

## Agenda item No: 5

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

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#### Report of the Director

#### Delegated decisions – March and April 2009

##### 1. Purpose of the report

- 1.1 To summarise the delegated decisions taken by the Chair and Vice Chairs of the Board during March to May 2009.

##### 2. Background

- 2.1 The scheme of delegation approved by the Board in November 2008, provides the opportunity to be utilised, if appropriate, for funding approval by the Board's Chair and Vice Chairs, subject to a report back to the next appropriate Board meeting.

- 2.2 Three delegated decisions have been taken in recent months. The relevant reports are attached as Appendix 1. The decisions were as follows;

- Approval was given for a £180k allocation from the 2009/10 grant income to allow salary commitments to continue for the three existing Regional Programme managers and a further £57k to allow expenditure on planned capacity building events/workshops programme.
- Approval was given for £9k funding towards the cost of a corporate peer review at Boston Borough Council. This allocation was made from the "support for councils in difficulty" budget.
- Approval was given to continue with the CSED process re engineering project in the 9 Adult services authorities, which required £80k of expenditure to be agreed for the period April to June 2009 inclusive. The allocation was made from the proposed 2009/10 Adult Services programme budget.

##### 3. Recommendations

- 3.1 The delegated decisions taken by the Chair and Vice Chairs are endorsed by the Board.

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

## EAST MIDLANDS IMPROVEMENT AND EFFICIENCY PARTNERSHIP BOARD

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### Report of the Director

#### Utilisation of the scheme of delegation for the approval of the 2009/10 funding for the 3 Regional Programme Managers and events/workshops capacity building programme

##### 1. Purpose of the Report

- 1.1 To obtain the approval for £180k from the notional regional £1,975k allocation (30%) of the CLG core funding for 2009/10 to enable the payment of the salaries and on costs of the 3 Regional Programme Managers from April 1<sup>st</sup> for 2009/10.
- 1.2 To obtain the approval for £57k from the notional regional £1,975k allocation (30%) of the CLG core funding for 2009/10 to enable the continuation of the programme of capacity building events/workshops to continue from 1<sup>st</sup> April to 30<sup>th</sup> June 2009.

##### 2. Background

- 2.1 At the Board meeting on 12<sup>th</sup> September the Board approved the funding for 3 programme managers to support the delivery of regional programmes for 2008/09 and the capacity building programme of events/workshops.
- 2.2 The scheme of delegation, approved by the Board in November 2008, provides the opportunity to be utilised, if necessary, for funding approval by the Board's Chair and Vice Chairs, subject to a report back to the next appropriate Board meeting.
- 2.3 Subject to confirmation of the EM IEP core grant from the Local Government Minister, it is anticipated that the regional programme 30% will equate to £1,975k in 2009/01.

##### 3. Regional Programme Managers

- 3.1 The 3 Regional Programme managers are currently supporting the delivery of the approved regional programmes; Children and Young Peoples' Services/Adult Social Care (JIP), Environmental Services/Climate Change and Business Transformation (inc. Shared Services).
- 3.2 Funding of £180k is required to pay the salaries (and additional employment costs) for the 3 programme managers to continue to support the delivery of these programmes from April 1<sup>st</sup> for 2009/10.

#### 4. Events/Workshop Capacity Building Programme

- 4.1 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.
- 4.2 Funding of £57k is required to support the delivery of a programme of events/workshops from the 1<sup>st</sup> April to 30<sup>th</sup> June 2009 (see appendix two for list of proposed events 1<sup>st</sup> April to 30<sup>th</sup> June 2009) and to continue the facilitation of the regions steering groups/networks and governance meetings.

