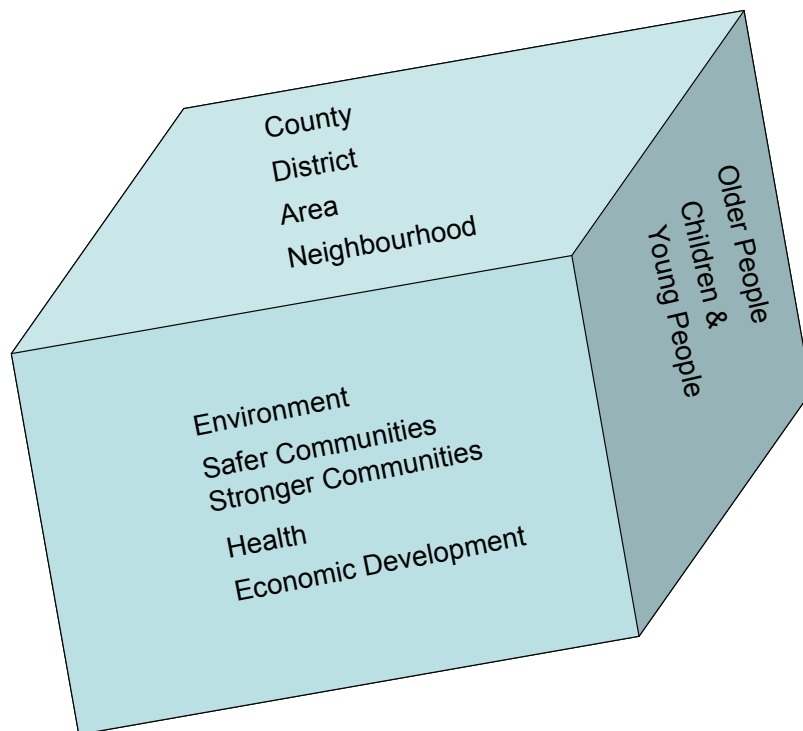


Project Plan for the Wiltshire Local Area Agreement

This Project Plan is a working draft which is being added to as each stage of the project is agreed in principle.



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PROJECT PLAN FOR DEVELOPING THE WILTSHIRE LAA

Project Definition

A project to develop a Local Area Agreement (LAA) for Wiltshire.

Project Brief

The Project Team are required to develop the Wiltshire LAA. The original target was for final agreement and initiation on 1st April 07. This project plan covers development of the agreement only; implementation will be covered under separate outcome-based plans. The Project Sponsor, and final authority on the content of the Agreement is the Wiltshire Strategic Board (WiSB).

Objectives of the LAA

- a. To develop a set of transparent and measurable action plans for the effective delivery of WiSB agreed strategic Outcomes.
- b. To seek efficiencies through greater integration of delivery and reduced bureaucracy.
- c. To pool the knowledge, and where appropriate resources, of a wide range of partners to encourage an innovative approach to maximising the effectiveness of our combined outputs.
- d. To establish a performance management framework and a governance framework which makes progress against LAA outcomes transparent and encourages LSP partners to take joint responsibility for performance.
- e. To comply with the Government mandate to have an agreed LAA by Apr 07.

Background to LAAs

LAAs are the result of lobbying by the Local Government Association for a greater devolution of power to local areas. Their aim is to gain greater autonomy for local action in return for an agreed set of outcomes and clearly documented plans for their achievement.

LAAs, are not about inventing new areas of work, rather they are about developing a more integrated and documented approach to the delivery of the kind of community wide outcomes contained in community strategies. Moreover, in developing more detailed delivery plans they offer opportunities to review existing ways of working and to seek improvements through initiatives such as; greater integration of partners, simplified funding arrangements, freedoms and flexibilities from centrally imposed rules, and robust performance management of outcomes.

There is a widely held view from the 1st and 2nd Phase Pilot LAA areas that, although challenging, the LAA process offers real long term benefits in terms of reduced bureaucracy and a much more effective application of all the resources available across the partners through a more transparent and integrated delivery of services. It is also generally agreed that the focus on partnership working required to develop an effective LAA has been of benefit in developing greater understanding and trust between partners.

