



VCS Data Exchange Project Phase 2

Report

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Executive summary

- This project was funded by the Local Digital Collaboration Unit in the Department for Levelling Up, Homes and Communities.
- The project was aimed at understanding how Camden Council could more closely collaborate with Voluntary and Community Sector organisations around data to help deliver the Camden Food Mission.
- The project followed an agile approach and was taken forward by a multidisciplinary team in the Data and Analysis Team.
- The outputs of the project were speculative designs for new ways of collaborating around data with the VCS, including UI designs for a new data service called ‘Find Camden Data For Funding’.

Introduction

This report details the work undertaken on the project ‘VCS Data Exchange - Phase 2’ taken forward by the Camden Council Data and Analysis Team. As part of a second award from the Local Digital Collaboration Unit (LDCU) in the Department for Levelling Up, Homes and Communities (DLUHC) in February 2021, Camden expanded this work on data sharing with the VCS. We continued our collaboration with Central Bedfordshire meeting fortnightly with them and the London Office for Technology and Innovation (LOTI) as well as the account manager from LDCU.

Building on previous work

In July 2020 Camden Council was awarded funding as part of the Local Digital [C-19 Challenge](#) to develop a [Community Insight Project User Guide](#) — setting out at a high-level approach for engaging with the VCS around a data project. This work was taken forward in collaboration with Central Bedfordshire Council and was delivered by Futuregov (TPXImpact). The User Guide set out a proposed approach for collaborating with the Voluntary and Community Sector (VCS) on a ‘community insight project’, setting out a team structure and process to follow to develop these insights.

Exploring data products and practices to support the Camden Food Mission

This project explores more sustainable data sharing arrangements with the VCS around the [Camden Food Mission](#). This mission states that ‘By 2030 everyone in Camden eats well every day with nutritious, affordable, sustainable food’. The Food Mission is one of a number of Missions being developed by the Council, with the ambition to build partnerships beyond the council and public sector to deliver their aims. During the course of this project, colleagues were continuing to develop the design of the Food Mission and engage with outside partners. The Data Team saw this project as an opportunity to engage with internal and external

stakeholders to explore the opportunities for new data products and practices which would support a new, collaborative way of working as being developed by the Camden commitment to delivery through Missions.

From one-off insights to ongoing sustainable data products and practices

In this follow-on stage we were looking to further develop the principles set out in the Community Insight Project User Guide to reflect the strategic need for ongoing partnership working. The User Guide set out a process for working with VCS partners to develop individual community insights and given our strategic focus to support ongoing partnership work by the Council, we evolved our approach to explore opportunities to develop ongoing data products and practices which would support and sustain these arrangements. This approach was informed also by the developing product development approach being set out in the Camden Digital Team as well as the products and services which were provided by the Data team already.

Exploring opportunities during the pandemic

This project ran during a period when there were a number of challenges that the Council was dealing with. Most notably was the increased support being provided and co-ordinated by the Council in relation to the Covid-19 pandemic. In particular the council was involved in coordinating emergency food aid across the Borough. Through the previous development of the user guide there was a lot of engagement with FutureGov, and so we were keen to engage VCS partners with some more developed starting points.

In this report we summarise the work of this project starting with setting out the existing data products, team structure and approaches, then detailing the process by which we explored the opportunities. Finally we set out the speculative designs for the two products / processes we identified and give some reflections on our learnings about the use of data and the capacity of the VCS to use.

Current data products and services

At the start of the second phase of the project there were already existing data products and services and ways of working that were supporting the delivery of the Food Mission. These were serving the needs of both internal Camden Council users as well as VCS organisations. In the early stages of the project we spent time discovering these products and tools and briefly summarise these below.

Products and tools only available to internal users

- **Qlik Sense dashboards** - Qlik Sense is an internal-facing data visualisation tool that covers almost all service areas within Camden. Some key areas that relate to this mission are Housing Rents, Landlord Services and Adult Social Care. Qlik Sense is used extensively to join different service areas' data together providing a more holistic view of information across the council, rather than isolated silos of data per service. A key example of that kind of holistic view is the internal Camden Insights Qlik Sense app (previously titled 'Resident Needs Analysis') which enables users to see a cross section of need across 12-14 different council services.
- **Low Income Family Tracker** - This is a dashboard developed by Policy in Practice ([Low Income Family Tracker Dashboard \(policyinpractice.co.uk\)](http://policyinpractice.co.uk)) which ingests a pseudonymised extract of our housing benefits data and then provides insight into estimated financial resilience of households and potential impact of benefits changes. The dashboard data includes the benefits reference number so it is possible to take extracts from this dashboard and integrate back with Camden data so that targeted support can be provided.

