#	Activity	Duration days	Start	Finish	31-Oct 07-Nov 14-Nov 21-Nov 28-Nov	05-Dec 12-Dec 19-Dec	26-Dec 02-Jan 09-Jan 16-Jan	23-Jan 30-Jan 06-Feb	13-Feb 20-Feb 27-Feb 06-Mar 13-Mar	20-Mar 27-Mar 03-Apr	10-Apr 17-Apr 24-Apr	01-1449 08-May 15-May 22-May 29-Mav	05-Jun 12-Jun 19-Jun	26-Jun 03-Jul 10-Jul 17-Jul
1	Project organisation, mobilisation, baselines, plans and work packages	uays			21 2 23	69 1 6		8 8 8	2 8 8 2	8 5 8	≠	5 8 4 8 8	8 2 2	0 - - 0
1.1	Confirm resource plans and extend contracts, coverred by bridging funding	5		6 11/04/2016										
	Negotiate Jun-Oct funding Review and update resource plans / contracts covered by June-Oct funding	10 20		6 13/06/2016 6 04/07/2016										
1.4	Identify / recruit additional resoures once implementation funding decision made	30	19/09/201	6 31/10/2016										
	Recruit additional resources once financial plan approved Review and update service information / relevant baseline data (Apr funding)	20 10		6 28/11/2016 6 18/04/2016										
	Review and update project plans and key project documentation (Apr funding)	10		6 18/04/2016										
	Review and update work packages (Apr funding) Review and update service information / relevant baseline data (Jun funding)	10 10		6 18/04/2016 6 20/06/2016										
1.10.	Review and update project plans and key project documentation (Jun funding)	10		6 20/06/2016										
	Review and update work packages (Jun funding) Review and update service information / relevant baseline data (Nov funding)	10 10		6 20/06/2016 6 24/10/2016										
1.13	Review and update project plans and key project documentation (Nov funding)	10	10/10/201	6 24/10/2016										
	Review and update work packages (Nov funding) Review and update work packages, budget and DfE progress returns (Quarterly funding release)	10 5		6 24/10/2016 7 13/03/2017										
1.16	Review and update work packages, budget and DfE progress returns (Quarterly funding release)	5	12/06/201	7 19/06/2017										
	Review and update work packages, budget and DfE progress returns (Quarterly funding release) Review and update work packages, budget and DfE progress returns (Quarterly funding release)	5 5		7 18/09/2017 7 18/12/2017										
	Review and update work packages, budget and DfE progress returns (Quarterly funding release)	5		8 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		6 11/04/2016										
	Work stream coordination, reporting and draft outline business case development Draft outline business case and draft committee report produced based on outputs from work streams	40 15		6 30/05/2016 6 06/06/2016										
2.4	Draft outline business case & committee report reviewed by service mgr & governance group	10	06/06/201	6 20/06/2016										
	Committee / Cabinet report submitted to each LA democratic services processes and VAA/ASA Committee / Cabinet report stages process in each LA	15 30		6 27/06/2016 6 01/08/2016										
2.7	Committee / Cabinet report considered and approved by each LA & VAA/ASA	30	20/06/201	6 01/08/2016										
	Consultation documentation preparation Equalty Impact Assessment updated	35 35		6 08/08/2016 6 08/08/2016										
2.10.	Consultation launch	5	01/08/201	6 08/08/2016										
	Consultation period (see section 3 'comms & stakeholder engagement' below) Collate, review and summarise consultation responses	60 20		6 24/10/2016 6 21/11/2016										
	Collate, review and summarise adoption data	20		6 21/11/2016										
	Map service user location data Map staff location data	5 5		6 21/11/2016 6 21/11/2016										
	Outline service delivery design - staff structure and locations	10		6 28/11/2016										
	Business case and service design focus event (lock-in)	10		6 05/12/2016										
	Financial / Legal elements refined & developed in response to LA feedback Head of service DCS enter proposed decision on forward plans for April 2017 in each LA	65 10		6 20/02/2017 6 12/12/2016										
2.20	Draft final decision committee / cabinet report	10		6 12/12/2016										
	Draft final decision committee /cabinet report reviewed by service manager & governance group Draft final decision committee /cabinet report reviewed by DCS & VAA	5 45		6 12/12/2016 6 06/02/2017										
2.23	Draft final decision committee /cabinet report reviewed by S151 Officers	45	05/12/201	6 06/02/2017										
	Draft final decision committee /cabinet report reviewed by elected member decision makers Draft final decision committee /cabinet report updated / amended	45 60		6 06/02/2017 6 27/02/2017										
2.26	Committee / cabinet final decision report submitted to each LA democratic services processes	25	27/02/201	7 03/04/2017										
	Committee / cabinet final decision report stages process in each LA Committee / cabinet final decision report considered and approved by each LA & VAA/ASA	60 40		7 22/05/2017 7 22/05/2017										
2.29	Deliver transition activity (workstreams below)	520	04/04/201	6 02/04/2018										
	Implement RAA	0	03/04/201	8 03/04/2018	·					L				lll
3.1	Joint elected member engagement event Staffstakeholder newsletter - April 2016	1		6 12/04/2016 6 12/04/2016										
3.3	Staff/stakeholder newsletter - May 2016	1		6 03/05/2016										
	Staff/stakeholder newsletter - June 2016 Staff/stakeholder newsletter - July 2016	1		6 04/06/2016 6 02/07/2016										
3.6	Staff/stakeholder newsletter - Sept 2016	1		6 30/08/2016										
	Staff/stakeholder newsletter - Oct 2016 Staff/stakeholder newsletter - Nov 2016	1		6 04/10/2016 6 08/11/2016										
	Staff/stakeholder newsletter - Dec 2016	1		6 06/12/2016										
	Staff/stakeholder newsletter - Jan 2017 Staff/stakeholder newsletter - Feb 2017	1		7 10/01/2017 7 07/02/2017										
	Staff/stakeholder newsletter - Mar 2017	1		7 07/03/2017										
	Staff/stakeholder newsletter - Apr 2017 Staff/stakeholder newsletter - May 2017	1		7 04/04/2017										
	Staff/stakeholder newsletter - Jun 2017	1		7 02/05/2017 7 06/06/2017										
	Staff/stakeholder newsletter - Jul 2017 Staff/stakeholder newsletter - Sep 2017	1		7 04/07/2017										
	Staff/stakeholder newsletter - Oct 2017	1		7 05/09/2017 7 03/10/2017										
