

# EM IEP Monthly News Bulletin

March 2009



**East Midlands**

Improvement and  
Efficiency Partnership



**Filming gets  
underway for  
EM IEP's  
corporate film!**

Filming takes place for North  
Nottinghamshire's Choice Based  
Lettings Scheme

(See page two for more)



# Contents

Page	Article
1.	EM IEP Perception Survey Results
2.	EM IEP Annual Conference
<b>Useful Resources</b>	
3.	Last ever CPA scores published
4.	Are you preparing for CAA? CAA Framework published
5.	Sustainable Energy Benchmark Toolkit
<b>Publications</b>	
6.	Looking back, Moving Forward: accounts of council improvement by leading politicians Joint Waste Authorities: guidance published
<b>News</b>	
7.	East Midlands Regional Spatial Strategy published
8.	Social enterprise business support grants Free jobs listings for council
9.	NICE guidance published State of Healthcare Report 2008 Healthy lives, brighter futures – The Strategy for children and young people's health Putting people first: Equality and diversity matters
10.	The Commissioning Support Programme new website Economic diagnostic tool

Page	Article
<b>Free Training</b>	
11.	Business improvement
<b>Funding Opportunity</b>	
12.	Business Transformation Training
<b>Procurement News</b>	
13.	Lincolnshire Shared Services Partnership Update Procurement Lincolnshire e-Marketplace
14.	The Roots Review of Procurement
<b>Events</b>	
15.	Outcome Based Accountability Comprehensive Area Assessment: Are you ready?
16.	The truth about Shared Services
17.	Embedding Personalisation within Social Work Education
18.	Making Scarce Public Resources go further
19.	Contact Details and useful websites



# Perception Survey Results

**Thank you to everybody who took the time to complete our Customer Perception Survey in January.**

The survey results will establish how effective the EM IEP is in supporting the region's local authorities to deliver improvement and achieve efficiencies.

The survey was sent out to all East Midlands local authorities elected councillors, chief executives, senior officers and other regional stakeholders.

**A full analysis is available on the EM IEP website, with an action plan to address issues raised.**

**Go to: <http://www.eastmidlandsiep.gov.uk>**

## The survey results reveal:

- 99% of the respondents are aware of the EM IEP
- 89% of respondents understand the purpose of the EM IEP and how it works for regional improvement.
- 76% of respondents are already involved in the work of the EM IEP
- 88% believe that the EM IEP will contribute to improving services and achieving efficiencies in their services
- 58% of respondents were very/fairly satisfied with the work of the EM IEP
- 51% stated that they would speak highly of the work of the EM IEP to other people



# EM IEP Annual Conference

**9.30 – 2pm, Wednesday 1<sup>st</sup> April 2009**  
**Pera Conference Centre, Melton Mowbray**

Preparations are well under way for the East Midlands Improvement and Efficiency Partnership (EM IEP) Annual Conference, which is due to take place on 1<sup>st</sup> April 2009.

The conference will review the past year and look ahead to what 2009-10 has in store. Delegates will watch our latest video case studies showcasing examples of innovation and efficiency from across the region. The film will be posted on our website from early April.

## Delegates will also:

- Hear the Minister's address (tbc)
- Find out what's been happening in the region
- Get involved in our 'Questions & Answers' session
- Use the event as an opportunity for networking and sharing good practice

Invitations have been circulated to Council Leaders, Portfolio holders, Chief Executives and senior Directors of councils across the region.



**It's not too late to book your place - contact Lois Dale on 0115 977 4921 or email: [lois.dale@nottsc.gov.uk](mailto:lois.dale@nottsc.gov.uk)**



# Useful Resources

## Last ever CPA scores published

On the 5th March the Audit Commission published the last CPA scores of the assessment of single tier and county councils across England, and the final allocation of stars to individual local authorities. As this is the last ever round of CPA the Audit Commission have also published alongside the 2008 report a special publication 'Final Score' giving an in-depth retrospective look at local government performance and the impact of CPA over its seven years.

