



South West Regional Improvement and Efficiency Partnership 'Light Touch' Annual Report

January 2010

Introduction

The South West Improvement and Efficiency Partnership (SW IEP) was set up by local authorities as a 'hub' to drive innovation and progress against regional priorities and share information and knowledge in conjunction with other public sector bodies and partners.

This 'light touch' annual report sets out a summary of the key achievements to date. It provides an overview of how the SW IEP is engaging across the public sector to support the National Improvement and Efficiency Strategy (NIES), deliver key regional priorities, and help local authorities to deliver sustained improvement in the economic recession.

Headline Achievements

To the end of December 2009, the SW IEP reported £7.4 million value for money gains since the start of CSR07. Current projections indicate that projects supporting local authorities are on track to release at least £30 million savings by 2011, if programmes continue to be supported and there is wide take up of key programmes across the public sector. Key efficiency and savings are:

- £3.7m to date in CSR07 from **adult social care** programme from continued application of the Fair Pricing Tool;
- £4.4m efficiencies to date from support for **children's services** including promotion of a more coordinated, outcomes-focused, approach to commissioning;
- £1.9m efficiencies to date from the **smarter procurement** programme as a result of better use of technology, the regional e-portal and e-auctions.
- The South West **construction framework** is projected to release in excess of £15 million savings for the duration of the four year framework agreement. Over £1m savings have already been realised.

Non-cashable benefits include:

- In excess of £1 million has been released from projects within asset management, business transformation, construction, procurement, local economy programme, and the Fire and Rescue work stream.

Performance improvements include:

- 2 local authorities have been supported to move out of difficulty into performing adequately.

- 17 authorities have been supported to reach the 'achieving' level of the Equality Standard for Local Government.
- 6 councils have achieved, and 14 are working towards, Member Charter status.
- 124 officers and members have obtained formal qualifications in skills such as Programme Management, Project Management and Lean Systems Thinking.
- In line with the national trend, the South West continues to improve delivery of better outcomes for older and vulnerable people. The region now has 14 authorities assessed as performing well, with 2 assessed as adequate.

Governance and Sector Ownership

There is increasingly strong Member leadership of the work of the SW IEP. SW Councils Business Committee is the *Elected Member Management Board* for the SW IEP with the Strategic Leaders' Board providing strategic leadership as the Executive of SW Councils.

Cllr Alan Connett, Chair of South West Councils; Liberal Democrat RIEP champion and Leader of Teignbridge District Council:

"Having elected Members involved at the strategic level helps ensure that South West RIEP is responsive to the changing needs and priorities of all councils. The RIEP has adopted a flexible approach to planning and delivery - adapting to address the challenges posed by the recession, and the opportunities offered by initiatives like 'Total Place'."

Members are supported by the *Chief Executives Management Group* who manage the Programme, reviewing and advising on strategic priorities and funding allocation. The Strategic Health Authority is a key partner, and increasingly active on the Chief Executives Management Group and in other governance structures. The majority of the Programmes have an elected Member Champion. Operationally, the programmes are championed by Chief Executives.

Cllr Tudor Evans, Labour Group RIEP Member Champion, Plymouth City Council:

"Over the longer term the RIEP will help our authorities to transform their services, delivering high quality for less money. Every Leader, Cabinet Member and Scrutiny Chair needs to know what is available and what support can be given."

Officer support is provided mainly through the SW Secretariat which brings together officer support for Member activity at the regional level, also supporting the Strategic Leaders' Board, South West Councils and South West Employers. Positioning the SW IEP as part of this local authority led 'family' maximises joined up working, creates economies of scale and facilitates flexibility in the delivery of the overall local government agenda.

Cllr Angus Campbell, Chair of the Strategic Leaders' Board and Leader of Dorset County Council:

"The newly formed Strategic Leaders' Board is committed to working together to maximise efficiency and minimise costs within the public sector in the South West. We are very conscious of the increasing pressure on local authority budgets and the SLB will be ensuring the RIEP is effectively targeting its support and delivering improved outcomes."