Products and tools available to internal and external users

- **Camden Insights** - Public facing [dashboard](#) published on the Camden Open Data Platform. Enables users to visualise relative levels of need across the borough at the citizen and household level. Users can select different types of need¹ and view the intersection on a map by Ward or Lower Super Output Area (LSOA).
- **Neighbourhood dashboard / spreadsheet** - The [Camden Profile](#) is a document outlining key demographic trends in the borough and covers areas such as population, pay and income, health and social care, crime, housing, local economy and education. It is supported by raw data held in the Demographic Databook ([Demographic Databook | Open Data Portal \(camden.gov.uk\)](#))
- **Camden Open Data Platform (Provided by Tyler Technologies)** - [Open Data Camden](#) is the place for the public, researchers and developers to access, analyse and share information about the borough. All data may be viewed, re-used and downloaded under an OGL Licence; you can access the datasets through the main catalogue or by the categories below. Open Data Camden can be used to create and post your own visualisations and maps. All of the datasets are API enabled, allowing for the creation of apps that will help foster innovation and technological solutions.
- **Joint strategic needs assessment** - [The Joint Strategic Needs Assessment](#) (JSNA) is a process by which local authorities and Clinical Commissioning Groups assess the current and future health, care and wellbeing needs of the local community to inform local decision making. It includes specific analyses that relate to food poverty in Camden.
- **Coronavirus Directory** - The directory was created in response to the pandemic demands and provided a map and online directory showing services which could help citizens such as prescription collection and food banks. The online directory was developed by Future Gov. The map was created using our Spectrum Spatial Analysis GIS tool. This data set is no longer being updated but is a useful example of how to pull together and share disparate service information.

¹ Benefits, Council Tax Reduction, Free School Meals, Overcrowding, Rent Arrears and Universal Credit (subset of data from the internal version of Camden Insights).

- **Time to Spare** - Web application database for VCS organisations to manage referrals, volunteering, directory of VCS partners (presented as a public facing website called “Find Food”), reporting.

Team structure, capacity and skills

The core team working on this project was led by Camden’s Lead Data Engineer who was supported by two Senior Data Engineers who all worked on the project on a part time basis. The team also included from August to November 2021 a part-time Delivery Manager and from December 2021 by a full-time Delivery Manager who was also responsible for the user experience (UX) design. In addition, the team was supported by an outside Facilitator who worked with the team on 1-2 day a week basis from July 2021 to March 2022. The Head of Data and Analytics was project sponsor and the team also had support from the Interim Head of Digital Products and Services, the Lead Agile Delivery Manager and Lead Designer.

In addition, the team collaborated closely with colleagues in the Food Mission Delivery Team, including the Lead Community Partner, the COVID19 Community Response and Strategy Lead and Policy Designers who were working on the Food Mission. We regularly reported on progress to the Food Mission team at their meetings which included colleagues from Public Health.

Approach

The team evolved the approach set out in the Community Insight Project User Guide and incorporated aspects from the GDS Service Manual. The work spanned Discovery and early Alpha although no formal assessments were undertaken.

Project set up

The project kicked off in July 2021 with the recruitment of the Facilitator, a role which was described in the Community Insight Project User Guide. The Facilitator was recruited on a part time basis, working around 1-2 days per week from July 2021 to March 2022. They joined the existing team. A part-time Delivery Manager was recruited who started in August and set up agile ceremonies as well as our practice of circulating weekly Weeknotes internally to colleagues to update on the delivery of the project.

The project was run in an agile way incorporating many aspects of digital transformation best practices. In the setup phase of the project the team agreed design principles for the project:

- **Delivering to Business Needs** — any further testing of the Community Insights Project needs to help deliver prioritised work.
- **Sustainable** — any products / services which are developed have to be sustainable after funding finishes.
- **Agile Approach** — work in an agile way, e.g. meet weekly to review and update on progress (Scrum meeting) and using asynchronous communication (Teams, Slack) and project management (e.g. Trello).
- **Using Best Practice** — build on the methodology developed in the initial Community Insights User Guide, incorporates approaches from the GDS Service Manual, as well as 'design thinking' techniques.
- **Capacity Building** — activity needs to build the capacity of the internal Camden team to deliver to the VCS and not create reliance on outside funding / services.
- **Consider the system as a whole** — we are interested in how the whole system operates, not just the council services.
- **User Centred** — all products and services are designed to deliver to user needs and will be built through user research and testing as core parts of the process.

One of the growing pains of the team building process was identifying a 'stack' of collaboration tools that all members of the team had access to and were comfortable with. The team settled on using Slack for team communication, Google Docs for documentation, Trello for task management and Miro for more creative thinking.

Ecosystem mapping and hypothesised user needs

In the early stage of the project the team explored the delivery ecosystem for the Food Mission to better understand the current data products and services. We adapted techniques from systems thinking, in particular ecosystem mapping, and combined them with a detailed listing of the hypothesised user needs of key actors in the system. These techniques helped to begin to identify opportunities for the development of specific data products.

This ecosystem map has also been accompanied by a list of users. This includes a brief pen portrait of who they are and their key user needs in relation to the Food Mission, which we're hoping might also be useful to other teams.

