

## Paper 3 – Regional Commissioned Work Summaries

### Health & Social Care –JIP

The JIP is an alliance of regional organisations that are working together to secure alignment and integrated delivery of improvement activity in social care, health and well-being. The JIP is chaired by Richard Jones (Executive Director of Health and Social Care in Lancashire and Chair of ADASS northwest). The JIP membership includes NHS NW, Regional Director of Public Health, IDeA, Northwest Employers Organisation, Care Services Improvement Partnership (DH), Care Services Efficiency Delivery (DH), Skills for Care and the Commission for Social Care Inspection. The JIP membership also included the RIEP predecessor bodies NWIN and RCOE. This arrangement lays the foundation for an enhanced relationship with NWRIEP, building a link between local government improvement and the improvement activity of partners including Health.

The JIP is committed to building enhanced linkage with sub-regional partnerships, to housing, work and market development, making the connection between Health, Social Care and the single Regional Strategy. It would be valuable to progress discussion about governance arrangements, including the option of the JIP playing the role of programme board for this area of activity. There are Joint Improvement Partnerships in all regions that are now linked to RIEPs.

Personalisation and addressing ill health are featuring right across the new LAAs and are of relevance to all the sub-regions in the Northwest. We know what works to deliver this policy direction and we know that the key enablers are leadership, partnership, effective commissioning and workforce development. This defines the improvement and efficiency priorities for the region.

The JIP “One Plan” is constructed around 8 strategic objectives

1. Programme Management and stakeholder engagement
2. Delivering personalisation
3. Early Intervention and promoting independence
4. Delivering Efficiency
5. Effective commissioning and market development
6. Leadership and partnership
7. Strategic workforce planning and development
8. Developing the evidence base – what works
9. Supporting performance

The JIP “one plan” plan will be delivered by partner organisations and where additional investment is involved through the joint commissioning of that activity.

### Initial NWIEP Comment

This submission is based upon strong existing foundations but we it is recommended that it needs to ensure link up with sub regional activity

## Community Empowerment – NWTWC

NWTWC will be aiding the development of collaborative learning, practice and research concerning community empowerment and engagement across the region. NWTWC is supported by CLG as a regional Empowerment Partnership for improving community engagement and empowerment in the North West. NWTWC will co-ordinate partner activities, share learning, develop knowledge, and explore the best ways to fill gaps.

NWTWC will be working with the Neighbourhoods Gateway NW to support access to information, training and resources for all those active in neighbourhood improvement in the North West.

The funding from the RIEP will be used towards the following:

1. Network Management Costs: Funding towards the costs of managing and employing a Programme Manager and Administrative Worker to co-ordinate, develop and support NWTWC activities for 1 year in order to have a strategic impact across the region on around community empowerment.

The NWTWC Network requires a significant degree of co-ordination and support in order to facilitate partner meetings, support Network membership, commission and monitor new work and disseminate learning. This is also true for the NWTWC Local Authorities Network. This will be undertaken by the above staff. This will ensure that the NWTWC programme is developed, implemented, monitored and evaluated effectively.

2. Building the NWTWC Local Authority Network in order to embed learning and enthusiasm around the community engagement and empowerment agenda in Local Authorities across the region.

This will be achieved through:

- An extensive programme of Learning Exchange Seminars held in each sub-region in consultation with Local Authority officers in each sub-region as to priority topics.
- Assisting with the development of exemplary pilot projects in Local Authorities on community engagement in order to disseminate good practice. These will be undertaken in both rural and urban areas.
- Supporting activities that will help ward councillors to increase their understanding of their role in supporting community engagement activities.
- Carrying out research and disseminating the results on effective community empowerment activity in Local Authorities across the region that successfully impact on National Improvement Indicators including NI4.
- Improving understanding of the role of different types of local leadership and the support they require to be effective.
- Regional Learning events between Officers from the sub-regions including Learning Sets, conferences, seminars and training opportunities.
- Dissemination of good practice and resources through publications and website

### Initial NWIEP Comments

It is anticipated that £150,000.00 additional funding will come from Central Government but there is a need to strengthen the local authority aspect of the partnership. It is recommended that this should be a funded outcome

## Neighbourhood Delivery – Neighbourhood NW

Neighbourhoods Northwest is the Gateway for access to information, training and support for all those active in neighbourhood improvement in the Northwest. Formed in response to a request from Government to maximise the regional reach and added value of existing neighbourhood resource services, the Neighbourhoods NW Gateway is a partnership which aims to develop collaborative approaches to delivering improvement and excellence in neighbourhoods.

