

**MANCHESTER CITY COUNCIL
REPORT**

COMMITTEE: RESOURCES AND GOVERNANCE
OVERVIEW AND SCRUTINY COMMITTEE

DATE: 5TH FEBRUARY 2009

SUBJECT: MANCHESTER IMPROVEMENT PROGRAMME

REPORT OF: ELAINE BOWKER, STRATEGIC DIRECTOR,
MANCHESTER IMPROVEMENT PROGRAMME

PURPOSE OF REPORT

To provide Members with an update on the Manchester Improvement Programme activities and outputs over the past twelve months and to provide details of the proposed work programme for the year going forward.

RECOMMENDATIONS

Members are asked to note the progress of the Manchester Improvement Programme and support the programme of activities going forward.

FINANCIAL CONSEQUENCES FOR THE REVENUE AND CAPITAL BUDGETS

The Manchester Improvement Programme supports a large number of Service Improvement Projects (SIPs) that will assist departments to achieve significant business plan efficiencies that are part of the Council's annual budget projections.

CONTACT OFFICERS

Elaine Bowker	e.bowker@manchester.gov.uk	0161 219 6958
Theresa Grant	t.grant@manchester.gov.uk	0161 219 6954
Steve Park	s.park@manchester.gov.uk	0161 219 6953

WARDS AFFECTED

All

IMPLICATIONS FOR

Anti poverty	Equal Opportunities	Environment	Employment
No	No	No	No

1. KEYNOTE

The Manchester Improvement Programme (MIP) has achieved cashable savings in excess of £20m and non-cash limit savings in excess of £5m. This is set against a budget for 2008/09 of £4m. In addition to these cashable savings and equally as important MIP has implemented transformational changes that have resulted in services being delivered more efficiently, more customer focused and has contributed to the start of a change in organisational culture. As the impact of these changes become further embedded across the organisation, more savings will become available and the organisation will be become joined up in the delivery of its service and more customer focused.

2. BACKGROUND

The Manchester Improvement Programme (MIP) provides strategic support and resources to all Service Areas across the Council, in addition to individual departments, thereby facilitating the achievement of the Council's corporate objectives articulated through the Corporate Plan, Community Strategy and the Comprehensive Area Assessment (CAA). MIP is it involved in the delivery of numerous Service Improvement Projects (SIPs) and is leading on longer term strategic pieces of work, such as the Customer Service Strategy, the Information Strategy and the ICT Strategy, whilst supporting the Organisational Development department by leading on delivery of the People Strategy

The work of MIP is strategically structured into four key areas or pillars. These are as follows:

- Business Support
- Customer Service Strategy
- People Strategy
- Individual Department support, via Service Improvement Projects

The Council, in conjunction with its key strategic partnerships, has set ambitious targets through the Community Strategy and Local Area Agreement (LAA). For the Council to be successful in the delivery of these strategic objectives, transformational change is essential. The skills, experience and knowledge that MIP provides in support of departments is critical to this delivery.

The strategies that MIP has been tasked to produce are wholly interdependent on each other in terms of delivery and success. The Customer Strategy will influence the People Strategy in terms of the values and behaviours that excellent customer service demands. Also the Information and ICT Strategies seek to empower our staff and management to be more self sufficient by providing accurate, complete and timely information to the fingertips of staff using intuitive technology. This technology will underpin the delivery of the Customer Strategy.

Each of the corporate strategies have intrinsic principles of achieving financial efficiencies and improvements in various forms of customer service. These principles are driven through the need to operate more consistently, to remove wasteful processes, to procure goods and services more effectively, to remove duplication and to deliver more service for less cost, whilst maintaining the customer at the centre of everything that we do.

In addition to the above, MIP also heavily supports departments to deliver a portfolio of projects that will not only produce service improvements in terms of cashable and non-cashable benefits; it will also facilitates the delivery of individual department's business plan objectives. Without the support of MIP, these projects will not deliver the significant efficiencies that departments are seeking to achieve in a climate of additional financial pressure.

3.0 FINANCIALS

The MIP has a revenue recurring savings target for 2008/09 of £13.182m. It is estimated that £10.885m savings will be achieved against this target, which is a shortfall of £2.297m. MIP has a cumulative savings target from its introduction to the end of 2008/09 of £22.5m, against which it is expected that £20.203m will be achieved by March 2009. Additional non cash limit budget savings of £5.168m have also been achieved since MIP began.

4.0 BUSINESS PLANNING

From the 2009/10 financial year onwards, savings previously referred to as 'MIP Savings' will now be embedded in service business plans and the responsibility for realising the savings will rest with service managers. It is expected that this change will help to avoid the risk of confusion arising with regard to the quantification \ duplication, source, ownership and dependencies associated with cashable savings targets. The savings targets themselves will be made explicitly clear in each departmental business plan.

Going forward, the role of MIP will be to support, guidance and consultancy, in line with our corporate priorities, to service managers to enable the realisation of savings targets. Collectively, departments have been given business plan savings targets of £21.6m for 2009/10, and £14.4m for 2010/11.

5.0 KEY ACHIEVEMENTS 2008/09

Investment and action priorities for the MIP resources were outlined at the Scrutiny Committee in February 2008, as follows :

5.1 MiCARE Implementation

The integrated social care records system (MiCARE) that operates in both Childrens Services and Adult Social Care was implemented in October 2008. The new system means less paperwork, more automation, a reduction in errors and better integration of processes across the service. This new way of working provides managers with more information on service levels to their customers which allows them to better direct resources and understand where their service is having the biggest impact. Managers are now more able to respond to customer needs through analysis of trends and demographics.

The risk associated with the management of vulnerable people has been improved together with the support for people when they transition from Childrens Services to Adult Services.

