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**East Midlands Improvement & Efficiency  
Partnership  
Board Meeting 16<sup>th</sup> September 2009**

The EM IEP would like to thank Leicestershire, Nottinghamshire, Lincolnshire, Northamptonshire and Derbyshire County Councils for supplying the images overleaf of:  
Queen Eleanor's Cross, Northampton; Sadler Gate Derby; Rufford Abbey; Lincoln Cathedral; Old Market Square in Nottingham; Bradgate Park Charnwood Forest, The Crescent Buxton; Sibsey Trader Mill, Boston, Colton Square Leicester; Hambleton Hall Oakham, Rutland Water.

**East Midlands Improvement and Efficiency Partnership  
Board Meeting  
16th September 2009 commencing 2pm**

**Newton Room  
Pera Conference Centre,  
Melton Mowbray**  
(Lunch will be available from 1pm)

**Agenda**

1. Apologies
2. Minutes of the meeting held on the 16<sup>th</sup> June 2009 Page 2
3. Matters arising
- 3.(a) EM IEP Board Membership Page12
4. Declarations of interest

**Part A Items for Discussion**

5. Reports back to the Board
- (a) Member Development Mapping Report Page 13
- (b) Project Mapping Report Page 17
- (c) Efficiency Savings Realised 2008/09 Report Page 35
6. Audit and Final Accounts 2008/09 Report Page 40
7. Review of the Legacy Programmes Report Page 50
8. Capital Programme 2009/10 Report Page 52
9. Regional Work Programme (2009/10) Update Report Page 57
10. Northamptonshire Sub Regional Partnership Refocused Programme (2009/10) Report Page 82
11. Programme Monitoring Six Monthly Report Page 87

**Part B Information Items**

12. Annual Conference 2010- Discussion item only
13. Information Item Report Page 115
  - Business Improvement NVQ Training Report
  - Public Sector Food Procurement Report
  - Place Survey 2009 Report



## **East Midlands Improvement Partnership**

### **Board Meeting**

**Tuesday 16<sup>th</sup> June 2009**

### **Minutes**

#### **In attendance:**

<b>Councillor Martin Hill OBE</b>	<b>Lincolnshire CC</b>
<b>Councillor Fiona Martin</b>	<b>East Lindsey DC</b>
<b>Councillor Marion Brighton OBE</b>	<b>North Kesteven DC</b>
<b>Councillor Robin Brown</b>	<b>Northamptonshire CC</b>
<b>Councillor Dave Wilcox OBE</b>	<b>Derbyshire CC</b>
<b>Councillor Jeremy Webb</b>	<b>East Lindsey DC</b>
<b>Councillor Tony Woods</b>	<b>Northampton BC</b>
<b>Councillor Roger Begy OBE</b>	<b>Rutland CC</b>

#### **Observers**

<b>Councillor Neil Clarke</b>	<b>Rushcliffe BC</b>
<b>Councillor David Sprason</b>	<b>Leicestershire CC</b>
<b>Councillor Peter Roffey</b>	<b>Leicestershire CC</b>

#### **Officers**

<b>Chris Allison (CA)</b>	<b>EM IEP</b>
<b>Jean Morgan (JM)</b>	<b>South Northamptonshire C</b>
<b>Heather Parker (HP)</b>	<b>EM IEP</b>
<b>Andrew Foster (AF)</b>	<b>EM IEP</b>
<b>Garry Bryant (GB)</b>	<b>GOEM</b>

#### **1. Apologies**

<b>Councillor David Parsons CBE</b>	<b>Leicestershire CC</b>
<b>Councillor Ross Willmott</b>	<b>Leicester City</b>
<b>Councillor Chris Williamson</b>	<b>Derby City</b>
<b>Councillor Ranjit Banwait</b>	<b>Derby City</b>
<b>Councillor Lewis Rose OBE</b>	<b>Derbyshire Dales DC</b>
<b>Nick Hodgson</b>	<b>Derbyshire CC</b>
<b>Stuart Young (SY)</b>	<b>EMRA</b>

2. Minutes of the EM Partnership Board meeting – 3<sup>rd</sup> February 2009

Councillor Wilcox declared an interest as a member of the Improvement Board which had been omitted from the minutes.

The minutes were approved as an accurate record of the meeting.

3. Matters Arising

All matters arising have been completed.

4. Declarations of Interest

Councillor Wilcox declared an interest as a member of the Improvement Board. Councillor Webb declared an interest as the Director of the I&DeA.

5. Delegated Decisions

**The Board endorsed the three delegated decisions taken by the Chair and Vice Chairs in recent months.**

6. Proposal to Provide Support for the Borough Council of Wellingborough

The Board noted that the Borough Council of Wellingborough was re-assessed by the Audit Commission in a CPA review as “weak” having previously been “excellent”. A Peer Challenge Board has been established to assist the Council.

The Board considered the Wellingborough report requesting support to address the weaknesses identified by the Audit Commission.

**The Board agreed that the £50k funding requested is approved, with the condition that the programme is reviewed to focus on leadership, scrutiny support and member development. Milestone payments would be made against the £50k funding approved.**

**Action 1:** Wellingborough BC to be contacted regarding the decision taken by the Board to provide support. **CA**

**Action 2:** The Board requested that all future reports prepared by authorities for consideration by the Board should be signed by the author. **CA**

7. East Midlands Improvement and Efficiency Partnership Financial Summary 2008/11

The Board considered the summary of the income and allocations for the 2008/11 regional and sub regional improvement and efficiency programmes and noted that there is currently £30.58m pledged.

**The Board approved the regional and sub regional allocations outlined in the report.**

8. East Midlands Improvement and Efficiency Partnership Regional/Sub Regional Programme Monitoring Report

The Board noted that the Minister, John Healey, had expressed a strong interest in the efficiencies delivered by RIEPs.

The Board were advised that RIEP Directors had been informed that unless the RIEPs showed significant spend/delivered benefits in the 2009/10 Annual Reports the funding for year 3 would not be released.

**The Board agreed that reporting forecasted and delivered savings and benefits is important to promote the EM IEP's added value.**

**The Board agreed to review the remaining legacy EMCE/EMIP funding for re-allocation to other work programmes.**

**Action 3:** A report on the remaining legacy EMCE/EMIP funding with proposals for reallocation to other work programmes/sub regional partnerships be prepared for discussion at the Board meeting on 16<sup>th</sup> September. **CA**

9. East Midlands Improvement and Efficiency Partnership Annual Report and Targets

The Board noted that the East Midlands Improvement and Efficiency Partnership Annual Plan was approved by the Minister resulting in the release of Year 2 funding and indicative figures for Year 3.

The Board noted the request by Leicestershire and Rutland Sub Regional Partnerships for an amendment to target 5.

**The Board agreed that all of the 12 regional performance targets will be reviewed after twelve months.**

**Action 4:** All of the 12 regional performance targets will be reviewed after twelve months, which will be built into the process for the preparation and consultation on the 2009/10 Annual Report. **CA**

10. Member Champions – Progress report

The Board noted the complement of Member Champions. However, following the recent elections Councillor Allen has been replaced by Councillor Sprason as Member Champion for Adult Social Care.

A replacement Member Champion was sought for Environmental Services. Councillor Clarke expressed an interest.

**Action 5:** Chris Allison agreed to meet with Councillor Clarke and provide a brief on the environmental services work programme. **CA**

11. Neighbourhood Warden Training Schemes

The Board noted that positive feedback had been received following discussions with SRPs about the two training/development providers for Neighbourhood and Community Warden Schemes.

The Board noted that CLG has requested that a revised plan be developed for consideration by CLG/GOEM for the period October 2009 to March 2011.

**The Board approved the proposal that the two previous providers would continue with the training and support to Neighbourhood and Community Wardens.**

12. Mosaic – Customer Insight

The Board discussed and considered the requirement for added capacity to enable the effective use of customer insight information.

The Board were advised that a workshop is planned for 16<sup>th</sup> July 2009, which will help authorities to further shape and develop this research and intelligence project.

**The Board approved the recommendations identified in the Local Improvement Advisors report which will shape the Research and Intelligence project funded by £200k Capital Pot grant.**

13. The Roots Review

The Board noted the elements in the proposed regional economic development programme that would support the local economy work stream identified in the Roots Review.

**The Board did not recommend any further actions within the East Midlands as a result of the Roots Review.**

14. Capital Pot 2008/09

The Board noted that, following a bidding process, £2.25m from the 2008/09 CLG Capital Pot allocation, was awarded to the EM IEP for the 10 projects submitted. EM IEP also received an additional £0.66m which was awarded for additional revenue/capital activity.

**The Board approved the 7 capital pot projects that have been woven into the regional programmes and the 3 capital pot projects that have been identified for delivery by the sub regions.**

**Action 6:** Information will be shared with Sub Regional Partnerships on how to bid for funding for the development of TelePresence pilot sites and the business process improvement diagnostic project. **CA**

**The Board approved that any further Capital Pot funding would be devolved for delivery by the sub regional partnerships**

15. Culture Improvement East Midlands (CIPEM)

The Board noted the report and progress of the CIPEM project, which has now been woven into the EM IEP programme.

**The Board noted that the report indicated that CIPEM would be seeking further funding and agreed that EM IEP would not be providing any future funding to CIPEM .**

**Action 7:** The CIPEM project sponsor would be informed of the decision taken by the Board that no future funding would be available.  
**CA**

16. Sub Regional Partnerships (SRP) – Programme 2009/10

The Board considered the SRP programmes outlined in three themes (Efficiency, Service Improvement and Capacity).

The SRP representatives provided clarity on a number of projects within their programmes for 2009/10, which supported the Board's decisions as outlined below.

The Board were advised that the Northampton SRP programme was provisional and that work was currently being undertaken on the PIDs for each of the projects. The re-focused programme would be presented to the Board for consideration at the meeting on the 16th September.

**Action 8:** The Northamptonshire SRP re-focused programme to be presented to the Board on 16<sup>th</sup> September for consideration.  
**Northamptonshire SRP**

**Efficiency:**

- Shared Services projects –The Board agreed the importance of sharing learning across the region. The Board were advised that learning is shared through regional workshop/events (Shared Services Architecture pilot project event is being scheduled in July), monthly news bulletins, case studies and communication facilitated by SRPs and the support team.
- Housing Benefits Appeals Support project, within the Nottinghamshire SRP programme, was confirmed to be a collaborative project between 3 or 4 authorities, which is being led by Newark & Sherwood District Council.

**Service Improvement:**

- Greening Campaign project, within the Nottinghamshire SRP programme – The Board expressed concern that it appeared that the funding was to subsidise a subscription payment.

**Action 9:** Further information was requested for clarification of the added benefit (not 'business as usual'), to be delivered by the Greening Campaign project. **Nottinghamshire SRP**

- Leicestershire/Leicester City Multi-Agency Travellers Unit project, within the Leicestershire/Rutland SRP programme – The Board expressed concern that it appeared that the funding was to subsidise 'business as usual'.

**Action 10:** Further information was requested for clarification of added benefit, (not 'business as usual') of the Leicestershire/Leicester City Multi-Agency Travellers Unit project. **Leicestershire/Rutland SRP**

**Capacity:**

- National Graduate Programme project, within the Derbyshire SRP programme – it was confirmed that this was adding benefit to the IDeA programme by enabling the graduates to gain experience of working in unitary and district authorities and the issues of two tier working.

**The Board approved the recommendation to agree the programmes subject to further information being provided as identified above.**

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

The Board noted that the regional programme had been developed with the Member Champions around the themes approved at the previous meeting. The Member Champions outlined their programmes to the Board as follows.

**Adult Social Care programme** – The Board agreed that Adult Social Care is a challenge for all authorities and noted the outlined benefits that would be delivered by a number of the projects within the proposed programme. The Board were advised that the programme is regional and is embraced by the 5 counties lead Adult Social Care Members, which ensures that benefits and shared learning is delivered across the whole region.

**Children's Services programme** - The Board were advised that similar benefits are beginning to be achieved through the joint working within Children's services, which the regional programme will support.

**Efficiency programme** – The Board agreed that the region's authorities are finding it challenging to balance budgets and achieve the required efficiency savings. The Board were advised that the Efficiency Challenge Project, alongside other information currently being collected by the LGA and GOEM, will be used to support authorities with this challenge. The Board agreed that business transformation is also an essential part of this programme.

**Action 11:** The Board requested the Steering Group to “traffic light” the efficiency challenge information and report back to the Board when this information is available. **CA**

**Economic development programme** – The Board agreed that authorities need to plan for economic growth and down turn. However, it was noted that further development is required on this business case with a further report prepared for discussion at the September 16<sup>th</sup> Board meeting.

**Community & Neighbourhood Development** – The Board were advised that this programme links with the activity of the Regional Empowerment Partnership and that the Member Champions for this programme (unable to attend the meeting) have been involved in the programme development. However, it was noted that further work is required on the development of the business case with a report prepared for discussion at the 16<sup>th</sup> September Board meeting.

**Member Development** – The Board agreed that there is a clear need to map out member development activity across the regional and sub regional programmes to ensure that there is no duplication. There was also some concern expressed at the lack of resources and capacity for delivery of this programme at a regional level. The Board agreed that further work is required on the development of the business case with a report prepared for discussion at the 16<sup>th</sup> September Board meeting.

**Action 12:** A mapping exercise will be undertaken to ascertain if there is any duplication of member development activity across the sub regional and regional programmes. **CA**

The Board noted that CLG have advised the RIEP Directors that the approved 2009/10 core CLG grant of £7.159m could be a mix of 20% capital and 80% revenue. However, there will be no pronouncement until the new Minister has made a final decision. The Board noted that Councillor Parson, Chair of the LGA Improvement Board, had sent a letter to the Minister, John Healey, outlining the RIEPs concerns and the impact this 20/80 split will have on the delivery of benefits.

The Board were advised that the Sub Regional Programme Managers have been contacted regarding the capital/revenue breakdown. Derbyshire are the only sub region to have identified a 20% Capital allocation.

**Action 13:** SRP representatives on the Board were asked to revisit their programmes to ensure that their 2009/10 programmes will comply with the 20/80 capital/revenue split, if this is eventually approved by the new Minister. **SRPs/CA**

**Action 14:** The Board agreed that a letter should be sent to the Minister, with a copy to Councillor Parsons, expressing the Board's concerns of the impact that the proposed 20/80 capital/revenue split of

funding would have on the delivery timescales of the sub regional and regional programmes. **Councillor Hill**

**Action 15:** The Board requested that all of the regional and sub regional programmes should be mapped to ensure that there is no duplication of work with the regional programmes. **CA**

**The Board approved the regional programme as presented and the recommendation that 5 projects/programmes, identified in the report, would be re-presented to the Board at its next meeting 16<sup>th</sup> September 2009.**

**Action16:** further work is required on the development of the following five project/programme business cases with reports prepared for discussion at the 16<sup>th</sup> September Board meeting. **CA**

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

18. Setting the Pace – LGA/IDeA Consultation paper

The Board noted that the LGA and I&DeA recently launched a consultation exercise concerning the development of a framework for sector-led support, which has been shared with all local authorities.

19. Increasing Public Confidence: Letter from the Home Secretary and the Secretary of State for Communities and Local Government

Item for information noted by the Board

20. Total Place Pilot

The Board noted that Leicester City/Leicestershire County Council have been chosen as the pilot project for the East Midlands. The Board were advised that a role is promoted for RIEPs to support this work and help share the learning from the pilot in Leicestershire/Leicester.

**Action 17:** The Board agreed to receive a progress report on the Total Place pilot at its meeting in November. **CA**

21. A copy of the Improvement Journey DVD was provided to Board members.

**Date of next meeting – 16<sup>th</sup> September 2009 @ 2.00 p.m. @ Pera, Melton Mowbray**

**Action 18:** The Board requested that an additional meeting be scheduled to take place in late November 2009. **SY/CA**

## **EM IEP Board Meeting 16<sup>th</sup> June 2009 Priority Actions**

- Action 1:** Wellingborough BC to be contacted regarding the decision taken by the Board to provide support. **CA**
- Action 2:** The Board requested that all future reports prepared by authorities for consideration by the Board should be signed by the author. **CA**
- Action 3:** A report on the remaining legacy EMCE/EMIP funding with proposals for reallocation to other work programmes/sub regional partnerships be prepared for discussion at the Board meeting on 16<sup>th</sup> September. **CA**
- Action 4:** All of the 12 regional performance targets will reviewed after twelve months, which will be built into the process for the preparation and consultation of the 2009/10 Annual Plan. **CA**
- Action 5:** Chris Allison agreed to meet with Councillor Clarke and provide a brief on the environmental services work programme. **CA**
- Action 6:** Information will be shared with Sub Regional Partnerships on how to bid for funding for the development of TelePresence pilot sites and the business process improvement diagnostic project. **CA**
- Action 7:** The CIPEM project sponsor would be informed of the decision taken by the Board that no future funding would be available. **CA**
- Action 8:** The Northamptonshire SRP re-focused programme to be presented to the Board on 16<sup>th</sup> September for consideration. **Northamptonshire SRP**
- Action 9:** Further information was requested for clarification of the added benefit (not 'business as usual'), to be delivered by the Greening Campaign project. **Nottinghamshire SRP**
- Action 10:** Further information was requested for clarification of added benefit, (not 'business as usual') of the Leicestershire/Leicester City Multi-Agency Travellers Unit project. **Leicestershire/Rutland SRP**
- Action 11:** The Board requested the Steering Group to "traffic light" the efficiency challenge information and report back to the Board when this information is available. **CA**
- Action 12:** A mapping exercise will be undertaken to ascertain if there is any duplication of member development activity across the sub regional and regional programmes. **CA**
- Action 13:** SRP representatives on the Board were asked to revisit their programmes to ensure that their 2009/10 programmes will comply with the 20/80 capital/revenue split, if this is eventually approved by the new Minister. **SRPs/CA**

**Action 14:** The Board agreed that a letter should be sent to the Minister, with a copy to Councillor Parsons, expressing the Board's concerns of the impact of the proposed 20/80 capital/revenue split of funding would have on the delivery timescales of the sub regional and regional programmes. **Councillor Hill**

**Action 15:** The Board requested that all of the regional and sub regional programmes should be mapped to ensure that there is no duplication of work with the regional programmes. **CA**

**Action 16:** Further work is required on the development of the following five project/programme business cases with reports prepared for discussion at the 16<sup>th</sup> September Board meeting. **CA**

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

**Action 17:** The Board agreed to receive a progress report on the Total Place pilot at its meeting in November. **CA**

**Action 18:** The Board requested that an additional meeting be scheduled to take place in late November 2009. **SY/CA**

### Agenda Item 3 (a)

#### Membership of the East Midlands Improvement Partnership Board 2009/01

<b>Name</b>	<b>Authority</b>	<b>Political Party</b>
Cllr Martin Hill (Chair) OBE	Lincolnshire CC	Conservative
Cllr Dave Wilcox (Vice Chair) OBE	Derbyshire CC	Labour
Cllr Fiona Martin (Vice Chair)	East Lindsey DC	Liberal Democrat
Cllr Roger Begy OBE	Rutland CC	Conservative
Cllr Robin Brown	Northamptonshire CC	Conservative
Cllr Marion Brighton OBE	North Kesteven DC	Conservative
Cllr Jeremy Webb	East Lindsey DC	Independent
Cllr Tony Woods	Northampton BC	Liberal Democrat
Cllr David Sprason	Leicestershire CC	Conservative
Cllr Mary Malin	Kettering BC	Conservative
Cllr Vi Dempster	Leicester City	Labour
Cllr Alan Rhodes	Nottinghamshire CC	Labour
<b>Observers:</b>		
Cllr Lewis Rose OBE	Derbyshire Dales DC	Conservative
Cllr Joan Kirkbride	Northamptonshire CC	Conservative
Cllr Neil Clarke	Rushcliffe BC	Conservative
Cllr Peter Roffey	Leicestershire CC	Conservative
Cllr Ranjit Banwait	Derby City	Labour
Cllr Chris Williamson	Derby City	Labour
Cllr Andy Connelly	Leicester City	Labour
<b>Officers:</b>		
Nick Hodgson	Derbyshire CC	
Stuart Young	EMRA	
Chris Allison	EM IEP	
Jean Morgan	South Northamptonshire C	
Garry Bryant	GOEM	

## Agenda item No: 5 (a)

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

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#### Report of the Director

#### Member Development Programme Mapping

1. Purpose of the report
  - 1.1 To provide an overview of EM IEP projects relating to member development with the aim of identifying commonality between the projects within each of the five sub regional and regional programmes.
2. Background
  - 2.1 At the June 2009 EM IEP Board meeting Members requested a mapping exercise to ascertain if there was any duplication between projects proposed for member development within the five sub regions and regional programmes
  - 2.1 The EM IEP Officer Steering Group considered the attached report and concluded that there was little duplication of activity and the SRP programmes complemented the regional Member training programme.
3. Recommendations
  - 3.1 The Board note the mapping exercises and the views of the Officer Steering Group.

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

*Report of the Director*

*Member Development Programme Mapping*

1. Purpose of the report

1.1 To provide an overview of EM IEP projects relating to member development with the aim of identifying commonality between the projects within each of the five sub regional and regional programmes, and to provide the opportunity for the Steering Group to provide direction for future funding allocations.

2. Background

2.1 At the June 2009 EM IEP Board meeting Members requested a mapping exercise to ascertain if there was any duplication between projects proposed for member development within the five sub regions and regional programmes.

2.2 All projects have been mapped and are shown in Appendix 1. The projects have been listed under three categories: Leadership, Member Development/Needs Assessment and Other.

2.3 The chart summarises the sub-regional activity that is funded by EM IEP and the regional activity that is being proposed.

2.4 For presentation purposes, the projects are represented in a condensed form, using details extracted from the full project proposals.

2.5 The regional programme for Member Development has a proposed allocation of £300k detailed in agenda item 9.

3. Commonality

3.1 There are 15 projects in total. There are 4 projects supporting Leadership (Derbyshire Project counts as 1). In addition, the Partnership Development Programme for Nottinghamshire includes a Leadership aspect. There are 3 projects around Member Development and Needs Assessment (again, the Nottinghamshire Partnership Development Programme includes aspects of needs analysis and personal development. The remaining 8 projects cover a diverse set of arrangements including networking, posts to co-ordinate member development and 5 projects that are generic in their focus.

3.2 The diagram has been shared with the five sub regional partnerships.

4. Strategic Review

4.1 This report does not consider the current delivery status of the individual projects, but this information does present an opportunity for Members to review the forward project activity and provide strategic direction for the anticipated allocation of funds for regional projects which are of a cross-cutting or generic nature and which supplement key areas of work that are not being otherwise addressed.

4.2 Areas that may be considered could include

- (a) the balance of projects across each of the three areas
- (b) any areas which appear under or over represented

5 Recommendations

5.1 The Steering Group note the overview contained in the Appendix 1.

5.2 That the Steering Group consider recommendations for the Board regarding the direction of funding in the light of the information contained within this mapping exercise.

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

**Member Development Mapping Report**

<b>Sub Regional Partnership</b>	<b>Type of Development (Provider)</b>		
	<b>Leadership</b>	<b>Member Development/Needs Assessment</b>	<b>Other</b>
Derbyshire	Leadership Academy (IDEA) (accredited)		Joint Member Development Group
	Post Graduate Certificate in Public Sector Modernisation (Kirklees Council, Barnsley Metropolitan, University of Huddersfield) (accredited)		
	Certificate for Councillors (National Association of Councillors, Sunderland University) (accredited)		
	Advanced Communications & Developing Resilience (Master NLP)		
Leicestershire/Rutland	'Leadership Academy' Programme (2 members from each of 10 authorities)	Development Needs Assessment leading to Personal Development Plans	
Lincolnshire	Leadership Events		Shared Services Learning & Development Workstream Co-ordinator
Northamptonshire	Leadership Events (acclaimed national leaders)	Town & Parish Councils Training Needs Assessment and Training & Development Plan (County Training Partnership)	
Nottinghamshire		Member Development Charter capacity building	Partnership Development Facilitation Programme - development of induction and accredited training programmes for officers, members and key partners relative to effective partnership working
Regional			Regional Scrutiny Scoping Study
			Children's Service Network For Lead Members
			Working towards Community Solutions Pts 1 and 2
			CAA Improvement Planning Workshops
			'Engaging with the Community' Skills Workshops
Fire & Rescue			Fire & Rescue Regional Management Board Member Development Programme

## Agenda Item No. 5 (b)

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

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#### Report of the Director

#### Project Mapping

##### 1. Purpose of the report

- 1.1 To provide a diagrammatic overview of all the current EM IEP projects, to identify any linkages or commonality between the projects within each of the five sub regional and regional programmes.

##### 2. Background

- 2.1 At the June 2009 EM IEP Board meeting Members requested a mapping exercise to ascertain if there was any duplication between projects undertaken within the five sub regions and regional programmes.

- 2.2 The EM IEP Officer Steering Group noted the report and the mapping exercise in appendices 1,2 & 3 attached. The Steering Group noted that this exercise was concerned with numerical distribution of projects by the three themes (efficiency, service improvement and capacity) and the distribution against the 12 stretch targets for the region, without a commentary upon the outcome of achievement. However, the Steering Group noted that the performance against the 12 stretch targets would be reported in the Annual Report in the autumn.

- 2.3 The Steering Group requested that an early indication of performance should be provided to the Board at the meeting on 27<sup>th</sup> November 2009. They also requested that an update be provided to the board on the performance against target 8 – *All local authorities paying at least 95% of non disputed invoices within 30 days*. As currently there are no projects commissioned to support the delivery of this target.

