

Transformation Challenge Award

2015-16 Final Bid Form B

B. Encouraging places that have ambitious plans to work in partnership across the public sector and with the voluntary and community sector or private sector to re-design services.

Disclaimer

There shall be no expectation of grant until authorities have been formally notified in writing by the department. All the applicant's costs and charges incurred as a result of making this application shall be for the applicant's account and cannot be claimed as part of the project.

The Data Protection Act: Freedom of Information Act 2000

The Department for Communities and Local Government undertakes to use its best endeavours to hold confidential any information provided in any application form submitted, subject to our contracting obligations under law, including the Freedom of Information Act 2000. If you consider that any of the information submitted in the application form should not be disclosed because of its sensitivity, then this should be stated with the reason for considering it sensitive. The department will then consult with you in considering any request received under the Freedom of Information Act 2000 before replying to such a request.

Applicants should be aware that the following conditions will also apply to all bid applications:

- We may use your information for the purposes of research and statistical analysis and may share anonymised information with other government departments, agencies or third parties for research and statistical analysis and reporting purposes.
- Our policies and procedures in relation to the application and evaluation of grants are subject to audit and review by both internal and external auditors. Your information may be subject to such audit and review.
- We propose to include light touch monitoring by the department utilising publicly available information. We would encourage applicants to regularly publicise progress on their websites and disseminate good practice.
- The department will publish summaries of all successful bids.

2015-16 Transformation Challenge Award (TCA) – Final Bid Form

Completed final bid forms should be approved and signed by the Section 151 officer of each local authority partner to the bid and authorised person for other partners. The form should be returned in electronic format to transformation@communities.gsi.gov.uk by no later than 5pm on 1 October 2014. Please also complete and send a complete [New Economy CBA Tool](#) with your application.

PART A: BID INFORMATION

DRAFT VERSION PREPARED 18/09/2014

Section A1: Bid information

Note: This bid is for the Transformation Challenge Award 2015-16 B.

Local authority name/Name of bidding organisation:	Rotherham Metropolitan Borough Council
Name of contact(s):	Colin Earl
Position in authority:	Director of Audit and Asset Management
Telephone number(s) of the contact(s):	01709822033
Email address of the contact(s):	Colin.earl@rotherham.gov.uk
Amount of grant bid for:	£700,000
Amount of capital flexibility bid for:	£522,876
Name of partner organisation(s):	Rotherham NHS Foundation Trust

	South Yorkshire Police
Short project title:	Multi-Agency Safeguarding Hub (MASH) in Rotherham
Short project summary <i>[max 150 words]</i> :	<p>To create a Multi-Agency Safeguarding Hub (MASH) that will act as the central resource for the whole of Rotherham receiving all safeguarding and child protection enquiries.</p> <p>The MASH will be staffed with professionals from a range of partner agencies including Social Care, police, and Health. These professionals will share information to ensure earlier identification of vulnerable children, and take a whole family approach to safeguarding children.</p> <p>The MASH will adopt a ‘single view of the child approach’ by gathering information from every agency and use this to decide the most appropriate intervention to respond to the child’s and families identified needs.</p> <p>The MASH method will provide a ‘single front door’ that can draw on multi-agency experience, create swifter checks ensuring that services for children work more effectively together at the point of referral and decision making.</p> <p>The MASH will help simplify processes and communication between professionals and with families.</p>

Section A2: Eligibility criteria

Note: This bid is for the Transformation Challenge Award 2015-16 B.

Please tick to confirm that the bid meets all the following eligibility criteria:

1. Savings must exceed the amount of grant / capital receipt flexibility sought. ✓
2. The bid must have a positive impact on service users. ✓
3. As a minimum, bids must be in partnership with at least one other partner. This could be another local authority, public authority, the Voluntary and Community Sector, or a private sector partner. ✓
4. For capital flexibility only. That the value of the asset sale is genuinely additional to those disposals that would have happened anyway – tick or specify not applicable. ✓
5. The proposal has been signed off by your Section 151 officer. ✓

PART B: BUSINESS CASE

Section B1: Strategic Case

This section should cover:

Objectives and rationale

- a. Objectives - what are you trying to address/improve
- b. The reason for transformation - why the existing approach needs to change and the impact of not transforming services
- c.

Proposed transformation

- d. The new service model you are proposing [*high level description is fine*]
- e. Any other options have you considered and why is this is the best option [*this only needs to be covered at a high level – you are not required to cost other options*]
- f. How this transformation fits with wider priorities for you and your partners

[Please complete in the box below – maximum 3 pages]

a. Objectives

The purpose of the MASH is to contribute to improved outcomes for safeguarding children, young people, their families and carers, and victims of domestic abuse through collaboration and close integration of services and processes.

Our primary objective is to improve decision making at the point of the initial referral and assessment through the sharing of partnership information to develop an efficient multi-agency approach that has strong positive outcomes for the service and the service users.

This will result in:

- Robust and timely decision making processes among professionals who will gain greater ability to step up and step down risks assessments and allocate resources accordingly,
- Eliminate duplication of process across public services,
- Faster, more co-ordinated and consistent responses to new safeguarding concerns about vulnerable children and adults such as Child Sexual Exploitation/Prevention,
- Greater ability to share information quickly and identify repeat incidents and potential vulnerability.

The MASH method will enable more preventative actions to be taken, addressing

cases before they escalate. It will enable faster and more co-ordinated responses to safeguarding concerns and help to detect long standing patterns of abuse and neglect. It will provide improved journey for the child and parent/carer with a strong emphasis on early intervention.

The MASH will help simplify processes and communication between professionals and with families.

b. Reason(s) for transformation

The reasons for transformation are found in our drive for service improvements, our search for greater efficiencies across services and faster responses to safeguarding concerns. The development of the MASH will also address recommendations contained in the Rotherham Local Safeguarding Children Board Child Sexual Exploitation review carried out in late 2013 and fulfil the commitment to improve responses to domestic abuse, and the decision of the Rotherham Domestic Abuse Priority Group to manage domestic abuse services through the MASH.