Within the East Midlands in the final year of CPA four single tier authorities have achieved '4 stars' and six district councils achieved an 'Excellent' rating. The first CPA scores published in 2002 show that there was only one single tier authority and three district councils that were categorised as 'Excellent'. The five Fire & Rescue authorities have also shown significant improvement.

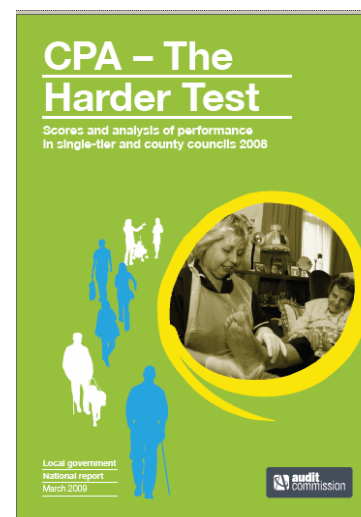
Details of the regions local authorities' performance for the period between 2002 and March 2009 can be found on the EM IEP website by following the link:  
[http://www.eastmidlandsiep.gov.uk/performance\\_data.htm](http://www.eastmidlandsiep.gov.uk/performance_data.htm)

## Download the 'CPA – The Harder Test' report at:

<http://www.audit-commission.gov.uk/Products/NATIONAL-REPORT/D97994F2-F25D-4402-8861-CEA711AC40A6/05032009CPATheHarderTestREP.pdf>

## Download the 'Final Score' document at:

<http://www.audit-commission.gov.uk/Products/NATIONAL-REPORT/5D95B76F-5470-4219-A839-1C280C8B57F6/05032009FinalScoreREP.pdf>





# Useful Resources

Are you preparing for the CAA?

## Visit the new our new online one-stop-shop

We've teamed up with the Government Office East Midlands (GOEM) to launch a new online one-stop-shop to give you all the information you need to help you prepare for the CAA.

The information has been specifically selected by GOEM to help you find the information you need quickly and easily.

Available at your fingertips now are is a new section called 'Preparing for CAA?' which has all the key documents that you need to help your local authority prepare for the Comprehensive Area Assessment.

A new section called 'Performance Data' has also been launched. This section of the site is full of useful table and detailing local authority performance over the last 5 years.

**Start using the site today! Go to:**

<http://www.eastmidlandsiep.gov.uk>

## CAA Framework Published

Following extensive consultation with government, stakeholders and local people, the partner inspectorates responsible for developing the Comprehensive Area Assessment (CAA) have published the CAA Framework.

The framework sets out what CAA is and how it will be delivered from 1 April 2009.



**Download the framework from our website at:**

<http://www.eastmidlandsiep.gov.uk/documents/publications/CAA%20Framework.pdf>



# Useful Resources

---

## Sustainable Energy Benchmark and Toolkit

Review your local authority's current performance by using the self-assessment section in the benchmark to score your energy practice.

This will show you which process and policy areas you have addressed, and which you have yet to address more fully.

The elements of the benchmark have been split into three broad roles – 'estate manager', 'service provider' and 'community leader'. When using the benchmark, consider which areas for action will advance or consolidate your sustainable energy practice, by asking yourself:

- what will have the biggest impact in reducing carbon dioxide emissions?
- where is your current performance least effective?
- which areas provide the best opportunities for making improvements?

This resource is a practical tool primarily for use by local authority practitioners responsible for energy and sustainability. It will also be useful for:

- chief officers seeking top-level buy-in from key stakeholders
- heads of service looking at how they can work together to deliver energy solutions and deliver against relevant national performance indicators
- portfolio holders looking at how energy fits into the climate change agenda.

