

DSP Delivery Board

1st June 2007

Agenda Item - Sustainable Community Strategy & 2008-2011 Devon LAA Project Definition Document

Recommendation: That Delivery Board note the DRAFT Project Definition Document below.

1. Background

In June 2005, Devon Strategic Partnership published the "Focus on Devon" Report and the Community Strategy for Devon. This was followed by the development of a pilot Local Area Agreement (LAA) for Devon, in March 2005. Since then much progress has been made in taking forward the challenges identified, but the landscape around the Community Strategy and the initial LAA has changed.

The LAA provides a new way of delivering services across Devon, with a new focus on performance management. In addition Government are looking at the future alignment and development of LAAs and the future structure of LSPs, and have put the neighbourhood agenda, Sustainable Community Strategies and LAAs as high priorities in their guidance for LSPs, the Local Government White Paper "Strong and Prosperous Communities" and the Local Government and Public Involvement in Health Bill. The current 2005-2008 LAA is due to complete on 31 March 2008. A second generation 2008-2011 LAA must be negotiated with Devon partners and central government to begin on 1 April 2008, this must be informed by the revised Sustainable Community Strategy.

2. Objectives of the project

This project will deliver:

- A Vision for Devon
- A Sustainable Community Strategy for Devon
- The 2008-2011 Devon LAA

3. Project Scope

The scope of the project includes:

- Production of a Devon-wide evidence base
- DSP Agreement to a Vision for Devon
- Development of, and DSP agreement to, a Sustainable Community Strategy for Devon
- Development and negotiation of, and agreement to, the 2008-2011 LAA

The scope excludes:

- Implementation of the DSP governance review recommendations
- Development and implementation of a new performance management framework for Devon.
- Improved two tier project – a separate project plan will be developed for July 2007 for this purpose.

3.1 Relationships with other projects or benefits in other programmes

This project has direct linkages with all the DCC corporate programmes. In addition, the project must reflect the "Refresh" of the Children and Young People's Plan, the development of a new performance management framework (or self-regulatory framework – funded by the Devon Improvement Programme (DIP)) and the development of an internet hosted evidence base for Devon (also funded by DIP). The project is also linked to the two-tier work programme.

3.2 Constraints

Resource Availability

- There are limited resources currently available to deliver this project. A separate paper is being prepared on the resources required to develop and deliver the sustainable community strategy and the second generation LAA.

Finance

- There is currently £40,000 allocated to this project – see section 7.2 for further details. Resource costs have not been included in this project documentation – see above.

Policies & Guidance

- This project will need to adhere to government policies and statutory guidance including “Strong and Prosperous Communities”, the Local Government and Public Involvement in Health Bill, and the Communities and Local Government (CLG) guidance “Developing the future arrangements for LAAs”.

3.3 Dependencies

- Implementation of the DSP Governance Review
- Development of a performance management framework for Devon
- Comprehensive Spending Review 2007 (CSR07)
- Lifting Burdens Taskforce
- Local Government Bill
- District LSP Sustainable Community Strategies

4. Business Case

The business case for this project is clear and the strategic fit can be demonstrated at the national, DSP and DCC level.

4.1 Strategic fit (National)

Chapter 5 of the Local Government White Paper ‘Strong and Prosperous Communities’ outlines Governments proposals aimed at creating the conditions in which partnership working is more likely to succeed. The key aspects of the White Paper in this context can be summarised as follows:

- Clarification of the importance of the Local Strategic Partnership and Sustainable Community Strategy and the relationship with the LAA
- That LAAs are going to continue and grow in importance
- That LAAs will move from being an “add-on” to being a key part of the way we do business
- The leadership role of the Local Authority in the LSP and LAA, and the role of elected members
- The establishment of a duty to co-operate on key partners
- The need for a cross-organisation community engagement strategy
- The potential for the LAA to be a key vehicle for delivering improved two-tier working
- Commissioning arrangements within the LAA

The increasing stature and importance of Sustainable Community Strategies and LAAs, signalled by the White Paper, means that Devon needs to work to improve levels of buy-in and accountability across all partner organisations.

