

## Data Accelerator - Creation of 2x Posts

Date: March 2022

Report of: Service Delivery Manager, Families First Leeds

Report to: The Director of Children & Families

Will the decision be open for call in?  Yes  No

Does the report contain confidential or exempt information?  Yes  No

### What is this report about?

- Leeds and Bradford Local Authorities have been successful in a bid for the Data Accelerator Fund through the Department for Levelling Up, Housing and Communities (DHLUC). Bids could be made of up to £1m with funding split over two years. DHLUC invited bids from partnerships of local authorities and other local agencies that can evidence how data can be used to improve outcomes for families.
- Bids were based on the following criteria; Leeds emphasised the first three **Better Identification of Need, Better Information for Practitioners, Better Evaluation of What Works**, Better Understanding of How Problems Develop and Better Understanding of How Services Operate.
- The bid seeks to apply these criteria to our local communities through a focus on two areas of need; the Leeds priority is to focus on trauma by improving support for Adverse Childhood Experiences and Bradford's priority will be on autism and providing the right support as early as possible.

We will build on locality work in each authority, strengthening frontline practice while also enhancing our data infrastructure and analytical capacity. This work supports longer term direction for both early help practice and for how we manage and use child and family data. Childhood Trauma and Autism are both important areas that would benefit from long term improved use of data for identifying need, learning from practice and evidencing impact.

- In order to fulfil our commitments to the Data Accelerator Fund and meet our objectives, we require additional workforce capacity to concentrate on data infrastructure and analytical capacity in the form of a Data Accelerator Analyst (PO4) and a Practice Improvement Coordinator (PO4) to concentrate on leading in relation to applying the data to locality working and facilitating the development of practice improvement forums across the early help landscape.
- Since being successful with the bid we have engaged with partners to make sure this work links with, and where possible accelerates, existing work and strategies. We did not want to duplicate capacity and the decisions to recruit these posts are made following that engagement. Additional resources are also being sought through a framework contract for discovery support; through IDS routes to secure support and through funding existing staff to dedicate support.
- Funding with Bradford is being worked through and we envisage some funding will be directed to Bradford City Council and some of the capacity resourced in Leeds will work with Bradford. For the two posts here, the analyst will be Leeds specific with an equivalent post in Bradford. These posts

will have a distinct focus on their respective trauma and autism agendas. The Practice Improvement Coordinator will liaise with frontline Early Help Practitioners in Bradford as part of establishing practice models that can be replicated across both local authorities and then wider.

- These additional roles will provide much needed additional capacity to realise the potential of the Data Accelerator Fund, within a relatively short period of time. As such, we need to accelerate the appointment of these roles to avoid the risk of not meeting our objectives which could result in the programme not progressing and funding being withdrawn. This would have significant implications for Leeds including the partnership with Bradford, reputationally and in not accelerating the much-needed use of data within the City. This has the potential to impact on Leeds' earned autonomy status.
- These roles will be fixed term contracts, for a 12-month period and consideration will be given to secondment opportunities from within and outside of Leeds City Council.
- Consideration was given as to whether there is sufficient capacity within the organisation to consume the additional resource required. However after careful consideration, it is unanimously agreed, that there is not and that in order for the Data Accelerator Fund to meet its aims and objectives additional resource and capacity is required for a 12 month period of time, to ensure we deliver the outcomes agreed.

