

*The North East's strategy
for increased **improvement**
and **efficiency** in public
services*

DELIVERY PLAN
2008 to 2011

3 March 2008

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PROGRAMME OVERVIEW

It is our intention to deliver the strategy through ten coordinated programmes each led by a Chief Executive or Director, accountable for delivery to the wider partnership through their membership of IESG. The programmes and their projects are strongly inter-linked and will contribute collectively to the range of outcomes committed to by the partnership. Inter-programme coordination and cross-referencing will be assured by the programme management team.

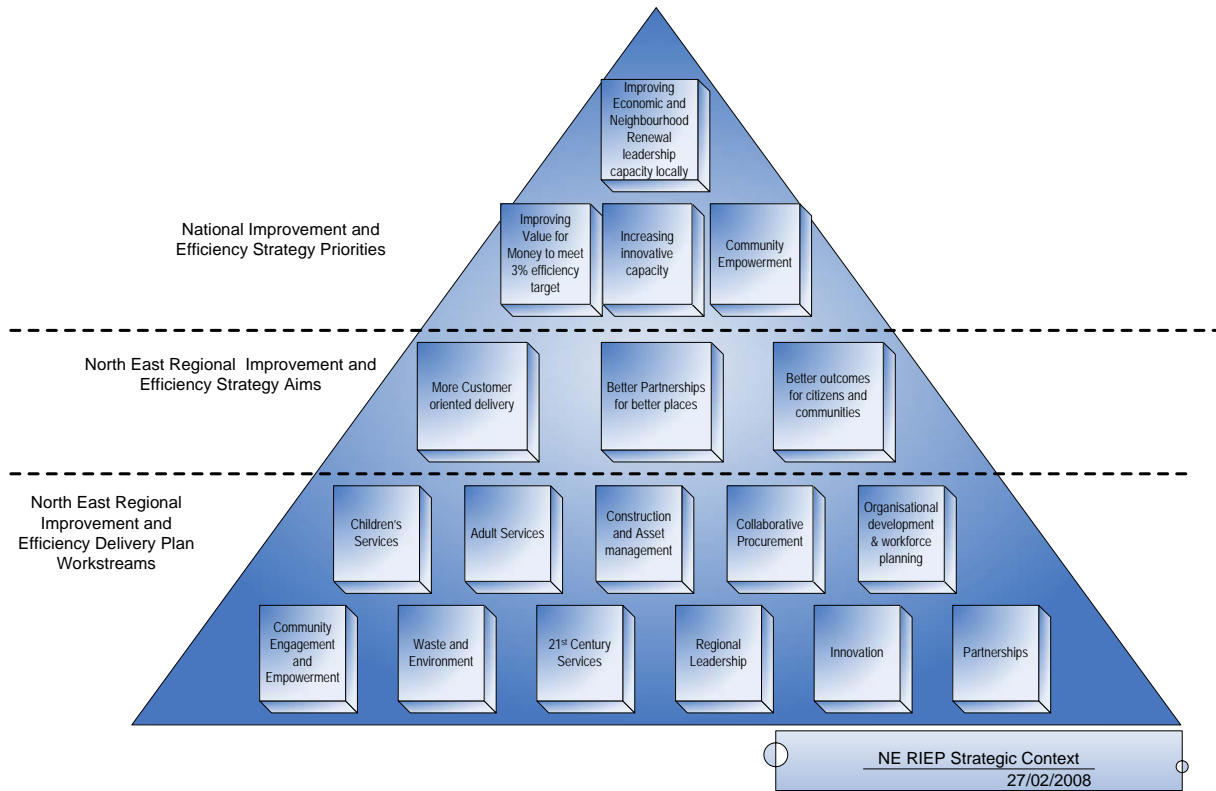
Table 1, gives an overview of the programme and indicative total budget. This will be subject to review by IESG immediately following allocation of resources by Ministers. Within the overall budget, final decisions on allocation to projects will be made within the 10 programme boards.

Each programme is summarised, showing the outcomes we are seeking to achieve, the evidence which supports that focus or action, where the programme relates to other ones in the RIEP, and the partners, networks and agencies who are essential to the design and delivery of those outcomes.

The programme framework tables provide an indication of the activity we propose to undertake, including where known, estimates of project costs and year one estimates. In some instances the total cost of projects within a programme amounts to more than the programme budget. Please note that all programmes and the projects therein will be subject to approval and refinement within each programme board. This will be an essential element of ensuring buy-in, local accountability and affordability.

Where a project is in its early formative stage of development, as indicated by a “1” or “2” in the “stage of development” column, it naturally follows that it is not possible to provide a cost estimate as at 3 March 2008. Over the first few months of the RIEP, work will be undertaken to firm up project details.

Looking across the programmes, our total activity will deliver direct and indirect efficiency savings, by focussing on the kinds of skills, cultural and process changes that will impact on VFM over the longer term. We are confident, based on experience, that due to economies of scale, inter-organisational collaboration and local delivery, we can deliver staff and Member development activities at around one-third of the cost of comparable national programmes to date.



This delivery plan details how we will support the new approach to regional improvement and efficiency, as outlined in our regional improvement and efficiency strategy. We will continue to work to refine the details of our programmes to reflect the needs based on what is happening individually, in our localities, and collectively across the region.

Two key early actions for the partnership are:

1) Effective financial baselining

Developing a clear understanding of the current position in each authority so that the potential opportunities for increased efficiencies can be highlighted.

To achieve an initial baseline across the region, a project which expands upon the work of the regional ANEC Finance Officers Group, that has analysed an extrapolation of national Subjective Analysis Returns (SAR) against gross revenue spend profiles for those NE authorities that currently complete a detailed return, will be initiated so that information is available for all authorities by the end of May 2008, with RIEP support where this is required.

This detailed analysis will provide the robust financial baseline information which can be used to inform relevant programmes, highlighting opportunities for efficiencies, indicating potential return on investment and providing a way in which our achievements can be evidenced and measured in financial terms.

2) Supporting authorities to maximise benefits from the programme

Taking further the current analysis of authorities' development requirements and to ensure that the improvement priorities of individual authorities are supported as effectively as possible by regional improvement and efficiency activity, an early project will be undertaken with each authority looking at the alignment of its own improvement priorities with the identified RIES programmes, opportunities for support and potential timelines.

The output from this project would be a short report for each authority highlighting the key programmes and projects which will support the authority's improvement plans, and potential timelines for taking things forward. This will enable each authority to be fully informed to ensure that it has the ability to maximise opportunities for participation from the start. This will also have the effect of raising general awareness of the whole RIES programme by being in a format that can be easily shared within each authority.

IMPROVEMENT AND EFFICIENCY PROGRAMME OVERVIEW

Table 1: Programme Overview

	Improving VfM and meeting the 3% efficiency target	Supporting partnerships to deliver LAAs	Community empowerment	Leadership of economic development and neighbourhood renewal	More customer focussed delivery	Better partnerships for better places	Better outcomes for citizens	Year 1 indicative budget	Total indicative budget £million	Percentage of possible RIEP budget (rounded)
Children's Services !	✓	✓	✓		✓	✓	✓		1.75	10%
Adult Services !	✓	✓	✓		✓	✓	✓		2.75	16%
Construction and Asset Management !	✓		✓	✓	✓		✓		1.5	9%
Collaborative Procurement	✓			✓	✓	✓	✓		2.0	12%
Waste and Environment !	✓	✓		✓	✓	✓	✓		1.5	9%
Organisational development and workforce planning #	✓	✓	✓	✓	✓	✓	✓		2.5	15%
Partnerships # !	✓	✓	✓	✓	✓	✓	✓		1.25	7%
Community Engagement and Empowerment !		✓	✓		✓	✓	✓		1.0	6%
21 st Century Services !	✓		✓		✓	✓	✓		0.5	3%
Regional Leadership #	✓	✓	✓	✓	✓	✓	✓		0.25	1%
Programme Management									2.0	12%
TOTAL								£4.6*	£17m*	

Additional funding has been sought under the recent bid process against the allocation of 2007-8 Improvement and Efficiency Resource

! These programmes will include an innovation fund for collaborative bids up to a maximum of 10% of the overall programme

* Subject to funding allocation

Programme Detail

Brief summaries of the RIEP's programmes are outlined below:

Children's Services - This programme seeks to support authorities and their partners to make demonstrable progress in tackling the challenges of delivering high quality, support to the growing number of children with very complex care and health needs and planning for their future as adults.

Adult Social Care - This programme seeks to support authorities and their partners to make demonstrable progress in tackling the challenges involved in delivering improved outcomes for the population around national priorities tailored to reflect regional and sub-regional significant issues.

Construction and Asset Management - This programme will deliver collaborative development of effective contracting management and asset management to realise significant cashable efficiencies and optimising sustainability and well being benefits from 'Built Environment' activity.

Collaborative Procurement - This programme aims to enable a better deal for citizens and communities, exercising leverage over the £1.5 billion identified annual spend on bought in goods, works and services, with a view to releasing a substantial (£100m) cashable discount and transactional efficiencies in the context of a value for money approach.

Waste and Environment - This programme aims to deliver significant cashable efficiencies whilst ensuring that environmental impact from Waste Management is minimised. This will be achieved by enabling and encouraging transformational and collaborative working to reduce the amount of waste being generated and diverted to landfill, increasing levels of recycling and re-use and making a positive contribution to improved carbon management.

Organisational Development and Workforce Planning - This programme is intended to support organisational culture change and increased effectiveness and productivity. We will continue to build our own capacity and expertise in Organisational Development and strategic HR, so that we can lead whole system change. The RIEP will support the application of Business Process Improvement techniques to lever efficiencies and promote lean systems thinking.

Partnerships - This programme will support transformational change in LSPs and other partnership settings to enable partners to deliver to their full potential in order to meet the challenges of LAAs, CAA, improving third sector engagement and responding to scrutiny all of which place increasing emphasis on the role and quality of LSPs.

