

## **PURPOSE OF THE REPORT**

To provide:

- an update on the benefits of RIEP funding for partners as a whole
- a schedule of projects specific to North Yorkshire
- an update on future developments

## **BACKGROUND**

To support delivery of the Regional Improvement and Efficiency Strategy and its priority areas of health and wellbeing, climate change, economic growth, corporate improvement and value for money (partnerships, business transformation, procurement, workforce/OD, supporting under-performance) and innovation/emerging priorities, CLG has awarded the region £17.5m for the three year programme 2008-11.

To support efficiency and transformation, a further £6.18m has been awarded by CLG for 2008-2010.

Additional small grants have been received from DfT (£200k), DEFRA (£283k), CLG – deprived neighbourhoods (£334k), CLG – Climate Change Skills Fund (860k) and DWP (£100k).

## **WORKING WITH RIEP PARTNERS**

The effectiveness of YoHr Space has been enhanced through high level engagement with members and officers from councils, Fire and Rescue Services, Police and Health on the RIEP Board, Partnership Delivery Group and Joint Improvement Partnership; senior officer engagement on hub and programme boards and involvement at all levels with partners in IDeA, Government Office and other relevant agencies.

All bids are considered by councils, partners and workstream leads to ensure co-ordination, avoid duplication and encourage collaboration with the aim of achieving maximum improvements and efficiencies and value for money while encouraging innovation. Existing and proposed regional activity, resources and capacity to deliver, for example, through LIAs, are considerations in all cases.

An example of the effectiveness of improved communications and partnership working is as follows. In January 2009, six separate bids had been received from local authorities to develop work around data observatories. With an allocation of £500k from the Efficiency and Transformation capital grant 2008/09 and the support of the RIEP's strategic adviser (business transformation), contacts from all councils were brought together to consider a regional approach. This work is being taken forward with the appointment of a programme manager based at North Yorkshire County Council.

## **PROGRAMME DELIVERY**

This report does not include details of North Yorkshire's projects through the capacity building programme 2005-08, where £850k was invested in the sub region for member and officer development. The sub region led on two regional projects: £93,700 for a regional Fire and Rescue Leadership programme and £183,406 for regional transport efficiency. Nor does this report include information on the transitional capacity building fund, where the sub region received

£323k to support work around waste minimisation and transformational change; access to services; procurement; transport, shared Chief Executive/shared services, shared services trade waste and shared services HR.

Currently, YoHr Space is responsible for overseeing the delivery of 157 projects. Fifty-six projects are new and in the development phase. Ten have ended and completed end evaluation reports. Ninety-one projects are delivering across the programme. From quarterly performance reports, and claims, an exception report is produced for all boards, PDG and RIEP board identifying actions required by the project, YoHr Space team or partner to ensure individual projects and the programme overall is on track to deliver and spend at project and programme end. Project learning reports identify how and where dissemination of learning has taken place, opportunities for case studies and achievements which have made a measurable difference. Analysis of these reports by the YoHr Space Team enables information to be shared with partners, individually or collectively as relevant or more generally via the YoHr Space website, thereby continuing to ensure co-ordination, avoid duplication and encourage collaboration.

The majority of funding has been committed or allocated. Bids well in excess of the available funding continue to be submitted. Sub regional allocations are as follows:

Humber	1,112,867
North Yorkshire	1,076,693
South Yorkshire	1,254,135
West Yorkshire	1,338,890

## **NORTH YORKSHIRE PROJECTS**

There are 9 sub regional projects and 6 projects specifically in support of local authority activity. One VCS project has been supported in Craven. The sub region leads on 4 regional projects with a current grant value of £274k.

### Health and Wellbeing

North Yorkshire leads on the regional project 'Assistive Technology (£90k). Through increased opportunities for collaboration within the context of the personalisation agenda, outcomes include more effective and lower cost care packages, improved commissioning of Telecare services and greater take up by customers.

