Better decisions start with a complete picture

A blended data and technology approach

LARIA Autumn Webinar Series – October 2026



Today’s agenda

1. Introduction: Why better decisions start with a complete picture | **CACI**
2. The challenge: Identifying financially vulnerable residents | **London Borough of Barnet**
3. The solution: Building a vulnerability model | **Snowflake**
4. The results: From disconnected records to a richer single view | **London Borough of Barnet**
5. Q&A: Ask us anything about the project and our partnership



Why better decisions start with a complete picture



Stewart Eldridge
Head of Communities
& Government

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Uncertainty changes the context, not the responsibility

Local Government and wider Public Sector organisations need a dependable evidence base for difficult decisions

Immediate context

LGR under review

Councils waiting for clarity

Constant requirement

Robust, reliable and up-to-date data

to plan services & allocate limited resources well

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Council data shows vital activity, but not the whole picture

A fuller picture indicates people who are not currently visible through service records





CACI adds depth beyond traditional open sources

Granular insight into people, households, places and need

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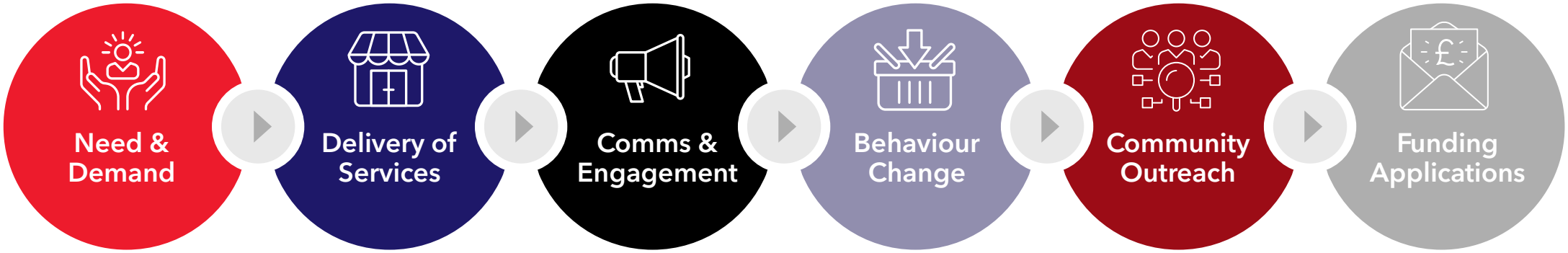
Data Across the Public Sector



Ministry of Housing, Communities & Local Government
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Coventry City Council
Kent County Council
Liverpool City Council
Tameside Metropolitan Borough
Warrington Borough Council
Wokingham Borough Council

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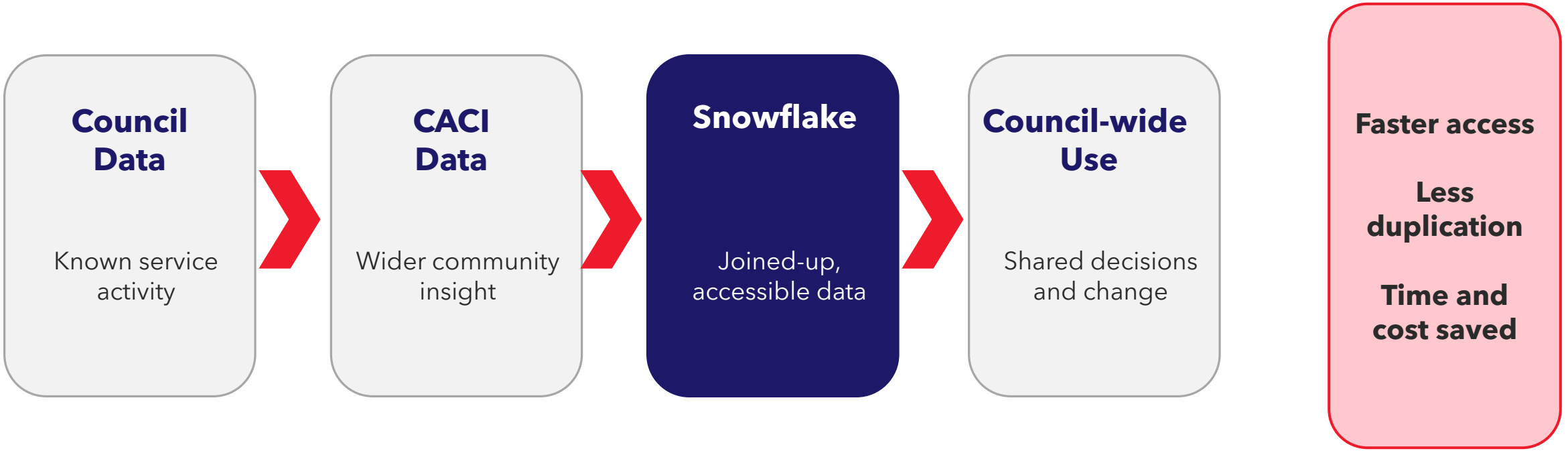
Blend the data. Join up the insight. Put it to work.

