

**East Midlands Improvement and Efficiency Partnership
Board Meeting**

7th July 2011

Commencing 10am

(Lunch available from 12.00)

**East Midlands Councils
Melton Mowbray
(Melton BC Board Room)**

Agenda

1. Apologies
2. Minutes of Meeting 12th April 2011 Page 2
3. Matters Arising
4. Declarations of Interest
5. Progress report - Sub Regional Partnerships Page 9
6. Final report - Regional Programmes Page 11
7. Efficiency Project bids 2011/13 Page 13
8. Products and Offers Programme Delivery Options Page 17
9. Business Transformation and Sector Led Support Programmes Page 22
10. EM IEP Board Terms of Reference Page 27
11. Date of Next Meeting 14th October 2011 EMC



East Midlands Improvement and Efficiency Partnership
Board Meeting
12th April 2011

Minutes

In attendance:

Councillor Martin Hill OBE	Lincolnshire CC
Councillor Marianne Overton	Lincolnshire CC
Councillor Roger Begy	Rutland CC
Councillor David Perkins	Northampton BC
Councillor Andrew Lewer	Derbyshire CC
Councillor Marion Brighton OBE	North Kesteven DC
Councillor Peter Roffey	EM Fire Forum
Councillor Anne Western	Derbyshire CC

Observers

Councillor Neil Clarke	Rushcliffe BC
Councillor David Sprason	Leicestershire CC
Councillor Nick Worth	South Holland DC

Officers

Nick Hodgson (NH)	Derbyshire CC
Chris Allison	EM IEP
Andrew Foster	EM IEP
Heather Parker	EM IEP
Paul Clarke (sub for Mark Edgell)	LGID
Jan Sensier (JS)	EMC
Jean Morgan	South Northamptonshire C

1. Apologies

Councillor Mary Malin	Kettering BC
Councillor Robin Brown	Northamptonshire CC
Councillor Martin Suthers OBE	Nottinghamshire CC
Councillor Vi Dempster	Leicester City
Councillor Tony Howard	East Lindsey DC
Councillor John Knight	Ashfield DC
Councillor Fiona Martin MBE	East Lindsey DC
Councillor Lewis Rose OBE	Derbyshire Dales DC
Councillor Brian Hoare	Northampton BC
Mark Edgell	LGID

2. **Minutes of the EM Efficiency and Improvement Partnership Board – 26th November 2010**

The minutes were approved as an accurate record of the meeting. All actions have been completed.

3 **Matters Arising**

None

4. **Declarations of Interest**

None

5. **Sector Led Improvement – Report LG Improvement Board, January 2011**

The report sets out the self regulation proposals between the LG Group/local councils and the government which came into effect from April 2011.

At its meeting held on 30th March 2011 the Steering Group recommended the Board discuss how an ‘early warning system’ could be developed in respect of local authority performance monitoring and provide a political steer for the region. They also considered that further discussions should take place with the LG Group on the practical support that could be offered from the LGID and other resources.

The Board raised concerns regarding the practicalities of delivery of the LGID offers. The Board noted that the LG Group need to address issues being raised by councils and to identify how their offers, for sector led support, will be delivered at sub national/council level.

There were discussions around how to encourage full engagement of EM LAs with the LG Groups practical support and offers, as it was noted there could be some councils that would not acknowledge their weaknesses.

The Board also agreed that member peers, Cllr networks, political groups and LA officers would be able to gather the intelligence required to provide an early warning of the sector led support required in the region. The Board agreed that there should be a route for escalating sector led support issues to the LGA political groups.

The Board agreed that EMC would have a role to play supporting councils self awareness of service and corporate performance.

The Board discussed the issues around the new system of audit and inspection, which in some cases is costing more than originally expected.

Board members were requested to provide EMC with copies of their consultation responses on the ‘new audit proposals’. Action (1) – All

Councillor Hill agreed to write to the LGA outlining the concerns and issues raised by the Board. Action (2) Cllr Hill/JS

6. Progress report on Sub Regional Partnerships

The report sets out the progress of benefits delivery for the 5 sub regional programmes, the findings of the 5 SRP light touch peer reviews and progress of Total Place projects.

The Board reviewed the progress of programme delivery and benefits delivered by the 5 SRP Programmes and:

- (A) Agreed that a learning event be delivered in the autumn 2011 highlighting the benefits from using tools/systems, such as DECATS, to deliver savings/improvement benefits, lessons learnt from Total Place, and benefits derived from community budgets. Action (3) JS/HP**
- (B) Noted the benefits that had been delivered by the SRP programmes together with progress of delivery of the 7 Total Place projects.**
- (C) Confirmed that SRP governance arrangements are in place until programmes are completed.**

7. Progress report Regional Programmes

The report provided a summary of the benefits delivered through the EM IEP Regional Programmes. Member Champions provided updates on their programmes and the benefits that the funding provided by the EM IEP had delivered. The Board noted that Member Champions had been heavily involved in driving their programmes to successful delivery.