##### 3. Recommendations

- 3.1 The Board note the mapping exercise and endorse the requests of the steering group outlined in paragraph 2.3.

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

*Report of the Director*

*Project Mapping*

1. Purpose of the report

1.1 To provide a diagrammatic overview of all the current EM IEP projects, to identify any linkages or commonality between the projects within each of the five sub regional and regional programmes, and to provide the opportunity for the Steering Group to advise upon direction for future funding allocations.

2. Background

2.1 At the June 2009 EM IEP Board meeting Members requested a mapping exercise to ascertain if there was any duplication between projects undertaken within the five sub regions and regional programmes.

2.2 All projects have been mapped and are shown on Appendix 3 which for presentation purposes has been categorised into the three thematic headings of Efficiency, Service Improvement and Capacity.

2.3 The project title, sub region and project number details are contained within an individual box with each sub region being represented by a different colour. Where direct linkages exist these are shown by way of dotted lines.

3. Commonality

3.1 There are currently (Aug 2009) 157 projects in total and broadly these are split 51 efficiency, 77 service improvement and 29 capacity. An analysis of these by sub category is shown on Appendix 1. It should be noted that these are not definitive totals since some of the projects can be categorised under two or more headings

3.2 The diagrammatic presentation attached has been shared with the five sub regional partnerships and any areas of commonality have been discussed to (a) ensure there is not direct duplication, but also (b) to identify opportunities for shared learning.

3.3 Additionally an assessment of the projects and which of the region's 12 targets they relate to has been undertaken and this is summarised within Appendix 2.

4. Strategic Review

4.1 Whilst this report does not consider the achievement of the region's 12 Strategic targets and the current delivery status of the individual projects, which is addressed in a report elsewhere on the agenda, this information, nevertheless, presents an opportunity for Members to review the forward project activity and

provide strategic direction for the anticipated 2009 capital funds and 2010 core grant allocations.

- 4.2 Areas that may be considered could include:
- (a) the balance of projects across each of the major themes
  - (b) the extent to which real cashable efficiencies are addressed particularly in the light of expected tight financial settlements
  - (c) those targets which appear under represented coupled with the individual target performance

5 Recommendations

- 5.1 The Steering Group note the diagrammatic overview contained in the attached report.
- 5.2 That the Steering Group consider recommendations for the Board regarding the direction of anticipated future funding in the light of the information contained within this mapping exercise and other associated reports on the agenda.

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

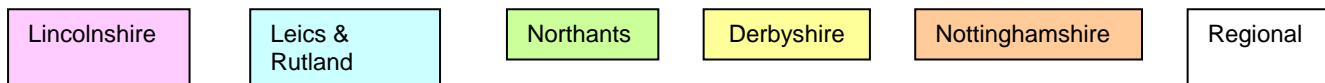
Project Mapping Report

<b>Sub category</b>	<b>Efficiency</b>	<b>Service Improvements</b>	<b>Capacity</b>
Shared Service	19		
Procurement	4	2	
Business Transformation	10		
VFM	4		
Asset Management	2		
Fire & Rescue	1		
New Ways of Working	5		
Children & Young People	2	2	
Adult Social Care	4	21	
Graduate Apprentice		2	
Economic Growth		2	
Climate Change		9	
Waste		1	
Environmental Quality		1	
Community & Neighbourhood Development		10	
Culture		2	
Housing		8	
ICT & Telecoms		2	
Other Services		10	
Customer Insight & Research		4	
Services in Difficulty		1	
Member Development			9
Leadership			5
Equalities			5
Training & Workshops			5
Capacity Building			5
<b>Total</b>	<b>51</b>	<b>77</b>	<b>29</b>

**Project Mapping Report**

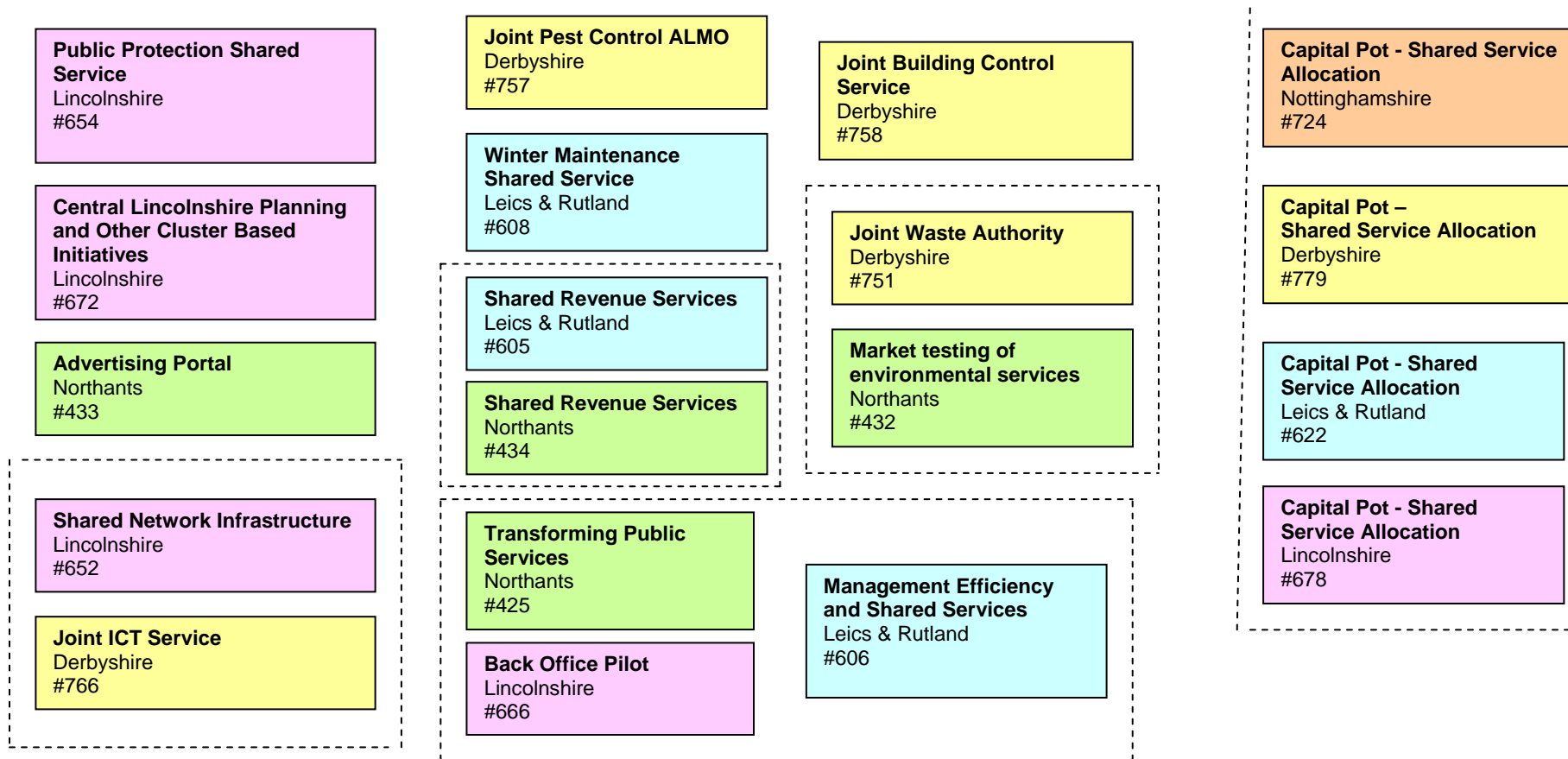
<b>EAST MIDLANDS IMPROVEMENT AND EFFICIENCY PARTNERSHIP – REVISED REGIONAL TARGETS TO MARCH 2011</b>		<b>Number of projects supporting this target</b>
1.	All relevant authorities achieving at least “performing well” for Adult Social Services.	25
2.	All relevant authorities achieving at least “performing well” for Children’s Services.	4
3.	All relevant authorities achieving a score of at least 3 out of 4 for looked after and safeguarding children.	2
4.	All local authorities CAA organisational assessments (councils and partner bodies) are assessed to be at least “performing well” or equivalent.	1
5.	All authorities scoring at least level 3 in use of resources.	1
6.	All nine LAAs achieving 75% of their targets.	157
7.	All authorities achieving their annual efficiency savings target.	51
8.	All local authorities paying at least 95% of non disputed invoices within 30 days.	
9.	All authorities to reduce the Department of Works and Pensions (DWP) key performance indicator 1 i.e. ‘the average number of days to process new benefit claims’ to below 20 days.	1
10.	The eight LAAs with NI 117, ‘Not in Education Employment or Training (NEET), to achieve 100% of each specific target set.	1
11.	All 8 LAAs with the NI 1, ‘the percentage of people who believe people from different backgrounds get on well together in the local area’ should increase their percentage to the target established in their LAA.	3
12.	All authorities to reach their NI 185 target, “reduction of CO <sub>2</sub> from local authority operations “.	9

**Project Mapping Report**



**Efficiency**

**Shared services**



# Efficiency

## Procurement

**Midlands Highway Alliance**  
Regional  
#950

**EM Property Alliance**  
Regional  
#951

**Joint Procurement of  
Playground Equipment  
and Inspection Software**  
Nottinghamshire  
#713

**Buying Energy Efficiently**  
Northants  
#412

**Category Mapping of  
Expenditure**  
Northants  
#406

## Business Transformations

**BTP Benefits Task force**  
Regional  
#985

**Business Process  
Improvement & ICT**  
Lincolnshire  
#668

**Service Improvement Projects**  
Lincolnshire  
#673

**Remote and Home Working**  
Derbyshire  
#768

**Electronic Enablement &  
Electronic Sourcing**  
Northants  
#407

Capital Pot –  
**Organisational Diagnostics**  
Lincolnshire  
#680

Capital Pot –  
**Organisational Diagnostics**  
Leics & Rutland  
#624

Capital Pot –  
**Organisational Diagnostics**  
Derbyshire  
#781

Capital Pot –  
**Organisational Diagnostics**  
Northants  
#430

Capital Pot –  
**Organisational Diagnostics**  
Nottinghamshire  
726

## Efficiency

### New Ways of Working

#### Efficiency & VfM

##### Efficiency Challenge

Regional  
#986

##### Use of Resources

Lincolnshire  
#667

##### Single Person Discount Review

Nottinghamshire  
#714

##### Single Person Discount Review

Northants  
#435

##### Capital Pot – Tele Presence System

Derbyshire  
#780

##### Capital Pot – Tele Presence system

Northants  
#429

##### Capital Pot – Tele Presence System

Lincolnshire  
#679

##### Capital Pot – Tele Presence System

Nottinghamshire  
#725

##### Capital Pot – Tele Presence System

Leics & Rutland  
#623

#### Fire & Rescue

##### Fire & Rescue Improvement & Efficiency Programme

Regional  
#987

#### Asset Management

##### Property Rationalisation – District Liaison

Derbyshire  
#759

##### Strategic Review of Material Assets

Northants  
#421

**Efficiency**

**Children & Young**

**Joint Regional Improvement  
& Efficiency Plan for C&YP**  
Regional  
#943

**Shaping the Market for  
Children in Care**  
Regional  
#944

**Adult Social Care**

**Market Development**

**Roll Out of the Care  
Funding Calculator (CFC)**  
Regional  
#474

**Web-enabling the CFC**  
Regional  
#480

**Developing the Local Care  
Market**  
Regional  
#481

**Shaping the Market in  
Learning Disability Services**  
Regional  
#940

**Service Improvement**  
**(Economic Growth)**

**Graduate Apprenticeship**

**Developing Internships / Apprenticeships**  
Northants  
#427

**National Graduate Programme**  
Derbyshire  
#778

**Procurement**

**Social Benefits in Procurement**  
Northants  
#410

**Supporting the Local Economy (Procurement)**  
Regional  
972

**Regional Programme**

- Worklessness
  - Housing
  - Skills/Apprentices/Trainees
  - Wellbeing Initiatives
  - Economic Assessments
- Regional programme in development

**(Children and Young People)**

**Combating Alcohol Related Issues**  
Leics & Rutland  
#610

**Attracting Young people to Positive Activity**  
Leics & Rutland  
#611

**Service Improvement**  
**(Adult Social Care)**

**Personalisation**

**Regional Support for Putting People First**

Regional  
#450

**Consultancy Support for the Transforming of Adult Social Care**

Regional  
#454

**Transformation of Adult Social Care - Efficiency Systems & Processes**

Regional  
#453 + 473

**Mental Health & Personalisation**

Regional  
#452

**Co-production & User-led Organisations**

Regional  
#472 + # 941

**Prevention & Early Intervention**

**Implementation of Dementia Strategy**

Regional  
#454/463

**Developing Alternative Models of Support for Carers**

Regional  
#457

**Partnerships for Older People Project Roll out/Prevention & Early Intervention**

Regional  
#467

**Safeguarding & Dignity**

**Quality Assurance Project**

Regional  
#455

**Dignity in Care Project**

Regional  
#456

**Mental Capacity Act & Deprivation of Liberty Safeguards**

Regional  
#460

**Serious Case Reviews & Untoward Incidents**

Regional  
#477

**Access to Health & Social Care Support for Vulnerable Prisoners Who Need It on Release**

Regional  
#479

**Improving Medication Management in Care Homes**

Regional

**Service Improvement**  
**(Adult Social Care)**

**Workforce**

**Workforce Data, Planning & Remodelling**  
Regional  
#461

**Market Development**

**Regional Approach to Residential Rehabilitation for Adult Drug & Alcohol Services**  
Regional  
#478

**Valuing People**

**Employment Project**  
Regional  
#459

**Improving Health Project**  
Regional  
#460

**Getting a Home of My Own**  
Regional  
#475

**Person Centred Planning Project**  
Regional  
#459

**Performance**

**Transforming Social Care Data into Information for Effective Commissioning**  
Regional  
#482

**Service Improvements**  
**(Environmental)**

**Climate Change**

**Waste Management**

**Environmental Quality  
Improvement & Efficiency**

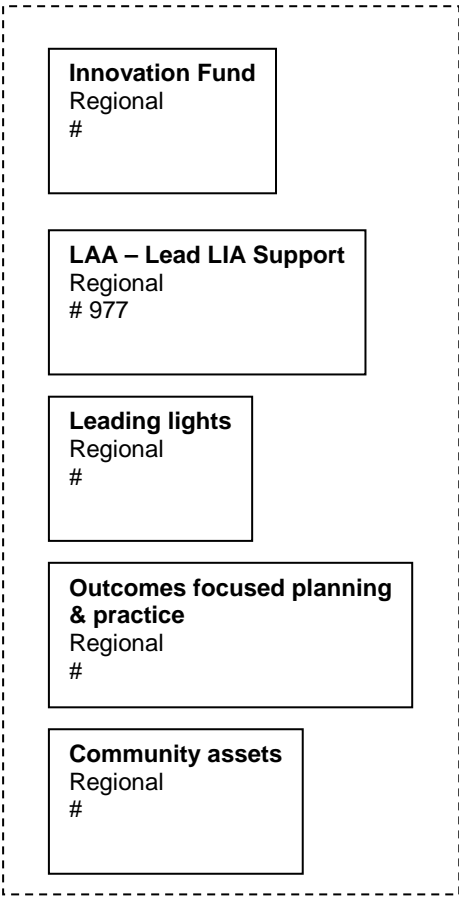
<b>Climate Change Programme</b> Regional #953	<b>Energy Monitoring Loan Service</b> Derbyshire #773	<b>Waste Management</b> Regional #980	<b>Local Environmental Quality</b> Regional #978
<b>Reducing CO2 Emissions</b> Leics & Rutland #612	<b>Reducing Fuel Poverty – Collaborative Approach</b> Nottinghamshire #721		
<b>Climate Change Adaptation in Derbyshire</b> Derbyshire #771	<b>Green Infrastructure</b> Leics & Rutland #621		
<b>Reducing Per Capita Carbon Emissions-Collaborative Approach</b> Nottinghamshire #722	<b>The Greening Campaign</b> Nottinghamshire #723		
	<b>Kettering Carbon Reward Scheme + Year 2 Feasibility Review</b> Northants #411		

**Service Improvements**  
**(Community and Neighbourhood)**

**Heri Kwetu (Community Cohesion)**  
Regional  
#965

**Community Forum (Community Cohesion)**  
Regional  
#966

**Community Engagement Kitemark**  
Regional  
#990



**Cohesive Derbyshire**  
Derbyshire  
#764

**Nottinghamshire Community Safety Board Change Programme**  
Nottinghamshire  
#716

**Culture**

**CIPEM Programme**  
Regional  
#964

**Culture Change Innovation Fund**  
Regional  
#991

## Service Improvements

### Housing

**Strategic Housing Growth**  
Leics & Rutland  
#613

**Improved Housing Delivery**  
Derbyshire  
#775

**B-Safe**  
Derbyshire  
#762

**Dusk to Dawn Lights**  
Derbyshire  
760

**Dusk to Dawn Lights  
Derby City**  
Derbyshire  
#770

**Sheffield City Region Housing**  
Derbyshire  
#774

**Sub Regional Based Lettings**  
Nottinghamshire  
#715

**Housing Benefits Appeals  
Support**  
Nottinghamshire  
#718

### ICT & Telecoms

**ICT Strategies**  
Lincolnshire  
#674

**Derbyshire Wide Area Network**  
Derbyshire  
755

### Other Services

**Reputation Management**  
Northants  
#424

**Business Continuity Planning**  
Northants  
#426

**Emergency Management**  
Leics & Rutland  
#618

**No Cold Calling Zones**  
Leics & Rutland  
#619

**Multi Agency Traveller Unit**  
Leics & Rutland  
#620

**Systems Innovation**  
Regional  
#981

**YES! Scheme**  
Derbyshire  
#761

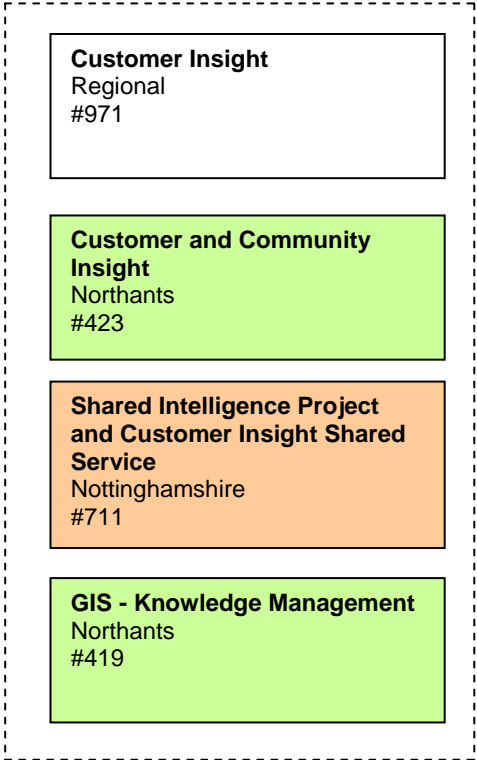
**Domestic Abuse –  
Secure Information**  
Derbyshire  
#763

**Developing a Common  
Approach to an Integrated  
First Point of Contact for the  
County**  
Nottinghamshire  
#717

**Improving Turnout at  
Elections**  
Nottinghamshire  
712

**Service Improvements**

**Customer Insight & Research**



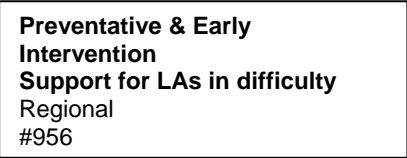
**Customer Insight**  
Regional  
#971

**Customer and Community Insight**  
Northants  
#423

**Shared Intelligence Project and Customer Insight Shared Service**  
Nottinghamshire  
#711

**GIS - Knowledge Management**  
Northants  
#419

**Services in difficulty**



**Preventative & Early Intervention**  
**Support for LAs in difficulty**  
Regional  
#956

# Capacity

## Member Development

<b>Member Development</b> Leics & Rutland #615	<b>Skills for community engagement</b> Regional #973
<b>Partnership/Member Programme Management</b> Leics & Rutland #616	<b>Members &amp; CAA</b> Regional #973
<b>Member Development Derbyshire</b> #777	<b>Sector led safeguarding</b> Regional #973
<b>Member Development/ Achievement of Member Development Charter</b> Nottinghamshire #719	<b>Encouraging people to be Councillors</b> Regional #973
	<b>Scrutiny scoping &amp; Development</b> Regional #973

## Leadership

<b>Leadership Pilot Project</b> Regional #946
<b>Leadership Development</b> Northants #415
<b>Learning &amp; Development / Leadership Programme</b> Lincolnshire #677
<b>Partnership Capacity Building</b> Leics & Rutland #614
<b>Web casting</b> Northants #431

## Equalities

<b>Equalities</b> Regional #976
<b>Equalities and Diversity</b> Leics & Rutland #617
<b>Improving Equalities and Diversity</b> Derbyshire #772
<b>Engagement with Hard to Reach Individuals</b> Leics & Rutland #609
<b>Tackling Financial Exclusion</b> Derbyshire #776

# Capacity

## Training & workshops

**Business Transformation  
Training & Capacity Building**  
Regional  
#960

**Training, Workshops, Networks  
& Meetings)**  
Regional  
#962

**Lean Systems - Business  
Technique Training**  
Nottinghamshire  
#720

**Local Councils Training &  
Development**  
Northants  
#416

**VfM Training**  
Regional  
#959

## Capacity building

**Capacity Building - Community  
Forums**  
Derbyshire  
#765

**New ways of working**  
Derbyshire  
#767

**Capacity Building Grant**  
Nottinghamshire  
#710

**Capacity Building Grant**  
Leics & Rutland  
#604

**Capacity Building Grant**  
Derbyshire  
#753

## Agenda item No: 5 (c)

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

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#### Report of the Director

#### Efficiency savings realised during 2008/09

##### 1. Purpose of the report

- 1.1 To present the substantive outturn position of East Midlands councils concerning the achievement against NI 179 (3% Efficiency savings target) as provided by the Department of Communities and Local Government (CLG).

##### 2. Background

- 2.1 The CLG has provided the RIEPs with outturn position of NI179 for the East Midlands Local Authorities, which can be found in appendix 1. The first table provides the outturn against the CLGs 3% target, which includes carry forward balances and new gains, proving an overall regional position of achieving 114% of the this target. However, the second table shows new gains only, which reduces the overall regional achievement to 80% of the target providing an early indication of the difficulties that LAs will face in years 2 & 3.
- 2.2 The Steering Group considered the attached report and noted that the efficiency agenda had taken on a significantly enhanced position given the economic climate now faced by LA's over the next 5 years.
- 2.3 The Steering Group agreed that the efficiency savings as measured by NI 179 is now part of a much wider and urgent agenda in terms of savings required by LA's simply to balance budgets and maintain front line services against a back ground of shrinking resources.
- 2.4 The Steering Group considered that all LA's must now address a more radical approach to change methods of services delivery, embrace partnership working (shared services) and opportunities that could present themselves through approaches such as 'Total Place' and key public service partnerships such as joined up local authority/Health Services. Examples were cited by the Steering Group officers of new real saving targets of approximately £100 million over 3 years, for some of the largest councils in the region. All East Midlands authorities are now planning for service delivery with no growth elements and up to 10% income reductions as resultant of the economic recession.
- 2.5 In conclusion, the Steering Group felt that each sub region should examine closely and urgently all of its programmes/projects to ensure real savings opportunities can be realised. This may mean a change of programme as is being proposed by the Northamptonshire Sub Region (item 10 on the agenda). If the Board accepts this premise then each sub region should be tasked with reviewing its programme, complete the cost benefit analysis over each project using Mietool, where appropriate and reporting back there responses to the Board at its next meeting in November.

2.6 In coming to this conclusion, the Steering Group felt the approach set out in paragraph 2.5 would produce a better result than a formal mid term review of programmes conducted under a 'critical friend' ethos, with independent advisors, which has also been considered.

3. Recommendations

3.1 That the Board agree that the sub regional partnerships re-visit their programmes as suggested by the Steering Group in paragraph 2.5, with the purpose of achieving greater efficiency savings.

3.2 That each Sub Regional Partnership be tasked with presenting a position statement on anticipated efficiency savings, having completed the cost benefit analysis over each project using Mietool, to the Board at its next meeting in November 2009.

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

*Report of the Director*

*Efficiency savings realised during 2008/09*

1. Purpose of the report

- 1.1 To present the substantive outturn position of East Midlands councils concerning the achievement against the NI 179 (Efficiency savings) target.

2. Background

- 2.2 At its meeting in November 2008 the Steering Group were presented with forecast figures for each East Midlands council against the NI 179 target of 3% cashable efficiency savings. This target is an adopted target within the revised suite of performance targets approved by the Board.

- 2.3 The CLG have recently published the 2008/09 outcome figures for all authorities in England against NI 179. These should be viewed against the increased value of this target announced by the Minister in April 2009 of £5bn for all local authorities by April 2011. Appendix 1 contains the full analysis by Council.

- 2.4 It can be seen that overall the region has exceeded its 3% aggregate requirement (£152.75m) of cashable efficiency savings by 14%. However, this has been achieved through carry forward of £55.6m from the CSR04 period, which is allowed in the counting rules.