5.2 Education Services Change Programme

Improving educational outcomes for children and young people in Manchester has been a key objective for the City over a number of years. Although there had been steady minor improvements, both schools and the Local Authority were clear that this needed to drastically improve to enable the children and young people in Manchester to take advantage of the opportunities available from the ongoing regeneration of the City.

The project team have worked with staff across Education Services to produce a suite of new business models and design principles, a full set of options that set out recommendations for future service delivery in particular with regard to the management of finances, human resources and performance. The project team have shared skills with staff across Education Services which has lead to increased skills in communication, change management and business improvement.

The impact of the project has resulted in a stronger service that is delivered through a combination of new operational roles, in particular the Senior School Effectiveness Officer, the SIP/Intervention Manager, and the Resource Manager. The capacity of the senior management team has been strengthened through the addition of two other members who come from outside the original structure, bringing a new business management approach. Strategic capacity within the service has been increased through the establishment of nine new dedicated Strategic Leads each with clear portfolios of responsibility that now enables the Education Service to better respond to an ever changing regulatory environment.

Traded Services is a first-of-its-kind unit within Education in that it does not have a budget allocated to it as it is funded solely by the revenues it generates from selling services such as Music to Schools. The traded service model will ensure that a service culture will become deeply embedded and responsive to the needs of schools and the Local Authority. It will, therefore, not be possible to have any under-utilised resources within the Education Service.

Children's Services (Education) is now operating a new process to facilitate school improvement. Schools complete a self-assessment which is checked and challenged by an independent School Improvement Partner (SIP). This self-assessment is used as the basis for the school to create an Integrated Support Plan. This describes how the school and Local Authority will work together to meet the school's needs. As result of this there is now greater clarity between the Council and schools in relation to their responsibility and accountability for outcomes and will lead to more sustainable improvements.

The relationship between schools and the Education Service has improved as a result of the project and a new framework for changing the culture within schools to one of self-management and self-improvement been established.

Performance improvement across the Education Service is an ongoing outcome that is supported by a new set of Key Performance Indicators (KPIs) and various performance monitoring tools.

The Education Services Project has significantly increased the amount of money released from centrally held budgets to support front line service delivery. Schools received over £18m of additional funds in April 2008. A number of efficiency savings have been realised totalling £8.33m (£2.84m of which are recurring savings, as of July 2008), achieved through a combination of developing more efficient processes, adopting a trading culture with schools and rationalising staffing levels to develop an integrated group of professionals with broader skills working to a common agenda. The new organisation Childrens Services (Education) went live in April 2008 with a robust framework in place to support the delivery of improved attainment for Manchester children and young people.

5.3 Redesign of the Highways Service

The project has delivered a new senior management team structure to which appointments are now underway. This will improve the service's strategic alignment and improve its focus on the delivery objectives. A series of options have been developed that describes how both improvements in customer service and cashable savings can be achieved. These options are being submitted to SMT for consideration in February 2009. Staff within the service have been supported through a leadership and change programme to help improve performance. The first phase of implementation for the new service is scheduled to complete by June 2009 and includes all customer telephone calls being handled through the Environment On Call Contact Centre (EoC). This will increase the availability of the service to customers and provide the management with improved information on service performance.

5.4 Go live with the Mobile Working Pilot Project

An innovative mobile working solution has been implemented within the Council's Pest Control department. This new integrated technology enables planned and unplanned work to be handled much more efficiently and the level of customer service has increased. Service requests are now automatically scheduled by the system, based upon priority and location, and delivered directly to the technicians' hand held tablet PC in real time. This allows staff to spend more time with the customer and less time either travelling or in the office and more inspections are carried out. The reduction in miles travelled has resulted in reduced costs and lower carbon emissions.

The new mobile working technology allows text reminder messages to be sent to customers reminding them of the planned pest control visit. This not only improves customer service but increases productivity and reduces costs as less staff time is wasted on 'No Access' visits to empty properties. The project has increased the quality and detail of information gathered by the Pest Control Service. This has enabled the production of accurate service performance reports allowing management to make more proactive decisions. This mobile working technology will be fully rolled out across the service by May 2009.

5.5 Contribute to the achievement of the objectives of the LAA and CAA

“Improving and embedding best practice in the authority’s Use of Resources, and in particular Value for Money”

MIP has made a significant contribution to the increased CAA rating of 3* achieved by the Council this year. MIP has facilitated the development of the Use of Resources Sub-Group, joining up capacity across the core corporate functions of performance, OD, HR, finance, risk and audit which has resulted in a more joined up approach to improvement from the centre. The sub-group has delivered key work streams in line with the priorities of the Audit Commission’s Key Lines of Enquiry (which make up the Organisational Assessment part of the Corporate Area Assessment).

In providing core support for the Assistant Chief Executive (Performance), MIP has led on the redesign of the business planning guidance and a comprehensive self-assessment framework that enables managers to evaluate their own performance against the requirements of the Audit Commission’s Key Lines of Enquiry. This self-assessment framework also enables departments to evidence their performance and illustrate capacity for improvement.

A set of Manchester Standards have been developed in conjunction with business leads from Finance, Risk, OD & Performance. The standards underpin the self-assessment process and outline the required behaviours and competencies of Senior Managers in line with CAA priorities. MIP has also supported the development of a comprehensive Corporate Risk Register, together with a robust process for monitoring risk and escalating to SMT where appropriate.

A in-depth review of business plans using the self-assessment tool was also supported by a joint effort from MIP, Corporate Performance and Internal Audit. Feedback was delivered to Heads of Service resulting in significantly improved Business Plans being submitted.

