

Agenda item No: 6

EAST MIDLANDS REGIONAL IMPROVEMENT AND EFFICIENCY PARTNERSHIP MEMBER BOARD MEETING: 29th May 2008

Report of the Director

Business Delivery Plan 2008/09

1. Purpose of the report

1.1 The EMRIEP Officer Board on the 30th April 2008 considered the attached report. The Purpose of the report was:-

- a) To present the draft delivery plan for EMRIEP for the first year of operation 2008/09
- b) To seek comments on the draft business delivery plan and make recommendations for the new Member Board.

2. Background

2.1 The EMRIEP Officer Board:-

- a) Considered the 10 activities outlined for the 'windfall' grant, summarised in Appendix 2 of the attached report. Discussions concerning the outline business case of priority bid 4 (b) – South Leicestershire Partnership – Integrated waste/other environmental services project should continue between the South Leicestershire partnership authorities and Leicestershire County Council. A further report be prepared for the EMRIEP Officer Board as appropriate.
- b) Considered the Business Delivery Plan making the recommendation that the programme and resource allocation, be approved.
- c) Noted the grant income as set out in the report.

3. Recommendations

3.1 The Member Board is recommended to consider and:

- a) Approve the allocation of the CLG 'Windfall' grant to the activities/projects as summarised in appendix 2 of the attached report, and note that further work is required on the South Leicestershire Waste Partnership project, which may form the basis of a separate report to the Member Board.

- b) Approve the EMRIEP Business Delivery Plan and resource allocation
- c) Note the grant income as set out in the report.

Chris Allison
Director
East Midlands Regional Improvement & Efficiency Partnership

I:\RIEP\EMRA-RIEP Board meetings\RIEP Members\29th May 08

EAST MIDLANDS REGIONAL IMPROVEMENT AND EFFICIENCY PARTNERSHIP OFFICER BOARD MEETING: 30th April 2008

Report of the Director

Business Delivery Plan 2008/09

1. Purpose of the report

- 1.1 To present the draft delivery plan for EMRIEP for the first year of operation 2009/09
- 1.2 To seek comments on the draft business delivery plan and make recommendations for the new Member Board.

2. Background

- 2.1 The East Midlands Regional Improvement and Efficiency Strategy (RIES) was signed off by the Government (CLG) and the LGA in late March 2008. The RIES is included elsewhere in the Officer Board agenda.
- 2.2 In signing off the RIES the LGA commented that the targets for improvement established for the region were ambitious and challenging but there needed more clarity over how these improvement targets and programmes would be delivered and how these link to the development of the sub regional structure.
- 2.3 The business plan sets out a model sub regional partnership structure for delivering the various improvement programmes in the 5 sub regions, together with more explanation on the activities that should underpin the outline work programme summarised in the RIES.
- 2.4 The acceptance of the RIES by the LGA has triggered the grant allocation for 2008/09 and indicative figures for the following two years. Release of the latter is dependent upon progress within the region against the targets in 2008/09 as set out in the RIES.

2.5 The CLG grant allocation for the East Midlands is as follows:

Grant Income	08/09 £m	09/10 £m	10/11 £m
CLG/RIEP Grant	5.302 (4.002*)	7.159	7.158
Climate Change Best Practice Programmes (CLG/Defra)	0.260	-	-
Well Being Initiative (CLG/DH)	tbc		
TOTAL	5.562 min (4.262*)	7.159	7.158

*Denotes that a reduction of 1.3m of CLG grant has been placed on the EM RIEP during 2008/09, until agreed governance arrangements are in place and prove to be working.

A report elsewhere on the Board's agenda deals with the revised governance arrangements.

- 2.6 The business plan incorporates the 10 activities that formed the basis of our submission to the CLG in January against the underspendings (windfall grant) made available to all regions. The East Midlands' bid of £1.48m actually secured £1.606m but this programme of work needs to be ratified by the Board for inclusion in the overall delivery plan.
- 2.7 The business delivery plan also establishes how the legacy projects and programmes arising from the EMCE/EMIP funding regimes, should be carried forward into 2008/09.

3. Recommendations

- 3.1 The business delivery plan be considered with a view to making recommendations to the new Member Board at its first meeting.
- 3.2 The grant income as set out in the report be noted
- 3.3 The 'windfall' grant bid outcome be noted and the 10 activities summarised in Appendix 2 of the business delivery plan, be approved.

Chris Allison
Director
East Midlands Regional Improvement & Efficiency Partnership

BETTER OUTCOMES FOR PEOPLE AND PLACES

EAST MIDLANDS REGIONAL IMPROVEMENT AND EFFICIENCY PARTNERSHIP

Business Delivery Plan 2008/09

DRAFT version 1.0

APRIL 2008

CONTENTS

1. BACKGROUND	3
2. IMPROVEMENT TARGETS & WORK PLAN	4
3. RESOURCE PLAN	7
4. BUDGET	8
5. GOVERNANCE	10
6. SUB REGIONAL PARTNERSHIPS	11
7. IMPLEMENTATION AND PERFORMANCE MANAGEMENT	12
8. RISK ASSESSMENT	12

APPENDICIES

Work Programme Activities	Appendix 1
CLG Windfall Grant Activities	Appendix 2
EMCE/EMIP Legacy Project/Activities Programme	Appendix 3
Support Team Budget	Appendix 4
Programme Delivery Structure	Appendix 5
Risk Assessment Matrix	Appendix 6

1. **Background**

- 1.1 The Regional Improvement and Efficiency Strategy (RIES) was developed through the active engagement of over 160 Elected Members and officers from all 46 local authorities and 5 Fire and Rescue Authorities within the East Midlands, during December 2007 and February 2008 inclusive. Significant contributions were received from many local authorities in the East Midlands on the various draft documents, including the IDeA, Government Office and other regional partners.
- 1.2 The Local Government Association (LGA) and the Communities and Local Government department (CLG), who had jointly set the national template for the RIES, finally approved the East Midlands Improvement and Efficiency Strategy document in March 2008. The strategy sets the tone for the East Midlands Regional Improvement and Efficiency Partnership (EM RIEP) programme of activity for the next three years.
- 1.3 The strategy contained the following broad sections:
- Vision for the region
 - Priorities for improvement and action
 - Stretch improvement targets
 - Outline work programme
 - Support for authorities in difficulty
 - Governance arrangements for the RIEP.
- 1.4 In signing off the East Midlands RIES the LGA commented that the targets for improvement established for the region were ambitious and challenging but there needed to be more clarity over how these improvement targets and programmes would be delivered and how these link to the development of the sub regional improvement structure. This business plan sets out a model sub regional partnership structure for delivering the various improvement programmes in the 5 sub regions, together with more explanation of the activities that should underpin the outline work programmes summarised in the RIES.
- 1.5 The CLG development grant income for the period 2008/11 is set out in this business plan, together with other known income streams at this stage. An indicative budget is also proposed for 2008/09, 2009/2011
- 1.6 Given that the governance arrangements for the EM RIEP were not agreed at the time the RIES document was submitted to the LGA, the latter have placed a retention on the grant income due in 2008/09 of £1.3m (19%). This will be released when the new EM RIEP governance is in place and working. A period of six months has been allowed for the region to demonstrate to the LGA Improvement Board these arrangements are robust and the delivery plan is in place.

