



**East Midlands**  
Improvement and  
Efficiency Partnership

## **East Midlands Improvement Partnership Board**

### **Member Board Meeting**

**Friday 12 September 2008**

#### **Minutes**

##### **In attendance:**

**Councillor Martin Hill OBE  
Councillor John Stocks  
Councillor Fiona Martin  
Councillor Marion Brighton OBE  
Councillor Roger Begy OBE  
Councillor Robin Brown  
Councillor Jeremy Webb  
Councillor Tony Woods**

**Lincolnshire CC  
Nottinghamshire CC  
East Lindsey DC  
North Kesteven DC  
Rutland CC  
Northamptonshire CC  
East Lindsey DC  
Northampton BC**

**Nick Hodgson  
Stuart Young  
Chris Allison  
Andrew Foster  
Heather Parker  
Austin Brady**

**Derbyshire CC  
EMRA  
EM IEP  
EM IEP  
EM IEP  
GOEM**

#### **1. Apologies**

**Councillor David Parsons  
Councillor Roy Mayhew  
Councillor Dave Wilcox OBE  
Councillor Ross Willmott  
Jean Morgan  
Peter Murphy**

**Leicestershire CC  
Northamptonshire CC  
Derbyshire CC  
Leicester City  
South Northamptonshire DC  
GOEM**

#### **2. Declarations of Interest**

**Councillor Webb declared an interest as a Director of the IDeA**

3 (a). Minutes of the Member Board meeting – 29 May 2008

Outstanding action - Councillor Webb noted that his suggestion for a scheme of delegated authority be produced for both officers and members had not been included.

**Action: Scheme of delegation for Members and officers to be developed and presented to the Board in November –CA/NH**

Outstanding action - Regional launch event – It was agreed that events had now overtaken the need for a regional launch, however, the GOEM sponsored event on 17<sup>th</sup> September on LAA's promoted the EM IEP.

Outstanding action – Chris Allison to provide Councillor Hill with details in writing on rational of 70:30 allocation of funds between sub regional and regional projects.

**Action: provide Cllr Hill with a briefing note on the rational of the 70/30 split for resource allocation for 2008/09 –CA**

3(b) EMRA AGM Nominations to the EM IEP Board

The report advised the Board of the Members who had been nominated to serve on the EM IEP Board for 2008/09, as approved at the EMRA AGM. Stuart Young explained the challenges in establishing the geographic and political balances coupled with the requirement that EM IEP Board Members are full Assembly Members, and as such it was not possible to nominate Chairs of the Sub Regional Partnerships onto the EM IEP Board.

It was agreed that the Sub Regional Partnership Chairs should be given observer status in order to ensure a clear exchange of information between the sub regions and the EM IEP Board.

**Action: Chairs of the Sub Regional Partnership Boards to be invited to the EM IEP Board Meetings as observers – SY**

It was agreed that the Board meeting scheduled to take place on Tuesday 9<sup>th</sup> December 2008 be rescheduled for mid November in order to review progress being made by the Sub Regional Partnerships in developing their investment programmes.

The Board also requested that the meeting scheduled for Monday 16<sup>th</sup> March 2009 be cancelled and be replaced with a meeting in January 2009. It was also suggested that future meetings be scheduled to take place on different days of the week. Morning meetings are preferred by Board Members.

**Action: Date of the next Board meeting to be established mid November 2008 followed by a meeting in late January 2009 and thereafter every three months –SY**

Board Members felt that communication and ownership between the sub regional partnerships and the Board is a key issue and that a Board Member should be responsible to the Board for each sub region:

It was proposed that the following Members take responsibility for appropriate sub regions and these to be confirmed at the next meeting:

Councillor Hill	Lincolnshire
Councillor Woods	Northamptonshire
Councillor Stocks	Nottinghamshire
tbc	Leicestershire
Councillor Wilcox	Derbyshire

**Action: Members of the EM EIP Board to confirm a lead member to report progress within each sub region –SY**

4. Implementing the National Improvement & Efficiency Strategy

It was reported that Councillor Parsons is the Chair of the LGA Improvement Board.

Councillor Hill advised that he has been invited by Councillor Parsons to attend a meeting of the LGA Improvement Board on the 15 October.

