



**User Group
Terms of Reference**

Date:09.03.11

Author: Alan Small

Owner: iACT Project Board

Version Number:0.1

Getting it Right for Every
Child

Inter- Agency
Communication Tool

i-ACT

VERSION CONTROL

Author	Project Role	Version Number	Date Issued	Comments
Alan Small		0.1	15.03.11	Initial Draft

DOCUMENT REVIEWERS

Name	Project Role	Draft Review (Y/N)	Review (Y/N)	Sign-off Required (Y/N)
Alan Small	Programme Manager	Y		
Boyd McAdam	Project Executive	Y		Y
Arlene Stuart	Programme Manager	Y		
Claire Hidder	Communications/Board Member	Y		
Marj Stuart	Board Member	Y		
		Y		
		Y		
		Y		
		Y		
		Y		

AMENDMENT INFORMATION

Amended By	Project Role	Version Amended	Date	Comments

TABLE OF CONTENTS

1.0	Purpose of Paper and Background.....	4
2.0	Role of the iACT National User Group	5
3.0	Accountability.....	6
4.0	iACT National User Group Objectives.....	7
5.0	Assumptions.....	8
6.0	Constraints.....	9
7.0	iACT National User Group Management.....	10
8.0	Conclusion.....	10

1.0 Purpose of Document and Background

The purpose of this document is to provide the Terms of Reference for the inter -Agency Communications Tool (iACT) National Users Group (NUG) and inform the members of the group, the iACT Project Board, the Getting it right for every child Programme Board and eCare Programme Board as to the actions and activities considered necessary to assure the design and potential system delivery as fit for purpose.

iACT stands for “inter-agency communication tool”. It is a secure, centrally hosted, web-based, stand-alone system. It will give people who work in children’s services a more secure way of communicating electronically with colleagues in other agencies about a particular child or young person. In general terms, anything normally communicated through an email can be done more securely through an iACT communication, so long as it relates to a particular, identifiable child with whom the sender and recipient have a legitimate relationship

iACT has a number of other features that distinguish it from an email system. These include:

- iACT has strict controls over who can send a communication about a particular child, and who can view the child’s past communications;
- iACT will list the children with whom a particular user is working, but only the user can see that list. The user can select a child to view the child’s past communications, or to send a new communication about the child;
- An iACT user can see who else within the same agency is working with the same child (so long as the other user’s involvement is not “sensitive”);
- iACT will audit all the actions that users have taken in relation to communications, including which users have viewed them;
- involved recipients for most messages;
- Messages are not buried in a list of emails. The iACT in box will only have the information about the children that you are working with. Your email in-box will have a variety of information from invitations to lunch to critical emails about a child’s care;
- Each message is bound by time/date to flag up outstanding communications;
- There is clear consent and confidentiality/disclosure trail;
- There is clear process build, in that communications are delegated/forwarded if the intended main recipient is off sick or not at work;

The iACT application has the potential to be extended to be a secure means of information sharing information about adults and children, however it has been commissioned and designed to be used in furtherance of Getting it right for every child.

Whilst potential system users were consulted as to the system requirements in 2008 and 2009, it is recognised that this consultation whilst of worth is not sufficient to design and deliver a system to a community of users and that their active participation will lead to satisfying business need, realistic user expectations and identifying tangible benefits likely to be realised.

In September 2010, it was recognised that there was a need for the business justification and rational for the provision of a system to be revisited and appropriately communicated through a business case. As a result an 'Outline' Business case was produced recognising that there was insufficient information available in respect of the business benefits, risk, cost, market appetite and most importantly business need.

On 2nd February 2011 An options paper regarding the future development of iACT, phase 1 being close to completion and two potential pilot sites having declined to pilot the system due to its lack of functionality, was submitted to the Getting it right for every child Programme Board. Three options were presented

- i) Project Closure
- ii) Continue as planned attempting to secure a suitable pilot site to test the system and investigate requirements.
- iii) To continue iACT development to phase 2, working with a user community of interested parties, potential early implementers and data sharing partnerships.