	Staff/stakeholder newsletter - Nov 2017	1		7 07/11/2017										
	Staff/stakeholder newsletter - Dec 2017 Staff/stakeholder newsletter - Jan 2018	1		7 05/12/2017 8 02/01/2018										
	Staff/stakeholder newsletter - Feb 2018	1		8 06/02/2018										
	Staff/stakeholder newsletter - Mar 2018 Adopter newsletter Summer 2016	1		8 06/03/2018 6 26/07/2016										
	Adopter newsletter Autumn 2016	1	28/11/201	6 29/11/2016										
	Adopter newsletter Winter 2016/17 Adopter newsletter Spring 2017	1		7 07/02/2017 7 25/04/2017										
3.28	Adopter newsletter Summer 2017	1	17/07/201	7 18/07/2017										
	Adopter newsletter Autumn 2017 Adopter newsletter Winter 2017/18	1		7 17/10/2017 8 09/08/2018										
3.31	Adopter newsletter Spring 2018	1	26/03/201	8 27/03/2018										
	Adopter identification and adopter champion recruitment Adopter survey drafted / agreed	50 30		6 13/06/2016 6 25/07/2016										
3.34	Adopter survey open	60	25/07/201	6 17/10/2016										
	Adopter survey analysis and feedback Adopter forums 1 (Gloucester)	25 1		6 21/11/2016 6 30/11/2016										
3.37	Adopter forums 1 (Bristol)	1	06/12/201	6 07/12/2016						·····				
	Adopter forums 1 (Trowbridge) Adopter forums 2 (Gloucestershire, Wiltshire & Bristol)	1 20		7 31/01/2017 7 26/06/2017										
3.40	Adopter forums 3 (Gloucestershire, Wiltshire & Bristol)	1	02/10/201	7 03/10/2017										
	Team meeting face to face briefings - spring / summer 2016 (All teams) Team meeting face to face briefings - winter 2016/17 (Wilts)	40 1		6 30/05/2016 7 12/01/2017										
3.43	Team meeting face to face briefings - spring / summer 2017	30	12/06/201	7 24/07/2017										
0.44	Team meeting face to face briefings - Winter 2017/18	20	20/11/201	7 18/12/2017										
	Joint key stakeholder engagement event - summer 2016	1		6 17/06/2016										

16/06/2016 17/06/2016 15/09/2016 16/09/2016

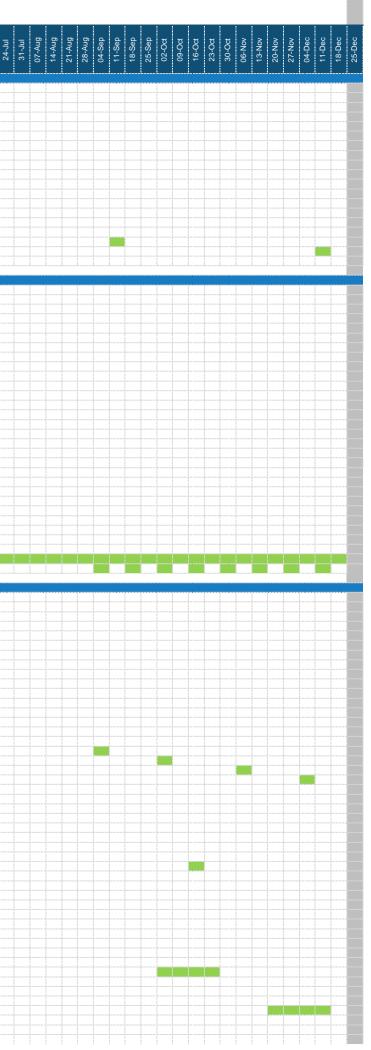
21/11/2016 23/11/2016

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 3.45
 Joint key stakeholder engagement event - summer 2016

 3.46
 Joint key stakeholder engagement event - autumn 2016

 3.47
 Joint key stakeholder engagement event - winter 2016



Joint Jastif anggeneret veri - Junim 2017 1 02/10/2017 0	Activity	Duration days	Start Finish	31-Oct 07-Nov 11-Nov 21-Nov 21-Nov 21-Nov 21-Nov 22-Nov 28-Nov 05-Dec 12-Dec 12-Dec 12-Dec 12-Dec 12-Dec 23-Jan 03-Jan 16-Jan 16-Jan 16-Jan 13-Apr 17-Apr 17-Apr 17-Apr 17-Apr 17-Apr 17-Apr 16-Jan 12-Jun 12-Jun 12-Jun 12-Jun 12-Jun 12-Jun 13-Jun 12-Jun 12-Jun 13-Jun 12-Jun 11-Jul 11-Jul 11-Jul 27-Feb 06-Nav 27-Feb 06-Nav 27-Feb 06-Nav 28-Jun 28	13-Nov 20-Nov 27-Nov 04-Dec 11-Dec
	Joint key stakeholder engagement event - spring/summer 2017 Joint key stakeholder engagement event - Autum 2017	2			
	Joint all staff engagement event - autum/winter 2016 Joint all staff engagement event - summer 2017	1	23/11/2016 24/11/2016		
	Service excellence work stream 1 - Front door, adopter marketing & recruitment				
Set of state of s	Scope and define front door, marketing & recruitment work stream				
	Engage independent / external challenge, adopter and child voice on 'to be' processes and service design	70	30/05/2016 05/09/2016	16	
		5 20			
	Draft work packages to complete activity identified by process mapping & service design workshops	10	27/06/2016 11/07/2016		
	Adopter survey questions relating to front door, marketing & web				
	Joint project team workshop 2 output to inform work streams	5	12/09/2016 19/09/2016		
		45	01/08/2016 03/10/2016	<i>i6</i>	
	Front door high level practice description & guidance drafted				
	Front door technical / ICT requirements defined				
Normal sector I Sector	Definition of future front door functions to be provided/commissioned				
The stand of					
	Front door process change action plan drafted	40	06/02/2017 03/04/2017		
		110 5			
Rend A No. No. <td>Front door process change sponsors communicate implementation guidance within their organisations</td> <td></td> <td>04/09/2017 16/04/2018</td> <td></td> <td>a ha ha</td>	Front door process change sponsors communicate implementation guidance within their organisations		04/09/2017 16/04/2018		a ha ha
	Marketing / recruitment				
Mathematical and a stand a st					
	Marketing / recruitment strategy collation and knowledge building (who, info used / required, understanding of				
Solution definition definitintereste definition definition definition definition definition d					
minute of water and and a second and a s					
	Combine marketing plans and resources	40	06/02/2017 03/04/2017		
mining mining <td>Marketing / recruitment resourcing model - high level proposal</td> <td>65</td> <td></td> <td></td> <td></td>	Marketing / recruitment resourcing model - high level proposal	65			
Mail schedung 9 96000 96000 9600 9600 <td></td> <td></td> <td></td> <td></td> <td></td>					
Mathem 0 000000000000000000000000000000000000	Website principles and development plan				
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Bale Marked Mark C Big Mark A C Big Mark A	Web hosting	5	03/10/2016 10/10/2016		
Hill Solds Land Land Land Land Land Land Land Land		20			
Web descriptions of basics general control S Mode descriptions of basics general control S <td< td=""><td>Initial website (phase 1) content agreed and live</td><td>15</td><td></td><td></td><td></td></td<>	Initial website (phase 1) content agreed and live	15			
		5			
	Web development (phase 2) features built		03/07/2017 14/08/2017		
Nul deck prise 0 Nul Mit 2001 Nul Mit 20					
	Related policy statement, supporting guidance, forms and exemplars agreed on Tri.x	85	04/09/2017 01/01/2018	18	
	Service excellence work stream 2 - Early Permanence				
Biggs production 45 0.0000100 0.0000100 0.0000100	Scope and define early permanence work stream				
Engle price P M000000000000000000000000000000000000					
Single VAI base Early Permanence work stream 0 2006016 0100017 010001					
Main Y down is non poices maying work and agent that miniplems in inplems in inplems in the prime material models with the p					
