

Agenda item No: 7

EAST MIDLANDS IMPROVEMENT AND EFFICIENCY PARTNERSHIP BOARD MEETING: 10th November 2008

Report of the Director

Sub Regional Partnerships – Programmes and Progress Report

1. Purpose of the report
 - 1.1 To summarise progress in establishing the 5 Sub Regional Partnerships and investment programmes.
 - 1.2 To present the high level programme summaries from each of the 5 Sub Regional Partnerships for debate and agreement.
2. Background
 - 2.1 At its last meeting on 12th September 2008 the EM IEP Board considered a report on the progress towards establishing the Sub Regional Partnerships and agreed that the EM IEP Support Team would complete the review in October, and if necessary, notify the Chair of the Board of any concerns. The Board also requested that a further report be scheduled for discussion at the November meeting.
 - 2.2 The Board agreed that each Sub Regional Partnership would develop a high level improvement and Efficiency Programme, by 31st of October, which would be submitted for approval to the EM IEP Board. The advice given to the Sub Regional Partnerships was that the programme should address the three themes of Capacity, Service Improvement and Efficiency.
3. Sub Regional Partnership Progress Review and high level programme summaries
 - 3.1 The following provides a summary of the progress of each of the Sub Regional Partnerships in agreeing the terms of reference and accountable body followed by the SRPs high level programme. Further details of the programmes can be found in appendix A.

3.1.1 Nottinghamshire Sub Regional Partnership

- *Review of progress*

The Nottinghamshire Improving Efficiency Group (NIEG) will be the Sub Regional Group for EM REIP within the Nottinghamshire Area. NIEG have determined that the Accountable Body for the group will be Rushcliffe Borough Council. NIEG is a joint member officer group with representatives from all the Nottinghamshire Authorities, including the

Fire and Rescue Service. The NIEG Terms of Reference have been agreed by this group. The Chair of the group is Councillor Neil Clarke, Leader at Rushcliffe Borough Council. Councillor Clarke will attend the EM REIP board meetings as an observer. On this matter, NIEG would like to ask the EM EIP Board to allow the nominated Sub Regional Representative to be full members of the board, rather than observers, regardless of whether they are full Regional Assembly Members or not. NIEG would appreciate the Boards views on this matter.

- *High level Programme*

An initial nine projects have been chosen by NIEG from over 40 submissions. The total cost of these nine priority supported projects is £974,125 over the coming three years (£423, 000 in year 1, £383, 125 in year 2 and £168,000 in year 3). A further 11 projects are also being developed which will form the basis of future funding bids to the approximate total of £874,000, leaving approximately £650,000 of the sub regional grant for developing ideas.

The nine priority projects are as follows:-

Shared intelligence project and customer insight shared service	£356,000
Improving turnout at elections	£75,000
Joint procurement of playground equipment and inspection software	£80,000
Single person discount review	£205,125
Joint procurement of vehicle parts	Self funding
Joint procurement of security	Self funding
Sub regional based lettings	£50,000
Nottinghamshire Community safety board change programme	£80,000
Developing a common approach to an integrated first point of contact for the County	£128,000
	£974,125

The current high level programme does not include opportunities to combine service areas which is currently the subject of further discussion and will be fed into the programme when developed.

The Nottinghamshire Sub Region would also like to emphasise the amount of partnership working that has been instigated already in Nottinghamshire which has realised approximately £12 million savings across the County.

3.1.2 Derbyshire Sub Regional Partnership

- *Review of Progress*

The Terms of Reference for the Partnership were agreed at the Transformational Partnership Management Board on the 29th September 2008. The Chair of the Board is Councillor Lewis Rose, Leader at Derbyshire Dales District Council, who will attend the EM IEP Board meetings as an observer.

An initial work programme has been developed by the partnership and this was presented to the Transformational Partnership Management Board on 29th September 2008. The Board has recommended that the programme forms the initial phase of the 3 year EM IEP Derbyshire sub regional work programme.

