suggestions as to what to add to it. Please email your suggestions to datasharingcode@ico.org.uk

Busting myths about data sharing

This code and the mythbusting messages in the data sharing information hub both demonstrate that the DP legal framework enables responsible data sharing.

We bust some of the data sharing myths and misconceptions surrounding data sharing.

eg "Personal data can't be shared in an emergency". Yes it can; and you should share it as is necessary and proportionate.

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Information Commissioner's Office

The UK's independent authority set up to uphold information rights in the public interest, promoting openness by public bodies and data privacy for individuals.

| Home | Your data matters | For organisations | Make a complaint | Action we've taken |

For organisations / Data sharing information hub / Data sharing myths busted

Data sharing myths busted

Many organisations have been sharing data successfully, but there seems to be a belief by some in the public and private sectors that data protection law is a barrier to doing this. This belief is unfounded.

Data protection law provides organisations with a framework to help them be confident they can share personal data lawfully, while protecting the people whose data is being shared.

Here we bust some of the common myths and the misconceptions surrounding data sharing and data protection law.

Myth #1: Data protection law stops all organisations and businesses from sharing personal data.

Fact: Data protection law enables organisations and businesses to share personal data securely, fairly and proportionately.

The ICO's regulatory role in respect of the Code

We will take this code into account when considering whether you have complied with the UK GDPR or DPA 2018, particularly when considering questions of fairness, lawfulness, transparency and accountability.

BUT
We will always use our powers in a **fair, targeted and proportionate manner, in line with our regulatory action policy.**

Next steps by the ICO

- We are planning our engagement with a wide range of sectors and organisations about the code.
- This is the first!
- All will be online for now.
- The ICO's data protection practitioners' conference 2021 takes place online on Wednesday 14 April – you can apply by 19 March (free of charge this year) – see our website: Data Protection Practitioners' Conference 2021
- More work to expand the hub.
- Upcoming political campaigning guidance.

Next steps for you

- Do you know who your data protection officer (DPO) is? Talk to them.
- Check if your officers have a copy of the code. Have they read it? Are they using it?
- Here are three thoughts to discuss with your authority:
  - It can be more harmful not to share data than to share it. Is there more risk in not sharing a particular set of data?
  - How do we reach a decision on whether or not to share data?
  - How do we demonstrate our accountability for sharing data?
- Are you talking to your political peers in local government? What are they doing in terms of data sharing?
- Lead a positive culture in your organisation surrounding data protection and enabling responsible data sharing.
- Always consider what is in the best interest of your residents when considering whether to share data.

How can I find out more about data sharing?

- See the ICO data sharing information hub on our website.
- Use your DPO – they're your organisation's expert.
- The data sharing code is set out clearly in bite-sized sections, all hyperlinked.
- Code has a guide on navigating it, with links to relevant sections, eg where you can find out about being clear on the data you're sharing:

Be clear as to what data you are sharing

- Deciding to share data
- Data sharing agreements

Keep in touch

Subscribe to our e-newsletter at ico.org.uk or find us on…

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Information Commissioner's Office

Q&A

Q	A
To what extent would it be legitimate for different councillors to form a different judgment on what is fair.	VA: The decision must be made by the controller of the data, this is the person that has ultimate authority over the data – and that is for the local authority to decide.

Data Ethics for Councillors

Tom Lymn from the Centre for Data Ethics and innovation gave a talk about the ethical issues around data and the role of the councillors in addressing them in their locality.

The slides he used follow in this pack.

Centre for Data Ethics and Innovation

LGA Data and Digital Transformation Event

25 Feb 2021

Tom Lymn, Senior Policy Advisor at CDEI

Centre for
Data Ethics
and Innovation

- Who we are
- How our previous and ongoing work can be useful for your councils
- Some questions to consider
- Q&A

Who we are

The Centre for Data Ethics and Innovation (CDEI) is an advisory body set up by the UK Government and led by an **independent board of experts.**

We're tasked with identifying the measures we need to take **'to maximise the benefits of data and Artificial Intelligence (AI) for our society and economy'.**

The CDEI has a unique mandate to **advise government** on these issues, drawing on expertise and perspectives from across society.

Centre for
Data Ethics
and Innovation

CDEI mission

- **Maximize the benefits of** data and Artificial Intelligence (AI) for our society and economy

- Create a policy and governance environment in which **ethical innovation** can flourish, improving people's lives

- Give the **public confidence** that democratic values are reflected in the way that data driven technology is developed

- Establishing **UK leadership** in the governance of data driven and AI systems.

Centre for
Data Ethics
and Innovation

Centre for
**Data Ethics
and Innovation**

The CDEI works by **analysing the data and AI landscape** and future developments, **partnering with organisations to address barriers** to responsible innovation, and **supporting the Government's policy interventions** in AI and data through targeted research and pilots.

