

IMPROVING CHILDREN'S SERVICES DECISION MAKING WITH FAMILY CONTEXT

DISCOVERY PROJECT – MID-POINT FINDINGS
PERSONAS AND USER NEEDS

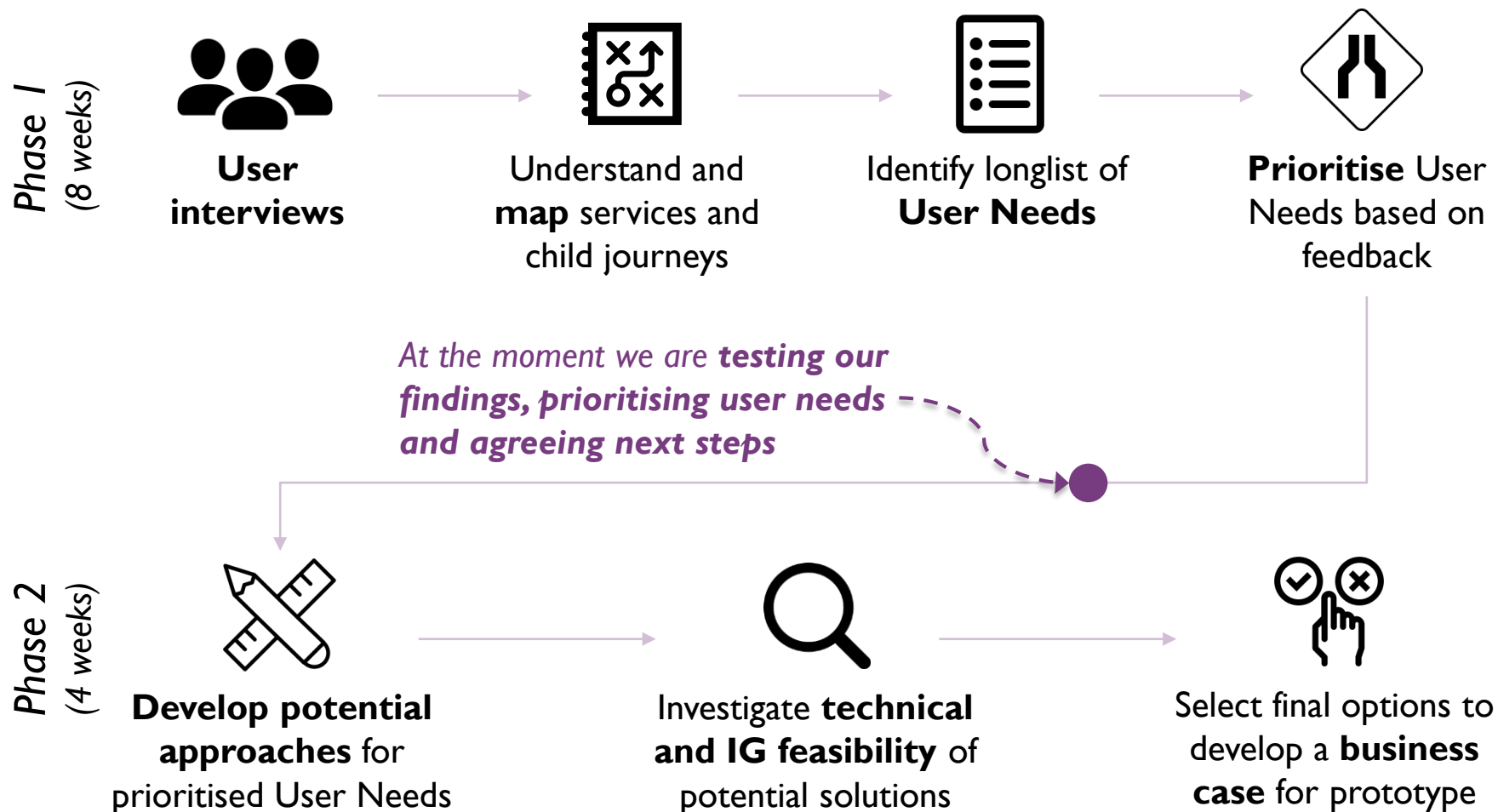
DRAFT FOR COMMENT

26 OCTOBER 2018



OVER THE PAST 8 WEEKS WE'VE WORKED TO UNDERSTAND SERVICES AND USER NEEDS

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WE'VE SPOKEN TO 32 PEOPLE IN LEEDS AND 24 PEOPLE IN STOCKPORT

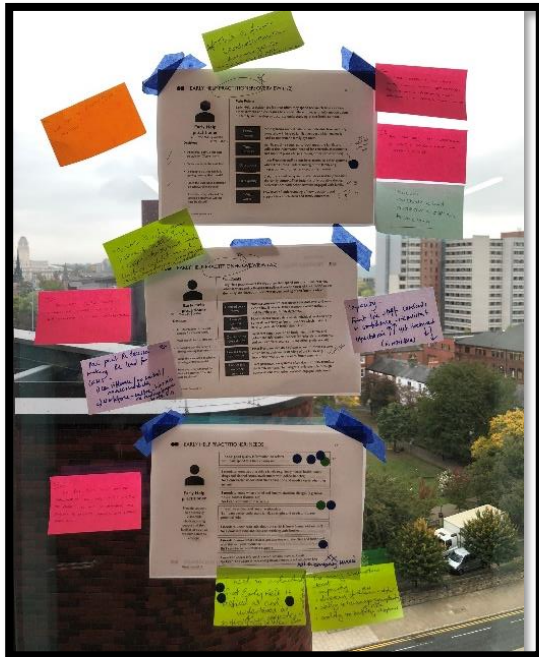
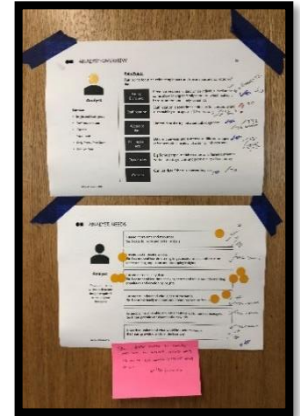
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Leeds		Stockport	
Name	Role	Name	Role
	Head of Digital Change		Principal Lead - Integrated Services
	Head Children & Adults Intel. & Policy Serv.		Senior Practitioner (TAC)
	TSL		Service Leader MASSH & 1 st Response
	Intelligence and Policy Business Analyst		Senior Practitioner
	FF Leadership / Allocations Panel		Social Worker and Liquid Logic Project team
	TSL		Service Leader Public Service Hub
	TSL		Locality Team Leader
	TSL		BI Developer
	Safer Leeds		Stockport Family Worker School Age Plus (SAP)
	TSL		BI Analyst
	IG Lead		BI Development Manager
	TSL		Service Leader – Complex Safeguarding
	Youth Work Lead		Locality Team Manager
