

## Appendix D

Pillar/ Workstream Name	Business Intelligence – Progress Report on support to Children's Services Improvement Programme		
Sponsor	Zoe Bulmer	Project Manager/ Lead	Tristan Harris
Previous RAG Status	N/A		
Current RAG Status	Amber (At Risk)		
Reason for RAG	Significant progress made on actions since the previous Children's Improvement Board, held on 15.2.21. Risks identified have potential to undermine deadlines of several actions if unaddressed. However mitigation has been identified and will be implemented to maintain progress.		
Report Completed By	Tristan Harris	CIB Meeting Date	19.4.21

This report covers the business intelligence work being carried out to support the Children's improvement plans, focused around the pillars. An action plan has been produced to record the areas of focus to enhance and streamline the support to Children's Services, in line with their improvement plan, along with other areas of work like dashboard development.

1. Responding to OFSTED Feedback							
Potential Barriers				Action Required			
<ul style="list-style-type: none"><li>Status of report on 13 improvement areas unknown.</li></ul>				<ul style="list-style-type: none"><li>Meeting required with Alli Parkinson to obtain status of report on 13 improvement areas.</li></ul>			
Progress to Date:				Activity for the Next Period:			
From:	January 2021	To:	March 2021	From:	March 2021	To:	June 2021
<ul style="list-style-type: none"><li>BI PAM Reporting - Performance and Accountability reports are tracking young people presenting as homeless to ensure they are contacted within 24 hours. Methodology has been agreed and reports are continually produced.</li><li>BI reporting on homelessness – CYP Homelessness panel is up and running. The first panel meeting took place on the 19.1.2021. All 16 and 17 year olds will be tracked at panel by the homeless officer. BI now able to report on this.</li><li>BI MASH reporting - Amendments have been drafted for MASH training officer questions.</li><li>QLIK dashboards – workforce, Daily KPI, legal and audit completed.</li></ul>				<ul style="list-style-type: none"><li>Re-wording of MASH triaging officer questions, conducted by IT, to be implemented. Currently awaiting reply to confirm amendments made. Performance Team to consider whether the MASH process should be reviewed. Meeting to be set up in order to conduct review, with the action to be re-worded if necessary.</li><li>IT task - Inbuilt Liquidlogic (LCS) form to be added in order to help track young people presenting as homeless. Action will be closed once received</li><li>Outcomes Framework to support standalone report according to the 13 improvement areas is underway. Discussions need to take place on future of the report.</li></ul>			
Key Milestones and Tracking							
Reference	Milestone	Date Due	Actual/ Revised Date	Comments/ Reason for Delay			
1.1	Complete all actions contained in the Children’s Improvement Programme Delivery Plan allocated to BI in line with timescales set (plan is being managed by Damien Elcock)	March 2023 (Completion of the Improvement Programme)	March 2023	Action is ongoing. Measures to be linked with actions in Transformation Plan where applicable.			

1.2	Close Early Help Monitoring Officer episodes from Early Help Module (EHM) - role is no longer continuing	November 2020	November 2020	Action completed on time.
1.3	Review TFAM (Troubled families or also known as Stronger Families) badges in EHM and remove where appropriate to avoid confusion to other departments	January 2021	January 2021	Action completed on time.
1.4	In collaboration with IT - Consider re-wording MASH triaging officer questions in LCS to be alignment to social worker approach to reduce / eliminate inconsistency in decision-making and Ensure the MASH process is explicit in evidencing decisions in LCS	February 2021	April 2021	Re-mapping of the MASH process required by the MASH team to complete the action. BI have requested that the MASH team re-worded questions and the re-mapped process.
1.5	Introduce new KPI that measures the number of children and young people seen during and within the first 5 days of a Single Assessment	February 2021	February 2021	Action completed on time.
1.6	Produce report so Children's Services can track young people who present as homeless to ensure they are contacted within 24 hours.	March 2021	April 2021	Awaiting evidence of completion before the action can be recorded as complete.
1.7	Provide managers with accurate, real-time data to support the recruitment and retention of social workers - Workforce (phase 3), Daily KPI, Legal and Audit completed in month, safeguarding and corporate parenting due next.	March 2021		Action completed on time Overlaps with the Workforce Development plan.
1.8	Support production of a new standalone report according to the 13 improvement areas - this will be covered under the wider report of "Priority Improvement Areas" reporting	February 2021	April 2021	Outcomes Framework to support the report is ongoing. Meeting required with Alli Parkinson to obtain status of report before it can be marked as complete.