4.2 Strategic fit (Devon Strategic Partnership)

The business case for the project in relation to the Devon Strategic Partnership lies with the contribution that the Sustainable Community Strategy will make to the strategic aims of each of the partner organisations. Partners are most active when there is benefit to them in participating in partnerships – the strategy being developed will by its nature help to tackle some of the issues that are of current concern to individual partners, and will concentrate on those issues that are too complex for any one partner to address other than in partnership.

The Local Government and Public Involvement in Health Bill sets out a duty for Devon County Council to prepare an LAA in agreement with its partners. Furthermore, the Bill contains a statutory ‘duty to cooperate’ on named partners with regard to those agreed targets in the LAA.

It is clear from the White Paper and subsequent work that the commitment to, and success of, the Sustainable Community Strategy will directly impact on the commitment to, and success of, the Devon LAA.

4.3 Strategic fit (Devon County Council)

There is a statutory duty on all district and county councils to produce a community strategy – the Sustainable Community Strategy for Devon fulfils the requirement for a county strategy. The strategy will also contribute towards meeting each of the challenges identified in the Devon County Council Strategic Plan by identifying actions that can be taken in partnership that help to address the issues that the challenges give rise to:

- Devon is growing fast
- Devon is getting older
- Young People are on the move
- Tackling inequality
- Devon's climate is changing

The Sustainable Community Strategy should also contribute to the county council's strategic priorities where partnership working could achieve added value:

- Making Devon England's greenest county
- Giving Devon's children and young people the best possible start in life
- Strengthening Devon's economy
- Improving Devon's environment and promoting independence and choice in Devon
- There may also be some contribution to the priority of celebrating Devon's culture

Devon County Council is the lead authority and accountable body for the Devon LAA. As such there is a duty placed on Devon County Council to develop the LAA in partnership with other agencies in Devon.

4.4 Options

The following options have been considered for this project:

- 1) Update the current Community Strategy
- 2) Set up two separate projects to deliver the Sustainable Community Strategy and the LAA
- 3) Set up one project to deliver both the Sustainable Community Strategy and the LAA

This project definition document sets out option 3. This option has been chosen because the content of the Sustainable Community Strategy will drive our new LAA. It is clear from the White Paper and from the work already undertaken that the Sustainable Community Strategy and LAA should be part of the same work stream and should be a single project.

4.5 Benefits

The benefits of this project are:

- A comprehensive assessment of the emerging issues facing Devon in the future, backed up by evidence
- An understanding of public assessment of key issues based on consultation
- The development of a vision for Devon, based, on research and consultation
- Agreed priorities for Devon (within the Sustainable Community Strategy for Devon)
- An agreed multi-agency action plan setting out how the priorities will be addressed (in the form of the new Devon LAA)

4.6 Costs

£40,000 has been allocated to this project by Devon County Council. This allocation does not include resources. See section 7.2 for further details.

