

Round 6 Fund application - Discovery project :  
Entry # 8056

2. Project contact details

2.1 Lead authority name

Greater Manchester Combined Authority

2.2 Details of the person leading this application

Kieran Smith

Role

Digital Transformation Programme Manager

Email address

[kieran.smith@greatermanchester-ca.gov.uk](mailto:kieran.smith@greatermanchester-ca.gov.uk)

Phone number

2.3 Details of a senior stakeholder from lead authority

Role

Email address

2.4 Details of a Section 151 Officer from lead authority

Role

Email address

2.5 List your project partners and provide a single point of contact for each organisation.

Project partner organisation	Name of single point of contact	Role of single point of contact	Email address of single point of contact	Phone number of single point of contact
Manchester City Council				

3. Your project proposal

3.1 Project title

https://www.localdigital.gov.uk/?gf\_page=print-entry&fid=51&lid=8056&notes=&page\_break=&filter=&s=&field\_id=&operator=&orderby=&order=

1/9

**Round 6 Fund application - Discovery project :  
Entry # 8056**

Exploring a cross-organisational data mesh architecture to identify and respond to safeguarding adults who are missing, vulnerable and in receipt of care and support needs

**3.2 Project description**

Vulnerable people with care and support needs are at a significant risk of abuse, harm and exploitation when they go missing in GM and a timely response in tracking these individuals down is essential to achieving greater outcomes for the person. The project will investigate if a cloud-hosted, data mesh architecture can capture and share data to alert local authority and other involved professionals when vulnerable people go missing and provide richer causal analysis on the reasons that people go missing.

**3.3 How much funding are you applying for?**

100000

**4. Project assessment****4.1 Describe the problem that your discovery project seeks to investigate.**

The users of the service are LA social care professionals who work with missing adults receiving care and support. LAs are the statutory safeguarding leads with the responsibility for safeguarding people. Responding to missing people is a national priority, as is identifying solutions to stop people going missing in the first place.

The solution will identify missing people receiving care and support in GM as early as possible by allowing professionals to capture and share information across settings. The solution will support local authority and other partner professionals by providing better quality information and alerting them when missing people receiving care are identified. The solution will support families of missing people, enabling professionals to reassure families that the earliest opportunity when their loved ones have been found.

The solution will enable better analysis and aims to reduce the number of vulnerable people in care and support going missing.

Each year, nearly 100,000 adults are reported missing across the UK in more than 135,000 incidents. Most of those adults are at risk of harm before they are reported missing, and at even higher risk while missing when they are hidden from help and more likely to be a victim of crime, exploitation or otherwise come to harm. Tragically, 800 people die each year while missing, with the most common cause of death being suicide.

**4.2 Describe the outcomes and outputs you aim to achieve by the end of the project.**

**Round 6 Fund application - Discovery project :  
Entry # 8056**

The outcomes and outputs that we aim to achieve by the end of the project are:

- A discovery report containing a high-level summary of the activities and findings of the project discovery, including a definition of the problem to be solved and goals for the key discovery sessions
- A user research report that will include user personas, journey and empathy maps
- A business case, including a benefits case, for further investment which will include a conclusion report with options for next steps and including a recommended option (assumed to be an alpha project, if the discovery is successful)
- A high-level proposed architecture
- Where appropriate, application mock-ups for the possible solutions
- A project backlog that contains user stories / non-functional requirements aligning to a minimum viable prototype / alpha product
- A plan of delivery to move to an alpha stage of delivery
- A proposed ways of working document that includes team-set up, development and delivery approach, communication plan and tooling to be used for the alpha stage
- A summary of the information captured in the knowledge management system over the period of the project to aid wider learning

**4.3 Tell us how your project will make local government services safer, more resilient and/or cheaper to run in the context of the problem area.**

The application of a data mesh architecture will enable greater cross-region data sharing and improve analytics data about missing people receiving care and support. The data will include granular data at an individual level that can be analysed at a cohort level.

The project will create resilience in local authorities by creating efficiencies and reducing demand on frontline workers by providing better and timelier access to data. The data will improve analysis, enabling local authorities to better understand the underlying reasons that people receiving care and support go missing. This will support more effective commissioning decisions. This will contribute to reducing cost and will ensure that services are more responsive, and therefore, safer for our citizens.

The move toward creating data-driven practices, is a key enabler for our public services to deliver on our ambition of making Greater Manchester one of the best places in the world to grow up, get on and grow old.

**4.4 Tell us about your project stakeholders and how you plan to engage them.**

## Round 6 Fund application - Discovery project : Entry # 8056

Aside from the LAs, we will engage with health colleagues, Greater Manchester Police (GMP) and the Northwest Ambulance Service amongst others.

We will ensure that we have the optimal mix of skills and experience to deliver effective transformation. We will use established safeguarding and digital governance to provide leadership, and support engagement, for the discovery project. We will continually learn throughout the pilot. This means that we will provide frequent opportunities to share learning.

We will work in an agile way and will undertake regular project retrospectives to continually improve the practice of the project team.