Proposition development and testing

The team developed some initial propositions for work on the basis of the analysis of the current ecosystem and through experience of previous work. We put these propositions to the participants. A proposition is an idea for a data product or service. It's a high-level description of the product which relates it to the user who will use it, and the specific need that the user has for it. The propositions ranged from high-level ideas to share personal-level data between services, to creating a tool to measure the impact of interventions, and publishing a data audit of data that related to the Food Mission.

Between September and October, we undertook user research with six VCS organisations. This was also an opportunity to learn more about the organisations who had been involved in the provision of emergency food aid to Camden residents. It was decided to start to understand the needs of this group first as we already had good connections with them in terms of data sharing, although we recognised that there are other actors in the delivery of the Camden Food Mission whose needs would be important to understand. As part of our interviews with users we also asked for feedback on the Camden data offer, which had been developed with VCS organisations in mind. We showed them the current Camden Insights website to get their feedback.

None of the propositions were seen as high-priority by participants and they were mostly worried that they would create more burden of data collection for them. However, the importance of clarity about how the data that the VCS are already collecting for the council is used and to understand how it has an impact on strategy and delivery was a key finding. On the basis of these two insights we identified two areas for the development of prototypes.

Developed product concepts

Having digested the feedback from users to the propositions, the team developed further ideas. Using Miro the team collaborated on brainstorming and sketching potential product ideas which responded to the user research insights we had uncovered. We speculated about potential data products and approaches which could fulfil these needs and jointly developed

initial ideas in response. We settled on two key areas to develop through the rest of the project:

1. Making it clear how we use data already collected so that we gain the trust of the VCS
2. Straightforward data for funding applications

Strengthened delivery

Upon joining in December 2021, the full-time Delivery Manager developed a plan to strengthen delivery following an Agile Scrum framework. The plan was socialised with the project team and project sponsors and was approved at the end of December 2021:

- **Agile scrum methodology:**
 - Introduced 1-week sprint cycles to improve cadence and prioritise delivery.
 - Introduced Agile ceremonies including Sprint Planning, Daily Scrum, Sprint Review and Sprint Retrospective.
 - Introduced weekly product backlog refinement meetings to support Mark Brennan (Lead Data Engineer) as Product Owner to prioritise tasks for upcoming sprints.
 - Defined roles following Agile and RACI frameworks.
 - Agile coaching to support team transition to new process.
- **JIRA / Product backlog:**
 - Reviewed the entire backlog, streamlined items.
 - Migrated tasks to a new JIRA Scrum board so we could estimate tasks using story points and prioritise tasks using sprints.

We also shared the above approach including detailed process documents and in several collaborative sessions with Central Bedfordshire Council as a way of sharing knowledge and successes on how they could utilise some of these techniques to strengthen their own delivery capabilities.

Data audit

The team initially reviewed data sets to speculatively prioritise relevant data sets across the two products in parallel to developing initial designs. The data sets were incorporated into user testing sessions using a tool called ProvenByUsers and tested using a card sorting technique.

For the Find Camden Data For Funding product, we have prioritised Camden data sets which would be valuable for users as publication of those data sets has been very limited. For the Food Mission Data Hub product, further research is needed to identify priority data sets.

Developed speculative User Interfaces (UIs) and testing

We followed a best practice UX design process of testing, analysing results and iterating our designs. Tests involved a combination of usability testing, interviews, card sorting,

brainstorming and journey mapping. We used Miro, Figma, ProvenByUsers and Google docs to support the process.

We revisited our user research participant list as a team to identify a prioritised group of users for both products. We developed a new user research plan which included 3 sessions over a period of 6 weeks:

- 33 participants invited
- 17 participants responded
- 16 participants tests conducted

We needed a design tool which could support development of wireframes, clickable prototypes and real-time remote collaboration. Ideally the tool should be free or low-cost. We researched design tools on the market and shortlisted Sketch and Figma and ultimately selected Figma as it offers better collaboration and is free to use.

Show and tell, communicating outputs

In the week commencing 28th March 2022 we ran two internal Show and Tell events for Camden colleagues to showcase the work the team had taken forward and to hear colleagues thoughts and insights on the work.

Findings

Through the engagement with Camden colleagues and the user research we undertook with the VCS, there were a number of key insights and findings which are worth documenting and sharing.

Voluntary and Community Sector Organisations (VCS)

We learnt that these organisations provide a range of services to local residents — from space to hold youth clubs, adult literacy services to laundries. In our discussions with VCS organisations, we heard some frustrations with the current relationship with Camden Council. In addition we heard that the funding landscape was continuing to be difficult - one respondent said that it was the worst funding landscape since 1945 and as they were not in such a deprived area they were finding it increasingly difficult to raise appropriate funds for their services.

