[Strategy]
Local Area Agreement
Project Highlight Report

04 September 2006

REPORTING PERIOD: July - August

PROJECT SPONSOR: DAVID HENNINGS

PROJECT MANAGER: NILAM POPAT

START DATE: APRIL 2006

END DATE: FEB 2007

Project objective(s):

The purpose of the project is to coordinate the development of the Haringey Local Area Agreement which will be agreed with Central Government by March 2007.

Objectives:
- To agree the key high level LAA outcomes for the borough with partners (reflecting emerging Community Strategy priorities).
- To address mandatory outcomes/targets (mandatory where funding is received[i]).
- Discuss and agree the overall theme/s of the LAA (e.g. based on key issues).
- Through an agreed process create an effective short list of outcomes important to the borough.
- Identify enabling measures necessary for the successful delivery of the LAA.
- Develop business case(s) for all the enabling measures required
- Develop and agree a set of targets for both local and mandatory outcomes and indicator targets over 3 years.
- Develop and agree a set of reward (stretched) targets, pump priming grant and performance related grant.
- Develop and agree a process for performance management of the LAA

1.   TRAFFIC LIGHT (RAG) STATUS

Overall RAG Status		Timescale	Budget	Resources	Issues	Risks
This month	*Last month*					
G	G	G	G	G	A	A

2.   MANAGEMENT SUMMARY

2.1 The LAA project team and partnership group have merged and are meeting monthly. The first meeting took place on 18th August 2006. This was well attended and usefully progressed the LAA by agreeing some overarching themes around:

- economic vibrancy/prosperity,
- a focus on young people aged 14-24,
- narrowing the gap by ensuring that no one is disadvantaged because of where they live or who they are

Other cross cutting issues that will be considered are:

- volunteering (possibly a joint target across the partnership including the VCS
- how health and well-being can be reflected across the four blocks

2.2 Work to produce baselines and a three year target setting process for the mandatory outcomes is continuing.

2.3 A long list of possible stretch targets has been identified and these are currently being refined across the four blocks.

2.2   Timelines

GOL have set a number of deadlines which in fact mean very tight timescales for the development of the LAA. The key dates are:

29 September	First Full Draft Submission Including business cases for stretch targets and enabling measures
30 November (now changed to 15 December)	A Revised Submission
26 January	Final Draft

The First Full Draft submission is currently being prepared including business cases for the stretch targets and enabling measures for the September

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deadline. Please open document \\Lboh\ lboh-shared-data\ST\ . Many meetings and consultations are taking place over the next three weeks to strengthen the draft and finalise decisions. A report and the draft will be prepared for the

extraordinary meeting of the Haringey Strategic Partnership on 18th September.

2.3   Partner and Service Engagement
The LAA Partnership Group and the LAA Project Team have been merged and the first joint meeting of partners and officers was held in August.

2.4   Financial monitoring and performance management.
A report is being drafted covering the financial aspects of the LAA (nationally pooled funding and funding to be aligned and pump priming and performance related grant related to the stretch targets). The report will set out options for consideration by CEMB.

3.   PROJECT BOARD/TEAM SUMMARY
The LAA Project Team and the Partnership Group have merged to better address cross-cutting issues and added value of partnership working.   The first meeting of this joint group was an extra meeting agreed at the July meeting and was held on the 18th August 2006.

3.1   Key Activities in this reporting period:
- Both the LAA Partnership Group and the LAA Project Team met in July.
- Block leads in conjunction with the Improvement and Performance Team have identified all available baseline data and targets and are developing three year targets where necessary for the mandatory outcomes and indicators.
- All blocks have identified possible stretch targets and a long list has been complied.
- Possible enabling measures are being considered although these have not been seen as a priority for Haringey's LAA as the experience to date has shown that not many have been agreed.
- Corporate Finance is identifying the total sum of funding streams that will be pooled nationally for each of the blocks as well the total sum of funds likely to be aligned to the LAA outcomes.

3.2   Key Activities planned for next reporting period:
- Council LAA block leads to continue to work with Improvement and Performance and the thematic boards to develop the target setting process for the mandatory, optional and stretch targets.
- Reduce the long list of stretch targets to a list of 14 with two being held in reserve.
- Develop business cases for enabling measures being requested. Some of these will be those requested by other boroughs but which also apply to Haringey in order to keep sustained pressure on government departments- particularly in light of the forthcoming Spending Review. Others will be requested because they have been identified as barriers to the delivery of specific mandatory or stretch targets.
- LAA Finance, governance and performance report to CEMB 12th September.