Support for national, regional, sub regional and local priorities

The SW IEP is supporting the priorities identified by authorities and partner agencies across the South West. This takes account of information including Local Area Agreements (LAAs) and Multi Area Agreements, as well as information gained from SW IEP led research and findings from the Comprehensive Area Assessments (CAA). The 4 underpinning themes of the National Improvement and Efficiency Strategy have been key in driving the programme:

- Improved value for money to meet the 3% efficiency targets;
- Increased innovative capacity;
- Support for community empowerment;
- Improved economic and neighbourhood renewal leadership.

Cllr Ray Frost, Independent RIEP Member Champion

"Increasingly the SW IEP is becoming the first point of contact for local authorities looking for advice and support with improvement and efficiency. The vast majority of councils are now engaged with one or more of the workstreams - and are benefitting from the broad range of support. Over the coming year we will continue to promote opportunities, and strive to share learning and experience across the South West."

Responding to Change

Because of the strong sector-led nature of the SW IEP, it is able to respond quickly to changing circumstances. In particular, the South West has re-focussed activity in response to the recession and to seize the opportunity presented by the Total Place approach.

David Jenkins, Chair of the Chief Executives Management Group and Chief Executive of Dorset County Council

"The Chief Executives' Group are committed to making the South West RIEP responsive and flexible. Coming from one of the national pilots for the Total Place initiative, I was very keen to see the opportunity rolled out across the whole of the South West. I am delighted that our RIEP has been able to redirect our funding to provide the same opportunity to each of our sub-regions."

Total Place

The South West has rolled out a 'Total Place' style initiative, on a sub-regional basis, across the whole of the South West. The initiative will help Local Strategic Partnerships to transform public services locally, deliver better value for money and improve the experience of local residents. Overall £1.75 million has been made available. The funding will support 6 ambitious and challenging programmes focusing on a range of topics which include families in crisis, economic inclusion and neighbourhood management.

Total Place in Wiltshire and Swindon

Working closely with a range of partners, including the Police and NHS, Wiltshire and Swindon Councils will remove the obstacles to wellbeing with the active participation of individuals within communities. 'Total Place' will focus on creating and sustaining an environment in which people can be physically and emotionally healthy.

Four neighbourhoods, each with a historically high demand upon public services, will be the subject of a thorough analysis to determine the prevalent issues, and the cost of the services provided. Using a whole system approach, their aim will be to break existing mindsets and create a clear vision of what needs to be achieved. The cost of a family in chronic crisis has been estimated to be £250,000 per annum and research shows that significant financial savings can be achieved by creating a stronger sense of community, supporting families and preventing them from falling into crisis. For example, for each child not taken into care there would be a saving of around £34k per annum and reducing an adult's needs from acute to average would save £20k per annum.

Keith Robinson, Chief Executive of Wiltshire Council said:

"We should start from an understanding of the family's total situation and how it can be improved with the family itself taking responsibility. A new public service model will undoubtedly save money if we're prepared to act radically, but the primary focus is on effective interventions for families and the communities they live in."

Responding to the recession

In the context of the recession, the work of the SW IEP has assumed even greater importance. Of particular note:

- **Economic Challenge Fund**

Launched in April 2009, the fund provided an opportunity for Local Authorities, in collaboration with partners, to bid for funding to deliver projects to combat the immediate impacts of the downturn. Interventions include; provision of incubator space for creative business, business mentoring, training targeted at rural businesses, linking the unemployed to job opportunities in the care sector and a Community Banking feasibility study.

- **Tackling worklessness**

A 15 month programme of activity with the aim of 'Tackling Worklessness' has utilised funding from the Local Economy programme and from DWP/CLG to: create a regional learning network for local authorities; an interactive webpage; and, grant funding for each LAA and MAA partnership to strengthen councils' approaches to worklessness and meet their worklessness LAA targets. In West of England for example, work is underway to achieve a level 2 co-commissioning status with DWP which will give councils far greater control over government spend on worklessness in their area.

- **Service transformation: *Delivering through the Storm***

In January 2010, the SW IEP hosted a one day event on some of the different approaches to service transformation and managing the impact of the economic downturn on service delivery. The event focused on transformation within a partnership setting, with sessions on shared services and Total Place.

