

## Agenda item No: 17

### **EAST MIDLANDS IMPROVEMENT AND EFFICIENCY PARTNERSHIP BOARD MEETING: 16<sup>th</sup> June 2009**

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#### **Report of the Director**

#### **East Midlands Improvement and Efficiency Partnership (EM IEP) Regional Work Programme 2009/10**

##### 1. Purpose of the report

- 1.1 To advise the Board of the prospect of a mix of capital and revenue in the Communities and Local Government (CLG) 'core' funding allocation for 2009/10
- 1.2 To present the outline business cases of a number of regional projects and programmes for discussion and approval.

##### 2. Background

- 2.1 At the meeting on 21<sup>st</sup> May 2009 the EM IEP Officer Steering Group considered the attached report and discussed the potential implications arising from the prospect of a mix of capital and revenue in the Communities and Local Government (CLG) 'core' funding allocation for 2009/10. The Steering Group have requested the EM IEP Director to ascertain the current split of capital/revenue projects within the regional and sub regional programmes so that the impact of this proposed mix of capital and revenue could be established.
- 2.2 Cllr Parson, Chair of the LGA Improvement Board, has expressed the RIEPs concern with the capital/revenue funding issue in a recent correspondence with the Minister, John Healey (letter attached). In particular the letter notes the RIEPs current delivery plans will need revisiting creating delays in programme delivery. This will also have an impact on the ability of the RIEPS to act quickly and responsively to authorities
- 2.3 The Steering Group considered each of the, 27 business cases (in the attached report) for regional projects/programmes, commenting on what difference (outcome benefits) each would make and the strength of the business case that supported these assumptions. The following table provides an overview of comments of the Steering Group:

<b>Programme</b>	<b>Project</b>	<b>Steering Group Comments</b>
<b>Economic Growth:</b> Cllrs Woods / Wilcox	1. Economic Growth Programme	The Steering Group endorsed this programme but noted that the business case requires further development to establish benefits to be delivered and links with other partners to ensure that there is no duplication of activity across the region.
<b>Community &amp; Neighbourhood Development:</b> Cllrs Williamson/ Banwait	2. Community and Neighbourhood Development Programme	The Steering Group endorsed this programme but noted that the programme was very broad and the business case required further work to establish the projects and benefits within the cohesion, empowerment and equalities elements of the programme. Unison offered their help in the delivery of this programme.
<b>Member Development</b> Cllr Brown	3. Member Development Programme	The Steering Group endorsed this programme but noted that there is a significant amount of member development activity being delivered within the sub regional programmes and that the regional programme should take this into consideration and be tailored to ensure there is no duplication of activity.
<b>Environmental Services</b> Cllr Mayhew	4.. Environmental Quality Programme	The Steering Group endorsed this programme but noted that the business case should specify the benefits of this programme when re-worked.
	5. Waste Management Programme	The Steering Group approved this programme and noted that the funding was for year one of the programme. Year two funding would be included in the 20010/11 regional programme.
<b>Efficiency Programme</b> Cllr Webb	Business Transformation Programme	The Steering Group approved this programme but noted that the programme should take into account the work that is currently being delivered within the sub regions so as not to duplicate activity.
	7. EMPA	The Steering Group approved this project and noted the benefits already being delivered across the region.
	8. MHA (inc. BPI project)	The steering Group approved this projected and noted the benefits that were already been delivered across the region and that the project was seen as an exemplar nationally.
	9. Efficiency Challenge	The Steering Group approved this project noting that consideration should be taken of any conflict with the CAA Audit Commission challenges and to use existing benchmarking/VfM benchmarking data so as not to duplicate activity. The Steering Group endorsed the proposed review after phase one.
<b>Children's Services</b> Cllr Begy	10. Shaping the Care Market	The Steering Group approved this project.
	11. Children & Young Peoples Joint Improvement Programme	The Steering Group approved this project.
<b>Adult Social Care</b> Cllr Allen	12. LD Residential to supported living	The Steering Group approved this project but noted that this must be on the basis of rolling the project out across the region. (The Cabinet Office are interested in this project with regard to PSA16 - Increase the proportion of socially excluded adults in settled accommodation and employment, education or training).
	13. CSED Efficiency project	The Steering Group approved this project
	14. Shaping the care Home market for older people	The Steering Group approved this project and noted that this is joining up with project 23 stimulating the care market.
	15. Workforce Development	The Steering Group approved this project

<b>Programme</b>	<b>Project</b>	<b>Steering Group Comments</b>
	16. High Cost placements (phase three)	The Steering Group approved this project and noted the benefits already being delivered from the first 2 phases of the project.
	17. Serious case reviews – Adult Safeguarding	The Steering Group approved this project.
	18. Support for vulnerable prisoners nearing release	The Steering Group approved this project.
	19. Learning Disabilities Social Inclusion & Personalisation	The Steering Group approved this project.
	20. Substance Misuse	The Steering Group approved this project.
	21. Web enabling the care funding calculator (national project)	The Steering Group approved this project and noted the benefits already being achieved by the pilot authorities using the Care Funding Calculator.
	22. Care Funding calculator (roll out)	The Steering Group approved this project which is supporting project 21.
	23. Stimulating the care market for effective commissioning	The Steering Group approved this project and noted the link to project 14 Shaping the Care Home Market for Older People
	24. Transforming social care data	The Steering Group endorsed this project noting that this was a capital pot bid that required further work on the development of the business case.
<b>Fire &amp; Rescue</b> Cllr Roffey	25. Fire & Rescue Software and Improvement Programme	The Steering Group approved this project.
<b>Support Team Activity</b>	26. Communication Activities	The Steering Group approved this project noting that video case studies should be circulated widely and used to support member development activity.
	27. Workshops/ Events	The Steering Group approved this project noting the importance of event feedback to establish the benefits to delegates from shared learning.

2.4 The Following 5 programmes require more detailed work on the business case and scoping to be reported to the Board at its next meeting:

- Economic Growth Programme
- Community and Neighbourhood Development Programme
- Member Development Programme
- Environmental Quality Project
- Transforming Social Care Data Project

### 3. Recommendations

3.1 The Board discuss and consider the prospect of a capital element within the approved £7.159m core CLG grant for 2009/10.

3.2 The Board discuss and consider the outline business cases and summary recommendations of the Steering Group and agree the 2009/10 regional programme.

3.3 Programmes/projects where strengthening and further scoping work has been identified, should be re-presented to the Board at its next meeting.

**Chris Allison**  
**Director EM IEP**

**EAST MIDLANDS REGIONAL IMPROVEMENT AND EFFICIENCY PARTNERSHIP  
OFFICER STEERING GROUP MEETING: 21<sup>st</sup> May 2009**

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**Report of the Director**

**East Midlands Improvement and Efficiency Partnership (EM IEP) Regional Work Programme 2009/10**

1. Purpose of the report

- 1.1 To advise the Officer Steering Group of the prospect of a mix of capital and revenue in the Communities and Local Government (CLG) 'core' funding allocation for 2009/10
- 1.2 To present the outline business cases of a number of regional projects and programmes for discussion and approval.
- 1.3 To agree the list of regionally commissioned projects and programmes for submission to the EM IEP Board.

2. Background

- 2.1 The EM IEP Financial Summary report (agenda item 6) provides details of the breakdown of the funding allocations available for regional and sub regional programmes. In addition to the £1.97m (30% indicative allocation) of the 'core' funding available for the development of regional programme activity for 2009/10, there is also £3.63m of ring fenced resources for specific service improvement programmes delivered on a regional basis.

3. Prospect of a capital element in the 2009/10 CLG 'core' grant allocation

- 3.1 CLG has advised the EM IEP Director that there is a prospect that the approved 2009/10 'core' CLG grant of £7.159m could be a mix of capital and revenue. This appears to be partly due to problems CLG have with the capital/revenue splits in their own budgets. There is also a view that there is a demand for capital within RIEP programmes and that capital investment can be more productive than revenue spend.
- 3.2 Currently the capital element in the core grant allocation has not been confirmed, therefore this is not reflected in the sub regional/regional 'core grant' programmes. This issue may cause problems with the balance of projects within both the regional and sub regional programmes when the capital element is known. For the purpose of this report 'capital' allocations are deemed to be for asset purchases. The majority of existing sub regional and regional programmes have very little capital requirements.

#### 4. Outline Business Cases for EM IEP 2009/10 Regional Programme

- 4.1 The outline business cases attached as appendix one have been developed through consultation with the Member Champions, steering groups, service networks and outputs from the EM IEP Annual Conference.
- 4.2 For ease of reference the recommended programmes have been summarised under the 9 main improvement themes with Member Champions namely:
- Economic Growth – Cllrs Woods & Wilcox
  - Community and Neighbourhood Development - Cllrs Williamson & Banwait
  - Member Development – Cllr Brown
  - Environmental Services- Cllr Mayhew
  - Efficiency programmes – Cllr Webb
  - Children’s Services – Cllr Begy
  - Adult Social Care – Cllr Allen
  - Culture – Cllr Connelly
  - Fire Service – Cllr Roffey
- 4.3 As previously noted, in addition to the £1.975m ‘core’ funding for 2009/10 there is £1.931m ring-fence grants, £1.67m capital pot/revenue grants (for regional projects) and £0.69m of unallocated monies from the 2008/09 regional programme as outlined in the table below:

<b>Funding Source for Regional Programme</b>	<b>£k</b>
Core CLG Funding	1,975
Additional Ring Fenced Funding	1,921
Additional Capital Pot/Revenue Grants	1,710
Unallocated 2008/09 regional windfall/regional programme (30%) Grants	0,694
<b>Total</b>	<b>6,300</b>

- 4.4 The table below provides a summary of the proposed regional improvement and efficiency programme for 2009/10. Further detail of programme and projects budgets can be found on the spreadsheet attached at appendix two.
- 4.5 The summary includes the funding for three programme managers, which was approved as a delegated decision (as noted previously in agenda item 5). However, the emerging Economic Development Programme will require the addition of fourth programme manager to enable this programme to be delivered effectively. This additional post would be funded from the ring-fenced grants that are being devolved to the EM IEP for this programme. All programme managers are deemed to be generic but are currently working on the programmes as identified in the table below.
- 4.6 The proposed 2009/10 work programme indicates that there is unallocated balances of £27.5k from the (30% allocation). Additionally a further c£235k accrued interest on 2008/09 balances is held in reserves.

Programme	Project	Core Grant £k	Ring Fenced Grant £k	Capital/ Revenue Grant £k
<b>Economic Growth:</b> Cllrs Woods / Wilcox	2. Economic Growth Programme <i>Includes additional Programme Manager (£57k) funded from the ring-fenced grants</i>	165	100	275
<b>Community &amp; Neighbourhood Development:</b> Cllrs Williamson/ Banwait	2. Community and Neighbourhood Development Programme	120	286	50
<b>Member Development</b> Cllr Brown	3.Member Development Programme	400		
<b>Environmental Services</b> Cllr Mayhew	4.. Environmental Quality Programme	125		
	5. Waste Management Programme	50		
	Programme Manager (Environmental Services)	57		
<b>Efficiency Programme</b> Cllr Webb	Business Transformation Programme	368		50
	Programme Manager (BT)	57		
	7. EMPA	200		
	8. MHA (inc. BPI project)		200	
	9. Efficiency Challenge			250
<b>Children's Services</b> Cllr Begy	10. Shaping the Care Market	106		
	11. Children & Young Peoples Joint Improvement Programme	105		
	Programme Manager (Adult Social Care & Children's Services)	66		
<b>Adult Social Care</b> Cllr Allen	12. LD Residential to supported living	100		
	13. CSED Efficiency project	155		
	14. Shaping the care Home market for older people	50		
	15. Workforce Development	20		
	16. High Cost placements	37.5		
	17. Serious case reviews	75		
	18.Support for vulnerable prisoners nearing release	60		
	19. Learning Disabilities Social Inclusion & Personalisation	25	25	
	20. Substance Misuse			20
	21. Web enabling the care funding calculator (national project)			200
	22. Care Funding calculator (roll out)			70
	23. Stimulating the care market			300
	24. Transforming social care data			300
	Adult Joint Improvement Programme		1,132	
	<b>Culture</b> Cllr Connelly	CIPEM project		183
<b>Fire &amp; Rescue</b> Cllr Roffey	25. Fire & Rescue Software	30		195
<b>Support Team Activity</b>	26. Communication Activities	60		
	27. Workshops/ Events	150		
	Contribution to RIEP National Initiatives (pro class/construction/other)	60		
	<b>Totals</b>	<b>2,641.5</b>	<b>1,926</b>	<b>1,710</b>
	<b>Grant allocation</b>	<b>2,669</b>	<b>1,926</b>	<b>1,710</b>
	<b>Unallocated Balances</b>	<b>27.5</b>	<b>0</b>	<b>0</b>

5. Recommendations

- 5.1 The Officer Steering Group note and consider the prospect of a capital element within the approved £7.159m core CLG grant for 2009/10
- 5.2 The Officer Steering Group consider, discuss and agree the outline business cases and summary information in the attached report.
- 5.3 The Officer Steering Group frame its recommendations for the next meeting of the Members Board in relation to the regional programme as presented.