The Board noted that the project to develop an excel version of the Care Funding Calculator (CFC) has been a success and £4.5m of savings have been delivered to date. CLG provided an additional £200k for the South East, West Midlands and East Midlands to web enable the excel version of the CFC. The South East RIEP managed this project on behalf of the 3 RIEPs. However, the product developed was not fit for purpose, with the EM and WM RIEPs withdrawing any further funding for the web enabling project. The Board noted that there is a requirement to update the current excels spreadsheets in the CFC, which the SE RIEP will carry out for a cost of £7k. The £93k remaining in the budget will be split three ways with the EM IEP receiving £31k. EM authorities will be able to continue to use the CFC excel tool free of charge. In addition EM authorities will have free access to a web enabled version of the CFC, if developed by SE RIEP, in recognition of their previous investment.

The Board noted the comments of the Steering Group and benefits delivered through the regional programmes.

The Board accepted the verbal report of the CFC web enabling project.

8. **East midlands Improvement and Efficiency Board – Terms of Reference 2001/13**

The Board noted the revised Terms of Reference for the EM IEP Board, in particular noting that the Improvement and Efficiency Board would continue to make executive decisions, regarding the allocation of improvement and efficiency resources and the stewardship of delivery of improvement and efficiency programmes.

The Board agreed that the Improvement and Efficiency Board’s terms of reference should be strengthened to reflect their role in sector led support. Action (4) JS

The Board noted that through the chair of the EM IEP Board that they would formally report to EMC Executive Board.

The Board agreed to recommend, to EMC Executive Board, that the Improvement and Efficiency Board’s membership should remain at 15. Action (5) JS

9. **Improvement and Efficiency Programme 2011/13 Investment Principles**

The Board noted the Steering Group’s comments and agreed to amend the investment principles to reflect that there would be a presumption of partnership working with other local authorities; public sector bodies and that boundaries reflect geographical allegiances.

The Board agreed to the principle of applying invest to save principles to efficiency projects with a payback of the investment within 2 years.

The amended (as noted above) investment principles were approved for the Legacy Improvement and Efficiency Project Programme. Action (6) HP

10. **Improvement and Efficiency Work Programme 2011/13**

The Board noted that the funding available for investment into the Legacy Improvement and Efficiency programme had increased to c£2m. The Board noted that £366k, invest to save repayments would not be available for re-investment until repayment is received in January 2012 and January 2013.

The Board noted that repayments of invest to save grants will be made from efficiency savings realised from 3 regional projects, where this principle had been applied. However, it was noted that EMPA have issued a ‘profits warning’ due to the downturn in capital projects being delivered, which could result in the slippage of their payment of invest to save grants in January 2012 and 2013.

The Board approved the allocations of £1.7m to the elements of the 2011/13 Improvement and Efficiency programme as outlined in the report.

The Board approved the Support Team running costs allocation and liabilities budget as outlined in the report.

11. Efficiency Project Bids

The Board noted the 26 project bids submitted against the £750k allocation for sub regional efficiency projects.

The Board noted and discussed the Steering Group's recommendations to approve the 3 projects that had the highest score of 7 points.

The Shared ICT Project (sponsor North Kesteven DC) was approved subject to a minimum of 5 authorities engaged. Action (7) CA

The Business Intelligence and e-sourcing project (sponsor Nottinghamshire CC) was approved. Action (8) CA

The EM Public Sector Network project (Leicester City). Was not approved as the Board did not think that there was enough clarity on engagement across the region and how this solution compared to other solutions available.

The Board agreed that 24 unsuccessful bidders would be notified and invited to re-work their bids to reflect the revised project scoring criteria, which will include the invest to save principle. Action (9) CA

The Board agreed that a letter would also be sent to all Chief Executives inviting them to submit new efficiency project bids against the remaining £555k grant available for sub regional projects. Action (10) JS

The Board agreed that any new bids to be submitted to the next Board meeting on the 7th July 2011.

12. Regional Programmes 2011/13

The Board reviewed the 4 regional programmes submitted for funding and noted the engagement of the regions' authorities in the development of these programmes.

The Board approved the bid for £400k to deliver the Joint Adults and Children's Social Care Programme – Action (11) CA

The Board approved the bid for £150k for the Regional Procurement Programme – Action (12) CA

The Board approved a bid of £150k for the Products and Offers Programme - Action (13) AF

The Board approved the bid of £100k for the Business Transformation programme and agreed that EMC would use this allocation to commission activities to reflect the needs of the region's authorities Action (14) JS

The Board agreed that EMC could commission (possibly a University Business School) to review, in detail, how LAs across the region have responded to the reduction in grant funding and how efficiency savings had been achieved – Action (15) JS

13. Date of next meeting

Thursday 7th July 2011, commencing at 10.00 a.m.