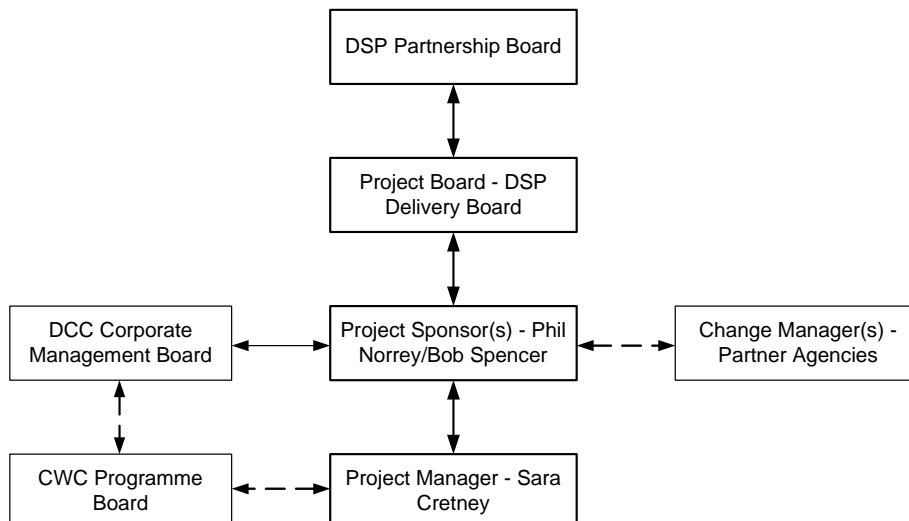
4.7 Achievability

This is a complex, multi-agency project. A sophisticated project management approach and dedicated project management and supporting resources will ensure that the project objectives are achieved. More detail will be available in the separate paper currently being prepared on developing and delivering the LAA.

5. Project Approach

This project will be managed according to the 'Devon Way' project management approach (which is built on the Office of Government Commerce (OGC) project management approach). The project has been divided into five distinct project stages – see section 7.1 for more details.

The project will be managed through the DSP Delivery Board and through Devon County Council's Connecting with Communities (CWC) Programme - the diagram below demonstrates this approach.



6. Organisation – Roles and Responsibilities

This project is a partnership project overseen by the Devon Strategic Partnership (DSP). However as Accountable Body and Lead Authority for the LAA it is essential that DCC Corporate Management Board (CMB) take a lead role. The project roles and responsibilities are as follows:

- Project Sponsor** = Phil Norrey/Bob Spencer
- Project Manager** = Sara Cretney
- Change Manager(s)** = Delivery Board members
- Project Board** = DSP Delivery Board

Prioritisation Task and Finish Group (stage 4 of the project) – Bob Spencer, Phil Norrey, Nicola Bulbeck, Kevin Snee, Phil Collins and Steve Hindley

7. Project Plan

This project has been divided into five stages. The high level timing for these stages is set out in section 7.1 below. See Appendix A for more detail on each project stage and a project gantt chart.

7.1 Project Stage Plan

Stage	Stage Description	Deliverable	Start Date	End Date
Stage 1	Evaluation of Community Strategy	Evaluation Paper signed off by DSP	September 2006	December 2006
Stage 2	Evidence Base	Web-based evidence base signed off by DSP	August 2006	June 2007
Stage 3	Visioning	Vision signed off by DCC and DSP	January 2007	June 2007 (tbc)
Stage 4	Prioritisation	Published Sustainable Community Strategy	June 2007	October 2007
Stage 5	Outcomes & Action Planning	LAA signed off by Devon and Government	October 2007	March 2008 (tbc)

7.2 Finance Plan

Stage	Description of cost	Item Cost	Total Stage Costs	Tolerance
Stage 1	n/a	-	£0	-
Stage 2	Public Consultation	£20,000	£20,000	£0
Stage 3	n/a	-	£0	-
Stage 4	Public Consultation Hard copies of SCS	£5,000 £10,000	£15-20,000	+ £5,000
Stage 5	n/a	-	£0	-
Total Project Costs			£35-40,000	

7.3 Resources Plan

A separate paper on programme management resources is currently being prepared.

8. Communications

8.1 Stakeholder Map

A stakeholder list has been developed for this project – see Appendix B. This will be developed into a stakeholder map which will identify all the relevant stakeholders and their areas of interest. The stakeholder list will be signed off by the Delivery Board.

8.2 Communication Plan

A detailed communication will be developed for this project. The plan will cover:

- Interested parties (stakeholders)
- Information required
- Information provider
- Frequency of communication
- Method of communication

The DSP and Devon LAA websites will be used as the main method of communication – therefore it is vital that the websites are kept up to date.