5.6 Production of the Corporate Information Strategy

MIP has successfully lead the delivery of a Corporate Information Strategy with the purpose of developing a consistent approach to information management. The strategy seeks to exploit the value of information and to use technology to empower both customers and employees of the Council, with particular emphasis on the use of information to support neighbourhood working, ward coordination and to improve customer engagement. The Information Strategy is due to be submitted to EMG in February 2009.

The Information Strategy is interdependent with both of the Customer and ICT Strategies since information needs are driven by customers and are mostly delivered through the use of ICT. The delivery of the Information Strategy will progressively develop a single view of customers and their neighbourhoods and will develop a culture across the Council that values, trusts and shares good quality information. This will mean less duplication, lower costs, faster service delivery and better satisfied customers. The levels of customer satisfaction will also improved by providing information in a timely manner and through the most efficient use of ICT whilst constantly safeguarding confidentiality. Information and technology will be used to drive service efficiency through breaking down departmental silos and using single rather than multiple versions of data, e.g. just one mapping system rather than two or three. The Information Strategy will support neighbourhood working, ward coordination and the levels of engagement of customers. This will help unite local services to work together and will support Members in their roles as community leaders in ensuring services are targeted and performing according to local demand.

5.7 Production of the ICT Strategy

MIP has lead the development of a Corporate ICT Strategy. The strategy is a key dependency for both the Information and the Customer Strategies and proposes a new way of approaching ICT across the whole Council. When fully implemented, the ICT Strategy will provide all users of ICT with up to date and compatible hardware and software and that both are subject to regular refreshes to ensure that technology remains fit-for-purpose. The ICT Strategy will introduce a robust governance model that will ensure that investment in technology is planned, aligned to corporate priorities and value for money.

In order to achieve these outcomes the budget, procurement, implementation and support of technology will be centralised under a single high performing ICT Service. The ICT Strategy has enabled us to present a clear picture of the direction of travel for the Council together with a clear understanding of what the ICT Service needs to do to support the broader transformation agenda, drive service improvement and customer satisfaction, and maximise the investment potential of current resources. The first draft of the ICT Strategy will be submitted to SMT in February 2009 for consideration and approval and due to be submitted to the Executive in March 2009.

5.8 Customer Relationship Management System (CRM)

In relation to the Customer Services Programme, the continued implementation of CRM is an essential element of improved customer enquiry handling and resolution. Key outcome of CRM will be the availability of customer information to frontline operatives that will help ensure quicker resolution of their queries. A CRM system will also provide valuable management information to the Council that will enable managers to better direct services towards customer requirements. The integration of CRM to the website will enable customers to make more transactions via the Internet.

The market for local authority CRM systems has developed rapidly in recent years. Following the development of the Information Strategy, Customer Strategy and the ICT Strategy, MIP has taken the opportunity to consider the best way forward for both the Council and its customers and review the latest CRM systems. This review is now in its final stages and, once approved, the recommendations will be progressed in 2009. The review has focussed on the cost and benefits of the existing SAP CRM system against other comparable systems and has considered whether the Council could obtain an improved cost to benefit ratio that is also more closely aligned to customer needs.

5.9 SAP Review

MIP has lead a series of workshops involving both SAP and key users of the technology from across the Council. These workshops have identified where SAP technology could support the Council's transformation agenda in helping driving service efficiency and deliver improved customer service.

The outcome of these workshops has enabled the Council to identify where investment could be targeted in SAP technology that could help deliver significant productivity gains and early quick wins. The outcome of the exercise, fully endorsed by SAP, also highlights what the Council must do in order to continue to maximise its value for money in SAP investment and achieve its ambition for Customer Service Excellence. As a result of this review of SAP Technology, some pilot investment has been made that will provide improvements in performance management. In particular this will eventually lead to service managers driving improved performance management reporting, ultimately leading to improved service delivery for customers.

5.10 Electronic Document Management System (EDRMS)

EDRMS technology will enable the Council to dramatically reduce the volume of paperwork that is stored and processed in the delivery of its services. The technology is essential in supporting the Council's refurbishment plans for the Town Hall in 2009 and beyond since plans are predicated on there being substantially less storage space available for paper. EDRMS is also used to automate business processes, thus removing the necessity for human intervention, speeding up processing, reducing the risk of errors and substantially lowering costs. The objectives of both the Customer and Information Strategies place a key reliance upon the availability of EDRMS to staff across Council. EDRMS is also compatible with other technologies (CRM and the website) that can be used to provide self-service facilities to our customers.

A high level requirements analysis has now been undertaken that will be progressed in 2009 through the procurement and selection of a suitable and compatible solution that is linked to the corporate approach to off-site document storage.

5.11 Production of the Customer Service Strategy

An extensive programme of research and development has been undertaken to prepare the Customer Services Strategy, led by a group of elected members and senior managers. Research has included the views of over 9,000 people, including 500 in-depth customer experience interviews with our customers. We have also consulted with our staff, Councillors and senior managers as well as with our partners in the private, voluntary and public sectors. The Customer Services Strategy provides the context and overarching framework for the development of customer focussed services, associated technology and staff support and training.

As a result of this work, a report setting out the results of the research undertaken for the strategy has been approved by SMT. This forms part of the basis of the customer commitments we make in the strategy and provides customer insight into how customers currently interact and want to with the council in the future. The Customer Services Strategy document has been produced and will be presented to SMT in February, followed by Scrutiny, and Executive in March. It sets out how we will develop as an excellent, customer-focussed organisation by ensuring that improvements are informed by customer involvement, driven by customer satisfaction and embedded in service delivery through development of strong values as part of the culture. The strategy is also based on a pre-requisite for inspiring leadership and effective working methods supported by excellent support and technology.

The key outcome of this project will be that customer services are shaped and driven by a strategy that overarches all delivery channels and council departments. It will drive standardisation and improvement of customer

services and will enable process improvement and culture change for the Council as a whole.