	Head of Service for EYs and Youth Work		Senior Practitioner (TAC)
	TSL		BI Service Manager
	Programme Performance Manager		Principal Lead – Public Health
	Early Start Lead		Team Leader School Age Plus (SAP)
	Commissioner		Operational Lead – MOSAIC
	Commissioner		Service Manager for IG
	Families First Leadership		Director of Operations, Stockport Family
	Families First Leadership		BI Developer – Signpost
	Head of Front Door		Operational Lead – MASSH
	Intelligence Lead Analyst		Digital By Design
	Intelligence Manager		Service Leader – YOS/TYS
	Social Work Chief Officer		
	Front Door		
	Communities (Partner)		
	MDM & Systems & IG		
	CSWS REST		
	Cluster SEMH		
	Family Group Conferencing		
	Social Worker		



...AND HELD SHOW AND TELL WORKSHOPS TO TEST, REFINE AND PRIORITISE OUR FINDINGS

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WE'VE GROUPED THE INTERVIEWEES INTO FIVE USER PERSONAS BASED ON SERVICES AND DECISIONS REGARDING FAMILIES

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***Leadership** includes Service Managers, Senior Leaders and Commissioners.

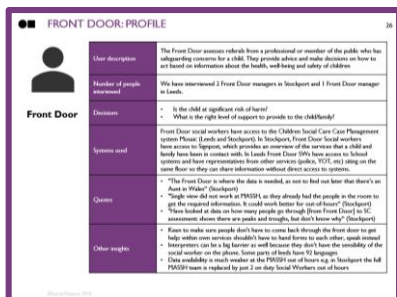
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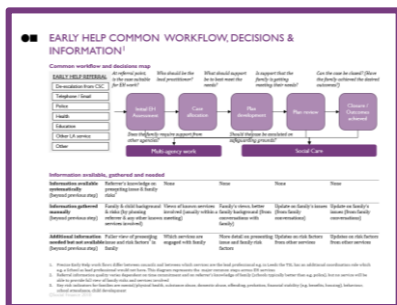
User profile

