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**East Midlands Improvement and Efficiency Partnership
Board Meeting
27th November 2009 commencing 10am**

**Newton Room
Pera Conference Centre
Melton Mowbray**
(Lunch will be available from 12pm)

Agenda

1. Apologies
2. Minutes of the Board meeting 16th September 2009 Page 2
3. Matters arising
4. Declarations of interest

Presentations

5. (a) Total Place Pilot Project - Leicester/Leicestershire
(b) DECATS - Derby City
(Delivering Efficient Corporate and Transactional Services)

Items for Discussion

6. Whole Organisation Diagnostic Support Programme Page 11
7. Analysis of Performance across 9 RIEPs Page 16
8. Mid Term Programme Review Page 20
9. Draft Summary Annual Report Page 23
10. Capital Pot Allocations 2009/10 Page 40
11. Analysis of EM LAs Member Development activity Page 53
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Items for noting

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Annual EM IEP Conference Date – 29th June 2010

Delivering Better for Less (Joint GOEM/EM IEP event) - 22nd January 2010



East Midlands Improvement Partnership

Board Meeting

Wednesday 16 September 2009

Minutes

In attendance:

Councillor Martin Hill OBE	Lincolnshire CC
Councillor Fiona Martin	East Lindsey DC
Councillor Marion Brighton OBE	North Kesteven DC
Councillor Robin Brown	Northamptonshire CC
Councillor Jeremy Webb	East Lindsey DC
Councillor Tony Woods	Northampton BC
Councillor Roger Begy OBE	Rutland CC
Councillor Mary Malin	Kettering BC
Councillor David Sprason	Leicestershire CC

Observers

Councillor Neil Clarke	Rushcliffe BC
Councillor Joan Kirkbride	Northamptonshire CC
Councillor Andy Connelly	Leicester City
Councillor Ranjit Banwait	Derby City

Officers

Nick Hodgson (NH)	Derbyshire CC
Chris Allison (CA)	EM IEP
Heather Parker (HP)	EM IEP
Andrew Foster (AF)	EM IEP
Stuart Young (SY)	EMRA
Jan Sensier (JS)	GOEM

1. Apologies

Councillor Dave Wilcox	Derbyshire CC
Councillor Lewis Rose	Derbyshire Dales DC
Councillor Peter Roffey	Leicestershire CC
Councillor Alan Rhodes	Nottinghamshire CC
Councillor Chris Williamson	Derby City
Jean Morgan	South Northamptonshire CC
Garry Bryant	GOEM

2. Minutes of the meeting held on 16th June 2009

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

3. Matters Arising

- Agenda Item 15
 - CIPEM - A request was made to ascertain how many RIEPs were funding cultural improvement programmes **Action 1 - CA**
- Agenda Item 17
 - Adult Social Care Programme - it was noted that the regional social care programme embraces all of the 9 upper tier authorities providing adult care services.
 - Member Development Programme – A request was made to investigate opportunities for post graduate courses for Member Development **Action 2 - CA**
- Agenda Item 20
 - Total Place Pilot – The board agreed that the Total Place pilot would present their report at the November Board meeting **Action 3 – CA**

3 (a) EM IEP Board Membership

Item for information and noting.

4. Declarations of Interest

Councillor Webb declared an interest as the Director of the I&DeA

5 Reports back to the Board

5 (a) Member Development Mapping Report

At the Board's June 2009 meeting, members requested a mapping exercise be undertaken in order to ascertain if there was any duplication between approved member development projects across the sub regions and the proposed regional programme.

The Board discussed the issue of member development currently being delivered by local authorities across the region and also considered the overview of EM IEP projects relating to member development. The latter aimed to identify commonality between the projects within each of the five sub regional programmes and the proposed regional programmes.

The Board considered the mapping report to be useful but felt that further research was required to identify member development activity in all of the region's local authorities. The Board agreed to the proposal by Cllr Brighton, which was seconded by Cllr Webb, to undertake a survey of member development activity and expenditure currently being carried out across the 46

East Midlands local authorities. This survey would include an assessment of demand for the Members personal development review activity **Action 4 – CA**

5 (b) Project Mapping Report

The Board had previously requested the project mapping exercise to identify any duplication of projects both regionally and sub regionally. The approved projects were mapped against the three themes; Efficiency, Service Improvement and Capacity Building and the 12 stretch targets.

The Board were assured that there is no overlap on the Adult Social Care Programme, where projects were supporting shared services and business improvement. Each of the 7 themes within the Adult Social Care Programme had been assigned a Lead Member Champion.

The Board agreed that an early indication of performance against the 12 stretch targets to be provided to the board for its 27th November Meeting **Action 5 - CA/SRPs**

5 (c) Efficiency savings realised during 2008/09

The Board considered the report and 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 LAs.

The Board agreed that an analysis of the current activity within councils in delivering cashable efficiencies would enable the Board to identify where additional support is required. The efficiency challenge, currently being delivered as a regional project, would provide this information. This would be reported back to the Board when available **Action 6 - CA**

The Board agreed that the Sub Regional Partnerships should re-visit their programmes, with the purpose of achieving greater efficiency savings **Action 7 - SRPs**

The Board agreed that the Sub Regional Partnerships 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 **Action 8 – SRPs**

6. Audit and Final Accounts 2008/09 Report

The Board noted the audit report and final accounts.

7. Review of the Legacy Programmes Report

A final review of the delivery of the EMCE/EMIP Legacy programme was presented to the Board.

The Board considered the report and agreed the recommendation of the Steering Group that the proposal for reallocation of the uncommitted legacy programme resources, to support a critical friend review of the current EM IEP programmes would not add value. It was agreed that a self assessment, using 5 challenging questions, would be undertaken to ascertain the likelihood of, regional and sub regional, programmes delivering specified benefits by March 2011 **Action 9 - CA/SRPs**

The Board approved the recommendation that the uncommitted balances of the legacy EMCE/EMIP programme of £167k, should be held in reserve as a contingency fund.

8. Capital Programme 2009/10 Report

The Board considered the report and approved the solution to the required 20:80 capital/revenue split for the 2009/10 allocation of regional funding as set out in section 3 of the report.

The Board approved that the uncommitted capital balance of £179k be added to the 2009/10 Capital Pot allocation, for distribution to the Sub Regional Partnerships. It was noted that the 2009/10 Capital Pot allocation for the East Midlands will be available in October, which is expected to be c£2.5m.

The Board were advised of the latest sub regional position, regarding the 20:80 capital split of the core grant for 2009/10. Currently Nottinghamshire are still having some difficulties refocusing their current programmes to accommodate the required 20% capital element. The Board suggested that Cllr Clark reviews this position with Nottinghamshire SRP's accountable body (Rushcliffe Borough Council) 151 Officer **Action 10 - Cllr Clark**

9. Regional Work Programme (2009/10) Update Report

The revised regional programmes were presented by the Member Champions and considered by the Board.

Economic Growth Programme – The Board were advised that a meeting had taken place with the Member Champions to discuss the scope of the project, which had been developed into the programme submitted for approval.

Community and Neighbourhood Development Programme – the Board were advised that the funding requested will assist authorities in the delivery of their LAAs. The Board noted that the Regional Empowerment Partnership have undertaken a number of training events across the region which has supported the development of the programme. The Board discussed concerns around the following issues:

- The Place Survey – the wide regional variances required further consideration
- That rural community problems needed to be addressed

Member Development Programme - The Board discussed the concerns expressed on future regional scrutiny requirements and noted that efficiency should be included in the scope of this project. The Board requested that the safeguarding element of the programme should include children's and adults services. The Board requested that the working with the community event should be combined with the officers event proposed in the Community and Neighbourhood Development Programme. The Board were advised that a joint GOEM/RIEP event "Strengthening Local Democracy" is scheduled to take place on 18 September at GOEM.

Environmental Quality Project –The Board were advised that this project would provide service improvement and deliver efficiency savings anticipated to be c£0.25m. The Board were also advised that within the Climate Change Programme that an event had been held to engage partners to contribute to the delivery of the benefits from this programme.

Transforming Social Care Data for Effective Commissioning Project - The Board were advised that this project is being delivered using £300k from the capital pot grant and additional funding from CSED.

Customer Insight and Research – the Board were advised that the project was being funded with £200k of capital pot grant. The Board noted that a meeting has been scheduled to take place on 17th September in order to develop further thinking around this project. The Board agreed with the Steering Group's recommendation that the project needs to focus on cashable efficiency savings.

The Board were advised that details of mietool calculations are held by the officers using the tool, with the total anticipated savings for the project over 5 years provided to the support team, for publication to the Board and LGA/CLG. The Board were assured that the 5 year total would mask any confidential detail that had been included in the calculations.

The Board noted the additional £55.6k ring fenced funding from the Department of Energy and Climate Change to extend the regional Climate Change Programme.

The Board approved the 5 revised regional programmes and the Customer Insight & Research Programme. The Board agreed that the scope of the Member Development Programme and the Customer Insight & Research Programme, should include a focus on efficiency savings **Action 11 - CA**

The Board agreed that the Member Development programme would also need to be informed by the survey, of member development activity across the regions 46 local authorities, to ensure that there is no overlap of activity. **Action 12 – CA**

10. EM IEP Northamptonshire Sub Regional Report

The Northamptonshire Board Members presented the refocused programme for the Northamptonshire Sub Regional Partnership (SRP), which is now targeted at driving out efficiencies.

Revs & Bens Shared Service Project– the Board were advised that East Lindsey could share information with Northamptonshire SRP on the work currently being undertaken on their Revs & Bens shared service project. **Action 13 – Lincolnshire and Northamptonshire SRPs**

Transforming Public Services Project– concerns were expressed by the Board regarding delivery of the project within the timeframe for this programme. The Board were advised that the Lincolnshire SRP could share their experiences and documentation to speed up the development of the Business Cases that would be required for this project. The Board noted that the project could also be informed by the Total Place Pilots currently being delivered.

Reputation Management Project –The Board requested some clarity on the benefits being delivered by this project and how they supported the delivery of the region’s priority targets.

The Board endorsed the programme but sought clarity on the benefits to be delivered by the programme, the capacity of the programme management arrangements currently in place and the probability of delivery of benefits by March 2011. The Board concluded that additional information was required before the programme was approved.

The Board agreed that the project profiles for all projects and mietool efficiency calculations, where appropriate, should be provided to the support team for the refocused Northamptonshire SRP Programme. These would provide the Chair of the Board with the additional information requested to approve the endorsed programme **Action 14 - Northamptonshire SRP/CA**

Clarity was sought by the Northamptonshire SRP on the arrangements for funding projects. The Board confirmed the approved process of payment against delivered outcome milestones, noting that milestones and the payment profile should be provided for each project in the project profiles **Action 15 - Northamptonshire SRP**

11. Programme Monitoring Six Monthly Report

The Board considered the six month progress report and discussed the low level of spend/benefits currently delivered. Members were urged to ensure that programme delivery was escalated during the remainder of the year **Action 16 - SRP Board Members/Regional Programme Champions**

The Board discussed the current level of information provided by the Sub Regional Partnerships, on the anticipated efficiencies being delivered through their approved programmes. The Board recommended that this issue is

addressed for all efficiency projects at the next Board meeting in November by SRPs providing the anticipated benefits (using mietool) to the support team
Action 17 - SRPs

The Board approved the request of the Officer Steering Group that an analysis of all RIEPs performance in delivering efficiency benefits be summarised and presented to the Board at the next meeting in November **Action 18 – SRPs/CA**

12. Annual Conference 2010

The Board agreed that the 2010 Annual Conference should be arranged for late May or June 2010, following the general election. The theme of the conference being 'delivering quality public services in times of financial stringency'

13. The Board noted the following reports for information

- Business Improvement NVQ Training Report the Board were also advised about the predicted savings from the Derby City business process reengineering pilot project
- Public Sector Food Procurement Report
- Place Survey 2009 Report

Priority Action Sheet – Board Meeting 16th September 2009

Action 1 CIPEM - Ascertain how many RIEPs were funding cultural improvement programmes - **CA**

Action 2 Investigate opportunities for post graduate courses for Member Development - **CA**

Action 3 The Total Place Pilot to present their report at the November Board meeting– **CA**

Action 4 Undertake a survey of expenditure and member development activity currently being carried out across the 46 East Midlands local authorities. This survey would include an assessment of the demand for the Members personal development review activity – **CA**

Action 5 An early indication of performance against the 12 stretch targets to be provided to the Board for its 27th November Meeting - **CA/SRPs**

Action 6 The efficiency challenge, currently being delivered as a regional project, to provide the analysis of the current activity within councils in delivering cashable efficiencies to enable the Board to identify where additional support is required. To be reported back to the Board when available – **CA**

Action 7 Sub Regional Partnerships should re-visit their programmes, with the purpose of achieving greater efficiency savings – **SRPs**

Action 8 Sub Regional Partnerships be tasked with presenting a position statement, to the Board at its next meeting in November 2009, on anticipated efficiency savings, having completed the cost benefit analysis for each project using mietool – **SRPs**

Action 9 Self assessments, using 5 challenging questions, to be undertaken to ascertain the likelihood of, regional and sub regional, programmes delivering specified benefits by March 2011 - **CA/SRPs**

Action 10 Cllr Clark to review the position with Nottinghamshire SRP's accountable body 151 Officer to accommodate the required 20% capital element for the 2009/10 programme - **Cllr Clark**

Action 11 The Member Development Programme and the Customer Insight & Research Programme be tasked to include a focus on efficiency savings - **CA**

Action 12 The Member Development Programme to be informed by the survey of member development activity across the region's 46 local authorities, to ensure that there is no overlap of activity – **CA**

Action 13 Lincolnshire and Northamptonshire SRPs to share data and approaches concerning shared Revs & Bens service design – **Lincolnshire/Northamptonshire SRPs**

Action 14 Project profiles for all projects and mietool efficiency calculations, where appropriate, should be provided to the support team for the refocused Northamptonshire SRP Programme. These will provide the Chair of the Board with the additional information requested to approve the endorsed programme - **Northamptonshire SRP/CA**

Action 15 Delivery milestones and the payment profile should be provided for each project in the project profiles for the refocused Northamptonshire SRP Programme - **Northamptonshire SRP**

Action 16 Members to ensure that sub regional/regional programme delivery is escalated during the remainder of the year - **SRP Board Members/Regional Programme Champions**

Action 17 The current level of information provided by the Sub Regional Partnerships on the anticipated efficiency savings is summarised for all efficiency projects (using mietool) at the next Board meeting in November - **SRPs**

Action 18 An analysis of all RIEPs performance in delivering efficiency benefits be summarised and presented to the Board at the next meeting in November – **SRPs/CA**

Reports required for the November Board Meeting 27th November

- Mid Term Review of Programmes
- Review of performance, spend, benefits (Summary Annual Report)
- Member development survey results
- Analysis of performance across 9 RIEPs
- Total Place Survey Leicester/Leicestershire (presentation)

Agenda item No: 6

EAST MIDLANDS IMPROVEMENT AND EFFICIENCY PARTNERSHIP BOARD MEETING: 27th NOVEMBER 2009

Report of the Director

Whole Organisation Diagnostic Support Programme

1. Purpose of the report

- 1.1 To present a proposal which builds upon the Delivering Efficiencies in Corporate and Transactional Services (DECATS) presentation by Derby City Council, and which seeks to offer an organisational diagnostics approach for the region.

2. Background

- 2.1 An organisational diagnostic product developed by PWC Ltd and partnered with the 4ps organisation and the RIEPs, has resulted in three pilot projects in England namely, Croydon, Manchester and Derby City Council. The latter project has been funded by £85k from the EM IEP transformation budget and the 4ps also found £25k towards the total cost of the diagnostic work conducted by PWC.
- 2.3 The Board will hear from the Derby City pilot project that by adopting the recommendations and proposals to re engineer corporate and transactional services, that c£54m net savings over 5 years is forecast arising from the implementation plan.
- 2.4 A consultation exercise with the Sub Regional Partnerships and other interested parties over the use of the £400k capital pot (08/09) resource for further DECATS projects, established there was support for organisational diagnostic work in the East Midlands Sub Regional Partnerships but a flexible approach is required.
- 2.5 The proposal set out in Appendix 1 contains a mixed economy approach involving clusters of District Councils, where appropriate, and larger councils, where either a *systems thinking* approach and/or DECATS diagnostic could be used. Funding would be via the £400k pot outlined above and with appropriate top up from councils as appropriate. Appendix 2 summarises the current position of interest throughout the sub regions.

