

Project Initiation Document (PID) - DRAFT

Summary:

Project Title	Devon Resource Hub		
SW RIEP Workstream reference	Support to LAAs and MAAs		
Sub-region			
Please list the local authorities (or public service bodies) that support this project		Devon Strategic Partnership	
Start date of project	October/ November 2008	Anticipated end date of project	October/November 2009
Overall budget detail		£60,000 from SWRIEP (Consisting of £40k from two-tier fund and £20k from LAA and MAA project board)	
Summarise sign-off position for any other additional budget		tba	
Project Leader		Sara Cretney – LAA Development Officer, Devon Strategic Partnership	
Responsible SWRIEP Programme Manager <i>(if different from above)</i>		Jayne Erskine – Programme Manager (SW RIEP)	
Approved by (and date) Programme or Project Leader / Programme (or Project) Board		Jo Tennant Chair of Devon Strategic Partnership	
Approved by (and date) SWRIEP Director		Julian Morley SW RIEP Director	

Document History

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Section A: Project Definition

Introduction:

This bid for £40,000 is to fund a project manager to run the project to establish a Resource Hub for Devon – for further details about the project scope see below. The post will be temporary for 12 months. The cultural change enabled by this modest initial funding will bring about considerable long term benefits as set out in section B.

Background:

The Devon Strategic Partnership and Devon County Council, as the accountable body for the Devon Local Area Agreement (LAA), have already committed to the development of a Devon Resource Hub to build capacity to support the delivery of the Devon LAA. Current thinking about the structure of the Resource Hub sets out a virtual (at least in the first instance) office of functional and theme leads working across all partner organisations. The functional side of the office performs a similar role to that of a MSP¹ Programme Office supporting the delivery of the LAA themes/programmes of work. The functional roles are as follows:

- Finance
- Communication and marketing
- Strategic Intelligence
- Performance management and statistical analysis
- Process management/secretariat
- Strategic commissioning

The thematic roles will essentially programme manage each of the LAA themes (which correspond with the Devon Sustainable Community Strategy priorities):

- A world class environment
- Strong and inclusive communities
- A growing economy
- Housing and homes
- Inspiring Young People
- Health and Wellbeing
- A safer Devon

These resources would be working within the Hub and therefore the Devon Strategic Partnership, which should “free them up” from some of the constraints of trying to perform that role from within a particular organisation. These are also resources which can offer support to the whole family of partnerships within the Devon Strategic Partnership including the Children’s Trust, Safer Devon Partnership, Devon Economic Partnership, Health and Wellbeing Partnership and District based Local Strategic Partnerships. Therefore the Hub will assist in a drive towards economy and greater interdependence and synergy between all those partnerships.

An outcome-focused approach will significantly influence the development of this hub, emphasising the importance of a common language, effective communication and community engagement.

¹ Managing Successful Programmes, Office of Government Commerce. See www.ogc.gov.uk for further details.

Development of this model is an exciting prospect for Devon. More effective partnership working will lead to better LAA outcomes, greater levels of community trust and confidence, and efficiency savings. It should secure more favourable judgements from the both the Area and Organisational elements of CAA. The approach will help to generate stronger links between partners and their communities throughout transition to a new Local Government structure, whatever the outcomes of the current Boundary Committee. Greater understanding, skills and capacity generated in Devon will directly advance RIEP programme outcomes and contribute to better LAA delivery and CAA results for the region. In addition we would anticipate that the learning from the approach may be helpful to other sub regions. These expected outcomes are described more fully in **section B**.

Project Scope:

The project manager will be running the following project:

- Audit of current Devon Strategic Partnership resources
- Needs analysis across Devon Strategic Partnership
- Further development of the Resource Hub blueprint
- Development of a robust performance management framework across the partnership and organisation for Devon’s Local Area Agreement
- Appointment/secondment to key posts
- Procurement of office, equipment
- Development of the performance management system.
- Embedding the concept of the Outcome-based Accountability Model
- Sharing learning

Relationships with Other Projects:

This project is an integral part of securing Devon’s Local Area Agreement delivery arrangements. It will also be aligned to any transition arrangements resulting from the outcome of consultation on LGR in Devon. The project will have the added value of helping Devon prepare for new assessment arrangements under CAA as it will focus on developing performance management and self-awareness which are key challenges for a partnership. The formulation of a Resource Hub will not only improve delivery of the LAA and therefore increase the likelihood of successful outcomes it will also assist partners to make efficiency savings through the co-ordination and alignment of resources.