The Neighbourhoods NW Gateway aims to offer an integrated approach to Neighbourhoods, maximising efficiency and opportunities for improvement.

The Neighbourhoods NW Gateway builds on the North West Improvement Network's legacy to the region. NWIN worked with RENEW Northwest, GONW and the CLG funded Regional Resource Centres to develop the concept of a Neighbourhood Gateway and NWIN are currently facilitating joint work between the Gateways. The Gateway builds in particular on the considerable investment from CLG into the Region from 2004 via the regional Resource Centres, aimed at improving neighbourhood delivery. The Neighbourhoods Gateway includes NWTWC, funded by CLG as a regional improvement partnership for improving community engagement and empowerment in the North West and RENEW Northwest.

The programme will include:

- Development of the Neighbourhoods NW Gateway, in partnership with the Elected Members Gateway and the Workforce Development Gateway, to include the legacy aspects of RENEW Northwest, Neighbourhoods NW Resource Centre, Northwest Together We Can (NWTWC) and the NWIN Neighbourhoods Community of Interest, led by Salford Council. The Neighbourhoods NW Gateway will improve quality in neighbourhoods through a coherent approach and efficient use of resources. The North West Improvement Network is playing a key role in the development of the partnerships between the Gateways as part of the development of regional architecture for improvement.
- Development of sub regional links to each of the five sub regional partnerships and key players. Work is currently taking place with each of the sub regional partnerships to establish need and the support package required on neighbourhood delivery and community empowerment.
- Development of strategic and delivery partners in the Gateway. In addition to the above, in 2008-9 this will include North of England Excellence, Libraries, Trafford Hall, the Centre for Local Governance, Northwest Universities, ENCAMs, and partners in NWTWC, including Communities Northwest, Community Matters and the Voluntary and Community sector.
- Development of the Neighbourhood Gateway Board to establish a collaborative and strategic approach to the delivery of neighbourhood improvement and community empowerment, with all key regional players represented. Representation from each of the five sub regions will be included and a NWIEP representative. The current membership of the Board is: GONW, NWIN, NWTWC, RENEW Northwest, Stockport Council (accountable body), and Knowsley Council. Negotiations are currently taking place with the NWIN Neighbourhoods Communities of Interest for representation and with the NWEIO for representation from the Members and Workforce Development Gateways.
- Development, with regional and sub regions partners, of an integrated strategy for improvement in neighbourhood working and community engagement, based on the key outcomes of the REIS expressed through the production of a three year Business plan 2009 -2012
- Development of an integrated knowledge management strategy, linking all Gateways and strategic partners, with neighbourhood reach and delivery as well as web based. The Knowledge Management Strategy will aim to build an accessible and integrated knowledge base for neighbourhoods. The Neighbourhoods NW Gateway is building a web based access point for all those working, living,

managing and governing in neighbourhoods, which will include access to resources, advice, good practice, information about and booking for courses, plus signposting to other sources of information and partners. The website will also include pages for partner members of the gateway to promote their activities and feature in regional communications such as e.bulletins; the first partners being RENEW Northwest and NWTWC and work is taking place with the key partners listed above.