In developing the Rotherham MASH we recognise the needs to reduce bureaucracy and duplication of processes:

- To allow a focus on the most relevant cases,
- To provide greater ability to target the most urgent cases before escalation,
- To address an increase in repeat referrals and cases ending in 'no further action',
- To reduce the number of inappropriate referrals and non-referrals,
- To increase the use of early help assessments such as the Common Assessment Framework,
- To reduce the number of people accessing high cost services unnecessarily.

MASH arrangements have already been tested by a number of other Local Authorities. Feedback from these projects indicates that the MASH model provides more robust decision making processes and enhanced communication mechanisms between professionals.

More reasons for transformation are to be found in projected demographic trends in Rotherham. The long term trend is that children and young people will become ethnically more diverse with evidence of growing disadvantage and social deprivation in these groups. Greater awareness of safeguarding children issues may translate in rising numbers of interventions and will call for enhanced processes and communication between professionals and with families.

The New Service Model

From August 2014, the Police and Social Services operational staff have been co-located to the Riverside House building to offer a single 'front door' to draw on multi-agency expertise. These will be joined by Health in October 2014. The new location regroups on the same floor our Early Help Assessment Team, Education Welfare, Integrated Youth Services and the Independent Domestic Violence Advocacy service and Child Sexual Exploitation Team.

Our priority is to introduce new procedures and protocols to reduce the number of children and families inappropriately accessing costly services. This work is placed under the leadership of the Children and Young People's Partnership Group.

The new governance structure will be built on strong partnership working and information sharing models. The new co-location arrangement will facilitate better use of information sharing in line with the data protection act and based on protocols already agreed between agencies that are committed to a common approach. The TCA funding will support the development of the ICT platform to provide timely and comprehensive information which will inform decision making and reduce information processing duplication. It will help reduce costs of intervention.

The MASH process will enable partner agencies to contribute to decision making following contact and referral and will ensure that families receive a relevant, timely and co-ordinated response.

Other options considered

Other options were considered as follows:

No change to compartmentalised culture – Teams are co-located but without a review of procedures and protocols and no integrated data process. Co-location on its own would not lead to improved communication channels and removal of errors and duplication. The status quo is unsustainable due to the year on year increase in referrals, resulting in inefficiencies in current system putting children at risk and exposing council to financial pressure.

Co-location with review of procedures and protocols but without implementation of the single view of the child solution - This would improve decision making and enhance the safeguarding activity of all partners by streamlining procedures to reduce the number of inappropriate referrals. Efficiency gains would be limited by the absence of robust integrated information sharing protocols. Tighter strategic fit would be obtained between agencies but efficiency gains would not be secured from the removal of duplication and data errors. This option does not realise the benefits of a fully co-located MASH team enabling information to be shared more easily and quickly across teams providing enabling a more reactive response to address vulnerability

Operational staff remains in partner buildings and communicate via non face to face methods such as phone, email and Skype. Information sharing is entirely reliant on integrated IT systems and on individual organisation taking ownership of the data cleansing process. Integration would be fully dependent on the quality of the IT protocols and the efficient use of technology. Redesign of process and case management protocols will not be organic and initiated at operational level. Again this option does not realise the benefits of a fully co-located MASH team enabling information to be shared more easily and quickly.

Wider Priorities for RMBC and partners

RMBC wants to oversee a transformation in public services so that service providers work collaboratively to deliver integrated services, empowering communities and

individuals to be part of the solution rather than part of the problem.

Public sector agencies in Rotherham face significant challenges to deliver more customer-focused services with smaller resources. This involves looking at new ways of delivering children's services and providing greater value for money.

The drive for multi-agency partnership workings where agencies work more closely together to assess and define need is underpinned by a raft of national reviews and their recommendations among them:

- Climbié Inquiry Report (2003)
- Laming review (2009)
- Working Together to Safeguard Children (2010, 2012)
- Munro Review into Child Protection (2011)

In particular, the Laming review (2009) identified key weaknesses in the way that a range of agencies and individuals, who are separately in contact with a child at risk, share pertinent information with one another. The review concluded that in the absence of a multi-disciplinary approach and strong partnership protocols between agencies no individual or team has a complete picture of a child's circumstances.

Rotherham has made real improvements in recent years to strengthen the quality of its assessment and care planning protocols as highlighted in the Jay report (2014). More needs to be done and this involves looking at new ways of delivering children's services with smaller resources. Rotherham will capitalise on the work already engaged with its partners to improve the quality and consistency of risk assessments through the MASH intervention.

Section B.2: Financial Case

This section should cover:

Financial impact

- a. Using the [New Economy CBA Tool](#) [to be submitted with bid] please provide the following information:
 - Net present budget impact
 - Payback period
 - Breakdown of cashable savings by each partner
 - What discussions have you had with partners to confirm these

Funding

- b. Any other sources of funding, setting out the extent to which these are confirmed and whether they are dependent on the Transformation Challenge Award

Risks and sustainability

- c. Any financial risks, for example the potential for costs to increase.
- d. The sustainability of savings in future years

Additionality:

- e. If you have agreed or are bidding for other funding, how will Transformation Challenge Award funding enable you to achieve additional benefits
- f. If bidding for capital receipt flexibility, how the asset sale is additional to what would have happened anyway

[Please complete in the box below – maximum 3 pages]

Risks and sustainability

Costs to increase because of:

A change in law leading to redefined priorities:

- Incidence of criminalisation of domestic violence on safeguarding interventions
 - Acts of psychological controls
 - Acts of violence
- Increase in the recording of domestic abuse incidents and prosecution
- Legal duty to combat domestic violence placed upon police and other agencies.
- Involvement of greater number of agencies (schools, general health practitioners...)

Changes in demography

- New migrant families
- Change in Ethnic Minority Groups – new demand to address patterns of behaviour and social norms
- Incidence of Welfare Reform on low income families
- Increase in social deprivation due to lower than planned local economic growth and growing inequalities leading to hardship, reduced social and family cohesion and risk of neglect.

These additional costs to be (partly) offset by savings.