## 2. Partners in Practice Recommendations

Potential Barriers	Action Required
None identified.	N/A
Progress to Date:	Activity for the Next Period:

From:	January 2021	To:	March 2021	From:	March 2021	To:	June 2021
<ul style="list-style-type: none"> <li>Children's Services QAP meetings are no longer taking place. PaM meetings judged as functioning effectively in delivering what is required.</li> <li>Annual review/challenge process agreed by Social Care Review and Challenge process completed for Social Care.</li> <li>Performance Team have investigated options for newsletter, based on those produced by Children's Services.</li> <li>Trial sessions for formalised training offer to Children's Services were completed w/c 22nd February. Attendance across sessions was sporadic.</li> <li>A process for ad-hoc data requests with realistic timescales has been agreed with Children's Services. Requests are being logged.</li> <li>An action relating to the review of all data held outside of LCS has been removed. It has been judged that this is a project that will require its own project team and monitoring.</li> </ul>				<ul style="list-style-type: none"> <li>Service Directors from Children's Services to meet with the Performance Team to determine the 5-10 KPIs that will be prioritised.</li> <li>Participation in Service Level Performance reports to be discussed by BI with Service Directors in Children, Families and Education.</li> <li>Performance newsletter to be published in April 2021 alongside latest quarter to communicate key performance messages and priorities.</li> <li>Following delivery of formalised training offer sessions in February 2021, their future role will be reviewed by BI. Once undertaken, the action will be marked as completed. A new action could be created based on the findings of the review, regarding future deliverables in the training offer.</li> </ul>			

## Key Milestones and Tracking

Reference	Milestone	Date Due	Actual/ Revised Date	Comments/ Reason for Delay
2.1	Children's Services to put forward a smaller set of approximately 5-10 Children's Services KPIs based around the current priorities for the next 12-18 months, with clear stretch targets and should be reviewed monthly, for BI to report on. Individual Children's Services team to separately develop their own set of KPIs with clear stretch targets.	March 2021	June 2021	Preparations for impending OFSTED visit have meant it has been difficult to receive KPIs. To be considered later in the year.
2.2	Development and deployment of an Education Scorecard; a single point of reference for all KPIs to inform every strategy, plan and policy	December 2020	December 2020	Action completed on time.
2.3	BI will agree an annual review/challenge process with all key stakeholder should be diarised to ensure these are the right indicators/targets and to assess long term progress.	April 2021	April 2021	Action completed on time.
2.4	BI will agree a more standardised approach to service level reporting at PaM meetings ensuring they include	January 2021	January 2021	Action completed on time.

	exception reporting of areas of concern from the service level KPIs and their impact on the CS wide priority KPIs. A workshop should take place to agree the best way to carry this out.			
2.5	Service Level Performance reports to be shared with Performance Team in advance of submission for feedback on areas of concern.	March 2021	March 2021	Consistent reporting over a three month period will be a measure for success. Measure has been achieved so the action is recorded as complete.
2.6	Support the review of the role and function of PaM and QAP meetings to ensure they deliver what is required and have the correct membership to affect change.	February 2021	February 2021	Action completed on time.
2.7	To support Children's Services Senior leadership team to improve performance, BI to produce a quarterly performance newsletter so Children's Services can communicate key performance messages and priorities in an easily digestible and visual way for all staff.	February 2021	April 2021	Deadline moved as publication in April 2021 will coincide the conclusion of a quarter. Action will be ongoing once the first newsletter is distributed, with the deadline for each newsletter to be set at the end of each quarter.
2.8	Agree a formalised training offer around performance for new and existing managers including process to be agreed for informing Performance Team of new starters.  Set out minimum training schedule for newly developed resources like dashboard.	March 2021	April 2021	Action to be completed. Outcome of future training offer review will determine any further actions that are required.
2.9	Agree a process for ad-hoc data requests with realistic timescales with Children's Services. A log to be kept of most frequent requests to see if other solutions can be developed.	February 2021	May 2021	Log started, revealing large volume of requests, will now agree a process for managing these.
2.11	Produce a business case to identify what additional resource would be required to resolve all current technical issues with	January 2021	November 2020	Action completed on time.

	reporting and the impact of not doing this.			
2.12	Agree and share clear timescales agreed for the delivery of the Qlik Dashboard and outlining what external factors may cause delay and how to mitigate. A project group including Children's Services senior management to oversee this. The Dashboard should allow teams to see focussed information relating to their performance and run off child level lists specific to their team's performance in that area.	April 2021	January 2021	Action removed as it is already being undertaken by BI and not in need of improvement.