- **Delivering affordable housing through the recession**

Work has begun on 'Delivering Affordable Housing through the Recession' – a series of sub-regional training events for local authority officers across the region which has been developed in response to the recession.

Cllr Christine Channon, Devon County Council, RIEP Member Champion:

"The recession has created some serious problems for individuals, families and communities. Many problems are common throughout the whole region, and can only be tackled by working together – across organisations and areas. Through projects like the Economic Challenge Fund and the worklessness action plan, the RIEP is playing a central role in helping councils address the impacts of the downturn, and plan for recovery."

Workstream Summaries

The programmes are grouped under five overarching workstreams: Driving Value for Money; Corporate Capacity; Social Care; Sustainable Economy and Fire and Rescue.

Driving Value for Money: Smarter Procurement

3 Year Budget (08/09-10/11)	£1,200,000 (+ £550,000 capital fund)
Spend to date	£550,500
Commitment to 31 March 2010	£444,900 (£550,000 capital fund)
% Spent and Committed	83

The Programme promotes collaborative procurement between local authorities and greater use of e-procurement technologies to generate efficiencies and significant cashable savings. There is a full e-procurement tool available to Local Authorities in the South West at a fraction of the usual costs. The Procurement Portal is a mechanism for collaboration and has 1500 suppliers already. It offers significant savings in tender process and advertising costs - £645,000 of savings have been realised to date. The programme is also working with the Office for Government Commerce to support local authorities to understand e-auctions. The e-procurement tool accessible on the SW Portal has e-auction capability built in.

In 2009, a Category Management Toolkit was completed by Dorset County Council and has been publicised across the region. Dorset has realised savings of £500,000 in the first year of implementation and anticipate further savings of £800,000 in the second year. A suite of Procurement Training Modules is also available. A workshop on Smarter Procurement of Professional Services is being held in January 2010 to take forward the national agenda for achieving greater value for money from spend on temporary staff and consultants.

The programme is supporting a project to deliver a cost saving insurance framework. The framework could save district councils a minimum of 20% on their annual insurance bills by co-ordinating their contract renewal process. The framework will be available from October 2010, overall savings are expected to be in excess of £1 million over the next four years.

Driving Value for Money: Property Construction

3 Year Budget (08/09-10/11)	£621,000
Spend to date	£381,700
Commitment to 31 March 2010	£121,700
% Spent and Committed	81

£1 million has been saved to date through use of the two flagship South West procurement frameworks by avoiding individual OJEU tender processes and setting up individual frameworks which would have cost between £100,000 and £400,000. Other benefits include economies of scale, improved speed to market by reducing tender process from 4-6 months to 4 weeks, and time benefits savings. Greater time and cost predictability is a major benefit of a collaborative framework.

Since becoming operational in August 2009, 16 public sector construction projects are being procured through Construction Framework South West (CFSW) with a total value of over £120 million. Schemes include: SEN secondary school; zero carbon primary school; surgical centre; Criminal Justice Centre & Strategic Policing hub and community facilities and centres. The 16 public bodies signed up to the User Agreement include Councils, universities, NHS Foundation Trust, Police Authority, and a Fire and Rescue Service.

The South West Consultancy Framework complements the CFSW. It gives construction procurement officers across the region direct access to a comprehensive range of 48 consultancy services for design and management. The projects being procured include schools, community centres, and local authority office buildings. Since becoming operational in June 2009 over £30 million of contract value has been procured through SW Consultancy Framework, equating to about £2.25 million of direct consultancy services.

9 councils are currently subscribing to the SW Cost and Performance Database and are able to compare costs, finding alternative solutions and successfully challenge partners to identify opportunities to make major efficiency savings. To date, savings include £130,000 and £300,000 for 2 primary schools in Gloucestershire and Dorset, and around £215,000 for a new children's centre in Bristol.

Driving Value for Money: Asset Management

3 Year Budget (08/09-10/11)	£300,000 (+ £250,000 capital fund)
Spend to date	£57,400
Commitment to 31 March 2010	£81,400 (250,000)
% Spent and Committed	46.3

The Asset Management Programme promotes better alignment of asset management planning with corporate objectives and CAA/LAA priorities. Effective approaches to property management and the disposal of surplus property will facilitate significant efficiency savings.