**Chris Allison**  
**Director**  
**EM IEP**

### Regional Programme Business Cases:

1. Economic Growth	Page 9
2. Community and Neighbourhood Development	Page 11
3. Member Development	Page 14
4. Environmental Quality	Page 16
5. Authority Waste Management	Page 17
6. Business Transformation	Page 18
7. East Midlands Property Alliance (EMPA)	Page 20
8. Midlands Highways Alliance (MHA)	Page 22
9. East Midlands Efficiency Challenge Programme	Page 24
10. Shaping the Care Market	Page 25
11. Children and Young People JIP	Page 26
12. Learning Difficulties (LD)- Residential to Supported Living	Page 28
13. Adult Social Care Efficiency Programme	Page 30
14. Shaping the Care Home Market	Page 33
15. Workforce and Leadership Project	Page 34
16. Shaping the Care Services Market for Adults with LD	Page 35
17. Serious Case Reviews – Adult Safeguarding	Page 37
18. Prevention of Deprivation of Liberties	Page 38
19. Regional LD Social Inclusion & Personalisation	Page 39
20. Substance Misuse	Page 40
21. Web–Enabling Care Funding Calculator	Page 42
22. Rolling out of Care Funding Calculator	Page 43
23. Development of the Region’s Local Care Marketplace	Page 45
24. Transforming Social Care Data for Effective Commissioning	Page 46
25. Fire & Rescue – Procurement of Software System and Service Improvement Programme	Page 47
26. Regional Events and Workshop Programme	Page 48
27. Marketing and Communication	Page 50

### Economic Growth

£165k Core Funding ; £100k ring-fenced funding; £275 Capital Pot funding

#### Programme Description

'Prosperous Places; Taking forward the review of sub-national economic development and regeneration' 2008 places a duty on local authorities to assess their economies. The policy statement released in January 2009 relating to these local economic assessments specifies that this should include mapping of economic linkages between places and identification of the key factors enabling and constraining sustainable economic development. This was recognised in the table discussion on Economic Growth held at the EM IEP Annual Conference.

If local economic assessments are going to tangibly change the way that strategy and policy is formulated and ultimately improve the extent and quality of the outcomes being delivered, local authorities need to ensure they have robust knowledge. Currently they are spending considerable time collating datasets for strategic assessment and service improvement. Research and intelligence is not always joined up where and when it matters – with collation spread across a range of services in councils and partners, including emda, East Midlands Public Health Observatory, Intelligence East Midlands and Local Observatories, creating the risk of duplication. Analytical capacity is stretched by current demands and available data are not always used to the full. The recession, CAA, and LAAs have placed these issues in sharp perspective

Regional Improvement and Efficiency Partnerships (RIEPS) are actively involved in supporting this process. East Midlands Improvement and Efficiency Partnership has already commissioned a Local Improvement Adviser to, among other things, identify the scope for pan-regional collaboration. Among others, these are likely to include local demographics, environments, skills, housing markets, labour markets and the causes of worklessness. In his report 'Tackling Worklessness: A review of the contribution and role of English local authorities and partnerships, Cllr Stephen Houghton maintains that local authorities can do more as procurers of goods and services to support the development of local enterprise (including social enterprises) and can do more to expand employment, work experience and training opportunities for long term benefit claimants

£165k will be used in a programme that brings together authorities, business, voluntary sector and other agencies to progress this dialogue and to facilitate the development of practical solutions to some of these difficult issues. It will be used to supplement and provide additionality to other centrally funded programmes (Worklessness £100k (tbc), Capital Pot £275k). This will be an extensive programme covering the key themes of Housing & Economic growth, Skills/Worklessness, Intelligence and Supporting the Local Economy, which will require a Programme Manager to commission and deliver. A research and development project will be commissioned to address these interconnecting issues and to point the way towards a medium term recession busting strategy for local authorities. The funding for the Programme Manager can be resourced from these additional (ring-fenced) funding streams

#### Outline Business Benefits

- Potential to revitalise local economies
- Improved assessment, planning and delivery of employment and related services
- Improved/work ready skills base
- Integrated, multi-agency responses that remove duplication
- More tailored support that contributes to the delivery of local priorities and better meets the needs of residents and employers
- Research & Information resources within the region, provide faster, better and smarter support for decision-making strategies and service improvement
- Contribute to EM IEP Priority targets 4 and 5 (CAA); 6 (LAA); 10 (NEET); 11 (Cohesion)

**Appendix: Outline Key Project delivery Milestones and EM IEP Funding Payment Profile**

<b>Brief Description of Outcomes of Key Milestone</b>	<b>Anticipated delivery date</b>	<b>EM IEP Funding £</b>	<b>Additional Ring fenced Monies £</b>	<b>Capital Pot £</b>
<b>Housing Growth</b>		50,000		
Regional Infrastructure/Sharing best practice Networks Sustainable Housing Affordable Housing				
<b>Skills/Worklessness</b>		100,000	100,000	
<ul style="list-style-type: none"> <li>• High Profile Regional Event-Economic Prosperity</li> <li>• Professional workshops linked to new economic duty</li> <li>• Sub Regional Events: Economic Downturn Customer Insight/worklessness/NEETs</li> <li>• Family Centred approaches</li> <li>• Peer challenge/critical enquiry</li> <li>• Developing integrated multi-agency Responses</li> <li>• Build partnership capacity for joint Procurement/commissioning/strategic Commissioning/Results based Commissioning</li> <li>• Voluntary Sector Commissioning</li> <li>• Social Enterprise/Personalisation agenda</li> <li>• Voluntary Sector/Personalisation agenda</li> <li>• Professional HR Workshops: LA Workforce strategies/Modern Apprenticeships/Train to Gain, etc</li> <li>• Strengthen local leadership/co-ordination (LA/business)</li> </ul>	July 2009 – October 2010			
<b>Supporting the Local Economy</b>				75,000
<ul style="list-style-type: none"> <li>• Access to public sector spend</li> </ul>				
<b>Research &amp; Intelligence Project</b>		15,000		200,000
Workshops – Developing Research and Information Capacity (10) ,Best practice. Local Economic Assessment Dissemination Events (with emda) (10) Research and development project ,developing strategy for Regional-/sub-regional economic Growth and recession busting measures.	Sep 2009 – March 2010			
Programme Manager (£57,000) funded from ringfenced grants				
	<b>Total</b>	<b>£165,000</b>	<b>100,000</b>	<b>275,000</b>

### Community & Neighbourhood Development

£120k Core Funding; £286k Ring-fenced Funding; £50k Capital Pot funding

#### Programme Description

The Local Democracy, Economic Development and Construction Bill 2008 seeks to create greater opportunities for community and individual involvement in local decision-making. It emphasises a further shift away from individuals as passive users of services and information to active participants in determining what's best for their communities. The legislation includes new rights for citizens to have more information and influence over local decision making and the shaping and provision of local services. Community empowerment is already part of the Local Government and Public Involvement in Health Act 2008 and from 1 April 2009, statutory organisations will have a formal 'duty to involve' local communities in developments that affect them. From April 2009 Comprehensive Area Assessment will focus on the medium and long term prospects for local people and how the public sector is working to improve these. Local Area Agreements are the vehicle through which many of these improvements to services and the community are being delivered.

These changes will present a considerable challenge to local authority officers and members, local services and community organisations and need to be supported by a programme of organisation development, cultural change and member development. Most of the existing sub-regional programmes are not designed to meet these challenges.

£120,000 will provide a programme that can be delivered at regional and sub-regional level for officers and members. It will include a high level event and a diverse range of showcase events/workshops that will encompass developing better working relationships with other agencies, alongside an emphasis on leadership, networking and brokerage, devolved budgets, performance management and influencing service delivery. Critically, it also includes the allocation of a Lead Local Improvement Adviser (LLIAs) to each LAA for 10 days. Lead Local Improvement Advisers can assess risks to the delivery of the LAA and meeting the requirements of CAA. They have the skills, knowledge and expertise to recruit Local Improvement Advisers (funded by Communities and Local Government and formerly known as Neighbourhood Renewal Advisers) to work on key areas for improvement or to provide challenge around engagement, community cohesion, improving effectiveness, customer focus or neighbourhood working.

This programme will provide additionality to the Member Development Programme, the East Midlands Empowerment Partnership and other funding streams being managed by EM IEP (eg Neighbourhood Resource Centre/Capital Pot) that support empowerment, community and neighbourhood development. The shape and scope of the programme is based on discussions at the Annual Conference.

#### Outline Business Benefits

- Contributes to and supports the achievement of individual authorities/meets CAA
- Catalyst to improve matters for local communities
- LLIAs will give much needed support to LAA Co-ordinators and, through the engagement of Local Improvement Advisers, additional capacity to help local authorities make progress
- Increased trust in public institutions and improved satisfaction with public services.
- Improved partnership working
- Contribute to EM IEP Priority targets 4 and 5 (CAA); 6 (LAA); 10 (NEET); 11 (Cohesion) and 12 (CO2 reduction).

## **The East Midlands Equalities Programme**

### **Programme Objectives**

The new Equality Bill announced in the Queens Speech on 3 December 2008 is being used to strengthen protection, advance equality and simplify the law.

The Bill places a new equality duty on public bodies which will bring together existing duties and extend them to gender reassignment, age, sexual orientation and religion or belief. The Bill will contain powers to outlaw unjustifiable age discrimination in goods, facilities and services.

The new Equality Framework for Local Government (EFLG) builds on and develops the work councils have done on the Equality Standard for Local Government (ESLG). It contains many new features that are more relevant to the way local authorities work today

Within the sector District Councils are seen to find the new duties challenging. Equality Impact Assessments are often misunderstood and based on 2008 figures, nationally 21% (EM 12%) of district councils were at level one of the Equality Standard, 67% (EM 79%) at level two, 9% (EM 6%) at level three and 3% (EM 3%) at level four.

The Equality and Human Rights Commission (EHRC) perceives that a number of District Councils, (21 of which are in the East Midlands) are not delivering their gender duty.

To support this area CLG have provided £70k (ring fenced) to support East Midlands District Councils in their understanding of the Equality Duty generally and specifically to support those 21 District Councils which are considered vulnerable in terms of gender duty.

### **Programme Description**

The programme which will be supported by the I&DeA Equalities team will consist of three elements.

- Workshops to assist and develop officers understanding of the responsibilities of the new Equality Act.
- Workshops held sub regionally to assist and develop elected members understanding of their roles and responsibilities under the new Equalities Act
- Targeted support to those District councils considered vulnerable in terms of gender duty

### **Outline Business Benefits**

The benefits from this programme are:

- Greater awareness of the duties within the Equality Bill
- A shared learning on meeting the requirements of the Equality Bill
- Reduced vulnerability by the 21 District Councils to a challenge from the Equalities and Human Rights Commission.

## Outline Key Project delivery Milestones and EM IEP Funding Payment Profile

Brief Description of Outcomes of Key Milestone	Anticipated delivery date	EM IEP Core Funding £	Additional Ring fenced Monies £	Capital Pot £
High Profile Event - Empowerment	September	10,000		
Workshops on Family Centred Approaches (Run by LIAs)	September 2009			
Community & Neighbourhood Development-related workshops  (Neighbourhood Resource Centre)	October 2009 – March 2010		87,000	
Skills for Community Leadership x 5 - LGIU Workshops (empowerment focus) - IDEA ‘Leeds Castle’	September – December 2009	See Member Development		
Leadership of Place - Mentoring, - Task & Finish Groups - Action Learning Sets - Tailored workshops - Value for Money	October 2009 March – 2010	See Member Development		
Working with the Community Parts 1 & 2 Sub regional/ Ward Councillors	September 2009 – March 2010	See Member Development		
Community Engagement Kitemarks				20,000
Innovation Fund (New ways of working)				30,000
Working with the community Part 1: Outcomes Based Accountability - Issues x 5 sub-Regional  (David Burnby Associates)	September 2009 – March 2010	10,000		
Working with the Community Part 2: Community Health & Well being -Solutions (Trevor Hopkins (IDEA))	September 2009 – March 2010	10,000		
Recruitment of Lead LIAs	June – July 2009			
Assignment of LLIAs to LAAs	July – August 2009			
10 days LLIA support to LAA (x 9)	July 2009 – March 2010	90,000		
<b>Equalities Programme</b> • Workshops: Equality Act • Sub regional Workshops (members) • Targeted support			70,000	
<b>Community Cohesion Programme</b> • Heri Kwetu Project • Community Forum SW Leicestershire • Community Cohesion Programme tbc			7,220 17,256 105,000	
	<b>Total</b>	<b>£120,000</b>	<b>286,000</b>	<b>50,000</b>

### Member Development

£400k core funding

Councillors are vital to local government and to maintaining local democracy. Their decision making role – often through scrutiny arrangements – enables them to drive improvement in public services and improve the well being of all sections of the community. The Local Democracy, Economic Development and Construction Bill 2008 will make this role even more important. Linked to this, the introduction of Comprehensive Area Assessment from April 2009 will place greater focus on community priorities and how these are matched by local delivery.