2. IMPROVEMENT TARGETS AND WORK PROGRAMME

2.1 Improvement Targets

2.1.1 The approved stretch targets contained within the RIES have been established around the 5 key improvement/efficiency themes, summarised in the National Improvement and Efficiency Strategy. These themes and the 26 stretch performance targets established for the East Midlands, are as follows:

Targets - Better Outcomes for People and Places

1. All stretch targets established under the LAA/MAA regime need to demonstrate **a minimum level of 80% achievement across the range for each LAA/MAA** by 2011.
2. All relevant authorities should be at **level 2** or better in Adult Services by the end of 2010/11.
3. All relevant authorities should be at 2 **stars** (minimum) or equivalent in Children's Services by the end of 2010/11.
4. All relevant authorities to have achieved **the national milestone waste recycling targets** set by government by 2011.
5. Citizen Engagement - Civic Participation in the local area **will be improving** as measured by the National Indicator 3 between 2008-11.
6. Improvement in voter turnout (annual and 4 year cycle elections). Target should be **20% improvement** by 2011 **for 90% of Councils**.
7. Improve regional performance against an agreed sub set of national targets set (the region will agree this sub set and the targets)

Targets – Capacity Building

8. All authorities at **Equalities Standard Level Three or better** by 2010/11.
9. All authorities to have **achieved full authority liP status, and retained it**, by 2010/11.
10. **60% of councils** will have achieved the member development charter by 2010/11
11. The average number of days lost through sickness will be **best quartile**

Targets - Efficiency

12. **Aggregate achievement of targets set under performance indicator NI 179** (efficiency) by end of 2010/11, estimated to be £384m per annum
13. **Each** authority to have made significant contributions to efficiency as evidenced by NI 179
14. 80% of authorities to have **over** achieved this target as described in NI 179
15. **By 2011 75%** of local and fire authorities will be in the top two ratings for value for money under the use of resources judgement. No Authority will receive the lowest rating. This outcome will need to be revisited following the publishing of final guidance on the new use of resource judgement.

Targets - Driving Self Improvement of Authorities and Partnership

16. **No failing authorities** by the end of 2008/09 as measured by the new CAA regime so reducing the gap between the poorer and the best
17. **More authorities on average** than other regions in the top two categories
18. All authorities will have a **positive rating** attached to LAA partnership working, as assessed by CAA.
19. No authority scoring **less than 3 overall** on use of Resources by the end of 2010/11.
20. All authorities to be classed as **'improving well or better'** on the Direction of Travel assessment by the end of 2011.
21. **100% of authorities** having a peer review in each two year period, to ensure the sector is driving improvement
22. Each authority to offer at least one peer officer and peer member to be accredited for support and challenge in other authorities
23. All authorities to have achieved **ratings of Amber/Green** on their annual area risk assessments for each area covered by a LAA.

Targets - Innovation and Transformation

24. The satisfaction rate with East Midlands authorities will be **improving**, as measured by the new National Survey of Public Views on Local Services (National indicator 5 overall/general satisfaction with local area) between 2008-2011
25. **100% of councils** will have undertaken a Business Improvement Training Programme
26. The region will **capture £142m** of business improvement savings over 3 years

2.2 Work Programme

2.2.1 Chapter 7 within the RIES outlines the potential work programme to realise the stretch performance targets in the 5 improvement/efficiency themes whilst addressing the three major efficiency savings areas from the Comprehensive Spending Review 2007 (CSR07) namely:

- Business process improvement and Collaboration
- Smarter procurement, improved competition
- Asset Management.

2.2.2 In addition, the RIES also identified that service improvements and efficiency gains will by and large be generated in the major service spending blocks of:

- Environmental Services including waste
- Construction (property and highways)
- Children's Services
- Adult Services
- Corporate Services
- Economic Development/Regeneration.

2.2.3 Arising from the 8 sub regional/regional workshops held between December 2007 and February 2008, three generic but specific priorities emerged for all local authorities in the East Midlands. They are:

- improving partnership capability
- improving capacity to deliver change
- improving leadership qualities.

2.2.4 The emerging work programme activities are summarised across all of these themes and priorities and are presented in Appendix 1. These should be considered to be developmental and will change as the EM RIEP programme moves forward and other priorities are agreed by the EM RIEP governance arrangements. In order to ensure the EM RIEP programme is rolled out quickly an indicative allocation of resources is also set out against specific regional activities and projects developed by regional networks. Members and Officers will need to debate whether these allocations are reasonable.

2.2.5 In addition, an attempt has been made to allocate resources between initiatives that would be commissioned/managed from the central EM RIEP support team and the activities that the sub regional partnerships should be delivering directly. This will require more engagement with the EM RIEP Member and Officer Boards and the sub regional partnerships, before these resource allocations can be finalised.

2.2.6 Appendix 2 contains the activities which were the subject of a bid from the EMIP Members Steering Group to the CLG against a national under spending pot of £15m. The East Midlands has been allocated £1.6m against our bid requirement of £1.48m. These activities have now been woven into the overall work programme presented in Appendix 1 and the income stream is summarised in the Resource and Budget section of this delivery plan.

2.2.7 The final components of the work programme are the EMIP/EMCE legacy projects and capacity building activity which have been commissioned previously and are on going. These activities are carried forward for completion during 2008/09 and are outlined in Appendix 3.

3. RESOURCE PLAN

- 3.1 The LGA have allocated the CLG national Improvement and Efficiency resources totalling £185m over the next three years, between regions to a formula agreed with the national Chief Executives Task Group. In addition, other resource allocations and income streams have been identified for year 1 of the life of the EM RIEP. These are set out below.

Improvement and Efficiency Income Sources	08/09 £m	09/10 £m	10/11 £m	Total £m
<u>Existing Resources and programmes</u>				
EMCE/EMIP Legacy Funding carried forward (existing programmes)	2.511			2.511
CLG under spend (windfall) grant	1.606			1.606
Total allocated resources	4.117			4.117
<u>New Resources for EM RIES programmes</u>				
CLG Grant Income	5.302 (4.002*)	7.159	7.158	19.620
Climate Change Best Practice Programme(CLG/DEFRA)	0.260			0.260
Wellbeing initiative (CLG/DH)	tbc			tbc
Total new resources (April 08 minimum)	5.562 (4.262*)	7.159	7.158	19.880

*denotes that a retention of £1.3m of CLG grant has been placed on the EM RIEP during 2008/09, until agreed governance arrangements are in place.

- 3.2 It should also be recognised that interest earned on balances from the host local authority investment team, will also be available to support annual work programmes. During the life time of EMCE and EMIP this has amounted to £500k. It is suggested this issue be taken into consideration for re allocation from 2009 onwards.
- 3.3 It is also suggested the final resource allocation and work programme development for years 2009/10 and 2010/11 be the subject of research centred around the progress achieved throughout the region against the 26 RIES stretch targets and the 2008/2009 work programme. Consultation with the sub regional partnerships on achievements/needs and specific national improvement and efficiency programmes as they emerge from central government, should also feature in this analysis.
- 3.4 It is suggested this work is completed in January 2009 to enable the Member and Officer Boards time to consider proposals at an AGM meeting in March of each year, prior to the commencement of the new financial year. The AGM should also deal with the following business; appointment of the Officer Board chair and vice chairs, receiving the draft business plan, receiving sub regional plan proposals etc.

4. Budget

EM RIEP Support team costs	2008/2009 £s	2009/2010 Indicative £s	2010/2011 Indicative £s
Employees	432,140	445,104	458,457
Premises	27,316	28,135	28,979
Transport	28,850	29,715	30,606
Supplies and Services	66,445	68,438	70,491
Internal Charges	12,141	12,502	12,877
Total	566,892	583,894	601,410

NOTE: In addition to the above costs a sum of £200k has been set aside for liabilities arising from staff severance.

- 4.1 The full itemised EM RIEP support team budget is presented as Appendix 4. The cost of the EM RIEP support arrangements will become a charge on the new grant income available for 2008/09 (£5.302m) and 2009/2011 (£14.318m).
- 4.2 The RIES outline resource allocation summarised potential investments based upon a rough assessment of need and hence potential investment programmes required.
- 4.3 In respect of the outline work programme in this business plan, as summarised in Appendix 1, the broad allocation of programme resources in 2008/09 has been identified utilising the RIES suggested % as a guide, together with an assessment of the cost of RIES proposed investment activities/projects. This approach provides the indicative allocation of new resources for 2008/09 and a potential allocation for 2009/2011, by major theme and work stream.

