

Devon Strategic Partnership Delivery Board

2nd August 2007

Developing and Delivering the 2008-2011 LAA – A Programme Management Approach

Recommendations

- a) That the 2008-2011 Devon LAA should be developed, delivered and managed using the programme management approach set out in section 3;**
- b) That the resource requirements set out in section 4 are appropriate for the successful development and delivery of the 2008-2011 LAA; and**
- c) That Delivery Board considers the practicalities of making available the resource requirements in accordance with section 5.**

1. Introduction

The Local Government White Paper “Strong and Prosperous Communities” and the subsequent Local Government and Public Involvement in Health Bill set Local Area Agreements (LAAs) at the heart of local partnership business and as a key way that the performance of a local area will be assessed. This is a very different emphasis than in the past, moving the LAA from the sidelines to the mainstream agenda.

In addition, the level of funding invested and delivered through the LAA has increased from approximately £2.4million (£1.1million of which was centrally pooled) in 2006/2007 to approximately £8.6million worth of centrally pooled funding in 2007/2008. This will increase again in 2008 onwards with the mainstreaming of LAA outcomes. In addition, LAA funding from 2008 onwards will be delivered through a single pot and therefore will be flexible across the whole LAA.

Devon has committed itself to delivering a creative and innovative second generation LAA. This paper recommends that the development and delivery of the new LAA is assured through the application of a robust programme management methodology. This will require a re-alignment of resources committed to the Devon LAA across the Devon Strategic Partnership.

2. Direction of Travel

The mainstreaming of the Devon LAA within each partnership agency and the new performance management framework mean that there will be a developmental move towards increased partnership working in all partner organisations.

In addition, the Comprehensive Spending Review 2007 (CSR07) is likely to mean budget pressures and a drive for efficiency in those organisations. A programme management framework, particularly with regard to shared programme support resources will enable the Devon Strategic Partnership to make efficiency savings which will help redress the impact of CSR07.

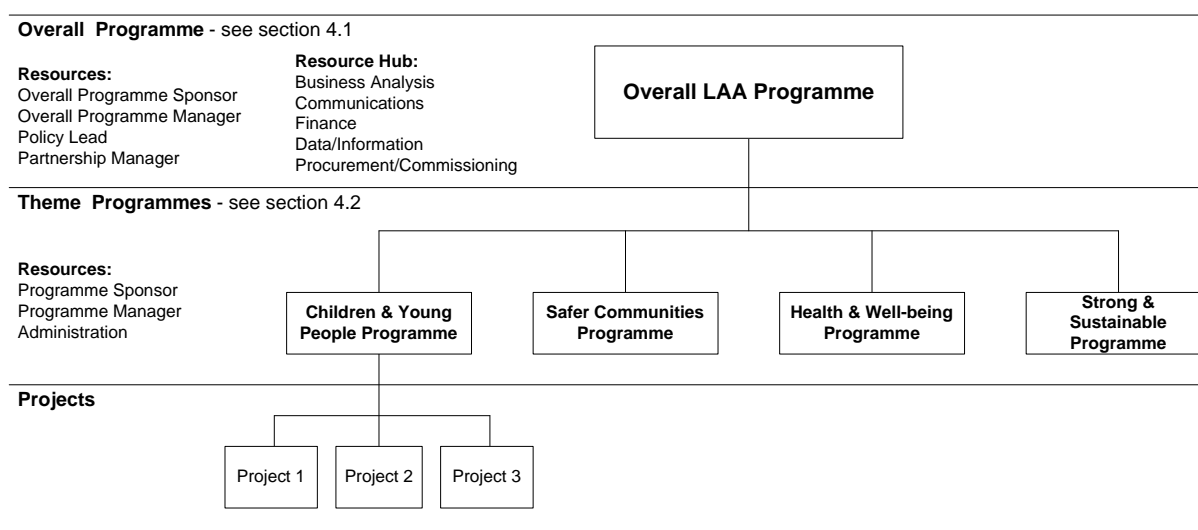
3. A Programme Management Approach

Use of a programme management approach to deliver the 2008-2011 LAA will ensure maximum efficiency and expediency in the deployment of multi-agency resources, a cohesive approach to resource allocation and project implementation, and advance buy-in from partners to LAA project work. The approach will enable partners to share in the benefits, and will identify potential for savings across all partner agencies. This could involve agreement to a joint protocol.

In order to take advantage of best practice, it is recommended that the “Managing Successful Programmes” methodology is adopted. This methodology has been developed for government by the Office of Government Commerce and is already being implemented in local authorities across the country.

