

CHILD JOURNEYS USE CASE – OUTPUT OF USER RESEARCH

OCTOBER 2018

DRAFT FOR COMMENT

- ❑ We have interviewed 40 representatives of child and family services across both Wigan and CWAC and have held three workshops in each authority to play back findings and receive feedback
- ❑ From the detailed evidence collected to date, we have created:
 - i) System: an overview of child and family services in Wigan and CWAC
 - ii) Personas: what different users need to carry out their roles effectively and pain points that can prevent them from doing so; and
 - iii) User Needs: a longlist of 10 potential ways to use child journey data to improve efficiency and child outcomes
- ❑ In workshops with both authorities 5 of the User Needs were consistently mentioned as important for improving decision making. Subsequent testing narrowed these down to a top three Users Needs centred on providing service managers and leadership with performance and outcomes information
- ❑ These three which have been the subject of solution design

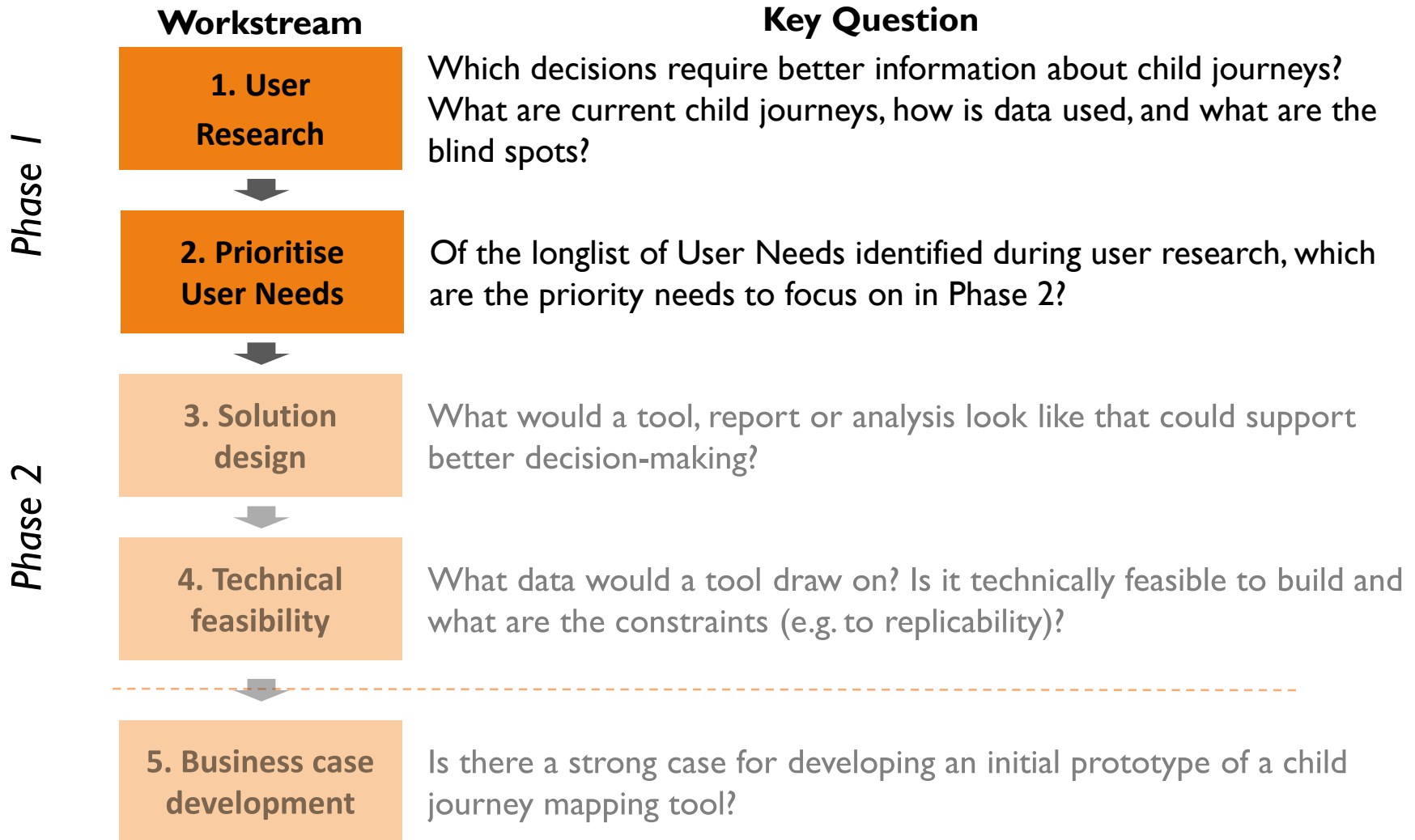


1. User research methodology
2. System map and data diagnostic
3. Prioritised User Needs
4. Detailed Personas and User Needs



THE FIRST PART OF THE PROJECT WAS PREDOMINANTLY USER RESEARCH

4

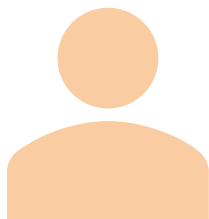




WE HELD SEMI-STRUCTURED INTERVIEWS WITH 40 USERS ACROSS WIGAN AND CWAC

5

**Front Door
Team**



5x

**Frontline
Worker**



9x

**Team / Service
Manager**



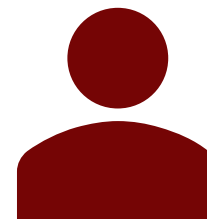
8x

Analyst



9x

Leadership



9x

We asked people....

Q1: What is your **role** and that of your **team / service** within the child and family system?

Q2: What are the key **blind spots** currently in terms of child journeys?

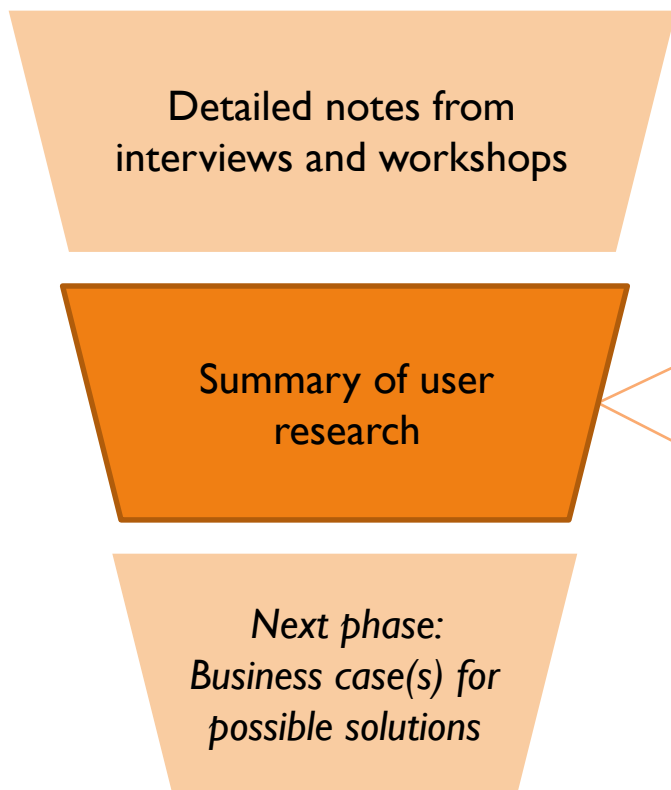
Q3: What are the key **decisions** you make along a child's journey through services?

