



**Improvement  
East**

Partnership  
for Improvement  
and Efficiency

## **Year One Delivery Plan**

**June 2008**

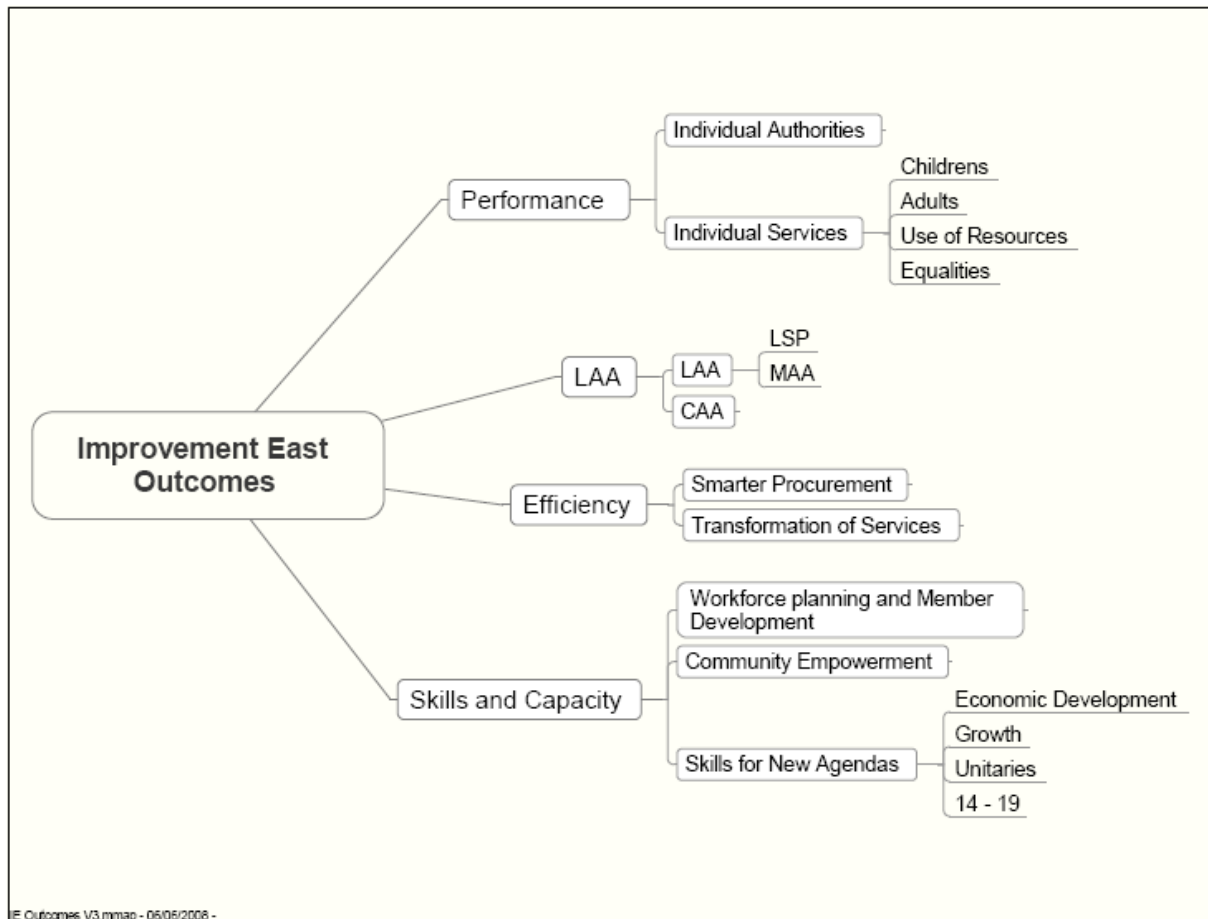
# IMPROVEMENT EAST YEAR ONE DELIVERY PLAN

## 1.0 INTRODUCTION

- 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 9 regional 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 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.
- 1.2 The Partnership has decided that it wants to move quickly to put in place a delivery plan that will start to deliver outcomes in the first year and add value to authorities across the East of England. The opportunity exists to do things differently and for the Partnership to add real value to the improvement and efficiency agenda by regionally commissioning work to drive forward key issues that are important in the East of England.

## 2.0 OUR STRATEGY

- 2.1 The East of England Regional Improvement and Efficiency Strategy was developed with partners and agreed in March 2008 and clearly sets out four key outcomes:-
- **Local Authority Performance**
  - **LSPs and LAAs**
  - **Efficiency**
  - **Skills and Capacity**
- 2.2 These key outcomes and the work areas identified in the strategy are illustrated in the diagram below:



In Year One it is essential that the Partnership puts in place the building blocks to deliver the high level outcomes expected of it by local partners and the Department of Communities and Local Government. The Partnership will be measured on the progress it has made against these outcomes and future funding allocations will undoubtedly be based on the Partnership's ability to deliver in its first year. The key areas all RIEPs will need to deliver on are:-

- Supporting authorities and services in difficulty
- Ensuring that efficiency targets are delivered
- Supporting and building the capacity of the LAAs

The Partnership also has the opportunity to add value by focusing on 3 or 4 key areas where by working regionally it can make a real difference. This could take the form of a small number of integrated cross-cutting programmes addressing improvement and efficiency. These areas include:-

- Growth
- Local Government Reorganisation
- Economic Development

### **3.0 YEAR ONE PRIORITIES**

3.1 It will not be possible to achieve everything in the first year and it will be necessary to focus on some key priorities:

#### **(i) Efficiency**

The key focus for the Partnership over the first year is to support authorities in meeting their efficiency savings through smarter procurement or innovative service delivery including collaboration on services.

