How can data analytics improve outcomes for vulnerable people in Scotland?

Outputs and Presentation pack

# Intentions and outputs of the event….

We considered how the world is changing in terms of digital progress, and whether we can afford not to embrace the opportunities these approaches and tools present. We also challenged ourselves on why advanced insights and analytics tools had not been widely adopted across Scotland or whether our context is different.

Learning on the day covered global case examples in children's, adult's and homelessness services which have been successful in shifting focus and spend to save investment into earlier intervention and prevention support. We also looked at an example of a collaborative model, London Ventures, where the London Councils have invested in between London Councils, the umbrella body for the 33 local authorities in London, and EY who have been working together for five years to bring innovation to the public sector in London and beyond.

Examples discussed on the day

- EY & Xantura partnership' approach to enabling transformation of the way people are supported, using data and insights to enhance decision making. The session demonstrated live application of the capability and how it integrates and matches data to present a single view of an individual and household including chronology, contextual, historic and wider factors (through Natural Language Generation and automated case notes).
- EY's work in collaboration with a large local authority in London. As the area was facing numerous challenges regarding social care, the initiative has focused on not only allowing for increased data awareness to resolve present issues more efficiently, but also to take a preventative approach by identifying and analysing the underlying issues. The approach has a strong emphasis on providing a more holistic view of the individual's wider household and social situation.

This highlights the benefits the effective data analysis to better identify the people most at risk and offer support, reducing demand for statutory interventions and improving the experience and outcomes for citizens.
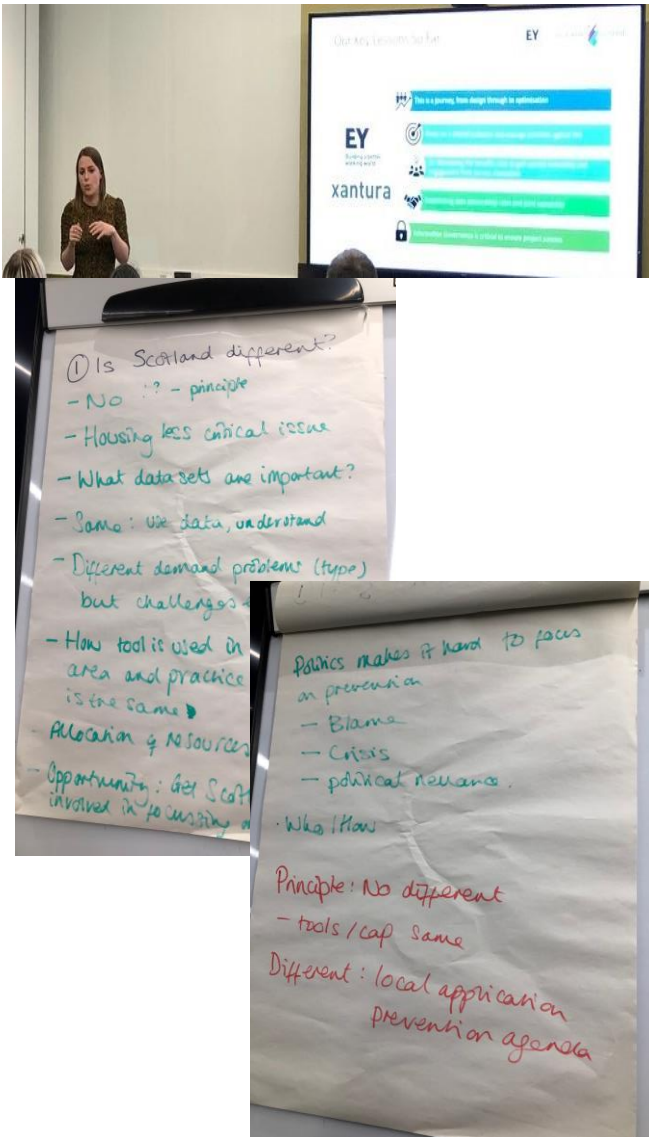
We asked ourselves….

Is Scotland different?

….here is what we discussed

No – there would be value in using data to understand demand:

• Capability is the same, how it used may be different based on local practice

• There is less focus on prevention agenda. Politics can make it harder to focus on this as there can be a culture of blame

• Different data sets may be available and have differing levels of importance

• More public sector provision than in England –also broader range of services at local level (e.g. probation)

• Complexity of IJB landscape across health and adults services

• There is more of a regulatory presence, clearer focus on professionalising social care

• Policy considerations and sensitivities – experience of the named person initiative

• Things work very differently across local authority areas – especially in context of size. Smaller authorities with sparser populations 'know their people' and may not see this as such as priority need

• Landscape around social work services is different in Scotland – more concentrated in the statutory and third sector so may not be able to provide 'savings' as evidenced in England. Would 'cost avoidance' be a quantifiable enough measure in a business case, especially in a small local authority?

• Joining up information across national agencies – i.e. Police and NHS and others – would require a national approach. This is unlikely to be implemented by SG centrally and would need some pressure or push from local authorities across Scotland.

We asked ourselves....

Data analytics – opportunity to support practitioners and decision makers or a threat?

....here is what we discussed

There's a lot of potential positive impact in using more sophisticated analysis and algorithm tools – however, should also acknowledge that this would need to be framed carefully

• Opportunity to include Scottish Government to help a government led focus on prevention

• Threat – who will take responsibility for the potential unmet demand? Concerns about unearthing unmet need – recognising that it might reduce costs of care but could raise the trajectory

• Threat – we do not want social work by algorithms, need to make sure it supports decision making?