SW RIEP Logical Framework

Goals	Measurable indicators	Means of verification	Assumptions
Enhance quality of life in Devon through the successful delivery of LAA outcomes	Indicators within LAA	LAA agreed with GOSW and signed off by ministers CAA – Area Assessment will verify success	Regard to decisions relating to LGR in Devon

Outcomes:

Outcomes	Measurable	Means of	Assumptions
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	indicators	verification	
Embed the Outcome Accountability model to effectively focus resource and deliver improvements	LAA indicators	GOSW assessment of performance	Regard to decisions relating to LGR in Devon
Greater capacity to successfully deliver LAA outcomes	DCC Audit of resources pre-LAA and post-LAA	GOSW assessment of performance DCC internal audit review CAA – Area Assessment	As above
Increased capability to effectively work in partnership	Results from the RIEP LAA ‘stock take pre-delivery and post-delivery	RIEP LAA Programme Board CAA – Area Assessment	As above
Higher levels of trust and confidence across the partnerships and within communities	NI3 Results from RIEP LAA ‘stock take’	Place survey CAA - Area Assessment	As above

Outputs:

Outputs	Measurable indicators	Means of verification	Assumptions
Resource hub (establishment) Delivery of project documents; Resource hub structure agreed; sustainable resources negotiated and formally committed; management arrangements in place;	Resource Hub established in line with Project Plan timelines	Scrutiny by Devon Strategic Partnership Board	
A series of facilitated workshops held to build trust and negotiate resources for the resource hub	Workshop evaluations and resources agreed	DSP Board	
Resource hub (delivery) Robust performance management	Reports from Performance Management system Communication	DSP Board CAA – Area Assessment	

framework in place; communication and training arrangements in place; outcome-based accountability model in use across the partnership	strategy Evidence base		
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<p>Section B: Outline Business Case (at this stage only broad estimates of resources are required)</p>

Reasons for Undertaking Project:

The project to establish a Resource Hub for Devon is being undertaken to enable delivery of LAA through robust performance management. Further information on the drivers for this project are set out below and include: our outcomes based approach, an Audit Commission survey and our LSP Stocktake self-assessment.

1. Outcomes Based Approach

Devon’s 2008-2011 Local Area Agreement is already underpinned by a series of Delivery Plans and supported by robust governance arrangements. In order to maximise its effectiveness the partners intend to develop an innovative approach to delivery which will bring benefits to the County and to the region.

The distinctive feature of Devon’s approach will be a clear and determined focus on outcomes. Based on the proven principles of Outcomes–Based Accountability this will generate a much clearer understanding of what outcomes local communities need, the quantifiable improvements that are required to deliver them and how the actions of the partners can best contribute to their achievement. This approach also recognises the vital importance of close collaboration with local communities. It will therefore be strongly linked to the Place Shaping agenda, gathering insight into and promoting engagement with the 29 geographical communities within the LAA area.

This outcomes focus will require a different approach to driving improvement and managing performance. Partners will need to build the essential elements of any performance management framework, including alignment of formal plans around the LAA, construction of a shared measurement framework, development of reporting process and agreement of roles and responsibilities. But this approach will add value by moving beyond the basics of measurement and monitoring to emphasise greater understanding of local needs and the shared nature of accountability in order to gain a clearer understanding of what action is required.

There are numerous drivers for this approach. Perhaps the most fundamental is simply the need to be able to describe how local people benefit from the activities of the partners in terms of quality of life rather than simply activity or service. The Comprehensive Areas Assessment (CAA) certainly requires partners to develop effective partnership working and fully address the question of joint accountability. The current Boundary Commission review of Devon requires a flexible and “future-proof” approach that could function through transition and add value to whatever structure should emerge.

2. Audit Commission survey

In early 2007, all members of the Devon Strategic Partnership Conference were invited to respond to a survey undertaken by the Audit Commission. The Audit Commission's evaluation of the survey highlighted that whilst the partnership was working well there were a number of areas for improvement as follows:

- Performance management and monitoring
- Accountability
- Use of Resources
- Communication
- Ability to focus effort on agreed targets
- Trust

Through this survey the partnership recognised the need to develop these aspects as it moved from delivery to implementation and the Resource Hub approach is seen as an innovative solution to these issues.

3. LSP Stocktake Self-Assessment

A sub-group of the Devon Strategic Partnership Delivery Board completed the self-assessment on 22 September 2008. The sub-group consisted of:

Jo Tennant – BCU Commander, Devon and Cornwall Police (DSP Delivery Board Chair)
Phil Norrey – Chief Executive, Devon County Council
Bindu Arjoon – Assistant Chief Executive, Exeter City Council
Chris Roberts – Partnership Director (Devon), Learning and Skills Council
Neil Gibbins – Deputy Chief Fire Officer, Devon and Somerset Fire and Rescue Service
Steve Matson – Teignbridge District Council
Caroline Rae – Devon Strategic Partnership Development Officer
Sara Cretney – Devon LAA Development Officer

Overall the group felt that it was early days for some of the questions. Having just published their Sustainable Community Strategy and agreed their LAA it is not surprising that the Partnership scored well in terms of clarity and realism of purpose. Similarly the partnership scored well for commitment but more work is needed to secure full ownership. The Partnership has signed up to establishing a Devon Resource Hub to provide capacity around performance management, resource management, communication, finance, commissioning etc. for the Partnership. This need is reflected in the areas for improvement in the self-assessment.

