

Agenda item No: 12

EAST MIDLANDS IMPROVEMENT AND EFFICIENCY PARTNERSHIP BOARD MEETING: 3rd February 2009

Report of the Director

Partnership Capacity Building Support

1. Purpose of the report
 - 1.1 To advise the Board of the proposal to second the provider of the partnership capacity building service funded by EM IEP, to the Nottinghamshire Sub Regional Partnership.
2. Background
 - 2.1 At the meeting on 15th January 09 the EM IEP Officer Steering Group considered the attached report, detailing the proposal to second Jeremy Hawkins from GOEM to the Nottinghamshire Sub Regional Partnership. The Officer Steering Group agreed with the report in principle, noting that further operational issues need discussing with the Nottinghamshire Group of authorities, in respect of service continuity for Sub Regional Partnership.
 - 2.2 The Officer Steering Group recommends that any balances remaining in Insight 1st accounts should be apportioned between the EM IEP regional pot and the Nottinghamshire SRP. Analysis on the income received by Insight 1st indicates that a sum of £19k should be refunded to EM IEP for redistribution to other programmes.
 - 2.3 The attachments to this report include a number of references from East Midlands local authorities and other agencies who have utilised the partnership building services provided by Insight 1st. Clearly these practical applications of Social Network Analysis (SNA) and Effective Intelligence (EI), have proved beneficial to these organisations. A significant number of external commissions have been completed for the Audit Commission in respect of LSP development. The latter is likely to result in the development of a national toolkit.
3. Recommendations
 - 3.1 The Board discuss and agree in principle, the proposed secondment arrangement subject to further discussions with Jeremy Hawkins and the Nottinghamshire SRP.
 - 3.2 A further report be provided to the Chair of the Board following conclusion of discussions with the Nottinghamshire Sub Regional Partnership.

Chris Allison
Director EM IEP

**EAST MIDLANDS IMPROVEMENT AND EFFICIENCY PARTNERSHIP
OFFICER STEERING GROUP MEETING: 15th JANUARY 2009**

Report of the Director

Partnership Capacity Building Support

1. Purpose of the report
 - 1.1 To advise the Steering Group of the proposal to second the provider of the partnership capacity building service funded by EM IEP, to the Nottinghamshire Sub Regional Partnership.
2. Background
 - 2.1 At its meeting in September, the Board approved an allocation of £43k to cover the salary and other costs of Jeremy Hawkins (JH – GOEM employee), to provide a partnership capacity building service, free to all East Midlands local authorities. The techniques used are Social Network Analysis (SNA) and Effective Intelligence (EI), which have been developed into a specific and proven partnership capacity building product in the East Midlands region. Investment funds for this work were provided by the EMIP board in 2006/07.
 - 2.2 The current EM IEP funding allows this free service for local authorities to continue up to 31 March 2009. Work for local authorities outside this region has also been undertaken together with a separate programme for the Audit Commission. This aspect has attracted external fee income.
 - 2.3 In order to accommodate this ‘trading’ activity, Jeremy Hawkins formed a not for profit company with the support of LGEM and the GOEM. It is registered as Insight 1st.
 - 2.4 Appendix 1 provides some background to this work, details of the authorities and partner agencies both inside and outside the region that have used the services together with details of the outcomes in the form of feedback and comments and information on the external fee income.
3. Proposal for 2009/12
 - 3.1 The Nottinghamshire Sub Regional Partnership have used the service of Insight 1st extensively in the recent past. A proposal to the SRP Board was approved in December which in essence provides a sum of £216k for three years, to continue the partnership capacity building work. This would mean that the Nottinghamshire SRP would have exclusive use of JH/Insight 1st products for the lifetime of the EM IEP, paid for from their allocation of resources, which are anticipated to be c£2.9m over three years.

