Adoption West RAA Project plan

Department for Education

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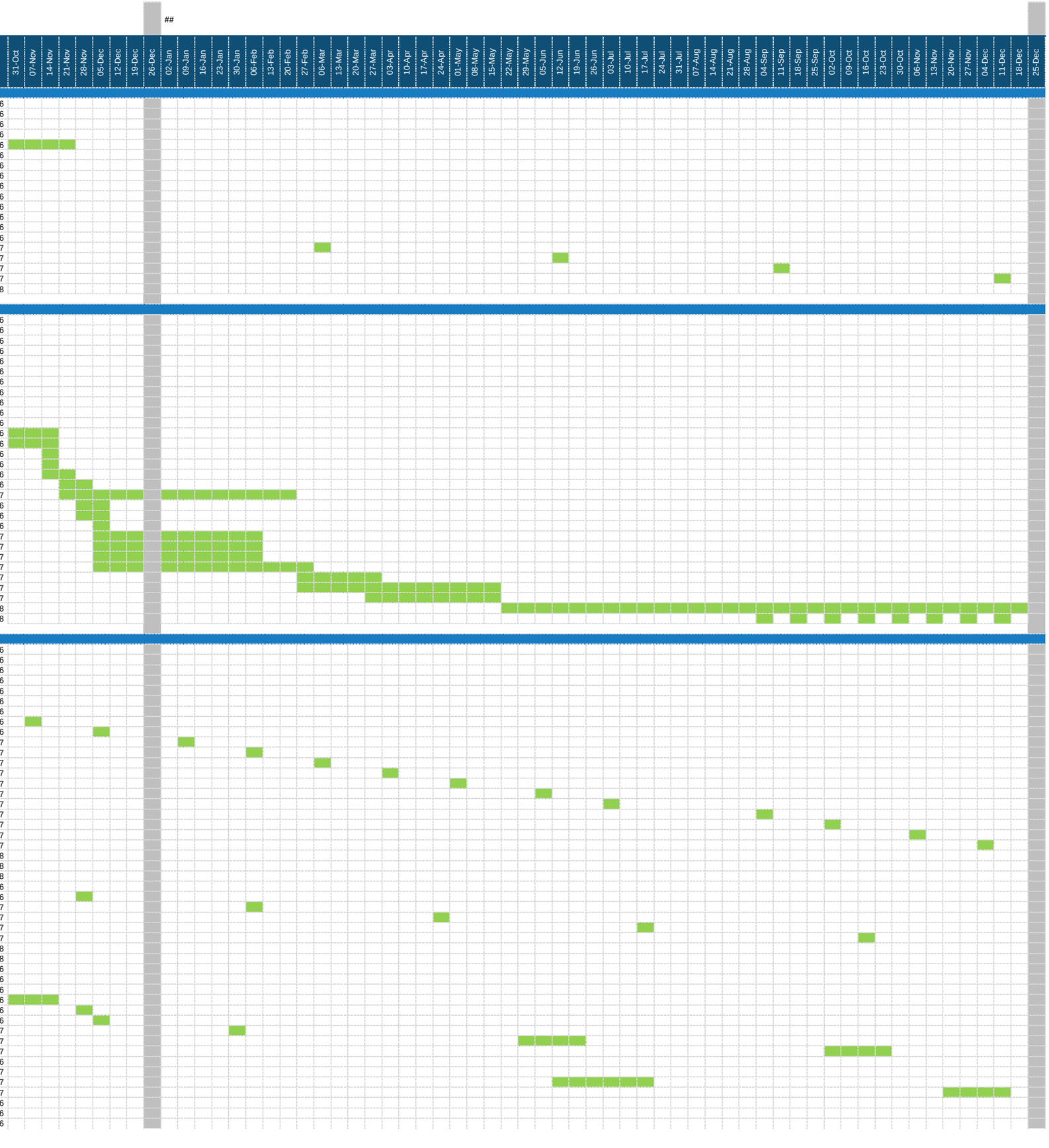
#	Activity	Duration days	Start	Finish
1	**Project organisation, mobilisation, baselines, plans and work packages**			
1.1	Confirm resource plans and extend contracts, coverred by bridging funding	5	04/04/2016	11/04/2016
1.2	Negotiate Jun-Oct funding	10	30/05/2016	13/06/2016
1.3	Review and update resource plans / contracts covered by June-Oct funding	20	06/06/2016	04/07/2016
1.4	Identify / recruit additional resoures once implementation funding decision made	30	19/09/2016	31/10/2016
1.5	Recruit additional resources once financial plan approved	20	31/10/2016	28/11/2016
1.6	Review and update service information / relevant baseline data (Apr funding)	10	04/04/2016	18/04/2016
1.7	Review and update project plans and key project documentation (Apr funding)	10	04/04/2016	18/04/2016
1.8	Review and update work packages (Apr funding)	10	04/04/2016	18/04/2016
1.9	Review and update service information / relevant baseline data (Jun funding)	10	06/06/2016	20/06/2016
1.10.	Review and update project plans and key project documentation (Jun funding)	10	06/06/2016	20/06/2016
1.11	Review and update work packages (Jun funding)	10	06/06/2016	20/06/2016
1.12	Review and update service information / relevant baseline data (Nov funding)	10	10/10/2016	24/10/2016
1.13	Review and update project plans and key project documentation (Nov funding)	10	10/10/2016	24/10/2016
1.14	Review and update work packages (Nov funding)	10	10/10/2016	24/10/2016
1.15	Review and update work packages, budget and DfE progress returns (Quarterly funding release)	5	06/03/2017	13/03/2017
1.16	Review and update work packages, budget and DfE progress returns (Quarterly funding release)	5	12/06/2017	19/06/2017
1.17	Review and update work packages, budget and DfE progress returns (Quarterly funding release)	5	11/09/2017	18/09/2017
1.18	Review and update work packages, budget and DfE progress returns (Quarterly funding release)	5	11/12/2017	18/12/2017
1.19	Review and update work packages, budget and DfE progress returns (Quarterly funding release)	5	12/03/2018	19/03/2018
2	**Business case development and decision making**			
2.1	Head of service / DCS enter proposed decision on forward plans for June / July in each LA	5	04/04/2016	11/04/2016
2.2	Work stream coordination, reporting and draft outline business case development	40	04/04/2016	30/05/2016
2.3	Draft outline business case and draft committee report produced based on outputs from work streams	15	16/05/2016	06/06/2016
2.4	**Draft outline business case & committee report reviewed by service mgr & governance group**	**10**	06/06/2016	20/06/2016
2.5	Committee / Cabinet report submitted to each LA democratic services processes and VAA/ASA	15	06/06/2016	27/06/2016
2.6	Committee / Cabinet report stages process in each LA	30	20/06/2016	01/08/2016
2.7	**Committee / Cabinet report considered and approved by each LA & VAA/ASA**	**30**	20/06/2016	01/08/2016
2.8	Consultation documentation preparation	35	20/06/2016	08/08/2016
2.9	Equalty Impact Assessment updated	35	20/06/2016	08/08/2016
2.10.	Consultation launch	5	01/08/2016	08/08/2016
2.11	**Consultation period (see section 3 'comms & stakeholder engagement' below)**	**60**	01/08/2016	24/10/2016
2.12	Collate, review and summarise consultation responses	20	24/10/2016	21/11/2016
2.13	Collate, review and summarise adoption data	20	24/10/2016	21/11/2016
2.14	Map service user location data	5	14/11/2016	21/11/2016
2.15	Map staff location data	5	14/11/2016	21/11/2016
2.16	Outline service delivery design - staff structure and locations	10	14/11/2016	28/11/2016
2.17	Business case and service design focus event (lock-in)	10	21/11/2016	05/12/2016
2.18	Financial / Legal elements refined & developed in response to LA feedback	65	21/11/2016	20/02/2017
2.19	Head of service DCS enter proposed decision on forward plans for April 2017 in each LA	10	28/11/2016	12/12/2016
2.20	Draft final decision committee / cabinet report	10	28/11/2016	12/12/2016
2.21	Draft final decision committee /cabinet report reviewed by service manager & governance group	5	05/12/2016	12/12/2016
2.22	Draft final decision committee /cabinet report reviewed by DCS & VAA	45	05/12/2016	06/02/2017
2.23	Draft final decision committee /cabinet report reviewed by S151 Officers	45	05/12/2016	06/02/2017
2.24	Draft final decision committee /cabinet report reviewed by elected member decision makers	45	05/12/2016	06/02/2017
2.25	Draft final decision committee /cabinet report updated / amended	60	05/12/2016	27/02/2017
2.26	Committee / cabinet final decision report submitted to each LA democratic services processes	25	27/02/2017	03/04/2017
2.27	Committee / cabinet final decision report stages process in each LA	60	27/02/2017	22/05/2017
2.28	**Committee / cabinet final decision report considered and approved by each LA & VAA/ASA**	**40**	27/03/2017	22/05/2017
2.29	Deliver transition activity (workstreams below)	520	04/04/2016	02/04/2018
2.30	Implement RAA	0	03/04/2018	03/04/2018
3	**Communication and stakeholder engagement**			
3.1	Joint elected member engagement event	1	11/04/2016	12/04/2016
3.2	Staff/stakeholder newsletter - April 2016	1	11/04/2016	12/04/2016
3.3	Staff/stakeholder newsletter - May 2016	1	02/05/2016	03/05/2016
3.4	Staff/stakeholder newsletter - June 2016	1	03/06/2016	04/06/2016
3.5	Staff/stakeholder newsletter - July 2016	1	01/07/2016	02/07/2016
3.6	Staff/stakeholder newsletter - Sept 2016	1	29/08/2016	30/08/2016
3.7	Staff/stakeholder newsletter - Oct 2016	1	03/10/2016	04/10/2016
3.8	Staff/stakeholder newsletter - Nov 2016	1	07/11/2016	08/11/2016
3.9	Staff/stakeholder newsletter - Dec 2016	1	05/12/2016	06/12/2016
3.10.	Staff/stakeholder newsletter - Jan 2017	1	09/01/2017	10/01/2017
3.11	Staff/stakeholder newsletter - Feb 2017	1	06/02/2017	07/02/2017
3.12	Staff/stakeholder newsletter - Mar 2017	1	06/03/2017	07/03/2017
3.13	Staff/stakeholder newsletter - Apr 2017	1	03/04/2017	04/04/2017
3.14	Staff/stakeholder newsletter - May 2017	1	01/05/2017	02/05/2017
3.15	Staff/stakeholder newsletter - Jun 2017	1	05/06/2017	06/06/2017
3.16	Staff/stakeholder newsletter - Jul 2017	1	03/07/2017	04/07/2017
3.17	Staff/stakeholder newsletter - Sep 2017	1	04/09/2017	05/09/2017
3.18	Staff/stakeholder newsletter - Oct 2017	1	02/10/2017	03/10/2017
3.19	Staff/stakeholder newsletter - Nov 2017	1	06/11/2017	07/11/2017
3.20	Staff/stakeholder newsletter - Dec 2017	1	04/12/2017	05/12/2017
3.21	Staff/stakeholder newsletter - Jan 2018	1	01/01/2018	02/01/2018