While the need for member development has been recognised, a coherent approach has not been systematically developed. Based on the Annual Conference table discussions, this programme will help to equip councillors at every level to play their full role in influencing the work of the council's executive, full council and other decision making forums such as Local Area Agreements and Local Strategic Partnerships.

Capacity building resources of £400,000 for 2009/2010 will be used to deliver a programme for members which focuses on improvement and capacity building for:

- Scrutiny
- Leadership & Partnership
- Encouraging People to Become Councillors

Some of this funding will be used for a study to scope the training needs that will be essential to meet the new demands for scrutiny, including a package of support that will be based on the recommendations arising from the study.

The wider programme will include participation in leadership courses, workshops, mentoring, training opportunities, events showcasing good practice and study visits. The programme will draw on tailoring existing provision from LGIU, IDEA, SOLACE, APSE and LGEM. This programme will be designed to complement (not duplicate) any member development being provided through Sub-Regional Partnerships. It will focus on generic issues that will allow most efficient commissioning at a regional level while enabling delivery at the sub-regional level.

### 2. Outline Business Benefits

Members have a key leadership role in all of these areas and their participation will contribute to the following outcomes and improvement of authorities:

- Provide an overview of national policy frameworks and how this translates into local activity particularly how community priorities underpin Comprehensive Area Assessment (workshops)
- Enhance the role of members as community leaders and increase their capacity to develop stronger communities. (leadership/mentoring/workshops/study visits)
- Strengthen partnerships and establish systems for collaborative working that will engage communities and join up service delivery (leadership/mentoring)
- Improve outcomes that will contribute to individual authority Comprehensive Area Assessment (workshops/showcase events)

All the above will contribute to EM IEP Priority targets 4 and 5 (CAA); 6 (LAA); 10 (NEET) and 11 (Cohesion).

**Appendix: Outline Key Project delivery Milestones and EM IEP Funding Payment Profile**

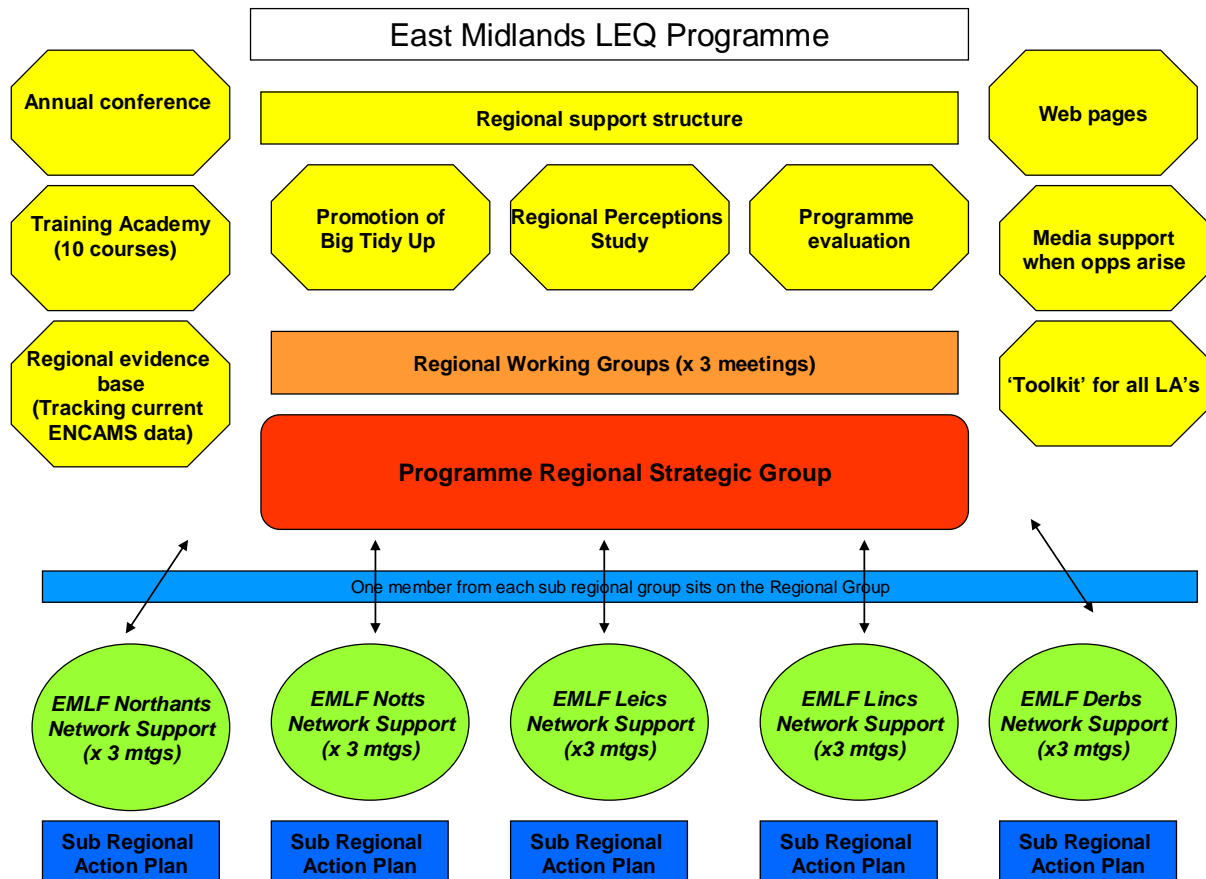
<b>Brief Description of Outcomes of Key Milestone</b>	<b>Anticipated delivery date</b>	<b>EM IEP Funding payment profile £</b>	<b>LGEM EMCE/EMIP Legacy</b>
<b>Scrutiny</b>		<b>100,000</b>	
Joint Regional <b>Scrutiny Scoping</b> Study (estimated £30,0000) Development package based on Recommendations from Scoping Study	July – Nov 2009		
<b>Scrutiny</b> Support Network - - Mentoring, - Workshops eg Scrutiny Skills, Scrutiny Chairs, Member-Officer relations	September 2009 – March 2010		(Currently LGEM no charge)
<b>Leadership &amp; Partnership</b>		<b>275,00</b>	
Role of Members and CAA x 5 sub-regional workshops (£20k)	June – July 2009		
Skills for Community Leadership x 5 sub-regional (£16k) - LGIU Workshops - IDEA “Leeds Castle’	September – December 2009		
Leadership of Place x 5 sub-regional Support (£35k)eg - Mentoring, - Task & Finish Groups - Action Learning Sets – Key Issues - Tailored workshop - VFM	October 2009 – March 2010		
Member Development Charter Support x 14 (Diagnostic/Training Needs Analysis/ Personal Development Plans)	September 2009 – March 2010		14,000
Personal Development Plans x 10 (£9K)			
Study Visits (£15k)			
Working with the community Part 1: Outcomes Based Accountability x 5 sub-Regional (Ward councillors) (£10k)	September 2009 – March 2010		
Working with the Community Part 2: Community Well-being x 5 sub-regional (Ward Councillors) £10k)	September 2009 – March 2010		
‘The Regional Interface’ Workshops x 5 sub-regional/Ward Councillors (£10k)	September 2009 – March 2010		
Leadership Development: Executive member access to places with proven providers (£150k)	July 2009 – March 2010		
<b>Encouraging People to become councillors</b>		<b>25,000</b>	
	<b>Total</b>	<b>400,000</b>	

**Local Environmental Quality (LEQ)**

£125k core funding

**Project Description**

The East Midlands has been independently assessed as amongst the worst performing of all English regions. Over 2 years, this project would drive up standards and improve the image of the region through an integrated programme coordinated at regional level, but with sub regional support. It is proposed to provide strategic input to the programme from across the region by establishing a regional strategic group that will include EMIEP, ENCAMS, GOEM, EMRA and representatives from the sub regions. The framework of the programme is shown below.



**Project Objectives**

1. Assist LAAs achieve at least 75% of their targets against NI17 (Anti Social Behaviour), NI195 (Street Cleanliness) and NI196 (Flytipping).
2. Assist LAs in achieving their 3% efficiency target through more efficient service provision and joint procurement.
3. Create capacity through cross regional evidence-led action, sharing of good practice, intelligence and costs where appropriate, working together, empowering staff to multi task and solve problems and opened up new partnerships to people
4. Communication of success and key messages through local partners and the Regional Strategic Group as well as the regional media where opportunities arise.

**Project Benefits**

An improvement in East Midlands LEQ Survey of England results by 2011 through:

- Improved knowledge and skills
- Increased organisational effectiveness
- Improved confidence in effective targeting of local resources
- Perceived improvement of LEQ across the region

### Efficiencies and Improvements in Local Authority Waste Management

£50k core funding (for year one)

#### Project Description

Over 2 years this project would investigate and review regional and national current practice to identify the range of methods and systems for waste collection, treatments for residual wastes. It would also examine opportunities for collaboration between local authorities (LAs) and the establishing of markets for recyclates. Through a number of techniques (including data analysis, interviews with a wide range of stakeholders, literature review) the project would assess the value, applicability and effectiveness of the findings and determine and disseminate best practice.

The work streams would include:

- Collection systems – including differing rates of collection (weekly, alternate etc), recycling rates, urban and rural systems, recyclates collected etc
- Contracts and partnerships
- Communication strategies and campaigns
- Household waste recycling centres
- Food waste – including collection systems, capture rates and treatment
- Construction and wood waste
- Impact of new legislation

The method of dissemination will depend upon the initial findings but could include workshops, guidance, possibly in the format of toolkits and capacity building through providing training materials, support and courses.

#### Project Objectives

1. Assist LAs in achieving their targets against NIs 185 (carbon dioxide reduction from LA operations), 191 (residual household waste per household), 192 (percentage of household waste sent for reuse, recycling and composting) and 193 (percentage of municipal waste landfilled).
2. Assist LAs in achieving their 3% efficiency target through more efficient service provision and joint procurement.
3. Identify examples of best practice in waste management for LAs from across the UK, and disseminate findings.
4. Create capacity through the provision of quality training for LAs from the UK centre of excellence and international leader in the field of resources and wastes management education and research.

#### Benefits

Last year, East Midlands LAs spent £215m on municipal waste collection and disposal. Waste transport is one of the largest contributing factors to a LA's carbon emissions. Identifying and disseminating best practice will facilitate the introduction of effective and efficient waste management systems and techniques which will assist LAs in meeting their Local Area Agreement targets for waste and climate change by contributing to significant efficiency savings. This project would also aim to tie in management of the network for the proposed Regional Resource Partnership. Tying together these two themes will provide significant added value by maximising the available resources, engaging with key regional and national organisations and ensuring that the outcomes are consistent with the emerging regional waste to resources strategy.

**Business Transformation Programme**

£368k Core funding; £50 Capital Pot funding

**Programme Description**

Every authority in the region is running a 'business transformation' project in some form. These projects range from small, local initiatives to major shared services programmes. The EM IEP has a specific regional programme to support business transformation, which has been running successfully for the past year.

The primary aim of this programme is to build the region's capacity to undertake business transformation projects, in turn helping authorities to improve services for customers and realise cashable efficiency savings.

The programme includes several elements which will continue in 2009/10, such as NVQ training in Business Improvement Techniques, match-funding for short transformation-related training courses and a series of 'showcase' events.

**Programme Objectives**

In its second year the programme is addressing the three EM IEP themes, helping to build capacity within authorities so that authorities can carry out business transformation projects which in turn deliver service improvements and efficiency savings. The programme also contributes to a number of the regional targets, particularly:

- Target 7 - all authorities achieving their annual efficiency savings target.
- Target 8 – all authorities paying at least 95% of non-disputed invoices within 30 days.
- Target 9 – all authorities to reduce the DWP key performance indicator 1 i.e. 'the average number of days to process new benefits claims' to below 20 days.

In addition to the ongoing programme elements mentioned above, the following elements will be provided in 2009/10:

**'Open' training courses - £128k (Core funding)**

Provide a range of open training courses on topics such as systems thinking and project management, while also providing match-funding for bespoke business transformation courses requested by authorities.

**'Collaborative Leaders' programme - £100k (Core funding)**

Develop a programme that replicates a scheme run by Improvement East: 200 senior managers and Members from LAs, PCT and Police work on real life challenge subjects over several months, learning, networking and working together. In addition to workshops for the whole cohort, there are pieces of practical fieldwork undertaken, with the assistance of LIAs (Local Improvement Advisors) and a network of facilitators. This will help to build capability, develop inter-agency relationships and collaborate to address challenging community issues and support delivery of LAA / LSP activities.