A shared evidence base supports faster, more consistent decisions across Local Government



Next: Barnet's experience of putting this approach into practice

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The challenge:
Identifying financially vulnerable residents



James Rapkin
Head of Organisational Insight & Intelligence

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A resident experiences one financial reality

A council may see several disconnected records

Council Tax	One system
Benefits	Another system
Social care	A different service
Household context	Often external



The problem was not a lack of data. It was the absence of a joined up, usable picture of a resident.

Four barriers stood between data and earlier support

Fragmentation

Important indicators or vulnerability flags sat across separate services and systems.

Data matching

No shared unique identifiers existed across every source system or dataset.

Context

Council data showed resident interactions with services, but not the complete financial and household circumstances.

Actionability

A technically rich dataset is not useful if services cannot interpret or act on it.

We didn’t want to build yet another dashboard. We wanted to establish a trusted, explainable way of joining information and supporting services to decide what they could usefully do with that insight.

The goal was not to label people

Our aim to was use data to support prevention activity through proportionate, earlier and better-informed decision making



Key objectives:

- Build a reliable single view of a person or household
- Identify combinators of indicators that highlight financial vulnerability
- Develop a transparent vulnerability score and test whether services find it useful
- Give services better evidence when designing campaigns or approaches for more targeted engagement and preventative activity
- Establish a reusable and scalable data-matching methodology for future analytical work.

We built the capability iteratively

01 Connect internal data

- Council Tax
- Revenues and benefits
- Adult Social Care
- Care Leavers

02 Add household context

- CACI Acorn
- CACI Vulnerability
- CACI Paycheck
- Geographic context

03 Make it usable

- Composite vulnerability score
- PowerBI Single View
- Natural-language prototype
- Operational testing

Innovation came from the end-to-end combination of matching, enrichments, governance, analytics and service input.

Each partner contributed a different piece of the solution

BARNET LONDON BOROUGH	Problem definition, internal data, governance, internal data matching, service interpretation
CACI	Enriching dataset with household, income and vulnerability context
snowflake®	Data and AI environment for integration, data exploration, scoring, and NLP analytical agent prototyping

Accountability remains with Barnet: controlled access, transparent methodology and human validation.