Potential work programme investments

Theme - Better Outcomes for People and Places	% Overall Allocation 2008/09	% Overall Allocation 2009/2011	% Overall Allocation 2010/2011
Driving Authorities Service Improvement and Partnerships & Support for Authorities in difficulty	20	15	15
Capacity Building	12	10	10
Efficiency Programmes	34	25	25
Innovation & Transformation	34	50	50
Total	100	100	100

Indicative Allocation of New Resources

Work Stream	Theme	2008/2009		2009/2010 Indicative		2010/2011 Indicative	
		Regional Allocation £k	Sub Regional Allocation £k	Regional Allocation £k	Sub Regional Allocation £k	Regional Allocation £k	Sub Regional Allocation £k
Improvement & Partnerships	Self improvement LAA/MAA support Climate Change Generic Best Practice Supporting Authorities In Difficulty	290	1,353	296	690	295	688
Capacity Building	Leadership Member development Workforce development	96	480	197	460	196	459
Efficiency	Procurement Environmental services Adult Services Children's services Construction Asset Management Generic best practice	998	605	493	1,151	492	1,148
Innovation & Transformation	Invest to save Change Management Common ICT standards Business process transformation Generic best practice	45	900	986	2,301	984	2,295
Totals		1,429 (30%)	3,338 (70%)	1,972 (30%)	4,602 (70%)	1,967 (30%)	4,590 (70%)

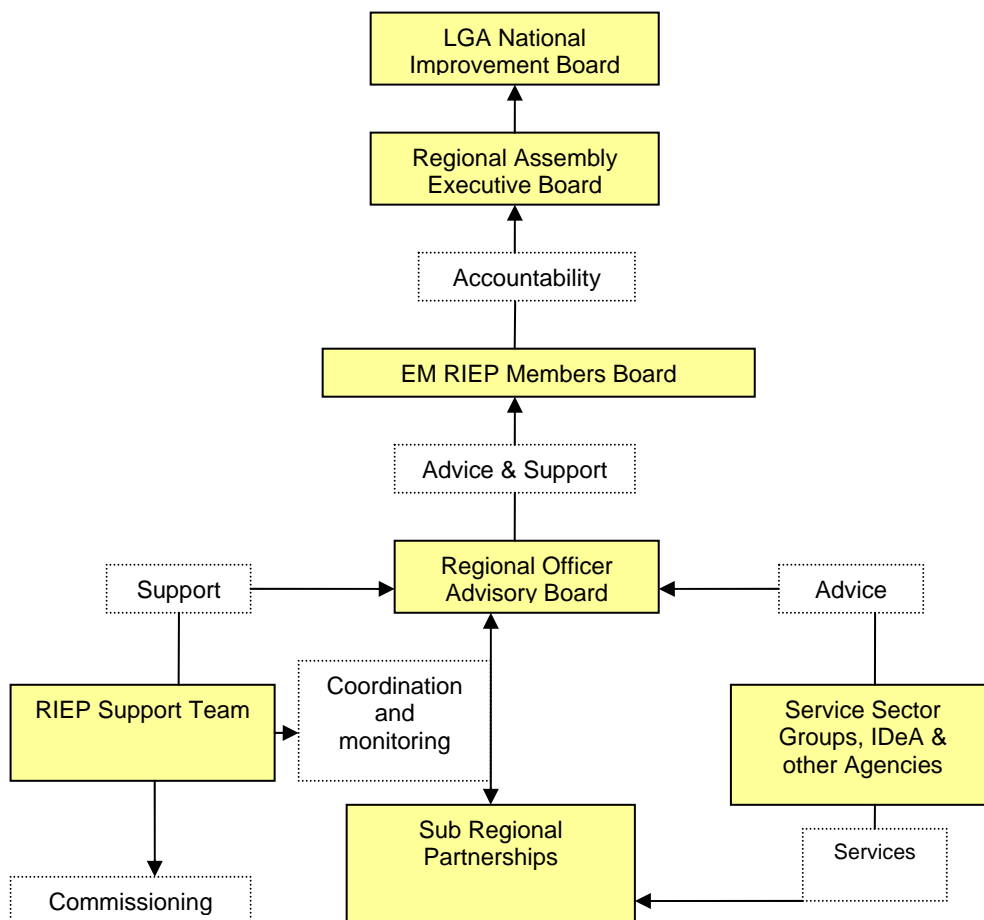
4.4 The work programme set out in Appendix 1 has been notionally allocated between the 5 sub regional partnerships and the EM RIEP support team to deliver. The above allocation is a three year programme and unspent funding will be carried forward to future years.

This broadly equates to the following:

EM RIEP Projects and Activities Funding	2008/09 £k	2009/2010 £k	2010/2011 £k
Sub Regional Partnerships Programmes	3,338	4,602	4,590
EM RIEP Regional Projects/Activities	1,429	1,972	1,967
Contingency	274		
CLG Under spend (windfall) grant (indicative allocation)	1,480		
EMCE/EMIP Legacy Projects	2,511		
Totals	9,032	6,574	6,557

5. Governance Arrangements for the EM RIEP

- 5.1 The governance and management of the EM RIEP as described in the RIES includes all local authorities, Fire and Rescue Authorities and other regional support agencies (LG-EM, IDeA, GOEM, Audit Commission and the EMRA).
- 5.2 The governance arrangements are structured around the following principles:
- Elected Members Board charged with making policy and investment decisions. This Board will report to the EMRA Executive Board
 - Officer Board (Chief Executives), charged with operational and delivery performance management across the entire EM RIEP programme
 - Robust programme management regime in place consistent with national protocols developed by the CLG/LGA
 - EM RIEP Support team tasked with overall programme management, advice, programme development and performance management responsibilities
 - Sub regional Partnerships charged with delivery of improvements.
 - Annual conference for all EM RIEP authorities, show case achievements.
- 5.3 The diagram below indicates the inter dependencies in the agreed governance arrangements for the East Midlands.



The proposed structure for the EM RIEP Programme delivery is attached at appendix 5

6. Sub Regional Improvement and Efficiency Partnerships

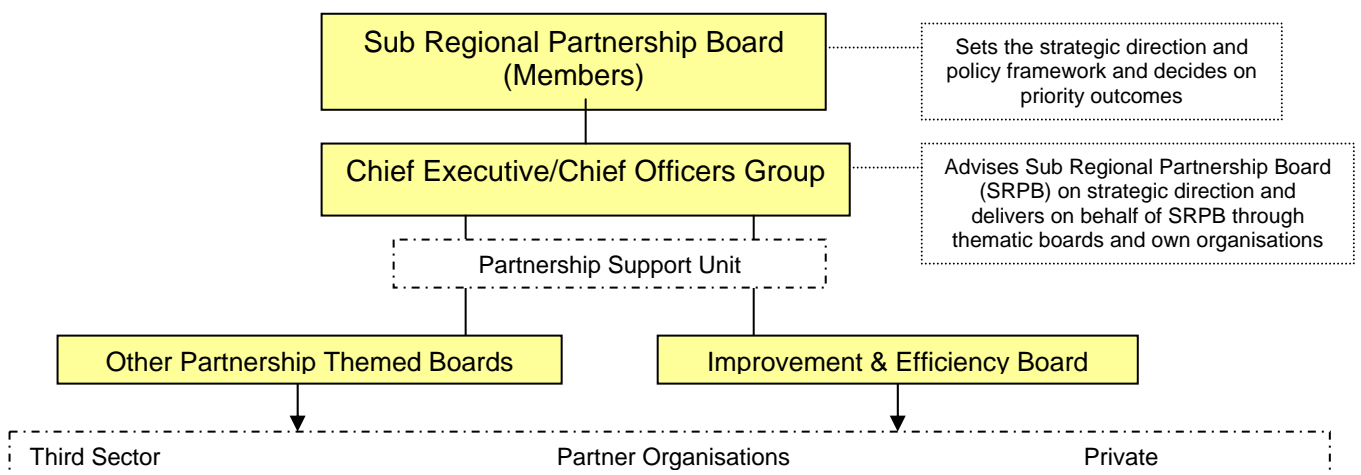
6.1 The following principles were approved in the RIES which will guide the work of the sub regional partnerships and the other agencies concerned including five Fire & Rescue authorities. These are as follows:

- EM RIEP Members Board with power to commission improvement activity from the Sub-Regional Improvement Partnerships and the EM RIEP Support Team, and to hold them to account for overall delivery
- The Sub-Regional Improvement Partnerships with the freedom to tailor, within the regional framework priorities, a local improvement programme to local strengths, capabilities and needs
- Encouragement to the Sub-Regional Improvement Partnerships to secure efficiencies and improvements through a hierarchical programme of self-development and mutual support through to the purchasing of external assistance
- LGEM/IDeA and other improvement agencies unfettered ability to market their improvement services
- The EM RIEP Officer Board and the support team with a clear steer on investment strategies and realisation of benefits/targets.