Q4: How would data about child journeys **add value** when making these decisions?




WE SUMMARISED THE RICH FEEDBACK FROM INTERVIEWS USER RESEARCH IN TWO WAYS

6



①

5 Personas to summarise the needs and pain points of staff roles

Team / Service Manager  Description Responsible for the performance and management of a team of frontline workers Roles <ul style="list-style-type: none">• Child in Care• Provider Services• SEND• Targeted Youth Services• Early Years Improvement	User EPIC "We need information about a child's previous engagement with services, to avoid doing the same thing over and over" "Social workers spend their lives chained to the desk" "Practitioners only know what happened in a case... if they have an emotional interest and deliberately follow up" "To understand a child journey you have to know the data system inside out" As a Service Manager I need... <ul style="list-style-type: none">• A view of a child's journey through the system, as a proxy for understanding outcomes• To know all key individuals and agencies in touch with a child at any time to make holistic decisions and plans• An understanding of child outcomes after services, to track performance, track specific populations, and inform commissioning of services
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②

11 User Needs which we could focus on in the next phase

1. Details of all the agencies in touch with a child / family now and previously, in order to pull together a holistic TAF or make fully informed decisions when creating plans	
Problem(s) Solved	<ul style="list-style-type: none">• Frontline staff spend time tracking down information and creating child chronologies• Frontline staff may miss important information and not include key professionals (e.g. Youth Service) in important case decisions
Value Add	<ul style="list-style-type: none">• Better input into planning decisions – ensures all stakeholders are around the table to make important case and plan decisions
Impact for Children / Families	<ul style="list-style-type: none">• Better outcomes for children – support plans are more effective and more likely to achieve behaviour change when made holistically
User(s)	<ul style="list-style-type: none">• Social Workers, Family Support Workers, SEND teams, Targeted Youth Services, Youth Justice
Decision point in the system	<ul style="list-style-type: none">• Social Care Assessment, Early Help and other planning (e.g. EHC Plan)



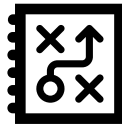
WE VALIDATED PERSONAS AND USER NEEDS WITH INTERVIEWEES AND OTHER STAKEHOLDERS, AND PRIORITISED USER NEEDS

7

Phase 1



User interviews



Understand and
map services and
data assets



Identify longlist of
User Needs



Prioritise c. 3
User Needs based
on feedback

*We would like your feedback on
this document to validate the
priority User Needs*