EM IEP Board 12th April - Actions

1. Board members were requested to provide EMC with copies of their consultation responses on the 'new audit proposals' – All
2. Councillor Hill to write to the LGA outlining the concerns and issues raised by the Board - Cllr Hill/JS
3. A learning event be delivered in the autumn 2011 highlighting the benefits from using tools/systems, such as DECATS, to deliver savings/improvement benefits, lessons learnt from Total Place, and benefits derived from community budgets- JS/HP
4. The Improvement and Efficiency Board's terms of reference should be strengthened to reflect their role in sector led support – JS
5. To recommend, to EMC Executive Board, that the Improvement and Efficiency Board's membership should remain at 15 based upon one member from each of the 9 County/Unitary authorities, plus a representative from each of the 5 sub regions, representing District Councils, and one member representing the EM Fire Forum– JS
6. Amended the Improvement and Efficiency Programme investment principles to reflect that there would be a presumption of partnership working with other local authorities; public sector bodies and that boundaries reflect geographical allegiances – HP
7. Inform the Sponsor of the Shared ICT Project (sponsor North Kesteven DC) that this project was approved by the Board subject to a minimum of 5 authorities engaged – CA
8. Inform the Sponsor of the Business Intelligence and e-sourcing project (sponsor Nottinghamshire CC) that the project was approved by the Board – CA

- 9. The 24 unsuccessful bidders would be notified and invited to re-work their bids to reflect the revised project scoring criteria, which will include the invest to save principle - CA**
- 10. A letter be sent to all Chief Executives inviting them to submit new efficiency project bids against the remaining £555k grant available for sub regional projects – JS**
- 11. Inform the Sponsor that the bid for £400k to deliver the Joint Adults and Children’s Social Care Programme was approved by the Board - CA**
- 12. Inform the Sponsor that the bid for £150k for the Regional Procurement Programme was approved by the Board – CA**
- 13. To establish framework arrangements for the delivery of the Products and Offers Programme – AF**
- 14. EMC will use the £100k for the Business Transformation programme allocation to commission activities to reflect the needs of the region’s authorities - JS**
- 15. Commission (possibly a University Business School) to review, in detail, how LAs across the region have responded to the reduction in grant funding and how efficiency savings had been achieved – JS**

Agenda item No: 5

EAST MIDLANDS IMPROVEMENT AND EFFICIENCY PARTNERSHIP BOARD MEETING 7th JULY 2011:

Report of the Executive Director of East Midlands Councils

Progress Report Sub Regional Partnerships

1. Purpose of the report

- 1.1 To provide an update on the progress of the delivery of the 5 Sub Regional Partnership Programmes.

2. Background

- 2.1 At the meeting on 12th April 2011 the EM IEP Board reviewed progress of the delivery of the SRP programmes and noted that there were balances of c£5m (80 projects) across the 5 SRPs. The Board were assured that SRP governance arrangements would be in place, during the extended delivery period to the end of September 2011, to monitor the programmes delivery of specified milestones and benefits.

3. Sub Regional Partnerships Programme and Benefits Delivery Progress

- 3.1 The table below provides an overview of the current grant balances and cashable benefits delivered and forecast through the SRP Programmes. A final report on delivered benefits will be provided to the next Board meeting in October 2011.

SRP	Grant Allocation £m	Grant Balances 22nd June £m	Delivered Savings £m	Total Potential Savings £m
Derbyshire	3.890	0.836	3.648	22.337
Leicestershire Rutland	4.237	0.559	1.344	5.738
Lincolnshire	3.982	0.131	0.892	31.137
Northamptonshire	3.545	0.439	1.522	27.454
Nottinghamshire	3.731	0.281	35.098	59.958
Totals	19.385	2.246	42.504	146.624

- 3.2 As can be seen in the table above the delivery of the SRP programmes are now in the final stages. The Sub Regional Partnerships have indicated that they expect their programme delivery to be completed by the end of September 2011. However, the following projects have been identified as at risk or requiring an extension past the end of September deadline:

- Access to Services Project (Leicestershire, Leicester & Rutland SRP). This is a revised project where grant allocated to 2 Total Place projects, where no progress had been made, has been redirected to this project. Assurances have been provided that this project will be

completed by September, however, outcome milestones still need to be provided to EM IEP (allocated grant £93k).

- Service Centre Project (Leicestershire, Leicester & Rutland SRP) currently there has been no draw down of the £250k grant. Assurance has been provided that this project will be completed by September however, revised outcome milestones still need to be provided to EM IEP.
- Single Person Discount Project (Derbyshire SRP) – Due to underestimation of work required by the LAs and Contractor, the **SRP request an extension for project delivery to March 2012**. It is estimated that an additional £88k benefits could be delivered if the extension is approved.

4 Steering Group Comments

- 4.1 The Steering Group agreed to recommend that the Derbyshire Single Person Discount Project delivery is extended to 31st March 2012 to enable additional benefits to be realised.
- 4.2 In all other cases the Steering Group recommend that any unclaimed grants on the 30th September 2011 would be returned to the Board to support the over commitment for Sub Regional efficiency project bids as outlined in report 7.

5. Recommendation

- 5.1 The Steering Group consider the report and Steering Group comments
- 5.2 The Board consider approving the request from the Derbyshire Sub Regional Partnership for the Single Person Discount project delivery to be extended to March 2012
- 5.3 The Board consider approving the Steering Groups recommendation that, where no extension has been granted, that any grant unclaimed by SRP projects at the end of September 2011 is returned to the EM IEP Board to fund the additional grant required to support the SRP efficiency projects (2011/13) submitted for approval in report 7 on this agenda.

