



Shared Services Case Studies

Case Study 12: ISA Information Sharing Index at LB Enfield

Scale:	To cover 70,000 children under the age of 19, 2,000 of whom have involvement with social care, and 49,000 of whom are in full time education
Sector:	Public Sector
Timescales:	Project Start: April 2006 Initial Project go-live: Late 2006
Parties involved:	Client: London Borough of Enfield (Education, Social Care departments), and other for future releases e.g. health, schools Supplier: Serco, Visionware
Verdict:	Delivered planned benefits to time and budget? Project in progress Met Transformational Govt core objectives? Yes

Overall Project Objectives

To improve the welfare and safety of children through the sharing of a 'single trusted view of the child' containing both demographic and episodic information, between all agencies that deal with the child. This implements the findings of Lord Laming as a result of his investigation into the Victoria Climbié enquiry - Lord Laming recommended that contact details should be kept for every child in the UK (in essence creating a "Child Index") to avoid children "in need or at risk "slipping through the net" of supportive/protective services.

Project Description

LB Enfield are undertaking the phased implementation of Information Sharing and Assessment Programme and have purchased Visionware Multivue software in order to facilitate this agenda. The first phase is a pilot implementation of MultiVue focused on the Social Services, Education Department and Education Welfare Service. This will be used as a model for future multi-agency implementations.

The business requirements, data schemas and data extracts for the ISA Information Sharing Index are complete and currently the data feeds that will populate the core biographical and professional information within are being designed, set up and quality checked. Business reviews are in progress to identify how and when the index will be used in Social Services and Education Welfare, with quick-win efficiency improvements to current processes being made as part of these business reviews.

Further tasks within Phase One of the ISA project will include system customisation, testing, training and documentation. Current data sharing agreements/protocols will be reviewed and amended as necessary to ensure that systems are included and take legislation such as Data Protection, Human Rights and Freedom of Information into account.

Challenges, Issues and Problems

- The government has not yet fully defined the data requirements for the index, so the project team has modeled the requirements around best practice and operational requirements, and will refine the index on confirmation from the government of the final data requirements.
- Management of accuracy and timeliness of data held within the core databases, which feed the index.
- Missing records of very vulnerable children where the families deliberately try to hide them - children who have recently moved into the country and have not accessed any service at all, transient children and recent immigrants with children who have a reason not to trust the authorities
- Operational staff taking responsibility for the information (data) that they create
- Cultural change within different organisations and departments who historically are reluctant to promote open data/use of systems.
- Conflict between Government agendas and legislation (e.g. data protection etc)
- Consent and the legality of electronic signature issues
- The "labelling" of the Information Sharing Index as an intrusion into family life rather than as a vital

EURIM Case Study 12 continued – ISA Info Sharing Index at LB Enfield

component of early intervention and protection.

- Phased approach means that a holistic picture will be built over a period of time, meaning that data initially will be limited (i.e only SSD & Education information to begin)

Project Benefits

The project is still in progress, but the benefits are anticipated to be:

- Reduced risk of children 'slipping through the net' between agencies
- Improved effectiveness regarding decision making by practitioners based upon a holistic view of the child's welfare and wellbeing.
- Increased early identification of children who are "in Need" prior to them being "At Risk", which will maximise the potential benefits in the community of Sure Start and Early Years programmes.
- Improved accuracy of information. As practitioners find the information more useful in their work, and gain more ownership for the overall welfare of the child, then they will be motivated to improve the data information kept on the child
- Increased quality communication between agencies
- Encouraging better parenting and the use of preventative services

Reasons for Success

The project still in progress, but key to ensuring its future success is:

- This Project has strong executive support at high organisational level.
- Users have been engaged and involved by using Project managers and Business Consultants who are qualified Social Work professionals who therefore understand the pressure and nature of the work. Using a phased approach and ongoing consultation has built a strong, credible profile for the project amongst operational staff who are willing to assist and commit their time due to the trust built between the Project Team and Operational Colleagues.
- The Project Team has utilised skills from within the Council, independent contractors and Serco that have proven complimentary and provided a united and positive Project Team.
- The Project Team includes several Project Managers with a breadth of experience in successful project implementations. Including systems, IT and operational projects. The ISA Project Manager has both strong operational connections and a proven track record in systems implementations.
- The Project has Serco standard Project documentation as a foundation, which outlined the need for this project, requirements and its benefits.
- Scope has also been outlined. Any additional tasks that have been identified have been specified and detailed in Consultancy documents and Change Control Documents, maintaining control over the management of the work, quality and completion.
- The purchase of the child index system was subject to standard procurement and tendering process. A discreet project was implemented in order to ensure technical infrastructure met corporate standards and was robust. Thinking wider and across various client groups, the benefits of the system and functionality have also been discussed with corporate departments.
- Standard Serco project Management methodology is used. The Project managers are also PRINCE2 trained.
- Estimating in terms of financial, time and resources is integral to the project planning phase. Any additional work identified is specified and estimated as a separate task, but then built in to the overall project.
- Project staff have a high level of skills mix ranging from Training, Project Management, Social Work, presentations, business analysis, technical consultancy, risk and change management etc.
- The project is a phased implementation and the small milestones incremental and realistic. These are detailed in the Project Terms of Reference and consultancy documents.
- Planning has occurred as part of standard project management process and are estimated, detailed, resourced and timescaled to the lowest level tasks
- There is a strong level of ownership and commitment within both the project team and operations due to the benefits, risks and expectations being managed positively.
- As the Project is phased with Phase One being discreet within SSD & Education, there will be an end of phase review which will then be followed by the planning of the subsequent phase. Relationships are such that lessons are viewed positively and recommendations implemented in order to improve.

Conclusion – did the project meet the core objectives of the Transformational Government Agenda?

Deliver citizen centric services: Yes

Improve efficiency: Yes (reduces time to find relevant information)

Improving government's professionalism: Yes