Top Level Summary of Benefits to be Gained From Project:

Efficiency Savings – an initial audit of resources was undertaken as a 'snapshot' exercise in July 2007. This considered co-ordination and management of the LAA only and looked at one partner organisation (Devon County Council). This exercise highlighted that 26 individuals were involved in the day to day management and co-ordination of the LAA. Involvement ranged from 1 hour per week to 22 hours per week. The resource cost amounted to some £300k.

A resource mapping exercise across all partner organisations would be undertaken as part of this project to baseline any efficiency savings and to enable a joint approach to performance management and delivery.

See Appendix A – Benefits Paper for further details.

Scalability / Repeatability

The Resource Hub Delivery Plan would be a model that would be repeatable across all other sub-regions and would be scalable to MAA's as well as all sizes of LAA.

This will be applicable across two-tier and unitary areas as Devon will be a two-tier as it forms its Resource Hub but could move to unitary arrangements as a result of LGR during 2010.

The lessons from the implementation of outcome-based accountability model would be applicable across all partnerships.

Top Level Summary of Costs/Resources:

- Project Manager - £32,000 (plus £18,000 from LSP Stocktake)
- Consultancy specialist skills e.g. trust, negotiation, facilitation - £5,000
- Systems development e.g. spar.net performance management system - £3,000 (plus £2,000 from LSP Stocktake for public friendly version).

Cost Benefit Analysis (where applicable)

This small amount of initial funding for development of a Resource Hub would enable the development of greater capacity for delivery at less overall cost across the partnership. This is based on an initial audit of effort which highlights significant areas for possible savings. The Project Plan will identify the cost benefits and these will be achieved as one of the project deliverables.

Sustaining the Change

The Resource Hub will be based on securing resources from existing partners. There will be no request for additional resource as the project will be co-ordinating the more efficient use of existing time and effort.

Building a successful model will prove its benefits to the partnership and therefore secure future support.

Section C: Resources:

(governance structure, project team and third party.)

Project Board:

Devon Strategic Partnership Delivery Board
Devon County Council Corporate Management Board

Project Team (Responsibility and lines of authority):

Project Leader – Sara Cretney
SWRIEP Programme Manager – Peter Shields
Project team members – Team to be established once Project Manager is appointed

Third Party (Responsibility and lines of authority):

Consultants to report to Project Leader

Section D: QA Process

The project will be managing using the Office of Government and Commerce (OGC) project management approach. There will be regular exception reporting to the Project Board (the Devon Strategic Partnership Delivery Board).

Section E: Project Plan

The Project Plan (including key milestones and completion date) will be developed once the Project Manager is appointed.

Key Dates:

Project Manager Appointed	January 2009
Audit of resources	March 2009
Needs Analysis	May 2009
Blueprint Approved	June 2009
Key posts Appointed	September 2009
Shared Learning	January 2010

Full Project Plan Attached? No (see above)

Section F: Project Reporting

Normal Reporting: Project Manager reports to Project Board

Exception process: Within DSP: Escalation from Project Leader to DSP Delivery Board and then on to the Devon Strategic Partnership Board.

Within SW RIEP: Escalation to SW RIEP Executive Group in first instance and in final instance to SW RIEP Management Board

Section G: Project Communication Plan

A draft communication plan has been developed for this project – **attached at Appendix B**. The plan covers: communications objectives, interested parties (stakeholders), key messages, information required, information provider, frequency of communication, method of communication.

The DSP website will be used as the main method of communication. In addition, project updates will be included in the Devon Strategic Partnership electronic newsletter 'Input'.

Section H: Initial Risk Log:

A risk log has been developed for this project – **attached at Appendix C**. The risk log will be reviewed by the Project Manager and the Project Leader on a weekly basis. High level risks will be escalated to the DSP Delivery Board and then on to the Partnership Board.

Section I: Project Documentation

Project plan
Resource plan
Risk register
Issue log
Action tracker
Communication plan
Project Board papers, agendas and minutes

The project documentation, as far as possible, will be kept on the Devon Strategic Partnership website.

Section J: Other Information

(Including reference to any previous decision making / panel meetings.)

None.