• Opportunity to use data to drive strategic decision making both now and going forward

• Huge opportunity in being able to analyse qualitative information

• Challenge about what you do with this new insight – how do you use it to transform practice?

• Risk to the social work profession? Possible perception of replacing professional judgement with computers/ AI

• Risk that predictive data creates power balance tensions and could reinforce stereotypes (e.g. people on this street behave in this way)

• Instead, important to emphasise the intentions behind using such technology; supporting professional decision making, not substituting it.

• There are some benefits to a national approach – it would be more economical to invest at this level and would support data sharing as well as demand management.

• This could be a 'game changer' but there are considerations around the value of the investment vs the capacity and resilience to resource such a programme of change .The reality for some areas is that funds would need to be cut from an operational budget to resource this.

" So, how can you get in touch to learn and share more? "

Many thanks to the participants who joined us on the day, working collaboratively and openly. There was a general view that this is an important agenda and an appetite to follow up on this discussion.

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SWS and EY would welcome any feedback, comments, questions or ideas from participants or anyone who could not make it on the day. We are keen to hear your views on the opportunities and challenges around the use of data analytics in your work.

We would also be happy to arrange a follow up discussion with you to build on the momentum and energy created on the day.

For further information contact:

Edith Wellwood - EWellwood@uk.ey.com or Cat Park Cat.Park@uk.ey.com

Appendix: Presentation

Change is here …..

Ben Farrugia – Director, Social Work Scotland

► **From the 'embedded' to the 'encoded' data analyst:** Over past ten years the focus has shifted from the value of having an embedded data analyst in a social work team / service, to the potential of using computers to connect and analyse the data itself. (The capacity of "machine learning" to spot patterns by analysing large amounts of information from various sources, including administrative data and case notes.)

► **Demand from the front-line, push from the centre**: Social Workers are keen to do the best job they can, and to utilise all available tools; this has generated interest and appetite for the use of technology and data analytics. At the same time, government initiatives (policy, programmes and/or funding) have encouraged the piloting and adoption of new technology; austerity and research driving a shift to 'prevention', 'spend-to-save', 'innovation funding', etc.

   ► Using algorithms to determine individuals at risk of HIV in a network of homeless young people (California, USA)

   ► Prediction of suicides (Florida, USA); Prevention of falls among older people (UK)

   ► Use of predictive algorithms in children's social work (UK)

Change is here …..

Ben Farrugia – Director, Social Work Scotland

► **Useful tools, insidious threat** - What do these global developments mean for social work in Scotland? In England a debate has began, facilitated by the What Works Centre for Children's Services, on "when and where these tools are effective, ethical and acceptable". The discussion is being buttressed by a comprehensive literature review (Rees Centre, Oxford University), events, online debates and the learning from pilots. Scotland can learn and be part of these developments, but is our situation different?

► Questions we're interested in at Social Work Scotland

  ► Why have these tools not been adopted at scale in Scotland?

  ► What are the ethical and legal considerations?

  ► Are there issues with partnering with the private sector? How/why would it be different if partnering with a public body or university?

  ► How does the social work profession lead this debate, not be lead by it?

'*Challenging the Status Quo*' through data insights and advanced analytics

Ben Farrugia – Director, Social Work Scotland
Shu Fei Wong – EY

National Scene

Ben Farrugia – Director, Social Work Scotland

The Digital Health and Care Strategy April 2018

▶ Provides a vision and roadmap for how digital technology can reshape health and social care services, accelerating person-centred care, and improving planning, recording, etc.

▶ Initiated the development of a single, national health and care national digital platform, using secure cloud-based architecture to bring together in one place all relevant health and social care information. Hope is that this will help people to better manage their own wellbeing, improve service delivery and facilitate innovation.

▶ There is a central role for private sector stakeholders, utilising their expertise, agility (and the general power of the market) to develop tools which aid more effective and efficient delivery of public services.

National Scene

Ben Farrugia – Director, Social Work Scotland

Current investment in data analytics tools in Scotland

▶ **Wide-scale, localised investment in data analytics** by universities and the private and third sectors. Health care is driving public sector investment, but local authorities (independently or through Integrated Joint Boards) are piloting new models.

▶ Improvement Service, the national improvement organisation for local government in Scotland, has developed a **Data Hub**; an online data matching and cleansing solution to help public sector organisations to improve customers' experience and make better decisions based on sound intelligence

▶ The UK and Scottish Government's **City Region Deals,** which comprise a programme of interventions – backed up by significant public investment - to support positive, transformative change in an area. In every case connectivity and digital innovation are central components.

▶ Connected to the Edinburgh and South-East City Region Deal, the **Data for Children Hub**, a collaboration between UNICEF, the Scottish Government and Edinburgh University's which seeks to bring insight and solve problems using data and data science techniques.

Case Study:
New Zealand's Transformation Journey
Edith Wellwood– EY

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

- ► 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 Zealand's Transformation Journey
Edith Wellwood– EY

> 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

Case Study: New South Wales

Edith Wellwood– EY

Context

Redesigning the child protection service and cost model:
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

London Ventures

Shu Fei Wong – EY

London Ventures is a unique partnership between the private and public sector

London Ventures seeks to drive long lasting societal change improving outcomes for local public services and citizens alike. It is delivered by a partnership between London Councils, the umbrella body for the 33 local authorities in London, and EY who have been working together for five years to bring innovation to the public sector in London and beyond. Together we have engaged with over 100 businesses and worked across all 33 London local authorities bringing £6m financial benefits and the best innovation to local public services.