#### **Including how it contributes to the city's and council's ambitions**

- The data accelerator work is consistent with best council Plan ambitions both our priorities (especially Child Friendly Leeds, Health and Well Being, Safe Strong Communities and Inclusive Growth) and with how we engage with citizens and communities and work in an asset based, preventative and strength-based way, using better data to enhance effectiveness and efficiency.
- The proposals within this report will support the Best Council Plan priority of Leeds being a Child Friendly City by improving the use of data to inform service provision, alongside the continued development of best practice within early help.
- The Data Accelerator Fund will help achieve the priority of inclusive growth by targeting interventions to tackle poverty in priority neighbourhoods.
- The fund will support the health and well-being of young people and their families by promoting systemic working to ensure that people get the right care, from the right people in the right place and given the context of the Covid-19 pandemic, the Data Accelerator Fund will enable the application of the best use of data and best practice to promote local recovery.
- The fund supports the priority of Leeds being a child friendly city through underpinning the principles of supporting families to give children the best start in life, improving educational attainment and closing achievement gaps for children and young people vulnerable to poor learning outcomes, improving social, emotional and mental health and wellbeing, helping young people into adulthood, to develop life skills and be ready for work and enhancing the city now and for future generations, all of which is supported through our early intervention approach, including the early help strategy and will be further developed through the use of best data and practice improvement.
- The Data Accelerator Analyst and Practice Improvement Coordinator will consider through an improved, more sophisticated data infrastructure, analysis and practice improvement how communities can be supported to keep people safe from harm, protecting the most vulnerable, tackle crime and anti-social behaviour, be responsive to local needs building thriving, resilient communities and promote community respect.

## Recommendations

- a) To note the content of the report and support the proposals detailed regarding the appointment of a Data Accelerator Analyst and Practice Improvement Coordinator.
- b) To approve the creation of the following posts within Early Help, to be based within the Families First Team;
  - 1FTE Data Accelerator Analyst
  - 1FTE Practice Improvement Coordinator

## Why is the proposal being put forward?

Delivering the right support at the right time requires constant learning. Data-informed practice with key insights driving improvement and listening to family voice, joining data around the family and tracking outcomes are a priority within early help.

Various barriers (data silos, lack of data, missing family voice etc.) stop authorities truly integrating data insights into practice improvement. Our partnership will develop methodologies to overcome this using toolkits and open-source tools that others can adopt.

Focusing on two high-impact, priority use cases will deliver immediate benefits whilst demonstrating this approach by focusing on improving support to children and families who have experienced trauma (the Leeds priority) and providing the right support as early as possible (the Bradford priority).

This will be achieved through;

1. Joining education, health, police, early help/years and housing data with other relevant data into a longitudinal view of children's journeys. e.g. using long-term education/health outcomes to identify goal-based-interventions for trauma and autism.
2. By creating rigorous, intuitive and meaningful analysis using support from external experts.
3. By capturing families' views and experiences through a skilled engagement lead for qualitative work with families, enhancing existing methods for feedback.
4. By enhancing commitment to evidence-led partnership and practice. Data will inform restorative conversations at all levels. Locality Practice Improvement Forums (PIFs) will enable this, giving feedback on #2 and #3 to ensure they are tuned to leadership and practitioner needs. Analysis of data, family and professional voice will enable us to understand how well we are working and what difference we are making.

## What impact will this proposal have?

### Wards affected:

Have ward members been consulted?

Yes

No

## Operational efficiencies

Action for Children research suggests at least 10% of children nationwide do not get the right support first time. Eliminating just half of these, we would deliver operational efficiencies of 5%, taking bureaucracy out of partnership accountability.

## Value for money

At least £20M of early intervention support would benefit from this work across Leeds/Bradford. Troubled Families Evaluation 2019 suggests this would deliver £46M of economic, social and fiscal benefits (£30m is fiscal). Delivering outcomes improvements of 5-10% (as evidenced above) would deliver £2-4M ongoing annual benefit, giving a 3-year ROI of 6-12 times. Whilst these figures are highly approximate, they indicate the scale of potential benefit.