3.22	Staff/stakeholder newsletter - Feb 2018	1	05/02/2018	06/02/2018
3.23	Staff/stakeholder newsletter - Mar 2018	1	05/03/2018	06/03/2018
3.24	Adopter newsletter Summer 2016	1	25/07/2016	26/07/2016
3.25	Adopter newsletter Autumn 2016	1	28/11/2016	29/11/2016
3.26	Adopter newsletter Winter 2016/17	1	06/02/2017	07/02/2017
3.27	Adopter newsletter Spring 2017	1	24/04/2017	25/04/2017
3.28	Adopter newsletter Summer 2017	1	17/07/2017	18/07/2017
3.29	Adopter newsletter Autumn 2017	1	16/10/2017	17/10/2017
3.30	Adopter newsletter Winter 2017/18	1	08/08/2018	09/08/2018
3.31	Adopter newsletter Spring 2018	1	26/03/2018	27/03/2018
3.32	Adopter identification and adopter champion recruitment	50	04/04/2016	13/06/2016
3.33	Adopter survey drafted / agreed	30	13/06/2016	25/07/2016
3.34	Adopter survey open	60	25/07/2016	17/10/2016
3.35	Adopter survey analysis and feedback	25	17/10/2016	21/11/2016
3.36	Adopter forums 1 (Gloucester)	1	29/11/2016	30/11/2016
3.37	Adopter forums 1 (Bristol)	1	06/12/2016	07/12/2016
3.38	Adopter forums 1 (Trowbridge)	1	30/01/2017	31/01/2017
3.39	Adopter forums 2 (Gloucestershire, Wiltshire & Bristol)	20	29/05/2017	26/06/2017
3.40	Adopter forums 3 (Gloucestershire, Wiltshire & Bristol)	1	02/10/2017	03/10/2017
3.41	Team meeting face to face briefings - spring / summer 2016 (All teams)	40	04/04/2016	30/05/2016
3.42	Team meeting face to face briefings - winter 2016/17 (Wilts)	1	11/01/2017	12/01/2017
3.43	Team meeting face to face briefings - spring / summer 2017	30	12/06/2017	24/07/2017
3.44	Team meeting face to face briefings - Winter 2017/18	20	20/11/2017	18/12/2017
3.45	Joint key stakeholder engagement event - summer 2016	1	16/06/2016	17/06/2016
3.46	Joint key stakeholder engagement event - autumn 2016	1	15/09/2016	16/09/2016
3.47	Joint key stakeholder engagement event - winter 2016	2	21/11/2016	23/11/2016



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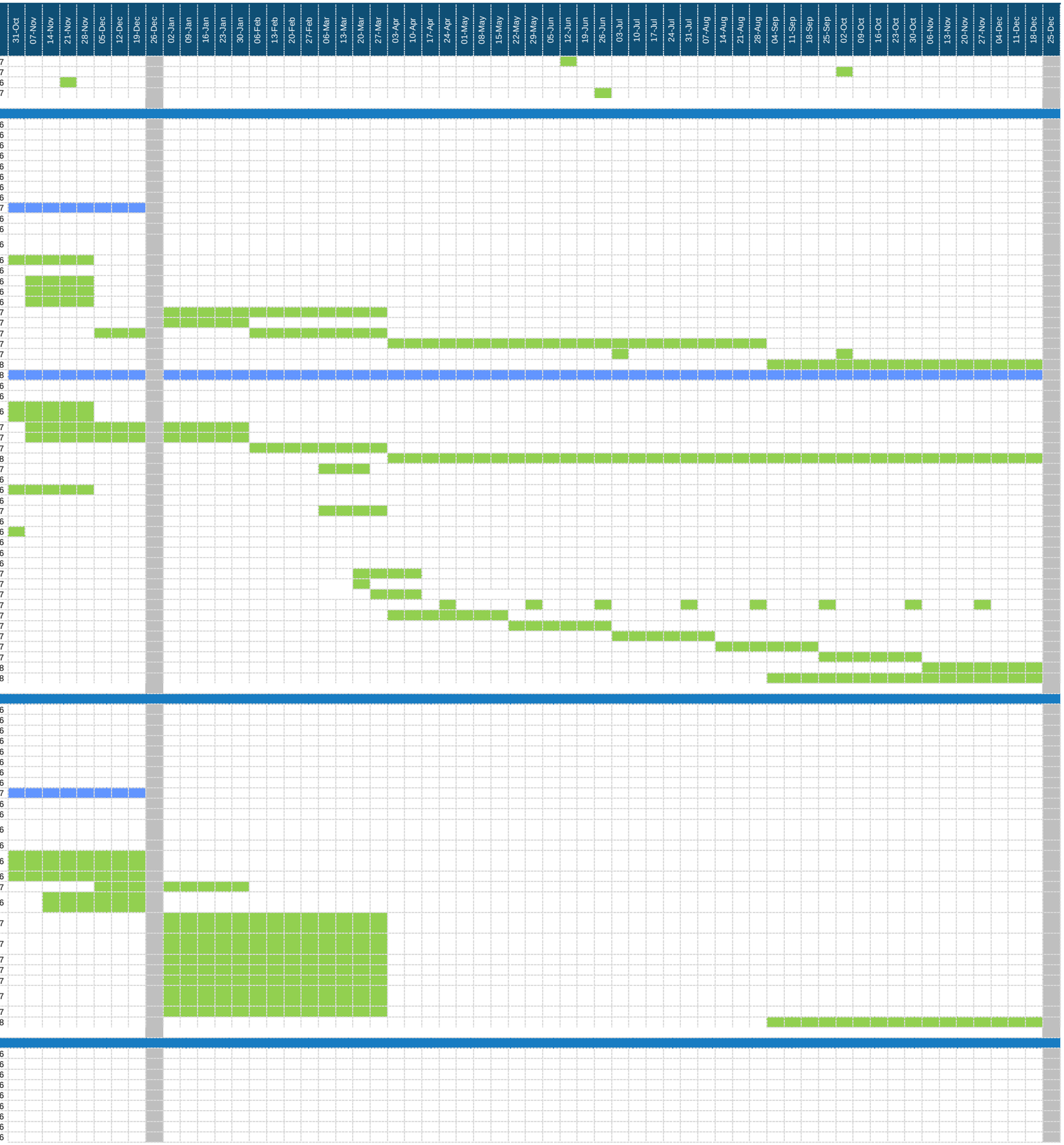
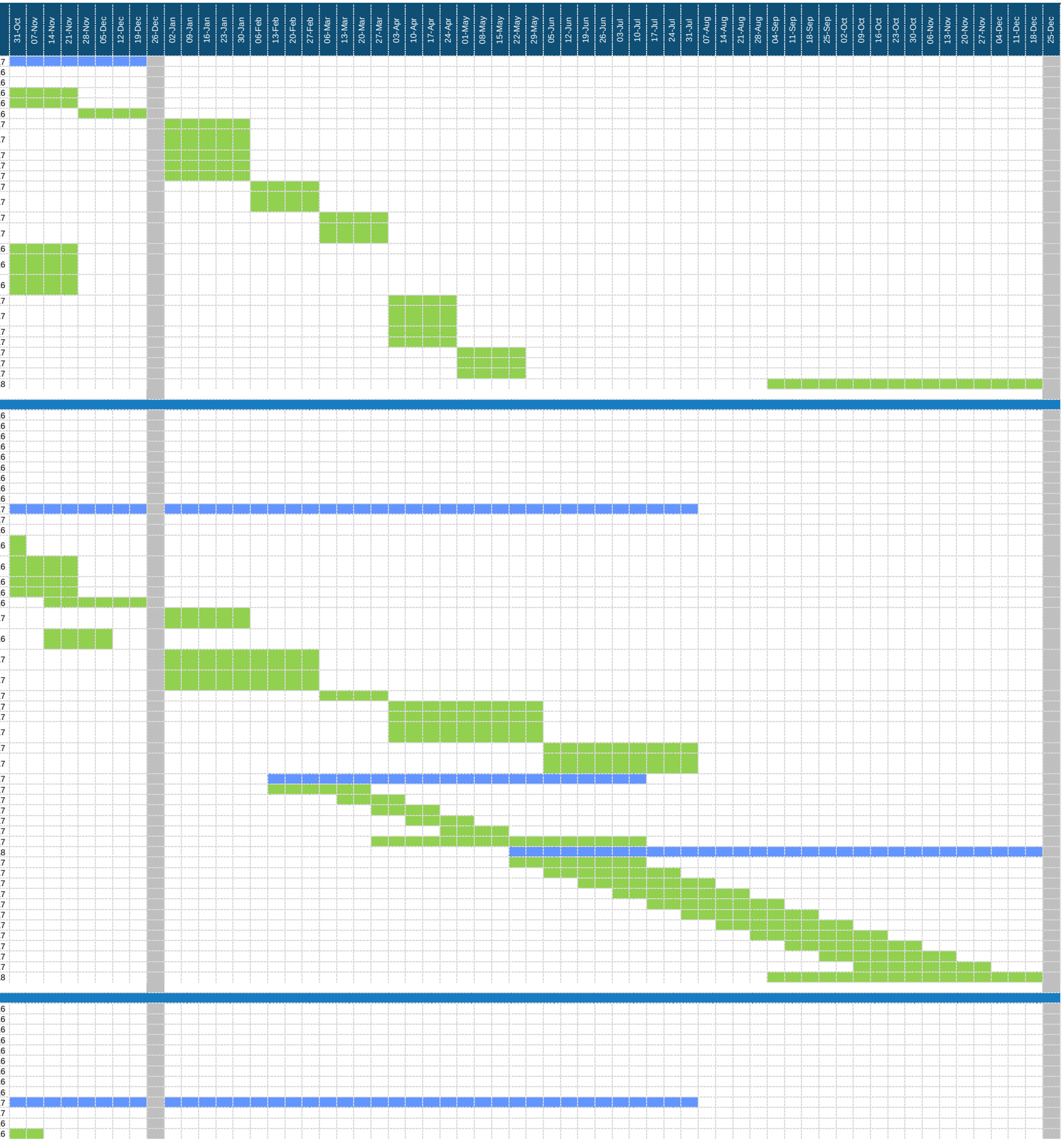
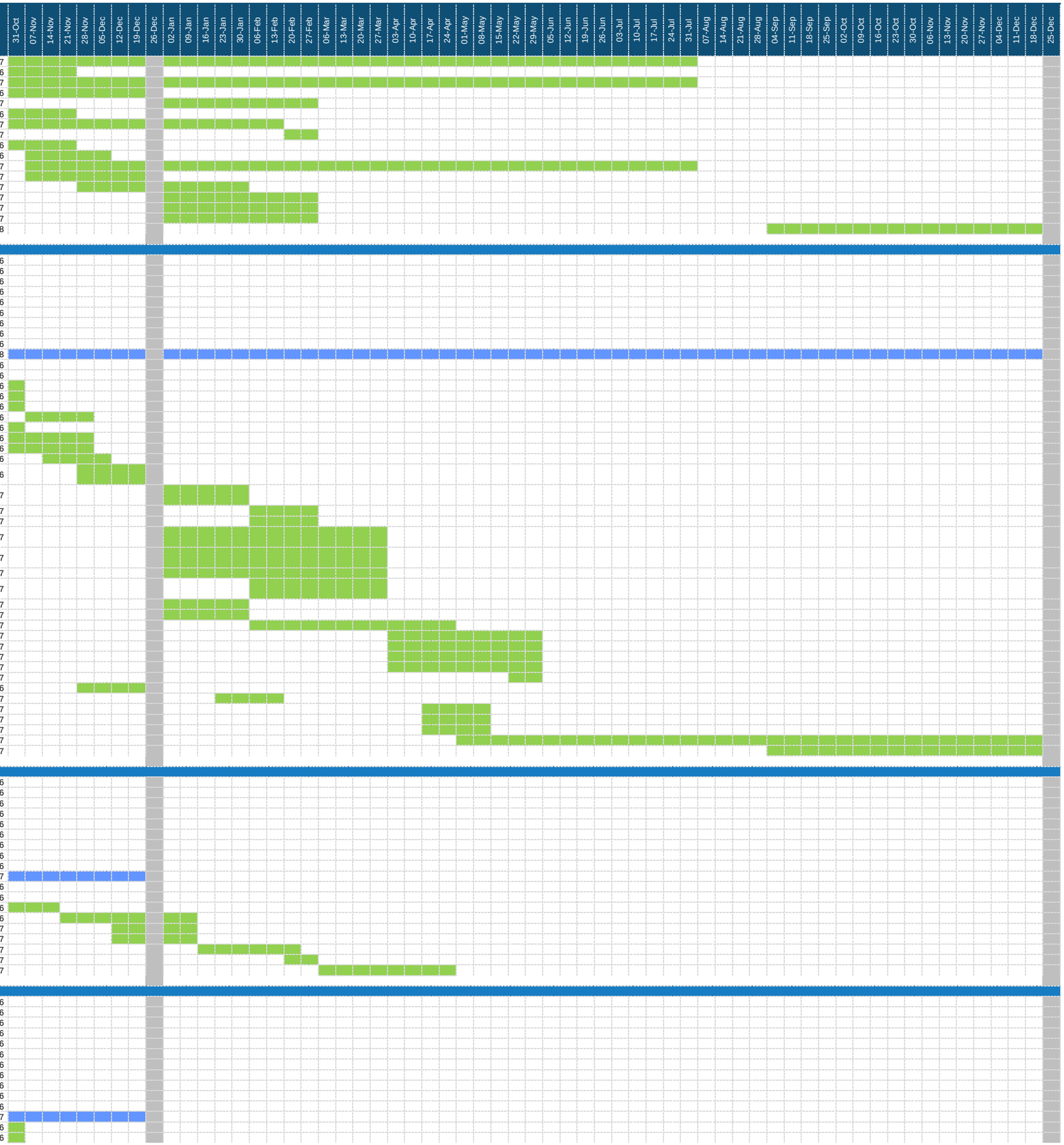
3.48	Joint key stakeholder engagement event - spring/summer 2017	2	12/06/2017	14/06/2017
3.49	Joint key stakeholder engagement event - Autumn 2017	1	02/10/2017	03/10/2017
3.50	Joint all staff engagement event - autumn/winter 2016	1	23/11/2016	24/11/2016
3.51	Joint all staff engagement event - summer 2017	1	26/06/2017	27/06/2017
4	**Service excellence work stream 1 - Front door, adopter marketing & recruitment**			
4.1	**Scope and define front door, marketing & recruitment work stream**	20	04/04/2016	02/05/2016
4.2	Finalise draft 'to be' process maps	20	04/04/2016	02/05/2016
4.3	Engage operational staff in developing detailed service design underpinning process maps	45	02/05/2016	04/07/2016
4.4	Engage independent / external challenge, adopter and child voice on 'to be' processes and service design	70	30/05/2016	05/09/2016
4.5	Joint project team workshop 1 output to inform work streams	5	13/06/2016	20/06/2016
4.6	Engagement with VAA to explore front door process options	20	27/06/2016	25/07/2016
4.7	Draft work packages to complete activity identified by process mapping & service design workshops	10	27/06/2016	11/07/2016
4.8	Identify quick wins from process mapping work and agree short term plans to implement changes	10	04/07/2016	18/07/2016
4.9	**Develop and deliver front door, marketing & recruitment work stream**	120	18/07/2016	02/01/2017
4.10.	Adopter survey questions relating to front door, marketing & web	10	18/07/2016	01/08/2016
4.11	Joint project team workshop 2 output to inform work streams	5	12/09/2016	19/09/2016
4.12	Front door sub-processes defined (Define how collaborative / joined up front door works, including service user selection of assessing agency)	45	01/08/2016	03/10/2016
4.13	Front door high level practice description & guidance drafted	45	03/10/2016	05/12/2016
4.14	Front door resourcing modelling - high level proposal	10	01/08/2016	15/08/2016
4.15	Front door resourcing modelling - integrated with wider resource modelling	20	07/11/2016	05/12/2016
4.16	Front door technical / ICT requirements defined	20	07/11/2016	05/12/2016
4.17	Definition of future front door functions to be provided/commissioned	20	07/11/2016	05/12/2016
4.18	Front door process performance measures / volumes standardised & prepare for collection Apr 17<	65	02/01/2017	03/04/2017
4.19	Front door process change sponsors identified in each partner organisation	25	02/01/2017	06/02/2017
4.20	Front door process change action plan drafted	40	06/02/2017	03/04/2017
4.21	Front door process change sponsors communicate transition phase guidance within their organisations	110	03/04/2017	04/09/2017
4.22	Front door process change sponsors monitor success and report issues	5	03/07/2017	10/07/2017
4.23	Front door process change sponsors communicate implementation guidance within their organisations	160	04/09/2017	16/04/2018
4.24	**Marketing / recruitment**	445	25/07/2016	09/04/2018
4.25	Form marketing / recruitment sub-group	10	18/07/2016	01/08/2016
4.26	Marketing / recruitment good practice research (local / national / beyond adoption)	25	01/08/2016	05/09/2016
4.27	Marketing / recruitment strategy collation and knowledge building (who, info used / required, understanding of demand, resource required, targets, channels)	65	05/09/2016	05/12/2016
4.28	Agree combined marketing / recruitment strategy	60	07/11/2016	30/01/2017
4.29	Explore and clarify with VAA the extent of their specialist adopter recruitment and how to be presented	60	07/11/2016	30/01/2017
4.30	Combine marketing plans and resources	40	06/02/2017	03/04/2017
4.31	Implement combined marketing / recruitment strategy	260	03/04/2017	02/04/2018
4.32	Social media set up and outline strategy during transition phase	15	06/03/2017	27/03/2017
4.33	Marketing / recruitment resourcing model - high level proposal	65	01/08/2016	31/10/2016
4.34	Marketing / recruitment resourcing model - integrated with wider resource modelling	25	31/10/2016	05/12/2016
4.35	Identity / branding options and implications	35	15/08/2016	03/10/2016
4.36	Identity / branding development	20	06/03/2017	03/04/2017
4.37	Website principles and development plan	35	15/08/2016	03/10/2016
4.38	Website outline content	45	05/09/2016	07/11/2016
4.39	Website costs	10	19/09/2016	03/10/2016
4.40	Website delivery plan	10	19/09/2016	03/10/2016
4.41	Web hosting	5	03/10/2016	10/10/2016
4.42	Web template / design	20	20/03/2017	17/04/2017
4.43	Email mailbox set up	5	20/03/2017	27/03/2017
4.44	Initial website (phase 1) content agreed and live	15	27/03/2017	17/04/2017
4.45	Ongoing website (phase 1) content updates and development	5	24/04/2017	01/05/2017
