What are your expectations of this internship?

Gain some experience of a workplace environment and how to approach tasks in this. Also gain some more insights into AI and help the trust with some valuable AI knowledge and skills.

In what ways do you anticipate that your experience will support you in progressing your academic career?

It will prove that I can research and start engineering AI solutions for a real life business and also that I have experience in a workplace environment.

Learning about and understanding of research processes and practices

I have learnt quite a bit about the processes and practices involved in researching AI. I've come across some of the challenges and had meetings with various professionals from different areas of the trust.

Research skills development

I've been directed to various sources that can help me with my research and have utilised those resources to begin to think of possible solutions.

Your interaction with other researchers/staff at internship organisation

As mentioned, I've had meetings with different members of the trust and learnt about the various challenges they face and how AI can be developed to help them.

The openness of your internship organisation to you as a minoritised ethnic researcher

The organisation has been very supportive, offering a mentor I can talk to and hold meetings with and explaining things to me cohesively. I have been part of a small team and learnt many things from different members of the team on how the system works and how the trust operates.

Your confidence in a workplace

I have been supported and treated fairly. Everyone has been welcoming and inclusive. This only adds to my confidence and has helped to develop it.

Your motivation to move forward in your research journey (i.e. Masters or PhD).

Using the techniques and knowledge I have learnt so far, I can definitely see myself pursuing further research in the future.

Summary of meetings so far:

- For LCS and EHM, have a LIVE system and a UAT system (test any functional/software changes)

EHM:

- Early Help system

- Contact provided through front door (IFD)

- Can start different pathways depending on circumstances

- Need to maintain details of children and families

- Have different tasks depending on point on pathways and all tasks delivered to trays

- Trays can be assigned to different workers or completed by self

- Group work section where different activities can be started to support families

- Case notes opened in group work or episode pathways are shown in general but not vice versa

- Lots of forms which can be filled out in various scenarios

- Information can be pulled from forms but not free text information

- Documents can be uploaded, retrieved, etc

- No link to ContrOCC (finance system) in EHM but there is in LCS

LCS:

- Social care system

- Step up from EHM

- Mostly same functionalities as EHM but with some more additional features and a wider range of forms, pathways, etc

- Was made before EHM and then it's template was used to create EHM

IFD:

- Receive calls and/or emails with information for contacts

- Have to add new contacts onto the system manually

- Deal with administrative tasks such as verifying addresses, adding hazards, etc

AI help:

- Could create an intermediatory application with various tasks:

- Using Speech-to-text to extract relevant details from phone calls and help to fill out forms

- Use document intelligence to extract relevant details from emails and help summarise them

- Summarising documents and previous case notes

- Provide recommendations to help fill out forms and complete referrals

- Help identify children at risk based on referrals almost automatically

AI Challenges:

- Security risks, had to remove many apps because they feed data back to developers, third parties, etc

- Scalability, scaling AI solutions very expensive and time consuming

- Costs, Microsoft and AWS models can become very cost heavy and not worth it at times

- Pulled in, once start using something, can't really go back, become almost reliant on it

Solutions to challenges:

- In house solutions would be more secure and efficient than third party solutions but would take longer to test and deploy

- Make users and testers aware of risks and how to mitigate/reduce them effectively

- Give sufficient training to future users of these systems and roll out slowly but effectively

CA:

- CA complete the whole form and then close the contact

- CA starts contact then start filling out the CSC (social care) form

- Get details from Police reports, ambulance, email referrals, phone calls, etc

- Fill out basic contact information, reason for contact mandatory

- Have specific people need to refer to depending on the scenario

- Get referrals from practice workers

- Use red/amber scaling on emails

- Early help calls get passed onto social workers, just review call and decide where it should go next

- For phone calls, do consent, basic contact and reason for contact, then reassign to social worker

- Don't fill out family information checks

Cherwell System:

- User can register ticket or send email to worker then they have to look at it and even if it's small problem, consumes time

- An AI chatbot could be used on the ticket system to help solve any smaller queries or redirect to the team for larger queries

- Password resets are a persistent problem; AI could automatically reset passwords when accounts get locked by accident

- Also, a lot of forms filled out on SharePoint, AI could pull information through from forms to speed up process of workers

Finance – SAP & ContrOCC:

- SAP for recording payments mostly, everyone has access to it, has different modules for different departments.

