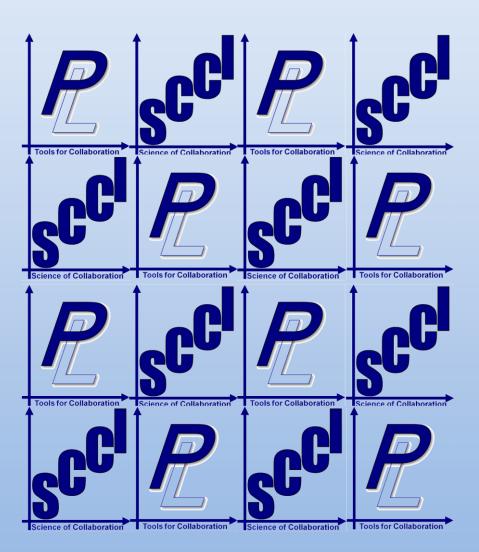
Case Study - 'Corporate Parenting': Implementing a Children in Care Strategy



Andrew Humphries & Linda McComie





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Case Study - 'Corporate Parenting': Implementing a Children in Care Strategy

By Andrew Humphries & Linda McComie

Interagency Public Sector Alliance: Managing the implementation of a City's Children in Care Strategy

- Partner A: City Council, Social Services Department
- Partner B: Local National Health Service
- Partner C: Local Education Authority
- Partner D: City Police Department
- Partner E: Barnardo's Children's Foster Care Charity
- Partner F: The Children's Trust Charity

Appraisal Objective:

• To improve the relationship cohesion within the alliance in order to provide better outcomes for young people

Issues Revealed:

- Team cohesion is poor, some partners are working at cross purposes and staff turnover is high
- Procedures are bureaucratic and not clearly defined, responsibilities for the main outputs have not been properly assigned, there is too much costly, time-consuming fire-fighting and improvement progress is slow
- Our main operations only work successfully 70% of the time; this is not good when we are talking about the lives of vulnerable young people
- Communications are haphazard and silos between some of the organisations are blocking information flows
- The Alliance is not making best use of the knowledge and skills available from each of its member organisations
- There is complacency, distrust and despair in this collaborative

<u>Notes</u>

Generally the members are enthusiastically attempting to do their best

Appreciation of the value of this collaborative is unevenly distributed

There is a strong danger that cooperative participation by Partner E is going to be lost

It is clear that some members believe that the implementation will either fail or not achieve its objective.

There are a number of high scores that indicate the potential to make this collaborative a success



Performance at a glance

Paindings 0-49% 5 0-59%

60-74% 75-100%

	Pai	tne	rLink	- N	lain	KPIs <u>s^u</u>
All and le	Firm y	Firm	Firm (Erun (Erum J	
Main Measures Overall 62		74				 Innovation:- the leap of faith,
Innovation 59		68				being creative, fexible and resilient • Investment:- alignment, people
Investment 58	61	65	77	75	17 53	and know-how, infastructure, management effort and long- term vision
Communication 71	75	79	78		54 57	Communication:- open and transparent, frequent and extensive, learning, planning and
Operations 53	52	68	70	78	27 27	operations:- focusing on service and product delivery,
Value 67	60	90	83	89	14 57	lowering joint costs and risks, building fust. • Value:- perceived and actual benefits, satisfiction
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<u>800</u>	2%, Arnae (M 2000) 2000 Geen	Ad	Iditio			Long-ferm Orientation: - encouraging stability, continuity, gredictability and long- term, joint gains. Inderdependence:- loss in autonomy is compensated frough the expected gains
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Long Term Orientation Interdependence C3 Behaviour	24. Amber 34. Amber 30. Geen 71 73 75 81 72 67	Ad	Iditio			Long-ferm Orientation: - encouraging stability, continuity, predictability and long- term, joint gains. Inderdependence: - loss in autonomy is compensated through the expected gains Oa Behaviour- Coldboration, Co- operation, Co-ordination, joint resourcing to achieve effective operations. Trust:- richer Interaction between parties to conset goodwill and the incentive to go

Colour Red Amber

Amber/Green

3

Response Urgent Action Required Connective Action Required Connective Action Recommended OK Unless High Priloity







Recommendations

Enterprise Relationship Management

- Each member to appoint a Relationship Manager to jointly carry out the Action Plan.
- Establish a regular relationship management group with its terms of reference and standard agenda
- Draw up the Enterprise Relationship Management Plan
 - Review and document the processes of the relationship
 - Review communications within the collaborative and recommend improvements
- Action Plan Tasks (each with leaders, resources and target dates)
- Carry out further Alliance Performance Appraisals annually

Action Plan

- Map the end-to-end processes for each service
- Review the performance requirements of each process
- Review the staff training and policy needs for each process
- Establish a process manager for each who will be the main point of contact for its operational delivery
- Upgrade the information flows so that all members receive timely, accurate communications
- Introduce a team building programme focusing on objectives and improvement
- Review the management structure of the relationship and recommend improvements

"We are all committed to this relationship and if we can make it work the returns will be fantastic"



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