Efficiencies will be realised in a number of different ways and each of the high level outcomes recognises the interdependency between improvement and efficiency. The improvement of individual services, such as Adult Care or Children's services, will deliver identifiable efficiencies which will be measured alongside the improvement outcomes. This is the case throughout the delivery plan and efficiencies will be sought and measured in every work stream.

#### **(ii) LAAs**

A key aim for the Partnership over the next year will be to help build the capacity of the new LAAs to ensure they are fit for purpose. As well as this it is essential that we work with LSPs and LAA Boards across the region to ensure they deliver the priority outcomes for their communities. We will assess the national indicators that have been selected within the region's LAAs and seek to develop support accordingly. Thereby a variety of support needs across a range of issues such as climate change, health and community safety issues could be addressed.

#### **(iii) Individual authorities and services**

There are still a small number of authorities in difficulty in the region and the sector is committed to supporting these and ensuring no other authorities decline.

Performance in Adult Social Care across the region is comparable to the national position but we cannot be complacent. Opportunities exist not only to work together across the East to improve the quality of service but to drive up efficiency in this area of substantial public investment.

The position on Children's Services has worsened across the region and work has started to address this collectively and develop a work programme to not only address performance but to work jointly on the development of the 14 to 19 agenda.

The Use of Resources scores across the East of England are the worst of any region and a robust programme of support needs to be put in place to, not only drive up performance in targeted authorities, but assist others in difficulty.

#### **(iv) Skills and Capacity**

The key challenges facing the East of England require new skills and new ways of working. This is an area in which the Partnership can add value and work with partners to develop cross cutting integrated programmes particularly in relation to the growth agenda, local government reorganisation and economic development.

### **4. HOW WE WILL DELIVER**

- 4.1 Improvement East will work with existing partnerships to develop a set of regionally commissioned programmes to address the priorities identified above. These partnerships will then implement the programmes for their service or area. Members of the Member Panel and from the Executive Advisory Group will steer the process.
- 4.2 This regional commissioning approach will negate the need for an open bidding process and will ensure that the best placed people in the public sector are developing programmes of work and make the maximum impact in their field.

### **5. PARTNERSHIP DEVELOPMENTS IN YEAR ONE**

- 5.1 It should be recognised that Improvement East only came into existence in April 2008. There are a number of internal priorities that need to be addressed in order to ensure that the Partnership itself is fit for purpose. This includes the continued development of:
  - Governance arrangements including terms of reference and delegation schemes
  - A staff structure and staff recruitment
  - Operational issues such as monitoring and evaluation, risk management and financial processes and Partnership branding.

### **6. FINANCIAL ALLOCATION**

- 6.1 An indicative allocation of resources has been made for the first year and this is attached. This is a provisional allocation and will need to be flexible to changing demands and the outcome of the approach the partnership is taking to develop commissioned programmes rather than the bidding rounds.
- 6.2 A Delivery Plan will be developed for Years 2 and 3 in the spring of 2009. The outcome of the regional commissioning approach in Year One will shape the financial allocation in future years. It is proposed that this future budget will include an amount for an Innovation Fund to pump prime small initiatives across the region.

6.3 As well as the above Improvement East was allocated £1.7m additional funding by CLG in January 2008 and a separate Transitional Programme has already commenced. In most cases the programmes are “pump priming” the main programme. This additional funding was awarded to RIEPs to meet specific outcomes which are:-

- Delivering LAAs
- Delivering MAAs
- Support for Elected Members in relation to their Community Leadership Role
- Support for 2 tier working
- Support for strategic integration of improvement and efficiency
- Support for Business Process Improvement

## **7.0 CONCLUSIONS**

7.1 This first year delivery plan is an opportunity for the Partnership to do things differently in the East of England. The plan is focussed on delivering the key priorities as set out in the Regional Improvement and Efficiency Strategy but also adds value by targeting resources at a number of cross cutting regional priorities which will make a real difference to local authorities and the communities they serve.

Financial Allocation Year One		Total £K
%Local Authority Performance	<ul style="list-style-type: none"> <li>• Individual support to authorities and preventative measures to ensure authorities do not decline</li> <li>• Regionally commissioned programmes to support:               <ul style="list-style-type: none"> <li>- Adult Social Care</li> <li>- Children's Services</li> <li>- Use of Resources</li> </ul> </li> </ul>	1000
		300 300 300
		1900
LAAs	<ul style="list-style-type: none"> <li>• Regionally commissioned programmes to support:               <ul style="list-style-type: none"> <li>- LAAs</li> <li>- LSPs</li> <li>- Delivery of LAA Priorities e.g. climate change, health needs and community safety</li> </ul> </li> </ul>	300
		300 200
		800
Efficiency	<ul style="list-style-type: none"> <li>• Promote procurement best practice</li> <li>• Transformation of services</li> </ul>	400
		400
		800
Skills and Capacity	<ul style="list-style-type: none"> <li>• Regionally Commissioned programmes to support:               <ul style="list-style-type: none"> <li>- Community empowerment</li> <li>- skills for new agendas including growth, local government reorganisation and economic development.</li> </ul> </li> </ul>	200
		800
		1000
Other	<ul style="list-style-type: none"> <li>• Programme Management</li> <li>• National initiatives</li> <li>• Contingency</li> </ul>	600
		300 490
		1390
<b>TOTAL</b>		<b>5 890</b>