4.46	Web development (phase 2) features planned	35	03/04/2017	22/05/2017
4.47	Web development (phase 2) features costed (and resourced)	30	22/05/2017	03/07/2017
4.48	Web development (phase 2) features built	30	03/07/2017	14/08/2017
4.49	Web development (phase 2) features test	30	14/08/2017	25/09/2017
4.50	Web development (phase 2) features live	30	25/09/2017	06/11/2017
4.51	Web development future features planned, costed, built, tested and live	160	06/11/2017	18/06/2018
4.52	Related policy statement, supporting guidance, forms and exemplars agreed on Tri.x	85	04/09/2017	01/01/2018
5	**Service excellence work stream 2 - Early Permanence**			
5.1	**Scope and define early permanence work stream**	20	04/04/2016	02/05/2016
5.2	Finalise draft 'to be' process maps	20	04/04/2016	02/05/2016
5.3	Engage operational staff in developing detailed service design underpinning process maps	45	02/05/2016	04/07/2016
5.4	Engage independent / external challenge, adopter and child voice on 'to be' processes and service design	70	30/05/2016	05/09/2016
5.5	Joint project team workshop 1 output to inform work streams	5	13/06/2016	20/06/2016
5.6	Engage VAA to lead Early Permanence work stream	30	20/06/2016	01/08/2016
5.7	Draft work packages to complete activity identified by process mapping & service design workshops	10	04/07/2016	18/07/2016
5.7	Identify quick wins from process mapping work and agree short term plans to implement changes	10	18/07/2016	01/08/2016
5.8	**Develop & deliver early permanence work stream**	120	18/07/2016	02/01/2017
5.9	Adopter survey questions relating to early permanence	10	18/07/2016	01/08/2016
5.10.	Joint project team workshop 2 output to inform work streams	5	12/09/2016	19/09/2016
5.11	Identify & document EP current practice (process/milestones/guidance) and align with child journey process proposals	45	01/08/2016	03/10/2016
5.12	Summary of RAA future early permanence function	40	05/09/2016	31/10/2016
5.13	Draft combined policy/protocol to ensure RAA early permanence function is consistently understood & describes involvement with LA & VAA	60	03/10/2016	26/12/2016
5.14	Identify & document tracking current practice (process/milestones/guidance) for standardisation	60	03/10/2016	26/12/2016
5.15	Culture change action plan	40	05/12/2016	30/01/2017
5.16	Demand modelling and resource estimate / proposal for early permanence function within RAA (link with wider resource planning & structure)	30	14/11/2016	26/12/2016
5.17	Contribute to protocol for transfer/sharing of child info between LA / RAA / VAs and any other agency developed by WS4 Child's journey	65	02/01/2017	03/04/2017
5.18	Outline requirements for information management/transfer and feedback on ICT options re. case management	65	02/01/2017	03/04/2017
5.19	LA / RAA information sharing and accountability protocol	65	02/01/2017	03/04/2017
5.20	Agree design / commissioning of training to achieve consistent best practice re. early permanence	65	02/01/2017	03/04/2017
5.21	Contribute to RAA family finding detailed process developed by WS4	65	02/01/2017	03/04/2017
5.22	Specify requirements for effective and timely case tracking in the LA and RAA while avoiding duplication (link to WS4 – Child's journey)	65	02/01/2017	03/04/2017
5.23	Options paper for potential case tracking solutions (link to WS4 – Child's journey)	65	02/01/2017	03/04/2017
5.24	Related policy statement, supporting guidance, forms and exemplars agreed on Tri.x	85	04/09/2017	01/01/2018
6	**Service excellence work stream 3 - Adopter assessment and matching**			
6.1	**Scope and define Assessment and matching work stream**	110	04/04/2016	05/09/2016
6.2	Finalise draft 'to be' process maps	20	04/04/2016	02/05/2016
6.3	Engage operational staff in developing detailed service design underpinning process maps	45	02/05/2016	04/07/2016
6.4	Engage independent / external challenge, adopter and child voice on 'to be' processes and service design	70	30/05/2016	05/09/2016
6.5	Joint project team workshop 1 output to inform work streams	5	13/06/2016	20/06/2016
6.6	Engage VAA to lead adopter assessment and matching work stream	30	20/06/2016	01/08/2016
6.7	Draft work packages to complete activity identified by process mapping & service design	10	04/07/2016	18/07/2016
6.8	Identify quick wins from process mapping work and agree short term plans to implement changes	10	18/07/2016	01/08/2016
6.9	Implement work package phase 1 (quick wins)	65	01/08/2016	31/10/2016



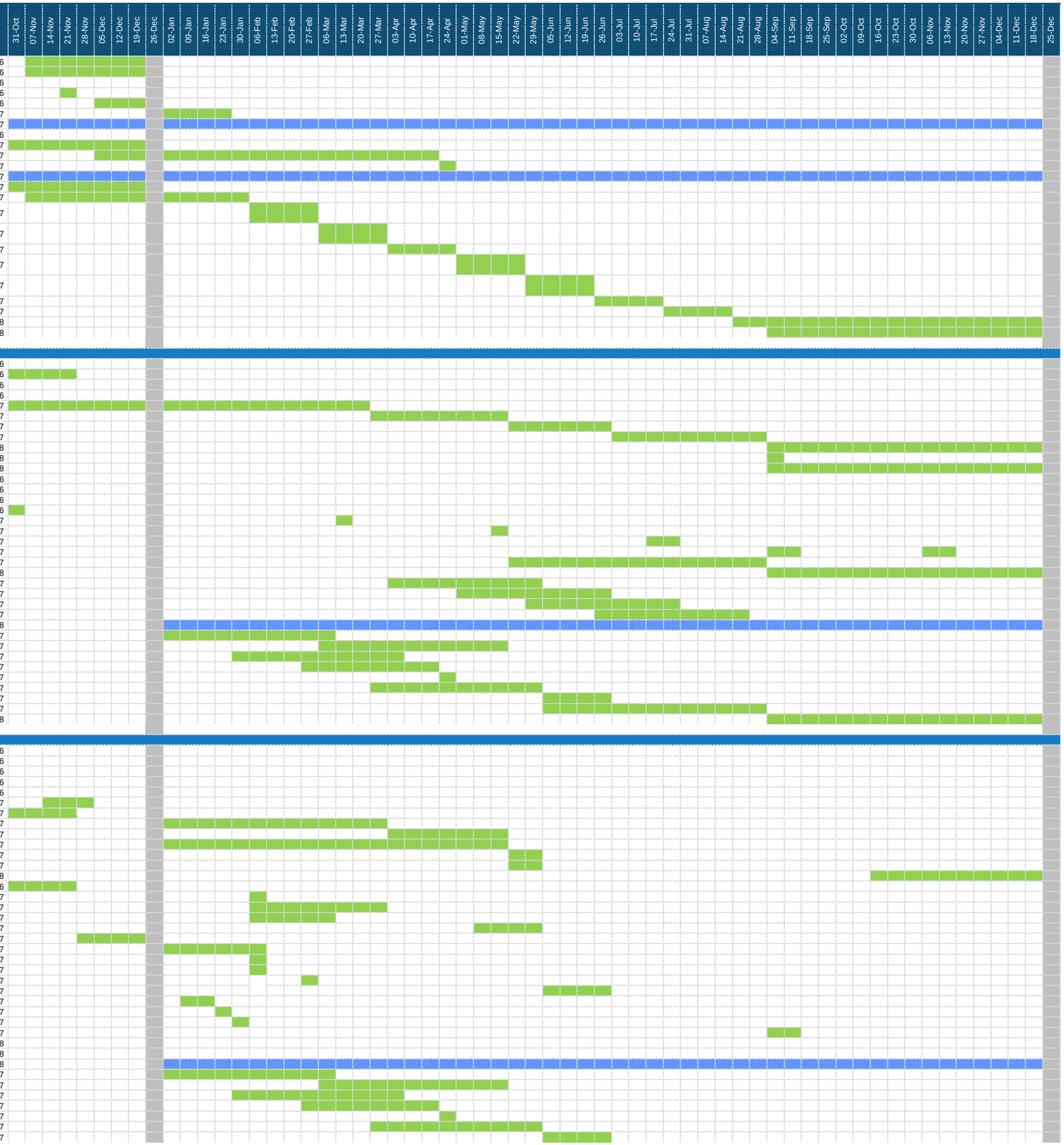
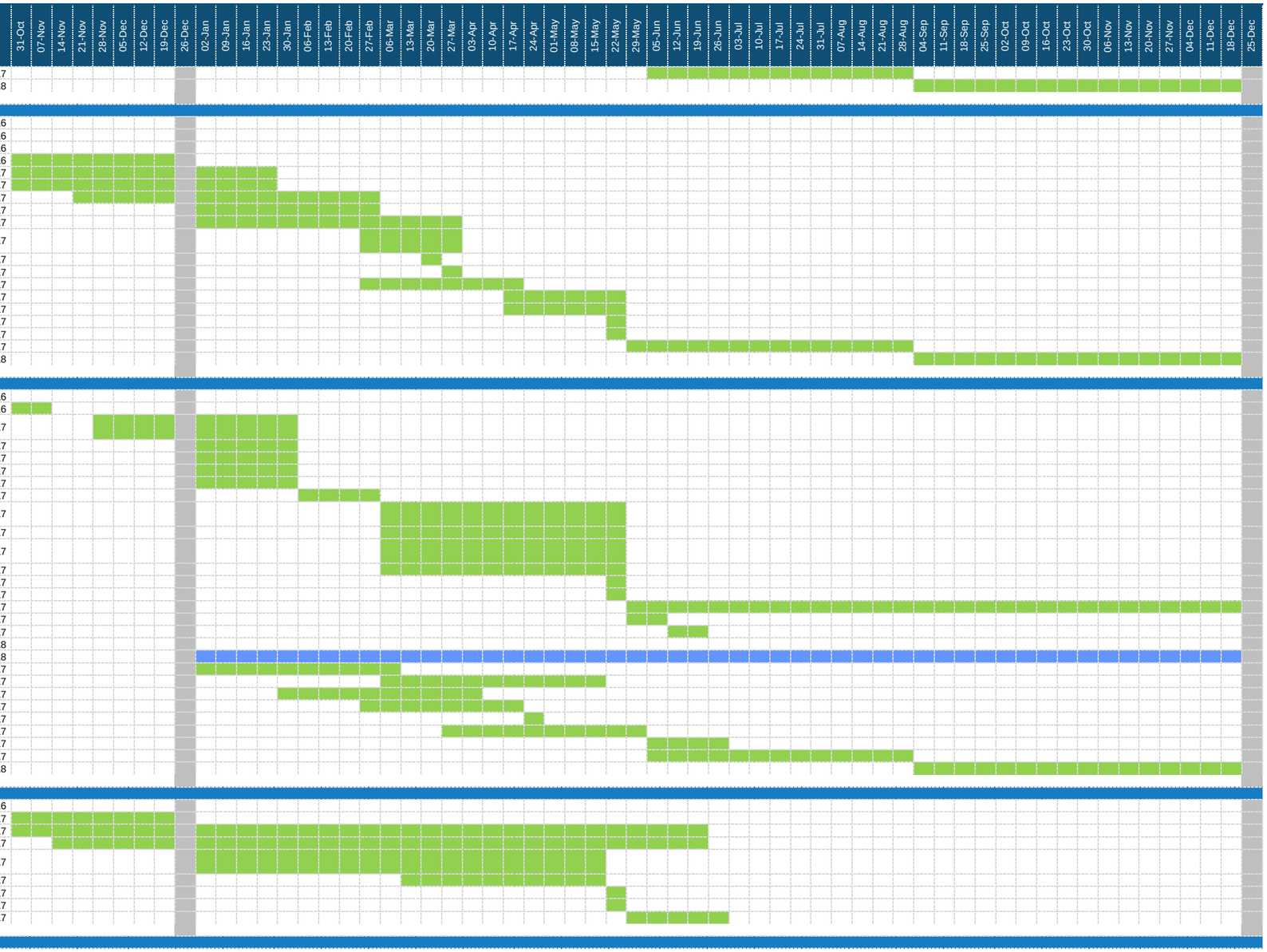
#	Activity	Duration days	Start	Finish
6.10.	**Develop & deliver Assessment and matching work stream**	120	18/07/2016	02/01/2017
6.11	Adopter survey questions relating to adopter asessment and matching	10	18/07/2016	01/08/2016
6.12	Joint project team workshop 2 output to inform work streams	5	12/09/2016	19/09/2016
6.13	Draft 'options' for achieving permanence messages / case studies to inform communications	20	31/10/2016	28/11/2016
6.14	Define process step to capture adopter intentions / expectations re. timeliness	20	31/10/2016	28/11/2016
6.15	Agree standard clear guidance on potential useful adopter preparation	20	28/11/2016	26/12/2016
6.16	Define core training and assessment approach across all teams	25	02/01/2017	06/02/2017
6.17	Draft model of adopter training to include adopters and linked to children needing placement, detail including generic/tailoring, group/individual, local/regional etc	25	02/01/2017	06/02/2017
6.18	Incorporate options to 'specialise' (and link with VAA)	25	02/01/2017	06/02/2017
6.19	Comparative research of assessments per fte in other RAAs	25	02/01/2017	06/02/2017
6.20	Good practice guidance on effective targetting of adopter recruitment for hard to place children	25	02/01/2017	06/02/2017
6.21	Define methods, process and resourcing of peer to peer support	20	06/02/2017	06/03/2017
6.22	Process and communications alignment with adoption support work stream to embed importance of and requirement for therapeutic parenting support	20	06/02/2017	06/03/2017
6.23	Comparison of current adopter assessment monitoring	20	06/03/2017	03/04/2017
6.24	Incorporate option (and draft supporting guidance) to change social worker and other areas of adopter choice	20	06/03/2017	03/04/2017
6.25	Define staffing model that is local but with flexibility to meet variations in demand regionally	20	31/10/2016	28/11/2016
6.26	Principles & requirements of a central information system to assist resource management and work allocation	20	31/10/2016	28/11/2016
6.27	Proposal to increase involvement of paid / employed adopters to support process and potentially reduce SW resource requirement	20	31/10/2016	28/11/2016