The Derbyshire Transformational Partnership Programme Team will monitor the day to day delivery of the work programme. Performance reports will be taken to the Management Board who will meet on a quarterly basis. Derbyshire County Council is the accountable body for the Partnership.

- *High Level Programme*

An initial 12 projects have been chosen by the Management Board. The total cost for funding the projects over the three years would be £1.7m. This would leave a further £0.8m of the sub-regional grant for further projects. A list of the 12 projects is as follows:

		£
1	Joint ICT Service	20,000
2	Derbyshire Wide Area Network	225,000
3	Revenues and Benefits Joint Service	120,000
4	Joint Pest Control ALMO	18,000
5	Joint Building Control Service	175,000
6	Property Rationalisation - District Liaison	175,000
7	Dusk to Dawn Lights	156,211
8	YES! Scheme	240,000
9	B-safe	415,000
10	Domestic Abuse - Secure Information	28,000
11	Cohesive Derbyshire	100,000
12	Capacity Building - Community Forums	30,000
		£1,702,211

The Derbyshire Transformational Management Board has recommended that the bids outlined above for £1,702,211 form the initial phase of the 3 year EM IEP Derbyshire sub regional work programme.

In addition to the above there were a number of proposals that the Transformational Management Board thought had potential to be developed in to projects that they would wish to support but further information was required. The work to provide this information is now being undertaken with a view to bringing any further proposals to the next EM IEP Board meeting.

3.1.3 Northamptonshire Sub Regional Partnership

- *Review of progress*

Northamptonshire Partnership's Public Service Board, agreed at its meeting on 5th September 2008 that it would take on the role of sub-regional partnership for the East Midlands Regional Improvement and Efficiency Strategy (RIES). The Board is chaired by the leader of the County Council, Councillor Jim Harker. The Board further agreed to amend its working agreement to incorporate this role and confirmed that partner's supported Northamptonshire County Council acting as the accountable body in respect of any budgets and funding into the sub-region in respect of the RIES.

A draft of the outline work programme was reported to the county's partner Chief Executives at their meeting on 15th October 2008 and presented to a member-led working group on 16th October 2008 that is chaired by Cllr Tony Woods (Leader, Northampton Borough Council and one of Northamptonshire's representatives on the EM IEP Board) and has been delegated by the PSB to agree the final submission. Delivery and monitoring arrangements will be discussed and agreed at the next meeting of the PSB on 24th November 2008 following confirmation and approval of the work programme.

- *High Level Programme*

The Strategy and work programme was produced following discussions with the Chief Executives (and/or their directors) of the public service organisations in the county.

An initial 17 projects have been chosen by the Working Group following this process. The total cost for funding the projects over the three years would be approximately £2.5m. This takes into account some £110k for contingency funding if suitable proposals emerge in years two or three.

The Working Group has recommended that the bids outlined below for £2,498,500 form the initial phase of the 3 year Northamptonshire sub regional work programme.

Work streams	Project Description	2008/09	2009/10	2010/11	
		£000	£000	£000	
Procurement	S1. Sub-regional Temporary Staff Solution	5	52.5	15	
	S2. Category Mapping of Expenditure	31.2	1.2	1.2	
	S3. Electronic Enablement	7.5	30.0	30.0	
	S4. Electronic Sourcing	71.5	64.0	64.0	
	S5. Reprographics, Print & Design	15.0	25.0	0.0	
	S6. Social Benefits in Procurement	21.3	41.3		
Carbon Management	S7. Kettering Carbon Reward Scheme		37.5	20.0	
	S8. Buying Energy Efficiently	62.5	17.5	15.0	
Shared Services	S9. Shared Services feasibility work	50.0	200.0	200.0	
	S10. Police Transport Collaboration	30.0			
Capacity	S11. Leadership Development	30.0	30.0	30.0	
	S12. Local Councils Training and Development	10.0	39.0	39.0	
	S13. BPI training /feasibility work	50.0	100.0	100.0	
	S14. Learning from exemplars	15.0	15.0	15.0	
Strategic Improvement	S15a. Knowledge Management	140.0	100.0	100.0	
	S15b. Customer and Community Insight	60.0	60.0	40.0	
	S16. Customer Engagement -	20.0	50.0	30.0	
Shared Assets	S17. Strategic review of our material assets	55.0	100.0	120.0	
Other	Contingency for seed funding		10.0	105.0	
					3yr total
	Programme TOTAL	668.9	920.4	909.2	2498.5
	PROJECTED REIP FUNDING	668	920	910	2498

