Ministry of Housing,
Communities &
Local Government

Data Maturity Model for Early Help Services

December 2017

Withdrawn

Developing and Testing the Data Maturity Model

Data and analysis is a key driver of service transformation. It helps strategic leaders across the partnership understand families' needs and commission services that are effective. Enhanced data and analysis concerning families and the services that support them will be a key legacy of this programme.

Areas told us that it would be helpful to bolster the focus on data in the Service Transformation Maturity Model given the critical importance of data and analysis in driving and sustaining whole family working.

This model is designed to help local authorities to assess the effectiveness of their data systems; to plan their next steps; benchmark their progress against other local authorities; and to advance the way data is managed and used by the local authority and their partners.

It has been produced with the benefit of the national Troubled Families spot check team's experience and tested with various local authorities through a workshop and one to one work. It reflects the feedback from those areas. We plan to update the model periodically to reflect learning from the wider use of this model.

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Five Transformation Strands:

1. **Information governance and data sharing**

2. **Data systems**

3. **Casework management systems**

4. **Cost Benefit Analysis**

5. **Intelligent service design and commissioning**

This Data Maturity Model is designed to help you chart the maturity of your data systems throughout the lifespan of the Troubled Families Programme. For it to be of maximum use, it is recommended that you ensure that the following are already in place:

- Data sharing agreements with key partners which allow you access to data in support of early help services;
- Privacy notices and initial assessment of privacy risk or Privacy Impact Assessment if necessary;
- Full Data Governance and Data Protection compliance;
- Full consideration of forthcoming legislation changes: the Digital Economy Act (DEA) will provide far greater clarity and advice around data sharing agreements (due to be full enacted in March 2018); and the General Data Protection Regulation (GDPR) significantly enhances people's rights regarding their personal data (this will come into force in May 2018);
- A collection of information/data held on families;
- Data analyst or similar role(s) who supports the collection and interpretation of data.

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Early

- No whole family view
- Little or no useful data to support interventions or make decisions about families
- Authority does not fully understand or anticipate the needs of the residents
- Keyworkers do not have access to data about the families they work with

- Limited, ad-hoc and varied levels of Data Governance and Quality reporting
- Where it exists reporting is aligned only to local initiatives or functions
- No data system in place to support data collection and storage

Developing

- Partial family view, usually data is child focused only
- Authority has some data flow from internal and external sources but does not have the tools needed to turn data into useful information
- Staff spend more time looking for information than analysing it

- No simple, coherent information on the whole family
- Standards in place to support Data Governance and Quality reporting
- No data system in place, but plans are in place to move to a one

Maturing

- Full picture of the whole family in one place but not used by keyworkers or partners to add value to interventions
- Authorities apply both context and relevance to their data collected from partners and across departments
- Authorities use data in a meaningful way to imbed transformation and shift towards using data to conduct analysis

- Early help service uses data for decision making and prioritisation across the service but not across the wider Authority
- Detailed processes are in place for ensuring data quality and reporting, including data solutions to manage volume of data
- Data system in place but feeds are manual and there are some data gaps

Mature

- Whole family view used by keyworkers to drive interventions
- Whole family view used by strategic leads across the Authority and partnerships to make decisions in tackling a wide range of issues
- Early help service is built around analytical information e.g. using forward looking analysis with resulting decisions based on data
- Data is shared with partners for wider influence and strategic decision making

- Data warehouse or similar system is in place with automated data feeds which is used widely for predictive analysis
- Where any data issues may exist or arise, these are resolved quickly
- Early help service uses data for decision making and prioritisation across the service and also across the wider Authority

Data Maturity Model for Early Help Services
Information governance and data sharing

