



Achieving meaningful change with accessible data and robust foundations

# Key learnings from our Local Government Immersion Day 2025

**CACI** +  snowflake® + 

**Hosted by CACI, Snowflake and AWS**

*In partnership with Manchester City Council, Coventry City Council, LARIA and techUK*



## Part 1

# Introduction

In **November 2025**, CACI, Snowflake and AWS came together to host a Local Government Immersion Day in London, bringing together leading councils and public sector organisations to explore how accessible data and robust data foundations can transform local government services.

With forward-thinking councils in the room, we explored how data can be used not just to inform decisions, but to drive meaningful change.

**The day focused on three key themes shaping the future of local government:**



The critical role of data democratisation and data sharing



Building strong data foundations for AI implementation



Emerging trends and insights transforming public sector services



**Laria**

**techUK**

*Stewart Eldridge, Associate Partner - Head of Communities & Government at CACI Ltd, and Simon Tobias, UK Local / Regional Government Lead at Snowflake, introducing our Local Government Immersion Day in London on November 2025.*

# Next steps for local councils

Our Immersion Day tackled key challenges that public sector organisations face when driving meaningful change:



## Poor access to quality data

Adopting a blended data approach providing access to detailed up-to-date data is critical. Open and administrative data alone do not provide the insights necessary to help prioritise and deliver services to at-risk and vulnerable communities.



## Legacy technology

Upgrading and integrating legacy technology effectively is crucial for meaningful change. A strong data foundation provides a single version of truth, supports informed decision-making, and drives operational efficiencies.



## Slow decision-making

Linked to legacy technology, siloed data across departments and systems within the public sector can lead to a slower path to insights and delay decision-making.



## Doing more with less

Public sector organisations must maximise limited budgets by using data and technology to guide cost-effective, high-quality service delivery to the right people, at the right time.



## Information governance

Protecting resident and service user data is essential in the public sector. Fear of over-stepping boundaries of acceptable use can stifle innovation, whilst a lack of fear may incur more privacy risk than is acceptable.



## The opportunity for change

The day showed that accessible, actionable data is a powerful catalyst for transformation. From strategic planning to service delivery, collaboration and innovation can unlock better outcomes for communities.

## About our partnership

CACI, Snowflake, and AWS are working together to help local authorities:

1. Democratise access to data across the public sector
2. Simplify data architectures for faster insights
3. Establish strong data foundations that unify service user, operational, and commercial data

With richer, real-time insights, organisations can prioritise services, improve efficiency, and deliver better outcomes for residents.

## How we can help

- Reduce time to impact whilst making data accessible to drive meaningful change
- Build future-ready data foundations
- Support democratisation of data with strong governance to enhance service delivery with unique health, wellbeing, and demographic datasets
- Enable smarter decisions with access to:
  - ✓ 600+ demographic, lifestyle, and behavioural attributes.
  - ✓ Geolocation data from 2.5M UK devices.
  - ✓ Transactional spend data from 4M+ UK debit cards.



# Key learnings from the day

Public Sector organisations are facing increasing complexity and pressure to deliver more with less. Budget constraints, rising demand, and evolving citizen expectations mean that clarity, efficiency, and innovation are more important than ever.

Throughout the day, we explored how local authorities can turn **complexity into clarity** - using data as a strategic asset to improve outcomes and services.



1

## Manchester City Council

### Good data, good decisions, good outcomes

**Paul Holme**, Head of Performance, Research & Intelligence at Manchester City Council



MANCHESTER  
CITY COUNCIL

Paul Holme opened the day by sharing how Manchester City Council is using data to drive better decisions and outcomes. His message was clear: data alone isn't enough - it's about transforming raw data into meaningful intelligence.

*"Being data-driven in our decision-making is essential and by leveraging good data, leaders can identify trends, anticipate challenges, and make informed decisions that drive meaningful outcomes, fostering innovation, resilience, and sustained success"*

- Paul Holme

Paul outlined a five-step approach to turning data into insight:

1. Data Collection
2. Data Preparation
3. Data Visualisation
4. Data Analysis
5. Data Storytelling

To support this, councils need a data strategy focussed on:

- Enhancing data quality
- Improving accessibility
- Strengthening governance
- Leveraging advanced analytics
- Fostering a data-driven culture

Manchester City Council is applying this approach to real-world challenges - from analysing fly-tipping trends to understanding factors that influence care outcomes and vaccine uptake.

2

## LARIA

## Empowering local area researchers

**Paul Holme,**  
Chair of LARIA



Paul also spoke in his role as Chair of LARIA (Local Area Research and Intelligence Association), the UK-wide network supporting professionals who use research and intelligence to improve local places and services.

