NWIEP REGIONAL PROGRAMME DELIVERY PLAN TEMPLATE AND GUIDANCE   **Appendix 1**

1. Commission Details

Regional Commission:	Efficiency Commission
Programme Manager:	Programme Manager (part time): Neil Hind 07966 213575 neil.hind@hind.co.uk
Accountable Body:	Accountable Body: Wirral MBC Town Hall Brighton Street Wallasey Wirral Merseyside CH44 8ED General Queries: Neil Hind 07966 213575 neil.hind@hind.co.uk Finance Queries: Peter Norris - Senior Accountant Wirral Council - Finance Department (Accountancy) Tel: 0151 666 3586 email: peternorris@wirral.gov.uk

2. Description/Overview & Strategic Focus

The Efficiency Commission was introduced by the NWIEP at the start of year 2 (09/10). Its aim is to help authorities deliver significant efficiencies through collaborative working to reduce costs, improve performance and share learning on relevant best practice. The commission plans to build on initial work to ensure that local authorities continue to deliver efficiency savings but increase the pace to which these are delivered ensuring that the CSR07 targets are achieved.

The commission is using the NI179 (Value for Money gains) to monitor progress with regard to efficiency savings generated. Analysing the year 2 forecasts the NW is currently the worst performing region and is behind the 6% saving expectation. At a sub-regional level all sub-regions are behind the 6% figure with an expected shortfall of £60m at the end of year 2. All councils are currently reporting increased pressures upon their budgets and that a step change is required to allow for the increased levels of savings to be delivered. The commission has a work plan to assist local authorities and their partners in their delivery.

Following regional input and review of national documentation a number of priority areas have been identified. The commission also noted the recent "Putting the Frontline First: Meeting the Local Government Challenge" task force paper and plans to focus on the following highlighted topics:

- Check performance against others and learn from who is doing it better
- Make services more efficient - cutting out waste and unnecessary duplication. (Especially in two tier areas)
- Buy goods and services in groups and use that buying power to create local benefits and involve the third sector
- Reduce the number of council buildings by locating more services together
- Streamline management. Consider splitting senior posts with other councils or PCTs

The commission will look to address strategic items as outlined below:

"Emphasise improvement, emphasise efficiency": This will be the core objective of the commission to emphasise and delivery efficiencies via the various programmes. Specific activities will include:

- Make managers leaders of innovation to improve services via the use of regional benchmarking and sharing of good practice. The commission will provide regional benchmarking so authorities can compare with peers and examples of the most efficient service delivery can be identified. It will also further build on examples of innovation and "quick wins/no brainer" type ideas where simple ideas can be easily adopted by organisations. Buying goods and services in groups and use that buying power to create local benefits and involve the third

sector. The regional procurement and construction programmes will continue to encourage the take up and development of regional and sub-regional tendering and frameworks. The procurement standards group and regional portal have already successfully engaged with 3rd sector and SME supporting organisations and will continue with this work.

- Reduce the number of council buildings by locating more services together will be undertaken by the planned shared services work stream in conjunction with a programme of work around asset management. The shared service work will look at where service delivery, in both front and back office activities, can be combined to deliver efficiencies whilst maintaining service levels. The asset management work stream will provide guidance and advice as to how assets can be better managed and merged or removed where it makes sense to do so. Work will consider, not just across authority sharing of assets, but with other public sector partners.
- Make services more efficient - cutting out waste and unnecessary duplication (especially in two tier areas) will again be supported by the shared service programme in conjunction with business improvement activities. Work will ensure that business process improvements can be made with continued investment in skills and relevant resources.

"Think place-based, think sector-led": The commission will support a Total Place or "Big Society" approach to frontline service delivery within its shared services work. It will also look to work with other partners with regards to asset management and procurement activities. Early discussions have already taken place with NHS NW as to where procurement activities can be shared. The specific work around total place will also ensure that lessons learnt from current initiatives are shared across the region.

"Learn to share, share to learn": Increased effort is planned within the commission on communications to ensure that case studies and examples of good practice are shared. The specific areas of work will also look to address the below:

- Check performance against others and learn from who is doing it better will be addressed by the regional benchmarking activity. The work will allow authorities to compare the cost and outputs of service delivery against others.
- Streamline management. Consider splitting senior posts with other councils or PCTs will be evaluated under the shared services work. There are many examples of resource sharing within the region that will be evaluated with results disseminated.
- Share professional expertise and ensure council staff are able to be flexibly deployed can be addressed again by increased sharing of good practice and increased skills, especially around business process improvement. The planned training on BPI will ensure that staff have additional skills and expertise to look at numerous service areas for both personal and organisational continual development.

"Cultivate community accountability": It is expected that the total place pilots will address this and be reported through the commission with added support.

"Give a little help to our friends": The procurement programme has already addressed the issue of supporting local economies and 3rd sector organisations within the region. Work is planned with NWDA, GONW and other public sector organisations within the region to ensure increased supply opportunities are made available to such organisations. The total place experiences of all public sector organisations working in a locality will also assist with this agenda.

The commission also notes the areas "requiring further action" in the letter from the minister that has highlighted benchmarking, collaborative procurement and innovative procurement as priorities in the forthcoming year.

As such the commissions scope, in agreement with the NWIEP Management and Member forums, has increased to cover a wider range of work. To support this budget has increased from £600k to £1.7m. A number of workstreams have been identified as listed below following consultation and workshops with regional and sub-regional leads.

Shared Services & Collaboration: The shared service and collaboration agenda is seen by many local authorities as a route to further efficiency savings, especially with back office functions. However, substantial progress is also being made on joint services with PCTs and other public sector organisations such as fire and police. As such the commission feels this should be a priority area that could make a real difference to the region. The work would look at address cultural and political issues that often prevent progress. It would also look to build a register of where authorities are willing to lead on specific shared services and/or are willing to share with others with a suitable support network.

