

# North Yorkshire Council – Reimagining Case Management

An exploration of the art of the possible

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This paper is the second part of a two-phase project and should be considered alongside Phase One. Phase One developed prototype AI tools - reported in our separate Evaluation Report. This Phase Two report highlights what Reimagining Case Management might look like in the context of new technologies and the future possibilities that emerged from Phase One.

### **Reimagining Case Management Systems – Introduction**

“The technology already exists to transform service delivery, reduce costs and improve the user experience. Government is working to improve its approach to realising benefits and identifying services requiring transformation, led by the Central Data & Digital Office.

This work must replace antiquated IT systems, improve the quality and shareability of data, and recruit and retain scarce skills in high demand across the economy.”

**National Audit Office Getting the most from every public pound – a blueprint for value for money**

This paper looks to examine how new and existing technology can reimagine case management to enhance service delivery, cut costs and improve outcomes for children, young people and their families. It has been produced through work North Yorkshire Council has undertaken, funded by the Department for Education’s Data and Digital Solutions Fund (DDSF).

North Yorkshire proposed to undertake a piece of work to reimagine how Social Workers interact with the information available to them.

To achieve this, it was necessary to develop two key pieces of technological capability.

The first was to give children’s services staff the ability to search all information written about a child – regardless of which part of a case management system it was stored in.

The second was to use AI services to read all the information about a child, analyse this and automatically generate an eco-map of people, places and products which are significant to the child.

Working alongside partners, Microsoft, Simpsons Associates and Coram I, we have been able to prove that this approach works.

Going back as far as the Munro Review of Child Protection in 2011 there have been calls to free Social Workers from spending up to 80% of their time at their computers or undertaking administrative tasks (British Association of Social Work 2020). Advocating that by doing this it would be possible to increase time spent with families which in turn would improve outcomes for children, young people and their families. Sadly, Munro identified many themes that are still in existence today noting that:

“Many social workers who took part in the online conversation, held by Community Care for the review, reported that their locally procured computer systems were substantial obstacles to good practice”

**The Munro Review of Child Protection 2011**

Unfortunately, there has not been much change since. In 2022 the Independent Review of Children’s Social Care stated:

“In our visits to local authorities and workforce engagement, practitioners frequently stated that clunky information technology (IT) systems meant that sharing information was extremely time consuming and often involved duplicated processes of submitting forms, or having to phone other professionals to find out information”

**The independent review of children’s social care, 2022; 2022c**

What both reviews, alongside many other pieces of work, have done is to think of Case Management Systems as being the only place that data is held about children and to focus on the drawbacks of the individual systems. Some of this has merit as we will explore later but there are some difficult assumptions in this for the sector. Firstly, not all data about children is stored in the case management systems. Some is too big (file size), in the wrong format or does not fit into the workflow whilst there is also a huge amount of information that does not make it on to the Case Management System because the scale of it is too large or the technological capability is not there to make it easy to do. An example of this is the number of emails and text messages social workers receive every day.

Taking the figure of 80% of social work time spent at a computer or undertaking administrative tasks can also be problematic. Firstly, there are different views with some estimates as low as 70% but our project has tried to demonstrate that time spent at the computer is not the most significant metric. Some time spent at the computer is good. It leads to good analysis, planning and record keeping. The information retrieval burden placed on social workers is a much more important metric. This is the time it takes social workers to find (or look and not find) key pieces of information. The time that is spent navigating between screens or cross-referencing document dates is effectively lost time and it costs local authorities a significant amount of money every year. It also leads to social workers not having all the key information in certain circumstances. Our business change analysis sets out our calculations and information retrieval burdens for some key social work tasks, but there are many more we have not been able to capture.

Children and families tell us that social workers do not have the time to get to know them.

### **The Independent Review of Children's Social Care 2022**

This paper will set out some key concepts about what Case Management Systems are, including their strengths, the national picture in relation to Case Management Systems and

a vision of how Reimagining Case Management might help free up social workers to spend time with children, young people and their families.

### **“It does not work” vs “You are not using it right”**

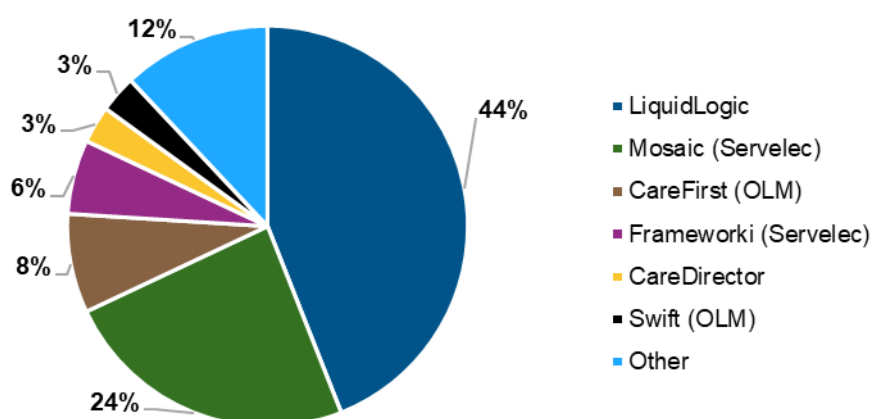
Case Management systems in essence undertake four key functions

1. Workflow management
2. Record Keeping
3. Performance/compliance
4. Finance

The sector is in a difficult situation. The amalgamation of these four key functions makes entering the market difficult for companies who need to be able to build adequate solutions to the four key functions above.