- 3.2 The Nottinghamshire SRP are prepared to make available resources (JH's time) to support other local authorities in the region and train additional advisors, thus building capacity throughout the region. This service would be recharged at cost to other SRPs.
 - 3.3 In addition, external fee income earned would also become available to the Nottinghamshire SRP via Insight 1st, to subsidise partnership capacity building work elsewhere in the region.
 - 3.4 It is also proposed that JH be seconded from the GOEM to Nottinghamshire County Council, as host authority, up to 31 March 2012.
 - 3.5 Appendix 2 contains the report setting out the proposal in full, to the Nottinghamshire Chief Executives' Group.
 - 3.6 It is anticipated there will be residual income in the accounts of Insight 1st at 31 March 2009 from the EM IEP grant and other income, estimated at c£40k, which could transfer to the Nottinghamshire SRP.
4. Recommendation
 - 4.1 The Board note and discuss the proposal and frame recommendations to the EM IEP Board.

Chris Allison
Director
East Midlands Improvement & Efficiency Partnership

Agenda item 14 - Appendix 1.

1. Background

1.1. For the last 3 years CLG have funded a capacity building project to support member development, better collaborative and partnership working and effective delivery against the LAA, LSP and forthcoming CAA agendas by seeking to combine the innovations over the last 35 years by Harvard Professor Dr Karen Stephenson on Social Network Analysis with the output from a research project in the Philips electrical company in the 1980s that looked at improving thinking skills to improve individual and collective performance.

1.2. The project has been based in the East Midlands and run by a civil servant Jeremy Hawkins on long term loan who has worked closely with Dr Stephenson and with Jerry Rhodes who led the research in Philips and developed the Effective Intelligence (EI) tool. Both the EMIP and now the EM RIEP have provided some financial support and encouragement and helped make the project a significant success.

2. Work to date

2.1. Within the region Social Network Analysis surveys and/or Thinking skills workshops have taken place with a wide range of organisations and groups including:

Nottinghamshire County Council	The Nottinghamshire Chief Executives
Mansfield District Council	Derbyshire County Council
Derby City Council	Bassetlaw District Council
Gedling Borough Council	Newark and Sherwood District Council
North West Leicestershire District Council	Harborough Borough Council
Northampton Borough Council	Hinckley and Bosworth Borough Council
Nottinghamshire Police	Crown Prosecution Service
Nottinghamshire Local Criminal Justice Board	Mansfield CVS
Nottingham University	Sport England

2.2. Outside the region there has been significant work done with the Young Foundation funded by NESTA and with Manchester Business School (MBS). During the summer the Audit Commission became very interested in the use of SNA and EI to support LSP performance improvements and funded some work that was done jointly by Jeremy Hawkins and MBS and that has led to the development of a model for LSP development that has Audit Commission support. Work has also been done for Bolton Borough Council, Newham Council, King's Lynn and West Norfolk Borough Council.

2.3. Dr Stephenson has links with Erasmus University in Rotterdam and Jeremy Hawkins was invited to carry out 2 EI workshops for their International MBA students and also assisted the University with 2 Social Network Analysis surveys,

one involving United Nations personnel. He was invited by Geoff Mulgan to contribute a chapter about his work in a Young Foundation book called Porcupines in Winter and the work in the UK features in a piece by Dr Stephenson entitled "A new approach to Governance based on reciprocity"

2.4. At the beginning of this year an exit strategy for the project was devised that saw the introduction of charges for the workshops and surveys to help offset some of the costs. The work for the Audit Commission will yield approximately £8000 in additional income and several thousand pounds has been raised from other workshops. Suffolk County Council are interested in a significant Social Network Analysis that would yield £15000 and work is already planned for Salford City Council that will yield approximately £6000. Birmingham PCT are interested in an SNA that could yield £10k to £15k and NWIN are interested in an SNA "across Merseyside" that could yield a similar amount.

3. Outcomes

3.1 "Several months ago, I welcomed the opportunity to embark on an organisation wide piece of work, which would include all levels of staff and key members... Over the years I have been involved in a number of such projects, but never have I found a piece of work to be so stimulating and revealing. I am amazed at the wealth of information that I now have about the organisation and the opportunities it provides to improve performance across the piece: particularly when I believed that I was fairly close to it before"

Sue Smith CEO Harborough District Council

3.2. "We are constantly looking for ways to become more effective at working in partnership. The tools Jeremy introduced us to, provided us with both appropriate and adaptable conceptual frameworks with which to tackle and improve our approaches to a range of critical functions from visioning to problem solving and implementation. This was uniquely married to a genuinely powerful and reflective means of identifying underlying thinking styles, attitudes and behaviours. Very easy to understand. Very useful and very practical."