**'Benefits task force' - £140k (Core funding)**

Form a 'Benefits task force' of two transformation professionals with benefits experience to help authorities tackle the processing of benefit claims and meet the

regional target '9. All authorities to reduce the DWP key performance indicator 1 i.e. "the average number of days to process new benefit claims" to below 20 days'.

**Acceleration fund - £0k (This concept could be provided by SRP funding)**

Provide an 'Acceleration fund' for small scale, rapid, innovative projects that deliver tangible improvements to customer service and genuine efficiency savings. This would be publicised to officers to support grass-roots innovation.

**Systems Innovation – £50k (Capital Pot funding)**

Build on the esd-toolkit Local Business Model to identify: gaps where there is inadequate support provided to citizens, collaborative opportunities to join up service delivery and opportunities to be proactive in service delivery to prevent future issues.

**Skill share scheme - £0k**

Develop a scheme to share business transformation practitioners between authorities, providing practical project support and addressing skills gaps, as well as increasing collaboration.

**Outline Business Benefits**

The Business Transformation programme will bring the following benefits:

- Increased capability and capacity within authorities to successfully deliver business transformation projects.
- More officers with recognised business transformation qualifications.
- Greater collaboration between authorities, as they are made aware of other similar projects taking place in the region, and more shared services.
- More innovation and fewer instances of authorities 'reinventing the wheel'

In turn, the authorities' business transformation projects will deliver:

- Improved services and an improved 'journey' for customers, in a wide variety of contexts.
- Considerable efficiency savings, both cashable and non-cashable.
- Improvements to National Indicators, LAA targets and CAA scores.
- Improvements to staff morale and the culture within authorities.

**East Midlands Property Alliance**

£200k Core Funding

**Progress to date**

EMPA has established itself during 2008/09 as a dynamic organisation supported by EM IEP funding, which has an effective structure led by the elected Executive Board and themed Working Groups supported by Scape System Build Ltd, as managing agent.

**Outline business benefits**

- An intermediate construction framework in the project value range £2 to £7.5m has been procured through an EU process and is in development ready to start project delivery from April 2009.
- A minor works framework, banded £10k to £500K and £500K to £2m, has completed the PQQ stage and is out to tender. This arrangement will become operational in July 2009.
- Training for client side staff has been delivered and improvements in understanding and readiness to engage have been achieved. More training events are proposed for spring 2009 which will be repeated in the autumn.
- Training for contractors has also been undertaken to prepare them for the tendering process. 125 SME's benefited from this training.
- A training academy is being established by EMPA, project managed by the EMCBE. This will identify ongoing training needs and match them with training providers. The training will be accredited. Training is seen as being a vital part of the improvement programme readying both the client side and contractors to engaged with each other to raise standards of performance and reduce costs
- Early work has been carried out on strategic issues in the delivery of facilities management with a view to monitoring and learning from Leicestershire's introduction of new ways of working.
- Early exploratory work on the delivery of a responsive maintenance methodology has pointed to significant benefits which can be derived from a regional approach. This is an item within this bid.
- At Executive level consideration has been given to the benefits which could be derived from the establishment of a regional supply chain market place and business improvement programme. This is an item within this bid.
- At Executive level consideration has been given to the need for a regional strategic asset management best practise programme. This is an item within this bid.

These activities will give the following results:

- It is forecast that procurement savings of the frameworks over the next four years will be in the order of £15m. Further project cost savings will be achieved as the frameworks mature.
- Up to 4% savings could be achieved on the management of facilities management services, in addition to cost savings in the services and the improved delivery.
- The regional activities on training have received funding from other sources including Construction Industry Skills £40,000 for a feasibility study on a Skills

Academy and leading to £160K grant for first 2 years. EMDA has also provided over £20K of training grants for empa SME training.

- The indigenous construction industry will be improved, more capable to bid and compete for work under the developing procurement methods.
- Client side technical advisors will improve their performance and efficiency in project delivery.

### **2009/10 programme streams**

Development of responsive maintenance programme/ frameworks	£98k
Establishment of a regional supply chain market place and business improvement programme	£56k
Regional Strategic asset Management Programme	£40k
EMPA organisational support	£6k

## Midlands Highway Alliance

£200k Ring fenced funding from Department for Transport (DfT)

### Best Practice Procurement of Medium Highways Schemes

The Midlands Highway Alliance (MHA) has been in existence since June 2007. It received seed corn funding from EMIP to support its establishment. The current membership consists of; Leicestershire CC; Derbyshire CC; Lincolnshire CC; Leicester City; Northamptonshire; Nottinghamshire CC; Nottingham City; Peterborough City; Rutland; Derby City; Highways Agency

MHA is a leading example of highways framework procurement. The MHA has forecast efficiency savings of £11m over the period to 2011. A large majority of these efficiency savings derive from the procurement and operation of the medium schemes framework.

The MHA has been an outstanding success to the extent that a number of new members are keen to join i.e. Milton Keynes Council, Staffordshire County Council and South Derbyshire DC.

The main attraction has been the opportunity to join the Medium Schemes framework. In fact the framework has been so popular that the OJEU cap (c£50m) is likely to be exceeded well before the end of its term. This requires the start of the re-procurement of the framework immediately.

**The cost of developing the replacement Medium Schemes framework will be £100k.**

### Outline Business Benefits

The key benefits to this project are:

- That there would be eight to ten schemes per year for four years with approximately 60 local authority schemes.
- Schemes of about £300m in value procured through the framework. The procurement efficiency savings from this will be at least £4.5m
- Although outside the immediate scope of the procurement, the operation of the framework would lead to savings of £18m from innovation and sharing of best practice during implementation of the schemes
- The dissemination process will benefit other authorities on a national scale.

This project supports EM IEP priorities in the following ways.

- Promotes ongoing regional collaboration
- Delivers efficiency savings and procurement time savings in Highways
- Delivers best practice procurement
- Delivers a sustainable Highways supply chain
- Promotes a sustainable SME supply chain
- Contributes to the EM IEP performance target 7 (efficiency savings)

## **Harmonising Highway Design Standards, Highway Standard Details and Procurement Processes through In-house Service Providers**

This project is essentially about business process improvement. The aim should be to improve, standardise and harmonise the way in which each Authority works. Key outcomes should comprise greater understanding of how other authorities procure their work and lead to coordination and harmonisation of working practices. The advantages of this would be as follows:

### **Outline Business Benefits**

- The creation of highway design standards that can be applied throughout region
- The creation of standard details that have been brought up to date and that can be used throughout the region
- Standardisation of the methods and systems of procurement across the region so that each authority could undertake work within its neighbours area with greater ease.
- Designers would be able to work with greater efficiency knowing that there is only one way of doing things, rather than multiple ways at present.
- Greater efficiencies could be achieved in design time, and therefore cost, as less time will be spent by teams familiarising themselves with the design standards and construction packages for each Authority and their sub teams.
- There would be greater flexibility of staff, as they will have the skills and knowledge to efficiently work across partner organisations.

**The cost of this project is expected to be £50k.**

### **Asset Management Programme**

This project will build upon the CIPFA report on highways asset management which predicts 5% savings from smarter application of highways maintenance activity and will build upon existing investment in information collection. This project is essentially about improving the value of highways assets and will extend some excellent work already started in this area by the Midlands Sector Improvement Group (MSIG) of highway authorities.

**The cost of this project is £50k.**

### **Project Objectives**

Against a background of anticipated increasingly challenging financial settlements the EM IEP has agreed targets that “All authorities achieve their annual efficiency savings target” and that “all authorities scoring at least level 3 in use of resources”.

This programme will support delivery

- Provide a comparison of authorities cost / performance relative to their peers
- Identify best practice structures to deliver efficiency programmes.
- Identify and communicate real practical efficiency opportunities – what others are doing. Share best practice & transfer knowledge around the region
- Provide a focus on the cost of corporate services
- Provide a tailored challenge to authorities on their efficiency plans according to a survey findings to test the robust nature and their realistic opportunity to fully deliver.
- Provide a challenge to those authorities’ services which are considered to be in the bottom quartile of cost / performance compared to peers to facilitate the re-modelling and improvement of services.

Governance would require the establishment of a finance director level efficiency steering group coupled with a network of Efficiency leads. The budget for the programme is £250,000

### **Project Description**

The programme consists of 4 elements:

#### **Phase 1 - June – Oct 2009.**

1. Desktop benchmark exercise across all authorities in the region by service cost linked to service performance based on published data to identify bottom quartile performance by service by cost by authority, (including % of corporate services by authority).
2. Survey of each authority’s efficiency NI179 programmes. To identify the detail of how they are intending to achieve their published targets, what structures are in place, what projects have previously delivered efficiency gains and the level of savings, what projects they plan to undertake with a forecast of savings coupled with a delivery confidence level. The purpose being to (a) capture the project information and be able to show others what is being done, has been delivered and (b) provide the base information for the challenge programme. This would be achieved in part by data collection by way of a web site and in part by interviews

There would be a review at the end of phase one to consider the findings and to establish the most suitable way forward.

#### **Phase 2.**

3. Series of best practice workshops to show authorities what can be achieved and what others are undertaking.
4. An “East Midlands Efficiency Challenge” programme tailored for each authority and based on the benchmark and survey data enabling a focus on lower quartile cost performance delivery and an external challenge to future efficiency delivery plans.

### **Outline Business Benefits**

The benefits that this programme will seek to achieve are:

- A shared learning on what can be done
- A challenge to efficiency delivery plans to test the robust nature and their realistic opportunity to fully deliver and so enable the region to achieve its target of all authorities achieving their annual efficiency savings.
- Providing the basis for further efficiencies in light of anticipated future challenging government financial settlements to provide political choice for other priorities.

### Shaping the Care Market

**Continuation of funding project 944** - £106k core funding

#### Project Description

During 2006, the region undertook a supplier spend analysis which identified that, of the region's £3bn spend with external suppliers, social care (both adults and children's services) represented some £370m (14%). As a region, it was recognised that by collaborating, local authorities could better manage the market for 'Looked After Children' and, in so doing, deliver both service improvements and efficiency gains in relation to residential, foster care placements and Special Educational Needs residential provision.

#### Project Arrangements & Progress to date

'Shaping the Market for Children in Care' was granted EM IEP funding (to cover the first year's activities) in September 2008 on an 'invest to save' basis.

Leicester City Council is hosting the project on behalf of the region, supported by a Project Board (established in October 2008). The Project Board has considered possible formulae for authorities to repay the EM IEP grant and taken a view that it should be kept simple but fair and, therefore, based on numbers of looked after children in each authority. All 9 Directors of Children's Services in the region have agreed this approach.

Following competitive interviews, a project manager was successfully recruited (from Leicestershire County Council) and took up the two year secondment from 15 April 2009. Project progress to date includes:

- Collation of benchmarking data across the region to assist in the analysis of the current position/trends and individual LA's current operating models;
- Small working group developed to consider "quick win" options with the aim of realising efficiency savings within 09/10 budgets by negotiating low/no annual fee increases with key providers;
- Network meetings with private providers are now well established, including an Advisory Group with direct links to the Project Board;
- Residential Care network event took place on 29 April 2009.

#### Future Plans

**Second year funding of £106K** is now sought from the EM IEP to pay for a dedicated project manager and activities including:

- Development of a detailed Project Plan (led by the project manager)
- Building on and developing the 'quick wins' with participating authorities and private providers;
- Identifying short, medium and long term targets, within the overall aims and objectives of the project
- Developing a communications strategy for the project

#### Outline Business Benefits

Anticipated benefits over 5 years are estimated at £10 million against projected project costs of £268k over 3 years. In addition, this project is designed to deliver better outcomes for children, young people and their families, and so make a positive impact on the deliver of LAA targets and the 5 Every Child Matters outcomes on which the National Indicators for Children & Young People's Services are based.

### **A Joint Regional Improvement & Efficiency Plan for Children and Young People - £105k core funding**

#### **Project Description**

Children & Young Peoples' Services currently face a number of significant challenges to service delivery. Some of the most significant – shared by all Children's Trusts in the East Midlands - include:

- 1 Maintaining robust procedures for safeguarding children and young people (following the recent "Baby P" case in Haringey and subsequent Laming Report);
- 2 Developing Children's Trusts so that all services are:
  - cooperating to provide an integrated approach
  - preparing joint needs assessments
  - considering the range of inequalities and 'narrowing the gap' across local areas
  - establishing mechanisms for developing joint commissioning that will provide better outcomes for children & young people while taking account of value for money and the need to make efficiency gains
  - considering the opportunities for aligning and pooling budgets
- 3 Overcoming difficulties in recruiting and retaining good quality staff in Children's Services - particularly Directors/Assistant Directors and Social Workers - and preparing them for the challenges of an integrated agenda;
- 4 Identifying the capacity (particularly senior staff) to effectively tackle these challenges.