3. Steering Group Comments

- 3.1 All 5 Sub Regional Partnerships were interested in the offer of a flexible approach to deliver an organisational diagnostics support programme, which could include groups of District/Borough Councils or upper tier councils.
- 3.2 The Steering Group discussed the implication that the £80k per SRP would require additional match funding from the participants to enable the delivery of any diagnostic offer.

4. Recommendations

- 4.1 The Board approve a mixed economy approach to the organisational diagnostics work to utilise the £400k set aside, which equates to £80k per sub region.

Chris Allison
Director
EM IEP

Appendix One – Paper Submitted to Steering Group 9th November 2009

Whole Organisation Diagnostic Support Programme

Briefing Document for Board Meeting 27th November 2009

Decisions required

Board members are requested to confirm the principles outlined in this briefing paper as the basis to support Whole Organisation Diagnostics in the region.

Background

There is growing evidence that ‘whole organisation’ (or ‘systems thinking’) approaches are key ways to increase efficiency, deliver savings and improve performance in both front office and back office services by optimising and standardising common activities across a whole organisation.

The approach is used with other approaches to savings like procurement, service optimisation and revenue income optimisation. It also sits with community engagement, leadership, partnership and cultural change.

Examples of ‘whole organisation’ approaches in this region include DECATS¹, which was used to identify head-count reduction through standardisation and rationalisation at Derby City and the *systems thinking* approach supported by the Lincolnshire improvement partnerships across four districts. There are a number of out-of-region examples including the use of DECATS at Hertfordshire CC, which is at a similar stage to Derby City, and has identified a further £6.5m of savings through this approach.

Proposal and Key Principles

As part of the capital funding from CLG earlier this year, £400k was released to the sub-regions to support the DECATS. As a result of talking to the sub-regional programme managers and authorities it is clear that the programme must be wider than just one ‘whole organisation’ approach and should be applicable to clusters of districts as well as larger authorities.

Key approaches include ‘systems thinking’ which starts purely from an understanding of the customer demand and others, like DECATS, which include an organisational diagnostic looking at duplicated and non-value-add activity and process ‘maturity’.

The following principles for the programme are proposed:

- Focus the funding on whole organisation or systems thinking approaches, which are focussed on performance improvement or efficiency savings, including DECATS;
- Allow each sub-region to propose their own use of the funding, including supporting the diagnostic or implementation stages;
- Use the funding to promote DECATS style collaboration and standardisation: cross-directorate in large authorities, or clusters of smaller authorities;
- Ensure that the funding ‘adds value’ over and above what the authorities could do on their own: for example, makes a new project possible, or accelerates an existing project;
- Allow funding to be used to buy-in specialist skills (eg subject matter experts, or diagnostic experts), but ensure that learning is spread across the region: for example, through participation in action learning sets, good practice seminars, case studies, or being available for site visits;
- Recommend that sub-regions pursue a part-funding approach;
- Ensure that there is correct link with other sub-regional projects: community engagement, leadership, partnership and cultural change (Including Total Place).

¹ Delivering Efficient Corporate and Transactional Services

- Earmark about £10k of funding to manage the programme in the region, with additional management and region-wide expertise being provided by the Local Improvement Advisor scheme (approximately 30 to 45 days = 1 to 1.5 day per week for 6 months);
- Use a sub-section of the existing Business Transformation network group to provide the governance and funding approval mechanism for this programme.

An initial idea was to grow a formal expertise around the DECATS approach in the EM IEP or authorities. Due the variety of methodologies and the fact that only a maximum of four large authorities could eventually pursue this approach, this idea will not be pursued.

Next steps

The immediate next steps following the Board meeting are:

- Finalise the programme Project Initiation Document to ensure a common understanding of the programme
- Produce a LIA brief to allow the funding application to start
- Produce a “quick and dirty” guide to the whole-organisation and systems thinking approaches that are available for authorities in the East Midlands

Chris Allison, Merlin Tinker, EM IEP

October 2009

Appendix Two – Overall Whole Organisation Diagnostic Sub-Regional Status October 2009

	County	Unitary	District
Derbyshire	Derbyshire County: unlikely since they are mid-ERP implementation	Derby City: completed DECATS analysis and would like to fund implementation	8 districts
Leicestershire and Rutland	Leicestershire County: has undertaken similar organisational review exercises and are now either in the implementation phase or about to commence	Leicester City: has undertaken similar organisational review exercises and are now either in the implementation phase or about to commence	7 districts
Nottinghamshire	Nottinghamshire County: expressed Interest	Nottinghamshire City: expressed interest	7 districts:
Northamptonshire	Northamptonshire County: could be part of larger EM IEP funded programme. Waiting for next NIEP meeting 5 th November		7 districts: All are small, or have other priorities (eg South Northants have just done on organisational redevelopment, Wellingborough are in the process of recovery etc)
Lincolnshire	Lincolnshire County: are already doing this with Economic scenario work and anything else would slow them down.		7 districts Want to use the £80k to fund the Demand stage of a systems approach across 4 districts

Agenda item No: 7

EAST MIDLANDS IMPROVEMENT AND EFFICIENCY PARTNERSHIP BOARD MEETING 27th NOVEMBER 2009

Report of the Director

RIEPs Performance Report

1. Purpose of the report
 - 1.1 To provide an analysis of the 9 RIEPs performance in the delivery of efficiency benefits, grant allocation and spend levels.
2. Background
 - 2.1 At their last meeting the Board requested that an analysis of the 9 RIEPs performance, in the delivery of efficiency benefits, grant allocation and spend levels, be provided at their November meeting.
3. RIEPs Performance Report
 - 3.1 The following analysis is based on the information provided by the 9 RIEPs, to the RIEP Programme Team, for the September Quarterly Reports. The Quarterly Reports provide the performance information requested by the RIEPs Chief Executives Task Group (CEXTG) and the LGA Improvement Board.
 - 3.2 There are a number of limitations to this analysis because of the different ways that individual RIEPs hold and monitor information for example approaches to:
 - Expenditure for projects across one, two, three year periods
 - Recording committed funding
 - Distinguishing between core funds and other monies (EM IEP comparison includes core and ringfenced additional funding)
 - Disaggregating programmes on a 'like for like' basis
4. Areas of Spend
 - 4.1 Despite the above limitations, the following provides a flavour of key areas of grant allocations across the RIEP programme. The comparisons made below with the EM IEP grant allocations (regional and sub regional programmes) excludes the EMCE/EMIP legacy programme.
 - Performance improvement including tailored support for LAAs/LSPs and CAA
 - Average RIEP allocation 30%-40%
 - EM IEP currently allocate 25% of funding
 - Procurement
 - Average RIEP allocation 15%-20%
 - EM IEP currently allocate 6% of funding

- Support for transformation
 - Average RIEP allocation 10%-25%
 - EM IEP currently allocates 31% of funding
- Support in the economic downturn
 - RIEP allocation is low and could not be identified in terms of stand alone projects
 - EM IEP currently allocates 6% of funding
- Leadership, workforce development and organisational development.
 - Average RIEP allocation 5%-15%
 - EM IEP currently allocates 13% of funding
- Adults Services
 - Average RIEP allocation 10%
 - EM IEP currently allocates 17% of funding
- Children's Services
 - RIEP allocation low
 - EM IEP currently allocates 2% of funding

4.2 The Board also made a specific request to be informed of the grant allocations, provided by the 9 RIEPs, to cultural activity. Currently four other RIEPs support a cultural improvement programme. Three RIEPs have allocated c£100k with one RIEP allocating £500k. In some cases other partners also contribute funding to the programmes, as is the case with CIPEM, who have a net budget of £183k to March 2010.

5. Efficiency Gains

5.1 In the current economic climate, government and sector stakeholders are placing increasing emphasis on the RIEPs' ability to assist local authorities to accelerate their efficiency gains. It seems likely that the rate of efficiencies released will have a direct impact on how the success and potential continuation of the programme is judged. In the September Quarterly Reports, the RIEPs were collectively projecting cashable savings of £800m with EM IEP projecting £102.61m of this total (13%).

5.2 The RIEP September Quarterly Reports revealed a total of £115.5m delivered cashable savings, with EM IEP currently contributing £11.64m of this total (10%). The EM IEP cashable savings, delivered by the regional and sub regional programmes, are mapped against the key RIEP themes below.

- Procurement RIEPs 76% – EM IEP >1% (*Nottinghamshire SRP's procurement saving on joint contract activity*)
- Construction RIEPs 6% – EM IEP 41% (*EMPA delivered cashable savings with the majority achieved through procurement activity*)
- Highways RIEPs 1% – EM IEP 27% (*MHA delivered cashable savings with the majority achieved through procurement activity*)
- Social Care RIEPs 11% – EM IEP 15% (*adults and children's services cashable savings achieved through improved commissioning activity*)
- Business Transformation RIEPs 4% – EM IEP 2% (*delivered savings for BIT projects*)

- Waste RIEPs 1% – EM IEP 0%
- Capacity building RIEPs >1% – EM IEP 0%
- Performance Improvement RIEPs >1% - EM IEP 15% (*Nottinghamshire SRP's single persons discount review savings*)

6. Spend and Delivery

- 6.1 It is evident from the wealth of activity detailed within the RIEPs September Quarterly Reports, that having invested time in establishing robust partnerships within year one, the RIEPs are focusing on delivery in year two.
- 6.2 The September Quarterly Reports indicate that RIEPs have committed a total of £91.3m to programmes, with EM IEP having committed £22.8m (25%) of this total. The actual spend reported across the RIEPs was £41.4m with EM IEPs spend accounting for £2.87m (7%) of this total.
- 6.3 There are a number of factors which influence spend, notably the fact that most RIEPs pay out funds in arrears to authorities/projects based on evidence that they have reached agreed milestones. However, there is a risk that the low level of spend will be used by the government to argue against devolving the full allocation of funds for year three.

7. Summary of RIEP Analysis

- 7.1 This report provides an analysis of the 9 RIEPs progress as reported in the September Quarterly Reports, in relation to the activity and progress of the EM IEP. In summary the EM IEP position is as follows:
- In comparison to the average investment across the 9 RIEPs EM IEP has invested:
 - Below average in Procurement and Performance Improvement activity
 - Above average in Business Transformation activity
 - Above average in Economic Development and Adults Social Care activity (consideration must be taken that the majority of funds for these 2 programmes are ringfenced additional income).
 - As one of 9 RIEPs the EM IEP contribution to the following areas should equate to c11% (i.e 100% divided by 9)
 - EM IEP has reported 13% of the total projected cashable savings
 - EM IEP has delivered 10% of the total delivered cashable savings
 - EM IEP's committed spend is 25% of the total committed spend
 - EM IEP's spend equates to 7% of the total spend

8. Steering Group Comments

- 8.1 The Steering Group discussed the above report and made the following observations:
- EM IEP have allocated a significant amount of funds, in comparison to the 8 other RIEPs, to service transformation, which could reflect the number of LAs within the region and the current focus on delivery of shared services. It was

noted that with transformation change, by its very nature, delivery of benefits would be long term, rather than the quick wins that the government is expecting. However, the Steering Group were advised that although the government wanted to see significant efficiency savings in the short term transformational change is also a priority

- Commitment and spend is low for procurement activity, but it was noted that support is still provided to the established shared procurement services and procurement clusters. However, the benefits that are currently being achieved across the region through VfM procurement activity could not be reported as currently there are no EM IEP grants directly supporting these initiatives.

8.2 The Steering Group considered the implications of funding transformational change, however, they would not recommend a review of the balance of the funding for programmes currently being delivered due to the delays this could cause to effective and timely delivery of the projects already commissioned.

9. Recommendation

9.1 The Board note the report and the recommendation that a review of the balance of the programmes would further delay delivery of the commissioned projects and benefits.

Chris Allison
Director
EM IEP

Agenda item No: 8

EAST MIDLANDS IMPROVEMENT AND EFFICIENCY PARTNERSHIP BOARD MEETING 27th NOVEMBER 2009

Report of the Director

Mid-Term EM IEP Regional and Sub Regional Programmes Review

1. Purpose of the report
 - 1.1 To ascertain the likelihood of regional and sub regional programmes delivering specified benefits by March 2011
2. Background
 - 2.1 At its meeting on 16th September 2009 the Board requested that a self assessment, using 5 challenging questions, is undertaken of all regional and sub regional programmes. The Board agreed that these questions (attached as Appendix one) should be phrased to enable yes/no answers to be given and emphasised the importance that the answers provided were honest, otherwise the review would be ineffective. The Board agreed that the review would be carried out by the regional and Sub Regional Partnerships' Programme Managers.
3. Mid Term EM IEP Programme Review
 - 3.1 The EM IEP Support Team provided each Programme Manager with a template which included the 5 questions and a spreadsheet to record the yes/no answers for each project within their programme (n/a for questions 1c & 1d if not an efficiency project)
 - 3.2 The returns from each programme are summarised in the tables below showing the % of yes responses to each question/sub question (1c & 1d n/a responses are excluded).
 - 3.3 The conclusions that can be drawn for the table below are as follows:
 - The variance in the compliance % of completion of project documentation reflects the early commissioning stages of some of the SRP projects and within the Regional Social Care Programme (JIP), where partners are funding projects, PIDs and business cases have not been a necessary requirement for funding approval
 - A number of mietool assessments are still required across all of the programmes, which reflects the early stages of commissioning of a number of projects in the regional and sub regional programmes
 - Given the early stages of a number of the projects across all of the programmes the level of optimism of delivery of milestones by 2011 is questionable

- There is a high confidence level (with the exception of Lincolnshire SRP) that projects are on track to deliver the anticipated benefits as outlined in the project documentation and that arrangements have been made for reporting and recording these benefits
- Some of the SRPs and the Regional Programmes (*with the exception of the Social Care Programme*) have been subjected to a fundamental review to ascertain if the programmes/projects are supporting the current economic situation now faced by local authorities across the region.

Questions	Regional Programmes	Derbyshire SRP	Leicestershire & Rutland SRP	Lincolnshire SRP	Northamptonshire SRP	Nottinghamshire SRP
	%	%	%	%	%	%
1a - Project initiation document completed	74	96	80	50	100	69
1b – Project brief provided to support team	79	100	93	75	100	92
1c – mietool assessment completed	39	78	0	100	50	75
1d – mietool predicted savings reported to support team	39	78	0	33	30	75
2 – Appropriate resources and governance arrangements made	84	96	93	88	84	92
3a – project on track to deliver milestones by March 2011	90	88	93	88	100	85
3b – project on track to deliver anticipated benefits	90	84	93	0	89	100
4a – arrangements been made for implementation phase	78	76	87	0	89	87
4b – arrangements made for recording and reporting delivered benefits	79	80	87	0	74	77
5a – Given the general economic situation now faced by LAs has the project been reviewed to establish if any efficiency gains will accrue	64	28	100	0	100	15
5b – given the review (5a) has this project been identified as a priority	95	32	100	0	100	100

4. Steering Group Comments

The Steering Group noted the high degree of confidence provided, across all of the programmes, that all milestones will be delivered by March 2011 reflecting the positive attitude of the project managers. However, it was noted that there is still work to be done on completing the mietool assessments on all efficiency projects, which reflects that there are a number of projects that have recently been commissioned.

5. Recommendations

- 5.1 The Board agree that a further report on programme delivery progress be provided at its 15th April 2010 meeting

Chris Allison, Director EM IEP

East Midlands Improvement & Efficiency Partnership Programme Review

Questions to be asked for **EACH PROJECT** within **ALL** Sub Regional and Regional Programmes. The results to the survey **yes/no or n/a answers** should be recorded in the attached spreadsheet before returning to the Support Team.