3. QLIK							
Potential Barriers				Action Required			
None identified.				N/A			
Progress to Date:				Activity for the Next Period:			
From:	January 2021	To:	March 2021	From:	March 2021	To:	June 2021
<ul style="list-style-type: none"><li>Dashboards produced for Children’s Services are being developed and used. Daily Dashboard, Workforce Dashboard, MASH Front Door, Caseload and Safeguarding and Corporate Parenting are now in use.</li><li>Delivery of the next QLIK Dashboards - completed this month - workforce, Daily KPI, Legal and Audit.</li></ul>				<ul style="list-style-type: none"><li>Dashboards will be continued and reviewed in line with feedback received by Children’s Services.</li><li>Due next month are Safeguarding, Edge of Care, Corporate Parenting, Scorecard, CHat and officer performance.</li><li>Focus over the next month will be on encouraging staff in Children’s Services to participate in training to use the dashboards and embed their usage, along with making any changes requested once officers start using them</li><li>There is a risk that officers will not easily switch to self-service reporting so will need support</li></ul>			
Key Milestones and Tracking							
Reference	Milestone		Date Due	Actual/ Revised Date	Comments/ Reason for Delay		
3.1	Develop a development process for dashboards		April 2021	April 2021	On track for completion by due date.		
3.2	Develop a feedback process for QLIK dashboards		April 2021	April 2021	On track for completion by due date.		
3.3	Development of Daily KPI Dashboard		March 2021	March 2021	Completed. Further work may be required as this is a large dashboard that may need breaking down into smaller ones.		

3.4.	Development of MASH Front Door dashboard report	March 2021	March 2021	Action completed on time.
3.5	Development of Workforce Dashboard	March 2021	March 2021	Action completed on time.
3.6	Legal Dashboard	March 2021	March 2021	Action completed on time.
3.7	Caseload Dashboard	March 2021	March 2021	Action completed on time.
3.10	Scorecards	May 2021	May 2021	Currently under development.
3.11	Safeguarding	April 2021	April 2021	Currently under development.
3.12	Edge of Care	May 2021	May 2021	Currently under development.
3.13	Corporate Parenting	April 2021	April 2021	Currently under development.
3.14	CHat	May 2021	May 2021	Currently under development.
3.15	Team performance	April 2021	April 2021	Currently under development.
3.16	Embedding self-service reporting	April 2021	April 2021	Work is underway.
3.17	Training for new dashboards	April 2021	April 2021	Work is underway.

4. Insight and Analysis							
Potential Barriers				Action Required			
<ul style="list-style-type: none"> <li>Loss of Performance analysts could delay progress on certain actions.</li> </ul>				<ul style="list-style-type: none"> <li>Prioritisation of actions, based on the urgency for their completion.</li> </ul>			
Progress to Date:				Activity for the Next Period:			
From:	January 2021	To:	March 2021	From:	March 2021	To:	June 2021
<ul style="list-style-type: none"> <li>BI have developed a process for identifying deep dives and considering them in relation to other priorities</li> <li>Logs of all deep dives are being recorded and maintained by BI to track performance.</li> <li>Deep dives to understand the impact of COVID-19 on Children's Services are being incorporated within all deep dives undertaken by BI.</li> <li>Catalogue of analysis reports has been compiled by BI to support deep dives.</li> <li>As part of the Homelessness deep dive, meetings have been held with Performance Analysts regarding those who are aged 16+ and presented as homeless.</li> <li>Presentation on deep dive for educational outcomes and attendance given to Performance and Accountability by one of BI's Performance Analysts. Deep dive will be added to Education Dashboard.</li> </ul>				<ul style="list-style-type: none"> <li>BI to continue the deep dive log. Required improvements within the log to be identified.</li> <li>Data analysis for Homelessness deep dive to be undertaken by BI, to bring about completion of action.</li> <li>Sign off on Elective Education deep dive.</li> <li>Deep dive of factors resulting in poorer educational outcomes and attendance to be completed at the end of March 2021</li> <li>Virtual School deep dive to be completed upon finalisation of educational outcomes and attendance deep dive. Completion date due to be April 2021.</li> </ul>			

- Report completed on Elective Education deep dive by one of BI's Performance Analysts. Awaiting feedback and sign off from Service Director for Education.
- BI are ensuring that ICPCs are now being held within 15 days of the strategy discussion.