The solution:
Building a financial vulnerability model



Irfan Rasul
Senior Engineer

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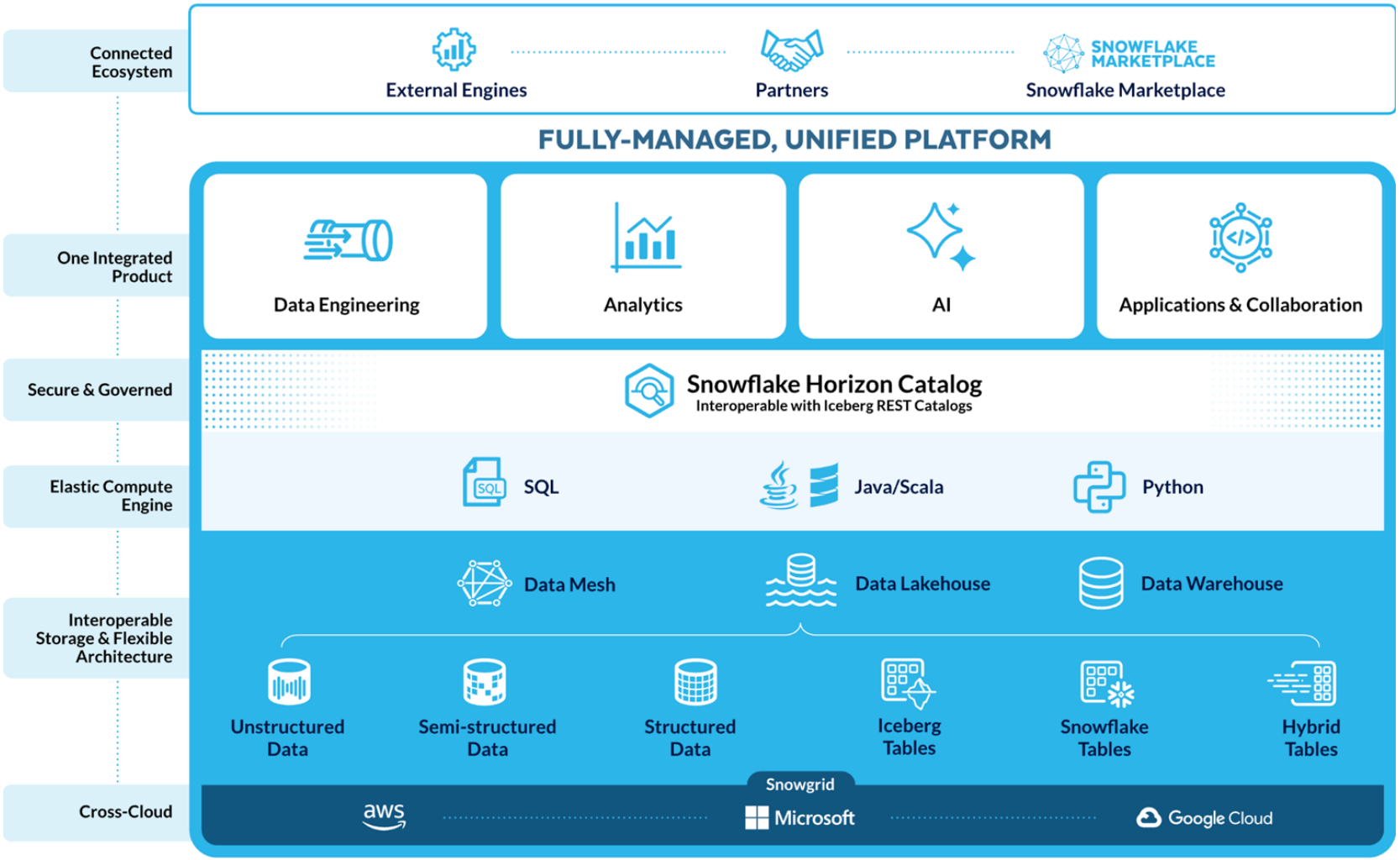
AN OVERVIEW OF SNOWFLAKE

Snowflake Platform is Easy, Connected and Trusted to help your organisation do more with data and be AI-ready