- This strategy is integrating with Libraries to provide the neighbourhood focus of the Knowledge Management Strategy and link to community based resources.
- The Gateway will build on the previous work of the Resource Centres to develop excellence, quality and learning in neighbourhoods, including to date, working with Burnley, Chester, Barrow, Halton, Rochdale, Oldham and Cumbria Local Authorities. Working with North of England Excellence and RENEW Northwest, the Gateway has developed an excellence framework for neighbourhood management which is being piloted with three Local Authorities. This framework will be made available within the region during 2008.
- Working with the North West Employers Organisation, the Gateway will deliver support packages around neighbourhoods and tackling worklessness. The Neighbourhoods Gateway will work with the Elected Members Gateway to influence future developments in this area. Links will also be made with the Workforce Development Gateway, including the delivery of the Level 2 in Neighbourhoods in the sub regions, which is currently being piloted.
- The Neighbourhoods NW Gateway will build on the work of the NWIN Communities of Interest to develop packages of learning and training, working with sub regional partnerships to target the offer to help meet LAA targets. This will include events and workshops, and include tailored support.
- The Neighbourhoods NW Gateway is supporting community empowerment and community engagement through building a close relationship with NWTWC and will work in conjunction with it to strengthen support to local authorities and raise the profile of community empowerment in neighbourhoods, working through elected members and senior management.

#### **Initial NWIEP Comments**

It is worthy of note that the majority of the funding is coming from Central Government so the submission is only asking for the regional support element

## **Environmental Quality – ENCAMS**

The aim of the NWLF is to make the North West region the Cleanest, Safest and Greenest in England within five years time. Working with land managers and relevant organisations from across the North West to gain efficiencies, the programme will offer a framework and practical support mechanisms to improve local environmental quality.

Initially the programme will run for three years but it is anticipated that it will continue beyond this in order to meet the vision and sustain the improvements.

This programme has been developed following a pilot study which was conducted across the North West from November 2006 until November 2007. This followed a Feasibility Study which was conducted in 2005 to test regional gaps in this field as the North West was poorly performing against other regions in the annual Local Environmental Quality Survey of England. The pilot conducted with seven land managers across the North West proved so successful (reducing litter, improving open spaces, improving perceptions, and all at no additional cost) that the recommendation (following full evaluation and discussion with partners) from the pilot was to roll out the programme across the rest of the North West to gain the improvements and efficiencies realised during the pilot. As well as the land managers the pilot also included NWDA, Lancashire Economic Partnership, NWRA, GONW, RENEW North West, Environment Agency, Crime Concern and Groundwork.

The programme will provide a sub regional structure of support to land managers with overall regional support for all members and a strategic drive coming to and from the Steering Group.

ENCAMS will project manage and deliver the NWLF programme in support of the NW Improvement and Efficiency Partnership Strategy. We aim to engage the NW Improvement and Efficiency Partnership and their sub regions in the programme as well as other funders (see later section on costs)

Members of the NWLF would include local authorities, housing associations, local strategic partnerships, police authorities, fire & rescue authorities, national park, transport providers, economic partnerships, Environment Agency, Waste Disposal Authorities etc.

A partnership approach is vital in order to improve local environmental quality as land is managed and owned by a range of organisations (both public and private) and an integrated approach is need to drive up standards.

### **Initial NWIEP Comments**

This submission comes from a previous programme so there are strong foundations. However, within the submission there is an assumption of £190,000.00 funding from the sub regions but they have not been given this funding so the implications of this need to be understood.

## **Climate Change – NWRA/NWDA**

This is a 2 year programme of support (with potential for an extra year extension), for North West Local Authorities and LSPs in tackling climate change through reducing carbon dioxide emissions from their estate and communities.

The programme particularly provides support for Local Area Agreement areas, primarily on the implementation and progression of National Indicators 185 and 186, but there may also be opportunities to assist with NI188 on adaptation.

This proposal is a draft and is subject to detailed consultation on the design of the programme with LSPs, Local Authorities, Sub-Regional Partnerships and national support organisations such as I&DEA.

The North West Climate Change Partnership will lead delivery of the programme through the Northwest Climate Change Unit, in partnership with the sub-regions and key regional organisations (Energy Savings Trust and Carbon Trust). The North West Regional Assembly (and successor Leaders Forum) will be the lead organisation for the Climate Change Unit.

