Appendix 2: Governance arrangements and high-level milestones

Governance arrangements

1. We will utilise governance arrangements that are similar to those in place for other local multi-agency projects and partnerships. The work required to implement and deliver new council-run children's residential provision would be overseen by a multi-disciplinary workstream, which would report directly into our Corporate Parenting Committee and have grandparent oversight from the Council's Children and Families Committee. There will also be regular review through safeguarding challenge sessions with the DCS.

2. The governance structure supports strong multi-discipline engagement, ownership and reporting:

   2.1. The multi-disciplinary workstream would comprise of a small group of key representatives from pertinent agencies and teams which may include children's social care, education, health, local police, youth justice and business intelligence. Other enabling services, such as estates, finance and legal, would be engaged as needed.

   2.2. The group would also engage more widely with colleagues in partner agencies and additional reference groups as needed, to ensure that their expertise is incorporated and utilised, and to establish their buy-in from the very beginning.

   2.3. The workstream would establish temporary task and finish groups as/if needed. These would be comprised of colleagues relevant to the group's specified objective from all involved stakeholder teams, and each group would close upon successful delivery of their individual objectives.

   2.4. We have recently appointed to a Head of Provider Services post who, along with further project support from our internal Children's Development and Partnerships Team and further operational knowledge from our Head of Service for Cared for Children and Care Leavers, will hold operational responsibility for the delivery of this innovation, including oversight of the project plan and the operation of the multi-agency workstream.

   2.5. The workstream would be chaired by our new Head of Provider Services (Samantha Walker), who will retain strategic responsibility for this innovation from this initial bid and throughout its delivery.

Progress monitoring

3. Progress monitoring and reporting against project objectives will be achieved as follows:

   3.1. The Head of Provider Services, the Head of Service for Cared for Children and Care Leavers, and the Business Development Manager will work with the multi-disciplinary workstream to prepare and oversee a detailed project plan (with relevant stages, milestones, target completion dates and KPIs), that will be signed off by the Corporate Parenting Committee.

   3.2. The workstream will assign, oversee, monitor and sign off all work items completed by established task and finish groups related to this project.

3.3. The Chair of the workstream (along with the Head of Service for Cared for Children and Care Leavers, and Business Development Manager) will present regular updates to the Corporate Parenting Committee through RAG ratings and highlight reports in order to share progress against the project plan and milestones, and to highlight any risks or issues that have arisen.

3.4. The Corporate Parenting Committee will in turn provide regular updates to senior leadership teams within the Council, including regular updates to the Council's Children and Families Committee.

High-level milestones and activities

4. Below are some of the key milestones and activities for implementation of the initial 3-bed council-run children's home:

Phase 1 – establish initial home	1.a. Pre-project	• Approval from Children and Families Committee to commence project • Initiate engagement, communication and co-production activity with all stakeholders and partners (this has already commenced and will continue throughout the lifetime of the project) • Establish multi-agency workstream with responsibility for project delivery and surrounding governance/reporting routes • Initial exploration of earmarked site and identification of any requirements	Month 1 (March 2023) Month 2 Month 3	Project Year 1
	1.b. Project initiation	• Finalise delivery plan with detailed milestones • Finalise performance measures/KPIs and capture baseline values	Month 4	
	1.c. Set up of Initial home	• Establish and deliver components for initial home in line with delivery plan (including refurbing and furnishing property as needed; undertaking necessary registration; preparing job roles; recruiting and training staff; agreeing shared framework for operational delivery, training and management etc. – utilising existing policies where possible) • Identify potential young people for moving into initial home upon Go Live	Month 5 Month 6 Month 7 Month 8 Month 9 Month 10 Month 11	
	1.d. Go Live	• Go Live for initial council-run home in Cheshire East	Month 12 (February 2024)	
	1.e. Delivery and sustainability	• Monitor performance and outcomes of initial home (in line with agreed KPIs), and continue to share results with wider stakeholders as required	(To continue beyond month 12)	

Existing council resources

5. Existing council corporate resources will be deployed and involved in joint working as needed to ensure successful implementation and ongoing delivery of our council-run residential provision; this includes colleagues from Finance, HR, Assets, Business Intelligence, Legal and others as required, such as Payroll/Payments etc. Many of these services have already been involved in the development of this business case, and are therefore already invested in this project. Depending on the nature of acquiring a building for a potential additional council-run home, the input from Corporate Services could be greater at later stages.

6. Our internal Children's Development and Partnerships Team will continue to provide project support to this initiative, which will include support with project management, communication and engagement of stakeholders and admin support for the project workstream (in terms of note taking, maintaining action logs, supporting workshops and events etc.), amongst other tasks.