LARIA connects public, private, and academic sectors to share best practices, build skills, and influence decision-making. It supports:

- **Officers:** Build skills, share practice, and make research matter
- **Leaders:** Use insight strategically to shape better services
- **Private sector partners:** Understand public sector priorities and demonstrate impact

3

## Coventry City Council

## How to use a blended data approach to public services

**Tim Healey,** Senior Analyst at Coventry City Council



Coventry City Council collects data from service users - including date of birth, sex, ethnicity, disability status, armed forces service, and postcode - and overlays that with CACI Acorn data to uncover insights like which residents book tip visits or why new arrivals face more bus lane fines. This approach helps tailor services to meet diverse needs more effectively and fairly.

They also use this mix of data to gain a deeper understanding of foster care applicants, enabling them to target individuals who closely resemble successful applicants and to identify and remove barriers for those who are not currently being accepted.

4

techUK

## Trends and barriers in Local Government Innovation

**Georgina Maratheftis,** Associate Director, Local Public Services

Georgina Maratheftis from techUK highlighted how the organisation fosters collaboration between tech firms and local government to unlock innovation and improve outcomes.

She also shared key barriers to tech adoption in local government:

- Limited awareness of the "art of the possible"
- Lack of access to diverse perspectives and experiences
- Hesitancy to engage with third parties due to procurement concerns and lengthy internal processes

techUK is working to overcome these barriers by building confidence, sharing knowledge, and promoting agile partnerships.



# CACI, Snowflake and AWS insights

Then we shared some of our own insights:

## CACI

### AI: Civic Signals, some thoughts from local government

**Sue MacLure**, Director of Data & AI Ethics at CACI



Sue MacLure started her session by highlighting Principle 2 from the local government AI playbook titled: 'You use AI lawfully, ethically and responsibly'. But how do local governments do this?

In terms of the ethical considerations, Sue discussed the importance of the following:

- Appropriate transparency & explainability
- Accountability & governance
- Technical robustness & safety
- Contestability and redress
- Societal & environmental wellbeing
- Diversity, non- discrimination and fairness

She then shared some of CACI's insights from our 'Voice of the Nation' survey about what 'harms' local councils' residents are most worried about. Here were the top answers:



*"We'll lose the ability to think for ourselves, don't make to many decisions in isolation"*



*"Overt scams and lying, but also not knowing what to trust"*



*"Anxiety about its role, how to interact with it, what it means for me?"*



*"Will I become a number without any personal meaning, resulting in both unfair treatment but also loss of personal dignity."*



*"Fear of isolation, not talking to people, service being replaced with machines"*



*"What does it know, how does it know it, what will it do with that information"*



*"Who's watching the powerful, can it be misused against us - even if unintentionally at first?"*

## Smarter councils start with better data

**Fawad Qureshi**, Global Field CTO at Snowflake

### Three key takeaways from the session

1

The “cost of disconnection” is measured in resident outcomes, not just IT budgets.

2

A modern data foundation is what makes a “connected ecosystem” possible.

3

This foundation is the “launchpad” for both efficient services and responsible AI.

- **Think in “second-order effects”:** The “Law of Ecology” (You can never do only one thing) should be applied to council decisions. A choice in one area (like housing) will always have ripple effects on others (like roads, schools, and drainage). The key is to ask, “And then what?” to anticipate systemic impacts.
- **Data silos hide critical insights:** Think of a single vulnerable resident who may be on four separate lists (Adult Social Care, Social Housing, Environment, Finance). Because the data is siloed, no single department sees the full picture, leading to a “Service Failure” where proactive intervention is missed.
- **Inefficiency is a major cost:** Data teams are spending 80% of their time just moving and cleaning data, not analysing it. Securely sharing data with partners such as the NHS or the police is often a slow, manual process.
- **There is no AI strategy without a data strategy:** The biggest barrier to AI isn’t the algorithm; it’s the data. Trying to build an AI strategy on a “data-island” foundation is like building a skyscraper on sand. A connected data ecosystem is the essential foundation for responsible AI.
- **The goal is a “connected ecosystem”:** The aim is to shift the cultural mindset from “my data” to “our data” for the public good.





## AI begins with data: Building foundations for intelligent transformation

**Harneet Singh**, UK Public Sector  
Specialist (Data & AI) at Amazon  
Web Services (AWS)

Harneet discussed how local authorities need to look 'beneath the surface' of AI to make sure that they have a strong data foundation and modern data strategy first. In fact, he explained how 'building trust in AI starts with your data foundation and people'.

But what is a modern data strategy? He defined it as *"An agile plan of aligned actions spanning mindset, people, process, and technology that accelerates creating value using data in direct support of strategic business objectives."*

### **(Mindset + People + Process) x Technology**

The way local councils need to do this, is by thinking big, starting small and scaling fast:

1. Establish new ways of working between business, DATA, & technology teams
2. Create data-as-a-product thinking
3. Lead with customer focus
4. Establish the metrics to measure success
5. Build the mindset for experimenting, testing, predicting

And this all starts with the right questions:

- Where is time spent?
- How are decisions made?
- How to enhance user experience?
- What is the mission?
- How does work get done?



## Need support?

We'd love to speak to you about how CACI, Snowflake and AWS can work together to help you achieve more meaningful change in the public sector.

Get in touch to learn more about how we can help!



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