- 2.5 Although the data is provisional the following trend is discernable;

- 9 Councils achieved < 70% of the target savings (red line in the chart )
- 9 councils achieved between 70% and 99% of the target
- 13 councils achieved between 101% and 150% of the target
- 14 councils achieved in excess of 150% of the target (green line in chart )

Of the latter group 4 councils (Bassetlaw, Chesterfield, Northampton, and South Northamptonshire) achieved in excess of 300% of the target required in year one of the CSR07 regime.

- 2.6 Of the Unitary/County group of councils only Derbyshire, Leicester, Leicestershire and Lincolnshire achieved the 3% target, and given that this group of councils accounts for 60% of the total savings required, must be an issue of some concern.

3. Recommendations

- 3.1 The report be noted and comments framed accordingly for the Board.

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

**Efficiency savings by Council 2008/09 (NI 179 returns)**

Local Authority	Status	3% Target (£000's)	Carry-Fwd (£000's)	New Gains (£000's)	Outturn (£000's)	% of 'target'
Amber Valley	Approved	650	1,620	-731	889	136.8%
Ashfield	Approved	1,121	295	281	576	51.4%
Bassetlaw	Approved	941	1,573	2,007	3,580	380.6%
Blaby	Approved	359	65	269	334	93.1%
Bolsover	Approved	724	0	709	709	97.9%
Boston	Approved	455	0	86	86	18.9%
Broxtowe	Approved	635	0	442	442	69.6%
Charnwood	Approved	890	217	463	680	76.4%
Chesterfield	Approved	942	1,919	1,338	3,257	345.7%
Corby	Approved	964	1,172	320	1,492	154.8%
Daventry	Approved	584	413	48	461	79.0%
Derby City UA	Approved	7,953	0	2,589	2,589	32.6%
Derbyshire	Approved	13,031	2,622	14,869	17,491	134.2%
Derbyshire Dales	Approved	455	0	745	745	163.6%
East Lindsey	Approved	921	828	672	1,500	162.9%
East Northamptonshire	Draft	452	0	375	375	82.9%
Erewash	Approved	644	414	482	896	139.1%
Gedling	Approved	681	237	537	774	113.7%
Harborough	Approved	385	0	363	363	94.4%
High Peak	Approved	668	899	845	1,744	260.9%
Hinckley & Bosworth	Approved	567	821	83	904	159.4%
Kettering	Approved	693	0	649	649	93.6%
Leicester City UA	Late	10,906	7,597	3,446	11,043	101.3%
Leicestershire	Approved	9,070	2,701	9,307	12,008	132.4%
Lincoln	Approved	1,081	1,686	251	1,937	179.2%
Lincolnshire	Approved	11,833	7,609	17,392	25,001	211.3%
Mansfield	Approved	987	875	457	1,332	134.9%
Melton	Approved	305	0	430	430	140.9%
Newark & Sherwood	Approved	795	880	673	1,553	195.5%
North East Derbyshire	Approved	810	13	844	857	105.8%
North Kesteven	Approved	550	0	528	528	95.9%
North West Leicestershire	Approved	539	123	568	691	128.2%
Northampton	Approved	1,444	3,088	2,264	5,352	370.6%
Northamptonshire	Approved	10,396	359	8,567	8,926	85.9%
Nottingham UA	Approved	12,876	0	5,167	5,167	40.1%
Nottinghamshire	Approved	13,518	0	6,530	6,530	48.3%
Oadby & Wigston	Approved	313	0	345	345	110.3%
Rushcliffe	Approved	545	107	799	906	166.2%
Rutland UA	Late	1,082	0	700	700	64.7%
South Derbyshire	Approved	555	631	70	701	126.4%
South Holland	Approved	591	0	390	390	65.9%
South Kesteven	Approved	770	0	826	826	107.3%
South Northamptonshire	Draft	472	862	1,116	1,978	419.0%
Wellingborough	Approved	746	0	380	380	51.0%
West Lindsey	Approved	546	761	139	900	164.8%
<b>Total</b>		<b>1,527,503</b>	<b>556,223</b>	<b>1,188,265</b>	<b>1,744,488</b>	<b>114.2%</b>

<b>NI179 July 2009 Data Collection</b>			
<b>Local Authority</b>	<b>3% Target (000's)</b>	<b>New Gains (000's)</b>	<b>% of target</b>
Amber Valley	650	889	137%
Ashfield	1,121	576	51%
Bassetlaw	941	3,580	381%
Blaby	359	334	93%
Bolsover	724	709	98%
Boston	455	86	19%
Broxtowe	635	442	70%
Charnwood	890	680	76%
Chesterfield	942	3,257	346%
Corby	964	1,492	155%
Daventry	584	461	79%
Derby City UA	7,953	2,589	33%
Derbyshire	13,031	17,491	134%
Derbyshire Dales	455	745	164%
East Lindsey	921	1,500	163%
East Northamptonshire	452	375	83%
Erewash	644	896	139%
Gedling	681	774	114%
Harborough	385	363	94%
High Peak	668	1,744	261%
Hinckley & Bosworth	567	904	159%
Kettering	693	649	94%
Leicester City UA	10,906	11,043	101%
Leicestershire	9,070	12,008	132%
Lincoln	1,081	1,937	179%
Lincolnshire	11,833	25,001	211%
Mansfield	987	1,332	135%
Melton	305	430	141%
Newark & Sherwood	795	1,553	195%
North East Derbyshire	810	857	106%
North Kesteven	550	528	96%
North West Leicestershire	539	691	128%
Northampton	1,444	5,352	371%
Northamptonshire	10,396	8,926	86%
Nottingham UA	12,876	5,167	40%
Nottinghamshire	13,518	6,530	48%
Oadby & Wigston	313	345	110%
Rushcliffe	545	906	166%
Rutland UA	1,082	700	65%
South Derbyshire	555	701	126%
South Holland	591	390	66%
South Kesteven	770	826	107%
South Northamptonshire	472	1,978	419%
Wellingborough	746	380	51%
West Lindsey	546	900	165%
<b>Total</b>	<b>1,527,503</b>	<b>1,228,651</b>	<b>80%</b>

**Agenda item No: 6**

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

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**Report of the Director**

**To Present the 2008/09 Final Accounts and Audit Report for the EM IEP**

1. Purpose of the report

1.1 To present the EM IEP Final Accounts and Audit Report for 2008/09.

2. Background

2.1 At the meeting on 3<sup>rd</sup> September 2009 the EM IEP Officer Steering Group commended the audit report, attached, and the final accounts in Appendix 1 to the Board and noted that the accounts as presented comply with the grant conditions set out under Section 31 of the Local Government Act 2003. The audit report attached made no specific recommendations.

3. Recommendations

3.1 The Board note the audit report and final accounts.

**Chris Allison  
Director EM IEP**

Report of the Director

To Present the 2008/09 Final Accounts and Audit Report for the EM IEP

1. Purpose of the report

1.1 To present the EM IEP Final Accounts and Audit Report for 2008/09.

2. Background

2.1. As was the case in the previous financial years Nottinghamshire County Council submitted the EM IEP income and expenditure statements for independent review by Derby City Council, to comply with the grant conditions set out under section 31 of the Local Government Act 2003.

3. Outcome of the Annual Audit 2008/2009

3.1 The financial accounts are produced by Nottinghamshire County Council (NCC) on behalf of the EM IEP. The 2008/09 final accounts are attached as Appendix 1. The 2008/09 Audit Report, attached was prepared by Derby City Council and concerns the audit of the EM IEP accounts for the period 1<sup>st</sup> April 2008 to 31<sup>st</sup> March 2009. Nottinghamshire County Council, as financial services provider and host Authority for the EM IEP, are satisfied with the reports findings. As in the case of previous financial years there were no recommendations.

4. Recommendation

4.1 The Steering Group note the attached audit report and final accounts for 2008/09

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

## Audit and Final Accounts 2008/09 Report

EM IEP Statement of Income & Expenditure 2008/09			Appendix one	
Category	A/c	Description	2008/09	
			£	£
<b>INCOME</b>				
Grants Income	9104	Grant funds received	Grant 2008-09	-9,289,717
Interest				-235,879
<b>Total Income</b>				<b>-9,525,596</b>
<b>EXPENDITURE</b>				
<b>Employees</b>	1610	Admin & Clerical Pay	247,810	
	1611	Admin & Clerical Overtime	2,136	
	1618	Admin & Clerical NI	23,883	
	1619	Admin & Clerical Sup	38,906	
	1880	Temp Staff Pay	28,051	
	1888	Temp Staff NI	2,703	
	1889	Temp Staff Superann	52	
	2909	Training	16,172	
	2901	Staff Advertising	7,884	
	2902	Interview Expenses	0	
	2919	Other Employee Expenses	0	367,596
<b>Premises</b>	3000	Minor Works	2,355	
	3021	Security	922	
	3060	Grounds Maintenance	703	
	3070	Electricity	757	
	3071	Gas	826	
	3093	Rent/Room Hire	11,350	
	3110	Rates	5,478	
	3160	Cleaning Materials	0	
	3161	Contract Cleaning	2,420	
	3162	Refuse Collection/Disposal	398	25,209
<b>Transport</b>	2908	Lodging Allowance	0	
	3210	Car Parking Fees	308	
	3320	Rail Fares	7,687	
	3321	Bus Fares	7	
	3322	Taxi Fares	106	
	3410	Mileage - Casual User	2,581	
	3411	Mileage - Essential User	3,248	
	3413	Essential User - Lump Sum	1,165	15,102
<b>Supplies &amp; Services</b>	3501	Equipment	1,088	
	3503	Furniture Purchase	1,002	
	3508	Equipment Repair	0	
	3870	Books/Publications	1,342	
	4051	Course Materials	0	
	4350	Advertising/Marketing	5,000	
	4390	Stationery	6,933	
	4421	Printing	18,380	
	4500	Other Fees and Services	0	
	4508	Training/Coaching Fees	0	
	4811	Consultancy	600	
	4870	Postage	105	
	4871	Phones General	179	
	4872	Phones Installation	377	
	4875	Phones Mobile	1,407	
	4876	Phones Officers	207	
	4970	Computer General	1,618	
	4971	Computer Equipment	5,162	
	4973	Computer Line Rental	1,858	
	4980	Internet Charges	1,283	
	4982	Software Maintenance	0	
	4983	Hardware Maintenance	0	
	4991	Website Design	10,000	
	5030	Subsistence	-26	
	5031	Hospitality	707	
	5033	Staff Conference	159	
	5250	Other Miscellaneous	283	
	5400	Insurance - Cash	58	
	5401	Insurance - Legal Liability	571	
	5402	Insurance - Personal Acc	58	
	5406	Insurance - Computer	172	
	5411	Insurance - Fire	343	
	5561	Independent Persons Fees	10,852	69,696
<b>Internal Services</b>	6255	Internal Services	477	
	6250	Financial Services	3,412	
	6262	Personnel Recharge	7,783	11,672
<b>Capital Charges</b>	6400	Capital Charges Depreciation	0	
	6401	Capital Charges Interest	0	0
<b>Grants</b>			2,321,514	2,321,514
<b>Total Expenditure</b>				<b>2,810,789</b>
<b>SUMMARY</b>				
Grant b/f			Grant b/fwd	-2,661,017
Income	9104			-9,525,596
Income Misc	7400			0
Income Priv Tel C	6640			-18
Expenditure				2,810,789
<b>Grant c/f</b>			Grant balance	<b>-9,375,841</b>



DERBY CITY COUNCIL

# Audit & Risk Management

## FINAL AUDIT REPORT East Midlands Improvement & Efficiency Partnership

August 2009

Version 1.0



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# Final Audit Report East Mids Improvement & Efficiency Partnership

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# Final Audit Report East Mids Improvement & Efficiency Partnership

## 1 Executive Summary

### 1.1 Reason for Audit

1.1.1 The East Midlands Improvement and Efficiency Partnership (EM IEP) is required by the Department of Communities and Local Government (DCLG) to comply with the grant conditions set out under Section 31 of the Local Government Act 2003. Grant condition 3 states that 'as soon as possible after each financial year, the receiving authority must prepare a statement for its Regional Improvement and Efficiency Partnership (RIEP), signed by the Chief Finance Officer, giving details of payments made to the Centre and expenditure undertaken by the Centre'. RIEPs are the bringing together of Regional Improvement Partnerships (RIPs), and Regional Centres of Excellence (RCEs).

1.1.2 This statement for the EM IEP for the financial year ended 31 March 2009 was prepared by Nottinghamshire County Council (NCC), as receiving authority, and submitted to Derby City Council's Audit and Risk Management Section for independent review. The purpose of the review was to assess whether the statement is fairly presented. This fulfils grant condition 2 which requires that 'robust audited results are made available'. A copy of the statement is included at [Appendix A](#) to this report.

### 1.2 Scope of Audit

1.2.1 In the absence of specific audit instructions or guidance provided by Government Office, the audit has been undertaken in accordance with best practice outlined in CIPFA's Code of Practice for Internal Audit in Local Government.

1.2.2 The following tests were undertaken:

- An overall reconciliation of the supporting transactions prints to the income and expenditure statements.
- A sample of transactions contained in the income and expenditure statement was traced back to source documentations for verification.
- Funding carried forward from East Midlands Centre of Excellence (EMCE) / East Midlands Improvement Partnership (EMIP) was brought forward correctly into EM IEP.
- Income received was confirmed to the grant offer letters.

1.2.3 The audit also included a brief review of the financial management of projects funded by the EM IEP.

1.2.4 The internal systems operated by Nottinghamshire County Council are subject to scrutiny by its own Internal Audit Section who confirmed that reliance could be placed on the systems operated. Therefore, the systems were not examined in detail, although the approval of invoices electronically and the documentation completed and retained relating to the approval of internal journal transfers was demonstrated.



# Final Audit Report East Mids Improvement & Efficiency Partnership

## 1.3 Distribution and Communication

1.3.1 This report has been issued to Chris Allison, Director EM IEP.

1.3.2 This report was produced by Mark Allsop, Principal Auditor and Mandy Marples, Assistant Audit Manager. Any enquiry concerning the content of this report or associated issues may be made to Mark Allsop, Principal Auditor on 01332 255685.

## 1.4 Acknowledgements

1.4.1 We would like to take this opportunity to thank those officers who provided us with information and data throughout the audit. In particular Lois Dale, Administration, Events & Secretariat Manager, Heather Parker, Strategic Programme Planning and Support Manager, and Michelle McDonald, Senior Finance Officer (Nottinghamshire County Council).

# Final Audit Report

## East Mids Improvement & Efficiency Partnership

## 2 Findings and Conclusions

- 2.1.1 We confirmed that the closing balances of the 2007/08 EMIP and EMCE accounts had been correctly brought forward into the EM IEP 2008/09 accounts. A note in the accounts confirmed the two figures had been combined in the 2008/09 accounts.
- 2.1.2 We selected and examined a sample of transactions and the supporting documentation. Where coding labels were attached to these documents, each had been certified and initialled by at least two different officers, demonstrating adequate separation of duties. Documentation retained to support each transaction within the sample, was examined and was found to be adequate.
- 2.1.3 Grants were paid using NCC's payment system. Their payments section retained a copy of the payment form, with completed coding label. Copies of these payment forms, retained by the Strategic Programme Planning & Support Manager (EM IEP), were referred to during this audit, as these included all other information pertinent to each project.
- 2.1.4 A sample of two 'legacy' (EMCE/EMIP) projects and seven new EM IEP projects were examined. The Strategic Programme Planning & Support Manager explained that the legacy projects were being drawn to a close. Those projects that had delivered on their remits had been asked to draw down their final grant payments by 31 July 2009. Any funding not drawn down will be carried forward and distributed to new projects. The Strategic Programme Planning & Support Manager expected to report this carry forward amount to the next Board meeting in September 2009.
- 2.1.5 As many new projects had only just started, they were yet to receive any grant payments. Where grant payments had been made, we confirmed that each had been certified by the Director EM IEP and had also been initialled by the Strategic Programme Planning & Support Manager, who was responsible for the overall management of all EM IEP grant payments. We found that each grant file had all relevant documents pertaining to each grant, including the documentation authorising the payment.
- 2.1.6 We confirmed that the EM IEP grant amount from DCLG was received in accordance with the grant determination notification.
- 2.1.7 We confirmed that EM IEP budgets set for each financial year were monitored and reported through to EM IEP Management Board on a quarterly basis and EM IEP continued to report financial performance to their Management Board every quarter. We were satisfied that the Board were being kept up-to-date with progress for specific projects as well as overall performance.
- 2.1.8 The 2008/09 accounts had only recently been produced by NCC on behalf of EM IEP. These will be submitted to the Management Board meeting for their authorisation, later in the year in accordance with grant conditions.
- 2.1.9 We confirmed that the income and expenditure statement for EM IEP, presented for the 2008/09 financial year, was supported by adequate working papers and documentation. We are satisfied that the financial information is fairly presented.

# Final Audit Report

## East Mids Improvement & Efficiency Partnership

### 3 Appendix A

#### 3.1 East Midlands Improvement & Efficiency Partnership Income & Expenditure Statement 2008/2009

Category	Description	2008/09	
		£	£
<b><u>INCOME</u></b>			
<b>Grants &amp; Contributions</b>			9,289,717
<b>Interest</b>			235,879
<b><u>Total Income</u></b>			<b><u>9,525,596</u></b>
<b><u>EXPENDITURE</u></b>			
<b>Major Projects</b>			
<b>Staffing</b>	Admin & Clerical Pay	247,810	
	Admin & Clerical Overtime	2,136	
	Admin & Clerical NI	23,883	
	Admin & Clerical Sup	38,906	
	Temp Staff Pay	28,051	
	Temp Staff NI	2,703	
	Temp Staff Sup	52	
	Training	16,172	
	Staff Advertising	7,884	
	Interview Expenses	0	
	Other Employee Expenses	0	<b><u>367,597</u></b>
<b>Premises</b>	Minor Works	2,355	
	Security	922	
	Grounds Maintenance	703	
	Electricity	757	
	Gas	826	
	Rent	11,350	
	Rates	5,478	
	Cleaning Materials	0	
	Contract Cleaning	2,420	
	Refuse Collection/Disposal	398	<b><u>25,209</u></b>
<b>Transport</b>	Lodging Allowance	0	
	Car Parking Fees	308	

# Final Audit Report

## East Mids Improvement & Efficiency Partnership

	Rail Fares	7,687	
	Bus Fares	7	
	Taxi Fares	106	
	Mileage - Casual User	2,581	
	Mileage - Essential User	3,248	
	Essential User - Lump Sum	1,165	<b>15,102</b>
<b>Supplies &amp; Services</b>	Equipment	1,088	
	Furniture Purchase	1,002	
	Equipment Repair	0	
	Books/Publications	1,342	
	Course Materials	0	
	Advertising/Marketing	5,000	
	Stationery	6,933	
	Printing	18,380	
	Other Fees and Services	0	
	Training/Coaching Fees	0	
	Consultancy	600	
	Postage	105	
	Phones General	161	
	Phones Installation	377	
	Phones Mobile	1,407	
	Phones Officers	207	
	Computer General	1,618	
	Computer Equipment	5,162	
	Computer Line Rental	1,858	
	Internet Charges	1,263	
	Software Maintenance	0	
	Hardware Maintenance	0	
	Website Design	10,000	
	Subsistence	-26	
	Hospitality	707	
	Staff Conference	159	
	Other Miscellaneous	283	
	Insurance - Cash	58	
	Insurance - Legal Liability	571	
	Insurance - Personal Acc	58	
	Insurance - Computer	172	
	Insurance - Fire	343	
	Independent Persons Fees	10,852	<b>69,680</b>

# Final Audit Report East Mids Improvement & Efficiency Partnership

<b>Internal Services</b>	Internal Services	477	
	Financial Services	3,412	
	Personnel Recharge	7,783	<b>11,672</b>
			<hr/>
<b>Capital Charges</b>	Capital Charges Depreciation	0	
	Capital Charges Interest	0	<b>0</b>
			<hr/>
<b>Grants</b>		2,321,514	<b>2,321,514</b>
			<hr/>
<b><u>Total Expenditure</u></b>			<b><u>2,810,774</u></b>

---

## **Summary**

<b>Grant b/f</b>		<b>2,661,017</b>
<b>Income</b>		<b>9,525,596</b>
<b>Income Misc</b>		<b>0</b>
<b>Expenditure</b>		<b>(2,810,774)</b>
<b><u>Grant c/f</u></b>		<b><u>9,375,839</u></b>

## Agenda item No: 7

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

---

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

#### **Review of East Midlands Centre of Excellence (EMCE) and East Midlands Improvement Partnership (EMIP) Legacy Programme.**

1. Purpose of the report

1.1 To provide a final review of the delivery of the Legacy EMCE/EMIP programme.

2. Background

2.1 At the meeting on 3<sup>rd</sup> September 2009 the EM IEP Officer Steering Group considered the attached report. After a lengthy discussion, on programme management arrangements for regional and sub regional projects, the Steering Group agreed that using the proposed 'critical friend' review would not achieve any substantive benefit when consideration is taken of the proposal made in agenda item 5 (c) for a review of all sub regional programmes. On this basis there is no requirement to expend legacy programme money surplus resources on a 'critical friend' review of programmes.

2.2 In terms of the uncommitted balances of the legacy programme of £167k the recommendation of the Steering Group is that these are held in reserve as a contingency fund.

3. Recommendations

3.1 The Board approve that the uncommitted legacy programme balances are held in reserve as a contingency fund.

**Chris Allison  
Director EM IEP**

*Report of the Director*

*Review of East Midlands Centre of Excellence (EMCE) and East Midlands Improvement Partnership (EMIP) Legacy Programme.*

1. Purpose of the report

1.1 To provide a final review of the delivery of the Legacy EMCE/EMIP programme.

2. Background

2.1 Legacy funding of £2.661m was carried forward into the EM IEP programme on 1<sup>st</sup> April 2008. The Legacy programme was reviewed by the Board, in November 2008, resulting in £1m of uncommitted funds being re-allocated to the 5 sub regional partnerships for capacity building activity. This left a balance of £1.488m of committed funds for a range of projects and capacity building activities and £173k surplus for regional activities.

2.2 At the Board meeting on 16<sup>th</sup> June the Board agreed that a report on the remaining legacy funding, with proposals for reallocation of any unspent resources to other work programmes/sub regional partnerships, be prepared for discussion at the Board meeting on 16<sup>th</sup> September.

3. Final review of the delivery of the Legacy EMCE/EMIP programme.

3.1 The majority of the EMCE/EMIP legacy projects and activities have been delivered.

3.2 Currently there are outstanding balances of £166,779. All of these balances were allocated to capacity building activities.

3.3 It is suggested that the balance is used for funding the Critical Friend activity proposed elsewhere on this agenda and for redistribution to the SRPs on the following basis:

- Critical Friend Review - £66,779
- Distribution to SRPs - £100,000 (£20,000 per SRP)

4. Recommendations

4.1 The Steering Group consider the final review of the EMCE/EMIP Legacy programme, the proposal for the reinvestment of the outstanding balances and frame a recommendation for the Board.

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

## Agenda item No: 8

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

---

#### Report of the Director

#### Capital funding 2009/10

##### 1. Purpose of the report

- 1.1 To inform the Board of the decision by the Secretary of State to include an element of capital funding (20%) within the core grant formula for RIEPs in 2009/10.
- 1.2 To provide an analysis of the re alignment of budget and programmes this decision requires of the RIEPs and the EM IEP in particular.

##### 2. Background

- 2.1 The EM IEP Officer Steering Group considered the attached report and recommended that the Board adopt the solution for the regional capital programme as set out in section 3 of the attached report. In addition the uncommitted capital balance of £179k be added to the 2009/10 Capital Pot allocation, for distribution to the Sub Regional Partnerships. The 2009/10 Capital Pot allocation for the East Midlands will be available in October, which is expected to be c£2.5m.
- 2.2 The Steering Group noted that the latest sub regional position, regarding the 20:80 capital split of the core grant for 2009/10, is that Lincolnshire and Nottinghamshire are still having some difficulties re focusing their current programmes to accommodate the required 20% capital element.
- 2.3 The Steering Group noted the example provided by Derbyshire of their 20% capital apportionment in Appendix 1. However, each Sub Regional Partnership's accountable body would need to be satisfied that these meet with their financial regulations on the use of capital.

##### 3. Recommendations

- 3.1 The Board approve the regional solution to the required 20:80 capital/revenue split for the 2009/10 allocation of regional funding.
- 3.2 The Board approve that the £179k unallocated regional capital allocation is added to the 2009/10 capital pot and be distributed to the 5 sub regional partnerships.
- 3.3 That the Board note the complications caused by the late announcement of the 20:80 capital/revenue split for the funding allocation to the sub regions.

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

*Report of the Director*

*Capital funding 2009/10*

1. Purpose of the report

- 1.1 To inform the Steering Group of the decision by the Secretary of State to include an element of capital funding (20%) within the core grant formula for RIEPs in 2009/10.
- 1.2 To provide an analysis of the re alignment of budget and programmes this decision requires of the RIEPs and the EM IEP in particular.

2. Background

- 2.1 The Board at its June meeting were informed that the CLG were proposing that the 2009/10 core grant for RIEPs should contain an element of capital funding .The Board agreed that a letter be sent to Rosie Winterton MP asking that the capital element be deferred until 2010/11, as the pending decision by the Minister would require work programmes and projects to be re scoped causing delays for all concerned. The letter was sent on the 29 June.
- 2.2 On the 30 June the Minister announced that the 20% capital requirement would apply to the RIEPs core grant for 2009/10 ie essentially for asset purchases.
- 2.3 The core grant of £7.159m (£1.4318m capital) was received by the accountable body in July. Following consultation with the sub regional partnerships and re scoping of some regional programmes the analysis below summarises how the capital allocation will be managed given the 70:30 split between sub regional and regional programmes.

