

A photograph of a group of children in a classroom. In the foreground, a young girl with blonde hair in a pink shirt looks up and to the left. Next to her, a girl with dark hair in a blue and white checkered shirt looks up and to the right. In the background, other children and a teacher in a blue shirt are visible, all looking in the same direction. A large yellow rectangle is overlaid on the right side of the image, containing the title text.

The use of data in Children's Services



Building a better
working world

Introductions



Louise Warman

Senior Manager within Local Public Services at EY

She has worked with multiple Local Authorities to lead programme's to improve cost-effectiveness and service delivery



Shu Fei Wong

Senior Manager within Local Public Services at EY

She has worked within multiple central government departments and local governments, where she has delivered strategic transformation programmes

How can we bring data together for good rather than bad?

**Risks associated with
data sharing**

Data for good



We need to drive forward data sharing, balancing the risks to achieve positive outcomes

Go to www.menti.com and use the code **23 60 29**

My job would be **better** if I had ...

Go to www.menti.com and use the code **23 60 29**

What are you hoping to get out of this session?

Context

EY are using data insights and predictive analytics to improve decision making, support future commissioning decisions, target resources more effectively and transform children and family services.

Our primary objectives:



1

Improving outcomes for children and families by using insights to identify earlier and target interventions



2

Fostering multi-agency collaboration to support more effective ways of working



3

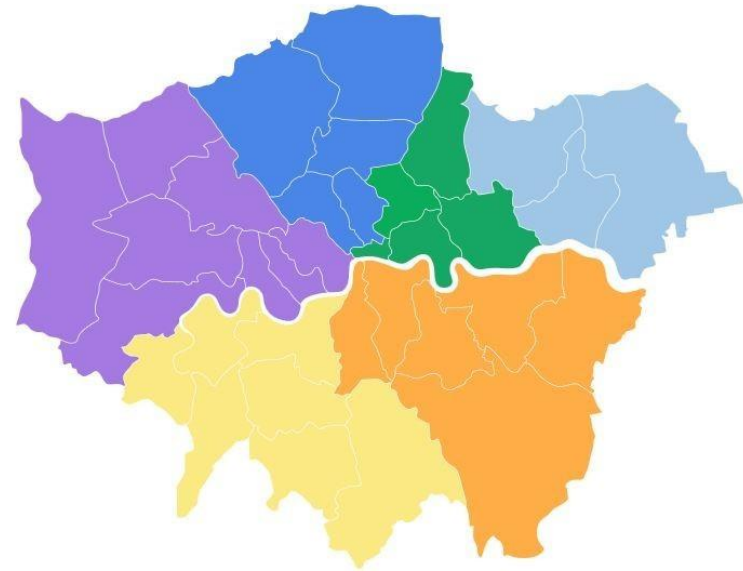
Driving long-term improvements in commissioning practices and increase trust in public services

Case Study: London Local Authority

The council have challenged the status quo and implemented a unique, council wide operating model, for all age Early Help

Context

- ▶ This authority is in the **bottom three** London boroughs for unemployment, child mortality and early mortality
- ▶ To counter these challenges councils are beginning to **consider new, innovative** ways of working to deliver their vital services



LONDON
COUNCILS

Case Study: New Zealand's Transformation Journey

Improving lifetime wellbeing for vulnerable children by introducing a new child centred operating model



Context

- ▶ In April 2015 the government asked an expert panel to examine ways to overhaul the country's child protection system
- ▶ The panel recommended introducing a new **child centred operating model** with a stronger focus on preventing harm and intervening early



**MINISTRY OF SOCIAL
DEVELOPMENT**

TE MANATŪ WHAKAHIATO ORA



Case Study: New South Wales

Redesigning the child protection service and cost model

Context

- ▶ In the last decade the New South Wales Government in Australia has seen a **steady rise** in the number of children needing protection services, and a **decline in step-down rates**



Go to www.menti.com and use the code **23 60 29**

What would be your **concerns** of using data?

Considerations

These are a number **considerations** when using data in social care:

1 Consent

2 Data Quality

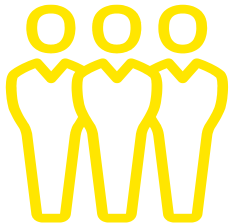
3 Ethics



Data Driven Transformation

Understanding your data provides you with the insights you need to provide the **right services**, to the **right people**, at the **right time**.

What is your data telling you?