Overview of each persona, their roles, the systems they use, how many people we spoke to and key overall quotes and findings



Workflow, decisions and information map

Summary of the common worksteps this user takes with children/families, what decisions they make. what information they have and what they are missing (only for frontline services who work directly with families)



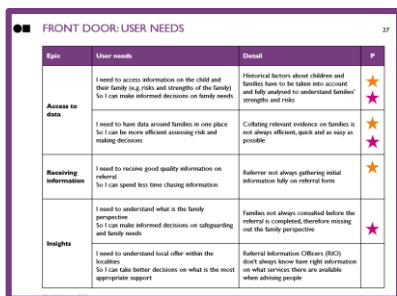
User needs

The key needs that emerged for this user persona from our interviews

We tested which of these user needs with users in show and tell workshops and have marked the needs that users prioritised as most important with stars:

★ = prioritised by users in Leeds

★ = prioritised by users in Stockport





EARLY HELP WORKER: PROFILE

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User description	<ul style="list-style-type: none">• Early Help services work with children, young people and families where there are indicators of emerging difficulties or additional needs. They aim to address these needs at an early stage, before they progress to being more serious concerns (e.g. before children's services required)• Needs can include anything that affecting health, development, wellbeing and safety of children and young people• EH is typically delivered collaboratively between services. However it can also be delivered by a single agency (e.g. schools, children centres, health visitors, third sector agencies etc).• EH is typically coordinated by a specialist, who may also deliver some support. In Leeds this is "TSLs" and their teams. In Stockport it is "School Age+ workers" & SWs linked to schools
Number of people interviewed	We interviewed 9 people from EH: 1 School Age+ (EH) worker and 1 School Age+ (EH) Team Leader in Stockport and 7 TSLs in Leeds
Systems used	In Leeds TSLs' teams mainly use Mosaic and Cluster spreadsheets as their CMS. EH practitioners in Children Centres and School have access to its respective systems. Stockport EH Teams use EIS (the CS CMS)
General quotes	<ul style="list-style-type: none">• "I have created a chronology of the child event to build the case. When doing that I rang Croydon to complete the picture but they said no so I had to drive there to actually understand what happened to the child before she moved to Leeds" (Leeds)• "I didn't know the parent was seeing a counsellor". "You don't know if the parents are working well with the job centre unless they tell you" (Stockport)• "Often referrals don't have family context information included, despite the fact that there is space on the form to do that." (Leeds)• "We get police data on crimes involving children the previous day but it's too hard to stay on top of this" (Leeds)• "One extra piece of information sometimes enabled life-saving intervention" (Leeds)• "One piece of information I would like is who's living in household. I don't always know who the housing officer is, and if I do then they don't always know either" (Stockport)
Other insights	<ul style="list-style-type: none">• EH decisions aren't robust enough. Development or challenging behaviour concerns at age 2-3 can be picked up. An EH assessment is needed at this point• Leeds used to identify top 100 children at risk, but the workload involved was too major to sustain• EH workers rely on parents, schools etc. to inform them on changes in the family's situation. This means they can miss changes in the family's situation



EARLY HELP WORKER: USER NEEDS



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Theme	User needs	Detail behind user need	P
Access to data	I need: understand a child's family background (e.g. family mental health issues, drugs and alcohol issues, involvement with police, benefits) So I can: better understand the child's needs and verify what the family tells me, so I can make the right decisions on what support to give	Most EH workers don't have access to information from other services in any systematic way. Therefore they have to investigate to find out what services are involved with the family and then collect information from these services. This investigation would usually start with speaking to the referrer. There is no way EH workers can guarantee they know about all services engaged with the family	★
	I need: to know what services are working with the child and family and who the lead practitioner is So I can: coordinate support between agencies		★
	I need: to know when a child and family's situation changes (e.g. move house, parents divorce etc.) So I can: be aware of any changes in risk level	Early Help workers rely on parents or schools (if they know) to update them on changes in family situation, this means they can miss important changes	
	I need: to understand family relationships So I can: better understand family strengths and needs and assess potential risks	Most systems record data on an individual level and only some allow linking to family members which makes it harder to understand family dynamics.	
	I need: to know basic info about the child & family (name, address, etc) So I can: save time and focus on working with families	EH workers do not always have reliable basic information on families	★
	I need: to access info when families move to LA So I can: not waste time tracking down information from other LAs	EHs sometimes have to physically driving to other Local Authorities to access information on families that move	