Address relations relations relations and sign shall during may most as an approximation shall grant the form shall relations and sign shall during may most as an approximation shall relations and sign shall during may most as an approximation shall relation shall relations and sign shall during may most as an approximation shall relation shall relations and sign shall during may most as an approximation shall relation shall relations and sign shall during may most as an approximation shall relation shall relations and re	Identify quick wins from process mapping work and agree short term plans to implement changes		18/07/2016 01/08/2016	16	
Jobu Process Analysis 5 1000000 10000000 10000000 10000000 1000000000000000000000000000000000000					
Summay OF A future sety permanence function 40 D008/2016 41 40 D008/2016 41	Joint project team workshop 2 output to inform work streams	5			
Summary FAA (lure early permanence function consistently undersides defines early permanence function in the fax of the		45	01/08/2016 03/10/2016		
Dail conditioned policy/torotical on sare RAA early permanence function is consistently understool & descale 0 00100 001201 00120	Summary of RAA future early permanence function	40	05/09/2016 31/10/2016		
Durbuint number of UND OUT 1000000000000000000000000000000000000	Draft combined policy/protocol to ensure RAA early permanence function is consistently understood & describes	60			
Culture damage action plan 40 06/12/016 300/12/017 1		60			
resource jalaning & structure) 30 Initiation galanization outling requirements for information management/tasker and feedback on ICT options re. case management 6 0201/2017 0304/2017 0304/2017 AL RAA information sharing and accountability protocol 5 0201/2017 0304/2017 0404/2017 0404/2017 0404/2017 0404/2017 0404/2017 0404/2017 0404/2017 0404/2017 0404/2017 0404/2017 0404/2017 04	Culture change action plan				
Contribute to protocol for transfer/sharing of child info between LA/ RAA /VAs and any other agency developed by 6 0.010.2017 0.004.2017 <t< td=""><td></td><td>30</td><td>14/11/2016 26/12/2016</td><td></td><td></td></t<>		30	14/11/2016 26/12/2016		
Wid Childs journey of Subtrait Subtrait Subtrait Outline requirements for information management/transfer and feedback on ICT options re. case management 65 020/12017 3004/2017 Apree design / commissioning of training to achieve consistent best practice re. early permanence 65 020/12017 3004/2017 Apree design / commissioning of training to achieve consistent best practice re. early permanence 65 020/12017 3004/2017 Specify requirements for infertive and timely case tracking in the LA and RAA while avoiding duplication (link to WS4 65 020/12017 3004/2017 Specify requirements for potential case tracking solutions (link to WS4 65 020/12017 3004/2017 Options paper for potential case tracking solutions (link to WS4 65 020/12017 3004/2017 Specify requirement, supporting gudance, forms and exemplars agreed on frix 65 020/12017 3004/2017 Specify requirement, supporting gudance, forms and exemplars agreed on frix 65 020/12017 3004/2017 Specify requirement, supporting gudance, forms and exemplars agreed on frix 65 020/12017 3004/2017 Specify requirement, supporting gudance, forms and exemplars agreed on frix 90 040/02016 5009/2016	Contribute to protocol for transfer/sharing of child info between LA / RAA / VAs and any other agency developed by	65			
LA / RAA information sharing and accountability protocol 65 0/201/2017 0/30/4/2017 Agree design / commissioning of training to achieve consistent set practice re. early permanence 65 0/201/2017 0/30/4/2017 Specify requirements for effective and timely case tracking in the LA and RAA while avoiding duplication (link to 65 0/201/2017 0/30/4/2017 Specify requirements for potential case tracking solutions (link to WS4 - Child's journey) 65 0/201/2017 0/30/4/2017 Options paper for potential case tracking solutions (link to WS4 - Child's journey) 65 0/201/2017 0/30/4/2017 Service excellence work steament. supporting guidance, forms and exemplars agreed on Tri. 80 0/40/2017 0/40/2016 Service excellence work steam 3 - Adopter assessment and matching work stream 10 0/40/2016 0/50/2016 Engage operational staff in developing detailed service design underpinning process maps 45 0/20/2016 0/20/2016 Engage operational staff in developing detailed view on stream 7 3/00/2016 0/20/2016 0/20/2016 Engage operational staff in developing detailed service design underpinning process maps 5 0/20/2016 0/20/2016 0/20/2016 Engage operational staff in developing detailed service design underpinning proc	WS4 Child's journey		02/01/2017 03/04/2017		
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Contribute to RAA family finding detailed process developed by WS4 65 02/01/2017 03/04/2017	LA / RAA information sharing and accountability protocol				
Specify requirements for effective and timely case tracking in the LA and RAA while avoiding duplication (link to WS4 - Child's journey) Options paper for potential case tracking solutions (link to WS4 - Child's journey) Related policy statement, supporting guidance, forms and exemplars agreed on Tri.x 85 04/09/2017 01/01/2018 Service excellence work stream 3 Finalise draft to be' process maps Cappe and define Assessment and matching work stream Finalise draft to be' process maps Cappe operational staff in developing detailed service design underpinning process maps 5 0 30/02/2016 02/02/2016 Cappe on the volte of the volte on to be' processes and service design Joint project team workshop 1 output to inform work stream 5 1 30/02/2016 02/02/2016 Cappe on dedopter assessment and matching work stream 5 1 30/02/2016 02/02/2016 Cappe on dedopter assessment and matching work stream 5 0 20/02/2016 02/02/2016 Cappe on dedopter assessment and matching work stream 5 0 20/02/2016 02/02/2016 Cappe on dedopter assessment and matching work stream 5 0 20/02/2016 02/02/2016 Cappe on dedopter assessment and matching work stream 5 0 20/02/2016 02/02/2016 Cappe on dedopter assessment and matching work stream 5 0 20/02/2016 01/02/2016 Cappe on dedopter assessment and matching work stream 5 0 20/02/2016 01/02/2016 Cappe on dedopter assessment and matching work stream 5 0 20/02/2016 01/02/2016 Cappe Origin detailed service design 5 0 20/02/2016 01/02/2016 Cappe Origin detailed service design 5 0 20/02/2016 01/02/2016 Cappe Origin detailed service design 5 0 20/02/2016 Cappe Origin detailed service design 5 0 20/02/2016 Capp					