#### **Project Objectives**

In order to tackle these common issues, the Directors of Children's Services (DCS) across the East Midlands are working together to develop a Joint Regional Improvement and Efficiency Plan (JRIEP) for Children and Young People. Four priority areas have been identified to be taken forward through the proposed JRIEP:

- Safeguarding
- Succession planning – workforce development
- Joint Commissioning
- Health inequalities

Funding is now sought from EM IEP to pay primarily for the human resource to co-ordinate activities and drive the programme forward. In 2009/10 the cost is £105K.

#### **Outline Business Benefits**

Taking a regional approach means all Children's Services in the East Midlands have the opportunity to develop their services which should lead to a strengthening of practice and improved outcomes for children, young people and their families. The four priorities will all attract in-depth national inspection as part of the new CAA process and associated service inspection frameworks. These four areas are therefore crucial in driving up council performance. This project will also contribute to EM IEP targets:

- 2 - All relevant authorities achieving at least "performing well" for Children's Services.

- 3 - All relevant authorities achieving a score of at least 3 out of 4 for looked after and safeguarding children.

Each priority area will:

- be overseen by a DCS through an established network of senior regional officers
- have a multi professional network that will influence all Children's Trusts
- build on the existing activities, networks and support programmes already in place within the region
- be outcome focused for the benefit of all children, young people and families across the region
- Establish a reporting mechanism through the DCS network and the Regional Children's Board to effectively manage, monitor and review delivery of the milestones and outcomes that will be agreed as part of the JRIEP.

## **Learning Difficulties - Residential to Supported Living**

£100k core funding

### **'Getting a Home of My Own' in Derbyshire.**

#### **Project Description**

Councils in England spend 22% of their adult social care budget on services for people with learning disabilities. This spend has grown rapidly over the last 10 years, and represents a significant budget pressure for councils.

Work by the Department of Health has looked in more detail at spending on people with learning disabilities. This has shown that councils that spend most of their budget on residential and nursing care spend more money and get worse results than councils that have developed a wider range of housing and support options.

Only one council in the East Midlands region is regarded as having an appropriate model of housing with community support and two local authorities have the highest level of residential care expenditure compared with overall expenditure for people with learning disabilities.

This project will seek to demonstrate how to change the current position and will need to develop as a joint project between adult social care and housing to be successful.

Derbyshire County Council and its District Council partners will provide a demonstrator site in the region to extend/develop innovative solutions to the complex policy issue of reducing the numbers of adults with learning disabilities living in residential care and 'getting them a home'.

Herefordshire Council and PCT have successfully used a competitive dialogue process<sup>1</sup> to secure a contract in which the provider takes on management and development of several existing residential units, plans and works with individuals and their families to develop supported living alternatives. For the same amount of funding as the residential services currently cost, an additional 40 people will be supported at the end of five years.

This project will apply learning from the approach taken in Herefordshire, working across the upper tier and District Councils, with the PCT and Supporting People Programme to develop a solution for Derbyshire residents that builds on progress and service redesign and investment already achieved. The learning, framework and outputs from the project will be shared with other local authorities.

#### **Funding requirement**

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<sup>1</sup> Competitive procurement enables providers expertise to be engaged in a staged process of designing the specification and solutions for complex issues of provision

The Team to drive this project will comprise of a Project Manager and support, Care Management, contracting time and associated administration. This will be supplemented by the allocation of existing staff time/additional funding from within Derbyshire Adult Social Services. The full Project Team costs are estimated at £170,000 per annum. EM IEP funding of £100,000 is required for the Project Manager and start up costs. In addition to leading the Project, the Manager will provide feedback and development support to colleagues regionally. The additional costs will be met by Derbyshire County Council including an allocation from the Learning Disability Development Fund Grant in line with the LDDF Grant plan 2009/10 agreed by the Derbyshire Learning Disability Partnership Board.

### **Project Objectives**

Building work already completed, develop a model for and complete a local needs analysis of the 525 people with learning disabilities supported by Derbyshire in residential care homes. This project will also contribute to EM IEP target 1 - All relevant authorities achieving at least “performing well” for Adult Social Services.

**Adult Social Care Efficiency Programme - Phase 2 (April – September 2009)**  
**(continuation of funding project 453)**

£155k Core Funding

**Project Description**

This project is part of the collaborative, match-funded (Department of Health / NHS / EM Improvement & Efficiency Partnership (IEP)) Joint Improvement Partnership Plan. First year funding for this project (£95K) was agreed by EM IEP's Member Board in November 2008. A Project Manager has recently been appointed, hosted by Nottinghamshire County Council and underwritten by Social Care Reform Grant funding.

Phase 1 of the project, which ran from January to March 2009, continued the work previously funded centrally by the Department of Health, and has achieved the following:

- Programmes of work agreed and review teams mobilised within eight of the nine councils. The remaining council is working on this.
- Mapping completed on current position (“as-is”) and future direction (“to-be”) for social care processes for five of the nine councils. This work is in progress at the other four councils, although some are less advanced as the work has started later.
- Mapping completed on current position (“as-is”) and future direction (“to-be”) for homecare reablement \* processes for two of the nine councils. This work is in progress at the other councils that have elected to focus on reablement services either in addition to, or instead of, Assessment and Care Management.
- An outline programme of work drawn up for Phase 2 for seven of the nine councils. The remaining two councils are working on this.

Phase 2 of the project will run from April 2009 to September 2009. In November 2008 it was noted that a further £155,000 of EM IEP funding would be required in 2009/10 to provide two full-time advisors from the Department of Health Care Services Efficiency Delivery (CSED) programme to work with and provide support to the councils to improve existing processes. As a result of this support councils will be well placed to achieve significant cashable efficiency gains, estimated at £500,000 in 2009/10, as well as improving the experiences of, and enhancing outcomes for, service users.

The Directors of Adult Social Services (DASSs) for the nine councils are supportive of the project. As evidence of their commitment to the success of the project, the DASSs have agreed to share some of the risk if the potential efficiency gain is not realised. They have collectively agreed to put up a £90,000 deposit, refundable if the net efficiency gains target is realised. The contribution from individual councils to the £90,000 deposit has been determined on a capitation basis.

\* Reablement is about giving people the opportunity and confidence to regain some of the skills they may have lost and to gain new skills that help them to maintain their independence.

## Project Objectives

- to continue to provide support in the design and implementation planning of the future direction (“to-be”) of social care processes, for each of the councils that are conducting this work
- to continue to provide support in the design and implementation planning of homecare reablement processes, for each of the councils that are conducting this work
- to support the councils carrying out the above processes to redesign work in quantifying the potential cashable efficiency gains that will arise from implementation of the “to-be” social care and homecare reablement processes, using the MIETool efficiency gain modelling tool
- subject to satisfactory progress being made on completing the process redesign work - to continue to support the nine councils to identify other areas of potential efficiency gains, plan the implementation of these and quantify the estimated cashable gains using mietool

## Outline Business Benefits

- **Cashable Efficiency Gains.** Overall, and across the nine councils, in respect of objectives above, the councils will - by 30 September 2009 - identify, analyse, plan the implementation of, and commit to:
- A collective minimum target of £500,000 net cashable efficiency gains to be realised by 31 March 2010.
  - The efficiency gains will be evidenced by benefit case submissions (no more than a page) including mietool calculations of net efficiency gain values.
  - The actual value of cashable gains realised by the councils by this date will depend on:
    - (a) the nature of the identified efficiency initiatives
    - (b) the timescale for their implementation and
    - (c) the consequent timescale over which the benefits will be realised.
  - In practice, this may mean that at 31 March 2010, the position may be a mix of completed and “in-progress” efficiency initiatives, with either some or all of the £500,000 gains realised, or in the process of being realised. The detail of this will be determined by the councils, supported by CSED, in this phase of the project;
- The implementation, by 31 March 2011, of efficiency initiatives with a significant cashable gains value.
  - The estimated sum of the efficiency will be determined by the end of Phase 2 and agreed in the implementation and benefits realisation planning work. mietool and other techniques will be used as appropriate.
  - The actual value of cashable gains realised by the councils by this date will depend on:
    - (a) the timescale for the implementation of the re-designed processes in 2010/11 and
    - (b) the consequent timescale over which the benefits will be realised.

- In practice, this may mean that at 31 March 2011, the position may be a mix of completed and “in-progress” efficiency initiatives, with either some or all of the estimated total value of efficiency gains realised, or in the process of being realised. The detail of this will be determined by the councils, supported by CSED, in this phase of the project.

**Skills Transfer.** For each of the councils that participates in the programme, there will be a transfer of skills from the CSED advisors to the council team members in process re-design, business case development, efficiency gains realisation planning, and associated business change techniques.

### **Outcome**

Upon completion of this second, and final, phase of work on 30 September 2009, the nine councils will:

- Take the necessary management actions to implement the initiatives that will result in the realisation of the £500,000 net cashable efficiency gains target for 2009/10
- Complete, as required, the implementation planning and subsequently take the necessary management actions to implement the re-designed social care and homecare reablement processes that will result in the realisation of the (total to be determined) cashable efficiency gains target for 2010/11.
- This project will also contribute to EM IEP target 7 - All authorities achieving their annual efficiency savings target.

Ian Anderson  
Chair, JIP Personalisation Programme Board

**Shaping the Care Home Market - £50k Core Funding****Project description**

This project will promote and support the region's 9 Local Authorities to stimulate strategic market development and develop regional procurement activities. Different arrangements operate across the region which has contributed to a range of prices, a fragmented market, different documentation and a reliance on the Care Quality Commission Standards. The primary focus will be on developing common procurement arrangements, documentation and procedures. This will provide efficiencies for authorities and providers. Gaining agreement around common working arrangements will also help proposals for a regional procurement hub.

Greater collaboration and joint working by authorities will drive this forward. A bid of £50,000 for a Project Worker with the responsibility of making and maintaining linkages would be needed.

**Project Objectives**

- To develop a coherent view of the Care Home Market for older people in the East Midlands Region.
- To develop a process for sharing price modelling information to assist with local price determination. (short term)
- Across the region to promote collaborative co-ordinated negotiations
- To standardise paperwork between authorities, including contracts, placement agreements, standards, monitoring arrangements
- Develop effective strategies to maximise overall value for money, including identification of cashable savings and future requests for inflationary increases of Care Home placements.
- To ensure all proposals take account of the Putting People First agenda to promote choice and personalisation.

**Outline Business Benefits**

- An analysis and understanding of the Care Home market within the East Midlands region (turnover, ownership, market share, marketing & pricing strategies, geographic location and coverage)
- A map of how each authority in the region operates in terms of Care Homes – both in-house and externally provided services. (E.g. structures, practices, in-house/external capacity & costs, future development/recruitment strategies, particular issues faced by urban/rural authorities, and the perceived strengths, weaknesses and future challenges of those approaches).
- To move towards developing common standards of core costs and pricing structure/schedule for Care Homes.
- Contributing to each authority's Comprehensive Performance Assessment score for the Use of Resources module. Demonstrable joint working across the region, promoting efficiencies, quality provision, user choice and outcomes. (Councils must be rated as 'Performing Well' in this module for the Council to be judged as an 'Excellent' or 4 star Council.)
- Sharing knowledge and highlighting best practice.
- Improved market management, more focused growth (retraction) through the sharing of market intelligence resulting in greater choice and control.
- Regional arrangements will result in Providers being unable to justify their arguments by comparing actions of other authorities in the region.
- This project will also contribute to EM IEP target 1 All relevant authorities achieving at least "performing well" for Adult Social Services and target 7 All authorities achieving their annual efficiency savings target.

**JIP cross-cutting workforce and leadership project - £20k Core funding**

This is an ongoing project (project 461), which the EM IEP Member Board agreed to part fund (£15k) in 2008/09, with additional funds from Skills for Care (£25k) and the Department of Health (£30k - Social Care Reform Grant). It was noted that a further £20k of funding would be required from EM IEP in 2009/10.

**Project description**

This project will help local authorities to develop the workforce of the future, supporting the transformation of adult social care required by the ‘Putting People First’ agenda. It will deliver robust workforce plans and strategic workforce intelligence, and will build authorities’ ability to use these effectively as they remodel and train their workforce. The project builds upon the implementation of the National Minimum Data Set – Social Care (nmnds-sc), funded by the Department of Health and undertaken by Skills for Care to provide robust workforce data from all 9 local authorities in a common database.