EARLY HELP WORKER: USER NEEDS

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Theme	User needs	Detail	P
Service	I need: to understand what EH is defined as and understood by other agencies So I can: be clear with other agencies on when I need to be involved	There is no consistent definition of EH currently, leading to misunderstanding and inappropriate referrals	
Data quality	I need: good quality information on referral So I can: spend less time chasing info	Quality and level of detail of referral forms varies a lot depending on referees (e.g. information on a referral can be as simple as a line of text or as detailed as one or two text pages)	 



User description	<p>The 'front door' is the arrangement that local authorities have in place to respond to an initial safeguarding concern for a child from a professional or member of the public. There are various names for different front door models in different places, such as multi-agency safeguarding hub (MASH) or in Stockport, multi-agency safeguarding support hub (MASSH). The front door is where professionals gather information, provide advice and make decisions about which pathways to follow for different contacts and referrals. This may lead to an assessment by children's social care, early help or a response from universal services. Historical factors about children and families have to be taken into account and fully analysed to understand families' strengths and risks.</p>
Number of people interviewed	<p>We have interviewed 2 Front Door managers in Stockport and 1 Front Door manager in Leeds.</p>
Systems used	<p>Front Door social workers have access to the Children Social Care Case Management system Mosaic (Leeds and Stockport). In Stockport, Front Door Social workers have access to Signpost, which provides an overview of the services that a child and family have been in contact with. In Leeds Front Door SWs have access to School systems and have representatives from other services (police, YOT, etc) sitting on the same floor so they can share information without direct access to systems.</p>
Quotes	<ul style="list-style-type: none">• "The Front Door is where the data is needed, as not to find out later that there's an Aunt in Wales" (Stockport)• "It is crucial that we have the right information at the right time to make the right decision for the child" (Stockport)
Other insights	<ul style="list-style-type: none">• Referral Information Officers (RIO) don't always know or have right information on what services there are when advising people• Language interpreters can be a big barrier. They don't have social worker training. Some parts of Leeds children and families speak 92 languages• Data availability is much weaker at the MASSH out of hours e.g. in Stockport the full MASSH team is replaced by just 2 on duty Social Workers out of hours



FRONT DOOR: USER NEEDS

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Theme	User needs	Detail	P
Access to data	I need to access information on the child and their family (e.g. risks and strengths of the family) So I can make informed decisions on family needs	Historical factors about children and families have to be taken into account when assessing a referral to understand the context in which children are living and the strengths of the family and their protective factors, as well as the risks children might be facing	★ ★
	I need to have data around families in one place So I can be more efficient assessing risk and making decisions	Collating relevant evidence on families is not always efficient, quick and as easy as possible, to enable staff to focus on their work rather than duplicating paperwork or 'feeding' unhelpful information systems	★ ★
Receiving information	I need to receive good quality information on referral So I can spend less time chasing information	Referrer not always gathering initial information fully on referral form, e.g. not having the parent's telephone number on the referral form to make initial contact	★
Insights	I need to understand what is the family perspective So I can make informed decisions on safeguarding and family needs	Families not always consulted for their consent before the referral is completed, therefore initial information about the safeguarding concern misses out the family perspective	★
	I need to understand local offer within the localities So I can take better decisions on what is the most appropriate support	Referral Information Officers (RIO) don't always know have right information on what services there are available when advising people	












User description	<ul style="list-style-type: none">• Social Workers support individual children and families with more severe needs or safeguarding risk• They perform the statutory duty of the Local Authority to ensure children are safeguarded. This means that a number of their processes are legally specified e.g. those around assessments for Children in Need, those on Child Protection Plans and Looked After Children. They must perform timely assessments to ensure that vulnerable people, including children and adults are safeguarded from harm• In Leeds, Social Workers generally specialise in a certain type of support. In Stockport, Social Workers are more general but will follow a family throughout their journey e.g. from being a Child in Need, through escalations and to legal proceedings• Within Children Social Care (CSC), social workers work collaboratively with other professionals, bringing together and co-ordinating the “team around the child” to ensure a multi-disciplinary approach to safeguarding• Their role is to help improve outcomes for children and families’ by providing both challenge and support
Number of people interviewed	We interviewed 7 frontline social workers across the two councils, as well as speaking to leadership on the challenges and support for social workers. 1 senior social worker in Leeds and 6 social workers in Stockport (a mixture of team leaders, senior practitioners and “Team Around the Child” coordinators”)
Systems used	Social workers have access to the CSC Case Management system (Leeds – Mosaic, Stockport – EIS). Note that in Stockport, Front Door Social workers have access to Signpost and have indirect other systems (through professionals from other services at the MASSH), other social workers don’t.
Quotes	<ul style="list-style-type: none">• “Sometimes there’s not enough info on and it’s your job to update it” (Leeds)• “Recording reduces SWs sense of autonomy or of skill. Just churning things through a machine” (Stockport)• “Conversations are quicker and easier” “Let’s stop thinking we should digitise everything” (Stockport)• “More time writing notes than working with families. I try to prioritise my families. 50-75% of time on paper work and court work” (Leeds)• “Out of hours need more information as limited access to systems” (Stockport)
Other insights	<ul style="list-style-type: none">• Social workers have to “wade through documents and documents and documents” to get the information they need.• There are too many referrals for SWs to handle