Who is
accessing the
services

Why they are
accessing the
service

How many are
known to
multiple services

What each
individual's
journey is

What
intervention
they receive



EMMA

Emma is 9, and has had worsening school attendance over past 3 terms from 95% > 86% > 60%. She has declared violence at home.

Her older brother was excluded earlier this year.

When I am on Duty, & have to respond to emergency for a case that I don't know as it's not mine, I have to leave the office in 10 mins to get to a school where a child may have turned up with a black eye, saying his mum did it. I often have little background knowledge on the case & try to look in Liquid Logic to find info. Ease of finding info depends on how well the social worker has left the case in, and how well the notes are written (sometimes very long, sometimes very short). I can look at latest case note to see latest work. The Single View will show me a quick summary of the case at the click of a button - some social workers could copy paste it into a Word Doc, and then read it on the train on the travel to see the case. It will allow us to more effectively deal with emergency cases, coming through Duty, for cases we don't know and understand.

1

2

MASH Enquiry conducted



RUTH

Frontline Officer assigned to look into Emma's situation & uses the Single View button in Liquid Logic as a baseline. She conducts extra checks, calls the school for detailed conversation, and meets the family before completing assessment.

3

Early Help support provided

- Early Help (Intervention) was provided as Emma was assessed to be borderline for Child in Need plan

4

Outcomes achieved

Emma's school attendance improves over future terms.

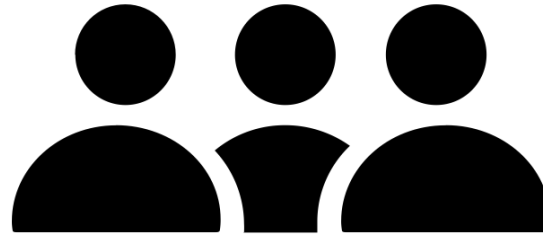
She is not re-referred again into Social Care, and is able to stay safely at home

Conditions at home improve as the parents and family are supported as a whole through Early Help

How has EY & Xantura capability had a real world impact?

I thought that the parents were **fabricated an disability** for their child, but I had no proof.

The Single view will save me **3 hours** of time finding information.



You have to go through the school to get attendance. In summer you **can't contact** the school.

When I have to respond to an emergency for a case that I don't know, I have **very little** background information.

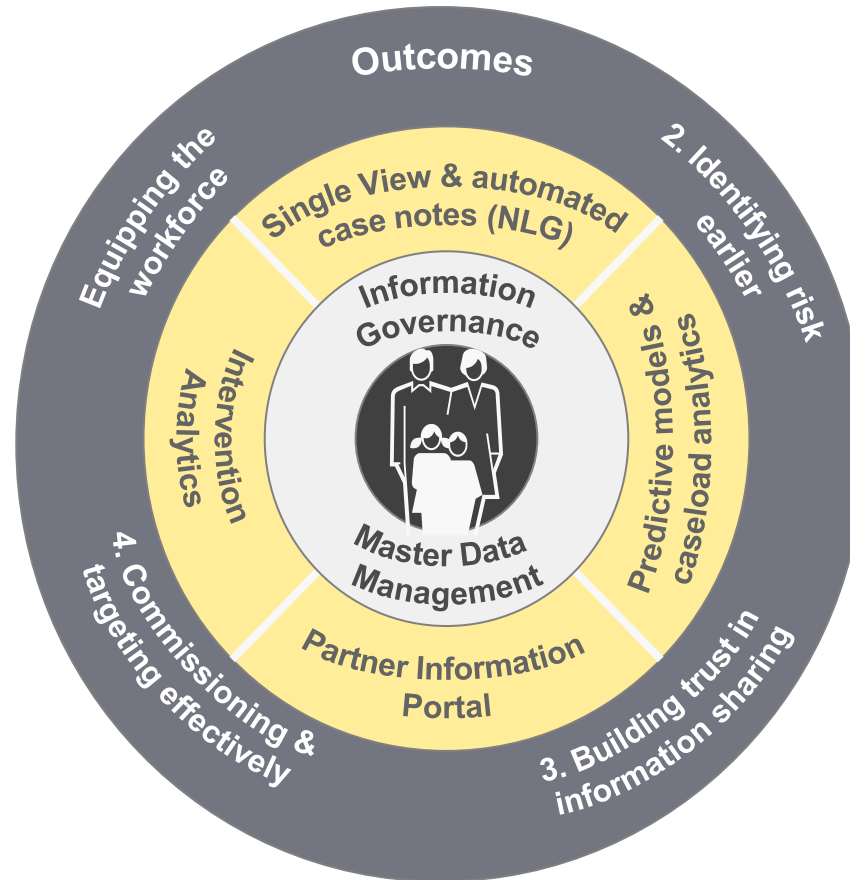
Thank you for listening. Any Questions?