**For more information go to:**

<http://www.idea.gov.uk/idk/core/page.do?pageId=8783769>

# Publications



**East Midlands**  
Improvement and  
Efficiency Partnership

## **'Looking Back, Moving Forward: accounts of council improvement by leading politicians'**

This publication by the I&DeA is a collection of eight leaders' and one elected mayor's personal accounts of their council's improvement journey.

All of the journeys faced by these leaders were unique. All of the accounts are significant, complex and represent collective endeavours. Through their stories some strong themes emerge. To many leaders these themes will sound self-evident, but they are worth stating again because their obviousness often only becomes so with hindsight.

What is also evident is the real sense that all the leaders involved are not content to rest on their achievements and that they have a strong commitment to continuous improvement.

**For more information go to:**  
<http://www.idea.gov.uk/idk/core/page.do?pagelid=9374656>

## **Joint Waste Authorities: Guidance published**

Guidance published this week by Defra accompanies new regulations which came into force on 18th February that enable neighbouring local authorities to form a Joint Waste Authority (JWA) partnership.

The guidance will help them work together to deliver more integrated and cost-effective waste services.

**Access the guidance at:**  
<http://www.defra.gov.uk>





# News

## East Midlands Regional Spatial Strategy published

Hazel Blears the Secretary of State published the final East Midlands Regional Plan – the Regional Spatial Strategy (RSS) on 12th March 2009. The Plan and related documents can be viewed on the GOEM home page (<http://www.gos.gov.uk/goem/>)

The Plan forms part of the statutory development plan for every local authority in the East Midlands and sets out the framework for the production of Local Development Frameworks and other plans. It covers housing, employment, transport, climate change, flood risk and the environment.

The Plan provides a spatial vision and policies for the East Midlands and covers the period to 2026. It includes targets for 430,300 new houses in the region, including 137,500 affordable homes.

The Secretary of State published Proposed Changes to the Regional Plan for consultation on 22 July 2008, with comments invited by 17 October 2008.

Every organisation and person involved in earlier stages of RSS preparation were consulted on the Proposed Changes and associated documents. In response to the consultation exercise a total of 2,549 comments were received from 735 people and organisations.

**All responses are available to view on the GOEM consultation portal website at:**  
<http://goem-consult.limehouse.co.uk/portal>

The Regional Plan and all supporting documents are available for viewing at libraries and Council offices\* throughout the East Midlands and are also available on the Government Office for the East Midlands website ([www.gos.gov.uk/goem](http://www.gos.gov.uk/goem)). Hard copies of the Regional Plan can be obtained from The Stationery Office ([www.tsoshop.co.uk](http://www.tsoshop.co.uk)), Tel: 0870 600 5522.



# News

## **Social Enterprise business support grants**

Social enterprises in the East of England may now be eligible for a grant of up to £1,500 to fund the cost of business consultancy support.

The Social Enterprise Business Support Grant is designed to assist trading social enterprises, improving their financial sustainability and helping them grow.

The grant replaces the 'Social Enterprise Voucher Scheme' with immediate effect and the changes are designed to make it more responsive to the needs of the sector. The new programme is even easier to access and provides almost three times the funding available previously with no match funding required.

**For further details of the scheme and how to apply click on the following link:**

<http://www.businesslink.gov.uk/>

## **Free job listings for councils**

LGjobs.com is the official local government jobs board, owned by the Improvement and Development Agency (IDeA) on behalf of the sector, and delivered in partnership with Jobsgopublic.

LGjobs.com offers free job listings to all councils in England and Wales. By placing vacancies on LGjobs.com your council will realise significant savings on recruitment advertising spend and reach a wider and more diverse audience than traditional media alone.

**Your council can start listing vacancies for free in three easy steps:**

1. Use the link below to email us your details so that we can create an account for you.
2. Confirm your account details via the email you will receive.
3. Log in and start uploading your vacancies for free.

**To start listing your jobs for free, email your details to: [freelisting@lgjobs.com](mailto:freelisting@lgjobs.com)**



# News

## **NICE Guidance published**

The National Institute for Health and Clinical Excellence (NICE) is the independent organisation responsible for providing national guidance on the promotion of good health and the prevention and treatment of ill health.