5.12 Corporate Contact Centre

A key deliverable of the Customer Service Strategy is the delivery of a Corporate Contact Centre. Work has continued on evaluating the business case, potential benefits and issues to be addressed in the establishment of a single telephone contact centre for all Council services. The project team have worked closely with representatives of all relevant Council services to gain a full understanding of their operations and following extensive analysis, have developed a target operating model for the consolidated contact centre along with supporting financial analysis and targets for performance of the operation.

The key outcomes of the establishment of a Corporate Contact Centre will be that telephone contact will be improved radically in terms of the efficiency and effectiveness of the service that is offered to the customer and the volume of customer calls that can be answered and handled effectively. The quality of service that will be offered to customers will radically improve with faster response times and a more diverse range of services offered via a single centre. The work undertaken to date has laid an important and solid foundation for the establishment of the final deliverable.

5.13 Customer Service Excellence (CSE) Standard

The CSE Standard was developed to offer public services a practical tool for driving customer-focused change within their organisation and replaces Charter Mark. CSE is designed to get inside the culture and ethos of an organisation, identifying what really matters to users of their services and concentrating on improving their whole experience of service delivery. MIP was tasked to review the relevance of the standard to develop a customer ethos and culture in the Council as part of the Customer Services Programme.

SMT have approved a report that sets out how the Council will undertake a corporate approach to self-assessment against the standard and use this learning to improve services to customers. Attainment of the CSE accreditation will evidence that the Council has the structures and processes in place to deliver outstanding customer service, and will signal that it is a truly customer focused organisation.

5.14 Environment on Call (EoC)

The contact centre has continued to improve performance and provide a consistent high level of customer experience. Success is measured by key indicators, which have highlighted improvements from 2007 to 2008.

89.1% of calls offered were answered, an improvement of 13% compared to 2007. The Grade of Service improved by 36.9% and calls answered continued to increase with over 400,000 calls answered during 2008. Calls abandoned decreased by 60.7% and the average speed of answer improved by 50% to 47secs. Performance management activity has improved agents average call

handling time by 39 secs per call, which represents a 13% improvement in productivity. Absence has also reduced from 9.2% in 2007 to 6.4% for 2008, reducing costs relating to absence by £11k.

Additional training has been provided to increase the number of skills sets per agent, which provided extra flexibility when planning rotas for multiple shifts. EoC is involved in regular service improvement meetings and is currently working with Highways Service Improvement Project to review existing processes as well as integrating new processes into the Contact Centre. Due to the changes within Housing, discussions have commenced to move HECT (Housing Emergency Control Team) into the EoC contact centre.

5.15 Transport Innovation Fund

Environment on Call were approached in September 2008 for assistance setting up and managing the Returning Officer's Helpline, which was due to go live on the 1st October 2008. An Environment on Call Team Manager supported the contact centre and temporarily transferred to the Town Hall for the duration of the Referendum (11 weeks). Due to limited information relating to call demand, 8 temporary agents were initially recruited and trained for the contact centre. Corporate Technology were enlisted for their assistance in providing and setting up all the telecommunications equipment and system network. During week 7, due to increased publicity as the Referendum date approached and ballot papers sent out, calls increased significantly and additional agents were assigned from EoC. A total of 9092 calls were answered with an average speed of answer of 22 secs. The grade of service for the duration of the contact centre was 76.1% and 95.3% of calls were answered.

5.16 Website Development

Following on from the re-launch of the Council Website, work has continued to improve online information and services. Over the past year work has been continuing with departments to improve the standard of content offered on the website and enhancements have been made to the navigation and search functions. Customers can now comment on individual pages on the website and this information is being captured and fed back to the content owners.

MIP also increased the number of services which can be applied for online to over 240. In addition, the MIP team have created online surveys for Fairtrade, Wythenshawe Regeneration and a number of Recycling campaigns. A number of sub-sites have also been launched this year, including Northwest Votes (information on forthcoming European elections), TIF Referendum (Office of the Returning Officer for the Transport Referendum), Manchester School Governors, Ask About Business (a libraries resources for small business in the North West), Making Manchester Safer Partnership and the Student Safety site.

The outcomes of this work are that functionality available via the website is rapidly improving and will continue through 2009 and beyond. It is expected that eventually the Council's website will become the channel of choice for

more and more of the Council's customers and this will substantially lower the cost of customer interaction.

5.17 Organisational Development (OD) Service Improvement Project

The improved OD Service will be the strategic and tactical deliverer of the People Strategy which is an essential component in the Council's ambitious vision for 2015. A high level design for the new OD Service has been approved by SMT and will be delivered across three key workstreams.

Firstly, a Shared Service Centre will be established that will provide employees and managers with standard, streamlined and high quality transactional-based services associated with general frontline help and support on OD issues. This shared service centre will also provide services that will enable staff to book and arrange training courses. The procurement and administration of training will be managed from this shared service centre to achieve economies of scale and to ensure best value. Secondly, training provider frameworks will be reviewed and re-procured to ensure that the Council is contracted to the best companies and is maximising its value for money in the delivery of training. Thirdly, strategic capacity will be established at directorate level. This will involve ensuring that a senior post exists in each directorate to form the corporate team with the Head of Leadership Development. This workstream will also address the capacity needed to deliver on the Skills Pledge.

Outcomes from the above workstreams will enable the Head of Leadership Development to ensure more consistent decision-making and approaches OD across the Council. In delivering the Council's People Strategy, greater emphasis will be placed on managers implementing interventions such as appraisals and training and development plans.

5.18 Town Hall Complex Refurbishment

A report was submitted by the Chief Executive and the City Treasurer to the Executive in July 2008, which provided detail on how the Town Hall Complex including Central Library could be developed, the benefits that this would provide and the associated costs. In August 2008 the Town Hall Complex Refurbishment Programme Board was formed to develop the specifications and, in particular, the current thinking around how changes to the physical environment can effect cultural change.