Questions

1. Has the project the following basic project management information in place? As outlined below:
 - a) Project initiation document (PID) **yes/no**
 - b) Project Brief/synopsis provided to the Support Team outlining: **yes/no**
 - Brief description of project
 - Benefits anticipated
 - Outcome milestones set against the funding profile and anticipated delivery dates.
 - c) Has a mietool assessment been carried out to ascertain any cashable/non cashable benefits (for all efficiency projects) **yes/no or n/a**
 - d) Have cashable/non cashable savings been reported to the support team **yes/no or n/a**

2. Are the appropriate resources and governance arrangements (sponsor, project manager, steering group etc) in place to deliver the project? **yes/no**

3.
 - a) Is the project on track to achieve the stated milestones by March 2011 at the latest? **yes/no**
 - b) Will the project deliver the anticipated benefits? **yes/no**

4.
 - a) Have arrangements been made for the implementation phase of the project **yes/no**
 - b) Have arrangements been made to record and report the delivered benefits during the implementation phase of the project? **yes/no**

5.
 - a) Given the general economic situation now faced by local authorities in the region, has this project been reviewed to establish whether efficiency gains will accrue? **yes/no**
 - b) Given this answer, is this project still identified as a priority? **yes/no**

Agenda item No: 9

EAST MIDLANDS IMPROVEMENT AND EFFICIENCY PARTNERSHIP BOARD MEETING 9th NOVEMBER 2009

Report of the Director

Draft Summary Annual Report - To Release Year Three Indicative Core Grant Allocation

1. Purpose of the report
 - 1.1 To outline the process for securing year three indicative EM IEP core grant
 - 1.2 To provide an early indication of performance against the 12 stretch targets, spend and efficiency benefits in the draft Summary Annual Report
2. Background
 - 2.1 Due to the timing of the general election next year, there is a need to bring forward the process for signing off year three funding for the RIEP Programme. In order to provide the necessary assurances to the Minister and LGA members, it is proposed that Summary Annual Reports are provided by the 9 RIEPs by the end of the calendar year, with full Annual Reports produced at the end of the financial year (timetable attached as Appendix two).
 - 2.2 Communities and Local Government (CLG) have agreed that the following broad success factors should be used to demonstrate the 9 RIEPs' achievements:
 - Accelerating efficiency gains
 - Delivering performance improvement
 - Supporting local authorities through the recession
 - Collaboration and innovation
 - Demonstrating local government leadership and ownership
 - Building trust and relationshipsThese success factors have regard to the themes of the National Improvement and Efficiency Strategy (NIES) but recognise that the improvement agenda and the economic context have moved on considerably since the NIES was published in December 2007.
 - 2.3 It has been proposed that each RIEP will produce a Summary Annual Report to be submitted to the RIEP Programme Office (RIEP PO) by the first week of January 2010. Each of the 9 RIEPs' reports will be compiled into one document by the RIEP PO and fronted by Joyce Redfearn as the lead Chief Executive for the Programme. The main audience for this report will be the Minister, LGA lead members and senior government officials.
 - 2.4 The RIEP PO have provided the RIEPs with a template for the summary report that should not exceed 12 pages. The template suggests that the reports should set out how the RIEP:

- Has supported national priorities
- Has delivered against regional/sub regional priorities and objectives
- Provides a breakdown of committed and actual expenditure
- Provides a breakdown of cashable and non cashable efficiencies delivered and projected
- Provides evidence of engagement and sector ownership
- Provides testimonials/mini case studies
- Outlines the deliverables to be achieved
- Provides a sense of the added value of the RIEP

3. EM IEP Draft Summary Annual Report

- 3.1 The structure of the draft summary report, attached as Appendix one, has been informed by the guidance provided by the RIEP PO as outlined above. The content of the report has been provided by the five sub regional partnerships and the regional programme managers.
- 3.2 The report also meets the Board's request to provide an early indication of performance progress against the 12 stretch targets; programme spend and a position statement of the projected and delivered savings, having completed the cost benefit analysis on all efficiency projects using mietool.
- 3.3 The early indication of performance progress against the 12 targets will be updated to reflect the actual Audit Commission data published on 10th December 2009. Actual spend and delivered benefits will also be updated to reflect the actual position at the end of December 2009, before submission of the report to the RIEP PO.
- 3.4 A further report will be provided in January of the actual performance against the 12 targets, which can be used to inform the review of the targets commencing in January 2010.

4. Steering Group Comments

- 4.1 The Steering Group discussed the feedback on the draft report by the National RIEP Programme Team. The amendments suggested were to reduce the amount of detail on allocation spend and benefits by providing one overall summary table. This would free up space to report more 'good news stories/case studies' of actual service improvement delivery across the regional and sub regional programmes (within the 12 page allocation). The Steering Group will request that Sub Regional Programme Managers provide additional good news stories of delivered benefits across their sub regions' programmes by the end of November.
- 4.2 The Steering Group noted that the performance reported against the 12 targets for each sub region was only a judgement made by the SRP as many authorities did not wish to share unpublished information. EM IEPs regional performance against the 12 targets would be refreshed with published data in December, which will not be broken down into performance for each sub region.

- 4.3 The Steering Group agreed that in light of the new inspection regime that there should be a review of the 12 stretch targets and recommend that this review be undertaken 'virtually' via email correspondence.
- 4.4. The Steering Group recommended that the refreshed Summary Annual Report is circulated to the Steering Group and Board on the 14th December for comment by 18th December. This will enable the Chair of the Board to sign off the report for submission on 8th January to the LGA/CLG.
5. Recommendations
- 5.1 The Board note the process for releasing the year three indicative core grant allocation for 2010/11.
- 5.2 In light of the new inspection regime the Board review the 12 stretch targets and agreed that this review be undertaken 'virtually' via email correspondence.
- 5.3 The Steering Group recommended that the refreshed Summary Annual Report is circulated to the Steering Group and Board on the 14th December for comment by 18th December.
- 5.4 The Chair of the Board to sign off the Summary Annual Report for submission to the LGA/CLG on 8th January 2010

Chris Allison
Director
EM IEP

East Midlands Improvement and Efficiency Partnership (EM IEP) Summary
Annual Report 2009/10

EM IEP Support for National Priorities

- ***Demonstrating local government leadership and ownership of the RIEP Programmes, building trust and relationships across the sector*** - elected member engagement and leadership is placed at the very heart of the governance arrangements of the EM IEP. Elected member and officer governance arrangements have been in place centrally since May 2008. Elected member led governance arrangements have also been established for each of the five Sub Regional Partnerships (SRPs), with SRP Chairs invited to attend the EM IEP Board meetings as observers. The EM IEP programme includes an element of funding that is 'set aside' to support councils 'in difficulty' where this need is identified by the EM IEP Board and partners in GOEM and IDeA. The EM IEP Regional Improvement and Efficiency Strategy sets out the protocol for this support.
- ***Accelerating Efficiency Gains*** - Efficiency savings, as measured by NI 179, are now part of a much wider and urgent agenda in terms of savings required by the region's local authorities to simply balance budgets and maintain front line services. EM IEP investment is supporting a regional efficiency challenge project and a range of efficiency generating projects within the Sub Regional Partnerships' programmes. These projects and programmes are supporting the region's local authorities to take a more radical approach to change methods of service delivery and embrace partnership working.
- ***Delivering performance improvement which is customer focused*** - working collaboratively with key stakeholders to pro-actively identify the priority areas for improvement, facilitate and fund capacity building and service improvement activities/projects, sharing the learning and best practice across the region.
- ***Supporting local authorities in the recession*** - working collaboratively with key stakeholders, researching innovation and measures to combat the current recession both within Local Authorities and the private sector.
- ***Collaboration and innovation*** – EM IEP places significant emphasis on collaboration through its support for LAAs, focus on shared services and its requirement that all funded projects involve more than one authority. The five SRPs help to foster collaboration at a local level, building relationships between authorities of different size in each county area. In addition, regional events, practitioner groups and training courses are designed to showcase innovative practice and encourage networking so that authorities can identify opportunities for collaboration.

The Added Value of the EM IEP Programme – achieving more through partnership

The added value that the EM IEP has provided to the region is not only financial but also building capacity and sharing best practice which includes peer support from the region's councillors, officers and programme managers. 2,036 officers and councillors from across the region's local authorities have attended 48 regional events and workshops (based on figures from April 2008 – September 09). Communication of EM IEP activity is through the website where the average is 1,045 hits per month (based on figures from November 2008-Sept 2009) and through three bi-monthly news bulletins circulated to 3,037 officers/councillors and two service specific newsletters (adult social care and climate change) circulated to 654 officers and councillors.

The EM IEP has also enabled significant partnership and collaborative working to be established and supported, for example the Joint Improvement Partnership Programme for Adult Social Care, the Midland Highways Alliance, the East Midlands Property Alliance, and the regional Business Transformation Programme.

In addition, the establishment and funding support for the EM IEP Sub Regional Partnerships has enabled the development of shared services and two tier working collaboration to be accelerated within the 5 county areas of the East Midlands.

EM IEP Support for Total Place

The Leicestershire/Leicester City Total Place project is part of a pilot programme currently being delivered nationally. The Director of the EM IEP has been kept informed of progress and the Total Place project team presented their findings to the EM IEP Board in November. In addition, the EM IEP and the Government Office are planning a joint 'Total Place' event in January 2010 to support for such activities. The learning from the Leicester/Leicestershire project will be disseminated across the region and be built into a proposal for a regional Total Place project for 2010/11 subject to funding being available.

Collaboration with other RIEPs

The EM IEP is collaborating with the West Midlands RIEP to extend both the Midlands Highways Alliance and East Midlands Property Alliance across both regions' local authorities and Highways agencies. The EM IEP is also collaborating with the West Midlands with the development of the Efficiency Challenge project and the Care Funding Calculator roll-out projects across 23 LAs in the East and West Midlands. The Assistant Director is providing support to the RIEP's National Procurement Project. All EM IEP Programme Managers actively network with other RIEP Programme Managers on all of the regional work programmes to share best practice and add value through collaborative working.

EM IEP Performance

The table below provides an overview of progress of the EM IEP stretch targets which are supporting the National and Regional improvement and efficiency priorities. As noted in the 2008/09 Annual Report a review of these targets will commence in January, in the light of the new inspection and scoring regimes.

EM IEP 12 Stretch Targets March 2011	Number of Projects Supporting Targets	Progress RAG Rating
Target 1 - All relevant authorities achieving at least "performing well" for Adult Social Services	25	G/A
Target 2 - All relevant authorities achieving at least "performing well" for Children's Services	4	A
Target 3 - All relevant authorities achieving a score of at least 3 out of 4 for looked after and safeguarding children.	2	G/A
Target 4 - All local authorities CAA organisational assessments (councils and partner bodies) are assessed to be at least "performing well" or equivalent.	1	A
Target 5 - All authorities scoring at least level 3 in use of resources	1	A/R
Target 6 - All nine LAAs achieving 75% of their targets	157	A/R
Target 7 - All authorities achieving their annual efficiency savings target	51	A
Target 8 - All local authorities paying at least 95% of non disputed invoices within 30 days.	1	A
Target 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	A/R
Target 10 - The eight LAAs with NI 117, 'Not in Education Employment or Training (NEET), to achieve 100% of each specific target set.	1	A
Target 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	G/A
Target 12 - All authorities to reach their NI 185 target, "reduction of CO2 from local authority operations	9	A/R

EM IEP Programme Summary

The EM IEP programme summaries below provide an overview of the Regional and SRP programmes. Details of each of the SRP programmes (2008/11) and regional programmes for (2008/10) are provided in the following pages.

Commitments for individual SRP projects from the SRP programme allocation are approved by the EM IEP Board. These project commitments are approved by the SRP Boards before being submitted to the EM IEP Board for ratification. Progress of delivery is measured by spend against delivered, outcome milestones. mietool is used to predict savings on all efficiency projects, projected over five years. Delivered savings are also reported through the LAs own reporting systems.

Programme Allocations	2008/09 £m	2009/2010 £m	2010/2011 Indicative £m
Regional programmes	3.222	5.689	2.190
Sub regional programmes	5.320	5.750	4.590
Support Team Costs	0.567	0.584	0.601
Totals	9.109	12.023	7.381

The funding allocations above excludes *EMCE/EMIP legacy programme commitments delivered in 2008/09 £1.321m, £0.426m reserves and £0.200m contingency*

Table below provides programme details as at 18th October 2009

Programmes	Grant Allocation £m	Spend £m	Anticipated Savings £m		Delivered Savings £m	
Regional	8.833	1.379	Cashable	130.175	Cashable	9.813
			Non cashable	18.000	Non cashable	1.300
Sub Regional	12.769	1.551	Cashable	15.958	Cashable	1.828
			Non cashable	3.097	Non cashable	-
Totals	21.602	2.930	Cashable	146.133	Cashable	11.641
			Non Cashable	21.097	Non Cashable	1.300

The allocations/spend above excludes EMCE/EMIP legacy programme, support team and SRP programme management costs and uncommitted SRP allocations

EM IEP - Regional Programmes 2008/10

The regional programme development has been set in the broad context of the New Performance Framework, sustainability, equalities, empowerment and economic development. The EM IEP Board has used the top 20 LAA indicators as a basis to develop a programme where members champion individual workstreams. The Member Champions have developed the regional programme with the support of steering groups of officers, councillors and stakeholders from across the region.

Summary of Regional Programmes

- **The Environmental Services Programme** is enabling LAs to deliver efficiencies across three work streams (Climate Change; Waste Management; Local Environmental Quality) enabling improvements through a carbon management programme to support LAs to deliver NI185 targets, reviewing current waste management practices to support achievement of

NI191/192/193 targets and improving performance of environmental quality across the region as measured by NI195/196.

- **Adult Social Care Programme** the extensive, EM IEP/Department of Health/NHS funded Adult Social Care Joint Improvement Partnership (JIP) Programme supports the effective implementation of the Government's Putting People First concordat. This should ensure that we radically reform adult care and support services to better meet the dynamic needs of both individuals and local communities.
- **Children & Young People's Programme** the Joint Regional Improvement and Efficiency Plan for Children & Young People's Services will ensure greater collaboration and focused activity that enables all partners to make better use of existing resources in the achievement of agreed common regional service improvement and efficiency objectives. Improvements to safeguarding of vulnerable children also feature in this programme.
- **Efficiency Programme** working collaboratively with stakeholders, the efficiency programme will provide a comparison of authorities' cost/performance, identify and communicate real practical efficiency opportunities, provide tailored challenge to local authorities to test the robust nature of their efficiency programmes and to facilitate the re-modelling and improvement of services. The Business Transformation programme has raised skill levels across the region, providing training for over 450 people in a wide variety of areas including business improvement techniques, lean and systems thinking, shared services, project management and facilitation skills. Coupled with events and video case studies, the programme continues to increase the region's capacity to undertake transformation projects, in turn helping authorities to improve services for customers and realise cashable savings.
- **Support for LAAs/ Capacity Building Programme** working with the Government Office, East Midlands Empowerment Partnership and the Cultural Improvement Partnership for the East Midlands, EM IEP is providing a targeted and information driven programme of free events, networks and use of Local Improvement Advisers. A research project has been commissioned to identify good practice and showcase these at appropriate events around the region. These are likely to include local demographics, environments, skills, housing markets, labour markets and the causes of worklessness. These programmes have secured greater engagement of members and officers to meeting all of the region's priority areas as measured by the 12 stretch targets.

The table below provides financial detail of the programme in themes as at 18th October 2009.

Programme	Grant Allocation £m	Spend £m	Anticipated Savings £m		Delivered Savings £m	
Environmental Services	0.777	0.068	Cashable	10.655	Cashable	-
Social Care Adults	3.763	0.649	Cashable	9.620	Cashable	1.255
Social Care Children	0.308	0.097	Cashable	10.000	Cashable	0.285
Efficiency and Fire & Rescue	1.963	0.344	Cashable	99.900	Cashable	8.273
			Non Cashable	18.000	Non Cashable	1.300
Capacity/LAAs Support	2.022	0.221				
Totals	8.833	1.379	Cashable	130.175	Cashable	9.813
			Non Cashable	18.000	Non Cashable	1.300

Improvements Delivered

- **Adult Social Care** 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 (JIP) priorities. The JIP programme consists of 32 projects. Notably, the Care Funding Calculator has delivered efficiencies through improved definition and negotiation of support needs and costs in expensive placements. Combined delivered efficiencies from these stand at just over

£1.25m and the Adult Social Care Efficiency Programme is set to achieve the shared regional target of £500k net by March 2010.