Ruth Hyde CEO Broxtowe Borough Council

3.3. "I've been through all sorts of testing and analysis over the years but nothing has inspired me like EI. Everyone contributes to the overall picture but on a personal level it's inspired me to do more skills development, including challenging the way I react and think about decisions"

Sharon Clancy Head of Active Communities Nottingham University

3.4. "When we improve our 'thinking' process, everything we do around planning and decision-making also improves. Effective Intelligence is helping local government improve thinking processes."

David Kirkham Leader Nottinghamshire County Council

3.5. "There is a new language that allows for clear and concise, trusting relationships in the new organisation. Using EI has given us a better way forward, to make improvements in communication that I did not think were possible... We know where we are so now we have the ability to move!"

Christine Fisher Chief Executive North West Leicestershire District Council

4. Next Steps

The opportunity afforded by the decision by the NIEG to apply these approaches in a widespread and sustained way across all key partner agencies in an area is the first opportunity to build a critical mass or achieve a "tipping point" in rolling out this approach. A collaboration between Manchester Business School, Nottingham Business School and the NIEG/ EM-RIEP is hoped for that would ultimately see the development of an accredited training programme that could be rolled out nationally.

Agenda item 14 – appendix 2

Proposed priority setting and way of working for the secondment of Jeremy Hawkins to the Nottinghamshire Improvement and Efficiency Group

1. Background

1.1. A 3 year CLG capacity building project to refine the use of NetForm™ Social Network Analysis and the thinking skills tool Effective Intelligence™ as approaches to support capacity building in local authorities including member development, better collaborative and partnership working and effective delivery against the CAA priorities ended on 30th June 2008.

1.2. Because the approaches were found to be valuable an exit strategy was devised and agreed by GOEM and the LGEM Board that proposed the work would continue via a not for profit company called Insight1st that would charge for its services

1.3. Jeremy Hawkins a civil servant on long term loan from HMRC to GOEM led the project and up to 30 June was on forward loan from GOEM to LGEM. From 1 July he was on forward loan from GOEM to Insight1st. Residual grant funds of approx £40k were transferred to the company. The RIEP took over scrutiny responsibilities from LGEM from 1 July for the activities and expenditure of Insight1st and agreed to fund the salary and on-costs of Jeremy Hawkins until 31 March 2009, to allow time for him to interest the County “RIEPs” in the capacity building services available.

1.4. In addition to work carried out for a number of local authorities in the Region the project has found favour with the Audit Commission as offering a useful approach to helping improve LSP performance and commissioned some work during the summer via a collaboration between Jeremy Hawkins and the Manchester Business School that will feature in their report on LSP management. The RIEP in the North West have also commissioned some work to take place for Salford City Council via the same collaboration.

1.5. However it was recently decided in Nottinghamshire that sustained use of these approaches would be of widespread benefit and a proposal from 5 of the Nottinghamshire CEOs that Jeremy Hawkins should be seconded to work for the Nottinghamshire Improvement and Efficiency Group (NIEG) for 3 years was approved by the Management Group on 28th November and by the NIEG Board on 2nd December.

2. Suggested Priorities and ways of working.

2.1. It is suggested that the overall objective for the secondment is to support capacity building in local authorities, better collaborative and partnership

working both within and between local authorities and their partner agencies and effective delivery against the CAA priorities.

2.2. It is suggested that capacity building activity including Member development within local authorities is initially prioritised via the outcomes from the corporate assessment process.

2.3. It is also suggested that the following CAA indicators are used as benchmark criteria to help identify and prioritise where support should be directed.

- *High levels of engagement with and knowledge and understanding of your communities*
- *Ambitious shared vision for your place and communities*
- *Productive relationships across public, private and third sectors*
- *Self-awareness and effective performance management across organisations and partnerships*
- *Innovation and well-managed risk-taking*
- *Sustainable improvements in citizen satisfaction, priority outcomes and value for money.*

2.4. In terms of specific support for partnership and collaborative working it is suggested that the overall desired outcome to be achieved is that all key partnership groups would be assessed to be at levels 4 or 5 in the

Five Degrees of Partnership



Source: Employers' Organisation Smarter Partnership Website

levels of governance maturity model (see annex 1 and summarised above) by September 2011 and that this model is also used as the benchmark criteria in prioritising support activity.