Jan Sensier
Executive Director EMC

Agenda item No: 6

EAST MIDLANDS IMPROVEMENT AND EFFICIENCY PARTNERSHIP BOARD MEETING: 7th JULY 2011:

Report of the Executive Director of East Midlands Councils

Final Report EM IEP Regional Programmes 2008/11

1. Purpose of the report
 - 1.1 To provide a final report of the benefits delivered through the EM IEP Regional Programmes 2008/11
 - 1.2 To present the proposals for using the additional under spend from regional programmes
2. Background
 - 2.1 At the meeting on 12th April 2011 the EM IEP Board reviewed progress of delivery of the EM IEP regional programmes and were provide with a detailed account of the benefits delivered. However, the Board noted that a number of projects would not be completed until the end of June 2011.
3. Regional Programme Delivered Benefits and Under Spend
 - 3.1 The final review of regional programme delivery has confirmed that the majority of the projects will have been delivered by 30th June 2011. The Climate Change Skills programme has been incorporated into the legacy Improvement and Efficiency Programme and is on target for delivery by 31st March 2011.
 - 3.2 On the closure of the regional programmes on June 30th 2011, it is anticipated that there will be further under spend balances of c£280k and £40k invest to save income already returned by MHA. It is proposed that these under spend balances and the invest to save income, is used to support:
 - The delivery of the regional Business Transformation and Sector Led Support Programmes 2011/13
 - A contribution of £23,500pa (includes on costs) is made to EMC to reimburse 25% of the salary cost of the EMC Executive Director, for time spent supporting the EM IEP
 - As a contingency, unallocated regional programme under spend could also support the SRP efficiency projects submitted for approval in report 7, which are currently over subscribed.
 - 3.3 The final position of the EM IEP regional programme efficiency savings is outlined in the table below. This shows that EM IEP investments have

enabled the region's local authorities to deliver £97.06m efficiency savings to date since 1st April 2008. A further £65.47m efficiency savings are predicted to be delivered over the following 2-3 years.

Regional Grant Allocation 2008/11 £m	Efficiency Savings Delivered 2008/11 £m	Additional Efficiency Savings Anticipated in next 2-3 years £m
10.25	97.06	65.47

4. Steering Group Comments

- 4.1 The Steering Group were updated on the position of the uncompleted projects and agreed to recommend to the Board that delivery could be extended to September in line with the conditions approved for the extension of the Sub Regional Programmes.
- 4.2 The Steering Group recommend the reinvestment of regional programme under spend and invest to save income is approved as set out in paragraph 3.2.

5. Recommendations

- 5.1 The Board note the efficiency savings enabled through the regional programmes.
- 5.2 The Board note the additional c£280k under spend from the regional programme and £40k invest to save repayment available for reinvestment.
- 5.3 The Board note the Steering Group comments and consider approving the extension of delivery for regional projects in line with the conditions approved for the Sub Regional Programmes.
- 5.4 The Board note the Steering Group comments and consider the approval of the proposals for the use of the additional under spend and invest to save income from the regional programmes as set out in paragraph 3.2

Jan Sensier
Executive Director EMC

Agenda item No: 7

EAST MIDLANDS IMPROVEMENT AND EFFICIENCY PARTNERSHIP BOARD MEETING: 7th JULY 2011

Report of the Executive Director of East Midlands Councils

Efficiency Project Bids 2011/13

1. Purpose of the report
 - 1.1 To present the project bids received for consideration and approval by the EM IEP Board.
2. Background
 - 2.1 At the meeting on 12th April 2011 the EM IEP Board approved a resource of £750k for sub regional efficiency projects. Authorities could bid against this resource in respect of replicable and proven efficiency projects, delivered over the past three years, and for new initiatives.
 - 2.2 The Board approved 2 projects from the submission of 26 bids against the £750k and agreed that the remaining 24 unsuccessful bidders would be invited to re-work their bids, to reflect a revised project scoring criteria. The Board also agreed that a letter would be sent to all Chief Executives inviting them to submit new efficiency project bids, by 3rd June 2011, against the remaining £555k available for sub regional efficiency projects.
3. Sub Regional Efficiency Project Bids
 - 3.1 The project bids submitted against the £555k sub regional resource have been evaluated and scored against the assessment criteria as set out in the bullet points below (details provided in Appendix One):
 - All projects must involve other local authorities or public bodies working in partnership – essential criteria
 - The project must be capable of generating cashable savings – essential criteria
 - The project must have been implemented elsewhere – Max. 4 points
 - The project should aim for a minimum ROI of 5:1- Max 3 points
 - The project may subscribe to invest to save principles – 2 points
 - 3.2 The projects and resultant scores are listed in the table below, with outline business cases provided in a separate attachment.