The market is dominated by two key providers. System C (Formerly Liquid Logic) and Access Group (Mosaic) which make up 68% of all authorities. The remaining authorities are a mixture of bespoke/smaller products.

**Case Management Systems Used in Children's Services across 124 Local Authorities**



Source: Community Care Survey 2019 [4]

Local Authorities are often engaged in multi-year contracts with providers and are in a position where the effort and cost of changing provider does not offer good value for money. As a result, they continue to use products which cause frustration to them, their workforce and to the children and families who use their services.

Taking a step back from the day-to-day realities of Social Work it is difficult to reconcile how dissatisfied customers are with the product they pay such a lot of money for, but also how helpless they are to do anything about it.

We know that competition brings about innovation and it has been observed many times that the lack of competition in the CMS market contributes to a lack of innovation. What we will explore in this paper is that also having everything as part of one system is problematic.

### **Workflow**

One of the key complexities companies have struggled with is workflow. Children's services have many complex processes and "rules" based situations. This is to be expected from such a wide-ranging service. Having a rigid workflow makes a lot of sense to ensure compliance with legislation and guidance. Currently there can be a feeling that the current workflows work perfectly whereas new ones do not or lack the complexity that services need. The reality is that the current workflows are not perfect.

At present, children's records have multiple blank forms included, these have been triggered and progressed in order that the worker can get to the right part of the workflow for what they need. We also hear from social workers across the country who will complete forms when they appear in their work tray, rather than having an oversight of the legislation and knowing what needs to happen and when. The result of this is disempowering for the workforce.

A more helpful way would be to approach this as a balance. Too much flexibility in the system can lead to compliance issues and things being missed. Too much rigidity can lead to a workforce not being empowered in its practice and having to do exactly what the system tells it to do.

The view from a provider perspective is often that the system works and performs well with the core functions, but that local configurations and poor user understanding contribute to errors and issues.

Both perspectives are valid, but it is important to note that a disempowered workforce is also less likely to participate in upskilling and development and that the onus is generally on the provider to ensure their product is as easy to use as possible.

The Independent Review of Children's Social Care 2022 provided evidence about the frequency of disruption, caused by CMS issues and a lack of consultation when systems were changed. As well as an example, where changes were made to improve systems that resulted in significant time savings.

In a social worker poll, 80% reported having their work disrupted on a fortnightly basis by poor case management systems, and three quarters reported that they were not consulted before a new system was brought in (Stevenson, 2019). Better case management systems can make a significant difference to time away from practice. In North Tyneside, work to improve IT systems led to a 48% time saving on child and family assessments (Flavell et al., 2020).

### **The Independent Review of Children's Social Care 2022**

## **Record Keeping**

One of the more straightforward areas of case management systems is the ability to keep records of work. In Liquid Logic these are largely stored in three main areas

1. **Case notes** – a space to keep written records of interactions and work undertaken

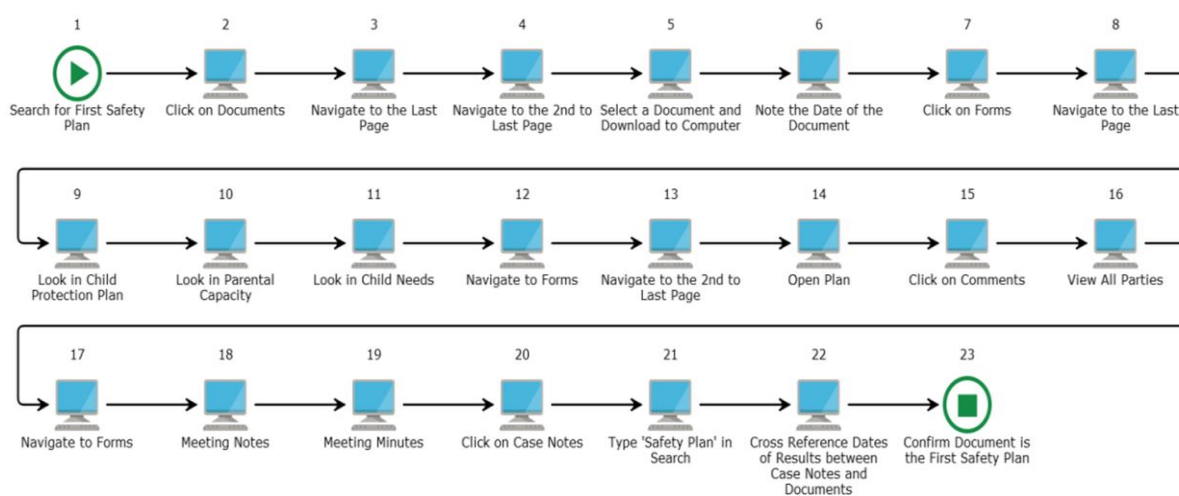
2. **Forms** – a space to store all forms and assessments
3. **Documents** – a space to upload documents and “attach” them to a record

Largely this process works, and most practitioners are familiar with the input mechanisms of the system. One of the areas we focussed on in phase one of our project was that whilst it is logical to have three separate spaces to store information, it can make seeing the full picture difficult for the end user who must navigate and cross reference between the three areas.