	EARLY	DEVELOPING	MATURING	MATURE
Information governance	Information governance is largely manual, and struggles to stand up to legal, audit and other regulatory scrutiny. Little evidence of what information is already being collected internally and by partners across early help services. Data collection, retention and security regulations are considered but not fully implemented.	Information governance and its ownership are defined and managed in a piecemeal fashion with basic information sharing protocols in place. Information not collected against all issues likely to impact on families need for intervention. No regular tracking of families or outcomes and limited information collected from partners or other internal departments. Data is only kept for as long as it is needed, adequate technical data security measures are in place and there is full compliance with regulations around information governance and data protection.	Policies and procedures fully implement the information governance regulations to manage and protect core information through its life time. These are regularly reviewed and internal audit and governance are involved throughout the process. Information and data is collected from internal and external partners; it is disaggregated and analysed to support the assessment of local needs and impacts. Services are prioritised based on information by partners and internal departments.	Information governance is integrated into all aspects of the business processes with a degree of confidence and resulting insights are reflected in decision making across the Authority. Up to date and comprehensive data is used regularly with partners to plan and assess impacts of decisions and performance is monitored to set future objectives and outcomes including commissioned services. Joined up and collaborative information gathering is in place, with paperless processes which are suited to a mobile workforce.
Data sharing	A limited amount of data sharing in place, with only partial buy in to the principles of data sharing from partners and political and executive leadership. Limited data collected about families and not used for discussion at team or service level.	Ad-hoc plans are in place to collect, share and use families information with partners however there is no close working with partners to share information effectively and not all key partners are engaged (i.e. health, police, schools, housing). There is political and executive leadership buy in to the data sharing, however this is not used in decision making or consultation with key partners. Data about families' needs and requirements are discussed at a team level but not reflected in business strategy. Data is not used for financial and regulatory reporting.	Working with all key partners to map and share data on families to assess needs and prioritise families by addressing identified gaps. Robust data sharing protocols in place for sharing information across a range of partners (i.e. health and the police) which are routinely reviewed and used in decision making and responding to challenges. Strategic vision encourages the use of insight from data collected from partners on the value and cost effectiveness of intervention and used at service level to make decisions about future delivery.	The Authority and it's partners are able to identify changes in family profile, needs and outcomes, and adjust priorities accordingly. Information is timely, relevant and accessible for all partners and stakeholders with robust and effective information sharing used. Data from national or internal dashboard drives continuous business model innovation and links into high level strategies like the Joint Strategic Needs Assessment. Senior executive leadership evidence clear use of information and data from the early help service even when making difficult decisions and set priorities based on intelligent data. They champion this method with all partners.

MEASURES: Information sharing protocols with partners are signed and data protection and governance rules are adhered to.
There is evidence of intelligent data being used with regular profiling which is reported up to senior executive leadership, for example using dashboards.

Data Maturity Model for Early Help Services
Data systems and training and development