Our Work

Our Work

Review into **bias in algorithmic decision-making**

November 2020

Centre for Data Ethics and Innovation

Addressing trust in public sector data use

Centre for Data Ethics and Innovation

CDEI AI Forums: Local government use of data during the pandemic

Centre for Data Ethics and Innovation
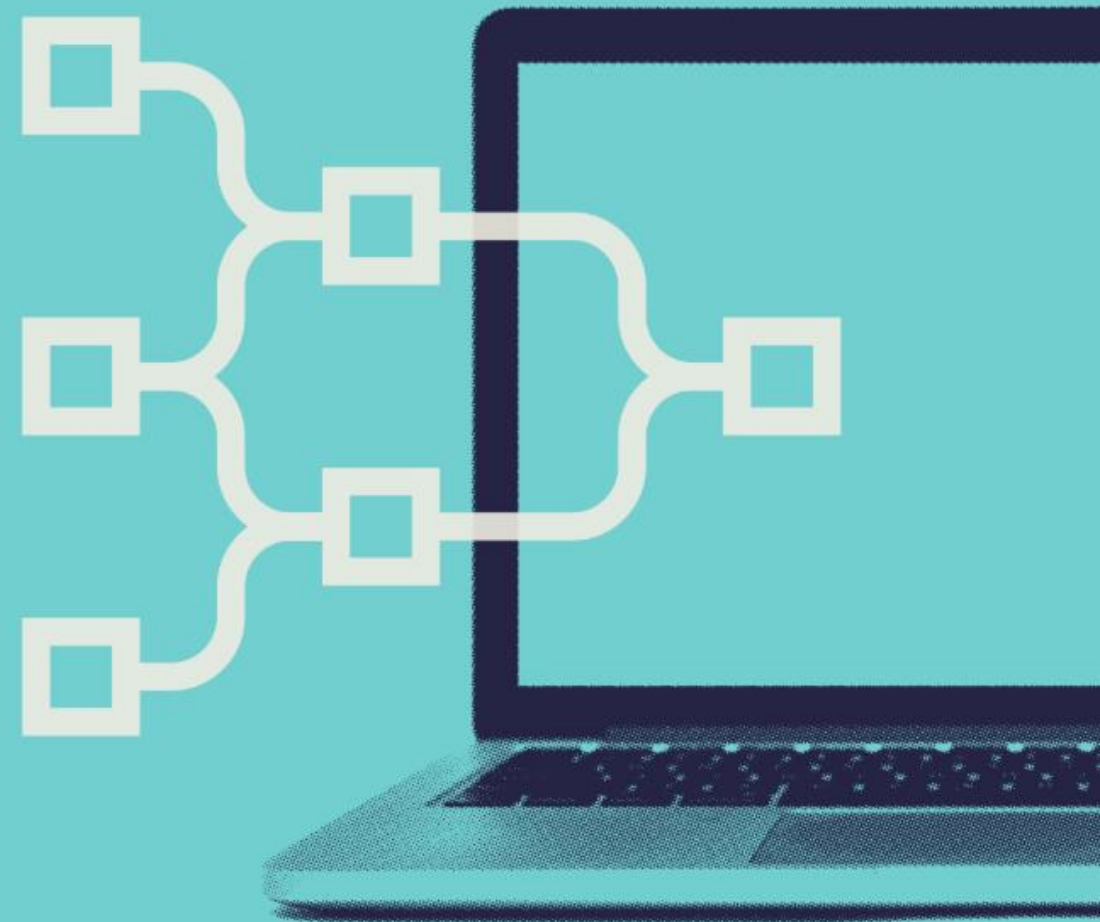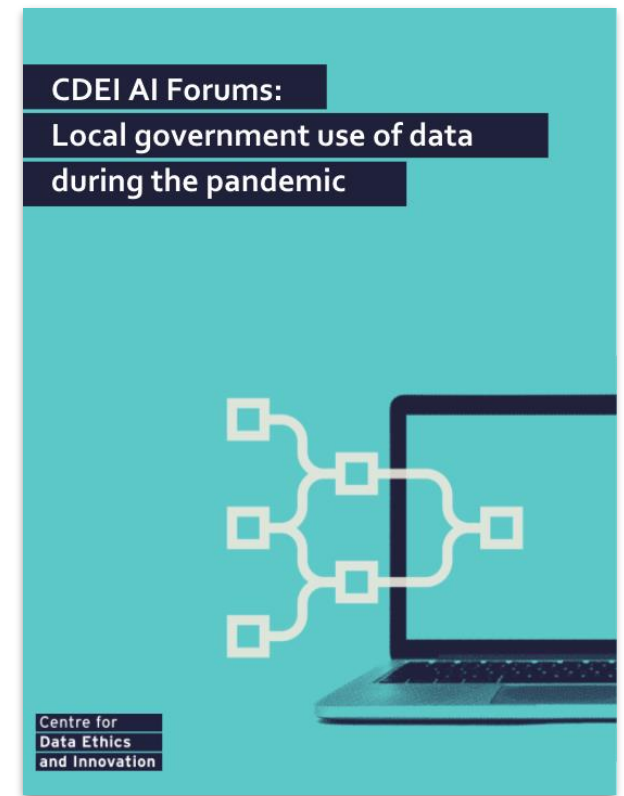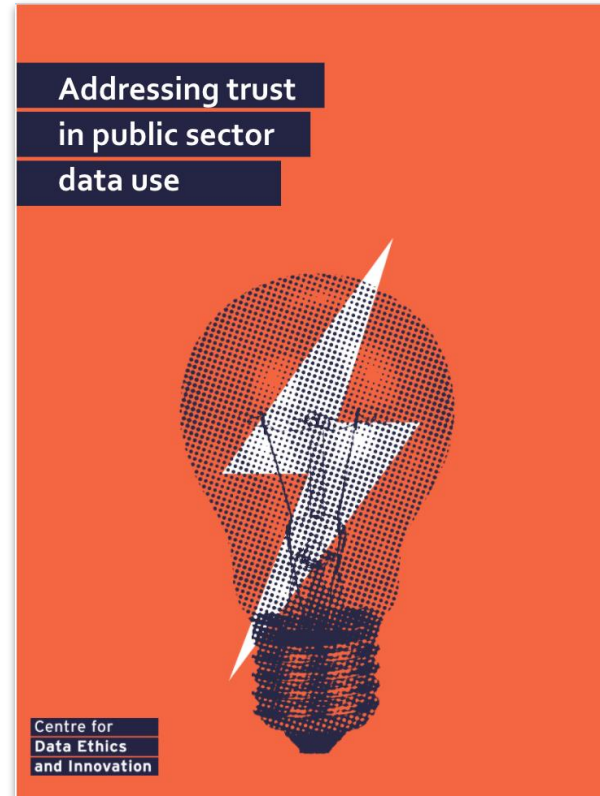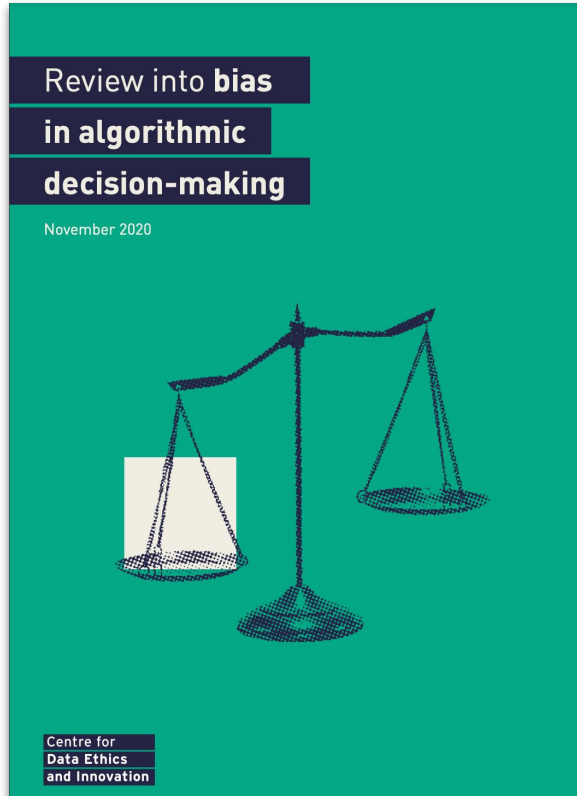
Trust in public sector data use

