



**Improvement  
East**

Partnership  
for Improvement  
and Efficiency

## **Year Three Delivery Plan**

**November 2010**

Version 5	November 2010
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# Improvement East Year Three Delivery Plan

## 1.0 Introduction and Background

1.1 Improvement East is the Regional Improvement and Efficiency Partnership for the East of England and came into existence on the 1<sup>st</sup> April 2008. The Partnership is one of nine partnerships set up to deliver improvement and efficiency regionally by the sector itself. The Partnership has been allocated significant resources to deliver this challenging agenda and it has put in place a robust governance structure to ensure it is led by Members and supported by chief executives and key partners across the region. The Partnership has an innovative programme to support authorities and has already helped raise business case benefits of £140M across the region.

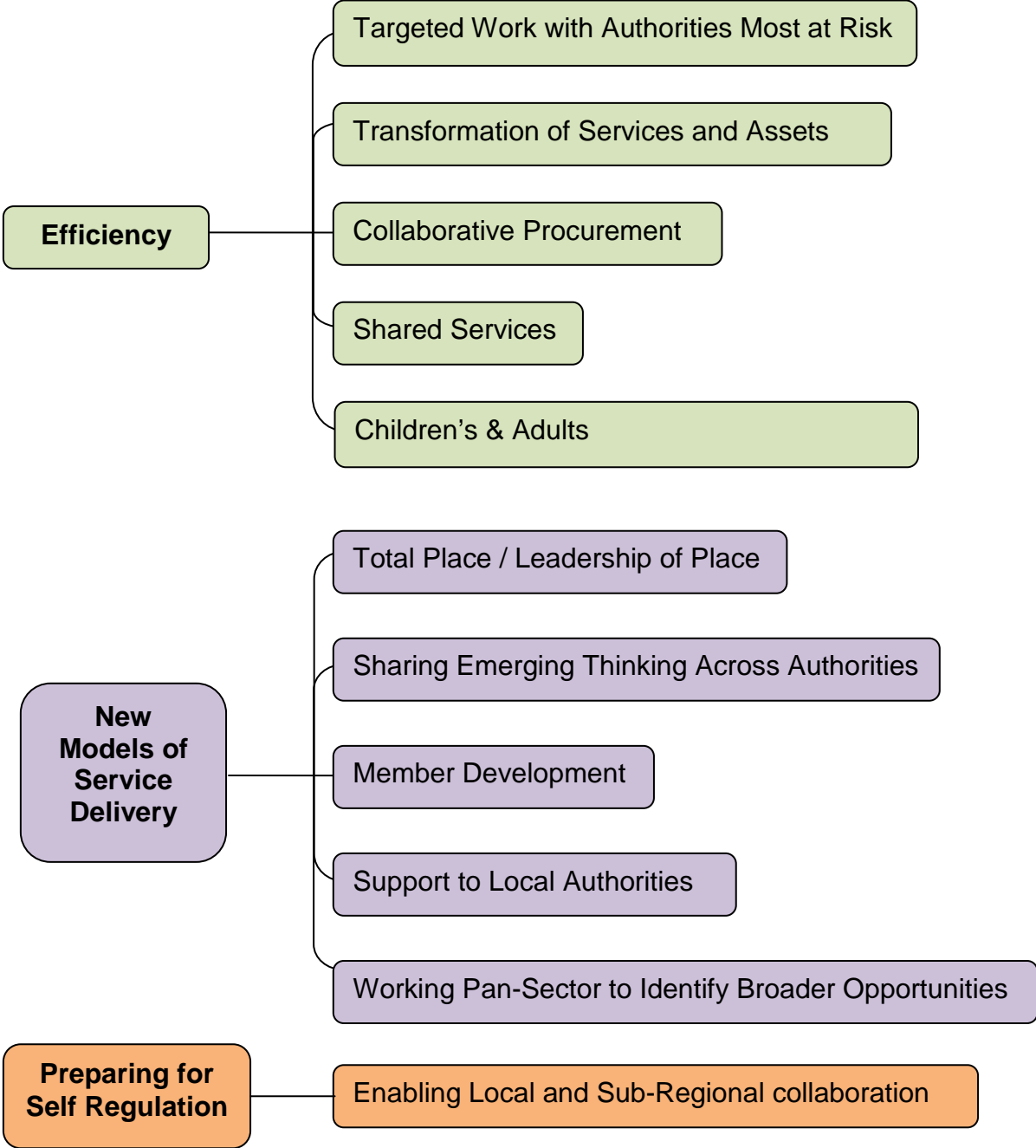
## 2.0 Our Strategy

2.1 Following the election of the new coalition government in May 2010 the partnership agreed to sharpen its focus and concentrate resources on the things that really matter to its authorities and do less of what is less important. The number one priority has to be to use the intervening period before the public spending cuts to help each of our authorities prepare and transform how they deliver services. A review of the programme was undertaken in June/July 2010 and a set of new priorities has been agreed focusing on efficiency and emerging priorities from the new government. The new priorities are:-

Efficiency  
New Models of Service Delivery  
Preparing for Self Regulation

2.2 These key outcomes and the work areas identified in the strategy are illustrated in the diagram following:

**Improvement East Outcomes**



## **3.0 Revised Year Three Priorities**

### **3.1 Efficiency**

The impending public service cuts announced in the October 2010 spending review will drive our strategy to deliver greater efficiency support within the partnership to expand our current potential savings of £140M.

#### **3.1.1 Targeting work with authorities**

Building on our back office benchmarking exercise and desktop risk review of all authorities we will introduce a new initiative with the authorities likely to struggle most to balance their books and maintain high quality front line services. This 'light touch' Efficiency Challenge will encourage and assist authorities to put in place and/or accelerate their efficiency strategies.

#### **3.1.2 Transformation**

Assets have an important part to play in delivering council strategy and we will learn from our prototype Asset Management Project based in Essex, which will deliver business cases for change, rationalisation or new opportunities to share assets.

Waste management is one of the highest costs within local government and in year 3 we will roll out our waste services 'route optimisation' funds to enable authorities to save money and reduce carbon emissions through lowering fuel use.

