

CHESHIRE EAST COUNCIL

Performance and Capacity Advisory Panel

Date of meeting: 17th September 2008
Report of: Bernadette Hurst, Director, Cheshire & Warrington Improvement & Efficiency Partnership (CWIEP)
Title: Update on CWIEP

1.0 Purpose of Report

1.1 As part of the new performance framework, Central and Local Government have committed to building a new, joint approach to supporting excellent and efficient performance by local authorities and their partners through the development of a National Improvement and Efficiency Strategy (NIES). The delivery of support for improvement and efficiency in the North West will primarily be through 5 sub-regional partnerships. This report informs Members of progress made so far in developing the Cheshire and Warrington Improvement and Efficiency Partnership (CWIEP).

2.0 Decision Required

2.1 N/A

3.0 Financial Implications for Transition Costs

3.1 None

4.0 Financial Implications 2009/10 and beyond

4.1 £22 million will be made available to the region over the next 3 years. It has been agreed that for 2008/09, the broad allocation of resources to the sub-regions should be 60%. This will be revised at the end of the first year of the programme, with a view to increasing it, subject to the sub-regions demonstrating achievement of their year 1 objectives. In 2008/09, £680k has been allocated to the Cheshire & Warrington sub-region. If the same formula is applied in Year 2, the funding would be about £781k. If the sub-regional allocation were to increase to say 80% of available funding, Cheshire and Warrington could receive up to £1,041m p.a. for 2009/10 and 2010/11.

4.2 However, the Government has made it clear that this is pump-priming funding and from 2011, the partnership will need to be self-sustaining. Proposals will be brought forward in due course as to how that might be achieved.

5.0 Legal Implications

5.1 Warrington BC are the accountable body. A draft constitution and terms of reference are currently being considered by Warrington and will shortly be forwarded to other partners for comment.

6.0 Risk Assessment

6.1 The desired outcome is for a Partnership which is owned and operated by the sector with responsibility for managing the development and delivery of a strategy and outputs that secure continuous improvement in and value for money of Cheshire and Warrington's public services.

6.2 There will be a significant risk to the success and reputation of Cheshire and Warrington's sub-regional improvement and efficiency partnership if partners do not remain engaged with and responsible for its direction, programme of work and take up of improvement and efficiency outputs and products. Considerable amounts of funding could be at risk and failure could also negatively impact on future Comprehensive Area Assessments.

6.3 This risk is being mitigated by firmly positioning the sub-regional strategy and delivery plans to respond to sub-regional priorities. The aim is now to significantly raise the level of sub-regional collaboration and support political and managerial leaders in implementing radically different solutions to address long-standing challenges.

7.0 Background

7.1 The North West Regional Improvement and Efficiency Strategy sets the vision for and outlines the context in which improvement and efficiency challenge and support will be developed and provided. It builds on the experience and expertise that has been developed in the region over the last three years through the work of the North West Improvement Network (NWIN) and the North West Centre of Excellence (NWCE). These two have been formally combined as of 1st April 2008, to bring together support for improvement and efficiency into one organisation, the new Regional Improvement and Efficiency partnership for the North West (NWRIEP). The strategy sets out a challenging and an ambitious programme for the Partnership to deliver against nine improvement themes:

- Transformational government and the citizen
- Efficiency
- Economic development and regeneration
- Health and social care
- Community safety
- Community empowerment and neighbourhood delivery
- Children's and young people's services
- Environmental quality and climate change

- Cohesion, and equalities and diversity.

7.2 Given the establishment of the NWIEP and the requirements of the regional strategy, the sub-regional landscape has been reviewed. The opportunity was taken to mirror the regional structures in terms of accessing funding streams and support but also the philosophy driving the combining of the improvement and efficiency agendas. Cheshire and Warrington Improvement and Efficiency partnership (CWIEP) brings together the work of the former Cheshire Warrington and Halton Information Consortium (CWHIC), Cheshire Improvement Partnership (CWIP), Cheshire Shared Services Programme, Cheshire Collaborative Services Group and Cheshire Procurement Group, to deliver the Improvement and Efficiency Strategy for Cheshire and Warrington.

