

# PROJECT INITIATION DOCUMENT

<b>Project Name:</b>	Integrated Analytical Hub	<b>Project ID:</b>	Integrated Analytical Hub
<b>Project Manager:</b>	[REDACTED]	<b>Project Executive:</b>	People Directorate
<b>Programme Name:</b>	Think Family	<b>Prog ID:</b>	Integrated Analytical Hub
<b>Document Status:</b>	Draft	<b>Version:</b>	1.3
<b>Distribution list:</b>	[REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED]		

## DOCUMENT CONTENTS *(To update page numbers select contents section, right click and 'update field')*

Section	Title	
1	Project Summary	Page 1
2	Project Definition	Page 2
3	Project Interfaces	Page 4
4	Project Business Case summary	Page 5
5	Project Quality	Page 6
6	Key Risks	Page 7
7	Impact Assessment	Page 7
8	Communications	Page 8
9	People	Page 8
10	Project Tolerances	Page 9
11	Initial Project Plan	Page 9

## 1. PROJECT SUMMARY

### 1.1 Project background

Bristol's Think Family program is now in its second phase. In phase 1 the programme developed a Think Family Database that consolidated information from 30 different social issue datasets to understand the strategic and operational needs of the city. The database is up and running and is now able to provide information to predict future need as well as simply responding to presenting issues.

We are looking to build a small responsive Intelligence Hub to continue this pioneering research & development activity to support BCC's leading work with children and families.

The integrated analytical Hub will also support Bristol's management of our troubled families programme, enabling our payment by results national returns to be more automated, providing efficiencies and bringing more money into the city more quickly.

### 1.2 Where are we now? (business environment & drivers for change)

In the first phase of the programme we have proven the concept of the Think Family Database. The database is used by our Family Intervention Teams to proactively seek referrals for families with complex needs who may not be known to services. The Think Family Database is also being used as the basis of our predictive analytics model to identify young people at high risk of childhood sexual exploitation. These two streams of work have senior management support and also prove that our data matching, Extraction Transformation and Loading (ELT) are all working.

Bristol is a leading city in working with children and families; our approach and work on information sharing and predictive analytics is especially pioneering. The local Think Family program gives us an opportunity to

try new approaches - to transform services using evidence and data using both predictive analytics but traditional uses of data as well.

There is a strategic drive to make more use of data and analytics. In Bristol we are positioned to have strong relationships with our police service and it is the right time to capitalise on this while these relationships remain strong.

### 1.3 Where do we want to be? (business objectives & desired outcomes)

Having proved the concept of the Think Family Database and predictive analytics with our work on Childhood Sexual Exploitation we want to develop an Integrated Analytical Hub to develop this work. This will give us the capacity to make full use of the database deliver timely, efficient reports that can be used to respond to current need, predict future demand and plan services. The hub will also respond to requests from stakeholders.

The hub will deliver a range of products that will influence operational decision-making regarding resource allocation, targeting Early Help to those most at risk, and those most likely to access more costly specialist services.

The hub will enable us to use the extensive data we hold to best effect, using scientific modelling to inform decision-making at the multiagency senior management level.

Bristol will continue to be a national leader working with families, pioneering innovative work that improves the outcomes and life chances for our most vulnerable children and families are you.

### 1.4 Strategic fit:

There is strong senior leadership drive to want to do this pioneering work here as it supports our local priorities.

### Demonstration and explanation of areas of alignment:

Our local Think Family partnerships show a strong commitment to shared objectives for the local authority and police, integrating public services and Early Help.

### Demonstration and explanation of areas of mis-alignment:

N/a

## 2. PROJECT DEFINITION

### 2.1 Project objectives

Objective ref	SMART objective (Specific, Measureable, Achievable, Relevant & Time-bound)
1	To create an Integrated Analytical Hub (IAH) by 1 April 2016

### 2.2 Project scope:

To support the implementation and initial setting up of an Integrated Analytical Hub (IAH) including:

- accommodation
- equipment
- IT systems

- resources

Ensuring that our practices are legal, ethical proportional and necessary, including:

- information governance
- data protection

Establishing the management structure of team and ongoing governance and management reporting lines.

Ensuring any temporary worker system that is set that is integrated into the IAH.

Scoping the inclusion of the DWP/payment by results worker into the IAH.

Identifying and capitalising on any opportunities to automate our troubled families payment by results returns.

### 2.3 Exclusions (areas out of scope):

This piece of work and IAH team will not be measuring the performance of the operational teams.

Whilst some data quality issues will naturally emerge throughout the course of this work and may be addressed as part of the setup of the team, it is not the purpose of this piece of work to solve data quality issues.