- ContrOCC, mostly for bulk payments, foster care, payments to do with the social acre side of things.

- Don't deal with approvals, only deal with invoices and matching payments.

Data Intelligence:

- Use a lot of spreadsheets

- Don’t use SharePoint and other Microsoft services that much

- Don’t have much education on Microsoft services

- Use a bit of Power Bi and workflows to update reports and pull them through

- In Power BI, some SQL used to regulate data tables

- Can make a video showcasing SharePoint features with a webpage to go with it

- Can possibly do the same for other Microsoft 365 tools, such as workflows

- Add these videos/web tutorials to everyone's OneDrive as like a global file

- Or possibly as a SharePoint announcement

- Just make people aware of it and make it available to everyone

Microsoft AI Features:

Teams AI (Premium features) mentions basically everything discussed in the meeting with relevant details and enough information for anyone to understand everything that happened in the meeting, summarises the meeting pretty well, potential of AI, at a price Highlights the positive impacts of AI and how it needs to be invested in

A screenshot of a computer

Description automatically generated

ContrOCC:

- Payments created in LCS, go through ContrOCC and then finished in SAP - Quite old fashioned system, upgrade planned very soon, new web version  
**Contacts section**  
- Have lots of different services, can only see services relevant to specific BSFOs  
- Within each service, lots of different providers and each provider has their own services e.g. properties for youth accommodation providers  
- BSFO fills out information and sends off contract  
- Can see deleted contracts as well if tick show deleted box  
**Top Navigation buttons**- Home icon  
- Red Folder, not currently used  
- Contracts button, takes to contracts page  
- Globe, hide side navigation bar  
- Reset button, currently doesn't work  
- Notes button, can add notes about payments  
- General back and forwards buttons  
- Save button, save any changes made  
- New button, drop down to create different things  
- X button to delete contracts  
**ContrOCC system managers role**- Make reports and tidy up system  
- Set budgets and spending limits for workers  
- Maintain a spreadsheet of budget signatories  
- If anything changes on spreadsheets, carry out changes in ContrOCC  
- Mainly search by codes  
- Go through expired payments and make sure they're ended  
- Also track unauthorised payments  
- Send message to relevant service to authorise the payment  
- Delete payments that can't be authorised after sufficient response from relevant service

Children in Care & Care Leavers:

* Responsible for 1600 young people, 0-25 yrs
* Children in care, 0-18, don't live with birth parents anymore, because of risk, usually because of abuse or similar
* Care leavers, young people 18-25 who used to be in care but now older, still need to help them with finding uni, personal accommodation, etc
* For CIC, visit them every 6-12 weeks, record all meetings, interactions, report for review/assessment every 6 months, track regulations in spreadsheets
* Track plans, unregulated children as well on spreadsheets
* Do a lot through approvals on word, go through multiple people, not done on LCS, people need access in emergency
* 1-to-1 with manager in social work, called supervision. Also, case supervision done monthly or 3 monthly, Ofsted say not reflective enough in supervision. To become reflective, need to say how decision impacted, how know about best outcome, hard part capturing conversation
* AI can be used for speech to text in these interactions, also in meetings

BA:

- Work in the PMO, Business Analyst

- Responsible for top level requirements and processes

- Understand business problems and processes

- Produce SRS about business aspects

- Could involve business change, improvement, replacement

- Would look at AI solution

- Don't really use technical tools, use Visio to draw diagrams, notations

- Business process flow, some data flow as well, BMNO

- Has used use cases in diagrams, a bit old fashioned but does the job

- Use user stories to describe processes and functions

- Produce documents involving functional and non-functional requirements

PMO:

- Work off the back of BA, work for approval for business changes, improvements, etc

- Plan execution of project, procedures carried out, closure of project

- Communicate to wider business, providing status updates, comms, notice of upcoming change, system deployment, progress update etc

- Follow up engagement, checking with execution of projects, 1 week, 1 month after etc