- **Procurement Clusters** 55% of the councils in the region are now procuring as part of a shared service procurement hub or cluster (although no longer directly funded continued capacity building support and guidance is provided by the EM IEP). As an example of a cluster, Procurement Lincolnshire has delivered £1.2m of cashable savings in 2008/09 and is on target to deliver savings of £2.6m in 2009/10.
- **The East Midlands Property Alliance (EMPA)** is promoting construction excellence through collaboration and framework agreements for the procurement of design and build large/medium schemes, minor works and property maintenance. EMPA has already delivered savings of £4.8m (CSR07) and predicted that over five years £30m net cashable and £1.3m non cashable savings will be delivered on a programme of £600m. . Client and contractor training and development of a skills academy, also feature in the EMPA programme.
- **The Midlands Highway Alliance (MHA)** -The medium schemes framework is saving £100k per scheme on procurement with savings of 6% on contract values also being achieved. An existing professional services partnership is also being extended to all MHA authorities and a third work strand surrounds consolidated commodity procurement. Skills training, with the framework contractors and supply chain organisations, is also part of the MHA programme. Additional DfT funding is supporting the harmonisation of design standards/processes between all MHA authorities and improved approaches to asset management/data management. The MHA has already delivered cashable savings of £3.2m (CSR07) and is predicting that over five years £14m net cashable savings and £18m non cashable savings will be delivered.
- **The DECATS (delivering efficiencies in corporate and transactional services) project** This organisational diagnostic has recently been piloted at Derby City Council, providing a detailed horizontal view of the authority that has helped to identify £54m of potential net savings over 5 years. The resulting projects will form the cornerstone of Derby's transformation strategy. EM IEP funding has been made available to allow other authorities to complete similar organisational diagnostics.
- **NVQ training** - Over 280 officers from local authorities across the region have completed training in Business Improvement Techniques, identifying £1m of potential savings with £280k already delivered through NVQ projects. Unusually, the training mimics a rapid improvement project, so that changes are implemented and services are improved during the training course. Furthermore, the training is fully funded by the LSC so there is no cost to participating authorities, and participants achieve a nationally recognised qualification, an NVQ level 2, equivalent to 5 GCSEs.
- **Efficiency and Systems Transformation programme 2008/9** The projects within this programme were ratified by the EM IEP Board in June 2009, therefore, these projects are in the early stages of delivery. Notable progress with a number of these projects are that three SRPs are developing telePresence/video conferencing within their regions and a number of LAs have committed to rolling out the DECATS organisational diagnostics within their authorities, which was successfully piloted in Derby City Council, as noted above. The roll out of the Care Funding Calculator across the EM is also moving forward with savings of £1.25m already delivered, as identified above.

Contact Details Director EM IEP chris.allison@notts CC.gov.uk

Derbyshire Sub Regional Partnership

The Derbyshire Transformational Partnership is made up of 13 partners. Each of the partners is represented on the Member led Partnership Transformational Management Board which is the governing body for the partnership. The Board is also responsible for the Derbyshire Sub Region Improvement and Efficiency Partnership and has developed a work programme aimed at contributing to the delivery of the aims in the East Midlands RIEP. The Board meets on a quarterly basis to review progress of the work programme and to consider changes and additions.

Derbyshire SRP Programme Supporting Regional and National Priorities

The table below identifies how the projects in the Derbyshire Programme are split across the three themes of Efficiency, Service Improvement and Capacity. Each of the projects have identified where they will help meet regional targets and progress of delivery is being monitored through the quarterly reporting cycle.

THEME ONE (Efficiency)	THEME TWO (Service Improvement)	THEME THREE (Capacity)
<ul style="list-style-type: none"> Shared Revenue & Benefits Joint Pest Control Joint Building Control Property Rationalisation Joint Waste Management Joint Transformation Programme Joint ICT Solution Remote & Home Working New Ways of Working Shared Service Support Video Conferencing Organisational Diagnostics 	<ul style="list-style-type: none"> Derbyshire WAN Dusk to Dawn Lights Yes Scheme! B Safe! Domestic Abuse Cohesive Derbyshire Tackling Financial Inclusion Sheffield City Housing Climate Change Adaptation Improving Equalities and Diversity Improved Housing Delivery Energy Monitor Scheme 	<ul style="list-style-type: none"> Capacity Building Community Forums Member Development National Graduate Development Programme Capacity Building

The table below provides financial detail of the programme in themes to 18th October 2009.

Theme	Grant Allocation £m	Spend £m	Anticipated Savings £m		Delivered Savings £m	
Service Improvement	1.642	0.104				
Capacity	0.163	0.040				
Efficiency	1.284	0.093	Cashable	3.192	Cashable	-
			Non Cashable	0.033	Non Cashable	-
Totals	3.089	0.237	Cashable	3.192	Cashable	-
			Non Cashable	0.033	Non Cashable	-

Programme management costs £100k

Improvements Delivered

- Derbyshire Wide Area Network** all data lines have been installed and each connection is being configured. The configuration will be complete by the end of November and the network will be operational from December 2009.
- Dusk to Dawn Lights** The Dusk to Dawn Lights project has distributed almost 2,500 packs with a lot of favourable feedback has been received from recipients. Phase two light bulb packs have been prepared and delivered to the distributors.

- **Yes Scheme!** a passing out parade for the 24 students on the first two courses took place in July. Two further schemes in Staveley and Chesterfield are currently being run with another 30 students participating; they will pass out at a parade in December. The next courses will begin in January 2010.
- **Joint ICT Service** good progress has been made on the establishment of the joint service between North East Derbyshire DC and Derbyshire Dales DC. The ICT infrastructure is being put in place, training for staff has been undertaken and the service will go live in the next quarter.
- **Capacity Building Community Forums** delivery of the training programme has commenced and positive feedback has been received from the participants.

Performance of Region against the 12 Regional Targets

Target	1	2	3	4	5	6	7	8	9	10	11	12
Progress RAG rating	G	G	G	A	R	R	G	A	A	A	A	R

Contact details Programme Manager mark.whelan@derbyshire.gov.uk

Leicestershire and Rutland Sub Region

The Leicestershire, Leicester and Rutland sub-regional programme is governed through the LLR IEP Sub-Regional Board, comprising of the Leaders from the 10 Local Authorities. The LLR Board, meets quarterly and agrees the sub-regional programme, including approval for all new projects and reviewing progress and delivery. Leicestershire Fire & Rescue are not formally part of the Board but are on the related efficiency group (Leicestershire Treasurers) who oversee this aspect of the programme and the Capital Programme for 2009/10.

Leicestershire SRP Programme Supporting Regional and National Priorities

The LLR sub-region is supporting a balanced programme of activity addressing the regional targets, efficiency savings, priority LAA outcomes and local improvement and capacity issues. A recent review has provided a sharper focus on efficiency projects including the Total Place pilot, and emphasis on the establishment of shared services across the sub-region. These include the establishment of a shared revenue and benefits service. Efficiency projects also include the establishment of shared legal services (with partners from outside the Region) with a number of the Leicestershire Districts developing shared Land Charging and Building Control functions. Cashable efficiencies will also be delivered through the establishment of the County wide single-persons discounts review of council tax allowances.

The programme is supporting joint LAA target delivery through projects that contribute directly to Regional Targets 4, 6 and 12. This includes a project to reduce CO2 emissions (the Big Switch Off campaign and street light dimming activity); a project to minimise alcohol related harm that involves training for front line staff and a campaign tackling proxy purchases across the sub-region; and a project to increase young peoples' involvement in positive activity and find their cultural talents. The programme will also support housing target delivery and improvement through a major investment.

Capacity building projects include a Leadership in Partnership Programme, which is a unique partnership collaboration with the University of Warwick focusing on whole systems approaches and total place. Equalities, programme management and partnership capacity improvements will also be delivered. The sub-regional IEP programme will also support the Total Place Pilot in Leicestershire. Councillor capacity will benefit through training needs analysis and varied

learning and development opportunities offered within a number of projects including equality and diversity awareness sessions and project and programme management.

THEME ONE Efficiency	THEME TWO Service Improvement	THEME THREE Capacity
<ul style="list-style-type: none"> Shared Revenue and Benefits Services Management Efficiency and Shared Services <ul style="list-style-type: none"> -Land Charges -Building Control -Legal Services Passenger Transport Shared Services Services Shared Service Support Video Conferencing Organisational Diagnostics 	<ul style="list-style-type: none"> Engagement with hard to reach individuals Combating Alcohol Related Issues (project revised) Attracting Young People to Positive Activity Reducing CO2 Emissions Strategic Housing and Growth Emergency Management No Cold Calling Zones Leicestershire/City Multi-Agency Traveller Unit 	<ul style="list-style-type: none"> Partnerships Capacity Building Member Development Member Project and Programme Mgt Equalities and Diversity Capacity building <ul style="list-style-type: none"> - Leadership in Partnership - CDRP Training

The table below provides financial detail of the programme in themes to 18th October 2009.

Theme	Grant Allocation £m	Spend £m	Anticipated Savings £m		Delivered Savings £m	
Service Improvement	1.199	0.144				
Capacity	0.744	0.040				
Efficiency	0.709	0.027	Cashable	-	Cashable	-
			Non cashable	-	Non cashable	-
Totals	2.652	0.211	Cashable	-	Cashable	-
			Non Cashable	-	Non Cashable	-

Programme management costs £50k + £535,891 uncommitted

Improvements Delivered

- Equality and Diversity officers working across and co-hosted by authorities within the sub-region
- Multi-agency Traveller Unit established and delivering more effective joint responses to issues
- Combined unit set up to build resilience to civil emergencies, particularly flooding, through providing training and equipment to local volunteers to enable a front-line quick response
- Big Switch Off - a week long campaign providing advice and information to encourage behaviour change to reduce energy usage, street light dimming technology implemented within the City reducing energy usage and cost
- Alcohol Project carrying out training, development and support to better respond to alcohol related issues with surveillance equipment purchased used in the campaign to tackle proxy purchasing

Performance of Region against the 12 Regional Targets

Target	1	2	3	4	5	6	7	8	9	10	11	12
Progress RAG rating	G	A	G	A	A	A	A	A	A	-	G	A

Contact details Programme Manager (Kristy Ball) KRBall@leics.gov.uk

Lincolnshire Sub Regional Partnership

Lincolnshire has developed their SRP from their previous arrangements for the Lincolnshire Shared Service Partnership. The joint Chief Executive/Leaders Board approved the revised governance structure in October 2008. North Kesteven District Council has been nominated as the accountable body for the SRP.

Lincolnshire SRP Programme Supporting Regional and National Priorities

Lincolnshire has embarked on a number of Systems Interventions with four districts due to undertake whole organisation demand analysis between September 2009 and January 2010. Also, two districts are working towards delivering a shared Back Office. A number of projects are designed to support partners in addressing issues identified under CAA particularly around Use of Resources. There are a number of key ICT projects with work towards a County wide ICT strategy being a major programme. The programme also has a capacity building aspect through a Public Sector Leadership Development Programme called the L Factor and a number of planned Shared Services including Public Protection (three authorities) Joint Planning unit.

THEME ONE (Efficiency)	THEME TWO (Service Improvement)	THEME THREE (Capacity)
<ul style="list-style-type: none"> Public Protection shared service Shared initiatives between clusters of authorities Central Lincolnshire Planning Authority Systems/lean interventions Services Shared Service Support Video Conferencing Organisational Diagnostics 	<ul style="list-style-type: none"> Developing ICT Strategy Service Improvement (addressing CAA red flags) Shared network infrastructure 	<ul style="list-style-type: none"> Leadership (L-Factor) Improving Use of Resources across Lincolnshire

The table below provides financial detail of the programme in themes to 18th October 2009.

Theme	Grant Allocation £m	Spend £m	Anticipated Savings £m		Delivered Savings £m	
Service Improvement	0.410	0.055				
Capacity	0.301	0.012				
Efficiency	1.505	0.427	Cashable	4.864	Cashable	-
Totals	2.216	0.494	Cashable	4.864	Cashable	-

Programme management costs £50k+ £923k uncommitted

Improvements Delivered

- By March 2010 Lincolnshire will have a single ICT strategy and will have begun to implement this.
- All 8 partner authorities will have aligned their IP addressing to enable maximum use of the WAN to be made.
- Lincolnshire will have addressed some key areas such as Strategic Housing and Use of Resources.
- Two of the districts will have begun merging their Back Office functions and three others will share a joint planning unit.
- All partners in the public sector will be united in a joint leadership development programme.

Performance of Region against the 12 Regional Targets

Target	1	2	3	4	5	6	7	8	9	10	11	12
Progress RAG rating	G	G	G	-	R	R	R	R	R	-	A	-

Contact details Programme Manager Mark_cozens@n-kesteven.gov.uk

Northamptonshire Sub Regional Partnership

The Northamptonshire Public Service Board (PSB) works on behalf of the Northamptonshire Partnership to provide delivery of the Sustainable Communities Strategy and the Local Area Agreement. It comprises all council leaders and leaders of key service delivery agencies.

The PSB took on the role of sub-regional partnership for the EM IEP and in 2009 created the Northamptonshire Improvement and Efficiency (NIEP) Board to be responsible for the programme of work for the sub-region, based upon the development and delivery of outcomes supporting the regional themes and priorities. Northamptonshire County Council is the accountable body.

The NIEP Board, chaired by the senior county EM IEP member representative, comprises all other EM IEP Board members and officers and Partnership Support Unit. It meets monthly to review, monitor and give direction to the projects making up the programme of work.

NIEP Programme Supporting Regional and National Priorities

The NIEP Board recently undertook a refocusing of the programme. The sub region will shortly be seeking approval for another possible six projects which will commit up to £0.723m extra capital funding. The table below shows the projects currently approved by NIEP to support the delivery of regional and national priorities.

THEME ONE (Efficiency)	THEME TWO (Service Improvement)	THEME THREE (Capacity)
<ul style="list-style-type: none"> Category mapping of expenditure Electronic enablement and sourcing Buying energy efficiently Strategic review of material assets Kettering carbon reward scheme Transforming public services Market testing env. services Revenue & Benefits shared service Single person discount review Advertising portal Transport collaboration* Shared Service Support Organisational Diagnostics 	<ul style="list-style-type: none"> Customer and Community Insight Knowledge Management Social Benefits in Procurement Webcasting 	<ul style="list-style-type: none"> Local Councils training and development Leadership Development Reputation Management Business Continuity Developing Internships Learning form exemplars* Community Engagement*

*Projects with spend but closed in refocused programme

The table below provides financial detail of the NIEP programme to 18th October 2009.

Theme	Grant Allocation £m	Spend £m	Anticipated Savings £m		Delivered Savings £m	
Service Improvement	0.447	0.110				
Capacity	0.653	0.044				
Efficiency	1.586	0.015	Cashable	2.196	Cashable	
			Non Cashable	0.170	Non Cashable	
Totals	2.686	0.169	Cashable	2.196	Cashable	
			Non Cashable	0.170	Non Cashable	

Programme management costs £250k + £86k unallocated

Improvements Delivered

Due to the refocusing of the programme many projects are in the initiation stage although the Kettering Carbon Reward scheme is well advanced and the Local Councils training and development is delivering real change, as illustrated by the following:

- **Kettering Carbon Reward scheme – smart meters pilot project** has passed the half-way mark in the pilot and the first point where the energy savings being delivered by the project can be seen. The initial results show that just over half of customers on the pilot have reduced their annual energy usage and 47% have achieved a saving of over 5%.
- **Local Councils training & development - First Tier Capacity Building.** The first tier of local government in Northamptonshire comprises 1,900 councillors and 175 clerks serving in 208 parish and town councils. This project demonstrates how a relatively small increase in inputs can result in a big increase in outputs by tipping resources over a critical, and previously limiting, threshold. The funding has already had an impact on improvement, for example eighty local councillors received planning training in the year to September 2009 against just eighteen the previous year. Feedback from training courses indicates the major impact of the project; comments such as “This training should be made compulsory for all new councillors”, “This has been a real eye opener” and “We now ask all new councillors to attend this workshop and will be increasing our commitment to training”. Northants CALC Principal Officer, Danny Moody said “The funding has allowed us to transform the training and development programme, not just tweak it here and there – communities are the real winners”.

Progress of sub region to support achievement of the 12 regional targets

Target	1	2	3	4	5	6	7	8	9	10	11	12
Progress RAG rating	-	A	-	A	A	A	A	G	G	A	A	-

Contact Details Programme Manager (Roger Elkin) RElkin@northamptonshire.gov.uk

Nottinghamshire Sub Regional Partnership

The Nottinghamshire Improving Efficiency Group (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. The group report to the Nottinghamshire Chief Executives group who will then make recommendations on behalf of the group to the Nottinghamshire Leaders Group before then feeding into the EM IEP governance arrangements

Support Regional Priorities

The Nottinghamshire Sub Regional programme includes two unfunded procurement initiatives and one joint project with Derbyshire, across the three themes. The sub region will shortly be seeking board approval for another seven projects which will commit £693,812 of capital funding. The table below shows the projects currently approved to support the delivery of regional and national priorities.

THEME ONE (Efficiency)	THEME TWO (Service Improvement)	THEME THREE (Capacity)
<ul style="list-style-type: none"> • Single Person Discount Review • Lean Systems Thinking Business Technique Training • Joint Procurement of Vehicle Parts (unfunded) • Joint Procurement of Security (unfunded) • Shared Service Support • Organisational Diagnostics 	<ul style="list-style-type: none"> • Sub Regional Choice Based Lettings Project • Nottinghamshire Community Safety Board Change Programme • Reducing Fuel Poverty – a collaborative approach • Reducing per capita carbon emissions a collaborative approach • Greening Campaign 	<ul style="list-style-type: none"> • Shared Intelligence Project and Customer Shared Service • Elections: Improving Voter Turnout • Developing a Common Approach to an Integrated First Point of Contact • Housing Benefits Appeals Support • Member Development, achieving Member Charter • Capacity building

The table below provides financial detail of the programme in themes to 18th October 2009.