The core London Ventures programme is an innovation programme focussed on driving sustainable transformation across London. It is sponsored by the Capital Ambition Board (CAB) and commissioned by London Councils five years ago.

The programme currently consists of two developed workstreams:

A general ventures workstream consisting of an innovation portfolio of 13 market ready venture partners.

A targeted workstream focusing on new ventures to tackle the major challenges

1. Homelessness, housing and temporary accommodation
2. Children and families.

Our objectives

- To lead a fundamental shift in how public services are delivered
- To generate investment into public services and use public funds effectively
- To create an exciting opportunity to bring together a vast and diverse landscape of networks, bodies and stakeholders
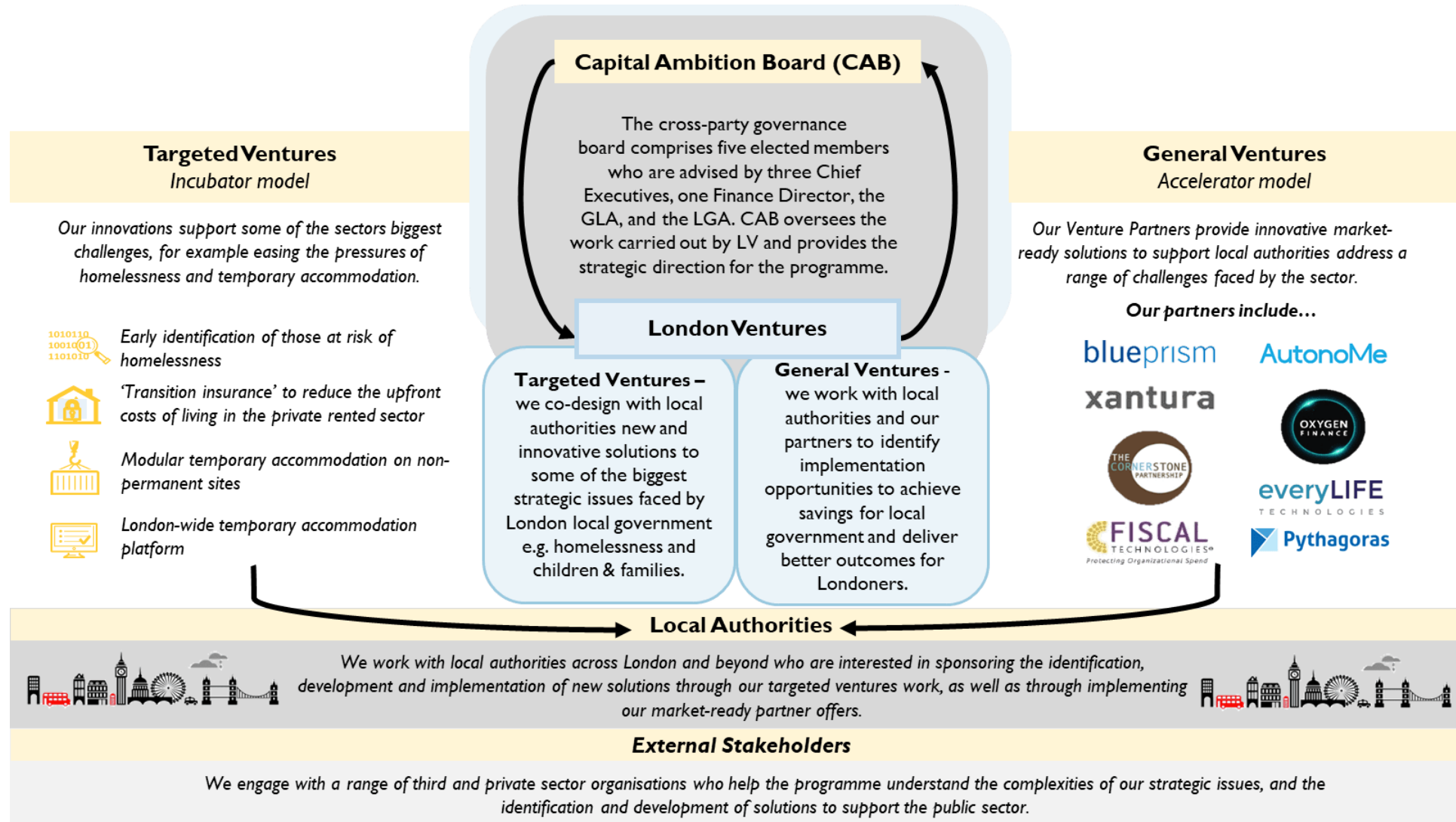- To actively pioneer innovation in order to drive sustainable change across the sector

"Opportunities for local authorities to access innovation and transformation that will improve their effectiveness and efficiency while ultimately supporting radical improvements in outcomes for London's citizens, communities and businesses"

LONDON VENTURES

London Ventures

Shu Fei Wong – EY

Capital Ambition Board (CAB)

The cross-party governance board comprises five elected members who are advised by three Chief Executives, one Finance Director, the GLA, and the LGA. CAB oversees the work carried out by LV and provides the strategic direction for the programme.

London Ventures

Targeted Ventures – we co-design with local authorities new and innovative solutions to some of the biggest strategic issues faced by London local government e.g. homelessness and children & families.

General Ventures – we work with local authorities and our partners to identify implementation opportunities to achieve savings for local government and deliver better outcomes for Londoners.