3.1.4 Lincolnshire Sub Regional Partnership

- *Review of Progress*

The Collaboration Agreement for the Lincolnshire Sub Regional Partnership was signed and dated on the 4th September 2008. The Lincolnshire Leaders and Chief Executives Group is chaired on a monthly rotating basis by each of the Leaders. North Kesteven District Council acts as the Accountable Body for the partnership.

The Lincolnshire Improvement and Efficiency Programme was presented to the Lincolnshire Leaders at their meeting on 23rd October. The programme provides details for year one with indications for years two and three. The programme will form part of the delivery plan for

Theme 10 of the Lincolnshire LAA, “improving services to deliver value for money”. The programme will also help to deliver Theme 6 of the Lincolnshire Sustainable Community Strategy – Innovative and Dynamic Organisations.

The Lincolnshire Shared Services Programme (LSSP) Team, and Director, will be responsible for the delivery of the efficiency and improved services aspects of the programme, a Leadership/Capacity theme may be delivered separately. Subject to agreement by the Leaders and Chief Executives group, the programme will be performance managed as part of the LAA. Scrutiny will be provided by a Lincolnshire-wide scrutiny panel looking at the SCS and the LAA and it is currently anticipated that the programme will be monitored by the LSSP Programme Board and Member Management Board.

- *High Level Programme*

The Lincolnshire Sub-region has developed an Improvement and Efficiency Programme, which supports the Lincolnshire Sustainable Community Strategy (SCS) and the Local Area Agreement (LAA).

Theme 6 of the SCS; “Pathfinder”, has three elements:

- Leadership
- Shared Services and Efficiency
- Community Engagement

The Improvement and Efficiency programme supports delivery of the first and second elements.

The programme sites under Theme 10 of the LAA “Improved Services Delivering Value for Money”.

A detailed programme has been developed for Year 1 (outlined in appendix one) and indicative figures included for following years under the following theme headings:

	2008-9 £000	2009-10 £000	2010-11 £000
Improve Efficiency	330	221	246
Build Capacity	150	250	250
Service Improvement including response to CAA	238	449	422
Total (£ 000)	718	920	918

3.1.5 Leicestershire and Rutland Sub Regional Partnership

- *Review of progress*

The Leadership Centre has been supporting the Leicestershire, Leicester and Rutland sub regional partnership to develop proposals for robust, measurable projects for inclusion in the sub regional improvement programme. Agreement was reached at the Leaders

Meeting on 13th October for a programme containing 13 projects over the three priority themes of capacity building, improvement to services/LAA delivery and efficiency gains. Further detail work on the specifics of the programme to support delivery of the 13 projects is currently underway.

The Leicestershire, Leicester and Rutland Sub Regional EM IEP Board comprise the leaders of the County Council, City Council, Rutland Council and Leicestershire District Councils. The Board currently meets quarterly and has now agreed terms of reference. The Board chair is the Leader of whichever is the host authority on the day. The last meeting (13th October) nominated Ross Willmott to represent the sub-region on the EM IEP Board. That meeting also agreed that Leicestershire County Council will be the accountable body for the sub Regional IEP.