3. Regional capital programme 2009/10

- 3.1 The regional apportionment of the core grant, which includes £0.584m support team costs and £1.975 regional programme allocation, approved at the June Board meeting, now require the identification of £511,800 for the capital elements, which can be achieved in the following re alignment:

	£,000s
Reduction in regional revenue programme allocation (currently over programmed by £38.8k)	305
Identified capital projects (currently £179.3k uncommitted)	332.5

- 3.2 Specifically identified regional capital requirements of £332.5k are contained within the following programmes;

### Capital element within existing schemes

	£,000s
Economic Growth	30.0
Shared services / Business transformation	15.0
East Midlands Property Alliance	20.0
Support team website/videos/case studies	60.0
Proclass/spin website (national )	15.5
<b>Sub total</b>	<b>140.5</b>

### Proposed reconfigured schemes

Climate change existing programme – web site	12.0
Climate change – Carbon Energy projects	180.0
<b>Sub total</b>	<b>192.0</b>
<b>Total</b>	<b>332.5</b>

3.3 There is thus an uncommitted **capital** balance of £179.3k. (£511,800 minus £332,500 = £179,300)

This could be used for:

- a) A specific but as yet unidentified regional project (s), or
- b) Devolved to sub regions, or
- c) Added to the 2009/10 capital pot allocation anticipated to be c£2.5m. The Board at its June meeting resolved to allocate the entire capital pot for 2009/10 to the sub regional partnerships, and if this principle is followed the £179.3k uncommitted regional capital component identified above could also be devolved.

#### 4. Sub Regional Partnerships

- 4.1 The capital element within the allocation to sub regions is £920k or £184k per sub region. Derbyshire, Leicestershire/Rutland and Northampton sub regions can accommodate this requirement without extensive reworking of programmes. This issue is causing some sub regions serious problems in re scoping programmes and will inevitable lead to further delays in commissioning projects.
- 4.2 In addition some of the Sub Regional Partnerships 151 officers are taking a stringent interpretation of what can be categorised as capital, which is making balancing this years funding allocation more difficult. The Derbyshire sub region have been able to identify 21% capital elements within their programme with the criteria in Appendix 1. It is suggested this should be considered as an example for consideration by the other sub regions.
- 4.3 The progress monitoring report elsewhere on the agenda suggests extensive slippage is already inherent in some of the 5 sub regions programmes and given this position, it is suggested that where necessary sub regions defer any unallocated capital projects until 2010/11. This will allow more time in the current year to re scope projects to meet the capital investment obligation and consider how to utilise the additional devolved £179.3k.

5. Recommendations

- 5.1 The Steering Group note that the Minister has decided that 20% of the 2009/10 core grant to the EM IEP will be for capital projects.
- 5.2 The Steering Group consider the budget realignment proposed in the report to accommodate the capital element, note the solutions proposed and frame its recommendations for the Board accordingly.
- 5.3 The steering group adopt a common definition of 'capital' as set out in the example in Appendix 1.
- 5.4 Make recommendations as to the allotment of the £179.3k of the now unallocated capital funds.

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

# Capital Programme 2009/10 Report

# Appendix 1

	Total Bid	Capital Costs	-	Revenue Costs	
<b>Efficiency Projects</b>					
Joint ICT Service	£90,000	£70,000	Infrastructure; accommodation	£20,000	Training; baseline review
Derbyshire Wide Area Network	£318,023	£75,276	Hardware and line installation	£242,747	Line rental; staff costs; contingency
Revenues and Benefits Joint Service	£80,000	£40,000	Hardware; software; accommodation	£40,000	Staff costs
Joint Pest Control ALMO	£18,000	£0		£18,000	Staff costs
New Ways of Working	£75,000	£0		£75,000	Staff costs
Remote and Home Working	£90,000	£60,000	Hand-held devices	£30,000	Implementation and training
Joint Transformational Programme	£100,000	£0		£100,000	Staff costs
Joint Building Control Service	£175,000	£150,000	ICT implementation	£25,000	Staff costs
Property Rationalisation - District Liaison	£225,000	£0		£225,000	Staff costs
Joint Waste Authority	£100,000	£0		£100,000	Staff costs
<b>Service Improvement Projects</b>					
Dusk to Dawn Lights (inc. extension)	£208,211	£186,150	Lights	£22,061	Distribution & publicity
YES! Scheme	£240,000	£22,734	Two vehicles	£217,266	Staff costs; running of schemes
b-safe	£415,000	£0		£415,000	Staff costs
Climate Change Adaptation	£90,000	£0		£90,000	Staff costs
Improving Equalities and Diversity	£84,000	£0		£84,000	Staff costs
Domestic Abuse - Secure Information Sharing	£28,000	£9,000	Software and setup costs	£19,000	Staff costs; system maintenance
Cohesive Derbyshire	£100,000	£0		£100,000	Staff costs; publicity
Energy Monitor Loan Scheme	£29,550	£19,550	Monitors	£10,000	Publicity
Sheffield City Region Housing	£41,250	£0		£41,250	Staff costs
Improved Housing Delivery	£115,000	£0		£115,000	Staff costs
<b>Capacity Projects</b>					
Capacity Building in Chesterfield Community Forums	£30,000	£0		£30,000	Staff costs
Tackling Financial Exclusion	£150,000	£0		£150,000	Staff costs
Member Development	£50,000	£0		£50,000	Training
National Graduate Development Programme	£67,000	£0		£67,000	Graduate costs
<b>Total</b>	<b>£2,919,034</b>	<b>£632,710</b>		<b>£2,286,324</b>	
		<b>21.68%</b>		<b>78.32%</b>	
Notes:					

1. Costs for production of business cases can be capitalised where its development results in the project being implemented.

2. Staffing costs can be capitalised where it can be shown that the work is different to a persons day to day job. An example might be where somebody is seconded to work solely on a partnership project

## Agenda item No: 9

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

---

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

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

##### 1. Purpose of the report

- 1.1 To present the revised outline business cases of a number of, previously submitted, regional projects and programmes for discussion and approval
- 1.2 To advise the Board of the additional ring fenced grant to extend the approved Climate Change Programme.
- 1.3 To provide the Board with a further report on the delivery of the Customer Insight & Research project funded from the Capital pot fund (£200k).

##### 2. Background

- 2.1 The Steering Group, at its meeting in May 2009, recommended to the Board that 5 specific proposed programmes required further work. The Board endorsed this position at its meeting in June 2009.
- 2.2 At the meeting on 3<sup>rd</sup> September the EM IEP Officer Steering Group considered and commended the attached report noting that the 5 revised regional programmes have been developed in conjunction with the Member Champions. The detailed papers are contained in Appendix 1.
- 2.3 However, in respect of the Member Development Programme the Steering Group felt that the Member Scrutiny element should also include the scrutiny of efficiency savings by local authorities.
- 2.4 The Steering Group noted additional ring fenced funding received from the Department of Energy and Climate Change to strengthen the climate change programme currently being delivered across the region.
- 2.5 The Steering Group commended the Customer Insight & Research Programme in Appendix 2 noting that it complemented the 2 sub regional projects currently being delivered. However, the Steering Group suggested that the business benefits for this programme should include a reference to improving efficiency and service improvements for customers.

##### 3. Recommendations

- 3.1 That the Board approve the 5 revised regional programmes and the customer Insight & Research Programme taking into consideration the comments of the Steering Group in paragraphs 2.3 and 2.5.

3.2 That the Board note the additional ring fenced funding received from the Department of Energy and Climate Change to strengthen the climate change programme currently being delivered across the region.

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

*Report of the Director*

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

1. Purpose of the report

- 1.1 To present the revised outline business cases of a number of, previously submitted, regional projects and programmes for discussion and agreement for submission to the EM IEP Board.
- 1.2 To advise the Steering Group of the additional ring fenced grant to extend the approved Climate Change Programme.
- 1.3 To provide the Steering Group with a further report on the delivery of the Customer Insight & Research project funded from the Capital pot fund (£200k).

2. Background

- 2.1 The Steering Group, at its meeting in May 2009, recommended to the Board that 5 specific proposed programmes required further work.
- 2.2 At the EM IEP Board meeting on 16<sup>th</sup> June, the Member Champions outlined their regional programmes to the Board around the themes approved at the previous meeting. The Board approved these regional programme as presented with the recommendation that the following 5 projects/programmes, identified in the report from the Steering Group would, be re-presented to the Board at its next meeting 16<sup>th</sup> September 2009, providing more information concerning scope and benefits.

- **Economic Growth Programme**  
*Member Champions Cllr Woods and Cllr Wilcox*
- **Community and Neighbourhood Development Programme**  
*Member Champions Cllr Williamson and Cllr Banwait*
- **Member Development Programme**  
*Member Champion Cllr Brown*
- **Environmental Quality Programme**  
*Member Champion Cllr Clarke*
- **Transforming Social Care Data Project**  
*Member Champion Cllr Sprason*

3. Revised Outline Business Cases for EM IEP 2009/10 Regional Programme

- 3.1 The outline business cases attached as Appendix 1 have been revised and strengthened following consultation with the Member Champions and officer networks.

4. Climate Change Programme

- 4.1 The Board have previously approved the regional climate change programme on 3<sup>rd</sup> February 2009, funded with 'ring fenced grants' totalling £269k. However, an additional ring fenced grant of £55.6k has been received from the Department of Energy and Climate Change, which will enable the agreed programme activities to be extended into 2010/11.

5. Customer Insight & Research Project

- 5.1 The Steering Group requested a further report on the allocation of the £200k capital pot funds allocated to the regional Customer Insight & Research project at the meeting on 21<sup>st</sup> May 2009. This additional report is attached as Appendix 2.

6. Recommendations

- 6.1 The Officer Steering Group consider, discuss and agree revised outline business cases of a number of, previously submitted, regional projects and programmes.
- 6.2 The Officer Steering Group frame its recommendations for the next meeting of the Members Board in relation to the regional programme as presented.
- 6.3 The Officer Steering Group consider the additional information provided on the Customer Insight & Research Project and frame its recommendations for the next meeting of the Members Board.

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

**Regional Work Programme (2009/10) Update Report****Revised Regional Programme Business Cases:**

Economic Growth Programme	Page 62
Community and Neighbourhood Development Programme	Page 65
Member Development Programme	Page 68
Environmental Quality Project	Page 73
Transforming Social Care Data for Effective Commissioning Project	Page 77

## **Economic Growth Programme**

£110k Core Funding (£30k capital)

£100k ring-fenced funding

**Member Champions; Cllr Woods and Cllr Wilcox**

### **Programme Description:-**

#### **Background**

'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. The recession, CAA, and LAAs have placed these issues in sharp perspective. There is also the perception that advice giving by local authorities should be better joined up and to aid economic development growth and employment opportunities.

Regional Improvement and Efficiency Partnerships (RIEPS) are actively involved in supporting this process. EM IEP has already commissioned a Local Improvement Adviser to, among other things, identify the scope for pan-regional collaboration. 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

#### **Proposal**

It is felt that this work stream should concentrate upon researching innovation and measures to combat the current recession both within Local Authorities and the private sector. A research project will be commissioned to identify good practice and show case these at appropriate events around the region. It will focus upon areas that local government can make a difference and include:

- Use made of government initiatives such as Future Jobs Fund, Train to Gain, Mortgage rescue funds etc
- Development and implementation of apprenticeship schemes in local authorities, identification of exemplars including graduate employment and training
- Measures to stimulate the local economy which have proved to work
- Joined up advisory services for the unemployed and hard to reach members of the local work force
- Working with EMDA, Identification of where new clean and green industries may develop to take up the employment gaps created by the continuing decline of some traditional employment areas
- Examples of change to survive measures taken by the private sector, which local authorities may discern appropriate change strategies for adaptation to their circumstances.

£110k 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 ring fenced). This will be an extensive programme covering the key themes of Housing & Economic growth, Skills/Worklessness, Intelligence and Supporting the Local Economy.

#### **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 (CAA organisational assessments) and 5 (Use of Resources ); 6 (LAA`s achieving 75%of all targets); 10 (NEET); 11 (Cohesion)

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

Brief Description of Outcomes of Key Milestone	Anticipate d delivery date	EM IEP Funding £k	Additional Ring fenced Monies £k	Capital £k
<b>Skills/Worklessness</b>			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>• Targeted event at BME groups in conjunction with the DWP</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>• Workforce strategies/Modern Apprenticeships/Train to Gain, etc</li> <li>• Strengthen local leadership/ co-ordination (LA/business)</li> </ul>	July 2009 – October 2010			
<b>Research &amp; Intelligence Project</b>		80,000		30
<p>Research into, developing a strategy for Regional-/sub-regional economic growth and recession busting measures.</p> <p>Identification of Innovative measures that work, including skills training and apprenticeship schemes, mortgage support schemes and intervention measures.</p> <p>Workshops – Developing Research and Information Capacity, joining up advice giving.</p> <p>Best practice show case including; Local Economic Assessment Dissemination Events , research project outcomes, private sector organisations recession busting innovation (how to change and survive).</p>	Sep 2009 – March 2010			
	<b>Total</b>	<b>£80</b>	<b>100,000</b>	<b>30</b>

## **Community and Neighbourhood Development Programme**

£120k core funding

### **Member Champions Cllr Williamson and Cllr Banwait**

#### **Programme Description:-**

##### **Project 1**

Lead Local Improvement Advisers (90k funding)

##### **Background**

Comprehensive Area Assessment (CAA) is well under way and Audit Commission reports will be published in December 2009. CAA focuses on the medium and long term prospects for local people and how the public sector is working to improve these. Local Area Agreements (LAAs) are the vehicles through which many improvements to services are being delivered.

Local Improvement Advisers (LIAs) are a pool of experts that have been recruited and vetted by CLG. This resource is met by CLG against a notionally allocated budget for each region. LIAs are also independent consultants in their own right. West Midlands IEP has made use of this by using IEP core funding to secure additional resource to accelerate improvements with LAAs.

##### **Project Description**

The purpose of the Lead LIA (LLIA) is to support partnerships in strengthening delivery of the LAA and, in particular, critical outcomes identified by partnerships through a risk assessment of the LAA.

The role of the Lead LIA will be primarily one of advice and brokerage to the LAA. All LAA Co-ordinators that have been sounded out have responded enthusiastically about the potential impact of this scheme.

Lead LIAs will be able to 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 (LIAs) (funded by CLG) to work on key areas or to provide challenge.

£90k will allow each LAA to have 10 days of dedicated LIA. The benefit of the funded allocation is that it will enable authorities to maximise and target use of free LIA resource more effectively. This will be particularly useful as the results of CAA become known.

##### **Project Objectives**

- Support authorities where CAA process has highlighted LAA delivery areas requiring attention
- Diagnose barriers
- Identify opportunities for improving LAA outcome delivery, including Districts
- Advise LAA partners in drawing up and managing an improvement support plan (where relevant)
- Facilitate local skills and knowledge development
- Target free LIA resource

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

- Additional capacity to help authorities make progress
- Contributes to achievement of LAA priorities
- Improved service delivery
- Improved performance of partnerships
- Timely intervention to help authorities develop improvement plans to support CAA requirements
- Contributes to the following EM IEP priority targets:
  - 4 - All local authority organisational assessments (councils and partner bodies) are assessed to be at least "performing well" or equivalent.
  - 6 - All 9 LAAs achieving at least 75% of their specific targets

## **Project 2**

'Leading Lights' Conference and Roadshows (10k funding)

### **Background**

'Leading Lights' is a piece of research by Urban Forum which explored the role/ effectiveness of councillors and community groups' experience of working with local councillors. The research found a major gulf in perception between community groups and councillors of each other's effectiveness. This perception needs to be addressed if local collaboration, partnership working and engagement is to be effective.

The East Midlands Empowerment Forum (EMEF) is using the research and recommendations from the Urban Forum report (which included contributions from Derby, Leicester, Leicestershire, Nottingham, Oadby & Wigston and Rushcliffe Councils) as a major platform in their action plan for NI 4 (% who agree they can influence decisions in their local area).

NI 4 along with NI 3 and NI 27 are all indicators around community involvement and engagement and are three indicators which, according to the Place Survey deserve attention (See Agenda Item 14).

### **Project Description**

The EMEF Action plan includes a Councillor run conference in November 2009 followed by a series of roadshows around the East Midlands. The 'Leading Lights' Conference will showcase some excellent examples of community engagement and invite members who have enthusiasm and understanding of these agendas to come together as 'leading lights'.

The Conference is the entry to a much wider package of support around NI 4, the Community Empowerment Framework and facilitating participatory democracy. This will include access to research, cross-sectoral working between councillors and community groups, joint learning and training, action learning sets, networking and IDEA peer support.

### **Project Objectives**

- Increase understanding of participatory democracy and community engagement
- Signpost the Leading Lights to peer support accredited Councillors
- Councillors enable to fulfil the role of community leadership within the new performance framework and empowerment agenda
- Improved knowledge of local issues

### **Outline Business Benefits**

- East Midlands will benefit from the experience and expertise of members from across the country,
- Increase the numbers of accredited peers in the East Midlands
- Improved insight into specific issues eg community cohesion, health and education
- Contributes to the following EM IEP priority target:  
4 - All local authority organisational assessments (councils and partner bodies) are assessed to be at least "performing well" or equivalent.

## **Project 3**

Authorities – Working with the Community Parts 1 & 2 (£20k Core Funding)

### **Background**

The current climate places increasing demands on local areas to provide effective and efficient services to local people. Tightening purse strings, recession and the unknown implications of a possible change in national Government are all at the forefront of local Leaders' minds.

The recently published Place Survey 2008 indicates that some authorities in the East Midlands have fared less well on National Indicators 3, 4 and 27. These are all indicators that relate to people's perception of how involved they are in local decision making and their ability to influence local decisions. The results of the Place Survey will be taken into account for the Comprehensive

Area Assessment and the Audit Commission judgement will rest partly on how local authorities are responding to this 'deficit'.

### **Project Description**

A two part flexible solution that will help authorities and the region to develop solutions and which consists of:

#### *Working with the Community – Part 1*

The IDeA and East Midlands IEP are joining forces to offer **officers** in the region the opportunity to move from talk to action and from a focus on outputs to achieving outcomes. In a limited number of workshops, a cross section of officers will join with partners and stakeholders from a local area to undertake a 'turning the curve' exercise. The 'turning the curve' exercise is used to identify new ideas, partnership solutions and what works to accelerate the achievement against a given indicator or 'hot issue'. The workshop focuses on population accountability and achieving long term outcomes. It provides the opportunity to action plan collectively, to move one step closer to sought after outcomes for local people.

The IDeA worked with Wigan Borough Council to run workshops using this approach. The workshops resulted in 40 new actions to help tackle 6 priority issues.

#### *Working with the Community – Part 2*

This workshop is designed to supplement Part 1 and offers an alternative approach to finding solutions to some of the 'problems' suffered by communities eg premature deaths, teenage pregnancy, levels of obesity. To tackle these 'hard to crack' indicators, authorities are frequently working with communities, families and individuals who are described as deprived, dependent on welfare, disadvantaged, disempowered and in need. The 'Asset Model' uses multiple methods, including asset mapping, to diagnose a community's capacity to engage in development activities. It aims to highlight these assets, help people to access them and then build on these strengths. In this way communities, families and individuals become 'co-producers' of health and well-being rather than 'consumers' of health and welfare services.

### **Project Objectives**

- Bring together service users, commissioners and service deliverers
- Look at new ways of accelerating improvement
- Develop joint solutions to long term problems.
- Sharing good practice
- Tackles inequalities, outcomes on chosen priority areas or challenging LAA indicators
- Supporting and engaging authorities and partners to develop solutions

### **Outline Business Benefits**

- Meets a specific need identified by Place Survey and not currently covered by Sub Regional Programme projects
- achieving LAA targets.
- cross agency interventions/actions
- cultural and behavioural changes
- long term sustainable improvement
- Improved quality of life for community
- Improved performance of partnerships
- Increased public trust and confidence in public bodies
- Contributes to the following EM IEP priority targets:
  - 4 - All local authority organisational assessments (councils and partner bodies) are assessed to be at least "performing well" or equivalent.
  - 6 - All 9 LAAs achieving at least 75% of their specific targets.

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## **Member Development Programme**

£300k core funding

### **Member Champion Cllr Brown**

#### **Programme Description:-**

##### **Project 1**

Regional Scrutiny Scoping Study (£150k funding)

##### **Background**

Current and existing legislation enables local authorities to work in different and collaborative ways on scrutiny. Changes are being implemented to regional governance and accountability. Regional Assemblies will end their scrutiny function over Development Agencies. Regional Select Committees of MPs will have an accountability role over regional organisations. Local Government is reorganising at Regional level to represent it's interests. Comprehensive Area Assessment will also provide an opportunity for the overview and scrutiny role to meet rising public expectations, continuing fiscal restraint and to be more responsive to the needs of local people

Scrutiny at the local, sub-regional and regional levels is a key mechanism to promote the development of non-executive members through engagement with key policy and delivery issues at different spatial levels. Scrutiny members have an important role to play by asking questions on behalf of the public; enabling the public voice to be heard and getting behind the data.

##### **Project Description**

The purpose of the review is to identify options to improve the accountability of key organisations to local government by considering whether and how joint scrutiny between local authorities should and can be taken forward in the East Midlands.

Joint regional strategic scrutiny will both improve the accountability of a range of organisations to elected members and promote the development of non-executive members through engagement with a range of strategic issues. The scoping review will examine issues of;

Policy - What is Government policy on joint strategic scrutiny – across departments – and how does this relate to local government?

Practice - How are other local authorities in the UK working together on joint strategic scrutiny? Good practice in terms of impact /member development.

Powers - What powers are available under existing/emerging legislation to support joint strategic scrutiny?

Perspectives - The views of key members, officers and stakeholders in the region and joint strategic scrutiny

Needs - Where are the accountability gaps that joint strategic scrutiny can fill?

Resources - What are the resources necessary to support joint strategic scrutiny and where would the resources come from?

Style - How can joint regional strategic scrutiny work efficiently and effectively?.

Information - What type and level of information is necessary to support joint strategic scrutiny?

Development - What type of development will be necessary to support the findings of this study?

The information will be presented for East Midlands Councils, the Local Authorities' Leaders Board and local authorities individually to consider.

A later part of the project will support a pilot joint review, should Councils identify a preferred option.

### **Project Objectives**

- A range of model arrangements which are effective, efficient and economic
- Identification of cultures, behaviours and mechanisms associated with effective scrutiny
- Identification of opportunities for joint scrutiny
- Package of support to engage members, increase ownership, co-ordinate and facilitate change activity
- Increased awareness of the contribution that members can make to the scrutiny function at a local, sub-regional and regional level

### **Outline Business Benefits**

- Support members in carrying out their representative community leadership role
- Improved value for money
- Improved service delivery
- Improved performance of partnerships
- Increased public trust and confidence in public bodies

### **Project 2**

Members – Working with the Community Parts 1 & 2 (£40k funding)

### **Background**

The current climate places increasingly demands on local areas to provide effective and efficient services to local people. Tightening purse strings, recession and the unknown implications of a possible change in national Government are all at the forefront of local Leaders' minds.

The recently published Place Survey 2008 indicates that some authorities in the East Midlands have fared less well on National Indicators 3, 4 and 27. These are all indicators that relate to people's perception of how involved they are in local decision making and their ability to influence local decisions. The results of the Place Survey will be taken into account for the Comprehensive Area Assessment and the Audit Commission judgement will rest partly on how local authorities are responding to this 'deficit'.

### **Project Description**

A two part flexible solution that will help authorities and the region to develop solutions and which consists of:

#### *Working with the Community – Part 1*

The IDeA and East Midlands IEP are joining forces to offer **members** in the region the opportunity to move from talk to action and from a focus on outputs to achieving outcomes. In a limited number of workshops, a cross section of members will join with partners and stakeholders from a local area to undertake a 'turning the curve' exercise. The 'turning the curve' exercise is used to identify new ideas, partnership solutions and what works to accelerate the achievement against a given indicator or 'hot issue'. The workshop focuses on population accountability and achieving long term outcomes. It provides the opportunity to action plan collectively, to move one step closer to sought after outcomes for local people.

The IDeA worked with Wigan Borough Council to run workshops using this approach. The workshops resulted in 40 new actions to help tackle 6 priority issues.

#### *Working with the Community – Part 2*

This workshop is designed to supplement Part 1 and offers an alternative approach to finding solutions to some of the 'problems' suffered by communities eg premature deaths, teenage pregnancy, levels of obesity. To tackle these 'hard to crack' indicators, authorities are frequently working with communities, families and individuals who are described as deprived, dependent on welfare, disadvantaged, disempowered and in need. The 'Asset Model' uses multiple methods, including asset mapping, to diagnose a community's capacity to engage in development activities.

It aims to highlight these assets, help people to access them and then build on these strengths. In this way communities, families and individuals become 'co-producers' of health and well-being rather than 'consumers' of health and welfare services.

Trevor Hopkins Principal Consultant IDeA ran a taster session on this approach for members at a Scrutiny Workshop on 2<sup>nd</sup> March 2009. It was well received by members who liked this innovative approach.

