CHILDREN & FAMILIES DIGITAL TRANSFORMATION 2019 - 2024

Introduction

These Departmental ambitions sets out how children and families will achieve the relevant Council Plan commitments to ensure:

- Families prosper and achieve their potential;
- Children are kept safe from harm; and
- Children and Young People go to good schools

Digital transformation should be at the centre of shaping departmental service delivery, strategy and culture. This digital transformation will aim to improve service user and business outcomes by utilising digital opportunities to transform:

- the way service users and their families access and engage with our services
- the way individuals work and collaborate
- the way operational processes are executed
- the way the Department understands and serves service users.

It is expected that the realisation of these ambitions will:

- Deliver savings and efficiencies through digital transformation
- Create opportunities for service improvement
- Support the Departmental improvement and change portfolio

Vision

To support children, families and partners through appropriate and strategic deployment of our digital capabilities to establish high quality technology and digital service provision which provides value for money, high availability and delivers integrated intelligence capabilities to inform decision making that will improve the lives of children and families in Nottinghamshire as we strive towards digital maturity.

Ambitions

Through the course of this 5-year departmental Digital Transformation journey we aim to digitally transform our:

- Service Design and Delivery
- Partnerships
- Operations
- Intelligence
- Workforce

In implementing this digital transformation, the department will work closely with colleagues in ICT Services to ensure a jointly owned Research and Development plan that will exploit current capability, ensure alignment with the ICT strategy and reduce duplication of activity.

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Digital Service Design and Delivery

- We will provide a digital front door for service users, practitioners, partners and providers to interact with services through digital channels, allowing users to access, share, process and validate appropriate information securely, improving collaboration and reducing the need for manual processing of data.
- We will digitalise our financial management to improve processing and payment times, improving both customer experience and operational efficiency as well as our financial intelligence.
- We will provide service users well sign-posted digital self-service materials, including live chat services, webinars, self-help videos and e-learning courses.

This will include:

- An online directory of digital early help resources to support the work of the Family Service and Children's Centres
- Online referrals for MASH, the Early Help Unit (EHU), Elective Home Education, Children's Centres, Family Service and Supported Accommodation
- Expansions of the use of Mind of my Own to increase collaboration with children and young people and an exploration of other solutions to further this work
- Investigation into the use of Live Chat tools to support officers responding to frequently asked questions in relation to school admissions and other high traffic areas

Digital Partnerships

- We will be able to securely share information and documents with partners, through shared digital work spaces and integrated systems, taking advantage of the benefits interoperability provides to deliver partnerships without boundaries.
- We will ensure information is appropriately governed with robust sharing protocols in place so that all practitioners, stakeholders and partners can communicate and share information securely to deliver integrated, efficient and effective frontline services to benefit service users.

This will include:

- A review of how we information share with our MASH and other partners more effectively, including how we receive domestic abuse notifications and how we best share details of children on a Child Protection Plan with the Police, potentially through interoperability
- Further rollout of partner access to Mosaic and the most appropriate tools to enable this, utilising portal technologies.
- Exploration of Office 365 capabilities for secure document sharing with partners.

Digital Operations

- We will continually review and rationalise systems across the department with the aim to reduce the duplication of functionality used within the department and ensure systems are fit for purpose.

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- We will integrate systems across the department to ensure that all practitioners, stakeholders and partners have access to the relevant information on service users appropriate to their role to better facilitate child focussed service delivery.
- We will hold information electronically where possible, preferably using a secure, departmentally managed, information system to ensure all information is audited, reviewed and used to inform decision making and service delivery.
- We will ensure that the differing needs of services are reflected in the systems, tools and equipment that is available to support operations.
- We will automate manual tasks, such as scheduling, where possible to reduce the administrative burden and maximise practitioners time spent in the community.

This will include:
- A review of the digital needs of our Residential Homes, prioritising Clayfields, to identify where technology could support day to day operations.
- Integration of Mosaic and Capita One to automatically share risk factors between systems for ease of practitioners and partners.
- A review of needs of the Youth Service, School Swimming and foster carer payments in relation to their use of digital solutions or systems.