Progress made on this work by MIP has been extensive and is largely based upon development and refinement of the case supporting the project, preparation and forward planning of this significant programme of work and upon engaging with stakeholders to define how the project will run. MIP have supported the development of decant plans and exploratory work has been undertaken to understand how building renovation can influence organisational culture. MIP has played a key role in developing the Town Hall Complex renovation plans, the outcomes of which will be the complete restoration of the complex as a fitting civic centre for Manchester, and a complete refresh of the working environment for city centre staff which will contribute to the changing of organisational culture. MIP is leading on the new

Town Hall Service Centre as part of the Town Hall refurbishment work and this will provide a significantly improved experience for all customers.

5.19 Personnel Service Improvement Project

A key outcome of the Personnel Project is to empower both staff and managers across the Council to become more self-sufficient through the use of new technology. MIP has assisted in leading the implementation of a new Personnel Service Centre that was launched in November 2008 and that has brought together Personnel Administration, Organisational Management and Recruitment Services in one single location. Recruitment Services business processes have been redesigned and the implementation of both new technology and new ways of working is currently underway. This will result in managers across the Council being able to recruit staff easier and faster. The experience of candidates applying for roles in the Council will be improved as the service becomes more responsive and quicker at providing feedback.

Significant financial savings will be realised from the restructuring that is associated with both the establishment of the service centre and the broader Personnel Service reviews. These improvements will also deliver more transparent services that meet customers' needs and will provide business processes that bring people and enhanced technology together. In consolidating the Personnel Services there will be a single point of contact for the Personnel Service and ultimately reduced administrative burden that will lead to reduced costs.

5.20 Finance Service Improvement Project

MIP has led the Finance Project to successfully deliver a Shared Service Centre that went live in December 2008. This has included the design and delivery of end-to-end, fit for purpose processes for accounts payable, debt recovery, accounts receivable, income & cash management and Service Centre specific processes. Significantly improved performance management information is now being produced on a monthly basis that is subsequently helping management improve service delivery. This is further supported by new a Service Level Agreement (SLA) which enables management to measure and continually improve its performance.

Financial savings will be realised from the restructuring that has accompanied the establishment of both the Shared Service Centre and the broader service reviews. The process improvements that will be delivered by the project will help improve the CAA rating and provide for better budgetary management within the Council.

5.21 ICT Service Improvement Project

The ICT Project will deliver a consolidated ICT Service that supports and enhances technology for the whole Council and is funded by a centralised budget. The transformation to this new service started in 2008 with ICT support now being provided for both Corporate Services and Environment and Operations thus eliminating the need for local ICT teams within each of these departments. The reorganisation of the ICT Service will reduce costs through the removal of duplication into a single service and will act as a key enabler for the Council's broader transformation objectives. The ICT Project has also delivered improvements to new staff joining the Council by ensuring that all their ICT needs are addressed on day one including hardware, software and user access. These improvements have significantly reduced the number of queries and complaints associated with new staff. A capable ICT Service is key to the delivery of the key corporate strategies associated with People, Information, Customers and ICT itself.

Improvements to the ICT intranet site has lead to service information being much clearer, and advice and guidance on common ICT problems being readily available. This has enabled staff to identify and solve minor ICT issues without needing to contact the ICT Service.

5.22 Adult Social Care (ASC) Programme for Change

MIP has lead the development of the ASC service blueprint that describes the future care and support system that the department is looking to deliver in Manchester over the next few years. The blueprint is directly aligned with the government agenda for ASC, as articulated in the Putting People First concordat issued in December 2007. Through 2008 MIP have supported the ASC teams in successfully implementing the first wave of change projects, designed to improve customer focus, and support the Council's delivery of the Putting People First agenda. An outcome of this work is that the Council is now leading the way with regards to implementation of the Putting People First agenda, recognised through positive comment from CSCI and other Authorities. The Department of Health has visited the Council seeking to understand the approach and how this can be replicated in other authorities.

In working the ASC Teams, MIP has assisted in delivering the following key achievements:

Individual Budgets – individual budgets for all customers were implemented in June 2008. There are now more than 2500 customers with an individual budget which has allowed much greater choice and flexibility in setting up a package of support to meet their needs and improve customer satisfaction. In addition new audit management processes have been put in place which will allow the department to improve financial control and reduce risk.

Core Assessment – a new single assessment questionnaire and process has been implemented across the ASC service, in conjunction with the MiCARE system. The new common process has delivered greater quality and consistency of assessment across all customer groups and improved customer service through just one assessment, rather than many which had previously been the case.

Re-ablement – the implementation of the new Re-ablement service was started in 2008. As a result, 47% of customers achieve a level of independence such that leaving the re-ablement service they require no long term care, whilst 35% requiring a reduced care package with a consequential positive impact with regards to financial efficiencies. There has been significant positive customer feedback due to the improved, self esteem, dignity and respect that re-ablement helps to deliver through helping customers to restore their independence.

Home Care Contracts – new home care contracts have been implemented, reducing the number of providers from 208 to 10. The new contracts allow customers greater choice and flexibility in services, and has improved supplier management processes, value for money and quality of care whilst delivering significant financial efficiencies.

Customer Access – a new website was launched in June 2008 (MyManchesterServices) providing information on a wide range of services available to adults across the city. In addition a new suite of information leaflets were launched in support of the new services being delivered by the department. Customers are now able to make more informed decisions through improved access to information.