Community Engagement and Empowerment - This programme will support authorities to better integrate policing and service delivery alongside stronger local leadership and community engagement.

21st Century Services - The overriding outcome for this programme is that all our local authority services are designed around the needs of the citizen and recognised by the citizens as being responsive, effective and delivering value for money.

Regional Leadership - This programme will support authorities in delivering a culture of enhanced collaborative leadership, underpinned by mutual accountability for strategy and delivery across a broad agenda including improvement and efficiency

Further work in accordance with the key milestones below will be carried out to prioritise programmes and projects across the whole RIEP programme and to address any issues of over or under programmed funding, once the extent of partnership funding is confirmed.

KEY PROGRAMME DEVELOPMENT MILESTONES UNTIL SEPTEMBER 2008

The key milestones that the RIEP will work to over the next 5 months to prepare a more detailed Delivery Plan are as follows:

On 14 March	<ul style="list-style-type: none"> • IESG to confirm or appoint Programme Sponsors at Chief Executive/Director level • Agree the schedule of IESG and MRG meetings for 2008/09.
By 30 April	<ul style="list-style-type: none"> • Programme Director appointed • Programme sponsors fully briefed, draft programme outline produced, nominations received to Programme Boards where not already in existence • Schedule of dates for Programme Boards agreed.
By 31 May	<ul style="list-style-type: none"> • Ongoing delivery of programmes/projects where these build upon previous activity, e.g. Collaborative Procurement, Construction & Asset Management, Organisational Development and 21st Century Services. • All Programme Boards established.
By 30 June	<ul style="list-style-type: none"> • Initial meeting of RIEP Programme Boards, led by Programme Sponsor • Core team staff appointed.
By 31 August	<ul style="list-style-type: none"> • Across all programmes, detailed project initiation documents prepared for year 1 projects and signed off by the appropriate Programme Board.

By 30 September	<ul style="list-style-type: none">• Programme Director and core team staff in post• IESG have approved detailed delivery plans for 08/09 for each programme and for programme overview documents for 2008-11 for all programmes.
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KEY

Please refer to the following key when reviewing programme detail on subsequent pages.

Fulfilling National Strategy Priorities

The following identify how each project fulfils NIES priorities:



RIES Themes

The following identify which of the regional themes, the project contributes towards:

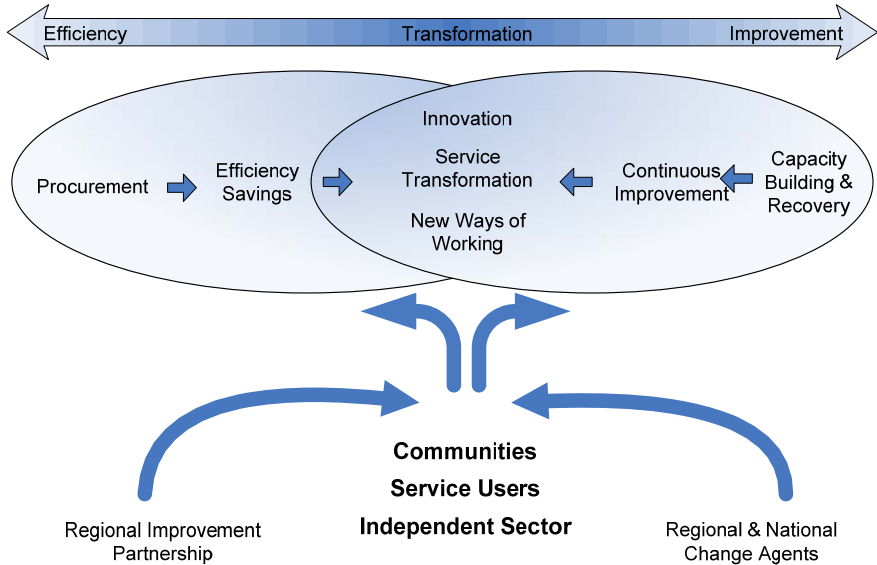
1. More customer orientated delivery
2. Better partnerships for better places
3. Better outcomes for citizens.

Stage of Development

The following identify the stage of development of the project. Clearly this influences the level of detail able to be provided by the submission date:

1. Identified need for action
2. Activity scoped
3. Pre-implementation stage
4. Proven model.

Methodology Resume



PROGRAMME SUMMARY: Children's Services

Budget required £1,750,000

Programme Summary

Demonstrable progress in tackling the challenges of delivering high quality, support to the growing number of children with very complex care and health needs and planning for their future as adults around:

- child poverty;
- looked after children;
- transition;
- out of area placements; and
- evidence base.

The Government's Every Child Matters (ECM) agenda requires a far-reaching and wide-ranging set of 'changes for children' in:

- inter-agency governance;
- integrated strategy;
- integrated operational systems and resources; and
- integrated processes and front-line services.

Children's Services are in a major period of integration, change and development. There has been a rapid change in senior personnel over the last two years.

Local Authorities Ratings in Joint Area Reviews and Annual Performance Assessments are set out below and these demonstrate a steady state over the recent period:

	APA 2006	APA 2007	Change
Darlington	3	3	↔
Durham	3	3	↔
Gateshead	3	4	↑
Hartlepool	3	3	↔
Middlesbrough	3	3	↔
Newcastle	2	2	↔
North Tyneside	3	3	↔
Northumberland	3	3	↔
Redcar & Cleveland	3	3	↔
South Tyneside	3	3	↔
Stockton-on-Tees	4	4	↔
Sunderland	3	3	↔

JAR Council Services Ratings /4: *Capacity to improve; Children's services; the education Service; The social care services for children*

APA 2006 /4: *The local authority's children's services; Capacity to improve; the local authority's social care services.*

APA 2007 /4: *Overall effectiveness of children's services; Being healthy; Staying safe; Enjoying and achieving; Making a positive contribution; Achieving economic well-being; Capacity to improve, including the management of children's services*

The position for 2008 is that there will be no CPA 1* children's services authorities in the region. However, continuing focus on supporting improvement in the region will be very important.

In terms of spend analysis, third party spend on children's services is relatively small in overall terms compared to many other sectors with the main third party spend being on the placement of children.

Links closely to following RIEP programmes:

- Adult Services;
- Collaborative Procurement;
- Organisational development and workforce planning;
- Partnerships;
- Community Engagement and Empowerment; and
- 21st Century Services.

Key partners will include:

Directors of Children's Services, GONE, CSIP, CSCI, DCFS field forces, carers, service users, independent providers and IDeA.

Priority actions

These are captured in the table below.

NB.

An appropriate financial baseline will be established early in 2008/09 as outlined above.

Where there is no current qualitative and quantitative baseline available, one will be established in Year 1.

PROGRAMME: Children's Services

TOTAL BUDGET: £1,750,000

Indicative Projects within this Programme (subject to funding)

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
Commissioning	VFM	1	1	-	-	Collaborative commissioning around key pinch-points of: Transition Looked after children Child Poverty Out of area placements Market management	High quality services, and placements with complex care and health Better service provision for children, their families and carers More efficient and effective use of resources. Support for forums where commissioner and providers can share experiences to ultimately improve service provision.	N		Y	Y
Tackling Child Poverty	PRT	1	1	-	-	To be developed around platform provided by the 'State of the Region's Children'	Better quality of life for affected children	Y	Improved performance against child poverty targets.	Y	N

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
						report.					
Promoting and supporting the Implementation of the Cost Calculator, and if developed by SIEP, a national Fair Price Toolkit for Children's Services	VFM	1 & 3	1	-	-	Each LA utilising the tool to assess costs. Regular benchmarking within the region	Improved understanding of the cost of children's residential placements and ISL. Reduction of average cost of placement. Improved intelligence to support market management	N	Reduction of average cost of placement	Possibly in a revised form.	Y (project lead by SEIP)
Support for Joint Improvement Support Plans	VFM PRT	1,2 & 3	1	-	-	To be determined	LA improvement in line with or exceeding that identified in the JISPs.	Being collated	To be determined	N	N
Innovation Fund	VFM PRT COM ED Specific to each project	1,2 & 3 Specific to each project	1	N/A	Max of up to 10% programme funding over 2008-2011	A wide range of innovative collaborative project outputs	Authorities able to pilot innovative ideas leading to improvement and increased efficiency in this programme area which without funding wouldn't have progressed.	Will be specific to each project	Identified in each project bid	N	N
TOTAL				£	£						

PROGRAMME SUMMARY: Adult Services

Budget required £2,750,000

Programme Summary

Demonstrable progress in tackling the challenges involved in delivering improved outcomes for the population around national priorities tailored to reflect regional and sub-regional significant issues:

- Personalisation and Transformation;
- Developing Commissioning;
- Service Improvement and Redesign;
- Workforce Development and Leadership and
- Efficiency and Productivity.

Adult Social Care is in a significant period of integration, change and development. There have been a large number of changes in senior personnel over the last two years.

Evidence base:

- national spend analysis;
- “Our health, Our Care, Our Say” strategy; and
- ageing population.

Council	APA 2007	APA 2006	Change
Darlington	3	3	↔
Durham	3	2	↑
Gateshead	3	3	↔
Hartlepool	3	3	↔
Middlesbrough	4	3	↑
Newcastle City	3	3	↔
North Tyneside	3	2	↑
Northumberland	3	2	↑
Redcar & Cleveland	3	3	↔
South Tyneside	3	3	↔
Stockton-on-Tees	3	3	↔
Sunderland	4	3	↑

Links closely to following RIEP programmes:

- Children's Services;
- Collaborative Procurement;
- Organisational development and workforce planning;
- Partnerships;
- Community Engagement and Empowerment; and
- 21st Century Services.

Key partners will include:

Directors of Adult Social Care, GONE, CSIP, CSED, CSCI, Health and Social Care field forces (via working with and through the JIP) service users and carers, Independent providers, SHA, IDeA, and Skills for Care.

