

<b>Client:</b>	<b>London Borough of Lewisham</b>
<b>Project:</b>	<b>Aiming High Short Breaks – Programme Management</b>
<b>Client situation</b>	<p>Lewisham's Short Breaks programme was significantly behind schedule, at very high risk of not using up its grant funding and had been rated as needing a 'high' level of support. This created a number of risks for the council; not least that funding meant to improve the lives of children may not be spent.</p> <p>iMPOWER was commissioned because of our expertise both in Children's Services and project and programme management, with a brief to:</p> <ul style="list-style-type: none"> <li>➔ Provide structure to the programme.</li> <li>➔ Ensure that key stakeholders were re-engaged following initial work by the client that had taken place several months before.</li> <li>➔ Ensure the numerous pilots and reviews, and the capital spend programme, were reinvigorated and were able to achieve their objectives.</li> </ul> <p>This was to be achieved in time for the arrival of the permanent programme manager, who would ultimately take over as the lead once iMPOWER's engagement was over.</p> <p>We did this by ensuring that our approach was shared with all stakeholders, and that they could contribute to its construction. We also identified how individuals could help drive and sustain the programme once our work was complete.</p>
<b>Outcomes</b>	<p>It was clear to all involved that this programme would only be successful if the key stakeholders felt they owned the programme, and that it had not been imposed on them.</p> <p>The iMPOWER team achieved this by working closely with staff in Children's Services and other services, who could influence and shape the programme, and who understood what had been planned, the progress that had been made, and how this linked in to wider council objectives.</p> <p>We also worked closely with Together for Disabled Children (TDC), which was managing the overall programme on behalf of DCSF, to regain their confidence in the programme.</p> <p>Through our work we were able to:</p> <ul style="list-style-type: none"> <li>➔ Identify and engage with all stakeholders, both individually and in groups, to raise the profile of the programme, raise awareness of what was happening and consult with them on what they wanted the programme to achieve.</li> <li>➔ Enable stakeholders to influence and contribute to the programme by ensuring that they were consulted and that we drew on their expertise to make the programme more effective.</li> <li>➔ Address the lack of progress around pilots by meeting with each of the proposed pilot providers and work with them to develop their specifications. The pilots have now been signed off by the council and are being rolled out.</li> <li>➔ Simplify the programme structure into three key workstreams –</li> </ul>



	<p>pilots, reviews and 'other' – and where possible identify who was responsible for taking these forward. We reviewed this infrastructure with stakeholders at a workshop and one-to-one meetings to ensure that everyone understood how the structure worked and their role in it.</p> <ul style="list-style-type: none"><li>➔ Address issues around the exact governance arrangements which existed when we began our work. We achieved this by developing a programme board and working group, which are now in place.</li><li>➔ Develop a high level plan which we reviewed and agreed with key stakeholders.</li></ul> <p>As a result of this work Lewisham's Aiming High Short Breaks programme is now back on track and the their risk rating has subsequently been reduced.</p> <p>Warwick Tomsett, programme manager at Lewisham Council said:</p> <p>"We were very impressed by the way the iMPower team worked and were able to bring some order to the chaos! They had clarity over their role and what they could achieve in the timescales, identified priorities, brought an understanding of Aiming High and added value by bringing a structure and order to the programme. I would use iMPower again."</p>
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