6.28	Incorporate 'fast tracking' option into process and draft associated guidance	20	03/04/2017	01/05/2017
6.29	Clarify earliest opportunity to identify actual children needing placement and process for identifying / prioritising	20	03/04/2017	01/05/2017
6.30	Definition of central support, supervision, feedback and improvement for workers	20	03/04/2017	01/05/2017
6.31	Defined options for adopter feedback, complaints etc	20	03/04/2017	01/05/2017
6.32	Proposal for adopter support network	20	01/05/2017	29/05/2017
6.33	Input to the definition of the matching process (WS2 & WS4)	20	01/05/2017	29/05/2017
6.34	Options / guidance for providing feedback to adopters regarding 'rejection' during matching	20	01/05/2017	29/05/2017
6.35	Related policy statement, supporting guidance, forms and exemplars agreed on Tri.x	85	04/09/2017	01/01/2018
7	**Service excellence work stream 4 - Child's journey**			
7.1	**Scope and define child jounrey work stream**	110	04/04/2016	05/09/2016
7.2	Finalise draft 'to be' process maps	20	04/04/2016	02/05/2016
7.3	Engage operational staff in developing detailed service design underpinning process maps	45	02/05/2016	04/07/2016
7.4	Engage independent / external challenge, adopter and child voice on 'to be' processes and service design	70	30/05/2016	05/09/2016
7.5	Joint project team workshop 1 output to inform work streams	5	13/06/2016	20/06/2016
7.6	Engage VAA to contribute to child's journey work stream	30	20/06/2016	01/08/2016
7.7	Draft work packages to complete activity identified by process mapping & service design	10	04/07/2016	18/07/2016
7.8	Identify quick wins from process mapping work and agree short term plans to implement changes	10	18/07/2016	01/08/2016
7.8	Implement work package phase 1 (quick wins)	65	01/08/2016	31/10/2016
7.9	**Develop & deliver child jounrey work stream**	275	18/07/2016	07/08/2017
7.10.	Adopter survey questions relating to child's journey	10	18/07/2017	01/08/2017
7.11	Joint project team workshop 2 output to inform work streams	5	12/09/2016	19/09/2016
7.12	Identify and document key pathway (process/milestones/best practices) at next level down from high level process maps. Specifically for RAA and RAA/LA joint activity (Child Journey & Tracking process maps)	25	03/10/2016	07/11/2016
7.13	Demand modelling and resource estimate / proposal for family finding function within RAA (link with other work stream resource planning and overall structure)	20	31/10/2016	28/11/2016
7.14	Ensure org model and budgeting includes resource for tracking	20	31/10/2016	28/11/2016
7.15	Legal advice/guidance to be included in spec for back office commissioned provision through LA buy-back	20	31/10/2016	28/11/2016
7.16	Summary of RAA family finding role/function	30	14/11/2016	26/12/2016
7.17	Draft protocol/process to ensure role of RAA Family Finder is understood and describes involvement with local authority & VAA	25	02/01/2017	06/02/2017
7.18	Options paper regarding case holding responsibility, CPR ownership and handover point (LA/RAA) to clarify any ambiguity in high level processes	20	14/11/2016	12/12/2016
7.19	Protocol for transfer of child information / information sharing between LA / RAA, and between RAA and any other agency	45	02/01/2017	06/03/2017
7.20	Outline requirements for information management/transfer and feedback on ICT options re. case management	45	02/01/2017	06/03/2017
7.21	Design / commission / agree training about effective CPR writing to achieve consistent best practice	20	06/03/2017	03/04/2017
7.22	Adoption / SGO support plan expertise developed within RAA (link to WS 5 & 7)	45	03/04/2017	05/06/2017
7.23	RAA family finding process detail defined including external searches and linking to WS2 EP	45	03/04/2017	05/06/2017
7.24	Support WS8 options re. RAA employing/commissioning a medical advisor and draft agreement with LAs on accessing resource / delivering consistency	45	03/04/2017	05/06/2017
7.25	Draft protocol for the timely completion of adoption medicals to agreed standards (Link with WS8)	45	05/06/2017	07/08/2017
7.26	Improved profile of children for whom adoption has been a positive outcome, expertise in family finding and matching (Link with WS1)	45	05/06/2017	07/08/2017
7.27	**Tracking process/system**	110	13/02/2017	17/07/2017
7.28	Specify requirements for effective and timely case tracking in the LA and RAA while avoiding duplication	20	27/02/2017	27/03/2017
7.29	Options paper for potential case tracking solutions	20	13/03/2017	10/04/2017
7.30	Agree how tracking for permanence planning coordinates with LA planning to avoid duplication	20	27/03/2017	24/04/2017
7.31	Definition of hard to place (DfE 5 criteria), linked with data and adopter recruitment and preparation	20	10/04/2017	08/05/2017
7.32	Explanation of how tracking process/system to feed management information and reporting	20	24/04/2017	22/05/2017
7.33	Develop and review options with David Barker (BANES & N.Som case mgmt and info systems)	80	27/03/2017	17/07/2017
7.34	**Develop and agree child journey templates / checklists**	160	22/05/2017	01/01/2018
7.35	Matching meeting (professionals) template	40	22/05/2017	17/07/2017
7.36	Risk management meeting template	40	05/06/2017	31/07/2017
7.37	Health professionals meeting template	40	19/06/2017	14/08/2017
7.38	Adoption/Matching panel meeting process flow and template (link to panel work stream 8)	40	03/07/2017	28/08/2017
7.39	Child appreciation event process & framework	40	17/07/2017	11/09/2017
7.40	Transition meeting process & template	40	31/07/2017	25/09/2017
7.41	Concurrency & Fostering for Adoption process & templates as appropriate (link early permanence WS2)	40	14/08/2017	09/10/2017
7.42	SGO assessment good practice and support services (link with WS5 & 7)	40	28/08/2017	23/10/2017
7.43	Clarify role of the RAA SW for foster carers who are granted SGOs (WS7)	40	11/09/2017	06/11/2017
7.44	Agreement to utilise and support LA arrangements for hearing / responding to the child's voice	40	25/09/2017	20/11/2017
7.45	Identify resource to support child's voice / engagement work once responsibility transfers to the RAA	40	09/10/2017	04/12/2017
7.46	Related policy statement, supporting guidance, forms and exemplars agreed on Tri.x	85	04/09/2017	01/01/2018
8	**Service excellence work stream 5 - Support and lifelong links**			
8.1	**Scope and define support & lifelong links work stream**	110	04/04/2016	05/09/2016
8.2	Finalise draft 'to be' process maps	20	04/04/2016	02/05/2016
8.3	Engage operational staff in developing detailed service design underpinning process maps	45	02/05/2016	04/07/2016