SOCIAL WORKER: USER NEEDS (1/2)

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Theme	User needs	Detail	P
Access to data	I need: to know what services are involved with family So I can: better understand the family and coordinate support	Most SWs don't have access to other systems. Discovering what services are involved can only come through the family, records in previous case notes or "detective work"	 
	I need: to understand family relationships So I can: better understand family strengths and needs and assess potential risks	Although Social Care CMS allows to link family members, it depends on manual inputting from SWs and provided limited understanding of relationships	 
	I need: to know about a child's family (e.g. family mental health issues, drugs and alcohol issues, involvement with police, benefits) So I can: make better decisions about placement / care and verify what they tell me	The Social Care CMS will only include information on other service involvement where a Social Worker is already aware of it	 
	I need: to access info quickly when families move to LA So I can: not waste time tracking down information from other LAs	At the moment SWs are sometimes having to travel to other Local Authorities to access past data on families – this can be several hundred miles	
	I need: to understand what local services are available So I can: take better decisions on de-escalations	Sometimes it's not clear to SWs what services are available to families (services are commissioned and de-commissioned)	



SOCIAL WORKER: USER NEEDS (2/2)

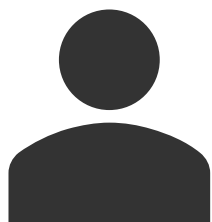
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Theme	User needs	Detail	P
Recording	I need: to save time entering data (e.g. write up case notes) So I can: focus on family	SWs spend a lot of time recording cases notes (e.g. uploading text messages from families into Mosaic)	
Extracting	I need: to be able to pin point key information from case files So I can: build up a picture of a situation quickly to summarise previous interventions, risk and protective factors	Case files consist of very long and detailed notes making it difficult to identify key information to compile chronologies, assessments etc.	
Insights	I need to: understand what works for the family So I can: avoid repeating any mistakes made in previous plans	Data presented on systems often doesn't fully translate the experience of the family. SWs want to improve their engagement with families, especially those who may have previously been in CSC	
	I need: to understand how my decisions link to children and family outcomes So I can: know more about what went well and what works for families achieving positive outcomes	SWs have low levels of understanding of how decisions and support link to children and family outcomes. E.g. don't know what happens on de-escalation, some assessments such as parenting capacity have no standard approach and are quite subjective	



ANALYST: PROFILE







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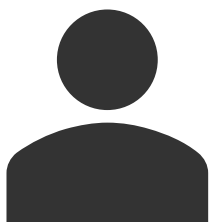
Analyst

User description	Analysts provide all roles with the data and insight required to make good decision. The Analyst user covers Insight and Intelligence analysts, Performance analysts, Cluster analysts, Safer Leeds, Early Start analysts and Families First team. The type of reporting and cadence varies depending on the specific service / team they are attached to (e.g. an Analyst within the Intelligence and Performance team in Leeds would run quarterly reports for Mid-Managers on service performance - Safeguarding (LAC, CIN, CPP), Specialist (CwCN, YOS) & Targeted (EH).
Number of people interviewed	We have interviewed 6 Analysts in Leeds. 6 staff from Business Intelligence were interviewed in Stockport.
Decisions	Analysts don't really take decisions regarding Families. However they do need to understand families in order to produce the insight required. At the moment most of the reports and analysis focus on individuals (e.g. reports on vulnerable children and adults) and ideally they would like to be able to report on families.
Systems used	In Leeds the systems Analysts have access to vary across services. Intelligence and Performance team has access to Mosaic, synergy, Child View (YOS), insight outreach (NEET). Safer Leeds have access to Police data and specific data needed for the project. Families First team has access to Mosaic, Synergy, Child View – YOS and Police data. In Stockport, Analysts have access to the Children's Warehouse which includes EIS and Synergy, however, they have limited capabilities with Child View (YOS) and the system used by the drug and alcohol service.
Quotes	<ul style="list-style-type: none">• “When I find an error in the data, there is no way I can go back to the system and make sure it is propagated across systems where it is recorded.” (Leeds)• When something changes within the family context, the data only reflects when there is an episode. (Leeds)• Some things are difficult because of structure of data or access levels (Stockport)• Can't get to family groups (Stockport)
Other insights	