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Wilshire LAA – Underpinning principles

Although there is a great deal of work to do to develop the detail of the Wiltshire LAA, it is important to have a set of underpinning principles which provide a ‘compass’ which will help in the development of a consistent theme through the LAA. These principles are:

- a. Providing services in ways which are responsive to the particular needs of individuals, groups, and communities.
- b. Getting to the root of problems, not just tackling symptoms.
- c. Paying particular attention to significant life transitions that are commonly associated with increased personal vulnerability.
- d. Seeking sustainable solutions, not temporary fixes.
- e. Promoting informed personal choices rather than making decisions for people.
- f. Strengthening individual resilience and resourcefulness, not creating dependence.
- g. Tackling inequalities and deprivation.

Selection of Outcomes

The outcomes for inclusion in the LAA will contribute to tackling the issues identified in the community strategy and other emerging strategies. WiSB will decide the long list of outcomes for negotiation. To help WiSB in this task the LAA Project Board will make recommendations, following work with the block leads. Selection will include the likely impact in terms of meeting WiSB’s strategic issues.

Each outcome:

- will be led by a nominated partner who will coordinate the activities of the other contributing partners
- will be expressed in terms of a strategic goal (ie a broad, perhaps even aspirational outcome to be delivered over a number of years)
- will be supported by at least one Activity

CHECKLIST - to be included an outcome must meet one or more of the following criteria	
a. The outcome provides an opportunity to resolve a complex, or previously intractable area of activity, which may include the negotiation of freedoms and flexibilities which will allow more effective service delivery.	
b. The outcome will draw in more support and commitment from Government, and its agencies, to certain local priorities.	
c. The outcome will offer an opportunity to simplify/streamline funding arrangements and reduce government requirements for monitoring, reporting and inspection.	
d. The outcome will provide clear opportunities to enhance service delivery by building greater VCS engagement.	
e. The outcome offers good prospects for developing new and better ways of delivering key services and objectives.	
f. The outcome will help us to achieve LPSA stretch targets.	
g. The outcome will make a significant contribution to sustainability in Wiltshire.	

Mandatory outcomes: central government as identified some outcomes which must be included in the LAA. The action taken on these should be designed to contribute to issues of local importance. For this to happen it may be necessary to negotiate ‘enabling measures’ as part of the LAA.	
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ADD any checklist items specific to a block	
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Constraints

The success of this project will be constrained by the amount of resource – financial, or otherwise, that partners will provide. In particular:

- a. LSPs, individual organisations, delivery partnerships and cross-agency/sector groups have limited resources available for development of LAA activities and plans.
- b. There are limited resources for the development of Voluntary and Community Sector involvement.
- c. There are limited resources available to devote to support of member involvement and full public consultation.

Risks

There are a number of threats to the completion of this project which will require active management. The following, and any arising risks will be managed through a project risk register at Annex 1.

- a. Lack of engagement from key partners.
- b. Lack of stakeholder engagement.
- c. Inability to work to common goals.
- d. Insufficient resource allocated to project.
- e. Organisational turbulence in partner organisations.

Project Approach

This project is divided into the following key stages:

- a. Establishment of Strategic Framework
- b. Review of the Community Strategy
- c. Development of top level outcomes
- d. Development of 'first level' detail of supporting activities and targets, proposed enabling measures (freedoms and flexibilities, changes to funding arrangements etc).
- e. Development of final detail of supporting activities, targets and enabling measures.
- f. Establishment of a performance management framework for LAA delivery. Items a, c, d and e are sequential, whereas b and f may be conducted in parallel with the other activities.

Establishment of Strategic Framework

Lead responsibility – Sharon Britton (David Bareham coordinated the establishment of the strategic framework, including project structure and approach. This document updates the position and further develops the project plan).