We will establish a knowledge management system that will be accessible to the wider organisation and partners. This will support cross-organisational understanding, collaboration and the adoption of lessons learnt throughout the pilot

### 4.5 Tell us about any local government sector engagement you've carried out or intend to carry out.

We have engaged the digital system through existing digital governance. In particular, an ask to support the project was approved at the GM Digital Transformation Leadership Group and the GM Digital Portfolio Executive. The groups consist of senior digital and transformation leaders across GM local authorities and other partner organisations and provides strategic leadership for regional digital activity.

We have engaged with all the 10 LA's in GM in ensuring there is one consistent approach to missing adults with care and support needs. Rochdale Council, Principal Social Worker is presenting the views of the GM Principal Social Work Forum. We have also engaged with the GM Safeguarding Board Managers Network to ensure safeguarding boards are supportive of this project.

Oldham Council have reported 2 Statutory Safeguarding Adult Reviews which have made recommendations to develop systems to share information better across GM to safeguard vulnerable people that go missing with care and support needs.

We are in the process of developing one Missing Adults policy for people with care and support needs which all LA's will sign up to as part of these project outcomes.

### 4.6 How will the project budget be used?

## Round 6 Fund application - Discovery project : Entry # 8056

Item (e.g backfill staff time, buy in user researcher, software, hardware and others)	Time/quantity	Total cost/value £	Where will the funding come from? (e.g Local Digital funding or a particular project partner)
Project Manager	0.5 FTE	£25,000	Local Digital Funding
Digital Transformation Lead	0.2 FTE	£15,000	Local Digital Funding
Information Governance Lead	0.1 FTE	£5,000	Local Digital Funding
Data Analyst	0.1 FTE	£5,000	Local Digital Funding
Enterprise Architect	0.1 FTE	£6,250	Local Digital Funding
External delivery partner	Fixed price for period of discovery	£37,500	Local Digital Funding

### 4.7 Tell us about your delivery plan.

A procurement will be undertaken to identify a discovery project delivery partner to work with the internal team. It is estimated that the project, including procurement, will take 28 weeks to deliver.

Activity	Duration	Comments
<b>Procurement activity</b>	<b>Weeks 1 – 11</b>	
Prepare draft requirements for DOS Framework	Weeks 1 – 3	
Write and publish requirements	Week 4	
Answer supplier questions	Weeks 4 - 5	
Shortlist interested suppliers	Week 6	
Provide feedback to suppliers who are not shortlisted	Week 6	
Invite shortlisted suppliers to the assessment stage	Weeks 7 - 9	Suppliers to prepare a written submission outlining their approach to the discovery and relating this back to the GDS service manual and agile principles.
Evaluate proposals to find the best supplier to meet need	Week 10	
Award a contract and give feedback to unsuccessful suppliers	Week 11	
Publish contract to marketplace	Week 11	
<b>Communication and engagement activity</b>	<b>Weeks 1 - 11</b>	
Define communication strategy and approach	<b>Weeks 1 – 4</b>	
Deliver on communication / engagement activities in preparation for initiating the discovery project.	Weeks 4 - 10	
<b>Discovery Project</b>	<b>Weeks 13 - 22</b>	
Undertake discovery project goal setting workshops	Weeks 14 – 16	
Undertake user research workshops	Weeks 16 – 20	
Undertaken understanding	Weeks 20 – 22	

## Round 6 Fund application - Discovery project : Entry # 8056

constraints workshops

Undertake solution modelling  
workshops

Weeks 22 – 24

**Develop discovery deliverables**

**Weeks 24 - 28**

Develop discovery report

Weeks 24 - 28

Develop project backlog and user  
stories

Weeks 24 – 28

Develop architecture documentation

Weeks 24 – 28

Develop plan of activity and costings  
to move to an alpha phase

Weeks 24 – 28

User stories obtained throughout the discovery will be categorised using the MoSCoW method and a minimum viable product will be defined.

All discovery deliverables will be made readily available for other local authorities to benefit from.

### 4.8 Describe how your project team will have the skills and time available to deliver the project in an iterative, agile and user-centred way.

The PM allocated to the project is APMG Agile Project Management Practitioner certified and experienced in managing software development through sprints, using agile project management tooling such as developing Kanban boards and facilitating project standups. The PM will be assigned to the project for 18 hours per week.

The Digital Transformation Programme Manager (DTPM) will provide digital leadership for the project. The DTPM is APMG Agile Project Management Practitioner certified and is also a DevOps Certified Leader and an ICP-Agile Certified Coach with significant experience of delivering agile projects. The DTPM will be assigned to the project for 7 hours per week.

The Enterprise Architect (EA) is TOGAF qualified and will provide architectural expertise to the solution modelling activity. The EA will be assigned to the project for 3.5 hours per week.

We will engage the services of an external 3<sup>rd</sup> party supplier to provide user research expertise and to facilitate the discovery workshops. We will ask suppliers to provide evidence of their experience with both the GDS agile principles and service manual and score suppliers against their experience.