In the user research that we conducted with the VCS we found a range of capability in terms of data. Some of those we spoke to were using data in sophisticated ways, and had individuals within their organisation who were responsible for using data. However others were less data literate, especially in smaller organisations. We also heard from participants in the research that data doesn't primarily drive planning or strategy for these organisations. Our hypothesis was that we had expected there to be greater use of data to plan and deliver services, but fits with our growing understanding that most VCS organisations we undertook research with are at an early stage of data maturity.

The main points we learned from the user research were that these organisations have two main use cases for data:

- **Collecting and monitoring data** - Participants talked about the work they and their team do to collect data (e.g. demographic data) from people using the Community centres in order to report back to funders. All funders appeared to ask for these organisations to collect data in this way.
- **Using data in funding applications** - Participants also talked about using data, such as demographic / income profiles of the areas they served, in funding applications to demonstrate the need in their communities.

On the whole, they saw the benefit in Camden providing data specifically for them to use — in particular they saw that it was useful to get data from Camden which they could use in funding applications for services. However, there were a number of improvements to the user experience (UX) and content of the current website which would make their life easier as well as different data sets which might be more useful.

As part of the second round of user research where we were developing more concrete ideas for interventions we also asked participants to sort data sets which they were interested in

(mostly in the context of data which could be useful for funding applications). This gave us a broad insight into which data sets were more helpful than others. Broadly:

- **Demographic data sets** - Data which described the demographic makeup of the areas served by charitable organisations were interesting. These could be used in funding applications to describe the community being served. Examples of these data sets: Ethnicity, Gender, Age, First and Other Languages.
- **Data that describes the needs of a community** - On the whole these data sets were used to give a sense of the issues being experienced by the community such as poverty, homelessness, loneliness etc. Examples of these data sets: Universal Credit Claimants, Housing Benefit Recipients, Loneliness, Fuel Poverty.

Camden colleagues

In terms of the current use of data internally by Camden colleagues there were a number of learnings which might be familiar to other colleagues working across other Local Authorities. When we started there was no central list of data held by the Council that related to the Food Mission. Through this work we developed the beginnings of a data audit in a Google Sheet which the team can now build on in the further development of data products.

In talking to policy and delivery colleagues through user research, it became clear that data is not at the centre of decision making that guides activity for the Food Mission. Specific analyses are requested to inform initial strategy but we were told of little ongoing reference to data in the design of tactical developments. In addition, the use of data on an ongoing and sustainable basis did not seem to connect the work of policy and delivery colleagues. Delivery colleagues who were working with VCS organisations on a day-to-day basis did not seem to have a process by which they shared regular updates with other colleagues in the Food Mission other than through ad-hoc ways and with information sharing in meetings.

In the user research however all of those we talked to internally were keen to use data differently. They recognised that they were missing opportunities to use data in new ways and to inform decision making and delivery. However, in our user research, we learned that barriers included a lack of exposure to using data and limited opportunities to think about how the data could be used differently.

Outputs

Following the user research and testing that we undertook during the project the outputs were designed in response to two opportunities that we had identified.

Opportunity 1 - Making it clear how we use data already collected so that we gain the trust of the VCS

The main insight we got from the research was the importance of using, and being seen to use, the data which the council already collects from the VCS. In many cases it seemed that it felt like data was collected by the sector and then “left in a drawer”.

Some of the hesitation that we felt from the VCS in these interviews seems to come from a concern about a lack of transparency about why data is currently collected by the Council. By making it clearer how data is used, we hypothesise that in the long run we will build the trust to be able to collaborate more deeply with the VCS on data sharing.

We are also aware of the ongoing development of the delivery plan for the Camden Food Mission and the work that internal colleagues are undertaking to do this. We have identified this as an opportunity to use data — to develop a data product for colleagues to help inform strategy for the Food Mission and monitor its delivery. Making such a tool more accessible could also have other benefits in terms of helping other organisations and community groups to act independently to support the Food Mission without needing coordination or encouragement by the Council itself.

Opportunity 2 - Straightforward data for funding applications

The second opportunity that we’ve identified is to provide a more straightforward data offer that allows VCS organisations to incorporate council collected data into their applications for funding. Building on the feedback we got on the current Camden Insights website we are looking to prototype a website that is specifically focused on providing VCS organisations with a simple way of finding data useful to their funding applications that is collected by Camden Council. As part of this development we are also looking to explore the types of data held by the Council that the VCS would find helpful.