Let us say, for example, that a social worker wants to find the most recent safety plan for a child. They will need to look in case notes, as it would be stored here if it this was created whilst visiting the family. In documents, as it would be stored here if it was a piece of direct work which has been photographed and uploaded. They would also need to look at the forms section as it would be stored in forms if it was created during an assessment or during a child protection conference for example.

Currently in Liquid Logic there is only the ability to search for content in case notes.

Documents is a manual process of clicking through and looking at document titles or the attached narrative, then having to download documents to your computer, and opening them in their native programme. The forms section relies on having an idea of where it might be, then manually searching. Below is an illustrative example of finding the first safety plan for a child





There are some key issues, however, in the recording of interactions with children, young people and their families. Currently the CMS only enables text input into defined fields. There is not the functionality for Speech to Text. It is difficult to take a quick photo of something and upload it easily. This currently involves the user transferring the photo to their computer then uploading it as a document.

There is also a significant issue around access to records. Thousands of Care Experienced people raise the trauma involved in accessing their records due to heavy (and often incorrect) redaction, the words and language used to describe them and their situation and the time it takes to get the answers they are looking for. The system does not enable children, young people and their families to access their information in real time – in a similar way to how you currently access your own health information online. Instead, the process only starts when a young person turns 18 and makes a Subject Access request. This process is currently being examined by the Information Commissioners Office.

If we are going to be ambitious about Case Management Systems, we need to make sure that they have functionality that is generally available in the rest of our lives. We need to think differently about what constitutes a child's record and about how they can access it. We also need to think about the potential future benefits of new technologies in this area.

Our proposal is that, in reimagining case management, we need to reimagine the data that makes up a child's record. In a reimagined world, a child's record would be made up of some written records, some voice recordings directly to the child, some videos and photos in addition to documents, forms and assessments. All of these mediums would be easy to upload to a child's record and would integrate with existing technology. Instead of being viewed chronologically in their separate silos they would be visualised in a scrollable timeline, much like a Facebook wall with the ability to search and filter everything from one place.

Whilst this is not currently possible in the Case Management Systems being used, our technology has proven that it is possible to view all of these things together, even if stored separately in the source system.

### **Performance/Compliance**

The pathways children's record take as they travel through services we offer are often rigid. This applies from referral to leaving care. The process ensures compliance and the system has built in rules to ensure the right things happen at the right time. This is one of the biggest appeals to those who purchase and commission Case Management Systems.

The complexity of building these processes has affected others who have tried to enter the market and whilst standardisation overall, is a good thing there is a balance to be struck. On one hand, Directors of Children's Services do not want processes to be so flexible that key tasks and milestones are missed, but what we currently have is a process that is so rigid, there are unintended consequences.

Social Workers from across the country have told us that they do not fully understand the processes, and that at times they just need to get to the right part of the system. Sometimes this means triggering and finalising blank forms or undertaking tasks twice, once to get to the right place on the system and a second time to complete the form properly. This was referenced in the 2022 Independent Review of Children's Social Care:

Social workers report duplicating work because of poor IT and case management systems.

#### **The Independent Review of Children's Social Care 2022**

During our work, and through sector engagement we encountered a varying level of digital maturity across the sector. Where some local authorities had dedicated Data and Insight teams and considered themselves to be digitally mature, others considered themselves to be starting on the journey.

What was consistent, though, is that the majority of performance and compliance reporting was done outside of the main CMS. The more digitally mature organisations had teams

using Power BI and Tableau pulling information from their CMS into sophisticated dashboards where they had experienced managers and practitioners monitoring their product to measure and improve performance and compliance.

Less digitally mature organisations told us that they used excel spreadsheets to monitor performance and even in some cases used their electronic calendars to notify them when their teams tasks needed completing.

Whilst all of these methods work, they are manual workarounds that require input in respect of time. The creation of sophisticated dashboards frontloads that time requirement and the overuse of manual processes results in significant amounts of practitioner time spent on administrative work.

During our engagement we did not hear from any organisation who undertakes their performance and compliance from within their CMS.

Case Management systems generally have functions to alert the allocated worker that a task is due or needs completing. However, having team/service/directorate overview of performance information is difficult without the use of reporting products.

One interesting area that highlights a vulnerability in this approach has been our conversations with practitioners who told us that at times they complete tasks when the system tells them to.