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Engage independent / external challenge, adopter and child voice on 'to be' processes and service design 70 30/06/2016 05/09/2016 Joint project team workshop 1 output to inform work streams 5 13/06/2016 05/09/2016 Engage VAA to lead adopter assessment and matching work stream 30 20/06/2016 01/09/2016 Draft work packages to complete activity identified by process mapping & service design 10 04/07/2016 18/07/2016					
Engage VAA to lead adopter assessment and matching work stream 30 20/06/2016 01/08/2016 Draft work packages to complete activity identified by process mapping & service design 10 04/07/2016 18/07/2016	Engage operational staff in developing detailed service design underpinning process maps				
Draft work packages to complete activity identified by process mapping & service design 10 04/07/2016 18/07/2016	Engage independent / external challenge, adopter and child voice on 'to be' processes and service design	70			
	Engage independent / external challenge, adopter and child voice on 'to be' processes and service design Joint project team workshop 1 output to inform work streams	5	13/06/2016 20/06/2016		
Implement work package phase 1 (quick wins) 65 01/08/2016 31/10/2016	Engage independent / external challenge, adopter and child voice on 'to be' processes and service design Joint project team workshop 1 output to inform work streams Engage VAA to lead adopter assessment and matching work stream	5 30	13/06/2016 20/06/2016 20/06/2016 01/08/2016	16	· · · · · · · · · · · · · · · · · · ·

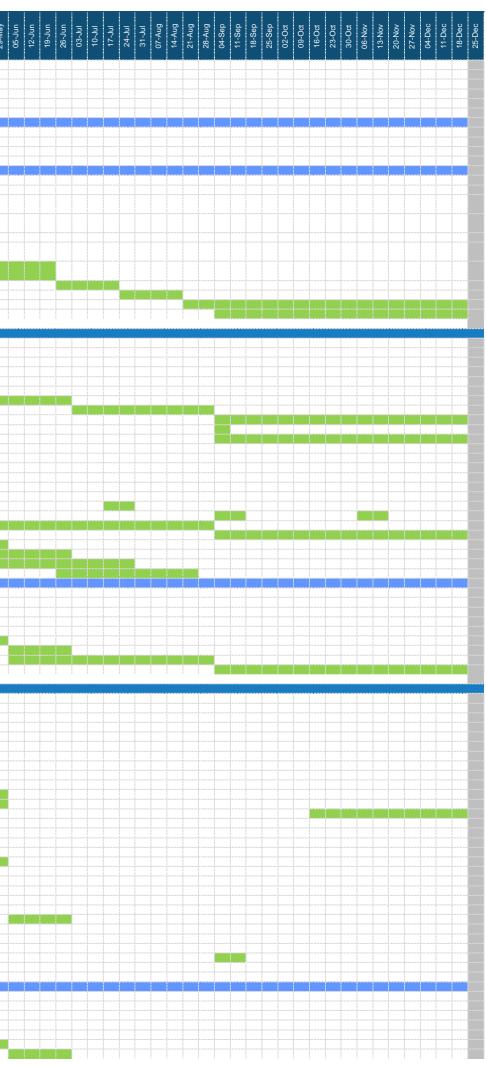
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# Activity	Duration days	Start Finish	31-0ct 31-0ct 77-Nov 71-Nov 21-Nov 21-Nov 22-Nov 22-Dec 12-Dec 12-Dec 12-Dec 12-Dec 12-Jun 22-Jun 23-Jul 12-Jul 12-Jul 12-Jul 12-Jul 12-Jul 22-May 22-May 22-May 12-Nov 22-May 22-May 22-May 12-Nov 22-Nor 22-Nov 22-Nov 22-Nov 22-Nov 22-Nov 22-Nov 22-Nov 22-Nov 22-Nov 22-Nov 22-Dec 22-Dec 23
10. Develop & deliver Assessment and matching work stream	120	18/07/2016 02/01/2017	
11 Adopter survey questions relating to adopter asessment and matching	10	18/07/2016 01/08/2016	
Joint project team workshop 2 output to inform work streams Draft 'options' for achieving permanence messages / case studies to inform communications	5 20	12/09/2016 19/09/2016 31/10/2016 28/11/2016	
14 Define process step to capture adopter intentions / expectations re. timeliness	20	31/10/2016 28/11/2016	
 Agree standard clear guidance on potential useful adopter preparation Define core training and assessment approach across all teams 	20 25	28/11/2016 26/12/2016 02/01/2017 06/02/2017	
17 Draft model of adopter training to include adopters and linked to children needing placement, detail including	25	02/01/2017 06/02/2017	
generic/tailoring, group/individual, local/regional etc 18 Incorporate options to 'specialise' (and link with VAA)	25	02/01/2017 06/02/2017	
19 Comparative research of assessments per fte in other RAAs	25	02/01/2017 06/02/2017	
20 Good practice guidance on effective targetting of adopter recruitment for hard to place children 21 Define methods, process and resourcing of peer to peer support	25 20	02/01/2017 06/02/2017 06/02/2017 06/03/2017	
22 Process and communications alignment with adoption support work stream to embed importance of and	20	06/02/2017 06/03/2017	
requirement for therapeutic parenting support Comparison of current adopter assessment monitoring	20	06/03/2017 03/04/2017	
24 Incorporate option (and draft supporting guidance) to change social worker and other areas of adopter choice	20	06/03/2017 03/04/2017	
25 Define staffing model that is local but with flexibility to meet variations in demand regionally	20	31/10/2016 28/11/2016	
Principles & requirements of a central information system to assist resource management and work allocation	20	31/10/2016 28/11/2016	
27 Proposal to increase involvement of paid / employed adopters to support process and potentially reduce SW	20	31/10/2016 28/11/2016	
resource requirement 28 Incorporate 'fast tracking' option into process and draft associated guidance	20	ļ	
 Clarify earliest opportunity to identify actual children needing placement and process for identifying / prioritising 	20	03/04/2017 01/05/2017 03/04/2017 01/05/2017	
20 Definition of central support, supervision, feedback and improvement for workers	20	03/04/2017 01/05/2017	
31 Defined options for adopter feedback, complaints etc	20	03/04/2017 01/05/2017	
22 Proposal for adopter support network 33 Input to the definition of the matching process (WS2 & WS4)	20 20	01/05/2017 29/05/2017 01/05/2017 29/05/2017	
34 Options / guidance for providing feedback to adopters regarding 'rejection' during matching	20	01/05/2017 29/05/2017	
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	440	0.1/0.1/00.10	
1 Scope and define child journey work stream 2 Finalise draft 'to be' process maps	110 20	04/04/2016 05/09/2016 04/04/2016 02/05/2016	
.3 Engage operational staff in developing detailed service design underpinning process maps	45	02/05/2016 04/07/2016	
 4 Engage independent / external challenge, adopter and child voice on 'to be' processes and service design 5 Joint project team workshop 1 output to inform work streams 	70 5	30/05/2016 05/09/2016 13/06/2016 20/06/2016	
.6 Engage VAA to contribute to child's journey work stream	30	20/06/2016 01/08/2016	
 Draft work packages to complete activity identified by process mapping & service design Identify quick wins from process mapping work and agree short term plans to implement changes 	10 10	04/07/2016 18/07/2016 18/07/2016 01/08/2016	
.8 Implement work package phase 1 (quick wins)	65	01/08/2016 31/10/2016	
Develop & deliver child jounrey work stream Adopter survey questions relating to child's journey	275 10	18/07/2016 07/08/2017 18/07/2017 01/08/2017	