Project Name	Essential Criteria Met	Proven Track Record	Return on Investment	Invest to Save	Total Points	Comments
1. Fire Service Shared ICT	√	1	0	0	1	
2. Healthy Housing Hub	√	4	1	0	5	Strong bid but lacked summary on calculation of ROI
3. Active Sport	X				X	Did not meet essential cashable savings criteria
4. Garage Maintenance	√	0	0	0	0	
5. Manor Kingsway Hospital	√	2	1	0	3	ROI of 18:1 depends on negotiating successful 106 agreements
6. Property Rationalisation	√	2	3	0	5	
7. Shared Supplier Arrangements	√	1	3	0	4	Of the 16 suppliers listed only 2 are used by 3 of the 4 authorities.
8. Business Transformation Payroll & Housing	√	3	0	0	3	
9. Business Transformation Adult Social Care	√	3	3	0	6	
10. Business Transformation DFG Services	√	3	2	0	5	
11. Cloud Print & Mail Shared Service	√	1	3	0	4	
12. Civic Centre EDMS Rollout	X				X	Did not meet essential partnership criteria
13. Business Transformation CCTV	X				X	Did not meet essential cashable savings criteria
14. East Midlands Landlord Accreditation Scheme	√	3	3	1	7	Invest to save only if landlords can be charged for the service
15. Lincolnshire Local Letting Agency	√	3	3	0	6	
16. Channel Shift web redesign	√	1	0	0	1	
17. Mobile Framework	√	1	0	0	1	
18. Drugs & Alcohol Arrest Referral Service	√	2	1	0	3	No LA savings identified. Savings for police and courts
19. North Northants Housing Coordinator	√	1	3	0	4	Extension of SRP project posts sustainability in doubt
20. West Northants Housing Coordinator	√	1	2	0	3	Extension of SRP project posts sustainability in doubt

3.3 The projects in the tables below produced the highest scores; however these 6 projects amount to a grant request of £701k, which is set against the remaining allocation of £555k. The proposals in reports 5 and 6, if

approved, would mean that there could be some under spend from SRP and regional projects (2008/11), which could be reallocated to support the £146k over commitment for the following SRP efficiency projects.

Project	Points scored	Grant Allocation £k
14. East Midlands Landlord Accreditation Scheme	7	90
15. Lincolnshire Local Letting Agency	6	75
9. Business Transformation Adult Social Care	6	50
10. Business Transformation DFG Services	5	50
6. Property Rationalisation	5	146
2. Healthy Housing Hub	5	290
Total		701

4. Steering Group Comments

- 4.1 The Board will receive a verbal update on the issue, raised at the Steering Group, regarding the condition (minimum of 5 authorities engaged) that the Board agreed for the sub regional efficiency project - Shared ICT Project (sponsor North Kesteven DC), as one of the partners has withdrawn from the project.
- 4.2 After discussion and evaluation of a number of the bids the Steering Group agreed to recommend that the 6 highest scoring projects, above, are considered for approval, with any unclaimed grants from sub regional programmes and under spend from regional programmes used to fund the over commitment of £146k.

5. Recommendations

- 5.1 The Board consider the Steering Groups comments and bids submitted against the £555k funding allocation for approval
- 5.2 The Board consider the comments in paragraph 3.3 regarding the reallocation of under spend to fund any over commitment of SRP efficiency projects approved

Jan Sensier
Executive Director EMC

East Midlands Improvement and Efficiency Partnership, Efficiency projects assessment criteria

1. General

The EM IEP Board has approved a second bidding round for grants towards projects which demonstrably improve public services and generate efficiency savings. The balance of the fund (£555k) is being made available for authorities unsuccessful in round one, for them to reconsider their projects before re submitting and or to frame new ideas.

The criteria for assessing efficiency project bids were agreed by the EM IEP Board at its meeting on the 12 April 2011 and are set out below. All bids were scored against the criteria as indicated below.

2. Assessment criteria

Essential criteria

- (a) All projects must involve other local authorities or public bodies working in partnership. Single local authority bids will not be considered.
- (b) All projects must be capable of generating **cashable** efficiency savings.

The bid must set out how these essential criteria will be met.

Ranking points

Projects that meet the essential criteria above will then be assessed and scored as follows:

- The project must be proven i.e. previously implemented elsewhere in the region following sponsorship by the EM IEP Board/Sub Regional Partnership or similar, or previously implemented anywhere in the UK by any local authority, with appropriate evidence of benefits realised and the list of participating local authorities.

Score Maximum of 4 points:

1 point – proven track record in at least one authority, some savings generated and evidence exists

2 points – proven track record in more than one authority or significant savings generated, sound evidence exists

3 points – proven track record in more than one authority and significant savings generated, strong evidence exists

4 points – all of the above and proven track record in a minimum of 5 authorities with clear potential to replicate across more

- The project should aim to achieve a minimum return on investment of 5:1 and reach breakeven within two years (payback period). Mietool or other cost/benefit analysis tool should be used to assess financial and non financial benefits.