Targeted Ventures
Incubator model

Our innovations support some of the sectors biggest challenges, for example easing the pressures of homelessness and temporary accommodation.

- Early identification of those at risk of homelessness
- 'Transition insurance' to reduce the upfront costs of living in the private rented sector
- Modular temporary accommodation on non-permanent sites
- London-wide temporary accommodation platform

General Ventures
Accelerator model

Our Venture Partners provide innovative market-ready solutions to support local authorities address a range of challenges faced by the sector.

Our partners include…

blueprism · AutonoMe · xantura · OXYGEN FINANCE · THE CORNERSTONE PARTNERSHIP · everyLIFE TECHNOLOGIES · FISCAL TECHNOLOGIES · Pythagoras

Local Authorities

We work with local authorities across London and beyond who are interested in sponsoring the identification, development and implementation of new solutions through our targeted ventures work, as well as through implementing our market-ready partner offers.

External Stakeholders

We engage with a range of third and private sector organisations who help the programme understand the complexities of our strategic issues, and the identification and development of solutions to support the public sector.
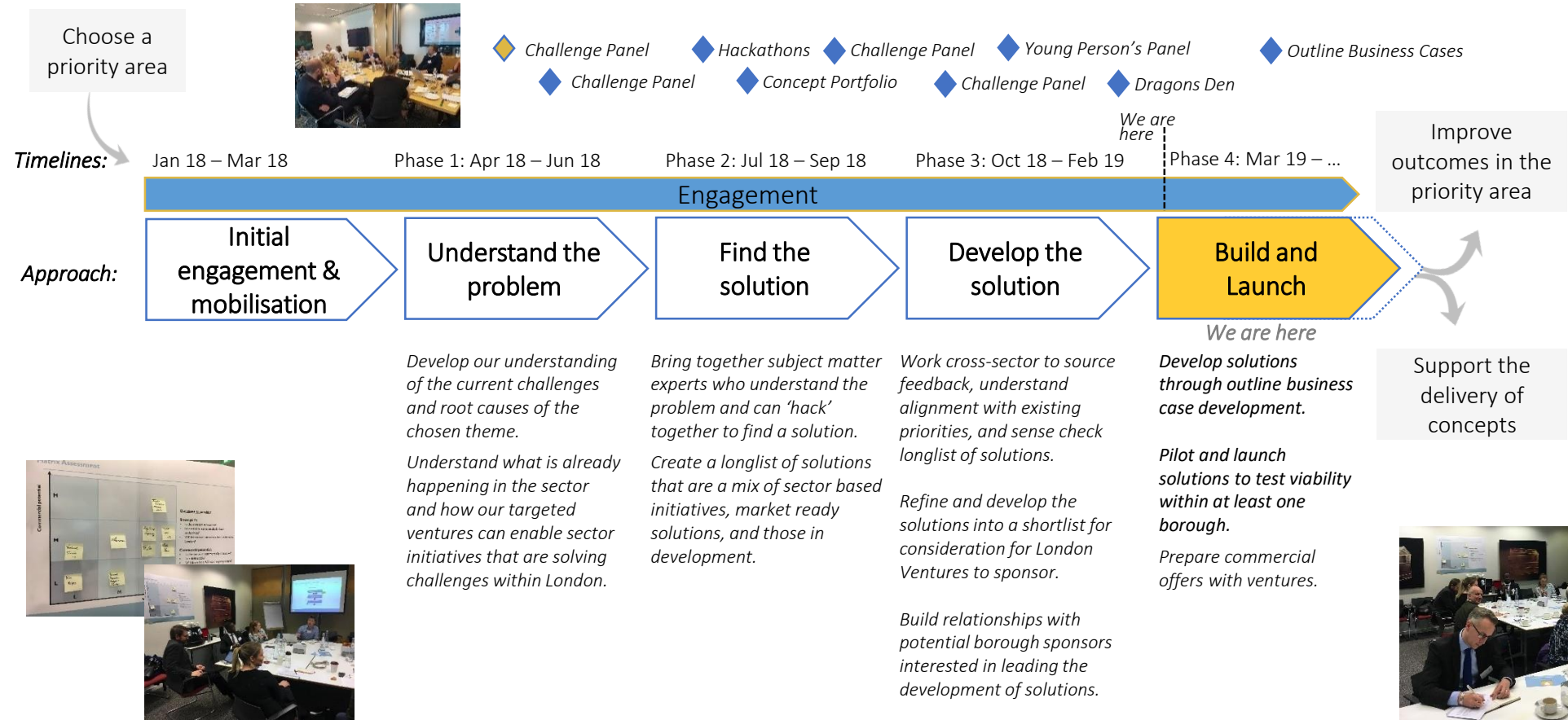
London Ventures

Shu Fei Wong – EY

Our approach: Targeted Ventures (Incubator)

Since January 2018, London Ventures has been engaging with a range of experts and young people to identify **transformative solutions** to some of the key challenges faced by children and families, a theme agreed at December 2017 CAB. We have developed an **issue-led approach** to **identifying innovative solutions** to address this challenge, which is outlined below.