York leads on the regional project 'Care Management and Social Work' (59k). This project will support the cultural shift towards self-directed support and establish the core competencies required to make this shift to give practitioners resources and skills to improve confidence in working within this new approach. A specific project to York will be to look at the Client IT systems.

York has received £82k to address five key priorities for improvement. An assessment in June 2008 looked at Safeguarding for all adults as well as Personalisation and Prevention for older people. The council was rated as adequate with uncertain prospects for improvement in these areas. A full improvement plan in relation to the inspection was agreed by members in January 2009. The aim of the project is to deliver excellence in Adult Social Care. It will do this by addressing management of performance, safeguarding, personalisation, partnerships with Health and workforce development.

### Climate Change

Harrogate leads on three sub regional projects, total grant £108,993.

The Leadership Programme will deliver four training sessions for council and partner officers and members with a view to exploring opportunities for collaboration and potential efficiency savings

through economies of scale. Enhanced skills and improved processes will assist reporting on progress on the climate change indicators NI 185, NI 186 and NI 188.

The two year Schools Project will develop a consistent approach to engaging with schools and integrating climate change into the curriculum. Improved understanding among students with subsequent 'pupil power' influencing parents/carers will result in improved performance on NI 185, NI 186 and NI 188. Sustainable support networks will facilitate learning across the sub region.

Selby leads on Understanding Local Climate Adaptation Responses across NY district councils and Yorkshire Dales National Parks. Through an initial media trawl this work will build capacity and achieve greater collaboration and effective and efficient working across the sub-region to improve the response to the current and future implications of Climate Change.

A further allocation of £12.5k has been made for work around working with the third sector.

The sub region will lead on the regional work 'Environmental Business Support Capacity for Local Authorities', for which a proposal is currently being developed.

### Economic Growth

The York and North Yorkshire Partnership has been awarded £267k to carry out initial evidence work concentrating on economy and skills; climate change and environmental resources; housing; transport; quality of life and equalities, and spatial planning. The project has focussed on liaison and support to partnerships participating in the IRS; assistance on research to achieve a comprehensive economic assessment by March 2010; support to private and voluntary sectors to participate in the process, and it has been addressing joint working in the sub region.

### Corporate Improvement and Value for Money

#### **Workforce/OD:**

Richmondshire has received £4,200 and Craven £4,170 to deliver leadership programmes.

#### **Partnerships**

Yorkshire Local Councils Association and North Yorkshire Police Authority are leading on the project 'Developing parish councils to take a leading role in 'neighbourhood' participatory budgeting' (£70k). Partners include Hambleton & Richmondshire District Councils, North Yorkshire County Council, Scarborough and Harrogate Borough Councils and Rural Action Yorkshire (formally the Yorkshire Rural Community Council). Beneficiaries include Parish Councils, local authorities and public services, communities, community groups and third sector organisations. The key objective of the project is to explore and develop the potential of parish councils to take the lead in delivering (and funding) sustainable participatory budgeting in rural areas such as North Yorkshire (and in some cases to work together (with other local agencies) in clusters of parish councils). The project is wide ranging and has the potential to make a significant change to the way in which all local authorities work together and engage with and involve local communities. This project, if successful would be of both regional and national significance.

#### **Business Transformation:**

CIVfM's sub regional allocation of £500k was divided evenly between two projects: Access to Services (lead Scarborough) and Waste Management (lead Ryedale). Both projects build on work initiated through transitional funding.

Access to Services is led by the North Yorkshire Connect Partnership and has involved all districts and the county council in various aspects of delivery. Other partners engaged with the project include City of York Council (unitary perspective), Police, NHS and third sector. The programme

plan includes a 'no wrong door' approach to customers; common customer standards, performance indicators, benchmarking and mystery shopping; establishing physical connections between partner call centres; establishing demand for walk-in and call centres as opposed to self-help; establishing common operability standards/community portal interface; web-enablement of front and back end systems, and establishing a single citizen's account. Outcomes include greater customer satisfaction of council and wider public sector services, improvements in NI 14, efficiency savings through avoiding duplication/sharing best practice and models with potential for roll out across the region.