An example of where this is flawed has been looking at the pathway planning process in Liquid Logic. At 16 years and three months old, children who are entitled to a pathway plan should have one, replacing the care plan.

Because the process follows the same workflow as a care plan review, and because the system does not force a user to swap a care plan for a pathway plan. The result has been that large numbers of 16 and 17-year-olds who are entitled to a pathway plan don't have one. Despite this, the system is satisfied that a "review" has taken place, and so warning flags do not arise. Because some users do not understand the Liquid Logic process well enough, they do not have the ability or knowledge to rectify this themselves and instead

wait until children move in to leaving care services or until the issue is identified and rectified through the creation of specific practice guidance.

### **Finance**

Finance is not an area of case management systems we have focussed on during our work. The Liquid Logic case management system works directly with our finance system and processes costs against children's records using codes, for agreed expenditure and costings relating to care and support.

Our sessions with practitioners followed a narrative that whilst they do not understand the process much, they have key contacts they could reach out to, to resolve difficulties.

It is important to note that the costs logged against a child's records are only in relation to cash spend costs to the Local Authority. Resource time costs are not logged and knowledge of them is held locally. If, for example, a Local Authority was allocating 15 hours of someone's time this would not look any different than if they were allocating 2 hours of someone's time. This can make analysis difficult.

### **Functionality vs. Usability**

Notwithstanding the significant flaws identified further in this report, it is clear that there is a tension between functionality and usability. During our work we have found functionalities that users (even experienced users) did not know existed.

Examples of these were highlighting to users that there is the ability to filter the documents tables so that you can view document titles alphabetically saving some time, as opposed to clicking through multiple pages of document tables.

Whilst this has been useful for those individual practitioners there needs to be a balance. Local Authorities should offer regular training and guidance to ensure practitioners are getting the best from the functionality available, but the providers of systems should keep "ease of use" at the forefront of their development.

A big driver of time away from practice is poorly configured IT systems. Across local area visits, social workers told us that clunky IT systems meant frequently entering duplicated information into mandatory fields and filling in word documents for information already on systems

### **The independent review of children's social care, 2022c**

### **The case for change**

The case for change is clear and has been repeated many times. One of Children's Services main costs is its workforce and helping the workforce to be as efficient as possible should be a national focus.

Social Workers are an expensive resource when they spend disproportionate amounts of time dealing with significant information retrieval burdens.

Through our work in Phase One, we have been able to highlight some of these costs but there are many others we have not been able to, such as time spent when "stuck" in a case management pathway or time spent rectifying errors. Whilst these issues may be ad hoc, Social Workers tell us they are regular. In the year 2023 we had 2,266 IT requests relating to LCS issues. Of these, only 75 were identified to be related to the user needing more training.

The discussion about Social Worker caseloads and what should make up an acceptable case load is also related to our realistic current perspective of Social Work. If Social Workers are spending up to 80% of their time at the computer and we can reduce the amount of that time that is wasted, we could develop new perspectives about what a realistic caseload looks like.

Social Workers also talked to us about needing to copy and paste information into different places during their work. Some of this is into assessments, reviews, reports and court documents. They told us that they sometimes have two windows open to make this easier but also that, due to the system configurations, this can lead to errors and losing their work.

The Liquid Logic system does have a “copy forward” functionality but this is restricted only to the exact box, with the exact question. Any variation leads to the copy forward function not working. This, though, is not a significant part of the conversation. Overall Social Workers told us they had to copy information multiple times in the course of their working week. This is illustrated by the What Works for Children’s Social Care 2021 paper where respondents reported they spent too much time case recording, and furthermore that process had a negative impact in reference to assessing families:

“Social workers report spending too much time completing administrative tasks, and 40% of respondents to a recent poll said they spend too much time case recording”

**What Works for Children’s Social Care, 2021**

“Practitioners report a focus on process and timescales as hindering their ability to assess families effectively”

**What Works Centre for Children’s Social Care, 2021**

As detailed earlier, the access to records process, whereby the people who use Children’s Social Care services can access the information held about them, is difficult and traumatic for many people who use it. The care experienced community and ally organisations have called for a review into the access to records process.

In February 2024 the Information Commissioners Office called for people to share their experience of accessing records alongside vowing to improve support. The ICO reported

access to records being problematic due to the significant delays for records to be provided, heavy redaction and challenges in accessing support.

Currently, the people who use our services do not have access to their information except through the manual process of a Social Worker delivering/posting assessments and through the Subject Access Request process.

Opening up functionality to create sharable spaces will mean people do not have to use the Subject Access Request process as their only means of viewing records. It should also mean people will be able to raise issues and concerns in real time and will reduce the examples where people want an answer to one specific question, but instead are faced with receiving their entire record.

The process of access to records is further complicated by a point raised above. In order to get to the right part of the case management process there are times where blank forms are generated and finalised. What this means is that when people request access to their records, on top of the problematic process described by the ICO, there are also numbers of blank forms which result in confusion and disappointment to the person trying to make sense of their journey through our services.