- *High Level Programme*

An initial 13 project areas have been chosen by the Leicestershire, Leicester and Rutland IEP Leadership Board. The total cost for funding all the projects over the three years would be c£2m. This would leave a further c£0.5m of the sub-regional grant for further projects or to supplement some of the proposed projects. A list of the 13 projects is as follows:

		£
1	Shared Revenue Service	£300,000
2	Management Efficiency and Shared Services	£80,000
3	Passenger Transport Shared Service	£70,000
4	Winter Maintenance Shared Service	£5,000
5	Engagement with hard to reach individuals	£90,000
6	Combating Alcohol Related Issues	£100,000
7	Attracting Young People to Positive Activity	£210,000
8	Reducing CO2 Emissions	£165,000
9	Strategic Housing and Growth	£300,000
10	Partnership Capacity Building	£135,000
11	Member Development	£155,000
12	Partnership/Member Programme Management	£105,000
13	Equalities and Diversity	£300,000
		£2,015,000

The Leicestershire, Leicester and Rutland IEP Leadership Group has recommended that the bids outlined above for £2.015m form the initial phase of the 3 year EM IEP sub regional work programme.

4. Recommendations

- 4.1 The Board consider and note the progress on establishing the Sub Regional Partnerships.
- 4.2 The Board discuss and agree a response to the proposal made by the NIEG to allow the nominated sub regional representative to be a full member of the board, rather than observer, regardless of whether they are full Regional Assembly Members or not.
- 4.3 The Board discuss and agree the programmes for each of the Sub Regional Partnerships

Chris Allison
Director EM IEP

Appendix A

Details of Sub Regional Programmes:

Nottinghamshire Sub Regional Partnership Programme

1. Shared Intelligence Project & Customer Insight Service £356,000
This project supports the development of shared intelligence networks which aim to share local, regional and national information and intelligence effectively, acting as the definitive local information system. Alongside this there will be a focussed effort on the development of a Customer Insight Service, utilising Mosaic software. Bringing together intelligence will help inform service delivery and potential improvements. A direct pilot from this shared intelligence will be to use the intelligence to target Council Tax and Housing Benefit take up.
2. Elections: Improving Turnout £75,000
Engagement of media consultants to assist in developing a strategy to improve voter turnout across Nottinghamshire 3 year strategy, year 1 to prepare, co-ordinate and management of a countywide campaign up to and including polling day for the European Parliamentary and Nottinghamshire County Council Elections, years 2 and 3 development of strategy.
3. Joint Procurement of Playground Equipment and Inspection Software £80,000
Joint procurement of playground equipment countywide to explore opportunities for collaborative contracts that deliver cost savings and non cashable benefits. Proprietary software system to enable inspection of play facilities and Council Stock. This will enable accurate reports on items such as accidents, repairs and vandalism. This could be run on a countywide basis.
4. Single Person Discount Review £205,125
Appointment of third party contractor (Northgate/Experience) to undertake a review of all Council Tax accounts currently qualifying for single person discount review to identify possible awards that have been claimed fraudulently.
5. Joint Procurement of Vehicle Parts Self funding
Joint procurement of vehicle parts on a countywide basis to explore opportunities for collaborative contracts that deliver cost savings and non cashable benefits.
6. Joint Procurement of Security Self funding
Joint procurement of security services on a countywide basis to explore opportunities for collaborative contracts that deliver cost savings and non cashable benefits.
7. Sub Regional Choice Based Letting Project £50,000
Partnership of up to 3 District Councils in North Nottinghamshire to improve resident's ability to make informed choices to meet their housing needs.

8. Nottinghamshire Community Safety Board Change Programme £80,000
 Support for the Community Safety Board to undertake an extensive change programme through 4 key initiatives. (1) implementation of efficiency and effective use of partners analytical and performance capacity (consultant review of current systems. (2) commission Kings College, London, to undertake a profile of youth crime and develop an action plan. (3) appointment of a consultant to explore models of integration of a county based team. (4) completion of social network analysis to analyse partnership processes.
9. Developing a Common Approach to an Integrated First Point of Contact for the County £128,000
 Drawing together of existing plans and clarifying aspirations of contact and wider ICT infrastructure. A number of work streams will – (1) report on the county’s common approach to integrated first contact supported by appropriate customer and ICT standards. (2) delivery of improved joined up working through mapping out key life events to ensure that whoever, wherever customers contact, they get the right information each time. (3) developing a standard approach to capturing and reporting on NI14. (4) developing common ICT infrastructures and aligning strategies, policies and standards and procurement of software solutions.