Phase 2



Solution design
for prioritised
User Needs



Test **technical**
feasibility of
potential solutions

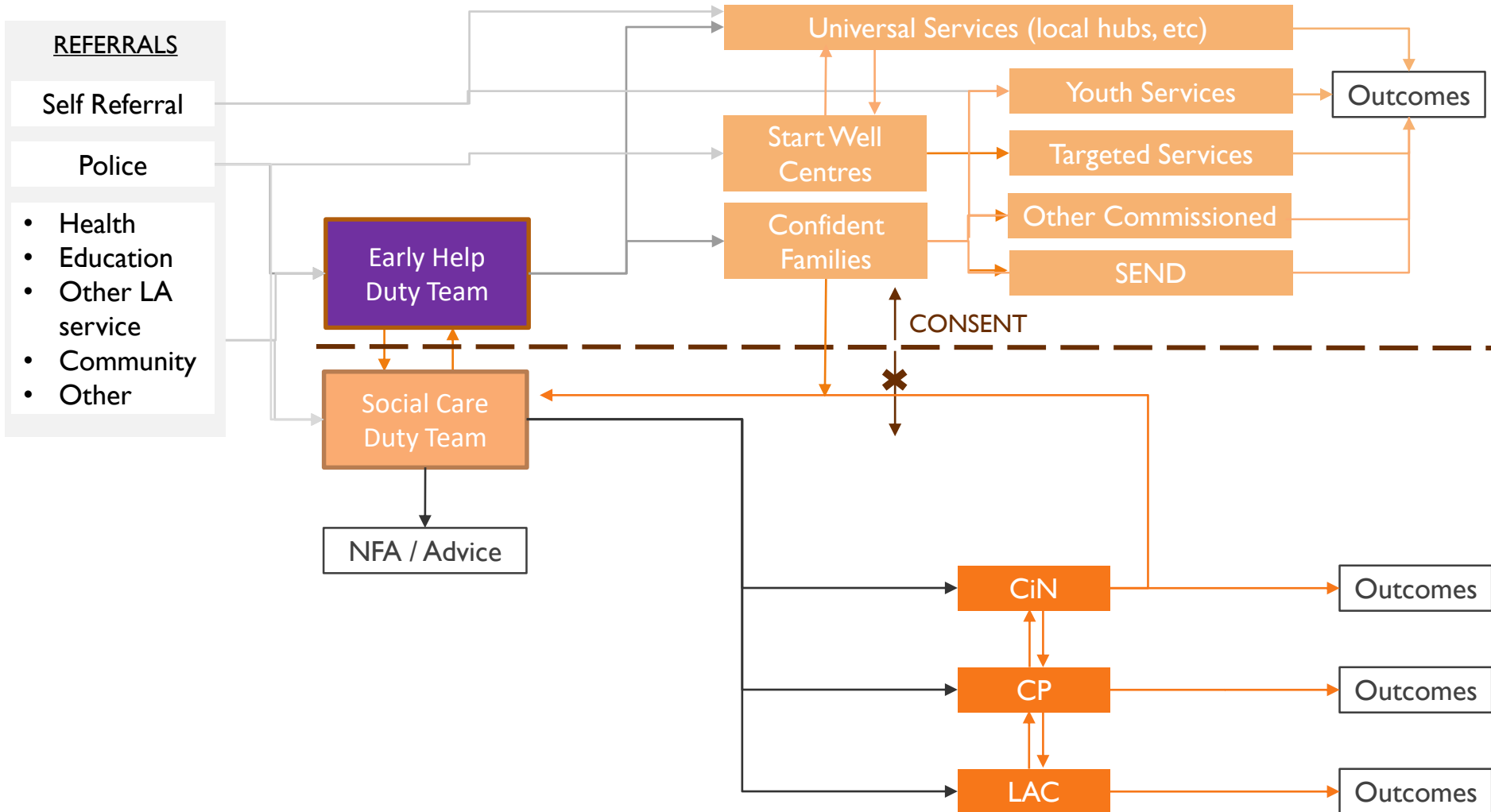


Select final options to
develop a **business**
case for prototype

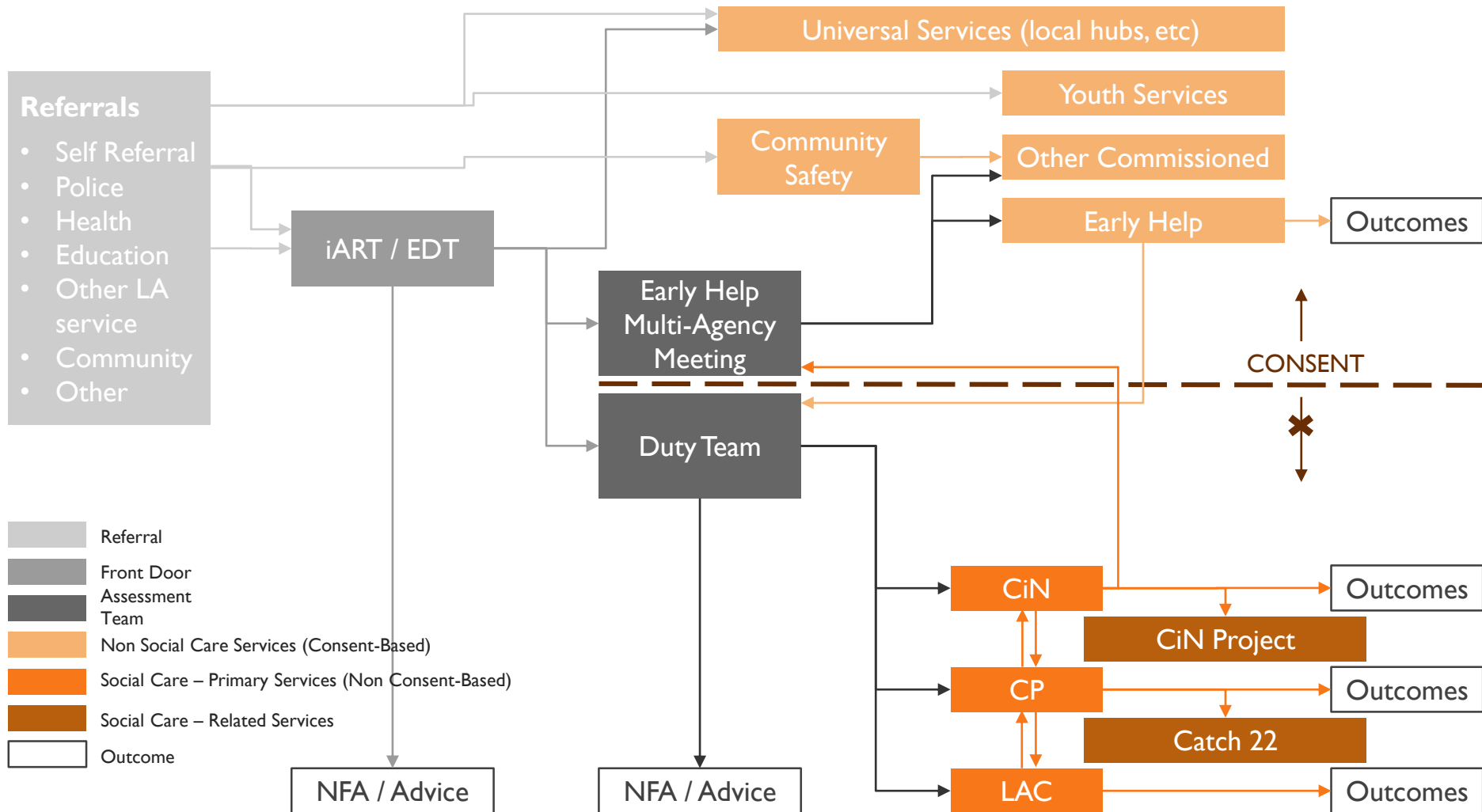


1. User research methodology
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4. Detailed Personas and User Needs

SYSTEM MAP – WIGAN



SYSTEM MAP – CWAC





Service / business area	System	Overview of relevant codifiable data
Adult Social Care	Mosaic	Plan and detailed needs info
Children's Social Care	Liquid Logic – LCS	Plan and detailed needs info
Early Help	Liquid Logic – Early Help Module	Plan and detailed needs info
Education	EBIU + School Census	Outcomes data: Attendance, Attainment, Behaviour etc.
SEND	Capita	?
NEETs	IYSS	NEET status; RONIs
Youth Justice	IYSS	Plan info (needs info?)
Universal	MCA	Session attendance register and session type
Housing & Homelessness	Northgate	Rent arrears, occupant details, support services recipient



WE HAVE NOT YET SPOKEN TO OWNERS OF NON-COUNCIL DATASETS (E.G. HEALTH, POLICE). THIS WILL TAKE PLACE IN THE ALPHA PHASE



Service / business area	System	Overview of relevant codifiable data
Adult Social Care	Liquid Logic – ACS	Plan and detailed needs info
Children's Social Care	Liquid Logic – LCS	Plan and detailed needs info
Early Help	Liquid Logic – eTAF	Plan and basic needs info
Education	CYPD + School Census	Outcomes data: Attendance, Attainment, Behaviour etc.
SEND	CYPD	Outcomes data: Attendance, Attainment, Behaviour etc.
NEETs	IYSS	NEET status; RONIs
Youth Justice	?	Plan info (needs info?)
Universal	eStart – historic, now a commissioned service	Session attendance register and session type
Housing & Homelessness	?	Housing benefit data; (homelessness presentation?)



WE HAVE NOT YET SPOKEN TO OWNERS OF NON-COUNCIL DATASETS (E.G. HEALTH, POLICE). THIS WILL TAKE PLACE IN THE ALPHA PHASE



DATA MATCHING POSSIBILITIES – WIGAN

13

Some CWAC datasets include unique identifiers that can be used to match individuals across datasets. Other datasets require manual matching using name, DOB etc.

Matrix of possible dataset to dataset match method

	LCS	Mosaic	EHM	Capita	IYSS	NHS	School Census	DWP	Police
Mosaic	LLID N+DOB								
EHM	LLID	LLID							
Capita	UPN	N+DOB	UPN						
IYSS	UPN N+DOB+A	N+DOB	UPN N+DOB+A	UPN N+DOB+A					
NHS	NHS#	N+DOB+A	NHS#	N+DOB+A	N+DOB+A				
School Census	UPN	N+DOB	UPN	UPN	UPN N+DOB+A	N+DOB+A			
DWP	A	A	A	A	A	A	A		
Police	N+DOB+A	N+DOB+A	N+DOB+A	N+DOB+A	N+DOB+A	N+DOB+A	N+DOB+A	N+DOB+A	

Key:

Unique identifiers	LLID	Liquid Logic ID
	UPN	Unique Pupil Number
	NHS#	NHS Number
	UPLN	?

Manual match	N	Name
	DOB	Date of Birth
	A	Address



DATA MATCHING POSSIBILITIES – CWAC

14

Some CWAC datasets include unique identifiers that can be used to match individuals across datasets. Other datasets require manual matching using name, DOB etc.

