A PROGRAMME TO DEVELOP CHILDREN'S SERVICES

1. We need to establish children's services as a programme not a project. This is more than just semantics. There will be many constituent projects within the programme and there will be inherent tensions between the pressures on projects to complete to time and budget and the need to achieve the wider goals of the programme.

2. Before we start, we need to have an outline understanding of the following in relation to children's services:

   - Benefits – The identification and definition of benefits to the organisation and the management and measurement processes required to ensure that they are realised.
   - Risks and issues – The recognition and management of risks that, if they happen, will adversely affect the operation of the programme and its outputs. Issues are current problems and challenges that require management intervention to enable the programme to remain on track.
   - Finance – The financial management of all programme and project activities.
   - Stakeholders – The identification of stakeholders, together with detailed analysis of their individual interests and involvement in the programme and its outcomes.
   - Communication – The ongoing communication that establishes two-way information flows between the programme and its stakeholders.
   - Quality – The process of building quality into the management of the programme and its deliverables.
   - Management of the programme – The control of documentation and key deliverables for the programme.
   - Processes – The management processes that identify and define the programme; establish the programme's infrastructure and plans; manage the projects and their delivery; and realise the benefits.

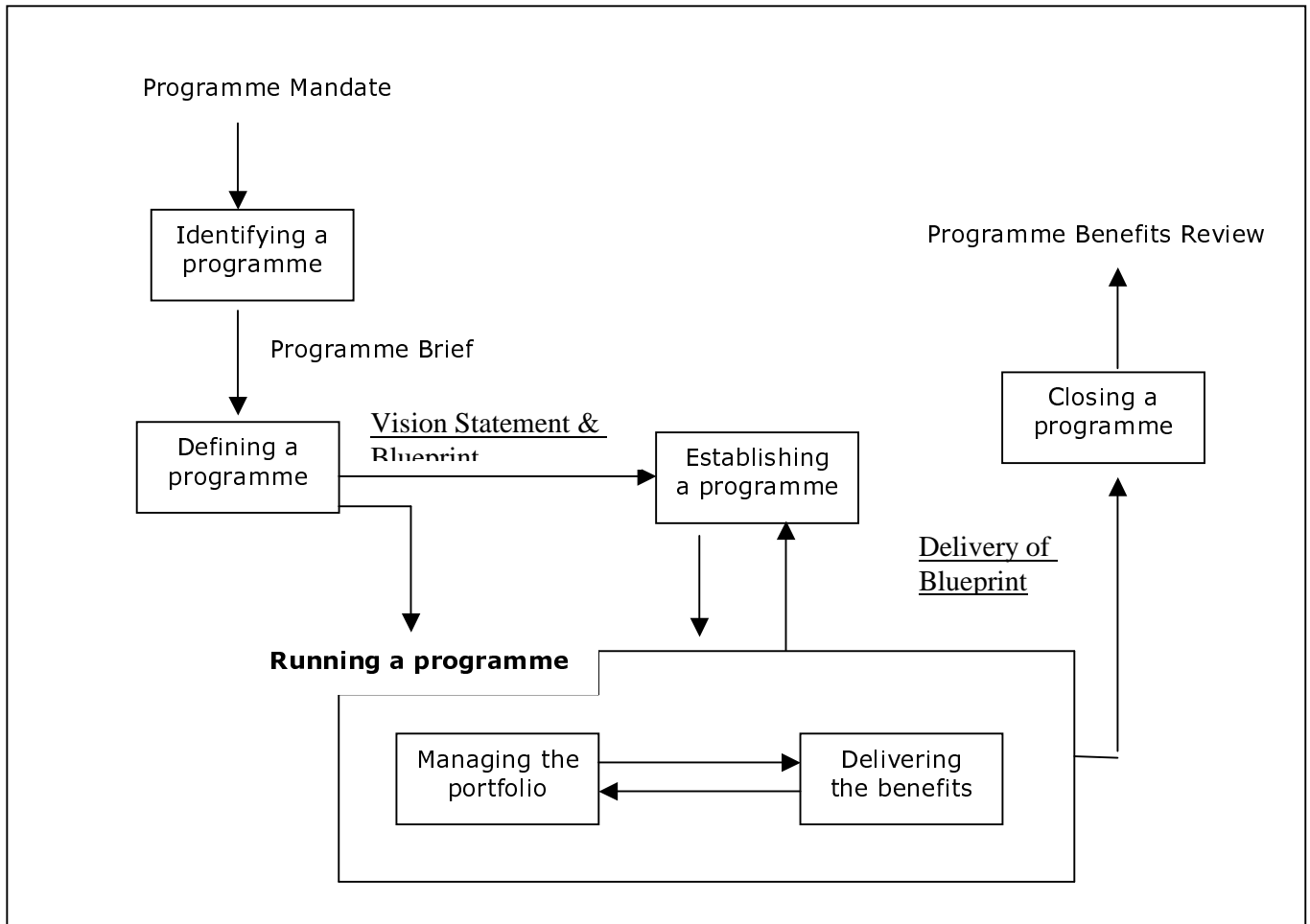   This will be time well spent in our view.

3. A programme has a vision of the 'end-state', but no clearly defined path to get there. This seems to us to be true for children's services. There is a need to establish:

   - a vision - a customer focused definition of what to expect from the transformed organisation, its service levels, cost etc;

   - blueprint - a more detailed description of what the organisation looks like in terms of its business processes, people, information systems, facilities, data;

   This will help us enormously to communicate with others and, in a few years time, actually help us determine whether or not we have delivered.