NICE have recently published a guide setting out the standard for good healthcare and is for chief executives, their senior officers and others within local authorities who lead on different aspects of health and wellbeing.

### **Download a copy at:**

<http://www.nice.org.uk/newsevents/infocus/Newguideforlocalauthorities.jsp?domedia=1&mid=2DD175C2-19B9-E0B5-D4BC198470DB6FC9>

## **State of Healthcare Report 2008**

The Healthcare Commission has produced its final State of Healthcare report, before it is abolished and its work merged into the new regulator, the Care Quality Commission. The 2008 report takes the opportunity to review progress over the last five years as well as describing the findings for the last year. This briefing summarises and comments on the key points from this comprehensive report.

### **More of this briefing at:**

<http://www.dhn.org.uk/dhn/briefing-detail.jsp?&id=2087&md=0&section=briefing>

## **Healthy lives, brighter futures – The strategy for children and young people’s health**

Healthy lives, brighter futures: A strategy for children and young people’s health has been launched by Alan Johnson, Secretary of State for Health and Ed Balls, Secretary of State for Children, Schools and Families.

This joint DH/DCSF strategy presents the Government’s vision for children and young people’s health and wellbeing. It sets out how they will build on progress through: world-class outcomes; high quality services; excellent experience in using those services; and minimising health inequalities.

**Download at:** <http://www.dh.gov.uk/en/>

## **Putting people first: Equality and diversity matters**

This bulletin is the third in a series designed to help service providers meet the personalisation agenda in social care by addressing equality and diversity matters. This bulletin focuses on achieving disability equality in social care services.

**Go to:** <http://www.csci.gov.uk/>



# News

## The Commissioning Support Programme new website

The Commissioning Support Programme new website is now live. The site provides a meeting place for commissioners working in all areas of children's services.

Better commissioning is at the heart of the Government's plans to improve the delivery of services in pursuit of improved outcomes for children.

This website provides support, advice and information for anyone involved in commissioning children's services. Whether you are a newcomer or an experienced commissioner, the website is a one-stop shop for all your commissioning needs.

**To visit the website, go to:**

<http://www.commissioningsupport.org.uk/>

## Economic diagnostic tool

This diagnostic is designed to help councils fulfil their enhanced role in place shaping and promoting economic prosperity. It provides a framework and a set of diagnostic questions for use in self-assessment or peer review. It is intended to identify gaps in knowledge or interventions, and help councils improve their local economy. It provides questions to help direct inquiries or interventions, and gives case studies from other councils tackling the issues.

[Driving economic prosperity: diagnostic tool \(PDF, 133 pages, 1.9MB large file\)](#)

Each chapter of the diagnostic can also be accessed individually from the following link. The page also contains an overview and summary for each chapter.

**To find out more go to:**

<http://www.idea.gov.uk/idk/core/page.do?pagelId=9325114>



# FREE Training

## Business Improvement

We've already  
saved a lot of  
time and money

You could feel  
the buzz...it  
was amazing

The trainers  
were great,  
really helpful

These are just a few of the quotes from people who have completed the **FREE Business Improvement training**, available to all local authorities in the region. The East Midlands IEP is supporting the programme to help build capacity within organisations, a vital theme of both the National Improvement and Efficiency Strategy and the Comprehensive Spending Review.

The programme has been developed in collaboration with two professional training organisations; Castle Training and NA Consulting. Participants work together in teams of 10 to carry out a short, 'real-world' **improvement project** within their authority, bringing tangible organisational benefits as well as individual development.

The training is fully funded so there is **no cost to participating authorities** - other than staff time, at approximately 6 days per person, spread over 10-12 weeks. The training is carried out entirely in the workplace, and leads to an NVQ level 2 in Business Improvement Techniques.