Information sharing is another challenging but important area to focus on. Up to now we have approached this from a perspective of ensuring practitioners talk to each other and to create opportunities for this, such as core group meetings. We have also focussed on making two or more distinct systems communicate with one another which can be problematic.

The DDSF funded a project to promote the Think Family Database, creating a single view of a child which has helped this. The guide and support available from the project team is helpful in building confidence and in house skills to make this a reality.

What our work in Phase One has shown is that rather than focussing on getting every system to communicate with each other, it is possible through innovating, using our data differently and harnessing the power of Artificial Intelligence/Machine Learning skills, to bring together different datasets of structured and unstructured data and provide the end

user with a much more holistic view of a child or family's circumstances. We have achieved this by creating a hub which different systems can share their data to rather than focus on the complexities of inter system connectivity.

The work on improving and opening up CMS is still valuable but there should also be a focus on reimagining the data that creates a child's record and how we can bring that together to ensure we offer the best service to children and their families but also value for money for taxpayers. This might include a chronological view, encompassing videos, photos, written notes and assessments.

### **How do Local Authorities adopt phase one technology – multi-input information retrieval and eco-map tools**

Accompanying the Phase One Evaluation Report is a technical guide explaining the process to implement our multi-input information retrieval and eco-map solution. Although it should be noted that the solution will continue to be developed and iterated as we adopt it into our live environment.

Whilst we faced challenges in exploring new technologies, we anticipate that Local Authorities looking to adopt this technology could use our guide as a starting point, and in doing so would not face the same challenges and delays.

Below is a simplified version of the process required to adopt our solution.

- Undertake impact assessments and screenings for data protection, equalities, climate change and artificial intelligence ethics
- Build the infrastructure using a chosen cloud infrastructure partner (e.g. Microsoft, AWS, etc.)
- Establish and implement secure data infrastructure
- Identify and deploy necessary cloud services (e.g. network interfaces, storage container, server, database, AI APIs, private end points, etc.)



- Create queries/stored procedures to extract source data
- Implement the database schema to store processed data
- Build data pipelines to feed identified source data into AI services, retrieve results and store (including error trapping and stage/enterprise tables for processed record tracking)
- Develop tables/views so visual applications (e.g. Power BI, Tableau, etc.) can ingest succinct reportable data for end user presentation
- Process the data backlog and create a refresh timetable (potentially daily)
- Update practice guidance
- Train staff
- Roll out
- Embed in practice

### **Reimagining pots of data – the work we have done this year**

The work we have undertaken this year has proven that it is possible to take different pots of data, put it together and extract value from it. Some of that value is in real terms, pounds and pennies but there is additional value in presenting end users with the right information at the right time so that they can make the right decision.

We have created infrastructure and guidance that, once fully tested and developed, could be replicated and used by others. Further work to establish data standards could be carried out making scalability, interoperability, and integration with other datasets relatively straightforward.

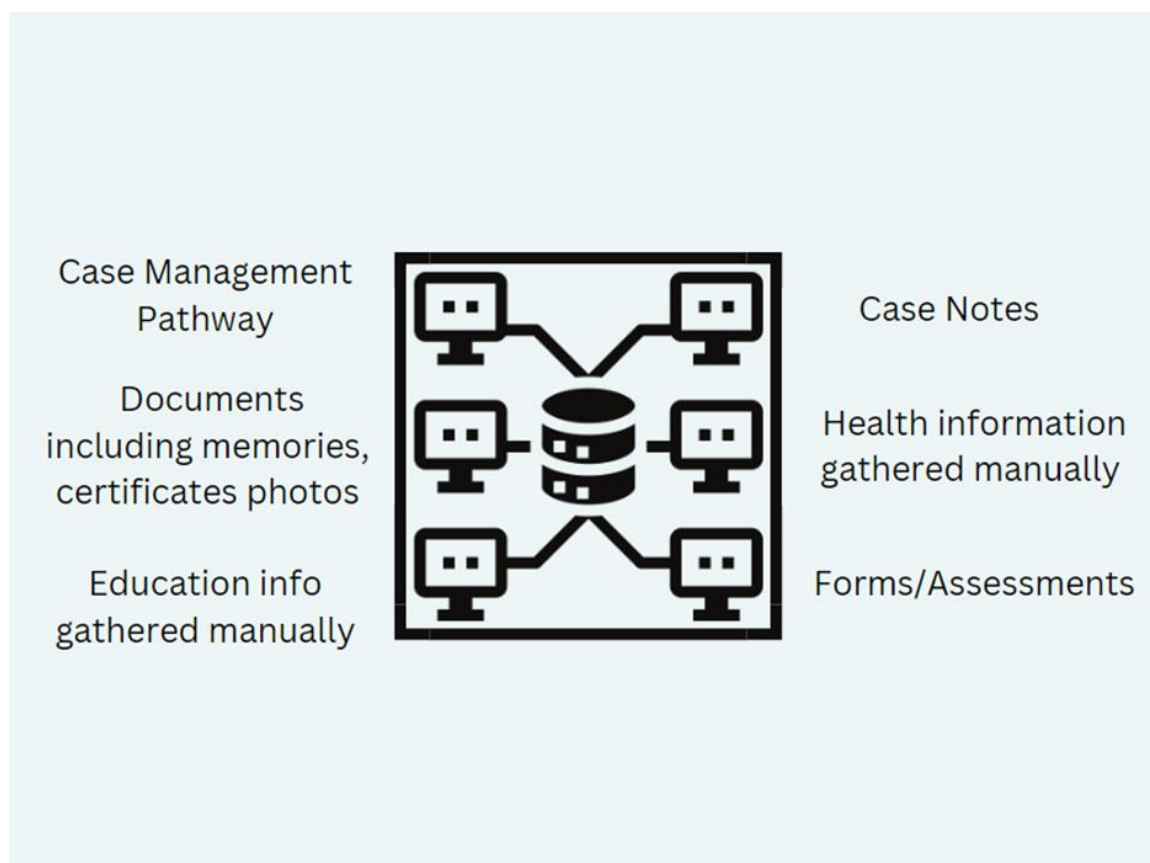
Having consistent data standards provides the opportunity for more straightforward ways of sharing information regardless of source systems.