Theme	User needs	Detail	P
Access to data	I need: better access to data So I can: spend less time trying to access to data and focus on understanding the population and developing insights	There is limited data sharing between public agencies. Often access to data relies on personal connections with other services.	 
	I need to: understand who is part of the family So I can: link family members and create reports on families	Most systems record data on individual level and only some allow linking to family members which makes it harder to understand family dynamics.	 
	I need to: be able to identify CYP and families across different systems So I can: track journeys and perform longitudinal analysis	Different systems use different identifiers making it difficult for analysts to track people across systems. There isn't one unique identifier across services.	
Data quality	I need: better quality data So I can: spend less time checking errors and focus on understanding population and developing insights	Data quality is often an issue in Analyst's day to day work, e.g. some people use false names or different surnames with different agencies, or poor quality of data entry.	 
Other	I need: more time and resources So I can: do more and better analysis	Analysts feel they don't always have the time and resources to perform the analysis required (e.g. little time to invest in more complex analysis and limited capabilities in terms of matching data sets)	
	I need: to understand what would be useful to report So I can: provide the info in the best way	Analysts often feel there is no clear guidance on what leadership needs to see on reports.	









Management & Leadership

User description	Senior leaders are responsible for the performance of services and systems, including safeguarding and commissioning services and having ultimate responsibility for safeguarding.
Number of people interviewed	3 Team Leader/Managers, 2 Operational Leads and 6 Senior Leaders were interviewed in Stockport. 9 Service / Programme managers and 2 Commissioners were interviewed in Leeds.
Decisions	<ul style="list-style-type: none">• Which populations should be prioritised?• What should be the offer for those populations?• What services should be commissioned?• What can be done to help commissioned services delivering better outcomes for children and families?
Systems used	In Stockport Management and Leadership have access to EIS, Signpost and Tableau dashboards built on the Children's Warehouse (MDM with EIS & Synergy schools data). Senior Leaders regularly use it for wider case management to get an overview of a case, e.g. quick access of information on an individual family when on a review panel. In Leeds management have access to the Mosaic as well as some dashboards (e.g. excel-based weekly team performance)
Quotes	<ul style="list-style-type: none">• “Have we made a difference? What does success look like? For the LA it will be cost and demand, but what will it look like for family?” (Stockport)• “Currently we don’t have evidence base to show whether our approach is working or not” (Leeds)• “How much are we driving behaviour change?” (Stockport)
Other insights	<ul style="list-style-type: none">• Improve ability to record outcomes not output• “Data is not important, it’s the why” “Knowing the why is important so we can replicate it for future families, or argue it in court” - emphasising the greater need for qualitative data to understand the impact of services for children and families



MANAGEMENT & LEADERSHIP: USER NEEDS

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Theme	User needs	Detail	P
Access to data	I need to access outcomes data for children and their families So I can evidence impact and know what works	Limited outcomes data prevent commissioners from evidencing impact of services and interventions	
	I need to access cost data So I can better understand value per money of services	Do not have access to 'what works' in relation to the costs of placements and other care planning decisions	
Strategic overview	I need to understand how different services work together for a child and their family So I can better plan and target resources	"Numbers of LAC are going up –but we don't know what drives this – maybe welfare reform, family courts and legal aid (counselling or mediation could have helped earlier), teenagers (late in life it's harder to have successful placement), poor school attendance, autism, ASB. For mid-teens with behavioural problems we need expensive placements just to contain them"	 
	I need to understand at risk population and current needs trends So I can ensure the right services are available to meet needs	Difficulty to get consistency of information across range of services Managers would like to link presenting issues to outcomes to understand performance	
Performance drivers	I need to have a strong narrative for our approach & performance So I can have a better understanding of what is going on and inspire the team	Cannot compare how some families and outcomes compare to statistical neighbours	