Choose a priority area

◈ *Challenge Panel* ◆ *Hackathons* ◆ *Challenge Panel* ◆ *Young Person's Panel* ◆ *Outline Business Cases*

◆ *Challenge Panel* ◆ *Concept Portfolio* ◆ *Challenge Panel* ◆ *Dragons Den*

We are here

Timelines:

| Jan 18 – Mar 18 | Phase 1: Apr 18 – Jun 18 | Phase 2: Jul 18 – Sep 18 | Phase 3: Oct 18 – Feb 19 | Phase 4: Mar 19 – … |

Engagement

Improve outcomes in the priority area

Approach:

| Initial engagement & mobilisation | Understand the problem | Find the solution | Develop the solution | Build and Launch |

We are here

Support the delivery of concepts

Understand the problem

Develop our understanding of the current challenges and root causes of the chosen theme.

Understand what is already happening in the sector and how our targeted ventures can enable sector initiatives that are solving challenges within London.

Find the solution

Bring together subject matter experts who understand the problem and can 'hack' together to find a solution.

Create a longlist of solutions that are a mix of sector based initiatives, market ready solutions, and those in development.

Develop the solution

Work cross-sector to source feedback, understand alignment with existing priorities, and sense check longlist of solutions.

Refine and develop the solutions into a shortlist for consideration for London Ventures to sponsor.

Build relationships with potential borough sponsors interested in leading the development of solutions.

Build and Launch

Develop solutions through outline business case development.

Pilot and launch solutions to test viability within at least one borough.

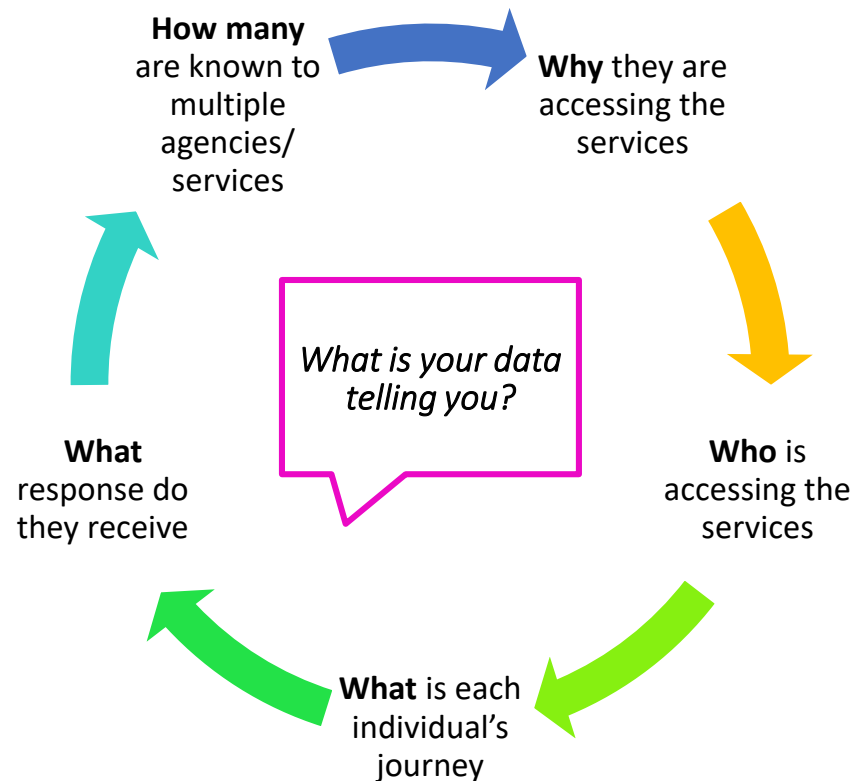*Prepare commercial offers with ventures.*

Data Driven Transformation

Shu Fei Wong – EY

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

How many are known to multiple agencies/ services

Why they are accessing the services

What is your data telling you?

Who is accessing the services

What is each individual's journey

What response do they receive

How can we bring data together to improve outcomes?

Risks associated with data sharing

Data to add value

Data Sharing

Positive Outcomes

We need to harness the benefits of data sharing, balancing the risks to achieve positive outcomes

'*Challenging the Status Quo*' through data insights and advanced analytics

Wajid Shafiq – CEO, Xantura
Cat Park – EY

EY & Xantura

Wajid Shafiq – CEO, Xantura

Our full capability enables transformation of the way people are supported, using **data & insights to enhance decision making:**
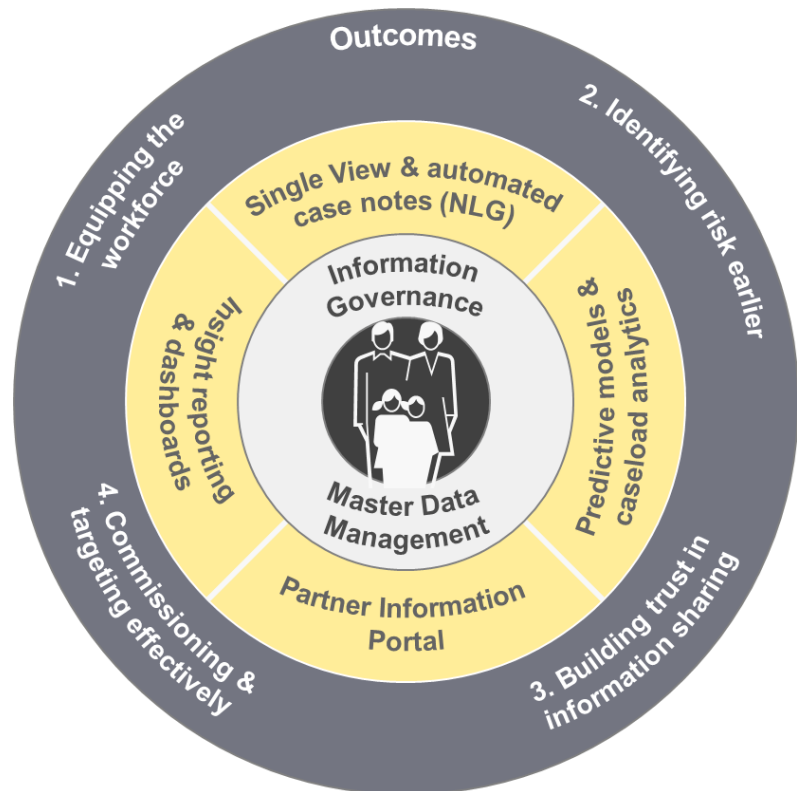
1. Equipping the workforce with richer information and greater capacity, reducing administrative effort to free up time to engage with the household and make informed decisions