8.3 Project Controls

The project controls are as follows:

Project Board: Devon Strategic Partnership Delivery Board – report once a month on progress
Connecting with Communities Programme Board – 6 weekly report on progress
Project Sponsor/Project Manager Meetings – report once a month on progress

8.4 Project Filing

All signed off project documentation will be stored on the LAA/DSP website. Any draft documentation will be held on a password protected section of the website.

9. Risk & Issues

9.1 Risk Management Strategy

A risk log has been developed for this project – see Appendix C. The risk log will be reviewed by the Project Manager and Project Sponsors on a monthly basis. High level risks will be escalated up to the DSP Delivery Board.

9.2 Issue Management Strategy

An issue log will be developed for this project. The issue log will be reviewed by the Project Manager on a monthly basis. Issues that cannot be resolved by the Project Manager will be escalated up to the Project Sponsors.

Appendix A: Detailed Stage Descriptions

This appendix sets out activities within each stage of this project. The project plan is clear regarding stages 1-3 of the project. Stage 4 – Prioritisation will be dependent on the process that is agreed by the Delivery Board Task and Finish Group

Stage 1 – Evaluation of Community Strategy

Stage Complete: evaluation paper signed off by DSP Partnership Board on 1 November 2006.

Stage 2 – Evidence Base

Theme Submission of Issues	28/08/06 – 08/01/07
Partner Consultation	22/01/07 – 14/03/07
Public Consultation	12/02/07 – 10/04/07
Consultation Analysis	18/04/07 – 21/05/07
Theme Linkages Workshops	21/05/07 – 22/06/07
Equality Impact and Needs Assessment	19/03/07 – 29/06/07

Note: Children and Young People and Older People Submission of Issues still under development

Stage 3 – Visioning

DSP Partnership Board Initial Workshop	11/01/06
DSP Conference	08/02/07
Public Consultation	12/02/07 – 10/04/07
Sign off by Partnership Board	30/05/07

