

RIEP Progress Update

RIEP Name: East Midlands Improvement and Efficiency Partnership

Date: September 2010

1 Headlines:

- **The EM IEP has enabled local authorities across the region to deliver £53.3m cashable and £1.9m non cashable efficiency savings from 1st April 2008 to 31st July 2010. This provides a ROI of 3:1 on the £19.6m three year core funding. The EM IEP is predicting savings of £78m (ROI 4:1) by 31st March 2011, which is projected to rise to £201m cashable and £30m non cashable efficiency savings over five years (ROI 12:1).**
- Actual spend to date: £14m; forecast spend by the end of 2010/11: £35.5m. The EM IEP has committed £35.5m.

2 Partnership Update:

Over 100 delegates attended the EM IEP Annual Conference on 29th June 2010. Delegates took away a set of 30 good practice case studies, the EM IEP Annual Report 2009-10 and a DVD of 25 video case studies. Councillor Martin Hill OBE, Chair of the EM IEP Board, Stephen Hillier, Director of GOEM, Councillor David Parsons CBE, Chair LGA Improvement Board and EM IEP Steering Group Chair, Nick Hodgson, discussed the impact the EM IEP has made in the region as millions of pounds worth of efficiency savings and service improvements have been delivered over the past 2 years. Delegates took part in interactive showcase sessions covering a range of topics. The conference was as an excellent opportunity for networking and to celebrate the successful achievements of Partnership's 46 local authorities and five fire and rescue authorities.

3 Efficiency Update:

£55.3m efficiencies have been delivered to date with projected savings of **c£78m** delivered by 31st March 2011 and a 5 year projection of **c£232m** (5 year projections for ROI, cashable and non cashable, calculated using mietool). The EM IEP has supported the region's local authorities to deliver the £55.2m (to 31st July) savings in the following areas:

- **£26.83m - Smarter Procurement**
- **£8.73m (£1.3m non cashable) - EM Property Alliance**
- **£4.53m - Commissioning Adult Care using the Care Funding Calculator**
- **£4.00m - EM Lawshare**
- **£3.19m - Midlands Highway Alliance**
- **£3.10m - Single Persons Discount Reviews**
- **£1.95m (£0.6m non cashable) - Transformation of Adult Social Care Systems and Process**
- **£1.23m - Commissioning - for Children in Care**
- **£0.96m - Business Transformation**
- **£0.39m - Commissioning - Care Services for Adults with High Support Needs**
- **£0.36m - Shared Services**

Efficiency Challenge Project

Building upon the authority specific benchmarking reports delivered to all East Midlands district and unitary councils the **Facilitated Efficiency Challenge** is the next stage in the process to support councils in identifying actions to deliver efficiencies within specific services. The outcomes of these challenges, currently being rolled out, are an agreed action plan of 5 key activities and practical outputs that the participants agree to take forward and develop into detailed actions to deliver efficiencies.

Environmental Services- Efficiency Projects

- **Waste Project** - Phase 1 of the project concentrated on data collection, with a focus on cashable efficiencies, and providing examples of the benefits and drivers of partnership working. Phase 2 of the project is providing health checks by peers through facilitated efficiency challenges, targeted support on contract management for out-sourced waste collection authorities and training and support for officers and members. 3 observational good practice case studies have also been commissioned and a pilot group has been established that will break down their current costs and establish how they would be able to reduce costs and create efficiencies.
- **LEQ Project** - A facilitated workshop with an associated tool has enabled senior managers to challenge their LEQ service and identify actions that can be taken towards the realisation of efficiency savings. Keep Britain Tidy will work with authorities in the East Midlands to look at a range of broad efficiency saving routes and develop larger scale efficiency savings models.

Culture & Sport Improvement Toolkit

Cultural Improvement Partnership East Midlands (CIPEM) is leading a national pilot of an improvement tool which now provides a specific theme on securing efficiencies in authorities across the EM to challenge, support, identify improvements and secure cashable efficiencies.