#### **3.1.3 Procurement**

We will continue to promote and lead collaborative procurement activity through the Finance Directors' group and explore the possibility of wider procurement collaboration with the NHS where greater gains may be available. We will continue to offer funding for e-auctions and promote skills development in the sector in addition to specific support for our Eastern Highways Alliance, for strategic procurement of road building and major maintenance contracts. We will seek to make available procurement toolkits which can reduce the cost of residential social care.

#### **3.1.4 Shared services**

Many authorities will turn to shared services for delivery models in the future and we will continue to provide support to skill the sectors' own people in developing partnerships and business cases. We will continue to add to the 20 shared service projects taking place in 30 authorities.

## 3.2 New Models of Service Delivery

- We will continue to build on the principles of Total Place / Leadership of Place by supporting Community Based Budgeting and the implementation of integrated delivery models.
- We will bring together like-minded people and innovators to share best practice and use this as a catalyst for improved outcomes at lower cost.

We have recognised that support for Leadership of Place now needs to extend beyond the public, private and third sectors to citizens themselves. This is in recognition of the fact that only by moving to a 'Big Society' can we meet the needs of our community within the financial constraints that we face. With this in mind, we will work with our places to support the implementation of new service delivery models, which focus on the needs of people and places, rather than organisations. We will also support those interested in developing Community Based Budgets at different geographical levels and bring together innovators from across the sectors to tackle complex social issues by delivering better outcomes at lower cost.

In addition, a number of authorities in the East of England are looking at how they can improve efficiency whilst raising quality of service provision by creating new forms of service delivery. Improvement East will support the development of innovative models and accelerate progress by:-

- Supporting local authority innovation and sharing learning
- Working with partners pan sector to identify new opportunities.

### 3.2.1 Supporting places

Every part of the region is receiving support to further their aspirations for Leadership of Place. Improvement East will continue to work with authorities to ensure that these projects deliver hard outcomes and support the cultural shift needed to meet the challenges ahead. As well as enabling the development of new solutions, authorities will also be offered support to implement more effective and integrated delivery models (where there is clear evidence of change).

