

# LIFT South West

## Regional Improvement and Efficiency Partnership

### REGIONAL STRATEGY

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Improvement and Efficiency

## Version Control

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# 1. Table of Contents

1.	Table of Contents.....	3
2.	Foreword.....	5
3.	Introduction .....	7
4.	Vision and Ambition in the South West.....	9
5.	The Initial Priorities and Context in Our Region.....	10
6.	What’s Working Well in the South West?.....	13
7.	Delivering in the South West – the Role and Approach of LIFT SW RIEP .....	15
8.	Communication.....	18
9.	Performance Management .....	19
10.	Overview of LIFT SW RIEP Key Strands of Activity .....	21
11.	Supporting Excellent Outcomes from LAAs.....	22
12.	Building Capacity for Overall Improvement in Authorities.....	24
13.	Building Capacity for Business Transformation and Driving Value for Money .....	28
14.	Adult Health and Wellbeing.....	31
15.	Children and Young People .....	35
16.	Environmental Sustainability.....	37
17.	Local Economy.....	40
18.	Tackling Exclusion and Promoting Equality.....	43
19.	Stronger Communities .....	44
20.	Safer Communities .....	46
21.	Fire and Rescue Services.....	47
22.	Innovation Fund for Small Projects .....	49
23.	Appendix One: Glossary of Abbreviations.....	50
24.	Appendix Two: Governance and Accountable Body .....	52
25.	Appendix Three: Resource Plan.....	55
26.	Appendix Five: Reference Documents .....	58
27.	Appendix Six: Measuring Success in the South West.....	59
28.	Appendix Seven: Measures of Success of LIFT SW RIEP .....	61
29.	Appendix Eight: Membership of the LIFT SW RIEP Executive Group.....	62
30.	Appendix Nine: Membership of the LIFT SW RIEP Management Board.....	63



## 2. Foreword

South West councils are at the forefront of a huge range of initiatives to improve the services they deliver – ensuring value for money, working together with other public service providers and picking up good ideas from other authorities.

It is clear from experience that the work of improving local services is made easier when public sector organisations coordinate and support each other around local agreed priorities, when funding reaches the key services it is intended for, when councils are empowered to take decisions which can make a real difference *and* when communities are fully engaged in the process. The publication of the National Improvement and Efficiency Strategy (NIES), the new performance framework and the platform for improvement provided by Local and Multi Area Agreements (LAAs and MAAs) are clearly significant milestones to achieve this.

There is a wide range of support available for councils in these areas - but often there can be overlaps or holes in provision between support providers and it may not always be clear where to go for the right help. Formed in June 2006, the LIFT SW improvement and efficiency partnership was developed by authorities in the South West to provide coordination and leadership and act as the hub for sector-led support in the region. The partnership has already developed a strong track record in co-ordinating and “LIFTing” improvement and efficiency, and developing relationships with authorities in the region.

This model has now been adopted nationally and Central Government has initially set aside £185m to fund support from Regional Improvement and Efficiency Partnerships (RIEPs) during 2008-11. In the South West the existing LIFT SW Partnership will provide the stable and growing infrastructure from which to support improvement and efficiency work and will be the RIEP in our region (LIFT SW RIEP).

This funding is set against the backdrop of a funding settlement which has been the tightest for local government in a decade with rising expectations and growing demands on services and with particularly acute pressures on key services such as social care and waste, to name but two, in the South West.

LIFT SW RIEP will help councils by developing opportunities to share learning, encouraging joint working between authorities and other providers, developing capacity in innovation and providing leadership as required. This Regional Improvement and Efficiency Strategy for the South West sets out how LIFT SW partners are seeking to support councils in their work to improve quality of life and public services in local areas. It seeks to be actively informed by the key priorities identified by councils themselves in the Local Area Agreements.

However, the LIFT SW RIEP will only be as useful as councils want it to be and the need for strong political leadership is paramount – as is the role of Members in ensuring they and their councils make the most of the funding and support services available. At a recent SW Local Government Association meeting, Members from councils across the South West debated the key priorities to inform the development of this strategy. It was given further consideration and signed off by the SW LGA Executive in early 2008. Consequently, I am very happy to endorse this draft strategy covering the work of the LIFT SW RIEP.

*Cllr Roger Hutchinson*

*Chair, SW LGA, on behalf of members of South West councils.*



### 3. Introduction

*Agreement of the National Improvement and Efficiency Strategy (NIES) represents a significant milestone in the implementation of the new local performance framework. It demonstrates a strong cross-department commitment by central and local government to invest in building local capacity, improving value for money, and providing a strong platform for strengthening local government's leadership role of the improvement and efficiency agenda.*

3.1. The new local performance framework is about two things: improving the quality of life in places and better public services. Through local area agreements (LAAs), the new framework brings together national standards and priorities set by Government (through public service agreements and national indicators) with local priorities informed by the vision developed by local authorities and their partners. The LAAs and multi area agreements (MAAs) provide the mechanism to bring together these often shared priorities and define priorities for improvement.

3.2. The South West welcomes the new performance framework and cross-department commitment in the National Improvement and Efficiency Strategy (NIES). In particular, we support the principle that local authorities and partners take on increased responsibility for improvement and efficiency through the Regional Improvement and Efficiency Partnerships (RIEPs). We also recognise that delivering improvements and longer term ambitions for places will require strong local leadership. Our elected members, in particular, will have a key role in building a vision for their area and in delivering improvement.

3.3. The South West has made great strides in co-ordinating improvement and efficiency work in the last eighteen months. We have developed from a region with a very limited improvement programme, to a highly organised and integrated structure delivering outcomes for authorities in a very short space of time. Coordination of regional improvement and efficiency work has really come together in the South West through the LIFT SW Partnership ("giving the South West a "lift") since it was formed in June 2006, and this will provide a solid platform for the work of the RIEP during the CSR07 period.

3.4. In particular the governance and hosting arrangements for the RIEP are relatively settled and this will allow the RIEP to focus immediately on delivery and support. We also have good cross-Party and Chief Executive representation on the Management Board and good Director engagement through the Executive Group. Overall, the LIFT SW RIEP welcomes the opportunity to drive improvement, innovation and efficiency and support better public services and an increased quality of life in our region.

3.5. The South West is diverse and distinctive, covering a large geographic area, with a mixed urban and rural economy and with a relatively high number of authorities. This means that although the region has similar challenges to other areas (supporting regional growth, increased personalisation of services, economic sustainability and climate change, to name a few), there are also distinctive challenges for the South West. In particular:

- Providing affordable housing and infrastructure for a rapidly growing population
- Increasing below average performance in Adult Services (and a growing demographic shift)
- Reducing the risk of organisational transformation through LGR, affecting over 20% of the population in the region
- Meeting the challenge of driving Comprehensive Area Assessment (CAA) performance in a largely multi-tier region
- Supporting economic growth in both urban and rural settings

3.6. Given these challenges, this strategy document lays out our aspirations and vision for driving further improvement and efficiency in the region. It outlines how authorities will use the LIFT SW RIEP as a "hub" to drive innovation, share information and knowledge and drive progress against regional priorities, in coordination with other public sector bodies and support agencies.

3.7. This strategy document also lays out how LIFT SW RIEP will orientate its activities around delivery of the region's priorities reflected in the emerging LAAs and improve the overall performance of councils. In supporting the delivery of LAA priorities, the RIEP will take account of the four underpinning themes of the NIES:

- Improved value for money to meet the 3% efficiency targets
- Increased innovative capacity
- Support for community empowerment – giving communities a strong voice to ensure that services respond to peoples needs
- Improved economic and neighbourhood renewal leadership – to support local authorities in delivering their responsibilities to improve local economic growth as set out in the Review of Sub-National Economic Development and Regeneration.

3.8. The LIFT SW RIEP programme will do this through four interrelated strands of activity:

- **Supporting Excellent Outcomes from LAAs:** support for the LAA process, LAA outcomes and preparation for CAA
- **Building Capacity for Overall Improvement in Authorities:** Authorities in difficulty, building corporate and leadership capacity, use of resources, workforce planning and development,
- **Building Capacity for Business Transformation and Driving Value for Money:** including business process improvement, smarter procurement, asset management, use of technology, property construction
- **Building Capacity in Key Thematic Areas:** Adult Health and Wellbeing, Children and Young People, Environmental Sustainability, Local Economy, Tackling Exclusion and Promoting Equality, Stronger and Safer Communities – based around the national Key Performance Indicators (KPIs)

3.9. The strategy builds on what has worked well in the SR04 period, a large consultation exercise during December 2007 and January 2008 and a Delivery Plan containing some of the necessary detail to ensure that the strategy focuses on the right priorities, is realistic and achievable.

3.10. The strategy will be reviewed in June 2008 to ensure that it reflects the priorities signed off in the region's LAAs and MAAs. At this stage, the emerging priority themes are: environmental sustainability, adult health and wellbeing, stronger communities and local economy.

3.11. The consultation exercise to develop the strategy and the associated delivery plan included all 51 authorities in the South West of which over 30 gave detailed feedback, the 6 Fire and Rescue Authorities, SW Branch ADASS, the regional DCS group, 17 elected members on the SW LGA Executive, Creating Excellence, Empowering Communities, Equality South West. Sustainability South West, SW RDA, South West Observatory, Audit Commission relationship managers, GOSW Sector Leads, SW LGA, IDeA, the Regional Centre of Excellence. Four central government departments have also been consulted in the development of the strategy (DoH via CSED/CSIP, DCFS, DEFRA and CLG).

## 4. Vision and Ambition in the South West

*Authorities in the South West region have the confidence and aspiration to improve their performance in the CSR07 period, supported by a strong and thriving RIEP. The region is determined to ensure its performance surpasses the national average in key areas and becomes known for innovation and excellence in partnership working, community empowerment, socio-economic improvement and neighbourhood renewal.*

4.1. Co-ordination of support and the local efforts of authorities in the South West have driven improvement in all key measures of performance (including efficiency) over the last three years.

4.2. The region is determined to capitalise on this momentum and ensure that:

- There are no authorities in difficulty, particularly in Adult Services
- More authorities than average are performing in the top categories
- There is overall improvement in Children's Services
- There are no authorities scoring level one for Use of Resources (UoR) and an overall improvement on UoR
- All authorities are improving adequately, at least, and showing overall improvement on Direction of Travel (DoT)
- We achieve our CSR07 efficiency targets
- Outcomes from LAA are delivered
- All authorities achieve Equalities level 3
- Greatly increased number of authorities signed up to the Member Development Charter

4.3. Specific success measures will need to be developed in conjunction with the Audit Commission for outcomes from LAAs and agreed around the new LAA / CAA performance framework.

4.4. We know that the new performance framework is only one way of measuring success and we are also determined to meet the expectations of citizens in the South West, measured through customer surveys, or similar.

4.5. We also want to develop a reputation for excellence in operational delivery of services and partnership working, particularly between authorities and with health authorities, and be a commercially attractive region for authorities outside of the region to do business with.

## 5. The Initial Priorities and Context in Our Region

*It is an exciting time to live in, work in and visit the South West region. It's a growing region, with a growing economy and a growing population. The South West has a wealth of attributes that support the perception of the region as offering a high quality of life and help explain why people want to live and work here.*

*However, there are key challenges in the region and these have influenced the programmes of support and priorities of the LIFT SW RIEP.*

*Sources: "Just Connect" Integrated Regional Strategy for the South West, the South West Regional Observatory and results from the inspection agencies.*

5.1. The South West of England is now home to 5 million people, which represents an increase of 3.9% in the total population since 1991 outstripping the 2.5% rate for Britain as a whole. Much of the growth is due to migration into the region from elsewhere in the UK. The region will grow by an extra half a million people by 2016. At the same time much of the South West is very rural and has the lowest population density in the English regions.

5.2. The South West is geographically the largest of the English regions. It is over 230 miles from Penzance to Tewkesbury, a journey of some 5 hours. Tewkesbury is closer to Scotland than it is to Lands End. It is often difficult to get around because there are large distances between places and the transport infrastructure is often inadequate.

### **Building Capacity for Overall Improvement in Authorities**

5.3. In 2004 there were thirteen authorities in the South West that were weak / poor or 0\* / 1\*. Following significant support from the Sector, as of January 2008, there are now only 6. Despite these improvements, the South West still has a higher number of councils scoring poor / weak than any other region. There are also a number of councils where there are concerns about performance, or where improvement is only adequate or less.

*The LIFT SW RIEP will provide bespoke support for particular authorities, will build on the successful programmes of peer review and mentoring and expand into more innovative areas like secondment and interim support. Continuity of existing work in this area is important, so this is one of the first areas in which funding will be applied.*

*In order to provide a specific focus, the LIFT SW RIEP will deliver an innovative programme to support excellent outcomes from LAAs across authorities and other areas of the public sector. This is in addition to LAA support in service areas like Adult Services, Children's Services, smarter procurement of goods and services, waste management and property construction, which are described elsewhere in this document. Effective working across GOSW, IDeA and the Audit Commission will be key.*

### **Building Capacity in Authorities for Business Transformation and Driving Value for Money**

5.4. The effect of Local Government Reorganisation (LGR) is likely to shift the regional profile from 51 authorities (6 counties, 10 unitaries, 35 districts) to 41 authorities (4 counties, 12 unitaries, 25 districts). Even after this re-organisation the region will remain a predominantly two-tier area in Gloucestershire, Somerset, Dorset and Devon.

*Support for driving improvement and efficiency in two-tier areas is going to be important and will be included in the business transformation support programme.*

5.5. The region will also have two new unitary authorities in the region, Cornwall and Wiltshire, which will be among the largest in England. These will account for just under 20% of the population in the South West.

*The LIFT SW RIEP will ensure that it is fully engaged in the LGR transformations, especially in Cornwall and Wiltshire from the start of the programme.*

*Other important requirements for business transformation will include on-site support and advice around, asset management, property construction and partnership working. IDeA and 4ps will be key partners in this.*

5.6. The South West region has two pilot Multi Area Agreements (MAAs) based around the West of England Unitaries, and the Dorset County area including the Borough of Poole and Bournemouth Borough Council.

*Support for MAAs, where multi-tier improvement is very complex, will be a feature of the LIFT SW RIEP capacity programme.*

5.7. Authorities in the South West have the same 3% efficiency targets and budget pressures from CSR07 as other regions. Regional spend on goods and services is around £1.9b pa and is a proven area to deliver savings. Around 60% to 70% of this spend is on goods and services with a local supply market in the South West.

*Support around developing and coordinating capacity in procurement and ensuring that savings can be delivered in a way that improves sustainability, improves the local economy and does not erode service delivery is another key area. This programme must co-ordinate with OGC, National Procurement Programme and the National Sustainable Procurement Programme.*

5.8. The South West currently has two large ERP implementations underway in top-tier authorities and a further two in the immediate pipeline.

*The strategy will include elements around the use of technology and sharing knowledge and know-how and will involve effective relationships with private sector integrators.*

### **Adult Health and Wellbeing**

5.9. Around two-thirds of people who move to the South West are of working-age, although the region is also popular as a retirement destination, which gives the region's population a distinctive age profile. Almost 19% of the region's population are over 65 years of age compared to 16% nationally.

5.10. Adult social care in the South West has underperformed historically compared with other regions, with a high number of one star authorities and authorities that are seen as underperforming.

5.11. Regional spend on Adult Services is around £1.4b pa in the South West and represents a large part of local authority budgets. The fastest growing segment of this is the 15% of spend on adults with Learning Difficulty.

*Support for performance improvement, coupled with service redesign, workforce development and partnership working with Health will be important areas of support for the LIFT SW RIEP in Adult Services. Tight co-ordination with the Care Services Improvement Partnership (CSIP) and the Care Services Efficiency Delivery Programme (CSED) will be key.*

### **Children and Young People**

5.12. Spend on Children's Services across the region is about £600m pa including Social Care and Special Educational Needs.

5.13. The South West compares favourably with other regions in terms of star rating, but this should not belie the large amount of work still left to do in the region.