Data Programme Manager:

- Rigorous analysis of available data, corporate data, finance data, external data etc

- Trust rich in data but not in intelligence, struggle to process it all, in different silos

- Poor on tools, use of power bi, mainly to produce data output visualisations for managers

- AI could definitely help with the data analysis, help with processing the data

Teams were all setup in January from a 'blank paper', comprise of experts but can't function properly at the moment

Use Jira for Agile project management that can be fully integrated with power bi, constructing series of power bi dashboards

The power bi dashboard allows as a manager to have full overview of all different projects going on, can cross link and drill down

New system, PM3, similar to Jira, used by council currently, very self-contained, own report generation, doesn't integrate across other systems

City of Derby case study, most savings, review of adult packages, could be relevant in review of children's placements

BSO (Business Support Officer) roles in LCS:

#Child protection services

- Go to strategy discussion on the pathway and then C & F Assessment

- Always must backdate if already taken place, can't change date afterwards

- Go to update meeting details and scheduling

- Length in minutes and location not picked up on data, doesn't matter if filled in or not

- Can add meeting attendees, if not already listed, usually for one-off visits, don't addd to involvements

- Forces to put Chair in for meeting

- Pop up appears when want to confirm action, need to click 'ok' for "yes"

- Don't usually copy forward in strategy discussion forms, only if it's a follow up

- Can have different outcomes for different children, use toggling system to seperate children

- Must include social worker name and Date

- Manager reviews strategy discussion form and then fill out name and comments in green, date as well and sign it off

- After manager finalises, outcome has to be approved, reviewed or rejected

- After it's completed, section on pathway goes grey (completed) and section 47 part of pathway opens, single assessment also opens if not already opened before

- If have to put child's voice on the form, put it in blue text colour

- Once S47 form completed, goes to manager for authorisation

#Child protection plan

- On pathway, after S47 and single assessment completed, can start Child Protection plan

- Have to start meeting and write up meeting notes after meeting has taken place

- When a child is on a plan, not a task itself, no due dates, just shows on profile that it's active, can start tasks from it

- Need to write meeting notes and create meeting for core groups as well

- In core groups form, child protection plan is updated, no extra task needed

- Complete transfer out assessment, usually always a permanent move to another local authority

- Then releases task directly to CP unit and informs then a transfer out meeting is scheduled

- Can pickup from assigned worker the pre meeting report and reassign to self

- Should close automatically then, might be other tasks open with other workers so never close manually

- When cease CPP, should notify all the involved workers

#Other additional information

- If CP comes from other local authority, received as notification, can’t do anything on that, appears as external on profile label

- Try not to have the child on the CP plan for longer than 2 years, review and try to end after 1 year

- If decision is made, review takes place, a lot of cases step down from CP plan to CIN plan

- CP unit services update the meeting details and scheduling, write up outcomes, social workers don't do this part at all

- Once CP unit service worker reviews and finalises, social worker has to check decision and send off

- Social worker has to then start CIN plan as not automatically triggered when stepped down, just have to choose outcome, have to update child plan

#Placement Request Episode

- Start Episode, choose date, have to assign to self

- Complete form, can copy information forward from past forms if any

- When fill out form, put initials of child, not full name, instruction given in form

- Don't give full name to reduce bias after it's sent off

- If name filled out, form rejected on next step, has to be filled out again

- Quite a few mandatory questions, long form

- Once worker has filled form, goes to team manager who only checks it, doesn't sign off

- Service manager has to finalise, team manager has to save and close

- Service manager can authorise/reject and re-assign back to themselves with any comments

- Service manager has to fill out reason then close form,

- If they don't click send to PC (placement co-ordinator), then episode referral step stays open

- Have to log any actions, includes emails, phone calls, colleague messages in placement co-ordination section of assessment tab

#CLA (child looked after) pathway

- Fill out legal status, after done this, releases draft placement plan

- Placement plan part 1 has to be printed out prior to placement and printed out for child to take with them

- Long term placement usually always no

- Click update placement records to access screen where placement info can be update/filled out

- If select add carer/provider then pulls up a search, usually use case ID number