## Key Milestones and Tracking

Reference	Milestone	Date Due	Actual/ Revised Date	Comments/ Reason for Delay
4.1	A log of all deep dives to be kept by BI, to enable tracking of performance and show improvements	February 2021	February 2021	Log has been completed. Action is continuous.
4.2	Children missing from home and care	January 2021	January 2021	Action completed on time.
4.3	BI to undertake a broader analysis seeking to understand the current impact of domestic abuse on children and families in Luton	January 2021	January 2021	Action completed on time.
4.4	"Revolving Door Analysis" into referrals and repeats into the MASH / social care	January 2021	January 2021	Action completed on time.
4.5	Children seen at assessment	January 2021	January 2021	Action completed on time.
4.6	Homelessness Deep dive and analysis	March 2021	April 2021	Loss of a performance analyst has impacted progress due to loss of support in completing this action. Delivery date revised to April 2021.
4.7	Deep dive, requested by Service Director for Education, of: -factors resulting in poorer educational outcomes for vulnerable groups such as those with EHCP, those excluded and those in need of care and protection -Attendance	March 2021	March 2021	Action completed on time.
4.8	Deep dive, requested by Service Director for Education, of elective education	March 2021	April 2021	Awaiting sign off from John Wrigglesworth, who was on leave in March 2021. Deadline adjusted to account for leave taken.
4.9	Deep dive, requested by Service Director for Education, of virtual school	April 2021	April 2021	Completion of action 4.7 on time means the virtual school

				deep dive remains on track.
4.10	Deep dive to understand the demand on Children's Services during Covid-19	February 2021	February 2021	Deep dives on the impact of COVID-19 are being conducted. These will continue throughout and immediately after the pandemic.
4.12	Develop a catalogue of analysis reports	January 2021	January 2021	Action Completed
4.13	Exploitation analysis-with Pan Beds, Police	June 2021	June 2021	The exploitation report is on track to be completed prior to for next Highlight Report.
4.14	ICPCs held within 15 days of the strategy discussion	February 2021		Action Completed

5. Children’s Services Audit – IT audits							
Urgent Potential Barriers				Action Required			
None identified.				N/A			
Progress to Date:				Activity for the Next Period:			
From:	January 2021	To:	March 2021	From:	March 2021	To:	June 2021
<ul style="list-style-type: none"><li>BI are nearing completion of their one off audit tasks in Children’s Services, to support Service Managers.</li><li>Inbuilt report created in LCS for Audit denied requests.</li><li>Work has begun on declaration of interest forms by IT. The link to the form will be sent out to IG Board and reviewed on an annual basis. A requirement for a Firm Step Form has been identified. Digital Services agreement is necessary to secure this. Deadline extended to March 2021.</li></ul>				<ul style="list-style-type: none"><li>Build a report so Children’s Services managers can audit their own LCS usage.</li><li>Declaration of interest forms to be completed.</li><li>Audit denied requests for secure access files to be scheduled.</li></ul>			
Key Milestones and Tracking							
Reference	Milestone	Date Due	Actual/ Revised Date	Comments/ Reason for Delay			
5.1	Audit user access logs for LCS for 30 members of staff per month	March 2021	March 2021	Action completed on time.			
5.2	Audit denied requests for secure access files every month	March 2021	March 2021	Action completed on time.			
5.3	Implement a declaration of interest form, developed by IT for Children’s Services users to sign when they first gain access to LCS and to be retrospectively completed for current users during supervision	February 2021	April 2021	Agreement from Digital Services concerning Firm Step Form required. Evidence required before action can be recorded as complete.			

				Completion date revised to reflect when the evidence is due to be received.
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6. Training and Development							
Urgent Potential Barriers				Action Required			
None identified.				N/A			
From:	January 2021	To:	March 2021	From:	March 2021	To:	June 2021
<ul style="list-style-type: none"> <li>Children's Services Practice Week in February 2021 involved a session conducted by the BI team, which provided training on GDPR prior to LCS usage and management reports.</li> <li>Group training for admin to cover management reports has been undertaken by the BI team.</li> <li>IT Task-Incorporation of performance information, GDPR, other training material and instructions within new staff enrolment updated from being 'Medium Term' to a 'Long Term' objective due to length of uploading material onto the intranet.</li> </ul>				<ul style="list-style-type: none"> <li>To develop the skills of BI analysts in analytical tools, the correct permissions must be obtained from Civica. Performance Team will seek to understand the access that others have been granted within Luton Council.</li> <li>Outcome of future training offer review (Item 2.8) will determine any further actions that are required in the Training and Development pillar.</li> </ul>			

