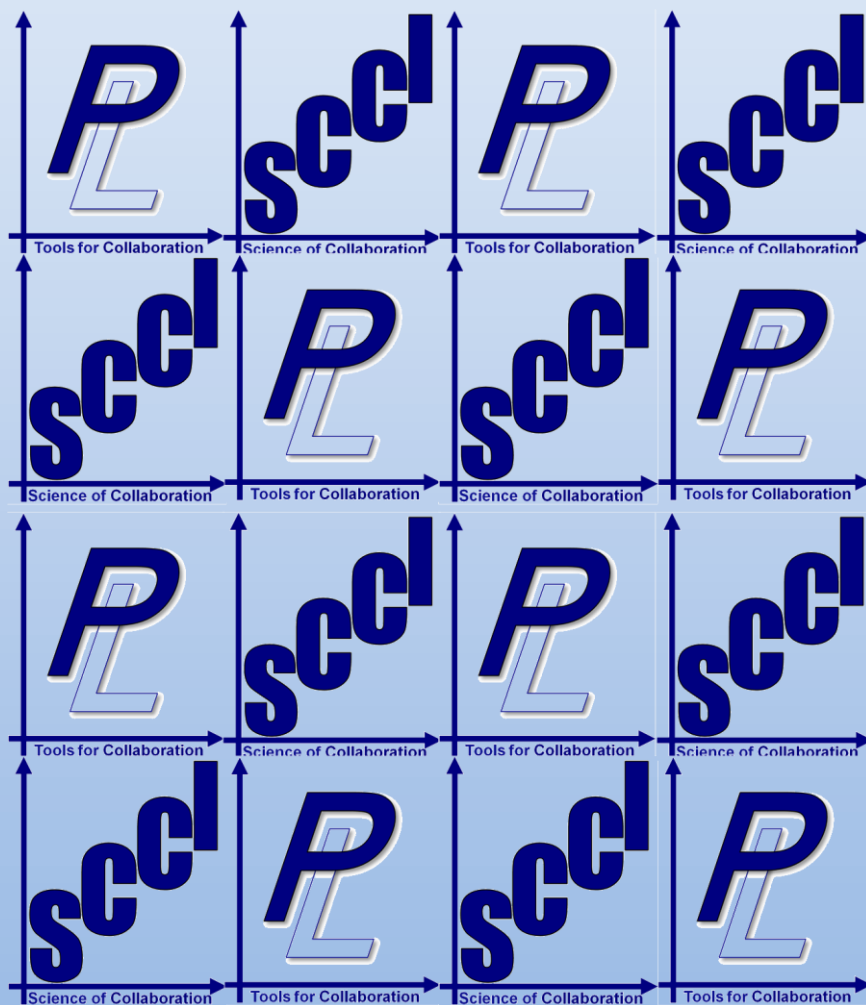


Case Study - 'Corporate Parenting': Implementing a Children in Care Strategy



Andrew Humphries & Linda McComie



Third Edition 2022

First published in Great Britain in 2015 by Humphries and McComie.

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Published by

SCCI Ltd
Milton Keynes,
England

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

Notes

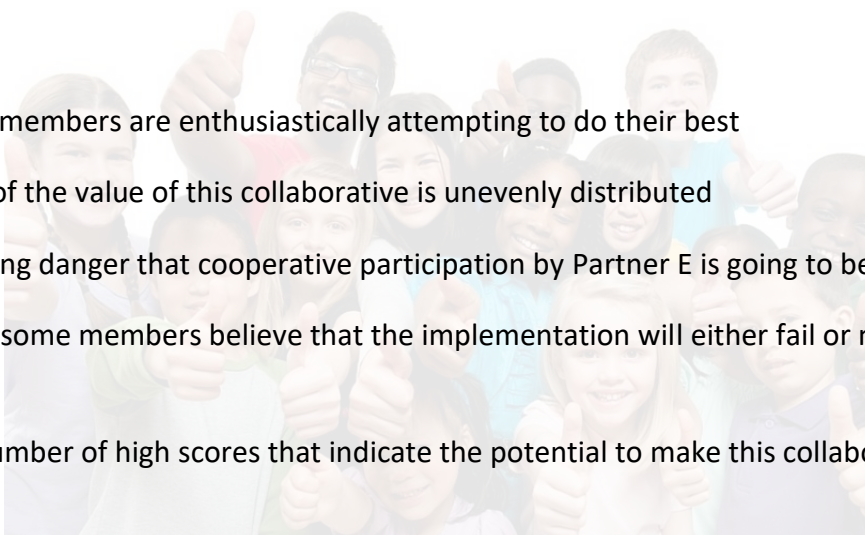
Generally the members are enthusiastically attempting to do their best