4a Programme level regional update:

Children & Young People's Services - Joint Commissioning

- **Looked After Children, Annual Fee Negotiations** - The EM has taken a collaborative, regional approach to fee negotiations with key Residential and Foster Care providers and delivered £1.23m efficiency savings to date
- **Regional Provider Framework** - A regional provider framework has been developed to deliver significant savings in Residential, Foster Care and Supported Accommodation placements as well as improving outcomes for Children and Young People. This collaborative agreement went to tender on 26 July 2010 for a 1st April 2011 start.
- **Care Funding Calculator (CFC)** - An Excel-based prototype CFC for Foster Care Placements is being developed. Work includes the collection and collation of East Midlands LA data to produce a benchmark model of placement prices across the region. This work supports a wider collaboration project between the EM IEP and IESE which is leading on the adaptation and development of the CFC for Children's Residential and Special Schools Placements. The EM's initial prototype and functional specification will be combined with the IESE work to produce a web-enabled set of CFC tools for Children's Services.
- **Common Assessment Framework (CAF)/Integrated Working Regional Standards** - The standards will lead to a more consistent application of CAF processes between different organisations and areas, especially around service threshold levels. A website will be created to share information that helps organisations attain the new minimum regional standard, with a quality assurance group developed to moderate standards across the region.

Adults Social Care

- **Implementing the National Dementia Strategy in the East Midlands** - Joint 'commissioning surgeries' are supporting commissioners to develop business cases from priority initiatives identified in action plans. A Systems Dynamic Model for Dementia is being developed in conjunction with surgeries that will enable commissioners to test out business cases on a computer-generated virtual whole system.
- **Dignity in Care Homes** - A 'kite mark' has been launched to recognise care homes that demonstrate dignity in care. It gives recognition to businesses that demonstrate high standards of care, gives reassurance to families who entrust their loved ones into the care of others and also benefits care staff as they are taught new skills and recognised for their work.
- **Transforming ASC Data for Effective Commissioning** - This EM IEP capital project has piloted a bespoke software tool that virtually automates the production of statutory returns, while enabling authorities to transform raw adult social care finance and activity data from various sources into quality management information to support more effective commissioning of services.
- **Improving Mental Wellness Through Personalisation** - All 9 EM LAs worked with their Primary Care and Mental Health Trust partners to dramatically increase the number of people who have choice and control over their support packages (self-directed support). In just 9 months, an additional 543 people with mental ill health were self-directing their support, exceeding the project target by nearly 20%.

Equality and Diversity Programme

- **Standard Documents:** The inclusion and integration of Equality Impact Assessments into the stages of EM local authority procurement and commissioning processes will improve efficiency.
- **The Equalities Hub** on the EM IEP website brings together news, publications and standard documents from national and local sources for Equalities & Diversity officers. It includes 7 **case studies from authorities** that have successfully incorporated equalities into their performance and project management systems

Community and Neighbourhood Development Programme

- The **Community Engagement & Cultural Change** event in July celebrated local authorities and public sector organisations that have achieved critical success in an area of service delivery through partnership with a local organisation which has resulted in empowering local people to take a more active role in their community.
- A **Joint strategic scrutiny** study is supporting the development of collaborative accountability across the region.
- A **'Seeing is Believing'** programme has provided the opportunity for members, officers and community groups for a 'hands on' learning experience with communities that have got involved and overcome local challenges.
- A **Community Empowerment Targeted Support Programme** provides support to councillors on community engagement; a network for officers with empowerment roles and interactive workshops on participatory budgeting and participatory democracy.

Economic Growth

Since the launch of the East Midlands Local Authorities Apprenticeship Agency (EMLAAA) in March 2010, 150 apprenticeship pledges have been negotiated throughout the region. The target is 300 16-18 year old starts by 31st March 2011.