Fairer Charging – a 3 month customer consultation exercise was undertaken, on the design principals for a new contributions policy. The majority of customers', who responded, supported the principals of the revised policy. The proposed contributions model was presented and signed off by HWSC and Executive Members Committee at the end of 2008. The new policy will go live on 1st April 2009 and will allow for a fairer and more consistent approach to charging including an increase in contributions revenue by taking into account those with significant savings in addition to income. This will allow the department to ensure resources are spent on those with the greatest need.

5.23 Corporate Property Service Improvement Project

MIP have played a key role in providing both business analysis and strategic consultancy resource which, together with the Head of Service, has driven the transformation of the service and succeeded in achieving its vision of becoming the Corporate Landlord for the Council's estate. This service improvement has delivered cost effective acquisition, management and disposal of land and property to meet operational and investment needs. The Corporate Property Service has also reviewed and delivered the maximum financial and operational value from the Council's property assets and is now providing seamless strategic advice to its key partners and is facilitating the delivery of regeneration projects.

The new payment mechanism that are now in place with the private sector provider ensures that the financial potential of the investment estate is maximised. The internal Council team now benefit from closer working and advice from a new partner organisation. The retained Council team was restructured in 2008 with the division now being able to better focus on the strategic aspects of property. The division has taken on the role of Corporate Landlord with effect from April 2008. This has enabled a comprehensive property review to commence to ensure that buildings are fit for purpose. Individual departments can now concentrate on service delivery with specialist property support available. Consistent decision making about operational property enables a Corporate overview of the Council's asset base and contributes to the Council's better Use of Resources.

5.24 Family Placement Project

MIP have played a key role in designing a preferred delivery model for improving the service. This has included consultation with Children's Service Senior Management Team (CSSMT) and other senior stakeholders. Final consultation is currently taking place to secure funding to implement the proposed changes in 2009.

5.25 Legal Services to Children Service Improvement Project

The Children's Services to Legal Services Project has focussed on the interfaces between Children's Services and Legal Services, the quality and timeliness of preparation of documentation and an assessment as to whether the current service level agreement is relevant to the requirements of both Children's Services and Legal Services. This focus follows the identification of a number of service issues that were contributing to projected budgetary overspends.

MIP undertook extensive research across Children's Services to identify the key interfaces with Legal Services and identify areas of concern. Service improvements will be achieved as and when the recommendations for improvements are implemented.

5.26 Connexions and Education Business Links (EBL) Procurement

Childrens Services engaged MIP to assist in this procurement exercise. New suppliers are required for the provision of Connexions and EBL services in Manchester, which are being procured by the Council on behalf of the 14-19 Partnership Board, for commencement of services in April 2010 for 3-5 years. MIP were engaged to lead on revision of the specifications against which these services will be procured to reflect the changing requirements of the Manchester community. These specifications will form the basis both of the selection of new suppliers post April 2010, and also for the renegotiation of provision from existing suppliers between April 2009 and March 2010.

Following extensive consultation in 2008, MIP is now working with Corporate Procurement to ensure that the Invitation to Tender is issued to the marketplace in February 2009 and to commence negotiations with existing suppliers thereafter. The outcome of this procurement exercise will be that the Connexions and EBL services supplied to Manchester's young people will be more effectively aligned to their needs both for the 2009/10 period and onwards, as services will be delivered based upon tailored and localised service specifications rather than generic national specifications.

5.27 Governors' Service

In January 2008, MIP seconded two members of staff to the Governor Support Service in order to redesign the service, with the aim of improving the quality of the services provided to customers. Since MIP's involvement in the Governor Support Service a new and very well received Governor Support website has been launched containing guidance, advice, online forms and information to support governors. Further achievements have included the re-launch of a full-colour termly magazine for governors which has attracted very positive customer feedback. A re-launched suite of guidance and support documents has been created in response to governors' needs, which is also available online.

All the above documents now carry a consistent message, helping to further focus governors on key school improvement priorities. A new and improved governors' conference has been designed and held, reinforcing focus on school improvement. A re-launched suite of governor training packages has been introduced and a Local Authority-run clerking service has been launched, providing high quality professional support to governing bodies.

The involvement of MIP in the Governor Support Service formally ended in December 2008. The outcome is that the Governor Support Service has, in 12 months, become more effective, responsive to customer needs and created a strong strategic vision. The new Head of School Governance now has a firm platform from which to continue these improvements. The benefits of these improvements for customers will be seen in the overall improvement of schools via the governor function.

5.28 Home to School Transport

The Home to School Transport project was established as a response to increasing budgetary overspend and escalation difficulties between the commissioner of transport services to children with special education needs (Education Services) and the service deliverer (Operational Services).

Following an evaluation of existing service processes MIP developed detailed redesign that efficiently and effectively improved the service offering to customers creating a responsive operation. Within the first year of trading (07/08) a saving in excess of £1.1m was achieved against budget. The service also supported the creation of the Manchester Travel Training Partnership which supports and trains children with special educational needs to travel independently using public transport services. The success of this partnership has enabled children to become independent people who can travel freely around the City increasing their life chances and opportunities as they move into adulthood.

5.29 Area Based Grants Review

MIP has conducted Value-for-Money Reviews in 7 areas:

- Tactical Performance
- Warden Schemes x 3
- Integrated Services (Children's)
- Zion Arts Centre
- Stepping Stones
- Clean Teams
- Programme Management (RPG, all Partnerships and Performance)

The reviews provided the Council with substantial clarity on the value for money offered by the each services. This has lead to work being undertaken within Thematic Partnerships to realise both sustainable improvements and efficiency savings in each of these areas. They have also provided departments with the required information to enable them to better align resources to the Community Strategy priorities as well as creating headroom across the ABG Programme, which can then be re-invested in Community Strategy priorities.

