

# Project Initiation Document

## Children and Young People Project

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### Background

The 2004 Children Act and “Every Child Matters” establishes a duty on Local Authorities to make arrangements to promote co-operation between agencies in order to improve children’s (aged birth-19 years) wellbeing, defined by reference to the five outcomes:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well-being

A supplementary paper ‘Youth Matters’ was also produced by government with proposals of how to integrate services specifically to meet the needs of teenagers (aged 13-19) in order to achieve the ‘Every Child Matters’ outcomes.

The county council, as the lead authority, has developed a Change for Children Programme to deliver the Every Child Matters framework across Gloucestershire and it is within this National and local context that Cheltenham’s strategy will be developed and delivered.

The council has previously produced ‘Right Here Right Now! A Strategy for Young People’ which requires updating and the council has committed to use the opportunity of Every Child Matters to inform, shape and produce a new young people’s strategy for Cheltenham.

### Project definition

This project will focus on how effectively existing processes and services are meeting the challenges of the Every Child Matters framework at a borough level and identify how to work together in partnership to address any gaps and improve our performance.

No one agency can deliver the outcomes in isolation and this project will require extensive partnership working in order to deliver an effective strategy.

This commitment will require a review of existing provision to determine how services across Cheltenham contribute to delivering the Every Child Matters outcomes and to what level they meet local need. From this review gaps can be identified with a partnership action plan being developed to create a management framework to guide investment and future development.

To facilitate the development of the strategy a partnership steering group will be established to advise on how to undertake the activities required, gather evidence to support good practice and make recommendations and advise where improvement is needed.

### Organisational structures

The project sponsor is Councillor Anne Regan (Social and Community Overview and Scrutiny Committee) with overall project management being vested in Kathryn Chamberlain (Community Partnerships Manager).

To support the project the following officers and representatives from key partners have been identified to form the core steering group with other relevant parties being invited as deemed appropriate by the group:

Councillor Anne Regan – Project Sponsor on behalf of Social and Community Overview and Scrutiny Committee

Kath Chamberlain – Community Partnerships Manager – Project Manager

Emma Breckin – Policy Officer CBC

Mags Goodall – Area Manager, Youth and Community

Daisy Sedgley - Sure Start

Kim Warner - Connexions

Sylvia Salmon - CCP

Bernice Thomson - Co-ordinator Chelt Regeneration Partnership

To be identified – Change for Children programme – Gloucestershire County Council

To be identified – PCT

To be identified – Youth Offending Service

## **Project controls**

- Every Child Matters: DfES 2003
- Children Act 2004
- Youth Matters: DfES 2005
- Change for Children Programme: Gloucestershire County Council

## **Communication plan**

### **• Review timetable**

Terms of reference agreed on 9<sup>th</sup> June 2005 Overview and Scrutiny (O&S)

Establishment of Steering group October 2005

Terms of Reference reviewed by Steering Group October 2005

Initial report to be brought to O&S October 2005 meeting

Commence review in November 2005.

Initial draft review outcomes brought to O&S by March 2006.

Consultation stakeholders of review process, Feb- March 2006

Strategic link to County Change for Children Programme developments April – June 2006

Consultation draft strategy June – Sept 2006

Endorsement of final strategy October 2006

To facilitate both of these reviews, the CPA project's overall timetable (ref: .... ) will be used as the over-riding project timetable, this timetable includes details all of the key milestone and target dates which will need to be met corporately by the council, as well as by the project steering group.

### **• Review meetings**

The steering group will meet on a monthly basis to co-ordinate progress and developments. A timetable of meetings will be produced and members of the steering group will be advised.

### **• Co-ordination and support**

The project manager, Kath Chamberlain and Policy and PR division will facilitate the steering group and co-ordinate the production of the necessary reports as well as the collation of all necessary supporting evidence

### **• Progress reports**

The steering group will report on any relevant progress and activities to the project manager (Kathryn Chamberlain) through the regular meetings

The project manager will report to the project sponsor (Cllr Anne Regan) through:

- *monthly project meetings* - discussions will include (a) progress on individual tasks, (b) problems and suggested corrective actions (c) resourcing issues, (d) training issues, (e) impact on other project areas
- *highlight reports* - these will be produced monthly for the steering board and project sponsor and will include (a) details of tasks completed, (b) tasks still to be completed, (c) issues to be resolved, (d) impact on other projects, (e) changes and escalations

## Initial project plan

Initial planning stages for the two diagnostic reviews:

Establish partnership steering group	October 2005
Hold initial steering group meeting and review project's terms of reference	October 2005
Partners of steering group to participate in County's consultation regarding Youth Matters paper	October 2005
Project manager to participate in districts' planning meeting regarding IdEA seminar on District and County Councils joint working	October 2005
Draft PID for consideration by O&S and steering group	November 2005
Project manager to programme steering group meetings	December 2005
Feedback from relevant activities to be delivered at steering group meeting	December 2005
Collation and analysis of existing relevant information for development of strategy by Policy and PR and Community Services	November – January 2005
Incorporation of outcomes of IdEA seminar	January 2006
Consultation with stakeholders to validate review and analysis	Feb – March 2006
Outcomes of review and consultation reported to O&S	March 2006
Incorporate relevant outcomes of County's Change for Children programme	April – May 2006
Draft partnership Action plan developed	June 2006
Consultation with key stakeholders on draft strategy and action plan	June – Sept 2006
Final strategy submitted to Cabinet for endorsement	October 2006

## Initial risk log

The steering group will assess potential risk to the project and these risks will be reported to the CPA project manager with proposed contingency arrangements.

Risks considered include:

- (1) the progress of both Cheltenham's children and youth strategy and the County's Change for Children programme are intertwined in that local issues need to influence the county programme as does the county's strategic direction impact on local provision
- (2) the level and pace of change around children and young people's services and commissioning is currently extensive and resource demanding on all major stakeholders
- (3) project resources and manpower is limited and constrained by time, as members of the steering group are also involved on other projects or departmental activities
- (4) cross-directorate and agency working