- Identifies **recurring barriers across public sector data use**, and the steps that were taken to address them. This includes, legal, cultural and technical barriers.

- We focused on **citizen trust**, which needs to be addressed if we are to **maximise the value of data**.

- We included a **framework to drive forward trustworthy data sharing** in the public interest, and have put this into action in our work with Bristol City Council.

Addressing trust in public sector data use

Centre for Data Ethics and Innovation

Our Work

- Local authorities are increasingly using more sophisticated data to inform decision making and target services more effectively, although **use is still at an early stage**.

- These tools present **considerable opportunities** to improve services, they **should not be considered a silver bullet** for funding challenges. These tools may require significant additional investment to fulfil their potential and possible increase in pressure on services.

- **The government should develop guidance to support local authorities** to legally and ethically procure or develop algorithmic decision-making tools in areas where significant decisions are made about individuals.

- We outline a number of bias mitigation strategies, such as collecting protected characteristics data for monitoring outcomes across different groups.

Review into **bias in algorithmic decision-making**

November 2020

Centre for
**Data Ethics
and Innovation**

Data use during the pandemic

- We brought together data officers across a number of local authorities to understand what has changed during the pandemic.

- We heard that the pandemic has **prompted a leap forward in the way that data is used** in local authorities. Cultural/behavioural barriers to data use reduced in the face of the pandemic, and it was easy to see the value of data.

- However this 'leap forward' has not been evenly felt, with more less 'data mature' local authorities seeing fewer changes and gains.

- There was also concern that **this may wane after the pandemic, or not transfer beyond use of health data.**

CDEI AI Forums:
Local government use of data
during the pandemic

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Notable findings from across our work

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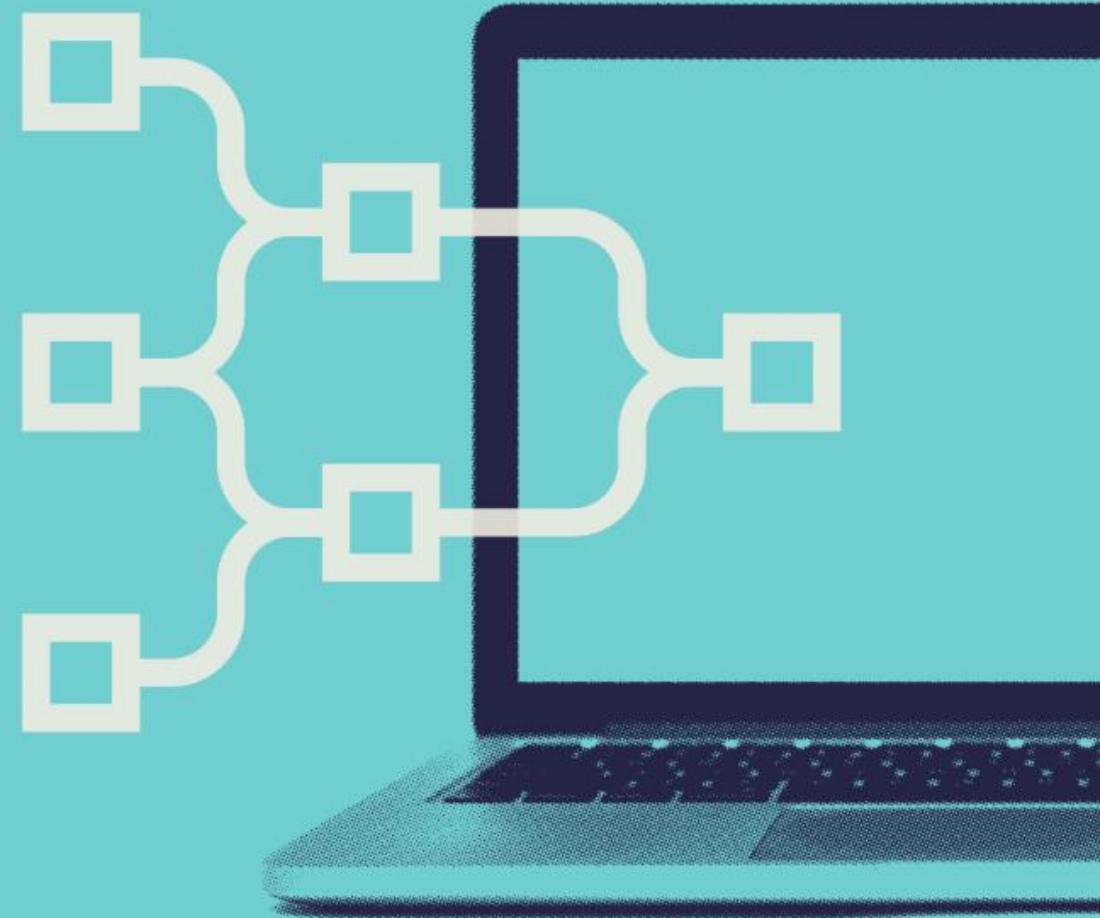
The public is generally unaware about how data about them is being used.