The reviews have encouraged Heads of Service and Thematic Partnerships to consider the resources they receive (both mainstream and discretionary grant) collectively rather than as separate pots of funding to support specific activities, strengthening existing processes and attitudes towards careful prioritisation of resources that are aligned to priorities within the ABG programme.

The reviews have ultimately resulted in the development of a more integrated programme, performance and financial management framework to underpin any future investment framework. This has in turn resulted in the release of funding from lower impact services, to allow innovation and the commissioning of services that deliver a greater impact on the needs and priorities of Manchester and its people.

5.30 Housing Review

A MIP team of five conducted a service review of Manchester's Private Sector Housing function in order to: provide clarity about the business position and the challenges and opportunities faced; identify options/proposals to deliver effective and sustainable services in an environment of falling income, including quick wins and medium term opportunities; and identify a quick-win saving of £700-800k for 2009/10 in order to balance the budget.

All of the objectives of the review were achieved over a very short period of time resulting in the Service being able to present a balanced budget to Members in January together with a clear direction of travel for the Service going forwards. The review also provided the Council with a clear picture of the current business position as well as the challenges and opportunities facing Private Sector Housing in today's economic climate.

5.31 Aspiration and Well-Being

Acting on a consultancy basis for the Assistant Chief Executive (Performance) and the Director of Adult Social Care, MIP managed the Aspiration and Wellbeing work stream, facilitating the task group of the same name, and developing the priorities for the project ahead.

Comprising senior representatives from relevant bodies, including the Council, the PCT, the Mental Health and Social Care Trust and the Universities, the group worked to develop the City's offering, in line with the priorities identified in the Public Service Board's State of the City report. The ultimate aim of the group was to deliver a comprehensive and cohesive response to the perceived low levels of aspiration and non-material well-being amongst a large minority of Manchester's citizens, and to develop this into an effective and elegant monitoring system and, subsequently, policy.

Following the reorganisation of the Third Sector Team, project management of this work passed to Corporate Performance. Key outputs of the work stream to date include the joint commissioning of a region-wide well-being survey and the development of an approach to assessing well-being across the population of the City.

An improved understanding of aspiration and well-being across the City's residents has enabled the effective deployment of resources to address disparities. Improving the levels of residents' aspiration and well-being will ultimately result in a healthier, more productive population and, subsequently, improved physical and mental health, greater educational attainment, reduced levels of worklessness, and a greater quality of life.

5.32 District-Based Education Teams

Working with Children's Services Senior Management Team, MIP identified and negotiated appropriate localised, Council-occupied accommodation solutions for district education staff (Learning Strategy Officers and School Effectiveness Officers) in anticipation of the area-based partnership working required by the Children's Trust plans.

Significant medium-term savings have been identified in the provision of Blackberries and laptops with network access for selected officers in order to facilitate mobile-working, and to realise the benefits of hot-desking. This was provided to facilitate increased productivity and achieve a significant reduction in accommodation and travelling costs.

The project relocated staff from remote and unsuitable centralised locations to localised, multi-agency sites and reduced the overall number of desks required. District based and multi agency teams were formed in-line with the Government's Children's Trust priorities. Costs were reduced as a result of more efficient use of accommodation and relocations from the City centre and a through reduced travel due to the use of localised district offices and mobile working. The relocation of staff according to district has enabled the teams to provide a more responsive and flexible service to Manchester's schools which has resulted in an improved understanding of the areas served. The reduction in accommodation and travelling costs has enabled investment in mobile-working technology which has, in-turn, maximised working time, and meant that Learning Strategy Officers are better placed to respond to the needs of client schools.

5.33 Data Management Project (Education Service)

The objective of the project was to analyse current ICT systems and data usage across the Education Service and to recommend, design and implement an improved data environment. This outcome of the project was to enable staff and stakeholders to have confidence in consistent data and information provided by Education Services.

The project has delivered a robust and efficient system to track pupil progress between Key Stages 2 and 3. Capita One's Children's Support Services (CSS) module has also been configured to support casework management across the service. Data has been migrated from 3rd party systems to the Capita environment resulting in the use of only one central database system. Further systems improvements have included the development of an Education Plan Monitoring (EPM) module to support school facing activity and the implementation of new module functionality to support the Hearing and Visual Impairment (HIVI) and Children in Entertainment and Employment (CEE) business units.

The outcomes of these systems improvements have been to give the Education department a data source that will effectively support its work which

will ultimately positively improve the quality of services to customers by ensuring that service staff have access to accurate and timely information.

5.34 AGMA

The AGMA Collaborative Services Group (CSG) commissioned MIP to carry out Feasibility Studies looking initially at two Service Areas in each Greater Manchester Local Authority; Social Transport and Customer Contact. These areas have been selected from AGMA CSG's 8 Priority Service Areas with a view to identifying potential opportunities for improving the service offering to customers. The objective is to achieve significant efficiencies through collaboration in service improvement and procurement. Work undertaken to date has included extensive stakeholder engagement across the AGMA authorities whilst simultaneously developing As-Is templates and methodologies. A number of workshops have been held with the participating authorities in order to build up the As-Is records for each of the service areas, and the remainder are scheduled for completion in February 2009.

The outcome of this work for the Council is that best practice across the AGMA region is being identified and opportunities for collaborative working in these service areas is being explored as a potential source of efficiency and service improvement. The profile of MIP across the AGMA region is being raised which may lead to further opportunities in the future for collaborative working.

5.35 North West Libraries – Shared Bibliographic Service

MIP were invited to submit a tender to undertake a project initiated and overseen by the Society of Chief Librarians (North West). The aim of the project is to establish the feasibility, business case and target operating model for the creation of a shared bibliographic service that would consolidate this function from within up to 33 Local Authorities across the North West and Yorkshire. Findings from the exercise will be delivered to the Society of Chief Librarians (NW) via the project board and contingent on their satisfaction with the work to date, the project would then proceed to a pilot implementation of the shared service late in 2009.