In the East Midlands over 230 staff have completed the training, identifying £920k of savings, and a further 52 are currently on the programme, from 14 local authorities - Derbyshire County Council, Northamptonshire Police, Mansfield DC, North West Leicestershire DC, Newark & Sherwood DC, Ashfield DC, Nottingham City Council, Wellingborough BC, East Northamptonshire DC, Daventry DC, Broxtowe BC, North Kesteven DC, Amber Valley BC and Bolsover DC. Several other authorities are in advanced discussions, adding further momentum to the programme.

Places on the training programme are limited, given the funding allocation, so if you or your authority would like to take advantage of this offer, please contact:

**Merlin Tinker, Programme Manager at EM IEP**  
**Telephone: 07534 266 228**  
**Email: merlin.tinker@nottsc.gov.uk**



# Funding Opportunity

## Business Transformation Training - funding available

Is your authority looking to develop skills in service redesign, or business process reengineering (BPR), or systems thinking? If you're considering short training courses in these areas, relating to Business Transformation, the EM IEP can help by paying half the cost.

For example, Daventry DC wanted to train 15 officers in BPR to support their transformation programme. They'd identified a two day SPRINT training course ([www.sprint.gov.uk](http://www.sprint.gov.uk)) and asked us if we could support them. We agreed to provide match funding so that Daventry paid half and we paid the other half. The training was very successful, and two more courses being run in March for other Northamptonshire authorities have sold out.

So if you're considering short training courses in this field, get in contact and we'll be able to help. Simple as that.

**Merlin Tinker, Programme Manager at EM IEP**  
**Telephone: 07534 266 228**  
**Email: [merlin.tinker@nottscc.gov.uk](mailto:merlin.tinker@nottscc.gov.uk)**





# Procurement News

## **Lincolnshire Shared Services Partnership Update**

The Lincolnshire Shared Services Partnership (LSSP) continues to drive improvement and efficiency across the county.

Recently it facilitated a new disaster recovery contract between every district council in Lincolnshire and the Police. Should a catastrophic event occur (for example a fire or flood), the disaster recovery contract ensures that the IT systems of any local authorities affected will be recovered and the organisation would be able to continue to provide services. This new contract has saved over £110,000 for the local authorities involved and is a great example of how fruitful joint working can be.

In March the LSSP is holding a major leadership event to develop the 'L' factor – a set of leadership values, behaviours and skills which will distinguish public sector leaders in Lincolnshire, regardless of the organisation they work for.

Find out more about LSSP at:  
<http://www.lincssharedservices.co.uk>

## **Procurement Lincolnshire e-Marketplace – Major Project Launch!**

Procurement Lincolnshire has been progressing with the introduction of e-marketplace across the county.

The first two districts to have it implemented are South Holland and East Lindsey. e-Marketplace is an internet based facility that allows trade between a purchasing organisation (for example North Kesteven District Council) and a variety of suppliers. It is similar to websites like amazon.com where a customer can see a catalogue of products and place them in their shopping basket.

e-Marketplace has a number of benefits for both purchaser and supplier, namely that it is much quicker, easier and more efficient. There is no paper involved, and it ensures that staff only purchase from approved suppliers.

The e-marketplace has already been installed at South Holland District Council and the process of putting suppliers on to it has started. It will be phased into the rest of the local authorities in Lincolnshire with full implementation expected to be completed across Lincolnshire by March 2010.



# Procurement News

## The Roots Review of Procurement

The Review of Arrangements for Efficiencies from Smarter Procurement in Local Government, carried out by Bill Roots, former Westminster City Council Chief Executive, examines the procurement of goods, services and capital purchases to identify ways to make further efficiency savings.

The report challenges councils to 'spring clean' their procurement systems and recommends substantial practical support for councils, including greater support from Regional Improvement and Efficiency Partnerships (RIEPS) by increasing the practical procurement advice and 'best buy' information they hold.