**Project objectives and progress to date**

The project consists of a number of key elements, shown below alongside the progress to date:

<b>Project element</b>	<b>Progress to date</b>
<p><i>A. Workforce data / nmnds-sc</i> Support to complete the implementation of the nmnds-sc, incorporating the ‘bulk uploading’ of workforce data, working with local authorities HR departments to collate and standardise the data.</p>	<p>3 LAs have uploaded data onto the nmnds-sc, 2 more will have completed the upload by June 09. The remaining 4 authorities will have completed the upload by September 09, with training and support from Skills for Care.</p>
<p><i>B. Workforce plans</i> Support for workforce planning, identifying authorities’ key priorities and providing workshops to help authorities develop robust workforce plans. An EM regional workforce strategy will also be developed to support the transformation of adult social care.</p>	<p>Following consultation with LAs an action plan has been produced highlighting the kind of support authorities require, and identifying key priorities. Skills for Care will provide this support to enable LAs to deliver their workforce plans.</p>
<p><i>C. Workforce remodelling</i> Support for workforce remodelling, identifying authorities’ support needs and providing 6 regional workshops to share good practice and approaches to workforce remodelling following CSED intervention.</p>	<p>A project officer has been identified to carry out the work on workforce remodelling. 3 workshops will take place by June 09, 3 more by September 09.</p>

**Project Benefits**

The principle benefits of this project are:

- A complete workforce database that provides robust information for authorities and other stakeholders with an interest in adult social care
- Workforce plans enabling effective future planning, so that authorities have the right staff in place to deliver excellent services to users
- The ability to better identify training needs and respond to gaps in the workforce.
- Support for workforce remodelling to ensure LAs build the in-house capability to meet the ‘Putting People First’ agenda
- A framework for sharing best practice and disseminating both national and local learning
- This project will also contribute to EM IEP target 1 - All relevant authorities achieving at least “performing well” for Adult Social Services.

**Shaping the Care Services Market for Adults with Learning Disabilities and High Support Needs (continuation of funding Project 940)**

£37,500 Core funding

**Project Description**

This project supports the region's 9 local authorities to act as a collaborative catalyst for getting the best out of its providers, whilst pushing down costs and ensuring quality.

The East Midlands High Cost Placement project was set up (with the help of funding from EMCE) in response to the spiralling costs of placements and packages for people with learning disabilities and high support needs. The aim of this regional project was to explore the issues to help local authorities - in their lead and joint commissioning roles - to understand and manage the market more effectively. Subsequently, EM IEP Board agreed to fund the 2<sup>nd</sup> (implementation) Phase of this project - 'Shaping the Market for Adults with Learning Disabilities and High Support Needs'. This submission seeks approval for the final £37,500 to complete the project.

**Project Objectives**

The objectives for Phase 2 were to maximise the benefits of the shaping of the market place for all the participating councils and to ensure that improvements and efficiencies were achieved. Effective market development is therefore critical if we are to achieve value for money services and greater efficiencies in this high spend area. We need to:

- Ensure the efficiency potential of the procurement exercise undertaken within the EMCE High Cost Placements project is realised by co-ordinating the implementation of the collaborative commissioning process.
- Support improved outcomes, increasing the number of people with learning disabilities in settled accommodation by maximising the use of supported living models for people with higher level needs.
- Share learning and assess the benefit of further collaborative exercises for other groups

**Outline Business Benefits**

This project has already achieved benefits in managing the market by actively engaging and promoting the development of providers. Whilst the implementation has been a steady rather than rapid process, there has been focus to use providers to assist councils and the NHS with their re-provision of NHS Campus Homes.

The next 6 months is critical for the project to embed and mainstream processes that will achieve better longer term efficiencies and make effective use of the 100 placements during the 3 years of the agreement.

The coordination process is working well and provided the opportunity to work collaboratively across the region. The success of this milestone can be demonstrated by the number of authorities who are beginning to work in partnership with the new providers. Confidence is growing with clinicians and commissioners in the capacity and the capability of these specialist providers.

Three of the nine authorities have commissioned from the approved providers: Nottinghamshire, Leicestershire and Northamptonshire. (Leicestershire have already

reported cashable savings of £31,500 pa.) Derby City and Nottingham City have identified transitions cases and have started discussions with the support providers and engaging with families and carers.

The next 6 month will enable the full implementation of milestones and to implement an exist strategy for the project.

- Over the next six months a monthly reporting system will be set up to demonstrate the commissioning activity, negotiations taking place and the efficiencies gained. This will ensure that all authorities reach their target placements for the first year.
- A robust reporting system to identify issues with authorities and providers why commissioning activity is not being progressed and identify improvements that need to be put into place.
- Implement the Star Quality Review process for the placements which have been made and to ascertain what improvements and outcomes have been achieved for the service user and whether providers have reduced support packages to achieve efficiencies. The recommendation made in the audit report by Leicestershire County Council will be incorporated into this area of work.
- Develop, in partnership with all nine authorities, a regional exit strategy to ensure the continuation of this project and that commissioning becomes mainstreamed within each authority.
- Evaluation of efficiencies and improvements achieved as a consequence of this coordinated commissioning process.
- This project contributes to EM IEP targets 1 - All relevant authorities achieving at least “performing well” for Adult Social Services and 7 - All authorities achieving their annual efficiency savings target.

### **Serious Case Reviews – Adult Safeguarding**

£75k core funding

#### **Project description**

The East Midlands Adult Social Care Joint Improvement Programme has a work stream focussing on Adult Safeguarding and Dignity. The Safeguarding and Dignity Board has identified a piece of work which needs to take place in respect of Serious Case Reviews.

The Haringey report following the death of Baby P is critical of the Serious Case Review and the independent management reviews undertaken in relation to that case. This has led to Ofsted reviewing Serious Case Reviews, in respect of children, nationally.

Unlike Child Protection there is no legislative structure which defines Adult Safeguarding and most councils use the National Framework of Standards issued by the Association of Directors of Social Services as the benchmark for their services

Standard 1.22 states: “There is “Safeguarding Adults” Serious case review protocol. This is agreed on a multi agency basis and endorsed by the Coroner’s Office and details the circumstances in which a serious case review will be undertaken.”

The Safeguarding and Dignity board has identified that a Regional model of Serious Case Review would ensure a robust and consistent process across all partner agencies.

Funding of £75k is required to deliver the project.

#### **Project Objectives**

- An analysis of Serious Case Review policy, practice and procedures across the Region.
- Research and identify best practice nationally and learning from Children’s Services.
- Link with the Children’s advisor at Government Office to consider different methodologies for Serious Case Reviews e.g. appreciative inquiry.
- Establish agreed criteria for invoking a Serious Case Review.
- Identify regionally consistent membership of Serious Case Review Boards
- Create a Regional Procedure for Serious Case Reviews, to incorporate Independent Management Reviews and Reporting arrangements.
- Sign up to the Procedure by all Adult Safeguarding Boards, partner agencies and the Care Quality Commission.

#### **Outline Business Benefits.**

Establishing a regional process for Serious Case Reviews will provide consistency across Local Authority borders for partner agencies, provide efficiencies for Councils in taking this work forward regionally and provide a consistent benchmark for the Care Quality Commission in assessing performance.

This project will contribute to EM IEP target 1 - All relevant authorities achieving at least “performing well” for Adult Social Services.

### **Accessing Primary Healthcare, Housing Support, and Community Care for vulnerable prisoners who will need it on release. - £60k core funding**

#### **Project Description:**

This bid is to support the scoping of the social care needs of vulnerable adult prisoners with ordinary residence entitlement in the East Midlands who are near release and need access to health and social care services for their protection and continuity of care. The scoping work will be undertaken in a specific locality but will advise as to the practice implications and requirements across the region. The project is informed from the outcomes of the 'Safeguarding Vulnerable Adults in Contact with the Criminal Justice System' regional conference held at the National Space Centre on the 30<sup>th</sup> March 2009.

Discharge prisoners have the same legal rights to health, housing and community care services as anyone else. Research evidence indicates that little is undertaken by local authorities and re-offending, exclusion is a common consequence of such neglect. The assessment of vulnerable prisoners form no part of any performance evaluation of a local authority. Such evidence also informs as to the significant savings that could be delivered by reducing reoffending by this most vulnerable adult group. There would be a benefit in collaborating regionally and developing a project to address how we might better manage the needs of vulnerable prisoners prior to and on release and of ensuring that safeguarding policy and practice is developed in line with this.

Funding of £60k is sought from the EM IEP to pay primarily for a dedicated part-time Project Manager and Assistant to set up the scoping format, involve stakeholders and to develop best practice. The project would be for 12 months. The scoping part of the project will be delivered in an agreed Local Authority & PCT area, involving the prisons and the National Offender Management Services located in that area.

#### **Project Objectives:**

- To develop a scoping tool for assessing the needs of vulnerable prisoners in the prisons located in an agreed local area. All prisoners would normally have ordinary residence entitlement in the East Midlands, but will include foreign nationals based on their assessed vulnerability.
- From reviewing a selected number of care/offender histories to inform metrics that can be used to establish the cost of services provided and savings to be achieved through local authorities undertaking their legal responsibilities.
- Regionally to map in the East Midlands region current services that utilise safeguarding vulnerable adult practices, their accessibility for prisoners prior to and post release.
- To advise on agreed standards for inclusion in safeguarding policies and procedure in the region.
- Sharing knowledge and highlighting best practice.

#### **Outline Business Benefits.**

- Reduced risk of legal litigation against local authorities.
- Equity of access to services.
- Innovation and partnership working.
- Anticipated savings from the reduction in reoffending from this particular group of offenders.

Improving risk management

### **Regional Learning Disabilities Social Inclusion & Personalisation (continuation of funding project 459 –) - £25k core funding**

#### **Project Description & Objectives**

The number of people with learning disabilities and complex needs is increasing both nationally and in the East Midlands.

This co-funded project aims to better support people with learning disabilities to live an ordinary life within their local community; supporting improved local opportunities for social inclusion and personalisation through regional employment and person-centred planning projects.

The EM IEP Member Board agreed to match-fund the Department of Health's £25k in 2008/9 and it was noted that a further £25k of match-funding would be required from EM IEP in 2009/10.

#### **Progress to date**

Leicestershire County Council is hosting this project on behalf of the region, supported by a Project Board which is now firmly established.

Following competitive interviews, two part-time project leads have been successfully recruited; one to drive delivery of the employment elements of the project and the other to focus on person centred planning.

#### **Outline Business Benefits**

- Increase the numbers of people with learning disabilities in paid employment within each Local Authority area (NI 146);
- Support people with learning disabilities who are known to services and who have complex needs or are likely to be involved in a change of home or day time support to explore their options for the future through the use of person centred approaches/Person Centred Plan which follow best practice;
- Assist local services to increase the uptake of personalised self directed support and reduced reliance upon traditional service models of support;
- Enhancing social inclusion, empowerment and equality and the associated economic and health benefits;
- Enhanced opportunities for individual choice and independence;
- Increased levels of paid employment will reduce overall dependence upon state benefits and enhance individual's abilities to contribute to the local economy;
- Enhance the implementation of the Disability Equality Duty in the recruitment, retention and training of disabled employees within the public sector;
- Commissioning plans based upon PCP outcomes are more likely to result in a range of local service supports and models that meet the full range of needs and reduce the need to commission expensive out of area placements;
- Increased up take of personalised and self directed support and decreased reliance upon traditional models of service support;
- Provision of a wide range of support models and services within local areas will ensure investment in local services and development of local employment opportunities (within the 3rd sector and through personalised support packages).

### **Regional Approach to Residential Rehabilitation for Drug & Alcohol Services for Adults** - £20k Capital Pot

#### **Project Description**

Commissioning Residential Rehabilitation Services that deliver programmes designed to support service users to live drug-free lives, focusing on the coping strategies and life skills required to achieve this (referred to as 'Tier 4 services') is more complex than other commissioning within the drug and alcohol treatment systems.

Residential Rehabilitation Services should be commissioned to meet the complex needs of certain populations of substance users. This level of complex need necessarily implies small populations of potential users of these services. It can therefore be difficult to adequately plan and commission these services on a locality basis. Regional commissioning of Tier 4 services will facilitate better planning of these services.

Residential rehabilitation facilities at present are largely located outside the partnership areas, are not subject to robust service level agreements and tend to be spot purchased. Some of the same Residential Rehabilitation Providers provide services to a number of Partnerships. Limited facilities within the region are not necessarily tailored to regional requirements. Funding is largely located within community care budgets in the local authorities and arrangements for accessing and processing the funding has been variable across the region.

In recognition of the above complexities, in Autumn 2006, the Nine Crime and Drug Partnerships agreed to provide funding to support the appointment by the National Treatment Agency of a regional post to co-ordinate and develop planning, commissioning and performance management arrangements for Tier 4 services across the region encompassing community care, health and partnership funding streams for Tier 4 services. (This post is currently funded until 31 March 2010.)

The work programme covers Residential Rehabilitation, Inpatient Treatment – detoxification and stabilisation, Move-on, Aftercare and wraparound support and the work streams are overseen by a Tier 4 Steering Group.

This bid seeks £20K of EM IEP funding to support regional contract advertising and the development of a data collection system to support the analysis of each authority's placements, budget management and regional analysis capability.