6.2 There are partnerships in each of the 5 sub regions. These provide a good basis for grafting on the responsibility to deliver certain aspects of the EM RIEP strategy and delivery programme, thus enabling local priorities to be identified and incorporated within the wider agenda. Some partnerships are more advanced than others at this stage, and more development activity may be needed.

6.3 It is envisaged that the sub regional partnerships could have an expanded role to embrace oversight of the capacity and performance of the LSPs, the delivery of the LAAs/MAAs and the integrated improvement and efficiency work programmes agreed with the EM RIEP. This of course, would be subject to the consent of authorities in the sub regions. In this model the EM RIEP would have a wider monitoring role across all sub regional and regional improvement programmes, to ensure its resources are invested wisely and that sub regional and other partnerships are enabled to effectively contribute to the RIES vision and targets.

6.4 Based upon existing sub regional partnership models a possible arrangement would appear to consist of the following relationships and components:



- 6.5 Subject to the Members governance structure approved by the East Midlands Regional Assembly (EMRA), it would seem reasonable to appoint the 5 sub regional partnership chair persons to the EM RIEP Member Board. This will facilitate collaborative working, develop a shared commitment to the Improvement and Efficiency Strategy targets and strengthen accountability.

7. Implementation and Performance Management

- 7.1 The role of the EM RIEP Support Team will be to ensure that all agreed programmes and projects comply with the robust programme management regime, previously implemented as part of EMCE/EMIP arrangements ,as summarised in the RIES.
- 7.2 The EM RIEP Support Team will gather intelligence, support project managers in the sub regions and commission and support regional improvement and efficiency programmes as required by the business plan. Progress reports will be provided for Member and Officer Boards and the EMRA Executive Board on a quarterly basis.
- 7.3 The LGA nationally will expect monitoring reports to highlight achievements and the return on investment from resources delegated to each sub region at least every 6 months. In addition, an annual report summarising activity and progress towards achieving the 26 stretch targets in the RIES, will become a requirement of the grant regime.
- 7.4 Previous arrangements for the EMCE allowed for the performance of the EMCE team and hence programmes of work to be measured and reported to government. It is anticipated that a set of performance indicators/targets will be established for the EM RIEP Support Team, and progress will be featured in the annual report .This issue will be the subject of a further report to the Member and Officer Boards.

8. Risk Assessment

Appendix 6 contains the risk matrix and analysis of risks which could impinge upon the implementation of this Business Plan and delivery of anticipated benefits. These pose a strong challenge for the Member /Officer governance arrangements for the EM RIEP and the sub regional partnerships. The serious nature of these risks must not be under estimated and the risk analysis outlines the essential actions which need to be pursued.

EM RIEP Work Programme Activities 2008/2009							Appendix 1		
BETTER OUTCOMES for PEOPLE & PLACES									
							Targets	Activity Ref	
							1	All stretch targets established under the LAA/MAA regime need to demonstrate a minimum level of 80% achievement across the range for each LAA/MAA by 2011.	I3
							2	All relevant authorities should be at level 2 or better in Adult Services by the end of 2010/11.	E4
							3	All relevant authorities should be a minimum of 2 stars or equivalent in Children's Services by the end of 2010/11.	E5
							4	All relevant authorities to have achieved the national milestone waste recycling targets set by government by 2011.	E3
							5	Citizen Engagement - Civic Participation in the local area will be improving as measured by the National Indicator 3 between 2008-11.	C2
							6	Improvement in voter turnout (annual and 4 year cycle elections). Target should be 20% improvement by 2011 for 90% of Councils .	C2
							7	Improve regional performance against an agreed sub set of national targets set (the region will agree this sub set and the targets)	I1

C CAPACITY BUILDING WORKSTREAM													
Intermediate Outcomes					Targets				Activity Ref.				
Progressing towards this strategic objective requires strong, inspirational leadership from the Region's politicians and considerable skill and effort from the public sector workforce. We will therefore help to build the capacity and performance of authorities and partnerships by focussing on the following areas:					8	All authorities at <i>Equalities Standard Level Three or better</i> by 2010/11.			C2				
Leadership					9	All authorities to have <i>achieved full authority IIP status, and retained it</i> , by 2010/11.			C3, C1				
Member development					10	60% of councils will have achieved the member development charter by 2010/11			C2, C1				
Workforce development					11	The average number of days lost through sickness will be best quartile			C3				
Performance management													
Programme and project management													
RIES Key Programmes of Work					Ref	Activities / Actions (c=capacity workstream)			EMCE / EMIP Legacy	CLG Windfall	Focus	RIEP	Regional
						Project No.	Legacy Funding £s	Funding £s	Regional or sub - regional	No.	2008/09 funds £'s		
C1 LEADERSHIP													
Support the promotion of the leadership academy programme and other initiatives to build future leadership capacity					1	EMIP Legacy Project Future Leaders programme for officers			Project 5c	124,650			
					2	Sub regional initiatives eg enhanced community leadership role through peer support, Leadership academy programmes, action learning, sector lead support and diagnostic work to assist place shaping role						Sub	
C2 MEMBER DEVELOPMENT													
Support member development and mentoring programmes					3	EMIP Legacy Project Member development by East Lindsey DC			Project 69	43,673			
					4	EMIP Legacy Project Free academy place for each Council			Activity 2	40,600		Regional	
					5	EMIP Legacy Project Councillor mentoring			Activity 3	123,000		Regional	
					6	EMIP Legacy Project Development of skills audit on site diagnostic support for Councillors development charter			Activity 14	107,527			

RIES Key Programmes of Work		Ref	Activities / Actions (c=capacity workstream)	EMCE / EMIP Legacy		CLG Windfall - Funding £s	Focus Regional or sub - regional	RIEP Project No.	Regional 2008/09 funds £'s
				Project No.	Legacy Funding £s				
		7	Sub regional initiatives to help for their local authorities and partnerships to create major and lasting transformation by bringing together political leaders and the technical job of delivering or commissioning services through leadership				Sub		
		8	Sub regional partnerships commission Support for Councillor development			100,000	Sub		
C3 WORKFORCE DEVELOPMENT									
	Exploiting the national graduate programme	9	EMIP Legacy Project National Graduate Programme Sub regions develop and support graduate programmes	Activity 5b	16,000		Sub		
		11	EMIP Legacy Project Design and develop a regional academy for management development	Activity 15	84,047				
		12	EMIP Legacy Project Sharing best practice and mapping competency framework and succession planning	Activity 16	46,806				
		13	EMIP Legacy Project Design and implement a training and development strategy	Activity 17	73,630				
		14	Support to develop equality standards and good practice				Sub		
	We will continue to invest in programme and project management development as a route to manage change effectively	15	Sub regions to develop support for project management skills				Sub		
	Develop the culture where authorities swap short sharp 'one hit' bursts of high level skills to address a specific problem area.	16	Commission stronger authorities to 'partner up' with weaker authorities				Regional		90,000
	Capacity building activates	17	Regional capacity building activities				Regional		6000
TOTAL					659,933	100,000			96,000

