

Safer Communities Executive Board
26th October 2007

Subject: Project Exception Report

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1. Purpose

- 1.1. To update board members about the progress of the Safer Haringey evaluation framework
- 1.2. To identify projects by exception
- 1.3. To provide board members with suitable information to fulfil their role as the accountable body for the evaluation framework.

2. The progress of the Safer Haringey evaluation framework

- 2.1. First and second quarter monitoring reports have been submitted by all but one project lead.
- 2.2. The monitoring reports demonstrated that, with the exception of one, all projects have achieved the milestones to which they committed in their project plans.
- 2.3. Where there were delivery issues, the monitoring process enabled project leads to identify and reflect on problems, learn lessons and make necessary changes.
- 2.4. Assigning members of the Community Safety Team to each project has proved invaluable; providing project leads with a point of contact for queries, co-ordination of and support throughout the monitoring process.
- 2.5. The following exception report demonstrates the importance of the framework and of the role of board in holding project leads to account.
- 2.6. Three options have been provided and a recommendation has been made by the Servicing Group to assist the board in making a decision about the future of this project.

3. Exception Report – the Leadership Centre

Background

In 2006/07, following research around good practice in assisting young people who may become involved in crime, a potential “Community leadership Project” project was identified for 2007/08. £100,000 funding was earmarked from the Basic Command Unit Fund administered by Haringey Police.

The project specification was developed based upon work carried out by the Eastside Young Leaders Academy in Newham (www.eyla.org.uk). The EYLA model is based on the work of the Young Leaders Academy in Baton Rouge, Louisiana (www.youngleaders.org). These are their aims:

- To provide educational support and leadership to individuals and families from communities in Haringey who are considered at risk of becoming involved in the criminal justice system
- To identify of those most suitable and likely to benefit from intensive educational support

Rev Nims Obunge, who was chairing the Other Violent Crime Partnership Board, confirmed that he was both in conversation with Ray Lewis (founder Member of EYLA) and committed to developing something similar in Haringey.

A project application was received from the Haringey Peace Alliance (HPA) entitled the “HPA Leadership Academy”. Based upon this application a Service Level Agreement (SLA) was established on 26th June 2007 between Haringey Peace Alliance and Haringey Police. There was a hold-up in establishing all SLAs this year owing to a delay in approval of funding from GoL, however a verbal agreement had been made with all projects that they should begin their work in April and necessary expenses would be met until GoL approval had been confirmed.

In June 2007, the HPA produced an action plan, spend plan, milestones document and organisational structure, which detailed delivery of a summer “residential trip”, an “after school” and Saturday programme commencing in September 2007 to run alongside the school autumn term.

Progress

In July 2007, a first quarter monitoring form was submitted detailing that the project was on track, however identifying the following potential risks:

- Late recruitment of leadership coordinator will impact on the after school programme.
- Suitability of venue may impact on both the after school and Saturday programmes

In early August 2007, a Leadership Coordinator was appointed who started work on 28th August 2007.

A progress meeting was called in late September in support of the mid year monitoring process. At this meeting it became clear that the project had substantial slippage around delivery dates and the HPA was asked to submit a revised action plan to show the new proposal around both delivery dates and times.

In late September a revised action plan, spend plan and milestones document were submitted detailing the after school and Saturday programme commencing in February 2008. The HPA was asked about this late delivery and 24 hours later, a third action plan and spend plan were provided. These documents referred to the after school and Saturday programme commencing in January 2008, running in line with the school's spring term.

Concerns (09.10.07)

- This project is running at least 4 months late.
- £44,000 was advanced in the first two quarters, £20,163 wages and admin costs have been claimed for, however the only measurable output has been a launch day in July to which 5 young people attended. A further £23,102 has been profiled for October to cover salaries, venue costs and contingency.
- Staff employed on the Leadership Centre project were actively working on "Peace Week" during late August and early September.
- Although 6 young people have been "referred" to the project, there are no formal applications for places at the centre from parents and young people. The application process is scheduled to be completed by early November.
- There is no confirmed venue for delivery of this project. Venues are still being negotiated.
- The curriculum plan is yet to be created despite the latest action plan stating completed by 08/10/07. We are told this will not now be completed until the end of October.
- The management board has not been developed. A meeting date has now been set and members from Community Safety Team (CST) and the police have been invited, however this was at the instigation of the CST.