The Board considered the LGA Report and discussed the supporting/advisory role of IDeA Regional Associates. The Board agreed that the IDeA Regional Associate should attend the Officer Steering Group in this capacity.

Councillor Hill reinforced the need for Members to take leadership and ownership of this agenda.

The report also calls for the establishment of a RIEP Member Forum in order to strengthen relationships between the Improvement Board and the RIEP members. The Board agreed to be part of this Forum.

5. East Midlands Sub Regional Partnerships – Progress Report

The report and tabled briefing note provided a summary of progress in establishing the 5 sub regional partnerships and investment programme development.

Visits had been undertaken by Nick Hodgson and Chris Allison to Northamptonshire/Lincolnshire/Nottinghamshire/ Leicestershire sub regions to facilitate the establishment of the Sub regional partnerships

It has been agreed that the Sub Regional Partnerships should have governance arrangements in place by the end of September 2008 so that a report can be made to CLG / LGA.

Nick Hodgson reported on discussions which had taken place concerning the 26 targets contained in the RIES with Elected Members at both Sub Regional meetings and the Bournemouth LGA Conference on 1<sup>st</sup> July, with GOEM and the LGA.

As detailed in the letter, from Nick Hodgson dated 7<sup>th</sup> August 2008, It was agreed that sub regional partnerships should concentrate their efforts on three broad areas:

- Capacity Building
- Service Improvement (LAAs)
- Efficiency

Leicestershire & Rutland – It was noted that the Leadership Centre had been commissioned to assist development of the sub regional partnership and that Cllr Parsons had sent a letter inviting all county Leaders and Chief Executives to a meeting later this month. Things are progressing rapidly. Chris Allison commented that he considered it necessary for the Leicestershire partnership to have a dedicated Programme Manager as other partnerships have established. Leicestershire County Council are proposed to be the accountable body for the Leicestershire & Rutland Sub Regional Partnership

Northamptonshire – Councillor Woods advised that the Sub Regional Partnership will be part of the Public Sector Board which is already in existence, and includes local authority leaders, and partners. A small sub group has been formed including Councillors Woods and Brown with officer support from the LAA Programme Office to speed up the decision making process. Proposals of some good programme work streams are evident and by the end of October it is expected that an outline programme will be agreed. Northamptonshire County Council is the accountable body for the Northamptonshire Sub Regional Partnership

Derbyshire – Terms of Reference and protocol are in place and are concentrating mainly on “quick wins” for service delivery and promotion of the efficiency agenda across the region. Some 70 bids have been received and it is expected that these will be reduced down to 20/25 for consideration by the Transformational Board. Derbyshire County Council is the accountable body for the Derbyshire Sub Regional Partnership.

Lincolnshire – In Lincolnshire the sub regional partnership is being built upon the established Shared Service partnership, which has a good programme office support, and is lead by the Leaders and Chief Executives Group. There is an Assistant Chief Executive Group who will be providing the lead reporting into the Leaders group. North

Kesteven DC is the accountable body for the Lincolnshire Sub Regional Partnership

Nottinghamshire – Playing catch up at present. There is a meeting scheduled for 16<sup>th</sup> September, which will make matters a little clearer. CA commented that there is a need to establish a Programme Manager and that Nottinghamshire is the Sub Region that is currently causing concern. CA also noted that additional support arrangements may need to be put in place.

In response to a question by Councillor Webb Andrew Foster advised that the EM IEP Support Team had already facilitated a meeting of the sub regional programme managers currently in place, to share knowledge and learning between the group. It was also noted that a secure area of the IEP website was being developed so that documents and programmes could be exchanged.

The Board requested that progress of Sub Regional Partnerships be scheduled for discussion at the November meeting so that progress can be monitored.

**Action: Complete the review, in October, concerning progress to establish the Sub Regional Partnerships and notify the Chair of the Board of any concerns –CA/NH**

#### 6. Regional Benchmarking Exercise

Alexander Stevenson (RSe Consulting) gave a presentation summarising the performance benchmarking exercise results and raising some questions for the Board to consider.

NH reported that it had been agreed with GOEM that the key issue was buy in and leadership from leading Members and Chief Executives. He also commented that not many of the outputs from the December 2007 workshops, held to help shape the strategy, had come through to the final version of the Regional Strategy.