#### 5. Recommendations

- 5.1 That the Chair and Vice Chairs approve, through the scheme of delegation:
- £180k from the regional £1,975k notional allocation (30%) of the CLG core funding for 2009/10 to enable the payment of the salaries and on costs of the 3 Regional Programme Managers from April 1<sup>st</sup> for 2009/10
  - £57k from the regional £1,975k notional allocation (30%) of the CLG core funding for 2009/10 to enable the continuation of the programme of capacity building events/workshops to continue from 1<sup>st</sup> April to 30<sup>th</sup> June 2009

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

## EM IEP Events and Workshops Delivered 2008/09

Event	Number of Delegates
Transforming HR	46
Tier 2 Consultancy	38
Strategic Commissioning	125
Resourcing LAAs	4
Pro Class Training	27
Personalisation Agenda – Adult Social Care	13
ICT Showcase Event	19
Green IT	26
EU Workshops x 5	121
EU Legislation	24
Pan Government Energy Event	45
EMCAMS Workshop	39
Empowerment Event	86
EMLAWN Event	22
Climate Change Workshop	41
Business Transformation Showcase	38
CAA event	60
Defra Waste Road Show	65
Climate Change Event	160
EM RIEP Officer/Member RIES Seminar	40
Scrutiny and LAAs	47
mietool training – Adult Social Care	18
SRP mietool Training Workshops x 9	41
CAA– Are you Ready (30/3/09)	85
Outcome Based Accountability (LSPs) (23/3/09)	41
EM IEP Annual Conference	100

Budget for 2008/09 £158k:

- Social Network Analysis - £43,000
- Events, workshops, EM IEP Conference and facilitation for steering groups/networks for programme planning & delivery - £109,200
- Facilitation of Governance Meetings (Officer Steering Group and EM IEP Board) - £5,800

## Appendix Two

### Proposed events/workshops from the 1<sup>st</sup> April to 30<sup>th</sup> June 2009 Programme and funding for facilitation of the regions networks and governance meetings.

Event/activity	Estimated Cost
Support-related housing, AT, Crisis Response + Pathway Planning Workshop	£2,000
Adults Social Care - Showcase good practice, share lessons and enable networking	£2,000
Childrens Social Care - Showcase good practice, share lessons and enable networking	£2,000
EU Legislation - Workshop designed to showcase update officers on good procurement practice, share lessons and enable networking, each focusing on a different theme.	£2,000
Commissioners & Procurement - Workshop designed to showcase good procurement practice, share lessons and enable networking	£2,000
Efficiency Steering Group workshop - Showcase good practice, share lessons and enable networking	£2,000
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
mietool training session – Open session	£6,000
mietool training for Social Care officers	£6,000
Sub National Review guidance workshop	£2,000
LAA event Information and Knowledge Management workshop	£2,000
Worklessness Programme Development Seminar	£2,000
3 x sub regional events - Skills for Partnerships (LSPs)	£6,000
Waste Management - Workshop designed to showcase good practice, share lessons learnt, enable networking and develop an action plan	£2,000
Environmental Cleanliness - Workshop designed to showcase good practice, share lessons learnt, enable networking and develop an action plan	£2,000
Climate Change - Workshop designed to showcase good practice, share lessons learnt, enable networking and monitor progress on implementation of plan	£2,000
Facilitation of Governance Meetings (Officer Steering Group (May) EM IEP Board (June)	£2,000
Regional Programme Planning/Delivery - Facilitation of Steering Groups/networks for programme planning and delivery (April – June)	£5,000
<b>Total</b>	<b>£57,000</b>

## EAST MIDLANDS IMPROVEMENT AND EFFICIENCY PARTNERSHIP BOARD

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### Report of the Director

#### Request for an allocation of resources to support Boston Borough Council's Improvement planning.

##### 1 Purpose of the report

- 1.1 To obtain the approval for £9k expenditure from the Support For Councils in Difficulty budget to enable a corporate peer review to be commissioned from the IDeA, for Boston Borough Council.

##### 2 Background

- 2.1 For some time intelligence has been shared between the Improvement Agencies and the Chair of the EM IEP Board and the Chair of the Steering Group concerning performance issues related to Boston BC.
- 2.2 The Leader of Boston BC has requested a corporate peer review to be commissioned by the IDeA, as a precursor to develop a comprehensive improvement plan .The peer review will cost approximately £9k plus expenses .The latter are anticipated to be c£2k.
- 2.3 The review is scheduled for a June/July 09 start, which is appropriate given that the new CAA process involving the organisational assessment and the area based assessment, will start during the summer period.
- 2.4 The scheme of delegation approved by the Board in November 2008, provides the opportunity to be utilised if necessary, for funding approval by the Board`s Chair and Vice Chairs, subject to a report back to the next appropriate Board meeting.
- 2.5 The balance within the Support for Councils in Difficulty budget is currently £ 299k.
- 2.6 It is suggested that Boston BC be asked to contribute to this programme by paying the expenses element of the Peer Review programme.