Matrix of possible dataset to dataset match method

	LCS	LAS	ETAF	CYPD	IYSS	NHS	School Census	DWP	Police
LAS	LLID N+DOB								
ETAF	LLID	LLID							
CYPD	UPN	N+DOB	UPN						
IYSS	UPN N+DOB+A	N+DOB	UPN N+DOB+A	UPN N+DOB+A					
NHS	NHS#	N+DOB+A	NHS#	N+DOB+A	N+DOB+A				
School Census	UPN	N+DOB	UPN	UPN	UPN N+DOB+A	N+DOB+A			
DWP	A	A	A	A	A	A	A		
Police	N+DOB+A	N+DOB+A	N+DOB+A	N+DOB+A	N+DOB+A	N+DOB+A	N+DOB+A	N+DOB+A	

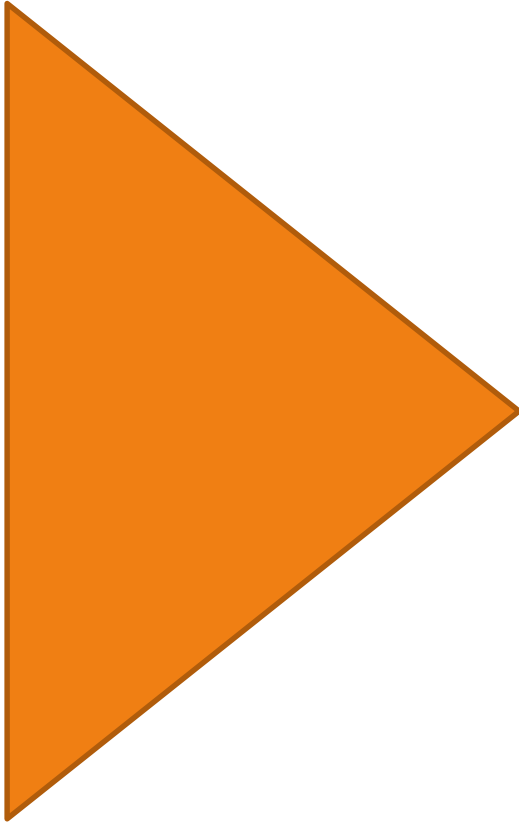
Key:

Unique identifiers	LLID	Liquid Logic ID
	UPN	Unique Pupil Number
	NHS#	NHS Number
	UPLN	?

Manual match	N	Name
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	A	Address



1. User research methodology
2. System map and data diagnostic
3. Detailed User Needs and Personas
4. Prioritised User Needs



Persona and User Needs frameworks

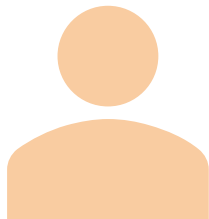
PERSONAS CAPTURE NEEDS AND PAIN POINTS FOR 5 GENERALISED STAFF TYPES

17

We have grouped interviewees into 5 generalised Personas according to common roles, decisions, and needs regarding child journey information. Each Persona describes:

- **Overview:** high level summary of responsibilities and motivation
- **Roles:** the different types of staff role and teams captured within each Persona
- **Needs:** what people need to carry out their role effectively
- **Pain Points:** the barriers to doing this as relates to child journey information

**Front Door
Team**



**Frontline
Worker**



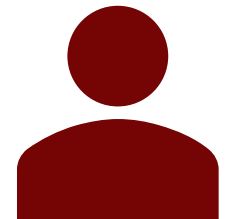
**Team / Service
Manager**



Analyst



Leadership





USER NEEDS ARE GROUPED BY COMMON DECISION POINTS WITHIN CHILD AND FAMILY SERVICES






18

Decision type	Decision-makers	When in Journey	Outcome
Triage and Referral	<ul style="list-style-type: none">• MASH & Front Door teams• Early Help Hub• Emergency Duty Team	<ul style="list-style-type: none">• Front Door pathway (e.g. Social Care and Early Help Hubs, Locality multi-agency meetings)	Referrals go to the right place first time, within time targets
Assessment and Support Planning	<ul style="list-style-type: none">• Social workers• Early Help and prevention• Troubled Families• Other case workers	<ul style="list-style-type: none">• Frontline workers (e.g. Early Help workers, Social workers)	Staff develop and deliver Plans that achieve sustainable behaviour change
Performance and Grip	<ul style="list-style-type: none">• All team and service managers e.g, SEND team, Social work, Early Help leads,YOT	<ul style="list-style-type: none">• Team and Service Managers, Senior Leadership (e.g. Early Help Manager)	Managers baseline and measure the performance and outcomes of their team or service
Learning and system change	<ul style="list-style-type: none">• Directors and Assistant Directors• Service Managers (e.g. social work, early help)• Transformation leads• Quality and Safeguarding	<ul style="list-style-type: none">• Senior Leadership (e.g. DCS,Assistant Directors, Quality Assurance Leads)	Leaders make commissioning decisions and implement new programmes etc. based on evidence

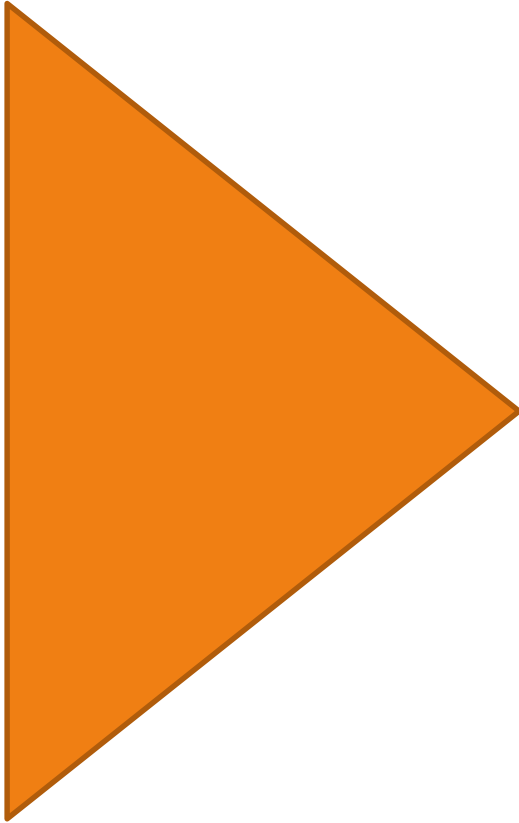


TYING USER NEEDS TO DECISIONS ENSURES THAT WE FOCUS ON REAL PROBLEMS,AND THAT ANY SOLUTION IS EMBEDDED WITHIN CURRENT PROCESSES AND WORKFLOW

We have described each User Need using the below framework, which informed prioritisation:

	Criteria	Question	Why this is important
	Problem(s) solved	What are the pain points that this User Need attempts to solve?	Ensures that User Need responds to real issues identified in user interviews
	Value add	What would be the immediate effect of providing this additional information on child journeys?	Ensures that focusing on this User Need would lead to greater efficiency or effectiveness in services
	Impact for children and families	How would this improve long-term outcomes for children and families?	Tests whether this would in turn lead improvement in outcomes for people
	Users and Decision points	Which specific staff roles would use additional child journey information? How would it be used within services?	Ensure that any solution does not require significant changes to processes and would be used by staff
	Data required¹	From which services would we be collating child journey data? How detailed does it need to be	Assesses the level of consent and information governance barriers to successfully develop a solution

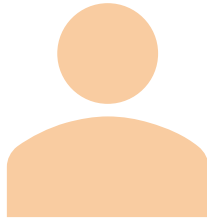
Note: (1) We have indicated the datasets we believe are the most important to build a solution. These are subject to change with further research and feasibility testing.