The programme offers a range of support on asset management including a toolkit, case studies and workshops around office rationalisation and co-location projects and a toolkit for improving community engagement. There is also guidance for elected members and

senior managers to help them to link asset management to corporate objectives and work with partner organisations.

Pilot studies underway in Somerset County Council and North Somerset Council will produce toolkits on office rationalisation, co-location and flexible working. Over 4 years, savings of £900,000 are anticipated. Good practice information on community asset transfers is being assembled and the SW IEP is supporting the development of common asset management standards and policies that can be used by all local authorities.

Corporate Capacity: Building Capacity for Overall Improvement in Authorities

3 Year Budget (08/09-10/11)	£4,798,000
Spend to date	£2,174,000
Commitment to 31 March 2010	£498,300
% Spent and Committed	55.7

The Programme supports Local Authorities and Fire and Rescue Authorities, especially those 'in difficulty', to develop and deliver their improvement plans. The goal is to have no authorities in difficulty by the end of 2010/11 and to achieve a sustained level of improvement across all authorities.

The SW IEP has already supported Tewkesbury Borough Council and Weymouth and Portland Borough Council move out of difficulty into performing adequately (Comprehensive Area Assessment Results 2009).

Cllr Mike Goodman MBE, Weymouth and Portland Borough Council:

"The funding Weymouth & Portland has received from RIEP has been of huge value to the overall improvement of the Council. It enabled us to realise a large number of important corporate aspirations - from simplifying our internal officer structure from three to two management tiers; embarking on a series of business improvement reviews based on lean systems thinking; developing joint HR strategies and policies with two neighbouring authorities; fleshing out our Councillor Development and Learning Plan; and helping us improve our approach to equalities. The funding has given us the impetus to kick-start these improvement projects, all of which will continue to progress the way this council operates for many years to come."

A fit-for-purpose review was undertaken in anticipation of CAA outcomes as a result resources will be refocused to authorities and places that need it the most, as a means of bringing about overall improvement. The focus will continue on authorities in difficulty, but also on red flags; and those performing adequately in Organisational Assessments, particularly those that have a negative direction of travel.

Paul Masters, Assistant Chief Executive of Cornwall Council said:

"Cornwall Council, as a new unitary, has been pleased to attract support for its transformation from a previous County Council and 6 districts into one of the largest unitary councils in the country. The change has been, and continues to be, a major challenge and the support offered through the RIEP has been invaluable. All too often local government fails to look to itself for lessons of good practice and learning and as the challenges of a major downturn in public sector finance loom we should continue to make more and better use of support from each other coordinated through the region."

Member development has been a key component of the improvement agenda. The Members Charter in the South West has been set at a high standard. This means the 6 authorities who have already achieved are well positioned to aim for Charter Plus under the new standards. 14 authorities are working towards Charter status and have identified considerable improvement in performance. There has also been a range of Member Development events including: “raising understanding of public sector finance, charring skills, understanding scrutiny, understanding the role of the front-line councillor and speed reading. 96 Elected Members from 21 different local authorities have benefitted from the events.

Overview and Scrutiny Peer Reviews have been delivered and a Members Network promotes sharing of good practice. Overview and Scrutiny Leadership Academies have assisted Scrutiny Chairs to develop their analytical and questioning skills. Corporate Peer Reviews have been delivered to Sedgemoor, Cheltenham and Torbay Councils. Support for leadership/top team development has been provided for 8 local authorities and Dorset Fire and Rescue Authority.

Corporate Capacity: Business Transformation

3 Year Budget (08/09-10/11)	£1,412,000 (+ £165,400 capital fund)
Spend to date	£575,900
Commitment to 31 March 2010	£150,600 (+ 165,400 capital fund)
% Spent and Committed	51.5

The Programme is building local authorities’ capacity through a package of Process Improvement training, covering activity base-lining and systems thinking. The programme is targeted at onsite delivery, with support to drive through the change.

Graham Turner, Chief Executive, North Somerset Council, RIEP Chief Executive Champion:

“The Business Transformation programme is providing invaluable support to local authorities, helping them to develop skills and access tools to drive efficiency and secure service improvements in challenging economic circumstances.”