*The strategy will include support for improved commissioning, benchmarking around the SEN services, mother and baby assessments, joint provision of services with the Health Authority and support for capacity in priority areas following the recent Annual Performance Assessments.*

### **Local Economy**

5.14. The South West is a predominantly rural region but with a number of major urban centres, namely Bristol with over 400,000 people, Bournemouth & Poole with over 300,000, and Plymouth with a population of over 250,000. The northern part of the region is the main economic engine for growth, with its urban areas recording some of the highest productivity levels nationally. The Regional Economic Strategy outlines a number of priorities for local authorities and other regional partners in the realm of economic development.

5.15. The availability of affordable housing is a real issue in the South West. High demand for housing, low wages and a relatively high cost of living have all had an impact on staff retention both in the private and public sectors.

*Affordable housing is a key issue in the South West and the LIFT SW RIEP will have a place in joining together and promoting good practice. Reference to the Regional Housing Strategy is important.*

5.16. The sub-National Review of Economic Development and Regeneration also poses significant challenges for local authorities and Local Strategic Partnerships (LSPs).

*A key priority is sharing knowledge, approaches and information in coordination with the SW RDA and SW LGA. Support for Economic Development Officers will be important, as will skills around working with private sector developers.*

5.17. Since the regional is geographically large and is a difficult place to get around, car use and ownership in the South West is relatively high, while use of public transport is low.

*Although roads and highways are well served by existing agencies and network groups, support from the LIFT SW RIEP for benchmarking of performance is a growing priority.*

### **Environmental Sustainability**

5.18. Climate change will have a significant impact in the South West. Forecasting models indicate that winters in the region may become up to 15% wetter, summers 30% drier and heavy rainfall more common by 2050.

5.19. Local authorities in the South West manage approximately 3 million tonnes of waste per annum at a cost of over £300m. Without the initiation of appropriate business transformation programmes the introduction of the EU Landfill Allowance Trading Scheme (LATS) and a range of national government targets will cause the rate of authority spend on Waste Services to rise to unsustainable levels over the next few years.

*Easy access to expertise that understands how to implement innovative partnership solutions is important. For waste, understanding and co-ordinating with the supply market is also important.*

*DEFRA, WIDP, WRAP, Environment Agency, GOSW, SWLGA, SW RDA and BREW are all providing support around this area so inter-partner co-ordination will be crucial.*

### **Tackling Exclusion and Promoting Equality**

5.20. Currently only 3 Councils in the SW have achieved level 3 against the Local Government Equality Standard, whilst 2 are rated as level zero, 16 at level 1 and 29 are at level 2.

*The LIFT SW RIEP will provide a leadership programme for senior managers and leading members emphasising equalities and the needs of communities, with the aspiration to move all authorities to level 3. The importance of equality considerations in construction, asset management, procurement and commissioning (as well as the operation of the LIFT SW RIEP itself) are also important areas. The LIFT SW RIEP will work closely with Equalities South West in this area.*

### **Stronger Communities and Safer Communities**

5.21. In 2005/06 the South West had the joint lowest regional rate of recorded crime in England and Wales. Recorded crime in the region has reduced by 3% compared to the previous year but the British Crime Survey found no significant changes compared to the previous year.

*This will not be an initial priority area for the LIFT SW RIEP, but will be kept under review, particularly following the review of priority outcomes from the LAA in the June 2008 timeframe.*

## 6. What's Working Well in the South West?

*The South West is committed to innovation and driving value for money and has some of the most exciting and forward looking projects in the UK – a number of these projects have been developed by authorities through the LIFT SW Partnership.*

This section includes a selection of the type of support provided to authorities via the LIFT SW Partnership, which has worked well in the SR04 period and has influenced our approach for CSR07.

### **Delivering Value for Money**

6.1. Gloucestershire CC has developed an effective tool for pricing high cost placements in social care. With funding from the LIFT SW Partnership it has now been adopted by the South West region. The tool has revolutionised the way in which authorities procure social care for working age adults. The benefits have been significant not only in cashable savings (£1.8m in the region so far), but in management information, relationships with suppliers, compliance monitoring and regional collaboration.

6.2. Local authorities are now able to drive efficiency savings by benchmarking the cost and performance of large-scale property construction projects. The online system has been developed by authorities with the help of the LIFT SW Partnership and includes over 80 large-scale projects and all BSF phase one schools.

6.3. The region's eAuction programme has included over 36 authorities, 8 eAuctions and has delivered over £1m in actual savings to-date (with £14m in projected savings). Supported by the LIFT SW Partnership, this programme has helped members and officers become familiar with this type of working and bring it into their own authorities.

### **Business Transformation and Partnership Working**

6.4. Southwest One represents the largest corporate and transactional services framework agreement in the UK. The contract was spear-headed by Somerset CC and Taunton Deane BC, the OJEU process was supported by the LIFT SW Partnership and is open to all authorities in the region (<http://www.southwestone.org.uk/>).

6.5. Somerset Waste Partnership has created a joint client organisation with shared political governance and has procured a ground-breaking contract involving weekly services to every household. The contract alone should save £1.7m pa and the LIFT SW Partnership has already started to replicate this work elsewhere in the region.

6.6. Authorities in the South West were one of the first regions to develop a comprehensive support programme for business transformation for the sector, through the LIFT SW Partnership. The Partnership has funded a number of innovative projects, especially in revenue and benefits and provided bespoke on-site-support for the initial stages of authorities' projects (especially around visioning and engagement of consultants).

6.7. Authorities have worked with CLG, through the LIFT SW Partnership, to develop a single landing site for questions, tools and techniques around business transformation: the Business Improvement Package (BIP) website. The website sign-posts practitioners and executives to a previously disparate storage of useful frameworks, tools and guidelines and receives over 800 hits a month (<http://bip.rcoe.gov.uk/>)

6.8. A comprehensive skills development programme has been set up by LIFT SW around increasing capacity for Business Transformation in authorities. The programme delivered nearly 20 courses in three months and is expanding to over 35 courses per month in the last quarter of 2007/08 and beyond. The courses are very popular with authorities embarking on their own transformation projects.

## **Adult Services and Partnership Working**

6.9. Effective partnership working is key to enabling the RIEPs to deliver the right programmes, with the right content to the authorities that need them. Eighteen months ago, the LIFT SW Partnership formed a partnership with the DoH Care Services Efficiency Delivery (CSED) programme in the South West, funding CSED staff to deliver on-site support programmes in Adult Services. Six very well researched business cases have resulted and the same CSED staff will be used to support the implementation of the projects during the CSR07 period.

6.10. In order to ensure an exact alignment of the work of the DoH Care Services Improvement Programme (CSIP), the DoH Care Services Efficiency Delivery (CSED) programme and other agencies supporting Adult Services in the region, the LIFT SW Partnership has funded and supported the integration of the regional Joint Improvement Programme (JIP) into the LIFT SW structure. This has allowed authorities to benefit from a single multi-agency integrated support programme.

## **Knowledge Sharing**

6.11. Authorities in the South West, through the LIFT SW Partnership, have benefited from an impressive series of knowledge sharing events; at least one each month during 2007 and nine already organised for 2008. The events showcase regional good practice and real projects in a variety of services areas and, on average, are attended by 60 to 70 participants (<http://www.swce.gov.uk/Events/>).

## **Improvement Capacity**

6.12. Significant support has been provided to authorities in difficulty and there has been a demonstrable improvement in recent CPA scores and DoT statements, supporting the value of the approach.

6.13. The region has been able to benefit from many more support programmes delivered in an orderly way through the LIFT SW Partnership than the previous adhoc approaches. The support programmes around peer support, peer reviews, top team programmes, targeted support and member development have been delivered by the LIFT SW Partnership through a variety of programmes including funded places on National Programmes such as the Academy for Executive Leadership and the Leadership Academy. Funding has also been provided for councillors to receive Mentoring.

6.14. The take-up of these programmes has been very successful, including:

- 21 senior officers, including Chief Executives from 21 authorities, on the Academy for Executive Leadership
- 56 senior members on the Leadership Academy
- 24 members on the Fast Track / Leadership Academy
- 20 authorities had top team development work
- 18 authorities had a Peer Review
- 3 had a People Management Peer Review
- 18 authorities used councillor mentoring covering about 60 individual councillors as well as whole groups and cabinets.

6.15. As a result we have seen a marked increase in council improvement in the South West, with three authorities moving out of the bottom 2 CPA categories in the last year. There are now no top tier authorities in the bottom two CPA categories and the number of Weak and Poor Authorities has been reduced to 6 from the 13 in 2004.

## 7. Delivering in the South West – the Role and Approach of LIFT SW RIEP

*The LIFT SW Partnership was formed in June 2006 bringing together the Regional Centre of Excellence and the Improvement Partnership in order to deliver co-ordinated efficiency and improvement support for authorities in the South West.*

### Background to the LIFT SW Partnership

7.1. The LIFT SW Partnership was set up in June 2006 and includes all the Local Authorities and Fire Authorities in the South West, Government Office South West (GOSW), the Improvement and Development Agency (IDeA), the South West Centre of Excellence (SWCoE), the SWLGA and South West Provincial Employers (the latter two organisations are supported by the Regional Secretariat) and the key inspection agencies. The Care Services Improvement Programme (CSIP) and the Strategic Health Authorities (SHAs) are represented through the Adult Services Joint Improvement Programme (JIP), which has recently been brought into the governance structure.

7.2. The Partnership has built a strong reputation for delivering projects and measurable outcomes. It supports around 120 projects at various stages of completion, has over 500 project engagements across authorities in the South West (an average of 10 per authority) and has delivered around £6m in actual efficiency benefits to-date. The benefits from existing work are predicted to be £30m to £40m by the end of 2010.

7.3. The LIFT SW Partnership integrated its efficiency and improvement communications, performance management, financial management and staffing structures in June 2006 and has been hosted by Dorset County Council who provides all of the support services and infrastructure.

7.4. The existing Partnership provides a strong platform for the LIFT SW RIEP and brings a stability, which will allow the sector to focus on the delivery of improvement and innovation.

### Governance and Accountability

7.5. The LIFT SW Partnership has strong governance arrangements with a Management Board, made up of elected members and Chief Executives who provide direction on strategic issues; and an Executive Group, made up of Directors and Assistant Directors who monitor and drive the operational side of the partnership. This will be the basis for the governance structure of the LIFT SW RIEP.

7.6. All programmes will continue to be directed by individual (Prince 2 style) Programme Boards, but will be expanded to include elected members.

### Added Value and Role of the LIFT SW RIEP

7.7. Experience has shown us that the LIFT SW RIEP will add value by focusing on supporting innovation and good practice where it does not already exist, sharing information and knowledge and driving progress against regional priorities. The most value can be added by tackling issues, problems or programmes that require:

- Regional leadership, where required
- Co-ordination of support
- Access to examples of good practice
- Access to those who have done it before
- Cost and performance benchmarking
- Pump-priming for innovation or collaboration; areas that represent a higher risk
- “On-tap” support in specialist areas
- Peer challenge and support
- Access to frameworks
- Access to national programmes or funding

- Skills and training in new areas

### **LIFT SW RIEP's Approach**

7.8. We have found that regionally commissioned support programmes, where the support requirements for authorities are aggregated, have been very effective in targeting resources to authorities when and where they need it. Regional programmes also reduce duplication and allow a regional leverage of national and local organisations. The majority of funding will be applied in this way, although some funding will be available for innovative or collaborative projects managed directly by authorities.

7.9. LIFT SW RIEP will not specifically focus support through sub-regional improvement partnerships, recognising that there are many other groups who are instrumental to the commissioning, development and delivery of support (e.g. Adult Services JIP, Children's Services commissioning support unit, waste strategy group, procurement partnerships and many others).

7.10. LIFT SW RIEP will support national programmes such as Neighbourhood Renewal and the Planning Advisory Service and will review how best to do this when the requirements become clearer during 2008/09.

### **Staffing**

7.11. The LIFT SW RIEP will continue to manage projects according to Prince 2 principles, including a Programme Board for each programme. The Programme Boards will continue to be supported by qualified programme and project managers, reporting to both the participating authorities and the LIFT SW RIEP. The qualified programme and project manager support will continue to be provided by the LIFT SW RIEP through secondment of authority staff, recruitment or contract staff (as a last resort).

7.12. The LIFT SW RIEP will continue to rely on local authority experts to provide subject matter expertise for the programmes and will continue to commission third-parties (like consultancies) to provide this expertise only when required.

7.13. Based on the Delivery Plan, we estimate that central staffing for the LIFT SW RIEP can be reduced from five to four heads for the CSR07 period (the Director and three Business Support Officers) and that the support programmes will require the equivalent of a minimum of ten programme managers and three additional Business Support Officers to coordinate sector activity. This is likely to include senior programme managers.

7.14. It is assumed that strategy will be supported by a GOSW improvement and efficiency officer, the IDeA regional associate, a SW LGA resource and that these posts will have a dotted line responsibility to the Director of the LIFT SW RIEP.

### **Return on Investment**

7.15. We estimate that funding of approximately £29m is required for the LIFT SW RIEP during the CSR07 period to support the regions aspirations for performance improvement and efficiency gains. This is in addition to the investment that authorities are already making in these areas.

7.16. We believe that this investment would support authorities to yield the regional improvement gains mapped out in Section 4 "Vision and Ambition in the South West". It would also support authorities to deliver over £100m of efficiency gains (over a five year period starting in April 2008), over half of which will come from the smarter procurement programme. These efficiency gains would contribute over 20% of the efficiency gains delivered by authorities (based on annual efficiency savings of £100m pa from the SR04 period).

7.17. Of the £29m, about £2m will be used to fund LIFT SW RIEP central costs. Of the remaining £27m, around 50% of the funding will be on regional support programmes, 25% on support for authorities in difficulty, and 25% to support innovative or collaborative projects.

### **Approach to Third Parties**

7.18. Authorities are increasingly working with third party providers in the South West (for example "South West One", which is a South West framework agreement with IBM, and Swindon working with Capita). The LIFT SW RIEP will continue to work with and support local authorities' chosen third-party

providers, treating these as an extension of the authority's activity. The LIFT SW RIEP recognises that authorities still have a responsibility for the quality of the delivered service, even when that service is provided by a third-party provider, and that providers should have free access to the best intellectual property and support already in the public domain.

***It is important to note the allocation of funding to the South West might be a substantially smaller proportion of the £185m than £29m. In this case the aspirations of the region and the support available from the LIFT SW RIEP will have to be adjusted.***

## 8. Communication

*Although the LIFT SW Partnership and authorities in the South West have produced a plethora of innovative and collaborative projects, this work is often missed regionally and nationally. Communication is key to the reputation of the South West and the sharing of knowledge within the region.*

8.1. Effective communication with regional stakeholders is key to ensuring take-up of the LIFT SW support programmes, but also ensuring that the Partnership stays “in touch” with the changing requirements of authorities in region.

8.2. The organisation will be known as “LIFT SW RIEP” to link with the existing regional brand awareness of “LIFT SW” and also the national programme around “RIEPs”. A transition plan to help manage the changeover has been produced, as well as a regional communications strategy setting out longer term objectives.

8.3. Having had a single governance structure and a combined improvement and efficiency strategy since June 2006, the LIFT SW RIEP has already achieved a number of the objectives outlined in the recent National Transition Communications Plan; particularly those relating to the integration of RCEs with Improvement Partnerships.

8.4. The LIFT SW RIEP will be working in partnership with a wide range of different stakeholders (District, Unitary, and County authorities, Officers, Elected Members, other Improvement partners and government departments) and the regional communications strategy will be segmented appropriately for effective communication with all stakeholders. As part of this we will produce a regional prospectus setting out our core offering in the context of the National Improvement and Efficiency Strategy. This will include sections aimed specifically at Chief Executives and Senior Management, Elected Members, and Partner Organisations (including the third sector).

8.5. The LIFT SW RIEP will continue to produce newsletters and case studies based on the good work of authorities in the South West, maintain a vibrant web presence and continue to run the programme of events disseminating best practice around the region.