The sustainability of savings in future years

Long-term sustainability will be secured through:

Better information sharing – elimination of duplication and more coherent approach to information sharing leading to greater efficiency

Well established community of practice – greater cohesion between agencies

Better process and protocols between agencies eliminating duplication and unnecessary referral measures to concentrate on early interventions and prevention to reduce costly corrective measures.

Additionality

Other funding sources – to confirm with Finance.

Capital Receipt Flexibility – Why is the asset sale additional?

If no external funding Rotherham would

- not invest in ICT development
- rely on co-location to improve cohesion between services
- take longer to review process and protocols with limited internal resources
- consider developing other method of communications between agencies.

Would result in loss of efficiencies and maintain layers of duplication for longer.

Section B.3: Economic Case

This section should cover:

Economic case impact

- a. Using the [New Economy CBA Tool](#) [to be submitted with bid] please provide the following information:
 - Net present public value
 - Summary of costs and benefits (fiscal, economic and wider social) over life of project
 - Key assumptions made and how they have been tested, including any assumptions on optimism bias

Sensitivity analysis

- b. Any sensitivity analysis you have carried out on key assumptions

Non-monetised costs and benefits

- c. Any non-monetised costs
- d. Any non-monetised benefits
- e. The anticipated benefits to local people

[Please complete in the box below – maximum 3 pages]

Net Present Value

Overall Financial Return on Investment - Every pound invested in the project, will return £1.67 in fiscal returns to be shared between all project partners.

The Net Budget Impact generated by the project can be summarised as follows:

Financial Case	Net Present Value (NPV)
Discounted Costs	£1,381,697
Discounted Benefits	£2,310,351
Net Budget Impact	(£928,654)
Overall Financial Return on Investment	1.67
Pay back	6 years

Summary of costs and cost savings

Before optimism bias corrections (please add 15% =£1,381,697 for final costs in CBA)

Costs	Grant Funding	Capital Spending	Total Project Costs
MASH hub co-location set up	-	£72,876	£72,876
Consultancy work for the design of new processes and protocols	£250,000	-	£250,000
ICT Development	£450,000	£450,000	£900,000
Total Project	£700,000	£522,876	£1,222,876

The ICT development costs could be itemised as follows:

- £900,000 for ICT development, of which:
 - £200,000 for staffing costs (secondment and project management)
 - £400,000 for data cleansing (secondment of service areas staff)
 - £ 30,000 for third party professional services
 - £100,000 for SQL licensing for virtual server farm (Infrastructure Software)
 - £150,000 for infrastructure (ICT hardware)
 - £ 20,000 for configuration of network appliances
- TCA funding will assist with the formation of an internal ICT project team to coordinate the creation of a Single View of a Child solution. The single view of a child will be developed in conjunction with other internally funded RMBC projects such as the Rotherham Customer Index (RCI), Better Care, and Care Act 2014 and involve person matching and the possibility of NHS number matching as a pre-requisite.
- The project proposal requests financial support for essential 3rd party professional services and consultancy. This will enable RMBC to draw on the specialist knowledge of its software application providers, to assist with the integration required from the various systems already supporting its services.
- The requested infrastructure contribution will assist with pulling in data from partner systems, as we don't currently have a mechanism by which the partners can supply this data to us. This contribution assumes a regular, scheduled, one-way pull of data in to the warehouse – i.e. that there is no requirement to write data back to the source systems.
- The requested capital spending approval will meet the costs of third party

software and licensing for the development of the IT platform architecture to meet the council's overarching strategic objectives in relation to information management.

The success of the MASH will be measured from a social care perspective will create greater efficiency and will result in service improvements and budgetary savings.

£390,912 cost savings over 10 years will offset part of the project costs and will be created by greater efficiencies and service improvements as follows:

- Improved timeliness of decision making contacts leading to a reduction in the number and intensity of safeguarding interventions
- Improved partnership understanding of the threshold for social care interventions, leading to a reduction of social care costs
- More children are safeguarded effectively first time, leading to a drop of re-referral rates
- Improved partnership working to safeguard children, leading to service improvements for all project partners
- Children's assessments are completed in-line with the needs of the child to deliver greater children and family quality of life and well-being.

Key Performance Indicators set for each of these categories will measure progress against each measure and inform the evaluation of the project.

Summary of benefits

An estimated £2.3m of overall gross fiscal benefits will be generated over 10 years; in addition £9m of social and economic benefits will be generated by the project. The benefits could be summarised as follows:

(All figures quoted below include -40% Optimism bias corrections)

Benefits	Fiscal Case	Economic Case	Public Value
Reduced Incidence of domestic violence	All figures to be reviewed before final proposal		
Reduced incidence of children taken into care			
Reduced truancy and exclusion from school (combined)			
Reduced A&E Attendance			
Reduced Incidence of crime			
Improved Well-being			
Total	£2.3m	£9m	£11.3m

Non-monetised costs and benefits

It has not been feasible to collect and analyse data to accurately evaluate all impacts of the MASH. Some of the benefits can't be monetised for the purpose of this bid proposal because it would be too costly and time consuming to collect the necessary financial information to measure the impact of the MASH in relation to:

- Measuring the benefit of generating a more dynamic response to new situations
- Preserving/enhancing the business reputation of RMBC and the project partners
- Involving more closely service users in the delivery of the safeguarding service
- Increased well-being of children and their family by helping reduce dependence on welfare services
- Better life chances for children who benefit from early safeguarding interventions

Sensitivity analysis

Project costs – 3 cases to be presented (low/medium/high optimism bias) to justify our project cost estimate. **Work In Progress.**

Cashability

The fiscal benefits will be reinvested in service improvements and in new safeguarding children initiatives. It is not anticipated at this point that any of the fiscal benefits generated by the project will be cashable. **Work In Progress.**

Anticipated return to local people

Outcomes for children and their families where a MASH has been implemented include:

- More robust decision making,
- Avoid duplication of services,
- An increase in the use of early help assessments such as CAF,
- A reduction in repeat referrals,
- Improved information sharing and knowledge management and enhanced engagement of health.