While agile delivery is understood in digital services, it is not as prevalent in other areas of the organisations. To ensure that agile principles are embedded through our ways of working, we will ensure that training is available for project team and other stakeholders to fully understand the agile approach to service delivery.

### 4.9 Define the governance structure of your project.

## Round 6 Fund application - Discovery project : Entry # 8056

All organisations included in this bid have adopted hybrid working. Working practices, developed during the pandemic, have been refined further and the GM system is now very adept at managing projects and governance virtually.

Agile teams will be empowered to manage the project on a day-to-day basis. The team will adopt agile tools and techniques such as standups, planning meetings and retros to manage the project.

Working across multiple LAs to develop and deliver agreed common solutions in an agile manner is not simple, particularly if process alignment is required. GMCA's political and CEO leadership across the LAs gives GM a means of agreeing joint priorities, however the project will require many other stakeholders to also be on board.

We will use digital collaboration tools such as Microsoft Teams, Miro and Flinga to engage with our stakeholders across the region. We will establish content management solutions such as wikis to be transparent and collaborate with our wider stakeholders.

The agile project governance reporting will, however, need to complement more traditional governance structures to be able to effectively report into existing senior digital transformation and adult safeguarding governance structures. To support this, we will develop products such as highlight reports.

### 4.10 Outline the risks to project success.

**Risk 1** – Legal and information governance constraints stop the project due to the complexity of data sharing and the number of different organisations involved.

**Mitigation 1** – The discovery project will embed a privacy-by-design approach. An information governance expert will be assigned to the project team for the duration of the discovery to ensure that legality and ethics are considered throughout the project. All GM stakeholders have signed up to an information sharing agreement as part of the safeguarding multi-agency procedures. This provides the statutory powers to share information to safeguard people with care and support needs who are at risk of abuse, harm and exploitation.

**Risk 2** – The scale of ambition with the data mesh approach is dependent on technology, or a market, that is not sufficiently mature to deliver desired outcomes.

**Mitigation 2** – The GMCA has already established an effective multi-supplier environment that is delivering on our ambitions. GM has already started its journey to move to a cloud-hosted data mesh. A successful procurement has been undertaken to look at a data mesh approach with the Supported Families Programme. This will provide us with significant learning for this project.

**Risk 3** – Intended user groups are not engaged and do not contribute to the project deliverables

**Mitigation 3** – A communication strategy will be developed to engage the system. Established governance will provide leadership for the project and champion the activity in their respective areas.

### 4.11 Describe how project monitoring and evaluation will happen.

## Round 6 Fund application - Discovery project : Entry # 8056

There is limited data available in this area, however, we will ensure that performance management requirements are considered throughout the discovery project. We will assign a data analyst from the GMCA to the project to support with this activity and we will work with subject matter experts to define performance metrics.

As this is a discovery, we are not able to capture user satisfaction for any new service, however, we will capture user satisfaction of the current processes, user journey information, identify pain points and propose efficiencies. We will baseline this information so that this can be used in an alpha phase.

### Our performance measures will focus on:

Cost – reducing cost by driving efficiencies through better systems

User satisfaction – improving the experience of both the professional and the person receiving support

Use of the system – Improving how the system is used by its users

System take-up – Increasing the numbers of people using the system across organisations

We will identify appropriate tools to support the performance management of the project and It is likely that we will utilise GMCA's MS Azure tenancy, which uses Microsoft Synapse and Power BI to manage and visualise data during the discovery.

## 4.12 Describe the benefits and savings your project is likely to deliver.

- **Improving the delivery of public services by providing collaborative digital and data capabilities to create efficiencies in service delivery.**

The project will endeavour to create a minimum of 15% of process efficiency savings. It is unlikely that this will be a cashable benefit in GM, however, it will increase the capacity of professionals responding to missing people receiving care and support. It is estimated that this would equate to efficiency savings of £750k per annum between the GMCA and its partner organisations in this bid. If this was to be rolled out across GM, it is estimated that the savings would be in the region of £2.67M. When looking at all LAs in England and Wales (456 authorities), the savings are estimated to be over £500M per annum.

- **Reduce the cost of digital technology by creating collaborative procurement opportunities.**

There is an opportunity to drive down procurement costs by collaborating with partners. It is estimated that this will be in the region of £300k for this project, should this move to an alpha and beta stages.

### Other benefits:

- Improved data and analysis to respond to missing vulnerable people in GM including identifying themes and trends
- Reduction in the number of missing people requiring secondary or more complex support as a result of further harm when missing
- Improving the service experience of vulnerable and missing adults receiving care and support services! – *Where appropriate, this will be from people with lived experience*

## 5. Agreement with DLUHC

### 5.1 Please confirm that you commit to delivering the project outputs listed below. Please tick the box to agree.

- I agree



<b>Round 6 Fund application - Discovery project : Entry # 8056</b>
<b>5.2 Agreements with DLUHC</b>
<b>Please tick the box to agree.</b>
<ul style="list-style-type: none"><li><input type="checkbox"/> I agree</li></ul>