CHILD JOURNEYS USE CASE – OUTPUT OF USER RESEARCH
PERSONAS AND USER NEEDS
OCTOBER 2018

DRAFT FOR COMMENT

# PERSONAS CAPTURE NEEDS AND PAIN POINTS FOR 5 GENERALISED STAFF TYPES

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
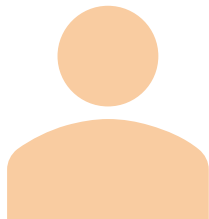
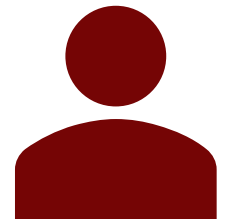| Front Door Team	Frontline Worker	Team / Service Manager	Analyst	Leadership

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

Decision type	Decision-makers	When in Journey	Outcome
Triage and Referral	• MASH & Front Door teams • Early Help Hub • Emergency Duty Team	• 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	• Social workers • Early Help and prevention • Troubled Families • Other case workers	• Frontline workers (e.g. Early Help workers, Social workers)	Staff develop and deliver Plans that achieve sustainable behaviour change
Performance and Grip	• All team and service managers e.g, SEND team, Social work, Early Help leads, YOT	• 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	• Directors and Assistant Directors • Service Managers (e.g. social work, early help) • Transformation leads • Quality and Safeguarding	• 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 required[1]	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.

Front Door Team
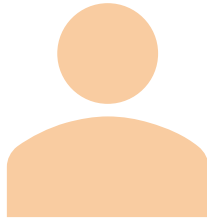
Description

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
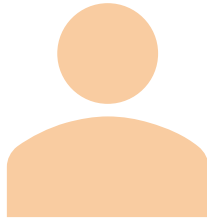
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- Early Help Hub

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 - 1]
FRONT DOOR TEAMS NEED…

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

C   W

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

Problem(s) Solved	• 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	• 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	• 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**	• 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	Educat-ion	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…

…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	• 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	• Save time – staff do not have to track down contact details • Better decisions – more holistic understanding of child needs and history leads to more appropriate referral decisions
Impact for Children / Families	• Outcomes – children go to the right service first time and avoid bouncing around services
User(s) **Decision point in the system**	• Social Care Front Door Teams; Early Help Hubs; MASH; Emergency Duty Teams; Social Care Duty Teams • Point of initial referral (100+ decisions per week)

Data required

Social Care	Early Help	Educat-ion	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…

C   W

> …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
- 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
- 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
- Earlier intervention – the system identifies and responds to issues earlier

User(s)

Decision point in the system
- 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	Educat-ion	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

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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 – 1] FRONTLINE STAFF NEED…

C   W

…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	• 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	• Better input into planning decisions – ensures all stakeholders are around the table to make important case and plan decisions
Impact for Children / Families	• Better outcomes for children – support plans are more effective and more likely to achieve behaviour change when made holistically
User(s) **Decision point in the system**	• Social Workers; Family Support Workers; SEND teams; Targeted Youth Services; Youth Justice • 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	Educat-ion	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…

C W

…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	• 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	• 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	• 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	• Social Workers; Family Support Workers; Targeted Youth Services; Youth Justice • Social Care Assessment; Early Help planning; Targeted interventions

Datasets required	Social Care	Early Help	Educat-ion	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…

C W

…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	• 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	• Better input into referral decisions – ensuring the entire history of engagement is available to make more informed risk assessments
Impact for Children / Families	• Manage risk – cases of possible safeguarding risk go straight to social care
User(s)	• Front Door Teams; Early Help case workers and team managers
Decision point in the system	• Initial Social Care or Early Help referral; Step-up / Step-down decisions

Datasets required	Social Care	Early Help	Educat-ion	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 <u>Service Manager</u> 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
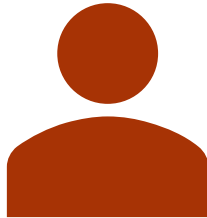
Description

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 <u>Analyst</u> 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
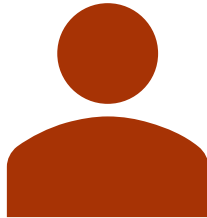
Description

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 - 1]
TEAM AND SERVICE MANAGERS NEED…

C   W

> …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	• 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	• Increased coordination of resources to the same children and families
Impact for Children / Families	• Better outcomes for children – more joined up and place-based way of working • Long term cost savings from more efficient use of resources
User(s)	• All child and family
Decision point in the system	• Multi-agency meetings; professional networking; transformation board (e.g. monthly, quarterly)

Datasets required

Social Care	Early Help	Educat-ion	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…

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

Problem(s) Solved	• 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	• Learning and performance management – Identification of effective and ineffective services • Make services more proactive and focused on prevention
Impact for Children / Families	• Better outcomes for children • Long term cost savings • Improved services and pathways
User(s) **Decision point in the system**	• 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	Educat-ion	SEND / NEETs	Youth Justice	Universal	Housing	Police	Health

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

C W

…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	• Lack of systematic feedback on the long-term success of the LAC matching process
Value Add	• Learning – identification of child needs profiles that do and don't match with different types of LAC placements
Impact for Children / Families	• 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**	• LAC placement matching team (social care), Children in Care managers • LAC Placement Discussions

Datasets required

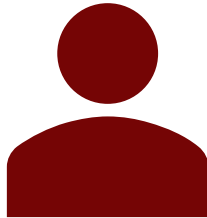| Social Care	Early Help	Educat-ion	SEND / NEETs	Youth Justice	Univers al	Housing	Police	Health

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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
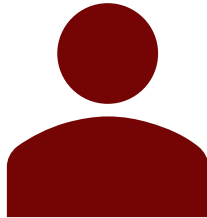
Description

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

C W

> …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	• 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	• Consistent understanding – single shared understanding of child and family system across services • System management – issues and anomalies are highlighted earlier
Impact for Children / Families	• 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	• 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	Educat-ion	SEND / NEETs	Youth Justice	Universal	Housing	Police	Health

Data type

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[LEARNING AND SYSTEM CHANGE - 2] LEADERSHIP NEED…

C   W

> …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	• 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	• Learning – track specific populations over time to assess the effectiveness of particular approaches
Impact for Children / Families	• 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**	• 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	Educat-ion	SEND / NEETs	Youth Justice	Universal	Housing	Police	Health

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