### **Project Objectives**

- Bring together service users, commissioners and service deliverers
- Look at new ways of accelerating improvement
- Develop joint solutions to long term problems.
- Sharing good practice
- Tackles inequalities, outcomes on chosen priority areas or challenging LAA indicators
- Supporting and engaging members to develop solutions

### **Outline Business Benefits**

- Meets a specific need identified by Place Survey and not currently covered by Sub Regional Programme projects
- achieving LAA targets.
- cross agency interventions/actions
- cultural and behavioural changes
- long term sustainable improvement
- Support members in carrying out their representative community
- Improved quality of life for community
- Improved performance of partnerships
- Increased public trust and confidence in public bodies
- Contributes to the following EM IEP priority targets:
  - 4 - All local authority organisational assessments (councils and partner bodies) are assessed to be at least "performing well" or equivalent.
  - 7 - All 9 LAAs achieving at least 75% of their specific targets.

### **Project 3**

Members and the Comprehensive Area Assessment Results (£65k funding)

### **Background**

The Audit Commission is currently sharing its emerging findings with local authorities with first drafts (including 'flags') expected in September and final reports to be published in December 2009.

### **Project Description**

A series of workshops offered to members to provide focused support with the improvement planning process. Tailored workshops will be provided at the request of individual authorities.

This will provide a flexible solution that will help where it is most needed and help authorities and the region to develop solutions around the new process.

### **Project Objectives**

- Sharing good practice
- Identification of cultures, behaviours and mechanisms to tackle inequalities, outcomes for people in vulnerable circumstances and or delivering priority services
- Supporting and engaging members to develop solutions
- Understanding the impact of actions

### **Outline Business Benefits**

- Meets need not currently covered by Sub Regional Programme projects
- Support members in carrying out their representative community leadership role

- Improved value for money
- Improved service delivery
- Improved performance of partnerships
- Increased public trust and confidence in public bodies
- Contributes to the following EM IEP priority targets:
  - 4 - All local authority organisational assessments (councils and partner bodies) are assessed to be at least “performing well” or equivalent.
  - 8 - All 9 LAAs achieving at least 75% of their specific targets.

#### **Project 4**

Members engaging with the Community (£25k funding)

#### **Background**

The Local Government and Public Involvement in Health Act 2007 has further underlined the importance of local government as a ‘strategic leader and place-shaper’. In the context of these and other government policy initiatives, community engagement is becoming even more important. The modern ‘empowered’ frontline councillor needs an excellent set of skills and knowledge to enable them to engage directly with their local communities.

#### **Project Description**

A series of seminars will give members opportunities to discuss the implications for their roles in engaging with the community. They will focus on practical approaches to building on the strengths of members as well as looking at how leadership in communities can support members in their role.

The seminars will be provided at locations in the region which offer reasonable travelling distances and which will allow members from different authorities to share experiences.

#### **Project Objectives**

- Sharing research and good practice
- Exploring the role of members in the community
- Identifying the main skills involved
- The member role in building the community
- Peer exchange

#### **Outline Business Benefits**

- Support members in carrying out their representative community leadership role
- Improved value for money
- Improved service delivery
- Improved performance of partnerships
- Increased public trust and confidence in public bodies
- Contributes to the following EM IEP priority targets:
  - 4 - All local authority organisational assessments (councils and partner bodies) are assessed to be at least “performing well” or equivalent.
  - 6 - All 9 LAAs achieving at least 75% of their specific targets.
  - 11 - The number of people covered by each LAA who believe people from different backgrounds get on will together increased to the LAA target set

#### **Project 5**

Children’s Services (Safeguarding) Member Network (£20k funding)

#### **Background**

The IDEA is co-ordinating a sector-led programme to support councils to improve their safeguarding services for children and young people. This is being developed with key partners and includes a package of support including member training, online resources and tailored consultancy to assist councils with specific issues.

The East Midlands currently has a regional network which has in the past received support from the IDEA Regional Associate and GOEM. Given the high profile of Children's Services and, in particular, safeguarding – EM IEP is seeking a small amount of funding to provide capacity building for this network in addition to that already being provided .

### **Project Description**

The IDEA has a pool of specialists to deliver customised support to councils and access to tools and good practice in Children's Services and Safeguarding. The IDEA will provide a specialist to work through the existing network on supplying expertise and materials; facilitate the introduction of the new scrutiny toolkit on safeguarding, support new members and organise set piece events tailored to the wishes of the network.

Using this support, which is funded by the IEP, Yorkshire and Humberside have now developed a successful Lead Member Network in terms of outcomes and members participating.

### **Project Objectives**

- Strengthen the collective voice of Lead Members in the region
- Facilitate learning for members
- Support members in their role
- Identify and meet a wide range of learning needs

### **Outline Business Benefits**

- Support members in carrying out their lead roles
- Improved service delivery
- Improved performance of partnerships
- Increased public trust and confidence in public bodies

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## **Programme to deliver Efficiencies and Improvements in Local Environmental Quality (LEQ) Project**

£125,000 core funding

**Member Champion Cllr Clarke**

### **Project Description:-**

#### **Background**

This project has been developed following some detailed analysis work with environmental health and street cleansing authorities throughout the region. A proposal for an LEQ improvement project was submitted to the last steering group and EMIEP board. Further information was requested to justify the project. In view of the continued need for local authorities to make financial savings, this proposal has been re-focused to make the primary aim of securing efficiency savings. The context for this work is that Environmental Services including street scene is in the top ten of expenditure categories in the region and in terms of Environmental Quality Standards the region has one of the worst performances in England.

It is proposed that the project is carried out as an extension to the local authority efficiency challenge.

The project will be run by Keep Britain Tidy and will:

- Provide benchmarking data to enable authorities to judge their relative cost/and performance at service level and so challenge high cost or low performing areas
- Provide critical evaluation of alternative delivery models to leverage out potential cashable efficiency savings working with an Efficiency Development Group
- Develop an ongoing peer review model and case studies around efficiencies
- Develop a regional action plan to inform local authority improvements based on a new primary perceptions study and analysis of Local Environmental Quality data which local authorities can respond to
- Undertake observational analysis of street scene delivery with an Improvement Development Group to inform service improvement
- (Funded separately by EMIEP – run and facilitate regional events to inform and learn from the programme)

Five Local Strategic Partnerships (LSPs) in the East Midlands (Derby, Derbyshire, Leicestershire, Northamptonshire, Nottingham) have NI195 (Improved Street Cleanliness) in the Local Area Agreement (LAA). One (Nottinghamshire) has NI196 (Fly Tipping) in their LAA.

As a consequence of this project, via the separately funded events, there will also be the opportunity to enable authorities to identify and exchange good practice, thereby improving their performance against the relevant NI's.

The last published results of the national Local Environmental Quality Survey of England (LEQSE) 07/08 showed the East Midlands third from the bottom of the English Regions league.

#### **Objectives**

This programme will:

- Provide a comparison of authorities cost and performance relative to their peers building on data currently collected
- Provide critical evaluation of alternative delivery models, shared services, procurement etc to leverage out potential cashable savings by local authorities (working with a group of five local authorities)
- Seek to develop an ongoing peer reviewing model to tackle service performance and cost
- Develop case studies from the efficiency worksteam via the project's key findings, challenges and potential improvements

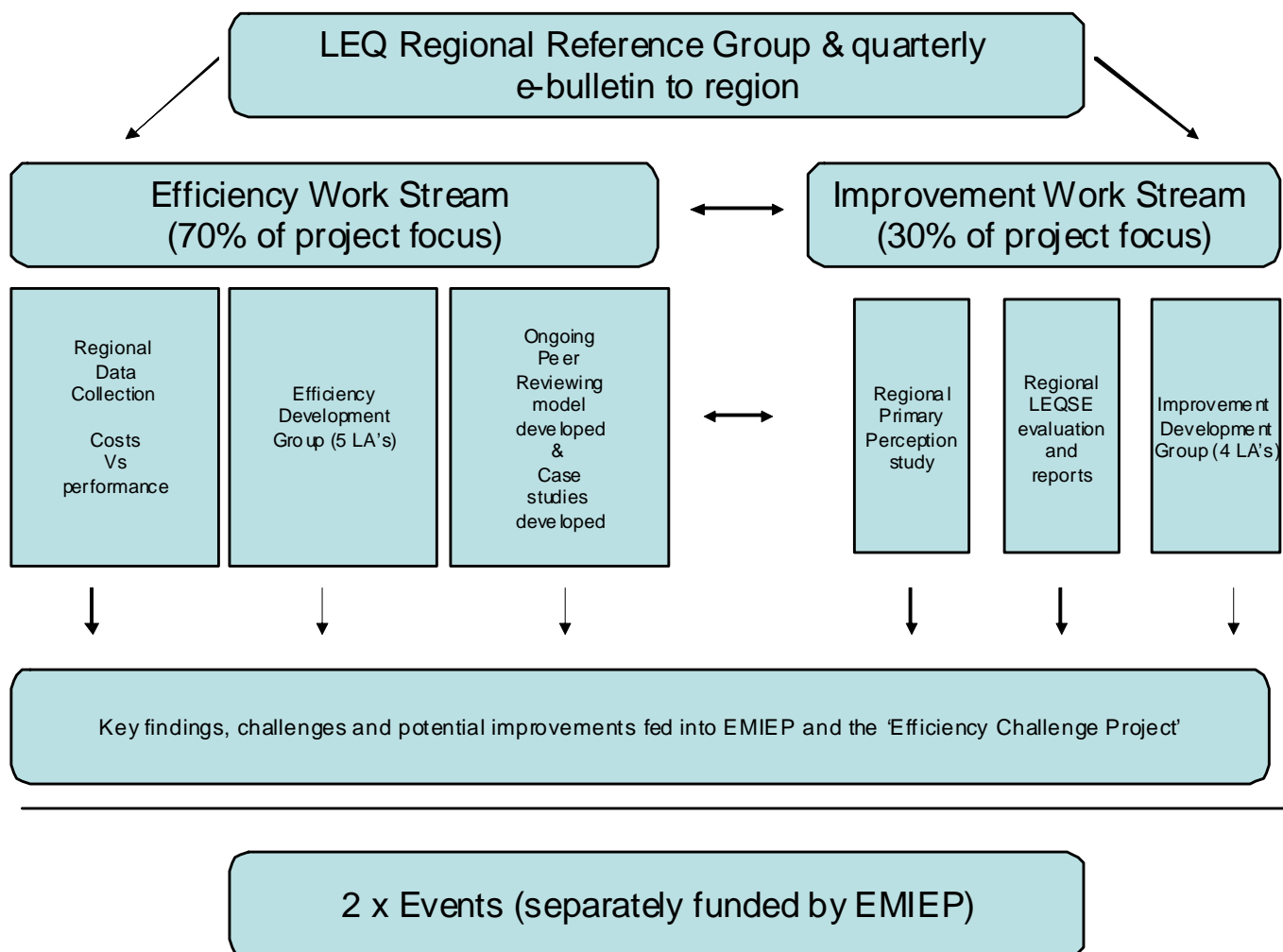
- Produce a regional action plan to secure environmental quality improvements across the East Midlands. This will be based on new primary perceptions research and analysis of Local Environmental Quality Survey of England data for the East Midlands which local authorities can respond to
- Seek to inform service improvements from working with an Improvement Development Group by undertaking observational analysis of street scene delivery functions with four local authorities
- Work with a Regional Reference Group to engage with partners and representative local authorities
- Keep the region informed of the project via quarterly e-bulletins
- (Via additional funding from EMIEP – Engage the region to achieve efficiency and savings and improvement, share good practice, challenges and potential improvements and transfer project knowledge around the region via two events)

### **Business Benefits**

- Keep Britain Tidy will liaise closely with EMIEP and the 'Efficiency Challenge Project' to present the project's key findings, challenges and potential improvements that may secure efficiency savings. Between Keep Britain Tidy, EMIEP and the 'Efficiency Challenge Project' we will jointly aim to achieve a minimum of £250k of savings from the project year which local authorities can take on board from recommendations made as part of the project. These partners will also formulate an action plan for securing greater efficiencies in future years which local authorities can take on board.
- Delivery of benchmarking data on a cost performance basis so that authorities can consider their relative position to others and so enable them to challenge high cost / low performing services.
- Making a contribution to success in the Comprehensive Area Assessment through improved performance against NIs 195 and 196 and hence the EMIEP regional target of 'All 9 LAAs achieving 75% of their targets'
- Opportunities for all East Midlands local authorities to take on board the learning from the project to inform efficiency savings and improvements to services

## Project Approach

The following is an outline model of the project approach:



Overseen by a Regional Reference Group, two work streams will be developed whose work will benefit each other. The Regional Reference Group will be made up of EMIEP, Keep Britain Tidy, GOEM, EMDA and a representative range of local authorities from across the region.

Both work streams will carry out some work which will benefit the whole region as well as carrying out discrete work with small development groups.

*The Efficiency Work Stream will seek to tackle the following:*

- *Regional data collection on costs and performance*
- *Work with a small group of 5 local authorities on an Efficiency Development Group*
- *Seek to develop an ongoing peer reviewing model and case studies from the programme*
- *Identify opportunities for efficiency savings*

*The Improvement Work Stream will seek to tackle the following:*

- *Undertake new primary perceptions work for the East Midlands*
- *Reviewing Keep Britain Tidy's Local Environmental Quality Survey of England (LEQSE) data for the East Midlands*
- *With the perceptions and LEQSE data a regional action plan will be produced which local authorities can respond to locally*
- *Work with a small group of 4 local authorities on an Improvement Development Group to undertake observational analysis of street scene delivery to inform LEQ improvements*

Key findings, challenges and potential improvements from the workstreams will be fed into EMIEP and the 'Efficiency Challenge Project' who will then work with local authorities on the recommendations and measurement of savings and improvements made.

Two events will also be run (funded separately by EMIEP). One event will be undertaken at the start of the programme and will inform local authorities about the project and the efficiencies and improvement the programme is looking for. Another event, just before the end of the programme year, will be a legacy event sharing programme learning so all local authorities have the opportunity to take on board improvements and efficiencies.

Quarterly e-bulletins will also keep the wider region informed about the programme as it progresses.

Sustainability of the programme will be sought by seeking to develop an ongoing peer reviewing model and developing case studies from the project.

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## **Transforming Social Care Data Into Information For Effective Commissioning Project**

£300k capital pot funding

**Member Champion Cllr Sprason**

### **Project Description:-**

#### **Background**

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 but also 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.

Historically, councils have struggled to make effective use of social care data for the purposes of informing commissioning decisions. In the past 2 years, the NHS Information Centre (the custodian of statutory returns) has been working to transform how social care data is collected and utilised. The first release of its National Adult Social Care Intelligence System (NASISC) took place on 17th July 2009 and further releases are expected.

The Department of Health's Care Services Efficiency Delivery (CSED) Programme has developed a Tool for Rapid Analysis of Care Services (TRACS) which has been rolled out to 30 councils across the country (only 2 in the East Midlands.) CSED are now developing further tools to accelerate and largely automate the process of merging the many disparate sources of financial, activity and other data used to collate annual returns. These tools (called TRIPS) are intended to transform what are currently annual returns into operationally useful datasets to support council decision-making. CSED and the NHS Information Centre are working together to standardise the underlying reference and interface tables with a view to making use of TRIPS as a potential NASISC adapter.

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

This project (funded via £300k from the ring-fenced, 'capital pot' award) will build on what has been achieved so far to transform data into information for commissioners in the East Midlands. At the end of phase one (30 September 2009), the project will have:

- Extended the role-out of TRACS to other interested councils (Nottinghamshire is underway now);
- Agreed, alongside the NHS Information Centre, the initial design of the 'datacube' for merging the disparate data sources together, initial versions of underlying reference tables and preliminary standard interface definitions for the underlying data. This will help councils to better share information and prepare the way for TRIPS and future NASISC developments; and
- Rolled out the TRIPS toolset, subject to final sign-off by Derbyshire by the end of August, to a further group of at least three councils

The first (pilot) element of the project (to complete the roll out of TRACS and TRIPS in Derbyshire and to test the systems to ensure they work effectively) is nearing completion and, as a result, Derbyshire County Council is happy to endorse TRACS and the approach. (Derbyshire's endorsement of TRIPS is subject to final completion of the pilot in Derbyshire by the end of August.)

Of these components, TRACS is well established (with modifications to properly support Framework-I implemented as a result of the Derbyshire engagement) and the NHS Information Centre is actively supporting the standardisation process – giving this work national credibility as well as facilitating potential early access to related health information also collected by the NHS Information Centre.

The element of risk for this initial work centres around TRIPS. Councils currently spend many man weeks of effort each year compiling the annual returns. The ambition is to largely automate this process to allow such analysis to be available on an operational basis using latest data (typically updated on a monthly basis). Whilst many of the underlying tools are demonstrable, there is still development work to complete and the system as a whole has yet to be proven.

Derby City, Northamptonshire and Nottinghamshire have expressed interest in the whole solution, and others (including Leicester City, Nottingham City and councils from the Eastern Region) wish to engage in the work on standardisation. The approach to engage with other councils will be incremental.

As implied earlier, the project will also take account of how data can be shared across Social Care and Health to improve joint commissioning.

Historically, local authorities have not always had the capacity or the skills required to use information effectively to inform the commissioning of services. A key part of this project will be to ensure that support and training is made available to all the local authorities who participate in the project.

### Outline Business Benefits

From a council perspective, this project is intended to implement the standards (supported by automated mechanisms) to transform social care data into a format suitable for use in a wide variety of contexts:

- As a set of management information to inform local decision making
- A set of information which can be used to test, quantify and track commissioning related changes
- To support a more rapid implementation of CSED's other activities (e.g. the regional work to identify alternatives to high cost institutional placements, helping with re-ablement and crisis response services)
- To reduce the burden of completion, and increase the usefulness of many of the statutory returns (in particular, in the short term, the PSS EX1 return)
- As a standardised set of information for reducing the costs of implementing 3rd party added value applications such as CareTrak, Dr Foster, Planning4Care, PARR, and others that may be of interest to the region;
- As an improved basis for sharing more detailed information across councils and with inspectorates if desired
- As a framework over the top of which additional information may be modelled such as quality, service user experience, complaints, results etc.

### Project Plan and Milestones (Phase 1)

It is anticipated that CSED will contribute to both the technical plans (managed via the NHS IC) and the local implementation plans (managed by the Regional Project Manager). The funding profile for phase one is illustrated below:

Project Stage/Phase	Milestones	Anticipated completion/delivery	EM IEP funding profile
Implementation (phase one)	Completion of detailed scoping. Completion of initial implementation of TRACS in Nottinghamshire.	July 09	£5k to CSED
Implementation (phase one)	Sign-off of TRIPS by Derbyshire. Completion of 1 <sup>st</sup> standardisation workshop Completion of TRACS in	August 09	£10k to CSED £5k for event

	at least one other council (Derby City?)		
Implementation (phase one)	Implementation of TRACS/TRIPS in at least three further councils. Completion of final workshop and detailed scoping of subsequent phase.	September 09.	£10k to CSED £5k for event

It should be noted that the central CSED support (at least 50% of Mike Charnley-Fisher's time) and the NHS Information Centre project management and specialist input are at no charge to the project.

In terms of support post-September, the above CSED monies are at cost for the two resources being dedicated to the region (£5k per consultant per month). The Region has the option to continue funding this resource if it chooses to do so. CSED has also committed to continue to provide central support until the end of this financial year i.e. 31 March 2010.

**Progress to date:**

Two workshops with LA performance and commissioning leads have been held to refine the scope of the project, discuss solution design, agree the project approach - including which authorities wish to be in the first tranche of the initial roll-out. (Councils from the Eastern region also wish to participate in the planned workshops). Engagement has started with Nottinghamshire CC and support is continuing with Derbyshire CC.

**Next Steps:**

Seek EM IEP Officer Steering Group and Member Board endorsement for the approach outlined in this paper.

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## Regional Work Programme (2009/10) Update Report

### Customer Insight & Research

This project is funded by £200k of capital ring fenced monies

#### **Background**

There is considerable focus on improving Local Authorities customer insight and research capacity.

CLG produced a report in the first quarter 2009 entitled “Supporting local information and research” which included the recommendations:

- Define national & regional “support Infrastructure for local information and research, clarify roles and responsibilities of support organisations
- Strengthen regional support for research and analysis through a mix of advice, networking, training, analytical products and jointly commissioned research

The Audit Commission in July 2009 published a report “Is there something I should know” which identified that better information makes for better decisions and therefore better and cheaper services summarised that:

- Most councils could and should improve their information
- Councils recognise that decisions that affect the cost, quality and effectiveness of public services are not driven by robust information
- Problems can be overcome without spending more by good management and learning from exemplar councils

Separately the EM IEP had identified that at least two sub regions were undertaking projects around Customer Insight and a report was commissioned which formed the basis of a regional consultation workshop held on the 16 July in which the following key themes were identified:

- Skills development
- Influencing decision makers
- Evaluation of tools and techniques

This July workshop helped shape the programme which is described below and identified a steering group to include representatives from each sub region, the EM Public Health Observatory, GOEM, and Intelligence East Midlands.

#### **Project Description**

The programme will focus on two principal streams of activity:

- A demonstration project
- Networks and skills

Both activities are however interconnected and will inform each other.

The demonstration project will tackle a big cross-cutting theme important to the region, such as child poverty. The purpose of which will be to:

- Pull together relevant knowledge and R&I resources, cross sector
- Test “how well we can work together”
- Learn from it
- Test and understand what tools and techniques work
- Deliver an end result to help influence decision makers

This Network and skills activity will seek to develop:

- Clarity of the regional and sub regional research and customer information structures
- An agreed regional programme for networking and skills development.

#### **Actions will include:**

- Mapping the existing networks and structures, and who is currently doing what activities
- Highlight structures which work

- Developing a consensus across partners of what the structure should look like in each sub region
- Supporting the establishment of agreed sub regional structures
- Develop collaborative procurement approaches to the acquisition of any software requirements
- A needs analysis of the skills and training requirements across the sub regions and region
- A programme of skills development
- Gather and disseminate information by way of case studies on the research and customer insight projects which have been delivered by partners

### **Outline Business Benefits**

The business benefits include:

- A better understanding of the tools and techniques which work
- Improved network structures which can support shared learning and collaborative working across partners
- Efficiencies delivered through collaborative learning, the collaborative acquisition of any software packages and by combining common functions
- A better understanding of the value of research and information at decision making levels

This project will have an impact upon the 12 EM IEP performance targets and in particular 6 (all nine LAAs achieving 75% of their targets) 7 (all authorities achieving their annual efficiency targets) and 4 (all authorities CAA organisational assessments are assessed to be at least “performing well” or equivalent).

## Agenda item No: 10

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

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#### Report of the Director

#### East Midlands Improvement and Efficiency Partnership (EM IEP) Northamptonshire Sub Regional Report

1. Purpose of the report
  - 1.1 To present the refocused programme for the Northamptonshire Sub Regional Partnership.
2. Background
  - 2.1 The EM IEP Officer Steering Group considered the attached report and Appendix 1 and concluded that the re scoped programme addresses the wider economic picture with its emphasis on efficiency projects. However the Steering Group noted that further work is required to complete the cost benefit analysis over each efficiency project using Mietool. In addition the Sub Regional Partnership should provide the EM IEP support team with a project profile for each project outlining the project objectives, benefits and funding profile against outcome milestones.
3. Recommendations
  - 3.1 The Board ratify the re focused Northamptonshire Sub Regional Programme.

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

**EAST MIDLANDS REGIONAL IMPROVEMENT AND EFFICIENCY PARTNERSHIP  
OFFICER STEERING GROUP MEETING: 3<sup>rd</sup> SEPTEMBER 2009**

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*Report of the Director*

*East Midlands Improvement and Efficiency Partnership (EM IEP) Northamptonshire Sub Regional Report*

1. Purpose of the report

1.1 To present the refocused programme for the Northamptonshire Sub Regional Partnership.

2. Background

2.1 The Board at its meeting on 16<sup>th</sup> June were presented with a provisional re-focused programme for the Northamptonshire Sub Regional Partnership. The Board were advised that the Northamptonshire SRP programme was provisional and that work was being undertaken on the PIDs for each of the projects. The re-focused programme would be presented to the Board on the 16th September.

3 Re-scoped programme for Northamptonshire Sub Regional Partnership for submission to the EM IEP Board

3.1 The Northamptonshire Sub Regional Partnership's re-focused programme proposes the reallocation of the approved funds by merging projects including new projects and discontinuing certain projects. Further details of each project are provided in Appendix 1.

<b>Project Title</b>	<b>Grant Allocation</b>
<b>Efficiency Projects:-</b>	
NIEP 001 - Category mapping of expenditure	£33,570
NIEP 002 - Electronic enablement and electronic sourcing	£267,000
NIEP 004 - Buying energy efficiently	£65,000
NIEP 006 - Strategic review of material assets	£220,000
NIEP 007 - Kettering carbon reward scheme	£57,500
NIEP 008 - Transforming public services	£500,000
NIEP 024 - Market testing of environmental services	£100,000
NIEP 026 - Advertising portal	£135,200
NIEP 028 - Revenues & Benefits	£48,000
NIEP 029 - Single person's discounts	£115,860
<b>Service Improvement Projects:-</b>	
NIEP 011 - Customer & community insight	£160,000
NIEP 014 - GIS - knowledge management	£134,000
NIEP 015 - Social benefits in procurement	£62,500
NIEP 023 - Webcasting	£90,000
<b>Capacity Building Projects:-</b>	
NIEP 016 - Leadership development	£100,000
NIEP 017 - Local councils training & development	£88,000
NIEP 018 - Reputation management	£260,000
NIEP 019 - Business continuity planning	£93,110
NIEP 020 - Developing Internships/Apprenticeships	£100,000
<b>Total</b>	<b>£2,629,740</b>

3.2 Progress with the delivery of the refocused programme is summarised in the six monthly progress report, agenda item 11.