Theme	Grant Allocation £m	Spend £m	Anticipated Savings £m		Delivered Savings £m	
Service Improvement	0.514	0.126	Cashable	0.009	Non Cashable	-
Capacity	0.973	0.117	Cashable	0.021	Cashable	0.028
Efficiency	0.639	0.197	Cashable	5.676	Cashable	1.800
			Non Cashable	2.894	Non Cashable	-
Totals	2.126	0.440	Cashable	5.706	Cashable	1.828
			Non Cashable	2.894	Non Cashable	-

Programme management costs £50k + £846k unallocated

Improvements Delivered

Many of the projects within the programme are only just beginning to mobilise but others are progressing very well. 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. The success of this project has been reported in the local press and is particularly topical following the publication of an Audit Commission report 'Protecting the Public Purse' in September. This report highlights that English Councils are losing up to £90m per year in fraudulently claimed single person discounts.
- £27,660 savings achieved from the joint procurement of Mosaic software for the County.
- A Central Analytical Unit has been established to provide a central source of performance data and statistics across all the Nottinghamshire Crime and Disorder Reduction Partnership's, 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. 2.4% of new voters were encouraged to vote because of the campaign.

- 7 communities signed up to the Greening campaign and committed to reducing their communities' carbon footprint.
- Successful mapping of the information and help available when a customer finds themselves unemployed, resulting in standardisation of the information provided to persons coming to Councils for advice at this difficult time. This will now be progressed as a regional capital pot project.
- Successful NI 14 benchmarking exercise undertaken, resulting in a standard format of comparing data. A works programme has been established to repeat the exercise every quarter to establish ways of preventing avoidable contact.

Progress of sub region to support achievement of the 12 regional targets

Target	1	2	3	4	5	6	7	8	9	10	11	12
Progress RAG rating	A	R	R	A	R	R	A	A	R	A	G	A

Contact details Programme Manager (David Mitchell) dmitchell@rushcliffe.gov.uk



Appendix Two

Annual Report 2009/10 Draft Timetable

Date	Action	Who
Mon 9 th Nov	EM IEP Officer Steering Group - review Summary Annual Report (any requested changes made) Recommendations to Board	HP
Fri 27 Nov	EM IEP Board to approve Summary Annual Report (any requested changes made)	EM IEP Board
By End Dec	Report updated with actual performance and approved by Chair of EM IEP Board and forward agreed	HP
8 th January	Summary report to National Programme team	HP
Mid Feb	All information for Annual report to be with HP for compilation for Steering Group review	All PMs
End Feb	Send Annual Report for draft design	SJ
31 st March	EM IEP Officer Steering Group – review Annual Report (any requested changes made). Recommendations to Board	HP
15 th April	EM IEP Board to approve Annual Report (any requested changes made)	HP
Mid May	EM IEP to send approved copy to designer	SJ
End May	EM IEP Board Chair to approve final designed report	CA/HP
End May	Commence printing	Printer
End May	EM IEP to receive printed copies	Printer
1 st June 2008	Reports to LGA/CLG	HP

Agenda item No: 10

EAST MIDLANDS IMPROVEMENT AND EFFICIENCY PARTNERSHIP BOARD MEETING: 27th NOVEMBER 2009

Report of the Director

Capital Pot allocations 2009/10

1. Purpose of the report
 - 1.1 To advise the Board of the EM IEP Efficiency and Transformation Fund capital allocation for 2009/10
 - 1.2 To advise the Board of the Sub Regional Partnerships' (SRPs) capital allocations
 - 1.3 To present the SRPs Efficiency and Transformation Capital Programmes and new revenue projects for approval by the Board
2. Background
 - 2.1 At its last meeting the Board were advised that the EM IEP would be receiving additional Efficiency and Transformation capital funding for 2009/10, which was estimated to be c£2.5m. However, the Director has been advised that the EM IEP allocation will be £3.363m.
 - 2.2 At its last meeting the Board approved that the full 2009/10 Efficiency and Transformation Capital Fund would be allocated to the SRPs with the addition of £179k unallocated regional capital balances for 2009/10. This will provide each of the 5 SRPs with an allocation of £673.4k each for Efficiency and Transformation Capital Projects. Given that CLG have increased the capital pot allocation by a further c£175k since the original announcement in September, it is proposed that this additional sum be used to support regional efficiency capital projects arising from the Efficiency Challenge programme
3. Steering Group Comments
 - 3.1 The Steering group noted that the capital pot allocation had been increased by a further c£175k since the approval by the Board to allocate £673.4k to each SRP and recommend that the Board approve the retention of the additional c£175k capital allocation to support regional efficiency challenge projects. Any unused capital allocation would be taken back to the Board for reallocation, if necessary.
 - 3.2 The Steering group noted that the SRPs were seeking approval for their Capital Programmes and additional revenue projects, outlined below, which would enable the projects to be commissioned as soon as these funds had been received by EM IEP.

4. SRPs' Efficiency and Transformation Capital Programmes and new revenue projects for 2008/11 revenue programmes

4.1 **Leicestershire, Leicester and Rutland (LLR) SRP Programme**

4.1.1 The LLR SRP have reviewed their existing programme against the priority criteria of efficiency savings, CAA priorities and regional RIEP target delivery, as well as to take account of progress on original business cases and the need to move some resources from revenue to capital. Through the review projects have identified a number of capital elements that will enable the programme to comply with the 20% capital amount that was needed within the profile for 2009/10. The review has also released some resources to meet other priority areas, which are included in the table below for approval (details can be found in Appendix one), leaving £188,891 uncommitted of the LLR SRP's current funding allocation (excluding the 2009/10 capital pot).

Theme	Project	Cost £
Efficiency	County Wide Single Persons Discount Council Tax Review	100,000
Service Improvement	Identifying the need for housing support services in Leicestershire, Rutland and Leicester City	30,000
Service Improvement	A County –Wide Single Access Point for 16 and 17 year olds	40,000
Service Improvement	Improving the Delivery of DFGs and Council House Adaptations	145,000
Service Improvement	Total Place Access to Service Work	27,000
Capacity	Leadership in Partnership	16,000
	Total	358,000

4.12 The LLR SRP has committed £577,500 of their 2009/10 capital pot allocation (£673,406) to the projects outlined in the table below. However, the LLR SRP seek the Board's approval to utilise the full £673,406 for these projects as clarity is currently being sought with the project leads of the Street Light Dimming and Automatic Meter Reading projects to ascertain if there is scope for increasing the delivery of the benefits of these projects, and therefore costs (details can be found in Appendix one).

Theme	Project	Cost £
Efficiency	Streetlight Dimming	345,000 (+ £?)
Efficiency	Automatic Meter Reading,	100,000 (+£?)
Efficiency	Development of Shared Services at new offices of Melton BC	20,000
Efficiency	Land Charges Shared Services ICT System	62,500
Efficiency	Energy Efficiency Project	50,000
	Total	577,500 (£673,406)

4.2 Nottinghamshire SRP Programme

4.2.1 The Nottinghamshire Improvement and Efficiency Group (NIEG) have reviewed their programme to: comply with the 20% capital allocation required within the profile for 2009/10; support new projects and to extend the funding for current projects as outlined in the table below (details can be found in Appendix one) leaving £322,595 uncommitted of the NIEG's current funding allocation (excluding the 2009/10 capital pot).

Theme	Projects	Cost £
Efficiency	Accident Reduction Data Software (20% capital element 09/10)	49,500
Efficiency	Fleet Management Software (20% capital element 09/10)	95,000
Efficiency	Single person discount review Nottingham City	166,175
Service Improvement	Customer Service Partnership	200,000
Service Improvement	Housing Support (to support existing project with Derbyshire SRP)	13,500
	Total	524,175

4.2.2 At their meeting on the 2 October 2009 the Nottinghamshire Improvement and Efficiency Group (NIEG) considered eleven submissions with a view to recommending a capital work programme for 2008/09 & 2009/10 (£723,406) and now seek approval from the EM IEP board for these new projects as outlined in the table below (details can be found in Appendix one) leaving £174,094 for investment into additional capital projects.

Theme	Projects	Cost £
Service Transformation/efficiency	Choice Based Lettings Scheme (capital pot 2008/09)	50,000
Efficiency	CCTV Central Networking	160,000
Efficiency	NI 195 Software	19,312
Efficiency	Implementing a modern website	120,000
Efficiency	Waste Management System	200,000
	Total	549,312

4.3 Derbyshire SRP

4.3.1 In September 2009 the Derbyshire Transformational Partnership was informed by EM IEP that it would receive £673,406 for Efficiency and Transformation Capital projects. In addition to the above a capital pot allocation (2008/09) of £50,000 for the development of shared services has also been received. This brings the amount available for allocation to capital projects in Derbyshire to £723,406.

A range of projects has been put forward by partners, which in turn has been put through a rigorous assessment process. These were presented to the

Derbyshire Transformational Partnership Management Board on 9th November and the following 9 projects were recommended for approval (details can be found in Appendix one). The balance of £11,363 will be used as a contingency towards the capital programme.

Theme	Projects	Cost £
Service Transformation/Efficiency	Enhancing Violence, Alcohol and Licence Management	146,253
Service Transformation/Efficiency	DECATS**	20,000
Service Transformation/Efficiency	CCTV in South Derbyshire	68,000
Service Transformation/Efficiency	Co-location of Services	100,000
Service Transformation/Efficiency	Enhanced Home-Options Out-reach Service	44,190
Service Transformation/Efficiency	CCTV in Amber Valley	102,000
Service Transformation/Efficiency	One Stop Shop Development	75,000
Service Transformation/Efficiency	Making the Most of World Heritage	104,600
Service Transformation/Efficiency	Combined Building Control Database	30,000
Service Transformation/Efficiency	The Domestic Abuse Database (additional funding for existing project)	10,000
Service Transformation/Efficiency	Energy Monitoring Loan Scheme (additional funding for existing project)	12,000
	Total	712,043

** The aim is to use this money along side the £80,000 expected from the centrally managed DECATS capital project to assist in the implementation stages at Derby City Council.

4.4 Northamptonshire SRP Programme

4.4.1 In September 2009 the Northamptonshire Improvement & Efficiency Partnership was informed by EM IEP that it would receive £673,406 for Efficiency and Transformation Capital projects. An additional capital pot allocation (2008/09) of £50,000 for the development of shared services has also been received, to provide a total amount available for capital projects allocation in Northamptonshire to £723,406.

4.4.2 The organisations comprising the Northamptonshire partnership were invited to submit applications for capital funded projects. Twenty two bids were received which were subjected to a thorough process of evaluation including contribution to CLG requirements, EMIEP priorities and regional targets. These were presented to the Northamptonshire Improvement and Efficiency Partnership (NIEP) Programme Board on 5th November when the following six projects were recommended for approval.

4.4.3 The table below total outlines the six approved projects (details can be found in Appendix one) the total allocation of £733,850 includes a contribution of £10,444 from the current revenue balance of the Northamptonshire SRP 2008/11 grant allocation.

Theme	Projects	Cost £
Efficiency	Multi Agency County Emergency Control Room	60,000
Efficiency	Improve interview facilities for Sexual Assault Referral Centre (SARC)	60,000
Efficiency	One stop shop upgrade at NBC of multiple-service customer access	260,000
Efficiency	To develop and deliver a web-based solution linking partner agencies to a single common county specific information resource	170,000
Efficiency	Implement a shared document imaging service across local authority partners	99,850
Service Transformation/Efficiency	Improve urban centre street scene cleaning in conjunction with the probation service.	84,000
	From SRP Revenue Grant Funding balance of unallocated funding	10,444
	Total Capital allocation	733,850

3.5 Lincolnshire SRP Programme

3.5.1 In September 2009 the Lincolnshire Improvement & Efficiency Partnership was informed by EM IEP that it would receive £673,406 for Efficiency and Transformation Capital projects. An additional capital pot allocation (2008/09) of £50,000 for the development of shared services has also been received, to provide a total amount available for capital projects allocation in Lincolnshire to £723,406.

3.5.2 The LIEP Board considered a series of projects under four themes: ICT, Carbon Reduction and Energy Efficiency, Shared Services and Community Access points.

3.5.3 The table below outlines the three approved projects (details can be found in Appendix one) leaving £50,406 for investment into additional capital projects.

Theme	Projects	Cost £
Efficiency	Provision of electric vehicles	223,000
Efficiency	Improving the WAN	150,000
Service Transformation/Efficiency	Warm Homes	300,000
	Total	673,000

5. Recommendations

- 5.5 That the Board note that EM IEP has been notified of the increased allocation of £3.363m capital funding for Efficiency and Transformation Projects
- 5.2 The Board approve that the additional £175k capital allocation is retained to support regional efficiency challenge projects and that any unused capital would be taken back to the Board for reallocation if necessary
- 5.3 The Board Approve the SRPs Efficiency and Transformation Capital Programmes and new revenue projects.

Chris Allison
Director
EM IEP

Leicestershire, Leicester & Rutland SRP

New and Extended Projects for EM IEP Board Consideration and Approval

Efficiency

- **County Wide Single Persons Discount Council Tax Review**

To continue with the Leicestershire County and districts review of single person discounts and implement changes. It is anticipated that there will be efficiencies returned from this project in excess of £1.2 million

Service Improvement

- **Identifying the need for housing support services in Leicestershire, Rutland and Leicester City**

Leicestershire, Rutland and Leicester City Supporting People Partnerships wish to apply for funding to commission a needs analysis across the three authorities. The authorities will jointly appoint a consultant to carry out a needs analysis. The aim of the needs analysis is to:

- Establish current provision and forecast the housing support needs of all vulnerable clients groups to identify potential demand for housing related support over the future years.
- Highlight areas of common needs across the three authorities to support future joint commissioning arrangements.

Recommendations from the needs analysis will be taken on board to commission services to meet and deliver the LAA targets including NI 141 and NI 142.

- **A County –Wide Single Access Point for 16 and 17 year olds**

To introduce a county wide Single Access Point service for all 16 and 17 year olds's with housing problems, ensuring this is accessible in every District within the County. This service is currently delivered in one of the Districts (Charnwood). This proposal is to undertake work that will inform and facilitate the implementation of the successful model in each District across the County.

- **Improving the Delivery of DFGs and Council House Adaptations**

District Councils and the County Council are committed to working together to improve the services provided for vulnerable people requiring physical adaptations to their homes. Six areas of improvement focus have been agreed following an analysis of baseline performance and best practice. Increased capacity is required to co-ordinate and direct the delivery of the improvement programme. Funding is being requested to support a project manager and project costs

- **Total Place Access to Service Work**

This work was originally profiled to EM IEP 606 but has been superseded by Total Place and highlighted as a concern through the CAA. This money will be a contribution towards the work being undertaken within the Total Place: Customer Services/Access to Service 'deep-dive'. The work is emerging with this funding approved to respond to the demands of the project on an as needed basis.

Capacity Building

- **Leadership in Partnership**

This request has been received to support the learners from Leicester City Council who are attending this unique programme offered through the University of Warwick. The programme is underway and receiving positive press publicity and links being made with the Total Place initiative and efficiency.

2009/10 Capital Pot Projects for Board Consideration and Approval

Efficiency

- **Streetlight Dimming**
This proposal would dim the most powerful 250w streetlights in the City and County between 2200 hours and dawn. The benefits are estimated to be a total reduction in CO₂ emissions with a cost benefit of £7,404 per annum and a reduction in energy costs of £124,800 per annum
- **Automatic Meter Reading**
To install Automatic Meter Reading technology that will inform investments in energy saving technology across the partnership. This will then aim to develop an understanding of the most effective way to engage staff in and deliver good energy practice across the sub-region.
- **Development of Shared Services at new offices of Melton BC**
The funding will support the enhancement of the partner activities of MBC and LCC in co-locating at the new council offices in Melton Mowbray.
- **Land Charges Shared Services ICT System**
To facilitate one complete system and software upgrade for the participating authorities to enable a Land Charges Shared Service to be established.
- **Energy Efficiency Project**
To support capital investment into Rutland's Carbon Reduction Programme, to include rationalisation of hot water system, installation of draft excluders, lighting upgrade and automated monitoring and reporting systems.

