

## Appendix A

### WORK PROGRAMME FOR CHILDREN'S SERVICES SECTOR LED IMPROVEMENT SYSTEM

<b>Deliverable 1: Leadership of the system</b>			
	<b>Task/Activity</b>	<b>Outputs</b>	<b>Dates of activity</b>
A	Establish a leadership team and management structure to deliver the priorities of the Children's Improvement Board	<ul style="list-style-type: none"> <li>• Scope office needs and produce a detailed delivery plan for the programme in 2011/12</li> </ul>	July – Aug 2011
		<ul style="list-style-type: none"> <li>• Director for Children's Services Self Improvement, including on costs</li> </ul>	July - Mar 2012
		<ul style="list-style-type: none"> <li>• Core delivery team to support delivery of the programme system delivery. Subject to scoping exercise but estimate based on salary and on costs of at least 1x Programme Manager; 2x Project Support Officers; 1x contract manager; 1x project co-ordinator.</li> </ul>	Sept 2011 - Mar 2012
		<ul style="list-style-type: none"> <li>• Running costs and overheads to run the programme including meetings, events, training, stakeholder engagement, communications, publications, procurement, legal fees, research (e.g. the governance project) and direct travel costs for the core delivery team</li> </ul>	July 2011- March 2012

<b>Deliverable 2: Commission services &amp; products to support universal engagement with self-assessment &amp; improvement planning</b>			
	<b>Task/Activity</b>	<b>Outputs</b>	<b>Dates of activity</b>
A	Provision of support for self- assessment & improvement planning	C4EO to provide & develop:	July – Oct 2011
		<ul style="list-style-type: none"> <li>• data profiles</li> <li>• knowledge &amp; intelligence to support self-assessment &amp; improvement planning</li> <li>• knowledge &amp; intelligence for peer challengers</li> </ul>	July – Oct 2011

		C4EO to recruit, train and deploy sector specialists, including data specialists	July – Oct 2011
		C4EO to collate & validate local practice	July – Oct 2011
		C4EO to maintain evidence base to inform practice development	
			<b>Total C4EO</b>
		<ul style="list-style-type: none"> <li>• Procurement of above services through competitive tender</li> </ul>	Nov - Mar 2012

<b>Deliverable 3: Commission peer led support and challenge</b>			
	<b>Task/Activity</b>	<b>Outputs</b>	<b>Dates of activity</b>
A		<ul style="list-style-type: none"> <li>• Fund an entitlement for all councils to receive a specialist children’s peer review</li> </ul>	July 2011 - March 2012
B		<ul style="list-style-type: none"> <li>• Ensure sufficient sector specialists to contribute to peer reviews.</li> </ul>	July 2011 - Mar 2012
		<ul style="list-style-type: none"> <li>• Fund support &amp; training for initial cohort of peer challengers</li> </ul>	Sept – Dec 2011

<b>Deliverable 4: Commission support to address priority needs identified through peer challenge, peer review and inspections</b>			
	<b>Task/Activity</b>	<b>Outputs</b>	<b>Dates of activity</b>
A		<ul style="list-style-type: none"> <li>• Set up an immediate brokerage service to work with the priority needs of early adopters.</li> </ul>	July - Sep 2011

B		<ul style="list-style-type: none"> <li>• Employ an Associate Director of Commissioning &amp; Brokerage</li> </ul>	Oct 2011 - Mar 2012
		<ul style="list-style-type: none"> <li>• Employ a team of national &amp; local associate brokers</li> </ul>	Oct 2011- March
		<ul style="list-style-type: none"> <li>• Tender a framework contract to enable the purchase of improvement support from external providers and the cost of drawing down the support.</li> </ul>	July 2011 - Mar 2012
		<ul style="list-style-type: none"> <li>• Ensure through a backfill payment scheme, a supply of sector specialists available to contribute to improvement support. &amp; policy implementation – see deliverable 5 below</li> </ul>	July 2011 - Mar 2012

<b>Deliverable 5: Commission support for policy implementation work</b>			
	<b>Task/Activity</b>	<b>Outputs</b>	<b>Dates of activity</b>
A	To provide assistance on maintaining sufficient Sure Start Children's Centres	At the request of LAs: <ul style="list-style-type: none"> <li>• Provide challenge and advice to LAs' in their planning to meet sufficiency duties</li> <li>• Support and advise LAs on best practice options for delivering services to the most vulnerable children within the resources available</li> </ul>	July - Oct 2011
B	To shortlist, support and evaluate trial local authorities for Sure Start Children's Centres payment by results	<ul style="list-style-type: none"> <li>• Work with trial areas in 2011-12 to:               <ul style="list-style-type: none"> <li>○ define appropriate local data sets, determine baseline data; and develop national baseline measures;</li> <li>○ begin to develop systems and processes for local payments by results;</li> <li>○ test out shadow budget for children centres, taking account of the various local approaches/governance structures currently in place and being developed;</li> <li>○ share progress on a regional basis with non-trial LAs.</li> </ul> </li> </ul>	July 2011 – March 2012

		<ul style="list-style-type: none"> <li>• Include policy implementation work in framework contract (see deliverable 4 above).</li> </ul>	July 2011 – March 2012
		<ul style="list-style-type: none"> <li>• Ensure through a backfill payment scheme, a supply of sector specialists available to contribute to policy implementation.</li> </ul>	Jul 2011 – Mar 2012

<b>Deliverable 6: Development and mobilisation of the system</b>			
	<b>Task/Activity</b>	<b>Outputs</b>	<b>Dates of activity</b>
<b>A</b>		<ul style="list-style-type: none"> <li>• Establish an early adopter programme to test and evaluate 3 key elements of the system – universal participation in self assessment &amp; peer challenge, tackling performance risks &amp; support for intervention LAs.</li> </ul>	July – Dec 2011
		<ul style="list-style-type: none"> <li>• Mobilise full participation in the system.</li> </ul>	Sep – Dec 2011
		<ul style="list-style-type: none"> <li>• Collate feedback from stakeholders, evaluate learning and review system design for 12/13</li> </ul>	Dec 2011 - Feb 2012
<b>B</b>		<ul style="list-style-type: none"> <li>• Devolve appropriate commissioning budgets following first phase of early adopter work.</li> </ul>	Oct 2011 onwards