Derbyshire Sub Regional Partnership Programme

- 1 Joint ICT Service £20,000
 A feasibility study that will look at the potential to deliver a joint ICT service between three district councils. A joint service is expected to provide an increased level of service at a lower unit cost. Expected savings are expected between £60,000 and £80,000 per annum.
- 2 Derbyshire Wide Area Network £223,023
 The joining up of the data and voice networks of partners within the Derbyshire Transformational Partnership. This is an enabling project that will provide the technical platform for the delivery of shared services.
- 3 Revenues and Benefits Joint Service £120,000
 The merger of three Revenue and Benefit services in to a single unit that will lead to improvements in service delivery and generate financial savings.
- 4 Joint Pest Control ALMO £18,000
 The setting up of an Arms Length Organisation in Derbyshire for the delivery of the Pest Control Service. The project will provide a consistent service across Derbyshire and become self funding within a 3 year period.
- 5 Joint Building Control Service £175,000
 The provision of a joint Building Control Service between four partners. The project will address staff recruitment and retention issues, deliver and improved level of service and make financial savings.

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| 6 | <u>Property Rationalisation – District Liaison</u> | <u>£175,000</u> |
| | To provide project management support for the Derbyshire wide Property Rationalisation project. The project will provide significant savings by the joint use of buildings between partners. | |
| 7 | <u>Dusk to Dawn Lights</u> | <u>£156,211</u> |
| | The purchase of 26,000 ‘dusk to dawn’ lights with sensor bulbs which will be provided free to elderly residents around Derbyshire. The project will help meet some key LLA targets relating to reduction in crime, community safety. | |
| 8 | <u>YES! Scheme</u> | <u>£240,000</u> |
| | The YES Scheme is a youth initiative that addresses anti-social behaviour. The scheme will contribute directly to NI 110 Young people’s participation in positive activities and a range of other LAA targets. | |
| 9 | <u>b-safe</u> | <u>£415,000</u> |
| | The project targets young people who get drunk on a Friday and Saturday night. It offers them a safe haven and access to counselling and support. The project promotes community cohesion and tackles areas of concerns such as anti social behaviour and violent crime | |
| 10 | <u>Domestic Abuse – Secure Information Sharing</u> | <u>£28,000</u> |
| | The provision of a secure mechanism for sharing information between relevant partners on domestic abuse issues is essential. This product aims to provide such a system in Derbyshire. The aim is to directly contribute to NI32 which aims to reduce repeat incidents of domestic abuse. | |
| 11 | <u>Cohesive Derbyshire</u> | <u>£100,000</u> |
| | A range of activities are planned to support the need to develop greater community cohesion. This project will contribute directly to meeting the requirements of NI 1; the percentage of people who believe people from different backgrounds get on well together in their local area. | |
| 12 | <u>Capacity Building Community Forums</u> | <u>£30,000</u> |
| | The enhancement and development of community forums through the delivery of workshops, training and information packs. The project will address some key challenges such as; more inclusive and welcoming community forums; greater incentive for people to attend and meeting that are competently chaired and organised. | |

Northamptonshire Sub Regional Partnership Programme

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| S1. | <u>Sub-regional Temporary Staff Solution</u> | <u>£72,000</u> |
| | Project Brief: To collaborate on the sourcing of temporary staff across Northamptonshire local authorities to achieve greater leverage in the market and cashable efficiencies. | |