8.0 Governance Arrangements

8.1 4NW – the Regional Leaders Forum for North West England, was launched on 15th July 2008 and the North West Regional Assembly ceased to exist. The Forum has assumed responsibilities within its new structure for the Regional Improvement and Efficiency Partnership.

8.2 The North West Improvement and Efficiency Partnership Group has one Member representative from each sub-region, a Member representative from North West Employers Association (NWEA) and a Member representing the Fire and Rescue Service. The Cheshire and Warrington representative is Cllr Keith Bland from Warrington BC.

8.3 The Partnership Management Board comprises two Chief Executives from each sub-region (currently Diana Terris and Anne Bingham-Holmes for Cheshire and Warrington) and a representative from the Fire and Rescue Authorities. This Partnership Management Board reports to the North West Improvement and Efficiency Partnership Group and is chaired by a local authority representative. The Audit Commission, GONW, the IDeA, NWEA and selected representatives from partner organisations act as advisors to the Partnership Management Board and also attend Board meetings.

8.4 The five sub-regional Chief Executives Groups are accountable for delivery of the programmes in their sub-region. They have a dual accountability – to the council leaders in their sub-region; and through a Director for each sub-regional programme, to the partnership for the delivery of programmes and achievement of outcomes.

8.5 The Cheshire and Warrington IEP Programme Board will therefore account to the Cheshire and Warrington Leaders group and through the Director of the Cheshire and Warrington Improvement and Efficiency Partnership, to the North West Partnership Management Board for the delivery of the Strategy. The Governance structure is designed to be flexible and able to respond to changing circumstances and future needs.

8.6 A Member panel is being developed, made up of a “champion” for each of the projects (Appendix A). In addition to regular liaison with the relevant project lead, this panel will then be able to support and advise the leaders group on matters relating to the Improvement and Efficiency agenda. It is anticipated that this panel will meet every six weeks. The first briefing of panel members will take place on 26th and 29th September; unfortunately diary commitments have meant that we will be briefing the Warrington Members separately on this occasion.

9.0 Next Steps

9.1 The CWIEP Year 1 Delivery Plan was submitted to the NWRIEP Management Board in May 2008. It was considered to be a good submission and 6 projects have since been commissioned in line with that plan. In fact, the commissioning process for the first year of Cheshire and Warrington’s Improvement and Efficiency Partnership is being held up by NWIEP as best practice.

9.2 However, CWIEP has to also submit a detailed 3 year strategy demonstrating how the improvement and efficiency programmes commissioned will contribute to achieving improved outcomes across priority areas, and how the pump-priming funding from the partnership will be invested to build sustainable collaboration beyond 2011.

9.3 The need to develop, seek approval and implement the strategy is now urgent. It certainly needs to be in place to inform the commissioning process for Year 2. The NWIEP Board have indicated that they wish to consider sub-regional proposals for future years at their Board meeting scheduled for January 2009 and therefore there is a very tight timetable to meet.

9.4 All Leaders and their authorities are asked to support the vision, aims and of implementation of the Partnership.

For further information:

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Background Documents:

The National Improvement & Efficiency Strategy
The North West Improvement & Efficiency Strategy

Documents are available for inspection at:

www.nwiep.org.uk

or

*Delamere House
Delamere Street
Crewe, CW1 2JZ*

Appendix A

CWIEP Delivery Plan Year 1

Community Empowerment & Citizen Focused Services

- Cllr John Grimshaw CW & C Area, Neighbourhood & Community Portfolio Holder (ex VR)

Member Development Programme

- Cllr Frank Keegan CE Finance, HR, Legal & Democratic, IT Portfolio Holder

Equality Standards Programme

- Cllr Myles Hogg CW & C Customer Services Portfolio Holder

Sub-regional Procurement Hub & Smarter Procurement

- Cllr Peter Mason CE Procurement, Assets & Shared Services Portfolio Holder

BPR/Project Management/Development Control

- Cllr Fiona Bruce Warrington BC Finance & Value for Money Portfolio Holder

Health & Social Care Redesign

- Cllr Roy Smith Warrington BC Community Services Portfolio Holder

CWIEP Delivery Plan Year 2

Hub for Community & Business Intelligence

- *Cllr TBA* Cheshire Fire Authority & Cheshire East Member

Independent Chair

- Cllr Herbert Manley CW & C Prosperity Portfolio Holder