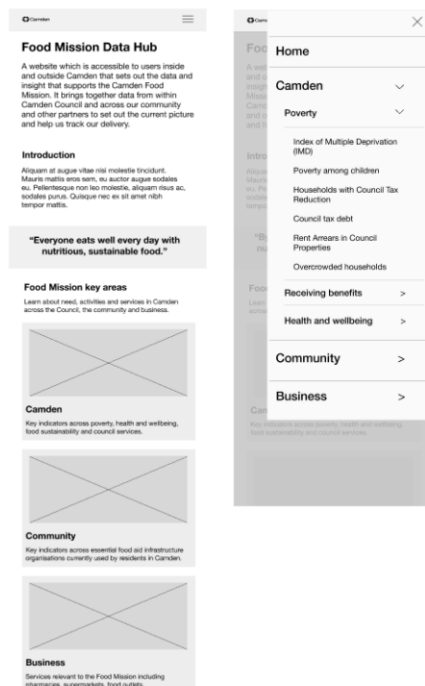
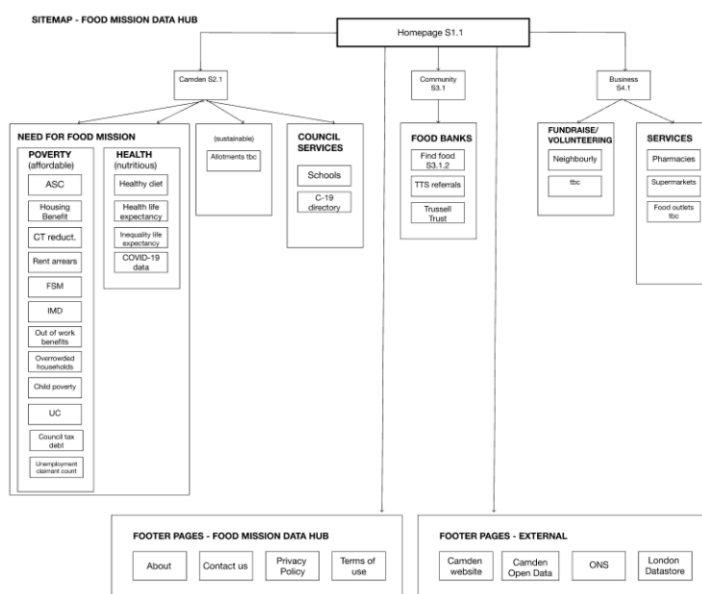
By making this process super simple, we hope that VCS organisations are able to produce stronger applications for funding and therefore provide more effective services that will support the Camden Food Mission in the longer term.

One of the main challenges we encountered was getting engagement and interest in the project from VCS organisation leaders. From those who were willing to engage with us what we heard about the context of delivery sounded difficult. We are grateful for every engagement that VCS colleagues gave us, especially where it may have felt that their time

with us immediately supported their work with their community. In particular, at the point where the project team decided to work on product ideas which were trying to support the delivery of the broader Food Mission, a concern of ours was that the project could be seen as being less relevant and it was not immediately supporting the needs of the community. However, we were aware that there was work already being undertaken by colleagues in Supporting Communities to improve the data maturity of Strategic Partners through Time to Spare which gave us more confidence to work on longer term, speculative products but which might have more impact on the development of data maturity in the ecosystem more generally.

Opportunity 1 designs

Storyboards - 'Working collaboratively with data on the Food Mission'



We initially developed a series of high-level design concepts including a sitemap to show the structure of the website alongside a couple of speculative UI screens of the homepage and navigation.

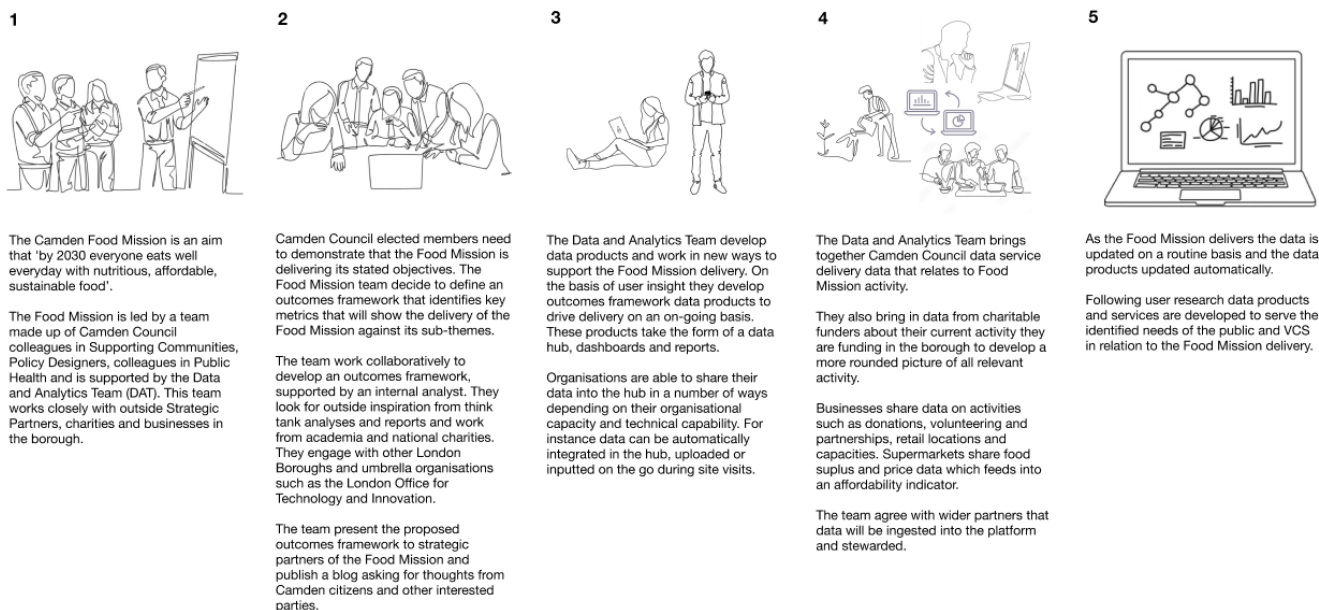
We used these concepts in the first round of user research and learned that it didn't tease out enough feedback from test participants so we took the decision to pivot to a different approach. For our second round of user testing, we focused on brainstorming key tasks around data for the Food Mission instead of reviewing interfaces as we realised that we needed to understand tasks in more detail which would then begin to inform interfaces.

