



# **EARLY INTERVENTION PROGRAMME**

## **GOVERNANCE & ORGANISATIONAL ARRANGEMENTS**

**September 2012**

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## **COLIN EARLY INTERVENTION PROGRAMME**

### **Purpose of Document**

The purpose of this document is to outline the the governance and organisational arrangements for managing the delivery of Colin Neighbourhood Partnership's Early Intervention Programme.

### **Introduction**

The Colin area is situated on the edge of west Belfast and has a population of circa 30,000 people. Colin has many indicators of deprivation, where health, education and employment attainments are well behind the rest of the province. Whilst there have been various initiatives to address these chronic issues, and some improvements have been made, there are still fundamental and endemic problems that need a more radical approach if significant improvements are to be realised.

### **Strategic Context**

Colin Partnership has established an Early Intervention Community to move from a current reactive fire-fighting position to a strategic approach which aims to improve outcomes for children over the long term, through the application of effective early intervention and prevention practice in the Colin area. A Vision for Colin Early Intervention Community has been agreed:

**Children, young people and families of the Colin community will have the best possible lives where hope will flourish**

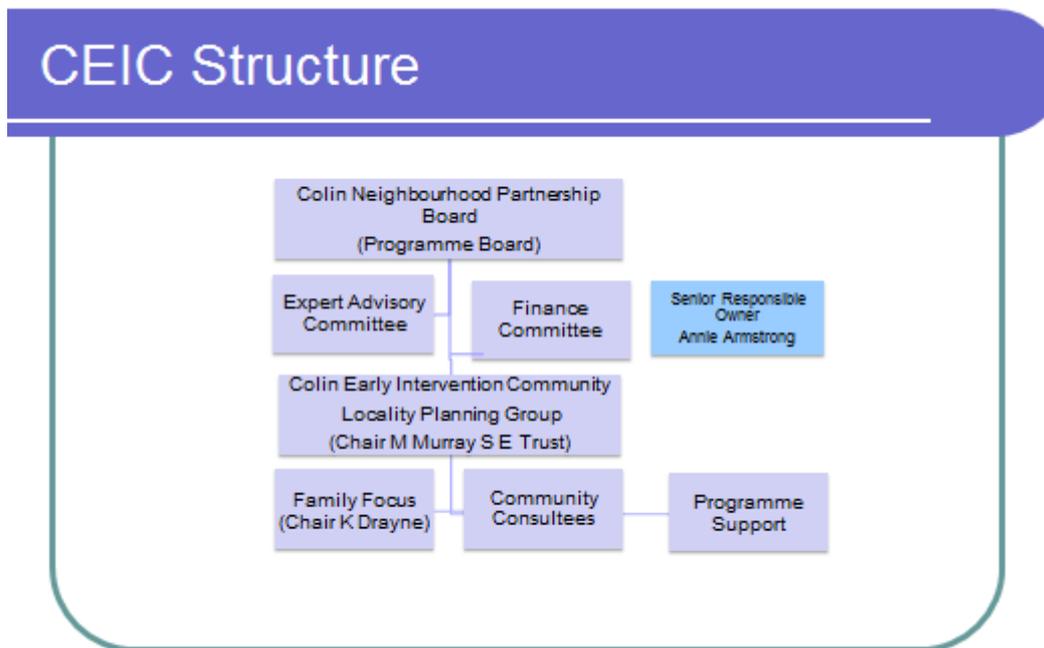
To deliver this vision an Early Intervention Programme has been developed which is significant in both scale and complexity and will require strong leadership and a clear direction to achieve its intended outcomes.

## GOVERNANCE STRUCTURES

### General Overview

Colin Neighbourhood Partnership Board has overall responsibility for the implementation of the Early Intervention Programme. Structures have been put in place to ensure that decision-making and the process by which decisions are implemented are transparent and accountable. **Figure 1** below illustrates the arrangements for the governance and management of the Early Intervention Programme.

Figure 1



The following paragraphs provide more detail on how the structure will support the delivery of the Early Intervention Programme.

## **Colin Neighbourhood Partnership**

Colin Neighbourhood Partnership Board (CNP) has overall responsibility for implementing the vision. In order to discharge their corporate responsibilities in relation to the implementation of the Early Intervention Programme, CNP will receive regular progress reports from the Senior Responsible Owner. CNP will be invited to take key decisions where this is considered appropriate on issues such as:

- accountability and governance;
- funding;
- Implementation and risks

## **Programme Board**

The Colin Neighbourhood Partnership Board, as Programme Board will be responsible for overall strategic direction and management of the Early Intervention Programme.