A co-ordinator will be appointed to coordinate support to LAA Areas acting on NI 185 and/or 186, and encourage uptake amongst those LAA Areas that have not. They will be the first point of contact for LSPs in developing action on climate change through coordinating existing activities of support organisations regionally and nationally (Carbon Trust, Energy Savings Trust, and I&DeA), and through providing additional support where gaps are identified.

This co-ordination function would greatly assist the flow of information, advice and support to the local areas and feed back of information needs and learning, maintain the networks, and manage the tendering of the other projects. They will be employed by the North West Regional Assembly (and successor Leaders Forum body), and will work closely on a secondment basis with the Climate Change Unit to ensure linkages with the Regional Climate Change Action Plan and partner organisations.

This will include support for NI185, 186 and all local authority carbon reduction programmes.

### **Initial NWIEP Comments**

This submission is based upon strong existing foundations and builds upon existing work.

## Fire & Rescue

The North West Fire and Rescue Services (NWFRS) have a strong collective track record as evidenced by the high CPA scores and other external assessments; However, despite the strong performance of the FRSs the Northwest region has the highest number of fire deaths nationally.

Only two indicators in the new performance management framework are directly relevant to the FRSs and these may not form part of many local area agreements. However FRSs have a valuable contribution to make, to community safety and youth engagement for local partnerships. In addition we will have a significant role in the reduction of CO<sup>2</sup> emissions by virtue of our pioneering research into the reduction of carbon emissions from fires coupled with improved environmental management.

All the NWFRSs through the Fire & Rescue Management Board are committed and collaborate to secure a safer and more sustainable North West.

In order to realise real improvements in this area it is essential that FRS work in partnership and increase their community engagement to gain an understanding of the context for improvement.

The 2008 – 11 regional strategy is seen as an opportunity to continue improvement and the priorities for NWFRS working within the partnership are;

- **Community leadership:** Engaging young people and continuing our work with multi-ethnic and diverse communities is a priority; we will build on Merseyside's learning as a Beacon authority for young people, and we are already involved in different parts of the region in knowledge management and 'behaviour change' research and we will extend this further. We also want to ensure our leaders have the capacity and capability to effectively engage with their local community partners to deliver improvements in this area.
- **Value-for-money:** This is a continuing priority but one that now needs further drive and urgency. Working with NWCE, we have made some progress on six efficiency workstreams but we believe that we need stronger networking at regional level for 2008 -11. We also want to take advantage of opportunities presented by the new NW RIEP.
- **Environmental sustainability:** The aim is to develop a framework for environmental improvements, to share knowledge and experience in relation to environmental management and sustainability issues and to work together to reduce the impact NWFRS activities have on the environment. We know that we can do more as public service organisations, starting with Carbon Trust audits to establish a baseline and also to learn from other sectors. In the operational arena pioneering work has commenced to measure carbon emissions from fires and associated environmental effects.
- **Innovation:** The spreading and adopting of good practice in the fire service is sometimes characterised as 'tombstone innovation'. We want proactive innovation through a more systematic and facilitated approach to networking. There are a number of key issues – such as water rescue, road traffic casualties and diversity – that we believe we can improve in this way.

## Initial NWIEP Comments

This is a strong proposal with a weakness within the submission on governance that is known not to reflect actuality.

## **Transformation & The Citizen - NWeGG**

NWeGG is truly a partnership. It is strongly driven by a large number of councils from across the region via the NWeGG Executive and several large working groups. Since the publication of the last NWeGG two year programme in 2005, NWeGG has helped councils in the North West to be more effective through:

- A strong network of collaborations across the region under the banner 'helping the NW help itself';
- Practitioner focused workshop and seminars aimed at increasing awareness, skills and knowledge;
- Awareness and involvement in national initiatives including generating opportunities for councils to attract resources and raise their profile; and,
- Development of powerful tools and guidance that can be used many times

The total value of this activity is very significant and greatly outweighs the contributions that councils are asked to make to support the NWeGG partnership.