Priority actions

These are captured in the table below.

NB.

An appropriate financial baseline will be established early in 2008/09 as outlined above.

Where there is no current qualitative and quantitative baseline available, one will be established in Year 1.

PROGRAMME: Adults Services

TOTAL BUDGET: £2,750,000

Indicative Projects within this Programme (subject to funding)

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
Promoting and supporting the Implementation national Fair Price Toolkit	VFM	1 3	2	-	-	Each LA utilising the tool to assess costs. Regular benchmarking within the region	Improved understanding of the cost of adult LD residential placements and ISL. Reduction of average cost of placement. Improved intelligence to support market management	N	Reduction of average cost of placement by at least 6%.	Possibly in a revised from.	Y (project lead by SEIP)
Support for the implementation of the Putting People First (PPF)	VFM	3	1	-	-		Increase in the take up of personalised care Improved satisfaction of service users All LAs able to meet personalization and transformation priorities	N	Number of people receiving personalised social care provision Customer satisfaction levels	N	Y
Promoting and supporting the Implementation of the CareBay portal	VFM	3	1	-	-	A web-based portal that enables the online purchase of case services	Disabled people, their families and friends able to assess, plan, purchase and manage directly or indirectly the care needed to improve their quality of	N	Usage of portal by customers and providers Reduced LA financial transaction Customer satisfaction	Possibly	Y (project lead by SIEP)

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
							life Reduced LA transactional costs. Increased transparency of the social care market place		surveys		
Developing Commissioning	VFM	3	1	-	-	Subject to discussion and agreement at eth NE JIP on 20th March 2008 3rd Cohort through Commissioning Programme Embedded learning through action learning sets	Development of Joint Integrated Commissioning between PCTs and LAs Promotion of a shared understanding of commissioning frameworks and good practice Ensure a common understanding of the changing policy and implications are understood by commissioners Market development to ensure new methods (personalisation) are both productive and high quality	N	Joint Commissioning is sustained Staff have developed skills and confidence JSNA are completed and used to inform commissioning Darzi implementation reflects social care priorities Procurement/commissioning is based on outcomes and data	Y	Y

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
Service Improvement and Redesign	VFM PRT	1 3	1	-	-	Peer group support/Mentoring established Shared lessons learnt from redesign activity	Better performing social care authorities Improved service user/carer satisfaction ratings	N	Maintained or improving their star rating Staff have developed skills and confidence JSNA are completed and used to inform commissioning Darzi implementation reflects social care priorities Procurement/commissioning is based on outcomes and data	N	Y
Efficiency and Productivity	VFM PRT	1	1	-	-	Outputs that support Whole System Efficiency Measures for NE Building on possibilities across Health and Social Care	Total transformation is used to provide maximum efficiency and NE programmes are developed CSED programme delivered across region	N	Efficiency savings achieved across NE region	N	N
Workforce Development & leadership	PRT	1	1	-	-	Extension of existing Leadership Development and Personalisation Awareness Programmes	Directors are equipped for the main social care challenges Staff are being developed to meet the personalisation agenda at	N	Staff are better equipped for personalisation agenda Key elected	Y	Y

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
						Leadership programme for Cabinet Members and portfolio holders developed	all levels and across statutory, private and 3rd sector		members are champions for change and development and joint work is improved between councils.		
Supporting People Capacity Building	VFM PRT	1 2 3	1	-	-	Capacity & Skills development programme to equip Supporting People to meet the identified regional training need	Improved	Being collated	Future review of training needs Self assessed impact on behaviour. Observed impact on behaviour	N	Y
Public health improvement and the elimination of health inequalities	PRT COM	2 3	1	-	-	More effective systems to enable information sharing.	Improved sharing of good practice and collaborating on initiatives. Authorities have increased awareness and visibility of initiatives within other Authorities	Y		N	Y
Getting closer to our PCTs	PRT COM	2 3	1	-	-	An exploration of the role and benefits of PCTs within the RIEP	Understanding of the benefits and issues, if any, of expanding the RIEP to include PCTs. Increased understanding of the relationship, synergies and differences between the RIES and the	N		N	N

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
							Regional Health Improvement strategy				
Innovation Fund	VFM PRT COM ED Specific to each project	1 2 3 Specific to each project	1	N/A	Max of up to 10% programme funding over 2008-2011	A wide range of innovative collaborative project outputs	Authorities able to pilot innovative ideas leading to improvement and increased efficiency in this programme area which without funding wouldn't have progressed.	Will be specific to each project	Identified in each project bid	N	N
Total				£	£						

PROGRAMME SUMMARY: Construction and Asset Management

Budget required £1,500,000

Programme Summary

Delivering collaborative development of effective contracting management and asset management to realise significant cashable efficiencies and optimising sustainability and well being benefits from 'Built Environment' activity.

Evidence base

- national and regional spend analysis highlights construction as the service with the largest 3rd party spend;
- a range of indicators have been identified and adoption of these is to be considered regionally. The indicators relate to:
 - **Budget/Costs**
 - overall Budget Performance;
 - costs of procurement;
 - predicted time – design/ construction;
 - predicted cost – design/ construction;
 - unit cost benchmarking;
 - **Sustainability**
 - environmental performance;
 - waste and recycled material;
 - local labour;
 - local supply chain;
 - sickness and absence;
 - staff turnover;
 - trainees;
 - **Quality**
 - commissioner satisfaction – service;
 - commissioner satisfaction – product;
 - defects / quality; and
 - end user satisfaction.

Links closely to following RIEP programmes:

- collaborative procurement;
- waste and environment;
- organisational development and workforce planning;
- partnerships;
- community engagement and empowerment;
- 21st century services; and
- regional leadership.

Key partners will include:

South East and East Midlands RIEPs, Highways Efficiency Liaison Group, Dept for Transport, County Surveyors Society, and Asset Managers

Priority actions:

These are captured in the table below.

NB.

An appropriate financial baseline will be established early in 2008/09 as outlined above.

Where there is no current qualitative and quantitative baseline available, one will be established in Year 1.

PROGRAMME: Construction & Asset Management

TOTAL BUDGET: £1,500,000

Indicative Projects within this Programme (subject to funding)

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
Intelligent Client development	VFM	1	2	-	-	New approaches in local government to the commissioning and procurement of construction related services Narrowing skills gap for professional construction based services	More effective development of initial ideas into projects Better equipped to meet the challenge of delivery Reduction of waste in pre-construction phase of projects New role created for client "advisor" with specific skill sets that are not related/limited to a traditional profession	N	Reduced costs associated with technical advice, redesign of projects Shorter lead-in times for projects	Y	Y
Benchmarking	VFM	1	2	-	-	Menu of efficiency tools developed building upon the Benchmarking Performance Indicators that relate to sustainability, efficiency and effectiveness	Evidence as to "direction of travel" and identification of areas for improvement in all construction sectors Actions to reduce cost overrun in Strategic Partnerships Targeted actions to improve efficiency based	N	Improved satisfaction levels Strategic partnership cost reduction Project delivery within programme timescales	Y	Y

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
							on actual data				
Sustainable Construction	VFM	3	2	-	-	Strategy to achieve Sustainable Construction Baseline information on Carbon Footprint of a construction project and whole life of the resultant asset	Use of and increased training opportunities for local labour Realistic target setting for the reduction in current levels of waste and emissions from all phases of a construction project.	N	Reduced waste from construction projects Reduced carbon footprint associated with site clearance, construction and use of buildings/assets	Y	Y
Maximising benefits of Built Environment activity in the local economy	VFM ED	3	1	-	-	Development of relevant indicators Baseline of current activity against the indicators	A strategy to support the regional economy in the targeted areas of business support, job creation, skills, worklessness	N	Increased use of local labour Increased numbers of trainees, apprentices	Y	Y
Tailored support including disseminating good practice case studies; mentoring schemes and case study portfolios	VFM ED	1	1	-	-	Development of (or creation of) specific networks within the various sectors of the industry. (Buildings, Highways, Housing, Schools, new build and maintenance) Gain more detailed understating of issues and solutions from outside of region Develop an approach to apply appropriate	Higher awareness of issues and a valued level of support to address problem areas Better understanding and dissemination of regional issues Indication of whether solutions from elsewhere can be applied in this region	N	To be developed for specific projects		

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
						solutions from outside the region.					
Promote local service partnerships developing service and asset rationalization strategies in particular locality and community areas	VFM ED	2	1	-	-	Engage with IPF's Asset Management network to assess appetite for support Build on results of asset management related NECE project and findings from workshop re collaboration opportunities Gain an understanding of the implications of Community use of assets	Development of a common regional approach to asset rationalisation strategies Raised awareness of the options based on shared learning. A regional approach to "business intelligence" relating to assets.	N	To be developed with potential partners (eg CIPFA)		
Exploit opportunities from other regional RIEP programmes (e.g. Procurement)	VFM	1	1	-	-	Provide effective market intelligence data Use spend analysis results to understand the supply and demand for construction related goods and services Map future activity to ensure that a co-ordinated approach to tendering for advice or works to ensure that	-	N	-	Y	Y

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
						market is able to respond.					
Innovation Fund	VFM PRT COM ED Specific to each project	1 2 3 Specific to each project	1	N/A	Max of up to 10% programme funding over 2008-2011	A wide range of innovative collaborative project outputs	Authorities able to pilot innovative ideas leading to improvement and increased efficiency in this programme area which without funding wouldn't have progressed.	Will be specific to each project	Identified in each project bid	N	N
TOTAL				£	£						

PROGRAMME SUMMARY: Collaborative Procurement

Budget required £2,000,000

Programme Summary

A better deal for citizens and communities, exercising leverage over the £1.5 billion identified annual spend on bought in goods, works and services, releasing a substantial (£100m) cashable discount and transactional efficiencies in the context of a value for money approach.