Detailed Personas and User Needs



Front Door Team



Description

Responsible for assessing and triaging children and young people who are referred into Council 'Front Door' services (e.g. early help, social care).

Roles

- iART
- EDT
- Duty Teams (social care)
- Early Help Hub

User motivations and summary quotes

Front Door teams act as a single coordinating point for the Council and wider public services. They aim to triage young people to the most appropriate service for them based on their needs, and prevent them 'bouncing' around the system. This must be done quickly (e.g. Wigan and CWAC have a 24 hour target for initial referral and onward triage decisions) and with sometimes limited information.

"If in doubt, we always talk to a person [rather than consult a system]"

"Some staff are better than others at tracking down a chronology...it is a bit reliant on staff experience and familiarity with data systems"

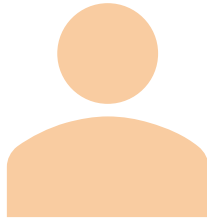
"[We are limited] to doing what's proportionate and reasonable"

As a member of Front Door teams I need...

- Detailed data on key events in a child's life, to understand a chronology and make the right triage decision
- Easy accessible and up to date information on which to base referral decisions
- More longitudinal analysis of the needs of young people that come through the Front Door, where they are referred to and their outcomes, to understand which referrals lead to successful outcomes, and which individuals cycle around the system



Front Door Team



Description

Responsible for assessing and triaging children and young people who are referred into Council 'Front Door' services (e.g. early help, social care).

Roles

- iART
- EDT
- Duty Teams (social care)
- Early Help Hub

Feedback on decision-making

Front Door teams makes hundreds of decisions each year but receive very little feedback about children's long-term outcomes, which restricts learning about how to better match needs to service

Time Pressure

Tracking down the information needed to make informed triage and referral decisions is time consuming (e.g. email data requests and contacting colleagues) when staff have time targets for making decisions (e.g. within 24 hours).

Data Quality

Information that Front Door teams receive from referrers (e.g. teachers, Police) is often partial and inadequate to make an informed decision. Teams have to follow up with a call to 'fill in the blanks'.

Consent

If a family is referred to a non-social care Front Door service (e.g. Wigan Early Help Hub), consent is required. Front Door teams frequently have to ask the person making the referral to check that they have this consent.

Access to systems

Front Door teams in both Wigan and CWAC have direct access to only some data systems, and must contact colleagues (e.g. by phone) to find out additional necessary information. Teams also have access to different systems in each LA, indicating that IG is not applied consistently



[TRIAGE AND REFERRAL - I] FRONT DOOR TEAMS NEED...

C = CWAC and W = Wigan.
A circle that is more transparent
indicates that this user need was
less important



23

...a simple, visual chronology that summarises a child's previous contact with the system...to save time reviewing case notes

Problem(s) Solved	<ul style="list-style-type: none">• Front Door staff spend a lot of time reviewing case notes when building a child history to pass onto future case workers• Front Door staff do not have access to some systems required to build a full case history, so must contact colleagues by phone or email
Value Add	<ul style="list-style-type: none">• Save time – team members will make c. 6 decisions per day. A 30m time saving per year would significantly increase team capacity• Better decisions – access to more information to get a fuller understanding of needs, leading to more appropriate triage decisions
Impact for Children / Families	<ul style="list-style-type: none">• Public Resources – team member can make more decisions per day• Outcomes – children go to the right service first time and avoid bouncing around services
User(s) Decision point in the system	<ul style="list-style-type: none">• Social Care Front Door Teams; Early Help Hubs; MASH; Emergency Duty Teams; Social Care Duty Teams• Point of initial referral (100+ decisions per week)

Datasets required

Social
Care

Early
Help

Educ-
ation

SEND /
NEETs

Youth
Justice

Universal

Housing

Police

Health

Data type

System contacts basic data
(e.g. plan start / end date)

Professional contact
details

Plan details, child needs,
other case notes



[TRIAGE AND REFERRAL - 2] FRONT DOOR TEAMS NEED...

24



...to know all the services and professionals in touch with a child at the point of referral...to both save time and make a fully informed referral decision

Problem(s) Solved	<ul style="list-style-type: none">Front Door staff do not know which services are / have been in contact with a child, and which professionals to contact for information; Front Door teams value this first-hand information most highly								
Value Add	<ul style="list-style-type: none">Save time – staff do not have to track down contact detailsBetter decisions – more holistic understanding of child needs and history leads to more appropriate referral decisions								
Impact for Children / Families	<ul style="list-style-type: none">Outcomes – children go to the right service first time and avoid bouncing around services								
User(s) Decision point in the system	<ul style="list-style-type: none">Social Care Front Door Teams; Early Help Hubs; MASH; Emergency Duty Teams; Social Care Duty TeamsPoint of initial referral (100+ decisions per week)								
Data required	Social Care	Early Help	Education	SEND / NEETs	Youth Justice	Universal	Housing	Police	Health
Data type	System contacts basic data (e.g. plan start / end date)			Professional contact details			Plan details, child needs, other case notes		



[TRIAGE AND REFERRAL - 3] FRONT DOOR TEAMS NEED...

25



...guidance as to how risk factors and needs could link to long-term outcomes...to identify possible risks the first time a young person is referred

Problem(s) Solved	<ul style="list-style-type: none">• Front Door staff do not receive feedback on previous decisions• Data is rarely used to better understand what services are most appropriate for young people based on their presenting needs								
Value Add	<ul style="list-style-type: none">• Better decisions – knowledge of previous child journeys and outcomes is used to create guidelines etc. that can better inform future decisions								
Impact for Children / Families	<ul style="list-style-type: none">• Earlier intervention – the system identifies and responds to issues earlier								
User(s) Decision point in the system	<ul style="list-style-type: none">• Social Care Front Door Teams; Early Help Hubs; MASH; Emergency Duty Teams; Social Care Duty Teams• Point of initial referral (100+ decisions per week)								
Datasets required	Social Care	Early Help	Education	SEND / NEETs	Youth Justice	Universal	Housing	Police	Health
Data type	System contacts basic data (e.g. plan start / end date)			Professional contact details			Plan details, child needs, other case notes		



Frontline Worker



Description

Responsible for delivering good outcomes for individual children and families

Roles

- Early Help and Prevention
- Children in Need
- Youth Services
- Community Safety / YOT
- SEND
- Start Well

User motivations and summary quotes

Frontline Workers want to put in effective, appropriate and strengths-based support and interventions that can help young people and families to change behaviour. This relies on having good information about the family so that plans can tackle underlying needs.