4. Recommendations

4.1 The Officer Steering Group frame its recommendations for the next meeting of the Members Board in relation to the re-scoped programme for the Northamptonshire Sub Regional Partnership.

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

**Outline Details of each project within Northamptonshire Sub Regional Partnership Programme**

**Efficiency Projects**

NIEP 001 Category mapping of expenditure	The collection, sorting and analysis of expenditure in one system allowing procurement professionals to target the higher spend and high risk commodities thus realising further efficiency savings
NIEP 002 Electronic enablement and electronic sourcing	To improve efficiency, capacity and improvements by moving to a shared system of electronic procurement and the adoption of electronic ordering, invoicing and payments
NIEP 004 Buying energy efficiently	To generate savings by improving the efficiency of energy buying by co-ordinating purchase of electricity, gas & liquid fuel and flexible procurement contracts. To generate further savings by promoting energy-saving products
NIEP 006 Strategic review of material assets	A strategic review of all Northants public sector owned assets with a view to develop efficiencies through joint contracts for asset management, identify surplus and under-performing assets and potential for county community groups to own and/or manage their assets through transfers
NIEP 007 Kettering carbon reward scheme	An innovative scheme with energy provider EON to examine means of reducing household energy consumption
NIEP 008 Transforming public services	Developing an agenda for the partnership to address the emerging funding crisis; an approach to create a plan to identify options, priorities and an end product that will be implemented
NIEP 024 Market testing of environmental services	To develop a shared service approach to environmental services
NIEP 026 Advertising portal	To develop a shared job advertising web portal for the Northamptonshire Partnership with supporting shared service back-office functionality
NIEP 028 Revenues & Benefits	To develop a shared Revenues and Benefits Service across the partnership
NIEP 029 Single person's discounts	To develop a partnership approach to driving out fraud and maximising income in Council Tax receipts

## Service Improvement Projects

NIEP 011 Customer & community insight	To develop customer insight capacity and acquire customer segmentation data in partnership with all local Authorities and the PCT. To use this data to best effect to improve communication with citizens and improve customer services
NIEP 014 GIS - knowledge management	To create a single database of demographic and other relevant socio-economic and general geographic information to provide a central information point to comprehensively inform service planning and deliver a platform on which a county-wide strategy can be developed and implemented
NIEP 015 Social benefits in procurement	To create a management information tool that allows procurement officers to proactively and efficiently manage and deliver community and social benefits in the procurement of locally sourced goods and services
NIEP 023 Webcasting	To enable wider access to democratic decision making process throughout the county

## Capacity Building Projects

NIEP 016 Leadership development	To identify requirements and deliver leadership and development training tailored for specific groups of elected members and officers for all Northamptonshire Authorities' improving co-operative working and improvement in public services.
NIEP 017 Local councils' training & development	Developing the capacity of Town and Parish Councils to fulfil their democratic remit
NIEP 018 Reputation management	To develop a widespread and common understanding of the issues and needs of those who live and work in Northamptonshire to support the appropriate targeting of resources from Regional and Government Agencies
NIEP 019 Business continuity planning	To develop the Partnership's capacity for Business Continuity Planning and seeking better value for money via joint insurance procurement to address exposure to risks
NIEP 020 Developing Internships/Apprenticeships	To address the workforce planning issues for 18-24 year olds

## Agenda item No: 11

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

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#### Report of the Director

#### East Midlands Improvement and Efficiency Partnership Regional/Sub Regional Programme 6 Month Monitoring Report

1. Purpose of the report
  - 1.1 To provide the 6 month progress report on the delivery of the regional and sub regional EM IEP programmes.
2. Background
  - 2.1 The EM IEP Officer Steering Group considered the attached six month progress report in Appendix 1 and noted that there was a low level of spend/benefits currently delivered.
  - 2.2 The Steering Group commented on the current level of information provided by the Sub Regional Partnerships on the anticipated efficiencies being delivered through their approved programmes, and recommended that this issue is addressed for all efficiency projects at the next Board meeting in November.
  - 2.3 The Steering Group requested that an analysis of all RIEPs performance in delivering efficiency benefits be summarised and presented to the Board at the next meeting in November.
3. Recommendations
  - 3.1 The Board note the attached six month progress report in Appendix 1 and approve the recommendations of the Steering Group in paragraphs 2.2 and 2.3.

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

*Report of the Director*

*East Midlands Improvement and Efficiency Partnership Regional/Sub Regional Programme 6 Month Monitoring Report*

1. Purpose of the report

1.1 To provide the 6 month progress report on the delivery of the regional and sub regional EM IEP programmes.

2. Background

2.1 The EM IEP Annual Report, provided a summary of EM IEP activity and progress towards achieving the RIES targets and was published in April 2009 in accordance with the LGA's requirements. In addition to this reporting requirement the Board previously agreed that a six monthly progress report on both regional and sub regional programmes will be considered by the Officer Steering Group, EM IEP Board and the EMRA Executive Board. The report should highlight delivery progress and implementation outcomes.

2.2 Given the current economic climate the 9 RIEPs are now required to demonstrate the added value of the RIEP programme and ensure that CLG has appropriate facts and figures available to demonstrate this to government. The RIEPs Efficiency gains and service improvements have to be reported in quarterly monitoring reports submitted to the Chief Executives Task Group (CEXTG), LGA/CLG.

3. Regional/Sub Regional Programme 6 Month Monitoring Report

3.1 Details of the approved regional and sub regional programmes are provided in the six month progress report, attached as Appendix 1. The report provides an update on delivery progress, details of the work programmes, spend/delivery of milestones and anticipated/delivered efficiency savings. In addition, for each regional and sub regional programme, a number of good news stories are highlighted followed by a summary section outlining the next steps.

3.2 This six month report provides an overview of the first year of delivery of programmes, which were approved by the Board in September/November 2008 and current progress for projects recently approved in June 2009.

3.3 Overall the **sub regional programmes** (2008/11) are currently showing:

- £7.03m improvement project grant allocations
- £5.07m efficiency project grant allocations
- £0.88m of spend for milestones delivered (excludes sub regional programme management spend)
- £3.73m of anticipated cashable savings
- £1.83m delivered cashable savings

(savings recorded above have been calculated using mietool as per CLG requirements)

3.4 The above figures are broken down into sub regions as follows:

Sub Regional Partnership	Improvements Project Grant Allocations £m	Efficiencies Project Grant Allocations £m	Spend £m	Anticipated Cashable Savings £m	Delivered Cashable Savings £m
Derbyshire	1.65	1.13	0.12 (4%)	2.10	-
Leicestershire/Rutland	2.33	0.46	0.17 (6%)	-	-
Lincolnshire	0.79	1.21	0.14 (7%)	-	-
Northamptonshire*	1.10	1.55	0.13 (5%)	-	-
Nottinghamshire	1.16	0.72	0.32 (17%)	1.63	1.83 (tbc)

\* Northamptonshire re-focused programme to be approved by Board

3.5 As noted above Derbyshire and Nottinghamshire are the only sub regions that have currently calculated savings using mietool. Nottinghamshire have also identified that significant savings have already been delivered through collaborative procurement and the reduction of discounts for single occupation council tax payments (tbc).

3.6 Progress of delivery, measured by the spend against delivered milestones, is slow across all of the sub regions. However, Northamptonshire SRP have submitted a revised programme to the Board and the Leicestershire/Rutland SRP are currently reviewing progress with the intention of revising their programme, which in both cases will further the delay of delivery of their programmes.

3.7 Overall the **regional programmes** (2008/10) are currently showing:

- £4.47 m improvement project grant allocations
  - £1.88m efficiency project grant allocations
  - £0.99m of spend for milestones delivered (excludes regional programme management spend)
  - £44.92m of anticipated cashable savings
  - £9.81m of delivered cashable savings
  - £18m of anticipated non cashable savings
  - £1.3m of delivered non cashable savings
- (savings recorded above have been calculated using mietool as per CLG requirements)

3.8 The above figures are broken down into the approved regional work programmes for 2008/09 as follows:

Regional Programme	Improvement Projects Grant Allocation £m	Efficiency Projects Grant Allocation £m	Spend £m	Anticipated Cashable Savings £m	Delivered Cashable Savings £m	Anticipated non cashable savings £m	Delivered non cashable savings £m
Efficiency Fire & Rescue	0.67	1.02	0.25 (15%)	29.92	8.27	18.00	1.30
Adult Social Care	2.85	0.70	0.50 (14%)	5.00	1.25	-	-
Children's Services	0.11	0.16	0.06 (22%)	10.00	0.29	-	-
Environment	0.35	-	0.03 (9%)	-	-	-	-
LAA Support Workshops	0.31	-	0.13 (42%)	-	-	-	-
Culture	0.18	-	0.02 (11%)	-	-	-	-

- 3.9 Notable progress has been made with the delivery of 2 major regional projects, the Midlands Highway Alliance and the East Midlands Property Alliance, within the regional Efficiency programme. Significant savings of £47.92m are anticipated over 5 years (cashable and non cashable). These 2 projects have already delivered £9.29m. These savings are set against an investment of £0.4m and spend of £0.2m (50%) with an additional £0.2m of ringfenced funding approved by DfT in August 09.
- 3.10 There is need to review progress on the delivery of the remainder of the regional programmes where there has been little spend reflecting that currently few project milestones have been delivered.
- 3.11 Elsewhere on the agenda is a proposal to undertake a 'critical friend' mid term review of all regional and sub regional programmes. It is felt this is essential to enable the Board to be appraised of the potential for achievement anticipated by 31<sup>st</sup> March 2011.

4. Recommendations

The Officer Steering Group consider the progress made with the delivery of the improvement and efficiency savings from the regional and sub regional programmes and frame their recommendations for the Board

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

## East Midlands Improvement and Efficiency Partnership Six Monthly Report August 2009

In addition to the reporting requirement to provide an annual report for the LGA/CLG the EM IEP Board agreed that a six monthly progress report on both regional and sub regional programmes would be produced to highlight delivery progress and implementation outcomes.

Details of the approved sub regional and regional programmes are provided in this six monthly progress report. The report provides an update on delivery progress, details of the work programmes, spend/delivery of milestones and anticipated and delivered efficiency savings. For each regional and sub regional programme, a number of good news stories are highlighted followed by a summary section outlining the next steps. The report is structured around the 5 sub regional partnerships and the approved regional programmes.

The EM IEP programme 2009/11 is funded from the following income:

Income (August 2009)

Improvement and Efficiency Income Sources	08/09 £m	09/10 £m	10/11 £m	Total £m
<b>Resources C/F</b>				
• EMCE/EMIP Legacy Funding carried forward	2.661			2.661
• CLG under spend (windfall) grant	1.606			1.606
<b><u>New Resources for EM RIES programmes</u></b>				
• CLG Grant Income (2010/11 indicative)	5.303	7.159	7.158	19.620
• Climate Change Best Practice Programme (CLG/DEFRA)	0.260			0.260
• Climate Change (EMDA)	0.010			0.010
• Wellbeing initiative (CLG/DH)	0.212			0.212
• JIP Programme (DH/NHS)	0.705	1.157		1.862
• Regional Support Children & Young People's Services (DCSF)	0.040			0.040
• Neighbourhood renewal/community wardens (CLG not yet received )		0.087	0.123	0.210
• Worklessness (CLG )		0.100	0.100	0.200
• Equalities (CLG)		0.070		0.070
• Capital Pot Revenue Funds (CLG )		2.860		2.860
• Community Cohesion (CLG)		0.024		0.024
• Transport (DfT)		0.200		0.200
• CIPEM funding (transferred to EM IEP)		0.183		0.183
• Co- production day (DCIL)		0.009		0.009
• Climate Change (DECC)		0.056		0.056
• *Interest to March 31 <sup>st</sup> 2009	0.235			0.235
• *Interest to 31 <sup>st</sup> July 09		0.018		0.018
<b>Totals</b>	<b>11.032</b>	<b>11.923</b>	<b>7.381</b>	<b>30.336</b>

**Note:** \*Accrued interest of c£253k will be held in reserves

## Derbyshire Sub Regional Partnership – Progress Report

### Introduction

The East Midlands Improvement and Efficiency Partnership (EM IEP) approved 13 projects for the Derbyshire sub-region at their meeting on June 16<sup>th</sup> 2009. Project Initiation Documents have been completed for these projects and four of them will generate efficiency savings; a Mietool assessment will take place for each of these shortly.

The original 12 projects are progressing largely as planned. Four Mietool assessments have been carried out which indicate targeted efficiency savings of over £2m over the next 5 years

The Joint Waste Authority is currently tagged at risk. This is due to finance and service review information being collated from partners being behind schedule. Until this is received it is not possible to produce a robust financial model and ensure that there are no legal circumstances that will prevent the formation of a Joint Waste Authority. Despite the above, the consultant involved remains confident the project can be delivered within the planned budget.

### Work Programme

<b>THEME ONE</b> <b>Efficiency</b> <b>£1.13m programme</b> <b>£42.4k spent</b> <b>£2.1m anticipated cashable</b> <b>benefits</b>	<b>THEME TWO</b> <b>Service Improvement</b> <b>£1.35m programme</b> <b>£78k spent</b>	<b>THEME THREE</b> <b>Capacity</b> <b>£297k programme</b>
<b>Achieving Cashable Savings</b>	<b>Supporting LAA Outcomes</b>	<b>Supporting Authorities to Improve</b>
<ul style="list-style-type: none"> <li>• Joint Waste Authority</li> <li>• Derbyshire Wide Area Network</li> <li>• Revenues and Benefits Joint Service</li> <li>• Joint Pest Control ALMO</li> <li>• Joint Building Control Service</li> <li>• Property Rationalisation - District Liaison</li> <li>• Joint ICT Service</li> <li>• New Ways of Working</li> <li>• Remote and Home Working</li> <li>• Joint Transformational Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Dusk to Dawn Lights</li> <li>• YES! Scheme</li> <li>• B-safe</li> <li>• Domestic Abuse - Secure Information Sharing</li> <li>• Cohesive Derbyshire</li> <li>• Climate Change Adaptation in Derbyshire</li> <li>• Improving Equalities and Diversity</li> <li>• Energy Monitor Loan Scheme</li> <li>• Sheffield City Region Housing Offer</li> <li>• Improved Housing Delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity Building - Community Forums</li> <li>• Tackling Financial Exclusion</li> <li>• Member Development</li> <li>• National Graduate Development Programme</li> </ul>

### Good News Stories

Some highlights over the past 3 months are as follows

Derbyshire Wide Area Network project aims to join up the data and voice networks of partners. Several of the physical connections are in place with the remainder to be installed by the end of August. Configuration of the network will commence following the completion of the installations and the new network is expected to be live by the end of September 2009.

The aim of the Capacity Building Community Forums project is to make Community Forums more inclusive, to enhance their role in developing community cohesion and to increase their capacity. Collection of baseline data and consultation on the training programme are now complete. A draft programme has been circulated to partners and training for forum members is expected to commence in September 2009.

The Dusk to Dawn Lights project has distributed almost 2,500 packs. A lot of favourable feedback has been received from recipients.

The YES Scheme project is delivering two schemes with 24 young people taking part.

### **Next Steps**

All 25 projects are being monitored to ensure they progress as planned. PIDs will soon be agreed for the most recently approved projects, and Mietool assessments carried out where relevant.

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## Leicestershire, Leicester and Rutland Sub Regional Partnership (LLR) - Progress Report

### Introduction

The sub-regional programme manager has been in post full-time since April and is employed by Leicestershire County Council (the accountable body). Within this period, a number of new projects were approved with revisions to existing projects received and agreed by the Leicestershire, Leicester and Rutland Leaders and Chief Executives. All projects were asked to provide, where appropriate updated project initiation documents.

### Work Programme

The LLR sub-region approved a number of projects for the 2009/10 programme prior to the announcement that funding would be subject to an 80:20 revenue: capital split. The sub-regional allocation was close to being fully committed, although delivery has been variable from the projects that were approved. With the 80:20 announcement and other local factors the LLR Chief Execs and Leaders when they met on 3<sup>rd</sup> August approved, the sub-regional programme be reviewed and all new approvals put on hold until after the review. The review will take into account:

- i) projects expected to deliver cashable efficiencies,
- ii) projects responding to CAA improvement priorities,
- iii) projects that respond to the revised regional RIEP targets.

It will be completed by the end of August 09, reported sub-regionally in early September and to the region for the November meeting.

All of the projects listed below have been asked to submit information to be considered as part of the review. The current allocations are subject to re-profiling with all information provided within this report subject to review.

<b>THEME ONE Efficiency £455k £26.8k Spent</b>	<b>THEME TWO Service Improvement £1.52m programme £144k spent</b>	<b>THEME THREE Capacity £809k programme</b>
<b>Achieving Cashable Savings</b>	<b>Supporting LAA Outcomes</b>	<b>Supporting Authorities to Improve</b>
<ul style="list-style-type: none"> <li>• Shared Revenue Service</li> <li>• Management Efficiency and Shared Services</li> <li>• Passenger Transport Shared Services</li> <li>• Winter Maintenance Shared Service</li> </ul>	<ul style="list-style-type: none"> <li>▪ Engagement with hard to reach individuals</li> <li>▪ Combating Alcohol Related Issues (project revised)</li> <li>▪ Attracting Young People to Positive Activity</li> <li>▪ Reducing CO2 Emissions</li> <li>▪ Strategic Housing and Growth</li> <li>▪ Emergency Management</li> <li>▪ No Cold Calling Zones</li> <li>▪ Leicestershire/City Multi-Agency Traveller Unit</li> <li>▪ Green Infrastructure</li> <li>▪ Stronger More Cohesive Communities</li> <li>▪ Improved Life Chances for vulnerable people and vulnerable places</li> <li>▪ A safe and attractive place to live and work</li> <li>• A more effective response to climate change</li> <li>• More effective and efficient service delivery</li> </ul>	<ul style="list-style-type: none"> <li>▪ Partnership Capacity Building</li> <li>▪ Member Development</li> <li>▪ Partnership/Member Programme</li> <li>▪ Equalities and Diversity</li> <li>▪ Leadership in Partnership</li> <li>▪ CDRP Training</li> <li>• Leadership Training</li> </ul>

### Good News Stories

Projects are now progressing with notable examples including - Reducing CO2 Emissions : whereby wattage dimming technology has been fitted to the main street lighting circuits of Leicester City Abbey Park Road This is part of wider scheme costing £178,000, that will see a CO2 saving from RIEP funding estimated as 29.7 tonnes per annum, a pay back period of 2.68 years

The Positive Activities for Children and Young People project funding for 2009-10 has been devolved to 7 District based partnerships in the County, Leicester City Council and Rutland County Council. The funds are now being used to commission providers of positive activities.

**Next Steps**

All of the LLR Programme is subject to the review that will be undertaken during August.

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## Lincolnshire Sub Regional Partnership – Progress Report

### Introduction

The Lincolnshire Sub-region approved its programme in May 2009. Each individual project has a project sponsor and agreed milestones and budgets. The sponsors report to the Programme Board on a monthly basis. The programme is part of the Sustainable Community Strategy.

THEME ONE Efficiency Programme £1.21m £67.6k spent	THEME TWO Service Improvement Programme £487.6k £55.4k spent	THEME THREE Capacity Programme £300k £12.1k spent
<b>Achieving Cashable Savings</b>	<b>Supporting LAA Outcomes</b>	<b>Supporting Authorities to Improve</b>
<ul style="list-style-type: none"> <li>Public Protection shared service</li> <li>Shared initiatives between clusters of authorities</li> <li>Central Lincolnshire Planning Authority</li> <li>Systems/lean interventions</li> </ul>	<ul style="list-style-type: none"> <li>Developing ICT Strategy</li> <li>Service Improvement (addressing CAA red flags)</li> <li>Shared network infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Leadership (L-Factor)</li> <li>Improving Use of Resources across Lincolnshire</li> </ul>

### Good News Stories

Currently all projects are underway. Each sponsor has been asked to identify any capacity required to deliver against the agreed milestones. Notably the following progress has been made:

- Systems thinking workshop held to agree a Lincolnshire Approach
- A series of staff consultations have been held around Public Protection and a number of options (outline business cases) have been discussed. A full business case is anticipated for October
- Work is continuing with all partners to create a county wide ICT strategy.
- A draft action plan is currently being agreed for a leadership programme across the Public Sector

A number of projects will use mietool to calculate the cashable savings anticipated (it is currently estimated that c£8m of benefits will be delivered over 5 years).

### Next Steps

- The new Shared Fraud Investigation Team is due to go live in November.
- Work is underway on all the projects within the programme. Lincolnshire is on target for most of the milestones for August 2009. Some slippage has been unavoidable.
- A number of partner authorities will have undergone training in the Lincolnshire Approach to systems thinking by the Autumn.
- A follow-up L Factor event is planned for November 2009.
- The shared public protection service is due to go live in April 2010, with all eight partners engaged and looking to make substantial year on year savings.
- By the Autumn all partner authorities will have undergone IP readdressing to enable full benefit to be taken of the county's interconnectivity.

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## **Northamptonshire Sub Regional Partnership - Progress Report**

### **Introduction**

Northamptonshire Improvement & Efficiency Partnership (NIEP) is nearing completion of a fundamental review of their programme of projects. In mid-August the NIEP Programme Board identified and gave its support to the projects which now comprise the revised Programme. As a consequence of this review it is, in many cases, too early to expect delivery of outcomes, although it is recognised that the projects must deliver in the remaining timeframe for EM IEP funding. The agreement of EM IEP Board to funding the new programme will be sought when it next meets on 16 September 2009.

Projects are assigned to themes as described below although it should be recognised that they cannot be mutually exclusive in their overall aim.

Links between projects and LAA outcomes tend to be implicit rather than explicit as the contribution that projects make cannot in all instances be easily identified. However the overall aim would be to influence the wider agenda and thus impact upon LAA outcomes as a result.

Indicative EM IEP funding for the third year adds uncertainty and risk to services when they are being asked to forward fund projects with no absolute certainty that funding will be maintained despite EM IEP Board decisions.

**Work Programme** – The following refocused programme will be submitted for ratification by the EM IEP Board on 16<sup>th</sup> September 2009

<p style="text-align: center;"><b>THEME ONE</b> <b>Efficiency</b> <b>£1.55m programme</b> <b>£9k Spent</b></p>	<p style="text-align: center;"><b>THEME TWO</b> <b>Service Improvement</b> <b>£452k programme</b> <b>£110k spent</b></p>	<p style="text-align: center;"><b>THEME THREE</b> <b>Capacity</b> <b>£646k programme</b> <b>£15k spent</b></p>
<p style="text-align: center;"><b>Achieving Cashable Savings</b></p>	<p style="text-align: center;"><b>Supporting LAA Outcomes</b></p>	<p style="text-align: center;"><b>Supporting Authorities to Improve</b></p>
<ul style="list-style-type: none"> <li>• Category mapping of expenditure</li> <li>• Electronic enablement and sourcing</li> <li>• Buying energy efficiently</li> <li>• Strategic review of material assets</li> <li>• Kettering carbon reward scheme</li> <li>• Transforming public services</li> <li>• Market testing env. services</li> <li>• Revs &amp; bens shared service</li> <li>• Single person discount review</li> <li>• Police transport collaboration *</li> <li>• Advertising portal</li> </ul>	<ul style="list-style-type: none"> <li>• Customer and community insight</li> <li>• Knowledge management</li> <li>• Social benefits in procurement</li> <li>• Web casting</li> </ul>	<ul style="list-style-type: none"> <li>• Local councils training and development</li> <li>• Leadership Development</li> <li>• Reputation management</li> <li>• Business continuity</li> <li>• Developing Internships</li> <li>• Learning from exemplars*</li> </ul>

\*Project discontinued but funding drawn down

### **Good News Stories**

Category Mapping of Expenditure – this is at a stage where implementation of the project work will impact upon procurement decisions

Buying Energy Efficiently – A contract has been developed with LASER to deliver more efficient buying of energy resources

Kettering Carbon Reward scheme – This project has yet to be evaluated to determine the impact upon energy consumers' behaviour but is on track to deliver.

Customer & Community Insight – The project is now acquiring MOSAIC licences having negotiated a 15% discount with the supplier. This project has suffered from the necessity to forward fund the procurement via a single authority and the associated risks around EM IEP funding.

Customer Engagement – This project has begun to develop the approach to consultation and engagement across the Partnership, e.g. collaboration in the Place survey.

Social Benefits in Procurement – this project will develop the approach to procurement to guide how it can be linked to development of the local economy.

Local Councils' Training & Development – NCALC are successfully delivering training to Parish and Town councils with their improved capacity provided by EM IEP funding.

Reputation Management – This project has delivered a stand to promote the Northamptonshire Partnership at the recent LGA conference. Feedback indicates that it was well received by attendees and has impacted upon the profile of the SRP and its needs.

Business Continuity Planning – The approach to Business Continuity Planning across the Partnership is developing as the project rolls out.

The emerging new programme aims to deliver a range of benefits across the Partnership as they begin to be initiated, for example, revenue and benefits shared service arrangements, reviewing single person's discount for Council Tax, market testing of environmental services etc.

### **Next Steps**

The new programme will be implemented as soon as possible but dependant upon agreement at EM IEP Board. Several projects will be initiated prior to that agreement where appropriate and risk to existing services is minimal.