	EARLY	DEVELOPING	MATURING	MATURE
Data systems	Excel spreadsheets and word documents are the main data sources, the information that is collected is patchy and incomprehensible with only basic reporting in place. Data is used primarily for ad-hoc operational reporting, and collected manually from a small range of data sources. ICT and technological structures are under-developed and / or under resourced.	Initiatives underway to explore data system opportunities and to procure data solutions. Data and business processes remain separate with no collection of holistic family data. Using some data to keep a pulse on trends and goals by pulling data together centrally and starting to use data to look backwards (e.g. how did we do last year, what should we do differently?) ICT and digital strategy are aligned to the service principles which are centrally governed. Data submissions to the national team have missing data and errors resulting in gaps in understanding interventions and sustained outcomes.	Data system in place, built in-house or procured but not fully oriented to business requirements, and data feeds are limited, time consuming or manual. Enhanced technology across the Authority is facilitating a single view of the whole family and facilitating agile working, but there are some gaps in data. Data system used to record family details, intervention, identification of families and tracking outcomes is in place. Local or national dashboard used to track outcomes after interventions and used to identify what works. Some data is used to solve problems and make decisions with data pulled from several sources into one view and dashboard. Using data in real time to manage performance and resources where required on an ad hoc basis.	Data warehouse or similar data systems in place either in-house or procured which is fully synchronised to business requirement and has automated data feds (SQL/Access/Web Portals or similar) which reduces time lags. Collaborative and intelligent use of data from a variety of partnerships including health and the voluntary sector and used to prioritise families and future service planning. Provide partners access to whole family information to view, use and input as and when relevant. Using the data dashboards to model and to predict future needs before making decisions to enable evidence based decision making. A range of partnership data is held in one system with view of the whole family and used to inform decision making, investment and planning. Data system operates across Authority boundaries and has multi-agency access.
Training and development	Ad-hoc or inconsistent resources are assigned, limited training provided and no responsibilities allocated around data systems and application. Limited performance evaluation and checking of adherence to data standards.	Carries out regular assessment of the training, learning and development needs of staff to ensure they are equipped to understand and use data system, casework and performance management systems.	Provides a range of accessible learning and development opportunities to support staff and partners to achieve objectives and outcomes for families using data system and evidence based intervention. Those performing data processes have the required training, skills, resources and responsibilities to generate use of data system.	Decision makers are trained and equipped to use the data system to make evidence based intervention decisions. Services are provided to families by knowledgeable and well trained staff who have access to mature data systems and can access and use intelligent data to meet service needs.

MEASURES: Evidence of intelligent data systems / data warehouse or equivalent that produces whole family view.
Evidence of a range of workforce training provided and relevant staff have data expertise and skills.

	EARLY	DEVELOPING	MATURING	MATURE
Casework management system	Using manual systems, for example spreadsheets, for performance and case work management. The system struggles to meet the needs of the early help service. Keyworkers are using manual casework files or a basic electronic filing system. Multiple case management processes in use by different services with a lack of consistency about the data gathered.	Using a casework management system to record basic information on families and interventions. For example using a Children's Social Care casework management system, which does not support the wider requirements around whole family working, and is child focused only. System does not extend to new data sources or have a single coherent information system for the whole family.	Single or joint case work management system (for example with Children's Services) which records the whole families' information and intervention in one place, providing a holistic view of the family. There is a range of information available which provides a single view of the whole family, however the information is for recording purposes and not used for future planning at service level. System is the central point for recording all case work but it is not used regularly for performance management.	Robust and agile casework management system that is used to fully underpin business strategy and future planning across the Authority. System provides a single, unified view of the whole family, mapping the interventions and outcomes achieved through multi-agency and lead professional involvement, as well as being used to improve interventions and outcomes for families. Strong evidence of robust, wholly paperless, casework management records underpinning the entire families' intervention throughout the whole process. Families intervention and outcomes used at performance management discussions and wider partnership meetings to tackle a range of issues affecting families (e.g. DV, crime, health etc.).

MEASURES: Evidence of enhanced technology management system which provides a single, unified view of the whole family.

	EARLY	DEVELOPING	MATURING	MATURE
Cost Benefit Analysis (CBA)	The DCLG Cost Savings Calculator (CSC) is not completed and no programme associated costs identified or recorded. Poor quality National Impact Study completion which directly impacts on the CSC on the Troubled Families Information System (TFIS).	The CSC is partially completed, with limited associated programme costs identified across the Authority and its partnerships and with high 'uncertainty' levels. National Impact Study completed but with gaps in data.	Good quality National Impact Study submitted to DCLG. Timely and accurate costs are inputted into the CSC to evidence the local cost benefits and gather cost benefit analysis (CBA). CBA is used to predict whether the benefits of programme outweigh its costs, so that services can be classified in terms of the cost–benefit ratio. The CBA is used to answer some key questions; for example, do the proposed interventions provide value for money? Risk associated with programme outcomes and associated costs is handled using probability indicators on the CSC to establish the certainty levels around any fiscal savings identified. Senior management are using the CBA for assessment, for example by investing in a preventative approach. They are proactively exploring if the Authority and its' partners can reduce the levels of need and therefore budgets, in the medium to long term.	Data drives continuous business model innovation and decisions are based on fiscal savings and cost benefits analyses. Using the CSC for broader public policy and investment to address both intangible and tangible benefits of public policies for example relating to mental illness or substance misuse. There is structured and consistent approach for applying CBA methodology into service design beyond the lifetime of the Troubled Families Programme. CBA used as basis for joint commissioning; it enables practitioners to estimate savings and apportion them to interventions and partnership approaches to tackling complex issues. In doing so it facilitates cross agency working and provides evidence for investing in preventative interventions, the benefits of which often arise to several agencies/departments.