The main responsibilities of the Programme Board will be to:

- approve all programme plans, deviations and amendments;
- agree a portfolio of early interventions and the project/services to be funded;
- ratify, reject or defer recommendations submitted by the Programme Manager;
- approve a Programme Management Framework and Process Evaluation;
- ensure adequate funding is available for all of the services/projects identified within the programme;
- analyse quarterly reports from the Programme Manager;
- provide updates as appropriate to the CNP.

## **Senior Responsible Owner**

The Senior Responsible Owner (SRO), Annie Armstrong, has been appointed to the Programme Board and will be accountable for delivery of the Programme from inception to closure. The SRO will provide leadership, direction and a focal point for the Programme. In particular, the SRO will be responsible for:

- oversight of effective discharge of the Programme's governance arrangements;
- providing direction to the Programme Manager;

- monitoring progress across the overall programme and portfolio of projects at a strategic level;
- approving changes affecting the course of the programme, prior to consideration by the Programme Board;
- intervening where necessary to resolve problems and issues escalated by the Programme Manager;
- management and monitoring of risks to the successful implementation of the Programme;
- maintaining buy-in of key stakeholders; and
- retaining overall accountability for the realisation of the Early Intervention Programme's outcomes.

### **Programme Manager**

The Programme Manager will have delegated responsibility for day-to-day management of the programme to ensure that it produces products to the required standard and quality and within the constraints of time and cost. Reporting directly to the SRO, the Programme Manager will:

- advise and support the Programme Board and SRO;
- lead on monitoring the implementation and progress across the portfolio of Programmes;
- ensure that each Programme delivers to the agreed quality and cost;
- provide a good quality consultancy and support service to the Locality Planning Group;
- implement programme policies and protocols for measuring programme outcomes;
- act as the first point of contact for any external review of the programme outcomes;
- lead on communication with media, statutory and non-statutory agencies and other key stakeholders;
- attend meetings of the Expert Advisory Committee (see next paragraph) and report to the SRO and Programme Board on its work;
- Chair meetings of the Community Consultees and Family Focus Task Group as necessary.

### **Expert Advisory Committee**

An Expert Advisory Committee will be established to strategically assist programme's

implementation through the provision of specialist advice and guidance. A Chair will be elected from within the membership of the Expert Advisory Committee.

The advice and guidance provided by the Expert Advisory Committee will be greatly valued by the Programme Board and the Locality Planning Group, and provide a significant level of assurance that the Early Intervention Programme is capable of achieving the desired outcomes. The Senior Responsible Owner and Programme Manager will attend the Expert Advisory Committee.

The main role of the Expert Advisory Committee will be to:

- advise and support the development, implementation and review of the research/evaluation strand of activity within the Programme.
- provide advice and support in the commissioning and implementation of the evaluation strand of the programme;
- ensure that the programme has a well developed strategy for evaluation;
- support oversight of the research/evaluation programme;
- review emerging results from the research/evaluation programme;
- advise on changes to, or augmentation of, the research/evaluation programme if provide observations on design and review of services.
- examine exit strategies;
- evaluate the strategic approach by Early Intervention Community;
- link with national and international developments;
- reflect upon its operation after 9 - 12 months and review operation and membership.

The Expert Advisory Committee will determine how often they should convene meetings (expected to be 3 – 4 per annum). The Programme Support Office will provide members with all the relevant documentation in advance of meetings.

A Finance Committee will be established, membership to be agreed, and report to the Programme Board. The Senior Responsible Owner and Programme Manager will attend the Finance Committee and the responsibilities are:

- Agree budget/budget revisions;
- Review periodic accounts;
- Review the annual audited accounts including for presentation to the Board;
- Approve Internal Financial Procedures;
- Review summary finance reports from service providers;
- Discuss other financial and compliance matters in relation to the company;

- Meet with the External Auditor;
- Discuss the management letter from the External Auditor (following the Annual Audit) and agree the reply for presentation to the Board;

Membership of the **Expert Advisory Committee** and **Finance Committee** is shown below at **Figure 2** below:

**Figure 2 Expert Advisory Committee and Finance Committee**

Expert Advisory Committee & Finance Committee	
<p><b>EXPERT ADVISORY COMMITTEE</b></p> <ul style="list-style-type: none"> <li>• Mark Dynarski – AP (New York)</li> <li>• Gail Birkbeck – AP (Dublin)</li> <li>• Paul Murray - AP (Belfast)</li> <li>• Tara Murphy – Tallaght CDI Dublin</li> <li>• Maurice Meehan, Health &amp; Social Wellbeing Improvement Manager (Regional) Public Health Agency</li> <li>• Alison Chambers, Department of Social Development</li> <li>• Kate Thompson, Ex Director of Children's Services</li> <li>• Department of Justice tbc</li> </ul>	<p><b>FINANCE COMMITTEE</b></p> <p>tbc</p>

### Locality Planning Group

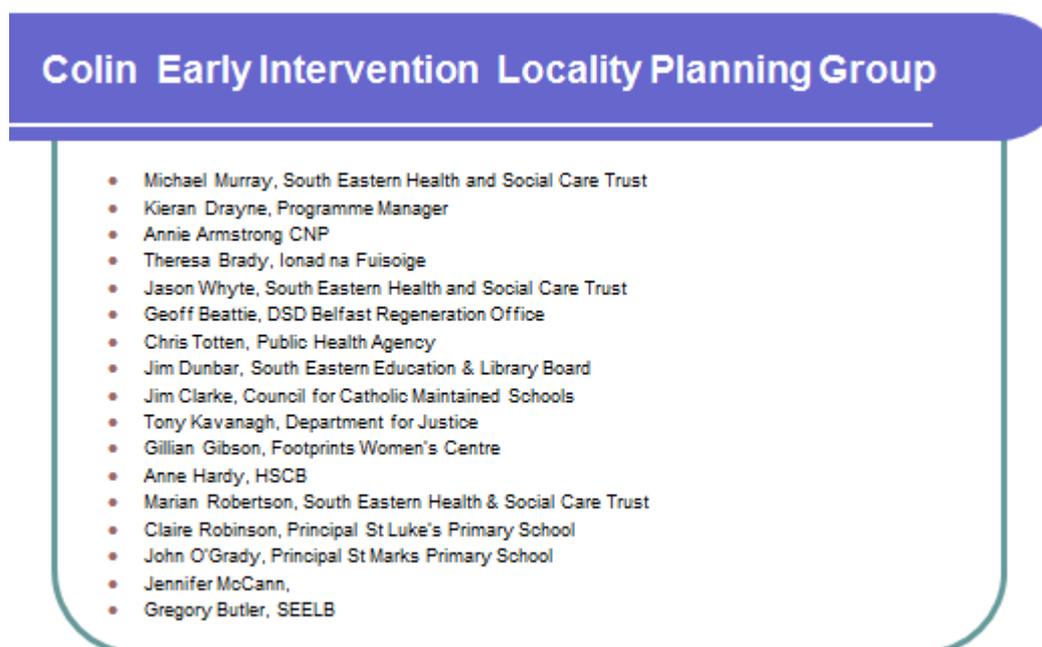
The Locality Planning Group will oversee all service delivery activity associated with the programme. It will play a crucial role in creating an environment that fosters sustainable momentum for the programme, removing barriers to progress and periodically reviewing progress to ensure alignment with the overall strategic vision. Planning and implementation issues may require clarity and resolution to ensure they effectively deliver the programme. This Group will also provide a forum for developing the Programme Plan, managing quality and risk issues and a responsive mechanism for identifying and resolving inter-dependency issues across the portfolio of projects.

Chaired by a senior member, membership of the Group will be drawn from key statutory and not-statutory stakeholders. Meetings will take place on a monthly basis or at request of the SRO or any member of the Locality Planning Group.

A potential conflict of interest could arise where, for example, a member of the Locality Planning Group could also be responsible within his/her parent organisation for handling applications for Early Intervention Programme funding (revenue or capital). If such circumstances present themselves, the member must declare a conflict of interest to both his/her parent organisation and the Locality Planning Group and absent themselves from any involvement in that particular funding application.

The Locality Planning Group will be accountable to the Programme Board through the SRO. Membership of the Locality Planning Group is shown at **Figure 3** below:

**Figure 3 Locality Planning Group**



### **Projects Support Group**

A portfolio of early intervention projects will be delivered to support the long term improvement of the Colin community. A Family Focus Task Group, chaired by the Programme Manager will provide a communication forum bringing together the service providers to ensure unity of purpose towards achieving the CEIC Vision and objectives. A quality control process will be put in place to provide assurance on the integrity and fidelity of each project. The Programme Manager will use this information during group discussions with the service providers.