On the back of this, we developed some storyboards which visualise hypothesised user journeys or scenarios across working with data in the Food Mission.

From the second round of testing, we tested the storyboards to gain a deeper understanding around collaborative working on data for the Food Mission and then applied further refinements, the outputs of which can be seen below.

Set up Food Mission partnership and outcomes framework

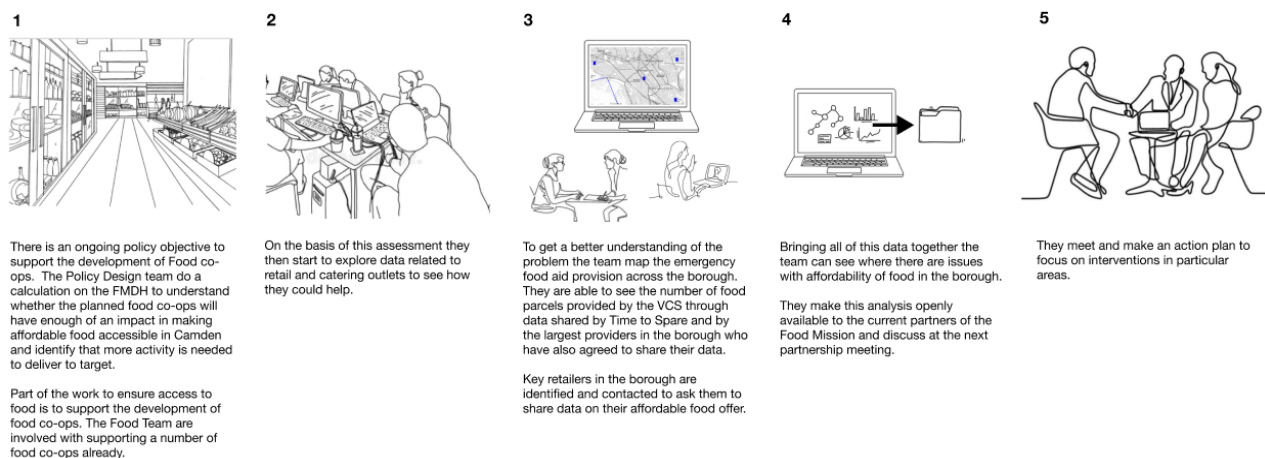
Users: Food Mission Team, VCS, Businesses



Working collaboratively on data for the Food Mission

Using data to identify further activity to support affordable food provision

Users: Policy Designers and Supporting Communities



Working collaboratively on data for the Food Mission

Explore policy options for food growing in the borough

Users: Policy Designers, Supporting Communities Lead and Sustainability Lead

1



The policy designer and sustainability lead are collaborating with partners on the plan for next year's Food Mission in relation to food growing. Through the Food Mission Data Hub they see that their metrics won't hit the target needed and so they come together to understand what further work could be developed.

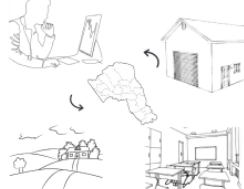
2



Data is collated and mapped in the FMDH on current initiatives in the borough.

Engagement is carried out with citizens, VCS organisations and local businesses in the food sector to better understand the levels of food growing activities and locations of highest demand in the borough.

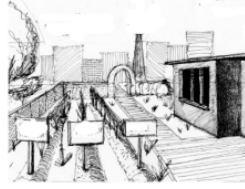
3



The policy designer looks into opportunities for greater food growing in the borough by conducting a land audit. Vacant land data is pulled in from various data sources and overlaid with satellite imagery to identify potential areas.

Data is also collated on potential other sites for food growing. Map layers are created to show these potential sites such as educational establishments, council owned green spaces, vacant land, aerial imagery to show other possible sites. The analysis is already publicly available / gets shared on social media.

4



The policy designer loops the council's planning team into the process and they work collaboratively to stipulate areas set aside for community growing initiatives in new developments.