8.4	Engage independent / external challenge, adopter and child voice on 'to be' processes and service design	70	30/05/2016	05/09/2016
8.5	Joint project team workshop 1 output to inform work streams	5	13/06/2016	20/06/2016
8.6	Engage VAA to contribute to child's journey work stream	30	20/06/2016	01/08/2016
8.7	Draft work packages to complete activity identified by process mapping & service design	10	04/07/2016	18/07/2016
8.8	Identify quick wins from process mapping work and agree short term plans to implement changes	10	18/07/2016	01/08/2016
8.9	Implement work package phase 1 (quick wins)	65	01/08/2016	31/10/2016
8.10.	**Develop & deliver support & lifelong links work stream**	275	18/07/2016	07/08/2017
8.11	Adopter survey questions relating to support & lifelong links	10	18/07/2017	01/08/2017
8.12	Joint project team workshop 2 output to inform work streams	5	12/09/2016	19/09/2016
8.13	Comprehensive support survey analysis and incorporate learning	45	12/09/2016	14/11/2016



#	Activity	Duration days	Start	Finish
8.14	Service specifications to be created for the different elements of the support offer	220	03/10/2016	07/08/2017
8.15	Develop overarching Statement of Purpose for the RAA support and lifelong links group	40	03/10/2016	28/11/2016
8.16	Links to be established with national and local CAMHS developments	220	03/10/2016	07/08/2017
8.17	Contact (direct/indirect) – clarify scope and scale of activity within each agency - prepare summary	40	31/10/2016	26/12/2016
8.18	Link with early permanence workstream - clarify support planning process	45	02/01/2017	06/03/2017
8.19	Adopter forums (see comms & engagement section)	40	03/10/2016	28/11/2016
8.20	Voice / experience of child planning	80	31/10/2016	20/02/2017
8.21	Voice / experience of child event	10	20/02/2017	06/03/2017
8.22	Views / experience of birth family relatives collected	40	03/10/2016	28/11/2016
8.23	Views / experience of birth family relatives summarised and presented	25	07/11/2016	12/12/2016
8.24	Views / experience of birth family relatives incorporated in planning / proposals / specifications	195	07/11/2016	07/08/2017
8.25	Identify inconsistencies / issues arising from current support policies	40	07/11/2016	02/01/2017
8.26	Link with SGO workstream	50	28/11/2016	06/02/2017
8.27	Leaflets / information about support services across RAA to be collated	45	02/01/2017	06/03/2017
8.28	Support service delivery / commissioning strategy and action plan	45	02/01/2017	06/03/2017
8.29	Outline options for web forum	45	02/01/2017	06/03/2017
8.30	Related policy statement, supporting guidance, forms and exemplars agreed on Tri.x	85	04/09/2017	01/01/2018
9	**Service excellence work stream 6 - Performance, QA, workforce and administration**			
9.1	**Scope and define support & lifelong links work stream**	110	04/04/2016	05/09/2016
9.2	Finalise draft 'to be' process maps	20	04/04/2016	02/05/2016
9.3	Engage operational staff in developing detailed service design underpinning process maps	45	02/05/2016	04/07/2016
9.4	Engage independent / external challenge, adopter and child voice on 'to be' processes and service design	70	30/05/2016	05/09/2016
9.5	Joint project team workshop 1 output to inform work streams	5	13/06/2016	20/06/2016
9.6	Engage VAA to contribute to performance work stream	30	20/06/2016	01/08/2016
9.7	Draft work packages to complete activity identified by process mapping & service design	10	04/07/2016	18/07/2016
9.8	Identify quick wins from process mapping work and agree short term plans to implement changes	10	18/07/2016	01/08/2016
9.9	Implement work package phase 1 (quick wins)	65	01/08/2016	31/10/2016
9.10.	**Develop & deliver support & lifelong links work stream**	380	18/07/2016	01/01/2018
9.12	Adopter survey questions relating to performance	10	18/07/2016	01/08/2016
9.13	Joint project team workshop 2 output to inform work streams	5	12/09/2016	19/09/2016
9.14	Define Business support & performance management function requirements for the new RAA	45	05/09/2016	07/11/2016
9.15	Research Bus. Support & perf. mgt function solution options (short and longer term)	45	05/09/2016	07/11/2016
9.16	Draft proposals for Business support & performance management function solutions	45	05/09/2016	07/11/2016
9.17	Governance group review draft proposals for Bus. support & perf. mgt function solutions	20	07/11/2016	05/12/2016
9.18	Research of Ofsted 'outstanding' agencies and highlight aspects to develop	70	01/08/2016	07/11/2016
9.19	Data collection plan (incl. requirements)	45	03/10/2016	05/12/2016
9.20	Discussion with adopters to understand the most important things to them about the service	25	31/10/2016	05/12/2016
9.21	Assessment of current QA policies / practices across LAs/VAAs including strengths / issues	20	21/11/2016	19/12/2016
9.22	Draft Quality Assurance framework (Roles & responsibilities, policies/procedures, key principles, child focussed approach, clear & effective feedback process, practice examples)	20	28/11/2016	26/12/2016
9.23	Draft Quality Function Deployment diagram for service capturing customer requirements, service design, interrelationships, competitor comparison, correlation, measures of success and analysis	25	02/01/2017	06/02/2017
9.24	Performance improvement framework, including standardised approach & measures	20	06/02/2017	06/03/2017
9.25	Map performance metrics to the process and identify accountability	20	06/02/2017	06/03/2017
9.26	Action plan for implementing standardised performance measurement & reporting across 6 teams and interface with VAAs for early implementation	65	02/01/2017	03/04/2017
9.27	Agree individual parameters of performance for each LA as a condition of partnership (e.g. child care SW teams completing plans / life story work)	65	02/01/2017	03/04/2017
9.28	Develop clear link between mgmt information/ALB data and the child tracking process re. harder to place	65	02/01/2017	03/04/2017
9.29	Management information requirements for the RAA defined (to inform continuous improvement, data driven decision making and service delivery)	40	06/02/2017	03/04/2017
9.30	List of questions and plan to explore workforce development future requirements with staff / teams	25	02/01/2017	06/02/2017
9.31	Workforce development activity and spend analysis	35	02/01/2017	20/02/2017
9.32	Development / Talent management & acquisition framework	60	06/02/2017	01/05/2017
9.33	Skills audit	45	03/04/2017	05/06/2017
9.34	Staff engagement on how to create a team culture and more joined-up workforce	45	03/04/2017	05/06/2017
9.35	Training and development principles / plans and resource estimates	45	03/04/2017	05/06/2017
9.36	Flexible working policy outline	45	03/04/2017	05/06/2017