- Prepare report and first draft for extra HSP meeting on 18th September.

4.   PROJECT BOARD ATTENDANCE

Partnership Group Meeting
Date of Meeting: 18th August 2006

Name	√ / x	Name	√ / x
David Hennings (Council)	√	Faisal Khan for Gerald Almeroth (Council)	√
Stephen Clarke (for Simon O'Brian) (Police)	√	Martin Tucker for Karen Karen Galey (Council)	√
Paul Head (ConEL)	√	Zena Brabazon (Council) for Justin Holliday (Council)	√
Stanley Hui (HAVCO)	√	Eve Pelekanos (Council)	X
Pastor Nims Obang (Peace Alliance)	√	Carole Pattison (Council)	X
Linda Banton (JobCentre Plus)	√	Stephen Clarke (ALMO)	X
John McDonald (LSC) (for Yolande Burgess (LSC)	√	Faiza Rivzi (HARCEN)	X
Gerry Taylor (HTPCT)	√	Marcos Chryrsostomous (HAVCO)	X
Margaret Gallagher	√		
Sharon Shoesmith (Council)	√	Joanna David (Council)	X
Catherine Cobb (Council)	√		
Rachel Pugh (Council)	√	Julian Higson (Council)	X
Janice Robinson (Council)	√	Neil Mawson (Housing Association)	X
Janette Wallace Gedge (Council)	√	Eve Pelekanos (Council)	X
Nilam Popat (Council)	√	Jane Chambers for (NDC)Symon Sentain (NDC)	X
Jodie Szwedzinski (Council)	√	Linda Banton (JCP) Walter Steel (JobCentre Plus)	X
Anne Bristow (Council)	√	Deborah Cohen (MHT)	X
Jean Croot (Council)	√		
Vicky Hobart for Ann-Marie Connolly (PCT)	√		

5.   CHANGE CONTROL (CHANGE REQUESTS)

- GOL have informed us that the full business cases for each of the stretch targets and enabling measures must be included in the draft submission. This will put further pressure on the Partnership Group to meet the already tight deadlines.

- The Partnership Group and the Project Group were merged.

6.   PROJECT BUDGET

6.1   Total Project Budget

Budget for the financial year 2006/07								
Project cost plan lines	Original budget	Revised budget	Profiled budget to date	Actual expenditure to date	Year to date variance *	Projected expenditure for year	Projected variance for year	RAG status
	£10'000							G
TOTAL	£10'000							G

7.   PROJECT TIMESCALES / MILESTONES

Project Milestones (Based on PMF Roadmap – please state N/A for milestones that do not apply to this project)						
No	Milestone(s)	Original Target Date	Current Target date	Actual Completion date	Status (RAG)	Explanation for Red/Amber status and any target date variances
1	Start date agreed	11 April 06			G	
2	Project and Partnership Group merged and meetings in place for the year	30 April 06			G	
3	Develop and agree statement of stakeholder and community and voluntary engagement, and decision making processes.	April – May 06			A	**Agreed in principle to link with existing Community Strategy consultation and the existing partnership arrangements. VCS to consult with their stakeholders including residents**
4	Establish evidence base with Community Strategy project	End of April			G	

No	Milestone(s)	Original Target Date	Current Target date	Actual Completion date	Status (RAG)	Explanation for Red/Amber status and any target date variances
	Project Milestones (Based on PMF Roadmap – please state N/A for milestones that do not apply to this project)					
5	Regular reporting CEMB Programme Management Sessions	30th Mary, 27 June 25 July 29 August 26 September 24 Oct 21 Nov 19 Dec			G	
	EAB/Executive	27 June 5 September 14 November			G	
	Executive	23 January			**N/A**	
	HSP	20 June, 12 Oct, 20 Dec 22 March			G	
	SMT	24 Aug 14 Sept			G	
6	CEMB away day	April 06			G	
7	HSP Event prioritising for the area	End May 06			G	
8	HSP project team meeting agreed and meetings for the year	31 May 06			G	
9	Establish long list of outcomes for the LAA/CS	3 June 06			**N/A**	**As these are manadatory**