#### **Project Objectives**

- Maintain quality and deliver efficiencies for Local Authorities – in their lead/joint commissioning roles - working with Crime and Drug Partnerships to better manage and shape the market for Residential Rehabilitation Services for Adults recovering from Substance Misuse.
- Undertake a regional procurement exercise and develop a regional list of "Approved Providers" who can meet the quality criteria expected by the Regional Commissioners to a service standard
- Develop effective market management strategies and implement monitoring and review strategies and systems that maximise overall value for money that can be adopted regionally
- Develop and implement effective case management and support planning strategies that ensure Providers meet the individual needs and support the re-integration of Adults recovering from Substance Misuse problems back in to the community.

## Outline Business Benefits

This collaborative approach to commissioning residential rehabilitation services will:

- Contribute to the following outcomes which are also those sought by the White Paper: 'Our Health, Our Care, Our Say', and to which CQC will be inspecting –
  - Quality of Life
  - Exercising Choice and Control
  - Making a Positive Contribution
  - Personal Dignity and Respect
  - Improved Health and Emotional Wellbeing
  - Freedom from Discrimination and harassment
  - Economic Wellbeing
- Improve care pathways to residential rehabilitation and exit routes to recovery;
- Provide a regional list of “approved providers” that can demonstrate quality, choice and value for money;
- Agreed standards and costs (utilising the Care Funding Calculator and the NTA Unit Costs analysis on Tier 4 Providers) and additional reduced cost benefits negotiated with Providers by them achieving “approved provider status” and the added benefit of potentially receiving clients from a number (if not all) Partnerships across the region.
- An analysis and understanding of the type of clients who benefit from this intervention based on successful outcomes, length of stay and total cost per placement;
- Agreed monitoring and review standards across the region;
- Contributing to each authority’s Comprehensive Performance Assessment score for the use of Resources module. (Councils must be rated as ‘Performing Well’ in this module for the Council to be judged as an ‘Excellent’ or 4 star Council);
- Contributing to the LAA targets and the NTA treatment effectiveness strategy by improving treatment exits;
- No regional “pooled budget” arrangement, therefore each Local Authority will control their own budgets;
- A common assessment framework that covers effective throughcare, case management and continuity of care across the partnerships. Ensuring that service users are eligible for community care funding, suitable and properly prepared for admission to Tier 4 Services;
- A service directory which gives details of all services currently on the “approved provider” list;
- Ensure seamless provision of services from prison to residential rehabilitation if this is appropriate;
- Sharing knowledge and highlighting best practice;
- Improvement in relationships between commissioners, referring clinicians, users and carers and the providers of Tier 4 service provision.

**Web-Enabling the Care Funding Calculator**

£200k Capital Pot funding

**Project Description**

The Care Funding Calculator (CFC) is a tool developed by the 9 RIEPs in order to support local authorities, PCTs and providers to gain improved understanding of the cost of care placements in the Learning Disability, Physical Disability and Mental Health sectors, to improve decision-making for local authorities and PCTs when purchasing care, ensure improved outcomes for service users, and the best use of resources.

There are several aspects to continuing work to maximise the value and potential of the CFC including: web-enabling, continuing regional support, and developing versions for use with other service user groups. Web-enabling the CFC is the focus of this £200k (ring-fenced) Capital Pot-funded project which will be undertaken in collaboration with the South East and West Midlands RIEPs.

**Project Objectives**

The CFC tool has been completed following pilots in over 70 local authorities (including all 9 East Midlands authorities) 2 PCTs and consultation with providers. It incorporates extensive cost data derived from providers themselves, and has been triangulated against a number of existing research data sources.

Improvement and Efficiency South East developed the tool with a budget funded by all 9 RIEPs. The original Project PID advised participating RIEPs of the need for support at a regional level once the tool was launched, and included plans for a user-friendly version. Subsequent meetings with the RIEPs agreed the need for web-enabling of the tool.

The CFC is based on work previously carried out using costing tools in the SE and SW regions. Results in the SE region have been impressive, with documented savings to date of £4.5 million, an average saving where the tool was used of 16%. It is also reported by authorities using the SE tool that its use has resulted in a better match of service delivery with service user needs in a number of cases. However, the tool does not aim simply to make savings for LAs and PCTs, but to support stability and transparency in the market. Use during the pilot, for example, highlighted cases where prices paid were assessed as being too low to provide the service agreed or ensure continued viability of the provider. In these cases, the price paid was increased. However, overall, the application of the tool has seen costs decrease for purchasers as their understanding of a realistic cost for care has improved.

**Outline Business Benefits**

Web-enabling the Care Funding Calculator is seen as the most important next step for a number of reasons including: ensuring wide access to the tool from public and professionals alike; ability to ensure version control; ability to update the cost assumption data; refining the tool where issues have been raised by users; compiling market data in order to generate reporting of use to providers and purchasers alike. Reporting on market trends will be invaluable not just to commissioners, but also to the provider sector who are facing a dramatically changing market and need to plan for their own business development.

### Rolling out the Care Funding Calculator Across High Cost Placements

£70k Capital Pot funding

#### Project Description

The Care Funding Calculator (CFC) is a tool developed by the 9 RIEPs in order to support local authorities, PCTs and providers to gain improved understanding of the cost of care placements in the Learning Disability, Physical Disability and Mental Health sectors, to improve decision-making for local authorities and PCTs when purchasing care, ensure improved outcomes for service users, and ensure the best use of resources.

Most regions (including the East Midlands) appointed a regional CFC 'super user' to support the training of local authorities, PCTs and providers. (This activity formed part of the EM IEP funded 'Shaping the Market for Learning Disability & High Support Needs' project, first year funding for which was approved by the Board in September 2008.)

The designers of the CFC tool propose that it could support efficiency savings of up to 5%. Whilst this figure may be optimistic, the tool clearly has the potential to support significant cost reductions – in excess of £1.25m cashable savings have already been reported by 5 East Midland authorities as a result of negotiations with Providers, supported by the CFC, in 2008/9.

£70K of EM IEP funding is now sought in order to provide a dedicated, full time Project Manager who will focus on further roll out the CFC within the region.

#### Project Objectives

To roll out the Care Funding Calculator in a structured and planned way with the Commissioner Adult Social Care and the NHS and with providers operating in the East Midlands. To work with commissioners in the East Midlands to identify areas to be targeted, for example, high cost placements both in social care and those funded for continuing health care. The Project Manager will:

1. Undertake the role of the 'super user' and support authorities in developing the use of the Care Funding Calculator
2. Set up appropriate discussions with managers of services relating to user groups to share learning from the project and in respect of the tool.
3. Act as a link between the authorities and external bodies, gathering and disseminating information both on the CFC progression and other identified cost efficiencies and intelligent commissioning.
4. Support the work and input to the web-enabling of the CFC (to be led by the South East) as the most important next step for ensuring wide access to the tool from public and professionals alike.
5. continuing regional support to implement procurement across the region for learning disabilities services
6. Continue regional support to roll out the central developments across other service user groups in the East Midlands region.
7. Share the learning from member authorities of how the CFC has been implemented to achieve savings reported, and how the work was undertaken and resources required. (Specifically, to undertake a full analysis of Lincolnshire's success and to report this across the region.)

8. Work with key providers and the wider regional market to embrace the use of the CFC through a clear plan to engage providers through a combination of pilots and training events. (Building on the Lincolnshire analysis above.)
9. Set up reporting systems to collate efficiencies and ensure staff are using the tool as part of their day to day commissioning and negotiations.

### **Outline Business Benefits**

Gain market intelligence on market trends for commissioners, people using services, to the provider sector who are facing a dramatically changing market and need to plan for their own business development and help inform people using services about the costs and charges in relation to self-directed support. Better information for supported living profiles for adults.

### **Stimulating the development of the region's local care marketplace**

£300k Capital Pot funding

#### **Project Description**

This project seeks to support the region's 9 local authorities to act as a collaborative catalyst for new and innovative models of care delivery in line with Putting People First, and will be funded from the ring-fenced 'Capital Pot' award (£300K).

#### **Project Objectives**

All council services face the efficiency challenge of CSR 07 but Adult Social Care is a major spend area. CIPFA statistics for 2006/7 suggest the total expenditure on Adult Social Care by the 9 upper tier authorities in the East Midlands was £819 million. Typically, care management costs account for around 17% of these costs which means circa £680 million in the Region is spent on the provision of services - either in-house or procured from the market. Effective market development is therefore critical if we are to achieve more personalised services and greater efficiencies in this high spend area.

The Government's Putting People First programme aims to revolutionise the delivery of social care through self-directed services and personal budgets. It seeks to empower individuals and provide them with the choice and freedom they have not had to date. This also means, however, that individuals now have to understand how to develop their own support plans, where to buy services, how to manage budgets and maybe even employ their own staff. Navigating the world of self-directed services and personal budgets is complex and dynamic.

The Resolution Foundation commissioned a report which provides a comprehensive overview of how the long term care system operates and the potential impact of current trends. It identifies five areas of weakness that undermine the current system:

- over-reliance on informal care making the system vulnerable and with unseen costs for low earners;
- severe shortage of information, advice and advocacy to help people navigate a highly complex system;
- tight budgets resulting in short term solutions and delaying more cost effective and preferable solutions such as preventative services;
- local variations in access to and quality of care creating a postcode lottery;
- existing services find it difficult to be responsive to demand.

#### **Outline Business Benefits**

This project will help to actively engage and promote the development of a diverse range of providers (including social enterprises, voluntary and community groups, smaller local providers, local authority services and large organisations), building the capacity of both traditional and non-traditional services and increasing the range and diversity of self directed support options available within the local marketplace.

Using a web-based platform to create a 'marketplace' will enable service users and their carers to have direct relationships with people who provide care, sourced from any channel including informal carers. This will not only increase the flexibility, choice and control enjoyed by service users but also supports other critically important agendas such as local economic development and tackling increasing levels of local unemployment.

### **Transforming social care data into information for effective commissioning - £300k Capital Pot**

#### **Project Description**

Putting People First and the Personalisation agenda will transform the way authorities provide social care to individuals; giving them choice and control over their care and their lives. However, in order to deliver effectively, local authorities will not only need robust and accessible data from which to build self directed support also but the ability to collate, aggregate, analyse and use this data as an effective information source from which to plan and commission services that better meet individual's dynamic care needs.

This project (funded via £300k from the ring-fenced, 'capital pot' award) will focus on two areas of data analysis: regional and local authority. It will bring together key sources of data (including population trends, key performance indicators, individual social care records etc) into a data mapping, cleansing and joining system that produces a clean copy ready for use by service commissioners.

#### **Project Objectives**

Utilising leading edge technology for social care analysis, all 9 local authorities in the region with social care responsibilities will be supported (via one lead authority) so they are able to extract data from multiple systems and produce analysis on real time data. This sort of business intelligence tool is an essential requirement in order to provide the high level value added analysis needed by the commissioners of tomorrow – in an easy-to-use interface.

#### **Outline Business Benefits**

The system will build on existing population data and trends, incorporating GIS and Google mapping and enable comparisons across key indicators; comparing authorities with similar size populations or deprivation levels etc and offering a means of collaborating on strategic commissioning regionally as well as locally.

It will also support the efficiency agenda by helping to identify spend which is out of synch internally and across local market providers, analysing trends and patterns and making comparisons with social care spend in similar authorities. This methodology can be applied to all care groups, including high spenders such as Learning Disability and high volume, volatile services for older people in residential, nursing home, hospital and domiciliary care.

The system to be developed would also improve the analysis of key social care data to support performance improvement and transformation, and support the integration of social care with other health and well-being information and action.

Other benefits include:

- Insight across the region and local authority at a strategic level
- Social care market and commissioning analysis
- Regional and local authority population and service need mapping
- Performance, JSNA and LAA analysis across the region
- Monitoring Joint Improvement Partnership (JIP) and REIP activity
- Understanding regional and local authority population health and well being
- Mapping and follow through on CSED activity and efficiency gains
- Progress on Transforming Social Care

**East Midlands Fire and Rescue Authorities Efficiency and Improvement Programme - £30k Core Funding & £195k Capital Pot**

**Project Objectives**

The EMRMB can demonstrate its past and forthcoming commitment to this agenda. In respect of efficiency the current proposal to introduce a regional finance system across three Services, with a view to opening this up to the other FRSs within the region meets these objectives. A target date of 2010 has been set. Additionally, the Services are looking to establish a single occupational health, health and safety, human resources and payroll system to support the new RCC.

The Service has a regional approach to its wholetime firefighter recruitment. As part of this all five Fire and Rescue Services have committed to recruiting 18% women into its operational sector. This is to improve its service delivery to the public, encourage the economic independence of women and improve diversity within the workforce.