## Skills brought

- **Service, practice and capacity-building excellence** – Leeds brings “Outstanding” practice, with strategy underpinned by centrality of children and family, restorative culture and a focus on outcomes. Restorative Early Support improved 84% of 1445 family outcomes ([Externally evaluated](#)) and our track-record supported 83% of LAs via Leeds Relational Practice Centre, DfE Strengthening Families, Protecting Children etc.
- **Data and digital** – expertise from multiple national exemplars including: Leeds Data Model which linked citywide health data, Born in Bradford – longitudinal dataset for 13,500 children, Connected Bradford – linked health data, Leeds Institute for Data Analytics, and Alan Turing / Bradford linked data, locality-based work in the Holme Wood area with data scientists, practitioners and residents to better map and understand local issues across service boundaries.
- **Information Governance and Ethics** - Leeds "Family Context" project, was an ICO case study in the data sharing code of practice as an “innovative way to share data while protecting people’s information”.

## What consultation and engagement has taken place?

The Managers, Service Managers and Heads of Service within the Early Help Service have been fully involved in the development of these proposals and are supportive of the proposal.

These proposals were shared with the Children’s Leadership Team in September 2021 as part of the Data Accelerator Fund Bid.

A range of partners both internal and external to the council have been consulted in order to develop this programme of work.

The new job descriptions for the Data Accelerator Analyst and the Practice Improvement Coordinator have been adopted from existing job descriptions that meet the requirements of these roles.

## What are the resource implications?

By using best data to inform best practice in the city at an earlier stage, the need for more costly, longer term statutory services will be reduced.

The cost of the proposed additional staffing linked to developing the Data Accelerator Analyst and Practice Improvement Coordinator is as follows based on appointment at first PO4 scale point NJC 35;

| <b>Costs</b>                          | <b>Cost (£)</b> |
|---------------------------------------|-----------------|
| 1FTE Data Accelerator Analyst         | 51,524          |
| 1FTE Practice Improvement Coordinator | 51,524          |
| <b>TOTAL</b>                          | <b>103,048</b>  |

\*Based on 2022 PO4 NJC Scale Point 35-38

Due to current LCC financial pressures it is proposed that these posts are offered on a fixed term contract basis for a period of 12 months.

The recruitment and selection process for these posts will commence May 2022 with a start date not before June 2022.

As these posts will be available for a 12 month period, a secondment model will be the preferred approach and applications will be sought from both within and outside of the council, eg health.

### **What are the legal implications?**

There are no legal implications in the development and delivery of the Data Accelerator Fund

### **What are the key risks and how are they being managed?**

There is a risk that if Leeds City Council does not meet its objectives in terms of the Data Accelerator Fund, that funds will be withdrawn. This will have implications both financially and in terms of Leeds not progressing our systems and use of data to support vulnerable children and families in the city.

### **Does this proposal support the council's three Key Pillars?**

Inclusive Growth

Health and Wellbeing

Climate Emergency

### **Options, timescales and measuring success**

#### **What other options were considered?**

The aim of the Data Accelerator Fund is to improve the use of data to support children and families. We need to ensure that we meet our objectives within the Data Accelerator Fund, as set out in our Memorandum of Understanding. In order to achieve this, we require additional capacity in the form of a Data Accelerator Analyst and Practice Improvement Coordinator as there is not sufficient capacity currently within the system to provide this resource. These dedicated roles are essential to the success of the programme given the timescales of this fund.

#### **How will success be measured?**

Better identification of need by identifying patterns in families with high-cost negative outcomes (social care, exclusion, crime) that could have benefited from early support and targeting support to ensure we are reaching communities e.g. specialist support workers for schools with higher rates of undiagnosed autism.

Better information for our practitioners to enable them to understand local needs/outcomes to see how different approaches impact families. Practice will be informed, supported and challenged. Improved accountability processes will release capacity back to working with children.

Better evaluation of what is working by analysing what support is working, when, and for who (ethnicity/needs/age/gender etc.). This will lead to improved practice, service operations, and decisions through better informed practitioners and leaders.

### **What is the timetable for implementation?**

We need to report quarterly to the Department for Housing, Levelling Up and Communities, with an overall completion date of March 2023 by which time we will be required to have met the aims and objectives as set out in the Memorandum of Understanding.

### **Appendices**

### **Background papers**