To read the report in full go to:

<http://www.communities.gov.uk/publications/localgovernment/rootsreview>





# Free Events

## **Outcome Based Accountability: Getting from Talk to Action**

10 - 4pm, Monday 23rd March 2009  
Kettering Conference Centre. NN15 6PB

The East Midlands Improvement and Efficiency Partnership (EM IEP) together with the IDeA is holding a free workshop on Monday 23 March 2009 for senior and corporate staff working on the delivery of Local Area Agreements.

The connection between fixing a leaking roof and implementing the Every Child Matters (ECM) programme may not be immediately obvious, but the "outcomes based accountability" framework and "getting from talk to action quickly", is something that councils will identify with as they strive to demonstrate hard evidence of success with Local Area Agreements.

## **Comprehensive Area Assessment: Are you ready?**

9.30 – 4.30pm 30th March 2009  
Springfield House, Grantham

Hosted by East Midlands Regional Improvement Partnership and Efficiency Partnership and SOLACE Enterprises.

In April 2009 Comprehensive Area Assessment (CAA) will replace CPA as the way in which the performance of local authorities, fire & rescue authorities and their local public service partners are judged. CAA will consider the way local services work together to address the needs and aspirations of their area; it will focus on outcomes; and it will look forward to consider the prospects for improvement.

**Visit our website for full details.**

**Alternatively, to book your FREE place for either of these events contact:**

Lois Dale, East Midlands Improvement and Efficiency Partnership

**Tel:** 0115 977 4921 **Email:** [lois.dale@nottsc.gov.uk](mailto:lois.dale@nottsc.gov.uk) **Web:** [www.eastmidlandsiep.gov.uk](http://www.eastmidlandsiep.gov.uk)



# Free Events

## The Truth about Shared Services: triumphs and tribulation

9.30 - 4, Wednesday, 13<sup>th</sup> May 2009  
Pera conference centre, Melton Mowbray

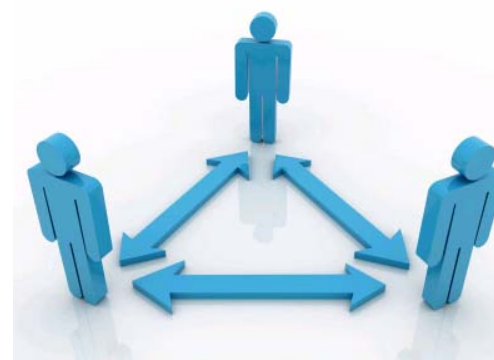
Shared services and partnerships are never far from the headlines, or from authorities priority list. With a wide range of speakers, this full day event will showcase some of the excellent examples in the region and also cover some of the lessons learnt from national projects that have met with difficulties. Table discussions will be held about the implications of shared services and partnerships, so that directors and practitioners can hear advice and share experiences directly.

By covering the different angles – organisational, legal, technical, managerial – we hope to open up the debate about shared services and partnerships, so that you're aware of the triumphs and the tribulation relating to this important topic.

**Who should attend?** Directors, Service Heads and practitioners involved with or considering shared services and partnerships.

### Confirmed speakers include:

- High Peak/Staffordshire Moorlands Alliance
- Derbyshire County Council
- Chesterfield, NE Derbyshire and Bolsover Shared Services
- Lincolnshire Shared Services Partnership
- Local Government Shared Services – Northamptonshire, Cambridgeshire and Slough
- Southwest One
- Shoosmiths law firm



**This event is free to attend. To book your place contact: Lois Dale, EM IEP on 0115 977 4921 or email: [lois.dale@nottsc.gov.uk](mailto:lois.dale@nottsc.gov.uk)**



# Free Events

## Embedding Personalisation within Social Work Education

Monday, 30<sup>th</sup> March 2009  
Manchester Metropolitan University Assembly Hall

Aimed at those involved in social work programmes, (practice placement co-ordinators and assessors, staff development officers, practice teachers, service users, carers and Citizen Leaders, academics and students),

This conference shares the results of a six month partnership project between MMU, the Department of Health and Skills for Care (N.W.) The project and the conference aims to support the process of embedding the personalisation agenda within social work programmes nationally.