The LAA should be developed, delivered and managed as a programme. Each theme of the LAA should be managed as a sub-programme of the high level LAA programme – see figure 3.1 below for further details. This model has been adopted in other LAA areas.

Figure 3.1 Programme Management Structure



For example, one of the priorities set in the Sustainable Community Strategy might be tackling climate change. This would be an aim of the LAA overall Programme. The sub-programmes would then identify how that priority can be tackled through work in that theme. This could include a tackling fuel poverty project which might sit under the Strong and Sustainable programme but contributing to Health and Well-Being and Children and Young People.

By programme managing the LAA, the independencies and linkages between the different themes and outcomes will be identified and managed, the benefits will be maximised, and the potential for disbenefits will be mitigated.

4. Programme Management Resources

The programme management structure should on the whole involve a re-alignment of resources rather than additional posts. This section of the paper sets out the resource requirements.

4.1 Overall LAA Programme Management

The overall LAA programme will cover the priorities as agreed by the Devon Strategic Partnership in developing the Sustainable Community Strategy. This will be a high level programme co-ordinating and managing the interdependencies between the sub-programmes. In order to manage and drive forward the overall LAA Programme and to support the Devon Strategic Partnership the following roles are required. **Appendix A** sets out the roles and functions required to manage the overall LAA programme in more detail.

Programme Sponsor – overall responsibility for the leading and directing the development and delivery of the LAA.

Programme Manager – day to day responsibility for managing the LAA programme, co-ordinating interdependencies, maximising benefits and managing high level risks and issues.

Policy Lead – senior level policy lead with responsibility for responding to and promoting overall LAA policy and development from central government. Also responsible for reviewing and contributing to future developments nationally.

Partnership Manager – supporting the work of the Devon Strategic Partnership (agenda setting, action planning and follow up), managing the linkages between the theme partnerships.

4.2 Individual Theme Sub-Programmes

A review of current (2007/2008) resources allocated to the management and co-ordination of each theme highlighted that the current block leads do not have the capacity to undertake the functions

required in order to deliver against their LAA outcomes and targets. In addition, there are currently differing levels of seniority, time commitment and delivery with regard to the management of each theme.

In order to deliver a creative, innovative and inclusive LAA, dedicated resource needs to be made available to co-ordinate and manage each theme. Adopting a programme management approach would mean allocating a Programme Sponsor and Programme Manager to each theme programme. The review findings at **Appendix B** demonstrate that the current block lead functions would be more effectively performed by a Programme Sponsor, Programme Manager and support role.

4.3 LAA Resource Hub

There are several functions which are essential to the programme management approach and the development and delivery of the Devon LAA. These functions can be covered by a resource hub which would service all themes. The hub would include mainly co-ordinating roles which need not necessarily be full-time, but should be able to utilise partner resources in this area. It has been suggested by some current practitioners that co-location across partner agencies would be beneficial. The roles are set out below - more detail regarding the functions of each role can be seen at **Appendix C**.

Business Analysis – The Devon Strategic Partnership Delivery Board concluded at their meeting on 18th April 2007 that a key component of delivery was the requirement to set appropriate SMART¹ targets which are underpinned by robust data sets and trend analysis. This is an area where outcome leads and theme leads require significant support from business analysts.

Communications – Communications and marketing about Sustainable Community Strategy and LAA issues and messages across the partnership needs to be managed consistently to avoid conflicting messages and to maximise opportunities for publicity. A central co-ordination role would avoid duplication of effort across partner agencies and result in savings. Communicating the work of the partnership in a planned, two-way and timely fashion is key to the success of the partnership. It will positively develop the reputation of Devon Strategic Partnership and will assist in promoting the image of Devon.

Financial Management – As the Devon LAA moves to a single pot from 2008 onwards, management of the pot of funds and any aligned or external funding will be critical to the success of the LAA. Whilst it is important that there are accountants to ensure that regulations and procedures are adhered to and that budgets are spent etc. it is important that within the programme management approach there is the ability to think differently about spend - a problem-solving creative role with an understanding of the 'invest to save' concept i.e. more than just balancing the books.

Information Management – This is a role that could be commissioned as required as there will be peaks and troughs in demand e.g. evidence base and trend analysis work in preparation for annual refresh and performance management information at annual review.

Commissioning – An integrated approach to commissioning both across the partner agencies and across the theme partnerships is required. Co-location offers advantages for this. [Note: this section needs to be expanded building on Children's Trust progress with Joint Commissioning Board and ACS/Health discussions].