8.6. The bi-weekly electronic newsletter currently has a circulation of around 2500 members and officers in the South West and has received positive feedback as an effective communication tool for general improvement and efficiency topics. We aim to grow the circulation of this newsletter and continue a version specialising on issues specific to District Councils.

8.7. Effective communication to elected members in the South West will be a key feature of communication during CSR07 and a particular focus on portfolio holders.

## 9. Performance Management

*Under the new performance framework, local authorities and their partners are responsible for driving their own improvement. They will lead the identification of improvement priorities, provide the drive to secure continuous improvement across local public services and support the achievement of ambitious LAA outcomes.*

*Also, performance management of the LIFT SW RIEP programme itself will be key to the successful delivery of support to local authorities and provide accountability back to the Management Board and Executive Group. The comprehensive performance management system used for the LIFT SW Partnership will continue to be used for the expanded LIFT SW RIEP programme*

### Performance Management of Regional Outcomes

9.1. The LIFT SW RIEP is at the heart of a more devolved approach to supporting improvement and efficiency by having a central role in setting the ambition for the region and in ensuring that resources are spent where they are most needed to assist councils and partners in difficulty and to drive LAA outcomes.

9.2. The RIEP will play a critical role in supporting authorities in difficulty and will be actively involved at officer and member level in providing, brokering and coordinating support to meet LAA targets and tackle areas of underperformance. To do this, authorities will ensure that there is a coordinated approach, through the LIFT SW RIEP, to identifying and tackling improvement needs through the Management Board and the Executive Group.

9.3. Government Office for the South West (GOSW), working with inspectorates and strategic health authorities will have a key role in providing assurance to Ministers that LAAs are on track for delivery. GOSW will maintain its already strong links with the RIEP and with inspectorates and the IDeA Regional Associate to share intelligence and work in partnership with the RIEP to ensure that agreed support packages are provided where necessary.

9.4. The new performance framework recognises that local government and partners will take increasing responsibility for tackling poor performance. The LIFT SW RIEP will develop intelligence sharing protocols to allow the partnership to fulfil its performance management responsibilities.

9.5. The LIFT SW RIEP recognises that central government has retained its powers to intervene where there is critical or sustained under performance, but aims to use performance monitoring and support arrangements to ensure that underperformance is addressed by the sector itself.

### Monitoring Arrangements for Regional Outcomes

9.6. The LIFT SW RIEP is committed to ensuring that, as far as possible, it will assess evidence, forecast potential problems and respond before they have a negative impact. LIFT SW RIEP will take proactive responsibility for identifying and understanding underperformance; identifying top priorities for improvement and issues to be addressed.

9.7. The LIFT SW RIEP will use the following performance information to review the progress of Authorities in the South West on an annual basis. This will be provided on a regional dashboard (like the London RIEP) and ensure transparency within the local government community.

### Annual review of performance information

- Current CPA ratings and then CAA, annual review reports
- GOSW engagement activities
- Council self assessments
- Annual Use of Resources judgement

- Scored Direction of Travel statements
- Annual risk assessment
- Peer reviews
- Information from key partners (eg GOSW, IDeA, Audit Commission, inspectors, SWLGA, SWRA, SWPE)
- Efficiency gains

*Performance information used to review the progress of Authorities*

### **Performance Management of LIFT SW RIEP Programmes**

9.8. The LIFT SW Partnership has always been at the forefront of tracking progress, monitoring costs and measuring the benefits of its own programmes. The Partnership has implemented a performance management system that a recent internal audit inspection by the host authority described as ‘well managed, with a strong framework of control and accountability in place’.

9.9. The LIFT SW RIEP is currently working with the other RIEPs, CLG and the LGA to establish an appropriate performance management and reporting mechanism for the newly formed RIEPs. It is envisaged that this will follow closely the existing RCE system, using a series of professionally designed templates to obtain good quality data in a consistent manner – thereby allowing a degree of comparability across different regions.

9.10. The Partnership remains committed to ensuring that strong governance arrangements, accounting procedures and project management processes are in place as we move to a RIEP and will continue to lobby for a universally adopted national system of measurement and reporting.

## 10. Overview of LIFT SW RIEP Key Strands of Activity

10.1. These support programmes are based on the Delivery Plan which is available as a separate document.

10.2. The LIFT SW RIEP programme consists of four interrelated strands of activity:

- **Supporting Excellent Outcomes from LAAs:**
  - Support for the LAA process, LAA outcomes and preparation for CAA
- **Building Capacity for Overall Improvement in Authorities:**
  - Authorities in difficulty
  - Building corporate and leadership capacity
  - Use of resources
  - Workforce development
- **Building Capacity for Business Transformation and Driving Value for Money:**
  - Business process improvement
  - LGR and two tier support
  - Use of Technology
  - Smarter procurement
  - Property construction
  - Asset management
- **Building Capacity in Key Thematic Areas (organised around the national Key Performance Indicator set)**
  - Adult Health and Wellbeing: services in difficulty, workforce planning, developing leadership, support for councillors, personalised services, commissioning and procurement, process improvement, asset management
  - Children and Young People: capacity building, commissioning, benchmarking data, mother and baby assessments, joint provision in mental health
  - Environmental Sustainability: waste management, climate change
  - Local Economy: housing and transport, developing economic capacity, urban development and renewal
  - Tackling Exclusion and Promoting Equality: equality and diversity
  - Stronger Communities: sustainable communities and community empowerment
  - Fire and rescue services
  - Innovation fund for small projects

10.3. The *Thematic Areas* are based around the national Key Performance Indicators (KPIs) to enable them to be easily related back to the emerging priority outcomes from LAA.

## 11. Supporting Excellent Outcomes from LAAs

*The South West has 16 emerging LAAs and two pathfinder MAAs, as well as emerging strong links with other public sector bodies. It is anticipated that the LAAs will provide the over-arching framework of service delivery, community empowerment, socio-economic improvement and neighbourhood renewal and are core to the support provided to authorities by LIFT SW RIEP.*

*The process of LAA negotiation is currently in progress and top priorities will start to emerge in the first quarter of 2008. Some of these emerging themes are addressed under specific sections elsewhere in this strategy. This section focuses on support for the LAA process as a whole and includes cross-authority secondments, data points, innovative pilots, capacity building and specific support for partnerships in difficulty.*

### What are the Issues?

11.1. The new local performance framework is focussed on improving the quality of life in places and better public services. These performance objectives will be met via Local Area Agreements (LAAs) bringing together national standards and priorities set by Government with local priorities informed by the vision developed by the local authority and its partners. LAAs will provide the basis for improvement in public services – in crime, health, education, economic development, the environment and a range of cross cutting issues.

11.2. The development of LAAs is being led by Local Government and requires local authorities in particular to demonstrate effective leadership and engage with partners to develop a vision and ambitions for their area. This place shaping activity and development of LAA priorities is being actively supported by the LIFT SW RIEP and GOSW.

11.3. The longer term ambitions for a place will require strong local leadership. Elected members have a particular role in building a strong shared vision for their area and taking ownership of difficult choices. Delivering improvements will require new levels of efficiency, innovation and partnership working. The LAAs will also require effective and transparent performance management and monitoring so that everyone (public partners and key stakeholders, inspectorates) can tell how they are doing on delivering their priorities and learning from each other. The authorities will also be expected to take the lead on challenging and supporting their own performance via self-assessments and targeted improvement.

11.4. In the new performance framework, Inspectorates will publish an annual joint risk assessment for each area covered by a local agreement. This will be an assessment of the prospects for the area and for the quality of life for local people. In particular, the assessment will look at the likelihood that local and national priority outcomes can be achieved, focussing on priorities agreed through the LAA.

11.5. The LIFT SW RIEP will support local authorities (and their partners) to meet this challenge by enabling the Sector to gain the skills and knowledge to develop and performance manage LAAs. The LIFT SW RIEP will also support innovation and knowledge sharing on the emerging themes and common issues. Top priorities and common themes for the South West will have started to emerge in the first quarter of 2008 and will be fully evident by June 2008, when the 16 LAAs in the South West are signed off.

11.6. Multi Area Agreements are a key feature for the South West and are important, in particular, in areas where the cross cutting priorities also straddle local authority boundaries.

### Approach

11.7. The sector will be involved in providing support and challenge to those involved in developing, monitoring and delivering LAAs. The LIFT SW RIEP will support the partnership working and Local Strategic Partnerships whose work underpins the LAA.

11.8. LAA self-assessments will be shared with LIFT SW RIEP and an annual review of progress against outcomes will be analysed to identify priorities for sector-led support.

11.9. Through consultation, we have identified the following issues where support is needed to support LAAs:

- Partnership / duty to cooperate / skills development
  - Ensuring that the officers and councillors have the necessary skills for strong leadership and effective partnership working
- Performance management / CAA
  - Understanding regional priority outcomes and potential risks to achievement and building capacity and providing support to authorities in preparation for CAA
- Innovation and shared outcomes
  - Developing innovative approaches to priority themes emerging from LAAs and developing shared evidence bases
- Engagement, empowerment and commissioning
  - Developing effective approaches to support community cohesion and empowerment and ensuring that equalities issues are built into every aspect of the LAA
  - Engaging the Third Sector as a strategic partner in need analyses, service planning and building capacity

### **Proposed activities**

11.10. Working with key agencies and partners LIFT SW RIEP will support LAAs and MAAs to improve their partnership working by:

- Providing targeted support and performance improvement programmes for partnerships where there are recognised difficulties eg member and officer skills development re partnerships, negotiating, leadership skills, relationship building etc
- Evaluate draft LAAs and MAAs - by funding peer (member and officer) challenge reviews and workshops to ensure they are fit for purpose and have ownership
- Promoting learning via secondment of key staff
- Developing data sharing protocols and evidence bases making use of existing tools, data and bodies

11.11. We will support LAAs and MAAs developing performance management and CAA preparation:

- Tackling performance issues arising from self-assessments via secondments from higher performers and commissioning to meet gaps in current skills
- Developing governance models using existing good practice
- providing peer challenge in development of self-assessments

11.12. We will support innovation in the delivery of LAA outcomes by:

- Providing learning events around key themes and SW priority outcomes
- Researching and identifying common themes, intended outcomes and targets in LAAs
- Funding small projects fund and awards
- Providing LAA masterclasses and networks of LSP members / officers
- Raising awareness of how the fire and rescue service can help LSPs achieve their LAA targets and outcomes for example through existing youth work, schools, minority groups and road safety initiatives and expertise

11.13. LIFT SW will also work with key partners to support

- A capacity needs analysis around the new economic development duty.
- Equalities peer reviews of LAA's and LSPs
- The implementation of the South West Migrant Worker Action Plan

## 12. Building Capacity for Overall Improvement in Authorities

*Although significant progress has been made, the South West still has a higher number of authorities in difficulty, and lower performance on Direction of Travel and Use of Resources measures, compared with many other regions. The LIFT SW RIEP will support authorities in difficulty and monitor progress through the Management Board and the Executive Group.*

*The LIFT SW RIEP will also support overall performance improvement in the region through building on successful regional programmes of support and by responding to specific requests from authorities.*

*Based on current requirements £1.5m pa will be directed towards authorities in difficulty and just under £2m pa towards regional programmes around Direction of Travel and Use of Resources.*

### What are the Issues?

12.1. The LIFT SW RIEP recognises that LAAs will play an important role in improving areas and services. In addition to its support for LAAs, the LIFT SW RIEP will work with all Local authorities and Fire and Rescue authorities in the South West to help them build their capacity to enable sustainable improvement of their own performance.

12.2. In addition, a key priority for the LIFT SW RIEP will be to help those authorities considered to be in difficulty. We have found that these authorities often lack the confidence and resources to tackle the issues they are facing. The executive management and political leadership teams often require support in making sustainable improvements. Support for the wider elected member community has been a key element in helping to support the improvement in these authorities.

12.3. Also, authorities need support to be able to work hard to maintain their current performance as well as aspire to the next level. Continuous improvement is key to this approach.

12.4. Smaller authorities in particular struggle to resource peer reviews, but often benefit most from external 'thinking' capacity and challenge; this can benefit all authorities not just those who are in difficulty.

12.5. It is worth noting that under the CPA regime the phrase 'in difficulty' has been taken to mean those authorities in the 0\*, 1\* or poor and weak categories and those authorities with a negative direction of travel in danger of falling back into these categories. In the future, the CAA regime will make judgements over delivery of outcomes for an area. Councils (and other public sector bodies) will continue to receive judgements on Use of Resources and Direction of Travel.

### Authorities in Difficulty

12.6. In 2004 there were 13 South West authorities in difficulty. Following significant support from the Sector, as of January 08, there are now only 6. Despite these improvements made in recent years, the South West still has a higher number of councils scoring Poor and Weak than any other region. There are also some councils where there are concerns about performance or where improvement is not adequate. Of the 16 upper tier authorities in the South West, DoT results show that none are improving strongly, 10 are improving well, 4 are improving adequately, which is also behind the national average.

12.7. The LIFT SW RIEP will increase its work in helping the six authorities in difficulty to up their game by providing significant support. The IDeA, SWRE and GOSW will continue to form an integral part of the partnership support for authorities in difficulty, which has so far concentrated on the development of members, officers and Top Teams, through national and regional programmes. However, LIFT SW RIEP funding for these authorities (and those with a negative DoT) will now be based on agreeing a specific support package between the authority and the LIFT SW RIEP.

12.8. We propose that an improvement plan should be built with the authority to:

- Identify the nature of the problems – financial; capacity; capability; political and reputation
- Identify potential solutions
- Mobilise the ‘experts’ / identify where commissioned work is needed

12.9. The LIFT SW RIEP will also encourage all authorities in difficulty to receive 10 days intensive support in improving their capacity and understanding of the purpose, principles and practice of scrutiny

12.10. We propose that the improvement plan would be signed off by the Management Board and that Sector representatives of the LIFT SW RIEP are appointed to an Improvement Board to monitor progress at the authority on a regular basis. Councils already in voluntary engagement or with Poor / Weak, 0\*/1\* ratings have an existing improvement plan. The LIFT SW RIEP will be a key resource in supporting these improvement plans.

### **Building Corporate and Leadership Capacity**

12.11. In addition to raising the rating of authorities in difficulty, a strong emphasis remains across all authorities to ensure on-going sustainable improvement.

12.12. The South West still has a higher number of councils scoring poorly on UoR compared to other regions based on 2007 published results. The Audit Commission state that there is an improving picture for UoR in the South West. Overall scores have improved in 17 councils and reduced in 1 council within the last year. 27 councils are now rated Level 3 overall and 22 rated Level 2, but no councils have scored Level 4 overall in the South West. Of the two councils scoring a Level 1 overall, one scores Level 1 in all five key lines of enquiry. There are a further 5 councils where one of the KLOE scores is at level 1.

12.13. An important element of Capacity Building will be to provide support to build Leadership Capacity because high quality political and managerial leadership lies at the heart of public service improvement and development. The LIFT SW RIEP will seek to strengthen Corporate Capacity and change management.

12.14. The programmes will use a variety of techniques and elements. In particular we will draw heavily on sector support through use of peer support, mentoring, coaching and buddy schemes for key managers and councillors and coordinated secondment opportunities. We will also support awards for innovation and good practice as well as knowledge sharing events.

12.15. We recognise the importance of supporting members and getting the overview and scrutiny role to work effectively. A priority will be to work with the Centre for Public Scrutiny to develop a regional support programme. This would include a regional overview and scrutiny Leadership Academy, Additional support for the existing regional scrutiny network and a member scrutiny network. Key elements of the programme will be LAAs, LSPs, Multi-area scrutiny (working across council boundaries), councillor “calls for action” and area-based scrutiny in rural areas.