### 3.2.2 Scaling up the Solutions Centre approach

Improvement East has taken learning from earlier projects in Peterborough, Norfolk and Suffolk to develop a 'managed journey' for undertaking deep dives. Pilots in Southend and Essex have demonstrated that this approach will help us deliver evidenced business plans for change at a much increased pace. This is key to meeting the financial challenge we face. This project will now be scaled up to develop new solutions in a number of other locations across the region.

### 3.2.3 Solving collective problems through collaboration

Improvement East will undertake a 'regional collaborative', bringing together all of those authorities interested in responding to High Contact Families in a new, more cost effective way. This will build on learning to date from the Leadership of Place pilots and develop a model for tackling other issues of mutual interest across geographical boundaries. This will be key in the future to removing duplication and ensuring effective sector-led improvement.

### 3.2.4 Localism – taking a Total Place approach at district and neighbourhood level

Improvement East is keen to support the localism agenda and our learning to date from Leadership of Place can now be applied to district and neighbourhood level. With this in mind, we are working with partners to develop a model for more effective allocation of discretionary spend at district and neighbourhood level to tackle genuine local priorities. This will be essential given lower levels of discretionary spend and the impact of this at district and neighbourhood level.

### 3.3 Preparing for self regulation

Improvement East has an established track record in supporting individual authorities and/or services that have been struggling. Using both national data, such as Comprehensive Performance Assessment results and soft intelligence from a range of sources, we have been able to identify those authorities and services that were beginning to struggle and to put support measures in place. These support measures have included a significant amount of peer support – Chief Executives and lead Members as well as staff with particular expertise in a specific field.

All those authorities that have received support from Improvement East on an individual basis to deal with specific challenges have made significant progress on their improvement journeys. The various models of support, such as Chief Executive support and peer challenge could provide a basis for developing further means of support.

Over the spring of 2010, Improvement East launched a Peer engagement initiative to broaden this peer support work across the whole of the East of England. The Chief Executives and Chief Fire Officer on the Executive Advisory Board were paired with all their peers across the region to discuss improvement and efficiency needs and support. As well as this, the efficiency work we are undertaking to benchmark authorities offers us valuable experience and provides us with a platform for working with all authorities to ensure that any issues are identified early and that support can be instigated quickly and effectively

With the dismantling of much of the national performance management framework and the agencies that supported improvement work, Improvement

East recognises that new ways are required to be able to identify and support those in need.

In order to meet these new requirements we will:

- Make our voice heard to shape national developments
- Utilise information, intelligence, expertise and support from other sources if and when appropriate
- Further develop our local system of support which shall include a range of support measures of appropriate constituent size and to include assistance to elected members.

#### **4.0 Delivering the plan**

In April 2010 the East of England Regional Assembly was disbanded and the Member Panel arrangements of Improvement East were transferred to the new East of England Local Government Association. The Panel is in the process of being reformed and the Executive Advisory Group of regional chief executives continues to support the Partnership. In the future it is envisaged that there will be a “light touch” governance structure with the possibility of a small group making essential decisions between meetings.

## 5.0 Revised financial allocation Year Three

At the end of last year all uncommitted expenditure was added to the budget for 2010/11. An indicative budget was agreed:

Year Two uncommitted	£2.9m
Year Two Capital Efficiency and Transformation Fund	£4.0m
Year Three Funding	£7.0m
<b>Total Year Three</b>	<b>£13.9m</b>

The actual budget received was:

Actual Year Two uncommitted brought forward	£4.13
Year Two Capital Efficiency and Transformation Fund	£3.74
Year Three Funding	£7.95
Climate Change Skills Fund	£1.04
Funding for Deprived Neighbourhoods	£0.04
<b>TOTAL YEAR THREE FUNDING</b>	<b>£16.9m</b>

This revised budget allows for an increase in the amount of uncommitted funding brought forward (+£0.97m) and higher core funding (+£0.95m) as well as the ring fenced Climate Change Skills Fund of £1.04m and funding for £0.04 for Deprived Neighbourhoods. In total this is an increase to the year three budget of £3m.

Since the election in May 2010 the partnership has reviewed its priorities and the new indicative financial allocation is set out below.