- S2. Category Mapping of Expenditure £33,500
 Project Brief: This would use a category mapping exercise, using enhanced payments data from each partner to provide a framework and structure for sub-regional procurement opportunities.
- S3. Electronic Enablement £67,500
 Project Brief: To move to a shared system of electronic procurement across local authorities in Northamptonshire, generating cashable efficiencies and increased capacity.
- S4. Electronic Sourcing £199,500
 Project Brief: To move towards a robust, shared process for sourcing suppliers, speeding the tendering process, increasing capacity and achieving efficiencies.
- S5. Reprographics, Print & Design £40,000
 Project Brief: Design a procurement strategy to provide an efficient, partially outsourced lithographic printing, reprographics, design and print service to the whole sub-region, utilising a specialist print buyer service.
- S6. Social Benefits in Procurement £62,500
 Project Brief: To embed social considerations into a joint procurement strategy – sustainability, community benefits, equalities, etc. – to ensure customer benefits and fair system for third sector.
- S7. Kettering Carbon Reward Scheme +Year 2 feasibility review £57,500
 Project Brief: To work on an innovative scheme alongside an energy provider to examine how to reduce household energy consumption.
- S8. Buying Energy Efficiently for Northamptonshire £95,000
 Project Brief: to secure additional resources to co-ordinate a move to flexible and procurement frameworks, organising all councils into procuring energy through flexible procurement contracts.
- S9. Shared Services feasibility work and pump prime fund for clusters £450,000
 Project Brief: The review of corporate and back office services will develop business cases and support integration through partnership. This project will further develop our innovative shared services work to deliver a clearer focus on customers, lower costs through developing standardised process and systems, and improved services including through vertical integration.
- S10. Transport Collaboration Northamptonshire/Leicestershire Police £30,000
 Project Brief: The purpose of this project is to develop and implement a detailed business plan to create an effective and efficient single transport management structure from the individual structures of both Northamptonshire and Leicestershire Police Forces
- S11. Leadership Development £90,000
 Project Brief: To implement Leadership programmes, including a series of leadership events with acclaimed national leaders, to build the capacity of our existing and future leaders to deliver the vision for the area.
- S12. Local Councils Training and Development programme £88,000
 Project Brief: We need to develop and implement a comprehensive training programme in Northamptonshire through a reinvigorated County Training

Partnership. This will enable all parish and town councils to be fit for purpose including meeting Quality Parish Council requirements.

- S13. BPI training /feasibility work and fund of 5* £20kpa for pilot portfolio £250,000

Project Brief: To develop expertise in applying Business Process Improvement (BPI), initially through securing specialist analyst resource to be based with the Partnership Support Unit in order to provide appropriate professional and technical support. This resource will be used on complex and cross organisational projects on a business case basis. This 'up front' resource will be used to support networking and dissemination of learning for nominated BPI champions across our organisations

- S14. Learning from exemplars £45,000

Project Brief: To learn from best practice across the UK by visiting those areas which have implemented successful collaboration projects as commended by CLG, the Audit commission and EMRIEP.

- S15a. Knowledge Management including external lobbying capacity

- S15b. Customer and Community Insight - Mosaic and group consultancy £500,000

Project Brief: a) To work with the PCT to utilise the full capacity of their Capacity Planning Model (CPM). This powerful software can predict demand across all public service sectors for increases in population and changes in key demographic variables.

Project Brief: b) To develop customer insight capacity and to acquire customer segmentation data.

- S16. Customer Engagement - mapping and online platforms £100,000

Project Brief: To map current consultation and engagement across partners to identify how we can plan consultation and engagement activities to make the best use combined resources and eliminate duplication of effort. This will lead to an exploration of online platforms which allow customers and communities to engage with us.

- S17. Commission and implement a strategic review of our material assets £275,000

Project Brief: To commission a strategic review of our material assets with a view to developing multi-agency office proposals with emphasis on customer-focused service delivery; securing efficiencies through joint contracts for asset management; and assessing the potential of community groups in Northamptonshire to own and/or manage assets through transfers.