- Legal, cultural and technical barriers to data sharing in the public sector are exacerbated by **low public awareness**. Citizens are not particularly aware of how data about them is used and shared.

- The end result is often **uncertainty among public servants** about what types of data use are considered acceptable by citizens. There is significant nervousness about misjudging the public mood and being the 'first mover' in new uses of data.

- There may be a perception in local government that public engagement on data use is hard or costly, and it can be considered a 'nice to have'. However public engagement can be done well at relatively low cost.

The public is generally unaware about how data about them is being used.

- The picture is optimistic for public engagement in decision-making around local council use of data, with **50% of respondents in our Dec 2020 survey reporting that they would be interested in engaging with their local authority to give their opinion on how data should be used to make decisions.**

- The survey results show that the level of comprehension around local council data use is extremely varied. When asked about their understanding of how their local council is currently using personal data and presented with a list of possible uses, **39% of respondents reported that they do not know how their personal data is being used.**

Senior stakeholder buy-in and understanding of the value of data is essential.

- For many, the pandemic has clearly shown the value of data in supporting the delivery of services. Perceptions on the ground are that **awareness of the role and value of data** amongst councillors and senior staff **has increased during the pandemic**, which is crucial for enabling data use as well as reducing cultural barriers/risk aversion.

- Councillors will need to encourage officers to ensure that the value of data held by councils is maximised.

Centre for
Data Ethics
and Innovation

The pandemic presents an optimistic picture for data use, but this should not be taken for granted.

- Developments in data use during the pandemic have largely consisted of either:

    - Making use of **existing data for new purposes**; or

    - Making use of **new access** to health data.

- Willingness to share and make use of data may have increased in an emergency situation, but **this may wane or not transfer beyond the pandemic**. This is particularly true if any examples of misuse emerge.

- Our hope is that the pandemic has increased understanding of the potential of data in local government across the board, and that further good practice can emerge, with the help of guidance and support from organisations such as CDEI.

- **Has your understanding of the value of data and the potential it presents changed over the past year?**

- **Has this changed how you think about how you council should use data beyond the pandemic?**

- **In order to inform decisions about data use, what more could you get from your officers?**

Any Questions?

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and Innovation
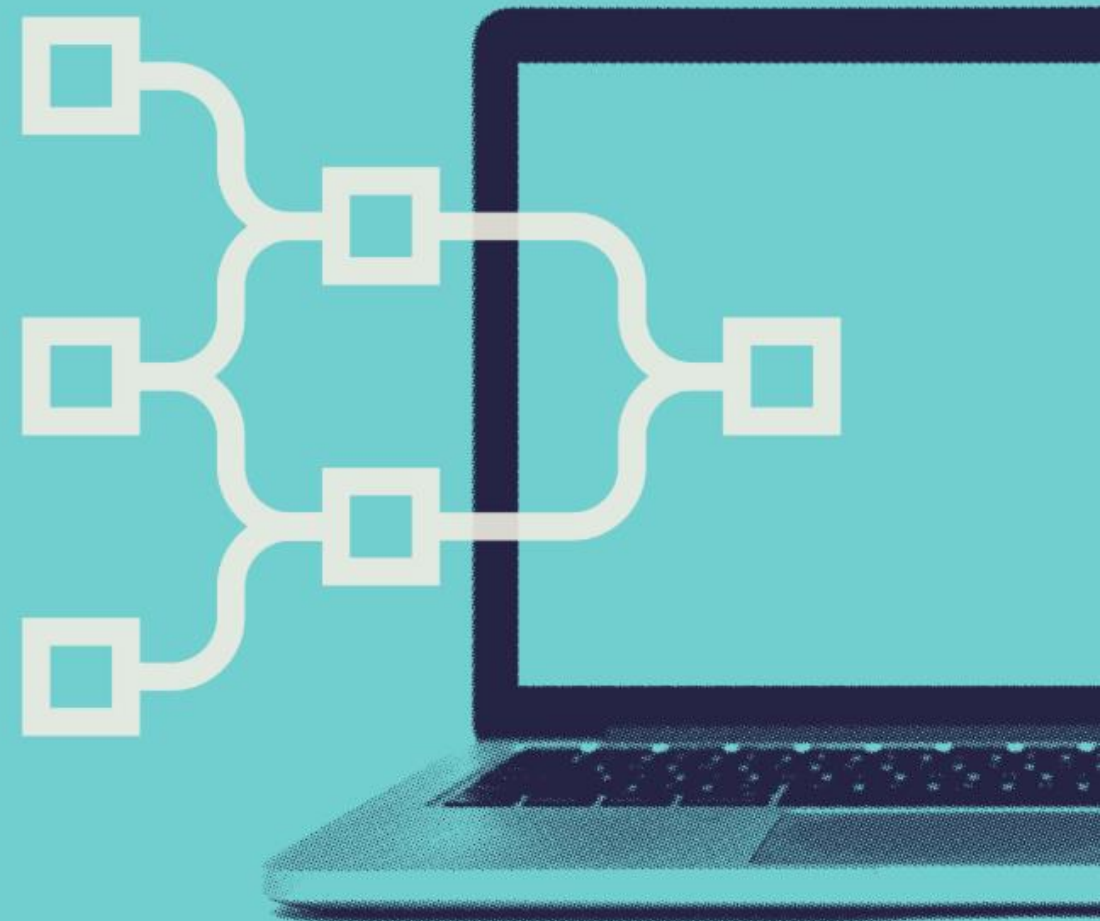
Email: tom.lymn@cdei.gov.uk