E		EFFICIENCY WORK STREAM													
Intermediate Outcomes		Targets			Activity Ref										
1	Generating efficiencies will focus on the key developments highlighted in the CSR07 Value for Money Delivery Plan. These are:	12	Aggregate achievement of targets set under performance indicator NI 179 (efficiency) by end of 2010/11, estimated to be £384m per annum			E1, E2, E3,E4, E5, E6, E7									
2	Smarter procurement and commissioning of services across the major spending blocks of Adult Services, Children Services, Environmental Service including Waste and Corporate Services.	13	Each authority to have made significant contributions to efficiency as evidenced by NI 179			E1, E2, E3,E4, E5, E6, E7									
3	Business process improvement and shared services. Given the predominately two tier structure of the region shared services offer a particularly attractive way of generating savings and service improvement.	14	80% of authorities to have <u>over</u> achieved the target as described in NI 179			E1, E2, E3,E4, E5, E6, E7									
4	Asset Management to achieve better utilisation of property and other physical assets to drive out wasteful practice and to be a catalyst for new ways of working.	15	By 2011, 75% of local and fire authorities will be in the top two ratings for value for money under the use of resources judgement. No Authority will receive the lowest rating. This outcome will need to be revisited following the publishing of final guidance on the new use of resource judgement.			I6, T3									
RIES Key Programmes of Work		Ref		Activities / Actions		EMCE / EMIP Legacy Project		CLG Windfall Funding £s		Focus = Regional or sub - regional		RIEP Project No.		Regional 2008/09 funds £'s	
E1 CORPORATE SERVICES (Procurement)															
We will deliver the key activities contained within the Procurement 2012 strategy															
		1	Support for regional and sub regional Procurement Networks							Regional				6,000	
		2	Support and develop a Regional Procurement Opportunities Programme							Regional		E201		80,000	
		3	Support the development of procurement clusters							Sub					
		4	Local procurement initiatives							Sub					
		5	Procurement Training and skills programme							Sub					
		6	Collate and map procurement KPIs, savings and efficiency achievements							Regional				-	
		7	Provide for a dedicated procurement web area							Regional				5,000	
		8	Input to and coordinate national activities between other RIEP's							Regional				-	
		9	Input to and coordinate national activities emanating from OGC and other national lead bodies							Regional				-	
		10	EMCE Legacy Project Joint procurement capacity building			Project 68		97,000				Sub			

RIES Key Programmes of Work	Ref	Activities / Actions	EM	EMCE / EMIP		CLG	Focus = Regional or sub - regional	RIEP Project No.	Regional 2008/09 funds £'s
				Project	Legacy Funding £'s	Windfall Funding £s			
	11	EMIP Legacy Project Regional Contract Opportunities	EM	Project 39	80,675		Regional		
E2 SUSTAINABLE PROCUREMENT									
We also recognise the importance of sustainability and support the statement issued by the RIEP Chief Executives Task Group (see appendix 5), and will facilitate its application.	13	Support a regional approach to Sustainable procurement project					Regional	E204	80,000
	14	Further develop and promote the regional contracts opportunity portal "Source East Midlands"					Regional		10,000
E3 ENVIRONMENTAL SERVICES									
We will continue to encourage and support our Waste Management Networks to develop regional solutions to pressing service delivery problems and efficiency needs which transcend local authority boundaries									
	15	Provide for a Regional Resource capacity to support the Environmental Programme (in conjunction with Climate Change project)					Regional		30,000
	16	Input to and coordinate national activities with various national lead bodies					Regional		
	17	Support for regional networks					Regional		10,000
	18	Support for a regional waste collection framework contract project from which Councils can undertake mini competitions					Regional	E205	25,000
		Encourage the use of national tools, guidance and good practice					Regional		
	19	Integrating waste/other environmental services (South Leicestershire Partnership)				150,000	Sub		
	20	Integrating waste/recycling services (Northamptonshire)				100,000	Sub		
	21	Integrating waste/recycling services (Derbyshire)				100,000	Sub		
	22	Integrating waste/recycling services (Nottinghamshire)				100,000	Sub		
E4 ADULT SOCIAL CARE									

RIES Key Programmes of Work	Ref	Activities / Actions	EMCE / EMIP		CLG	Focus = Regional or sub - regional	RIEP Project No.	Regional 2008/09 funds £'s
			Project	Legacy Funding £'s	Windfall Funding £s			
We will continue to encourage and support our Adult Services Networks to develop regional solutions to pressing service delivery problems and efficiency needs which transcend local authority								
	23	EMCE Legacy Project Community Alarms	Project 70	45,714		Sub		
	24	Work with the 9 local authorities and their partners to support transformational change within Adult Care Services, using the JIP to identify priority programmes and projects.				Regional		-
	25	Cross Cutting High Cost Placement Project Phase 2 National care costing tool phase 2 Residential				Regional	E206	100,000
	26	Learning Disabilities				Regional	E207	100,000
	27	Safeguarding				Regional		37,000
	28	Health & Wellbeing				Regional		75,000
E5 CHILDREN'S SERVICES								
We will continue to encourage and support Children's Services Networks to develop regional solutions to pressing service delivery problems and efficiency needs which transcend local authority boundaries								
	29	Support for Foster Care and SEN Residential Project				Regional	E207	50,000
	30	Provide for a Programme lead to support the Adult & Childrens Care Activities				Regional		50,000
	31	Support joint web site with DoH						
	32	Input to and coordinate national activities with various national lead bodies				Regional		-
	33	Support for regional Networks				Regional		
	34	Support for projects				Regional		60,000
	35	Support for sub regional initiatives				Sub		
E6 CONSTRUCTION & ASSET MANAGEMENT								

RIES Key Programmes of Work	Ref	Activities / Actions	EMCE / EMIP		CLG	Focus = Regional or sub - regional	RIEP Project No.	Regional 2008/09 funds £'s
			Project	Legacy Funding £'s	Windfall Funding £s			
We will continue to support our Midlands Highways Alliance and East Midlands Property Alliance work which has generated significant buy in from around the Region, we will continue to address the re thinking construction agenda and achieve significant improvements in design, commissioning and asset management.	36	We will continue and further develop our programme of capturing and communication best practice and strategic guidance for local authorities				Regional		-
	37	We will continue to support our Highways Alliance work which has generated significant buy in from around the region, we will continue to address the re thinking construction agenda and achieve significant improvements in design, commissioning and asset management				Regional		50,000
	38	We will continue to support our East Midlands Property Alliance work which has generated significant buy in from around the region, we will continue to address the re thinking construction agenda and achieve significant improvements in design, commissioning and asset management				Regional		150,000
	39	EMIP Legacy Project Property Rationalisation	27	50,000		Sub		
	40	EMIP Legacy Project East Midlands Highway Alliance	51	163,873		Regional		
E7 GENERIC BEST PRACTICE								
We will continue and further develop a programme of capturing and communicating best practice and strategic guidance for local authorities	41	Provide a "Best Deals" service				Regional		45,000
	42	Capture and disseminate Best Practice by communications and workshops				Regional		35,000
TOTAL				437,262	450,000			998,000