Lincolnshire Sub Regional Partnership Programme

LIEP Year One programme and budget

Category	Project	Description	Year One £
Improving Efficiency	Building Capacity	Recruit or second Business Process Improvement Coordinator: 30 months at £35,000 p.a. (£46,000 pa including on costs.) Year 1 includes £1200 recruitment costs and 6 months salary.	25000
	Delivering Efficiency through Back Office	Expert consultancy support to finalise the route map for establishing a joint back of house service provision to the districts of Boston, South Holland and East Lindsey.	85000
		Capacity to back fill work on Gap analysis and scoping exercise	20000
	Use of Resources	Capacity to second or engage consultancy to deliver pre-determined programme of activity	50000
	ICT	IP readdressing: £10,000 per District plus £30,000 one off expert consultancy	100000
		Identify Information Flow and Data sharing protocols using PIMG	50000
Build Capacity	Learning and Development	L&D coordinator to drive through 10 quick wins identified by LSSP: based on £36,000 pa plus on costs	50000
	Leadership addressing the new reality	Develop a programme of leadership activities including a series of facilitated discussions to enable a robust multi-organisation response to the economic downturn and a number of Leadership event(s) at various venues across the county.	100000
Service Improvements	Joint Training Resource	Set up costs, £10,000 IT, up to £20,000 travel and recruitment costs	30000
	Building Control	Expert to drive through Implementation	85000
		ICT, equipment, technical and web improvements	80392
		Accommodation, admin, marketing, legal and other external services	42500
TOTAL			717892

agencies. Also it will consider potential service redesign to meet multiple needs including potential efficiencies in the reduction of multiple agency visits to high need individuals/families. The project would also trial new methods of engaging with these Communities.

6 Combating Alcohol Related Problems £100,000

All agencies have identified the need to tackle alcohol related problems including its link with poor health, hospital admissions, anti-social behaviour and violent crime. Leicester currently ranks fifth in England for alcohol related violence. The project would increase the provision of alcohol training, tier one screening and brief interventions for alcohol misusers. It would also create consistent and branded communication prevention messages across the subregion.

7 Increase Young People's Participation in Positive Activity £210,000

All agencies have identified the need to increase participation in positive activity by young people to support a number of outcomes including anti-social behaviour, crime, teenage conception rate and substance misuse. The project will increase positive activity options across the County, City and Rutland and enhance the Find Your Talent project in priority neighbourhoods to seek to engage hard to reach groups through activity such as street dance, basketball and football.

8 Reducing CO2 Emissions £165,000

A project to maximise CO₂ emissions reduction through joint working. Joint working in delivering the programme is expected to lead to procurement efficiencies and savings, staff cost savings, community example and leadership and provide additional capacity and mentoring across the sub region. The project would support delivery of LAA2 targets including reducing energy use by dimming certain street lights at certain times – producing efficiency savings and reducing CO₂. It would also extent energy efficiency and awareness programmes such as the big switch off campaign.

9 Strategic Housing and Growth £300,000

Providing new and affordable housing choices are key priorities for partners in Leicestershire. The project will make a significant step change in improving partner collaboration and coordination of activity in relation to meeting housing need including delivering housing priorities including housing growth, supporting provision of rural affordable housing, work with the private rented sector and improving design capacity and knowledge.

10 Partnership Capacity £135,000

There are a significant number of partnerships across Leicester City, County and Rutland with responsibility for delivering outcomes. The project will ensure that each of the individual partnerships is fit for purpose through a partnership audit and toolkit, individual partnership assessment report, action plan development, funding to implement Peer Review findings, partnership training for local authority members, briefings and enhanced partnership communications.

- 11 Member Development £155,000
The project will procure external consultancy support to undertake development needs assessments and create personal development plans for each member and provide a leadership programme for representatives from the ten authorities.
- 12 Programme/Project Management £105,000
A key dependency for the successful delivery of efficiencies and LAA/MAA outcomes is programme and project management capacity. A number of Councils have limited capacity to deliver projects and there is uneven skills levels. The project will develop a project management competency framework as part of an overall strategy for programme and project support, deliver a core training programme, carry out a feasibility study for a regional project management centre of excellence and support the employment of a RIEP subregional programme manager in years 2 and 3.
- 13 Equalities and Diversity £300,000
All authorities are working to achieve high performance on the Equality Standard for Local Government. The project includes a menu of activities to ensure all 10 Councils maximise work around equalities including development of common standards for access to information, enhanced Leicester Shire Equalities Forum, partnership equalities strategy, common EIA tool, standardised hat incident and monitoring system, development of an equality website, single translation service and improved representation in the democratic process.