“There’s information out there, but we don’t always know about it – where its saved or who we should talk to”

“[We need] data that in isolation might not seem like much, but together it adds up to something important”

“The tiniest thing makes a massive difference”

As a Frontline Worker I need...

- Easily accessible and up to date information, to prepare for initial meetings with families and to perform needs assessments
- Continued access to child and family data even when a family situation changes, such as moving to another authority or changes to legal guardian
- To understand what happens to the young people I’ve worked with after a plan closes, to improve approach and practice for next time
- A complete understanding of which other agencies are delivering services to the child, to make an holistic support plan



Frontline Worker



Description

Responsible for delivering good outcomes for individual children and families

Roles

- Early Help and Prevention
- Children in Need
- Youth Services
- Community Safety / YOT
- SEND
- Start Well

Early Targeting

“Missed opportunities” often precede a young arriving at the support worker’s service: “we need to recognise the pathways that children are on sooner”

Learning from Past Cases

Often there is only anecdotal feedback on the long term outcomes of previous cases, so learning and change is slow: “practitioners only know what happened if they have an emotional interest and deliberately follow up”

Time gathering data

Significant time required to collect the information needed for conducting assessments and putting together support plans (e.g. calling other professionals)

Holistic, multi-agency decisions

Frontline staff do not always know all the agencies in touch with a family – “evidence is clear that decisions taken in isolation will be less successful” – so often miss out on important information or duplicate work

Breaking cycles

Although some frontline workers feel they can build a sound child history, they lack insight into what did/didn’t work well in previous plans – they need the richer case details “to avoid doing the same thing over and over”



[ASSESSMENT AND SUPPORT PLANNING – I] FRONTLINE STAFF NEED...

28



...details of all the agencies in touch with a child / family now and previously...to involve all the necessary professionals when creating a support plan

Problem(s) Solved	<ul style="list-style-type: none">• Frontline staff spend time tracking down information and creating child chronologies• Frontline staff may miss important information and not include key professionals (e.g. Youth Service) in important case decisions								
Value Add	<ul style="list-style-type: none">• Better input into planning decisions – ensures all stakeholders are around the table to make important case and plan decisions								
Impact for Children / Families	<ul style="list-style-type: none">• Better outcomes for children – support plans are more effective and more likely to achieve behaviour change when made holistically								
User(s)	<ul style="list-style-type: none">• Social Workers; Family Support Workers; SEND teams; Targeted Youth Services; Youth Justice								
Decision point in the system	<ul style="list-style-type: none">• Social Care Assessment; Early Help and other support planning (e.g. EHC Plan); every time a new case is opened								
Datasets required	Social Care	Early Help	Education	SEND / NEETs	Youth Justice	Universal	Housing	Police	Health
Data type	System contacts basic data (e.g. plan start / end date)			Professional contact details		Plan details, child needs, other case notes			



[ASSESSMENT AND SUPPORT PLANNING – 2] FRONTLINE STAFF NEED...

29



...an enhanced chronology that picks out very specific information about a child (e.g. traumatic events, strengths and weaknesses)...to understand underlying issues and put in place effective plans

Problem(s) Solved	<ul style="list-style-type: none">• Frontline staff may duplicate work during assessment and miss out on key strengths and success factors identified by previous professionals• Traumatic for families to repeatedly tell different case workers about issues and trauma								
Value Add	<ul style="list-style-type: none">• Save time – potentially months saved trying to understand family issues and strengths• Better input into planning decisions – Plans respond to real needs								
Impact for Children / Families	<ul style="list-style-type: none">• Better outcomes – enables case workers to avoid previous mistakes, address underlying issues, and take a strengths-based approach								
User(s) Decision point in the system	<ul style="list-style-type: none">• Social Workers; Family Support Workers; Targeted Youth Services; Youth Justice• Social Care Assessment; Early Help planning; Targeted interventions								
Datasets required	Social Care	Early Help	Education	SEND / NEETs	Youth Justice	Universal	Housing	Police	Health
Data type	System contacts basic data (e.g. plan start / end date)			Professional contact details		Plan details, child needs, other case notes			



[ASSESSMENT AND SUPPORT PLANNING – 3] FRONTLINE STAFF NEED...

30



...more information about a child's history...to interpret Tier 3 and 4 boundary (EH/SC) and make appropriate de-/escalation decisions

Problem(s) Solved	<ul style="list-style-type: none">• Early Help workers sometimes feel a case should be within social care but social workers do not judge that there is a safeguarding risk• Families withdraw consent during step-down from social care to early help if the two services do not jointly manage the handover process								
Value Add	<ul style="list-style-type: none">• Better input into referral decisions – ensuring the entire history of engagement is available to make more informed risk assessments								
Impact for Children / Families	<ul style="list-style-type: none">• Manage risk – cases of possible safeguarding risk go straight to social care								
User(s)	<ul style="list-style-type: none">• Front Door Teams; Early Help case workers and team managers								
Decision point in the system	<ul style="list-style-type: none">• Initial Social Care or Early Help referral; Step-up / Step-down decisions								
Datasets required	Social Care	Early Help	Education	SEND / NEETs	Youth Justice	Universal	Housing	Police	Health
Data type	System contacts basic data (e.g. plan start / end date)			Professional contact details			Plan details, child needs, other case notes		



Team / Service Manager



Description

Responsible for the performance and management of a team of frontline workers

Roles

- Child in Care
- Provider Services
- SEND
- Targeted Youth Services
- Early Years Improvement

User motivations and summary quotes

Managers want to continually improve the quality of their service and support their staff to think about and achieve long-term outcomes when they work with children and families.

"We need information about a child's previous engagement with services, to avoid doing the same thing over and over"

"Social workers spend their lives chained to the desk"

"Practitioners only know what happened in a case... if they have an emotional interest and deliberately follow up"

As a Service Manager I need...