There was a clear view from members that there are too many targets.

Councillor Martin questioned how the targets should be reviewed and who would determine what the simpler targets are and when.

Chris Allison advised that Members can amend the strategy and targets but that these need to be finalised by the end of March 2009 in readiness for the 2009 /2010 and 2010/2011 periods.

NH commented that one approach would be to build this up from the bottom when the Sub Regional programmes are produced, which will help refine the 26 targets.

Councillor Webb commented that sub regions need to consider:

- Areas where improvement is required
- What is the gap between aspiration and reality
- What are we going to deliver and when
- Working towards providing a good progress report to the LGA in March 2009

**Action: Prepare an A4 briefing note summarising the revised timetable for preparing the regional strategy/business plan for 2009/10 –NH/CA**

**Action: Email electronic copies of the Benchmarking Reports to Board Members- CA**

7. Support for Local Authorities in difficulty

The report summarises the basis of the allocation of £270k for developing packages of support for councils in difficulty. There is a further £79k of unallocated capacity building resources from the legacy EMIP programme also for this purpose.

Councillor Woods expressed an interest in the resources available but noted the lack of member involvement and information received. Councillor Woods commented that Members must have ownership and it is important they are kept fully aware of what is happening in order that they can report back to their authorities. He also noted that there are problems with the timescale when improving from poor to weak and commented that rescue mechanisms that are quick and flexible need to be put in place for struggling councils.

Councillor Hill noted that on occasions there is a need to act quickly and consider issues within a confidential environment.

It was recognised that there will need to be an ongoing awareness of what is happening in the region. There is the possibility that this could be picked up by the Sub Regional Partnerships. Austin Brady confirmed that relationships between the Government Office, EM IEP and the Audit Commission are important in this process. Members have a role and it is important they are kept informed at all times

The recommendations within the report were agreed in that

- (a) The Capacity Building fund of £349k be established for 2008/09
- (b) A protocol for decision making for Members and officers is developed
- (c) A review of the use of the funds, for councils in difficulty, should be undertaken at the end of the year.

**Action: Develop a protocol for involving members on actions to support authorities in difficulty. Initially through the Chair of the Board and political group leaders –CA/NH**

**Action: NH and CA to meet on a regular basis with partner agencies to share intelligence on regional performance with appropriate briefings for Board Members–NH/CA**

8. EM IEP Regional Investment Programme 2008/09

The report provided details of a number of regional projects recommended by the Officer Steering Group for consideration by Members.

Councillor Brown questioned how Members get to know what is happening. It was thought that it was the role of the Sub Regional partnerships to keep Members informed as to what is happening in their areas.

Councillor Hill stated that Members need an awareness of developing projects so that they can shape regional programmes.

In order that Members are kept up to date it was agreed that an information bulletin would be produced on a bi-monthly basis.

Councillor Woods noted there was no mention of the Northamptonshire growth issues in the regional projects listed but it was suggested that such projects may be more appropriate for the Northamptonshire sub regional programme.

Project 941 – Adult Social Care Programme – Councillor Hill expressed his concerns with this project and requested that the £100k allocated should not be approved as he did not think it appropriate to fund 3 Programme Support Officer posts, noting that EM IEP monies should be used for change projects not for developing business cases.

It was suggested that Adult Social Care was not one of the regions priorities but Councillor Brown advised that this was a major issue in Northamptonshire, and in other counties, and that the project forms a major part of transformation work that is happening in Northamptonshire.

Chris Allison noted that there is a very significant national change programme in Adult Social Care based upon the Personalisation agenda and that further funds have been provided for EM IEP (£212k) to support this regional agenda

It was agreed that this project would not be approved.

Project 940 - Shaping the Care Services Market for Adults with Learning Disabilities and High Support Needs – Project approved

Project 962 – Support for Workshops/Events/Network/Training. Councillor Hill commented that to ensure the sub regional partnerships were operating effectively capacity building events were important - Project approved

The Board considered representations from project sponsors, where invest to save principles had been recommended, and agreed that invest to save principles will be applied.

Project 944 - Shaping the Market for Children in Care – Project approved subject to invest to save principles being applied.