 Joint project team workshop 2 output to inform work streams Identify and document key pathway (process/milestones/best practices) at next level down from high level proces 	5	12/09/2016 19/09/2016	
maps. Specifically for RAA and RAA/LA joint activity (Child Journey & Tracking process maps)	° 25	03/10/2016 07/11/2016	
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	
14 Ensure org model and budgeting includes resource for tracking	20	31/10/2016 28/11/2016	
Legal advice/guidance to be included in spec for back office commissioned provision through LA buy-back Summary of RAA family finding role/function	20 30	31/10/2016 28/11/2016 14/11/2016 26/12/2016	
17 Draft protocol/process to ensure role of RAA Family Finder is understood and describes involvement with local	25	02/01/2017 06/02/2017	
authority & VAA 8 Options paper regarding case holding responsibility, CPR ownership and handover point (LA/RAA) to clarify any			
ambiguity in high level processes 9 Protocol for transfer of child information / information sharing between LA / RAA, and between RAA and any othe	20	14/11/2016 12/12/2016	
agency	45	02/01/2017 06/03/2017	
²⁰ Outline requirements for information management/transfer and feedback on ICT options re. case management	45	02/01/2017 06/03/2017	
21 Design / commission / agree training about effective CPR writing to achieve consistent best practice	20	06/03/2017 03/04/2017	
 Adoption / SGO support plan expertise developed within RAA (link to WS 5 & 7) RAA family finding process detail defined including external searches and linking to WS2 EP 	45 45	03/04/2017 05/06/2017 03/04/2017 05/06/2017	
24 Support WS8 options re. RAA employing/commissioning a medical advisor and draft agreement with LAs on	45	03/04/2017 05/06/2017	
accessing resource / delivering consistency Draft protocol for the timely completion of adoption medicals to agreed standards (Link with WS8)	45	05/06/2017 07/08/2017	
26 Improved profile of children for whom adoption has been a positive outcome, expertise in family finding and	45	05/06/2017 07/08/2017	
matching (Link with WS1) 7 Tracking process/system	110	13/02/2017 17/07/2017	
28 Specify requirements for effective and timely case tracking in the LA and RAA while avoiding duplication 29 Options paper for potential case tracking solutions	20 20	27/02/2017 27/03/2017 13/03/2017 10/04/2017	
30 Agree how tracking for permanence planning coordinates with LA planning to avoid duplication	20	27/03/2017 24/04/2017	
21 Definition of hard to place (DfE 5 criteria), linked with data and adopter recruitment and preparation 22 Explanation of how tracking process/system to feed management information and reporting	20 20	10/04/2017 08/05/2017 24/04/2017 22/05/2017	
33 Develop and review options with David Barker (BANES & N.Som case mgmt and info systems)	80	27/03/2017 17/07/2017	
34 Develop and agree child journey templates / checklists 35 Matching meeting (professionals) template	160 40	22/05/2017 01/01/2018 22/05/2017 17/07/2017	
36 Risk management meeting template	40 40	05/06/2017 31/07/2017	
 Health professionals meeting template Adoption/Matching panel meeting process flow and template (link to panel work stream 8) 	40 40	19/06/2017 14/08/2017 03/07/2017 28/08/2017	
39 Child appreciation event process & framework	40	17/07/2017 11/09/2017	
 Transition meeting process & template Concurrency & Fostering for Adoption process & templates as appropriate (link early permanence WS2) 	40 40	31/07/2017 25/09/2017 14/08/2017 09/10/2017	
42 SGO assessment good practice and support services (link with WS5 & 7) 43 Clarify role of the RAA SW for foster carers who are granted SGOs (WS7)	40 40	28/08/2017 23/10/2017	
44 Agreement to utilise and support LA arrangements for hearing / responding to the child's voice	40	11/09/2017 06/11/2017 25/09/2017 20/11/2017	
 Identify resource to support child's voice / engagement work once responsibility transfers to the RAA Related policy statement, supporting guidance, forms and exemplars agreed on Tri.x 	40 85	09/10/2017 04/12/2017 04/09/2017 01/01/2018	
	1		
Service excellence work stream 5 - Support and lifelong links Scope and define support & lifelong links work stream	110	04/04/2016 05/09/2016	
2 Finalise draft 'to be' process maps	20	04/04/2016 02/05/2016	
 Brgage operational staff in developing detailed service design underpinning process maps Engage independent / external challenge, adopter and child voice on 'to be' processes and service design 	45 70	02/05/2016 04/07/2016 30/05/2016 05/09/2016	
.5 Joint project team workshop 1 output to inform work streams	5	13/06/2016 20/06/2016	
Engage VAA to contribute to child's journey work stream Draft work packages to complete activity identified by process mapping & service design	30 10	20/06/2016 01/08/2016 04/07/2016 18/07/2016	
.8 Identify quick wins from process mapping work and agree short term plans to implement changes	10	18/07/2016 01/08/2016	
.9 Implement work package phase 1 (quick wins)	65	01/08/2016 31/10/2016	
10. Develop & deliver support & lifelong links work stream	275	18/07/2016 07/08/2017	
Develop & deliver support & lifelong links work stream Adopter survey questions relating to support & lifelong links Joint project team workshop 2 output to inform work streams	275 10	18/07/2016 07/08/2017 18/07/2017 01/08/2017 12/09/2016 19/09/2016	

Activity	Duration	Start Finish	Nov Nov Nov Nov Nov Nov Nov Nov Nov Nov	Nov Nov Dec Dec
	days		00- 141 21- 22- 23- 23- 23- 23- 24- 24- 24- 24- 24- 24- 24- 24- 24- 24	06- 13- 20- 27- 04-1 11- 18-1
Service specifications to be created for the different elements of the support offer Develop overarching Statement of Purpose for the RAA support and lifelong links group	220 40	03/10/2016 07/08/2017 03/10/2016 28/11/2016		
6 Links to be established with national and local CAMHS developments	220	03/10/2016 07/08/2017		
Contact (direct/indirect) – clarify scope and scale of activity within each agency - prepare summary Link with early permanence workstream - clarify support planning process	40 45	31/10/2016 26/12/2016 02/01/2017 06/03/2017		