Skills development courses on programme and project management and lean thinking are ongoing. So far 329 delegates from 33 local authorities have attended courses, of which 124 have obtained formal qualifications. These courses represent a combined cost saving to the authorities of £165,000.

The programme has supported 13 councils to adopt or extend the use of Systems Thinking and drive through change and efficiencies. The Programme provides support for shared services, for example through supporting the design of a shared business model in Bath and North East Somerset and Bristol to collect non-national domestic rate and funding to South Hams and West Devon council to establish a collaborative approach to providing outreach services in rural communities. The programme is also supporting a web-based Business Improvement Package (BIP), which provides local authorities with a set of resources, materials and change management approaches transform service delivery.

**Corporate Capacity:
Supporting Local Strategic Partnerships (LSPs), LAAs and MAAs**

3 Year Budget (08/09-10/11)	£710,000 (+ £234,000 capital fund)
Spend to date	£383,800
Commitment to March 2010	£234,300 (+ £234,000 capital fund)
% Spent and Committed	87

The programme supports local authorities and partners deliver LAAs and MAAs through funding, support and opportunities for information sharing and events. To date the programme has provided bespoke support to address improvement needs through Local Improvement Advisers, the regional LAA Network, events around key issues including Comprehensive Area Assessment (CAA) and support for the region's two MAAs (West of England and Bournemouth, Dorset and Poole). All 16 top-tier LSPs undertook a stock-take which highlighted their strengths and areas for development. Up to £20k of funding was awarded to assist each LSP deliver improvements against some of their key weaknesses. A compendium of case studies is being developed to facilitate sharing of products such as:

- Bath and North East Somerset LSP's analytical tool to map community engagement
- Somerset LSP's cross cutting impact assessment toolkit
- Wiltshire LSP's partnership brand and publicity DVD
- Dorset and Gloucestershire LSPs partnership risk registers
- North Somerset LSP's Governance handbook

Cllr Nigel Ashton, Leader North Somerset, Chairman of the North Somerset Partnership, Deputy Chair Strategic Leaders' Board:

"The opportunity to undertake the stock take process was very timely and a helpful tool for our LSP. Following the adoption of our Sustainable Community Strategy, we were keen to review the partnership and develop effective ways of working to meet our aspirations and aims for the future.

Since undertaking the stock take and receiving the funding, we have developed a new partnership structure and governance arrangements that are helping to further build strong working relationships across the partnership and ensure that we are achieving positive outcomes for and with our communities."

Local Improvement Advisers (LIAs) are currently being used by LSPs across the region. To date, 78 days of LIA time have been allocated across 9 partnerships. Promoting greater take up of LIAs will be a primary focus early in 2010.

Corporate Capacity: Promoting Equality and Tackling Exclusion

3 Year Budget (08/09-10/11)	£300,000
Spend to date	£100,600
Commitment to 31 March 2010	£134,800
% Spent and Committed	78.5

The programme supports local authorities to improve their Equality Framework rating. The aim is for all South West authorities to reach the 'achieving' level of the Equality Standard for Local Government by 2011. 17 authorities have been directly supported to reach the 'achieving' level, with 39 of the 41 SW authorities accessing some parts of the programme. Recently, a peer support initiative has been piloted in Somerset and an 'Innovations Fund' is about to be launched to promote ways to improve equality practice.

Corporate Capacity: Stronger Communities

3 Year Budget (08/09-10/11)	£375,000 (+ £36,350 innovation fund)
Spend to date	£49,600
Commitment to 31 March 2010	£91,700 (+ £36,350 innovation fund)
% Spent and Committed	47.1

The programme supports local authorities to deliver the legislative changes following the Empowerment White Paper, with a specific focus on NI4 – the percentage of people who feel they can influence decisions in their locality. 30 out of 41 councils are engaged in one or more of the six work-strands. Bespoke consultancy support to deliver an empowerment good practice programme has been targeted at councils who signed up to NI4. To date this has benefitted 3 local authorities and has now been opened up to any council who can evidence the need for support. A participatory budgeting (PB) group has been established to share and promote experiences of PB activity (whereby residents are involved in the budgeting process for their neighbourhood) to which 12 local authorities have signed up.