Nottinghamshire SRP

New and Extended Projects for EM IEP Board Consideration and Approval

Efficiency

- **Accident Reduction Data Software**
Highway Authorities have a responsibility to record and analyse road accident data and use it to identify measures to reduce casualties. The current software recording this data for the partners is out of date, at full capacity and will be unable to meet future reporting requirements. This project seeks to provide replacement software that will meet all the requirements of all of the partners with web based software. This will; enable all partners to access to all information, improve reporting, and deliver efficiency savings.
- **Fleet Management Software**
Joint procurement of a web based fleet management system. All partners will be able to view each others information enabling benchmarking and sharing of best practice. New system will enable parts in stock and workshop capacity to be shared. New software will offer greater functionality with estimated annual savings of £7,500 per partner.
- **Single Person Discount Review**
Extend the funding to an existing approved project, Single Person Discount Review by £166,175 to enable the project to be extended to Nottinghamshire City Council, who were not a partner in the initial project.

Service Improvement

- **Choice Based Letting Scheme**

Implementing an enhanced choice based lettings scheme in North Nottinghamshire. This funding will specifically be used to design and implement enhanced ICT that will provide a better service to the customer and be more efficient for the partners as well as enabling robust direct reporting for all relevant indicators. All Local Authorities must implement CBL by 2010, by working as a collaboration joint procurement and staffing efficiency savings can be released.

- **Customer Service Partnerships**

There is an appetite within the County for establishing customer service partnerships with various partners. Newark and Sherwood District Council hoped to join with third sector bodies, Rushcliffe Borough Council are in discussions with Nottinghamshire Police and others continue to explore options for Shared customer service. The NIEG feel that a ring fenced pot of money, pre-approved by EM IEP for the development of customer service partnership pilots would be advantageous.

- **Housing Support**

The NIEG are seeking approval for funding of £13,500 Housing Support. This is a project that is already approved and operating within the Derbyshire programme but which has a small impact on Bassetlaw District Council in Nottinghamshire. NIEG have therefore agreed to contribute the Nottinghamshire element of this project to the sum of £13,500 in support of our Derbyshire counterparts.

2009/10 Capital Pot Projects for Board Consideration and Approval

Efficiency

- **Central Networking**

A project to upgrade network cabling for the partners creating a generic platform to enable future shared services. The functionality of this upgrade, in this case, will be used to support an improved and more efficient CCTV service for the partners.

- **NI 195 (street & environmental cleanliness) Software**

Purchase of abase NI195 solution and PDA's to enable inspectors to use a standard handheld device to capture transect survey data during inspections. (NI 195 requires 900 inspections per year to measure cleanliness for litter, detritus, fly posting and graffiti).

- **Implement modern website**

Project to jointly procure an updated content management system for Gedling, Rushcliffe and Newark & Sherwood's websites. The new system will enable greater choice to how customers access services and convenience and increase on line business capability. Savings will be released from procurement efficiencies and through increased on line business which is cheaper than face to face or telephone business. Likely staffing efficiencies as a result but not quantifiable.

- **Waste Management System**

Partnership of Gedling and Ashfield to purchase a waste management package which will provide real time operational activity to both back office and customer services. The software will enable back office to see where vehicles are and redirect nearest crews to retrieve missed bins for example. In cab PDA's provide instant updates to back office so customer services have up to date information if a customer calls in (e.g. why a bin was

collected) and to report damaged bins for example. The system also enables a mass of performance data to be recorded.

Derbyshire SRP

2009/10 Capital Pot Projects for Board Consideration and Approval

Service Transformation/Efficiency

- **Enhancing Violence, Alcohol and Licence Management**

Strong partnership working in Derbyshire has led to the development of district based Violence, Alcohol and Licence (VAL) Management units. The duty of the VAL is to work in partnership to provide a licensing service which secures the safety of communities through ensuring premises are safe and have sustainable licensed trades. Licensing Officers in Amber Valley and Erewash have invested in a specially designed vehicle to assist them in dealing with licensing and disorder issues throughout the community. The van has resulted in efficiency savings, increased the number of licensing visits, provided a more visible presence in the community and has improved community safety. The project will extend this to the remaining boroughs in the county.

- **DECATS**

Derby City Council has just completed the 20 week DECATS diagnostic which has analysed the Council's organisational structure and processes across the traditional boundaries of service delivery. In doing so, it has provided a cross-cutting analysis of the Council's efficiency and effectiveness across the customer journey of initial customer contact, assess and decide and service delivery. It has also assessed the efficiency and effectiveness of both support processes in frontline operations and in strategic support services. Now that the diagnostic stage has been completed, the Council is moving into the detailed design and construct stages of the project. This Business Case seeks funding to support the Council particularly in relation to the ICT investment necessary to deliver the efficiencies outlined below. The aim is to use this money along side the £80,000 expected from the centrally managed DECATS capital project to assist in the implementation at Derby City Council.

- **CCTV in South Derbyshire**

The project will set up a Closed Circuit Television (CCTV) system in Swadlincote, South Derbyshire. The primary aim of the CCTV system is to provide a safe and secure environment for the benefit of those who visit, work or live in the area.

- **Co-location of Services**

The overall aim of the project is to improve outcomes for children by establishing a series of integrated multi-agency support teams. Staff will be co-located on selected school sites and provide easily accessible services not only to the secondary school, but its primary feeders and the local community. The team will work together effectively and create a culture of mutual understanding amongst co-located professionals where services are shaped by and responsive to children, young people and their families. To enable this, appropriate accommodation, requiring structural changes, needs to be provided; the capital grant will go towards this work.

- **Enhanced Home-Options Out-reach Service**

The Derbyshire Home-Options Partnership is a sub-regional partnership of local authorities, ALMOs and housing associations covering the Amber Valley, Derbyshire Dales, Erewash and High Peak areas. The Partnership has established a choice-based lettings scheme in four areas and has been appointed by the Government as a Trailblazer for enhanced housing options. A Home-Options website is the main vehicle

for providing the service, but the impact of deprivation and rural isolation means this is not a means of access that is suitable to everyone. This money will enable a new out-reach service to deliver enhanced housing options to people living within the Partnership area.

- **CCTV in Amber Valley**

The Amber Valley CCTV network was developed to provide a raised level of community safety in the mid 1990's as a key part of the Community Safety Strategy. Funds are now required to further upgrade/ develop the CCTV system and enhance the capabilities of the system to ensure a continued response to maintaining public safety, preventing and reducing crime, aiding police investigations and securing evidence.

- **One Stop Shop Development**

There are two key themes within the customer first project which includes the development of accessible services through the use of enabling technology, process and staff training for county and district services (this has been the subject of a previous EMIEP bid) and secondly the broader property and asset rationalisation and development of property in a partnership between a Borough Council and the County Council which incorporates the development of One Stop Shops. This bid centres around the latter and will provide funding to enable this development to become a reality.

- **Making the Most of World Heritage**

'Making The Most Of World Heritage' is a portmanteau capital project to increase the impact of the Derwent Valley Mills World Heritage Site and maximise the benefits for the East Midlands Region and for all the authorities involved, by raising the profile of the World Heritage Site as a coherent entity, thereby promoting it as a tourist destination and as a location for inward investment. The bid has three components:

- Signing And Branding - To take forward new branding images in new 'brown' tourist road signs at entrance points to the Derwent Valley Mills World Heritage Site, new road traffic directional signs in key locations on major approach roads and signs with the new 'brand image' at the four major visitor sites.
- Web Site Development - It is widely accepted that the effectiveness of web sites is directly related to the degree to which they are refreshed and updated.
- Promotional Film - In order to take advantage of the national Cultural Olympiad and the place which is to be given in it to World Heritage Sites, the East Midland's sole World Heritage Site needs to put in place what is needed to secure a place in a competitive programme. The production of a 3 minute promotional film will assist us to be in a position to do this.

- **Combined Building Control Database**

To provide a single instance of the IT system that underpins the delivery of a joint Building Control service for North East Derbyshire, Chesterfield and Bolsover. Building on existing joint working the proposal represents a much needed improvement in the use of ICT for the partnership and will provide long term benefits to both customers and each of the partners.

- **The Energy Monitoring Loan Scheme** (additional funding for project Ref. 773)

The Energy Monitoring Loan Scheme had proposed to purchase 600 monitors for libraries to loan to citizens. The Office of Gas and Electricity Markets (OFGEM) had indicated they would provide the monitors at the subsidised price of £5.00 each. However, they have now withdrawn this offer and the cost will be £25.00 each. This leaves a shortfall on the budget of £12,000 and the total cost of the project is now expected to be £41,550.

- **The Domestic Abuse Database** (additional funding for Ref. 763)
The Domestic Abuse Database project is developing a secure database to record details of domestic violence. The database will facilitate information sharing between key agencies in order that an improved response can be given to people who experience domestic violence. Estimates of the work involved in developing the database are £10,000 higher than in the original bid which would mean a budget of £38,000 is now required

Northamptonshire SRP

2009/10 Capital Pot Projects for Board Consideration and Approval

Efficiency

- **Multi Agency County Emergency Control Room**

At present there are 8 local facilities around the county that the Local Authorities have earmarked for a command centre role but none are fit for purpose for a multi agency prolonged event. This project will reduce the 8 to 2 and equip them with the appropriate level of equipment that supports all agencies that will become involved in working from them during a major incident.

- **Improve facilities for Sexual Assault Referral Centre (SARC)**

To enable the very vulnerable child and adult victims to have joined up services that will redress the current unsatisfactory situation, the project will improve and upgrade facilities through which Achieving Best Evidence Interviews are undertaken, both within the SARC and at satellite centres in Corby and Towcester & Nene Bungalow and the way in which those interviews are used evidentially.

Fit for purpose interview equipment will be installed, together with electronic storage and transcription facilities that will greatly reduce staff and officer time and expense. It will also enable improved control and security around the provision of interview recordings to other parties. This will enable engagement locally, regionally and nationally. High quality assured systems for video conferencing, display of colposcope films and other casework sharing between professionals will be installed enabling review, training and exchange of best practice between Areas.

- **One stop shop upgrade**

Currently Northamptonshire residents are faced with several access points for services from the different partners. This project will bring all providers in the same building thus reducing the need for NCC, Northamptonshire Police, CAB and other voluntary sector providers to have a face to face service operation elsewhere. Queuing system software will enable all partners to identify customers, measure satisfaction and thus improve service delivery as a result of the co-ordinated feedback.

- **Deliver web-based provision of single county specific information** (*a proposed enhancement to project NIEP 014 (ref 419)*).

To deliver a rationalised, integrated common evidence base that is accessible by all partners, and the public as appropriate, thus reducing duplication and developing ease of reference to data to inform decision-making and assembly of 'one story' for Northamptonshire.

The common resource will drive efficiencies in service delivery as intelligence-based decision making evolves and Northamptonshire's evidence-base grows. This project will pull together the individual and disparate datasets to one commonly accessible virtual resource, leading to improved joined-up service delivery.

- **Shared document imaging centre**

Borough Council of Wellingborough (BCW) have identified a need to implement a document imaging solution. Initial discussions on sharing services between BCW and Northampton Borough Council (NBC) have identified that the enhancement and sharing of NBC's existing system would mean immediate benefits for both councils both in terms of cost and performance for their customers. The project could also be used to enable further efficiencies through the introduction of a shared scanning and indexing unit, alongside the automation of a large amount of scanning and indexing through bar-coding software.

Service Transformation/Efficiency

- **Improve Urban Centre Street Scene partnership**

The NBC directorate of Environment & Culture are currently working closely with the Probation Service and are delivering a number of specific community projects and a schedule of ongoing works, whereby those on probation work with Neighbourhood Environmental Services staff and Environmental Wardens give back to communities.

The provision of adequate equipment has always been an issue, limiting work undertaken by the Probationers. The proposal is to purchase two Grimebusters - trailer mounted pressure washers, plus the bespoke equipment vehicle in which to transport the washers. The dedicated equipment will be initially focussed on Northampton but will also be shared across other local authority town centres.

Lincolnshire SRP

2009/10 Capital Pot Projects for Board Consideration and Approval

Efficiency

- **Electric Vehicles**

The provision of 8 electrically powered pool cars (one for each district council and 1 for Lincolnshire County Council), plus fast charge station for each district. These cars utilise electricity as their fuel source, so fossil fuel use is reduced; they are not zero carbon as UK grid electricity is still heavily reliant of fossil fuels. CO₂ reduction is significant with the cars producing about 30% against their petrol rivals. Fuel cost varies dependent on car chosen, but a small city car costs between 6-10% less per mile compared to the modern petrol car. The use of the cars reaffirms our message to the public that we have the interests of the environment at heart.

- **Improving the WAN**

There are three primary areas of focus in this proposal:

- A shared infrastructure to allow centralised deployment of applications to be used by two or more partner organisations
- A merged organisational and administrative structure that will complement the shared infrastructure
- A mechanism to allow mobile workers from one partner to work from a location belonging to another partner, based upon wireless networking technology

Due to both the technical and governance complications around this it is not possible to make the step from the current environment to the final, optimal configuration in a single leap. Rather a phased approach is required that will allow the partners to see some of the benefits without the need to go through a lengthy process first.

Service Transformation/Efficiency

- **Warm Homes** Details to follow

Agenda item No: 11

EAST MIDLANDS REGIONAL IMPROVEMENT AND EFFICIENCY PARTNERSHIP MEMBER BOARD MEETING 27th NOVEMBER 2009

Report of the Director

Analysis of East Midlands Local Authorities Member Development Activity

1. Purpose of the report
 - 1.1 To provide an analysis of Member Development activity currently being delivered across the 46 East Midlands Local Authorities

2. Background
 - 2.1 At its last meeting in September the Board requested that a survey on expenditure and member development activity should be undertaken. This survey should also include an assessment of the demand for the Members personal development review.
 - 2.2 LGEM were commissioned, by the Director of EM IEP, to undertake this survey as they are a significant provider of Member Development activity within the Region and would, therefore, be able to complete the research required (using current data and contact networks) to report back to this November Board meeting.
 - 2.3 The following analysis has been provided by LGEM.

3. Member Development Activities Research, November 2009
 - 3.1 In September 2009 Local Government East Midlands (LGEM) conducted research on local authority member development activities in the East Midlands. Using the LGEM Councillor Development network, local authorities were asked questions about their current member development programmes and their use of Personal Development Plans for councillors. The research also looked into member development budgets within authorities, to identify whether authorities have allocated budgets and if so how much is budgeted. The research also explored funding sources for member development, whether authorities access funding from regional or sub regional improvement and efficiency partnerships, the level of funding received and the detail of the activity the funding supports.
 - 3.2 Responses to the research have come from a cross section of local authorities in the East Midlands, with a 70% response rate. Responses have been received from across each county area and across county, unitary, and district authorities.

- 3.3 The local authorities were asked directly whether they have a current member development programmes, 93% of responders have a current programme or are in the process of developing a programme for publication within their authority.
- 3.4 The scale of member development programmes across the East Midlands varies greatly according to the responders received. Member development programmes can vary from ad hoc courses, mandatory training sessions, to training programmes developed from the results of members personal development plans.
- 3.5 The delivery mechanisms for training is varied and most authorities provide a range of delivery styles from briefings, in house training workshops, external training sessions, external conferences, e-learning, mentoring, to access to externally provided accredited training. Many of the training sessions provided respond to needs around committee responsibilities, such as planning, licensing and scrutiny.
- 3.6 Local authorities across the East Midlands provide a wide range of training across a variety of different subjects. There is some commonality from the responses, the below list details the top 15 themes for local authorities in 2009/10.
1. IT
 2. Planning
 3. Scrutiny
 4. Chairing skills
 5. Emergency planning
 6. Licensing
 7. Mentoring
 8. Code of conduct
 9. Equality and Diversity
 10. Finance
 11. Leadership academy
 12. Speed reading
 13. Audit and corporate governance
 14. Negotiation Skills
 15. Presentations and Public Speaking Skills
- 3.7 A number of authorities have outlined their use of mentoring to support members, however only one authority explicitly identifies formal training processes for the training of members in mentoring.
- 3.8 For a number of authorities induction training for new members has been the priority area of 2009/10, following the elections in June.
- 3.9 For a number of authorities accredited training programmes are an area of interest. Of those who responded, 5 authorities identified interest in formally accredited member development programmes, the majority of which cited the IDeAs Leadership Academy. A number of these authorities have members

currently undertaking the course, which has mainly been funded through regional monies.