The work stream would also look to fund or part fund the feasibility and help identify the possibility of shared services within the region. Such funding would be dependant on a critical mass of interest and may also address the issues of staff redeployment. An invest to save policy maybe included to allow for projects to be funded ongoing. It is envisaged that sub-regions will focused on more "oven ready" shared service opportunities whilst the regional work will help address possible political, legal and procurement type issues.

North West Construction Hub: By the end of June 2010 the Construction Hub will have awarded two, High and Medium Value, of the three frameworks it had been mandated to deliver. The third, the Low Value Framework, tenders will be coming back for evaluation prior to interviews and contract award. Funding for the third year would include the completion of the Low Value Framework, contract award September/October 2010 with debriefing continuing to November.

After autumn 2010 the process of procurement drops off and the exercise of managing the frameworks created begins and a programme of engagement to embed the arrangements will increase. Framework management and the process of 'bedding in' the frameworks will begin in year two for the High and Medium Value and continue in year three. The exercise will involve the creation of framework management groups to support the arrangements and enable them to deliver the objectives that can be achieved through frameworks that are not obtainable through traditional procurement. There will also be training programme for users of the frameworks; partnership working through framework arrangements will be a new experience some users and a degree of guidance and support will be required to embrace a new culture of working.

North West Procurement Programme: The regional procurement programme will continue to promote efficiency and improvements within the regional procurement activities. However, it will consolidate a number of current initiatives into the work streams including: *Training*: This will

include leadership training as procurement becomes more prominent in local authorities. The work will also evaluate current procurement skills and identify any gaps. *Procurement Improvement Projects (PIPs):* These will be task and finish items of work to incorporate regional requirements to improve regional procurement. The board will take project proposals from sub-regions and from previous work streams (standards, sustainable procurement and regional tendering portal). Each project will be led by hub lead or senior procurement manager who will report to project board with agreed deliverables. *Programme Co-ordination*: This work will lead on regional communications and ensure coordination of regional/sub-regional activities. It will also ensure reporting and promotion of good practice within the region.

The regional group will also continue to work at a national level with other procurement initiatives within other RIEPs and with the OGC, and at a regional level on the regional procurement strategy with 4NW, NWDA and GONW. It will also continue to part fund the national sustainable procurement work led by the North East.

Business Improvement Training: Over 450 people in the NW have now registered for the NWEGG managed Business Improvement Techniques NVQ with some organisations having trained over 50 people free of charge. This is translating to immediate cashable benefits – South Ribble alone is attributing over well over £1 million of cashable efficiency gains to this with Rochdale, Chorley, Fylde, Wirral and others similarly benefiting. NWEGG is aiming for another 300 people to go through the training in 2010-11 and generate a further £3-5 million plus of savings as a result. However, the government has confirmed that the funding for this will be withdrawn as of July 2010 for people other than those with very limited existing qualifications. The project will look to maintain the momentum and fund as the business case has been shown to be sound. An additional consideration is the longer term sustainability of the Business Improvement Training. The project could decide to train 20-30 individuals at a higher level (NVQ 3 or 4) as this would create a pool of individuals able to train others at NVQ2 level. This maybe considered if matched funding can be found for the level 2 training.

Extending Total Place approaches and investigating "Big Society": Substantial work has already been carried out within Cumbria (Counting Cumbria) and AGMA (0-5 year olds) within the total place agenda. It is envisaged that this agenda will migrate into the new "big society" thinking. This work stream will identify areas and participants who will be willing and have the capacity to model and pilot some of the very practical issues that may arise from adopting a place based approach. It is envisaged that these may include performance management, governance, shared and collaborative services etc. The work will look to identify possible efficiencies from such an approach.

Asset Management: Asset management has, in the main, been a neglected area at a regional level but improvements in this area were highlighted by CLG as giving a possible 6% efficiency contribution from source budgets in CSR07. As such up to £15m per annum of efficiency savings maybe available from this area. This area would focus on improvements that can be made to existing assets and also investigate the sharing of assets to include not only buildings but facilities management, highways and IT infrastructure. It is expected that sub-regions would take an active lead on this work with the regional work providing guidance and support.

Adult Social Care: There is now a growing consensus and evidence base that investment in Reablement and Telecare will keep more people

at home, reduce the demand for service in the community and the cost of that which is provided. The impact of this project will be to improve the outcomes for people who receive services through enhanced independence and to deliver efficiency gains. It will be a significant reduction in projected additional costs for older people in the region which is £202 million in the next 5 years based on current spend pattern or £189.5 million based on projections for the over 65 population.

Foster Care Placements: There is currently a shortage of foster care placements within the region. This incurs additional costs for local authorities when externally provided care placements are used. This project plans, via an advertising campaign, to recruit an additional 150 foster care placement providers within the region. As such this will reduce costs within children's services departments and generate efficiencies.