Looking ahead, NWeGG proposes to undertake a further programme of work from April 2008 to March 2010 with support from North West Local Authorities.

The underlying strategy is fundamentally different from the previous strategy because, as a result of feedback from Local Authorities, it represents a significantly more 'hands on' approach. In essence, councils are asking for tailored, practical support and the new NWeGG programme is strongly geared to deliver this.

At the core of this is Local Authorities' need for support in several key areas that are enablers of change and transformation. The four core enablers on which NWeGG is proposing to focus during 2008-10 are as follows:

- Excellence in Business Process Improvement;
- Right Track North West: Improving Project and Programme Management capabilities;
- Excellence in Customer Service Management;
- Effective Information Sharing and Security.

This programme has been developed with input from the majority of North West Local Authorities through discussion and review at working groups between November and March 2007. The development of the NW Improvement and Efficiency Partnership has run alongside this and both the NWeGG Executive and Local Authorities have been mindful that the two programmes compliment each other.

As a result, Local Authorities are asked to support a "Core" Programme through the NWeGG membership fee and the NW IEP is asked to support an "Added Value" programme on behalf of the communities that NWeGG supports.

These two programmes are tied together as the "Added Value" work builds on the base established within the Core activity. The remainder of this document therefore includes references to both, however it places more emphasis on clearly describing the value added activities.

### **Initial NWIEP Comments**

This submission is based upon strong existing foundations. It is understood that this submissions only focuses on some aspects of transformation in order to avoid duplication with the NWIEP Transformation Programme and sub regional programmes.

## Member Development & Workforce Issues – NWEO

This is split into two programmes:

### 1 - Workforce Gateway

The Workforce Gateway will complement the work already undertaken by North West Employers and partners and this paper identifies where existing funding streams are in place and where the RIEP funding will add value.

The aim of the Gateway is to provide a focal point for information, signpost opportunities and ensure that workforce issues are threaded through other regional improvement and efficiency projects and activities. The Gateway will focus on five key themes:

- **Strategic Workforce Issues** - providing support, frameworks and opportunities to share practice
- **Developing talent** – providing opportunities for cross sector mentoring and a new community of interest around developing a coaching culture
- **Economic growth through improving skills** – providing support and advice to authorities improving Skills for Life and the Skills Pledge
- **People Management** – providing support to the HR/ OD community and developing the next generation of HR/OD leaders.
- **Reducing Worklessness** – working with authorities, sub regions and regional partners to develop a regional strategy and share approaches.

### 2 - North West Member Development Gateway

The Regional Member Development Gateway was funded by NWIN and established in July 2007. The Gateway was developed by North West Employers in partnership with the IDeA and the shared aspiration was to bring together in one place, support, development opportunities and information for Elected Members in the North West. The overall aim is that the Member Development Gateway supports the political leadership and governance in the region providing better outcomes for communities. The Gateway's focus will be on providing and signposting development opportunities and making connections with other regional improvement and efficiency projects and activities to ensure that an Elected Member perspective is represented.

The Gateway will operate at four levels:

- Individual Elected Members -providing support and advice on development opportunities
- Local authorities - supporting development of in-house strategies and high quality provision.
- Supporting sub regional activity -promoting and sharing practice across the sub regions
- Regional – providing high quality learning and development opportunities at a regional level and a platform to share learning and good practice.

The Gateway will also be a key platform to link with partners e.g. Joint Improvement Partnership (JIP), NHS North West, and Centre for Local Governance (CfLG) and providers.

### NWIEP Initial Comments

Workforce Gateway: The workforce or worklessness gateway has been in existence for some time and the submission is therefore based upon strong foundations but more recently has broadened its brief to support the implementation of the workforce strategy.

Member Gateway: This submission is to support continuation of the Member Gateway which has been in existence for a year and is strongly supported by Members across the region with a Steering Group which is made up of Members from the region representing each sub region.

