



# Reality check visit update report Performance Dashboard

A report for the  
Children & Families Overview & Scrutiny Committee

November 13<sup>th</sup> 2018



## Appendix 4

### Details of Reality Check Visit

The visit to review the Performance Dashboard took place on Monday 19th February 2018 at Hamilton Building. Cllrs Tom Usher (Chair), Alan Brighthouse, Chris Meaden and Jean Stapleton took part in the visit, which was hosted by Simone White (Deputy Director: Children's Care Services). She was accompanied by a number of managers / staff who either support the development of the dashboard or interrogate the data held within it.

Members were provided with a demonstration of the on-line dashboard which is used as a management tool to monitor performance within children's social care. The dashboard, which provides a strategic overview, is updated daily with data from the primary system used by social workers, Liquid Logic. The dashboard has been operational for only five months and is undergoing further development in the future. However, an assessment of alternative systems is also due to take place. Prior to the introduction of the dashboard, managers relied on Launchpad, a system based on Microsoft Excel, which provided access to data but was not interactive and some data was difficult to access quickly.

<b>Recommendation/challenges</b>	<b>Implementation Status</b> - Complete - Partially complete - Not Started	<b>Actions Taken / Progress</b>	<b>Impact of Recommendation</b>
<p><b>Challenge 1:</b> It is recognised that further developments are required for the dashboard. Additional feedback from the workforce is being gathered in order to inform any planned improvements.</p>	Partially complete	Details of the work undertaken is outlined below.	An integrated cross Council programme of work is underway to deliver a modern business intelligence infrastructure with content informed by the needs of practitioners and their managers.
<p><b>Challenge 2:</b> Members were informed that some functionality was not yet available in the current version of the dashboard, although a further update should be available in approximately six months. This will include additional data to support the work of the safeguarding unit. Members raised concerns regarding the length of time before the upgraded version of the</p>	Partially complete	Details of the work undertaken is outlined below.	An integrated cross Council programme of work is underway to deliver a modern business intelligence infrastructure with content informed by the needs of practitioners and their managers.

dashboard was due to be available			
<p><b>Challenge 3:</b> Members were informed that there are more sophisticated dashboards available in the market. It is not clear to the Members why a software package was not selected which would provide all of the required functionality.</p>	Partially complete	Details of the work undertaken is outlined below.	An integrated cross Council programme of work is underway to deliver a modern business intelligence infrastructure with content informed by the needs of practitioners and their managers.
<p><b>Challenge 4:</b> In particular, the need for some detailed data to be accessed from Liquid Logic (rather than directly via the dashboard) causes operational issues.</p>	Partially complete	Details of the work undertaken is outlined below.	An integrated cross Council programme of work is underway to deliver a modern business intelligence infrastructure with content informed by the needs of practitioners and their managers.
<p><b>Challenge 5:</b> Members were advised that are a number of reporting packages, with the capability of providing both high level reporting and detailed deep analysis of the Council's databases, were currently being considered. Members would welcome a further report on the outcome of this work.</p>	Partially complete	Details of the work undertaken is outlined below.	An integrated cross Council programme of work is underway to deliver a modern business intelligence infrastructure with content informed by the needs of practitioners and their managers.
<p><b>Challenge 6:</b> It was noted that the timely input of data into Liquid Logic by social workers determines the accuracy of reported data in the dashboard. Members note that the planned roll-out of IT equipment to support agile working is due to commence on 2nd March. Members seek reassurance that the roll-out takes place as planned.</p>	Complete	All practitioners and their managers have received new agile equipment and been trained in its use. This will be further developed by the introduction of 'mobile app' to further enhance the capabilities of the device	Staff are now able to work from any location at any time in a way that supports service delivery. This is done securely using a modern powerful device that offers further possibilities.

<p><b>Challenge 7:</b> Members agreed that regular reporting of information from the data tracker to meetings of the Children and Families Overview and Scrutiny Committee would strengthen member's ability to scrutinise the ongoing improvement of the service. This will be of particular importance as the time approaches in the future when the Improvement Board is no longer in place. In those circumstances, the Overview and Scrutiny committee will need to feel confident that the framework is in place to enable members to provide appropriate scrutiny and oversight.</p>	<p>Partially complete</p>	<p>Regular reporting to the Improvement Board continues, the same information is now reviewed by the relevant sub group of the LSCB and the Data Tracker is a feature on the agenda for the Children &amp; Families OSC Committee.</p>	<p>The use of a common core dataset is facilitating appropriate challenge and scrutiny of the service delivered to children and their families.</p>
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Synopsis of work undertaken to address the challenges identified.

Members noted a number of challenges relating to the current capabilities of the reporting / business intelligence infrastructure. Since the visit the amount of data available to children's services and the wider partnership has continued to grow, as has its potential benefits. This has led to Children's Services in partnership with the Council's IT and Intelligence teams conducting a review of the business intelligence infrastructure available. As part of this review, Children's Services staff visited and reviewed the developments made in these areas by a neighbouring local authority.

Traditional business intelligence tools concentrate on providing historical analysis, and whilst this remains an important requirement to allow leaders and managers to spot trends easily and to head off performance issues quickly. There is an increasing need to investigate the use of predictive analytics to allow proactive action and decisions to be taken ensuring that resource is provisioned, and action taken before a trend emerges i.e. before things deteriorate.

GDPR and the new Data Protection Act strengthens controls around the protection and use of data, whilst the increasing importance of the insights available through its use mean that it needs to be available to all who need it, when they need it, regardless of where they are.

The ability to create data visualisations has also been identified as an important aspect in improving the use of management information. One of the most important benefits of visualisation is that it allows visual access to huge amounts of data in easily digestible formats. Again, this will provide another tool to leverage the power of data to support service transformation.

The findings of the review (outlined above) have identified the need to update the business intelligence infrastructure, to allow for the investigation and development of predictive analytics, visualisations and when it is appropriate to do so, to share and consume information with our partners in a secure way.

Procurement work is now underway to access the software / infrastructure required and to identify a development partner to 'kick start' our developments in this area. As the work undertaken in children's services has been in partnership with colleagues across the Council these developments will also allow the Council's intelligence service to access the new infrastructure too.