

Case Study 1

Camden Resident Index (CRI)

In Camden the Council has created the CRI to streamline processes and provide a more responsive service to citizens.

The CRI brings together data from 16 council business systems, covering 123 fields of primarily demographic information, to create a complete picture of each resident. It is to date the largest master data management installation in local government in the UK.

Objectives

The Council created the CRI, and its integrated data dashboards, to make its public services better. The objectives were to:

- Identify and eliminate instances where staff activity was duplicated.
- Make the planning and delivery of services more efficient, higher quality and more effective.
- Identify where fraud and error were taking place.

Access to the data

To integrate data at an individual level, the CRI takes identifiers from the back end of each system, then provides cross-service reporting using these IDs. The CRI however does not extract sensitive case file information. There were however information governance challenges faced in developing the index, and fears among some staff that the CRI would enable staff to see all information about individuals.

In response, a Privacy Impact Assessment was undertaken and layers of access were agreed depending on team and role. Staff have to be approved in order to have an account on the CRI, and receive training in how to use it.

Some of the uses of the CRI have included:

- Enabling frontline professionals, such as multidisciplinary social workers, to do their jobs in ways that wouldn't previously have been possible, such as flagging safeguarding issues which otherwise wouldn't have been seen by legacy systems.
- Providing granular, multidimensional and longitudinal insight into services. In adult social care, for example, Camden mapped a ten-year journey of a very complex social care case with an anonymised citizen which shows the interactions they have had with the council and external agencies. This provided new insights around the system as a whole and flagged where interventions could have been made earlier to improve care
- Analysis looking for relationships between different factors, such as testing the hypotheses that poor school attainment was positively correlated with overcrowded housing. It also enables better service planning, for instance providing information about the number of children aged 0-5 in a ward to forecast future service levels.

A key use of the CRI however has been to enable automated fraud checking, including:

- Validation of residency for accessing council services such as school places. In the last round this flagged five school places which had been obtained through fraudulent claims about addresses.
- Identifying discrepancies in the system, such as households claiming single person council tax discount where there is more than one registered resident.
- Flagging cases of illegal subletting. Camden estimate that they saved £800k so far from identification of illegal subletting of council housing.

Case Study 2

Troubled Families Programme

The UK Government's Troubled Families programme seeks to establish a new, co-ordinated way of supporting families who struggle with factors such as debt, homelessness, mental health issues, domestic violence, poor parenting, illness or substance misuse. Families who may therefore be dealing with multiple service providers across the health, housing, criminal justice, anti-social behaviour, welfare and education sectors individually.

The programme incentivises Councils to co-ordinate services to come together and share the information they separately hold, in order to better understand the needs of the whole family and coordinate support accordingly.

Why this approach?

The rationale is that there are both individual and service level benefits to this approach as:

- those reliant on public services are not required to repeat their information multiple times and spend significant energy and time meeting bureaucratic requirements;
- clients will no longer receive reactive, disjointed and potentially overlapping services from the range of agencies they deal with;
- efficiency savings can be made by co-ordinating interventions designed to achieve long term change by addressing the root cause of the problem. (Cabinet Office 2016)

Data Sharing

Information sharing has been at the heart of the Troubled Families programme from the start, providing the intelligence local programmes need to identify families, understand their needs and demonstrate their progress. Local authorities depend on other public services providing access to their data and intelligence on family members. Without this, there is a risk that families with the highest need will not be identified and do not receive the coordinated support they need. (Centre of Excellence for Information Sharing)

Identifying families

The 1st need for data sharing is to identify families who meet the criteria established by the programme. To do this personally identifiable data is linked from datasets held by public agencies such as the Council, the NHS and health organisations, Department of Work and Pensions, the Police, the Ministry of Justice, the probation services, schools and Youth offending Team.

This may include information about an individual or family's involvement with the police, courts and probation, employment and or benefits status, anti-social behaviour, violence in the home, substance misuse, vulnerable children, health issues and/or involvement with social service departments. From this new linked data set families are identified who will be offered support.

Targeting Support

Once a family has been identified as eligible for support under this programme the profile that has been used to identify them is then generally shared with frontline workers in order to plan co-ordinated interventions and/or identify an appropriate lead case worker. While a policy decision may be made to ask for consent for this, it is not a legal requirement.

This will either be done through face-to-face meetings or via a bespoke data integration platform that provides access to information about, for example, family genealogy, involvement with different agencies such as the police or schools, and possibly their relationships to other families also known to local services. Frontline workers will then use this data to make decisions about which types of service are needed, for whom, and at which points.

Case Study 3

Community Safety Partnerships

Crime reduction and community safety are not only matters for the police, but depend on the policies, interventions and intelligence of other public services providers.

Community Safety Partnerships (CSPs) were set up as statutory bodies under Sections 5-7 of the Crime and Disorder Act 1998 to help ensure this joint approach. Each CSP is made up of representatives from the police and police authority, the local council, and the fire, health and probation services (the 'responsible authorities'). There are 301 CSPs across England.

CSPs work together to protect their local communities from crime and to help people feel safer. They work out how to deal with local issues like antisocial behaviour, drug or alcohol misuse and reoffending.

Responsibilities of a Community Safety Partnership

The Act gave local authorities the responsibility to formulate and implement a strategy to reduce crime and disorder in their area. Whilst CSPs can be responsible for a huge range of activity, the actual statutory obligations upon them are:

- set up a strategic group to direct the work of the partnership
- regularly engage and consult with the community about their priorities and progress achieving them
- **set up protocols and systems for sharing information**
- **analyse a wide range of data**, including recorded crime levels and patterns, in order to identify priorities in an annual strategic assessment
- set out a partnership plan and monitor progress
- produce a strategy to reduce reoffending
- commission domestic violence homicide reviews.

The Use of Data

Community Safety Partnerships pool and exchange data on a wide range of criminal and anti-social behaviours, and on people who engage, or who might engage, in it.

Some data are required for analytic and crime auditing purposes and can be exchanged in de-personalised, aggregated form. This allows for intelligence-led analysis, using large datasets for crime mapping, and pinpointing specific areas and offender groups to be targeted for crime reducing initiatives.

Personally identifiable Data

Other data however may be sourced from individual case records kept by the police, the probation service, the courts, social services or health authorities. This may be used to directly identify an individual or, even if de-personalised, may be easily traceable to identified individuals or households.

Further, to carry out their functions, these Partnerships increasingly rely on risk assessment tools drawing on data supplied by a range of agencies, especially those dealing with mental health, social care and social housing.