12.16. We will provide support for new unitaries in the region to help them develop new and innovative scrutiny functions as part of the new full review of councils’ scrutiny functions to check fitness-for-purpose for the new agenda

12.17. The LIFT SW RIEP will aim to provide funding for every authority to have a Peer Review over the 3 year period of this strategy, especially in the run up to inspections and the new CAA performance framework. The LIFT SW RIEP will put a heavy emphasis on Member Development Programmes including support for councils to achieve member development charter status and funding for every council to have a place on the national Leadership Academy, Fast Track and regional SWPE BTEC programmes. In addition we will fund scrutiny peer reviews.

12.18. A key piece of work will be direct support for authorities in the area of partnership, shared service and business transformation including options appraisals for the examining options for a strengthened collaboration or possibly shared service between Local authorities or between Fire and Rescue Services.

### **Use of Resources**

12.19. The new performance framework will place greater reliance on the UoR score and a revised set of Key Lines Of Enquiry, which raise the bar for achievement. UoR and DoT judgements will be the two ways in which the progress of an individual authority can be assessed. The LIFT SW RIEP, via GOSW

and the Audit Commission, will continue to monitor performance data around the UoR indicators. Based on this data, the LIFT SW RIEP will work with partners to develop recommendations for support for specific authorities and commission regional support for authorities aspiring to reach level 3.

12.20. The LIFT SW RIEP Executive Group will monitor regional progress against UoR scores on an annual cycle during the CSR07 period and review the allocation of funding and target support (January / February each year). South West performance in this area will also be reviewed in the LIFT SW RIEP Management Board quarterly meeting.

12.21. Support for authorities moving from level one will include direct funding and peer support from the sector to allow them to benefit from peers and good practice from higher performing councils elsewhere in the South West, or nationally. In these cases the LIFT SW RIEP Executive Group would approve the improvement plan and monitor progress, or delegate this to a sub-group.

12.22. Direct funding will be used to back-fill support provided from higher performing UoR authorities and to buy in additional specialists where necessary when there is a need for short term input to set up or review activities.

12.23. To ensure understanding about the new set of KLOE's, the LIFT SW RIEP will commission a piece of work (preferably as a development opportunity or a secondment for an officer from a high performing UoR authority) to identify what councils will have to do to satisfy the new KLOE's eg around partnership working and sustainability. The report will identify existing good practice and highlight gaps to be addressed by the RIEP and by authorities.

12.24. Specific funding will also be made available for those councils aiming for level 4 to support them to develop innovative practices and act as exemplars.

12.25. The LIFT SW RIEP will host learning events to raise awareness and share good practice in areas where there is under-performance. The events will be supported by the Audit Commission and GOSW and feature good practice from the South West and elsewhere.

12.26. The achievements of authorities in this area will be publicised in the LIFT SW RIEP bi-weekly electronic newsletter and through a series of case studies published on the web-site.

### **Workforce Development**

12.27. The workforce issues of the South West are similar to other regions. Within the region there is considerable variation between sub regions in the calibre and supply of labour. However, there is agreement that action needs to be taken on shortage areas and the supply of a future workforce with the skills to deliver services directly and indirectly in an efficient and effective manner. Both in the South West and nationally the most widespread shortage areas are social work, environmental health, planning, building control, trading standards and teaching.

12.28. The LIFT SW RIEP will promote a "whole organisational" approach to Skills for Life, promoting and supporting the potential talent pool in front-line/part-time employees.

12.29. The Local Government Workforce Strategy (LGWS) clearly sets out six challenges for Authorities, which clearly link to the regional priorities of the South West:

- A place where people help shape the community and world around them?
- A place where reputations are build and skills developed?
- A place where people and services are responsive and challenges are relished?
- A place where success improves people's lives, the environment and prospects for future generations?
- A place that encourages and rewards success?
- A place that people are proud to work for?

12.30. The LIFT SW RIEP will support authorities on workforce development using the 5 strands identified in the LGWS:

- Organisational development
- Leadership development

- Skill development
- Recruitment and retention
- Pay and reward

12.31. New skills and competencies are needed for new service delivery models, for continuous sustainable improvement and efficiency savings as well as for partnership working and a more flexible workforce. Also, authorities need to identify and develop alternative strategies for the attraction, retention and skill of their workforces and to reduce the pay spiral that results from authorities competing for employees. Although some authorities are already developing their approach there needs to be sharing across the region to develop further collaboration between authorities and their partners.

12.32. Such collaboration may be on a sub-regional basis where there is collaboration over the use of talent with neighbouring authorities and/or partners. Alternatively, collaboration may take a market place approach (where shortages in local labour supply for one authority are an oversupply in another authority, with technology bridging the geographical gap).

12.33. The LIFT SW RIEP will work with the LSC, LGE, SWPE, IDeA and the Joint Improvement Partnership to help authorities develop robust workforce development plans to address the professional and skill shortages, taking account of equality and diversity issues.

12.34. We will work with authorities to identify what skills are required in the future and what the skill shortages are, share what strategies authorities are using and what is working. We will share the approach and resultant thinking with key partners: schools, further education, higher education, Jobs Plus and ensure that the 'Skills Pledge' is taken up by authorities.

### **Working with the Third Sector**

12.35. There is a growing demand for advice, information, support and examples of good practice around the "working with the voluntary sector" agenda; a reflection in part of the high profile this has been given in recent government guidance around LAAs and LSPs. Local authorities (and PCTs) are trying to work out processes for enabling the sector to be properly involved in LAA mechanisms and are also seeking ways of assessing and developing the third sector market for service provision.

12.36. We will endeavour to share some of the valuable experience and useful models emerging around Provider Forums, Contestability Frameworks (mainly re health) and Joint Strategic Needs Assessments (re social care) through:

- Sharing good practice on third sector engagement/partnership/contracting etc
- Networking lead officers in LAs with a third sector role
- Training and information around "understanding the third sector"

12.37. We will work with South West Forums to test and develop activities in the Third Sector.

## 13. Building Capacity for Business Transformation and Driving Value for Money

*Support around business transformation, asset management, property construction and partnership working are important area of support, focussing on both LGR and continued two tier working. IDeA and 4ps will be key partners in this work.*

*Support around developing and coordinating capacity in procurement and ensuring that savings can be delivered in way that improves sustainability, improves the local economy does not erode service delivery is another key area. This programme will co-ordinate with OGC, National Procurement Programme and the National Sustainable Procurement Programme.*

### Business Transformation

13.1. Increasing cost pressures are forcing many authorities to consider a transformational (as opposed to incremental) approach to change. Authorities undertake Business Transformation programmes for reasons of both improvement and efficiency. These programmes typically involve Business Process Improvement (BPI) and/or new delivery models (e.g. public-public Shared Services, public-private partnerships, outsourcing) and sometimes (although not always) are underpinned by use of technology.

13.2. The quest for improvement and efficiency will see the 10 councils in Cornwall and Wiltshire undergoing LGR taking effect in 2009, and a further 11 councils in Devon potentially face LGR following a Boundary Committee review in 2008.

13.3. At the same time the majority two tier areas are trying to drive efficiencies, improvement and high performance.

13.4. Under these pressures, local authorities look to the RIEP for:

- Benchmarks for good performance and low cost
- Examples of good and innovative practice, and of change driven by strong leadership
- Skills development, and access to tools and templates
- Pump-priming funding in support of innovation
- Access to commercial frameworks, and help with procuring consultants
- Access to peers and potential partners
- An external perspective

13.5. The LIFT SW RIEP is uniquely placed to deliver all of the above through a mix of direct delivery, commissioning, brokering and signposting - and has chalked up some significant successes – e.g. its contribution to the Business Improvement Package (BIP) and its wide-ranging provision of business transformation skills development – the right courses in the right places at the right price.

13.6. The neutrality of the RIEP, and its awareness of what others are doing, makes it a particularly valuable critical friend and broker of joint working, attributes that are valued in shared services projects. By supporting the LGR and path-finding shared service projects, the LIFT SW RIEP can also extract the learning and evidence base for the benefit of others.

13.7. These developments reinforce the significance of Business Transformation support as a key workstream for the CSR07 period, providing support around:

- **Guidance, Case Studies & Benchmarking:** particularly the web-based Business Improvement Package (BIP) guidance and links to the third party providers.
- **Use of Technology:** In conjunction with Government Connect, LIFT SW RIEP will support the dissemination of a benchmarking programme (2007/08, 2010/11), offer some targeted training with emphasis on customer insight, channel strategy, data sharing and warehousing. Peer support and a practitioners information exchange will be supported by the newly established Customer-Focussed Transformation Network (see below). In the South West it will be particularly

important to capitalise on the learning from the two ERP systems implementations currently underway, particularly with a further two planned in the region.

- **Skills Development:** accelerate the large existing programme in a range of areas relevant to change management, to include training targeted at the specific needs of the LGR and 2-tier pathfinder councils (which between them serve more than half the region's population).
- **Peer Network:** continue the successful SW Customer-Focussed Transformation Network and ensure sharing of good practice around the LGR activity
- **Advisory Support:** LIFT SW RIEP will add most value by being involved with transformation projects up-front before consultancies are engaged, in early activities like "visioning" and "readiness" review and during the selection of consultants. Another role is as neutral broker and/or critical friend during collaborative projects.
- **On-site engagement:** where projects are innovative or have received LIFT SW RIEP funding
- **Grant funding to councils:** through the Small Projects bidding process, documented elsewhere in this strategy document.
- **National Programme Support:** LIFT SW RIEP will support the BIP on a national level on behalf of the other RIEPs and would be prepared to lead a national RIEP programme in this area.

### Smarter Procurement

13.8. Procurement in the South West is disparate and variable across a spend of around £1.9b pa. Collaboration and good practice are pursued by enthusiasts rather than the norm.

13.9. The large savings identified by CLG through CSR07 are unlikely to be delivered without effective co-ordination between authorities in the region, particularly across geographic areas and in specific category areas.

13.10. Therefore, LIFT SW RIEP will continue a highly tactical approach during the CSR07 period; having already delivered over £1m of actual savings and £15m of predicted gains from existing programmes. With 70% of goods and services procurement in the South West with a local supply market, support for local collaboration remains a high priority. Key initiatives will:

- Provide councils with the capacity to undertake shared procurement with clusters of other councils for those goods and services that have a local supply-base. Expanding this capacity to support LAAs will be a priority for the second half of the CSR07 period.
- Promote the collation and utilisation of regional market intelligence data .
- Provide authorities with access to the best market intelligence in commodity areas that have a national or international supply base, particularly national frameworks and contracts.
- Continue to drive the use of eAuctions by authorities.
- Establish a regional contract and opportunities portal to enable authorities to share contract information and allow SMEs access to contract opportunities. This should also link to existing local and sub-regional portals.
- Push for the reduction of transaction volumes between authorities and providers of goods and services through the use of procurement cards and aggregated billing (in conjunction with key providers).
- Support the adoption of e-procurement solutions to automate the remaining transactions.
- Ensure that local economic sustainability, environmental issues and the third sector are considered by authorities during the procurement process.
- Develop the range and depth of procurement skills and knowledge across the region.

13.11. We believe that the benefits from the procurement programme will continue to be large, with £20m of benefits from local capacity improvement and £55m of benefits from the regional support programmes over a four year period.

13.12. LIFT SW RIEP recognises and advocates that the good work on "sustainable procurement", as a part of best practice in commissioning and procurement, should be developed. We will ensure that the

synergy of sustainable procurement is not lost and will ensure that it is fully considered and appropriately embedded in the evolution and delivery of the RIEP programme.

### Property Construction

13.13. Property construction in the South West has an annual spend of about £250m pa, but it is largely uncoordinated across a geographically dispersed supply base. This programme builds on the work of the existing LIFT SW Partnership to support regional projects in cost and performance benchmarking, framework agreements and regional tools (like the accreditation tool). The programme could deliver around £8m in benefits over the CSR07 period.

13.14. Many authorities recognise the potential value of framework agreements, but they are time-consuming and expensive to set up and the capital programmes of individual authorities are not large enough to attract the best deals from supply chain partners.

13.15. Therefore, LIFT SW RIEP will support the development, procurement and implementation of an innovative multi-authority Regional Contractors Framework. The framework will be open to all authorities in the South West and use the best of the existing models in the South East (Hampshire), East of England and the East Midlands.

13.16. The net benefits from the framework will about of 3% on a typical capital project (based on the experience of other regions). For example, on a construction programme of £75m pa this would equate to £2m pa after discounting for additional costs.

13.17. The programme will continue to be closely associated with COPROP and will work with the LGTF and lead region of East Midlands.

### Asset Management

13.18. Asset management, including flexible working, will be one of the key areas of cost release from a number of the current business transformation projects in the South West during the CSR07 period. However, this is a comparatively new area for authorities who only have small teams and limited budgets to support this area of expertise. A number of authorities in the region recognise the potential benefit of pooling expertise, benchmarking property performance and working together on the development of accommodation standards.

13.19. The LIFT SW RIEP programme will be run in conjunction with COPROP and include the following key elements:

- **Office Rationalisation** – identify and promote good practice in space utilisation, flexible working, green travel etc. Provide targeted support in specific instances e.g. LGR, area reviews, multi-agency initiatives.
- **Building an Asset Management Network** – regional support to national programme (led by East Midlands RIEP, assuming they continue with the national lead on Construction), linked to other networks and initiatives (e.g. COPROP, IPF, NaPPMI. 4ps) to ensure best fit and maximise added value. The network will prioritise themes from an agenda which might include the development of common standards and policies; shared approaches to information and performance management; including links to agendas around sustainability and access.
- **Working with Members** and other key stakeholders to improve understanding of how asset management can contribute more effectively to corporate objectives and issues.

13.20. The programme will form part of the COPROP South West programme, overseen by the COPROP SW Programme Board and managed by the LIFT SW RIEP programme manager for construction. A project leader from a local authority will be identified.

13.21. There will be strong links with the Adult Services programme, particularly around shared local and health authority assets.

## 14. Adult Health and Wellbeing

**Our Vision is** for Adult Social Care service delivery in the South West to be assessed as good/excellent in all areas, and for this improvement to be sustainable. We recognise that this will require the region to transform service delivery over the next 3 years. This will be underpinned by access to timely information and early intervention, and quality services for those with long term needs; all of which will be managed within existing budgets.

The LIFT SW RIEP approach will build on the strong partnership relationship between CSED, LIFT SW and CSIP. The central point of governance of Adult Service support will continue to be the SW JIP, established in 2006, supported by the governance arrangements of LIFT SW RIEP.

LIFT SW RIEP, working through the SW JIP, will help support authorities in difficulty in Adult Services, will support service transformation, help drive efficiency savings and support overall improvement across the £1.4b pa spend on Adult Services across the South West. Efficiency benefits are anticipated to be approximately £21m in the four years from the start of the CSR07 period.

**Key National Indicators impacted by this programme: NI 127, 128, 130, 131, 132, 133, 135, 136, 139, 145, 146, 179**

Note that this area will be reviewed once the priority outcomes from the LAAs have been developed in the June 08 time frame

### Adult Services in Difficulty

14.1. There are currently 6 authorities in the South West that have been one star or below for 5 years or more, or where they have dropped to one star within the last 2 years. This is a level that is well below the national average.

	0 star	1 star	2 star	3 star
<b>South West CSCI rating (November 2007)</b>	0	6(38%)	7(43%)	3 (19%)
<b>The national picture</b>	0%	28(19%)	74(51%)	48(32%)

14.2. As CSCI judgements about social services form a significant element of an authority's overall CPA score, LIFT SW RIEP will make funds available over the CSR07 period to support the commissioning of improvement activity targeted at one star authorities, in order to support their ambition to become 2 stars by 2011.

14.3. Within the CSR07 programme a number of current approaches will be continued. For example, in 2006-07, seven authorities received financial support from the DoH to aid improvement. Of these, two authorities which had previously been seen as failing also received support from other authorities and five were given funds to support action plans because they were judged by CSCI as being a priority for improvement. This approach enabled these authorities to target resources at agreed improvement areas, while leaving them in control of their overall improvement agenda.

14.4. Using performance data from CSCI and the authority around the Adult Service indicators, improvement packages will be agreed with each authority by the SW JIP.