Digital Intelligence
- We will use big data and predictive analytics to support strategic decision making by modelling demand for services, for example educational or looked after placements, to intelligently commission supply.
- We will utilise artificial intelligence to support the achievement of positive outcomes by utilising evidence of historic success.
- We will ensure high quality information is accessible and easily retrievable to provide managers and practitioners with child-focused management information to better support strategic and operational decision making.
- We will explore assistive technology and the 'internet of things' solutions to provide additional support for the children and families we work with, for example to better support the transition to independent living or to support families caring for children with additional needs in their own home.

This will include:
- Increased data warehousing to bring together information from all departmental information systems, exploring this for our social care, early help, youth justice and education data in the first instance.
- Using predictive analytics to identify likely future numbers of children in care, future additional family needs (AFN) funding and high-level needs (HFN) funding levels and early identification of young people likely to become NEET (not in education, employment and training).
- Using data to ascertain whether investment in early help services improves long term outcomes for children and young people in Nottinghamshire.

Digital Workforce

Our workforce will be technically savvy, able to select and utilise the most appropriate technology to effectively collaborate, co-produce and operationally manage their priorities.

To enable this, we will:

- Provide the technology to allow professionals to work in a mobile and flexible way, responding to business need through provision of flexible working solutions.
- Ensure appropriate training, training materials and support are available to enable staff to maximise the benefits of the available technology and information systems.
- Support staff to make best use of available digital solutions to deliver the priorities that will benefit staff and service users.
- Ensure staff can utilise digital solutions to respond quickly, effectively and efficiently to and deliver service improvements and respond to statutory requirements.
- Support staff to understand the available intelligence to support decision making and operational management.

Digital Future

- We will horizon scan across the public sector and beyond to identify new ideas, technologies and approaches to improve the departmental digital service offer.

What is required to support this transformation?

To support the digital transformation of departmental services towards the goal of digital maturity, the following enablers will be necessary:

- Robust system development principles:
    - Effective prioritisation of requirements ensuring a minimal viable product development approach which decrease time to production, instilling a value driven development methodology.
    - Where possible full utilisation of system functionality and not replication of functionality, leveraging the assets available.
    - An 'always in support' model of system releases and patching ensuring contemporaneous alignment with vendor road maps.
    - Development in line with corporate and departmental priorities, with systems that meet corporate security guidelines and comply with data protection legislation, including adhering to appropriate retention and back up processes.
- Stable and resilient infrastructure where possible leveraging Software as a Service, Cloud services and hosting
- Procurement on case by case basis with an emphasis on rationalising and consolidating where appropriate along an assessment of product integration and digital capabilities.
- Horizon scanning of developments in relevant technologies and digital literacy amongst service users.
- Shared best practice with other Authorities and partners to gather lessons learned and identify opportunities for innovation.

- Strong inter-departmental governance and decision making underpinned by a Digital Development Board and the Design Authority
- Master data management via shared unique identifiers across systems to ensure interoperability between systems and data warehousing.
- Ensuring the quality of the information held within departmental systems is fit for the purpose of operational and strategic decision making
- Staff are provided with the appropriate tools and technology to deliver their responsibilities efficiently and effectively.
- Data and information is held in compliance with data protection legislation, securely, safely, shared appropriately and only kept for the right amount of time
- Information systems provide value for money, customer satisfaction and improve efficiency.

Success Measures

We will know that these ambitions have been successfully achieved by being able to demonstrate that:

- User satisfaction increases by a to be determined percentile
- A demonstrable migration from phone, email, and letter to digital channels for transactions.
- Transactions (such as referrals etc.) completion rate increase by a to be determined order of magnitude through a transact once approach and thereby reduce costs in double handling and entry of data
- A reduction in phone traffic from Service users, allowing for time savings within business support functions