Evidence base

The region collectively spends £1.5 billion per annum on bought in goods, works and services. Both national (VFM Delivery Plan) and regionally through spend analysis and the research undertaken by E-Three identifies significant potential to deliver significant savings from collaborative procurement.

Links closely to the following RIEP programmes:

- Children's Services;
- Adult Services;
- Construction and Asset management;
- Collaborative Procurement;
- Waste and Environment; and
- Community Empowerment and Engagement.

Key partners will include:

NEPO, Regional Collaborative Procurement Board, Strategic Procurement Network, North East Procurement Forum (CBI, NECC, VONNE, GONE), Office of Government Commerce, other regions Procurement programme leads, IDeA, third Sector representatives, Sustainable Procurement Task Force and other networks supporting complimentary RIEP programmes.

Priority actions

These are summarised in the table below.

N.B.

An appropriate financial baseline will be established early in 2008/09 as outlined above.

Where there is no current qualitative and quantitative baseline available, one will be established in Year 1.

PROGRAMME: Collaborative Procurement

TOTAL BUDGET: £2,000,000

Indicative Projects within this Programme (subject to funding)

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
E-commerce Hub	VFM	1	3	-	-	<p>Visibility of shared contract and catalogue content regardless of e-procurement platform</p> <p>Single point of entry for both procurers and suppliers to engage and transact</p> <p>Transmission of purchase order and invoice documents to the widest trading community regardless of e-procurement platform</p>	<p>To harness available public sector investment in e-procurement to influence the market to develop interoperability</p> <p>Rationalised integration for suppliers</p>	N	<p>Interoperability Standards</p> <p>Vendor Integrations</p> <p>Supplier Integrations</p> <p>Local Authority Integrations</p> <p>% of Invoices Electronic</p>	Y	Y
Procurement Concordat	PRT	3	4	10	10	<p>A concordat setting out a voluntary, clear and transparent framework to govern interaction to further shared objectives, overcome challenges and</p>	<p>Maximise the benefits of purchasing power and harness economies of scale</p> <p>A voluntary, clear and transparent protocol.</p> <p>Demonstration of to work</p>	n/a	<p>Draft Document</p> <p>Final Document Agreement</p> <p>% of LA Adopted</p>	Y	Y

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
						maximise the value of the outcomes from the programme	together, using their collective resources, to maximise efficiency gains, reduce the risks to delivery, maximise the environmental, social and economic impact of their procurement decisions.. Effective engagement with the 3rd sector to deliver the procurement objectives of the regional 'compact and local compacts. Establishing a regional agreement between the LA procurers, other public sector procurers, RDA, CBI, GONE, Chamber, FSB, suppliers for the overall economic, environmental and social benefit of the region.				
Procurement Intelligence	VFM	1	3	180	180	A repository of procurement management information	Intelligence to realise the greater potential for regional collaborative procurement Delivery of efficiencies	Y	Adoption by LA's	Y	Y

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
							Improved understanding of LAs buy and from whom. A catalyst for achieving the goal of a more efficient procurement strategy.				
Regional Category sourcing	VFM	1	3	-	-	Feasibility Study information Model for Category Review Feasibility Study Options Analysis Resource Model for a Category Review Feasibility Study Options Analysis Delivery Resource Model to harness procurement regional capacity & skills A sustainable Regional and Sub Regional collaborative market category sourcing programme	Better deal for council services by understanding, managing and leveraging the £1.5 billion identified annual spend on bought in goods, works and services. Co-ordinated, intelligent and efficient local government approaches to market Releasing significant resources, over five years Drive adoption of e-procurement by the supply market. Drive a strategic approach to procurement Harness Regional Procurement Capacity Improved Consortia Performance	N	Collaborative savings of £x over 5 years. Every LA using e-procurement wherever practical. Reduced number of paper supplier invoices processed. Increase in the number of collaborative procurement contracts Reduced transactional processing costs of up to 40%	Y	Y

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
Harmonisation of Contract Documents	VFM	2	4	50	100	Current suite of harmonised contract documents A portfolio of sustainability clauses and category generic clauses An online document collaboration solution Future Reviews	Arrangements Consistency of contract documents Increased supplier interest in LA contracts Improved reputation of LA procurement	Y	%Adoption by Public Sector Increased % of Suppliers Tendering	Y	Y
Food Procurement	VFM PRT ED	1 3	2	-	-		To better enable regional suppliers to compete for public sector contracts Achieving economic and environmental efficiencies in the public sector supply chain Increasing competition for public sector business Identifying opportunities for increasing proportion of local/regional/UK produce in the public sector supply chain Engaging schools in the promotion of school meals services	Food Procurement		Y	Y

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
							<p>Adoption of environmental policies by caterers to reduce their environmental impact.</p> <p>A rationalised food distribution system which contributes both economic and environmental efficiencies.</p> <p>Catering managers measuring and monitoring activity in relation to business performance, efficiency and sustainability.</p> <p>Active influence on national programmes of work on public sector food procurement through involvement in several cross governmental working groups.</p>				
TOTAL				£	£						

PROGRAMME SUMMARY: Waste and Environment

Budget required £1,500,000

Programme Summary

Delivering significant cashable efficiencies and ensuring that environmental impact from Waste Management is minimised.

To reduce the amount of waste being generated and diverted to landfill, increasing levels of recycling and re-use and making a positive contribution to improved carbon management.

Evidence base

National and regional spend analysis highlights waste management as one of the highest spending areas. It is also an area which is under increasing pressure for environmental reasons with several challenging targets in relation to increased recycling and minimising of waste generation.

Links closely to the following RIEP Programmes:

- collaborative procurement;
- construction and asset management;
- organisational development and workforce planning;
- partnerships;
- 21st century services;
- regional leadership; and
- community engagement and empowerment.

Key partners will include:

APSE (Association of Public Service Excellence), Institute of Waste Management, Waste Improvement Network, ENCAMS (Environmental Campaigns), Recycle Now campaign, the Environment Agency, Groundwork Trusts, GONE, ONE, North East recycling Forum, WIM (Waste Information Network), the Environmental Industries Network, the North East Waste Industries Partnership, The Community Recycling Network NE.

Priority actions :

These are captured in the table below.

N.B.

An appropriate financial baseline will be established early in 2008/09 as outlined above.

Where there is no current qualitative and quantitative baseline available, one will be established in Year 1.

PROGRAMME: Waste and Environment

TOTAL BUDGET: £1,500,000

Indicative Projects within this Programme (subject to funding)

Action	NIES priority (refer to key)	RIES theme (1-3)	Stage of Development 1-4	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
Benchmarking – developing a knowledge base of current activity, policy and strategy	VFM	1	1	-	-	<p>A range of measurements of the current operational performance relating to Waste Management activity</p> <p>Details of initiatives that have contributed or are expected to contribute to improvement against the indicators</p>	<p>The ability within 6 months to compare performance data and identify future areas to focus on for improvement activity</p> <p>The ability within 12 months to compare financial information relating to the provision of waste management services</p> <p>Awareness of national, regional and sub-regional waste and waste related initiatives</p> <p>A marketplace within the region for trading in LATS</p>	N	<p>Number of indicators developed and implemented</p> <p>Number of authorities engaged in the benchmarking activity</p>	N	Y

Action	NIES priority (refer to key)	RIES theme (1-3)	Stage of Development 1-4	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
							credits				
Develop the relationship between waste management and development control.	VFM ED	1 3	1	-	-	Identify and address ways in which development control powers can be used to ensure that commercial and residential development takes account of waste management related issues	Regional approach (eg to provision of recycling facilities, supply of waste containers to residents of newly built housing, estate layouts to take account of access for waste collection vehicles	N	Savings as a result of developer actions – eg reduced cost of providing new bins	N	Y
Exploit all opportunities for involvement in or learning from other regional, national and "other regional" initiatives	VFM ED	1 3	1	-	-	Map all waste initiative related activity within the region and ensure appropriate consultation and involvement in regional initiatives Support for and	No duplication of effort Stronger networks as a result of clarity of purpose and a common improved communication process	N	Mapping complete, measure of stakeholder satisfaction	N	Y

Action	NIES priority (refer to key)	RIES theme (1-3)	Stage of Development 1-4	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
						ensure that there is appropriate involvement and dissemination of information from national initiatives including WIN, WMROMS etc					
Align waste collection and kerbside recycling services	VFM PRT COM	1 3	1	-	-	Map all current means of collection of recyclable and residual waste including frequency, type, existing contractual arrangements etc	Visibility of other regional and sub-regional approaches to identify opportunities and to inform decision making in relation to collection services. A common approach to simplify collection of recyclable materials for service providers and customers	N	Savings as a result of collaboration	Y	Y
Assess the potential and appetite for "re-use" collection	VFM	3	1	-	-	A feasibility study that considers the options and identifies short medium and	A regional study that provides common understandings of the options relating to	N	Dependant on results of feasibility study	N	Y

Action	NIES priority (refer to key)	RIES theme (1-3)	Stage of Development 1-4	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
						long term solutions	collection of materials for re-use.				
Develop links between Waste & Environment activities, the "Neighbourhood agenda" and the 'Sustainable Schools' agenda.	VFM COM PRT	2	1	-	-	Benchmark activity in other regions and countries. Consider feasibility of adopting best practice approaches Establish a forum to identify and develop new ideas.	An understanding of the appetite and potential for communities to contribute to waste minimisation, recycling and other related issues.	N	Dependent on appetite and action plan	N	Y
Raise awareness of the cultural change required to drive waste reduction strategies	VFM COM PRT	2 3	1	-	-	Analysis and understanding of the diverse range of interest groups and stakeholders (e.g. LA Members, employees, schools and community groups) and their collective and individual requirements.	A co-ordinated approach to raise awareness of waste reduction and recycling amongst all target audiences.	N	Dependent on action plan	N	Y