Score maximum of 3 points:

1 point - ROI of 5:1

2 points - ROI of between 5:1 and 10:1

3 points - ROI in excess of 10:1

- Projects which subscribe to the principle of Invest to Save and hence repayment of the grant within 2 years from realised efficiency savings Score *2 points*

Agenda Item No: 8

EAST MIDLANDS IMPROVEMENT AND EFFICIENCY PARTNERHSIP BOARD MEETING: 7th JULY 2011:

Report of the Executive Director of East Midlands Councils

Products and Offers Programme Delivery Options

1. Purpose of the Report
 - 1.1 To present options for the delivery of the Products and Offers Programme,
2. Background
 - 2.1 At the meeting on 12th April 2011 the EM IEP Board approved an allocation of £150k to support local authorities to undertake reviews and audits of their current practices to identify opportunities to drive out efficiencies and generate additional income.
 - 2.2 East Midlands Councils and West Midlands RIEP have established framework agreements to enable authorities to contract with suppliers that can undertake the following reviews / audits.
 - Accounts Payable
 - Aged Debt Recovery
 - Income Generation
 - Empty Property
 - Energy Efficiency
 - Utilities Expenditure
 - 2.3 In addition EM IEP can provide contact details of a provider who has previously delivered Banking Reviews for the EM IEP.
3. Options for delivery of Products & Offers Programme
 - 3.1 In the past the EM IEP have experienced situations where grants have been provided to undertake reviews / audits and then failed to implement the findings. Therefore, it is proposed that the following three grant condition options are presented to the Board for consideration.
 - **Option One** would require that councils have delivered efficiencies/generated income before they are able to draw down grant funding, on a ratio basis to be agreed, to offset costs of the

review/audit. This would ensure that recommendations from reviews/audits are implemented. The Board would also be able to monitor delivered savings, and therefore, the return on investment of grants, provided through this programme. Details of the grant conditions and process for delivery under option one are attached as Appendix One.

- **Option Two** would provide councils with grants to undertake the reviews/audits. When the review/audit is completed the council can draw down the allocated funding from EM IEP. This option does not provide any assurance that review findings would be implemented and would provide no management information on delivered savings or return on investment of grants provided through this programme. Details of the grant conditions and process for delivery under option two are attached as Appendix Two.
- **Option Three** would provide councils with grants to undertake the reviews/audits. When the review/audit is completed the council can draw down the allocated funding from EM IEP. In addition the council would prepare a report for the Board providing details of the savings identified, implementation plan and progress of delivery of savings/income generated. The Board reserve the right to have the grant refunded if there is insufficient evidence that the council has addressed the recommendations of the review. Details of the grant conditions and process for delivery under option three are attached as Appendix Three.

4. Steering Group Comments

- 4.1 The Steering group discussed the three options above and agreed to recommend the third option, which provided a balanced approach.

5. Recommendations

- 5.1 The Board consider the Steering Groups comments and the 3 options for delivery of the Products and Offers Programme, as outlined in section 3 above and approve the preferred option for delivery.

Jan Sensier
Executive Director
EMC

Appendix One

Proposal for Delivery of Products & Offers Programme – Option One

It is presumed that quick win efficiency savings/income generation opportunities identified could be realised within the programme delivery period 2011/13.

The following grant conditions would apply:

- Local authorities would be able to request a grant to offset all/some of the costs of undertaking reviews/audits in a range of £3k - £10k per authority per review.
- The grant is paid to the authority **on delivery** of efficiencies/income generated identified through the reviews/audits
- The grant is paid **on a ratio (to be agreed) of efficiencies/income generated**. Grants claimed cannot exceed the total cost of the review undertaken

Process for requesting reviews:

- The authority would contact EMC heather.parker@emcouncils.gov.uk to express an interest in undertaking a review/audit and indicate the anticipated level of the grant claim (£3k - £10k).
- EMC would commit the grant to this authority (within the confines of the £150k allocated)
- If grant is available the local authority would be provided with the contact details of the providers for the review/audit and a grant claim form
- The authority would contract with the provider of the review/audit and pay the contractor directly for all work delivered
- The authority would implement findings of the review to enable efficiencies to be realised/income to be generated.
- The authority would then make a claim for the grant on an agreed ratio basis. The grant claimed must not exceed the total cost of review. Any costs for additional work, requested by the councils, cannot be claimed as part of this offer.

Proposal for Delivery of Products & Offers Programme – Option Two

The following grant conditions would apply:

- Local authorities would be able to request a grant to offset the costs of undertaking review/audits in a range of £3k - £10k per authority per review.
- The grant is paid to the authority on completion of the review/audit

Process for requesting reviews:

- The authority would contact EMC heather.parker@emcouncils.gov.uk to express an interest in undertaking a review/audit and be advised of the level of the grant available
- EMC would commit the grant to this authority (within the confines of the £150k allocated)
- If grant is available the local authority would be provided with the contact details of the suppliers of the review/audit and a grant claim form
- The authority would contract with the provider of the review/audit and pay the contractor directly for all work delivered
- The authority would then make a claim for the grant, as agreed prior to the delivery of the review. Any costs for additional work, requested by the councils, cannot be claimed as part of this offer.