- Put caution details (anyone who shouldn't know) and details of EDT as well

- Have option to start new placement (permanent move) or temporary placement (will return after a few days)

- Same form as before for temporary placement as well

- Have to press Make Placement Live after adding a new placement

- Only temporary placement when main placement is being returned to

#Reviews and additional

- First review takes place after 1 month

- Second review after 3 months then reviews every 6 months

- Any new form says start, any previously filled form, says restart

- Have to start Personal Education Plan (PEP) before first review

- Once worker has filled in section, goes to virtual schools, fill out their part

- Information tab shows where plan is at, e.g. assessor, reviewer etc. stage

- CLA review same as CIN review, other reviews, worker doesn't need to do it, just independent reviewer does this

- Plan has to be filled and updated within 10 working days from review

#Care planning meetings

- Take place on a monthly basis, especially for new cases

- Some new cases have weekly meetings

- Everything under events, pathways create internals, only ever show in episode tabs, utilises stand-alone forms

- Doesn't put location and time automatically, don't have to put in manually

- Can copy forward planned meeting date from when scheduled meeting, then fill out decision section, start blank

- Then goes to manager for authorisation, comments should be in green text colour

- Options to review form, reject or approve it, reject sends back to worker

- At the moment, worker has to click a complete button to release next meeting, but not in testing version (next version)

- Worker has to update next date themselves, accordingly, system can't distinguish between what date it should be (1, 3 or 6 months) automatically, AI could help here

#Care looked after episode

- Period of care section shows all previous placement details

- Can create a new placement plan, only if main placement is ending/has ended and new placement is required

- Can copy forward, recommendation is only to copy latest, unselect rest of previous placement plans

- Can be changing from short term to long term so select long-term placement plan as yes

- If this is case, in reason ended select 'still with same carer, change of status only'

- In this case, don't change carer, only change from short term to long term

- Visit frequencies then get changed from every 4 weeks to every 8 or 12 weeks

- Worker has to make placement live, same as for temporary placement

- To change carer, have to go to relationships screen, remove current carer and add new one

- Then need to end previous placement that is ending/ended, use single assessment form for multiple purpose

- Have to select relevant section so shows that only and not other sections of single assessment form

- Must change placement on time to prevent incorrect payments, sometimes only realise when someone complains

- People can only get paid correctly, if correct details are updated on LCS and live on time

- Then start Leaving CLA task in Decisions tab, then fill out complete plan form

- If this task completed, red line through CLA on profile, has to be reviewed by manager to be completed

- A lot of repetitive stuff such as date filling, could be handled by AI

- When go into full pathway, all tasks on pathway then become grey to show they have been completed

- Worker needs to add SGO order with 18th birthday date, also need to update relationships to include SGO carer

- If SGO details not updated in time, SGO support plan can't be opened if needed by SGO irl at a later date

- To put start SGO pathway plan, need to go to Decisions tab and adds task to tray

- Worker geos in and fills out Pathway plan form, quite complex form

- If CLA review started but this form not completed and finalised, can't progress to stage 2 when required, extra intervention required from higher up

Magic Notes – existing AI software for Social Care workers

- Historically for own team of case working, all of technology historically for them

- Started embedding LLMs like chatGPT into own applications and tools

- Did own case study and found it improved timings and reduced time consumed for activities

- Then briefly trialed with a few small local agencies

- Works in 3 ways:

- Captures meetings: virtual, in-person or remote

- Can transcribe the meetings and recognise whoever is speaking

- AI technology used to produce customised summary

- Web app so can be used on computer/laptop as well as phone

- Primary use case is from work phone recording in-person meeting

- Should introduce at start so can recognise who's speaking at all times

- Summary section & Recording/Transcript section

- Emails link to social worker when recording finished

- Filters out background noise and things like that, much more accurate than Teams transcription

- Have different templates at the top that can generate a new report/summary

- AI generates title but can easily be renamed

- have a text box that can provide prompts to make changes

- Saves previous versions in version control

- Has suggested prompts for changes text box as well

- Can then copy and integrate into systems such as LiquidLogic

- Social worker always checks it, should always check as not 100% accurate

- Can record, transcribe & summarise for up to 80 people apparently

- Will provide training, be closely involved with organisation during pilot period