9.37	'Go & see' sessions with admin workers / social workers to understand administration demand & value	10	22/05/2017	05/06/2017
9.38	Business support function considerations refined for decision report (Spring 2017))	10	28/11/2016	12/12/2016
9.39	Administration function requirements definition and demand analysis - outline	20	23/01/2017	20/02/2017
9.40	Administration function requirements definition and demand analysis - detail	20	22/05/2017	19/06/2017
9.41	Define improvements to administrative functions	85	06/02/2017	05/06/2017
9.42	Resource plan options for administrative functions	85	06/02/2017	05/06/2017
9.43	Procure / arrange Business & performance management function solutions	170	01/05/2017	25/12/2017
9.44	Related policy statement, supporting guidance, forms and exemplars agreed on Tri.x	80	04/09/2017	25/12/2017
10	**Service excellence work stream 7 - Special guardianship**			
10.1	**Scope and define SGO work stream**	110	04/04/2016	05/09/2016
10.2	Finalise draft 'to be' process maps	20	04/04/2016	02/05/2016
10.3	Engage operational staff in developing detailed service design underpinning process maps	45	02/05/2016	04/07/2016
10.4	Engage independent / external challenge, adopter and child voice on 'to be' processes and service design	70	30/05/2016	05/09/2016
10.5	Joint project team workshop 1 output to inform work streams	5	13/06/2016	20/06/2016
10.6	Engage VAA to contribute to performance work stream	30	20/06/2016	01/08/2016
10.7	Draft work packages to complete activity identified by process mapping & service design	10	04/07/2016	18/07/2016
10.8	Identify quick wins from process mapping work and agree short term plans to implement changes	10	18/07/2016	01/08/2016
10.9	Implement work package phase 1 (quick wins)	65	01/08/2016	31/10/2016
10.10.	**Develop & deliver SGO work stream**	275	18/07/2016	07/08/2017
10.11	Joint project team workshop 2 output to inform work streams	5	12/09/2016	19/09/2016
10.12	Options paper for inclusion of SG support / assesment and phasing	15	19/09/2016	10/10/2016
10.13	Resource modelling for SG assessment and support functions	15	31/10/2016	21/11/2016
10.14	Further scoping and feasibility assessment regarding phasing on inclusion of SGO	20	21/11/2016	19/12/2016
10.15	Dependency mapping and risk analysis regarding inclusion of SGO	25	12/12/2016	16/01/2017
10.16	Other RAA research regarding inclusion of SGO	25	12/12/2016	16/01/2017
10.17	Feasibility study report to governance group for inclusion / phasing of SGO	30	16/01/2017	27/02/2017
10.18	SGO Decision update to DCS, included in Decision report	10	20/02/2017	06/03/2017
10.19	SGO outline plan for LA coordination 2017/18 and preparation for transfer 2019	40	06/03/2017	01/05/2017
11	**Service excellence work stream 8 - Panels, Health & Education**			
11.1	**Scope and define panels, health and virtual school work stream**	110	04/04/2016	05/09/2016
11.2	Finalise draft 'to be' process maps	20	04/04/2016	02/05/2016
11.3	Engage operational staff in developing detailed service design underpinning process maps	45	02/05/2016	04/07/2016
11.4	Engage independent / external challenge, adopter and child voice on 'to be' processes and service design	70	30/05/2016	05/09/2016
11.5	Joint project team workshop 1 output to inform work streams	5	13/06/2016	20/06/2016
11.6	Engage VAA to contribute to performance work stream	30	20/06/2016	01/08/2016
11.7	Draft work packages to complete activity identified by process mapping & service design	10	04/07/2016	18/07/2016
11.8	Identify quick wins from process mapping work and agree short term plans to implement changes	10	18/07/2016	01/08/2016
11.9	Implement work package phase 1 (quick wins)	65	01/08/2016	31/10/2016
11.10.	Adopter survey questions relating to panels, health & education	10	18/07/2016	01/08/2016
11.11	Joint project team workshop 2 output to inform work streams	5	12/09/2016	19/09/2016
11.12	**Develop & deliver panels work stream**	275	18/07/2016	07/08/2017
11.13	Analyse Panel arrangements, highlight issues re. discrepancies & draft options to rationalise / consistent	35	19/09/2016	07/11/2016
11.14	Panel delivery model options to cover number, frequency, payments	25	03/10/2016	07/11/2016



#	Activity	Duration days	Start	Finish
11.10.	Roles of panel advisor & administrator done in various ways, to be incorporated in HR / transfer planning	35	07/11/2016	26/12/2016
11.15	SWOT analysis of options completed and prefered option proposed by commissioners	35	07/11/2016	26/12/2016
11.16	Draft options presented to AW Governance Group	5	24/10/2016	31/10/2016
11.17	Final options presented to AW Governance Group	5	21/11/2016	28/11/2016
11.18	Panel arrangements refined for final full business case for implementation decision	15	05/12/2016	26/12/2016
11.19	Panel arrangements incorporated into business case for implementation decision	20	02/01/2017	30/01/2017
11.20	**Education**	365	04/04/2016	28/08/2017
11.21	Initial engagement, information gathering and partnership building	120	04/04/2016	19/09/2016
11.22	Analyse Virtual school arrangements, highlight issues, inconsistencies, gaps	75	19/09/2016	02/01/2017
11.23	Virtual school improvements options paper	100	05/12/2016	24/04/2017
11.24	Options presented to AW Governance Group	5	24/04/2017	01/05/2017
11.25	**Health**	365	04/04/2016	28/08/2017
11.26	Analyse commissioned health services contracts to inform options and highlight associated risks	75	19/09/2016	02/01/2017
11.27	Consider various options for organising Adoption Medical Advice and other related NHS services	65	07/11/2016	06/02/2017
11.28	Summarise NHS Responsible Commissioner Guidance in relation to post adoption support and outline implications for AW	20	06/02/2017	06/03/2017
11.29	Agree mitigation / resolution of short term risks relating to timeliness, continuity and quality of services across 6 CCG	20	06/03/2017	03/04/2017
11.30	Long term plan for reviewing and standardising arrangements across the AW area to address risks	20	03/04/2017	01/05/2017
11.31	Consideration of short term solutions re. cost risks (a. provide free for AW placements with implications for net importers or/ b. agree unit cost price for activity undertaken and recharge quarterly in arrears	20	01/05/2017	29/05/2017
11.32	Long term options considered (a. spot purchase, b. adoption health staff transfer to AW / new dedicated service, c. one CCG acts as lead	20	29/05/2017	26/06/2017
11.33	SWOT analysis of options completed and prefered option proposal	20	26/06/2017	24/07/2017
11.34	Health service commissioning options presented to AW Governance Group	20	24/07/2017	21/08/2017