Communications & Networking: A general theme from current regional and sub-regional work that more effort is required in sharing of good practice, lessons learnt and successes, not only from within the region but nationally. This work would look to produce real life examples and to offer support to implement such efficiency saving initiatives. A number of events would also be established on key topics to ensure that progress is made and obstacles identified and removed. A central repository would also be created to hold relevant information and guidance.
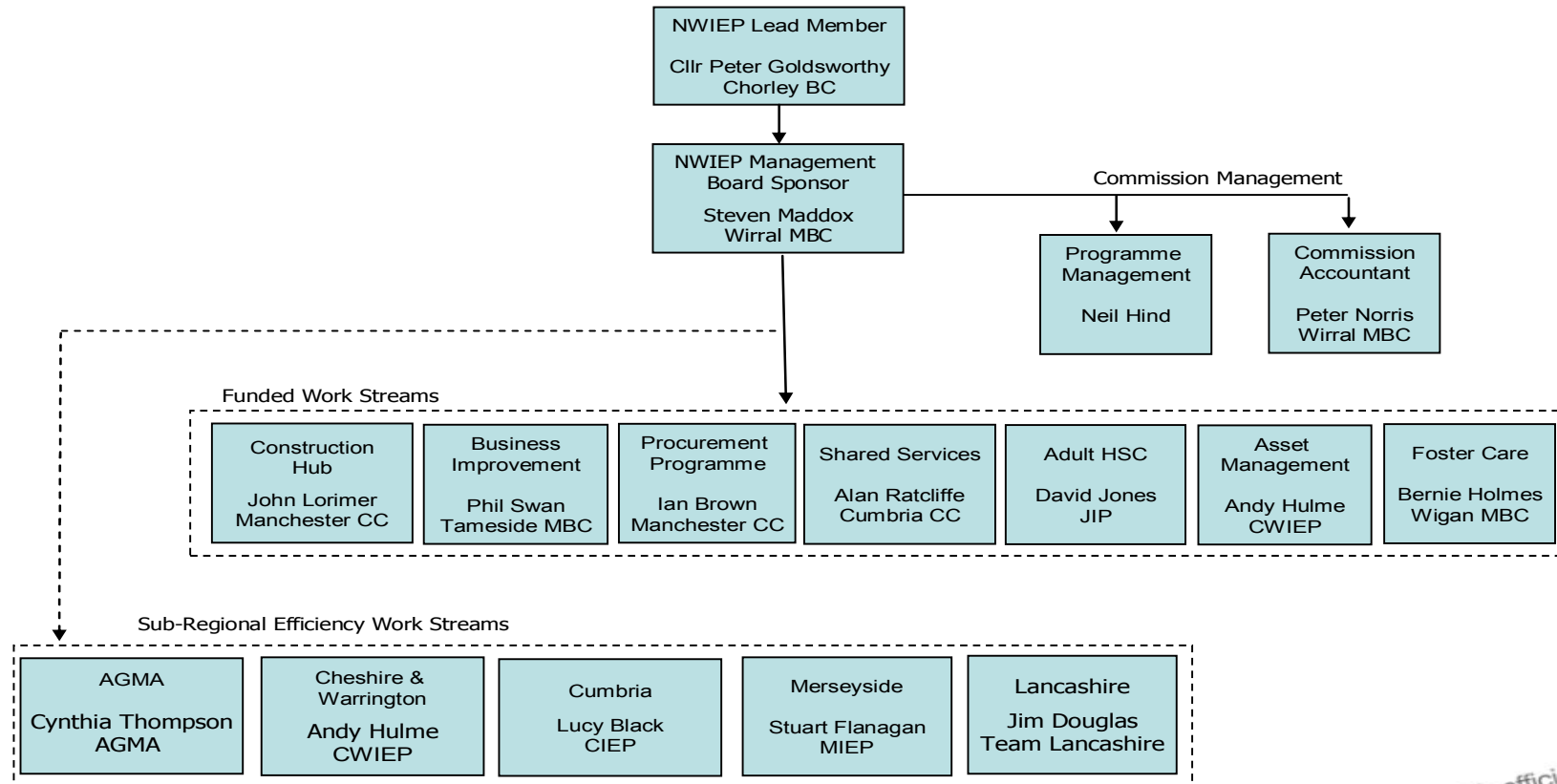
3. Description of Governance Arrangements

The Efficiency Commission is chaired by Cllr Peter Goldsworthy, Leader of Chorley Borough Council. The Efficiency Commission also has an appointed Chief Executive lead, Steve Maddox, Wirral MBC. Overall governance will be managed by Wirral MBC and the commissions management team.

The commission meets formally quarterly to review progress and address any performance issues. Each work stream is required to produce an update report quarterly inline with NWIEP reporting to ensure progress is being made. Such reports are reviewed at the quarterly commission board meetings.

The commission programme manager will also chair an operational group of work stream leads each quarter (6 weeks before/after the commission board meetings) to review interim progress and address any immediate performance issues. This will help ensure that progress is made between the formal board meetings.

Any areas of non-performance are reviewed and addressed with corrective actions being agreed. Each funded programme and sub-regional efficiency work report to the Efficiency Commission as shown below in the diagram below. Funded work stream will also have a nominated lead organisation with a nominated lead officer at Assistant Director level or above. Work streams will also be encouraged to have project boards where existing arrangements do not exist to manage day to day progress.

Efficiency Commission Structure

NWIEP Lead Member

Cllr Peter Goldsworthy
Chorley BC

NWIEP Management
Board Sponsor

Steven Maddox
Wirral MBC

Commission Management

Programme
Management

Neil Hind

Commission
Accountant

Peter Norris
Wirral MBC

Funded Work Streams

Construction Hub	Business Improvement	Procurement Programme	Shared Services	Adult HSC	Asset Management	Foster Care
John Lorimer Manchester CC	Phil Swan Tameside MBC	Ian Brown Manchester CC	Alan Ratcliffe Cumbria CC	David Jones JIP	Andy Hulme CWIEP	Bernie Holmes Wigan MBC

Sub-Regional Efficiency Work Streams

AGMA	Cheshire & Warrington	Cumbria	Merseyside	Lancashire
Cynthia Thompson AGMA	Andy Hulme CWIEP	Lucy Black CIEP	Stuart Flanagan MIEP	Jim Douglas Team Lancashire

Improvement through efficiency

Version 1.0
Created 13/5/10

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4. Communications Plan

Awaiting NWIEP Regional Comms Plan to update efficiency communications plan to prevent duplication and ensure joined up message.