- Allow workers to provide feedback and currently in a roll-out stage

- Witnessed brief demo and quite impressive, with redraft as well

#Technical details

- Customised reporting templates with headings

- Handles accents, translation & background noise well

- Actions auto-captured

- Saved in cloud through web app

- Works across, Microsoft, Apple, Google and Android devices

- Works in-person, over phone & with video-calling platforms such as Teams and Zoom

- Works with any database, including The Access Group’s Mosaic (ContrOCC) and System C’s LiquidLogic: integrations offered past pilot completion

- Protect data using Human in loop method, workers confirm accuracy and can edit it

- No data used to train models

- Gold standard login protection

- All data stored in UK, processed within EU

- Data Protection Impact Assessment undertaken

- Start with smaller group of users to build excitement

- Hands on training designed by former social workers

- One to one training for anyone who needs it

- Feedback proactively gathered and actioned

- Power users support and train others

#Findings so far

- Improves productivity by about 63%

- Makes it easier for staff, especially neurodivergent staff to write up notes

- Tried and tested strategy builds confidence and enables cultural change

- Frontline staff focus more on support and other relevant areas

# Introduction

*My name is Hasan Akhtar. This report is based on my time as an intern in the local authority-based organisation, the Bradford Children's and Families Trust. What I hoped to gain from this before starting was to gain some experience of a workplace environment and how to approach tasks in this. Also, I wanted to gain some more insights into AI and help the trust with some valuable AI knowledge and skills. I anticipated that my experience will have supported me in progressing my academic career by proving that I can research and start engineering AI solutions for a real-life business and also that I have experience in a workplace environment.*

# AI Research

I have learnt quite a bit about the processes and practices involved in researching AI while working at BCFT. I've come across some of the challenges and had meetings with various professionals from different areas of the trust. I've also been directed to various sources that can help me with my research and have utilised those resources to begin to think of possible solutions.

# The Organisation

The **Bradford Children and Families Trust (BCFT)** is a dedicated organisation committed to the well-being of children and families in the Bradford District. As an independent entity, BCFT collaborates closely with the Bradford Metropolitan District Council to stabilise, recover, and enhance children’s services. [Their vision is to create a safe, child-friendly, and supportive city where every child matters and can thrive](https://www.bradfordcft.org.uk/about-us/who-we-are/).

The organisation has been very supportive, offering a mentor I can talk to and hold meetings with and explaining things to me cohesively. I have been part of a small team and learnt many things from different members of the team on how the system works and how the trust operates. I have been treated fairly. Everyone has been welcoming and inclusive. This has only added to my confidence and has helped to develop it.

As mentioned, I've had meetings with different members of the trust and learnt about the various challenges they face and how AI can be developed to help them.

# LCS and EHM

Both **LCS** [LiquidLogic Children’s System] and **EHM** [Early Help Management], have a **LIVE** system and a **UAT** [User Acceptance Testing] system (used for testing any practical or software changes). There is also a **Train** system used for training workers. LCS was first made and then was duplicated and adapted to make EHM. There is a constant link maintained between the 2 systems and they can be accessed interchangeably. In both systems, there are lots of forms which can be filled out in various scenarios but could be helped by AI automation, allowing workers to concentrate on more extensive and important tasks. Information can be pulled from forms but not free text information at the moment. Also, documents can be uploaded and retrieved. There is no link to **ContrOCC** (the finance system) in EHM but there is in LCS

In EHM, a contact is provided through the front door (IFD). Following this, different pathways can be started depending on various circumstances. There is a constant need to maintain details of children and families. All workers have different tasks depending on the current point they are at on the pathway and all tasks are delivered to trays. Each child is considered to be a different case, unless they are related (e.g. siblings), then the cases can be grouped together, otherwise cases are separate, and each worker can have a multitude of allocated cases. Case trays can be assigned to different workers or the tasks within them can be completed by the worker they are currently assigned to.