These system improvements will lead to the following benefits for local people:

- Faster, more co-ordinated and consistent responses to new

- safeguarding concerns about vulnerable children and adults.
- Greater ability to share information quickly and identify potential vulnerability
- More preventative action to be taken, dealing with cases before they escalate
- Faster more co-ordinated and consistent responses to safeguarding concerns.
- Better safeguarding of children and young people with low levels of concerns involved with multiple agencies
- An improved 'journey' for the child or parent/carer with a greater emphasis on early intervention
- Better informed services provided at the right time, in line with the corporate priority: 'Right Time, Right Place. Right Person.'
- Collaborative decision making based on a "single view of the child" enabling a tailored plan of action to be developed for the child
- Better information sharing across partners – enabling better safeguarding of the children and young people
- Greater awareness and ability to target the most urgent cases step up or down an assessment

Section B.4: Commercial Case

This section should cover:

- a. How the new service model will be delivered and why is this the best way of doing it
- b. If external providers are required, provide a brief procurement strategy, including any assessment of market capacity
- c. Any key contractual arrangements required to implement and deliver the new service model
- d. If any payment mechanism will be applied, and why
- e. Risk transfer - provide information on any risk to be transferred to external providers and why the provider is best placed to manage these risks

[Please complete in the box below – maximum 3 pages]

How will it work?

The key components of the project are:

- Co-location in our new Council office building in Riverside House will offer a single 'front door' to draw on multi-agency expertise. Our multi-disciplinary team composed of the Police, Health and Social Care Services will gain greater ability to share information quickly and identify vulnerability. The new location will regroup on the same floor our Early Help Assessment Team

alongside Education Welfare, Integrated Youth Services and the Independent Domestic Violence Advocacy service and the Child Sexual Exploitation Team,

- New governance to support single tasking protocols for the whole team and a streamlined centralised function. The Rotherham Local Safeguarding Board will review its procedures and protocols to reduce the number of children inappropriately accessing costly services,
- Information governance – the partnership already has a joint confidentiality agreement and information sharing protocols, these will be enhanced to reflect the new arrangements,
- Information sharing – develop the Single View of a Child solution to provide timely and comprehensive information which will inform decision making and reduce costs of intervention through the removal of duplication,
- Strong partnership working between agencies who are already committed to such an approach as part of the Rotherham Safeguarding Children Board, the Local Strategic Partnership Chief Officer Group and Children and Young People and Families Partnership.

In relation to the Rotherham Single View of a Child work stream the key components of the work are:

- RMBC currently records and processes data relating to its customers within disparate Service orientated applications, with limited automated sharing of data or system integration capabilities.
- This restricts RMBC's ability to understand its customers in a holistic manner, to confirm service entitlement, to visualise current service utilisation and to accurately predict future needs.
- An opportunity exists to leverage technology to create an application (Rotherham Single View) that links together data from these disparate systems to allow the identification and reporting of distinct customers at an Authority level.

Most of the work required for the completion of the project will be delivered in-house to the exception of the following project components:

- External consultancy costs to help with the rewriting of safeguarding children protocols and processes advising on best practices from authorities which have already implemented a MASH,
- The required ICT infrastructure and associated software necessary to the implantation of the Single View of a Child solution will be purchased via the

Authorities procurement process, and will involve the creation of a tender via the Procurement Department.

- In particular the service of specialist networking contractors will be tendered for the installation of firewall appliances to secure data feed to an externally facing and staging webserver devices.

Procurement Strategy for providers (IT specialists and consultants)

Public sector organisations must act in compliance with the government agreements and the European Procurement Directives and Regulations. The preferred procurement method for this project is the restricted procedure under which a selection is made of those who respond to the advertisement and only they are invited to submit a tender for the contract. This will allow Rotherham to avoid having to examine a large number of tenders and takes into account the specialist aspects of the work to be conducted.

[Richard C and Sue W to confirm that this is our preferred procurement option and that we don't have pre-competed arrangements with specialist providers (for example for firewall technology and other technical aspects)]

The procurement process will follow EU regulations to ensure all suppliers and contractors are treated on equal terms. The criteria will cover:

- Specification stage – how requirements must be specified, avoiding brand names and other references and using performance specifications rather than technical specifications
- Selection stage - the rejection and selection of candidates in particular in relation to economic and financial standings and their technical capacity and ability to deliver the project.
- Award stage – To adhere to UK Government policy guidance to determine which is the most economically advantageous tender (MEAT) instead of lowest price criterion.

Key contractual arrangements including payment mechanisms and risk transfer

As a general principal, our approach is to relate the payment to the delivery of service outputs and the performance of the contractors. The following procurement guiding principles will be strictly adhere to:

- Payment on the delivery of agreed outputs to ensure that payments do not commence until the contracted services come on stream,
- Fixed price/costs to provide an incentive to deliver services to time, specification and cost,
- Technological obsolescence – that various upgrades can be included in the initial price to ensure that the technology underpinning the Single View of a Child solution is kept up-to-date
- Risk Transfer – the private sector will be invited to take responsibility on the components of the project where it has full control and ownership. Opportunities to reserve shared responsibilities on specific aspects of the design and construction of the IT solution will be considered.

[Section to check with Richard C and Procurement Team]

Section B.5: Management Case

This section should cover:

Governance

- a. The governance arrangements and project management arrangements, necessary to deliver this proposal

Implementation

- b. How you will implement this new service model/project. Please include a high level project plan covering:
 - o the duration of the project and key milestones dates
 - o the key dependencies (for example with partners or suppliers)
 - o proposed checks / review points to monitor progress
- c. Any plans for evaluating the project

Risk Assessment

- d. The risks to the success of the proposal have been identified
- e. How identified risks have been adequately addressed through contingency/mitigation plans
- f. Why the proposed timetable is realistic

[Please complete in the box below – maximum 3 pages]

Governance Arrangements

The MASH project will be overseen by the Chief Executive Operational Group (CEOG) which comprises of senior representatives from the key partner agencies and will act as the steering group for the project, providing direction and guidance, reviewing progress and providing the steer to address unresolved and escalated issues.