5. Practicalities related to adopting the programme management approach

Devon Strategic Partnership Delivery Board has recognised the need to progress the project to develop the 2008-2011 LAA as soon as possible. It is recommended that Delivery Board considers the practicalities of making available the resources. There is a time imperative in that the programme managers and sponsors should help drive the development of the new LAA, therefore need to ideally be in place as soon as practicable but no later than October 2007. The table below sets out the resource requirements, whether they are already in place, which partner agency currently hosts and/or funds them and where the gaps are.

¹ Specific, Measurable, Achievable, Realistic and Time-bound

Resource Requirement	Current Resource	Full-time / Part-time	Hosted / Funded by
Overall LAA Programme Sponsor	Phil Norrey/Bob Spencer	Part-time	DCC/Police
Overall LAA Programme Manager	Sara Cretney	Full-time	DCC
Overall LAA Policy Lead	John Smith	Part-time	DCC
Overall Partnership Manager	Caroline Rae	Full-time	DCC
Children and Young People Programme Sponsor	Mary Nisbett (Chair of Children's Trust)	Part-time	n/a
Children and Young People Programme Manager	Vacant	Full-time	tbc
Safer Communities Programme Sponsor	Vacant (Chair of Safer Devon Partnership)	Part-time	n/a
Safer Communities Programme Manager	Vacant (Roy Tomlinson currently fulfilling some of role)	Full-time	tbc
Health & Wellbeing Programme Sponsor	Vacant (Chair of Health & Well-being Partnership)	Part-time	n/a
Health & Wellbeing Programme Manager	Vacant (Ian Tearle currently fulfilling some of role)	Full-time	tbc
Strong and Sustainable Programme Sponsor	Vacant (tbc)	Part-time	n/a
Strong and Sustainable Programme Sponsor	Vacant	Full-time	tbc

The table above indicates that there are currently several vacant roles, particularly with regard to theme partnership programme managers. Delivery Board are asked to consider how these roles should be filled, including the hosting and funding implications. It is worth noting that the Children's Trust and Safer Devon Partnership have separately identified the need for Programme Managers and are looking to the Delivery Board for direction before recruiting to the positions.

With regard to the Resource Hub, Delivery Board is asked to consider a lead for each function area. Delivery Board will then need to identify who within their own organisation can support that function. It is important to consider who should manage the Resource Hub and where the Hub should report into.

6. Risk Assessment

Government has been explicit in its view that LAAs should be central to an areas work. Devon has committed to 'raising the bar' in terms of their second generation LAA. GOSW has recommended that in order to do this Devon needs to invest more resources.

The key risks of not adopting the programme management approach set out in this paper include:

- Lack of co-ordination across themes
- Impact on CAA score
- Level of ambition/creativity
- Duplication of effort
- Benefits not maximised by joint working across themes/programmes
- Lack of buy-in from partners
- Lack of resources for partners to commit due to likely impact of CSR07

Appendix A – Overall Programme Roles and Functions

Role	Functions
Programme Sponsor	<ul style="list-style-type: none"> ▪ Leadership and direction for the theme / programme ▪ Accountable for delivery of the programme ▪ Accountable for programme governance ▪ Interface between programme and Devon Strategic Partnership ▪ Ensuring alignment of the programme to the Devon Strategic Partnership priorities ▪ Commissioning and chairing reviews of the programme ▪ Reporting progress to the DSP Delivery Board ▪ Visioning ▪ Networking and sharing best practice across Devon and Nationally ▪ Management, Support and challenge ▪ Strategy and policy development, including incorporation of national developments ▪ Identify and manage linkages across LAA Blocks ▪ Liaison with GOSW theme lead • Single Point of Contact for Devon Strategic Partnership
Policy Lead	<ul style="list-style-type: none"> ▪ Leadership and championing ▪ Presentations and regional/national events ▪ Future planning ▪ Spokesperson for LAA ▪ Develop joint working ▪ Workforce development ▪ Review new guidance/legislation ▪ Respond to consultations ▪ Medium/Long term visioning ▪ Member development
Programme Manager	<ul style="list-style-type: none"> ▪ Co-ordination of the projects / workstreams and their interdependencies ▪ Managing programme risks and issues ▪ Monitoring programme progress, resolving issues and initiating corrective action as appropriate ▪ Managing programme budget ▪ Ensuring projects/workstreams meet requirements, are to the appropriate quality, on time and within budget ▪ Allocation of resources and skills within the project portfolio ▪ Reporting progress to the Programme Sponsor ▪ Stakeholder and Relationship management ▪ Support to theme Partnership e.g. Children’s Trust <ul style="list-style-type: none"> ○ Report writing ○ Agenda setting ▪ Identify and manage linkages across LAA Blocks ▪ Liaison with GOSW theme lead ▪ Oversee development of block outcomes ▪ Identification and manage resources/funding ▪ Benefit Management ▪ Prepare and present performance reports to relevant governing bodies as appropriate ▪ Attend LAA Co-ordinators’ meetings ▪ Oversee development of block delivery plans
Partnership Manager	<ul style="list-style-type: none"> ▪ Partnership development including terms of reference and memorandums of understanding ▪ Management of the DSP Conference including overseeing organisation, agenda setting/conceptualising, report writing/commissioning ▪ Minutes, agenda setting, report writing/commissioning and flowing up from meetings for Partnership Board, Delivery Board and Strategic Partnership Chairs ▪ Manage relationship between theme partnerships ▪ Link with LSPs