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## Nottinghamshire Improvement and Efficiency Group (NIEG)- Progress Report

### Introduction

The NIEG was formed in March 2008. The group has political and officer representation from each district, Nottingham City Council, Nottinghamshire County Council and officer representation from the Nottinghamshire Fire and Rescue Service. Rushcliffe Borough Council is the accountable body. The group operates under the chairmanship of Councillor Neil Clarke, leader of Rushcliffe Borough Council. Since its conception the group have met on 10 occasions.

### Work Programme

There is now an established work programme in Nottinghamshire consisting of 13 funded projects and two unfunded procurement initiatives supporting the three themes of the Regional Improvement and Efficiency Strategy (RIES). The Nottinghamshire Sub region has approximately £900,000 of funding remaining and is working on developing a 2010/11 programme to commit the remaining budget.

<b>THEME ONE (Efficiency)</b>	<b>THEME TWO (Service Improvement)</b>	<b>THEME THREE (Capacity)</b>
<b>£716.5k Programme £146.3k Spent</b>	<b>£513.7k Programme £125.7 Spent</b>	<b>£645.1k Programme £47.4k Spent</b>
<b>£1.6m anticipated savings £1.8m delivered benefits (TBC)</b>	<b>£8.73k anticipated savings</b>	<b>£21k anticipated savings £27.6k delivered savings</b>
<b>Achieving Cashable Savings</b>	<b>Supporting LAA Outcomes</b>	<b>Helping Failing Authorities</b>
<ul style="list-style-type: none"> <li>• Single Person Discount Review</li> <li>• Joint Procurement of Play Equipment and Monitoring Software</li> <li>• Lean Systems Thinking Business Technique Training</li> <li>• Joint Procurement of Vehicle Parts (unfunded)</li> <li>• Joint Procurement of Security (unfunded)</li> </ul>	<ul style="list-style-type: none"> <li>• Sub Regional Choice Based Lettings Project</li> <li>• Nottinghamshire Community Safety Board Change Programme</li> <li>• Reducing Fuel Poverty – a collaborative approach</li> <li>• Reducing per capita carbon emissions - collaborative approach</li> <li>• Greening Campaign</li> </ul>	<ul style="list-style-type: none"> <li>• Shared Intelligence Project and Customer Shared Service</li> <li>• Elections: Improving Voter Turnout</li> <li>• Developing a Common Approach to an Integrated First Point of Contact</li> <li>• Housing Benefits Appeals Support</li> <li>• Member Development, achieving Member Charter</li> </ul>

### Good News Stories

Six of the projects were recently approved at the 16 June RIEP board. As they are in their infancy deliverables for these projects are not advanced, but all six projects are mobilising and will begin to deliver milestones in due course. Of the remaining seven projects approved in November 2008, 5 have drawn down on funding, to a total sum of £319.3k. Some particular highlights from the programme to date are;

- £1.8m savings released from cancelled single person discount reviews where residents have been incorrectly claiming 25% council tax reduction for single occupation
- £27,660 savings achieved from the joint procurement of Mosaic software for the County
- A Central Analytical Unit has been established providing a central source of performance data and statistics across all the Nottinghamshire Crime and Disorder Reduction Partnerships and a resource that can analyse the data and interpret it to the benefit of all.
- Successful media campaign 'Nottsbothered' in the run up to the Local and European Election. Lessons learned document available to all partners for future election campaigns and 2.4% of new voters encouraged to vote because of the campaign.
- 10 Nottinghamshire Officers trained to foundation level in lean systems thinking, in partnership with the RIEP

- 7 communities in Rushcliffe are signed up to the Greening campaign and are committed to reducing their communities' carbon footprint.

### **Next Steps**

Work is currently being undertaken within the Nottinghamshire Sub Region to actively identify and develop possible shared service projects that will support the RIES themes and form the basis of the 2010/11 work programme. In addition, the accountable body continue to receive expressions of interest from project sponsors and will continue to assess these against our project eligibility criteria.

The sub region is currently looking to utilise £71,800 of its capacity funding to attain a resource that will build capacity and develop relationships across Nottinghamshire, ensuring that our LAA's are delivering to their targets effectively.

It has been identified that one of the Nottinghamshire projects will not be able to deliver the benefits it had promised. It is intended to remove this project from the work-programme and to return the funding to the pot for re-allocation. This is the joint procurement of play equipment and monitoring software.

Progress against the agreed milestones within all approved projects will continue to be monitored for achievement.

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## Regional Efficiency Programme – Progress Report

### Member Champion Efficiency Programme - Cllr Webb

### Member Champion Fire & Rescue Efficiency Programme – Cllr Roffey

#### Introduction

The regional Efficiency work programme consists of the projects/programmes outlined in the table below.

<b>THEME ONE</b> <b>Efficiency</b> <b>£1.015m programme</b> <b>£200k spent</b>  <b>£29.9m anticipated cashable benefits</b> <b>£7.99m delivered cashable benefits</b> <b>£18m anticipated non cashable benefits</b> <b>£1.3m delivered non cashable benefits</b>	<b>THEME TWO</b> <b>Service Improvement</b> <b>£255k programme</b> <b>£0k spent</b>	<b>THEME THREE</b> <b>Capacity</b> <b>£441k programme</b> <b>£54k spent</b>  <b>£18k anticipated cashable benefits</b> <b>280k delivered cashable benefits</b>
<b>Achieving Cashable Savings</b>	<b>Supporting LAA Outcomes</b>	<b>Supporting Authorities to Improve</b>
<ul style="list-style-type: none"> <li>• Midlands Highway Alliance (MHA)</li> <li>• EM Property Alliance (EMPA)</li> <li>• BT Benefits targets</li> <li>• Efficiency Challenge</li> <li>• Fire &amp; Rescue Improvement Programme</li> </ul>	<ul style="list-style-type: none"> <li>• System Innovation</li> <li>• Customer Insight</li> <li>• Supporting the local economy</li> </ul>	<ul style="list-style-type: none"> <li>• VFM training</li> <li>• Smarter Procurement</li> <li>• BIT Training</li> <li>• BTP open training courses</li> <li>• BT Capacity building</li> </ul>

A number of these projects were approved in June 2009 and are, therefore, only at a very early stage of delivery. The following 4 sections provide the progress for the projects/programmes that were approved in November 2008.

### Section One - Midlands Highway Alliance

#### Introduction

The Midlands Highway Alliance (MHA) is the first organisation of its type in the UK and is a pioneer in collaboration in highways design and build. Its objectives are to achieve efficiency savings by collaboration and membership has grown from the 9 East Midlands highways authorities, Peterborough from the East region and the Highways Agency, to include Staffordshire County Council, South Derbyshire District Council and Milton Keynes Council.

#### Work Programme

The medium schemes framework is set to deliver £57m of highways schemes with savings of £100k per scheme on procurement alone. Savings of 6% on contract values are also being achieved. There also exists a professional services partnership for three of the County Councils and an external partner, which is being extended to all MHA authorities. A third work strand surrounds consolidated commodity procurement where a saving on salt will be of the order of £700k over three years. Skills training with the framework contractors and supply chain organisations is also part of the MHA programme.

#### Good News Stories

The DfT have approved a bid for £200k for the EM IEP to fund further work programmes for the MHA in 2009/10. The replacement of the medium schemes framework (existing framework fully committed), harmonisation of design standards/processes between all MHA authorities and improved approaches to asset management data management all feature in the programme. These programmes will also generate cashable and non cashable savings estimated to be c£22m over 5 years.

## **Next Steps**

1. Develop and tender a new MHA medium schemes framework in 2009/10 with total value of £300m of highways schemes.
2. Standardise specifications, design standards and practice guidance and implement to allow inter-change of design projects and staff between authorities.
3. To improve asset management practices for MHA member authorities in the following areas; deterioration modelling, footway and cycleway condition ranking, deriving highway asset data from OS data.

An EM IEP video showcasing the work of the MHA was produced in May 2009.

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## **Section Two East Midlands Property Alliance**

### **Introduction**

The East Midlands Property Alliance (EMPA) was first established in 2007. It was aimed at promoting construction excellence through collaboration and framework agreements for the procurement of design and build projects initially utilising a framework, established by Nottinghamshire County Council, for use throughout the East Midlands. Over its life, savings of £6m were delivered for approximately 75 specific construction projects with a total value of £120m.

The partnership was formally constituted in April 2008 with 16 founder member local authorities in the East Midlands, which covers approximately 80% of the property construction and maintenance spend of the region. Scape System Build Ltd, a wholly owned local authority property company was appointed as the delivery arm of EMPA from the outset, with a formal partnering agreement signed by EMPA member authorities.

### **Good News Stories**

Over the past 18 months EMPA have delivered a replacement design and build framework to replace the original and fully committed Nottinghamshire/East Midlands framework. Schemes valued at £2m to £8m are catered for under this framework. The new contractors are; Willmott Dixon, Keir and Wates who are all committed to partnership working with EMPA and each other, to deliver sustainable construction projects for all local authorities in the East Midlands ranging from new schools, leisure centres, community facilities and office premises. The first project on the new framework, for a food science building in Spalding, Lincolnshire, was awarded in June 2009.

A new minor works framework contract for projects will be launched in August 2009. This is designed for small scale refurbishment schemes of £10k to £500k and £500k to £2m in value.

A property maintenance framework will be available for schemes valued at £10k to £500k in bands from April 2010. It will be sub regionalised. This will be of significant benefit to small councils.

In addition EMPA, is engaging the local authority client managers and contractors for specific training in partnership working utilising the available framework contracts.

A supply chain registration portal is being developed for local SME companies. Specific awareness raising events are planned in 2009 for Members, supply chain 'meet the buyer' events and skills training for contractors utilising a grant from the Sector Skills Council for construction

An EM IEP video showcasing the work of EMPA was produced in May 2009.

## **Next Steps**

1. Re-application of Mietool to re-assess projected and delivered efficiency gains from framework contracts/projects.
2. More training and development of a skills academy with support from EMDA.

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## **Section Three Smarter Procurement, Enhanced Competition**

### **Introduction**

The Smarter Procurement activity seeks to:

- Disseminate information to councils on efficiency benefits from utilising a smaller number of consortia and so harness purchasing power
- Strengthen market intelligence data and make available to councils
- Promote on a voluntary basis for councils, national deals negotiated by OGC in areas such as energy and telecoms
- Work with OGC to negotiate further key deals with powerful suppliers and initiate framework contracts
- Work in partnership with Government to shape the local government strategic services market to encourage diverse supply, secure alternative provision in uncontested services and increase capacity and competitiveness in existing markets
- Promote professional procurement organisations and/or authorities providing a shared procurement service on behalf of significant clusters of other councils
- Play a brokerage role – promote framework contracts, where appropriate and create networks of interest on collaboration

### **Good News Stories**

#### **Procurement Clusters**

55% of the councils in the region are now procuring as part of a shared service procurement hub or cluster. The procurement hubs are:

- joint procurement organisations, set up to lead on procurement agreements and contracts on behalf of the member local authorities, and significantly contribute to member authorities achieving their efficiency savings
- play a key role in supplier management, benchmarking and performance measurement, as well as developing sustainable procurement solutions, understanding impact on the local economy, and engagement with the voluntary and community sector
- coordinate and be a driver for business process changes in each local authority to achieve maximum benefit from the procurement hubs and to maintain discipline in using agreements where they have opted into them

As an example of a cluster Procurement Lincolnshire has:

- Developed an agreed single sustainable procurement strategy across all the 8 local authority partners in Lincolnshire.
- Developed a category management approach which has supported the delivery of £1.2 m cashable savings in 08/09 against a target of £0.5m
- On target to deliver savings of £2.6m in 09/10 against a target of £0.9m
- Delivered nearly £0.5m process savings
- Introduced e-procurement streamlined processes
- Rolled out the use of the Lincolnshire Procurement Card (based on the GPC) across all 8 partner authorities with over 800 cards now issued

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## **Section Four Business Transformation programme**

### **Introduction**

The Business Transformation programme has raised skill levels across the region, creating a body of capable transformation practitioners. The programme's training courses, events and ongoing support have increased the region's capacity to undertake business transformation projects, in turn helping authorities to improve services for customers and realise cashable savings.

### **Work Programme**

The main focus of the programme over the past six months has been training, with over 200 people trained in a wide variety of skills. This includes 70 people in systems thinking and 'lean', 60 in mietool (return on investment tool) and 45 in business improvement techniques (NVQ). In addition, more specialised training has been provided to build capability in shared services, project management, facilitation, 'mystery shopping' and use of the esd-toolkit. By offering free, open training courses as well as match-funding for bespoke courses, authorities are able to get the right training at the right time.

Events are also an important element of the programme, helping to spread good practice, provide opportunities for networking and foster collaboration between authorities. Over 80 people attended a major conference on shared services in May, with regional and national speakers covering the triumphs and tribulations of shared services. Three video case studies were commissioned for the conference, highlighting some of the excellent examples from the region. A number of smaller events have also taken place, focusing on the current issues being faced by authorities.

The programme also includes the DECATS project, an organisational diagnostic being piloted by Derby City. The diagnostic has been developed by PriceWaterhouseCoopers with support from the 4ps and analyses activity across the authority to highlight areas of duplication. Staff are heavily involved, gathering data and identifying opportunities for improvements which are then shortlisted for the development of detailed business cases. The diagnostic phase is nearly complete, and EM IEP has successfully bid for £400k to be distributed between the SRPs for further diagnostic work.

### **Good News Stories**

The training offered through the Business Transformation programme has made a difference in a variety of ways:

- Training in Business Improvement Techniques means that 277 officers have a nationally recognised qualification, equivalent to 5 GCSEs.
- 'Mystery shopping' training has allowed all the Northamptonshire authorities to carry out mystery shopping exercises on one another, fostering collaboration and removing the reliance on consultancies.
- mietool training has provided a common method and tool to examine a project's return on investment and make decisions accordingly.
- Shared services training has brought together isolated individuals and highlighted the need for a new network group to support this growing area.
- Training in facilitation skills means that each Nottinghamshire authority has a qualified facilitator to support projects and make meetings more effective.
- Systems thinking training has taught managers innovative techniques to examine and improve their services.

The officers, managers and directors involved in these training courses will each go on to apply their new skills, driving projects and implementing changes that will save money and improve services. In this sense, training is an investment not just in the individual, but in the future efficiency of public services.

### **Next Steps**

1. Initiate the Benefits task force, to help authorities reduce the time it takes to process new benefit claims, meeting the regional target and supporting customers during the recession.
2. Develop and formalise the Business Transformation knowledge network to encourage sharing and enable peer support for practitioners.

3. Continue to provide a range of open training courses and match-funding for bespoke business transformation courses requested by authorities.

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## **Regional Adult Social Care - Joint Improvement Partnership Regional Programme Progress Report**

### **Member Champion Cllr Sprason**

#### **Introduction**

All nine Directors of Adult Social Services are working together with the Department of Health East Midlands, EM IEP, the Strategic Health Authority and other key stakeholders to implement our regional Joint Improvement Plan priorities.

#### **Work Programme**

Our ambitious improvement plan consists of seven work streams: Personalisation; Prevention & Early Intervention; Commissioning & Market Development; Safeguarding & Dignity; Valuing People (Learning Disabilities); Workforce Development and Regional Performance. Each work stream is led by an Elected Member with portfolio responsibility for Adult Care Services, has a Board chaired by a Director of Adult Social Services and comprises of a number of separate, but interrelated projects.

For further information on the projects, please visit our web site at:

<http://www.jointimprovementpartnership.org.uk/region/index.asp?regionid=4>

<b>THEME ONE</b> <b>Efficiency</b> <b>£697k programme</b> <b>£157k Spent</b> <b>£5m anticipated cashable benefits</b> <b>£1.25m delivered benefits</b> <b>cashable</b>	<b>THEME TWO</b> <b>Service Improvement</b> <b>£250k programme</b> <b>£35k spent</b>	<b>THEME THREE</b> <b>Capacity</b> <b>£2.6m programme</b> <b>£306k spent</b>
<b>Achieving Cashable Savings</b>	<b>Supporting LAA Outcomes</b>	<b>Supporting Authorities to Improve</b>
<ul style="list-style-type: none"> <li>• Efficient, personalised social care systems &amp; processes</li> <li>• Care Funding Calculator</li> <li>• Shaping the market in learning disabilities services</li> </ul>	<ul style="list-style-type: none"> <li>• Mental health &amp; personalisation (NI 130)</li> <li>• Increasing employment for people with learning disabilities (NI 146)</li> </ul>	<ul style="list-style-type: none"> <li>• The implementation of Personalisation</li> <li>• Co-production &amp; User-led Organisations</li> <li>• Support for Carers</li> <li>• Prevention &amp; early intervention</li> <li>• Implementation of Dementia Strategy</li> <li>• Safeguarding quality assurance</li> <li>• Medication management</li> <li>• Mental Capacity Act</li> <li>• Dignity in care</li> <li>• Workforce planning</li> <li>• Person centred planning (Learning Disabilities)</li> </ul>

### **Good News Stories**

#### **Efficient, Personalised Social Care Systems & Processes**

The Care Services Efficiency Delivery Team are supporting all Local Authorities with their plans to deliver their required efficiency targets and improve processes in line with the personalisation agenda. All Directors of Adult Social Services support the project and work is underway to achieve the shared regional target of £500k net efficiencies by March 2010.

#### **Co-production**

As part of implementing Putting People First, by March 2010, all Local Authorities need to ensure they have at least one user led-organisation (ULO) in their area that is directly contributing to and shaping the local transformation work. In June 2009, more than 100 people from across the East Midlands came together to explore co-production and ULOs. The event was launched with high energy and comedy by nationally renowned stand-up, Liz Carr. All nine localities sent delegations

that included service users, family carers, citizen leaders, officers, the third sector and some local councillors. Delegates used a whole range of media and tools through which to voice their opinions and share ideas on different ways to work together and fully involve people who use services as partners. All teams produced an action plan by the end of the day to progress co-production in their local area.

### **Mental Health & Personalisation**

By March 2011 all Local Authorities have challenging targets to increase the amount of people who have more choice and control over their services and are enabled to self direct their own support. Historically, however, fewer working age and older people experiencing mental ill-health have been supported to access these options. Five sub-regional projects are now being set up to address this. The first is underway in Northamptonshire, where 50 people experiencing mental ill-health have now got Individual Budgets to spend flexibly to support them in living independent lives of their choice.

### **Care Funding Calculator & Shaping the Market in Learning Disabilities Service**

The Calculator has delivered efficiencies through improved definition and negotiation of support needs and costs in expensive placements. The procurement project identified four providers within a regional contract at agreed costs and quality standards. Combined initial estimates of efficiencies from these stand at just over £1.25m

### **Next Steps**

Due to the volume of work being undertaken on this agenda over the next six months it is not possible to list it all here. A few highlights are:

**Learning Disabilities** – finalise and begin to roll out a regional support programme that will create a strategic shift from residential care to supported living. This includes an initial in-depth project with 100 people in Derbyshire.

**Carers** – launch the self assessment and toolkit on personalised support for carers and monitor numbers of carers benefiting from self directed support.

**Dementia** – delivery of a regional programme with CSED to support localities to develop their joint commissioning plans for dementia by March 2010.

**Market development to support personalisation** – develop and start a regional programme with Local Authorities, the independent and third sector.

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## **Regional Children & Young People's Services Programme Progress Report**

### **Member Champion – Cllr Begy**

#### **Introduction**

The Directors of Children's Services (DCSs) are working together with the Schools Development Support Agency, Government Office for the East Midlands, the East Midlands Improvement & Efficiency Partnership and other key stakeholders to create a plan to promote improvement and create efficiencies in Children & Young People's Services across the East Midlands.

#### **Work Programme**

Four priority work streams have been agreed and will be developed through the Joint Regional Improvement Plan: Safeguarding; Succession Planning – workforce development; Joint Commissioning and Health Inequalities. The strategic direction of the plan will be overseen by a steering group within each theme that is chaired by a DCS. Overall leadership of the Programme is provided by Elected Member Champion Councillor Roger Begy.

<b>THEME ONE Efficiency £162k programme £56k Spent £10m anticipated cashable benefits £285k delivered cashable</b>	<b>THEME TWO Service Improvement £52.5k programme £0 spent</b>	<b>THEME THREE Capacity £52.5k programme £0 spent</b>
<b>Achieving Cashable Savings</b>	<b>Supporting LAA Outcomes</b>	<b>Supporting Authorities to Improve</b>
<ul style="list-style-type: none"><li>• Shaping the market for children in care</li></ul>	<ul style="list-style-type: none"><li>• Safeguarding</li><li>• Health inequalities</li></ul>	<ul style="list-style-type: none"><li>• Succession planning - workforce development</li><li>• Joint commissioning</li></ul>

#### **Good News Stories**

##### **Shaping the Market for Looked After Children – annual fee uplifts**

The project advisory group looked at 'quick win' options with the aim of realising efficiency savings in the 09/10 budget through negotiating lower annual fee increases with key providers. While some negotiations remain on-going, the activity to date has reduced the average fee increase from 1.9% to 1.4%, with a full year saving across the region of £284,791. The newly-formed Implementation Group is seeking to consolidate and improve on the collective fee uplift negotiation process with the target of securing 0% fee increases for the next two years across the region. If successful, on current activity that would equate to a saving of £1.5m.

#### **Next Steps**

The four steering groups will each develop a plan for their respective work stream; building on existing activities, networks and support programmes already in place within the Region. This will ensure regional collaboration and focussed activity that enables all partners to make better use of existing resources in the achievement of common regional objectives.

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## **Regional Environmental Services Programme Progress Report**

### **Member Champion – Cllr Clarke**

#### **Introduction**

The Environmental Services programme comprises two approved programmes: Waste and Climate Change, additional funding (£192k) for capital projects is being presented to the Board in September for approval. Additional funding (£125k) for a 3<sup>rd</sup> programme - local environmental quality (LEQ) is being presented to the Board for approval in September 2009. These three programmes have been developed through facilitated workshops to identify and address local authority priorities in achieving their national indicator targets. EMIEP funding adds value through addressing overarching priorities.

<b>THEME ONE Efficiency</b>	<b>THEME TWO Service Improvement £351k programme £28k spent</b>	<b>THEME THREE Capacity</b>
<b>Achieving Cashable Savings</b>	<b>Supporting LAA Outcomes</b>	<b>Supporting Authorities to Improve</b>
	<ul style="list-style-type: none"><li>• Climate Change programme</li><li>• Waste Programme</li></ul>	

#### **Good news stories**

A Climate Change work programme has been developed to support the regional programme of action 'Tackling Climate Change in the East Midlands'.

The two main strands of the programme are a collaborative region-wide approach to adaptation aimed at achieving the region's target against NI 188 (Planning to adapt to climate change) of an average of level 3 across the region by March 2011 and a Carbon Management programme targeted at Lincolnshire and Leicestershire district councils who have NI 185 (CO<sub>2</sub> reduction from local authority operations) in their Local Area Agreement.

A collaborative approach to climate change adaptation started in 2008 with the development of Local Climate Impact Profiles for each of the nine cities and counties in the East Midlands. EMIEP has commissioned an £80k project, to March 2010, led by the Regional Climate Change Coordinator to continue this style of working, and enable all the 9 councils to move up a level against the requirements of NI188. There will be considerable economies of scale from this approach, including a joint project approach and documentation and the sharing of the outputs from risk assessments. The input of national adaptation expertise from UK Climate Impacts Programme will enable a consistent risk assessment methodology to be developed and used across the region. Continued leadership and mutual support will be provided, in an area where new ground is being broken and regular workshops will test outputs for their validity and consistency.

The Carbon Management programme (£90k) will be delivered by the Carbon Trust, focused on the requirements of the participating authorities. It will be launched in September. The programme is proven to deliver accelerated reductions in CO<sub>2</sub> emissions and in enabling local authorities to make financial savings. It is complemented by an EMRA funded programme that is being delivered to Northamptonshire districts, aimed at tackling domestic emissions.

#### **Next steps**

The Waste programme was approved by the EMIEP board in June and is in the process of being developed into a project. The LEQ programme will be submitted to the EMIEP board in September 2009.

Plans for the strands of the Climate Change programme that have not yet been fully addressed – including awareness raising and communications – are at an advanced stage of development and will be achieved by March 2010. Further elements of the programme will be developed at a workshop in the autumn. A request for additional funding (£192k) for capital projects within this programme are being presented to the Board in September 2009 for approval

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## Regional Supporting LAA Outcomes Regional Programme Progress Report

### Introduction

The LAA programme has been delivered without any specific funding by using the EM IEPs allocation of Local Improvement Advisors (LIAs) and the regional events budget (workshops governance & insight 1st £308k grant allocation 2008/10). However, moving forward the following three programmes have been presented to the Board for approval in September 2009. These programmes have been developed with the Member Champions and other stakeholders from across the region.

- Economic Growth Programme (£210k) – **Member Champions Cllr Woods and Cllr Wilcox**
- Community and Neighbourhood Development Programme (£352k) – **Member Champions Cllr Williamson and Cllr Banwait**
- Member Development Programme (£300k) – **Member Champion Cllr Brown**

### Work Programme

In addition to delivering a programme of events on generic topics related to Local Area Agreements and the tailored support for LAAs through the Local Improvement Adviser scheme, EM IEP has worked closely with other bodies in the region. This has enabled the EM IEP to draw on programmes delivered by Intelligence East Midlands and the East Midlands Empowerment Forum where they have complemented the LAA agenda. EM IEP also responds to opportunities or requests from central government where these are likely to help authorities in the region meet their LAA targets.