2.5. It is proposed that once broad priorities for the support work have been agreed by the key partners delivery is by agreed milestones and Ruth Hyde and Andrew Muter together with Faye Booker the Partnership Director in Nottinghamshire County Council fulfil a Project Board role on behalf of the NIEG

partners and oversee and where necessary agree changes in priorities and activities on an on-going basis.

2.6. It has been agreed that until 31st March 2009 the work will continue to be funded via the RIEP grant already agreed and that for 3 years commencing 1 April 2009 the work will be funded via NIEG monies (£216,000). This will enable the capacity building services to be widely and freely available to all local authorities and agreed partner agencies in Nottinghamshire for a sustained period and therefore become embedded into accepted ways of working.

2.7. It is proposed that Jeremy Hawkins is accommodated by and therefore formally on secondment to Nottinghamshire County Council on behalf of the NIEG partners, with effect from 8 December 2008.

2.8. The residual grant monies will be used to cover the disbursements to Joint Development Resources Ltd for the Thinking Profiles (Effective Intelligence™) and to NetForm Ltd for use of the Social Network Analysis software. The original CLG grant aided project included funding for this purpose so this proposal ensures the residual monies are used as originally intended.

2.9. Local authorities outside the County but within the East Midlands wanting to make use of these services would pay an agreed amount for Jeremy Hawkins' time but would benefit from the disbursements being covered via the residual grant monies in line with their original intended purpose.

2.10. Local Authorities and other agencies outside the Region would pay a full rate for the use of these services and the monies earned would be added to the residual grant monies and used for the purposes described above.

2.11. It is suggested that time spent on delivering services outside the County should not normally exceed 20% to 25% of the time available.

2.12. The original agreed exit strategy emphasised the need for effective marketing and proposed that Jeremy Hawkins was temporarily based within the marketing company that had supported the Regional Assembly and LGEM, The Encore Organisation. This took place as planned and some effective marketing has taken place using the Insight1st name and brand. A web site has been established for Insight1st (www.insight1st.com) and articles published using this name. The Audit Commission, the IDeA, Solace Enterprises, the Young Foundation, and local authorities and agencies outside the region all know the services as being delivered by this not for profit company.

2.13. So as not to waste the work done to date in this area it is suggested that the Insight1st name and brand is retained as the vehicle for marketing and charging for these NIEG services outside the region. The constitution and accounting arrangements of the company will need to be amended accordingly to reflect this.

2.14. The Nottingham Business School (NBS) - Professor Joyce Liddle, is already working with and supporting the Notts LAA. Jeremy Hawkins already has links with Prof Liddle and it is suggested that these links are maintained and where of benefit to the NIEG, strengthened.

2.15. The collaboration with the Manchester Business School (MBS) initiated via the Audit Commission has delivered very positive outcomes that could be of direct benefit to the NIEG partners. Both MBS and NBS are keen to collaborate with Jeremy Hawkins on further development and use of NetForm SNA and Effective Intelligence so it suggested that this continued collaboration is supported and wherever possible the outputs applied for the benefit of NIEG partners.

3. Additional points for consideration

3.1. The IDeA Leadership Centre sought SNA services from Insight1st in October to work on a project for Suffolk County Council. A contract to deliver a Social Network Analysis Survey is currently with Suffolk for signing. The project should have started on 25 November but has been delayed. It is anticipated that this would involve the equivalent of 10 days work spread over 2 to 3 months. Most of the work will be done remotely via web and email. The contract will add £15k to the Grant monies account. It is proposed that this contract goes ahead as planned.

3.2. Salford City Council, via funding from NWIN have contracted with Manchester Business School and Insight1st to deliver a Social analysis survey and several Effective Intelligence workshops as part of the "Collective Leadership" development work. The work is planned to take place over 3 months starting in the new year. This is also estimated to be 10 days spread over the 3 months and largely done remotely. The contract will add approximately £10k to the Grant monies fund.

Governance issues in partnership working: Levels of maturity