Review of the Community Strategy

Lead Responsibility – David Maynard

The draft updated community strategy was presented to WiSB on 19 June. An additional meeting of WiSB is being arranged for July to look at the Strategy in more detail. A final version of the strategy will be considered by WiSB in September, alongside the longlist of outcomes for the LAA.

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Development of top level outcomes

Lead Responsibility:

Block	Wiltshire LAA Leads:	GOSW Leads:
Children & Young People	Lynda Cox Liz Garrett	Adrian Wells
Safer & Stronger Communities	Peter Baxter Lynn Gaskin	Dawn Woods Caroline Swinford
Healthier Communities	John Nicholas	Pamela Akerman
Older People	Jeanette Longhurst Liddy Davidson	Pamela Akerman
Economic Development & Enterprise	Caroline Lewis Alistair Cunningham	Ian Chancellor
Potential 5 th Block – Environment	Gary Mantle	Huw Lloyd-Jones?

Cross Cutting As required

Key Tasks:

- a. Ensure that a project plan is produced to cover the activities required to produce a final set of block outcomes and their supporting detail.
- b. Engage relevant working groups and stakeholders and raise awareness of LAA, consider need for stakeholder event and ensure it is organised if required.
- c. Review structure of key working groups and arrange wider representation if necessary. Ensure district level and VCS interests represented and consider merit of private sector involvement.
- d. Ensure that the working groups review relevant outcomes in Community Strategy and other relevant strategy documents and use LAA criteria to evaluate which outcomes should be proposed for inclusion.
- e. Ensure that each outcome has a named Lead Officer.
- f. Present top level list of outcomes with brief statements of justification to LAA Project Board.

Timescales: Initial proposals for top level outcomes, showing linkages, to be available for discussion at the block leads meeting on **12th July**, with report back to the Project Board on **4th September**. Report to WiSB on **11th September**.

Development of 'first level' detail of supporting activities and targets – for draft LAA

Lead Responsibility: Block leads with support from GOSW leads

- a. Ensure that relevant working groups engage fully and start to develop outline action plans for delivering the selected outcomes.
- b. Ensure that the working groups explore enabling measures and develop outline business cases for the adoption of measures that may enable more effective delivery of outcomes.
- c. Ensure that the working groups develop SMART targets which will drive the correct behaviour and allow effective performance management.
- d. Provide constructive challenge to working group proposals to ensure that they are seeking innovation and improvement.

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- e. Review proposed outcomes and activities against standards for impacts on issues such as equal opportunities, rurality, sustainability etc.¹
- f. Present set of 'first level' detail outcomes in draft LAA to Project Board.

Timescales: First draft agreement to Project Board by end October [date to be set]

Development of final detail of supporting activities, targets and enabling measures.

Lead Responsibility: Block Leads, with support from GOSW Leads

Key Tasks:

- a. Ensure that working groups develop and finalise action plans and targets, taking account of feedback from GOSW.
- b. Ensure that business cases are produced for any requested enabling measures.
- c. Negotiate with GOSW Block Leads.
- d. Present detailed outcomes, supporting activities, targets and business cases for enabling measures to the Project Board.

Timescales: First submission to Project Board by end Oct, second submission by end Dec, final submission by mid Jan. [dates to be set]

Establishment of a performance management framework and establish strong governance arrangements for LAA delivery

Lead Responsibility: via WIP project

Key Tasks: [to be updated once scope agreed]

- a. Engage with the Wiltshire Improvement Partnership Performance Management workstream.
- b. Develop guidance for Block Working Groups on setting up targets that drive the right behaviour and can be measured effectively.
- c. Establish a framework for performance management of LAA Outcomes at WiSB level.

Timescales: Performance management guidance to be issued to Block Working Groups by [to be set in scope]. Performance management framework to be established by 31 March 2007. [dates to be confirmed]

¹ Where documented standards do not already exist they will be created by the relevant 'experts' and agreed by the Project Board.

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Project Organisation and Governance

A balance needs to be struck between making progress on the detail of the LAA and consulting stakeholders if the project timescales are to be met. The proposed approach is therefore to break the project down into stages which are each effectively authorised by stakeholders. This gives lead officers delegated responsibility to develop the detail of each stage before presenting it to stakeholders for authorisation.