This is the *Early Help* stage where various tasks can be carried out relating to *Early Help* services for children. If necessary, cases can be stepped up to LCS which is the *Child Social care* stage where social care services are provided for children. In EHM, there is also a *group work* section where different activities can be started to support families. A *supporting families form* has to be filled out before *group work* can be started and then a *family navigator episode* can be started. There are things called *Case Notes* that are detailed records used to document interactions and information related to a specific individual or family. *Case notes* opened in *group work* or episode pathways are shown in general but not vice versa.

In LCS, various information is received through EHM, as almost all cases that come through to LCS are stepped up from EHM. There is rarely a situation where a case is referred directly to LCS without going through EHM first.

LCS contains mostly the same functionalities as EHM but with some more additional features and a wider range of forms, pathways and other relevant information.

Cases can also be stepped down from LCS to EHM.

# IFD and CA

**IFD** is the Integrated Front Door. This is the first point of contact for the EHM system. Workers in this department receive phone calls and/or emails with information for contacts. They then have to add new contacts onto the system manually, filling out their information and any forms that need to be completed. They also deal with administrative tasks such as verifying addresses, adding hazards, etc.

There are also **CA**s. **CA**s get details from Police reports, Ambulance, email referrals, phone calls, etc. The **CA** starts the contact then starts filling out the **CSC** (social care) form. They then fill out the basic contact information including the reason for contact, which is mandatory. They have specific people they need to refer to depending on the scenario. The CA completes the whole form and then closes the contact. They don't fill out family information checks, however. Referrals are usually received from practice workers. They also use red/amber scaling on emails depending on how urgent the referral is. Usually, **Early Help** calls get passed onto social workers, the CAs just review the call and decide where it should go next. For phone calls, they do the consent section, fill out basic contact information and reason for contact, then reassign to social worker.

# Challenges faced without or due to AI

They are various challenges faced by the Trust that **AI** could help with within the systems previously mentioned and possibly in other areas. However, there are also challenges faced when deploying **AI** and due to **AI** being developed and incorporated within the Trust.

In the **EHM** and **LCS** systems, there are a lot of forms that need to be filled out manually. The **IFD** and **CA** often deal with a lot of phone calls and emails and then have to input that information into the system manually as well. These challenges/issues definitely have some solution involving AI which will be discussed in the next section of this report.

On the other hand, implementing AI will have consequences and can have risks, issues and challenges. One such challenge could be security risks. As some data is considered private and confidential such as reports on a health condition and some other data is considered sensitive information such as a patient's address and personal details, there could be many barriers to overcome, especially since AI models use so much data to train themselves and learn extra information that could prove useful.

Due to security risks posed by **Microsoft** licensed third-party applications, the **Trust’s** technicians and software architects had to remove many apps as they feed data back to developers and possibly third-party organisations involved with the developers of such apps. A named example was given when talking to the **Solutions Architect**, known only as **Otter AI**. This application was an **AI Meeting Assistant** used to transcribe meetings in real time, record audio, capture slides, extract action items, and generate an AI meeting summary. However, some information captured from meetings by this AI application was considered either sensitive or private and confidential. Therefore, the technicians and software architects sought to remove this application from their **Microsoft** subscription.

Another challenge could be the **Scalability** of such solutions. As is often the case, scaling AI solutions to meet the needs of a small business can be very expensive and time consuming and more often than not is implemented poorly. This would be a very important consideration in implementing such AI solutions, as poor execution could cause an extensive amount of uproar and would cause much more detriment then the payout and even the potential benefits.

Also, there could be cost issues. As is more commonly known nowadays, councils and local authorities such as BCFT are usually strapped for money, meaning there is little funding and any income has to be made the most of. Of course, if good implementation is carried out and the AI is integrated in the best possible places to help with the tasks that need it most, then it should be cost-effective in the long-term, potentially saving BCFT £1000s in labour costs and other rudimentary payments.