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

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

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

Single View of a Household

This capability integrates and matches data to present a single view of an individual and household including chronology, contextual, historic and wider factors (through Natural Language Generation and automated case notes)

What are potentially some key risk factors for the family?

What other services is this person known to?

Risk summary and chronology

What are we worried about? (causes of concern)

Looking over the entire history of the data for a family, Forename 2 has a 23% attendance for the last term, 1819_AUT. Their rolling average for the previous 3 terms is also lower than 80% (calculated at 54% for Forename 2), across all pupils, this level of attendance places them in the highest level of need for attendance in the last term and in the highest level of need for their three-term rolling average. This rolling average represents an improving attendance performance with respect to their previous three terms rolling average.

Over the past 12 months the following set of risk have been identified in the household: N9-Cases other than children In need (attendance). In terms of trends concerns around N9-Cases other than children In need (attendance), appear to be reducing.

What do we know has happened in the past that has caused harm to the child and what are we worried might happen to cause harm in the future?

On a positive note, looking over the previous three terms none of the children were excluded from school. The last exclusion was in 2017.

System references

System	Case reference
Partner Information Portal	106630
Liquid Logic – Children's Services	143639, 1786654, 418873, 766555
Liquid Logic – Adult's Services	766565
Revenue's and Benefits	777656
Northgate / Civica / Capita – Housing	99999999967
Census – Unique pupil reference number	478891276

Household composition
Children – age ascending

Forename(s)	Last name	DoB/Age	School	Attendance %	Case ref
Forename 1	Surname	26/07/2003 / 15	Northwick School	82% (Term - 1819_SPR)	478891276
					143639
Forename 2	Surname	09/09/2001 / 17	Northwick School	16% (Term - 1718_SUM)	879923111
					1786654

Adults – age ascending

Forename(s)	Last name	DoB/Age	Case ref
Forename 3	Surname		
Forename 4	Surname	16/03/1999 / 20	77786523, 106632

Who are the adults and children in the household?

What responses have they received in the past?

Demonstration

Household Address
1 The Street, The Lane, The Town, Postcode

Interventions
Current / active interventions

Start date	Service	Full name	DOB	Age at start	Allocated worker name	Allocated worker phone	Allocated worker email
02/02/2018	ASC	Forename 7 Surname 2	11/02/1936	34	Nancy Evans	077516984	Nancy.evans@anycouncil.gov.uk

What support are they currently receiving?

Date	Event	Source	Case reference
20/12/2018	Attendance dropped below 80 % (1819_AUT) for Forename 1	Census	478891276
18/07/2018	Attendance dropped below 80 % (1718_SUM) for Forename 2, Forename 1	Census	879923111 478891276
01/07/2018	Rent arrears recorded for Forename 5 for £1654.00	Civica	99999999967
27/03/2018	Attendance dropped below 80 % (1718_SPR) for Forename 2	Census	879923111

What is their journey with the council to date, key events and their engagement with other services?

Demonstration

Advanced Analytics Models

This capability produces identifies individuals / families at greatest risk interventions in the future, so timely alerts can be surfaced for professionals to intervene early

Risk Indicators

The risk prediction models analyse data received to identify trends and patterns over a period. Based on historical data, each model utilises several variables and predictors to establish a list of risk indicators based on pattern and characteristics of historical cases – e.g. what were the factors present in the 12 months before an individual receive crisis intervention. In very broad terms these risk indicators tend to be static (e.g. a disability) or dynamic (e.g. mental health) and the modelling process considers the degree to which these are modifiable.

Predictive Models

Provider's predictive model capability typically demonstrates **80% accuracy** in identifying cases that would have escalated to crisis point without early intervention. Models developed for other clients:

| Model	Description
Early Help targeting	Probability that a family in Universal+ will be in CIN / CP or LAC in the next 9 months
CIN step up / step down model	Probability that a family in CIN that will be in CP or LAC in the next 9 months
CP step up / step down model	Probability that a family in CP will be in LAC in the next 12 months
LAC step down model	Probability that a family in LAC will be stepped down in the next 12 months
Exclusion risk	Probability of an Exclusion incident in the next 9 months
Attendance risk	Probability of Attendance dropping below 85% over 3 rolling terms in the next 9 months
Homelessness prediction	Probability that a family or individual will present as homeless in the next 2 months
Arrears risk	Probability of Arrears worsening in the next 9 months

Process & Intervention Analytics

This capability drives insight into the efficacy of interventions and the likely outcomes based on characteristics, management reporting via dashboards

Analytics Dashboard: Support Needs Analysis

Dashboard demonstrates risk indicators that led to homelessness. The data is gathered from across service lines and enable identification of:

► Which risk indicators contribute to a crisis point
► Patterns across service lines
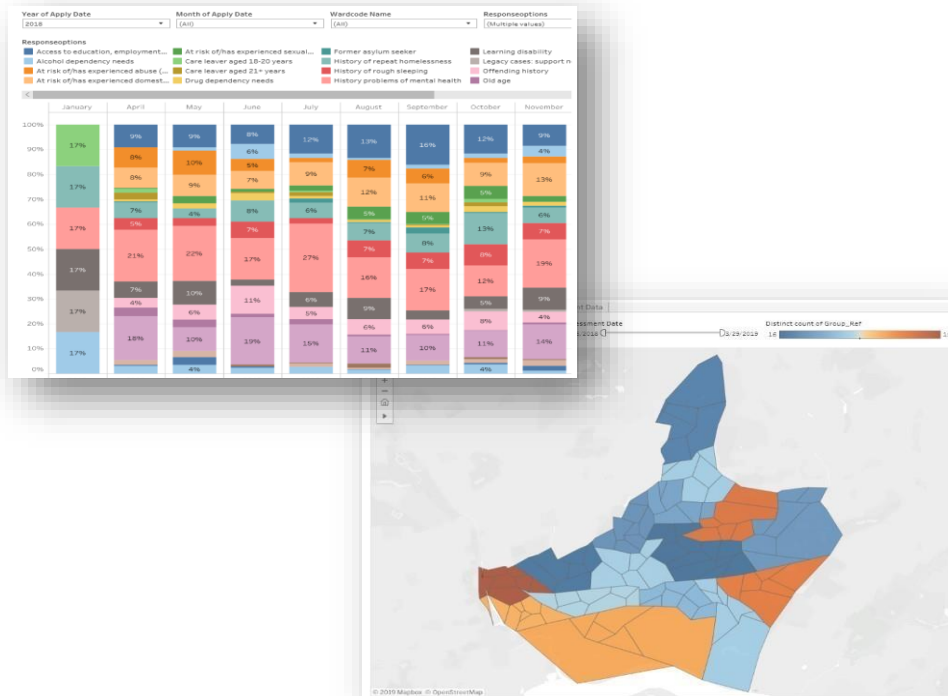
GIS Mapping: Ward Level Analysis

Ward level analysis provide ability to establish which areas received most interventions. Through assessing data from across the Council services and its partners, we will be able to answer:

► *Who is at risk or in need of support?* Where are they based and what support do they need? Is this the right support level?
► On a ward level, how are the *volumes and support needs changing* over a period of time?
► Consequently, what interventions and *resources* should be in place for this area / need?

Case study - London Local Authority

Cat Park – EY

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 has our work involved?

► Working with stakeholders across Children's, Adults and Housing services to understand key service pressures and strategic aims

► 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 to deploy advanced analytics models to pre-emptively identify risk so earlier action can be taken

► Created a series of dashboards for use at strategic and operational level so support improved service planning and management

► Undertaken a period of live testing to refine the platform prior to go live, launched end of July 2019

Case Study: Where are we now?

Cat Park – EY

Successful deployment of "Single View of Household" case summary for Children's and Housing services across 9 teams (200+ staff)

Benefits:

Enable decision making
Professionals focus their time and attention on assessment and decision making, rather than administrative and information gathering activities

Encourage collaboration
Optimise joint working and multi-agency response by having a more holistic view of individual's wider household and social situation

Support early intervention and prevention
Proactive risk alerts highlight cases at risk of escalation, or which may be ready for step down, allowing workers to intervene earlier

What are users saying:

This case has just been assigned to me (on the system), I am preparing to meet this client for the first time so this (Single View) is very helpful context and information I would otherwise not know [until much later]

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

This is a starting point giving me useful background with a click of a button. Before I had to go into 5 different systems

Week 1 of deployment in Children's team:

A case was open for a Single Assessment and there were concerns of emotional neglect and that the parents were fabricating an illness for one of the children, and in the past they had used this to claim disability benefits for the child. The Single View summary we looked at had a sentence in risk summary on benefits and said they were currently claiming benefit for a Child with Disability (CWD). Officer is keen to discuss this with the family, as she was concerned this was happening but didn't have any proof or evidence. She was looking into it as a fabricated illness case. This info will help her quickly support her assessment, identify lines of enquiry, and work out best next step.

Case Study: What do staff think?

Cat Park – EY

"In this borough, relationships are at the core of our practice. As we are working in an exciting but challenging environment for social workers, using One View as a support tool can give us a stronger opportunity to collaborate closely with colleagues, partners, and directly with our families to ultimately improve the lives of our most vulnerable children and their families.

By holding more complete information, and spending less time to gather this information, we have more time and understanding to work with families and making the best decisions possible with them. We know that social workers holding more information might feel like a further power imbalance for our clients, but if this information is used ethically then we can all ensure the best outcomes for the children we work with.

As we do this, we should remember that using our professional judgement and showing professional curiosity is still crucial. We have to think even more carefully about what our families need and how we can help them achieve it, working closely to build close, trusted relationships and ensure that we are collaborating with them along the journey.

If we use the opportunities created by One View in this way, in line with the approaches discussed in the Children's Practice Framework, we can ultimately improve the outcomes of all children and families whom we work with."