Key Messages	Recipients of Message	Method of Communication	Frequency
What efficiency commission plans to achieve in 10/11.	Chief Executives and Leaders	Letter & Launch Event	One off
Update on key events and progress against delivery plan	Sub-regional IEP boards and other commission leads	Briefing note	Quarterly
Information around efficiency savings delivered or identified and good practice examples	All relevant stakeholders i.e. those with interest in efficiency	Email newsletter	Quarterly
Detailed examples of where efficiency savings maybe possible	Chief Executives, Leaders and specific impacted service leads	Case study type report	Ad-Hoc

5. Outcomes, Actions and Measures

A&B	C	D	E	F
Project Titles & Outcomes Name the projects and describe the real, lasting, tangible benefits that will result from the project. You are required to identify an indicator in columns E and/or F to measure each outcome and a target value for that indicator. It is useful to have this in mind when framing the outcomes for the Delivery Plan.	**Actions** Describe, in summarised form, the actual actions/activities you intend to undertake that will produce the outcomes you want to deliver.	**Outputs** Describe the measures and milestones that will indicate that you are successfully carrying out the actions in column C. Date deadlines are required to track progress.	**Lag indicators** Describe the indicators you will use to measure the successful achievement of the outcomes set out in column A where it may take some years or they are only measured infrequently (e.g. annual count or three yearly survey). These measures are 'lag indicators'. Identify a few key indicators that are at the core of what the particular outcome is about. It is entirely appropriate to use National Indicators (NIs) or other existing indicators to measure the impact of your RIEP project. But be realistic about the degree small projects will change the NI. The targets set for the lag indicators should be SMART (Specific, Measurable, Achievable, Realistic and Timely) For each measure the following is required: • A 'baseline' (current/as is) position • The date when this current position was measured • A target position to be achieved as a result of the project • The date when this target should be reached	**Lead indicators** Describe the indicators you will use to measure • The successful achievement of those outcomes set out in column A that can be delivered within one year, or • Progress on achieving longer term outcomes measured by the lag indicators in column E.. These latter will allow you (and us) to know that your project is on track to produce the outcomes measured by the lag indicators. The targets set for the lead indicators should be SMART (Specific, Measurable, Achievable, Realistic and Timely). For each measure the following is required: • A 'baseline' (current/as is) position • The date when this current position was measured • A target position to be achieved as a result of the project • The date when this target should be reached

Actions and Outputs			
A & B	**C**	**D**	
Project Titles & Outcomes	**Actions**	**Outputs**	
		Output	Quarter
1 Shared Services			
Outcome 1: Identification of potential efficiency savings from shared services and collaborations initiatives Outcome 2: Commitment from members and chief executives for implementation of indentified initiatives	Survey and mapping exercise for NW authorities to identify what exists (with any end dates) and current plans.	Completed survey of current landscape including local authorities, PCTs, NWFRS and regional police forces.	Q1
		High level report of survey findings and opportunities. .	Q2
	Research and consolidation of information around previous guidance, business cases and implementations to include legal and personnel impacts.	Signposting of relevant support material	Q2
		Commissioning and delivery of any missing guidance to help support shared service agenda.	Q3
	Identification of up to 3 cross regional/agency with relevant supporting business case and plans.	3 business model with supporting financial case for possible (non sub-regional local authority) shared services.	Q4
	Work with CEx and members to obtain commitment for indentified projects and eliminate possible issues	Agreement from management and political levels as to scope and business case for identified projects	Q4
2 NW Construction Hub			
Outcome 1: Improved community outcomes through an efficient and sustainable built estate Outcome 2: A quality and sustainable product, operating efficiently to a satisfied client	Complete procurement (ITT) and award LVFW contract	Completion of ITT evaluation and awarding of framework contract	Q1
		Effective sub regional arrangements to support delivery of projects up to £500k	Q2
	Production of Framework Management 'manual'	First issue of framework manual including templates to support project delivery	Q1

Outcome 3: Streamlined processes, easy to use, low cost and encourage the benefits achievable through partnership working	Creation and support of Framework Management Groups (FMG)	Effective FMGs for each Framework / Sub-regional lot.	Q2
		FMG Terms of reference	Q2
		Effective Governance model for NWCH and the frameworks	Q2
Outcome 4: Drive improvements to the design process through early contractor involvement, utilising knowledge of the supply chain	Capability development programme	Officers with the ability to use the frameworks to deliver effectively	Q4
Outcome 5: Delivery of efficiency saving from framework usage		Increased client confidence and workflow through the arrangements	Q4
3 Regional Procurement			
Outcome 1: Increased efficiency savings from collaborative procurement.	Creation of collaborative contracts for managed consultancy service, Special Educational Needs & High Cost Dependency Care.	Delivery of regional contract for supply of low value consultancy via vendor model.	Q4
		Delivery of regional framework for supply of special education needs.	Q4
		Delivery of regional framework for supply of high cost dependency care.	Q4
Outcome 2: Increased contracting opportunities for SMEs and 3rd sector organisations.	Local authorities to advertise low level supply opportunities in SME and 3rd sector friendly manner.	Increase in local authority usage of regional portal.	Q1 – Q4
		Increase in number of sub-OJEU opportunities being advertised.	Q1 – Q4
Outcome 3: Improved skills and resources within NW procurement community.	Delivery of regional training programme.	5 procurement training events covering at least 60 personnel	Q4
	Delivery of procurement transformation methodology.	Delivery of tool kit to assist authorities in transformation in procurement departments.	Q2

4 Business Improvement Techniques support and training			
Outcome 1: Delivery of £3m efficiency savings from service improvement activities	Co-ordinate training for 300 people to NVQ level 2 with 66% funded via Train to Gain and 34% funded via NW IEP.	More efficiency service delivery in areas expected to include: procure to pay, planning, building control, library services, complaints, complaints and street scene services.	Q1 – Q4
	Co-ordinate 45 people trained to NVQ level 3

Establish a network of NVQ3 practitioners established that can lead further training because 10-11.

