



cumbria **improvement and efficiency partnership**

## Cumbria Improvement & Efficiency Partnership (CIEP) Communiqué No 1

**June 2008**

### **Foreword by the incoming Chairman**

This is the first communiqué from the CIEP Programme Office and sets out our context and the achievements upon which the partnership is built.

We are all coming to this process with clear desires to improving outcomes for our communities. The challenge for us is to agree whether that is made more certain by building a stronger Cumbrian voice or by focusing on our own local issues.

For me, a more prosperous Cumbria with high levels of community well-being will inevitably benefit my community of South Lakeland alongside Allerdale, Barrow, Carlisle, Copeland and Eden.

I think in the long run, this is a more sustainable route to supporting my district than any local focus that I might otherwise employ.

I look forward to working with all of you to establish a strong Cumbrian solution in the coming year.

A handwritten signature in black ink, appearing to read 'Peter Ridgway', enclosed within a large, stylized, hand-drawn signature box.

**Peter Ridgway**  
**Chief Executive South Lakeland District Council**

## **CIEP - Where does it come from?**

For the last few years Cumbria has run two very successful joint programs through Achieving Cumbrian Excellence (ACE) and Connected Cumbria Partnership (CCP). These two bodies also had regional links through NWIN (North West Improvement Network – the regional improvement partnership) and NWCE (North West Centre of Excellence – the regional efficiency partnership) respectively.

### **The Achievements of ACE**

ACE was established in 2004 as a pilot programme for capacity building and joint improvement across the Cumbrian Authorities by the then ODPM.

Its strong start, and wide range of opportunities for members, meant it grew and expanded and by 2007 had established sign up from all Authorities to jointly fund the programme - a first for the region.

Some of its key successes have been:

- The contribution to the development of stronger working relations across the county, the building of trust and the breaking down of barriers between the participating local authorities, and greater confidence in dealing with a number of difficult issues
- At the regional level, ACE was seen as a pioneering programme, with strong governance and delivery arrangements, and a flexible and evolving approach to partnership working.
- Through various Customer Services development and activities, outcomes have led to a Joint Customer Charter Framework
- A jointly owned Cumbria-wide People Strategy
- A strong leadership programme for members that has included opportunities to national recognised development such as the Centre for Public Scrutiny Overview & Scrutiny Chairs Programme and the IDeA Leadership Academy
- Set up of a Joint Equality Standard Working Group to drive forward improved Equality Standard level for each Authority
- The set up and successful delivery of Fusion Cumbria Learning Laboratory for those involved in economic regeneration and the creation of more sustainable communities.

### **The Achievements of CCP**

CCP started from a low technology base facing a major central government program called E-government. District and County Council staff came together initially to drive that program and has more recently moved into programs around shared service.

We have:

- Procured software jointly to reduce cost
- Developed a technology to allow us to share information across the district and county safely and securely- the Information Hub. Developed a governance model which saw valuable and active engagement of members in promoting and guiding the work of the partnership in Cumbria, regionally and nationally.

- Promoted Cumbria regionally and nationally as a model for working in partnership in a two tier administration.
- Started to develop business models for the delivery of shared services across Cumbria

Both Programme Boards for CCP and ACE are keen that the momentum, successes and lessons learnt are taken forward by the CIEP Board to influence the new CIEP Programme.

### **So why change the model?**

The need for shared services has never been greater. Demands of our customers and budget pressures are adding impetus to promote the greater sharing of service delivery. ACE and CCP have developed a good working relationship in recent years and recognised that the delivery of projects and the capacity of members and employees to handle change are interlinked.

We are not the only ones to recognise this – but we did influence the thinking. The Department of Community and Local Government (DCLG) identified this in the *Strong and Prosperous Communities* white paper in November 2006. DCLG have initiated a program of work through regional and sub-regional partnerships, to transform the way that services are delivered to our citizens. CIEP is a collaboration of the Districts, Lake District National Park Authority, and Cumbria County Council to deliver real improvement to the lives of the citizens of Cumbria through this initiative.

CIEP will focus on joint improvement and efficiency across Cumbria under its main priorities (see below).

CIEP has proposed a program of work over the next three years which has been adopted by our regional board, the North West Improvement and Efficiency Partnership (NWIEP). This will focus on key areas and will provide funding to help us make progress in these key areas.

The areas are:

- Transformational Government and the citizen
- Efficiency
- Economic Development & Regeneration
- Health and Social Care
- Community Safety
- Community empowerment and neighbourhood delivery
- Children and Young Peoples Services
- Environmental quality and climate change
- Cohesion equalities and diversity

### **What will it achieve?**

The Initiative carries funding from the Regional Partnership of £470,000 for this year (2008/09) which will be used to support existing work and new initiatives. In the first year we are intending to prioritise work in the areas of:

- Transformational Government and the Citizen (lead Authority Allerdale BC)
- Efficiency (lead Authority Cumbria CC)
- Economic Development & Regeneration (lead Authority Carlisle CC)
- Community Empowerment and Neighbourhood Working (lead Authority SLDC)

Subject to a satisfactory performance against the agreed work packages, further funding will be given for years two and three of the program and CIEP will focus on the other regional priorities over the following 2 years to 2011.

### **How is it controlled?**

The projects are approved by CLASB and managed by a CIEP Board of Chief Executives and senior officers. The work itself is done by existing bodies working in these areas or if none exist then a specific group of people will be brought together to undertake that task. The project groups are supported by a small CIEP project team to make sure that we achieve the required outcomes from the work.

The accountable body for CIEP is Cumbria County Council and this is where the Project Team will be based.

### **What's happened so far?**

- The Project Team is in the process of being established. The CIEP Board has now met twice and governance and structure of CIEP is nearly complete.
- The Chief Executive of SLDC has been appointed as Chair of CIEP.
- Delivery plans have been submitted to the NW Partnership to deadline, these have been endorsed and funding for Year 1 agreed
- Key stakeholders have been consulted with on all 4 delivery plans
- Key regional partners have been engaged with on key themes
- Methodology for how the 4 themes are going to operate and be delivered, is being worked up
- Key feedback from the final CCP & ACE Programme Board meetings has been received and is being actioned

### **What Next ?**

- Lead Authorities will be contacted on next steps to set up Project Boards for each of the 4 main themes for Year 1
- The Project Support Team will be established at Cumbria County Council
- Governance arrangements will be signed off by the CIEP Board
- The Regional Partnership will lay out next steps for Cumbria on drawing down funding and their performance framework

### **How will I be kept informed?**

We will issue regular newsletters to update you on progress.

For further information please contact:

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