Appreciation of the value of this collaborative is unevenly distributed

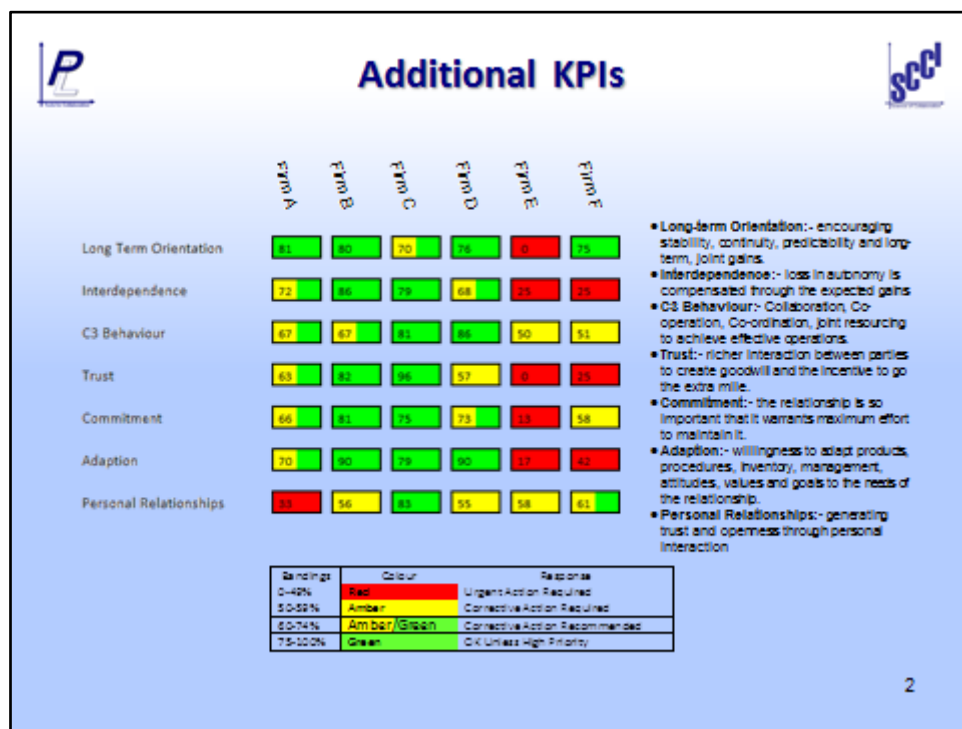
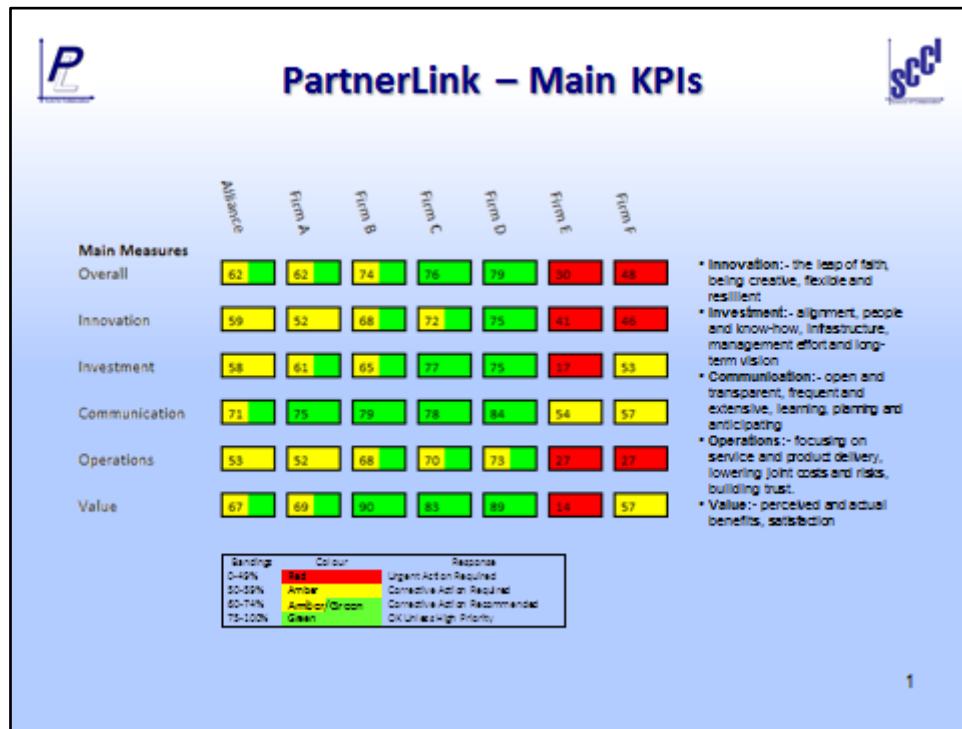
There is a strong danger that cooperative participation by Partner E is going to be lost

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



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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