Manage ongoing training improvement and coordination with training providers and ensure results are communicated to all relevant stakeholders | Undertake communications activities to ensure take up and dissemination of outputs via:
• NWEGG Newsletters (monthly)
• PR materials on NW IEP website and in NW IEP newsletters.
• Individual contacts and presentations at each organisation, LSP or group (average of 6 per month)
• Update letters and emails to senior offices (Quarterly)
• Regional celebration event similar to the successful event held in Chorley in Feb 2010. | Q1 – Q4 |
		Quarterly BIT Improvement Group meetings with suppliers with actions between meetings.	Q1 – Q4
		Ah hoc support for organisations going through the training to resolve any issues with suppliers (ongoing).	Q1 – Q4
		Support for sub-regions in ensuring allocation of funding is fair and that payment to suppliers / colleges aligns with training delivered with quarterly claimed evidenced with invoices and financial tracking.	Q1 – Q4
5 Total Place			
Outcome 1: Completed pilots of total place/big society to indicate opportunities for efficiency savings (cashable and/or non cashable)	Identify groups to pilot agenda.	List of possible sub-regional or local groups with history of delivery of local improvement	Q1
	Scope and agree pilots	Scoping documents for at least 3 pilots.	Q2
	Deliver pilots and report on results	Report on (or expected) impact of localised working within local government and public sector agenda with focus on possible efficiencies.	Q4

6 Asset Management			
Outcome 1: Improved use of resource (KLOE3.1) scores within the region. Outcome 2: Identification of asset management efficiency opportunities	Survey of planned activities within authorities and sub-regions.	Completed survey of current landscape including local authorities, PCTs, NWFRS and regional police forces.	Q1
	Highlighting good initiatives and encourage wider take up.	Signposting of relevant support material	Q2
		Commissioning and delivery of any missing guidance to help asset management agenda.	Q3
	Lead on identified key initiatives	Support for identified cross sub-regional/agency initiatives	Q4
7 Adult Social Care Efficiencies			
Outcome 1: Increased number of people being supported within the community	Specialist input to facilitate the implementation of reablement and telecare services based on the work of the Care Services Efficiency Delivery programme which has been active across the country.	• Number of authorities benefiting from 1-1 inputs • Support plans developed and signed off by senior management • Number and purpose of individual meetings identified for each authority • Findings from investigation and research reported to senior management of individual authorities and supporting organisations • Improvement recommendations made to Directors/SMTs • Local authority action plans developed for 2010/11 and beyond	Q4 Q1/Q3 Q1-Q4 Q2-Q4 Q2-Q4 Q3-Q4

Outcome 2: A reduction in the number of acute admissions to residential and nursing care / hospital	Staff development and support to enhance implementation capacity in-house and build skills transfer to enable sustainability after funding ceases	• Number of authorities benefiting from 1-1 inputs
		• Development of common frameworks to support;
		   • Business Cases
		   • Project management
		   • Workforce issues
		   • Commissioning services
		   • Performance management
		   • Efficiency and cost benefit analysis
			Q4
			
			Q1-Q4

Outcome 3: A lasting and positive impact on: • Quality of life • Choice and control • Inclusion and contribution • Health and wellbeing • Dignity and safety of citizens who have received the improved services	Support for a core and cluster network including a "buddying" approach that encourages sharing and learning in tackling operational and strategic issues at each layer of the regional network	• Number of sub regional meetings undertaken • Attendance records at sub regional meetings • Number of authorities operating suggested "buddying" relationship • Operational and strategic issues resolved within agreed timescales • Regional events held	Q1-Q4 Q1-Q4 Q1-Q4 Q2-Q4 Q3-Q4
8 Foster Care Placements			
Outcome 1: The generation of 150 additional foster care placements within the region.	Develop the regional brand Develop co-ordinated publicity campaign with local authorities	Media company appointed, brand developed and approved	Q2
		23 Local authorities engaged and co-ordinated advertising campaign agreed	Q2
	Commence production for TV campaign Launch a major television advertising campaign supported by local billboard poster, leaflet, newspaper advertising	Media company appointed, campaign theme agreed, production commenced	Q2
		Television advertising campaign commissioned supported by local advertising campaigns	Q2 – Q4
	Define different support "offer" required by local authorities and procure where appropriate	23 local authorities will have defined their support requirements. Procurement programmes in place where external assistance is required.	Q1
	Implement Call handling and information systems including web based information resource	Call centre facilities in place supported by web site and follow up information resources	Q1 & Q2
	Implement assessment support to assist local authority carer approval processes	Implementation support called of as applicant progress through the statutory approval process.	Q3 & Q4

Lag Indicators, Baselines & Targets Table					
A & B	**E**				
Project Titles & Outcomes	**Lag Indicators**				
	Indicator	Baseline	Date	Target	Date
1 Shared Service					
Outcome 1: Identification of potential efficiency savings from shared services and collaborations initiatives	Increase in number of shared services within the region.	Survey to define baseline	June 2010	A further 3 cross sub-region/agency shared services	June 2012
Outcome 2: Commitment from members and chief executives for implementation of indentified initiatives	Contribution to NI179 efficiency savings from additional shared services	£0	June 2010	£8 million	June 2015
2 NWCH					
Outcome 1: Improved community outcomes through an efficient and sustainable built estate	Percentage of construction and demolition waste diverted from landfill	NWCH regional frameworks are new arrangements so comparable baseline information does not exist. Indicators selected are common with OGC data to enable sharing	June 2010	More than 50% waste being diverted	June 2013
Outcome 2: A quality and sustainable product, operating efficiently to a satisfied client	Time Predictability (OGC KPI)		June 2010	90% projects delivered +/- 5% time	June 2013
Outcome 3: Streamlined processes, easy to use, low cost and encourage the benefits achievable through partnership workin	Cost Predictability (OGC KPI)		June 2010	90% projects delivered +/- 5% cost	June 2013
	Customer satisfaction (OGC KPI)		June 2010	75% of response large customer satisfaction	June 2013

Outcome 4: Drive improvements to the design process through early contractor involvement, utilising knowledge of the supply chain	Fair Payment (OGC KPI)	and future comparison and benchmarking of performance	June 2010	95% of payments in line with OGC FP Charter	June 2013
Outcome 5: Delivery of efficiency saving from framework usage			June 2010	4%	June 2013
	Savings on building costs benchmarked against industry standard using BCIS data				
3 Procurement					
Outcome 1: Increased efficiency savings from collaborative procurement.	Increase in NI179 efficiency figure from outlined collaborative procurement activities	£0 from current identified categories	June 2010	£15m	June 2013
4 Business Improvement Training					
Outcome 1: Delivery of £3m efficiency savings from service improvement activities	Efficiencies gained in specific service areas as a result of ongoing improvements using the same skilled individuals.	0	June 2010	£3m of savings generated from trained officers	March 2012