Appendix Three

Proposal for Delivery of Products & Offers Programme – Option Three

The following grant conditions would apply:

- Local authorities would be able to request a grant to offset the costs of undertaking review/audits in a range of £3k - £10k per authority per review
- The grant is paid to the authority on completion of the review/audit
- The authority will provide a report to the Board providing details of the savings identified and implementation plan/progress of delivery of savings/income generated
- The Board reserve the right to have the grant refunded if there is insufficient evidence that the council has addressed the recommendations of the review

Process for requesting reviews:

- The authority would contact EMC heather.parker@emcouncils.gov.uk to express an interest in undertaking a review/audit and be advised of the level of the grant available
- EMC would commit the grant to this authority (within the confines of the £150k allocated)
- If grant is available the local authority would be provided with the contact details of the suppliers of the review/audit and a grant claim form
- The authority would contract with the provider of the review/audit and pay the contractor directly for all work delivered
- The authority would then make a claim for the grant, as agreed prior to the delivery of the review. Any costs for additional work, requested by the councils, cannot be claimed as part of this offer
- The authority will provide a report (using the EM IEP template) to the EM IEP Board providing details of the savings identified and implementation plan/progress of delivery of savings/income generated.

Agenda item No: 9

EAST MIDLANDS IMPROVEMENT AND EFFICIENCY PARTNERSHIP BOARD MEETING: 7th JULY 2011:

Report of the Executive Director of East Midlands Councils

Business Transformation and Sector Led Support Programme Outlines

1. Purpose of the report
 - 1.1 To present the proposed outlines for the Regional Business Transformation and Sector Led Support Programmes
2. Background
 - 2.1 At the meeting on 12th April 2011 the Board approved the grant allocations for the Regional Business Transformation and Sector Led Support Programmes. A proposal for any under spend and invest to save income to be reallocated to these 2 regional programmes was made in agenda item 6.
3. Programme Development
 - 3.1 East Midlands Councils and EM IEP have been provided with an opportunity to host a workshop at the LGIDs 'Taking the Lead: a practical approach to self-regulation and improvement' events, on 20th July and 14th September in Nottingham. It is proposed to use the workshops to provide the opportunity for the delegates at the events to 'shape' the offers of support available through the EM IEP and EMC programmes, using the ideas outlined in paragraphs 4 and 5 as a framework for discussion.
4. Outline of Business Transformation Programme
 - 4.1 At the meeting on 12th April the Board agreed that an investigation is commissioned of EM LAs response to the reduction in grant funding, with the findings disseminated at a 'New Ways of Working' event in the autumn. A draft flyer is attached at Appendix 1 for review and comment. This work has been commissioned with the event date set for 29th November 2011.
 - 4.2 It is proposed that the Business Transformation Programme would support a range of learning and development activities either provided as a package or on pick and choose basis.
 - 4.3 In addition to the above it is proposed to provide the opportunity for LAs to access consultancy support for individual transformation projects such as shared management teams (each submission of support would be

presented to the Board for approval, using the delegated decision route if necessary).

5. Outline of Sector Led Support Programme

5.1 It is proposed that EM IEP sector led support is developed to 'add value' to the LGID's core programme and to maximise EMC's offer to its members, which would avoid overlap and duplication of activity.

5.2 The LGID's core programme is comprised of 7 elements, which are listed below with bullet points of additional support that could be provided by EM IEP:

1. Local Accountability

- Continued support for members and officers from EMC scrutiny network
- Identification and support on specific scrutiny issues

2. Peer Challenge

- To support delivery of improvement plans for councils identified as 'in difficulty' (each submission of support would be presented to the Board for approval, using the delegated decision route if necessary)

3. Peer Support

- To support member development activity identified through the Peer Support offer
- Roll out the Cllr Development Programme, funded through EM IEP SRP Programmes 2008/11 (already successfully delivered across 3 of the sub regions)

4. Knowledge Hub

- Supporting the LGID's aim of identifying and promoting centres of excellence through knowledge transfer and signposting

5. Data & Transparency

- Supporting the LGIDs aim of sharing of information and transparency of performance across the regions LAs

6. Leadership Support

- Rolling out a programme of development opportunities for members and senior officers
- Providing seminars for elected members and senior officers on the 'big/tricky' issues e.g. Localism

7. Learning & Support Networks

- Continuing to provide support to the professional networks that have been established in areas such as business transformation

6. Steering Group Comments

6.1 The Steering Group agreed that the outlines for the Business Transformation and Sector Led support programmes should be recommended for approval by the Board.

7. Recommendations

7.1 The Board note the opportunity for EMC and EM IEP to host a workshop at the LGID events in Nottingham.

7.2 The Board consider the Steering Groups comments and proposals for approval, for the Regional Business Transformation and Sector Led Support Programmes, as laid out in sections 4 and 5 of this report

7.3 The Board review and comment on the draft flyer for the 'New Ways of Working Event'.

Jan Sensier

Executive Director EMC

New Ways of Working

'A Practical Learning Event'

9.00am – 1.30pm, Tuesday 29th November 2011

**Location – Pera Conference Centre
Melton Mowbray Leicestershire LE13 OPB**

**Value for money and effective service delivery
has never been more essential**

The East Midlands Improvement and Efficiency Partnership's Legacy Improvement and Efficiency Programme is providing this practical 'learning event', targeted at elected Members and Chief Executives from across the EM region.