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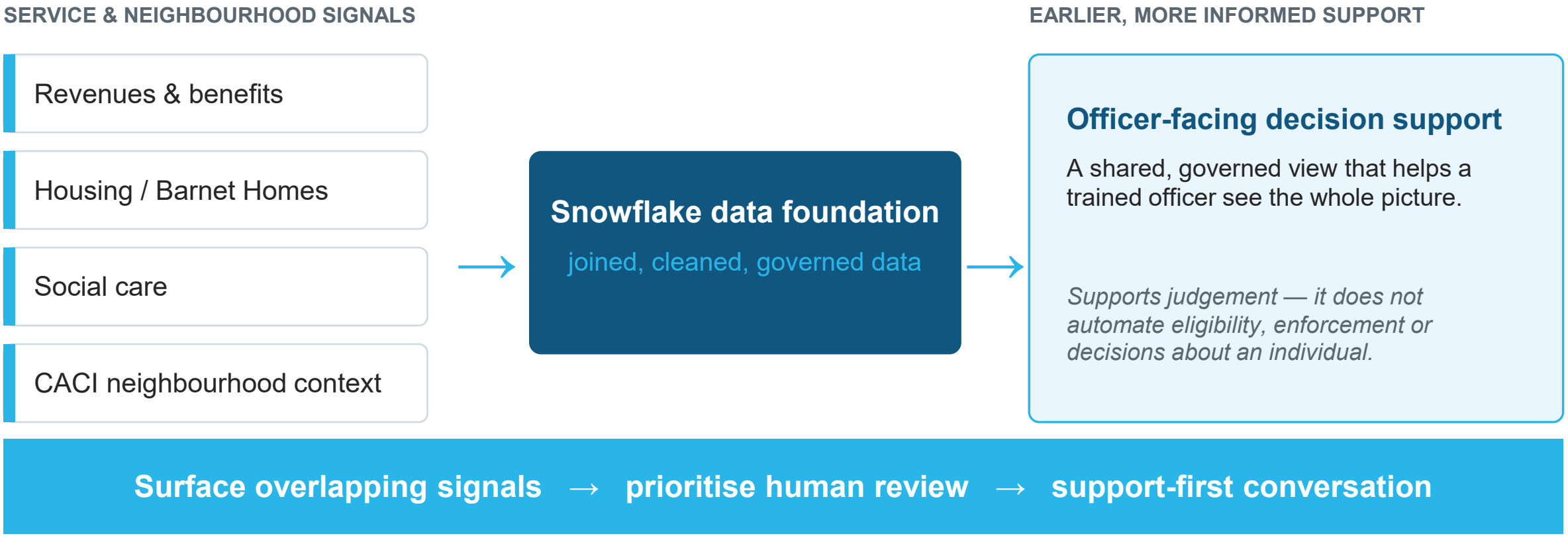
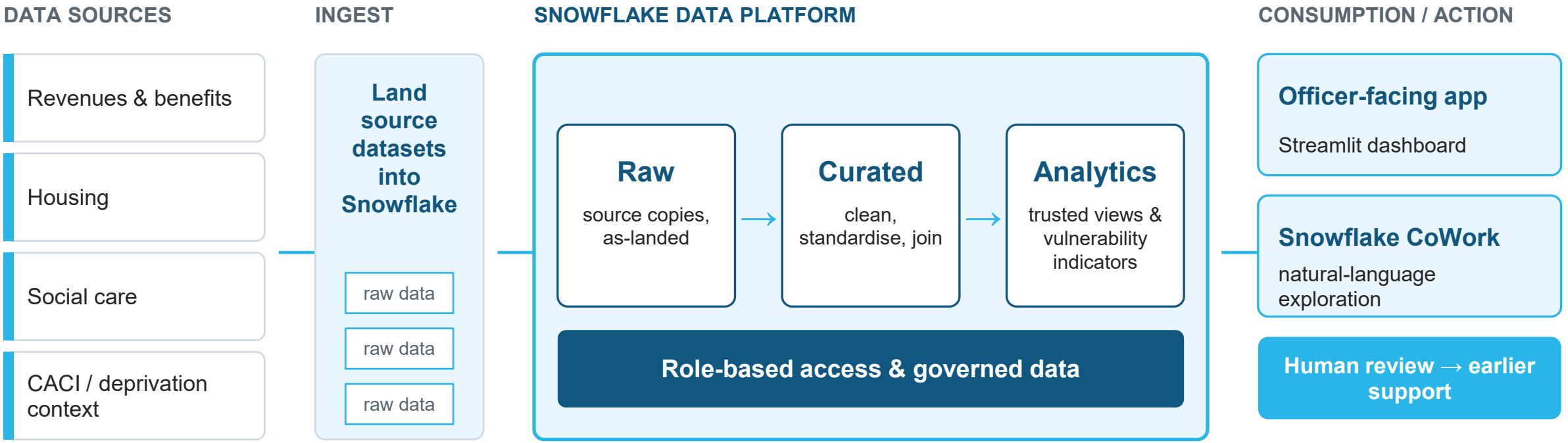
FINANCIAL VULNERABILITY IS A JOINING PROBLEM

Barnet's opportunity: move from fragmented signals to earlier, more informed support.



ONE GOVERNED SNOWFLAKE PLATFORM, FROM DATA TO ACTION

A simple architecture for turning separate signals into a usable view.