14.5. The SW JIP will monitor progress on the delivery of individual action plans and against agreed milestones, through the production of a quarterly report. Overall performance will be monitored by CSCI (CareCom) on an annual cycle during the CSR07 period and the allocation of funding will be reviewed as part of this process.

## **Developing Workforce Planning and Supporting Development**

14.6. Future plans for the transformation of the ways in which services are delivered mean that there is a need for local authorities to develop strategies for developing and commissioning the type of social care workforce they will need in the future, including both directly employed staff and staff employed by the independent sector and by individuals. The cultural change required in all sectors is a major challenge.

14.7. During 2007-08 DoH provided £35k to support focussed work to complement the existing LIFT SW Partnership workforce development programme. This has been used to fund a consultant to work with individual authorities to develop workforce plans. This work with individual authorities will now enable other social care departments to develop their own strategic workforce data and plans, which will be aggregated to inform workforce development across the region.

14.8. In addition, Skills for Care have an ongoing programme to support the development of “New Types of Worker”, as well as collecting sector workforce data via MNDS-SC to enable future improved workforce planning.

14.9. Using this information, we will work with councils, Skills for Care and with the independent sector to develop a programme of supported workforce development.

## **Developing Leadership**

14.10. To enable sustainable service change and improvement, effective leadership is needed. The South West will require a strategy for developing existing staff as part of succession planning into senior positions for the future.

14.11. It is planned to develop a Leadership Programme for senior social care managers. The Programme will build on existing expertise in this area: the NHS has a long established leadership scheme for NHS managers; National Social Care Leadership course was offered in 2007/08 by SCIE; and many local authorities involve social care managers in council leadership programmes. There has also been a successful NHS and Social Care Leadership programme in Cornwall, which could be expanded to other parts of the region.

14.12. SW ADASS have identified that there is a need to support the development of senior Social Care managers to enable them to apply in future for director level posts (as part of succession planning), and to assist them to provide leadership within the context of increased service integration with the NHS and the transformation agenda.

14.13. An approach will be developed which can be co-designed and tailored to local and individual needs and that will enable people to undertake leadership modules alongside other local authority managers, NHS managers and independent sector managers. It will also ensure opportunities for mentoring and for managers to have learning opportunities with other councils and partners in the region as part of their development.

## **Development and Support for Councillors to Lead the Adult Social Care Agenda**

14.14. Councillors are key to ensuring improvement and effective leadership across Health and Care services. The Social Care Transformation Agenda, Integrated services with the NHS, financial pressures and the new Green Paper are just some of the topics on councillors’ agendas.

14.15. Building on joint support provided by IDeA and DoH in 2007/08, quarterly network events for councillors leading adult social care will continue. The events will assist them to improve leadership skills and their understanding of social care issues. Additional administrative capacity and funding for events will be supported by IDeA with a satisfaction survey as the key outcome. The details of this programme will be agreed through the network, with councillors.

## **Social Care Reform: Implementing “Putting People First” (service reconfiguration to deliver personalised and individual services, early intervention and prevention).**

14.16. The requirement for all local authorities to transform their social care services is outlined in two key documents. “Putting People First” is a concordat signed by the minister and by all the major government departments and Adult Social Care associations. Further DoH guidance is set out in LAC(DH)(2008)1 “Transforming Social Care”, which sets key targets for local authorities and identifies the funding for change being allocated to each local authority. However, the scale of the transformation

required is enormous and the ADASS regionally have prioritised the need for additional funding to be made available. This will enable regional work to take place to ensure support for the change to each authority.

14.17. During 2007/08, £45k from DoH was identified for investment in regional activity on personalisation by the SW JIP and £35k was identified to support focussed work to complement the existing LIFT SW Partnership programme of support for workforce development. In addition, DoH has provided short term funding to six local authorities in the region to pilot preventative approaches to service delivery (POPP) and to establish whether this investment can be recouped through lower costs in emergency and long term care.

14.18. These programmes form the foundations for our future work on “Putting People First”, which is a cross sector concordat setting out the principles and priorities, which will be a major area for future work over the next three years to achieve transformation. A steering group has been established by ADASS and CSIP/DoH to coordinate activity across the region and report to the SW JIP.

14.19. The LIFT SW RIEP will provide regional capacity to enable sector-led self-managed development across the South West, for example by allowing staff to be seconded for short periods to work across the region, or by the use of consultants.

### **Improved Commissioning and Procurement**

14.20. Every authority in the South West (and nationally) is facing challenging cost pressures in adult social care and these will only be managed by a combination of fundamental changes in the way that services are commissioned and the achievement of greater efficiencies in delivery processes.

14.21. At the same time it is essential to maintain a focus on quality and choice for the public. The reputation of any council or provider is at serious risk where poor quality, neglect or abuse is uncovered. Concern about safeguarding and promoting dignity for people receiving care are key themes for CSCI, DoH and authorities in the South West.

14.22. Significant savings potential exists for CSR07 based on previous years' figures: South West authorities predicted efficiency gains of £27m in 2007/08 in their annual self assessments to CSCI, with modernising service delivery and improved working practices being high contributors. Authorities are already investing in capacity to ensure that this type of gain can be delivered year-on-year, and LIFT SW RIEP will provide programmes to support this approach.

14.23. Particular programmes in commissioning and procurement are therefore likely to include:

- Support for the implementation of Putting People First with the independent sector.
- Support from CSED to undertake work on demand forecasting, effective brokerage, realistic cost analysis, pricing tools, market development and management and service monitoring.
- A strong link to engagement and empowerment of communities in commissioning
- Activity which will link to the LIFT SW RIEP Smarter Procurement activity described elsewhere in this strategy document.

14.24. A number of specialist projects and tools are currently under development or being piloted and will be offered to local authorities:

- Further roll-out of the Fair Pricing Tool and cost models: Based on the existing programme it is anticipated that an expanded programme will deliver a further £4-6m of cashable savings.
- Roll-out of the TRACS to provide rapid financial data on possible procurement options including in-house provision.
- Rehabilitation and achieving efficiency in the use of Home Care: projected to bring in cashable savings of £14m across the region.
- Pump priming of innovative projects: currently supported projects include a project with Learning and Skills Council to support students with learning disability; outcomes based partnership agreements in learning disability and the CAMPUS project in Dorset for learning disability service users.

14.25. Where appropriate work will be segmented by service specialism with priority for older people and those with learning disability.

#### **Making the Best Use of Resources - Process improvement**

14.26. Adult Care management processes in the South West have a high volume of customer contacts and financial process transactions. The national target to reduce unnecessary contacts and the removal of waste, duplication and “failure demand” in these processes is a key priority.

14.27. The detailed work on process mapping and re-engineering the Assessment and Care Management (ACM) process has already taken place with a number of councils, supported by the LIFT SW / CSED Partnership programme during SR04. This work has already identified potential gains of over £1m pa. in the four authorities that have completed the current programme.

14.28. It is estimated that between £3m to £4m p.a. could be saved once this process is completed in the other councils and the resulting change projects fully implemented. To this end, the focus of the LIFT SW RIEP / CSED team will be to complete the remaining business cases and then focus on (on-site) support of implementation.

14.29. The activity will link to the LIFT SW RIEP Business Transformation support programme described elsewhere in this strategy, especially in the area of skills development.

#### **Making the Best Use of Resources - Asset management**

14.30. Examples exist in other regions where reconfiguration of services has allowed a reduction in capital assets. Opportunities exist for South West authorities to reduce their asset base by a combination of process redesign and co-location of services (for example, by bringing together social care, primary care and other health professionals in line with “Putting People First” recommendations for system-wide transformation).

14.31. The SW JIP will use the LIFT SW RIEP / CSED partnership to explore the potential for asset reduction, including the creation of new co-located sites. In addition, the partnership will provide on-site support for the implementation of good practice in this area.

14.32. This activity will link to the LIFT SW RIEP property construction and asset management support programme described elsewhere in this strategy.

## 15. Children and Young People

*The challenges for Children's Services in the South West include safeguarding the welfare of children in care, successful transition and overspend on Children's Services budgets. LIFT SW RIEP will work with local authorities, GOSW and the regional field forces (in accordance with the DCSF field force protocol), to challenge performance, support improvement, and drive efficiency savings through better commissioning. LIFT SW RIEP will also continue to work with the DCS network and the established officer and member networks to drive programmes and projects, and prioritise support programmes.*

**Key National Indicators impacted by this programme: NI 72 to NI 108 inclusive, NI59 to NI 71 inclusive, NI112, NI53, NI 126, NI50, NI51, NI58, NI110, NI111, NI115 and NI117**

*Note that this area will be reviewed once the priority outcomes from the LAAs have been developed in the June 08 time frame*

### **Enhanced Support for Capacity Building in some Authorities**

15.1. 14 of the 16 top-tier Local Authorities delivering Children's Services in the South West had Annual Performance Assessment (APA) results published by Ofsted in late 2007. Two (Isles of Scilly and Torbay) received short letter from Ofsted confirming that the overall Children's Services grade awarded at the time of their Joint Area Review that took place earlier in the year would remain the same (ie no changes).

15.2. From these assessments, eight councils achieved a level 3 (good) Overall Effectiveness of Children's Services (including Education) and six achieved level 2 (adequate). This compares favourably with the national average in this area, although there are none with level 4 (excellent).

15.3. Following this, GOSW have identified some common themes across the region from recent priority meetings where authorities have identified the need to achieve a step change in performance. These are:

- Raising Attainment/Narrowing the Gap (NI 72 to NI 108 inclusive)
- Safeguarding/Children in Care (NI59 to NI 71 inclusive)
- Teenage Pregnancy (NI112, NI53 and NI 126)
- Emotional and Mental Health/CAMHS (NI50, NI51 and NI58)
- 14-19 Agenda/Youth (eg NI110, NI111, NI115 and NI117)

15.4. LIFT SW RIEP will be targeted to enable authorities and their partners to improve performance and build capacity in these areas. This includes identifying 'Hub' authorities to share expertise with others, including releasing individuals to offer support. For other areas there may be a need to commission this support externally. This approach also promotes collaborative working on a regional, sub-regional, and multi-agency basis and reinforces linkages with the Government proposals around MAA's.

### **Support for the commissioning process and practice**

15.5. Spend in Children and Young Peoples Services is in the order of £600m pa across the South West and is a growing portion of authorities' budgets (assuming £400m pa spend on Social Care and a further £200m pa on Special Educational Needs, excluding the costs of maintained special schools which are in the £8bn pa direct schools budget). LIFT SW RIEP will provide support for the commissioning process and practice, including on-going development and support work in:

- Commissioning and provider forums;
- Support for sub-regional groups; and
- Development of Special Educational Needs placement projects.

15.6. The existing forums bring together commissioners from Education, Social Care and Health with the intention of making a reduced number of better placements and this will be reinforced during the CSR07

period. This will reduce overall spend on placements and ensure that those who continue to need such placements will be placed in provision most suited to their needs with improved outcomes.

15.7. This is an area that is already delivering benefits and is a priority for quick win activities (and NI 179).

### **Continuing development of SEN Finance and Independent Sector placement benchmarking data**

15.8. Availability of accurate data on spending patterns, placements and costs has led to evidence-based policy development and contributed to efficiency savings. Identification of common areas of concern has led to collaboration on sub-regional commissioning and 'managing the market'. This will be continued and extended during the CSR07 period to support improvement around NI179.

### **Mother and baby assessments**

15.9. Mother and baby assessments are infrequent but expensive and changes in court expectations have made this a big challenge to all authorities. Collaboration in developing local capacity at the sub-regional level which will command the confidence of the courts will deliver cost efficiencies and better outcomes. This will promote closer joint working with the PCT's and support work around pre-court hearings. A similar approach will be adopted for secure welfare beds.

### **Joint provision for youngsters who have severe behavioural as well as Mental Health difficulties.**

15.10. Traditionally there have been difficulties about young people with severe behavioural difficulties who also show evidence of mental Health problems. Recent work by the SHA on Tier 4 services for this group recommended exploration of joint commissioning for this group. We will pump prime projects across the region to develop integrated and cost effective provision. This will involve working on a joint project with the Strategic Health Authority and PCT's and promote a more holistic approach to supporting this very vulnerable group (NI 58 and NI179).

### **Key Methods of Working**

15.11. Active participation of the Authorities and their Children's Trust partners in the LIFT SW RIEP programme is key. Working with the regional DCS group, LIFT SW RIEP will support a number of approaches:

- Active participation from DCS in overseeing the use of the LIFT SW RIEP investment
- Using the Collaborative Commissioning Support Unit, Regional Hubs, Joint Commissioning of services, and use of existing bodies to take on particular tasks
- Hub authorities will offer a commitment of a certain number of days to work with other authorities to strengthen practice - like the AST( Advanced Skills Teacher) model
- Resources from LIFT SW RIEP and the former SW Regional Partnership will be brought together and targeted against priorities
- Leadership of particular issues will be shared across Directors and involve Heads of Services for Social Care, Education & Individual SEN etc
- Ability to commission at a regional level expertise that which can not be delivered internally
- Close working between the Field Forces and LIFT SW RIEP, guided by the recently published Field Force Protocol and supported by GOSW Joint Improvement and Support Plans.

## 16. Environmental Sustainability

### Waste Management

*The waste management programme is a three year programme covering both improvement and efficiency needs in the waste sector. The proposed budget of £810k (£270k p.a.) will yield anticipated cashable savings of at least £9m over 5 years from the start of the programme. The programme includes capacity building elements for both officers and members and the outputs have been designed to help Local Authorities achieve likely LAA and LSP outcomes surrounding waste, sustainability and climate change.*

#### **Key National Indicators impacted by this programme: NI 192, 193**

*Note that this area will be reviewed once the priority outcomes from the LAAs have been developed in the June 08 time frame*

16.1. Local authorities in the South West manage approximately 3 million tonnes of waste per annum at a cost of over £300m. Without the initiation of appropriate collaborative business transformation programmes the introduction of the EU Landfill Allowance Trading Scheme (LATS), and a range of national government targets will cause the rate of authority spend on Waste Services to rise to unsustainable levels over the next few years.

16.2. Key Priorities and drivers include: the 2009/10 LATS allocations (South West has the second largest regional deficit); CSR07 (3% cashable savings); and a series of national environmental targets around increasing the amount of recycle removed from the waste stream; increasing public participation in recycling; and reducing the amount of food thrown away by consumers.

16.3. There are a number of regional and national organisations operating in the sector (DEFRA, WIDP, WRAP, Environment Agency, GoSW, SWLGA, RDA, BREW). It will be important for LIFT SW RIEP to work closely with these partners. As a RIEP we will focus on: continuous improvement of procurement of goods and services, service delivery enhancements, skills, knowledge and awareness within councils, and the regional coordination of partner activities (including those around ensuring adequate and suitable facilities are in place).

16.4. The approach in the LIFT SW RIEP Waste Management Programme will be to focus on a number of key outcomes during the CSR07 period:

- Decreased amounts of waste generated
- Reduced amounts of waste being disposed in to landfill
- Increased levels of recycling and composting rates
- 3% efficiency saving achieved on the cost of delivering waste services to citizens without a corresponding reduction in service levels
- At least one example of a shared, joint, or collaborative working project in waste services in every sub-region
- Increased knowledge of regional, national and international good practice in waste management by waste officers, members, and relevant portfolio holders
- Increased skills and capabilities of waste officers, members, and relevant portfolio holders to understand and deal with large scale, complex waste services projects and solutions.