This event is **FREE** to attend.

**For more information go to:**

<http://www.eastmidlandsiep.gov.uk/documents/events/deniseflyer.pdf>

## Making Scarce Public Resources go further

09.30am – 3.30pm Wednesday 20 May 2009  
Nottingham Gateway Hotel

Aimed at Heads of Services, Managers, Directors and all those involved and that have responsibility for Service Reviews, Performance Management and Measurement, Service Process Improvement, Service Re-design and Customer Experience.

This seminar introduces the Lean approach to public services and what is currently being achieved in Local Authorities and elsewhere. It describes the various approaches to making public money go further and the basis for practical implementation. The event is led by Professor Tony Bendell, an international expert in the field of Lean Operations and Public Services.

This event is **FREE** to attend.

**To book your place contact:**

Dr Louise Boulter or Jenny Levers

Tel: 0115 945 5285.

Email: [jenny.levers@services.ltd.co.uk](mailto:jenny.levers@services.ltd.co.uk)



# Contact Details and Useful Websites

## Contacts

**Chris Allison, Director**

tel: **0115 977 3875** email: [chris.allison@nottsc.gov.uk](mailto:chris.allison@nottsc.gov.uk)

**Andrew Foster, Assistant Director**

tel: **07921 491 698** email: [andrew.foster@nottsc.gov.uk](mailto:andrew.foster@nottsc.gov.uk)

**Heather Parker,**

**Strategic Programme Planning and Support Manager**

tel: **0115 977 3492** email: [heather.parker@nottsc.gov.uk](mailto:heather.parker@nottsc.gov.uk)

**Helen Richmond, Programme Manager**

tel: **07921 491 696** email: [helen.richmond@nottsc.gov.uk](mailto:helen.richmond@nottsc.gov.uk)

**Merlin Tinker, Programme Manager**

tel: **07534 266 228** email: [merlin.tinker@nottsc.gov.uk](mailto:merlin.tinker@nottsc.gov.uk)

**Melanie Rowe, Principal Officer, Performance & Improvement**

tel: **0115 977 2873** email: [melanie.rowe@nottsc.gov.uk](mailto:melanie.rowe@nottsc.gov.uk)

**Lois Dale, Administration, Events and Secretariat Manager**

tel: **0115 977 4921** email: [lois.dale@nottsc.gov.uk](mailto:lois.dale@nottsc.gov.uk)

**Sandra Johal, Communications and Information Officer**

tel: **0115 977 4194** email: [sandra.johal@nottsc.gov.uk](mailto:sandra.johal@nottsc.gov.uk)

**Anne Gayfer, Programme Manager**

tel: **0115 977 3375** email: [anne.gayfer@nottsc.gov.uk](mailto:anne.gayfer@nottsc.gov.uk)

## Websites

East Midlands Improvement & Efficiency Partnership

[www.eastmidlandsiep.gov.uk](http://www.eastmidlandsiep.gov.uk)

EM Procurement Hub (Password Protected)

<http://secure.emce.gov.uk/procurement/index.htm>

Sustainable Procurement Information Network (SPIN)

[www.s-p-i-n.co.uk](http://www.s-p-i-n.co.uk)

Source East Midlands Contract Portal

[www.sourceeastmidlands.co.uk](http://www.sourceeastmidlands.co.uk)

Procurement Connection Online Toolkit

[www.procurementconnection.co.uk](http://www.procurementconnection.co.uk)

East Midlands Law Share Partnership (EM LawShare)

[www.emlawshare.co.uk](http://www.emlawshare.co.uk)

## Postal Address

East Midlands IEP Support Team

47 Loughborough Road,

West Bridgford,

Nottingham,

NG2 7LA