The RMBC Director of Safeguarding for Children and Families will act as Project Sponsor and will provide updates at a strategic level and report into the Chief Executives Officer Group (CEOG).

The project will be initiated in two work-streams each requiring a tailored governance structure. The Project Manager will oversee each of these work-streams, monitoring and managing activities to coordinate resources and maintain overall coherence. The project manager will assess and review risks and address concerns to ensure the project objectives are met within strict timescale and budget targets. The project manager will

report to the Project Sponsor who will chair project meetings on a monthly basis. The Project Steering Group will receive monthly reports highlighting key operational issues and an update of the risks register.

MASH Operational Process – Project Management Arrangements

The MASH Operational Development Team, which includes service area experts from all the partner agencies, will be responsible for the development of new processes, protocols and procedures. The team will seek approval and sign off of the final MASH operational model from the leaders of the key operational partners (CYPS, Health and Police) and from managers of partner organisations for smaller changes to service specific processes. The group will also act as the Project Team in respect of implementing the process, identifying and addressing risks and issues, monitoring progress. Where an issue cannot be resolved this will be escalated for resolution to the Project Sponsor and Project Board.

Single View of a Child - Project Management Arrangements

The ICT Leadership Team will undertake overall responsibility for the project and sign off the design and costs of the Single View of the Child Project. The ICT Leadership Team is composed of the Head of ICT, Operations and Development Manager and the Governance and Change Manager. The project manager will work with the specialist teams to develop the ICT technical design solutions under the supervision of the Operations and Development Manager.

The project manager will work closely with specialist teams to ensure that the project remains within budget, is cost effective and meets Public Service Network Compliance. Weekly technical installation review process will be conducted with a board of senior staff and technical experts to ensure that all technical installation have been audited prior to completion.

Implementation

The project has two distinct work-streams which will be run in parallel commencing on the 12th January 2015. Both will be led by a dedicated Project Manager.

MASH Operational Process - Implementation

The development and implementation of the Operational MASH is expected to take 9 months. The key steps of the implementation plan are mapping of services, service improvement review, consultation, dry runs testing, sign off by the leads of key partner agencies, training of the workforce and project evaluation.

An Operational Development Team will be created consisting of representatives from all MASH partner agencies. This team will meet fortnightly and their remit will be to inform and develop the mash model, processes and policy in relation to the Rotherham MASH. Together, partner representatives will:

- Inform and develop the requirements of the MASH including in particular: process flow, structure, role and governance, information sharing protocols, policies and procedures, business support and baseline data
- Feedback decisions made into the organisation they are representing and gain

agreement for any proposals through their governance structure.

- Remove obstacles in the development of the MASH
- Highlight Risks and Issues to the development and implementation of the MASH
- Make timely decisions and take action so as not to hold up the project.

The mapping of current processes will be undertaken with each of the partner organisations to understand how the process is carried out now, how and where the processes and resources interlink, the policies and procedures that support the process, and who is responsible for what. On completion of this initial stage, workshops with key partners will be organised to inform how the MASH will operate and integrate with new process flow, roles and responsibilities, governance structure and information sharing protocols. The revised process will be tested in the form of dry runs utilising case studies to identify any issues for resolution. In addition a baseline of current data available will be taken and agreed KPI's developed to monitor the success of the project. This is an iterative process that will be conducted through the life of the project and will be informed by the project's evaluation arrangements.

Prior to the start of implementation the revised process including supporting policies, procedures and KPI's will be signed off by the leads from the key partner agencies.

Training and Development Plans will be designed to deliver a robust programme of training and awareness to be undertaken with key partners within the MASH and with voluntary organisations that are involved in the Children Safeguarding work.

Go live is scheduled for the 1st September 2015. Prior to this a final test run will be conducted involving all partners within the MASH and any final adjustments made. The key partner leads will be informed of the outcome and their final approval to go ahead will be obtained.

Reviews will be undertaken following implementation and again after 3 months to analyse how effective the process is and ensure it is supporting the achievement of the project's outcomes; required changes will be undertaken to resolve any issues identified.

The following high level project plan has been developed for the delivery of the project which shows the key milestones for delivery and the expected delivery date.

MASH Operational Process – Key Milestones

Date	Milestone
23 Jan 15	Service specialists identified and Operational Development Team formed and advised and workshop dates set.
30 Jun 15	New MASH Process created and supporting processes re-vised. Written Policies and Procedures Written KPI's and Evaluation and continuous improvement processes agreed
07 Jul 15	MASH Process and supporting documents approved by CEOG
01 Sep 15	Go live

A detailed project implementation timetable is provided in Appendix D

Single View of a Child - Implementation

The project will leverage technology to create an application that links together data from disparate systems to allow the identification of distinct clients at an authority level. The key steps of the implementation plan are: co-production and agreement of data sharing protocols between parties,

Project concept - To support the creation of the MASH Rotherham MBC will create a 'data warehouse' which will bring together key information from a number of systems (NHS, RMBC, Voluntary Sector and Police) which hold data about children. This data will be presented to practitioners via a web browser and will allow the subject matter experts, for the first time, to have a single view of the child. This will improve decision making and enhance the safeguarding activity of all partners.

A key part of the Single View solution will be the co-production and agreement of data sharing protocols between all parties, including mechanism to ensure that citizens provide consent for their data to be shared. Discussions with colleagues in Health are well advanced and the recent adoption of the shared Information Governance Toolkit will be a great help. Negotiations with colleagues in South Yorkshire Police are less well developed and these will continue while the Single View platform is being created.

Detail of the design of the single view solution and of the activities to be engaged in preparing the data is provided in Appendix A.

Implementation Plan - The Single View of a Child Solution is expected to take up to 12 months to complete and will require the creation of a dedicated ICT Project team, consisting of 3 members of staff, who will coordinate and implement the ICT elements of the project, in conjunction with members of staff from the Performance and Quality section, who will lead on the overall project.