16.5. The programme will focus on a number of key outputs and will link to the emerging outputs of the LAA in the South West, particularly where these are related to waste collection and disposal, CO<sup>2</sup> emissions and potential links to other public sector bodies. Priorities will include:

- A Regional Education Programme
- Local authority 'business transformation' engagements

- Funding for innovative or collaborative projects around ‘business transformation’ or ‘procurement’ engagements
- Skills Development Training Programme
- Waste Communications Programme

## Climate Change

*Climate change is a key feature of emerging LAAs and features in NI 186 and 188. A South West Climate Change Action Plan is in development led by the South West Regional Assembly, with key regional partners and local authorities. LIFT SW RIEP will accelerate the implementation of a number of the resulting projects and programmes in the South West.*

### **Key National Indicators impacted by this programme: NI 186, 188**

*Note that this area will be reviewed once the priority outcomes from the LAAs have been developed in the June 08 time frame*

16.6. The South West Regional Assembly and partners will complete a South West Climate Change Action Plan by July 2008. The plan will set clear direction on mitigation and adaptation priorities for the region. The plan is being facilitated by the Regional Secretariat with primary support from the South West RDA, Environment Agency, Government Office for the South West, South West Climate Change Impacts Partnership and other partners. In its early stages the plan has identified the critical role of local authorities in delivering on practical measures within their communities and as beacons of good practice.

16.7. Local authorities have a crucial role with their communities to lead and deliver by example, including mitigation and adaptation actions where they can make a difference. Outside councils’ immediate operations and estates, guidance and support is required to incentivise and influence the actions of partner agencies.

16.8. However, local authorities face massive capacity and knowledge issues on implementation for, and accounting against, key national indicators such as 186 and 188 (PSA 27). Staff can often do not have the resources to sift and sort through new information and policy in all areas of local authority work related to climate change.

16.9. The South West Climate Change Action Plan will highlight a range of actions to harness and coordinate existing activities and resources in this area. LIFT SW RIEP will support local authorities and their partners in helping to meet this challenge by ensuring best practice is shared and innovative actions are supported. This will draw on the local authority carbon management matrix which outlines the following priorities:

- Domestic energy efficiency
- Commercial energy efficiency
- Public sector energy efficiency
- Renewables and low carbon technology
- Local authority transport
- Other transport

16.10. The approach will include specific support for local authorities and their partners in LAAs in the following areas, which have been identified through consultation:

- Implementation of low and zero carbon housing
- Effective coordination for local delivery of energy efficiency measures in domestic and commercial buildings, including council estates
- Multi-modal transport and walking and cycling options as part of carbon management reduction planning in LAAs and Local Transport Plans

- Network support for officers responsible for resilience and emergency planning in light of extreme weather events
- Guidance for the carbon management and accounting responsibilities and duties being placed on Local Authorities.

16.11. A key priority underpinning the actions identified above will therefore be carbon accounting and the development of carbon accounting frameworks in service planning and delivery. Professional networks supporting climate change related activities in mitigation and adaptation will also be of value in addressing this.

16.12. Proposed activities will be spelt out in further detail under the respective actions in the final South West Climate Change Action Plan.

16.13. Activity in this workstream will also be influenced by the UK Climate Change Programme and the funding available through this. This could also include supporting activity in the following areas:

- Benchmarking
- Peer Review
- Delivery Pilots
- Community Engagement Models
- Public Sector/ Business/ Citizen communications
- Internal Carbon Management Programmes

## 17. Local Economy

### Planning for Growth – Housing and Transport

*Planning for affordable housing and local transport is an increasing issue for the South West, fuelled by population growth and extra jobs. The LIFT SW RIEP is well placed to act as the co-ordinating body, working with the SW Regional Development Agency, Regional Planning Body, Regional Housing Body, and the Key Areas and other groups to support local authority activity in this area*

#### **Key National Indicators impacted by this programme: NI 155, 167**

*Note that this area will be reviewed once the priority outcomes from the LAAs have been developed in the June 08 time frame*

17.1. The South West needs realistic and affordable plans for homes that will deliver sustainable growth and that support the Public Service Agreement 20 “increase long term housing supply and affordability”. At the same time it needs to “make communities safer” PSA 23 and “deliver reliable and efficient transport networks that support economic growth”, PSA 5.

17.2. Each year the South West gains over 30,000 people who migrate from other parts of the UK. The latest forecast is that the region’s population is likely to increase to 5.75m by 2026, an increase of 750,000 on the 2006 figure. Within this, the draft Regional Spatial Strategy (RSS) also assumes growth in the economy (measured by GVA) of 2.8% to 3.2%, making provision for between 365,000 and 465,000 extra jobs between 2006 and 2026. Local authorities have a key role to play in planning and managing the consequences of this growth.

17.3. The draft Regional Spatial Strategy (RSS) recommends providing for an average of around **23,000** net additional homes each year over the period 2006-2026. This includes over **5,000** new homes in the West of England area, and over **2,000** new homes in each of the Swindon, Gloucester/Cheltenham, Plymouth and Bournemouth/Poole area.

17.4. Building this many additional new homes alongside the transport and economic infrastructure is a significant challenge particularly around the areas mentioned above.

17.5. One of the key issues is achieving a better balance between housing availability and the demand for housing, including improving affordability, while protecting the countryside and the sustainability of towns and cities – as well as ensuring growth in housing is matched by growth in jobs.

17.6. The affordability<sup>1</sup> of housing is also an issue because of below-average wages and above-average house prices compounded by a lack of social housing and higher than average numbers of second homes. The whole of the region is affected but areas where housing is the least affordable include the south coast, almost all of Devon and Cornwall, and Bath and North East Somerset. In England the average house price is almost 8 times the average annual salary. In the SW the ratio is 10 times and in Dorset, Cornwall the ratio is around 13 times.

17.7. LIFT SW can add value to this area by working with the Regional Planning Body, Regional Housing Body, Regional Development Agency and Local Authority officers by co-ordinating activity to:

- Provide opportunities for local authority leaders (Members and Chief Executives/ Corporate Directors) to build on their understanding of the growth agenda – in particular around processes, engagement, effective and practical delivery and opportunities

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<sup>1</sup> Affordability is measured by the ratio of the average house price to the average annual salary.

- Develop a programme of local authority Peer Reviews to explore solutions to barriers and exchange experience and best practice around delivery of major development, housing and transport
- Develop case studies and support for innovative practice and sharing of best practice, as well as technical reviews.
- Work with south west and national partners to analyse local authority capacity and skills gaps relating to planning, housing and transport professionals – potential gaps for trainee schemes and sharing expertise. Having identified needs, develop existing professionals within local government and partner organisations to:
  - Develop a package of training opportunities to raise awareness of the delivery and monitoring of the Regional Spatial Strategy and understanding of its policies, including their use and implementation – for example implementation of Development Policies B and C, use of the Tourism policies or delivering sustainable development.
  - Raise awareness of the role of the RPB with particular regard to RSS implementation, monitoring and general conformity of Local Development Frameworks and strategic planning applications
  - Meet identified skills/development needs
  - Support development and delivery of Local Development Frameworks
  - Develop understanding of best practice with regard to development economics, the use of Section 106 agreements and other funding mechanisms
  - Develop understanding of how best to deliver housing and infrastructure to promote sustainable communities, social inclusion and cohesion.
  - Develop understanding of how to work with large developers and inclusion of the local community in key decision making

## Developing Economic Capacity

*The Sub National Review of Economic Development and Regeneration (SNR) and the new performance framework bring significant changes to the scale and ambition for local economic development and LAA/MAAs.*

### **Key National Indicator impacted by this programme: NI 151**

*Note that this area will be reviewed once the priority outcomes from the LAAs have been developed in the June 08 time frame*

17.8. The review outlines the Government's plans to refocus both powers and responsibilities to support its objectives to encourage economic growth and tackle deprivation at every level, by:

- Empowering all local authorities to promote economic development and neighbourhood renewal through a statutory economic development duty
- An approach that supports local authorities in all areas to work together more effectively where they wish
- Streamlining the regional tier outside London, based on more effective and accountable RDAs which would be responsible, working closely with local authorities, for preparing a single strategy for the region.

17.9. The LIFT SW RIEP will work with SWRDA in their work to provide support to local authorities and sub-regions in delivery of sustainable economic development.

17.10. With some notable exceptions, many local authorities, in recent years, have not prioritised economic development activities as this has been a discretionary service. Consequently many have

limited capacity ( skills and resource) to deliver the proposed new duty. The LIFT SW RIEP can support Local Authorities by:

- Providing support to existing Economic Development Officer networks. Such groups could lead on innovation / proposals for support from the LIFT SW RIEP.
- Ensuring a sound evidence base for economic development is developed and delivered
- Officer capacity building - undertake a skills and performance analysis of the current workforce and assist with capacity building measures
- Technical review of economic partnerships and challenge to plans for economic development

17.11. The degree of support needs to match the priorities in the economic development and regeneration themes in the emerging LAAs.

## **Urban Development and Renewal**

*The large unitary areas are engines for growth and economic development in the South West, particularly around Bristol, Swindon, Poole, Bournemouth, Exeter and Plymouth. The re-development of these areas to support economic growth has a big impact on place-shaping and the lives of those living in the surrounding communities. Effective partnerships, knowledge and skills working with large developers are also key.*

### **Key National Indicator impacted by this programme: NI 170**

*Note that this area will be reviewed once the priority outcomes from the LAAs have been developed in the June 08 time frame*

17.12. The LIFT SW RIEP will support work with existing networks (or set up new networks, if required) to ensure that there is effective networking around Urban Development and Renewal and support activity including:

- Meeting identified skills/development needs
- Develop understanding of best practice use of Section 106 agreements
- Understanding how to work with large developers
- Inclusion of the local community in key decision making

17.13. The work has been raised as a particular interest area in the South West.

## **18. Tackling Exclusion and Promoting Equality**

### ***Key National Indicator impacted by this programme: NI 140***

*Note that this area will be reviewed once the priority outcomes from the LAAs have been developed in the June 08 time frame*

### **Equality and Diversity**

18.1. Currently only 3 Councils in the SW have achieved level 3 of the Local Government Equality Standard, 2 are rated as zero, 16 are still at 1 and 29 are at level 2. Success of this programme will be assessed by whether all councils achieve level 3 of this standard by 2009.

18.2. The LIFT SW RIEP will build on its work during the last year. This work showed that the need for external support, challenge and facilitation is invaluable in allowing the regional networks to develop and have impact. This will become increasingly important as we move into LGR and improved two tier working, with the introduction of CAA.

18.3. We will work with all authorities in the South West to raise their game and achieve Level 3 of the local government standard. The achievement of level 3 (including external validation) will demonstrate a real commitment and understanding on behalf of the South West councils to know, understand, commission and provide services most effectively for the communities they serve.

18.4. To support authorities, the LIFT SW RIEP will work closely with Equalities SW to provide a programme which ensures Authorities are better able to consult effectively with communities around equalities issues and link the issues identified to LAA outcomes. This will also include a degree of challenge to community groups to raise expectations if those expectations are unreasonably low.

18.5. The LIFT SW RIEP will provide a leadership programme for senior managers and leading members designed with an emphasis on equalities and the needs of communities, and equality impact assessment training for service heads.

18.6. Our Equality Impact Assessment training will continue to focus on 'training the trainers' so we build-in sustainability and will be based on a region wide delivery plan. We will also aim to produce a training pack for each authority in 2008/09. We will also help authorities develop an appropriate schedule of Equality Impact Assessments which fits into their forward schedule

18.7. There is evidence that there is a requirement for training in compliance, legal issues and basic standard training. We will also look at the different standards used by partners in Health etc. and map overlaps/gaps (could be useful as part of a review of the equality standard).

18.8. We will aim to provide consultancy support to level 0 /1 authorities. The range of interventions and approaches recommended are highlighted at the end of this document

18.9. In order to encourage Authorities to achieve level 3, we will fund peer challenges for assessment to level 3.

18.10. Further support will be provided through a bespoke programme designed around effective monitoring for equalities and a "toolkit" to help establish "what 'good' looks like" in dealing with equalities issues through the LAA process

18.11. LIFT SW RIEP will also be able to provide expertise and monitoring of equalities action plans.

18.12. In addition, this will tie in to our workforce development programme and representation issues. Now that the BYPI indicators on workforce targeting have gone we will need to help local authorities develop strategies. We will use the IDeA's Getting Ahead programme as a basis for rolling out at a regional programme.

18.13. We will develop a gypsies and travellers bespoke programme on how we go forward after the Task Force report and the completion of the Needs Assessments.

## 19. Stronger Communities

**Key National Indicator impacted by this programme: NI 2, 3, 4, 5**

*Note that this area will be reviewed once the priority outcomes from the LAAs have been developed in the June 08 time frame*

### What are the Issues?

19.1. The Government agenda of greater localism, choice and community empowerment means that councils need to consult and engage with local groups in better and different ways through various means including Community Calls for Action, petitions, Citizens Juries etc. A 'Duty to Involve' will become law from 1st April 2009 (subject to parliamentary approval). The new duty will require local authorities to inform, consult and involve local people in local decisions, policies and services. Local people will know what services are on offer, how the authority is performing and how they can have their say.

19.2. Community engagement and two-way communication are increasingly recognised as important for the future of local government because sustainable and cohesive communities lie at the heart of well being, safety and quality of life.

### Sustainable Communities and increasing Community Empowerment and Engagement

19.3. Given that community empowerment affects all services and the very way that councils lead their communities and place shaping agendas, there is clearly a link between this over-arching stream of work and LAAs and with the NIs on community participation and satisfaction. This theme is cross-cutting and will link in closely with our support on LAAs and on service specific themes. The LIFT SW RIEP will work with authorities to see how better community engagement and empowerment can help with the problems in Adult Social care services. For example, through the 'Putting People First' initiative and through the engagement and empowerment of communities in designing and commissioning services.

19.4. It is recognised that we are continuing to move towards more citizen involvement and choice in what services citizens use, and how, where and when they use them.

19.5. Community engagement has been identified as a significant factor in building local trust in a council. It includes improving resident satisfaction and providing councils with a greater understanding of the needs and views of local communities. By 2010 local authorities will be able to devolve up to 5 per cent of their budget for youth services with young people deciding how that money is spent. By 2018 young people could actively shape decisions on one quarter of these budgets.

19.6. In many areas local authorities have already transferred assets such as disused buildings, or old swimming pools to local groups. The Government wants to accelerate this process and is looking closely at how well the initial pilot work is going with a view to publishing a toolkit for local authorities and community organisations in Spring 2008. More opportunities for communities to take on the management and ownership of local facilities and assets, with a new fund to encourage them was included in the recent local government white paper.

19.7. In addition to ensuring each of its service specific work streams addresses empowerment LIFT SW RIEP will work with authorities to:

- Spread best practice
- Help authorities promote community empowerment and engagement
- Provide support to improve communications
- Help local authorities sign up to the LGA reputation campaign
- Take account of equality and diversity – not "one size fits all" in reaching the hard to reach groups
- Link authorities into the work of the 18 local authorities acting as empowerment champions to spearhead a reinvigoration of local democracy
- Link authorities into the work of the 10 local authorities who are piloting participatory budgeting

19.8. The LIFT SW RIEP will continue to support the community agenda through its current work and it will link into the National Network of Empowering Authorities. The National Empowerment

Partnership is a CLG funded initiative of those in the statutory and third sectors tasked with strengthening, advising on and co-ordinating empowerment activity.

19.9. The LIFT SW RIEP will also work with the South West regional consortium Empowering Communities which has already brought together practitioners in three events across the region and will very shortly complete a major research project identifying good practice across the region as a prelude to the next three years' activity.