Appendix B – Review of Current Block Lead Resources and Analysis of Block Lead Functions

It is clear that there are differing levels of seniority, time commitment and delivery with regard to each theme. During a recent review of the block lead role, the current block leads were asked to summarise their current tasks and to highlight those tasks which are important for the role and the successful delivery of the LAA but which they do not have the capacity to undertake (these are highlighted in *italics*). All these functions can be separated into Programme Sponsor, Programme Manager and support roles:

Tasks/Functions:

- *Strategy and policy development, including incorporation of national developments*
- *Strategic Leadership*
- *Management, Support and challenge*
- *Linkages across LAA Blocks*
- *Visioning*
- *Networking and sharing best practice across Devon and Nationally*
- Liaison with GOSW theme lead
- *Single Point of Contact for DSP*
- Liaison with GOSW theme lead
- Develop block outcomes
- *Linkages across LAA Blocks*
- *Identification of resources/funding*
- *Risk and Issue Management*
- *Benefit Management*
- Prepare and present performance reports to relevant governing bodies as appropriate
- Identify responsible officer for each indicator
- LAA Co-ordinators' meetings
- Develop block delivery plans
- Oversee & co-ordinate block performance
- Sign off improvement plans
- *Manage stakeholder involvement*
- *Relationship management, including subsidiarity*
- Evidence base
- Budget monitoring
- Support to Partnership e.g. Children's Trust
 - Report writing
 - Agenda setting
 - Minute taking
 - Follow up
- Support to Partnership e.g. Children's Trust
 - Agenda setting
 - Minute taking
 - Follow up
- Block Meetings (monthly)
- Outcome Meetings (up to 8 per month)

Programme Sponsor

Programme Manager

Administration Support

Appendix C - Overall LAA Programme Support Resource Requirements

Role	Functions
Business Analyst	<ul style="list-style-type: none"> ▪ Performance Framework ▪ Receive information from each organisation/block ▪ Co-ordinate and consider inspection outcomes ▪ Define and agree monitoring arrangements ▪ Identify areas for improvement based on poor performance ▪ Report performance inc. GOSW ▪ Review targets – ensure robust ▪ System development ▪ Maintain data ▪ Ensure Data Quality ▪ Manage software/licenses ▪ Analysis of information and datasets provided by different partners and converting them into targeted, focussed and prioritised evidence base. ▪ Track performance and benefits
Communications	<ul style="list-style-type: none"> ▪ Write, implement communications strategy and embed within partner organisations ▪ Stakeholder mapping and analysis ▪ Identification, scheduling and delivery of key messages ▪ Develop, administer and ensure adherence to the Devon Strategic Partnership brand ▪ Link with key stakeholders including GOSW/CLG ▪ Events ▪ Manage strategic consultations ▪ Develop internal communications across DSP ▪ Manage media issues with DCC and partner press office ▪ Engagement with LSPs ▪ Work across partner communications teams to support/deliver marketing campaigns
Finance	<ul style="list-style-type: none"> ▪ Manage Pooled Budgets ▪ Audit Arrangements ▪ Report to Boards ▪ Accountancy ▪ Support/co-ordinate other relevant finance officers ▪ Review/Refine aligned arrangements ▪ Manage Budgets for each block ▪ Monitor spend ▪ Financial performance management ▪ Seek and attract external funding/Investment
Data/Information	<ul style="list-style-type: none"> ▪ Information “hub” ▪ Link with Observatory ▪ Potential for including other analysts e.g. health ▪ Produce process charts ▪ Develop intranet/internet site
Procurement / Commissioning	<ul style="list-style-type: none"> ▪ Commissioning framework ▪ Blocks will commission specific activity ▪ Consider bids ▪ Liaise with Devon Procurement Partnership
Administration	<ul style="list-style-type: none"> ▪ Arrange meetings, dates, venues, etc ▪ Take minutes ▪ Pre meeting agenda setting with board chairs ▪ Post meeting feedback (action notes) ▪ Progress chase on actions ▪ Collect/collate reports on finance/performance, etc