With the introduction of Comprehensive Area Assessment (CAA) in April 2009, much of this six month period has been devoted to giving officers, members and partners the chance to get to grips with the new process. The outcome focus expected by CAA has also driven many of the workshops and events that have been organised to support the people delivering LAAs. For members, the programme has included expert sessions on alcohol, obesity and NEET to assist them in their LAA scrutiny role. For officers and partners, workshops have explored co-ordinated approaches to family-centred interventions, tackling partnership priorities through improved customer and citizen intelligence and developing outcomes-focused approaches to delivering targets.

There has been a surge in the uptake of Local Improvement Advisers. Most of the assignments are still running and it is anticipated that learning from the assignments will be disseminated through a networking event.

The LAA support programme that has been delivered to date is outlined in the table below.

<b>THEME ONE Efficiency</b>	<b>THEME TWO Service Improvement</b>	<b>THEME THREE Capacity</b>
<b>Achieving Cashable Savings</b>	<b>Supporting LAA Outcomes</b>	<b>Supporting Authorities to Improve</b>
<ul style="list-style-type: none"> <li>• Lincolnshire PSWG LIA assignment</li> </ul>	<ul style="list-style-type: none"> <li>• Scrutiny &amp; LAA Event</li> <li>• Joining Up Around Families workshop</li> <li>• Customer Insight, LSPs and CAA workshop</li> <li>• 'Getting from Talk to Action' seminar</li> <li>• LIA assignments: Leicestershire Nottinghamshire Manton Community</li> <li>• Digital Inclusion Adviser assignment: One Nottingham</li> <li>• Commissioning Research</li> <li>• Data Sharing</li> </ul>	<ul style="list-style-type: none"> <li>• CAA – Are You Ready? Event</li> <li>• 5 CAA for Members events</li> <li>• Building Regional Capacity for Research &amp; Information</li> <li>• Population &amp; Migration Network</li> <li>• Area Classifications &amp; Profiles</li> <li>• Evaluation &amp; Monitoring</li> </ul>

## **Good News Stories**

### Building Regional Capacity for Research & Information

Local Improvement Adviser support has resulted in the development of a £200k programme to develop capacity in the region which will result in more joined-up approaches, better customer insight to inform strategy and impact on services; greater clarity about specific Research & Intelligence needs and ways to address capacity and skill needs.

### Neighbourhood Warden Resource Centre

Negotiations with Communities & Local Government have culminated in a dedicated resource now being allocated to the East Midlands. Between October 2009 and March 2010 the Neighbourhood Warden Resource Centre will provide a package of support to address many of the issues experienced in deprived areas. It will complement work being done by authorities with the possibility of extension of the programme to 2011.

### Employment & Skills

Working with a range of partners including Jobcentre Plus, emda, GOEM, LSC and the Employment Skills Partnership, EM IEP has developed a £200k programme which the Department of Work and Pensions has agreed to fund in principal. The programme will support those LAA indicators which are being affected by the economic downturn.

### **Next Steps**

- Roll out the Equalities Project which will assist and develop officers' understanding of the responsibilities of the new Equalities legislation
- Work with East Midlands Empowerment Forum where NI 4 programme will support LAA priorities
- Further events for members around community engagement and on developing Community Solutions
- Events for Local Authorities and their partners around developing solutions to some of the 'hard to crack' indicators
- Lead Local Improvement Adviser to work with each LAA

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## **Regional Cultural Improvement Partnership East Midlands (CIPEM) Progress Report**

### **Member Champion - Cllr Connelly**

#### **Introduction**

*CIPEM's vision is to increase the impact and value of cultural services to the communities of the East Midlands by facilitating continuous improvement, effective delivery and shared service provision.*

CIPEM has delivered improvement in the local government sport and culture sector for the past two and a half years. CIPEM is supported by six sub-regional senior officers seconded one day a week from local authorities and a part time Programme Coordinator. The regional cultural agencies; Arts Council England, English Heritage, Museums, Libraries and Archives and Sport England provide support and additional funding. CIPEM's total budget for three years was £600k **including £180k transferred to EM IEP for 2009/10.**

In March 2009, EM IEP became CIPEM's host organisation and a review of the programme and the steering group arrangements took place. Councillor Andy Connelly, Cabinet Member for Culture and Leisure at Leicester City Council took up the role of Member Champion for Culture on behalf of EMIEP and his Member leadership shaped the work programme going forward.

#### **CIPEM's objectives are to:**

- Develop **capacity** and **shared service** in Local Government and more effective partnership working to **deliver efficiency** in a cohesive cultural and sport offer in East Midlands
- Raise **awareness** and **sharing best practice** of the impact of culture and sport in delivering shared priorities e.g. Sustainable Community Strategies
- Achieve **continuous improvement** in culture and sport services with a focus on poor and weak local authorities
- Develop effective community **leadership and advocacy** to promote understanding and impact that culture and sport has in enhancing quality of life of our communities

#### **Regional Work Programme**

##### **CIPEM 2009/10 Regional Work Programme Priorities**

1. Preparing the sector for Comprehensive Performance Assessment
2. Developing evidenced based advocacy within local government
3. Achieving efficiency savings through joint working, shared service provision and more effective use of cultural assets
4. Improving performance management through better data, self assessment and self improvement
5. Improving leadership and capacity building

#### **Sub Regional Work Programme**

CIPEM's Regional Work Programme feeds through into five Sub-regional Action plans (Derbyshire, Leicestershire & Rutland, Lincolnshire, Northamptonshire & Nottinghamshire) which reflect local cultural and sporting priorities.

## Recent Programme Highlights:

THEME ONE	THEME TWO	THEME THREE	THEME FOUR	THEME FIVE
<b>Preparing the Sector for the CAA</b>	<b>Evidence Based Advocacy</b>	<b>Achieving Efficiency Savings</b>	<b>Improving Performance</b>	<b>Leadership &amp; Capacity Building</b>
<p>CIPEM's CAA conference attended by 80 Members and Senior Officers in May</p> <p>CIPEM's initial CAA guidance produced and disseminated in May</p> <p>Bespoke guidance being drawn up to launch at conference in Nov</p>	<p>Cultural Advocacy document produced by Derbyshire Cultural Officer Group</p> <p>Implemented the Notts-wide Cultural Enrichment Indicator tool in April</p> <p>CLG co-funded project in Leics to improve evidence &amp; impact on outcomes</p>	<p>Implementing joint cultural investment plan in Northants</p> <p>Scoping out shared arts service provision in Lincolnshire</p> <p>Improving joint programming across each sub region ie Cultural Olympiad, free under 16s swims, Find Your Talent</p>	<p>Held learning event about Northants and Derbyshire's 'Towards An Excellent Service' (TAES) self assessment</p> <p>Targeted support to poor performing LAA's</p> <p>Shared best practice across the region via the website and events and networks</p>	<p>Support Elected Members via bridging to CAA, IDeA leadership academy, sub regional Cultural Member forums</p> <p>Provided cross-regional support to local authorities through events and workshops</p>

## Good News Stories

The CIPEM programme has been recognised nationally as an **exemplar model** for delivering regional and sub-regional improvement programmes for cultural and sports services. It is referenced within the National Improvement Strategy for Culture and Sport ('A Passion for Excellence') published by the Department for Culture, Media and Sport. A progress report was launched by the Secretary of State in March 2009 which included CIPEM as one of just two national case studies. It highlighted some of the successful delivery to date:

- development and delivery of a pilot Member support programme to each sub-county area
- supporting the development of a comprehensive network of culture and sport officers' groups
- showcasing the impact of LAA stretch targets in Derbyshire
- a successful bid to CLG across Leicester and Leicestershire to transfer learning via peers
- Cultural Panels being created to meet three times a year to position and inform their respective Local Strategic Partnerships
- developing a new Culture Member forum in Northamptonshire
- developing a new 'common and important cultural indicators' library in Nottinghamshire
- the highest level of improvement tool self-assessment validations anywhere in England

## Next Steps

From August 2009 to March 2010, CIPEM's work programme includes:

- Delivery of a Regional Cultural Leadership Programme for aspiring Senior Cultural Managers
- Delivery of Leicestershire's Beacon project on evidencing the impact of culture & sport
- Regional Conference on Improving Efficiency, Effectiveness and Value for money in sport and culture
- Updating CIPEM's Member Briefing Packs on the latest developments. The original packs are available on the CIPEM website
- Continuing development of regional & sub-regional Culture & Sport Member networks

**Further details on CIPEM's programme can be found at [www.cipem.org](http://www.cipem.org)**

## Agenda items No: 13

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

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#### Report of the Director

#### Information Items Report

##### 1. Purpose of the report

- 1.1 To provide a progress update on the Business Improvement NVQ training that has been supported by the EM IEP and highlight the positive outcomes.
- 1.2 To advise the Board on development work that is currently on going within the East Midlands in respect of Food Procurement for the Public Sector.
- 1.3 To provide a regional resume of results of the Communities and Local Government Place Survey 2008 published on 23 June 2009.

##### 2. Background

- 2.1 The EM IEP Officer Steering Group noted the 3 information reports attached as Appendices 1, 2 & 3.

##### 3. Recommendations

- 3.1 The Board note the 3 attached reports for information.

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

EAST MIDLANDS IMPROVEMENT AND EFFICIENCY PARTNERSHIP OFFICER  
STEERING GROUP MEETING: 3<sup>rd</sup> SEPTEMBER 2009

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Report of the Director

Business Improvement NVQ training report

1. Purpose of the report

- 1.1 To provide a progress update on the Business Improvement NVQ training that has been supported by the EM IEP, and highlight the positive outcomes.

2. Overview

- 2.1 Since November 2007 EM IEP has been actively promoting and supporting NVQ training in Business Improvement Techniques (BIT). Over 300 officers from 16 authorities have taken part, bringing individual skill development as well as tangible organisational benefits.

- 2.2 The training is unusual in its format; officers work together in a team to carry out a short, 'real-world' improvement project within their authority, analysing processes and applying 'lean' principles to identify waste. Crucially, changes are implemented **during** the training course so that improvements can be seen immediately. Once officers are trained they're able to apply their new skills to other processes, developing a culture of continuous improvement throughout the authority and making a real difference to the services that customers receive.

- 2.3 The outcomes of the training have been very positive:

- 277 officers from across the region have completed the training, with 32 currently being trained, forming a significant body of skilled practitioners.
- Participants are estimated to have identified nearly £1m of savings as part of the training, as well as making significant improvements to the services that customers receive.
- The training is fully-funded by the LSC (Learning & Skills Council), so there has been no cost to authorities.
- All participants have successfully gained a nationally-recognised qualification, an NVQ level 2 in Business Improvement Techniques, equivalent to 5 GCSEs.
- The training has helped to build capacity and capability within authorities, so officers can apply their skills to future projects and make improvements themselves, without needing support from costly consultancies.

3. Description of training

- 3.1 Officers work together in cross-functional teams, usually drawn from different service areas, to focus on a chosen business process. Through a combination of taught modules and practical exercises, the team analyse the process, apply 'lean' principles to systematically identify problems and design practical solutions. These solutions are tested and measured, leading to an action plan. At the end of

the training, the group presents their findings and action plan to a group of senior managers from the authority.

3.2 The training is carried out entirely in the workplace, with six days of training spread over 10-12 weeks. This gives officers sufficient time to pilot and implement solutions during the training course, as well as limiting the disruption to services.

3.3 This is a 'bottom-up' approach to business process improvement, driven by the people who carry out the process every day. The training equips and encourages officers to make measurable, sustainable improvements to their own processes, in order to really make a difference to customers, as well as saving money for the authority. It fosters a culture of continuous improvement as well as team-working and helps to bring about a more effective work environment.

3.4 The training has been delivered by NA Consultants, a national training, development and productivity organisation, working in partnership with a number of further education colleges. Two groups have been trained by Castle Training, an arm of Castle College, Nottingham.

#### 4. Authorities involved

4.1 The table below lists the 16 authorities where groups have completed the training or are currently being trained. One particular advantage of the training is that authorities and officers can decide which process to focus upon and improve – these are also shown in the table to show the range of processes examined.

Organisation	Project focus	Number of officers
<b>Completed groups</b>		
Ashfield DC	Right to purchase	12
	Postal Services	12
Bolsover DC	Refuse	11
Broxtowe BC	Recruitment	11
	Planning applications	10
	Building applications	10
Daventry DC	Revenue recovery	14
Derbyshire County Council	Print room	14
	Postal services	9
East Northamptonshire DC	Planning pre-application	11
Mansfield DC	Recruitment	10
	Planning	10
Newark and Sherwood DC	Customer comments	10
	Environmental health	10
	Planning	9
North Kesteven DC	Exchequer	10
	New business rates	10
North West Leicestershire DC	Postal services	10
	Internal communications	10
	Staff training	11
Northamptonshire Police	Purchase to pay	14
	DMU	8
Nottingham City Council	Purchase to pay	8
Wellingborough BC	Postal services	12

	Mobile phone billing	10
	Mileage	11
	<b>Total</b>	<b>277</b>
<b>Groups being trained</b>		
Ashfield DC	Waste	11
Erewash BC	Procurement	11
Kettering BC	Environmental Health	10
	<b>Total</b>	<b>32</b>

4.2 In addition to these authorities, discussions are taking place with Nottinghamshire County Council, Leicestershire County Council and Corby BC to see if they would like to put forward groups for training.

## 5. Illustration of benefits

5.1 The training is focused upon building the capability of officers and authorities, rather than being a straightforward efficiency project, making it difficult to estimate the cashable and non-cashable savings brought about as a result of the training. Changes implemented during the training itself tend to bring only modest savings, but help to quickly demonstrate what is possible.

5.2 The training provider estimates that on average, each participant identifies £3,600 of potential savings, but clearly there is a significant difference between potential savings and actual savings. It is up to authorities to decide if they wish to implement the recommendations from the training and try to realise these savings over the longer term.

5.3 To illustrate some of the benefits of the training, a number of examples from authorities follow:

5.4 In one of their training groups, Broxtowe Borough Council focused upon the staff recruitment process, from a vacancy being identified to a new member of staff being appointed. Officers applied the techniques they were taught to analyse the existing process and remove unnecessary steps. As a result of the training they identified over £8k of savings, released 7 weeks of staff time and reduced the recruitment process for applicants by 10 days.

5.5 Derbyshire County Council initiated a corporate project to review reprographic and post services, training two groups of operational staff in BIT. The groups identified a number of opportunities for savings and calculated the potential benefit, e.g. through better paper procurement and reducing colour printing. The project has implemented these changes along with other improvements, and has already made £280k of cashable savings.

5.6 North Kesteven District Council used the training to examine the process for revenue recovery and billing new properties. By re-assigning activities between visiting officers over £10k will be saved, and further administrative improvements are being implemented. Officers who completed the training are now engaged in other transformation projects, mapping revenue processes and tracing absconders.

5.7 Once the training course has finished, authorities are left with a group of motivated, qualified officers who can deliver real improvements. Many authorities

are asking these officers to work on corporate transformation programmes, making use of their new skills. Newark & Sherwood District Council are using the NVQ trained officers on a major project to improve absence recording, along with other smaller projects. The authority also plans to introduce an informal contract so that officers who complete the training give two days per month to project work.

5.8 Following successful changes to postal processes, North West Leicestershire District Council asked the training group to form a virtual Business Improvement team, which now acts as a sounding board for new proposals. The team represent a range a different service areas and grades, and help to assess which proposals should be taken forward, advising the corporate management team.

## 6. Issues with the training

6.1 The training has not been without its difficulties. Some of the early groups found the quality of the training to be inconsistent, and felt that the paperwork required for the NVQ qualification was detracting from the training itself. By working closely with the training provider these difficulties have been overcome, but it highlights the need to monitor training delivery by seeking regular feedback from authorities, and addressing issues as they arise.

## 7. Future plans

7.1 With 32 officers currently being trained and three authorities interested, there is clearly continued appetite for the training. EM IEP will continue to support the Business Improvement NVQ training, encouraging authorities to take up the offer while the central government funding is available. Plans are in place for further promotion to authorities across the region, and a case study has recently been published to help with this.

7.2 An alternative offering for larger authorities is also being discussed. Where an authority wishes to train several groups, the provider will embed a team of three training consultants full time into the authority, for free. As well as delivering the NVQ training, this means the authority has 'lean' experts on hand to aid implementation at no cost. Sandwell MBC is piloting the approach and has plans to train all of their staff in Business Improvement Techniques.

7.3 A wide range of related training courses are available as part of the EM IEP's Business Transformation programme, allowing officers to continue their development in this area. These include project management, systems thinking and facilitation skills amongst others. As the number of trained officers grows, consideration is being given to a 'timebank' scheme that would enable officers to assist other authorities. This could help provide much needed transformation resources for projects, as well as building relationships between authorities.

## 8. Recommendation

8.1 The progress of the Business Improvement NVQ training be noted.

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

*EAST MIDLANDS IMPROVEMENT AND EFFICIENCY PARTNERSHIP OFFICER  
STEERING GROUP MEETING:*

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*Report of the Director*

*Public Sector Food Procurement East Midlands (PSFPEM)*

1. Purpose of the report

- 1.1 To advise the Steering Group on development work that is currently on going within the East Midlands in respect of Food Procurement for the Public Sector.

2. Background

- 2.1 Commencing in the Autumn 2007 recognition was made by a number of Local Authority school meal providers that there was an opportunity to work collaboratively in the area of food procurement. Specifically with the aim of increasing the number of tenders from small and local producers, improving efficiency within the supply chain and to increase the consumption of healthy and nutritious food.

- 2.2 Within the school meals provision over £25m per annum is spent on food procurement much of this is through a national supply chain but there is still over £5m spent within the Region. With the support of Defra and GOEM, match funding of £42k was made available to start an exercise in mapping existing provision, developing a sustainable approach to food procurement and developing opportunities for greater collaboration amongst purchasing officers. Following a tendering exercise Food Chain Solutions were appointed to support the programme.

- 2.3 From the outset of the project there was a recognition that any proposed process should encompass the differing approaches to procurement across the Region such as the participation of ESPO, OGC and local authorities individual methods of procurement as well as developing a sustainable approach that shared existing expertise and would eventually be self sufficient in operating.

- 2.4 Some work in other parts of the country have delivered savings in joint procurement exercises e.g. North East Procurement Organisation (NEPO). However the EM initiative operates slightly differently in identifying products at a production level rather than negotiating prices at a distribution level, thereby maximising the opportunity to engage in the local food supply chain.

3. Progress to Date

- 3.1 A number of events have taken place with producers, suppliers and purchasing officers across the Region. These have been generally well received and the concepts being offered meet all the requirements. Balancing competing procurement priorities such as support for smaller producers against economies of scale from joint contracts is both a challenge and an opportunity for us here in the East Midlands. The group have identified a number of common commodities

available. These are baking potatoes, fresh meat and poultry, milk, eggs and a small amount of vegetables. This developed methodology has identified a saving of £15k per year on Jacket Potatoes for Nottinghamshire alone.

- 3.2 In principle the process is to source these products directly and supply through the existing network of contracts and suppliers. As the agreement matures then more of the supply contracts can be timed to coincide and create joint tendering exercises. This process will be greatly enhanced by the development of a website (due to be launched in the Autumn) and a partner log-in facility for sharing benchmarking information, contract timescales, menu and recipe costs.
- 3.3 Whilst there are of course a number of other public sector food procurers such as hospitals, universities, MOD and Prisons they generally have national procurement strategies. The facility now developed will have benefits in respect of an approved local supplier database and once the process is up and running further consideration will be given to promoting its wider use.
- 3.4 Links into OGC are now being developed to support national commodity contracts such as Rice, Lentils, Tea & Coffee. These supplies can be sourced and supplied in exactly the same manner as local produce allowing participants to maximise benefits of the local, regional and national supply chains.
- 3.5 A draft agreement has been prepared for authorities to sign which underlines the principles and practices of the initiative

#### 4. Recommendation

- 4.1 Whilst already achieving a buy-in from catering officers from Nottinghamshire CC, Nottingham City, Derbyshire CC, Derby City, Leicestershire CC, Leicester City and Northamptonshire CC, Steering Group Members are requested to note progress and endorse the principles of a collaborative food procurement process across the Region.

**Kevin McKay**  
**Head of Service for Catering, Cleaning and Landscape**  
**Nottinghamshire County Council**

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

EAST MIDLANDS IMPROVEMENT AND EFFICIENCY PARTNERSHIP OFFICER  
STEERING GROUP MEETING: 3<sup>rd</sup> SEPTEMBER 2009

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*Report of the Director*

*East Midlands Place Survey*

1. Purpose of the report

- 1.2 To provide a regional resume of results of the Communities and Local Government Place Survey 2008 published on 23 June 2009.

2. Background

- 2.1 The survey collected information on 18 national indicators for local government, used to monitor performance in 152 authorities. It supplies the data to measure a number of national indicators which measure how well Government's priorities are being delivered by local government and local government partnerships over the next three years. Many of the results will now provide the baseline information for Local Area Agreements.
- 2.2 Studies like this provide a useful barometer of progress or decline, but this is a new survey so it is hard to compare with previous studies. The survey will be carried out bi-annually to enable local authorities and partners to track people's changing perceptions as a way of determining whether interventions made in an area result in the right outcomes for residents.
- 2.3 Public perception counts now in ways it did not before and increasingly, public services are being judged collectively.

3. East Midlands Place Survey Results

- 3.1 Details of the results are set out in the table as Appendix 3. The table shows the indicators measured, the indicator descriptor, the national and regional results. The +/- column indicates whether the region's results are better (+) or worse (-) than the results for England. The 'Regional variance' column shows the lowest and highest scores for authorities in the East Midlands. In order to facilitate the exchange of good practice, the final column lists those authorities whose results are equal to or exceed the regional or national value.
- 3.2 In the vast majority of cases the results for East Midlands authorities are equal to or marginally above the results for England. Indicators that may need further attention have been highlighted in yellow (NIs 3, 4, 22, 27, 3 and 139) in Appendix 3.
- 3.3 National Indicators 3, 4, 22, 27, 37 and 139 also have the potential to impact on EM IEP Regional Priority Targets 1 (Adult Social Services); 3 (Children's Services/Safeguarding) 4 (CAA); 6 (LAA); 10 (NEET).

- 3.4 As with all statistical data, the regional results mask considerable variances and it may be more important to understand the reasons for this in individual authorities when making decisions about supporting improvement.

Recommendations

- 4 The Officer Steering Group consider and note the analysis of the Place Survey.

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

### Appendix 3

#### Place Survey 2009 Report

NI	Description	England	Region	+/-	Regional Variance	Authorities above national/regional average (whichever is the highest)
1	% who think the local area is a place where people get on well together	76.4	76.9	+	73.1 – 82.3	Nottinghamshire, Derby, Leicestershire, Rutland
2	% who feel they belong to their immediate neighbourhood	58.7	59.6	+	48 – 67.4	Leicestershire, Nottinghamshire, Lincolnshire, Derbyshire, Rutland
3	% who have been involved in decisions that affect the local area in last 12 months	14	13.3	-	10.6 – 21.1	Northamptonshire, Lincolnshire, Nottingham, Rutland
4	% who agree they can influence decisions in their local area	28.9	28.3	-	24.3 – 34.2	Derby, Rutland, Nottingham, Leicester
5	% people satisfied with their local area as a place to live	79.7	83.3	+	69.4 – 91.6	Lincolnshire, Leicestershire, Rutland
6	% who have given unpaid help at least once per month in last 12 months	23.2	25.1	+	19.3 – 29.6	Leicestershire, Lincolnshire, Northamptonshire, Rutland
17	% who think that antisocial behaviour is a problem in their area	20	18.4	+	7.5 – 28.9	Leicestershire, Lincolnshire, Rutland
21	% agree that police and other local public services are dealing successfully with anti-social behaviour and crime	26.3	26.5	+	20.5 - 29	Leicester, Rutland, Nottingham
22	% agree that parents take responsibility for their children	29.6	29.3	-	21.9 – 43.6	Leicestershire, Lincolnshire, Leicester, Rutland
23	% think there is a problem with people not treating each other with respect	31.2	26.8	+	16.7 – 45.8	Derbyshire, Lincolnshire, Leicestershire, Rutland
27	% agree police and other local public services seek people's views about crime	24.8	23.4	-	20 – 28.7	Rutland, Leicester, Nottingham
37	% feel informed about what to do in large scale emergency	15.3	15.1	-	12.1 – 19.9	Leicester, Nottingham. Nottinghamshire, Lincolnshire
41	% think that drunk and rowdy behaviour is problem	29	26.8	+	16.2 – 34.1	Lincolnshire, Leicestershire, Rutland
42	% think that drug use or drug dealing is a problem	30.5	29.8	+	12.8 – 41.6	Northamptonshire, Lincolnshire, Leicestershire, Rutland
119	% say health is good or very good	75.8	77.1	+	71.1 – 80.6	Leicestershire, Rutland
138	% aged 65 or over who are satisfied with home and neighbourhood	83.9	86.6	+	77 – 92.4	Leicestershire, Lincolnshire, Derbyshire, Rutland
139	% aged 65 or over who think that people get the support they need to live at home for as long as wanted	30	28.6	-	24.3 – 35.9	Nottingham, Leicester, Leicestershire, Lincolnshire, Nottinghamshire, Rutland, Derby, Derbyshire
140	% who say they have been treated with respect and consideration by local public services	72.4	75.5	+	66.6 – 79.2	Derbyshire, Rutland