- 3.10 All have access to Modern Councillor, developed by Learning Pool, which helps local authority councillors develop their skills through e-learning. However, only four authorities identified that their councillors have access to the online resource, provided through regional monies.
- 3.11 Local authority member development budgets vary across the responses received, from no specific budget (where member development is part of wider training budgets) to £49,000 allocated for member development and attendance at external events. Responses varied on how member development is funded, with 37% of responding authorities not using regional or sub regional funding sources to support member development. 59% of authorities that responded identified that funding for member development came from the local authority budget, as well as regional/sub regional funding.
- 3.12 Appendix one details the responses on member development funding, indicating whether internal budgets are held for member development. The appendix also details regional / sub regional funding awarded to local authorities, the amount of funding and the activity supported by the funding. The appendix details a number of authorities working together using regional monies to funding member development activities, particularly the Leicestershire sub region and the Nottinghamshire sub region.
- 3.13 Appendix one outlines a number of authorities that have not accessed regional or sub regional funding to support member development.
- 3.14 65% of responders are currently undertaking Councillor Personal Development Plans, with a take up rate of between 49% - 96% of Councillors across those authorities. Four of the responders indicated that they are not currently doing Councillor Personal Development Plans, with five authorities developing processes to undertake these in the near future.
- 3.15 A number of authorities detail sub regional or partnership working as a delivery method for their member development. A number of authorities have developed close working relations in the delivery of their member development, partnerships that were detailed include;
1. Leicestershire and Rutland Improvement Partnership
 2. Chesterfield, Bolsover, North East Derbyshire (North Derbyshire Improvement partnership)
 3. Nottinghamshire districts and Nottingham City
 4. Lincolnshire Improvement and Efficiency Partnership
- 3.16 A number of authorities identified that they are interested in working towards obtaining the Member Development Charter in the future, and that they are developing plans to support the achievement of the assessment.

4. Conclusions

- a. The regional research has identified that there is inconsistency in local authorities accessing regional and sub regional monies. Some authorities have not as yet accessed Improvement and Efficiency monies.
- b. The research identifies that there are a range subjects that are common to a number of authorities. In some sub regions local authorities have worked together to deliver training where common needs are identified. However this partnership working is not consistent across all sub regions. Where sub regional partnership working occurs it is clear that efficiencies are made.
- c. The regional research identifies that just over half of the respondent conduct Personal Development Plans for Councillors of which 36% receive sub regional funding to do so. Where Personal Development Plans are conducted authorities use the information to formulate development programmes.
- d. A number of authorities use mentoring to support their councillors, it is not clear however whether formal training has been undertaken by those mentoring to inform their practice.
- e. There is interest across the region in authorities achieving the regional Councillor Development Charter and requiring support to do so.

5. Recommendations

- 5.1 The Board are asked to note the content of the report

Author: Lisa Butterfill LGEM

Chris Allison
Director
EM IEP

Analysis of East Midlands Local Authorities Member Development Activity

Number of authorities to respond to research conducted by Local Government East Midlands (LGEM)

32 authorities out of 46 authorities in the East Midlands, 70% of authorities responders

Break down of responders by types of authorities

Districts - 26

Counties - 3

Unitaries - 3

Break down of responders by sub regional

Nottinghamshire - 5

Derbyshire - 8

Leicestershire - 9

Northamptonshire - 4

Lincolnshire - 6

Responses received for local authorities

Do authorities have member development plans?

Yes – 25

Currently developing member development plans - 5

No – 2

What are the main member development themes? (Rank order by level of interest)

- | | |
|-----------------------|--|
| 1. IT | 9. Equality and Diversity |
| 2. Planning | 10. Finance |
| 3. Scrutiny | 11. Leadership academy |
| 4. Chairing skills | 12. Speed reading |
| 5. Emergency planning | 13. Audit and corporate governance |
| 6. Licensing | 14. Negotiation Skills |
| 7. Mentoring | 15. Presentations and Public Speaking Skills |
| 8. Code of conduct | |

Do they have priority audiences for the member development?

Induction for new Councillors was cited by several authorities (those with elections in 2009)

Do authorities have accredited member development programmes?

5 authorities explicitly mention accredited training programmes, those who expressed interest in this detailed that they have received RIEP funding to assist

- IDeA Leadership Academy

- University of Huddersfield (interest in this has been low and Huddersfield university have been unable to identify enough to generate a cohort). The authority in the East Midlands that is interested is keen to pursue alternative options
- London South Bank University

Do authorities have access to Modern Councillor?

All 46 local authorities have access to Modern Councillor, although only 4 authorities mention access to it, these have received RIEP funding for this.

How is member development funded?

Mix of local authority and Regional Improvement and Efficiency Partnership – 19

Local authority - 12

Regional Improvement and Efficiency Partnership - 1

How many authorities do Personal Development Plans?

Yes - 21

Working on - 5

No – 4 (one authority express interest in conducting PDPs, but resource issues do not currently permit)

How is training delivered?

Training is delivered by a variety of different mechanisms, including briefings, in house training, external training sessions, attendance at external conferences, e-learning, mentoring, workshops. Many training sessions are around committee responsibilities, such as planning.

How many authorities work in partnership with other authorities to deliver their training?

- Leicestershire and Rutland Improvement Partnership
- Chesterfield, Bolsover, North East Derbyshire
- Nottinghamshire districts and Nottingham
- Lincolnshire Improvement and Efficiency

Member Development budgets

Questions were directly asked of authorities internal budgets for member development, and whether authorities had been award regional funding.

Local Authority name	Internal Budget for member development	Sub regional / regional monies awarded for member development
Amber Valley Borough Council	No specific budget for member development. General training budget.	
Ashfield District Council	£25,000	
Bassetlaw District Council	£10,000	Bassetlaw are part of a county wide project, which is a £150,000 project from RIEP - covering all the Districts in Nottinghamshire and also Nottingham City.
Blaby District Council		Leicestershire, Leicester and Rutland Member Development Network – LLRMDN (see Hinckley and Bosworth BC response)
Broxtowe BC	No separate budget for member development - events/training comes out of our corporate training pot.	Part of the Nottinghamshire wide bid for member development. (See Bassetlaw response)
Charnwood Borough Council	£10,200	Leicestershire, Leicester and Rutland Member Development Network – LLRMDN (see Hinckley and Bosworth BC response) Claiming RIEP funds currently for Member Training Needs Analysis – £5,000 in 2009-10.
Derby City Council	£23,000 includes seminar and conference attendance	Not accessed external funds.
East Lindsey District Council	£21K for external course, conference, seminars £15K for all other member development activities	Not accessed external funds.
Harborough District Council		Leicestershire, Leicester and Rutland Member Development Network - LLRMDN. (see Hinckley and Bosworth BC response)
High Peak Borough Council	£7,000	High Peak have not accessed sub regional funding
Hinckley and Bosworth Borough Council	£5,000	Leicestershire, Leicester and Rutland Member Development Network - LLRMDN Sub-regional Member Development project is £87,250 . Of that, £27,250 is for Development Needs Assessments

Local Authority name	Internal Budget for member development	Sub regional / regional monies awarded for member development
		<p>£60,000 is for a training programme Each authority can access a maximum of £2,000 for our own Development Needs Assessments</p>
Leicester City Council		<p>Leicestershire, Leicester and Rutland Member Development Network – LLRMDN (see Hinckley and Bosworth BC response)</p>
Lincoln City Council	£5,290	
Melton Borough Council	£6,000	<p>Leicestershire, Leicester and Rutland Member Development Network – LLRMDN (see Hinckley and Bosworth BC response)</p>
Newark and Sherwood District Council		<p>Part of the Nottinghamshire wide bid for member development. (See Bassetlaw response)</p>
North Kesteven District Council	£10,000	<p>LIEP gave North Kesteven DC £9,500 for Personal Development Plans</p>
North West Leicestershire District Council	£11,500	<p>Leicestershire, Leicester and Rutland Member Development Network – LLRMDN (see Hinckley and Bosworth BC response)</p>
Northampton Borough Council	£20,000	
Nottingham City Council	<p>NCC have a dedicated budget which is in the region of £49,000 (£19,000 of this is dedicated to O&S training)</p>	<p>No sub regional funding has been accessed previously. Part of the Nottinghamshire wide bid for member development going forward. (See Bassetlaw response)</p>
Oadby and Wigston Borough Council	£3,000	<p>Leicestershire, Leicester and Rutland Member Development Network – LLRMDN (see Hinckley and Bosworth BC response)</p>
Rutland County Council	£10,000	<p>Leicestershire, Leicester and Rutland Member Development Network – LLRMDN (see Hinckley and Bosworth BC response)</p>
South Northamptonshire District Council	£6,960	<p>South Northamptonshire DC haven't accessed any sub regional funding.</p>

Agenda item No: 12

EAST MIDLANDS IMPROVEMENT AND EFFICIENCY PARTNERSHIP OFFICER STEERING GROUP MEETING: 9 NOVEMBER 2009

Report of the Director

Developing a new accountability framework for local government - Consultation document

1. Purpose of the report

- 1.1 To present the LGA draft document towards the concept of developing a new accountability framework for local government and seeking a regional response from EM IEP.

2. Background

- 2.1 Each of the main political parties has started to indicate its position on local government in the build up to the next General Election.
- 2.2 The LGA consulted with all local authorities and the RIEPs during the summer on the concept of a sector led approach to local authority service improvement in a document under the title "Setting The Pace". The outcome of the exercise demonstrated there was an appetite from the sector to reduce the amount of inspection and top down centrally driven targets, in exchange for the sector guaranteeing a process of continuous improvement which supports better local outcomes for communities.
- 2.3 Appendix 1 sets out the basis of the LGA proposal, which is about serving local people rather than serving the machinery of Government. The key elements are:
 - Setting local priorities with accountability to local people.
 - Rebalancing the focus of performance monitoring with a resultant reduction in the amount of inspection
 - The sector's direction of support to deliver ambitious efficiency savings and drive its own improvement.
- 2.4 The document sets out a series of issues which local authorities are asked to consider and respond directly to the LGA. Similarly a collective view of the RIEPs is sought. The issues are set in Appendix 1.

3. Steering Group Comments

- 3.1 The Steering Group noted that the power of general competence was not mentioned in the LGA paper, provided as an appendix to this report. However, Nick Hodgson will provide Chris Allison with the CESNET paper on the accountability framework to support the development of a regional response to be framed by the deadline of 30th November 2009.

4.1 Recommendations

- 4.1 The report be noted and a regional response to the LGA be framed by the deadline of 30th November 2009

Chris Allison
Director EM IEP

Freedom to Lead: Developing a New Accountability Framework

A Call for Evidence

The complexity of the challenges facing our communities, along with pressures on public spending require radically new and responsive ways of working across the public sector. Locally elected councillors, as leaders of their communities, are committed to achieving this – but we need a new framework of accountability that liberates local public sector partners to work together more effectively whilst at the same time ensures they are driven by and responsive to, the needs of their communities.

The Local Government Association (LGA) Group is leading a debate about the shape of that new accountability framework. This consultation brief launches the debate, sets out some of the key issues we will be considering and invites you, your authority and your local strategic partnership to contribute. Alongside this “call for evidence” we will initiate an extensive programme of consultation and discussion with the sector and our partners leading to final proposals in Spring 2010.

“We have a real opportunity over the next few months to streamline the current system of targets, performance monitoring and inspection, to secure real freedoms that will help councils and our local partners respond more effectively to the challenges we face locally. The proposals we develop need to be informed by your knowledge, experience and ideas – they will be the stronger for it”

CIr David Parsons, CBE Chairman, LGA Improvement Board



The current economic recession changes everything. From sustained growth in public spending over the last decade most commentators are now predicting a lengthy period of spending constraint and real term cuts.

Nowhere will the impact of this be felt more sharply than at the local level – the point of delivery. Councils are already responding, driving forward year on year service improvements and efficiency savings. Between 2005 and 2009 councils made £5.5bn efficiency savings – way beyond government targets.

But this is not enough. The complexity of the social and environmental challenges we face along with the severity of the economic situation demand radical new solutions across the public sector at local level.

Public services need to be redesigned and reshaped around citizens and consumers. Efficiency gains need to be driven out by greater joined up working at local level eradicating duplication and waste and focusing the totality of public sector resources towards local priorities. Innovation and creativity must be released by putting users and frontline staff at the heart of service design and delivery.

Locally elected politicians are committed to achieving this, but the necessary revolution in local public service delivery can only be brought about if the constraints imposed on councils and their local public sector partners by the current framework of funding streams, targetary, performance monitoring and inspection are radically reformed.

Local public service providers need to be liberated from unnecessary controls so that they can develop tailored responses appropriate to the challenges of their communities in a coordinated, efficient and cost effective way.

Moreover, the National Audit Office refer to the cost of monitoring and inspecting local government as being in the region of £2bn. There are similar burdens on other sectors too. So it is neither desirable/or affordable to maintain regulation and inspection at its current scale and cost.

The Total Place pilots are already exploring how councils and their local public sector partners can work more effectively at local level and it will be important to learn the lessons from them. Policy thinking continues to develop in parallel in areas outside the pilots.

The main political parties have already understood the need for change. A range of options is already being considered including rationalising and streamlining the existing performance framework, radically reducing the national indicator set and cutting back on inspection and abolishing CAA.

Local Government therefore needs to develop its own proposals - proposals that work for us, for our partners and for our communities. The significant improvements and efficiency gains we have achieved in recent years provide us with a firm basis to do that.

Earlier this year we consulted you on proposals to develop a framework for sector-led help under the title "Setting the Pace". We are also inviting separately detailed views on councils' experience of CAA. But we now need to move beyond focussing on individual components to develop a proposition on a new accountability framework as a whole.

We need a new framework that supports local outcomes, one that is about serving local people rather than serving the machinery of Government. We think this involves:

- Arrangements that reinforce localities' ability to set local priorities, with an emphasis on accountability to local people, rather than performance reporting to government;
- Rebalancing the focus of performance monitoring and reporting with a greater emphasis on locality self evaluation and peer challenge along with a resulting reduction in the burden of performance monitoring and inspection by government and the

inspectories - freeing councils and their partners to focus on local priorities and enhance local accountabilities;

- Local government's direction of its own support to deliver ambitious efficiency savings and drive its own improvement and a real and practical commitment from Government and the inspectorates to the framework for supporting councils in difficulty. As we pursue the arguments for further devolution of improvement funding to localities we must also explore how best to coordinate and deliver improvement support to local partnerships.

Each of these issues is discussed in more detail below – with specific issues and questions on which we are seeking your views.

At the same time we will also take into account the implications from the CAA area and organisational assessment results, to be reported in December and lessons emerging from the Total Place pilots.

Local Delivery, Accountability and Governance:

Our aim is to ensure successor arrangements to Local Area Agreements (LAAs) that support the achievement of local priorities by strengthening local leadership and delivery through partnership. We need LAAs that are truly local, with an 'outward' focus, engaging local politicians, partners and citizens in a debate about local priorities and how they should be delivered rather than an 'upwards' focus to government.

Issues for consideration:

- Should there be a national indicator set? If so should we press for a smaller set of national indicators that reflect issues of indisputable national concern?
- How can we achieve greater flexibility in the LAA negotiation process to allow more local priorities? Is the bureaucracy associated with the current process sustainable going forward? Can we replace central oversight with greater peer involvement?
- How can we best facilitate the engagement of other local partners in such a way that partnerships are able to align plans and budgets accordingly? Are new powers or incentives required? Are new governance models the answer?
- Would an end to all ring-fenced funding allow greater flexibility to align resources to outcomes and therefore a more efficient use of resources locally?
- What are the implications of a smaller set of indicators and the advent of CAA for the Government Office role in monitoring PSA and LAA delivery? What sort of future, if any, should GOs have?
- Should we develop a way of collecting our own evidence on outcomes and expenditure? Where should this function reside – at local, regional or national level?

Reducing the Burden of Regulation and Inspection:

Our aim is to rebalance the focus of performance monitoring and reporting with greater weight given to local self-evaluation and the sector itself having more of a role in providing assurance, challenge and sharing good practice – thereby reducing the burden of regulation and inspection and freeing localities to focus on local priorities and enhancing local accountability.

Issues for consideration:

- has CAA been helpful in driving improved outcomes across partnerships and if not how should it be changed in the short-term?
- Whether CAA has a longer term future and if not what arrangements we would like to see in its place. What sort of inspection would be acceptable and in what circumstances?
- Whether the current configuration of inspectorates makes sense going forward. Would further streamlining towards a single inspectorate for place be more logical and cost-effective?
- How can we best work with partners who have common concerns?
- Should we commit to a systematic role in providing assurance, critical challenge and sharing the learning which could be less burdensome, cheaper and provide a means of scaling back the burden of inspection?
- Is there a place for national minimum standards as a way of guaranteeing performance in key areas and if so should the sector itself play a role in establishing and monitoring standards?
- How should we best communicate partnership performance to local people? What sort of support do localities need to do this effectively?
- How can we secure greater progress in reducing the burden of data returns to central government?

