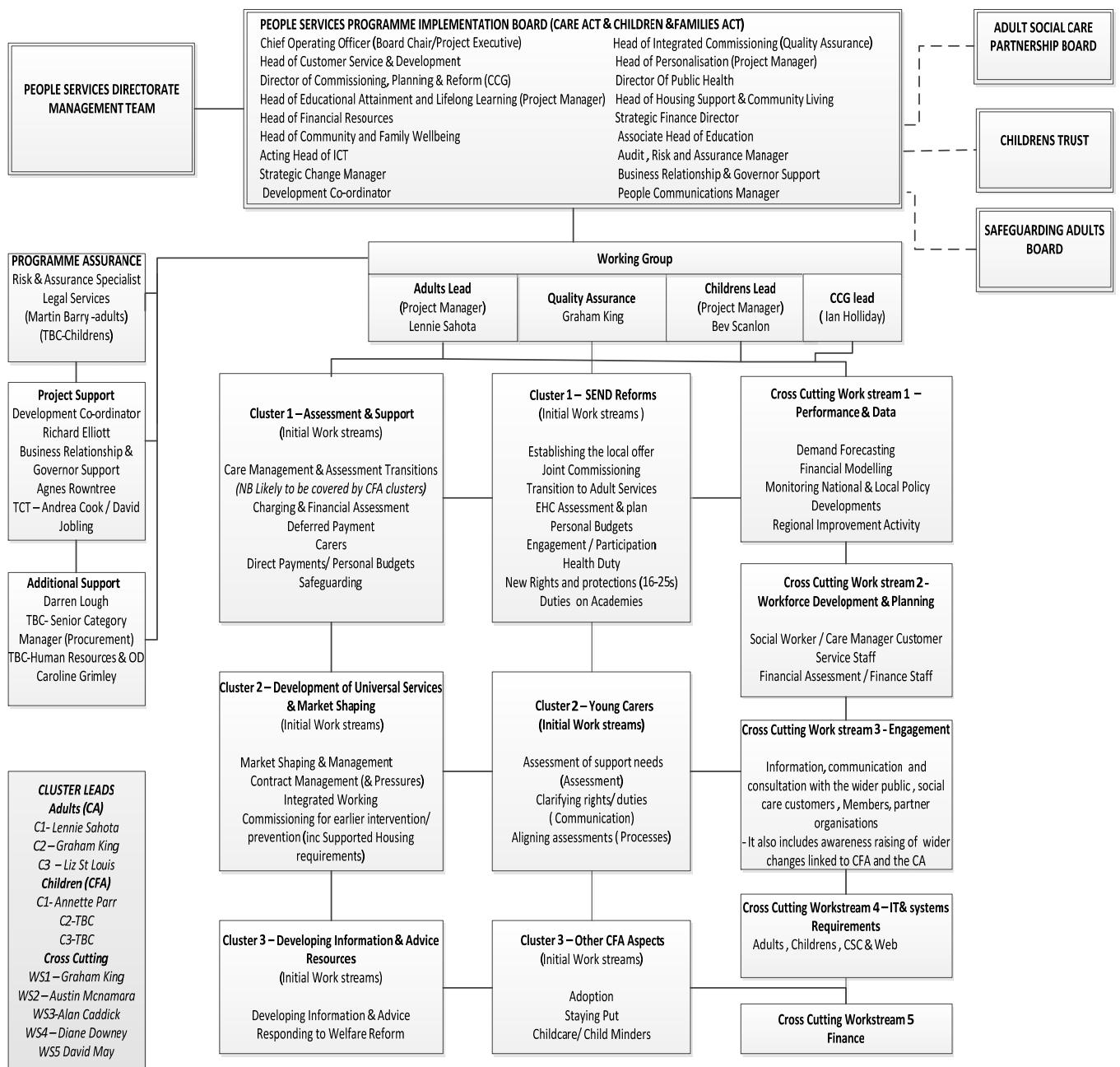


# PROGRAMME IMPLEMENTATION BOARD (CARE ACT - CHILDREN & FAMILIES ACT) GOVERNANCE OUTLINE

## Schematic



## **Programme Implementation Board (Care Act – Children & Families Act) (PIB)**

The Programme Board is responsible for ensuring that the Programme identifies and then delivers the changes / improvements required by both the Care Act (CA) and the Children & Families Act (CFA). The Board is made up of senior representatives from the organisations / services that will be required to implement significant changes. The Boards responsibilities are;