The key body which must ultimately authorise each stage is WiSB, however a much wider consultation including elected members, district LSPs, stakeholder groups and the general public must be allowed if the LAA is to be truly representative of the needs of the people of Wiltshire. Having said this, progress of the LAA cannot be allowed to be tied to the meeting cycles of the various stakeholder groups, thus groups must be prepared to consider each stage of the LAA proposals as they are produced.

Stakeholders must understand that the strategic outcomes that will become part of the LAA will have already been the subject of a formal 12 week consultation process through their inclusion in the revised community strategy. The action plans that are developed to deliver these outcomes will be communicated at the earliest opportunity, but the project timescales will not allow the 12 week consultation at this level of detail.

The key stages of the project are detailed under Project Approach. At the end of each stage the relevant recommendations will be coordinated by the Project Board and put out for consultation and approval. As each stage is approved then the next stage will begin and the cycle will continue until the final detail of the LAA is constructed.

Communication

As well as the end of phase consultations there will also be a highlight report distributed to a wide range of stakeholders. This highlight report will take the form of a newsletter which will detail significant developments in the LAA project. A communication plan will be produced which will capture the means of communication to be used, the frequency and the target audience. Key project documentation will also be made available through the WiSB website.

Role of Project Board

Role: Oversight of project management, agreeing changes to project plan, driving progress, providing senior management intervention, championing project across key partners, applying criteria to select outcomes, providing challenge to lead officers, presenting stages to WiSB, negotiating with GOSW.

Time commitment: Meet at least monthly and probably more regularly as key stages arise.

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Timescales for revision of the community Strategy and negotiation of the LAA

Draft for consideration by Project Board on 3 rd July		MEETINGS			
Dates	LAA Key Milestones and background, from June 2006	LAA group leads	LAA Project Board	WiSB	WiSBex
		12 th Jun			
	Draft Community Strategy			19 th Jun	
	Draft Community Strategy			26 th Jul	
	Project Board considers updated project plan		3 rd Jul		
	Leads consider outcome longlists, and project milestone dates from Nov 2006	12 th Jul			
					13 th Jul
21 st Jul 06	Initial List of Outcomes Submitted – to Project Board – Project Board questions and gives feedback to Block leads. Further work by blocks, including work with partners to develop activities to support the outcomes.		21 st Jul		
		7 th Aug			
	Project Board receives further information from blocks. Project Board makes recommendations to WiSB on longlists for negotiation.		4 th Sept		
	WiSB considers Strategy and decides long list for negotiation with GOSW			11 th Sept	
					20 th Sept
2 nd Oct 06	LAA Project Board - to consider feedback from WiSB and finalise long list for negotiation. Support and comment from the GOSW is on going.		2 nd Oct		
		9 th Oct			
	WiSB Conference – finalised Strategy and LAA longlists of outcomes			18 th Oct	
	LAA Project Board – to consider first draft LAA document.		TBC		
	WiSBex – to consider first draft LAA document.				TBC
6 th Nov 06	1st draft Submitted - to GOSW. Outcomes have draft targets and indicators. Near complete list of freedoms and flexibilities sought, and pooled funding likely to be sought by April 2007, and an outline of the governance and performance management arrangements. Support and comment from the GOSW team.	REALITY CHECK: We will need reasonably robust agreement and commitment from partners that they will carry out the activities needed to meet the targets before we set targets. We will also need confidence about funding/other resources.			
	WiSBex?				15 th Nov
4 th Dec 06	1st Draft cleared by Whitehall - comments by Ministers and officials on 1 st draft - further negotiation to produce 2 nd draft. WiSB - considers LAA progress and feedback?			4 th Dec	
Dates below this line are subject to progress in negotiation – with partners and GOSW/Whitehall. It would be helpful to set suitable meetings of the LAA Project Board to oversee progress.					
	LAA Project Board – to consider progress and 2 nd draft agreement.		TBC		
1 st Jan 07 subject to progress	2nd Draft submitted – to GOSW. All proposals for enabling measures and pooled funding 2007/8 now agreed.	REALITY CHECK: We will need to have obtained robust commitment from organisations to the actions needed to meet the targets, have			