The ICT solution will consist of the creation of a resilient virtual server farm, consisting of a data matching server and SQL database servers, of which there will be a live, test and training environment. The ICT department have in depth experience in this type of infrastructure and will be able to call upon existing staffing resources to complete this initial work, which will allow for the data cleansing of the existing datasets, from a number of internal and external application servers holding child data.

The required ICT infrastructure and associated software, will be purchased via the Authorities procurement process, and will involve the creation of a tender via the Procurement Department.

The initial data cleansing exercise will be undertaken once the data matching server is operational, and will allow for the production of exception reports, which will be provided to the relevant departments, this will also enable departmental staff to undertake various business process reengineering tasks, so that future data entry is of a higher quality and leading to the reduction in the creation of future exception reports, and therefore reducing the administrative duties of social care staff. This exercise will need the input from various 3rd party suppliers, as amendments will be required to existing application databases, and also the amendment of application views for the improvement of social care data, and citizen detailed data entry.

The next stage will require the services of a specialist networking contractor to install newly purchased external firewall appliances, to secure the parameter of the authority's network, and allow for a secure data feed to an externally facing webserver, which will hold the single view of a child search facility. An additional externally facing firewall will also be required, for a secure connection to an externally facing staging server, where 3rd party organisations such as South Yorkshire Police, and the NHS will be able to feed data too, this data can then be cross matched against the cleansed RMBC data, to produce an overall dataset to be viewed via the webserver.

The dataset will be held in the RMBC data warehouse, and the data supplied to the search facility, will only be a single way feed, and no data manipulation will be undertaken in the data warehouse. In the interest of reducing complexity and cost any data cleansing or updating of source systems will be carried out manually by acting upon the exception reports. An example of search screens is provided in Appendix B.

Finally the high-level platform design is shown in Appendix C.

Single View of a Child – Key Milestones

Date	Milestone
23/01/2015	Creation of ICT Project Team
Xx/xx/xx	Design approved by ICT Leadership Team Firewall penetrating testing validation User testing
Xx/xx/xx	Initial System Live use

A detailed project implementation timetable is provided in Appendix D

Key dependencies (partners/suppliers)

The following key dependencies have been identified in relation to the Single View of a Child work stream:

No.	Owner	Dependency	Comments
1	Project Manager	Representation by all partner agencies at development workshops	Potentially resulting in key tasks within the process not being identified and the process not working
2	Project Manager	Joint agreement and buy-in of the MASH process by lead partners	Potentially resulting in the project being stopped.
3	ICT	Compliance of security to external web server and web pages	Non-compliance will affect the Public Services Network accreditation
4	ICT	Ability to obtain correct data sets from internal applications and accuracy of the cleansed data	Resulting in data presented being incomplete and inaccurate

Proposed checks / review points to monitor progress

Detailed in the project implementation plans.

Project Evaluation arrangements

The following project evaluation arrangements will be considered:

- Focus groups comprising representatives from each of the partner agencies to review effectiveness of new protocols and procedures, identify problems and further improvements required,
- Focus groups held with users of the IT system to identify improvements to the content, look and feel and determine further developments to enhance the information and alignment with new procedures and protocols.
- Regular monitoring of the Single View of a Child solution to measure and evaluate use of the system
- Monitoring of Key Performance Indicators
- Project Evaluation report (including CBA updates)

Risk Assessment and mitigation plans

The major project risks were considered in the risk register in Appendix E. The risk register reviews the major risks to undermine the success of the project, their implication and likelihood and suggest mitigation actions. The risk register will be regularly maintained and updated through the life cycle of the project and will be part of the monthly highlight report to the Project Sponsor and to the Steering Group (CEOG).

Proposed timescale deliverable?

The co-location of the multi-disciplinary team in 2014 will enable a prompt start of the project in 2015 ensuring that management structures and frontline teams are fully prepared to work together and share the same safeguarding children priorities. It will enable the IT teams to refine the project implementation plan and map out the necessary tender process to select the best technology as soon as funding is confirmed. The IT teams have a strong track record of delivering similar projects against strict timetable and on budget.

Appendix A – Single View of a Child Design and Activities

The Single View of a Child solution has been designed to be as simple as possible:

- Step 1: Data is extracted from source systems as CSV files and stored in a central database (the 'data warehouse').
- Step 2: Matching rules are applied to the data to allow us to understand where a child in one system matches with a child in another.
- Step 3: Exception reports are presented back to the system owners the purpose of these is twofold:

- To allow for the data to be cleansed ready for the next extract
- To allow for business processes to be reviewed to understand how dirty data found its way in the system to begin with. Is it possible, for example that we can apply validation to certain fields at the time of data entry to improve data quality?
- Step 4: Present the matched data, in a secure way, to practitioners in NHS, RMBC, Voluntary Sector and Police.
- Step 5 (out of scope of this submission): Apply data analytics and predictive modelling tools to the new data warehouse to better understand our clients and to make better use of our resources.

Steps 1 through 4 are iterative and ongoing with each new extract improving the quality of the data. Step 5 is currently out of the scope of this project and is included to illustrate the future uses which our cleansed data might be put to. These activities are described in the table below.

Activity Layers	
Extract	System extracts from Line of Business systems, kept simple (reports to xml, csv etc..) to keep development and support costs low and ensure future flexibility.
Match	Rule based matching process to automatically match as many records as possible, with exception and manual matching stages where the match certainty is too low.
Store	Storage of matched records in an efficient structure, including key attributes and data items, to enable data view and reporting/analysis.
Cleanse	Using a data steward model (linked to the identified information asset owners), cleanse the source systems to remove duplicates, correct bad data and harmonise the systems to support future matching runs.
Report	Output predefined and bespoke reports based on identified business requirements. This will include exception, safeguarding, fraud detection and data update reports.
View	Present a view of the matched data to both internal and external stakeholders (ensuring PSN and IL standard are adhered to), secured based on their entitlement to view the data.
Analyse	Advanced analysis and reporting of the data using professional reporting tools. This may incorporate GIS based reports, trend analysis, predictive analytics etc..