### 2.4 Project constraints:

Time – the IAH supports Bristol's Payment by Results returns to the Troubled Families programme. These submissions need to be completed quarterly and we need additional resource in order to complete them.

Budget/resources – these are set out further in the document.

### 2.5 Any key scope/design assumptions:

Accommodation – assumption that police offer to accommodate team at Bridewell will be honoured.

IT infrastructure – assumption that police will allow access to their IT infrastructure.

Resources – assumption that Bristol City Council will continue to provide resources for the development of the team and ongoing staffing costs.

### 2.6 Project approach:

#### Agreed approach:

Bristol City Council lead the work to implement the IAH at Bridewell police station.

Small implementation team to include [REDACTED], [REDACTED] and [REDACTED].

#### Other approach options considered:

n/a

### 2.7 Workpackages and products



Objective ref(s)	Work package name	Workpackage Manager	Associated product(s)
Ref	Accommodation	<del>XXXXX XXXXX</del>	Click here to enter text.
1	Recruitment and selection Business Intelligence Developer	<del>XXXXX XXXX</del>	Job description Person Spec Salary grading Advert Timetable for advert and interviews Interview questions Post interview HR admin Induction
2	Recruitment and selection – DWP/PbR worker	<del>XXXXX XXXXX</del>	Job description Person Spec Salary grading People panel number HR job number Advert Timetable for advert and interviews Interview questions Post interview HR admin Induction
3	Recruitment and selection – Partnerships manager	<del>XXXXX XXXXX</del>	Job description Person Spec Salary grading People panel number HR job number Advert Timetable for advert and interviews Interview questions Post interview HR admin Induction
4	Recruitment and selection – payment by results coordinator	<del>XXXXX XXXXX</del>	Job description Person Spec Salary grading People panel number HR job number Advert Timetable for advert and interviews Interview questions Post interview HR admin Induction
5	Governance board/steering group	<del>XXXXX XXXXX</del>	
6	IT: hardware	<del>XXXXX XXXXX</del>	
7	IT: software	<del>XXXXX XXXXX</del>	
8	IAH products/reports	<del>XXXXX XXXXX/XXXXX XXXXX</del>	

### 3 PROJECT INTERFACES

**3.1 Project dependencies (Append Dependency Log):**

**Internal dependencies (I)** - between projects/activities under same programme governance and/or between workpackages under same project governance

**External dependencies (E)** - between programmes / projects / activities external to the project (or associated programme) governance

Type	Ref	Assoc. project / programme / product	Description of dependency	Owner	RAG
I	1	Early Help approach	That the council will continue to support an Early Help approach working with children and families and will continue to require the partnership approach and information sharing that the integrated analytical Hub will support.	Children families board	Green
E	2	Accommodation at Bridewell Police station	That accommodation will be secured at Bridewell. Jan 2016 update - Bristol City Council and Probation have also requested quite a number of extra desks in Bridewell as well.	Bridewell facilities/ [REDACTED]	Green

**3.2 Systems interfaces (key systems affected by this project)**

IBM server/predictive modelling server.

30 different social issues datasets used to populate the Think Family database.

**3.3 Process interfaces (core processes affected by this project)**

Working group will report to ACPO/DLT regarding work plans and progress.

**4. PROJECT BUSINESS CASE SUMMARY (Append Full Business Case as required)****4.1 Benefits (Append Benefit Contract for each identified benefit):**

Financial benefit description	Suggested measure	Key assumption(s)
The purpose of this work is to identify risk and intervene early to prevent the risk of families escalating and generating negative outcomes for those families. In turn the negative outcomes leads to high financial	The family outcome plan captures the result of interventions to enable a better understanding of the impact of the approach. It is possible to compare the indicators a family met before being worked with and compare against outcomes achieved using a financial cost calculator to value the benefit.	n/a

Financial benefit description	Suggested measure	Key assumption(s)
costs to public services. The benefit in intervening from a financial perspective is the reduction of demand on public services		

## 4.2 Costs overview

### List major cost elements

Description	Total cost (Indicate if estimate or actual)	Details		
		Funding source(s)	New or opportunity?	Confidence level
Accommodation/rent	Peppercorn			
Staffing – interim temp	£350k (estimate)			
Staffing – permanent				
IT	£7000	Troubled family program	New	High
<ul style="list-style-type: none"> <li>laptops</li> <li>software</li> <li>licences</li> </ul>				

## 5. PROJECT QUALITY

### 5.1 Customer quality expectations (inc how it will be measured):

Customer	Product/Area	Quality expectation	Acceptance criteria	Measure
senior manager	IAH team	IAH will be set up and functioning by April 2016.	IAH will be set up and functioning by April 2016.	That the service is operational
Schools	Risk identification dashboards	Accurate, up-to-date, accessible products match fit to client needs and expectations. Process is automated as much as possible.	As expectation	Reports from schools
Early Help	Risk identification dashboards	Accurate, up-to-date, accessible products match fit to client needs and expectations. Process is	As expectation	Reports from schools