## **20. Safer Communities**

*The LIFT SW RIEP is not currently active in this area, but this area will be reviewed once the priority outcomes from the LAAs have been developed in the June 08 time frame*

## 21. Fire and Rescue Services

*South West Fire and Rescue Services (FRS) have had a successful record of collaboration and innovation, supported by £400k from the Capacity Building Fund during the last CSR period. The programme has also resulted in a range of performance improvements and yielded over £1.5m in efficiency gains over the project period across an annual spend of £120m. The LIFT SW RIEP will support the continuation of this scheme during the CSR07. A further £2m to £3m in efficiency gains are anticipated.*

21.1. The LIFT SW RIEP recognises that Fire and Rescue has a disproportionately large impact on fire prevention, crime prevention, place-shaping and community engagement, especially among the young. It is therefore proposed to earmark funding specifically around the Fire and Rescue Services. Care will be taken not to duplicate other support schemes provided by the LIFT SW RIEP (eg. Equalities) and the expectation is that use will be made of existing LIFT SW RIEP schemes, unless the requirement is service specific

21.2. The Regional Management Board (RMB) and the Chief Fire Officers Association (CFOA) South West (SW) jointly carried out a review of the arrangements for supporting regional collaboration in 2006 to ensure that they were fit for purpose. As a result of the review, a benefits-led, more structured programme management approach has been implemented and a regional programme manager appointed with funding from the LIFT SW Partnership until June 2008. The aim of the appointment is to deliver against regional business plan and regional benefits management strategy. Key priorities of the regional business plan are through a programme of regional collaboration to help SWFRAs:-

- Meet the regional and local requirements of the Fire and Rescue National Framework more cost effectively
- Each South West Fire and Rescue Authority to achieve an efficiency savings of at least 3% by March 2010 from their participation in the regional programme
- All South West Fire and Rescue Authorities to achieve at least level 3 of the Local Government Equality Standard by March 2010
- Build on the success of existing CBF programme by embedding the principles of performance management, member engagement and partnership working, including a programme of supporting Fire and Rescue Authorities to act upon the lessons of the 2008 local area agreements round
- All South West Fire and Rescue Authorities to be at least improving strongly in their assessment of direction of travel by March 2010, and
- Provide programme and project management support to workstream leaders in identifying, monitoring and realising the benefits of the programme of collaboration.

21.3. South West Fire and Rescue Authorities have a reasonably successful record of collaboration, particularly where work programmes have been taken forward by dedicated regional staff. In view of this the SW Regional Management Board agreed to set a budget for 2008-09 that maintained contributions from SWFRAs at 2007-08 levels, despite the very tight CSR 2007 settlement. This will provide continuing funding support towards the cost of the regional procurement manager, HR manager and programme manager.

21.4. The lesson from the past is that workstreams make little progress without dedicated support. The proposal is to use funding from the LIFT SW RIEP to provide direct support to workstream leaders to deliver their agreed programmes on a pump-priming basis until the cash savings from the work programmes can be demonstrated. In particular the LIFT SW RIEP will fund:-

- The appointment of a project manager to support the regional procurement manager to take forward a number of cost saving regional procurement projects, thereby creating capacity for the

regional procurement manager to support the professional development of procurement officers in the region

- Peer review, administration and software support to the Equality and Diversity Workstream to meet the requirements of the National Fire and Rescue Service Equality and Diversity Strategy 2008-18, including achieving level 3 of the Local Government Equality Standard.
- The appointment of regional learning/development and recruitment coordinators to help SW FRAs meet the regional requirements of the National Framework in respect of the introduction of Integrated Personal Development System (IPDS), National Selection tests and Assessment Development Centres.
- A study of the lessons learnt of the 2008 local area agreement round and a coordinated programme of support to SW FRAs to help them build on the lessons learnt to ensure that they are actively engaged in the 2010 LAA round.
- Other project support for workstream leaders, including operational assessment of service delivery and associated peer reviews.

21.5. The aim is that by the end of the CSR 2007 period, the principles of the regional benefits management strategy will be embedded and all regional posts will be demonstratively self financing in terms of annual efficiency gains more than offsetting salary cost.

## 22. Innovation Fund for Small Projects

*An amount of 600k has been allocated over the CSR07 period to continue the successful small project fund aimed at innovative and collaborative projects in the £5k to £15k cost range, which would have otherwise struggled to find funding.*

22.1. Many individuals and project teams in authorities have innovative and original ideas, often at the cutting edge. However, they frequently have difficulty to secure resource or funding locally since more innovative projects are inherently of a “higher risk”. The LIFT SW RIEP can mitigate this risk by funding a larger number of these projects, knowing that some will be more successful than others.

22.2. In May 2006 the LIFT SW Partnership received approval from the Management Board to setup and run a Small Project Fund with a budget of £100k. The fund was designed to stimulate and support small-scale collaborative efficiency projects across the region. Authorities were invited to submit preliminary bids and after a bid assessment exercise the LIFT SW Partnership agreed to support six projects.

22.3. The LIFT SW Partnership continued to receive a large number of requests for small project support over the course of 2006/07, and the Small Project Fund was run again in 2007 as a combined LIFT SW Partnership Efficiency and Improvement small project fund with a further budget of £100k. Demand for small scale assistance remains high across a range of sectors.

22.4. Based on the high take-up and success of the first two small project funding phases, the LIFT SW RIEP will rerun the same fund on a six-monthly basis with £100k available to allocate each six months. Funding is aimed at the £5k to £15k projects, so on average the RIEP will fund about 60 small projects.

## 23. Appendix One: Glossary of Abbreviations

All abbreviations mentioned in this document are listed below.

4PS	Public Private Partnerships Programme (a LGA 'central body')
AC	Audit Commission
ACM	Assessment and Care Management
AD/PMs	Assistant Directors / Programme Managers
ADASS	Association of Directors of Adult Social Services
ADC	Assessment Development Centre
AES	Annual Efficiency Statement
ASD	Autistic Spectrum Disorder
BESD	Behavioural, Emotional and Social Difficulty
BIP	<a href="http://bip.rcoe.gov.uk">Business Improvement Package http://bip.rcoe.gov.uk</a>
BLPD	Blue Light Procurement Database (for emergency services)
BPI	Business Process Improvement
BREW	Business Resource Efficiency & Waste Programme
BSF	Building Schools for the Future
BTEC	Business & Technology Education Council
C&TS	Corporate and Transactional Services
CAA	Comprehensive Area Assessment
CBC	Central Buying Consortium
CCSU	Collaborative Commissioning Support Unit (Children's Services)
CFOA	Chief Fire Officers Association
CLG	Department of Communities and Local Government
COPROP	The Society of Chief Corporate Property Officers
CPA	Comprehensive Performance Assessment
CSA	Child Support Agency
CSCI	Commission for Social Care Inspection
CSED	Care Services Efficiency Delivery (programme)
CSIP	Care Services Improvement Partnership
CSR07	Comprehensive Spending Review (April 2008 to March 2011)
DAS	Directors of Adult Services
DCFS	Department of Children, Families and Schools
DCS	Directors of Children's Services
DEFRA	Department for the Environment, Fisheries and Rural Affairs
DoH	Department of Health
DoT	Direction of Travel performance measure
EMG	(Fire and Rescue Authority) Executive Management Group
ERP	Enterprise Resource Planning system
FRA	Fire & Rescue Authority
FRS	Fire and Rescue Service
GOs	(Regional) Government Offices
GOSW	Government Office South West
GPC	Government Procurement Card
IDeA	Improvement & Development Agency (an LGA 'central body')
IPC	Institute of Public Care (consultancy)
IPDS	Integrated Personal Development System (for Fire and Rescue authorities)
IPF	Institute of Public Finance
IT	Information Technology
JIP	Joint Improvement Programme (in Adult Services)
KLOE	Key Lines of Enquiry (for UoR indicator)
KPIs	Key Performance Indicators
LA	Local Authority
LAA	Local Area Agreement
LAC	Looked After Children

LATS	Landfill Allowance Trading Scheme
LCE	London Centre of Excellence
LCLG	Leadership Centre for Local Government
LD	Learning Disability
LEA	Local Education Authority
LGA	Local Government Association
LGES	Local Government Equality Standard
LGR	Local Government Re-organisation
LGTF	Local Government Task Force (in construction)
LIFT SW	LIFT SW Partnership (the South West branding for the SW RIEP)
LSC	Learning and Skills Council
LSP	Local Strategic Partnerships
MAA	Multi Area Agreement
NaPPMI	National Property Performance Management Initiative
NFSTs	National Firefighter Selection Tests
NIES	National Improvement and Efficiency Strategy
NMDS-SC	National Minimum Dataset - Social Care
NWCE	North West Centre of Excellence
OASD	Operational Assessment of Service Delivery [for Fire and Rescue authorities]
OGC	Office of Government Commerce
OJEU	Official Journal of the European Union
PCT	Primary Care Trust
PID	Project Initiation Document
POPP	Partnerships for Older People Project
RCE	(Regional) Centre of Excellence
RCE PP	RCE Procurement Programme
RDA	Regional Development Agency
RIEP	Regional Improvement and Efficiency Partnership
RIES	Regional Improvement and Efficiency Strategy
RMB	(Fire and Rescue Authorities) Regional Management Board
ROI	Return on Investment
SCIE	Social Care Institute for Excellence
SECE	South East Centre of Excellence
SEN	Special Educational Needs
SENDIST	Special Educational Needs and Disability Tribunal
SHA	Strategic Health Authority
SMEs	Small and Medium Size Enterprises
SPLD	Semantic Pragmatic Language Disorder,
SW JIP	South West Joint Improvement Programme (for Adult Services)
SW LGA	South West Local Government Association
SW RCE	South West Centre of Excellence
SW RDA	South West Regional Development Agency
SW RE	South West Regional Employers
SWCoE	South West Centre of Excellence
SWO	South West Observatory
SWPE	South West Provincial Employers
SWRA	South West Regional Assembly
TRACS	Tool for rapid analysis of adult care systems
UoR	Use or Resources performance measure
VFM	Value for Money
WIDP	Waste Infrastructure Delivery Programme
WRAP	Waste & Resources Action Programme

## 24. Appendix Two: Governance and Accountable Body

### Principles

24.1. The governance arrangements for the existing LIFT SW Partnership will be used to govern the RIEP in the South West with due consideration to the inclusion of SHA representation and reinforcing elected member participation.

### Democratic Accountability

24.2. Elected Members in the Region are keen to provide the leadership, challenge and drive to ensure success of this strategy. They will do so through the SWLGA Executive Committee which will receive progress reports at each of their meetings.

24.3. Terms of reference for the SWLGA Executive Committee, whilst acting in this capacity, are:

- To provide the vision, leadership and drive to achieve the strategy.
- To challenge the Management Board to ensure achievement.
- To provide six monthly reports to the full SWLGA members.
- To ensure that high levels of understanding, awareness and participation are secured across local authority and fire/rescue authority leading members.
- To represent the region on relevant issues at national level.

24.4. In addition the full SW LGA Membership will formally agree the strategy and receive a monitoring report every six months.

### LIFT SW RIEP Management Board

24.5. The Management Board has overall responsibility for setting the overall strategy and ensuring that the programme delivers in line with the strategy. The RIEP Board will be built upon the governance arrangements already in place for LIFT SW Partnership.

24.6. Terms of reference for the LIFT SW RIEP Management Board are to:

- Work with the SWLGA Executive Committee to define and keep under review the strategic direction
- Ensure that resources are applied in line with the strategy, approving bids that are not delegated to the LIFT SW Executive Group or the SW JIP
- Ensure that progress is made towards achieving the strategy, including bringing support to bear in authorities in difficulty
- Ensure that high levels of understanding, awareness and participation are secured across local and fire/rescue authorities
- Resolve implementation issues at Chief Executive peer level

24.7. Based on the pre-existing formula from the LIFT SW Partnership, the LIFT SW RIEP Board will include representation from Chief Executives of six County Councils, four Unitary Councils and four District Councils as well as Police and Fire and Rescue Service (this might need to be reviewed in the light of LAA and MAA requirements).

24.8. Elected members are also represented on the Board, one selected by each of the four SWLGA political groups.

24.9. In addition the Board will include the following regional support agencies:

- Chair of the LIFT SW RIEP Executive Group
- GOSW – Regional Director of Local Government Practice
- South West Regional Secretariat – Chief Executive
- IDeA – Regional Associate Director
- LIFT SW RIEP – Director

24.10. The Inspection agencies – Audit Commission, CSCI, OfSTED and others are invited to elect a representative to sit on the Board in an observer capacity.

24.11. The Chair of the Management Board also represents the RIEP at national level (for example, the Chief Executives Task Group meeting). The Chair of the Management Board will be elected annually.

24.12. Each sub-regional grouping will continue to decide on who should represent them on the Board. The presumption is that existing members of the LIFT SW Partnership Management Board will continue unless authorities decide to change their representation.

### **LIFT SW RIEP Executive Group**

24.13. The Executive Group supports the LIFT SW RIEP Management Board. The terms of reference for the LIFT SW RIEP Executive Group are to:

- Take decisions on bids and allocation of resources in line with agreed delegations.
- Ensure that the strategy is implemented, including bringing support to bear in authorities in difficulty.
- Manage the implementation of the annual delivery plan.
- Co-ordinate effort across the authorities and ensure synergy between the various elements of the programme.
- Co-ordinate effort across the regional support agencies and ensure synergy.
- Analyse specific bids and make recommendations to the Board.
- Monitor progress and review specific projects, reporting on performance to the Board.
- Capture and disseminate notable practice.
- Develop a more co-ordinated communications approach to keep key stakeholders informed.
- Review business plans of participating agencies to ensure that they support the strategy.

24.14. Representation on the LIFT SW RIEP Executive group consists of Local Authority representatives at Assistant Director or Director level, in-line with the membership of the LIFT SW RIEP Management Board.

24.15. In addition the Group includes the following regional support agencies:

- GOSW – Regional Directors of Local Government Practice
- South West Regional Secretariat – Director
- IDeA – Regional Associate Director
- LIFT SW RIEP – Director
- Regional inspection agencies – One representative

24.16. Working on the principle of inclusivity the Executive Group will welcome membership from any other group that shares LIFT SW RIEP objectives. It will link up the extensive regional network which is vital to delivery of the LIFT SW RIEP agenda. It will also link the region into national networks. The Group will continue to be chaired by a local authority officer who will be elected annually.

### **Adult Services LIFT SW RIEP Joint Improvement Programme (JIP)**

24.17. Adult Services consumes around 40% of local authority budget in the South West (approximately three times the budget of Children's Services) and performance can have a major impact on the overall performance rating of a council. The proportion of LIFT SW RIEP budget consumed by this area is also likely to be relatively high. For this reason a parallel Executive Group will be set up specialising in Adult Services, based on the existing JIP arrangements.

24.18. The SW JIP was set up in the South West to co-ordinate activity in Adult Services and has been in operation for about 18 months. The SW JIP will be brought within the governance structure of the LIFT SW RIEP and aided and supported by the Partnership. All projects run with LIFT SW RIEP funding within the JIP will use the LIFT SW RIEP project and performance measurement processes, as used across the rest of the programme.

24.19. In effect, the JIP will act as an Adult Services version of the existing LIFT SW RIEP Executive Group with similar terms of reference. The JIP will support both the LIFT SW RIEP Management Board and the SW Branch ADASS and, like the Executive Group, has responsibility for delegated funding from the LIFT SW RIEP Management Board.

### **Delegations**

24.20. The Management Board will decide all applications over £100k. Amounts below this figure will be delegated to the Executive Group or the JIP for decision, The Management Board, Executive Group or JIP will be quorate if six members or their substitutes are in attendance and able to vote. Members are not able to vote if an application for funding applies to the district, unitary or county council or a sub-regional partnership that they represent.

### **LIFT SW RIEP Accountable Body**

24.21. Dorset County Council has acted to date as the accountable body for the LIFT SW Partnership. Dorset County Council will continue this role to act as the accountable body for LIFT SW RIEP.

24.22. The role includes:

- Receiving managing and accounting for all monies, expenditure and income to LIFT SW RIEP, ensuring satisfactory audit trails are in place
- Advising the LIFT SW RIEP Management Board in line with good accounting and financial management practice
- Complying with the law and any conditions attached to any grants or other funding

24.23. The ongoing costs of this service and any other direct management and support costs will be met from the delegated efficiency and improvement funding allocated to the region.

24.24. Logistics for the Management Board and the Executive Group will be managed by the LIFT SW RIEP. The logistics for the LIFT SW JIP could also be managed by the LIFT SW RIEP.