If others adopt our technology and methodology, by having consistent data standards it creates the opportunity for much more straightforward ways of sharing information regardless of source systems.

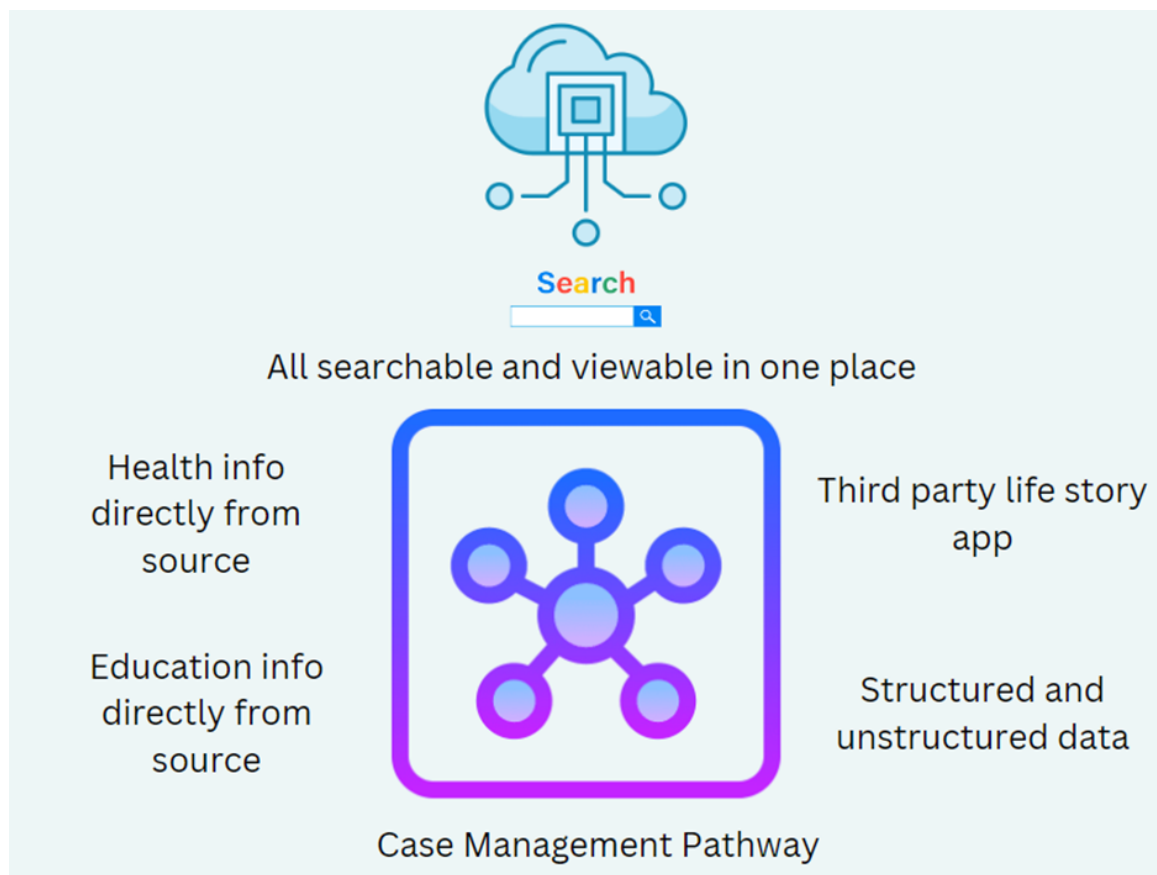
No single practitioner can have a full picture of a child's needs and circumstances so effective sharing of information between practitioners, local organisations and agencies is essential for early identification of need, assessment, and service provision to keep children safe. Rapid reviews and child safeguarding practice reviews have highlighted that missed opportunities to record, understand the significance of, and share information in a timely manner can have severe consequences for children.