Sustainable Economy: Local Economy and Housing

3 Year Budget (08/09-10/11)	£1,800,000 + £100,000 (+ £155,250 innovation fund)
Spend to date	£303,300
Commitment to 31 March 2010	£540,000 (+ £155,250 innovation fund)
% Spent and Committed	44.4

This is one of the programmes re-focussed in response to the recession. The main objective is to help ensure that local authorities develop appropriate skills, knowledge and capacity to effectively undertake their Economic Development and Regeneration responsibilities. In its first year of delivery, one of the main priorities was to establish a Local Economic Assessment Co-ordinator hosted within the South West Observatory. The objective of this project has been to progress a consistent approach to the new duty amongst local authorities and regional partners. The project has been supported by all local authorities.

Significant support was also provided to 'The National Highways Benchmarking Club Public Satisfaction Survey - Mapping Project', which includes all the local transport authorities in the South West. This is mapping software for a uniform public satisfaction survey to enable local authorities to easily identify areas where they need to improve and to share good practice.

The original Programme was designed to respond to identified capacity and skills issues in relation to spatial development but, shortly after it was agreed, economic conditions changed significantly. Consequently, funding was allocated to an Economic Challenge Fund to help local authorities deal with the immediate issues of the recession, demonstrating the RIEP's ability to respond flexibly to changing economic circumstances.

Economic Challenge Fund – The CASE Project:

The Collaborative Actions for Sustainable Employment Project recruited 'Care Champions' to inspire unemployed people to enter the care sector. The sector struggles to retain staff and has a significant proportion of hard to fill vacancies. The Champions are helping to promote careers within the care sector to unemployed young people, which will improve staff recruitment and retention. The project will improve the quality and sustainability of care services and help reduce levels of unemployment. The pilot will be complete by April 2010, by which time 20 people would have been supported to enter the care sector.

Looking beyond the recession, a comprehensive survey into the skills and capacity needs of the local authorities in relation to Economic Development and Regeneration was commissioned. The resulting action plan has the following priorities for intervention:

- Funding for joint working in two-tier areas and sub-regions and the creation of new delivery structures;
- support for developing a consistent approach to Local Economic Assessments;
- Series of peer support and peer challenge events to improve the skills and expertise;
- New programme of tailored support for portfolio holders and other Members.

Sustainable Economy: Housing

The programme is another which has been flexed to respond both to the recession and emerging CAA results. It has four key objectives:

- to deliver affordable housing through the recession;
- meet the housing needs of older people;
- make better use of the existing housing stock and
- support and promote the Strategic Housing Role.

The programme will support every local authority area to have an informed plan for achieving better housing options for older people (including those that are vulnerable). This project is being co-funded through the SW IEP Adult Social Care Programme and the Department of Health (amounting to £150,000 in total). This will include:

- reducing the use of residential care by developing new extra care housing or other specialist housing schemes;
- remodelling and making better use of existing housing, ECH or sheltered stock, or residential homes;
- developing core and cluster provision;

- developing new models of housing support e.g. a “virtual” ECH model by investment in telecare and adaptations for people remaining in their own homes.

A Gypsy and Travellers’ Site Allocation Development Plan has been developed in Dorset which, by reducing the number of speculative planning applications, will help to bring an increased number of suitable sites forward and reduce the cost of evictions from unauthorised sites.

Sustainable Economy: Transport

3 Year Budget (08/09-10/11)	£200,000 (+ £40,000 innovation fund)
Spend to date	£0
Commitment to 31 March 2010	£200,000 (+ £40,000 innovation fund)
% Spent and Committed	100

The programme provides local authorities with the tools to improve delivery of their Local Transport Plans. Two projects are dealing with the interrelationship between planning and transport. They will promote a more efficient approach to joint authority working in 2-tier areas with particular focus on joint working on Local Development Framework and Local Transport Plan (LTP) work. A delivery framework for a regional shared open access smartcard back office system is delivering better security of data, reduced CO2, more bus services, enhanced frequency, greater flexibility of ticketing, and a broader ticketing range.