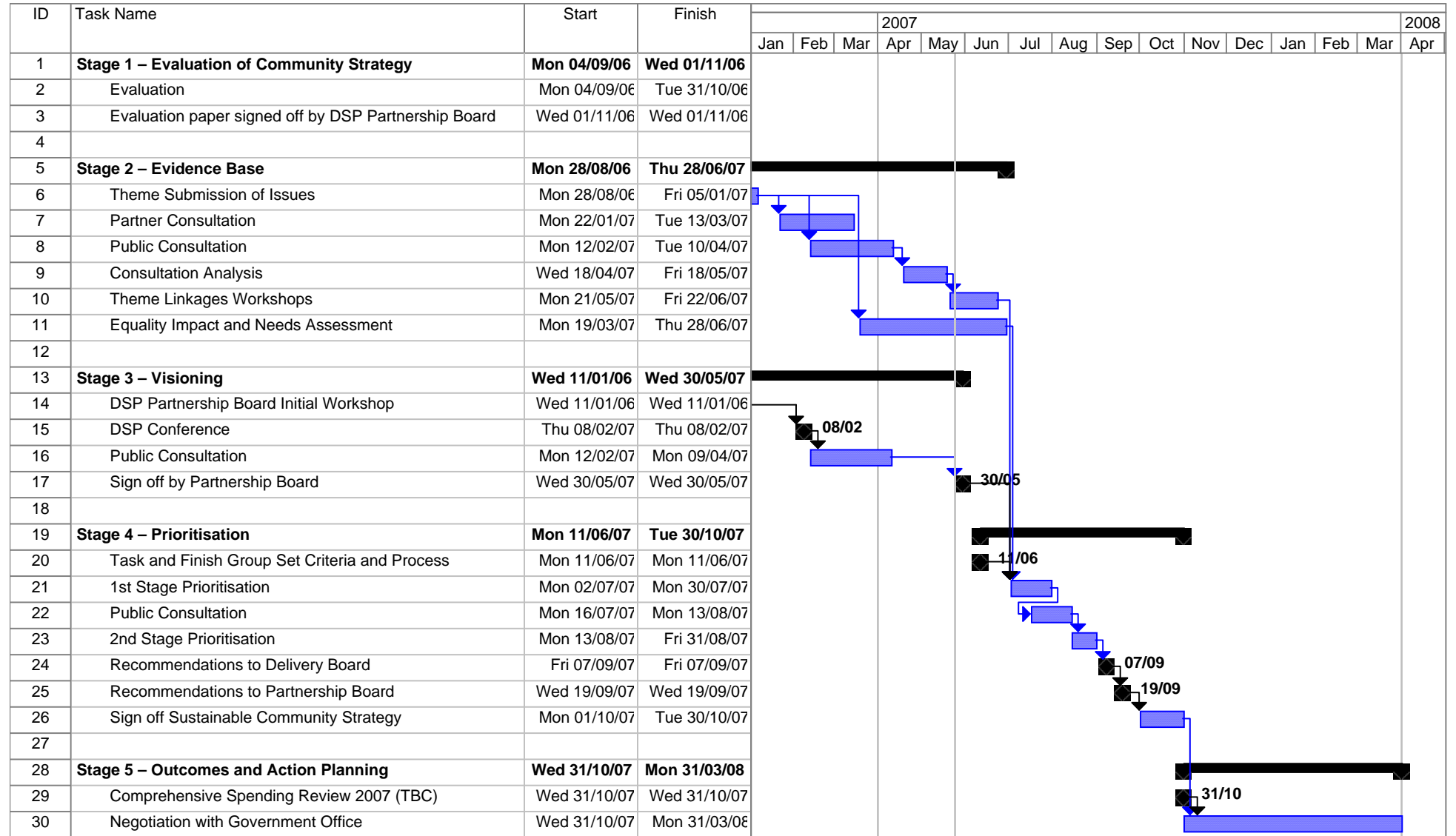
Stage 4 – Prioritisation

Task and Finish Group Set Criteria and Process	11/06/07
1 st Stage Prioritisation	July 2007
Public Consultation	July - August 2007
2 nd Stage Prioritisation	August 2007
Recommendations to Delivery Board	07/09/07
Recommendations to Partnership Board	19/09/07
Sign off Sustainable Community Strategy	October 2007

Stage 5 – Outcomes and Action Planning

Carried forward LAA project work	June – March 2007
Comprehensive Spending Review 2007	October 2007 (tbc)
Negotiation with Government Office	October 2007 – March 2008

Project Gantt Chart



Appendix B: Stakeholder List

Audit Commission
Children's Trust
Common Ground
Community & Voluntary Sector
Community Representatives
Dartmoor & Exmoor National Park Authority*
DCC Corporate Management Board
Devon & Somerset Fire and Rescue*
Devon and Cornwall Police*
Devon Drug and Alcohol Action Team (DAAT)
Devon Economic Partnership
Devon Futures
Devon Primary Care Trust*
Devon Rural Network
Devon Strategic Housing Group
Devon Sustainable Energy Network
District Councils
District LSPs
DSP Delivery Board
DSP Partnership Board
Elected members
English Heritage*
Environment Devon
Equality, Strategy and Scrutiny Group
Executive Committee
Foundation Trusts (RD&E?)*
Government Office for the South West
Health and Safety Executive*
Highways Agency*
Jobcentre Plus*
Joint Waste Authority*
LAA Block Leads
Learning and Skills Council*
Local Probation Boards*
Members of the public
Natural England*
Neighbouring Authorities
NHS Trust*
Older People Strategic Partnership / Adult Board / Health & Well-being Partnership
Press and media
Safer Devon Partnership
Scrutiny Committee
South West Regional Development Agency*
Sport England*
Strong & Sustainable Partnership
The Environment Agency*
Town & Parish Councils

* "Duty to co-operate" Partner Agencies