Appendix B – Single View of a Child Search Screens

An example of how the search screens may appear, in their simplest form, can be seen below, but this will need additional input from the various parties involved.

Rotherham Single View of a Child

Results for child: Billy Smith Child ID RSV1234567890

Child Details Service Provision

Child		Address Details	
Family Name	Smith	Address Line 1	3 The Croft
First Name	Billy	Address Line 2	Croftside
Date of Birth	10/07/2007	Address Line 3	Croftingshire
Age(Approx)	7	Address Line 4	
		Postcode	CR01 3FT

Parent Carer Details

Family Name	Smith
Given Name	Susan

Rotherham Single View of a Child

Results for child: Billy Smith Child ID RSV1234567890

Child Details Service Provision

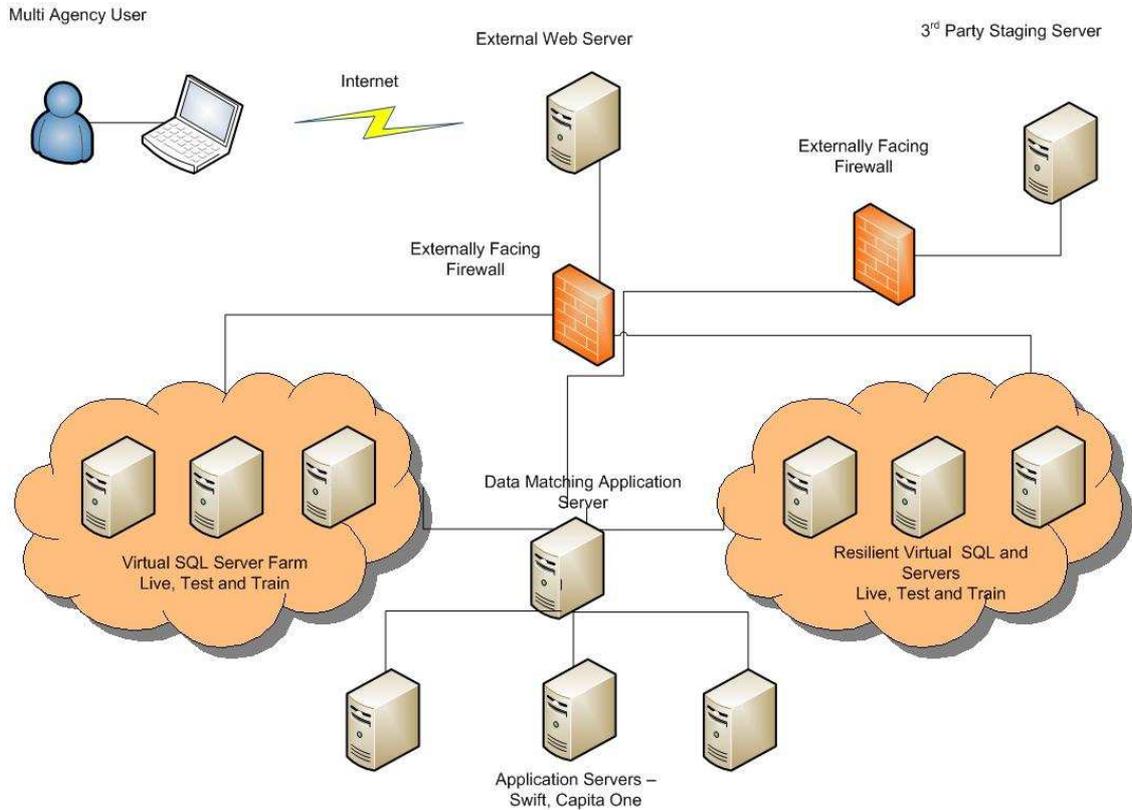
Service Provision Name/ID	Start Date	End Date	Organisation	Provider Contact
Education Services	01/09/2010		Croft Primary	SENCO, 01709 123456
Education Services	23/11/2010	25/02/2010	Education Welfare	EWO, 01709 234567
Health Care	01/09/2010		School Nurse	SN, 01709 345678
Health Care	17/02/2013	10/03/2014	Specialist Service	Therapist, 01709 456789
67896787878	10/06/2012	28/08/2012	Social Care	Key Worker, 01709 567890