Action	NIES priority (refer to key)	RIES theme (1-3)	Stage of Development 1-4	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
						<p>Awareness and understanding of recycling and waste reduction issues applicable to the various audiences.</p> <p>Improve the interface with the business sector and schools – e.g. build upon the recycling, waste minimisation aspects of the North East Regional Waste Awareness Initiative (NERWAI)</p>					
Develop a regional approach to the strategic issues associated with waste management	VFM PRT	1 3	1	-	-	<p>Explore the appetite and feasibility for regional approaches to waste management activity including, for example:</p> <p>Development of strategic sites – eg</p>	A long term strategy for the region that encourages common approaches to target setting, makes appropriate use of shared facilities and generates a common approach to developing issues and	N	Dependent on action plan	N	Y

Action	NIES priority (refer to key)	RIES theme (1-3)	Stage of Development 1-4	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
						<p>depots and waste facilities – on a collaborative basis.</p> <p>Establishing markets for materials produced from Green Waste recycling</p> <p>Understanding and articulating the climate change and carbon management elements of business case development</p> <p>Strategically located recycling centres,</p> <p>Commonality in development and implementation of policy and delivery plans – e.g. waste minimisation</p>	opportunities.				
Innovation Fund	VFM	1,2 &	1	N/A	Max of	A wide range of	Authorities able to pilot	Will be	Identified in each	N	N

Action	NIES priority (refer to key)	RIES theme (1-3)	Stage of Development 1-4	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
	PRT COM ED Specific to each project	3 Specific to each project			up to 10% programme funding over 2008-2011	innovative collaborative project outputs	innovative ideas leading to improvement and increased efficiency in this programme area which without funding wouldn't have progressed.	specific to each project	project bid		
TOTAL				£	£						

PROGRAMME SUMMARY: Organisational Development and Workforce Planning

Budget required £2,500,000

Programme Summary

This programme is intended to support organisational culture change and increased effectiveness and productivity. We will continue to build our own capacity and expertise in Organisational Development and strategic HR, so that we can lead whole system change. The RIEP will support the application of Business Process Improvement techniques to lever efficiencies and promote lean systems thinking. We will continue to invest in transformational leadership for managers, which are proven to release capacity and potential, reducing stress and sickness absence.

With public sector partners, we will scope the potential for more flexible ways of working, collaborative approaches to workforce planning and development, and creation of a skilled, high performing and adaptable workforce in the region's public sector.

Evidence base

Local Government Workforce Strategy 2007

Independent evaluation of Improvement Partnership (March 2008)

Evaluation of pilot culture change programme in North Tyneside MBC

The CLG Value for Money Delivery Plan anticipates the potential for service improvement from BPI activities as around 1/3rd of total cashable efficiencies.

Links closely to following RIEP programmes:

- children's services;
- adult services;
- regional leadership;
- partnership; and
- 21st century services.

Key partners will include:

North East Regional Employers Organisation, Organisational Development Partnership, Trades Unions, Chief Personnel Officers Group, Gateshead Public Services Academy and IDeA.

Priority actions

These are set out in the table below.

NB.

An appropriate financial baseline will be established early in 2008/09 as outlined above.

Where there is no current qualitative and quantitative baseline available, one will be established in Year 1.

PROGRAMME: ORGANISATIONAL DEVELOPMENT AND WORKFORCE PLANNING

TOTAL BUDGET: £2,500,000

Indicative Projects within this Programme (subject to funding)

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
Invest in middle managers leadership development (NEEM 2)	VFM	1 2 3	4	300	1,600	1200 middle managers complete NEEM programme	Increased leadership capacity, a more adaptable, flexible, customer focussed workforce.	Y	Self assessed impact on behaviour. Observed impact on behaviour.	Y	N
Support Member Development Charter	VFM PRT COM ED	1 2 3 4	4	40	100	Regional resource to enable personal development planning for Members. Supported networking of officers responsible for Member development.	All 12 authorities achieve Charter status by 2011	Y	Numbers of authorities achieving Charter status by 2011	N	N
Enable Business Process Reengineering	VFM	1	2	50	500	A standard methodology and toolkit. Collaborative business process design work Sharing of best practice and efficient use of design resources A regional BPI/VFM network of key officers and relevant partners who share learning,	Improved capability and capacity in improving core business processes.	N		Y	Y

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
						streamline and standardise processes and facilitate opportunities for replication within the region					
Establish a regional Centre for Local Governance	VFM PRT COM ED	1 2 3	1	50	500	Further develop collaboration between the Universities and the Association of North East Councils, including a knowledge partnership with the region's universities	An established, nationally recognised centre of learning and research in current and future local governance practice, located within a North East university Further linkage with the National Graduate Development Programme to draw attract undergraduates and retain young talent Strengthened links to national resources such as IDeA Knowledge.	N		N	N
Establish a regional 'Workforce Commission' to develop an agreed agenda for change	VFM	1	1	50	50	An open and inclusive examination by partners (including Trades Unions, LSC) of issues and prospects and application of workforce	Authorities are confident in initiating large scale changes in working practice, and in sharing learning and expertise.	N		Y	Y

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
						re-engineering e.g. flexible (agile) working, Pay and Rewards, Leitch agenda.					
Culture change programme	VFM	1 2 3	4	35	70	Deliver culture change programme in 4 councils	Management teams understand their leadership role and impact on organisational culture and can level positive change.	N	Self- assessment 360 feedback Cultural audit	Y	Y
Build capacity in Organisational Development and Strategic HR	VFM	1	3	25	50	Evaluation of IP's Change and Improvement Programme. Feasibility study into developing a cross public centre for OD learning. Regional debate on merits of any proposal.	Agreed agenda for supporting OD across public sector.	N	Workforce survey	Y	Y
Provide support to enable the achievement of Level 3 of the local government Equality standard	PRT COM	2 3	1	20	60	All Authorities who aspire to Level 3 have achieved this.	Authorities are better able to consult effectively with communities around equalities issues and linking the issues identified to LAA outcomes.	Y	Number of LAs that have achieved level 3 of the equality standard Citizen surveys Increase in performance against the appropriate national indicator	Y	Y
Capacity to councils to develop their own top teams	VFM PRT	3	1	-	-						

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
Opportunity for a peer review for every authority and peer mentoring support for up to 10 political administrations	VFM PRT	1 2 3	4	31	127	Offer of peer review to all authorities. Offer of up to 10 peer mentoring to changed political administrations.	Authorities more prepared for CAA.	Y	Enable, if requested, each authority to undertake at least one peer review, either corporate or specialist, each year. Supported up to 10 political administrations through peer mentoring.	N	N/A
Increase the number of officer and elected member accredited Peers	VFM PRT COM ED	1 2 3	4	0	0	Campaign to encourage people to become peers.	Increased numbers of peers active in reviews etc. Regional 'pool' of peers is accessed locally.	Y	Increase number of officer "and elected member" peers by 50 to 120 officers by 2011	Y	Y
Develop 'business skills'	VFM	1 2 3	3	100	500	1000 officer trained in 'skills for business'	More adaptable workforce, able to make business case, spot opportunities, manage risk etc	N	Increase in proficiency by self assessment and line manager assessment via on-line skills audit.	Y	Y
Expand use of on-line skills audit for middle managers	VFM PRT COM ED	1 2 3	4	50	140	2000 managers through on-line skills audit using regional competency framework	Evidence base for collaborative workforce development.	Y	All authorities to use on-line skills audit by 2011.	Y	N/A
Provide opportunity for IDeA people management peer review	VFM	1 2 3	4	13	13	NE evaluation of benefit of review	Consideration of developing a regional peer review team.	N		Y	N/A

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
Regional 'bank' supplying qualified coaching, assessment centre design, MBTI and 360 degree feedback.	VFM	1 2 3	4	50	120	20 officers provide skills to regional bank. Low cost coaches and assessors available to authorities.	Increased use of self awareness tools and techniques, and intelligent recruitment processes in authorities.	N	Increase in qualified coaches, assessors etc	Y	N
Developing Trade Union capacity to support authorities improving and efficiency journey	VFM	1	1	10	25						
Total £				£	£3,795						

PROGRAMME SUMMARY: Partnerships

Budget required £1,250,000

Programme Summary

This programme will support transformational change in LSPs and other partnership settings to enable delivery to its full potential. Challenges brought by LAAs, Comprehensive Area Assessment, improving third sector engagement and responding to scrutiny all place increasing emphasis on the role and quality of LSPs.

In order to succeed, partnerships need to be self-aware and willing to tackle difficult issues together. Relatively minor interventions can help address these issues and make a significant difference. The use of techniques such as peer review, 'health checks', social network analysis, appreciative enquiry and partnership toolkits can help partnerships to build awareness of their strengths and weaknesses.

We will help LSPs to raise the bar by providing regular workshops and action learning sessions with opportunities for partnership practitioners from all sectors to think creatively about working in partnership, citizen satisfaction and partnership culture.

Evidence base

- up to date performance information for the region's LSPs is not currently available. We work closely with the Partnership and Place Based Teams at Government Office to draw intelligence on local performance and issues;
- we commissioned regional research into Partnership working and LAAs (reporting end March) which will enable us to direct resources to areas of shared need;
- our planned regional Partnership Expo (June 2008) will also provide feedback from work shops and facilitated sessions to inform our detailed programme;
- the regional LSP Coordinators network (convened by Government Office) and LAA Roundtable (convened by ANEC) will continue to support and advise on use of resources; and
- supporting Evidence in Local Delivery (CLG paper, 2007).

Links closely to following RIEP programmes:

- OD and workforce planning;
- Regional Leadership; and
- 21st Century Services.

Key partners will include:

Government Office North East (Partnership and Place Based teams), LAA Roundtable, LSP Coordinators, Duty to co-operate partners, IDeA Peer Review team, Neighbourhood Renewal Advisers and Third Sector organisations and networks.

Priority actions

Priority actions are captured in the table below.