I SELF IMPROVEMENT WORK STREAM													
Intermediate Outcomes					Targets			Activity Ref.					
Improving public services will be led by councils working in partnerships with other authorities and other public service providers so we need to focus on:					16	No failing authorities by the end of 2008/09 as measured by the new CAA regime so reducing the gap between the poorer and the best			I2, I1				
Raising self awareness of strengths and weaknesses of authorities and LSPs					17	More authorities on average than other regions in the top two categories			I1				
Partnership Working Creating effective partnerships by authorities partnering with other authorities to mutually support each other					18	All authorities will have a positive rating attached to LAA partnership working, as assessed by CAA.			I3,I5				
LAA Support Delivering challenging LAAs					19	No authority scoring <i>less than 3 overall</i> on use of Resources by the end of 2010/11.			I6,I4, T3				
Continuous Improvement Establish a pathway of continuous improvement as measured by CAAs.					22	All authorities to be classed as <i>'improving well or better'</i> on the Direction of Travel assessment by the end of 2011.			I1,I5,I6				
					21	100% of authorities having a peer review in each two year period, to ensure the sector is driving improvement			I1				
					22	Each authority to offer at least one peer officer and peer member to be accredited for support and challenge in other authorities			I1				
					23	All authorities to have achieved ratings of <i>Amber/Green</i> on their annual area risk assessments for each area covered by a LAA.			I3				
RIES Key Programmes of Work					Ref	Activities / Actions (i = improvement workstream)			EMCE / EMIP Legacy Project	CLG Windfall Funding £s	Focus Regional or Sub - Regional	RIEP Project No	Regional funds 2008/09 £s
I1 CONTINUOUS IMPROVEMENT													
Use Peer Challenges to ensure authorities are self aware and equipped to meet the requirements of the CAA regime (inc. the active promotion of the beacon scheme)					1	EMIP Legacy Project Peer Review 100% subsidy to all councils			Activity 1	269,400		Regional	
					2	EMIP Legacy Project 50% subsidy for efficiency peer reviews			Activity 20	64,400			
						EMIP Legacy Project 50% subsidy efficiency peer reviews for Lincolnshire councils			Project 57	15,000			
					3	Maximise the benefits of the new performance framework through self assessment and peer challenge and the active promotion of the Beacon Scheme						Sub	

RIES Key Programmes of Work	Ref	Activities / Actions (i = improvement workstream)	EMCE / EMIP Legacy		CLG Windfall	Focus Regional or Sub - Regional	RIEP Project No	Regional 2008/09 funds £'s
			Project	Legacy Funding £s	Funding £s			
Activities which support the implementation of the workforce strategy	4	EMIP Legacy Project Implementing pay & workforce strategy - 2 events per geographic area for districts and upper tier	Activity 9	18,884		Regional		
	5	Continue to implement pay & workforce strategy				Sub		
Innovation coaching	6	EMIP Legacy Project Real Improvement Real Time National Programme	Activity 5a	112,512		Regional		
	7	Sub regional partnerships to commission support for their local authorities to participate in innovation coaching programmes				Sub		
I2 AUTHORITIES IN DIFFICULTY								
Use intelligence gathered from a number of national and regional sources to identify authorities / services in difficulty	8	EMIP Legacy Project Integrate good practice information onto regional pages of IDeA Knowledge - cost of website links and updating resource	Activity 6	5,000		Regional		
	9	EMIP Legacy Project Support for councils (inc. Northampton DC additional leadership academy, Councillor mentoring places & HR support)	Activity 31	100,800				
	10	Develop a coherent package of 'preventative and early intervention' support for authorities and services in difficulty				Regional		180,000
I3 LAA SUPPORT								
	11	EMIP Legacy Project Share LAA/LSP best practice - one off event and website development - 50% subsidy for LSP peer challenge and seminars to maximise improvements	Activity 24	105,967				
	12	Support for partnership working, particularly LSPs and LAAs through peer support and programmes to support the delivery of the LAA outcomes in two tier areas.				Sub		
	13	Sub regional partnerships to commission LAA/MAA awareness raising/peer challenge			80,000	Sub		
Work to secure the effective impact of scrutiny across all public services	14	Work to secure the effective impact of scrutiny across all public services. Promote and support the LGA's Reputation Campaign.				Sub		
I4 CLIMATE CHANGE								

RIES Key Programmes of Work	Ref	Activities / Actions (i = improvement workstream)	EMCE / EMIP		CLG	Focus Regional or Sub - Regional	RIEP Project No	Regional 2008/09 funds £'s
			Project	Legacy Funding £s	Windfall Funding £s			
	15	Provide for a Regional Resource capacity to support Councils in the implementation of the Climate Change Best Practice programme				Regional		100,000
	16	Enable authorities to benchmark their climate change activities and make improvements				Regional		
	17	Provide targeted support to authorities and encourage the use of national tools, guidance and good practice				Regional		
	18	Drive improvement within the climate change programme focusing on their LAA targets (funding ring fenced)				Sub		
15 PARTNERSHIP WORKING								
Partnership Training Skills	19	Enhance community leadership role through peer support, good practice guidance on good governance, partnership improvement programmes and identifying new ways of working with the third sector				Sub		
		Support for development building/programme management development			250,000	Sub		
		Lincolnshire sub regional partnership commission support for official two tier pathfinder and disseminate lessons to the other 4 two tier areas			50,000	Sub		
16 GENERIC BEST PRACTICE								
Diagnostic work to assist our place shaping role	20	Customer segmentation and use of customer insight through our consultative arrangements				Sub		
	21	Deep performance benchmarking				Sub		
	22	EMIP Legacy Project Regional Cultural Improvement Programme	Project 31	104,000		Sub		
We will continue and further develop a programme of capturing and communicating best practice and strategic guidance for local authorities	23	Develop and deliver a regional VfM training programme	Activity 22	2,183	50,000	Regional		
		Capture and disseminate Best Practice by communications and workshops				Regional		10,000
Improvement activities for sub regional priorities	24	Sub regions commission programmes of activity to meet sub regional priorities				Sub		
TOTAL				798,146	430,000			290,000

T INNOVATION & TRANSFORMATION WORK STREAM										
Intermediate Outcomes				Targets			Activity Ref			
There are well proven national programmes, toolkits and guidance to support the region to achieve excellence through the following:				24	The satisfaction rate with East Midlands authorities will be improving, as measured by the new National Survey of Public Views on Local Services (National indicator 5 overall/general satisfaction with local area) between 2008-2011		I1,,I3,C1,T1			
Business Transformation				25	100% of councils will have undertaken a Business Improvement Training Programme		T1, T3			
Good practice networks				26	The region will capture £141m of business improvement savings over 3 years		T1, T2, T4			
Developing the visionary capacity of elected members to enhance their place shaping role										
Exploiting technology to deliver innovative ways of improving service delivery for citizens.										
RIES Key Programmes of Work				Ref	Activities / Actions	EMCE / EMIP Legacy Project No.	CLG Windfall Funding £s	Focus Regional / sub - regional	RIEP Project No.	Regional 2008/09 funds £'s
T1 BUSINESS TRANSFORMATION								Regional		
We will support Business Transformation projects, focusing on agreed themes such as Customer Focus leading to improved customer outcomes.				1	Provide 'seed funding' to assist innovative projects that demonstrate transformation and act as regional exemplars.		400,000	Regional		
				2	Provide a regional capacity to advise, promote and support local authority Business Transformation activities.			Regional		
				3	Monitor progress, collating savings and efficiency achievements			Regional		
				4	Establish a model for sharing skilled staff resources between local authorities.			Regional		
				5	Promote the WM BPI framework and support authorities in working with providers			Regional		

RIES Key Programmes of Work		Ref	Activities / Actions	EMCE / EMIP Legacy Project No.	EMIP Legacy Funding £s	CLG Windfall Funding £s	Focus Regional / sub - regional	RIEP Project No.	Regional 2008/09 funds £'s
		6	Support a comprehensive programme of workshops, networking events and seminars to showcase Business Transformation projects.				Regional		
		7	Provide guidance and information about Business Transformation and lean thinking through newsletters and websites.				Regional		
		8	Input to and coordinate national activities between other RIEPs.				Regional		
	We will continue to support the development of Business Transformation skills to enable local authorities to develop sustainable internal capacity.	9	Continue to promote NVQ training in Business Improvement Techniques (BIT) to local authorities.			50,000	Regional		
		10	Develop a pool of regional expertise in Business Transformation.				Regional		-
		11	Support the development of Project Management, Change Management and Business Improvement skills, commissioning training where required.				Regional		
		12	EMIP Legacy Project - Business Process Improvement programme - Funding for three pilot projects	EMIP Activity 32	205,000		Regional		
T2 INVESTMENT									
	We support the development of a consistent and effective regime of generating investment cycles through a process of 'banking and re-using' efficiency gains	13	Provide for an 'Invest to Save' fund administered by the sub regions				Sub		
T3 GOOD PRACTICE NETWORKS									