Revised Indicative Financial Allocation Year Three	Revised Programme 2010/2011 £						
<b>Efficiency</b> <ul style="list-style-type: none"> <li>• Targeted work with authorities (incl Efficiency Challenge)</li> <li>• Procurement</li> <li>• Transformation</li> <li>• Shared services and mergers support</li> <li>• Children's and Adults</li> </ul>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: right;">2,500,000</td> </tr> <tr> <td style="text-align: right;">1,255,000</td> </tr> <tr> <td style="text-align: right;">1,500,000</td> </tr> <tr> <td style="text-align: right;">3,000,000</td> </tr> <tr> <td style="text-align: right;">1,500,000</td> </tr> <tr> <td style="text-align: right;">9,755,000</td> </tr> </table>	2,500,000	1,255,000	1,500,000	3,000,000	1,500,000	9,755,000
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<b>New Models of Service Delivery</b> <ul style="list-style-type: none"> <li>• Total Place/leadership of Place/Community Based budgeting</li> <li>• Supporting best practice</li> <li>• Member Development</li> <li>• Other</li> <li>• Support to local authorities</li> <li>• Pan sector working/new opportunities } <ul style="list-style-type: none"> <li>- Health</li> </ul> </li> </ul>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: right;">2,600,000</td> </tr> <tr> <td style="text-align: right;">1,000,000</td> </tr> <tr> <td style="text-align: right;">250,000</td> </tr> <tr> <td style="text-align: right;">355,000</td> </tr> <tr> <td style="text-align: right;">500,000</td> </tr> <tr> <td style="text-align: right;">4,705,000</td> </tr> </table>	2,600,000	1,000,000	250,000	355,000	500,000	4,705,000
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<b>Preparing for Self-Regulation</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: right;">200,000</td> </tr> <tr> <td style="text-align: right;">200,000</td> </tr> </table>	200,000	200,000				
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Revised Indicative Financial Allocation Year Three	Revised Programme 2010/2011 £
Climate Change Skills Fund	1,040,000
	1,040,000
<b>Other</b> <ul style="list-style-type: none"> <li>• Programme Management</li> <li>• Contingency</li> <li>• Communications</li> </ul>	990,000 130,000 80,000
	1,200,000
<b>GRAND TOTAL</b>	<b>£16,900,000<sup>1</sup></b>

Notes

Capital Efficiency and Transformation funding Year One - £2 230 000

Capital Efficiency and Transformation funding Year Two - £3 541 000

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<sup>1</sup> Incl. £7.2m capital funding remaining

<b>Risks</b>	<b>Probability (H M L)</b>	<b>Impact (H M L)</b>	<b>Action Required</b>
Loss of leadership from Member Panel	Medium	High	<ul style="list-style-type: none"> <li>Consolidate and maintain politically led governance model adopted by Improvement East</li> </ul>
Loss of leadership from Advisory Board	Low	High	<ul style="list-style-type: none"> <li>Regulation through the Member Panel</li> </ul>
Loss of senior management ownership from authorities (not represented on Advisory Group)	Medium	High	<ul style="list-style-type: none"> <li>Chief Executives on the Advisory Group to fully engage with their peers through the county/fire meetings and Society of Local Authority Chief Executives</li> <li>Continue programme of peer engagement</li> </ul>
Loss of Member engagement	Medium	High	<ul style="list-style-type: none"> <li>Members on the Panel to continue to fully engage with their peers within their political groupings and their own authorities</li> <li>Continue to invite Members to seminars and conferences</li> </ul>
Strategy fails to meet regional needs and/or achieve anticipated impact	Low	High	<ul style="list-style-type: none"> <li>Panel and Advisory Group to be alert to new challenges</li> <li>Advisory Group to keep the programme under close review</li> <li>Focus on key outcomes</li> </ul>
Loss of commitment from partners and loss of staff in Year Three due to uncertainty of direction of regional improvement and efficiency after March 2011	Medium	High	<ul style="list-style-type: none"> <li>Panel and Advisory Group to continue dialogue on future of regional improvement and efficiency post 2011 with stakeholders across the region and across the public sector</li> <li>Seek decisions on future direction at November 2010 Advisory Group and Panel meetings</li> <li>Develop clear transition/exit strategy</li> </ul>
Expectations on Improvement East are too high and this leads to disappointment.	Medium	High	<ul style="list-style-type: none"> <li>Need for focus on key outcomes; high impact delivery and good communication throughout</li> </ul>