Additional funding has been requested.

## **Efficiency – Procurement Programme**

The procurement programme will encourage significant savings achieved through collaborative procurement, both at a regional and sub-regional level. It will accomplish this by a fully mature management of local government third party spend, with each local authority having a strategic understanding of its relations with key supply markets and a co-operative approach to managing those markets where this is in the public interest.

The subject of sustainable procurement will also be addressed, including increased understanding of the impact of procurement decisions on local economies and increased engagement with the voluntary and community sector in the provision of services.

The programme will ensure that all NW authorities also meet the requirements as defined in the National Procurement Strategy.

The programme will also look to further collaboration with other public sector partners such as the regional police forces and North West Development Agency.

Specific work streams will include:

eProcurement – The promotion of good practice and the use of new technologies including:

- The regional portal where all procurement opportunities are advertised and tenders will be managed. This is particularly welcomed by local suppliers and Chambers of Commerce
- E-auctions for increased procurement savings
- E-marketplaces to ensure spend is controlled and managed for commodity items
- The Government Procurement Card, with a view to reducing transaction costs in local authorities
- eInvoicing

Promotion of Frameworks – The programme will alerting the sub-regional hubs and individual authorities to existing “good” framework agreements, set up by OGC and others. Where required, it will also look at mini-competitions with aggregated demand to drive out further efficiencies.

Regional Procurement Support – The programme will negotiate relevant contracts and framework agreements on behalf of the region, where the sub-regions feel a regional approach would be beneficial. Other strategic procurement projects on behalf of the all north west local authorities will also be managed to support the sub-regional procurement programmes, such as the Standards project and improving skills within procurement professionals.

Sustainable Procurement – The programme will collate national and regional thinking on sustainable procurement and support all north west local authorities in the implementation of the sustainable procurement task forces flexible framework. It will continue to work with the North West Sustainable Procurement Forum with NWDA, NW NHS, Environment Agency, GONW and other key stakeholders.

The programme will be managed and delivered by a small core team of procurement and programme management specialists. The final makeup and governance of this team will be defined by the procurement board.

### **Initial NWIEP Comment**

This submission comes from a previous programme so there are strong foundations. This is a well thought of and essential programme.

## **Efficiency – Construction Hub**

This programme will look to put in place construction frameworks for the procurement of building and civil engineering contractors together with frameworks building and civil engineering consultant professionals. These frameworks will be made available to all 47 Member Local Authorities plus regional public sector bodies and will be structured to compliment existing frameworks, the geography and diversity of demand across the region.

Governance arrangements have yet to be finalised, differing models have been implemented at other RCEs/RIEPs ranging from single lead authority, new companies and joint partnerships and also joint committees as defined in the Local Government Act. The initial consultation period will be used to lay out options and select the model most likely to be effective in the North West. Aside from any pump-priming grants the core services provided by the framework management team could be funded via an annual subscription and service charge which could be refundable upon completion of a procurement via the framework.

Potential annual cashable savings of £43 million (6% of annual historic turnover , dependent on uptake of the frameworks) have been estimated.

### **Initial NWIEP Comment**

This submission is made as a result of this area of work being made a major priority for the region within the regional strategy.

### **Agreement on Support for LSPs – CfLG**

There are three elements to this support package for North West LSPs:

- North West Collaborative Leadership Programme for future senior leaders
- LSP performance improvement programme
- LSP/CAA regional community of interest

The programme will intend:

- To develop a cohort of future senior leaders who have an in-depth and leading-edge understanding of collaboration and partnership working; this cohort can then be used for 'peer support' across the region
- To support the development of a number of LSPs across the North West to improve and sustain their performance
- To continue the development of a vibrant regional community of interest in local governance and performance improvement issues for the period Jan 2009 to March 2009.

### **Initial NWIEP Comments**

This submission is for work to follow from a previous nationally funded programme. It will provide further cohorts to that programme and is closely connected to LSP Community of Interest existing activity