- A view of a child's onward journey through services, to feed back to staff and improve practice
- To know all key individuals and other agencies that work with young people, to create stronger linkages and co-working
- An understanding of child outcomes after services, to track performance, track specific populations, and inform commissioning of services
- Information about trends in the needs of their target population (e.g. geographic 'hotspots', rise in drug use or use of food banks), to allocate staff where they are most needed



Team / Service Manager



Description

Responsible for the performance and management of a team of frontline workers

Roles

- Child in Care
- Provider Services
- SEND
- Targeted Youth Services
- Early Years Improvement

Staff incentives

The lack of feedback loops about what happens after cases close means that frontline teams are incentivised to manage processes (e.g. following statutory guidelines), whereas managers would like to think about achieving long-term outcomes

Team capacity

Frontline workers spend significant time gathering data, which reduces the time they spend working with families – “my team spend a lot of time collecting information rather than getting on with the job”

Targeting resources

Limited information about what works for different children and families with specific needs and characteristics – “No idea of the baseline in terms of future outcomes and cost, so no way to measure impact”

Information Governance

Early Help teams have limited access to data systems. Managers often have to rely on previous experience and personal relationship to make the case for data sharing

Data Quality

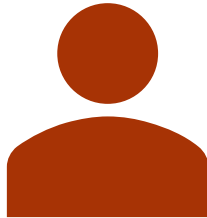
Data used to make decisions could be better: often outdated, adequate detail may not be provided, and must be followed up

Holistic, multi-agency decisions

Managers do not always know the extent to which their services overlap with other: “evidence is clear that decisions taken in isolation will be less successful”



Analyst



Description

Responsible for providing all roles with the data and insight required to make good decisions

Roles

- Insight and Intelligence
- JIU
- App support
- Transformation teams

User motivations and summary quotes

Analysts provide managers and leadership with the quantitative information they need to take decisions – learning and improvement, resource allocation, and commissioning etc. – alongside regular management information and statutory reporting. Being able to access and manipulate data quickly and easily is therefore paramount.

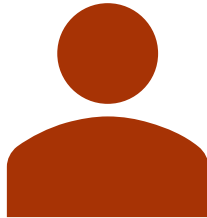
“Analytical teams often highly stretched with Transformation projects, new performance info requests, and statutory returns”

As an Analyst I need...

- A way to track the outcomes of each service in the system, to assess whether they are creating impact and achieving value for money
- Information on how effective services are for specific cohorts based on needs and other characteristics, so that services can be more proactive and use their resources more effectively
- Access to multiple datasets, and the ability to link them together, to perform more longitudinal analysis
- Quality data, to create robust analysis that leadership can use to take decisions with confidence, and that frontline staff can use to make decisions about individual cases



Analyst



Description

Responsible for providing all roles with the data and insight required to make good decisions

Roles

- Insight and Intelligence
- JIU
- App support
- Transformation teams

Evidencing Impact

Difficulty demonstrating the impact of services: “We can’t evidence that the services and interventions we put in place have an impact”

Distilling Lots of Data

There is so much data available that it is difficult to draw out the key insights: “how do you make this meaningful?”

Linking Datasets

Data from different systems lack universal indicators. Longitudinal analysis is therefore time consuming and one-off rather than repeatable

Lack of Capacity

Low capacity for tasks such as joining data, automating reporting and expanding reporting to new areas of insight

Access to Data

Limited data sharing between public agencies, due to GDPR, as well as some data being held in notes rather than stored digitally

Measuring system changes

Difficulty in understanding common referral pathways in the system, and lack of baselines means it is difficult to identify changes in child journeys at a system level



[PERFORMANCE AND GRIP - I] TEAM AND SERVICE MANAGERS NEED...

35



...to understand how much a service's target population overlaps with other services...to establish relationships and closer ways of working with these services

Problem(s) Solved	<ul style="list-style-type: none">Frontline workers and managers may not know which other services a young person in their cohort is commonly in touch with, and will not establish professional ties and complementary ways of working								
Value Add	<ul style="list-style-type: none">Increased coordination of resources to the same children and families								
Impact for Children / Families	<ul style="list-style-type: none">Better outcomes for children – more joined up and place-based way of workingLong term cost savings from more efficient use of resources								
User(s)	<ul style="list-style-type: none">All child and family								
Decision point in the system	<ul style="list-style-type: none">Multi-agency meetings; professional networking; transformation board (e.g. monthly, quarterly)								
Datasets required	Social Care	Early Help	Education	SEND / NEETs	Youth Justice	Universal	Housing	Police	Health
Data type	System contacts basic data (e.g. plan start / end date)			Professional contact details			Plan details, child needs, other case notes		



[PERFORMANCE AND GRIP - 2] TEAM AND SERVICE MANAGERS NEED...

36



...to track children's onward journeys through the system...to focus staff's attention on future outcomes and achieving sustainable change

Problem(s) Solved	<ul style="list-style-type: none">• Services do not know what happens to young people post-intervention• Managers have limited long-term information to manage performance of the service and compare staff performance								
Value Add	<ul style="list-style-type: none">• Learning and performance management – Identification of effective and ineffective services• Make services more proactive and focused on prevention								
Impact for Children / Families	<ul style="list-style-type: none">• Better outcomes for children• Long term cost savings• Improved services and pathways								
User(s) Decision point in the system	<ul style="list-style-type: none">• Team and Service managers in: social care, Early Help, SEND teams, Targeted and Youth Justice Services, NEET services• Monthly / quarterly performance reviews, supervisions								
Datasets required	Social Care	Early Help	Education	SEND / NEETs	Youth Justice	Universal	Housing	Police	Health
Data type	System contacts basic data (e.g. plan start / end date)			Professional contact details		Plan details, child needs, other case notes			



[PERFORMANCE AND GRIP - 3] TEAM AND SERVICE MANAGERS NEED...

37

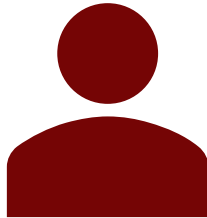


...more feedback on the long-term suitability and sustainment of foster and residential placements...to better match needs information to placement options

Problem(s) Solved	<ul style="list-style-type: none">Lack of systematic feedback on the long-term success of the LAC matching process								
Value Add	<ul style="list-style-type: none">Learning – identification of child needs profiles that do and don't match with different types of LAC placements								
Impact for Children / Families	<ul style="list-style-type: none">Better outcomes for children – LAC young people are matched with foster and other placements that have the best chance of stability and success the first time round								
User(s) Decision point in the system	<ul style="list-style-type: none">LAC placement matching team (social care), Children in Care managersLAC Placement Discussions								
Datasets required	Social Care	Early Help	Education	SEND / NEETs	Youth Justice	Universal	Housing	Police	Health
Data type	System contacts basic data (e.g. plan start / end date)			Professional contact details			Plan details, child needs, other case notes		



Leadership



Description

Responsible for the performance of services and systems, including safeguarding

Roles

- Social Care
- Early Help and Prevention
- Safeguarding
- People Directorate
- Targeted Services
- Quality Assurance

User motivations and summary quotes

Leadership want to continually improve the efficiency of services and their ability to work together as 'one system' to improve outcomes for all at-risk families in the authority. They want to base their decisions on more robust quantitative data to supplement qualitative insights.

"In Wigan / CWAC we are great at doing, but not necessarily good at asking 'why we are doing this?' "

"We spend a lot of time fitting the child into a service, rather than giving the child the service that they need"

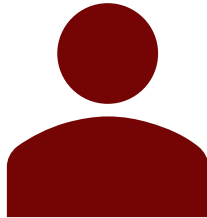
"We are not good at stopping to prove whether what we've done has made a difference"

As a Leader I need...

