

Bridgend County Borough Council
MASH
Project Initiation Document



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Document Status: Draft

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Project Roles:

Project Sponsor	Susan Cooper
Project Manager:	Jane Cullen

Approval: Name:

Signature:

Title:

Date:

Project Board approval (date):

Approval is required from the Project Sponsor and the Project Board.

0. Document Control

0.1 Version Control

Version	Status	Date	Author	Amendment Details
0.1	Draft	12/05/16	CP	1 st Draft
0.2	Draft	13/05/16	CP	Amends to 1 st Draft
0.3	Draft	16/05/16	CP	Further amends and R+I
0.4	Draft	19/05/16	CP	JC amends
0.5	Draft	25/05/16	CP	Further amends
0.6	Draft	06/06/16	CP	JC final read amendments
0.7	Draft	13/06/16	CP	LK amendments
0.8	Draft	14/06/16	CP	SC amendments
0.9	Draft	28/07/16	CP	Post operational board amendments

0.2 Purpose of this document

The purpose of the Project Initiation Document is to:

- define all major aspects of the project so that the Project Board can approve the Project and the Project Plan
- ensure that the project has a complete and sound basis before any major budget or resource is committed to the project
- act as a base document against which project progress can be assessed.
- set out what the project is aiming to achieve
- agree who will be involved in the project and what their responsibilities are.
- define how the project will be managed

1. Background

Safeguarding and promoting the welfare of vulnerable groups is everyone's responsibility and the evidence nationally and locally indicates that information sharing is vital to achieving this. Despite professionals' best efforts, information sharing is always a theme within any review process where improvements have to be made. The MASH will provide the opportunity for agencies to do this better through co-locating professionals (either physically or through virtual means) to improve the quality of information on which decisions are based and making the sharing of this information quicker and easier.

The MASH approach has already been adopted in three areas of Wales. It's effectiveness (to date) has been verified through An Effective Services for Vulnerable Groups (ESVG) project on the establishment of the MASH in Wales, which has shared early learning from these three showing that the MASH approach leads to:

- Streamlined decision making through enhanced intelligence
- Risk is collectively addressed
- Opportunity for early intervention and prevention of repeat referrals
- Demand being created but repeat referrals can be effectively reduced

This indicates that adopting a MASH approach will enable the secure integration of partners thus enhancing the ability of decision makers to access evidence based information to ensure any intervention is appropriate to the presenting risks and needs.

2. Link to Corporate Themes

The reasons for undertaking this project are to improve outcomes for children, young people and their families, by making sure that our systems and processes enable needs to be identified as early as possible and responded to proportionately and by the right person/service.

This project is fundamental to driving the transformation of children's social care and the whole system approach.

The key improvement objectives identified in the corporate plan and in the children's directorate business plan have been taken into consideration, especially:

- Helping people to be more self-reliant; and
- Smarter use of resources.

The MASH approach also supports the Well-being of Future Generations Act (Wales) 2015.

3. Project Definition

3.1 Project objectives

The MASH will co-locate key partners (either physically or virtually) in order to improve the initial response to all referrals including safeguarding concerns in relation to children and vulnerable adults

Bringing together key partners and forging stronger links with other agencies enables information to be shared quickly and effectively and better informed decisions to be made.

3.2 Scope

Phase 1 will entail co-locating (either physically or virtually) safeguarding professionals from Bridgend County Borough Council (children's and adult's social care), the Police, early help services, education and health and any other relevant agency as the project progresses. They will access their respective organisation's systems and share relevant information in a secure environment.

This phase will oversee the alignment of policies and procedures amongst partner organisations that will enable effective information sharing to take place. The project will also secure the accommodation for the service and oversee the initial service set-up.

Phase 2 will include the integration of adult social care and any further developments that will be a natural evolution of MASH core business and as such will be "out of scope" of this project.

3.3 Assumptions/Dependencies

- Partner support will remain
- A suitable building within the county borough of Bridgend will be available

- Whoever provides the building (BCBC/SWP) will do so at no cost to the other partners (to be discussed and agreed)
- Staff resources will be made available
- Partner agreement will be reached around information sharing and alignment of processes

List assumptions and dependencies that need to happen for a project to work but are outside the control of the project team.

3.4 Products

There are 4 work streams:

Accommodation

Location of the MASH agreed (either BCBC or SWP)
 T+Cs agreed (there is no budget for accommodation)
 Furniture needs established (there is no budget for furniture but BCBC has surplus furniture that could be utilised)
 Moving date agreed
 Method of moving agreed (if removals firm are needed who will pay?)
 Staff relocated
N.B ICT is a separate work stream

ICT

Infrastructure needs established and any costs identified (no budget)
 Hardware needs established and any costs identified (no budget)
 Budget identified
 ICT orders made
 ICT installed

Information sharing

Existing partnership information sharing arrangements (E.G. Domestic Abuse One Stop Shop) investigated
 MASH protocol proposed
 Partner agreement
 Protocol in place

Processes

Consistent understanding and application of the All Wales Child Protection Procedures across MASH partners
 Agreement as to how information will be shared
 Local written agreement detailing the process for dealing with referrals in place
 Agreement of line management arrangements across the MASH

Clearly identify the products to be delivered by this project.

4 Project Roles & Responsibilities

4.2 Membership & Roles of Project Board

Role	Name
Project Sponsor:	Susan Cooper
Senior User:	
Senior Supplier:	
Project Manager:	Jane Cullen

4.3 Membership & Roles of Project Team

Role	Name
Work stream Lead-Accommodation	Catherine Powell
Work stream Lead-ICT	Tracey Bell
Work stream lead-Information sharing	Judith Brooks
Work stream lead-Processes	Jane Cullen

4.4 Stakeholders

Please see separate stakeholder analysis

4.5 Other Resources

Staff resource (as indicated in 4.1 and 4.2) will be agreed before the Board approves the PID. Other staff resource e.g. legal/finance may also be required.

Project Controls & Mode of Operations

The project will report into an operational, and a strategic board. The operational board will meet monthly and the strategic board will meet quarterly, unless meetings are called by exception. Internally, the project will also report to the Remodelling Childrens Services board that meets on a bi-monthly basis. Any serious exceptions/risks/issues will be escalated to the Corporate Programme Management Board as necessary.

The corporate project management toolkit will be used to manage the project during its lifecycle and as a minimum the PID and risk/issue tracker will be maintained.

5 Project Schedule & Plan

Activity/Milestone	Estimated Date
Agreement of PID and plan	June 2016
Agreement over MASH location	June 2016
Work streams established	June 2016
1 st work stream reports	August 2016
2 nd work stream reports	October 2016
Final work stream report	December 2016
MASH operational	January 2017

6 Budget & Funding

The Police and Crime Commissioner has committed £30k towards project management costs but there is no other specific budget or funding to deliver this project. Any unforeseen costs will need to be paid for from existing budgets.

7 Sustainability

Once the MASH is established it will become "business as usual" and the ongoing running costs will be covered by existing budgets.

8 Risks/Issues

Please see the separate Risk and Issue Tracker