Key Milestones and Tracking				
Reference	Milestone	Date Due	Actual/ Revised Date	Comments/ Reason for Delay
6.2	BI to complete mandatory GDPR training of all staff prior to LCS usage	February 2021	February 2021	Action completed on time.
6.3	BI to develop and undertake group training for admin to cover management reports and what to look out for in their team and use of excel	February 2021	February 2021	Action completed on time.
6.4	IT to incorporate performance information, GDPR and other training material and instruction within new staff enrolment and induction processes	June 2021	October 2021	Action has been adjusted to being 'Long Term', requiring an altered deadline, due to the length time expected to upload material onto the intranet.
6.5	BI analysts to take up and complete newly created Data Scientist qualification which is he tailored to the needs of children's social care data and performance frameworks	March 2021	March 2021	Action completed on time, with 3 officers due to start their qualification.
6.6	BI analysts to develop their skills in using analytical tools (QLIK, SQL etc)	October 2021	October 2021	BI analysts are seeking opportunities to develop their skills. Action may be

				adjusted to include specific qualifications and skills that will be undertaken.
6.8	BI team to develop and undertake Performance Management training sessions specifically aimed at Children's Services	December 2020	December 2020	Action Completed. Progress to be monitored.

7. Children’s Services Data Quality							
Urgent Potential Barriers				Action Required			
None identified.				N/A			
Progress to Date:				Activity for the Next Period:			
From:	January 2021	To:	March 2021	From:	March 2021	To:	June 2021
<ul style="list-style-type: none"><li>A log of Children’s Services data quality issues impacting on performance has been created and is being maintained.</li><li>Findings from Mazars Data Quality Audit, conducted for Children’s Services, have been reviewed. Actions which will supplement the BI Transformation Plan will be identified and incorporated within the workstream.</li></ul>				<ul style="list-style-type: none"><li>A log of data quality issues in Children’s Services will be continued and reviewed, to identify any improvements that are required.</li></ul>			
Key Milestones and Tracking							
Reference	Milestone		Date Due	Actual/ Revised Date	Comments/ Reason for Delay		
7.1	Create and regularly update a log of data quality issues for Childrens to resolve, which have been impacting on performance reproting		February 2021	February 2021	Log has been completed and is being updated.		
7.2	Consider findings from Mazars Data Quality Audit in January 2020		March 2021	March 2021	Action Completed		

8. Feedback							
Urgent Potential Barriers				Action Required			
<ul style="list-style-type: none"><li>Quarterly reports are not being received regularly.</li></ul>				Action to be raised with Business Intelligence Service Manager.			
Progress to Date:				Activity for the Next Period:			
From:	January 2021	To:	March 2021	From:	March 2021	To:	June 2021
				<ul style="list-style-type: none"><li>Quarterly reports on the learning of complaints in Children's Services are to be examined and reviewed.</li></ul>			
Key Milestones and Tracking							
Reference	Milestone		Date Due	Actual/ Revised Date		Comments/ Reason for Delay	

8.1	Quarterly reports on the learning of complaints in Children's Services	February 2021	April 2021	Reports are not being received regularly.
8.2	Develop a Children's Services feedback form to be sent to families post-intervention	January 2021	January 2021	Action completed

Reference	Risks (For escalation/oversight only)	Risk Rating*				Mitigation	Date for Mitigation
		Likelihood	Impact	Score	Rating		
Report on 13 improvement areas	Status of report on 13 improvement areas unknown.	Medium	Significant	5	Amber	Meeting required with Alli Parkinson to obtain status of report on 13 improvement areas.	April 2021
Resourcing	Loss of Performance analysts could delay progress on certain actions.	High	Noticeable	4	Amber	Prioritisation of actions, based on the urgency for their completion.	April 2021
Quarterly Reports	Quarterly reports are not being received regularly.	Medium	Significant	5	Amber	Action to be raised with Business Intelligence Service Manager.	April 2021

<i>*Risk Scoring Guidance</i>		Likelihood of occurrence		
		Low	Medium	High
Impact	Noticeable	Accept risks <b>1</b>	Accept risks, but monitor risks <b>2</b>	Manage and monitor risks <b>4</b>
	Significant	Risks may be worth accepting with monitoring <b>3</b>	Management effort worthwhile <b>5</b>	Management effort required <b>7</b>
	Critical	Considerable management required <b>6</b>	Must manage and monitor risks <b>8</b>	Extensive management required <b>9</b>

Risks that have a red status (score of 7, 8 or 9) are considered to be unacceptable and are high priority. Every effort must be made by management to reduce this level of risk to the council including active monitoring by the risk owner.