After consideration and debate the board decided as follows

“Option 3 was generally supported, however board members were reluctant to endorse further ICT development until

- The business requirements of the system is revisited and confirmed through further 'end user' engagement
- The full proposed functionality of the system is understood and examined in respect of benefits likely to be realised set against cost, risk and business need
- The market and user appetite for system implementation is confirmed through further engagement with CPPs, in particular Highland and Edinburgh. ensuring that the system was viable and fit for purpose. ”

2.0 Role of the iACT national User Group

The National User Group has been established to provide user assurance, advice and guidance to the iACT Project Board as to the system requirements, market appetite, benefits, risks and management of the iACT system.

The role of the iACT National User Group is therefore to provide a formal, visible and open mechanism for Children's services practitioners from Police, Education, Health, Social Work and the voluntary sector together with Data and information sharing professionals¹ to form an expert and representative group of future system users to express their views and opinions enabling the iACT GIRFEC team

- To ensure that the system is fit for purpose and user assured.

¹ It is recognised that this list is not definitive and there will be the need for representation of other professional expertise to join the group as appropriate.

- To support the justification of investment.
- To identify business processes that needs to change to optimise the delivered capability.
- To assure the projects deliver in accordance with the stated benefits.
- To prove return on investment.
- To identify future potential benefits.
- To specify the requirements and priorities for the functionality of the system
- To assist in identifying the forecasted benefits of the system as set against existing baselines
- To identify the likely market and organisational implementation of the system
- To examine options as to the lifecycle management of the system
- To produce on-going plans for implementation and deployment

With the groups assistance and guidance the Scottish Government Getting it right for every child team aim to gather sufficient business information to inform the development of the Outline Business Case into an acceptable document to allow the Getting it right for every child Programme Board to decide on the most appropriate decision regarding the further development, deployment and lifecycle management of the system.

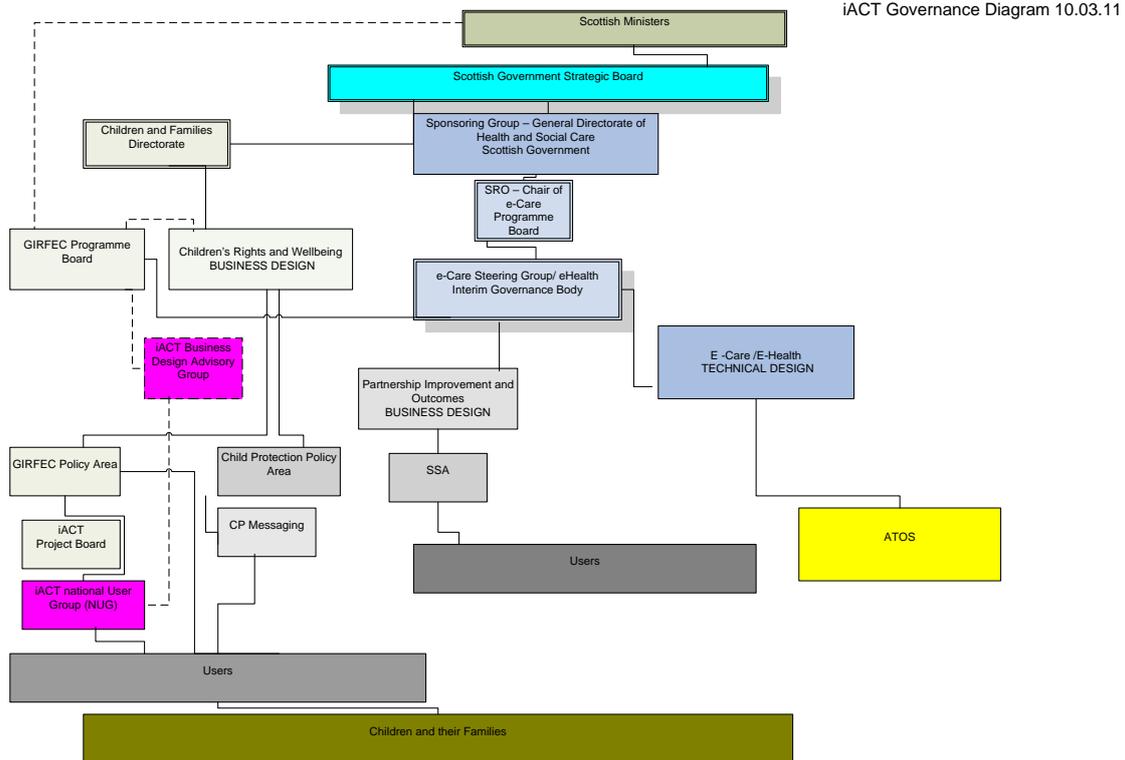
The iACT NUG members will be asked to where possible act as a representative for their sector/profession and cascade information, seek views as appropriate and undertake sector specific tasks required by the group.