4b Programme level sub-regional updates:

Nottinghamshire

Two **choice based lettings** projects in Nottinghamshire are well advanced and will soon be enabling residents to have a choice in their accommodation. **Lean systems thinking** is progressing with approximately 130 people trained and five service reviews in progress or due to start which will release efficiencies through streamlined processes. Nottinghamshire County Council is taking advantage of **organisational diagnostic** work to identify where savings can be made to their service delivery. A number of joint software procurements are providing opportunities for more efficient work processes across a range of services, such as **waste management, fleet management, recording accident data** and undertaking fly-tipping and detritus (**NI195**) surveys. **Single person discount reviews** at Nottingham City Council are set to release £900,000 of savings over the next few months. A **member development** strategy and skills framework has been developed and work continues to support Nottinghamshire districts to achieve member charter status. Three authorities are currently procuring a **joint website** solution that will enable more online business for customers and create efficiency savings from joint hosting and reduced maintenance costs. The **Nottinghamshire Shared Intelligence** service is delivering useful insight projects, so far looking at housing benefit take-up, leisure centre membership and how customers choose to access council services.

Derbyshire

The **Derbyshire Wide Area Network** is delivering a joint ICT service between two local authorities. More services will transfer onto the network shortly. The **joint ICT Service** has generated savings of £100K to date. A **shared ICT disaster recovery** project has resulted in cost avoidance of £15K for one of the partner authorities. Joint working and unified charging for **pest control** will generate £50K of additional income and efficiency savings this year. Schools have reported positive outcomes for a high proportion of the young people who have attended the **Yes! Scheme**. Police have reported that the delivery of the **B-Safe** project has had a direct impact on the reduction of alcohol-related crime and incidents of anti-social behaviour by young people in identified hot spot areas. A **Joint Transformational Programme** between two local authorities has generated savings of £950K to date, £190K of which from RIEP funding. 800 domestic **energy monitors** are being loaned out and showing an average financial saving per participating household of between £60 and £70, and a commensurate CO₂ saving of 0.3 tonnes per year. A tender is underway for a third party **council tax single person discount review** expected to save over £2 million.

Leicestershire/Rutland

There has been significant progress with the **Districts Shared Revenue and Benefits Service** culminating in the agreement that a third authority will now form part of the service. **The Partnerships Support Project** has undertaken a second Partnership Peer Review. The team were 'commissioned' by ENABLE to undertake the Review into all Environmental partnerships across Leicestershire. Prior to and in an intense 3 day period, over 30 interviews were held with stakeholders. The Review process has been well received and this local, sector led self-improvement approach will be continued with further reviews scheduled to take place in the Autumn.

Lincolnshire

Compass Point Business Services has now taken on the **East Coast Merged Services project**, which is predicted to save £1.8m per year. The **Smart Metering project** is also progressing well and has leveraged in additional funding to cover Lincolnshire schools which will reduce cost whilst delivering greater benefit. Meters will start to be installed in the next quarter and progress will be rapid from there.

Northamptonshire

Category Mapping of expenditure for all Northants Area Procurement authorities is live and analysis is under way to identify savings targeting the top 10 spend categories. The **Single Persons Discounts review project** has completed the initial phase in Northampton DC with 1610 cases cancelled equating to over £400K additional revenue for 2009/10. A further 700-900 cancellations are expected in Northampton and other participating partner authorities during the second phase of the project. The **Improve Street Scene with Probation Service project** has enabled equipment, vehicles and pressure washers to be purchased delivering improved environmental standards and reducing maintenance costs expended on older equipment.

5 Thematic involvement/leads

- Chris Allison, Director is supporting Andrew Campell in leading the Place Based Productivity workstream focussed on 'removing government barriers.'

6 Risks and issues

- Discussions about the legacy and sustainability of key programmes beyond year three are underway.

7 Next period:

The October Peer Review of the Sub Regional Partnership programmes will report the progress of implementing the recommendations from the February Peer Review and ascertain if the programmes are on schedule to deliver the specified project benefits and milestones by March 2010.