Customer	Product/Area	Quality expectation	Acceptance criteria	Measure
		automated as much as possible.		
	Accommodation	Will be available to enable the service to start in April 2016, with adequate time to set up. Will be accessible from central Bristol. Will be of reasonable standard, e.g. warm, light, fixtures and fittings in sound condition.	As expectation	Report from staff and manager
	Recruitment	Staff employed will be of high calibre, able to start to run the service from April 2016 with adequate setup time. Will be appointed in line with Bristol City Council's recruitment and selection policy.	As expectation	Report from manager
	IT: hardware	Hardware is of adequate standard to run required software.	As expectation	Report from staff and manager
	IT: software	Software is fit for purpose.	As expectation	Report from staff and manager

## 6. KEY RISKS (Append Risk Log for PID sign-off)

Highlight any current *post mitigation* red or red amber risks associated with project

Description (inc. impact on project)	Countermeasure(s)
Senior leadership support may shift, this could impact on the work and team as work could be paused or stopped.	Senior leadership support has been established at the outset and will continue to be sought and agreed at each stage of the development and implementation of the IAH.
Funding secured until 2020. It is unknown what'll happen regarding funding of the IAH after this date.	Bristol to continue to be part of the nationwide discussion with DCLG and be ready to respond to any cuts (or increases) to funding as they are announced. Continue to look for other funding sources.
Accommodation may not be available at Bridewell.	<ol style="list-style-type: none"> <li>1. Establish as early as possible if accommodation is not available.</li> <li>2. Seek alternative accommodation – possibly HQ?</li> </ol>

## 7. IMPACT ASSESSMENT (Append associated Impact Assessments for PID sign-off)

Category	Impact	Countermeasure(s)/Mitigation
Security	High	Privacy impact/datasharing/information governance agreement to be developed and

Category	Impact	Countermeasure(s)/Mitigation
		implemented

## 8. COMMUNICATIONS

### 8.1 Stakeholder analysis summary (inc relationships with any key stakeholders):

#### Police:

- coproduction of hub
- accommodation
- end user of products/reports
- Hub co-ordination role – including line management of that role
- partnership manager/front of house role

#### Bristol City Council commissioning:

- coproduction of hub
- recruitment and selection/employer of data analysts
- lead in partnerships with product users (e.g. in-house services & schools)

#### Early Help/schools/end-users

- end-users of products
- support to coproduce reporting templates

#### Troubled Family Database (TFD) data sources

- no major change but will need to continue to provide timely and accurate data to TFD

#### Senior leadership in both police and Bristol City Council

#### DCLG national program leaders.

## 9. PEOPLE

### 9.1 Workforce remodelling:

#### Existing Staff confirmed:

██████████ Troubled Families Analyst supporting implementation from police.

██████████ Customer Insight Manager reports to business intelligence team, BCC commissioning have 100% of ██████'s time.

Head of Service – ██████████

#### Additional staffing:

New posts: 2x FTE Business Intelligence Developer

Payment by results coordinator p/t post

DWP/payment by results data officer – p/t post

IAH coordinator/business support 1 x FTE



**9.2 Culture change:**

N/A at present

**9.3 Training and development:**

~~Team A~~ & ~~Team B~~ modelling software 27-29 January 2016.

Induction and training for temp staff & permanent full-time business intelligence developers

**1.5 Accommodation:**

Police have offered space at the Bridewell police station - this needs to be confirmed.

Seven people require accommodation.

**11. INITIAL PROJECT PLAN** (Append [Detailed Project Plan](#))**11.1 Outline high-level project plan and approach:**

Stage	Milestone	Target Delivery Date
Secure accommodation	Accommodation secured	April 2016
Recruit Business Intelligence Developer	Recruitment completed	April 2016
	Staff commenced	July 2016 (notice period)

**11.2 Project resources required** (Append resource plan):

Role	Key products
<del>Team A</del> – commissioning officer	Recruitment of Business Intelligence Developer staff
<del>Team B</del>	Recruitment of temporary staff
<del>Team A</del> & <del>Team B</del>	IT
<del>Team A</del>	Recruitment of PBR/DWP
<del>Team B</del>	Recruitment of partnership manager/front of house
<del>Team A</del>	Accommodation
<del>Team B</del>	Steering group

<b>Forecast project completion date:</b>	Initial team set up - April 2016
	Business Intelligence Developers in place July 2016