NB.

An appropriate financial baseline will be established early in 2008/09 as outlined above.

Where there is no current qualitative and quantitative baseline available, one will be established in Year 1.

PROGRAMME: PARTNERSHIPS

TOTAL BUDGET: £1,250,000

Indicative Projects within this Programme (subject to funding)

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
Provide opportunity for LSP peer review/health-check	PRT	2 3	4	55	144	All LSPs offered a peer review or partnership health-check	Increased self awareness and improved performance amongst LSPs	N	Improved performance against baseline	N	Y
Build capacity for data analysis	PRT	1 2 3	2	0	40	Training for LSP partners on use of data and analysis	Improved evidence-based decision making.	N	CAA	N	Y
Assist LSPs to promote their work and engage citizens	COM PRT	2 3	1	45	90	Toolkit created by PR/Comms professionals for LSPs to explain and promote their work to citizens	Citizens and communities more able to identify and engage with LSPs. Enable effective development of local and regional compact.	N/A	National Indicator 4	Y	Y
Build capacity for scrutiny of LSPs	PRT COM	2 3	2	50	150	Member and partner training and best practice sharing on partnership scrutiny	High quality scrutiny experience adds benefits the partnership and contributes to performance improvement		CAA	Y	Y
Citizen satisfaction	COM PRT	2 3	1	20	40	Facilitated action learning set on citizens satisfaction and CAA	Shared learning on how to bridge the performance gap on citizens satisfaction	N	CAA	Y	Y
Delivering value for money	VFM	1 2 3	2	25	50	Value for money training for partnership officers	Increased application of VFM approaching partnership setting	N	CAA	Y	Y

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
Performance management	PRT	1 3	2	25	75	Regional learning and development programme on PM in a partnership setting	Improved collaborative performance management	Y	CAA	Y	Y
Support leading in partnership	PRT ED	2	2	50	150	Member development programme on leadership in a partnership setting	Members are engaged and leading in partnership.	N	CAA	Y	Y
Cross regional networking, action learning and peer support on key LAA themes	PRT	2 3	2	20	50	Facilitated action learning sessions with expert input	Shared understanding and increase in collaboration on key themes	Y	NI indicators	Y	Y
Tailored packages of support to individual LSPs	PRT	1 2 3	3	50	100	Provide targeted support to LSPs at risk of under-performance	Improved performance in LSPs	N	CAA	Y	N
Innovation Fund	VFM PRT COM ED Specific to each project	1 2 3 Specific to each project	1	N/A	Max of up to 10% programme funding over 2008-2011	A wide range of innovative collaborative project outputs	Authorities able to pilot innovative ideas leading to improvement and increased efficiency in this programme area which without funding wouldn't have progressed	Will be specific to each project	Identified in each project bid	N	N
Total				£	£814						

PROGRAMME SUMMARY: Community Engagement and Empowerment

Budget required £1,000,000

Programme Summary

Community empowerment and community leadership are a key area following the LGPIH Act, and CDRP reform. The Flanagan Review points to the need to better integrate policing and service delivery alongside stronger local leadership and community engagement. There is a new emphasis on community engagement within the developing national framework for regeneration.

The NIES states that resources for wardens and neighbourhood activity (Neighbourhood Resource Centres) will come together through the RIEPs from 2009. Reviewing the contribution of NRCs will be an early task for the RIEP. The NE RIEP has agreed to take on strategic responsibility for this a year early.

Customer Insight approaches offer Members and officers new ways to understand diverse communities and their needs.

Local authorities have a key role in promoting democratic engagement. Effective local representation underpins this duty.

Evidence base

The evidence from emerging LAAs demonstrates clear links for this area “safer” and “stronger” communities.

Community intelligence in the context of community safety and the prevention of violent extremism.

ANEC Members’ report on the role of elected members.

The Councillors Commission

Links closely to following RIEP programmes:

- Adult Services;
- Construction and Asset Management;
- Waste and Environment;
- Partnerships; and
- 21st Century Services.

Key partners will include:

ANEC Task and Finish Group, North East Community Empowerment Partnership, Neighbourhood Resource Centre, Police, IDeA, and Third Sector organisations and networks

Priority actions

Priority actions are captured in the table below.

NB.

An appropriate financial baseline will be established early in 2008/09 as outlined above.

Where there is no current qualitative and quantitative baseline available, one will be established in Year 1.

PROGRAMME: Community Engagement and Empowerment

TOTAL BUDGET: £1,000,000

Indicative Projects within this Programme (subject to funding)

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) Ek	Estimated cost (total) Ek	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
Local Authority Reputation Management	COM	2	1	-	200	Improving the skills of communicators within local authorities Identifying and engaging with key stakeholder groups amongst service users and others	Better reputation Key audiences targeted Officers with better communications skills		NI		Y
Democratic Renewal and Community Leadership	COM	3	4	150	400-600	Tools for better citizen engagement Consistent support for Councillors in 21st century working Organisational support to transform processes for democratic renewal Infrastructural and Partnership innovation to deliver appropriate, reusable and multipurpose democratic renewal tools (e.g. casework, consultation)	Community engagement and participation which has real impact Better response rates to consultation Better skilled Councillors Better systems for participation and deliberation Higher levels of satisfaction with responsiveness of local public services A better, consistent level of officer support to members in using new	Y	e.g.: X% of authorities have a fully implemented (outward facing) edemocracy suite X% of authorities support moderated communities forums % of councils meeting agreed regional standard of support to councillors	Y	Y

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
						<p>Development and Support for Councillors and the Officers who work with them (appropriately at all levels of competency) Targeted local support to specific communities for their engagement with authorities, including underserved communities.</p> <p>With ANEC: promote the profile and image of the councillor; Work with political parties and others to further encourage people to stand for election; Explore an annual 'civic involvement' award to a north east business in recognition of both the support given to an employee to undertake democratic roles and the benefits this has brought.</p>	<p>technology across the region A wider range of validated options for authorities embarking on community engagement (e.g. in citizens panels, budget setting,) Higher levels of turn-out at elections Public Services better matched to community expectation Greater self-help between Councillors.</p> <p>Greater public awareness of the positive role councillors play in society. Vibrant local democracy through securing a wide pool and wider diversity of potential candidates for election.</p>				

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
Neighbourhood policing and integration of local services	PRT COM	2 3	1	20	20	Through NRC, establish and support network and Action Learning Sets	Dissemination of emerging practice.				
Neighbourhood agenda eg safer communities	COM	2	3	12	tbc	Through NRC, work with partners and communities of interest to scope implementation issues re: neighbourhood agenda	Forward programme developed.	N	To be determined	Y	Y
Explore future commissioning with the Neighbourhood Resource Centre	COM	3	2	10	TBC	RIEP to consider future arrangements in relation to Neighbourhood Resource Centre	Commissioning programme.	N	To be determined	Y	Y
Innovation Fund	VFM PRT COM ED Specific to each project	1 2 3 Specific to each project	1	N/A	Max of up to 10% programme funding over 2008-2011	A wide range of innovative collaborative project outputs	Authorities able to pilot innovative ideas leading to improvement and increased efficiency in this programme area which without funding wouldn't have progressed.	Will be specific to each project	Identified in each project bid	N	N
TOTAL				£	£						

PROGRAMME SUMMARY: 21st Century Services

Budget required £500,000

Programme Summary

The overriding outcome for this programme is that all our local authority services are designed around the needs of the citizen and recognised by the citizens as being responsive, effective and delivering value for money.

Evidence base

National requirements to deliver service transformation provides pan-government justification for a large part of the 21st century working programme, in particular for the business cases for challenge strategies, better identity management, data sharing and good customer insight.

Agile working has yet to be consistently articulated at a regional scale, but is expected to deliver a range of benefits from carbon reduction and asset savings to workforce satisfaction and citizen focussed services. The NOMAD national project has done a significant amount of work in this area and has case studies available.

Customer Centred Services is justified by its close relation to the service transformation agenda, illustrated through the drive to reduce avoidable contact (NI14) and the emerging (national) performance monitoring framework. A regional benchmark scoping report is expected to report back to the RIEP by May. In its wider sense meeting the objective of the programme – assisting local authorities and their partners to deliver ‘joined up government’ – is recognised within CPA, LAA etc.

Underpinning transformed services is appropriate technical infrastructure. The evidence for progress in providing this to all parts of local government, and as significantly, the communities it serves, is contained in industry reports (e.g Gartner). in monitoring of take-up of online services, and in assessments at individual corporate level of channel migration (where a channel has been created).

Links closely to following RIEP programmes:

This programme is strongly cross cutting in its delivery of solutions to frontline services, particularly where service users have a direct relationship with local authority providers:

- Adult Services; Children’s Services; Community Engagement and Empowerment; Waste and Environment.

Innovations from the Programme will also impact strongly on the staff that deliver services:

- OD and Workforce Planning.

The programme also depends upon progress being made in:

- Collaborative Procurement; Partnerships; Regional Leadership.

Key partners will include:

Customer First Network, Information Governance Steering Group / Identity Special Interest Group, SOCITM, University Research Functions, One North East, City

Region Groups, Suppliers, NOMAD (National), Local Government Delivery Council (National), Contact Council (National), Cabinet Office (National) and IDEa.

Priority actions

Priority actions are captured in the table below.

NB.

An appropriate financial baseline will be established early in 2008/09 as outlined above.

Where there is no current qualitative and quantitative baseline available, one will be established in Year 1.