11.35	Health service commissioning long term plan activity work package agreed and implemented	95	21/08/2017	01/01/2018
11.36	Related policy statement, supporting guidance, forms and exemplars agreed on Tri.x	85	04/09/2017	01/01/2018
12	**Work stream - HR**			
12.1	Redraft plan for delivering HR activity to reflect revised funding schedule	60	04/04/2016	27/06/2016
12.2	Procure detailed TUPE advice, once funding agreed	20	31/10/2016	28/11/2016
12.3	Develop TUPE advice from LAs in absence of funding	20	27/06/2016	25/07/2016
12.4	Develop detailed staff transfer plan	20	25/07/2016	22/08/2016
12.5	Review and validate staff data required for staff transfer process	175	25/07/2016	27/03/2017
12.6	Draft outline staff transfer documentation	40	27/03/2017	22/05/2017
12.7	Staff change initial consultation period	30	22/05/2017	03/07/2017
12.8	Staff transfer consultation follow up processes and documentation	45	03/07/2017	04/09/2017
12.9	Ensure up-to-date staff lists are correct pre-transfer	85	04/09/2017	01/01/2018
12.10.	Issue formal HR documentation for staff	85	04/09/2017	01/01/2018
12.11	Staff workforce change process & transition period (potentially phased for different partners)	150	04/09/2017	02/04/2018
12.12	Draft & send consistent TU comms messages regarding RAA - early engagement	5	06/06/2016	13/06/2016
12.13	Draft & send consistent TU comms messages regarding RAA - pre general consultation	5	04/07/2016	11/07/2016
12.14	Draft & send consistent TU comms messages regarding RAA - general consultation / engagement	60	18/07/2016	10/10/2016
12.15	Draft & send consistent TU comms messages regarding RAA - post general consultation	10	24/10/2016	07/11/2016
12.16	Draft & send consistent TU comms messages regarding RAA - implementation decision	5	13/03/2017	20/03/2017
12.17	Draft & send consistent TU comms messages regarding RAA - pre-staff consultation	5	15/05/2017	22/05/2017
12.18	Draft & send consistent TU comms messages regarding RAA - post-staff consultation	10	17/07/2017	31/07/2017
12.19	Draft & send consistent TU comms messages regarding RAA - pre-implementation / workforce change	10	04/09/2017	18/09/2017
12.24	RAA management recruitment	75	22/05/2017	04/09/2017
12.25	RAA staff recruitment (vacant posts)	150	04/09/2017	02/04/2018
12.26	Audit of staff skills / experience / training & qualifications	45	03/04/2017	05/06/2017
12.27	Workforce development gap analysis	45	01/05/2017	03/07/2017
12.28	Develop training programme	45	29/05/2017	31/07/2017
12.29	Deliver training programme	45	26/06/2017	28/08/2017
	Back office support - HR/Payroll	325	02/01/2017	02/04/2018
12.36	Define HR & Payroll requirements for the new RAA	50	02/01/2017	13/03/2017
12.40	Sign off outline proposed solutions in implementation decision report	55	06/03/2017	22/05/2017
12.37	Research HR & Payroll solution options (short and longer term)	50	30/01/2017	10/04/2017
12.38	Draft proposals for HR & Payroll solutions	40	27/02/2017	24/04/2017
12.39	Governance group review draft proposals for HR & Payroll solutions	1	27/04/2017	28/04/2017
12.40	Market test HR & Payroll solutions	50	27/03/2017	05/06/2017
12.41	Sign off proposed solutions in final costed business case	20	05/06/2017	03/07/2017
12.42	Procure HR & Payroll solutions	65	05/06/2017	04/09/2017
12.43	Arrange / implement HR & Payroll solutions	150	04/09/2017	02/04/2018
13	**Work stream - Finance**			
13.1	Redraft plan for delivering financial modelling to reflect revised funding schedule	130	04/04/2016	03/10/2016
13.2	Analysis of service volumes / unit costs to inform financial principles	130	04/04/2016	03/10/2016
13.3	Analysis of inter agency fee, ASF, allowances to inform principles and decision making	130	04/04/2016	03/10/2016
13.4	Draft principles / options for agreeing allocation of LA funding to RAA	10	22/08/2016	05/09/2016
13.5	Draft recommendation regarding working capital required and source of funding	10	22/08/2016	05/09/2016
13.6	Governance group to review and agree principles for allocation of funding to RAA (incl. working capital)	45	03/10/2017	05/12/2017
13.7	Procure advice relating to pensions	20	31/10/2017	28/11/2017
13.8	Initial engagement & clarifications with pension fund administrators	65	02/01/2017	03/04/2017
13.9	Complete actuarial review for 3 pension funds to identify scale of liabilities	40	03/04/2017	29/05/2017
13.10.	Plan process for gaining admitted body status to one or more LGPS funds (based on advice)	105	02/01/2017	29/05/2017
13.11	Deliver activity required to address pension implications raised by data gathering, consultation & options	10	22/05/2017	05/06/2017
13.12	Pensions position statement completed based on actuarial review	10	22/05/2017	05/06/2017
13.13	Revisit actuarial review for 3 pension funds to confirm final scale of liabilities	50	23/10/2017	01/01/2018
13.14	Procure detailed VAT / Tax advice	20	31/10/2016	28/11/2016
13.15	Analyse other RAA project treatment of VAT	5	06/02/2017	13/02/2017
13.16	Liaise with VAT adviser to DfE re. wider VAT solution	20	06/02/2017	06/03/2017
13.17	Incorporate detailed VAT / Tax advice into decision report (Spring 2017)	40	06/02/2017	03/04/2017
13.18	Incorporate detailed VAT / Tax advice into final costed business case	20	08/05/2017	05/06/2017
13.19	Financial modelling advice, support, audit procured	20	28/11/2017	26/12/2017
13.20	Financial modelling advice & support provided	30	02/01/2017	13/02/2017
13.21	Finance directors review decision report and test financial modelling	5	06/02/2017	13/02/2017
13.22	Finance directors clarifications/mitigations response	10	13/02/2017	27/02/2017
13.23	Finance directors review decision report and test financial modelling	5	27/02/2017	06/03/2017
13.24	Finance directors review final costed business case and related legal documentation	20	05/06/2017	03/07/2017
13.25	Insurance requirements defined	10	09/01/2017	23/01/2017
13.26	Insurance budget estimated	5	23/01/2017	30/01/2017
13.27	Insurance budget estimate refined	5	30/01/2017	06/02/2017
13.28	Insurance requirements re-appraised based on implementation planning	10	04/09/2017	18/09/2017
13.29	Insurance policies purchased	10	01/01/2018	15/01/2018
13.30	Appropriate insurance policies in place (inc public liability, professional indemnity)	0	26/03/2018	26/03/2018
13.31	**Back office support - Finance support**	325	02/01/2017	02/04/2018
13.32	Define Finance support function requirements for the new RAA	50	02/01/2017	13/03/2017
13.33	Sign off outline proposed solutions in implementation decision report	55	06/03/2017	22/05/2017
13.34	Research Finance support function solution options (short and longer term)	50	30/01/2017	10/04/2017