Principal Social Worker

Case study: What are the benefits?
Cat Park – EY

► **Reduction in demand on statutory services by improved early identification of people at risk** - alerts mean we will know earlier and in more depth about the risk factors across the household

► **Improved early identification of situations with escalating risks** through alerts mean we will know earlier and in more depth about the resilience factors across the household. This will help us to make an informed decisions about the most appropriate intervention / support and help us to focus on maximising independence

► **Ensuring people get access to support that is more likely to work by improving efficacy of interventions.** We use intervention analytics to understand which interventions are working well based on the prevailing risks they are addressing. This will also contribute to reducing demand on statutory services

► **Families will have a better experience** of the system because timescales for decision making will be reduced, meaning children and families receive the support they need more quickly
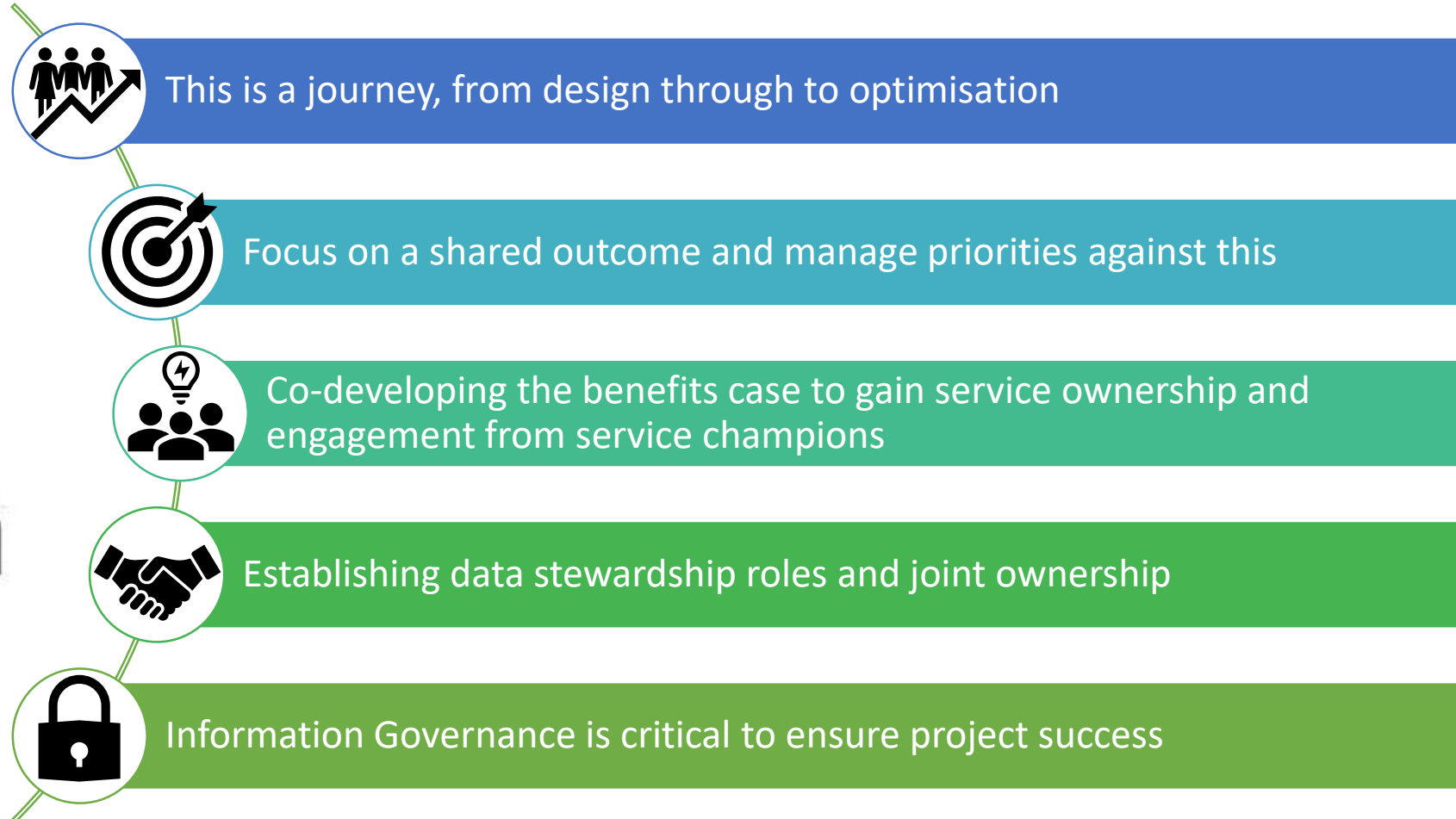
► **Reduction in time spent in statutory services by improved identification of cases for step down** through risk alerts allowing us to move children and families onto a more cost effective safe package

► **Reduction in the amount of time worker spend gathering assessment information.** Staff will have better experience, spending more time working directly with families to improve outcomes and resulting in greater job satisfaction

Our Key Lessons So Far…

Cat Park – EY

This is a journey, from design through to optimisation

Focus on a shared outcome and manage priorities against this

Co-developing the benefits case to gain service ownership and engagement from service champions

Establishing data stewardship roles and joint ownership

Information Governance is critical to ensure project success

Facilitated Workshops

We will now break out into three groups to discuss the two key themes below – we have added prompts to aid discussion:

Discussion Point 1:

Is Scotland different?

- Policy/political landscape
- Demand
- Capacity/financial pressures
- Geography
- Demography

Discussion Point 2:

Data analytics – opportunity to support practitioners and decision makers or a threat?

- Consent
- Quality
- Ethics