9 Adopter forums (see comms & engagement section)	40	03/10/2016 28/11/2016		· · · · · · · · · · · · · · · · · · ·
0 Voice / experience of child planning 1 Voice / experience of child event	80 10	31/10/2016 20/02/2017 20/02/2017 06/03/2017		
2 Views / experience of birth family relatives collected	40	03/10/2016 28/11/2016		
Views / experience of birth family relatives summarised and presented	25	07/11/2016 12/12/2016		
Views / experience of birth family relatives incorporated in planning / proposals / specifications Identify inconsistencies / issues arising from current support policies	195 40	07/11/2016 07/08/2017 07/11/2016 02/01/2017		
6 Link with SGO workstream	50	28/11/2016 06/02/2017		
7 Leaflets / information about support services across RAA to be collated 8 Support service delivery / commissioning strategy and action plan	45 45	02/01/2017 06/03/2017 02/01/2017 06/03/2017		
9 Outline options for web forum 0 Related policy statement, supporting guidance, forms and exemplars agreed on Tri.x	45 85	02/01/2017 06/03/2017 04/09/2017 01/01/2018		
Service excellence work stream 6 - Performance, QA, workforce and administration				
Scope and define support & lifelong links work stream Finalise draft 'to be' process maps	110 20	04/04/2016 05/09/2016 04/04/2016 02/05/2016		
Engage operational staff in developing detailed service design underpinning process maps	45	02/05/2016 04/07/2016		
Engage independent / external challenge, adopter and child voice on 'to be' processes and service design Joint project team workshop 1 output to inform work streams	70 5	30/05/2016 05/09/2016 13/06/2016 20/06/2016		
Engage VAA to contribute to performance work stream	30	20/06/2016 01/08/2016		
Draft work packages to complete activity identified by process mapping & service design	10	04/07/2016 18/07/2016		
Identify quick wins from process mapping work and agree short term plans to implement changes Implement work package phase 1 (quick wins)	10 65	18/07/2016 01/08/2016 01/08/2016 31/10/2016		
0. Develop & deliver support & lifelong links work stream	380	18/07/2016 01/01/2018		<u> an </u>
Adopter survey questions relating to performance	10	18/07/2016 01/08/2016		
3 Joint project team workshop 2 output to inform work streams 4 Define Business support & performance management function requirements for the new RAA	5 45	12/09/2016 19/09/2016 05/09/2016 07/11/2016		*
5 Research Bus. Support & perf. mgt function solution options (short and longer term)	45	05/09/2016 07/11/2016		
6 Draft proposals for Business support & performance management function solutions 7 Governance group review draft proposals for Bus. support & perf. mgt function solutions	45 20	05/09/2016 07/11/2016 07/11/2016 05/12/2016		
8 Research of Ofsted 'outstanding' agencies and highlight aspects to develop	70	01/08/2016 07/11/2016		
9 Data collection plan (incl. requirements) 0 Discussion with adopters to understand the most important things to them about the service	45 25	03/10/2016 05/12/2016 31/10/2016 05/12/2016		
Assessment of current QA policies / practices across LAs/VAAs including strengths / issues	20	21/11/2016 19/12/2016		
2 Draft Quality Assurance framework (Roles & responsibilities, policies/procedures, key principles, child focussed	20	28/11/2016 26/12/2016		
approach, clear & effective feedback process, practice examples) 3 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		
Performance improvement framework, including standardised approach & measures	20	06/02/2017 06/03/2017		
5 Map performance metrics to the process and identify accountability 6 Action plan for implementing standardised performance measurement & reporting across 6 teams and interface	20	06/02/2017 06/03/2017		
with VAAs for early implementation	65	02/01/2017 03/04/2017		
7 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		
8 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 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		
List of questions and plan to explore workforce development future requirements with staff / teams	25	02/01/2017 06/02/2017		
Workforce development activity and spend analysis Development / Talent management & acquisition framework	35 60	02/01/2017 20/02/2017 06/02/2017 01/05/2017		
3 Skills audit	45	03/04/2017 05/06/2017		
4 Staff engagement on how to create a team culture and more joined-up workforce	45	03/04/2017 05/06/2017		
5 Training and development principles / plans and resource estimates 6 Flexible working policy outline	45 45	03/04/2017 05/06/2017 03/04/2017 05/06/2017		
7 'Go & see' sessions with admin workers / social workers to understand administration demand & value	10	22/05/2017 05/06/2017		
8 Business support function considerations refined for decision report (Spring 2017))	10	28/11/2016 12/12/2016		
9 Administration function requirements definition and demand analysis - outline 0 Administration function requirements definition and demand analysis - detail	20 20	23/01/2017 20/02/2017 22/05/2017 19/06/2017		
1 Define improvements to administrative functions	85	06/02/2017 05/06/2017		
Resource plan options for administrative functions Procure / arrange Business & performance management function solutions	85 170	06/02/2017 05/06/2017 01/05/2017 25/12/2017		
Related policy statement, supporting guidance, forms and exemplars agreed on Tri.x	80	04/09/2017 25/12/2017		
Service excellence work stream 7 - Special guardianship	110	04/04/2016 05/09/2016		
2 Finalise draft 'to be' process maps	20	04/04/2016 02/05/2016		
3 Engage operational staff in developing detailed service design underpinning process maps 4 Engage independent / external challenge, adopter and child voice on 'to be' processes and service design	45 70	02/05/2016 04/07/2016 30/05/2016 05/09/2016		
5 Joint project team workshop 1 output to inform work streams	5	13/06/2016 20/06/2016		
Engage VAA to contribute to performance work stream Traft work packages to complete activity identified by process manning & service design	30 10	20/06/2016 01/08/2016		
7 Draft work packages to complete activity identified by process mapping & service design 8 Identify quick wins from process mapping work and agree short term plans to implement changes	10	04/07/2016 18/07/2016 18/07/2016 01/08/2016		