Q&A

Q	A
Are we reaching the stage where the time and cost of observing data management regulation is prohibitive to the use of that data?	We have found that a number officers said that there is greater recognition of the value of data. The government is considering whether the current data protection laws are a problem. I think in many it's not a problem for regulation, its more about how it is understood. From the local government perspective, there is a wealth of experience already, LGA have an online GDPR and data protection network with 1300 registered practitioners in LAs and they answer any concerns officers around data. As a sector, we are starting to feel more confident about what the restrictions are. Now central government have started to include local government in consultations, so we now have better understanding of this .
With the huge number of scams at the moment which makes residents worried about sharing data and use of it and if data is protected enough - are you doing anything on this?	We haven't looked at scams, but we may now consider this. It is important with any use of data that councils get an understanding of how the data is used, the fears around it and how prevalent they are. There needs to be better engagement and communication. This can be done in a cost-effective way. We will think about how to reflect this in our work.

Case Study: Barking and Dagenham

Saima Ashraf, Deputy Leader at the London Borough of Barking and Dagenham, together with Pye Nyunt, the officer head of insight and insight gave a talk about their experiences.

Key points:

- It started with the borough manifesto – key commitments to residents - and then needing to develop data capabilities to help meet that
- They shared some great examples of reducing costs and improving outcomes for residents at the same time
- Gradually built in-house capability to create the key skills to commission external help

The slides they used follow in this pack.

Better outcomes through actionable insight

Data Transformation at Barking & Dagenham

Cllr Saima Ashraf
Deputy Leader, Cabinet Member for Community Leadership & Engagement

Pye Nyunt
Head of Insight & Innovation

One borough; one community; no one left behind

London Borough of
Barking&Dagenham
lbbd.gov.uk

This is us

- Population of 212,000

- Most deprived borough in London and one of the poorest places in the UK

- High Unemployment in comparison to the rest of London

- Highest prevalence of domestic abuse and violence in London

We have a lot of challenges

Borough Manifesto Targets   ☐ 2017   ☐ 2037
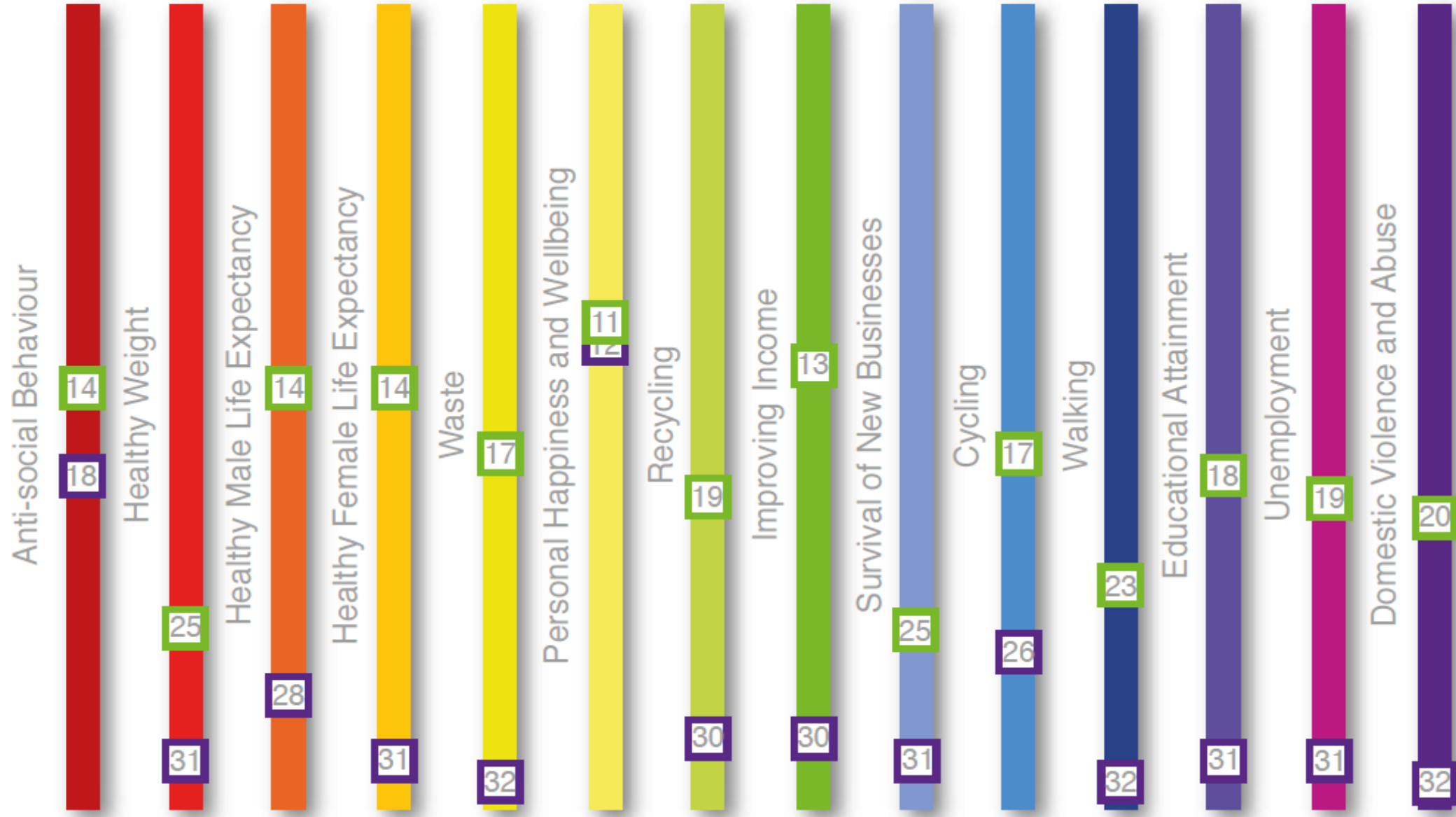
A data-driven and insight-led approach helps us design solutions that meet our residents needs