Using the aerial imagery, the policy designer also spots some large roof terraces on several high profile office buildings in the borough and contacts these organisations to see if they would be willing to facilitate some community growing plots on these - in turn the council would publicise their involvement and increase their social capital.

5



Identifying opportunities for growing initiatives is embedded in Camden's strategic planning objectives.

The increased use of office rooftops for food growing initiatives contributes to food availability, community participation and climate change objectives.

Working collaboratively on data for the Food Mission

VCS organisations delivering activities that support the Food Mission aims

Users: VCS CEO

1



The VCS CEO for X community centre is looking to understand what activity is being delivered in their area related to the Food Mission. They want to be able to refer people to nearby activities.

2



They look at the FMDH and see a map of the local activities and share it with their team so that they are aware of what is going on locally.

3



They notice that a local group is undertaking a growing project and have received X money from X funder (as 360 funding data has been incorporated into the Hub).

4



They reach out to the team at the local project to find out more about the project and explore whether there are opportunities to expand the activity and apply for funding directly.

5



They use Find Camden Data for Funding to find data to incorporate into their joint funding application.

Working collaboratively on data for the Food Mission

We acknowledged that the Food Mission Data Hub was potentially one of the products that could feature as part of the vision for a new way of working with data and to also explore the following implications further as a next step:

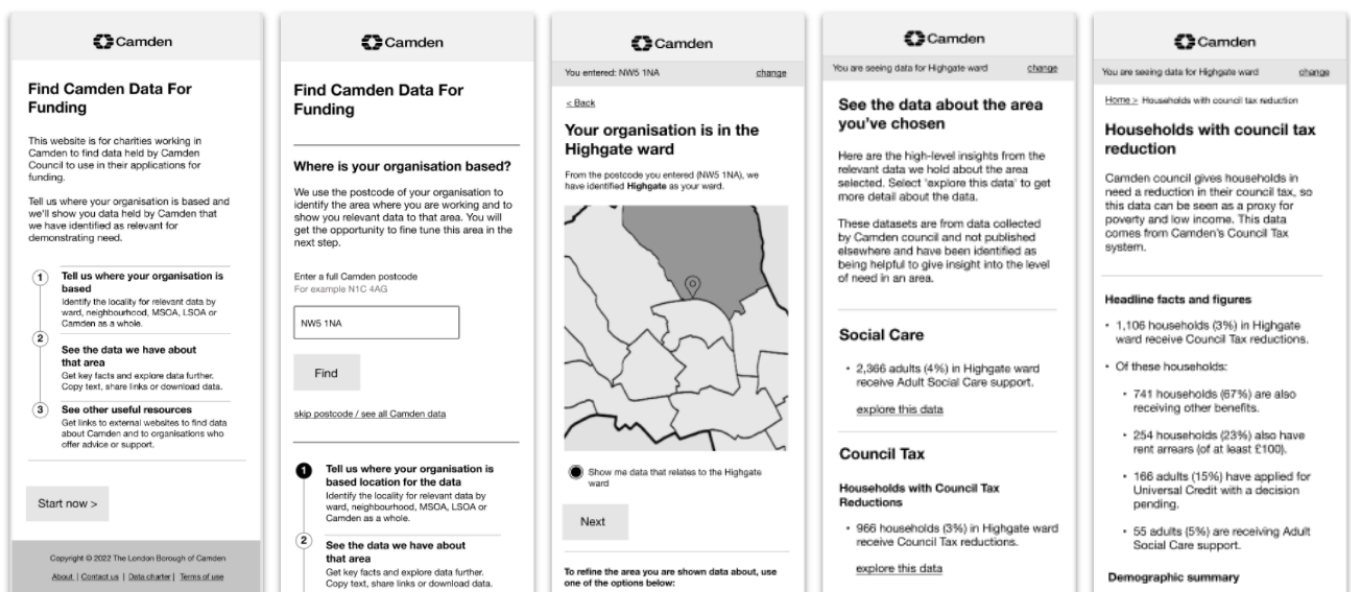
- New ways of delivering the Food Mission
- New ways of working in the Digital and Data Teams

- New ways of developing technology
- New data sharing arrangements with new partners

Opportunity 2 designs

Speculative User Interface (UI) for ‘Find Camden Data For Funding’

The final design output is shown in screenshots below. A clickable prototype was also developed. You can view and try the prototype [here](#).



Reflections on the project

On an ongoing basis the team reflected on the process of the project as part of their weekly retros. This practice was helpful in ensuring course corrections and prioritising work in response to barriers. Having completed phase 2 of the project there were a number of key reflections about the approach worth sharing.

Recruitment

One of the key issues with the project was the recruitment of people with the right skills at the right time. We struggled initially to recruit a Delivery Manager and also experienced the change of Delivery Manager half way through. This caused inevitable disruption in the work and some delay.