Membership of the Family Focus Task Group is shown at **Figure 4**. This Group will expand as the portfolio of projects increase.

Figure 4

Family Focus	
Kyra Pauley, Karen Mclean	Footprints Women's Centre
Karen O'Brien	Ionad Na Fuisce
Bernie Donaghy	Lifestart
Mairead Davey	South Eastern Trust (Children's Services)
Maureen Bruce	South Eastern Trust (Health Development)
Lorraine Coulter	South Eastern Trust (Speech and Language)
Mary Jordan	South Eastern Trust
Health Visiting Coordinator	
Joe Valley	Colin SureStart
Michelle Ward	
Catherine McNally	MACS
Michelle McGrade-Bulck, Kieran Drayne, Chris Miller, Benny McDaniel	CNP
Jean Walsh	Ascort ?
Helen Brown	Bryson House
Julie Curry	Homestart
Neill Wilson	Child Maintenance Choices
Gerard Irvine	CNP Youth Strategy Sub Group
Devette Martin	Care House – St Luke's Family Centre
Breege O'Kane	Education, Parent Support Worker, Christ the Redeemer PS
Martin Connolly	Sally Gardens
Anne O'Kelly	Cloona Child Contact Centre
Valerie Patie	
Maura DeMello	Cloverhill – DePaul Ireland

### Community Consultees

For the concept of an Early Intervention Community to deliver the step change that is required it is vital that comprehensive and meaningful engagement takes place with a wide variety of stakeholders. This will include consultation with the community, voluntary, statutory and private sectors. Consultations will consider prevailing issues, existing services, the gaps in services and methods to address. Consultation will be an ongoing part of this process and will involve holding multi-disciplinary workshops (3 / 4 annually) to which all consultees will be invited.

The Programme Manager will lead discussions with the Community Consultees. The Community Consultee list has currently c90 names representing the wide range of sectors and organisations in the Colin area. Details are provided at **Appendix 1** attached.

## **PROGRAMME REPORTING & CONTROLS**

### **Programme Reporting**

The Programme Manager will be responsible for developing the Programme Plan and all other key programme documents that the Programme Board deems appropriate.

The Programme Board will monitor implementation of the Early Intervention Programme by reviewing documents such as:

- The Programme Manager's Reports;
- Programme Plan;
- Quality Log; and
- Risk Log.

The Programme Manager will provide sufficient information to enable the Programme Board to monitor progress, take key decisions and satisfy itself that the Plan is being implemented with issues of quality and risk exposure being addressed.

Where significant deviation or slippage from the Programme Plan is identified the Programme Manager will firstly discuss options for resolution of the issues with the SRO. If the issue cannot be resolved in the short term, the Programme Manager should prepare a report for the Programme Board outlining the reasons for the deviation or slippage and set out a recovery plan. Significant deviation is defined as where an activity in the project plan is delayed by two months or more; or where delay or variation will have a negative effect on the delivery of the milestones set out by the Programme Plan.

### **Programme Change Control**

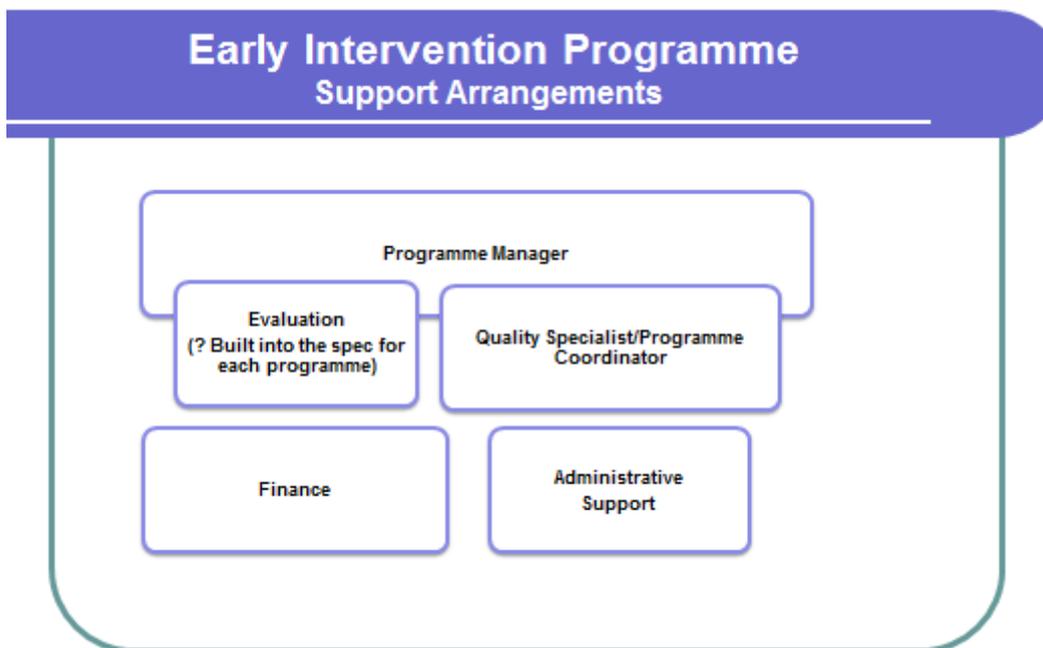
In implementing such a long and complex programme, the need for changes in approach, timescales or costs are inevitable. The start-up phase of the Colin Early Intervention Programme will focus on addressing the needs of very young children and their parents. In the longer term it is anticipated that Programme will develop an integrated, strategic plan to improve long-term outcomes for children through the application of evidence based services and practices.