Remedial Action

An urgent meeting was held with the HPA on Monday 8th October 2007. An update report was subsequently received. The following requests were made and milestones agreed:

- A detailed breakdown of costs incurred to date is to be submitted including evidence.
- An explanation for the substantial slippage of the project is to be submitted.

- A revised action plan is to be submitted, as the current action plan (revision 3 submitted Friday 5th October) has already missed milestones.

The above actions were to be completed by the morning of Wednesday 10th October 2007. An update report is attached at Appendix 1; perhaps most notably only 6 referrals have been received. Secondly, the project has funded core Peace Alliance expenses, such as amenities and vehicle running costs both of which are outside the original term of agreement

It was also made clear that:

- No commitment to further staff employment or other related project costs is to be made until actual participants are identified (November 19th 2007).
- Fortnightly update reports are to be submitted (next report due 22nd October).
- No further funds will be released until the above conditions are met and a decision is made around future funding for this project.

Servicing Group Recommendations

The Servicing Group met on Friday 12th October 2007 to discuss this exception report and explore viable options for this project. Present at the meeting were: Det Ch Insp Nick Simpson (Chair – was called away before the discussion), Haringey Fire Borough Commander John Brown, Ch. Insp. Shaun De Souza Brady, Claire Kowalska (Community Safety Manager), Linda James (YOS Manager), Soaud Akbur (DAAT), Leo Kearse (Data Manager CST), Eliza Grainger (CST Policy Officer), Sean Sweeney (Police Projects Officer).

Those present discussed progress on the project so far. There was a general consensus that confidence in the successful delivery of this project in 2007/08 was low. Based upon feedback received to date and a general shortage of meaningful referrals for participants in the scheme, it was felt that any further investment should be made cautiously.

The group discussed possible options for this project and decided upon the following options:

- a) The funding for this project is reviewed and a decision is made to reduce the funding based on the lateness of planned work being delivered. The HPA are then supported in the actual delivery of a scaled down project. A suggested reduction of £33,000 (one third funding) would appear appropriate. This reflected the fact that the project was at best running 4 months late against their own initial milestones. It was agreed that the project would need some intensive support to successfully deliver on some of the agreed outputs and may not reach some or all of the outcomes; however a scaled down delivery may be possible. The £33,000 would be

redirected into another youth based engagement project for the rest of this financial year.

- b) The project is terminated in its current format. The Peace Alliance is allowed to retain the funds already advanced (£44,000). These funds cover the wages of the Senior Development Officer and the Leadership Coordinator for the rest of this financial year. A new contract is drawn up which requests that the Peace Alliance spend the rest of this financial year planning for the successful delivery of a Leadership Centre in 2008/09 and securing sponsorship and funding from elsewhere to deliver this project in future years. The unspent funds are redirected into projects that deliver similar outcomes with a similar cohort of young people.
- c) The project is terminated immediately; unspent funds are recovered and redirected.

4. Recommendation

- 4.1. The Servicing Group recommends that option b) be approved by SCEB. This option would allow the HPA to continue to develop the project without further financial risk to the Partnership. Further, there are projects identified that could effectively deliver similar outputs and outcomes available to begin delivery immediately and complete within this financial year.

Possible options include funding projects run by Crimestoppers in schools, London Fire Service with young offenders, Connexions with YOS clients and Haringey based Black and Minority Ethnic police officers who would act as mentors and engagers with young people in the borough (a proposal already exists for this as a stand-alone project).

- 4.2. The principle of a Leadership Programme for Haringey retains widespread support amongst the partnership.

5. Implication

- 5.1. An urgent decision is required by SCEB in order that it can be established how best to progress this work.