Project 951 - East Midlands Property Alliance – Project approved subject to invest to save principles being applied.

Project 952 – Midlands Highways Alliance – Project approved subject to invest to save principles being applied.

**Action: Notify authorities (project sponsors) of the decisions of the Board in respect of the 2008/09 regional project proposals – CA/NA/Cllr Hill**

**Action: Develop a protocols report, for the November Board meeting, on regional programme commissioning and resource allocation for future years given the revised targets and emerging priorities from Government and the LGA–CA/NH**

#### 9. EM IEP Income & Expenditure 2008/2009

The report provided a summary of the allocation of grant income and expenditure.

It was agreed that the EMCE/EMIP Legacy projects (appendix 2) should be reviewed.

**Action: Review of legacy EMCE/EMIP projects programme and prepare a report for November Board meeting, with recommendations for redistribution of uncommitted funds to Sub Regional Partnerships –CA/NH**

Chris Allison commented on some of the numerous other activities and initiatives that are emanating from central government departments including Empowerment and the establishment of Regional Empowerment Partnerships.

Members also noted that the 70:30 apportionment of resources is subject to review and there is a need for some monies to be held

centrally to support authorities or services in difficulty and other regional initiatives.

Chris Allison clarified that the £50K funding in respect of the East Midlands Highways Alliance is allocated on an invest to save basis and is therefore repayable.

Councillor Hill noted that an audit process is required to ensure that projected improvements and efficiencies are achieved, with regular reports to the Board on progress.

Chris Allison confirmed there is £50K allocated to support the Lincolnshire Pathfinder project. It was agreed that further support for this project should be considered by the Lincolnshire Sub regional partnership from resources allocated via EM IEP.

10. EM IEP Support Team Structure

Nick Hodgson introduced the report and noted it was lean structure.

The report was approved.

11. EM IEP Promotional Leaflet and other Communications

Item for information.

**Action: The first publication of Members Briefings on EM IEP activity, as agreed by Board, to be circulated mid October 2008 – CA**

**Councillor Hill requested that following the Board meeting an action paper be prepared for circulation to Members. – CA/NH**

**NB: Action Sheet Attached**

### **EM IEP Board Meeting 12<sup>th</sup> September Priority Actions**

1. Scheme of delegation for Members and officers to be developed and presented to the Board in November – **Action** Chris Allison (CA)/Nick Hodgson (NH)
2. Outstanding minute action May 29<sup>th</sup> Board Meeting – to provide Cllr Hill with a briefing note on the rational of the 70/30 split for resource allocation for 2008/09 – **Action** CA
3. Chairs of the Sub Regional Partnership Boards to be invited to the EM IEP Board Meetings as observers – **Action** Stuart Young (SY)
4. Members of the EM EIP Board to confirm a lead member to report progress within each sub region – **Action** SY
5. Date of the next Board meeting to be established mid November 2008 followed by a meeting in late January 2009 and thereafter every three months – **Action** SY
6. Complete the review in October concerning progress to establish the Sub Regional Partnerships and notify the Chair of the Board of any concerns – **Action** CA/NH
7. Develop a protocol for involving members on actions to support authorities in difficulty. Initially through the Chair of the Board and political group leaders – **Action** CA/NH
8. Prepare an A4 briefing note summarising the revised timetable for preparing the regional strategy/business plan for 2009/10 - **Action** NH/CA
9. Notify authorities (project sponsors) of the decisions of the Board in respect of the 2008/09 regional project proposals – **Action** CA/NA/Cllr Hill
10. Develop a protocols report, for the November Board meeting, on regional programme commissioning and resource allocation for future years given the revised targets and emerging priorities from Government and the LGA– **Action** CA/NH

11. Email electronic copies of the Benchmarking Reports to Board Members-  
**Action CA**
12. Review of the legacy EMCE/EMIP projects programme and prepare a report for November Board, with recommendations for redistribution of uncommitted funds to Sub Regional Partnerships – **Action CA/NH**
13. the first publication of Members Briefings on EM IEP activity, as agreed by Board, to be circulated mid October 2008 – **Action CA**
14. NH and CA to meet on a regular basis with partner agencies to share intelligence on regional performance with appropriate briefings for Board Members– **Action NH/CA**