It is therefore important to ensure that changes within the programme are managed effectively. The programme manager will put in place a system of programme change control to monitor changes to key documents throughout the life of the programme.

## PROGRAMME SUPPORT

The preceding paragraphs have addressed the governance arrangements that are necessary to support the implementation of the Early Intervention Programme. The following paragraphs set out the additional support mechanisms necessary to support the implementation of the programme. **Figure 5** below illustrates the broad functions that will provide day to day support to the programme manager. It should be noted that funding has been secured for a number of the functions with further discussion required regarding the outstanding resource.

**Figure 5**



### Coordination & Evaluation

Critical to measuring the success of the Early Intervention Programme is the need to objectively demonstrate that the approach taken improves outcomes for children over the long term. The Coordination & Evaluation will oversee the implementation of the Performance Management Framework and ensure the integrity of methodologies and approaches used in assessing outcomes. In addition, this role will be responsible for the organisation's research and evaluation, managing a multi-agency forum for monitoring and evaluating progress in implementing the Early Intervention Programme.

## **Quality Control & Community Engagement**

The Quality Control & Community Engagement role will provide a proactive presence within the project/service delivery community and the wider Colin community. This will provide the Programme Manager with assurance around integrity and fidelity of the many projects which will be integral to the strategic and joined up intervention, ensuring that everyone involved works to a common vision and shared objectives. The role will also enable issues to be identified and addressed at an early stage. The job holder will assist the Programme Manager in his role as Chair of the Projects Support Group, which brings together leaders of each project/service delivery team.

Community engagement is a central plank of the new approach to breaking the cycle of deprivation. In this context, the job holder will support the Programme Manager in his work with the Community Consultees to ensure people are no longer passive recipients of services but active contributors to enhancing lives bringing about social change.

## **Finance**

The Finance role will be responsible for systems and processes to account for expenditure associated with the programme. The role will be responsible for implementing local financial and accounting policy, all types of accounts work, i.e. cost and management payroll and accounting, cash, accruals accounting, cash flow management, and financial appraisal.

## **Administrative Support**

The Administrative Support role will provide general office support covering all aspects of the programme supporting the Programme Manager and colleagues. The use of IT for text and data processing and manipulation, casework, record keeping and the holding, retrieval and interpretation of data will be an integral part of the work.

## **Conclusion**

The arrangements set out in the preceding paragraphs provide the governance and organisation arrangements within which the Early Intervention Programme will be delivered. This Programme has the potential to expand as and when additional service provision is identified and appropriate funding secured. The support arrangements including staffing would therefore need to be kept under review.