The council's structure 2018

Reside — Barking and Dagenham Reside

Be First

Home Services

Traded Services

School Improvement Partnership

Leisure Service

Elevate — ELEVATE

Heritage

Enforcement

The Core

Data and insight at the heart of everything we do

CLEAN AND GREEN

Cleaner Communities

Waste Service

Parks and Environment

My Place

Community Solutions

CARE AND SUPPORT

Children

Adults

Disability Service

Contracted service – LBBD company

Commissioned service

Commissioning service

Directly managed service

Contracted service – external provider

Turning Data into insight-led action. Some examples…

Impact through data driven action: HaM Hub Case Study

The Homes and Money Hub have now helped **4,300+** residents - supported through better use of data, behavioural insight and predictive modelling

Led to →

134 homeless preventions

81% decrease in evictions from TA

12% reduction in new TA placements

Saved the authority **£3.8m** over two years

Predictive analytics identified Jane

She...

- Has a low paid job

- Struggles to make ends meet

- Is a single mom

- Is digitally excluded

- Is typically in the "hard to reach cohort"

- Lives in Barking & Dagenham

In Oct 2019 data showed she fell into rent arrears and council tax debt. Based on other known factors she was identified as being at risk of homelessness through predictive modelling.

Outcome: we improved our efforts to reduce homelessness

Homelessness applications per 1,000 households
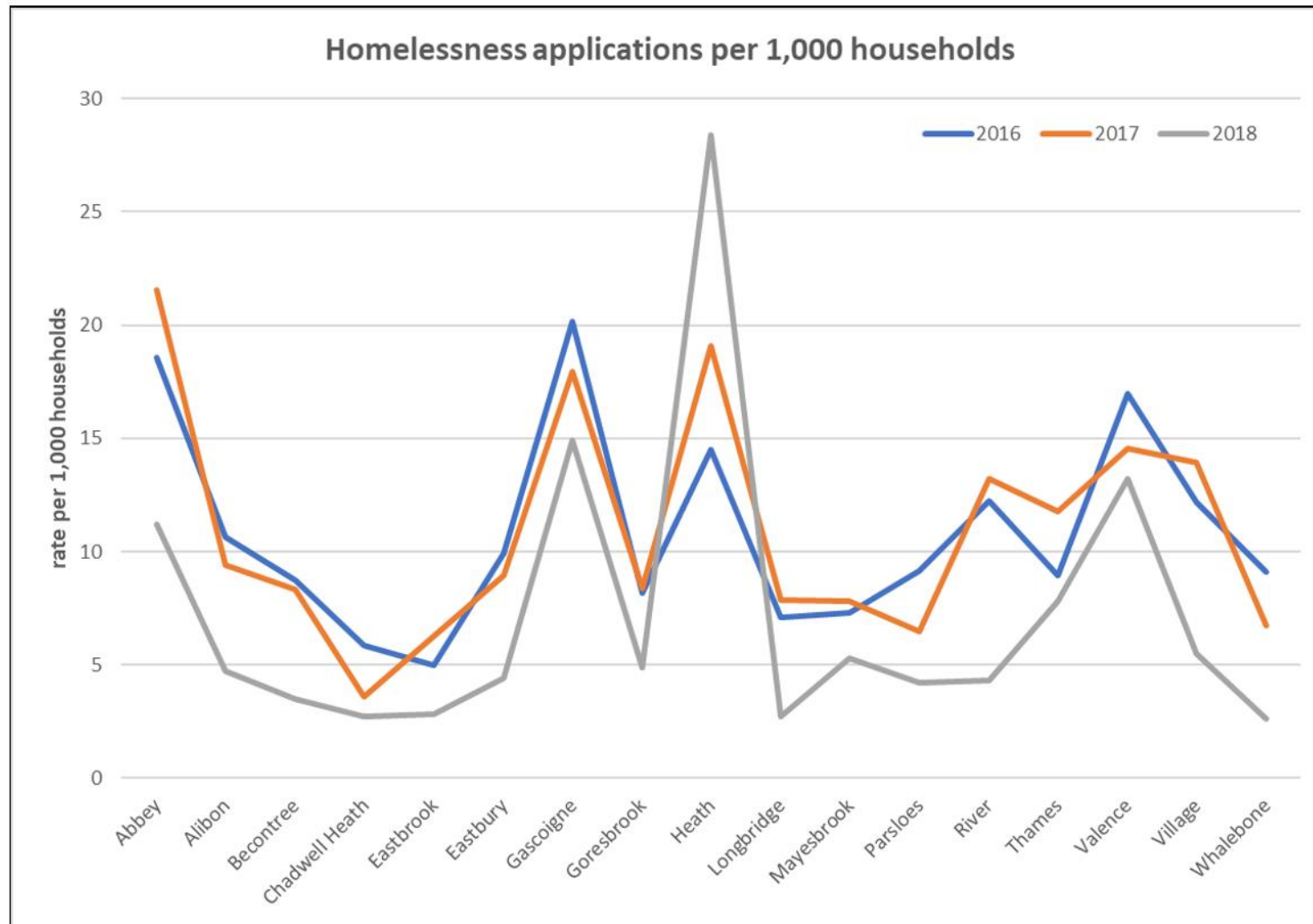
- ✓ Reduction in homelessness applications across all wards except Heath ward

- ✓ Reduced demand despite more responsibility under the Homelessness Reduction Act

- ✓ BUT we needed a targeted intervention in Heath ward…

Case Study: Community Food clubs. We improved our efforts to reduce homelessness

COMMUNITY FOOD CLUB
Food for thought

WELCOME TO THE CLUB

Join the Community Food Club to reduce your food shopping bill, by paying £3.50 per visit to access roughly £20 worth of shopping.