9 Implement work package phase 1 (quick wins)	65	01/08/2016 31/10/2016		
Develop & deliver SGO work stream Joint project team workshop 2 output to inform work streams	275 5	18/07/2016 07/08/2017 12/09/2016 19/09/2016		
Options paper for inclusion of SG support / assesment and phasing	5 15	19/09/2016 10/10/2016		
3 Resource modelling for SG assessment and support functions	15	31/10/2016 21/11/2016		
Further scoping and feasibility assessment regarding phasing on inclusion of SGO Dependency mapping and risk analysis regarding inclusion of SGO	20 25	21/11/2016 19/12/2016 12/12/2016 16/01/2017		
6 Other RAA research regarding inclusion of SGO	25	12/12/2016 16/01/2017		
 7 Feasibility study report to governance group for inclusion / phasing of SGO 8 SGO Decision update to DCS, included in Decision report 	30 10	16/01/2017 27/02/2017 20/02/2017 06/03/2017		
9 SGO outline plan for LA coordination 2017/18 and preparation for transfer 2019	40	06/03/2017 01/05/2017		
Service excellence work stream 8 - Panels, Health & Education Scope and define panels, health and virtual school work stream	110	04/04/2016 05/09/2016		
2 Finalise draft 'to be' process maps	20	04/04/2016 02/05/2016		
3 Engage operational staff in developing detailed service design underpinning process maps 4 Engage independent / external challenge, adopter and child voice on 'to be' processes and service design	45 70	02/05/2016 04/07/2016 30/05/2016 05/09/2016		
5 Joint project team workshop 1 output to inform work streams	5	13/06/2016 20/06/2016		
6 Engage VAA to contribute to performance work stream	30	20/06/2016 01/08/2016		
7 Draft work packages to complete activity identified by process mapping & service design 8 Identify quick wins from process mapping work and agree short term plans to implement changes	10 10	04/07/2016 18/07/2016 18/07/2016 01/08/2016		
9 Implement work package phase 1 (quick wins)	65	01/08/2016 31/10/2016		
0. Adopter survey questions relating to panels, health & education	10	18/07/2016 01/08/2016		
	10 5 275	18/07/2016 01/08/2016 12/09/2016 19/09/2016 18/07/2016 07/08/2017		

#	Activity	Duration days	Start	Finish	31-Oct 07-Nov	14-Nov	21-Nov 28-Nov	05-Dec	12-Dec 19-Dec	26-Dec	02-Jan 09-Jan	16-Jan	30-Jan	06-Feb 13-Feb	20-Feb	27-Feb 06-Mar	13-Mar 20-Mar	27-Mar	03-Apr 10-Apr	17-Apr 24-Apr	01-May	08-May 15-May	22-May	29-May 05-Jun	12-Jun	19-Jun 26-Jun	03-Jul	12-Jul	24-Jul
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																									
	5 SWOT analysis of options completed and prefered option proposed by commissioners		07/11/2016																										
	Draft options presented to AW Governance Group	5	24/10/2016	31/10/2016																									
	7 Final options presented to AW Governance Group		21/11/2016					_																					
	3 Panel arrangements refined for final full business case for implementation decision		05/12/2016																										
	Panel arrangements incorporated into business case for implementation decision		02/01/2017																										
	Education		04/04/2016																										L
	Initial engagement, information gathering and partnership building		04/04/2016																										
	2 Analyse Virtual school arrangements, highlight issues, inconsistencies, gaps	75		02/01/2017																									
	3 Virtual school improvements options paper	100	05/12/2016																										
	Options presented to AW Governance Group	5	24/04/2017																										<u></u>
	5 Health	365		28/08/2017																									()
	Analyse commissioned health services contracts to inform options and highlight associated risks	75	19/09/2016																										
	7 Consider various options for organising Adoption Medical Advice and other related NHS services	65	07/11/2016	06/02/2017																									
11.2	3 Summarise NHS Responsible Commissioner Guidance in relation to post adoption support and outline implications for AW	20	06/02/2017	06/03/2017																									
11.2	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																									
11.3	D Long term plan for reviewing and standardising arrangements across the AW area to address risks	20	03/04/2017	01/05/2017																									
11.3	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 guarterly in arrears	20	01/05/2017	29/05/2017																									
11.3	2 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																									
11.3	3 SWOT analysis of options completed and prefered option proposal	20	26/06/2017	24/07/2017																									
11.3	4 Health service commissioning options presented to AW Governance Group	20	24/07/2017	21/08/2017																							1 1		
11.3	5 Health service commissioning long term plan activity work package agreed and implemented	95	21/08/2017	01/01/2018																									
	6 Related policy statement, supporting guidance, forms and exemplars agreed on Tri.x	85	04/09/2017	01/01/2018																									
	Work stream - HR																												
	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																									

12.5 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	



# Activity	Duration days	Start	to O-L Finish -L	4-Nov 1-Nov 3-Nov 5-Dec	2-Dec 3-Dec 3-Dec 9-Jan	3-Jan 0-Jan 5-Feb 3-Feb	7-Feb 6-Mar 3-Mar 2-Mar 3-Apr	0-Apr 7-Apr 4-Apr 1-May 3-May	2-May 9-May 5-Jun 2-Jun	9-Jun 8-Jun 3-Jul 0-Jul 7-Jul	4-Jul 1-Jul 1-Aug 1-Aug	3-Aug 1-Sep 3-Sep 5-Sep	2-0a 9-0a 6-0a 3-0a 3-0a 9-Nev	3-Nov D-Nov
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9 Procure Finance support function solutions 0 Arrange / Implement Finance support function solutions	65 150	05/06/2017 04 04/09/2017 02												
Work stream - ICT														
.1 Apply service design and process mapping to inform process of developing ICT solutions	45	04/04/2016 06	/06/2016											
4.2 Define ICT support function requirements for the new RAA within each oerational work stream	70	06/06/2016 12												
.3 Analyse requirements of each work stream for commonality & potential conflicts	70	06/06/2016 12												