Supporting Sector-led Improvement

Our aim is to secure a commitment from departments and the inspectorates to the local government improvement framework (Setting the Pace) and further devolution of resources to localities to support improvement and efficiency.

Issues to be considered will include:

- How best to provide support to local partnerships, including the longer-term role of the sector's improvement architecture, including the Regional Improvement and Efficiency partnerships (RIEPs);

- How to help councils and partners meet the significant efficiency challenges they are facing? What are the barriers to further progress on procurement and shared services and what can we do to help? How can we drive efficiency savings across the public sector at local level?
- The case for a reduction in the number of improvement bodies across all sectors and the scope for further devolution.

How to respond:

We are keen to receive views on the issues raised in this consultation brief from council leaders, opposition group leaders and other senior local politicians, from chief executives and senior colleagues, from councils as a whole, from Regional Improvement and Efficiency Partnerships (RIEPs) and from Local Strategic Partnerships (LSP) and constituent partners.

Please use this consultation brief to promote a debate in your area, in the way that is most appropriate locally.

Please send your views to the LGA Group by 30 November at jointhedebate@lga.gov.uk

In the meantime if you have any questions about this work or wish to discuss any aspect of it then in the first instance please contact: Nick Easton

(nick.easton@lga.gov.uk tel 020 7664 3278), or Adam Benjamin

(adam.benjamin@idea.gov.uk tel 020 7296 6853)

Agenda item No: 13

EAST MIDLANDS IMPROVEMENT AND EFFICIENCY PARTNERSHIP BOARD MEETING: 27th NOVEMBER 2009

Report of the Director

Shaping the Market For Looked After Children

1. Purpose of the report
 - 1.1. To update the Board on the progress being made via this EM IEP-funded regional project.
2. Background to the Project
 - 2.1. During 2006, the region undertook a supplier spend analysis which identified that, of the region's £3bn spend with external suppliers, social care (both adults and children's services) represented some £370m (14%). It was recognised in the East Midlands region that there would be real benefit in local authorities collaborating regionally in order to better manage the market and deliver improvements and efficiencies.
 - 2.2. This led to officers across the region developing a bid to the EM IEP and the project called 'Shaping the Market for Looked After Children'. The overall aim of the project is to work on a cross regional basis to better manage and shape the market for 'looked after children' in relation to residential, foster care placements and Special Educational Needs residential provision provided by private providers across the East Midlands.
 - 2.3. This report has been shared with the regional Elected Member Champion for Children & Young People – Councillor Roger Begy.
3. Project Arrangements
 - 3.1. Leicester City Council is hosting this project on behalf of the region and a Project Board has been running since October 2008 with representation from key senior officers from across the region.
 - 3.2. This regional project has only been made possible by drawing money down from the EM IEP. Shaping the Market for Looked After Children is an 'invest to save' project which essentially means that arrangements will have to be made for each of the nine authorities involved in the project to pay back the money drawn down from the EM IEP. All Directors' of Children's Services in the region have agreed this approach.
 - 3.3. Following competitive interviews, a project manager was appointed and started on the 15th April 2009. This is a two-year secondment from one of the participating authorities (Leicestershire County Council).

3.4. Initial activity was aimed at establishing the appropriate governance and support structure for the project. To ensure that the project plan is owned and co-ordinated within each authority at the appropriate level and that the project manager has the required level of support and resources in developing and implementing the project plan. This has resulted in the establishment of an Implementation Group chaired by the project manager and attended by senior managers from each local authority.

3.5. This early phase involved identifying the key aims and objectives for the project, scoping the issues on a national, regional and local level. A review of current literature and field visits to other national initiatives has taken place. While this is ongoing it has been used to help build a picture of the national position relating to commissioning of placements for children and to develop an understanding of the key issues relating to the project.

4. Activity to date

4.1. A working group developed to look at "quick win" options with the aim to realise efficiency savings in 09/10 budget by negotiating on annual fee increases. While some negotiations remain on-going, the activity to date has reduced the average fee increase request from providers from 1.9 to 1.4 with a full year saving across the region of £284,791.

4.2. A spend and activity profile for each authority has being drawn up along side placement trend giving basic "needs" analysis for each authority. This was obtained through the CIPFA benchmarking activity and supporting data collection templates.

4.3. Direct dialogue with key local providers to identify their "strategic intent" and their appetite, ability and willingness to respond to identified needs of the region. Direct meetings with key providers including workshop session at Provider Forums and inclusion of provider associations on the project implementation group.

4.4. A "snapshot" mapping of the market in the East Midlands identifying the key providers in the region, their market position share in terms of spend and activity. This has provided a broad strokes view of the current market. The strengths and weaknesses of this are being debated through the implementation group and a "business case for change" is being explored.

4.5. Work has begun on developing more detailed Company profiles using business reports and accounts. This mapping of the supply market in this way gives us useful intelligence in terms of market capacity, market share, profitability, quality (OFSTED Rating) and identifies areas of over and under supply.

5. Current Work Streams

5.1. The implementation group is using the above information and learning from other regional initiatives to identify an appropriate model for the East Midlands

authorities. A working strategy is being developed based on developing strategic partnerships with providers and the introduction of a regional approved provider framework that seeks to consolidate what is currently a fragmented market, enabling cost volume efficiencies to be passed on to LAs.

- 5.2. Using Mietool, anticipated savings over 5 years have been estimated at £10 million against projected project costs of £268k over 3 years.

The following work streams are:

5.3. *Annual Fee setting Process*

The Implementation group is seeking to consolidate and improve on the collective fee uplift negotiation process of 09/10 with a target of securing 0% fee increases for the next two years across the region. A collective negotiation approach has been proposed and is being considered by the Project. If successful on current activity the targeted reduction in fee uplifts would equate to a saving of approximately £1.5m.

5.4. *Regional Provider Framework*

The project has identified that there are a high number of providers working with authorities in the region, largely on a spot purchase basis. A working strategy is proposed, based on the introduction of a regional approved provider framework that seeks to consolidate a currently fragmented market; enabling cost volume efficiencies to be passed on to LAs. Indications from providers are that prices could be reduced by 4-6% through such a process which on current activity equates to £2.75m per year. (The 5 Eastern Region authorities that introduced such an approach report savings of up to 16%) Within this arrangement, authorities would still be able to secure further retro-rebates for high volumes with individual providers.

5.5. *Strategic Partnerships*

To ensure that sustainable efficiencies and service improvements are secured in the long term there is a need for an improved strategic fit between Local authority needs and private provision. One approach to this being achieved is through the development of strategic partnerships within the provider framework in which individual or groups of providers seek to combine mutual capabilities, infrastructure and experience for the purpose of improved outcomes and efficiencies.

5.6. *High Cost Placement Project*

The model also proposes the joint commissioning of low volume high cost placements; securing both savings and service improvements through locally provided services. A similar high cost placement project in the SE indicates that as much as 10-16% can be achieved on individual placements which, based on 20 beds, equates to a saving of £750,000 per year.

5.7. *Care Fund Calculator/Pricing Structure*

The project is exploring the development of a pricing framework aimed at creating transparency in pricing structures and harmonising placement costs across the region. It is proposed that by working with the South East Region to

adapt the Adult Services Care Funding Calculator (a project funded by the RIEPs) for use in Children's Services, savings of between 5-16% can be achieved on individual placements.

5.8. *Regional /Sub Regional Commissioning units*

A number of authorities have identified commissioning capacity in terms of expertise and resources in their commissioning and the difficulties in developing a "regional view" of the market. The project is seeking to explore and develop an understanding of the current "strategic position" and "intent" of each authority in relation to children's placements and their "commissioning capacity" with a view to exploring the rationale and opportunities presented by regional or sub regional commissioning units.

6. Next Steps

6.1. The Implementation group has been gathering together the evidence to support the elements above and weld them into a working model that can be "reality tested" over the coming months through a series of workshops and established provider forums. They have debated the options and have identified the development of the following as the key priorities:

- Regional approved provider framework,
- Care funding calculator
- Collaborative Annual fee Setting

6.2. *Regional approved provider framework*

Smaller working groups have been identified and will meet in November to carry out more detailed work on these three work streams. These groups will draw in relevant staff to scope and draw up an action plan and cost benefit analysis for each work stream. This will be brought back to the main group and be merged into a overall project plan.

6.3. ESPO have now been approached to provide expertise in tendering/procurement processes and will help the group map out the activities required to deliver the above elements and establish associated timescales. They are currently preparing a report (due mid November) and will attend future Implementation Group meetings.

6.4. Colleagues from Gloucestershire and the Eastern region who have recently introduced similar initiatives have been invited to present their experience to the group in November/December.

6.5. *Fee setting Process*

The strategy for collaborative annual fee setting has been refreshed to accommodate suggested amendments and all LAs (Except Rutland) have given a written undertaking to work with the strategy. Letters to providers have been drafted and are awaiting LA Logos for posting.

6.6. In addition to setting out the arrangements for the fee increases, the letter invites key strategic providers based on Market Share (11 IFA and 7 residential) to meet

to discuss with authorities how costs could be reduced without compromising quality, and to share ideas for mitigation of the effect of the zero % price variation.

- 6.7. Leicestershire have been approached about involving the project in some anticipated training of staff in negotiating with providers on reducing costs. A working group has been identified to steer this process.
 - 6.8. *Care Funding Calculator*
Negotiations with SE REIP are continuing about jointly working on the development of a Care Funding Calculator for children's services. Subject to board approval, the STM has proposed to lead on the development of the fostering element of the tool. This, if accepted, will be carried out under the Governance of the SE REIP to ensure continuity of the model.
 - 6.9. A consultant with relevant IT skills has been approached to consider involvement in developing the tool
 - 6.10. *LA Profiles*
A survey of key staff in the participating authorities based on the Audit Commission's "Commissioning Checklist" is planned to provide further information and analysis of each authority's "strategic intent" and existing infrastructure.
 - 6.11. The aim is to deliver a detailed options paper and cost benefit analysis for local authorities to consider for implementation early in the New Year.
7. Recommendation
 - 7.1. The Board note the report and the recommendation that the project be considered for further EM IEP funding in 2010/11.

Chris Allison
Director
EM IEP

Regional Improvement and Efficiency Partnerships (RIEPs) Member Bulletin – October 2009

Key issues featured this quarter include:

- Local Innovation Award Scheme - update
- Freedom to lead: Developing a new accountability framework, a call for evidence
- Spotlight on Safeguarding
- Regional Focus – Cllr Richard Stay talks about Improvement East's efficiency offer



Introduction - Councillor David Parsons CBE, Chairman LGA Improvement Board and RIEP Member Forum

In October we had a very successful meeting of the RIEP Member Forum which I would like to thank you and your colleagues for attending. As a key output of the meeting we will be producing a casebook of examples outlining the RIEPs' efficiency and procurement support offers. We will be able to use this publication to promote the efficiency work of the RIEPs to local authorities and to colleagues across government departments. The examples that you provided at the meeting will be fed into the publication as case studies.

Unfortunately due to commitments in the House, the Minister, Rosie Winterton sent apologies for October's meeting, however she is hoping to attend the next session in January. In the meantime we are liaising with the Minister's office to arrange a meeting between myself, the Minister and Joyce Redfearn CBE (chair of the Chief Executives' Task Group) to update her on the RIEPs' collective achievements to date and keep the programme high on her agenda.

I look forward to seeing some of you at the Local Government Association's Delivering Better for Less conference in Manchester on 25th and 26th November. There will be a RIEP presence at a number of the workshops and please do visit the RIEP stand in the exhibition hall.

Cllr David Parsons CBE

1 The launch of the Local Innovation Award Scheme:

The RIEP Member Forum meeting in October also included a session from Dame Denise Platt on the Local Innovation Award Scheme (the refreshed Beacon scheme). Dame Denise is the chair of the Advisory Board for the award scheme and provided information on how the new scheme will work. The scheme will be more closely linked to the key local priorities being identified through Local Area Agreements across the country and there will be fewer categories for local authorities to apply to. There will also be a new approach to evaluating the applications involving peers from within the sector to challenge the applicants. Dame Denise has written to the member chair of each RIEP to outline how the RIEPs and the scheme can work together.

2 Securing year three funding for the RIEP Programme:

Due to the timing of the general election next year, it has been necessary to bring forward the process for securing the release of year three funds. A process and timetable has been created to do this and RIEPs are working on producing 'light touch'

or interim annual reports by the end of the calendar year in order to secure the release of funds for year three.

3 Member guides on procurement – an update:

A series of 6 member guides on procurement are being produced led by the RIEPs and the Local Government Association group. The guides cover key procurement topics, the six guides are on; professional services, energy, information and communication technology, construction, adult social care and waste. The guides are being distributed to all members through the LGA's First publication and offer practical advice on the members' role in improving procurement within councils to secure efficiency savings.

The guides can be found online here: www.idea.gov.uk/procurement

4 Spotlight on Safeguarding:

In each edition we spotlight the work of the RIEPs on a key theme. This month sees a focus on Safeguarding. Safeguarding of children and young people is a high priority for local authorities and the profile of safeguarding practices has risen significantly over the last year with cases such as that of Baby P. The RIEPs, through their children and young people's programmes, offer a range of support to local authorities and their partners on safeguarding. Across the regions there is a focus on ensuring that members and senior officers have clear information and guidance on what they should be looking for in their council and across local partners. A number of RIEPs are carrying out work to standardise practices across their regions. Improvement East and the South West RIEP are looking to agree common safeguarding standards and within the East there will be a safeguarding resource allocated to each area and linked to a 'hub' at Norfolk County Council.

The South West are developing a self evaluation process for local authorities and an improvement tool linked to this. The East Midlands are taking a similar approach by creating a regional 'Assured Safeguarding' resource that will share across the region information on the likes of learning from serious case reviews and near misses, training and development for frontline staff, good practice for monitoring arrangements and how to handle inspections where no-notice is given. A number of regions have produced question and answer guidance for members and chief executives and through the group that brings together the RIEP leads on children's services this information is being shared with all RIEPs.

5 Regional Focus:



This month the chair of Improvement East's Member Panel, Councillor Richard Stay, Central Bedfordshire Council, discusses Improvement East's efficiency offer.

"In April last year politicians and CEOs from across the region met to decide how we could support authorities to improve and be more efficient in a partnership we call Improvement East, the Regional Improvement & Efficiency Partnership (RIEP) for the East of England. Since then the world economy has collapsed and now, more than ever, local authorities and fire & rescue services across our region need support to prepare for the public sector cuts that are just around the corner.

This year almost half of our budget will be spent on helping our local authorities and other partners get off the 'burning platform'. We have listened to and worked with authorities to introduce new expert networks and easy to use efficiency products. A small group of members and officers have formed a commissioning group to deliver this programme and already results are appearing.

Smarter procurement is a priority area and we have created an online procurement hub signposting the best value deals available, through which we will save over £10million annually. Feedback has been extremely positive from the first authorities using the hub and who are already saving money. And since August, we have had over 120 local authority buyers register with the hub. Collaborative procurement is also a priority. We are currently supporting eight of our authorities to jointly purchase their insurance cover, which will save them well in excess of £1million.

Earlier this year we undertook a supplier audit aimed at spotting suppliers of critical services put at risk in the economic downturn. This insightful piece of work identified many companies supplying authorities in our region, enabling the councils to mitigate the risk of service failure.

We tailor efficiency funding streams to best meet the authorities needs; for instance, supporting new shared services, customer insight or pump priming new innovation. We are also funding major corporate transformation projects in a number of authorities.

A new regional highways procurement alliance is being forged to make savings of at least £6million within three years but much more as contracts come up for renewal. Another emerging development is a regional asset management project, which will enable the sector to rationalise service delivery points as the sector contracts.

Improvement East is at the forefront of the Total Place project which we see as a way of ensuring that every tax pound in the area really benefits local people. Over two thirds of our region is actively participating in this new way of working funded by Improvement East. We are now starting to see results of the earlier programmes in Suffolk and Norfolk and districts coming together with the county and other public services to collaborate. We aim to be the first region that has enabled all its local authority areas to have completed the counting exercise within Total Place."

Key events and dates for your diary:

- Delivering Better for Less – sustaining improvement and innovation in difficult times, 25th-26th Novemeber, Hilton Deansgate Manchester Hotel
- RIEP Member Forum, 13th January 2010, London

For any comments or suggestions for items you would like to see featured in this bulletin, please contact: Rachel Brignall, tel: 020 7296 6507, email: Rachel.brignall@idea.gov.