### **Working Together to Safeguard Children 2023**

#### **Current View of a single Case Management System**



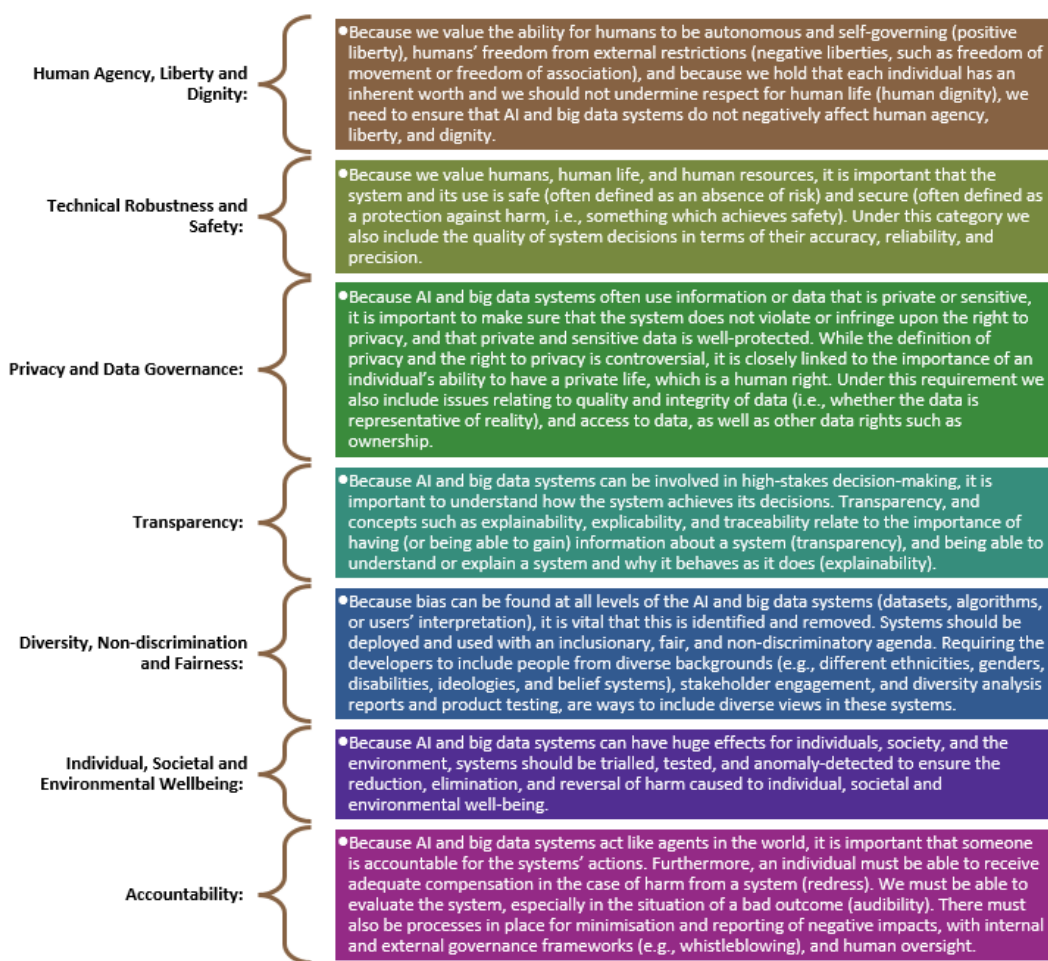
**A new view of bringing data together into one view - automated**



**AI Ethics**

There has rightly been much debate about the role of AI across the world generally, but especially when considering Children's Services data which is amongst the most sensitive data Local Authorities hold.

As recommended by UNESCO, North Yorkshire Council has developed an Ethical Impact Assessment for the use of AI. This was an integral part of the project's assurance. The North Yorkshire Council framework is based on Socitm's outline for an ethical framework across all Smart Information Systems (SIS). This references the European High-Level Expert Group and the SHERPA programme's 7 requirements for ethical practice as laid out below.



This framework formed the basis for an ethical impact assessment discussion and meant the project team could focus on and document the thought processes, concerns, risks and benefits of proceeding. This is not a one-off exercise and will be revisited throughout.

Given the growth of public awareness of AI since the release of ChatGPT and other Large Language Models, AI is commonly used as a catch all phrase.

Our approach to the use of AI was that we always wanted humans to make the ultimate decisions and that we wanted to use AI to help us have access to the right information at the right time. In AI discussion there is often talk of ensuring the 'human in the loop', given the sensitive nature of the data and decision making this project goes further than this and the processes, guidance and implementation will be based on humans leading and 'AI in the loop'.

To do this we have AI analysing all of the text in our database and identifying People, Places and Products in order to create an ecomap. The intention has been to present this information to the user and to enable them to use it to explore with children and their families.