No	Milestone(s)	Original Target Date	Current Target date	Actual Completion date	Status (RAG)	Explanation for Red/Amber status and any target date variances
	Refine list to a more challenging but realistic set of outcomes	End June			N/A	
	Agreed LAA theme where can it deliver the greatest impact	3 June 06			G	
	Establish block arrangements integrated into the thematic partnership supported by officer's prep. groups	30 June 06			G	
	Identify indicators for the LAA including reward element indicators and enabling measures	30 June 06			A	**Work begun but not completed**
	Draft business case for enabling measures	4 July 06			A	**Dependent upon above**
	Draft initial performance management arrangement	June - August			G	
	Special HSP meeting to sign-of LAA	18th September			G	
	Submit first draft for negotiation	Sept 06			N/A	
	Continue to refine draft	Sept- Nov 06			N/A	
	Negotiations begin around enabling measures and reward element	Sept-Nov 06			N/A	
	Redraft and refine based on outcomes of each negotiation	Nov – Jan 06			N/A	
	Submit substantive draft	26 Jan 07			N/A	
	Agreement signed	March 07			N/A	

Project Milestones (Based on PMF Roadmap – please state N/A for milestones that do not apply to this project)

8.   ISSUES

8.1   Open Issues

Issue	Issue Owner	Resolution plan	Deadline
Partners and services need to provide baselines and three year targets for each of the mandatory indicators.	Improvement and Performance/Partners and block working groups	Increase on the less than 50% of indicators that already have baselines and 3 year targets	8thSeptember 2006
Partners need to consider the evidence which enables the translation of the mandatory outcomes and indicators to the borough's needs.	Partnership group/Block working groups/Improvement and Performance	Determine key areas/groups that should be targeted and whether there is any other than for NRF targets.	8th September 2006
Partners need to consider which optional outcomes and indicators if any will be included. Funding Streams should be indicated for alignment.	Block working groups/ Improvement and Performance	Meetings are to be held to identify any optional indicators.	8th September 2006
A mandatory template for each of the stretch target has to be completed. This will be the most resource intensive and time consuming task for the LAA.	Block working groups/ Improvement and Performance	Reduce the long list (about 30 targets) to 14. Meetings are being arranged to complete the templates.	8th September 2006
The enabling measures required should on the whole arise from discussions around the development of the outcomes framework and the reward element. A business case for the requested enabling measures is required.	Policy and Partnerships	We request enabling measures made by other Boroughs where they are relevant to Haringey and prepare business cases for the key measures identified in any of the four blocks.	8th September 2006

Partners need to decide if any extra funding streams need to be aligned to deliver the outcomes in the LAA.	Partnership Group/ Corporate Finance	Corporate Finance to pull together indicative figures for the centrally pooled funding streams. Funding streams for alignment to be identified.	September 2006
How decisions to spend the centrally pooled funding streams will be made. However, in reality this is all existing funding and therefore already committed. Process for ensuring that spend follows the priorities of the LAA this includes decision about NRF by the thematic partnerships. Agreeing where the pump priming funding will be invested. Agreement with HSP about the process and principles that will apply to the distribution of the performance related grant.	Partnership Group/ Corporate Finance	A report is scheduled for CEMB for the 12 September to ensure that there is coherent process	12 September 2006

9.   KEY RISKS
9.1 Open Risks

Key: H = High; M = Medium; L = Low

Risk	Risk Owner	Impact (H/M/L)*	Probability (H/M/L)*	Mitigation Plan Summary	Deadline
Failure to have high level buy in	IO'D	H	L	Ensure buy in from CEMB/ Leader/HSP from the outset.	Achieved
Failure of services to engage	CEMB lead and service directors	M	H	CEMB leads to champion the LAAs. Included LAA in key officers' performance appraisal	Block leads agreed

Failure of partners to engage	Head of Partner orgs	M	H	Through the executive arm of the HSP ensure partners' buy in.	LAA Partnership grp an SSCF group
Unable to develop robust business case for the enabling measures	Service/partne r lead	H	M	Ensure evidence base is strong Drop completely or refresh in year two refresh	30 September
Reward element indicators unlikely to result in the full performance related grant	Service/ partners agency	M	L	Ensure pump priming directed and establish strong performance management.	January 2007