# Consultation Circulation List

	<b>Names</b>	<b>Organisations</b>
1.	Annie Armstrong	CNP
2.	Kieran Drayne	CNP
3.	Emma Toner	CNP
4.	Aideen McLaughlin	Youth Justice Agency
5.	Andy Hewitt	Youth Initiatives
6.	Anne McLarnon	Colin Counselling
7.	Anne O'Kelly	Cloona Child Contact Centre
8.	Anne Hardy	HSCB
9.	Bernadette Donaghy	Lifestart Foundation Limited
10.	Carl Von Ohsen	BRO
11.	Carmel O'Hagan	Surestart
12.	Carolyn Stewart	Mencap
13.	Cherith McClay	Saints Youth Centre
14.	Chris Millar	CNP
15.	Chris Totten	SETRUST
16.	Dave Stewart	Barnardos
17.	Dawn Thompson	Bryson House
18.	Denise Ferguson	Business Development Manager, Child Maintenance Choices
19.	Dinah Adair	SETRUST
20.	Eamon McMahon	Belfast TRUST
21.	Esther Millar	SEELB
22.	Fr John Forsythe	Lagmore Forum
23.	Frances Rushe	Child Maintenance and Enforcement Division
24.	Franziska Hewitt	Dept of Justice, Business Improvement Unit
25.	Garry Cullen	Glenwood Business Centre
26.	Gemma Burns	CNP
27.	Gerard Irvine	CNP
28.	Geoff Beattie	DSD
29.	Gillian Gibson	Footprints Women Centre
30.	Heather Crawford	SE Trust
31.	Ian Neill	MACS
32.	Jason White	SETRUST
33.	Jennifer McCann	Sinn Fein
34.	Jim Clarke	CCMS
35.	Jim Dunbar	SEELB
36.	Jim McCarthy	CRJ
37.	Joan Hughes	NSPCC
38.	Joe Vallely	Colin Surestart
39.	Joy Thompson	Woodbrooke Medical Practice
40.	Karen McClean	Footprints Women Centre
41.	Karen Douglas	Belfast Trust
42.	Kevin Bailey	SETRUST

43.	Kyra Pauley	Footprints Women's Centre
44.	Leslie-Anne Newton	Save the Children
45.	Liz Fleming	Lifestart Foundation Limited
46.	Lorraine Coulter	SETRUST
47.	Marian Robertson	SETRUST
48.	Marie Blaney	Youth Justice Agency
49.	Marie Hamill	Lagmore Forum
50.	Martin Connolly	Sally Gardens Community Association
51.	Mary P Quinn	SETRUST
52.	Maura McGeown	De Paul Ireland
53.	Maureen Bruce	SETRUST
54.	Maureen Jamison	SEHSCT
55.	Maureen Piggot	Mencap
56.	Michael Devine	SEELB
57.	Michael McEvoy	Community Gardening Officer, Groundwork NI
58.	Michael Willis	Echo Project
59.	Michelle McGlade-Buick	CNP
60.	Monica McCann	Barnardos
61.	Monica Meehan	Colin Youth Development Centre
62.	Nadine Allsopp	Rathbone
63.	Owen O'Neill	SETRUST
64.	Paula Irvine	Footprints Women Centre
65.	Peter Brannigan	PSNI
66.	Roberta Marshall	Barnardos
67.	Sean Devine	Sally Gardens
68.	Siobhan Graham	Womens Aid
69.	Shima Choudhury	ASCET
70.	Theresa Brady	Ionad Na Fuisseoige
71.	Tony Byrne	Youth Initiatives
72.	Tony Kavanagh	DEPT OF JUSTICE
73.	Tony McCusker	SETRUST
74.	Tony	St Luke's Family Centre
75.	Tracy Millar	SETRUST
76.		Bytes Project
	<b>Principals</b>	<b>School</b>
77.	Mrs Imelda Jordan	St Colm's HS
78.	Mrs Claire Robinson	St Luke's PS
79.	Mrs E Finch	St Luke's NS
80.	Mrs A Nixon	Our Lady Queen of Peace PS
81.	Mr J McGrady	St Mark's PS
82.	Mrs E O'Neill	Scoil Na Fuisseoige PS
83.	Mrs Sinead Beare	Christ The Redeemer PS
84.	Mrs Claire Howe	Oakwood Integrated Primary School

85.	Mr B McAlea	St Kierans PS
86.	Mrs J Burns	St Kierans NS
87.	Mrs K Burns	St Therese's NS
88.	Mrs N Cahill	Good Shepherd PS
89.	Mrs M Culbert	Good Shepherd NS
90.	Tony McCabe	Lagan Valley Education Project
	<b>Communicate via letter</b>	
91.	Church of the Nativity guides	c/o 17 Old Colin,P'glass BT17 0AX
92.	Diamond Parents Group	c/o St Kieran's Nursery School, Belsteel Road, Poleglass BT17 0PB
93.	Rainbow Parenting	Ardcaoin Avenue, Poleglass ,BT17
94.		