3.0 Accountability

The iACT Project Board is responsible for the overall success of the project. The Board is chaired by the Project Executive Mr Boyd McAdam and has Scottish Government Getting it right for every child team representation from the user side and ATOS Origin representation from the supplier perspective. Members of the Scottish Government eCare team represent a specialist input in respect of information sharing and supplier interface.

Currently the role of Project Manager is shared between eCare/ATOS in respect of product technical delivery and the Project Management of the Getting it right for every child Project 4, which is aimed at supporting and improving professional practice. It is recognised that a dedicated Getting it right for every child resource is required to manage the business design and delivery of the project.

The iACT Project Board reports to the Getting it right for every child Programme Board Programme Board is chaired by Sarah Smith, Director of Children and Families Directorate, Scottish Government, and draws its membership from senior representatives of sector bodies and professional associations. As the platform for iACT is the eCare managed service and as iACT is dependant on eCare to in respect of identity matching, the eCare Programme board plays an important role in the governance of the system. The following diagram presents a current view on the oversight and governance of the project.



It should be noted that this governance structure is subject to review.

4.0 National User Group Objectives

The iACT National User Group

The iACT National User Group will act as a product assurance group with the aim of ensuring that the specified and delivered product is fit for purpose and will fulfil end users requirements and needs.

The group will provide the end user focus required to carry out and assist in the following activities.

- Revisit existing specification and validate/update user requirements
- Establish scope of iACT application and its interdependencies with eCare
- Ensure that the developing products from the iACT Project meet the quality needs of end users and are fit-for-purpose
- Provide the Project Board and future implementers with appropriate User Assurance.
- Work alongside the Project Team in the development and finalisation of User Specifications and Workflows.
- Sign off Project phases from a user perspective.
- Provide a suitable forum for system quality validation.
- Produce agreed system specification and explore the options available in respect of quality, time, cost and risk as to further development
- Carry out a scoping exercise establishing baselines and requirements in relation to information sharing in support of Getting it right for every child.

- Produce a benefits dependency network based on high level practice and forecast iACT benefits in relation to local and cross boundary use.
- Work with specific sites ascertain 'as is' practice and 'to be' practice. Identify suitable measurements. Produce detailed benefits realisation plan. Support user community in preparing for benefits realisation and management.
- Examine existing policies and produce general guidance on policy requirements
- Scope current practice and risks involved and ascertain the risk appetite to inform benefits.
- Gauge the current and developing market appetite, securing sign up to system implementation.
- Understand current and future costs, produce options for lifetime costing including estimates at system implementation and resource required
- Establish an acceptable lifecycle management regime with appropriate governance and change management criteria.
- Scope training needs and produce tiered options to training delivery including materials
- Establish systems used and integration options and requirements. Where possible investigate with supplier.
- Work with supplier and wider user community to carry out robust user testing and acceptance as required.
- Through policy areas, service providers and business areas to explore the wider use of iACT as a general tool to securely share information.

This list is not definitive and will be adapted where necessary. A number of these activities will become crucial in gathering the information necessary to develop the outline business case to a point where the Getting it right for every child Programme Board can make a decision as to the preferred route to delivery. The role of the National User Group will be crucial to the decision making process.