Membership is available for one person per household, to visit once a week and is valid for 3 months. Your membership will give you access to support from a wide range of services, providing advice on finances, health, employability and skills.

You will also have access to a shared community garden to grow your own produce and opportunities to work on community projects with fellow residents.

WHAT YOU NEED TO KNOW

To be eligible for the Community Food Club, you must:

■ Be a resident of Heath Ward;

- ✓ Used the SPI data to identify levels of need (high deprivation, low income high unemployment) and decided on Heath Ward

- ✓ Based on European social supermarkets model

- ✓ Found an existing asset in an underutilised Children's Centre

- ✓ Co-located Homes and Money Advice service and other rotating satellite services

- ✓ Early results; 50 families served and sustained tenancy. Over £300k cost avoidance into statutory services
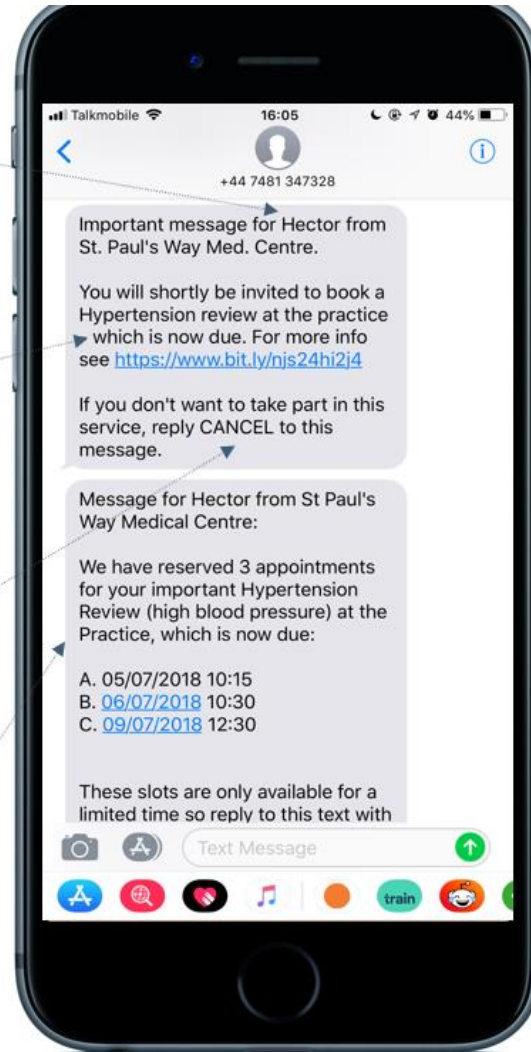
Impact through data driven action: Appt Health pilot

Personalised prep messages – the content of which depend on demographic info

Messages designed to provide context and link to more info about the appointment.

Provide the patient the opportunity to opt out of the campaign.

Messages are all templated to follow a predefined structure or workflow.

all Talkmobile 16:05 44%

+44 7481 347328

Important message for Hector from St. Paul's Way Med. Centre.

You will shortly be invited to book a Hypertension review at the practice which is now due. For more info see https://www.bit.ly/njs24hi2j4

If you don't want to take part in this service, reply CANCEL to this message.

Message for Hector from St Paul's Way Medical Centre:

We have reserved 3 appointments for your important Hypertension Review (high blood pressure) at the Practice, which is now due:

A. 05/07/2018 10:15
B. 06/07/2018 10:30
C. 09/07/2018 12:30

These slots are only available for a limited time so reply to this text with

all Talkmobile 16:05 43%

+44 7481 347328

service, reply CANCEL to this message.

Message for Hector from St Paul's Way Medical Centre:

We have reserved 3 appointments for your important Hypertension Review (high blood pressure) at the Practice, which is now due:

A. 05/07/2018 10:15
B. 06/07/2018 10:30
C. 09/07/2018 12:30

These slots are only available for a limited time so reply to this text with A, B or C to confirm your choice.

Thanks, Dr Joe Hall.

A

You are now booked in on 05/07/2018 10:15. Please add this to your diary now. If you need to change or cancel this appointment please contact the practice.
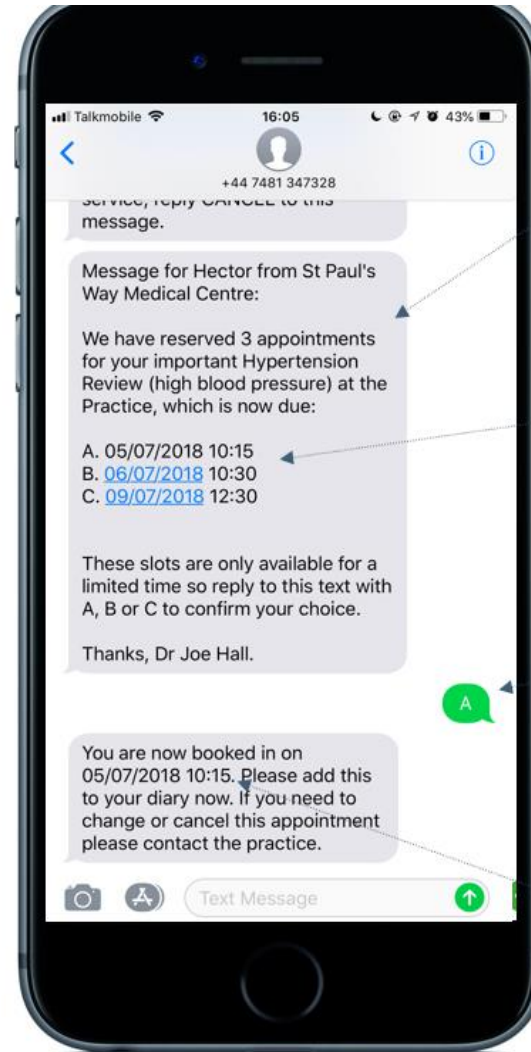
Behavioural economics is used to maximise response rates from patients.