PROGRAMME: 21st Century Services

TOTAL BUDGET: £500,000

Indicative Projects within this Programme (subject to funding)

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
Flexible Working	VFM PRT	1	1	50	150-500	Strategic approaches to remote, flexible, and mobile working enabled by technology	Public services which are: Cheaper more responsive more staff-friendly low carbon footprint		workforce satisfaction cashable efficiencies carbon reduction customer satisfaction	Y	Y
Customer Centred Services	VFM PRT ED	1 3	4	30-50	50-100	Regional benchmark and planning processes for Customer Service A practice sharing and improvement network for customer facing officers	Consistent, improved customer service Regional strategy alignment for customer service Better service integration with front desk	Y	NI14 (avoidable contact) Customer satisfaction Service resolution Performance monitoring framework from Contact Council	Y	Y
Information Governance & Management (IMAGiNE)	VFM PRT	1 2 3	3	20	30-100	Consistent and shared approaches to IGM Standards, templates and route maps for IGM Routes to sharing of services assisted by good IGM	Retain good reputation and trust for local government Reduced costs of information management Better, informed information sharing across organisational boundaries Benefits realisation and	Y	CPA (quality of information) and others	Y	Y

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
							deployment from ID management				
Innovations in public service, enabled by technology	VFM COM	1 2 3	1	50	200	Research and forward planning for appropriate solutions to short and medium term service priorities, aligned to the Service Transformation Agreement (STA)	Strategic approaches in policy and practice to service planning enabled by technology		Reduced market dependence for intelligence Contributions to CLG and other depts STA undertakings	Y	Y
Recruitment, Retention and Reputation in Local Public Service North East	VFM PRT ED	1 3	3-4	25-50	100-200	World-class workforce recruitment, selection and retention tools		Y	Efficiencies in hiring Retention rates Reputation	Y	Y
Regional Infrastructure Planning	VFM PRT ED	1	1	50	500+	Public service network business scoping and planning A strategy for pan-regional infrastructure Benefits realisation and deployment from ID management	Regional strategy for: Shared infrastructure Business Continuity Digital inclusion for disadvantaged communities 21 st C network Identified priorities for procurement		Efficiencies	Y	Y
Innovation grant	VFM PRT ED				-	Demonstration and pilot activities within services and in partnerships	Re-usable innovative assets		Replicability sharing step change	Y	Y
Innovation Fund	VFM PRT COM ED Specific to	1 2 3 Specific to each	1	N/A	Max of up to 10% programme	A wide range of innovative collaborative project outputs	Authorities able to pilot innovative ideas leading to improvement and increased efficiency in this programme area	Will be specific to each project	Identified in each project bid	N	N

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
	each project	project			funding over 2008- 2011		which without funding wouldn't have progressed.				
Total				£	£1.6M +						

PROGRAMME SUMMARY: Regional Leadership**Budget required £250,000****Programme Summary**

This programme will deliver a culture of enhanced collaborative leadership, underpinned by mutual accountability for strategy and delivery across a broad agenda including improvement and efficiency.

It will include the development of a leadership programme aimed at embedding, sustaining and supporting the ability to work together on the journey of effecting change.

We will also ensure that there is ongoing support and development for elected members in performing the leadership and other roles expected of them at different spatial levels, and in navigating through the complex process of decision making in this context.

Evidence base

- Review of sub-national economic development and regeneration;
- Requirement for improvement and efficiency to be member-led; and
- Regional Economic Strategy.

Links closely to following RIEP programmes:

- All.

Key partners will include:

ANEC member structures, including the Executive Committee and Member Review Group, ANEC Regional Chief Executives Group, City Region and sub-regions, IDeA, One NorthEast and other regional and sub-regional partners.

Priority actions

Priority actions are captured in the table below.

NB.

An appropriate financial baseline will be established early in 2008/09 as outlined above.

Where there is no current qualitative and quantitative baseline available, one will be established in Year 1.

PROGRAMME: REGIONAL LEADERSHIP

TOTAL BUDGET: £250,000

Indicative Projects within this Programme (subject to funding)

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
Enable cultural shift in regional collaborative leadership	ED VFM	3	1	80	130	Programme of regional local government 'top team' development with the Leaders and CEXs of 12 unitaries via ANEC.	Culture of mutual accountability amongst 'top team' for strategic leadership, delivery and high performance. High levels of trust and effective joint working across boundaries. Highly effective and visible convening role at regional level.	N	360 degree assessment by peers against an agreed standard	Y	N
Enhance authorities capacity to deliver their economic development responsibilities as outlined in the SNR	ED COM	3	1	50	100	Skills and capacity in place to deliver SNR roles including, project management skills, access to independent brokering/mentoring support and advice between the private and public sectors etc	Maximising opportunities to boost economic growth across twelve unitary authorities.	N		N	N

Action	NIES priority (refer to KEY)	RIES theme (1-3)	Stage of Development (-4)	Estimated cost (Year 1) £k	Estimated cost (total) £k	Outputs	Outcomes	Baseline Established: Y/N	Performance measure	Extendable across public sector Y/N	Collaborate with other regions Y/N
Leadership Mentoring programme	ED COM PRT	1 2 3	1	25	75	Support for leaders/mayors in their leadership roles at different spatial levels					
Access to Leadership Academy places	ED COM PRT	1 2 3	1	25	75	Increased engagement in leadership academy activity.	Improved leadership across the region	N	Up to 50% of all cabinet portfolio holders attended the Leadership Academy by 2011.		
Regional Scrutiny	ED COM VFM	3	1	20	60	Development and support for elected members engaging in regional scrutiny (to be determined in the light of SNR implementation).	Effective delivery of regional scrutiny	N			
Management teams	ED COM PRT VFM	1 2 3	2	20	60	Events and actions to promote and facilitate collaborative understanding, networking and interaction between management teams across the region	Enhanced understanding and sharing of best practice, networks facilitated and supported, increased collaboration.	N			
TOTAL				£220	£250						

PERFORMANCE FRAMEWORK

Processes

Within the Programme Management Team, there will be a role which is responsible for performance monitoring and reporting.

Performance of the RIEP

Process

Performance, risks and mitigation will be monitored within each programme board and by IESG overall. The intention is that each programme will be lead by a Chief Executive or Director acting as its sponsor, or champion, accountable to IESG for progress and delivery.

Government Office and Audit Commission will have an independent challenge role, working with the Performance Officer to review performance, advise the Steering Group and Member Review Group on the ongoing delivery of the strategy.

Performance measures

Regionally, performance will be measured through review, at least annually, of the:

- extent to which the RIEP has achieved the results established in our Improvement and Efficiency Strategy, as agreed with Government and the LGA. Examples measures will vary between programmes but will typically include: the extent of peer activity, % engagement, return on RIEP Investments, and improvements attributable to the RIEP programme;
- progress made in simplifying support arrangements and reducing overlap and duplication (measured against commitments set out in the CLG Prospectus); and in particular whether it feels less burdensome from a practitioner's standpoint; and
- better value for money on local service improvement spend.

Local authority performance

The RIEP is committed to identifying and addressing areas of under-performance. Our approach to tackling under-performance, called "Tackling under-performance and raising the bar", is as follows:

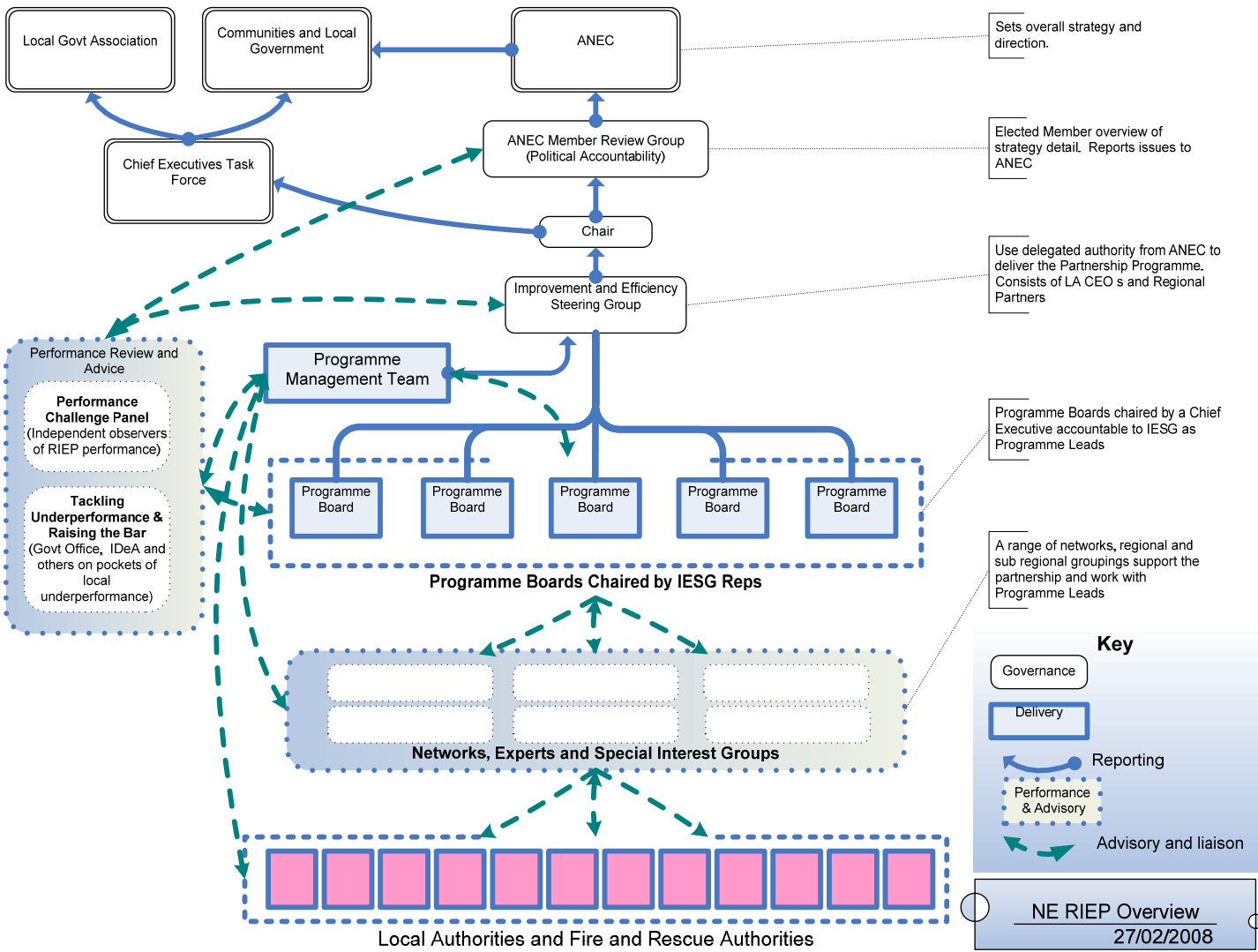
- structured round-table discussions, 3-4 times per year, with the Audit Commission and Government Office (tabling issues or concerns including those from agents of other government departments) either individually or jointly;
- within the local government community, to share any concerns at an early stage so that sector-led support can be provided wherever possible by peers acting as critical friends and assisting in planning and implementing necessary changes before problems become intractable;
- with all agencies, open sharing of any initial concerns regarding aspects of individual or collective authorities' performance, seeking to identify those authorities in the region or beyond, who are recognised as best practice exemplars from which learning can be gleaned;