The aim of the event is to provide information, ideas and measures for you to use to take forward your councils efficiency and improvement programme.



Case study presentations will showcase good practice from across the EM in the areas of Collaboration; Back Office Transformation; Total Place and Community Budgets.

There will be a presentation of the key findings of the investigation, commissioned by EM IEP, on how local authorities have responded to the reduction in their grant allocation.

You will have the opportunity to attend a number of presentations exemplifying how EM authorities are taking forward their efficiency and improvement programmes

**Hurry... places are limited.
Book your FREE place today -
contact:**

Lois Dale
**East Midlands Improvement and
Efficiency Partnership**

Tel: 01664 502663

Email: lois.dale@emcouncils.gov.uk

Web: www.eastmidlandsiep.gov.uk

Improvement & Efficiency

A Practical Learning Event

Programme

Time	Title	Speaker / Session lead
9.00am	Arrival, registration and refreshments	
9.15	Welcome & introduction to day	Cllr Hill Chair of EM IEP Leader Lincolnshire County Council
9.30	Improvements and Realising Efficiencies Providing the opportunity to hear the Governments Perspective	<i>TBC</i>
10.00	LAs Response to Budget Reductions The dissemination of the findings of the EM IEP's investigation into how EM local authorities have responded to the reduction in grant funding	<i>Consultant</i>
10.30am	Refreshments	
10.45	Overview of Best Practice <ul style="list-style-type: none">• Collaboration<ul style="list-style-type: none">○ Shared Chief Executives and management teams• Back Office Transformation<ul style="list-style-type: none">○ DECATS○ Shared back office systems• Total Place and Community Budgets<ul style="list-style-type: none">○ Drugs /Alcohol○ Challenging Families○ Excellent Ageing	<i>TBC</i>
12.15	Improvement and Realising Efficiencies - Case Studies Providing the opportunity for delegates to attend a number of presentations exemplifying how EM local authorities are taking forward their efficiency and improvement programmes	<i>TBC / Consultant leads (Speed Dating Format)</i>
1.30pm	Lunch and networking	

Agenda item No: 10

**EAST MIDLANDS IMPROVEMENT AND EFFICIENCY PARTNERSHIP
BOARD MEETING: 7th JULY 2011:**

Report of the Executive Director of East Midlands Councils

EM IEP Board Terms of Reference

1. Purpose of the report
 - 1.1 To provide the Board with the strengthened EM IEP Board terms of reference, for information.
2. Background
 - 2.1 At the meeting on 12th April 2011 the EM IEP Board reviewed the revised terms of reference, noting that the Board would continue to make executive decisions, regarding the allocation of improvement and efficiency resources and the stewardship of delivery of improvement and efficiency programmes. However, the Board agreed that the EM IEP Board's terms of reference should be strengthened to reflect their role in sector led support. The strengthened terms of reference are attached for information
3. Recommendations
 - 31 The Board note the strengthened terms of reference attached for information.

Jan Sensier
Executive Director EMC

Improvement and Efficiency Board Terms of Reference

Key Purpose:

To lead the collaborative, sector led improvement work of local authorities across the East Midlands by:

- Making executive decisions regarding the commissioning and allocation of improvement and efficiency resources and the stewardship of delivery programmes, under delegated authority from and reporting to the East Midlands Councils Executive Board;
- Identifying as early as possible councils potentially in difficulty and putting in place mechanisms to support these;
- Representing the region on issues relevant to local government improvement and efficiency at the regional and national level, complementing the work of the Local Government Group;
- Promoting collaborative working across authorities to share good practice;
- Providing strategic leadership to the Improvement and Efficiency Programme Officer Steering Group;
- Reviewing and monitoring delivery of the residual EM IEP Programme and the legacy Improvement and Efficiency programmes.

Membership

- The Improvement and Efficiency Board to consist of 14 elected Members and a representative for the East Midlands Fire Forum.
- The Board will be deemed quorate provided 5 Members are present;
- The Board's make-up will reflect the political balance in the region, whilst aiming also for geographical balance, and will be reviewed on an annual basis by political groups and agreed at the EMC Annual General Meeting.
- The Chair and Vice Chair(s) of the Board to be elected annually at EMC Annual General Meeting.

Procedures

- Any proposal that would change the amount in total that would be available to fund the legacy Improvement and Efficiency Programmes to be subject to ratification by the Improvement and Efficiency and EMC Executive Boards;
- Operating procedures will follow the standard practice of East Midlands Councils;
- Operating within the EMC cycle of Board meetings, the Improvement and Efficiency Board will meet on a quarterly basis.
- Representatives at the Improvement and Efficiency Board meeting will declare an interest in any item and take no part in the discussion of that item, indicating the nature of their interest.