4. The processes of programme management are:

   - identifying a programme
   - defining a programme
   - establishing a programme

- managing the portfolio
- delivering benefits
- closing a programme.

These are shown in the diagram below.

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Programme Mandate
        |
        v
┌─────────────────┐                              Programme Benefits Review
│  Identifying a  │                                              ^
│   programme     │                                              │
└─────────────────┘                              ┌─────────────────┐
        │                                         │   Closing a     │
   Programme Brief                                │   programme     │
        │                                         └─────────────────┘
        v         Vision Statement &                       ^
┌─────────────────┐  Blueprint      ┌─────────────────┐    │
│   Defining a    │───────────────> │  Establishing   │    │
│   programme     │                 │  a programme    │   Delivery of
└─────────────────┘                 └─────────────────┘   Blueprint
        │                                   │
        v                                   v
   Running a programme
        ┌───────────────────────────────────────────────┐
        │  ┌──────────────┐         ┌──────────────┐     │
        │  │ Managing the │────────>│  Delivering  │     │
        │  │   portfolio  │<────────│ the benefits │     │
        │  └──────────────┘         └──────────────┘     │
        └───────────────────────────────────────────────┘
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Indicative dates for these stages are shown below.

Identifying a Programme	Defining a Programme	Establishing a Programme	Running a Programme	Closing a Programme
End January 2005	Mid March 2005	End March 2005	2005/06 – 2007/08	June 2008

5. It is suggested that:

- The team chaired by the chief executive oversee the first stage (identifying a programme) and this is signed off through Cabinet/CMT and Cabinet.

- The Programme Director (Director designate for Children's Services) with a small team – current SMTs of Education and Social Services and the Head of Policy carry out the second stage – developing the programme. A planning day has been arranged for 16 February at Headlam Hall.
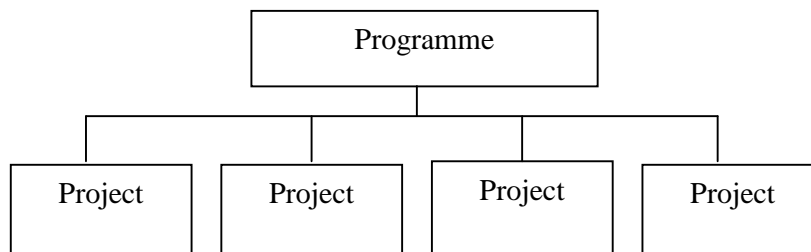
- The next 3 steps are to be carried out by the programme organisation that is established by the Programme Director appointing to designated programme roles.

6. Descriptions of the main components, outputs etc of the stages of the programme are shown below;

	Identifying a programme	Defining a programme	Establishing a programme	Managing the portfolio	Delivering benefits	Closing a programme
Programme Mandate	CO					
Programme Brief	CR	RV				
Vision Statement	OC	RF			RV	RV
Blueprint		CR		UP	UP	RV
Benefit Profiles		CR		UP	UP	RV
Benefits Management Strategy & Plan		CR		UP	UP	RV
Communications Strategy & Plan		CR		UP	UP	RV
Financial Plan		CR		UP		RV
Programme Organisation Structure		CR		RV		RV
Quality Management Strategy		CR		RV		RV
Risk Log		CR		UP		RV
Risk Management Strategy		CR		RV		RV
Stakeholder Map		CR		RV		RV
Programme Plan		CR		UP	UP	RV
Project Portfolio		CR		UP		
Business Case		CR		RV	RV	RV
Issues Log			CR	UP		RV
Programme policies and procedures			CR	RV		RV
Programme Support Office Functions			CR	RV		RV
Programme Benefits Reviews				CR		CR

CO	Confirmed	**OC**	Outline Created	**RV**	Reviewed
CR	Created	**RF**	Refined	**UP**	Updated

7. The relationship between programme management and individual projects is shown below:

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                    ┌─────────────┐
                    │  Programme  │
                    └─────────────┘
        ┌──────────┬──────────┬──────────┐
   ┌─────────┐┌─────────┐┌─────────┐┌─────────┐
   │ Project ││ Project ││ Project ││ Project │
   └─────────┘└─────────┘└─────────┘└─────────┘
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Examples of projects are shown below in relation to early aspects of the project – many more will be identified during the planning day and the 'defining a programme' stage

Project	Lead	Timescales
1. Structures, change programme into political process an consultation process	MA LOD	Jan 05
2. Appointment of Assistant Directors a) New job descriptions b) Job evaluation c) Slotting in / interviews d) Advert for any vacancies e) Interview / appointment f) In place	 MA HR MA/CMT/Members MA MA/CMT/Members	 Jan 2005 Feb 2005 March 2005 April 2005 June 2005 September 05
3. Mapping of Children's Services a) Education b) Health c) Social Services d) Voluntary sector e) Other partners	 Performance leads? HA JK	 Sept 05 Sept 05 Sept 05 Sept 05 Sept 05
4. Accommodation a) Mapping of current accommodation b) Mapping of available accommodation c) Proposal for new department's needs	 J Buxton J Buxton JB/MA/ADs	 Oct 05 Oct 05 Dec 05

8. We need to set up a formal structure:

    - Programme Director - Margaret Asquith
    - Programme Manager - person responsible for day to day work and chasing
    - Business Change Manager - whose job is to ensure that benefits can be measured and are actually delivered.

Margaret Asquith   **Lorraine O'Donnell**
Director of Social Services   **Head of Policy**

Lorraine O'Donnell: 2013
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