24.25. For Dorset County Council, the hosting agreement revolves around the tenets of:

- No incremental cost for the host authority.
- No additional liability for the host authority (eg. severance payments, wind-up costs).
- Recharge of infrastructure services back to LIFT SW RIEP.
- The LIFT SW RIEP is treated as an internal host authority department in terms of audit, scrutiny, pay and conditions, budget management and finance.
- Absolutely, no preferential treatment to the host authority in terms of funding or support.
- Acknowledgement of host authority's role given, where possible.
- Where staff are required to be permanent employees of the host authority, they will be recruited for a two year contract period.

## 25. Appendix Three: Resource Plan

*This section contains an estimated split of the funding requirement based on the regional priorities, level of improvement required and existing money or support from other agencies.*

### Sources of Income

Financial Year	2008/09	2009/10	2010/11	Total
Carried over from 2007/08	£1.0m			
Grant	£9.3m	£9.3m	£9.3m	£29m

Source: Estimate of grant received for CSR07 period

### Possible Breakdown of Expenditure, by Year

Break down of programme and project expenditure for the LIFT SW RIEP, by year. **This is very much an initial estimate at this stage.**

Category	Description	Annual costs 2008/09	Annual costs 2009/2010	Annual costs 2010/11	Total costs
Building Capacity for Overall Improvement in Authorities:	Authorities in Difficulty	£1,500,000	£1,500,000	£1,500,000	£4,500,000
	Building Corporate and Leadership Capacity				
	Monitoring Improvements Workforce Development	£1,330,000	£1,330,000	£1,330,000	£3,990,000
	Support for the LAA process and preparation for CAA	£650,000	£560,000	£390,000	£1,600,000
Adult Health and Wellbeing	Adult Services	£1,924,000	£1,764,000	£1,400,000	£5,088,000
Building Capacity for Business Transformation and Driving Value for Money	Smarter procurement	£830,000	£1,340,000	£620,000	£2,790,000
	Skills development	£325,000	£325,000	£325,000	£975,000
	Property Construction and asset management	£240,000	£240,000	£240,000	£720,000
	Business Transformation support	£100,000	£100,000	£100,000	£300,000
Children and Young People	Childrens Services	£700,000	£700,000	£700,000	£2,100,000
Programme managers (£50k pa fully loaded)	Programme managers (£50k pa fully loaded)	£450,000	£450,000	£450,000	£1,350,000
Local Economy	Urban Development and Renewal	£100,000	£100,000	£100,000	£300,000
	Developing Economic Capacity	£100,000	£100,000	£100,000	£300,000
	Planning for Growth – Housing and Transport	£100,000	£100,000	£100,000	£300,000
Environmental Sustainability	Waste Management	£270,000	£270,000	£270,000	£810,000
	Climate Change	£30,000	£30,000	£30,000	£90,000
Small Project Fund	Small Project Fund	£200,000	£200,000	£200,000	£600,000
Fire and Rescue Service	Fire and Rescue Service	£248,550	£115,000	£115,000	£478,550
Tackling Exclusion and Promoting Equality	Equality and diversity	£100,000	£100,000	£100,000	£300,000
Stronger and Safer Communities	Community Engagement	£100,000	£100,000	£100,000	£300,000
Support for national RIEP projects	Support for national RIEP projects	£50,000	£50,000	£50,000	£150,000
Communication	Communication	£25,000	£25,000	£25,000	£75,000
Grand Total		£9,372,550	£9,499,000	£8,245,000	£27,116,550

## Possible Breakdown of Expenditure, by Type of Programme

Break down of estimated programme and project expenditure for the LIFT SW RIEP, by type of programme. **This is very much an initial estimate at this stage.**

Category	Description	Funding for authorities in difficulty	Funding for innovative / collaborative projects	Funding for regional programmes	Grand Total
Building Capacity for Overall Improvement in Authorities:	Authorities in Difficulty	£4,500,000			£4,500,000
	Building Corporate and Leadership Capacity		£300,000	£3,690,000	£3,990,000
	Monitoring Improvements Workforce Development		£300,000	£1,300,000	£1,600,000
Adult Health and Wellbeing	Adult Services	£1,500,000		£3,588,000	£5,088,000
Building Capacity for Business Transformation and Driving Value for Money	Business Transformation support		£300,000		£300,000
	Property Construction and asset management			£720,000	£720,000
	Skills development			£975,000	£975,000
Children and Young People	Smarter procurement		£1,800,000	£990,000	£2,790,000
Children and Young People	Childrens Services	£300,000	£750,000	£1,050,000	£2,100,000
Programme managers (10)	Programme managers (£50k pa fully loaded)				£1,350,000
Local Economy	Developing Economic Capacity			£300,000	£300,000
	Planning for Growth – Housing and Transport			£300,000	£300,000
	Urban Development and Renewal			£300,000	£300,000
Environmental Sustainability	Climate Change			£90,000	£90,000
	Waste Management		£690,000	£120,000	£810,000
Small Project Fund	Small Project Fund		£600,000		£600,000
Fire and Rescue Service	Fire and Rescue Service			£478,550	£478,550
Tackling Exclusion and Promoting Equality	Equality and diversity			£300,000	£300,000
Stronger and Safer Communities	Community Engagement			£300,000	£300,000
Support for national RIEP projects	Support for national RIEP projects			£150,000	£150,000
Communication	Communication			£75,000	£75,000
Grand Total		£6,300,000	£4,740,000	£14,726,550	£27,116,550

## 25.1.LIFT SW RIEP Partnership officer resource and structure

Break down of the Programme Manager and Business Support Officer resource potentially required to deliver the outcomes in the strategy. **This is very much an initial estimate at this stage.**

	Estimate for future LIFT SW RIEP programme		Support for current LIFT SW Partnership programme	
	LIFT SW Programme Management Resource	Business Support Officer / Admin	LIFT SW Programme Management Resource	Business Support Officer / Admin
Building Capacity for Overall Improvement in Authorities	1	1	0	1
Building Capacity for Business Transformation and Driving Value for Money	3	2	3	
Adult Health and Wellbeing	2		1	
Children and Young People	1		1	
Environmental Sustainability	1		1	
Local Economy	1		0	
Tackling Exclusion and Promoting Equality	0.2		0	
Community Empowerment	0		0	
Fire and Rescue	0.1		0.2	
Small Project Fund	0.2		0.2	
Performance Management	0.2	1	0.2	1
Communication, seminars and governance	0.2	1	0.2	1
Office Management		1		1
<b>Total</b>	<b>9.9</b>	<b>6</b>	<b>6.8</b>	<b>4</b>

*This table is for overall capacity assessment only and does not signify any commitment to allocation of resources across the LIFT SW RIEP programme.*

## 26. Appendix Five: Reference Documents

This document should be read in conjunction with the following documents

- National Improvement and Efficiency Strategy, December 2007
- Delivering Value for Money in Local Government: Meeting the challenge of CSR07, October 2007
- The New Performance Frameworks for Local Authorities and Local Authority Partnerships: single set of indicators, October 2007
- LGA advice note to support Regional Improvement and Efficiency Partnerships, November 2007
- Delivering through people: the local government workforce strategy, 2007
- Putting People First - A shared vision and commitment to the transformation of Adult Social Care, 2007
- Improvement Support Protocol for Field Forces (Children's Services)
- Waste Strategy for England, 2007
- LIFT SW Strategy Version 3.2, 17th July 2006
- Just Connect: Integrated Regional Strategy for the South West 2004 to 2026

*Links to all of the supporting documents can be found on the LIFT SW RIEP website  
<http://www.swce.gov.uk/aboutus/LIFTSWRIEPStrategy.htm>.*

## 27. Appendix Six: Measuring Success in the South West

*The South West region has the confidence and high aspiration to improve its performance in the CSR07 period to at least the national average or better, supported by a strong and thriving RIEP.*

27.1. In order to track regional performance and maintain a focus on outcomes, the following measures will be used (taking into account that the current CPA regime will be replaced by CAA, but that Use of Resources and Direction of Travel judgements will remain):

### Outcomes from LAAs:

Specific success measures will need to be developed in conjunction with the Audit Commission and agreed around the new LAA / CAA performance framework. For example;

- No Risk Assessment showing red risk areas where the local authority is the lead organisation
- Likelihood of delivery of LAA outcomes is positive in all LAA areas

### CPA/CAA:

27.2. No authorities “in difficulty” by end of 2010/2011 (as defined by various judgments below and other inspection regimes)

(Under the CPA regime the phrase ‘in difficulty’ has been taken to mean those authorities in the 0\*, 1\* or poor and weak categories and those authorities with a negative direction of travel in danger of falling back into these categories. In the future, the CAA regime will make judgments over council’s performance and at the time of writing it is the intention that this measure will also cover the new CAA regime equivalent)

### Use of Resources:

27.3. Performance overall in this judgement is higher in Unitary and County Councils than in District Councils. The judgement will assess a wide range of issues, which means that it is a key indicator for elements ranging from finance, asset, and people management to efficiency, procurement, partnership working and equal access. Taking the “harder test” and new Key Lines of Enquiry into account, we propose the following success measures/targets:

- No council scoring level one in UoR by 2010/2011
- Councils improving on UoR overall, for example;
  - Unitary and County Councils - 19% level 2 (now 31%); 69% level 3 (now 69%); 12% level 4 (now 0%), by 2010/2011
  - District Councils - 0% Level 1 (now 5%); 38% level 2 (49%); 58% level 3 (46%) and 4% level 4 (now 0%)
- Fire and Rescue Authorities targets to be agreed – currently all but one are on level 3

### Direction of Travel (DoT):

- All councils improving adequately at least, by end of 2010/2011
- Councils improving on DoT overall, for example;
  - Unitary and County Councils - 12% improving strongly (now 0%); 76% improving well (now 69%) and 12% improving adequately (now 25%), by end of 2010/2011
  - District Councils 75% improving strongly or well; 25% improving adequately, by end of 2010/2011 (currently this is not a scored judgement for District Councils)

### Efficiency Gains:

- No council scoring level one in UoR by 2010/2011

### **Adult and Children's Services:**

- No authorities in difficulty in Adult Services and Children's Services by the end of 2010/2011 and overall improvement in this area

### **Equalities**

- All Authorities at Equalities level 3 by 2009/2010

This measure can be developed further to include key relevant national indicators around equal access and involvement eg National Indicators 1 to 5 re "stronger communities".

## 28. Appendix Seven: Measures of Success of LIFT SW RIEP

*In order to support regional aspirations for improvement in the South West, the performance of LIFT SW RIEP will be measured and tracked. Input measures will provide an early indication of likelihood of success, whereas output measures will track the outcomes of RIEP activity.*

Targets for CSR07 period		
<b>Input measures</b>		
1.	Delivery of project programme	<ul style="list-style-type: none"> <li>- Project PIDs developed and signed off for all projects with milestones, key deliverables and costed budget</li> <li>- Minimum projected ROI to be 1:3 (based on RIEP investment)</li> <li>- Project "RSe" tracking template completed and maintained for each project</li> <li>- Correct schedule of CPA / CAA inspections to ensure regional improvement can be measured</li> </ul>
2.	Communication	<ul style="list-style-type: none"> <li>- Email newsletter available each two weeks (District and Unitary/County)</li> <li>- Circulation list to include all CEx, management teams, to an accuracy of greater than 90%</li> <li>- Circulation to include all elected member portfolio holders and council leaders, to an accuracy of greater than 90%</li> <li>- Circulation to include all council leaders and portfolio holders, to accuracy of greater than 90%</li> <li>- Twice per year briefing with each top-tier Management Team</li> <li>- 70% of all other requests for RIEP briefing fulfilled within three months</li> <li>- Twice per year RIEP briefing with each LAA board (or equivalent)</li> <li>- Minimum one LIFT SW article in each LGA ebulletin</li> <li>- Minimum of ten South West improvement or efficiency presentations in national seminars each year</li> </ul>
3.	Governance arrangements	<ul style="list-style-type: none"> <li>- Minimum of four Management Board meetings each year, with 80% attendance (including substitutes)</li> <li>- Minimum of four Executive Group meetings each year, with 80% attendance (including substitutes)</li> <li>- Minimum of four JIP meetings each year, with 80% attendance (including substitutes)</li> </ul>
<b>Output measures</b>		
4.	Delivery of project programme	<ul style="list-style-type: none"> <li>- Maintain green traffic lights on project performance management system</li> </ul>
5.	Benefits tracking	<ul style="list-style-type: none"> <li>- Actual cashable benefits or outcomes of each project tracked for 18 months after project completion</li> <li>- Minimum actual ROI to be greater than 1:3 (based on RIEP investment)</li> <li>- Actual cashable benefits or outcomes measured versus projected benefits</li> </ul>
6.	Knowledge management	<ul style="list-style-type: none"> <li>- Case study or input to seminar available at completion of every project</li> <li>- Average individual user hits on website more than 2,000 per month</li> <li>- Feedback from all seminars to average "good"</li> <li>- Feedback from all training events to average "good"</li> </ul>

## 29. Appendix Eight: Membership of the LIFT SW RIEP Executive Group

REPRESENTATION	ORGANISATION	REGION
Richard Penska	North Somerset	West of England
Dave Perry	South Gloucestershire Council	West of England
Mike Freeman	Carrick District Council	Cornwall
Heather Barnes	Devon County Council	Devon
Caroline Taylor	Torbay Council	Devon (Chair)
Peter Pawlowski	Poole Borough Council	Dorset
Jason Vaughan	Weymouth and Portland Borough Council	Dorset
Mike Pearson	Devon & Somerset Fire and Rescue Service	Fire and Rescue Service
David Matthams	Forest of Dean District Council	Gloucestershire
Dilys Wynn	Gloucestershire County Council	Gloucestershire (Vice Chair)
Richard Sheard	Government Office South West	South West
Jayne Erskine	Government Office South West	South West
Roger Kershaw	Somerset County Council	Somerset
Stuart Brown	Mendip District Council	Somerset
Julian Morley	Director	LIFT SW
Stephen Fletcher	IDeA	South West
Dr Carlton Brand	Wiltshire County Council	Wiltshire
Delwyn Burbidge Sue Pangbourne	North Wiltshire District Council	Wiltshire
Lorraine Chicken	South West Regional Assembly	South West

### 30. Appendix Nine: Membership of the LIFT SW RIEP Management Board

REPRESENTATION	ORGANISATION	REGION
Councillor Ian Gardner	West Dorset District Council	District
Councillor Ray Frost	Teignbridge District Council	District
Councillor David Fox	Dorset County Council	County
Councillor Andrew Govier	Somerset County Council	County
John Jones - Assistant Chief Officer	Dorset Police	Police Services
Darran Gunter - Chief Fire Officer	Dorset Fire & Rescue Service	Fire & Rescue Service
Byron Davies - Chief Executive	Caradon District Council	Cornwall (District)
Dave Timms – Assistant County Treasurer	Cornwall County Council	Cornwall (County)
Barry Keel - Chief Executive	Plymouth City Council	Devon (Unitary)
Phil Norrey - Chief Executive	Devon County Council	Devon (County)
Liz Goodall - Chief Executive	North Dorset District Council	Dorset (District)
David Jenkins - Chief Executive, Chair	Dorset County Council	Dorset (County) Host
Andrew North - Chief Executive	Cheltenham Borough Council	Gloucestershire (District)
Peter Bungard - Chief Executive	Gloucestershire County Council	Gloucestershire (County)
Alan Jones - Chief Executive	Somerset County Council	Somerset (County)
David Thomson - Chief Executive	Mendip District Council	Somerset (District)
Amanda Deeks - Chief Executive	South Gloucestershire Council	West of England (Unitary)
Keith Robinson - Chief Executive	Wiltshire County Council	Wiltshire (County)
Graham Turner - Chief Executive	North Somerset Council	West of England (Unitary)
Jayne Erskine	Government Office / Lift SW	South West
Bryony Houlden – Chief Executive	South West Regional Secretariat	South West
Stephen Fletcher	IDeA / Lift SW	South West
Caroline Taylor - Director	Torbay Council	Unitary (Executive Chair)
Julian Morley - Director	Director	LIFT SW