5 Total Place					
Outcome 1: Completed pilots of total place/big society thinking	None – research project to be completed within 12 months				
6 Asset Management					
Outcome 1: Improved use of resource (KLOE3.1) scores within the region.	Increase in number of asset management collaborative projects within the region.	Survey to define baseline	June 2010	A further 3 cross sub-region/agency projects	June 2012
Outcome 2: Increased understanding of asset management efficiency opportunities	Improvements in KLOE3.1 Use of Resources scores	22 at 2 15 at 3 2 at 4 2 at n/a	Dec 2009	18 at 2 19 at 3 4 at 4	June 2012
7 Adult HSC					
Outcome 1: Increased number of people being supported within the community Outcome 2: A reduction in the number of acute admissions to residential and nursing care / hospital Outcome 3: A lasting and positive impact on: • Quality of life • Choice and control • Inclusion and contribution • Health and wellbeing	Number of people with no ongoing care package required	33%	June 2010	40%	April 2011
	Percentage of over 65 population undertaking a period of reablement within the region	1.7%	June 2010	2.1%	April 2011
	Customer Satisfaction of the provided care and reablement services	70%	June 2010	90%	April 2011

• Dignity and safety of citizens who have received the improved services					
8 Foster Care Placements					
Outcome 1: The generation of 150 additional foster care placements within the region	Increase in number of foster care families	503 additional placements	June 2009	Increase of 150 annually	July 2012

Lead Indicators, Baselines & Targets Table					
A & B	**F**				
Project Titles & Outcomes	**Lead Indicators**				
	Indicator	Baseline	Date	Target	Quarter
1 Shared Service					
Outcome 1: Identification of potential efficiency savings from shared services and collaborations initiatives Outcome 2: Commitment from members and chief executives for implementation of indentified initiatives	Availability of information to show current shared service landscape.	No landscape	June 2010	Landscape available	Q2
	Increase in NWIEP funded shared service projects with identified efficiency savings	0	June 2010	3 projects £8m savings	Q4
	Commitment secured to move forward into implementation	0	June 2010	2 projects with secured commitment	Q4
2 NWCH					
Outcome 1: Improved community outcomes through an efficient and sustainable built estate Outcome 2: A quality and sustainable product, operating efficiently to a satisfied client Outcome 3: Streamlined processes, easy to use, low cost and encourage the benefits achievable through partnership working	Work through NWCH Frameworks	NWCH regional frameworks are new arrangements so comparable baseline information does not exist. Indicators selected are common with OGC data to enable sharing	June 2010	£150m	Q4
	Cost Predictability (OGC KPI)		June 2010	90% projects delivered +/- 5% cost	Q4
	Time Predictability (OGC KPI)		June 2010	90% projects delivered +/- 5% time	Q4
	Fair Payment (OGC KPI)		June 2010	95% of payments in line with OGC FP Charter	Q4
	Savings on building costs benchmarked against industry standard using BCIS data		June 2010	4% savings	Q4

Outcome 4: Drive improvements to the design process through early contractor involvement, utilising knowledge of the supply chain

Outcome 5: Delivery of efficiency saving from framework usage | | and future comparison and benchmarking of performance | | | |
| **3 Procurement** | | | | | |
| Outcome 1: Increased efficiency savings from collaborative procurement. | OJEU compliant contract or framework available | No regional contracts in place. | June 2010 | 3 contracts in place. | Q4 |
| Outcome 2: Increased contracting opportunities for SMEs and 3rd sector organisations. | Number of authorities advertising
Number of contracts/quotes advertised | 22 local authorities currently advertising | June 2010 | 35 local authorities advertising | Q4 |
| Outcome 3: Improved skills and resources within NW procurement community. | Number of training courses

Number of officers receiving training. | No regional training planned | June 2010 | 5 course held

60 officers trained | Q4

Q4 |
| **4 Business Improvement Training** | | | | | |
| Outcome 1: Delivery of £3m efficiency savings from service improvement activities | New people trained at NVQ level 2 | 0 | June 2010 | 75
75
75
75 | Q1
Q2
Q3
Q4 |
| | Successfully completed cohorts with awards conferred and changes to ways of working delivered. | 0 | June 2010 | Evidence of changed processes (8 per quarter) | Q1-4 |

	New people trained at NVQ level 3	0	June 2010	15 15 15	Q1 Q2 Q3
5 Total Place					
Outcome 1: Completed pilots of total place/big society thinking	Increase in NWIEP funded total place themed initiatives	0	June 2010	3	Q4
6 Asset Management					
Outcome 1: Improved use of resource (KLOE3.1) scores within the region. Outcome 2: Increased understanding of asset management efficiency opportunities	Availability of information to show current asset management landscape.	No landscape	June 2010	Landscape available	Q2
	Increase in NWIEP funded asset management projects with identified efficiency savings	0	June 2010	3 projects £4m savings identified	Q4
7 Adult HSC					
Outcome 1: Increased number of people being supported within the community Outcome 2: A reduction in the number of acute admissions to residential and nursing care / hospital Outcome 3: A lasting and positive impact on:	Percentage net reduction in support hours provided following reablement or telecare interventions	50%	June 2010	60%	Q4
	Average time taken from referral to commencement of support	5 days	June 2010	10 days	Q4

• Quality of life • Choice and control • Inclusion and contribution • Health and wellbeing • Dignity and safety of citizens who have received the improved services					
8 Foster Care Placements					
Outcome 1: The generation of 150 additional foster care placements within the region by: 1. Create a regional brand and infrastructure to support future recruitment 2. Raise the profile of local authority fostering as a career 3. Recruitment of foster carers in the region.	Regional brand adopted and incorporated into all local authority advertising	No regional brand	April 2010	All authorities incorporate brand	September 2010
	Raise the profile of fostering	Static or negative carer recruitment performance	April 2010	75% of local authorities report an increase in recruitment	April 2011
	Recruit additional 150 carers	No co-ordinated regional recruitment	April 2020	1500 responses to advertising campaign followed up	December 2010
		503 recruited	2009	150 additional carers approved	April 2011

6. Finance

The financial plan needs to convey how RIEP expenditure will be spent and defrayed on the project each quarter up to end of March 2011(the end of NWIEP capital funding). It needs to distinguish between RIEP capital and RIEP revenue funding.