Contrary to this though, the initial solutions could still be very expensive and may not be able to generate enough profit or sustainability provide adequate economic benefits in the long run. As mentioned before, Microsoft are a strong provider of AI tools and are indeed as valuable to the developers are they are to the users as they provide a platform for developers to build, deploy and test AI models, namely **Microsoft Azure**. As with most services nowadays though, there is a subscription fee attached and potential significant costs due to usage fees for the final deployed tools. Also, on an organisation basis, **Microsoft** do charge significant amounts to use their services and services associated with them that they can provide, such as these AI applications developed by third-party developers. Users also tend not to utilise the full package and realise the full potential of platforms such as **Microsoft 365** and this ends up showing these packages as not being as cost effective as organisations would’ve liked them to be when purchasing. They is also the problem of being pulled into these services and then once they start using something, they can't really go back, they can become almost reliant on it, not being able to think of a time when they didn’t have these services to fall nback on and support them in daily tasks such as team meetings and analysing data in spreadsheets. Many software architects and technicians are also of the opinion that **Microsoft** and **AWS** models can become very cost heavy and not worth it at times so convincing them to invest in these services for AI purposes could prove challenging as well, to say the least.

# Solutions to the above-mentioned challenges

There are various tasks that could be automated or improved through the use of AI applications and also a variety of methods that could be used to mitigate the challenges and issues faced when developing, implementing and deploying AI applications. In this section, a handful of solutions to these problems will be detailed with some evaluation towards their effectiveness and how best to implement them.

Personally, I believe it would be necessary for AI technologies to help automate many of the small, laborious and repetitive tasks that workers perform on a daily basis, leaving them to focus on tasks that require more human thought and that are more important to be done by a human rather than an AI based application. It would also most likely be more cost-effective, saving labour costs and better utilising resources available to BCFT. Staff salaries could also be reduced as AI automation could require fewer active staff at the same time.

Within the LCS, EHM and other systems, an AI application could be deployed that could automate and help with various tasks that workers carry out on a day-to-day basis. This application could act as an intermediatory application and provide workers with extra functionality to help complete smaller tasks quicker and with minimal effort, saving time, resources, money, etc for bigger tasks that would benefit the Trust more. Some of the features in this application could include the ability to: use **Speech-to-text** technologies to extract relevant details from phone calls and help to fill out forms; use **document intelligence** to extract relevant details from emails and help summarise them; **summarise documents** and past **case notes** for use when filling out forms; provide **AI recommendations** to help fill out forms and complete referrals, such as the most relevant worker for a case tray to be re-assigned to or in a form, suggest the most common details based on other similar previously known forms and data already filled in that form; and also help **identify children at risk** based on referrals almost automatically (potentially using a clustering model).

Also, there would be solutions to the challenges encountered when developing, implementing and deploying the AI solutions. An in-house solution would be more secure and efficient than third party solutions but would take longer to test and deploy. Also, it would be harder for the Trust to employ a group of specialists with relevant expertise and background information than outsource them. However, just a small number of software developers with an insight and some background knowledge on AI would be sufficient enough to develop an app with all the features previously discussed. Another solution would be to make users and testers aware of risks and how to mitigate/reduce them effectively. This would involve adequate communication and the gradual roll-out of this new system, enabling workers to get used to it in their own time and ensure its scalability was implemented effectively. There would also be the need to give sufficient training to future users of these systems. This would need to be done over a relatively long period of time to ensure success, only introducing different features to workers once they had mastered features they had previously been introduced to. They wouldn’t be an urgent need for workers to be able to utilise multiple features of an intermediatory AI application instantly or in quick due time. They could gradually transition from their current way of doing things to utilising AI technologies more and more for one task at a time until they fully knew how to automate the tasks that could be and should be automated and could carry out the use of AI technologies effectively and efficiently to thus improve productivity and limit backlog, consequence of delaying tasks and prioritise more urgent and larger, more time-consuming tasks.

Another thing that could be done involving AI is utilising some AI applications provided by Microsoft services that are already available to the Trust such as Workflows and AI meeting summaries. Some of these services would need to be paid for, but would easily be integrated as part of the Microsoft services currently available through Office and Teams etc. Training would need to given on how best to utilise these services and awareness spread about the existence and potential of these services and how they could impact work on a day-to-day basis and enhance the productivity of workers. Tech professionals could be brought in from partner organisations to give brief and detailed sessions about the use of these existing technologies and encourage workers to get involved with these, as they could improve the everyday lives of the workers.