RIES Key Programmes of Work		Ref	Activities / Actions	EMCE / EMIP Legacy Project No.	EMIP Legacy Funding £s	CLG Windfall Funding £s	Focus Regional / sub - regional	RIEP Project No.	Regional 2008/09 funds £'s
		14	Establish a Business Transformation knowledge network to enable practitioners to share lessons and skills.				Regional		
	Capture and disseminate Business Transformation best practice	15	Share lessons from Business Transformation projects and disseminate resources developed by pathfinders such as those from the National Process Improvement Project (NPIP)				Regional		10,000
		16	Commission Mietool training and promote the use of this tool in the assessment, planning and monitoring of project benefits.				Regional		10,000
		17	EMIP Legacy Project Shared Support and Transactional Services	Project 76	10,000		Sub		
		18	EMIP Legacy Project Corporate Services Solution	project 34	50,000		Sub		
		19	EMIP Legacy Project EM Shared Service Partnership	project 65	150,000		Sub		
		20	EMIP Legacy Project Restructure Station Support Groups	project 60	20,000		Sub		
		21	EMIP Legacy Project Operational Command Development Centre	project 62	50,000		Sub		
T4 EXPLOITING TECHNOLOGY									
	We will support the use of technology as a vital enabler to Business Transformation	22	Support innovative technology projects which contribute to transformational change e.g. mobile working						
		23	Establish a regional group to develop common standards for IT systems to enable the exchange of information, providing a platform for sharing of services				Regional		25000

RIES Key Programmes of Work	Ref	Activities / Actions	EMCE / EMIP Legacy Project		CLG	Focus Regional / sub - regional	RIEP Project No.	Regional 2008/09 funds £'s
			No.	Legacy Funding £s	Windfall Funding £s			
	24	EMIP Legacy Project Shared network infrastructure project Lincolnshire			50,000	Sub		
	25	EMIP Legacy Project Derbyshire wide shared citizen authentication service for on line transaction	Project 27	30,525		Sub		
	26	EMIP Legacy Project Information Architecture Project	project 28	100,000		Sub		
		TOTAL		615,525	500,000			45,000

SUMMARY COSTINGS	2008/09 Grant Money				Apportionment of new 2008/09 funding				
	Legacy Funding Projects still to be completed	CLG Windfall Grant	CLG Grant 2008/09	Climate Change	Total	Regional Funding 2008/09	Apportioned to Sub regional activities 2008/09	TOTAL CLG Grant to be allocated 2008/09	As a % of workstream
	£'s	£'s				£'s	£'s		
EXPENDITURE									
Capacity Building	659,933	100,000			576,000	96,000	480,000	576,000	12.1
Efficiency	437,262	450,000			1,603,000	998,000	605,000	1,603,000	33.6
Self Improvement	798,146	430,000			1,643,116	290,000	1,353,116	1,643,116	34.5
Innovation & Transformation	615,525	500,000			945,000	45,000	900,000	945,000	19.8
Contingency (unallocated funds)					273,992				
Support Team Costs					566,892				
Support Team Severance Costs					200,000				
Total	2,510,866	1,480,000			5,808,000	1,429,000	3,338,116	4,767,116	100
% Proportion Per each sub region						30.0	70.0 667,623		
INCOME									
CLG Windfall Grant		1,480,000							
Unapportioned windfall grant		126,000			126,000				
EMCE Surplus					120,000				
CLG Grant Income			5,302,000		5,302,000				
Climate Change Programme				260,000	260,000				
Wellbeing initiative					-				
TOTAL		1,606,000			5,808,000				
					-				

CLG Windfall Grant Activities

Priority Bid No.	Improvement Investment Activity	Resources Required £k
1	Sub Regional Partnership building/ Programme Management Development	250
2	Further work to support the official two tier pathfinder and disseminate lessons to the other 4 two tier areas	50
3	LAA/MAA Awareness Raising/Peer Challenge training	80
4(a)	Shared network infrastructure – Lincolnshire	50
4(b)	Integrated waste/other environmental services – Leicestershire	150
4(c)	Integrating waste/recycling services in Derbyshire, Northamptonshire and Nottinghamshire	300
5	Councillor development	100
6	Business Improvement techniques training	50
7	BPI Consultancy support (all service areas)	400
8	VFM training/development	50
	TOTAL	1,480

EMCE/EMRIEP Legacy Project/Activities Programme

Appendix 3

Cost Centre	Description	Grant Allocation	Total Paid	Balance
PFPU827	Property Rationalisation on behalf of the Derbyshire Partnership	50,000	0	50,000
PFPU828	Information Architecture on behalf of the Derbyshire Partnership	100,000	0	100,000
PFPU831	Regional Cultural Improvement Programme for East Midlands - Implementation March 2007 - March 2010	270,000	166,000	104,000
PFPU834	Implementing a preferred corporate services solution on behalf of Chesterfield BC, Bolsover BC and East Derbyshire DC	50,000	0	50,000
PFPU839	East Midlands Regional Contract Opportunities	100,000	19,325	80,675
PFPU860	Restructuring Station Support Groups	70,000	50,000	20,000
PFPU869	Member Development	197,520	153,847	43,673
PFPU851	East midlands Highways Alliance	227,000	63,127	163,873
PFPU862	Operational Command Development Centre	50,000	0	50,000
PFPU865	Nottingham Shared Services Partnership	150,000	0	150,000
PFPU901	Peer Review - 100% subsidy to all councils	370,000	100,600	269,400
PFPU902	1 Free Leadership Academy place for each council	70,000	29,400	40,600
PFPU903	National Councillor Mentoring / exploit national programmes (ring fenced CBF funding)	123,000	0	123,000
PFPU905	Exploit national programmes (ring fenced CBF funding) Real Improvement, Real Time , Graduate and Future Leaders	287,200	34,038	253,162
PFPU906	Integrate good practice information onto regional pages of IDeA Knowledge - costs of website links and updating resource for updating	5,000	0	5,000
PFPU909	Implementing Pay & Workforce Strategy - 2 events per geographic area for Districts and 2 for upper tier authorities	20,000	1,116	18,884
PFPU914	Development of skills audit, toolkit & on site diagnostic support for the Councillors Development Charter	200,000	92,473	107,527
PFPU915	Design and development of a regional academy for management development	160,000	75,953	84,047
PFPU916	Sharing 'best practice' and mapping competency framework and succession planning	75,000	28,194	46,806
PFPU917	Design and implement a training and development strategy	75,000	1,370	73,630
PFPU920	50% subsidy for Efficiency Peer Reviews	71,000	6,600	64,400
PFPU922	VfM training workshops	9,683	7,500	2,183
PFPU924	Share LAA/LSP best practice - one off event and website development - 50% subsidy for LSP Peer Challenge - seminars to maximise improvements through LAAs	138,000	32,033	105,967
PFPU931	Support for Councils/Commission stronger authorities to 'partner up' with weaker authorities	280,000	179,200	100,800
PFPU932	Business Process Improvement	250,000	45,000	205,000
PFPU527	Derbys CC Citizen Authentication	50,000	19,475	30,525
PFPU568	Leicestershire Procurement Capacity Building	147,000	50,000	97,000
PFPU570	Derbyshire Community Alarms	85,000	39,286	45,714
PFPU576	Rushcliffe BC - Shared Services EM	50,000	40,000	10,000
PFPU557	Efficiency Peer Review	21,000	6,000	15,000