##### 3 Recommendations

- 3.1 That the Chair and Vice Chairs approve, through the scheme of delegation:
  - A contribution of £9k towards the full cost of the corporate peer review at Boston Borough Council, which is to be undertaken in June/July 2009.
  - That a report confirming the action taken be reported to the EM IEP Board at its next meeting on the 16 June 2009.

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

## EAST MIDLANDS IMPROVEMENT AND EFFICIENCY PARTNERSHIP BOARD

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### Report of the Director

#### Utilisation of the scheme of delegation for the approval of interim funding for work to continue on the JIP Transformation of Adult Care: Efficiency Systems & Processes programme.

#### 1. Purpose of the Report

- 1.3 To obtain approval for £80k of expenditure from the notional regional £1,975k allocation (30%) of the CLG core funding for 2009/10 to enable the continuation of two full time Department of Health Care Services Efficiency Delivery (CSED) Programme Advisors. (This interim funding will cover the period 1<sup>st</sup> April to 30 June 2009 and is 50% of the total cost of this second phase programme - to be presented to the EM IEP Board for funding consideration on 16 June 2009.)

#### 2. Background

- 2.4 This programme is part of the collaborative, match-funded (Department of Health/NHS/EM IEP) Joint Improvement Partnership Plan. First year funding for phase one of this programme (£95K) was agreed by the EM IEP Member Board in November 2008, and it was noted that a further £155,000 of EM IEP funding would be required in 2009/10.
- 2.5 The scheme of delegation, approved by the Board in November 2008, provides the opportunity to be utilised, if necessary, for funding approval by the Board's Chair and Vice Chairs, subject to a report back to the next appropriate Board meeting.

#### 3. Transformation of Adult Care: Efficiency Systems & Processes Programme

- 3.3 A project manager has recently been appointed, hosted by Nottinghamshire County Council and underwritten by Social Care Reform Grant funding.
- 3.4 Two full time CSED Advisors are currently supporting the region's upper tier authorities in re-engineering existing Adult Social Care processes.
- 3.5 Phase one (5 January – 31 March 2009) continued the work previously funded centrally by the Department of Health. As a result of this work, the councils should be well-placed to achieve significant cashable efficiency gains – in addition to improving the experiences of service users, and enhanced outcomes as a result of their interactions with Adult Social Care services. (See Outline Business Case – Appendix 1.)
- 3.6 The 9 Directors of Adult Social Services are supportive of this initiative and, as evidence of their commitment to the success of the programme, have agreed to

share some of the risk if the potential efficiency gains target for 2009/10 is not realised. They have collaboratively agreed to put up a £90K deposit, refundable if the net efficiency gains target of £500,000 for 2009/10 is realised by 31 March 2010.

- 3.7 EM IEP interim funding of £80k is required to pay the advisory costs for 3 months (1 April – 30 June 2009) which will ensure continuity of support from CSED.

4. Recommendation

- 4.1 That the Chair and Vice Chairs approve, through the scheme of delegation, £80k from the notional regional £1,975k allocation (30%) of the CLG core funding for 2009/10 to enable the existing CSED Advisors to continue supporting the region's councils in re-engineering their Adult Social Care systems and processes.

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

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

### **1. 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.

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\* 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.

## 2. Project Objectives

- 2.1. 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
- 2.2. 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
- 2.3. 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
- 2.4. subject to satisfactory progress being made on completing the process redesign work in 2.1 to 2.3 above - 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

## 3. Outline Business Benefits

**3.1. Cashable Efficiency Gains.** Overall, and across the nine councils, in respect of objectives 2.1 to 2.4 above, the councils will - by 30 September 2009 - identify, analyse, plan the implementation of, and commit to:

- 3.1.1. 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;
- 3.1.2. 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.

**3.2. 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.

#### **4. 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.

Ian Anderson  
Chair, JIP Personalisation Programme Board