Generative AI is slightly different and is ultimately where Artificial Intelligence models consume and understand data and use this analysis to create content including text, images and audio. This technology is not new, but through Large Language Models and Natural Language Processing has become much more accessible to the general population.

Whilst there is a hesitation to explore Generative AI in Children's Services, there may be a significant role for it in the future. As with our Phase One project, it is helpful to have use cases rather than explore technology more generally. Questions for the sector should include whether or not it is better to have Generative AI compile summaries of children's situations. The reality for a new social worker who is allocated a caseload of 17 children (the national average) is that they won't have the time to go and read through all of the records about all of the children they are responsible for.

There are many concerns relating to generative AI, when considering its role in Children's Services some of the main concerns could be hallucination, bias and misinformation.

Applying these concerns to the situation described above, the question needs to be asked "Is it better to have something that is not perfect? Or "Is it better to continue with nothing?". It is important to note that people-based services are not perfect but that in society we generally hold technology to a higher standard than people. This is largely due to challenges around accountability.

Similarly, this report details the trauma many care leavers face when accessing their records. There may be an opportunity to explore whether generative AI, through Natural Language Queries are able to give care leavers meaningful summaries and answers to questions they have about their childhood.

It is important to remember that the use of AI does pose risks, but so does continuing to practice in the way that we traditionally do.

This project has not explored Generative AI but we remain mindful that future work should investigate where it might assist the sector.

### **Preparing for the future**

#### **1. Understanding and improving the digital maturity of the sector**

There needs to be national emphasis on increasing the digital maturity of organisations. This could be through making digital maturity part of the sector led improvement programme or through census surveying of local authorities' digital maturity. Cost is a major barrier for local authorities but through making improvements there will be significant savings in staff time, support time and improved workforce morale which will likely be realised in year one. This would be in line with the National Audit Office "Digital Transformation" recommendations

#### **2. Create a Central Hosting Space for Digital Innovation**

There should be a central hosting space for digital innovation which is accessible to all local authorities and is maintained to ensure that the adoption of new technologies is as frictionless as possible. Scoping should take place but it could be a newly formed centre of excellence, the Local Government Digital Group supported by DCHLG or a third sector organisation such as Coram-I or iNetwork.

#### **3. Funding for Local Authorities**

There should be funding made available to local authorities to adopt new technologies and integrate them into their systems and processes.

#### **4. Opening up to enable Innovation**

Current Case Management System providers should open up their systems through API's to enable easier integration of multiple systems and services. This would also enable the ability to input information in different ways such as audio and video.

### 5. **A National Discussion on what should be part of a child's record**

There needs to be a national discussion about what makes a child's record. This should include service experienced people and should include social work and technology leaders.

### 6. **Data Standards to enable integration and Data Sharing**

There should be the creation of key data standards to ensure that integration is both possible and straightforward.

### 7. **Ongoing Training**

Local Authorities should facilitate annual mandatory training for staff using their CMS. This should cover all aspects of functioning, upgraded parts of the system and should facilitate feedback to CMS providers of themes from this feedback.

## **What comes next?**

Our Phase one work has been hugely innovative and is also a gateway to future possibilities. It has shown that there is a space for AI in new technologies and has also demonstrated that new ways of thinking about Case Management are possible, rather than focussing on a single Case Management System as the single source of data.

There is an opportunity now to build on this work in a variety of ways. Some of these might be;

- **Super Single View** – bringing together structured data from partner organisations, including attendance information, Youth Justice services involvement and Health information alongside existing case management data to create a “super single view” of a child. Giving the practitioner the ability to search structured and unstructured data as well as all systems contributing to eco-maps.

- **Generative AI** – there is an opportunity to have a conversation about the role of generative AI. The technology we have been developing in phase one creates the opportunity to explore the role of generative AI. Examples of this might be asking AI to create summaries of children's situations to help practitioners quickly get to know a child, but might also be used to answer specific questions like "what were the reasons this child came into care?" or "how many people has this child lived with?"
- **Natural Language Queries** – thinking further about the Generative AI points, there is an opportunity to explore whether we can leverage "Natural Language Queries". Could we create the right environment for a Social Worker to ask, "which children do I need to see this week?" or "how many of the children in my team have child protection plans?"
- **Master Data Management** – there is also an opportunity to shape legislation to enable Local Authorities to bring their data together more effectively. Including to enable a "single view of a citizen" across services and their life course. What this would mean is that Local Authorities could provide the right services to the right people, at the right time. This might be children's services but also access to services such as the energy doctor, income maximisation team or to the adults around a child who have needs which the local authority can help to meet.
- **Data Input Mechanisms** – by opening up Case Management Systems and utilising new technologies there is an opportunity to explore how data is entered into the system. Currently this is only by a user typing/uploading to a case management system but in the future, it could be the creation and storage of voice notes, videos and audio or the seamless upload of information directly from email products like Outlook. The ability to do this would likely lead to children having access to more natural records of their interactions with our service and would lead to significant time saving for Social Workers.



## References

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