Measures: CBA will demonstrate that effective services are being delivered and that the authority is using the CSC to plan and commission in a strategic and sustainable way. Full compliance with the CSC is essential.

Data Maturity Model for Early Help Services
Intelligent service design and commissioning

	EARLY	DEVELOPING	MATURING	MATURE
Commissioning	Procurement and commissioning processes and practice do not take account of data from the early help services.	The senior management team ensures that procurement and commissioning processes and practice take account of data from the early help services and that there is a focus on evidence-based commissioning.	Mechanism for using the early help service data and wider internal and external services data / information are embedded throughout the procurement cycle to ensure services to families are evidence based and monitored effectively.	Clearly demonstrates that commissioned and procured services are helping to achieve outcomes for families. Regular monitoring using quantitative and qualitative analyses and outcomes are tracked by both suppliers and the Authority. Targeted interventions and service delivery are based on evidence-based commissioning and are delivering intelligent and predictive services.
Research	Academic analyses or work based research are limited to describing what has happened.	Using academic or independent research to analyse and inform decisions based on predicted likelihood of what will happen, and understanding the causes behind what has happened across some services.	Academic research / analyses are used to optimise decision making so that the best actions are taken across the Authority. Decision makers are well informed with insight from the research and capable of acting to maximise the best outcomes. This insight is used effectively to achieve sustained outcomes for families.	Academic research / analyses are used to optimised performance and outcomes with automated analytical insight where possible. The Authority continuously adapt and improve using research as evidence in line with strategic objectives. Using evidence-based research to plan strategically and develop a roadmap to drive continuous improvements across the Authority and its' partners.

MEASURES: Examples of research completed and applied, with evidence-based commissioning leading to greater targeted outcomes.

West Sussex
- Invested in new system.
- Starting to reap rewards in terms of service delivery – now have access to a wealth of data regarding tracking and monitoring of families.
- They have an increased understanding of the cohort of families attached to the programme, helping to identify where future improvements can be made.

Tri-Borough
- Developed own system in-house.
- It automatically identifies and tracks families using uploaded partnership data extracts.
- Tri-Borough have the ability to continually modify and adjust their setup to ensure that it delivers the data they need.
- Reported experiencing particularly pronounced benefits with regards to the real-time analysis of different profile groups attached to the Programme.

Hackney
- Invested in a data matching solution.
- Receiving accurate information relating to household composition, translating to improved and efficient methods of capturing 'Identified' families. As a result, they are able to draw upon the strengths of predictive analysis.
- This has provided wider benefits with regards to intervention impact analysis, as well as planned integrated relationships with health partners.

Walsall
- Designed a system in partnership with supplier.
- Initially introduced in 2012, with further refinements and upgrade in 2015, helping to meet the requirements of the expanded programme.
- Designed to utilise drop downs of local configurable data - now other local authorities have subsequently adopted the system, with Walsall believing that it meets their local programme needs.

Greater Manchester Combined Authority
- Commissioned a data warehouse.
- This shows the whole view of family in one place with visual picture aids.
- System being used for predictive decision making, identification, tracking and monitoring of family progression and evidencing PbR.
- Sophisticated dashboard and reporting function is used to report to SMT and partners.

To find out more please contact your area lead in the national team.