Indicators	Start Date	End Date	Contact Details
CAF			
Strengthening Families			

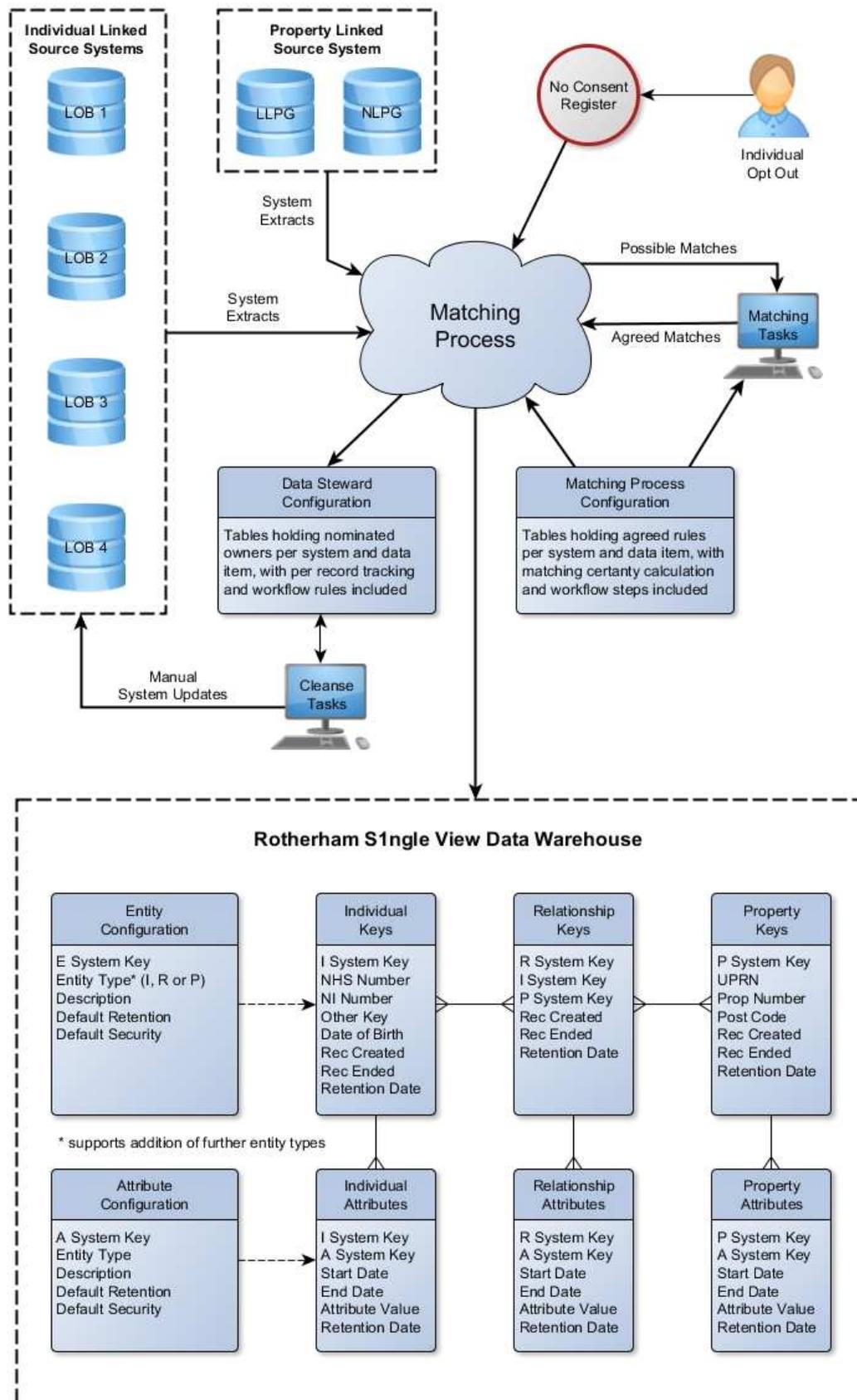
Access to the Single View search facility will be tightly controlled and 2 factor authentication technologies will be employed. Access logs will be maintained to track which practitioners have searched against records.

Appendix C – Single View of a Child High Level Platform Design and Work Flow

A high-level platform design is shown below –



The diagram below is a schematic representation of the workflow involved in the day-to-day operation of the Single View platform.



Appendix D – MASH Project Detailed Implementation Timetable

Activity Number	Task	Duration Days	Completion / Delivery Date
MASH Operational Process Development			
1	Creation of the Operational Development Team	10	23/01/15
2	Evaluation and design of As-Is processes including Sign Off by Operation Team	20	13/02/15
3	Development of NEW MASH Operational Process	20	20/03/15
4	Dry Run of the NEW MASH Process and final adjustments	2	24/03/15
5	Identification of KPI's to monitor success	5	31/03/15
6	Development of KPI's and reports	30	12/05/15
7	Design and documentation of To-Be Service Processes incorporating revised MASH Operational Process	15	02/06/15
8	Development of key supporting policies and documented procedures including *Information sharing protocols *Operating principles *Roles and Responsibilities / Structure	20	30/06/15
9	**Sign Off of New MASH Process and KPI's by Lead Partners (CEOG)***	5	07/07/15
10	Development of Training and Communications Plan	10	14/07/15
11	Sign Off of Training and Communications Plan by Partners	5	21/07/15
12	Deliver Training	25	25/08/15
13	Pre-Go Live Test Run	2	27/08/15
14	Go Live	1	01/09/15
15	Post Implementation Review	2	03/09/15
16	3 Month Review	10	18/12/15
IT Project Single View of a Child			
1	Creation of ICT Project Team	10 Days	23/01/15
2	Appointment of Networking Contractor	5 Days	
3	Evaluation of Design	5 Days	
4	Confirmation of Design	5 Days	
5	Preparation of bill of materials for tender	3 Days	
6	Tender Process	20 Days	
7	Goods Ordered	20 Days	
8	Goods Received and Asset Tagged	5 Days	

9	Kit Configuration and Installation	30 Days	
10	Firewall Installation	10 Days	
11	Firewall Penetration Testing	5 Days	
12	Engagement with 3rd Party Suppliers	10 Days	
13	Creation of Exception Reports	On going	
14	Amendment of Application Views	20 Days	
15	Design of Web Search Tools	30 Days	
16	Testing	20 Days	
17	Design Amendments	10 Days	
18	User Testing	20 Days	
19	Initial System Live Use	Ongoing	

Appendix E – MASH Risks Register

Risk	Implication	Significance	Likelihood	Risk Score	Mitigation Actions
Weak project partners' commitment	Reduce scope and delay implementation of objectives	High	Low - Police and Health partners fully committed	Low	Project steered by Chief Exec Officers Group and overseen by CYPP
New governance & process not in place	Intended fiscal and non-monetised benefits not delivered	High	Low - Robust partnership working arrangements and co-location agreement	Low	Robust project management and multi-agency planning in place
Ability to deliver IT platform within timescale and budget	Failure to deliver Single View Child tool	High	Medium – experienced in-house development team & external assistance	Medium	Robust project management approach and detailed project initiation document
Ability to achieve expected savings	Failure to deliver savings to improve the quality of safeguarding children service	High	Medium - Baseline and targets clearly defined and agreed with partners	Medium	Robust Business Improvement and Project Management Process KPI agreed and monitored
Roll over to more	Effective information	Medium	Medium – Well defined	Medium	Robust multi-agency working

partners is delayed or postponed	sharing to meet early intervention objectives		IT design and clear project scope, strong information sharing governance		arrangements and cost benefit analysis developed to evidence benefits in terms of fiscal and social impact.
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PART C: APPROVAL

Note: This bid is for the Transformation Challenge Award 2015-16 B.

Approval: Bid approved and signed off by Section 151 officer (or authorised person in other public sector partners) for each partner to the bid.

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[for additional partners, please add more boxes as required]