Totals**3,751,403 1,240,537 2,510,866**

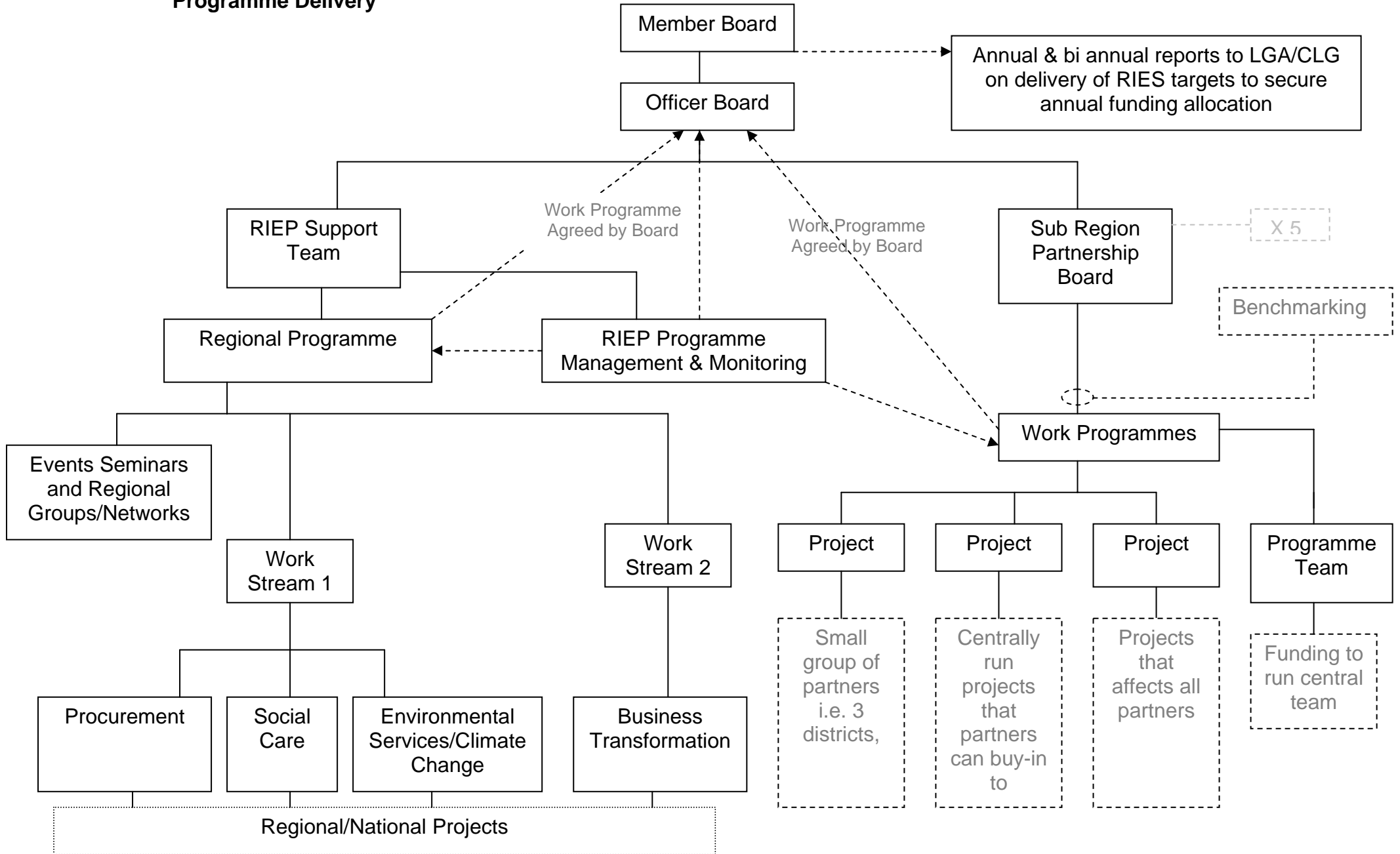
EM RIEP Support Team Budget

Appendix 4

Proposed budget 2008/09

Account	Account Narrative	Proposed budget 07/08
1610	Admin & Clerical Pay	337,460
1618	Admin & Clerical NI	33,239
1619	Admin & Clerical Sup	52,441
2909	Training - Staff	9,000
	Total Employees	432,140
3000	Minor Works	2,060
3021	Security	803
3070	Electricity	1,000
3071	Gas	4,000
3092	Rent	12,000
3110	Rates	4,500
3160	Cleaning Materials	103
3161	Contract Cleaning	2,300
3162	Refuse Collection/Disposal	550
	Total Premises	27,316
3210	Car Parking Fees	500
3320	Rail Fares	10,000
3321	Bus Fares	200
3322	Taxi Fares	200
3410	Mileage - Casual User	950
3411	Mileage - Essential User	12,500
3413	Essential User - Lump Sum	4,500
	Total Transport	28,850
3501	Office Equipment Purchase	1,000
3503	Office Furniture Purchase	1,000
3508	General Equipment Repair	500
3870	Books Publications etc	500
4350	Advertising & Marketing	5,000
4390	Stationery	5,000
4421	Printing	20,000
4870	Postages	1,500
4875	Phones Mobile	2,500
4971	Computer Equipment Purchase	1,500
4980	Internet Charges	2,000
4982	Software Maintenance	100
4991	Website Design	10,000
5030	Subsistence	700
5031	Hospitality	2,000
5146	Grants - Projects	
5400	Insurance - Cash	55
5401	Insurance - Legal Liability	549
5402	Insurance - Personal Acc	55
5406	Insurance - Computer	160
5411	Insurance - Fire	326
5561	Independent persons fees (EMRIEP Members services)	12,000
	Total Supplies & Services	66,445
6250	Financial Services	3,090
6255	IT Services	1,439
6262	Personnel	7,612
	Total Internal Services	12,141
7400	Misc Income	0
	Total	566,892

Proposed Structure for EMRIEP Programme Delivery



EM RIEP– Risk Analysis Criteria

Risk	Risk Description	Inherent Risk	Risk Owner	Risk Management Solution	Key controls	Residual Risk	Risk Indicators
	KEY RISKS						
2	Local authority buy in not achieved for the EM RIES and overall programme	8	EM RIEP + LAs	Consultation and strings attached to resource allocation	Consultation	3	Report to the EM RIEP Steering Group
3	Failure to establish 5 robust sub regional partnerships to deliver significant elements of the EM RIES programme	7	EM RIEP + LAs	Resolve by negotiations and resource allocations	Consultation	3	Report to the EM RIEP Steering Group
4	Sub regional partnerships fail to implement programmes, provide oversight of LSPs & LAA delivery	7	EM RIEP + LAs	Resolve by negotiations and resource allocations	Consultation	2	Report to the EM RIEP Steering Group
5	Failure to secure support from other partners to implement EM RIES programmes	4	EM RIEP + LAs + Partners	Resolve through joint working and collaboration over programmes	Consultation with EM RIEP steering group and appropriate action	2	Report to the EM RIEP Steering Group
6	Failure to deliver regional and sub regional programmes and therefore make best use of resources delegated from the Government	5	EM RIEP + LAs + Partners	Resolve through joint working and collaboration over programmes	Consultation with EM RIEP Steering Group and appropriate action	3	Early warning system of information gathering
7	Performance of EM RIEP in terms of leadership and management of the programmes of investment deficient	6	EM RIEP + LAs + Partners	Reflection on decisions taken and implementation track record	Reports to the EM RIEP Steering Group	2	Programme management reporting
8	Failure to agree regional governance arrangements for EMRIEP resulting in the retention on £1.3m currently being withheld by CLG	9	EMRIEP + LAs	Resolve by negotiation	LGA intervention/consultation	3	Report to the EMRIEP Steering Group
9	Erosion of the East Midlands reputation to deliver to deliver improvement and efficiency programmes as set out in the RIES	9	EMRIEP + LAs	Resolve by negotiation and discussions with LGA/CLG	LGA/CLG intervention/consultation	3	Report EMRA Executive Board and EMRIEP Steering Group