4 Research ICT support function solution options (short and longer term)	75	12/09/2016 26												
5 Engage with LA ICT services re. potential solutions / constraints / dependencies	75	17/10/2016 30												
6 Liaise with other RAA projects and compare ICT approaches	75	21/11/2016 06												
7 Follow up engagement with potential suppliers of case management systems	75	21/11/2016 06												
Outline solutions options in implementation decision report	45	02/01/2017 06												
9 SWOT analysis of options and potential solutions	65	02/01/2017 03	/04/2017											
10. Draft proposals for ICT organisational support function solutions and operational case management systems	25	27/02/2017 03	/04/2017											
11 Service manager group review draft proposals for ICT support function / case mgt solutions	1	21/03/2017 22	/03/2017											
12 Governance group review draft proposals for ICT support function / case mgt solutions	1	30/03/2017 31												
13 Identify / recruit ICT expertise to support solution development / specification	40	27/02/2017 24												
14 Develop detailed solutions options / procurement brief for general organisational ICT	30	17/04/2017 29												
15 Develop detailed solutions options / procurement brief for adoption case management / other systems	30	17/04/2017 29												
16 Service manager group review final proposals for ICT support function / case mgt solutions	1	23/05/2017 24	/05/2017											
17 Governance group review final proposals for ICT support function / case mgt solutions	1	25/05/2017 26		ļļ									· · · · · · · · · · · · · · · · · · ·	
18 Procure / arrange ICT support function solutions	65	05/06/2017 04		ļ										
19 ICT implementation plans	150	04/09/2017 02	/04/2018											
5 Work stream - Legal														
Redraft plan for delivering legal advice & guidance to reflect revised funding schedule	130	04/04/2016 03	/10/2016											
.2 Procure detailed Legal advice regarding forming of a corporate structure and delivering the transition	30	03/10/2016 14												
		28/11/2016 06												
Heads of terms agreed for decision report (Members agreement, articles of association, commissioning contract)	50	28/11/2016 06	/02/2017											
4 Agreed outline articles of association including board composition and voting rights for LA / VAA Directors	25	02/01/2017 06												
.5 Outline service specification for decision report	25	02/01/2017 06												
.6 Clarification of Teckal requirements and associated risks for decision report	25	02/01/2017 06												
.7 Outline of statutory duties regarding transfer of adoption functions	25	02/01/2017 06						· · · · · · · · · · · · · · · · · · ·						
.8 Review outline legal assumptions with LA legal representatives for decision report	20	06/02/2017 06	/03/2017											
.9 Members agreement including reserved decisions, board appointment rights, any funding obligations and agreed	60	06/03/2017 29	/05/2017											
arrangements around exiting	<u></u>													
10. Detailed clarification of statutory duties regarding the transfer of adoption functions	60	06/03/2017 29	/05/2017											
11 Commissioning of services contract including service specification, working capital arrangements & support services	60	06/03/2017 29	/05/2017											
 Evidence how meet national minimum standards for adoption services and the Statutory guidance 	60	06/03/2017 29	/05/2017											
16 Service manager group review final commissioning contract / service specification	1	23/05/2017 24												
17 Governance group review final member's agreement, commissioning contract / service specification	1	25/05/2017 26												
13 Policies and procedures in place as stipulated in minimum standards	150	29/05/2017 25												
14 Company registration	10	22/05/2017 05												
15 Ofsted registration initial enquiry / planning	10	12/06/2017 26												
16 Ofsted registration	10	01/01/2018 15												
17 Back office support - Legal support	325	02/01/2017 02												
18 Define Legal support function requirements for the new RAA	50	02/01/2017 13												
19 Sign off outline proposed solutions in implementation decision report	55	06/03/2017 22												
20 Research Legal support function solution options (short and longer term)	50	30/01/2017 10												
21 Draft proposals for Legal support function solutions	40	27/02/2017 24		↓ −−− ↓ −−−↓										
22 Governance group review draft proposals for Legal support function solutions	1	27/04/2017 28												
23 Market test Legal support solutions	50	27/03/2017 05												
24 Sign off proposed solutions in final costed business case	20	05/06/2017 03												
25 Procure Legal support function solutions 26 Arrange / Implement Legal support function solutions	65	05/06/2017 04												
Ananye / impentent Legal support function solutions	150	04/09/2017 02	104/2010											
Work stream - Commissioning and procurement														
Combined analysis of current commissioned spend, service delivery volumes, capacity & capability	85	04/04/2016 01	/08/2016											
2 Options for future commissioning commitments / preferences considered with VAAs	195	04/04/2016 02												
3 VAA develop service offers informed by RAA work stream / operational improvement planning	320	04/04/2016 26	/06/2017											
.4 Market analysis of VAA capacity, appetite and ability to provide services	160	14/11/2016 26	/06/2017											
5 Service delivery model / resourcing options to reflect commissioning options informed by VAA engagement and	80	02/01/2017 24	/04/2017											
support work stream proposals														
Outline support service commissioning proposals / schedule	50	13/03/2017 22												
Service manager group review support commissioning proposals Governance group to review and agree commissioning proposals	1	23/05/2017 24 27/05/2017 28												
Commissioning considerations incorporated into final costed business case for implementation decision	20	05/06/2017 03												
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