The financial information should be presented in tabular form as illustrated below.

Project Costs			Spend Profile			
			Q1: July-Sept 2010	Q2: Sept-Dec 2010	Q3: Jan-March 2011	Q4: April-June 2011
Shared Service	NWIEP Revenue	£225,000	£56,250	£56,250	£56,250	£56,250
	NWIEP Capital	£25,000	£6,250	£6,250	£6,250	£6,250
	TOTAL	**£250,000**	**£62,500**	**£62,500**	**£62,500**	**£62,500**
NWCH	NWIEP Revenue	£189,000	£47,250	£47,250	£47,250	£47,250
	NWIEP Capital	£21,000	£5,250	£5,250	£5,250	£5,250
	TOTAL	**£210,000**	**£52,500**	**£52,500**	**£52,500**	**£52,500**
Procurement	NWIEP Revenue	£202,500	£50,625	£50,625	£50,625	£50,625
	NWIEP Capital	£22,500	£5,625	£5,625	£5,625	£5,625
	TOTAL	**£225,000**	**£56,250**	**£56,250**	**£56,250**	**£56,250**
BPI Training	NWIEP Revenue	£90,000	£22,500	£22,500	£22,500	£22,500
	NWIEP Capital	£0	£0	£0	£0	£0
	TOTAL	**£90,000**	**£22,500**	**£22,500**	**£22,500**	**£22,500**
Total Place	NWIEP Revenue	£135,000	£33,750	£33,750	£33,750	£33,750
	NWIEP Capital	£15,000	£3,750	£3,750	£3,750	£3,750
	TOTAL	**£150,000**	**£37,500**	**£37,500**	**£37,500**	**£37,500**
Asset Management	NWIEP Revenue	£135,000	£33,750	£33,750	£33,750	£33,750
	NWIEP Capital	£15,000	£3,750	£3,750	£3,750	£3,750
	TOTAL	**£150,000**	**£37,500**	**£37,500**	**£37,500**	**£37,500**
	NWIEP Revenue	£180,000	£45,000	£45,000	£45,000	£45,000

Adult HSC	NWIEP Capital	£20,000	£5,000	£5,000	£5,000	£5,000
	TOTAL	**£200,000**	**£50,000**	**£50,000**	**£50,000**	**£50,000**
	NWIEP Revenue	£235,000	£0	£70,000	£85,000	£80,000
	NWIEP Capital	£58,000	£16,000	£42,000	£0	£0
Foster Care Placements	**TOTAL**	**£293,000**	**£16,000**	**£112,000**	**£85,000**	**£80,000**
	NWIEP Revenue	£25,000	£6,250	£6,250	£6,250	£6,250
	NWIEP Capital	£0	£0	£0	£0	£0
Communications & Networking	**TOTAL**	**£25,000**	**£6,250**	**£6,250**	**£6,250**	**£6,250**
	NWIEP Revenue	£60,000	£15,000	£15,000	£15,000	£15,000
	NWIEP Capital	£0	£0	£0	£0	£0
Programme Management	**TOTAL**	**£60,000**	**£15,000**	**£15,000**	**£15,000**	**£15,000**
	NWIEP Revenue	**£1,476,500**	**£310,375**	**£380,375**	**£395,375**	**£390,375**
	NWIEP Capital	**£176,500**	**£45,625**	**£71,625**	**£29,625**	**£29,625**
Programme Total	**TOTAL**	**£1,653,000**	**£356,000**	**£452,000**	**£425,000**	**£420,000**

7. Efficiencies

These should be stated for each project in a table as set out below.

Cashable Savings – Detail specifically what 'cashable' savings will be derived (in simple terms – how much money will be released as a result of this project that can be spent on other priorities).

Non-cashable benefits – Detail specifically what non-cashable benefits will be derived (in simple terms what measurable improvements will there be in efficiency or effectiveness but which will not release money to be spent elsewhere e.g. doing more for same cost.)

Project	Additional Funding		
	Additional Funding Source	Type of Additional Funding	Amount
BIT Training support	*Skills Funding Agency*	*Revenue. Estimates:* *NVQ2: £1,800 for 200 people and £900 for 100 more =* *£450,000* *NVQ3: £1,800 for 45 people = £81,000*	£531,000
Foster Care Placements	Local Authority Children's Services	Officer Time	£35,000
		Local advertising campaign activity	£40,000
Adult Health Social Care	North West JIP/CSED	Match funding to support agenda	£200,000

In-Year Project Efficiencies			Efficiencies Profile			
			Q1: July-Sept 2010	**Q2:** Sept-Dec 2010	**Q3:** Jan-March 2011	**Q4:** April-June 2011
Shared Services	Cashable Savings	£100,000	£0	£0	£50,000	£50,000
	Non-Cashable Benefits	£20,000	£0	£0	£10,000	£10,000
NWCH	Cashable Savings	£5,000,000	£500,000	£1,000,000	£1,750,000	£1,750,000
	Non-Cashable Benefits	£250,000	£62,500	£62,500	£62,500	£62,500
Procurement	Cashable Savings	£4,000,000	£1,000,000	£1,000,000	£1,000,000	£1,000,000
	Non-Cashable Benefits	£400,000	£100,000	£100,000	£100,000	£100,000
BPI Training	Cashable Savings	£1,500,000	£375,000	£375,000	£375,000	£375,000
	Non-Cashable Benefits	£0	£0	£0	£0	£0
Total Place	Cashable Savings	£0	£0	£0	£0	£0
	Non-Cashable Benefits	£0	£0	£0	£0	£0
Asset Management	Cashable Savings	£800,000	£0	£50,000	£250,000	£500,000
	Non-Cashable Benefits	£80,000	£0	£10,000	£20,000	£50,000
Adult HSC	Cashable Savings	£4,100,000	£600,000	£1,200,000	£1,300,000	£1,000,000
	Non-Cashable Benefits	£400,000	£100,000	£100,000	£100,000	£100,000
Foster Care Placements	Cashable Savings	£462,500	£0	£0	£0	£462,500
	Non-Cashable Benefits	£1,600,000	£87,350	£611,600	£464,150	£436,900
Programme Total	**Cashable Savings**	**£15,962,500**	**£2,475,000**	**£3,625,000**	**£4,725,000**	**£5,137,500**
	Non-Cashable Benefits	**£2,750,000**	**£349,850**	**£884,100**	**£756,650**	**£759,400**