Andrew Seedhouse, University of Plymouth:

“As a direct result of the investment in this project by the RIEP, in December 2009 the Department for Transport has awarded the SW region, through a special grant mechanism to the Authorities of the West of England Partnership, up to £2.2m over 2 years to implement the shared back office system to promote integrated smartcard based ticketing.”

A joint procurement framework for the commissioning of specialist consultancy support for the development of major transport schemes has been developed by the West of England for use across the South West. Additionally the Highways Implications of Land Use Models in Dorset project uses a SATURN model populated with strategic and local transport network information from the Dorset and South East Dorset areas. When combined with information about proposed growth within LDFs the model can quickly and cost-effectively give an initial indication of impacts on the road network. The programme is also developing an assessment framework and critique of existing methodologies for development of climate change evidence to deliver requirements for the third round of LTPs.

Sustainable Economy: Climate Change

3 Year Budget (08/09-10/11)	£90,000 + £337,700 from CLG (+ £370,000 capital fund)
Spend to date	£3,300
Commitment to 31 March 2010	£424,400
% Spent and Committed	100

The programme is jointly funded by SW IEP and DEFRA to improve the skills, capacity and knowledge of local authorities to address their strategic and operational roles in tackling climate change. The overall objective is to help prepare the SW for climate change and reduce the region's contribution to emissions by supporting local authorities to deliver improvements in their National Indicators related to climate change. A wide range of activities have already been supported. These include:

- Establishment of two co-ordinated networks for NI 186 and NI188 to support local authorities in their climate change mitigation and adaptation work.
- A Carbon Management Matrix Tool will enable authorities to access quality performance assessment and improvement planning tools.
- A package of support for planners to deliver PPS1 supplement on Climate Change
- Funding of new software to improve the monitoring and evaluation of travel plans.

Sustainable Economy: Waste

3 Year Budget (08/09-10/11)	£153,000 (+ £125,000 capital fund)
Spend to date	£70,000
Commitment to 31 March 2010	£23,000 (+ £125,000 capital fund)
% Spent and Committed	60.7

The Programme provides support to councils to achieve their LAA targets and drive improvement and efficiency in the waste sector. Since April 2009, the programme has funded the West of England partnership to complete a waste composition analysis. The resulting specification will be used by the Partnership to facilitate a set of comparable and synchronised audits. The specification produced will be applied more widely to individual or groupings of authorities. This joint procurement exercise provided the benefit of lower overall costs as well as coordination of the audits meaning more efficient use of resources in the sub-region. Funding for evaluation of the success of the regional 'Love Food, Hate Waste campaign' was also provided. Results are expected shortly.

Social Care: Adult Health and Wellbeing

3 Year Budget (08/09-10/11)	£3,420,000 (+ £150,000 capital fund)
Spend to date	£1,503,200
Commitment to 31 March 2010	£222,100
% Spent and Committed	50.4

The programme is helping councils to achieve their LAA priority outcomes and attain a 'good' or 'excellent' rating by 2011. Safeguarding, prevention and early intervention feature strongly in the current activities of the programme. Bespoke Action Plans are in place between the authorities previously identified as 1 star and the SW Joint Improvement Partnership, Department of Health and Care Quality Commission. Where authorities needed significant additional capacity to progress their efficiency and improvement agenda, CSED (Care Services Efficiency Delivery: Dept of Health) is being provided.

Comprehensive Area Assessment green flags have been awarded to Somerset and Dorset for 'promoting independence and better health for older people' and 'engaging older people to develop the services they need' respectively.

The programme has developed a "Fair Pricing Tool" for Adult Learning Disability residential placements which has resulted in cost savings of £4.4m to date. The tool, utilised by seven

care teams in Local Authorities, allows for the negotiation of learning disability specialist care home charges via a Provider and Placement database.

In line with the *Putting People First* agenda, practical support is available to authorities through a range of workforce development activities. A tailor made leadership development programme is being delivered to develop the next generation of Adults Service Directors. Regional networks, programmes of learning sets and seminars have been facilitated by the Institute of Public Care.