The report from the early RIEP funded scoping exercise identified areas in which the York and North Yorkshire Partnership was performing well as well as setting out some areas where the partnership might benefit from greater collaborative working and areas where major transformation was likely to lead to improvements in efficiency and effectiveness of service delivery. The partnership is now taking forward some of these recommendations by developing intelligence and capacity in the key areas so that individual authorities understand the impacts on their operations whilst collectively making decisions in the best interest of the partnership as a whole. In the areas of commercial waste, kerbside re-cycling schemes, waste minimisation, long term treatment infrastructure and clinical waste overall there will be improved best practice and information sharing, joint approaches, raised awareness, improved communications, efficiency savings and contributions to outcomes around NIs and Landfill Allowance Trading Scheme (LATS) targets.

To support Craven in addressing actions from its use of resources assessment, grants have been awarded for a Transformation Programme (£10k) and Review Delivery of Finance Support Services (£5,830) and Efficiency and Procurement Document Governance (£10k).

### Innovation

Craven Domestic Violence Service is benefiting from a £2k grant to work towards IPP status, resulting in improved customer service, staff development and improved opportunities for future funding.

### DfT

North Yorkshire County Council leads on two of the three regional projects funded through the DfT grant, namely Regional Highways Collaboration (£75k) and Yorkshire Transport Collaboration (£50k). Both projects are being overseen by the Procurement Workstream Lead.

The Regional Highways Collaboration already has buy in from a number of councils and there is also likely to be some level of involvement from the Highways Agency, sub-regional passenger transport organisations and, potentially from any other public sector body in the region that invests in highways.

The aim is to establish a body through which joint procurement and shared best practice will lead to efficiency savings on a regional basis. Specifically this will begin with the procurement of a regional framework for medium sized highway related projects as there is evidence that this will deliver substantial savings.

The Yorkshire Transport Collaboration will review the opportunity for efficiencies by collaboration on data management and supply in relation to the Yorkshire delivery of the National Traveline service, local information requirements and to identify system requirements to take advantage of Electronic Bus Service Registration.

## FUTURE PLANS

All councils have been asked to identify support needs following recent CAA assessment. In addition to a £200k allocation to support under-performance, the Corporate Improvement and Value for Money Board has allocated £300k for improvement support.

Since confirmation in December of the 2009/10 CLG grant for efficiency and transformation and, in March year 3 core funding, high level discussions have been taking place on how funding should be allocated across the regional programme areas with a focus on business transformation and children's services.

CLG's guidance on the most recent allocation of the efficiency and transformation grant (capital) is as follows:

- **Project offers Value for Money** – includes taking into account whether the project would proceed without ETF funding
- **Capital activity** – the project creates an asset, either physical or intellectual property
- **Timely** – the project is reasonably well specified and can be implemented fairly soon (i.e. is there a worked up plan rather than a vague aspiration?)
- Impact on efficiency
- Impact on key LAA outcomes
- Impact on empowerment – includes consultation with users and user groups
- Degree of innovation and potential for roll out to other councils / partners.

CLG's guidance on allocation of core grant funding for year 3 (90/10 revenue capital split) is as follows:

- Co-ordinated, partnership approach to benchmarking
- A drive for more innovative procurement to achieve wider local outcomes
- Support for local authority transformation, including practical help in moving towards outcome based commissioning
- Support for third sector commissioning
- Support for outputs from the Putting the Frontline First Task Force

Currently, no bids for funding are being either invited or considered.

While the focus of YoHr Space's attention in its first 18 months has been on allocating funding and implementing a robust performance management framework, the focus is now on sustainability, for example, through the development of support frameworks and effective utilisation of Local Improvement Advisers.

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