13.35	Draft proposals for Finance support function solutions	40	27/02/2017	24/04/2017
13.36	Governance group review draft proposals for Finance support function solutions	1	27/04/2017	28/04/2017
13.37	Market test Finance support solutions	50	27/03/2017	05/06/2017
13.38	Sign off proposed solutions in final costed business case	20	05/06/2017	03/07/2017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13.39	Procure Finance support function solutions	65	05/06/2017	04/09/2017
13.40	Arrange / Implement Finance support function solutions	150	04/09/2017	02/04/2018
14	**Work stream - ICT**			
14.1	Apply service design and process mapping to inform process of developing ICT solutions	45	04/04/2016	06/06/2016
14.2	Define ICT support function requirements for the new RAA within each oerational work stream	70	06/06/2016	12/09/2016
14.3	Analyse requirements of each work stream for commonality & potential conflicts	70	06/06/2016	12/09/2016
14.4	Research ICT support function solution options (short and longer term)	75	12/09/2016	26/12/2016
14.5	Engage with LA ICT services re. potential solutions / constraints / dependencies	75	17/10/2016	30/01/2017
14.6	Liaise with other RAA projects and compare ICT approaches	75	21/11/2016	06/03/2017
14.7	Follow up engagement with potential suppliers of case management systems	75	21/11/2016	06/03/2017
14.8	Outline solutions options in implementation decision report	45	02/01/2017	06/03/2017
14.9	SWOT analysis of options and potential solutions	65	02/01/2017	03/04/2017
14.10.	Draft proposals for ICT organisational support function solutions and operational case management systems	25	27/02/2017	03/04/2017
14.11	Service manager group review draft proposals for ICT support function / case mgt solutions	1	21/03/2017	22/03/2017
14.12	Governance group review draft proposals for ICT support function / case mgt solutions	1	30/03/2017	31/03/2017
14.13	Identify / recruit ICT expertise to support solution development / specification	40	27/02/2017	24/04/2017
14.14	Develop detailed solutions options / procurement brief for general organisational ICT	30	17/04/2017	29/05/2017
14.15	Develop detailed solutions options / procurement brief for adoption case management / other systems	30	17/04/2017	29/05/2017
14.16	Service manager group review final proposals for ICT support function / case mgt solutions	1	23/05/2017	24/05/2017
14.17	Governance group review final proposals for ICT support function / case mgt solutions	1	25/05/2017	26/05/2017
14.18	Procure / arrange ICT support function solutions	65	05/06/2017	04/09/2017
14.19	ICT implementation plans	150	04/09/2017	02/04/2018
15	**Work stream - Legal**			
15.1	Redraft plan for delivering legal advice & guidance to reflect revised funding schedule	130	04/04/2016	03/10/2016
15.2	Procure detailed Legal advice regarding forming of a corporate structure and delivering the transition	30	03/10/2016	14/11/2016
15.3	Heads of terms agreed for decision report (Members agreement, articles of association, commissioning contract)	50	28/11/2016	06/02/2017
15.4	Agreed outline articles of association including board composition and voting rights for LA / VAA Directors	25	02/01/2017	06/02/2017
15.5	Outline service specification for decision report	25	02/01/2017	06/02/2017
15.6	Clarification of Teckal requirements and associated risks for decision report	25	02/01/2017	06/02/2017
15.7	Outline of statutory duties regarding transfer of adoption functions	25	02/01/2017	06/02/2017
15.8	Review outline legal assumptions with LA legal representatives for decision report	20	06/02/2017	06/03/2017
15.9	Members agreement including reserved decisions, board appointment rights, any funding obligations and agreed arrangements around exiting	60	06/03/2017	29/05/2017
15.10.	Detailed clarification of statutory duties regarding the transfer of adoption functions	60	06/03/2017	29/05/2017
15.11	Commissioning of services contract including service specification, working capital arrangements & support services	60	06/03/2017	29/05/2017
15.12	Evidence how meet national minimum standards for adoption services and the Statutory guidance	60	06/03/2017	29/05/2017
15.16	Service manager group review final commissioning contract / service specification	1	23/05/2017	24/05/2017
15.17	Governance group review final member's agreement,commissioning contract / service specification	1	25/05/2017	26/05/2017
15.13	Policies and procedures in place as stipulated in minimum standards	150	29/05/2017	25/12/2017
15.14	Company registration	10	22/05/2017	05/06/2017
15.15	Ofsted registration initial enquiry / planning	10	12/06/2017	26/06/2017
15.16	Ofsted registration	10	01/01/2018	15/01/2018
15.17	**Back office support - Legal support**	325	02/01/2017	02/04/2018
15.18	Define Legal support function requirements for the new RAA	50	02/01/2017	13/03/2017
15.19	Sign off outline proposed solutions in implementation decision report	55	06/03/2017	22/05/2017
15.20	Research Legal support function solution options (short and longer term)	50	30/01/2017	10/04/2017
15.21	Draft proposals for Legal support function solutions	40	27/02/2017	24/04/2017
15.22	Governance group review draft proposals for Legal support function solutions	1	27/04/2017	28/04/2017
15.23	Market test Legal support solutions	50	27/03/2017	05/06/2017
15.24	Sign off proposed solutions in final costed business case	20	05/06/2017	03/07/2017
15.25	Procure Legal support function solutions	65	05/06/2017	04/09/2017
15.26	Arrange / Implement Legal support function solutions	150	04/09/2017	02/04/2018
16	**Work stream - Commissioning and procurement**			
16.1	Combined analysis of current commissioned spend, service delivery volumes, capacity & capability	85	04/04/2016	01/08/2016
16.2	Options for future commissioning commitments / preferences considered with VAAs	195	04/04/2016	02/01/2017
16.3	VAA develop service offers informed by RAA work stream / operational improvement planning	320	04/04/2016	26/06/2017
16.4	Market analysis of VAA capacity, appetite and ability to provide services	160	14/11/2016	26/06/2017
16.5	Service delivery model / resourcing options to reflect commissioning options informed by VAA engagement and support work stream proposals	80	02/01/2017	24/04/2017
16.6	Outline support service commissioning proposals / schedule	50	13/03/2017	22/05/2017
16.7	Service manager group review support commissioning proposals	1	23/05/2017	24/05/2017
16.8	Governance group to review and agree commissioning proposals	1	27/05/2017	28/05/2017
16.9	Commissioning considerations incorporated into final costed business case for implementation decision	20	05/06/2017	03/07/2017