Patients are offered three unique appointments that are available for a limited time.

Patients can respond with a keyword to choose their appointment: **Patient led booking.**

A confirmation message is sent to the patient, encouraging them to add it to their diary.

Impact through data driven action: Appt Health outcomes

- ✓ 16 GPs improved uptake on Health checks
- ✓ Increase in BAME men attending their appointment
- ✓ Increase in early detections of long-term illness

Appt Health
46 followers
1h

Following

Exciting news!

Appt's first two weeks of engaging patients in preventive health care are nearly over.

158 patient's have so far booked an NHS Health Check appointment at their local GP practice in the Barking & Dagenham region.

Statistically, this means:
- 8 early heart disease detection's
- 21 patient's identified as high risk for CVD who can receive an early intervention
- 1.6 extra years of life given
- 1.42 extra QALYS

The team is looking forward to the next few weeks of getting the public actively engaged in preventive programmes.

Thank You

Cllr Saima Ashraf
Deputy Leader, Cabinet Member for Community Leadership & Engagement

Pye Nyunt
Head of Insight & Innovation

One borough; one community; no one left behind

London Borough of
Barking&Dagenham
lbbd.gov.uk

Q&A

Q	A
What in practical terms did you do, and how did you make a case for investment?	PN: It started with the borough Manifesto, we engaged with residents on the outcomes that were most important to them. My team analysed the results for this, we did exploratory analysis. We thought about what we could do to influence poor health outcomes- this led to the creation of the app. I built a multi-disciplinary team of data scientists, data/behaviour analysts and service providers. SA: We wanted to have honest conversations, and removing political elements, 3000 people got involved with this engagement from community groups to schools. We established trust first, this enabled us to shape policies and target specific areas and different challenges and to understand preventative measures. We shared the data and demonstrated how collectively we could challenge this.
Were all the councillors happy to invest, who made the case? What advice would you offer?	SA: We need to understand our residents, this helped us do the transformation that we need. Pye's service was at the core of this.
How do you develop a team on a smaller scale when you are not in a position to spend resource on more than 2-3 FTEs?	PN: We built some easy interventions that tackled big problems in an easy way. Started with a small data model and this proved that we had area to grow and then it becomes intertwined into the work we do now.
Are you developing models yourself or off shelves? And are you using machine learning as part of the modelling?	PN: In house modelling, we do some machine learning in terms of data matching techniques.
Did you need a software developers support?	PN: We only use software developers for specific models

Discussion

As part of the session we had a discussion in breakout groups about the issues that councillors are finding with this agenda. Some core themes were:

- Siloed working in the council manifesting in siloes of data when the greatest value would come from working together and combining data. Recognition that it's a council-wide issue – and beyond to key partners too. This is one of the reasons why this opportunity needs member focus.

- Practical problems when software suppliers make data sharing difficult or impossible. The Local Digital Declaration is a national attempt to improve this. If your council has signed up are you committing to it in practice? Have members been involved in the sign-up process?

- An issue that this can be seen as a back office infrastructure initiative and so not as a priority – examples like Barking and Dagenham (and see other resources later) may help to illustrate why this is not the case

- A recognition that this isn't something you can fully switch on overnight, it takes time and needs a multi-year ambition

- A significant staffing issue, both in terms of recruiting people with the skills to create, analyse – and explain – the data, and also in terms of helping staff use the information which emerges, which is likely to mean a change in existing working practice.

Key Resources

- The LGA has a wealth of resources for this, including:
  - [Introductory page to data-use resources](#)
  - [A tool to help rate your council's data maturity](#)
  - [Data case studies](#)
  - [Extensive resources for your officers](#), including
    - [Transformation and Innovation self-assessment tool](#)
    - The LGA's [Advanced and Predictive Analytics network](#) (APAN)
    - [A very rich council-comparative data resource LG Inform](#) and [LG Inform Plus](#)

- The [Connected Places Catapult](#) website has further information including:
  - [Thinking about recruiting data scientists](#)
  - [A webinar with case studies](#)
  - [Further resources about public data](#)

Further Resources

- One of our delegates – from Worthing District Council – shared these examples of their work:
  - Over the last 12 months
  - And where they plan to go next

- A membership body for local government data–folk: The Local Area Research and Intelligence Association

- The Office for National Statistics Data Science Campus - "Data Science for Public Good"

- The Business and Local Government Data Research Centre which includes financial and other support for some data initiatives

- Further case studies from NESTA

Summary: Some Questions to Consider Asking

- Is my council already doing any work with the creative and integrated use of data, that I can encourage?
- Is there an officer who has responsibility for maximising the benefits of the data we hold – what is their plan and level of ambition?
- How well connected is my council with those who have developed great practice in this area (eg see resources earlier)?
- How can we build a required understanding of this agenda into the future recruitment of senior officers who are member appointments?
- Does my council's scrutiny function include a quantitative approach to scrutiny – does it demand quantification to support policy development and action? Do my cabinet colleagues?
- What is our appetite for data sharing internally and with partners? Are we unduly risk averse? Do we have data sharing protocols in place internally and externally?
- Do my colleagues have ethical or practical concerns about the use of data? When and how can we have the discussion about our approach to this?
- In steering officers for areas to explore for next year's budget, should this be an area for their work? Are officers in my council aware of the support resources set out on the previous pages?