All five Fire and Rescue Services are partners in their respective LAAs. Much of this had been achieved through activities relating to Safeguarding Children, Adult Social Care and the reduction of anti-social behaviour. All five Services operate youth intervention schemes, such as the Prince's Trust, Firebreak etc., which employ diversionary tactics. All are also involved in arson reduction, reducing the economic effects of fire and improving the reaction of business to the risk of fire. This supports the local economy.

In working collaboratively, the Services attempt to build capacity, create opportunity and under the stewardship of the EMRMB, improve service delivery.

**Project description**

In addition to support for the above programmes the EMRMB wishes to pursue the following;

- Regional finance system replacement and rollout;
- An audit/assessment of recruitment;
- A review of regional assessment centre performance
- Member induction training for new EMRMB members following elections in June;
- Ongoing governance support for two years

The total support requirement for 2009/10 would be £225k. This would be made up of £195k allocation from the capital pot and £30k from the 09/10 core grant. Indicative requirement for 2010/11 would be £45k, with specific project bids to be submitted following EMRMB meeting in July 2010.

**Business benefits**

Each of the above projects will be assessed using the mietool, where appropriate, and full PIDs will be prepared setting out the efficiency gains and service improvements that flow. It is considered this programme will contribute to the EM IEP target 7 "All authorities achieving their annual efficiency savings target".

**Events and Workshops Programme 2009/10**

£150k Core funding

During 2008/09 the events/workshops capacity building programme delivered 37 events/workshops to over 1,300 delegates from the Regions authorities. The programme covered all of the key service areas and LAA themes (see appendix one for list of events). This funding is also used to facilitate a range of service/regional programme networks and governance meetings. The cost of the EM IEP Annual Conference will also be financed from this budget.

Funding of £150k is required to support the delivery of a programme of events/workshops and to continue the facilitation of the regions steering groups/networks and governance meetings from the 1<sup>st</sup> April 2009 to 31<sup>st</sup> March 2010, see below for list of proposed events.

A delegated decision was approved (agenda item 5) for £57k event/workshops funding from April 1<sup>st</sup> – June 30<sup>th</sup> 2009 to enable the programme to continue during this period. These events are included in the programme and funding profile outlined below.

**Proposed events/workshops from the 1<sup>st</sup> April 2009 to 31<sup>st</sup> March 2010 Programme and funding for facilitation of the regions networks and governance meetings.**

<b>Event/activity</b>	<b>Estimated Cost</b>
Support-related housing, AT, Crisis Response + Pathway Planning Workshop	£2,000
2x Adults Social Care - Showcase good practice, share lessons and enable networking	£4,000
4 x Childrens Social Care - Showcase good practice, share lessons and enable networking	£8,000
2 x EU Legislation - Workshop designed to showcase update officers on good procurement practice, share lessons and enable networking, each focusing on a different theme.	£4,000
2 x Efficiency Steering Group workshop - Showcase good practice, share lessons and enable networking	£4,000
Equalities – Workshop to Inform District officers of their responsibilities with regard to Equalities and support improvement programme	£2,000
LAA event (workshop) - Asset management /regeneration/invest to save	£2,000
LAA event (workshop) - How Engagement in Sport and Cultural Activities has made a difference to communities	£4,000
3 x mietool training session – Open session	£18,000
mietool training for Social Care officers - Adults	£6,000
Sub National Review guidance workshop	£3,000
Mietool Training - full day mietool training events for Social Care (childrens)	£6,000
LAA event Information and Knowledge Management workshop	£2,000
Worklessness Programme Development Seminar	£2,000

<b>Event/activity</b>	<b>Estimated Cost</b>
3 x sub regional events - Skills for Partnerships (LSPs)	£6,000
4 x Commissioners & Procurement - Workshop designed to showcase update officers on good procurement practice, share lessons and enable networking, each focusing on a different theme.	£8,000
5 x sub regional events targeted at District members with responsibility for equalities	£5,000
5 x Sub regional LAA Workshop –Scrutiny of the Local Area Agreement - Presenting the new duties of councillors at a more local level to allow greater engagement	£5,000
2 X SR events Skills for Partnerships	£4,000
4 x LAA Priority Workshops	£8,000
2x Waste Management - Workshop designed to showcase good practice, share lessons and enable networking	£4,000
2 x Climate Change - Workshop designed to showcase good practice, share lessons and enable networking	£4,000
2 x Environmental Cleanliness - Workshop designed to showcase good practice, share lessons and enable networking	£4,000
Annual Conference	£8,000
Facilitation of Governance Meetings	£7,000
Regional Programme Planning/Delivery - Facilitation of Steering Groups/networks for programme planning and delivery (April – June)	£20,000
<b>Total</b>	<b>150,000</b>

## Marketing &amp; Communications

## Outline Key Project delivery Milestones and EM IEP Funding Payment Profile

Brief Description of Outcomes of Key Milestone	Anticipated delivery date	EM IEP Funding payment profile £
<p><b>Corporate Films</b> Production of 15 video case studies based on EM IEP key themes including:</p> <ul style="list-style-type: none"> <li>• Shared Services</li> <li>• Procurement and efficiency</li> <li>• Adult and care services</li> <li>• Shared services</li> <li>• Sub-regional programmes</li> <li>• Leadership</li> <li>• Environmental services and climate change</li> <li>• Economic growth</li> <li>• Business transformation</li> </ul> <p>The case studies will be themed into groups of films and will be used for the EM IEP Annual Conference and other conferences and events throughout the year.</p>	on-going	50,000
<p><b>Website</b> Re-design website to make it more customer focused, easier to navigate and fresher.</p>	Oct-Nov 2009	10,000
<b>TOTAL</b>		<b>60,000</b>

Cllrs		Lead		Core Fund	Additional Ring fenced monies	Capital Pot	Capital Pot (sub regional)
				£'s	£'s	£'s	£'s
Woods / Wilcox	1	CA/AF	<b>Economic Growth:</b>				
			Housing Growth	50,000			
			Worklessness /skills	100,000	100,000		
			Research & Information	15,000			
			Customer Insight / research & information (4)			200,000	
			Supporting the local economy			75,000	
Begy	2	HR	<b>Children's</b>				
			Shaping the Market for Children in Care	106,000			
			Children & Young Peoples JIP	105,000			
Williamson/ Banwait	3	MR	<b>Community &amp; Neighbourhood Development:</b>				
			Heri Kwetu		7,220		
			Community Forum SW Leicester		17,256		
			Community Cohesion Programme (tbc)		105,000		
			Neighbourhood Wardens/Community Cohesion		87,000		
			Equalities		70,000		
			LIA Support for MAA/LAA/CAA	120,000			
			Community Engagement kitemarks (6)			20,000	
			Culture change innovation fund (5)			30,000	
Brown	4	MR	<b>Member Development</b>	400,000			
Mayhew	5	AG	<b>Environmental:</b>				
			Programme Manager	57,000			
			ENCAMS - Environmental Quality	125,000			
			Climate Change		tbc		
			Waste	50,000			
Webb	6	AF/CA/ MT	<b>Efficiency:</b>				
			Programme Manager	57,000			
			Tele Presence system (1)				500,000
			System Innovation (3)			50,000	
			Organisational Diagnostics (3)				400,000
			Sub regional shared service support (7)				250,000
			BTP - Open Training course	128,000			
			BTP - Collaborative Leaders	100,000			
			BTP - Benefits Target No 9 action	140,000			

Cllrs		Lead		Core Fund	Additional Ring fenced monies	Capital Pot	Capital Pot (sub regional)
				£'s	£'s	£'s	£'s
			MHA (inc BPI project)		200,000		
			EMPA	200,000			
			Efficiency Challenge			250,000	
Allen	7	HR	<b>Adult Social Care</b>				
			Programme Manager	66,000			
			Care Funding calculator (EM roll out)			70,000	
			LD Residential to supported living in Derbyshire	100,000			
			CSED Efficiency project	155,000			
			Shaping the care market for older people	50,000			
			Learning Disabilities Social Inclusion & Personalisation	25,000	25,000		
			Workforce Development	20,000			
			High Cost placements	37,500			
			Serious case reviews	75,000			
			Substance Misuse			20,000	
			Prevention of deprivation of liberties	60,000			
			Web enabling the care funding calculator (2)			200,000	
			Stimulating the care market (1)			300,000	
			Transforming social care data (2)			300,000	
			Dementia Strategy (2) project		40,000		
			Safeguarding & Dignity in care implementation Delivery		80,000		
			Consultancy to fast-track audit and support in Adult Safeguarding for some councils		50,000		
			Dementia (project 3)		100,000		
			Dementia (project 4)		100,000		
			Personalisation Mental Health (project 2)		50,000		
			Early Intervention (project 1) - includes £20K for EI model for psychosis		100,000		
			Early Intervention (project 2)		50,000		
			ASC response to Bradley Review - via Health Offender Board		100,000		
			Implementation of Mental Capacity Act & Deprivation of Liberties		70,000		
			DH East Midlands Project - details to be confirmed		94,500		
			Adult Care Performance Programme		22,000		
			User Led Organisation		100,000		
			Efficiency coordinator		125,000		
			Support putting people first		50,000		

Cllrs		Lead			Core Fund	Additional Ring fenced monies	Capital Pot	Capital Pot (sub regional)
					£'s	£'s	£'s	£'s
Connelly	8			<b>Culture</b> (CIPEM project)	0	182,690		
Roffey	9	CA		<b>Fire &amp; Rescue</b>				
				Fire & Rescue improvement & Efficiency Programme	30,000		195,000	
				<b>Supprot Team Activity</b>				
				Communications	60,000			
				Workshops	150,000			
				<b>National Initiatives</b>				
				Proclass	15,000			
				SE Construction	15,000			
				Others	30,000			
				<b>TOTAL</b>	<b>2,641,500</b>	<b>1,925,666</b>	<b>1,710,000</b>	<b>1,150,000</b>
				Total capital pot/revenue funds			<i>2,860,000</i>	
				Income regional programme 2009/10	1,975,000		1,710,000	
				Unallocated - Core Funding 2008/09	507,000			
				Unallocated 2008/09 Business Transformation spare (see below)	187,000			
				<b>Total Income available for regional programme 2009/10</b>	<b>6,304,666</b>			
				Unallocated	27,500			
				<i>2008/09 Business Transformation Programme</i>				
				<i>Budget</i>	<i>700,000</i>			
				<i>Paid out less</i>	<i>- 153,000</i>			
				<i>Committed - less</i>	<i>- 175,000</i>			
				<i>Programme elements to continue less</i>	<i>- 185,000</i>			
				<i>Sub total - available above</i>	<i>187,000</i>			



John Healey MP  
Minister for Local Government  
Communities and Local Government  
Eland House  
Bressenden Place  
London  
SW1E 5DU

18 May 2009

Dear John,

I am sorry you were unable to attend the RIEP member forum on 30 April but fully understand the reasons for your absence in dealing with the current flu outbreak.

The meeting was a productive one with a very well informed discussion on procurement, where members shared knowledge on their RIEP's key procurement initiatives. We agreed that case studies should be developed on the issues of category management, procurement portals and procurement cards. I agreed that the LGA Improvement Board in July should receive a presentation on the scope for developing shared services and other ways the board can drive forward the procurement agenda.

We also discussed the safeguarding children agenda and shared knowledge on different regional approaches for supporting local authorities. Members were alerted to the LGA campaign on safeguarding and the importance of the lead member role.

I enclose a summary of the good practice in procurement and safeguarding that was discussed at the meeting. As you will see there is some excellent work being done and I was encouraged by the strong leadership and engagement RIEP members showed and a real appetite to learn from each other and spread best practice. I have also enclosed a summary of the RIEP annual report, which I hope you will agree will be a useful tool in communicating the success of RIEPs to both central and local government.

Given the pace that is now clearly evident around this agenda, RIEP members were concerned at the Department's indication that funding for 2009-10 would now be a mixture of capital and revenue. Given that this was a change from the original planning assumption that core funding would be entirely revenue, members felt that this would create problems because:

- Programmes and support in year two had been commissioned on the assumption of 100% revenue funding; a change to this will mean revisiting current delivery plans, creating further work and delays.

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- A mix of capital and revenue funding will add a layer of complexity in the management of resources which may prevent RIEPs from acting quickly and responsively to authorities.

I understand from officials that you are firming up on the 80:20 revenue/capital split. I recognise that this is due to pressures on your own internal budgets and the threat of support for other programmes being put at risk were RIEPs to receive a larger element of revenue funding. However, this will inevitably create delays in programmes at a time when we are determined to increase the pace of roll out of our programmes. I would urge you to reconsider this if there was a way to avoid putting other programmes at risk or, in the absence of that, I hope you can provide some reassurance that we will have more certainty in planning year three funding to avoid any further delays in the programme.

A handwritten signature in dark ink that reads "David Parsons". The signature is written in a cursive, slightly slanted style.

Councillor David Parsons CBE  
Chair LGA Improvement Board