In year 3 Capacity building support will be provided to assist local authorities to develop User Led Organisations, providing a range of services to all people who need to support, modelled on the Centres for Independent Living (CILs) to enable them to live independently with the best possible quality of life.

A 'Valuing People Now' programme will be delivered for Adults with Learning Disabilities - the "Getting a Life" project will improve outcomes for young people with learning disabilities by promoting social inclusion and opportunities for independence choice and control.

Social Care: Children and Young People

3 Year Budget (08/09-10/11)	£1,440,000 (+ £32,000 innovation fund)
Spend to date	£257,800 (+ £16,000 innovation fund)
Commitment to 31 March 2010	£337,200 (+ £16,000 innovation fund)
% Spent and Committed	41.3

The programme provides a partnership led programme of support to help authorities deliver improved outcomes for children. Key areas include enhanced capacity building, finance and independent sector data management, improvement and efficiency, and support for commissioning. The Regional Safeguarding Action plan provides specific actions relating to Regional Improvement, Local Safeguarding Children Board (LSCB) Development, Children's Trust Development and Workforce Development. Initial priorities are accreditation for LSCB members, developing a toolkit for casefile audits, facilitating action learning sets and developing a systems approach to serious child care incidents.

The Workforce Project will support councils with the management of workforce data. It will establish a learning platform for the wider children's sector which will hold a Regional Improvement Plan which the SW IEP is developing in partnership with GOSW. Projects focus on a range of issues including; childhood obesity, teenage pregnancy, mentoring, parent and baby services, effective LSC transfer, commissioning for complex needs. Learning from projects is available to all local authorities.

The programme is supporting commissioning projects that enable Local Authorities to achieve cashable savings whilst also ensuring an outcome focused commissioning approach is embedded. The Collaborative Commissioning Support Unit (CCSU) supports regional and sub-regional commissioning exercises. Over £4.4 million efficiency savings have been realised to date through projects which take a more coordinated and outcome focused approach to commissioning.

Cllr Sally Bain, Children's Services Portfolio Holder Cornwall Council (commenting on the Members' network meeting facilitated by the RIEP):
"I gleaned more information and help from the Network day at Taunton than from the many seminars and conferences I attend. Hearing from others in the same 'boat', and bouncing ideas off one another was extremely beneficial."

Fire and Rescue Services

3 Year Budget (08/09-10/11)	£324k (+ £115k capital + £31k innovation)
Spend to date	£109,000
Commitment to 31 March 2010	£64k (+ £115k capital + £31k innovation)
% Spent and Committed	53.3

The programme is driving improvement and efficiency in the Fire and Rescue Services (FRS) across the South West with the aim of achieving efficiency savings of 3% by March 2010 (in comparison to 2006/07). The programme is on track to deliver its predicted outcomes.

All Fire and Rescue Services are participating in the Carbon Trust's Carbon Management Programme including benchmarking community safety and fire prevention activity and energy usage. The equality and diversity programme and a range of Member and officer development support continue to prove popular. Forthcoming work includes: an e-recruitment tool for FRS, pilot of early learning fire safety teaching materials, a regional website/community of practice for FRS hosted by the Chief Fire Officers Association as a pilot for similar websites in other regions.

SW IEP Priorities for Year 3

Half way through the delivery programme, the SW IEP is well equipped to support all local authorities to address the findings of CAA, maximise the benefits of the Total Place approach and deal with challenging economic circumstances. Moving forward, the emphasis will be on increasing the take up of the range of tools and services now available, whilst continuing to promote innovative sector led improvement and efficiency support.

Attention will be focused on realising cashable, non-cashable and improvement benefits across all programmes. Publicising the achievement of tangible improvements is undoubtedly one of the most effective way to encourage councils and other partners to take advantage of the SW IEP 'offer', and thereby help them to provide high quality and cost effective services to local people.



Dennett House, 11 Middle Street, Taunton TA1 1SH. Tel: 01823 270101 www.swcouncils.gov.uk

STRATEGIC LEADERS' BOARD ● SOUTH WEST COUNCILS ● SOUTH WEST EMPLOYERS ● IMPROVEMENT & EFFICIENCY PARTNERSHIP

SUPPORTED BY THE SOUTH WEST SECRETARIAT