- Creating the environment where the Programme (comprising CA and CFA work plans ) can succeed in delivering the changes necessary to realise the Programmes defined objectives/ outcomes
- Setting the direction for the Programme (work plans) and to approve key milestones. These include approving the Programme Plan and individual Project (Cluster) Mandates.
- Ensuring that the programme / clusters and work streams are appropriately resourced – or made available when required
- Making decisions as necessary during the period covered by the Programme Plan
- Providing authority for the Project Managers, Cluster Leads and cross cutting work stream leads to manage their areas of the programme on a day to day basis

## **Programme Working Group (PWG)**

The Working Group consists of the Project Managers, (Adult and the Children's Leads) and Quality Assurance Lead; with support provided by the Development Coordinator, TPP Project Manager (and Cluster Leads when necessary). Additional Specialist Support is also available to progress issues if required.

The Working Group is intended to progress / drive agreed improvement activity and to respond to instructions from the PIB. While most day to day activity will be driven by Individual Cluster Leads (Heads of Service) the working group will work to overcome more serious issues with regard to progression and dependencies that are not able to be resolved within the clusters themselves.

Responsibilities include;

- Attendees being aware of progress in each cluster , towards overall objectives, and of barriers to their achievement
- Ensure that dependencies / delivery of transition plans ,agreed via separate Project ( Cluster) Mandates for individual cluster areas do not adversely impact on other cluster areas own delivery ( outputs / timescales)
- Identify / develop cross cutting information and joint solutions to inform and improve on-going overall programme and cluster delivery

- While all clusters are likely to include dependencies , the four separate Performance & Data, Workforce Development , Engagement and IT Work Streams are essentially cross cutting in scope and intended delivery

## **Individual Roles and Responsibilities**

### **Board Chair (Project Executive)**

- Owning the Programme Plan and being ultimately accountable for achievement of the programmes required objectives / outcomes
- Ensuring that all key stakeholders are committed to the Programme, Programme Plan , and appropriately represented in its organisational structure
  - Ensure that budget /resource holders are committed to the programme and that resources are made available when required
  - Ensure that Implementation Board Members understand their own roles and the commitments needed , in order to realise the Programmes agreed objectives
  - Brief Senior stakeholders on current / forecast programme status
- Ensuring that the Programmes governance arrangements are fit for purpose

### **Board Members**

- Agree the Programme Plan and/ or suggest required changes
- Commit to making the agreed changes within their own organisations / service areas in accordance with the Programme Plan and Project (Cluster area) transition plans
- Commit resources from their own organisations / service areas as detailed in the agreed Programme Plan
- Participate in the on-going decision making process
- Attend board meetings
- Inform the Board of any issues / risks that could affect delivery of the Programme Plan
- Monitor development and delivery of relevant Cluster / work streams within their service area / organisation , and ensuring that these are fit for purpose and meet the relevant Programme Plan objectives
- Analyse and respond to update reports from the Working Group, Cluster Lead or in some cases from individual Work stream leads and provide appropriate support to enable them to manage any issues that would impact on potential delivery objectives / improvements.