Start narrow, prove the pattern, then expand — begin with financial vulnerability; add sources and use cases only once data, permissions and service-owner controls are agreed.

Target architecture for Barnet

The results:
From disconnected records to a richer single view



James Rapkin
Head of Organisational Insight & Intelligence

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From disconnected records to a richer single view

Before

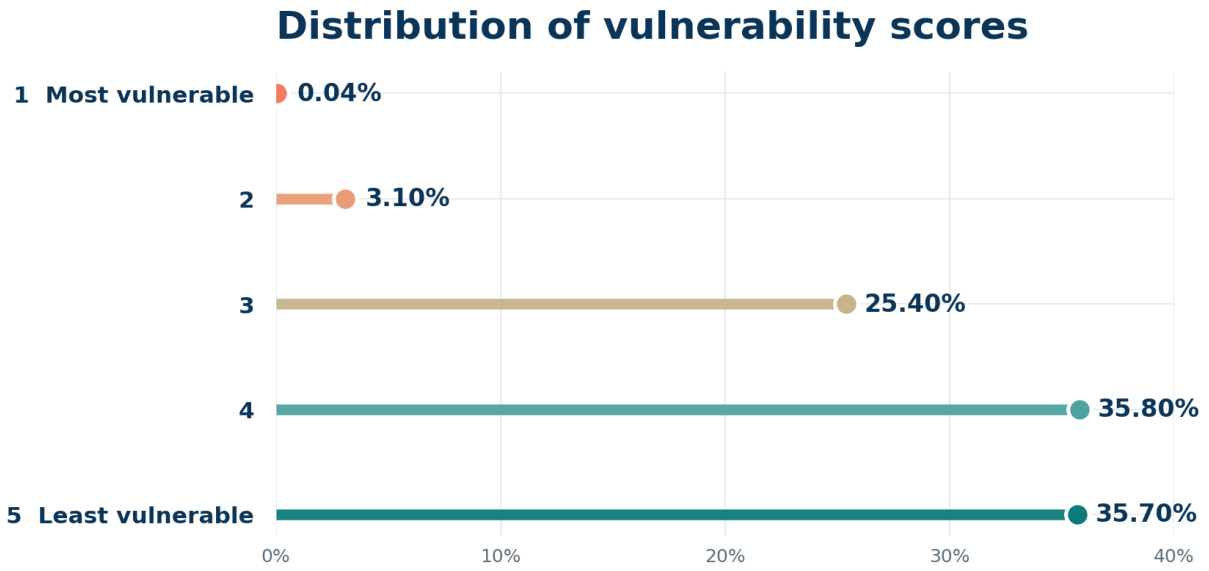
- Separate datasets
- Partial views of vulnerability/need
- Limited context
- Manual interpretation

Now

- **Matched single view**
- **1-5 Composite vulnerability score**
- **Enriched dataset and insights**
- **PowerBI Single View Tool**
- **Natural-language analytics prototype**
- **Reusable, scalable methodology**

~250,000 scored records in June 2026 project update

The value comes from seeing combinations of indicators



1,814

people appeared in both Revenues & Benefits and Adult Social Care

137

people with Council Tax arrears also received benefits and Adult Social Care support

Richer context and insights

Geodemographic, vulnerability, income, and deprivation data has broadened the data-informed service understanding of residents and engagement approach

Initial analytical findings to inform engagement and campaigns. Not an automated eligibility, entitlement or enforcement decision.

The real test is whether insight informs prevention

The vulnerability score is the beginning of the conversation, not the decision itself

Emerging uses	Supportive engagement, tailored engagement campaigns and informing different approaches for vulnerable non-payers.
Still to prove	Accuracy, service usefulness, bias, refresh frequency, integration into business as usual and measurable resident outcomes.
Next stage	Evaluate interventions, expand single view to incorporate additional datasets with appropriate governance and use cases.

HOW INSIGHT BECOMES ACTION

1. **INSIGHT**
   Joined-up signals
2. **CONVERSATION**
   Professional judgement
3. **TAILORED SUPPORT**
   Proportionate response
4. **PREVENTION**
   Earlier help

Thank you!

Any questions?