Role definitions

As well as the team experiencing working with new colleagues there was also an adjustment to working with new role responsibilities. In particular, the role of 'Facilitator' did not fit neatly with an accepted digital multidisciplinary team structure which had both advantages and disadvantages. It meant the Facilitator was able to be involved and support where they had the skills but also potentially meant some lack of clarity between the responsibility for delivery of the product outputs falling with the team.

Time-commitment and working patterns

As no doubt experienced by many teams looking to adopt more agile approaches to delivery in a Local Authority context, it wasn't always easy for those who were part of the team but not working full time on the project to contribute consistently to the project. The move to using JIRA to manage the tasks in the project helped everyone to keep track of their responsibilities and remain accountable for the tasks they were assigned.

Technology and Tools

Towards the end of the project the team had found a mix of tools and technology which they were comfortable with however it was not always easy to find a mix of technologies that everyone could access or were initially comfortable with.

Prioritisation

As this project was an externally funded project which was not part of business as usual there were points where it suffered from not being prioritised. This was reflected in the resourcing of the project (see above) and also in colleagues being able to prioritise time to work on the project. This was also a theme in the user research to a certain extent where those who we talked to in the user research expressed to us that issues around data were not top of their priority in the current funding and delivery context.

Deeper involvement of broader selection of VCS colleagues

The team recognised at various points that it would potentially have strengthened the project if there had been stronger ongoing involvement of VCS colleagues. The Community Insight User Guide sketched out potential ways of further involvement of the VCS such as through being on a board. It perhaps took us too much time to understand the breadth of the ambition of the Food Mission and the range of stakeholders who could potentially be in play. During the time of the project, colleagues who were tasked with coordinating the Food Mission internally were continuing to design the governance and day-to-day processes. If we were to start again we would reach out more proactively to the broader partners in the Food Mission and potentially collaborate more with other Directorates and colleagues in the Council. Given the important issues around the delivery of emergency food aid that came up during the time of the project it was perhaps not surprising that we were inevitably drawn to a deeper understanding of the concerns of those organisations who the Council were working to support on an ongoing basis. However, we still feel that the issues we decided to focus on came from the concerns which we heard in the first round of user research about needing to better understand how data already provided is used by the Council.

Next steps

The project funding from DLUHC has come to an end however work will continue to develop the speculative ideas which have been identified by the team.

Testing of user requirements

Further testing of user requirements will be undertaken to identify which aspects of the Storyboards appeal to VCS partners and to identify appetite internally for further development.

Elaboration and refinement of product spec

Following on from the testing of user requirements the team could work on a more detailed product spec which would include a detailed MVP scope and listing future features. It would also need to make clear the technical approaches to data and content as well as setting out how a team that would build the products would be resourced.

Further investigation of data

There will be further investigation of the relevant data sets which could be incorporated into 'Find Camden Data For Funding', specifically to understand the feasibility of making them accessible to the VCS in a way which meets their needs for small scale geographical data.

'Build or Buy' analysis

Further down the line there will need to be a consideration of how the opportunities will be taken forward and a more detailed Build or Buy analysis undertaken. We have started to list potential existing products and services in Appendix A which should form part of this analysis. In terms of building a product internally there could be scope to bring together a team to further develop the products identified in this project. This team could be made up of:

- Solutions architect
- Developer
- Business analyst
- UX/UI designer
- Content designer
- Data analyst or ongoing engagement with an analytical team
- User researcher / Specific VCS liaison within the data team

We may also explore the feasibility of building a working prototype of 'Find Camden Data For Funding' which could help demonstrate the end to end process to further inform the technical build of this product.

There might also be opportunities to collaborate with other London Boroughs or the London Office for Technology and Innovation on further development of these products.

Appendix A - Technology options for further investigation

The following is a list of tools which would be worth further investigating in terms of functionality.

BI Dashboarding Tooling / Presentation layers

- PowerBI
- Tableau
- Qlik Sense

Open Data Publishing Platforms

- Socrata
- Tableau Public
- CKAN
- Local Insight

Geographic Information Systems (GIS)

- ESRI
- ArcGIS
- Map Info

Appendix B - Data sets for further investigation

The following is a list of data sets which would be worth further investigating in terms of their value, priority, presentation, source, update frequency and associated technical details across speculative data products.

- Universal Credit claimants
- Fuel poverty
- Council Tax debt
- Rent arrears in council properties
- Housing Benefit recipients
- Universal Credit (UC) applications pending
- Households with council tax reduction
- Free School Meals
- Out-of-work benefit claimants

- Index of Multiple Deprivation
- Ethnicity
- Digital Inclusion
- First and other languages
- Not in Education, Employment, or Training (NEET)
- Full Time Exclusions (FTE)
- Schools in Camden
- Youth Offenders Scheme (YOS)
- Directory of food support hubs in Camden
- Directory of food banks in Camden
- Groceries and cooked meals service
- Child poverty
- Healthy diet
- Loneliness
- Domestic violence
- Obesity
- Overcrowded households
- Temporary accommodation provided by the council
- Literacy levels
- Crime