Forecast Project Efficiencies			Efficiencies Profile			
			Delivered by July 2012	Delivered by July 2013	Delivered by July 2014	Delivered by July 2015
Shared Services	Cashable Savings	£8,000,000	£2,000,000	£2,000,000	£2,000,000	£2,000,000
	Non-Cashable Benefits	£800,000	£200,000	£200,000	£200,000	£200,000
NWCH	Cashable Savings	£35,000,000	£10,000,000	£12,500,000	£12,500,000	£0
	Non-Cashable Benefits	£750,000	£250,000	£250,000	£250,000	£0
Procurement	Cashable Savings	£15,000,000	£5,000,000	£5,000,000	£5,000,000	£0
	Non-Cashable Benefits	£300,000	£100,000	£100,000	£100,000	£0
BPI Training	Cashable Savings	£1,500,000	£1,500,000	£0	£0	£0
	Non-Cashable Benefits	£0	£0	£0	£0	£0
Total Place	Cashable Savings	£0	£0	£0	£0	£0
	Non-Cashable Benefits	£0	£0	£0	£0	£0
Asset Management	Cashable Savings	£4,000,000	£1,000,000	£1,000,000	£1,000,000	£1,000,000
	Non-Cashable Benefits	£400,000	£100,000	£100,000	£100,000	£100,000
Adult HSC	Cashable Savings	£4,000,000	£1,000,000	£1,000,000	£1,000,000	£1,000,000
	Non-Cashable Benefits	£1,600,000	£400,000	£400,000	£400,000	£400,000
Foster Care Placements	Cashable Savings	£14,100,000	£3,000,000	£3,700,000	£3,700,000	£3,700,000
	Non-Cashable Benefits	£0	£0	£0	£0	£0
Programme Total	**Cashable Savings**	**£81,600,000**	**£23,500,000**	**£25,200,000**	**£25,200,000**	**£7,700,000**
	Non-Cashable Benefits	**£3,850,000**	**£1,050,000**	**£1,050,000**	**£1,050,000**	**£700,000**

8. Risk Management

Potential Risk	Likelihood of Occurrence (Low, medium, high, very high)	Potential Impact on Project (Low, medium, high, very high)	Action being taken to avoid and/or manage risk	Responsibility for Managing the Risk
R1: Work stream / project leads fail to deliver planned outputs	Medium	Medium	Regular performance management meetings	Board
R2: Local authorities fail to engage with work streams and projects	Low	High	Ensure good communications so authorities understand benefits from commission work	Board Sub-regional Directors
R3: Work streams fail to generate efficiency opportunities as planned	Medium	Medium	Regular monitoring of projects progress and planned outputs	Project leads

9. Return on Investment

Where regional funding has been utilised projects recipients will be encouraged to return that investment in a number of ways as outlined below:

- Case studies: Each project at completion will be asked to produce a short case study on lessons learnt and efficiencies generated. If felt appropriate interim case studies at key stages may also be requested.
- Sharing sessions: The commission plans to hold a number of information sharing sessions. Officers from funded projects will be asked to attend at least 2 sessions and undertake a short presentation with question and answer session.
- Mentoring: Senior officers who have benefited from commission funding will be asked to make available time for mentoring within the region. It is envisaged this will be in the region of 1 hour per £10,000 invested. (200 hours for commission funding) The commission will also investigate the use of online forums and ask mentors to monitor and reply to relevant questions.
- Commission Communications: Each funded project will be asked to supply updates and information for any commission communication publications. These will normally be in the format of short written updates.

Requirements to produce case studies, present at sharing events and offer mentoring will be conditions of the funding.

Each work stream will also generate and monitor its own return on investment model. For example, the business improvement training is expecting a return on investment of 16:1 in the first year alone with a similar efficiency benefit expected as part of ongoing activities in 2011/2012.

For the shared services work stream funding to generate case studies will be issued on an "invest to save" model. On implementation of any shared service model the NWIEP investment will be repaid from estimated savings. It will then be reinvested in further shared service business cases. It is not envisaged that any other work stream will repay funding in cash.

10. Sustainability

A number of models will be investigated during the early stages of each work stream. These will include:

- Mainstreaming: Where a project has delivered substantial outcomes these should be mainstreamed within local authorities. As such, no additional funding should be required. Benchmarking maybe an example of such a mainstreamed activity.
- Decommissioning: Work streams may have reached their natural conclusion they should be de-commissioned with any remaining assets or outputs being adopted by one or more authorities. For example, it is envisaged that the regional procurement programme will be de-commissioned with any required work groups being led by an authority or sub-regional hub.
- Self funding: A levy or management fee could be added to generated products or outputs. It is envisaged that the construction hub will charge a small % for usage of frameworks. This will be re-invested into the management and renewal of the frameworks.
- Subscriptions: It maybe that authorities see enough worth in a product to support it ongoing via a subscription model. Options to combine products or merge with other subscription based organisations will be considered.

It expected that local authorities will be setting budget for 2011/12 around Autumn 2010 so any potential funding requirements should be established by that time.