Appendix

End to End Service Transformation

1. Equipping the workforce with richer information and greater capacity, reducing administrative effort to free up time to engage with the household and make informed decisions



2. Identifying risk earlier to improve outcomes by providing the right support at the right time

4. Commissioning & targeting outcomes-based services more effectively to support more effective third party spend with greater impact

3. Building trust in sharing information to facilitate joined up working which will encourage greater holistic support for the individual and household

London Local Authority

The council have challenged the status quo and implemented a unique, council wide operating model, called Community Solutions



Context

- ▶ This authority is facing a number of challenges including increased demand for services coupled with engrained social issues; it is in the bottom three London boroughs for unemployment, child mortality and early mortality. In the category of “qualifications at the end of school” it ranks last.
- ▶ To counter these challenges councils are beginning to consider new, innovative ways of working to deliver their vital services. This authority has an ambitious strategy to take a proactive approach to early intervention and redesign service delivery to improve outcomes for vulnerable people. This transformation will be underpinned by data insight and analytics

What did our work involve?

- ▶ Developed enhanced information governance to allow teams to securely share data in accordance with GDPR requirements
- ▶ Undertaken initial data gathering and analysis to generate insight into the underlying issues that are causing residents to contact the authority for services
- ▶ Co-developed Natural Language Generation (NLG) outputs to automate case notes for Children's, Adults and Homelessness
- ▶ Engaged with the staff to understand how the models will enhance existing processes and design the 'to be'.
- ▶ Undertaken a period of live testing to refine the platform prior to go live, launched end of July 2019

Impact of our work

Financial Benefit

- ▶ If 2% of the current Looked After Children are stepped down to Child Protection there will be a yearly financial saving of £435K

Demand Management

- ▶ Encouraging a collaborative response by optimising cross service and multi-disciplinary team working
- ▶ Creating capacity through reduced time effort on administrative activities by 30-50%

Service Provision

- ▶ Better information on intervention efficacy enables sustainable commissioning of services of the right support at the right level
- ▶ Effective service provision reviews to trigger step down where services are no longer required

New Zealand's Transformation Journey

Improving lifetime wellbeing for vulnerable children by introducing a new child centred operating model.



Context

- ▶ In April 2015 the New Zealand government asked an expert panel to examine ways to overhaul the country's child protection system. The panel recommended introducing a new child centred operating model with a stronger focus on preventing harm and intervening early
- ▶ This uses life course modelling and evidence of what works to identify the best way of targeting early interventions, so all children receive the care and support they need

What did our work involve?

- ▶ We worked with the Ministry of Social Development to develop and build the underlying model of children's life courses
- ▶ The model identifies the indicators associated with better and poorer wellbeing and associated future outcomes, shows the likelihood of these outcomes occurring and identifies the avoidable fiscal costs associated with poor outcomes
- ▶ The model covers all children aged 16 years and under in New Zealand, and includes projections up to the age of 25
- ▶ It draws on the Integrated Data Infrastructure, a linked, longitudinal and anonymised research and policy data set that combines information from a range of organisations
- ▶ This gives the Ministry a broad view of each child, their parents, family and carers
- ▶ We also helped to develop a wellbeing framework to model child outcomes over their lifetime. To do this, we drew on data and expertise from the child protection, education, health, justice and welfare agencies. We also used analytic and decision support tools and processes to inform decisions across the operating model

New South Wales – Australia

Redesigning the child protection service and cost model



Context

- ▶ In the last decade the New South Wales Government in Australia has seen a steady rise in the number of children needing protection services, and a decline in step-down rates

What did our work involve?

- ▶ We worked with the government department of Family and Community Services to create a more child-focused and financially sustainable service geared towards giving children the chance to have a safe, loving, permanent home and helping them reach their potential
- ▶ The new approach requires the Government to change the way it funds service delivery partners
- ▶ It has developed outcomes-based contracts that focus on helping families to stay together
- ▶ It is also developing a single framework to define the desired outcomes, based on safety, permanency of care and a wider focus on child wellbeing