5. Assumptions

The reason for undertaking the iACT Project is to

- Provide a secure means for services to appropriately share information within and across local boundaries about a child.
- Minimise risk to children and young persons caused by inadequate means to share information.

ensuring that an individual's rights to privacy are not compromised.

The iACT Project is a Getting it right for every child sponsored development interdependent on the eCARE programme in respect of

- Build and product delivery
- Technical design and support
- Integration into a user's environment
- Matching and integrity of identification

There is a general assumption that there is sufficient budget to deliver a functioning system, the allocation of which, is dependent on market appetite and likely benefits to users.

6.0 Constraints

Getting it right for every child is a national programme that aims to improve outcomes for all children and young people in Scotland. It seeks to do this by providing a framework for all services and agencies working with children and families to deliver a co-ordinated approach which is appropriate, proportionate and timely.

At the heart of the Getting it right for every child approach in practice are 10 core components, which can be applied in any setting and any circumstance. The core components provide a benchmark for all practitioners. Core component No. 10 covers - "**The capacity to share demographic, assessment and planning information electronically within and across agency boundaries through the national eCare programme where appropriate.**"

Information sharing should occur in all cases where it is appropriate to share information about a child, this is not dependant on an Information Technology solution, the iACT system will be designed to support the Getting it right for every child processes

It will

- enable flexible secure communication exchange between users (point to point) ensuring that any exchange of information requires active user approval.
- be delivered to the user via a web based application.
- minimises deployment costs and enable agencies such as the 3rd sector to participate even if they have no existing line of business systems.
- totally manage the risk of identity confusion that even the most secure systems are susceptible to, such as confusion over email addresses.

iACT - is a lightweight electronic information sharing tool which supports Getting it right for every child Process, it is designed to be privacy friendly based on the fundamental principle of data minimisation that is to only share the information required for the purpose. It will at all times comply with and be founded on the five principles of privacy published by the Scottish Government in December 2010.

- **Proving identity or entitlement - people should not be asked to prove who they are unless it is necessary. Public bodies should ask for as little information as possible, identifying themselves and offering alternative ways to provide identity and/or entitlement for a service**
- **Governance and accountability - public service organisations should adopt privacy and security policies and procedures**

- **Risk management - organisations should carry out Privacy Impact Assessments on any new initiative that enables access to services and involves collection, storage or use of personal information**
- **Data and data sharing - public services should minimise the personal information they hold, avoid creating centralised databases of information and store personal and transactional data separately**
- **Education and engagement - there should be efforts to raise public awareness of the principles and ensure those handling the data have a good working knowledge of the issues**

7.0 iACT National User Group Management

The Scottish Government Getting it right for every child team will at all times provide full secretariat support to the National Users Group, providing logistical assistance, meeting accommodation and other support as required.

Chair Person

In order that the group maintain its independence and credibility it is suggested that the group elects a chair person from within its numbers, to preside over meetings, adjudicate where necessary, use a casting vote to resolve deadlock situations and represent the views of the group as and when required. The term of office and any further duties will be as decided by the User Group and at this point remain flexible.

Meeting Frequency

The group will meet as business dictates, however it will meet at least quarterly at a mutually agreed location. Whilst bounded by technical restraints, the Secretariat will at all times attempt to find a location, which has access to video or audio conferencing facilities.

Communication

The Secretariat will be responsible for document management and distribution, where practical they will keep a minute of all meetings and decisions. As the group will at times require to examine and comment on detailed requirements documentation, it is proposed to use the Getting it right for every child Community of Practice as a means to disseminate documentation. The Getting it right for every child COP can be accessed at

<http://www.communities.idea.gov.uk/comm/landing-home.do?id=9312827>

8.0 Conclusion

It is recognised that as relationships and processes associated with Getting it right for every child and information sharing have matured and developed since the initial requirements for iACT were gathered, the need to reconsider the landscape in terms of business need, market appetite, attractiveness, affordability and achievability has become more apparent.

The establishment of a group of future system users, will provide a degree of professional assurance to the Getting it right for every child team, ecare team and Getting it right for every child programme board as to the system design and its potential to support getting it right for every child practice.