- discussion of improvement support needs or strong ambitions to achieve excellence, such as those arising from CAA and other inspection reports, and potential options for support to address these needs, such as peer support, coaching and mentoring;
- discussion with the relevant officer(s) in the individual authority to clarify issues and seek their views of improvement support needs;
- where the issue is common across more than one authority, we will seek to bring these authorities together to enable improvement support to be provided collectively, drawing on peer support wherever appropriate; and
- finally we will work with the authorities, relevant agencies and improvement partners to agree, develop and implement an appropriate support package with milestones and timescales for achievement and sustaining change.

Performance measures at local level

Locally performance will be measured through:

- base-lining, self-assessment and evidence of improvement through CPA/CAA, to enable an assessment of value for money and delivery of LAA targets, the 'impact on place', and to provide intelligence to highlight where support is needed to tackle under-performance;
- the ability of places to deliver improved outcomes as articulated in the national indicator set; and
- the ability of places to meet increasing efficiency demands.



GOVERNANCE

Reporting Framework

To ANEC

To CLG/LGA (including through CXTG)

Via Performance Challenge Group (quarterly)

To authorities through IESG and in an annual report

MANAGEMENT OF THE PROGRAMME

Programme Overview and Scrutiny

Elected Members will lead and drive the RIEP, with political accountability in the region through the Association of North East Councils to ensure member leadership of, and engagement, in the RIEP and ownership of the strategy by the region.

A Member Review Group (MRG) provides the mechanism for more detailed Member-level overview and progress monitoring delivery. This Group will also regularly meet with the Audit Commission and GONE to address their independent views on the progress of the partnership programme and its impact on local authorities.

The Improvement and Efficiency Steering Group (IESG) and the MRG will receive programme highlight and exception reports. These groups provide the forums for authorities and partnerships to question and challenge progress and use of resources.

Programme Management

Through IESG a lead Chief Executive or Director will be nominated as the sponsor for each programme, accountable up to IESG for progress and delivery.

The programme boards will include Directors and senior officers to ensure ownership, engagement and accountability for the delivery and implementation of key elements of the programme. The change and improvement agents from relevant government departments will be integrated into programme groups to ensure effective co-ordination of resources at a regional level and synergy with national priorities. Other networks, such as in Organisational Development, and the ANEC's Finance Officer Group (directors of finance) will provide advice and support across the piece.

To fulfil its role, the newly formed RIEP will need to have the capacity and capability to support authorities and partners to deal with an increasing range of improvement and efficiency programmes. This will be achieved by incorporating the following roles within the RIEP's delivery capacity using a blend of in-house and commissioned resources.

Programme Assurance

Providing assurance that the range of the RIEP programmes is focused on delivery of agreed objectives and priorities to support improvement and efficiency through high-level sponsorship and accountability.

A smooth transition from the previous arrangements to the new programme will be important for business continuity and to ensure the partnership is able to make swift progress. The IESG is putting in place interim arrangements to cover the period from 1 April to 30 September 2008 (subject to resources) whereby NECE (the RCE), IP (the Improvement Partnership) and NE Connects (the E-government partnership) core staff will be offered extensions to current employment contracts (mixture of secondments and fixed term contracts) to 30/09/08. In parallel, action will be taken to appoint the new Programme Director as soon as possible, so that he/she can play an integral part in the appointment process for the team.

Project Management

Managing the detail of the process to ensure projects are completed successfully, on time, in scope, and within budget. Clear criteria will be used to determine the business case for each proposed intervention so that intended outcomes and return on investment are clear and measurable. The RSe efficiency measurement tool as outlined in the Value for Money Delivery Plan will support this process through both qualitative and quantitative assessment incorporating an evaluation of risk. This will ensure that new and innovative approaches or investment, such as in developing attitudes and behaviours are equally considered alongside more tangible cash-releasing projects.

Expert Regional Networks

Building on the success to date, the continued reliance on influential and expert regional networks, incorporating representatives from a wide range of relevant public, private and third sector organisations, will be a key feature of programme management.

Relationship Management

The RIEP will develop and maintain sound professional relationships with authorities to understand their requirements and raise their awareness of improvement and efficiency initiatives, available regionally and nationally. It will support effective operational liaison between authorities and the RIEP and support the development of effective collaboration to further the achievement of improvement and efficiency.

Dissemination of Good Practice

To support sustainability of improvement and efficiency activity, we will proactively and effectively seek to disseminate experiences, learning, good practice and, where available, benchmarking from within and beyond the region within our partnership. By doing this we aim to reduce the time to achieve an improvement and therefore increase the opportunities for efficiency by learning from our peers. Our communications strategy outlines the range of methods by which we will undertake our dissemination activities.

Budget

The budget for Programme Management will be in the region of £2 million, this will provide core team staffing and operational costs such as accommodation, computers. All staffing and related costs associated with any projects to be delivered within a programme will come from the project budget.

Accountable Body

The Accountable Body is currently under consideration and will be agreed as soon as possible.

Recruitment

Recruitment to the core team staffing will commence in March 2008 with the recruitment of Programme Director. The remaining structure is likely to consist of a number of Programme Managers, each managing a number of programmes, and communications and administration support.

RIEP COMMUNICATIONS STRATEGY OUTLINE

1. Overall aim

- 1.1. To ensure awareness and understanding of the North East Regional Improvement and Efficiency Partnership, its programme and activities, and to promote participation and engagement.

2. Three key objectives

- 2.1 To position the RIEP programme as an opportunity to drive improvement and efficiency, and create a strong reputation for encouraging and enabling innovation, achievement and high standards in public services.
- 2.2 To facilitate engagement with key stakeholders aimed at fostering effective partnerships, sharing best practice, and identifying opportunities for improvement and efficiency.
- 2.3 To raise the profile and visibility of the RIEP programme, its vision and goals, through targeted and effective communications, tailored to the needs of a range of different audiences.

3. Target audiences

3.1 In the region:

For all local authorities and the Fire and Rescue Services including:

- Leaders and Members;
- Chief Executives and senior officers;
- Officers involved in developing services and delivering programmes;
- Officers involved in commissioning and procurement and the delivery of services;
- North East Local Government Communications Network (via ANEC);
- Fire and Rescue Services communications contacts;
- Partners and stakeholders, including business, VCS, social enterprises, health, universities, BME groups and businesses;
- Government Office for the North East;
- One NorthEast;
- Other regional agencies;
- Higher Education and Further Education;
- Emergency Services;
- Health sector;

- 3rd sector including voluntary/community organisations, and social enterprises;
- other public bodies;
- suppliers; and
- private sector, SMEs and ethnic minority businesses.

3.2 Nationally

- Communities and Local Government;
- Key Government Departments
- LGA, IDeA, LGE, 4 Ps, SOLACE, SOPO etc; and
- Think tanks, eg NLGN, Joseph Rowntree Foundation.

3.3 Media and PR contacts

- local government trade and specialist press, eg, MJ, LGC, Local Government First, Public Servant;
- local government online media, eg LGCnet;
- LGA Press Office;
- LGA Reputation Campaign;
- IDeA Communications;
- Government News Network; and
- regional media.

4. Key messages

4.1 The focus for communication will be on the North East Improvement and Efficiency Partnership and Programme as:

- a catalyst for local government improvement and efficiency;
- a vehicle for helping and supporting authorities and partners to improve services and deliver better outcomes for citizens and communities in the North East;
- an organisation committed to innovation and achievement, through collaboration with key stakeholders;
- an organisation committed to driving up improvement and efficiency; and
- a partnership focused on increasing and developing capacity and skills to secure the long term sustainability of the North East, and improve well being and quality of life in the region.

5. Communication channels

- 5.1 Coordination with existing communications channels, eg. Association of North East Councils, CLG, LGA, 4ps, IDeA, SOLACE, SOPO, NE Local Authority Communications Network.
- 5.2 Improvement and Efficiency Steering Group, Programme Boards, Project Boards and team meetings.
- 5.3 Development of a single RIEP website (www.neiep.gov.uk).
- 5.4 Weekly news updates e-mail-outs, and online news highlighting specific issues, case studies, examples of best practice.
- 5.5 National RIEP Communications Network, website and case studies database.
- 5.6 Development of high quality communications, including corporate literature, Powerpoint presentations marketing and exhibition materials for use by the RIEP team and partners, displaying a strong and consistent branding and identity.

6. Monitoring and evaluation

- 6.1 It is proposed that a variety of methods would be used to evaluate the success of the communications strategy, including the following, as examples.
 - annual stakeholder surveys;
 - attendance at events and feedback evaluation;
 - monitoring of media coverage;
 - monitoring of web hits and visibility;
 - third party endorsements;
 - exposure of best practice case studies; and
 - take up and participation in key workstreams.

ENDS