- To know where outcomes are poor or where there are gaps in services, to inform commissioning and put in place change programs
- Early identification of high need individuals, to help all services take a more proactive, preventative approach
- To know how children journey through the system as a whole, to provide a baseline understanding and context for all decisions
- To compare performance against other local authorities
- To use quantitative data to direct my energy and attention, rather than address problems as they come up



Leadership



Description

Responsible for the performance of services and systems, including safeguarding

Roles

- Social Care
- Early Help and Prevention
- Safeguarding
- People Directorate
- Targeted Services
- Quality Assurance

Targeting audits

Social care frequently conduct audits to learn about what did and didn't work and feed back learnings into practice, but these are mostly qualitative and not supported but quantitative analysis

"What Works" / Outcomes

Authorities have multiple transformation projects ongoing at any one time, but rarely measure whether these achieve their goals in terms of improving outcomes or changing pathways "we are not good at stopping to prove whether what we've done has made a difference"

Evidence for Prevention

It is difficult to evidencing the effect and Value for Money of Early Help and other preventative support. This is vital with the end of Troubled Families in 2020.

Relationship Between Services

Do not understand how multiple services work together for a YP, which interventions or combinations contribute to outcomes, and who a YP is in touch with

Measuring system changes

Lack of baseline means it is difficult to identify changes in child journeys at a system level: "we need to know what's happening about key practice issues"

Comparison

Leaders cannot evaluate how child journeys and outcomes locally compare to statistical neighbours



[LEARNING AND SYSTEM CHANGE - I] LEADERSHIP NEED...

40



...a baseline understanding of journeys through all child and family services...to create a common understanding of the system, identify significant changes, and direct attention to the most important issues

Problem(s) Solved	<ul style="list-style-type: none">• No consistent understanding of the combined child and family service system, the number of children that use it and overlap between services• Leadership often lack the quantitative data to decide between issues or problems that compete for their attention								
Value Add	<ul style="list-style-type: none">• Consistent understanding – single shared understanding of child and family system across services• System management – issues and anomalies are highlighted earlier								
Impact for Children / Families	<ul style="list-style-type: none">• Use of resources – services work together with families more effectively• Management effectiveness – leadership can manage the performance and interrelationship of services as part of a combined system								
User(s) Decision point in the system	<ul style="list-style-type: none">• ADs and DCS, Quality and Safeguarding managers, social care service leads, Early Help manager• Monthly / quarterly performance reviews; every commissioning decision; periodic third-party contract monitoring (e.g. quarterly)								
Datasets required	Social Care	Early Help	Education	SEND / NEETs	Youth Justice	Universal	Housing	Police	Health
Data type	System contacts basic data (e.g. plan start / end date)			Professional contact details			Plan details, child needs, other case notes		



[LEARNING AND SYSTEM CHANGE - 2] LEADERSHIP NEED...

41



...a way to track the journeys of specific cohorts through the system...to understand the impact of programmes, target audits for learning purposes, and identify common journeys that indicate poor outcomes

Problem(s) Solved	<ul style="list-style-type: none">• Audits are implemented in response to short-term issues, not using data• Difficult to identify common child pathways through services that indicate poor outcomes that managers can better understand• Neither authority is good at measuring the impact of programmes
Value Add	<ul style="list-style-type: none">• Learning – track specific populations over time to assess the effectiveness of particular approaches
Impact for Children / Families	<ul style="list-style-type: none">• Better outcomes for children – learning about what works leads to better practice• Gaps – specific services are commissioned to address specific gaps or shortcomings in support
User(s) Decision point in the system	<ul style="list-style-type: none">• ADs and DCS, Quality and Safeguarding managers, social care service leads, Early Help manager, Programme Leads, Commissioning• Audit committees / panels, Programme reviews, Commissioning

Datasets required

Social
Care

Early
Help

Educ-
ation

SEND /
NEETs

Youth
Justice

Universal

Housing

Police

Health

Data type

System contacts basic data
(e.g. plan start / end date)

Professional contact
details

Plan details, child needs,
other case notes



1. User research methodology
2. System map and data diagnostic
3. Detailed User Needs and Personas
4. Prioritised User Needs



FIVE USER NEEDS EMERGED AS PRIORITIES FROM STEERING GROUP MEETINGS AND DESKTOP ANALYSIS

43

Triage and Referral

Front Door teams need...

1. ...to know all the services and professionals in touch with a child at the point of referral...to both save time and make a fully informed referral decision

Assessment and Support Planning

Frontline workers need...

2. ...an enhanced chronology that picks out very specific information about a child (e.g. traumatic events, strengths and weaknesses)...to understand underlying issues and put in place effective plans

Performance and Grip

Team and Service managers need...

3. ...to track children's onward journeys through the system...to focus staff's attention on future outcomes and achieving sustainable change

Learning and system change

Leadership needs...

4. ...a baseline understanding of journeys through all child and family services...to create a common understanding of the system, identify significant changes, and direct attention to the most important issues
5. ...a way to track the journeys of specific cohorts through the system...to understand the impact of programmes, target audits for learning purposes, and identify common journeys that indicate poor outcomes



WE ALSO TESTED WHETHER IT IS WORTHWHILE TO PROGRESS EACH USER NEED TO SOLUTION DESIGN

44

We developed 5 key tests with authorities to ensure that each of 5 priority User Needs could lead to solutions that would be valued locally and would be used by staff.

Positive answers to any of these questions meant there is a question mark over whether developing a tech solution for any user need is worthwhile.

Test	User Needs that do not pass test
Other authorities are developing / have developed a solution	I
Current case management systems provide similar functionality	I, 2
Building an effective data solution may be technically challenging	2
(Potential) lack of appetite for a data solution amongst relevant users	I, 2



WE THEREFORE TOOK THREE PRIORITY USER NEEDS THROUGH TO SOLUTION DESIGN

45

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INTERVIEWS AND WORKSHOPS ALSO THREW UP INTERESTING COMPARISONS BETWEEN AUTHORITIES AND SEVERAL KEY CONSIDERATIONS FOR SOLUTION DESIGN

46

- **Both authorities face common challenges using child journey data.** CWAC and Wigan emerge as broadly similar both in terms of the services, pathways and processes in the child and family system, and maturity and approach to using data in decision-making. As a result, there was close alignment in terms of User Needs for better child journey information
- **Feedback was more consistent amongst leadership than frontline services.** Pain Points and User Needs were however most consistent amongst service managers and leadership. This was probably due to the different Front Door pathways in the two authorities (CWAC have a single Front Door), and different use of technology and access to systems within different services (e.g. Early Help and social care teams)
- **We need to avoid overlap with other live programmes.** Both authorities have ongoing strategies to upgrade systems and technology, as well as several specific data and digital programmes, some of which are focused on addressing issues around access to child journeys data mentioned during user consultation for this project. Possible overlap with these programmes is therefore a key consideration in selecting which User Needs we will take forward in the second phase of this project
- **Other opportunities.** The user interviews and workshops have also highlighted lots of valuable insight not specifically related to improving the use of data: both 'quick wins' for changing pathways and processes (that don't need technology), and cross-cutting themes that could feed into programmes. We are keeping a record of this information to provide to authorities at the end of the project