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Draft for consideration by Project Board on 3 rd July		MEETINGS			
Dates	LAA Key Milestones and background, from June 2006	LAA group leads	LAA Project Board	WISB	WiSBex
	Governance/performance management arrangements in final draft form. Support from GOSW.	clarity on funding, enabling measures (freedoms & flexibilities) and governance before we submit the final agreement (scheduled for 29 th January)			
	LAA Project Board – to consider progress, governance arrangements and final draft agreement.		TBC		
	WiSBex – to consider progress, governance arrangements and final draft agreement.				TBC
	WISB – to consider progress, governance arrangements and final draft agreement.			TBC	
Arranged by partners	Key partners – to consider progress and final draft agreement.				
All dates subject to progress					
29th Jan 07	Final Submission - to GOSW		TBC	TBC	
19th Mar 07	GOSW - Submission for Ministers				
26th Mar 07	Sign-off		TBC	TBC	
Apr 07	WISB considers if agreed Strategy needs to be adjusted for LAA			TBC	

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ANNEX 1: LAA RISK REGISTER 24 Mar 06 [to be updated alongside development of shortlist]

Risk	Underlying Cause	Severity	Probability	Comments & Control Development
		LMH		
Lack of engagement from key partners	Inability to generate a sense of common interest	H	L	Project Board drawn from wide range of partners and framework developed in such a way as to emphasise multi level applicability of the LAA. Commitment made that LAA is not all about County issues.
Lack of stakeholder engagement	Inability to communicate a message that convinces that there are benefits attached to being part of the LAA	M	L	Active communications strategy using presentations and newsletters to emphasise the potential benefits of the LAA. Widespread invitations to participate in debate through consultation of community strategy and making leads and working groups accessible. Various stakeholder workshops planned throughout process.
Inability to work to common goals	Inability to reach a win-win compromise where benefits are seen to be shared	M	M	
Insufficient resource allocated to project	Partners cannot, or will not supply sufficient resource to project			
Organisational turbulence in partner organisations	Government driven reorganisations	M	H	
Local Government Reform	Government initiative	H	M	

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ANNEX: Project Assumptions

The following assumptions regarding the development of this project have been made:

- a. The LAA will be based mainly on existing community strategies, and is about delivering outcomes already identified in those documents. It will also take into account and draw on emerging strategies where relevant.
- b. Capacity constraints mean that the first issue of the LAA will be limited to a selection of Outcomes from the community strategies, (or emerging strategies).
- c. Omission of a community strategy outcome from the LAA does not indicate a lower priority for this outcome.
- d. Each Activity will be a clearly documented project (with a project plan, targets and indicators), which will contribute to the achievement of the Strategic Outcome.
- e. The development of each Activity will be guided by a set of underlying principles.
- f. Fund alignment and pooling will be considered where a case can be made for its benefits, and is likely to be a gradual process over the life of the agreement as trust in partnership working develops.
- g. Partners will actively seek opportunities for making efficiencies through joint procurement, particularly in support of VCS organisations.
- h. LPSA targets are a sealed part of the LAA Agreement. LAA Activities must be considered for their impact on LPSA targets and wherever possible should support their achievement.
- i. Development of a performance management framework (to cover both individual project, and whole programme management) for the LAA will be informed by the work of the Wiltshire Improvement Partnership and other LSP partners, including the VCS Performance Management Hub.
- j. Each Outcome and its supporting Activities will be subjected to an assessment to ensure that it meets the required standards with regard to sustainability, rurality and diversity. These standards will be developed and agreed as part of the LAA Project.
- k. It is better to have a small number of highly promising and well planned Activities than to have a larger number of aspirational Activities which lack depth and planning.
- l. Outcomes and their associated Activities are not restricted to County wide projects and where appropriate may be focused on very localised action.