### **Project Managers (Adults and Children's Leads)**

The Project Managers provide leadership and direction to the work programmes They will work through the project support (including the Development Coordinator and TPP Project Manager) to ensure that agreed project outcomes are achieved within identified constraints ( timescales, quality and cost ) The main responsibilities include

- Designing the adults and children's & families work plans( that will make up the Programme Plan) and governance arrangements for agreement by the PIB and Project Office
- Supporting the development of the Project ( Cluster) Mandates and Cross Cutting Work stream Mandates for agreement by the PIB
- Monitoring a Risk Register for their work plan
- Monitoring progress against the work plan including links and dependencies,
- Identifying and taking action to deal with actual / potential exceptions that might prevent delivery of the Programmes objectives / outcomes. This may be notifying / supporting other PWG members, Cluster Leads or escalating issues to the Board Chair (Project Executive )
- Agreeing monthly / quarterly Programme Progress Reports for Directorate Management Team, to include Programme Updates and Risk Register

### **Cluster Leads**

Designated Cluster Leads are all Heads of Service in order to lever in additional capacity and allow them to better drive day to day activity across their own cluster area, and resolve more issues without recourse to the PIB/PWG. Responsibilities include;

- To develop the outline Project ( Cluster) Mandates to cover work streams needed , resources required , timescales necessary to identify and implement the necessary changes ( objectives / outcomes), and any identified dependencies
- Developing a clear understanding of the independencies between their cluster area and the areas covered by the other Cluster Leads
- Managing the delivery of their own agreed cluster transition plan ( including all work streams) and reporting monthly on progress / lack of progress to the Working Group including any risks / issues that might prevent the delivery of the Programme(s) objectives
- Supporting the monitoring / measuring of delivered improvements across their cluster area

## Governance Arrangements

### Meeting/Reporting Framework

Who to	Frequency	Report and Source	From
Adult Social Care Partnership Board  Children's Trust  Safeguarding Adults Board	Quarterly	Programme Plan Update – high level summary across both work programmes	Programme Implementation Board
People Services Directorate Management Team	Monthly ( after the board)	Programme Plan Update – high level summary across both work programmes	Project Managers (Adult & Children's Leads/TPP Project Manager
Board	Monthly	Work Plan Update ( Adults and Childrens & Families) - summary of progress across the two work plans	Development Coordinator/ TPP Project Manager
		Cluster Progress Summaries and escalated issues	Project Managers (Adult & Children's Leads)  Cluster Lead /TPP Project Manager
Working Group	Monthly	Detailed Progress and Escalation reports  Issues Log	Development Coordinator/ TPP Project Manager  Cluster Leads

### Other Meetings

Who	Frequency	Purpose
Cluster meetings (Cluster Lead and Work stream Leads)	As necessary – as determined by each Cluster Lead	Look at cluster progress Links and dependencies
Cluster Lead and individual work stream leads	As necessary- as determined by each Cluster Lead	Progress work streams and deal with issues

## Programme Support

The Development Coordinators role is to support the governance and delivery of the programme which includes coordinating the additional resources available to support the programme (TCT Project Managers and Business Relationship and Governor Support)

Between them the programme support will:

- Work with project managers to create two work plans that will meet the needs of the adults and Children & Families agendas
- Use these work plans to create a single high level programme plan that includes cross cutting activity and a timeline for programme activity and roll out of product deliverables
- Facilitate the governance arrangements around the PIB and Working Group
- Support Cluster Leads to develop the outline Project (Cluster) Mandates and Cross Cutting Work stream Mandates for agreement by the PIB. These will include individual cluster timelines
- Develop and monitor the Risk Register for the work plans and Programme
- Monitor progress against the Work Plans and Programme Plan, including links and dependencies,
- Identify actual / potential exceptions that might prevent delivery of the Programmes objectives / outcomes. This may be notifying / supporting a Project Managers, Working Group Members or Cluster Leads
- Support the Cluster leads to monitor progress of each cluster and work stream,
- Prepare monthly / quarterly Progress Reports and Programme Updates

## Additional Controls

The Programme Boards Programme of Work (comprising two Work Plans) will conform to the updated Corporate Management Standards in order to provide stakeholders with the necessary levels of assurance

In addition the Care Act Cluster development is being informed by regional/ national improvement activity- such as that provided by the Care & Support Reform Programme Board. This is a combined LGA, ADASS and Department of Health resource for councils specifically to tackle the Care Bill.

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