The outcomes of this work, if a shared service is deemed appropriate and implemented, will be a more efficient and cost-effective bibliographic service which will offer cost savings for Manchester Libraries as well as an improved service for customers in ensuring that library stock is procured in an efficient and effective manner.

5.36 Intranet Content Management System (CMS) Evaluation

The intention of the evaluation is to radically redevelop the Council's intranet to achieve more widespread use and to improve and extend the available functionality. MIP has lead the evaluation of 6 market leading content management systems against core requirements. Reference site visits have been completed for a short-list of products and a final recommendation decided upon. The implementation plan for this project is currently being developed and a recommendations paper will be submitted to SMT early in 2009.

The outcomes of implementing a content management system for the Council intranet will be a vastly improved site that will better support Council staff in delivery of their work and which will offer greater functionality to them.

6.0 INDICATIVE MIP WORK PROGRAMME FOR 2009/10

The following is the MIP work programme for 2009/10, and activity associated with the Customer Strategy, the Town Hall Complex Refurbishment, the Information and ICT Strategies are predicated on political and financial approval.

6.1 Information Strategy

- Deliver the first phase of single customer view, which will enable CRM to effectively access a single record for every customer,
- Deliver a corporate reporting system that will provide the capability to deliver reporting and analysis informing better decision making,
- Evaluation of the Business Objects data management tools with a view to wider deployment across the Council deployment,
- Delivery of management reports for the Education Service that provide for the first time consolidated views of attendance records, broken down by characteristics and ward,
- Support the production of the Census and Population Statistics analysis using the Council's master data platform,
- Undertake a data security review which will measure critical data from all directorates and develop an associated risk score followed by recommendations regarding the improved protection of Council data from loss or attack,
- Establish an Information Governance Board that will ensure that the Council's data is fit for purpose, stored correctly and accessible,
- Procure and implement an Electronic Document Records Management System (EDRMS) that will support the Town Hall Extension decant plans.
- Progress recommendations in relation to the Ward Portal, which will provide customers with a ward based view on Council Services with space for Elected Members to hold Ward Diaries and comments on what is happening in their particular ward.

6.2 ICT Strategy

- Continue to transform the ICT Service to better support the Council's priorities and broader transformation agenda in line with the People, Customer and Information Strategies,
- Develop a new Business Support and Governance model to assist in decision-making for all ICT investments whilst placing the needs of services at the heart of a transparent decision-making framework,
- Develop a training programme for all technology users, staff, customers and suppliers alike, empowering users to apply technology to deliver improved services. Facilitated training and support in the use of technology will improve ICT literacy across the council.
- Develop a model for technology which, together with a new ICT Structure, will support progress towards more simplified and lower cost ICT,

- Continue to deploy the mobile working technology across the Regulatory and Enforcement Service and explore opportunities for use of the technology in Adult Social Care and the Crime & Disorder Unit.

6.3 CRM

- Progress the recommendations from the CRM system review,
- Extend the use of CRM across other Council services and through additional channels such as the Web and through face to face contact with the public,
- As part of the Town Hall Complex Refurbishment, deliver a CRM solution in time for the implementation of the Town Hall Service Centre in the proposed decant location,
- Provide a single interface which will provide customers with easy access to the many services provided by the Council.
- Continue to support existing users of the system CRM with change requests for example improvements in Waste & Recycling to offer the public greater choice in the recycling bins they utilise.
- Develop an interface from the CRM system to the Enterprise Waste Management system in order to speed up the transfer of service requests from the public to the waste collection teams.

6.4 SAP

- Implement Employee and Manager Self Service in the Personnel Service to enable employees and managers to progress basic tasks such as viewing and amending personal information, the ability to submit and approve leave requests and travel expenses as well as the ability to view payslips directly in SAP.
- Upgrade to the latest versions of the SAP systems where appropriate,
- Implement SAP software that allows managers to maintain and view their own organisation structures consistently across the Council.

6.5 Customer Service Strategy

- Development and support of standardised Customer Services training across the Council which will ensure consistency of service delivery based upon ongoing customer consultation to ensure that service design is fit for purpose.
- Develop effective co-ordinated communication plans for the elements and themes of the Customer Services Strategy to Council staff and to Customers,
- Develop and deliver methods that result in the requisite vision, ethos and culture across the Council that is based upon Customer satisfaction and excellence in Customer Service Delivery.

6.6 Corporate Contact Centre

- Develop the design and commence the implementation of the Corporate Contact Centre which will encompass a number of distinct phases and activities.
- Relocate telephone service staff to a single location before call handling and escalation processes are standardised (along with other core operating processes that will streamline and improve the service provided to customers).
- Design and establish multi-skilled call handling teams,
- Consolidate onto standardised telephony hardware and software to allow for reduced costs and improved opportunities for analytics and contact centre performance management.
- Prepare for the implementation of the corporate CRM solution,
- Assist the Council in fulfilling its reporting obligations to central government under National Indicator 14 (relating to avoidable contact with customers).

6.7 Customer Service Excellence (CSE) Standard

- Lead on the process of attaining the Customer Service Excellence standard across the Council,
- Provide the support required throughout the organisation to engender the customer service ethos necessary to maintain the standard and drive maximum benefit.
- Provide support to services in undertaking their self-assessment regarding CSE and assist in developing the required structures and processes in order to attain the accreditation.

6.8 Website Development

- Develop the website to offer increased and improved services to customers,
- Implement a single secure platform for customers to access all their accounts (including online payments, Council Tax, E-Recruitment, Libraries etc)
- Integrate with the CRM system to enable the Website as a further means of the Council managing avoidable contact.

6.9 Organisational Development (OD) Service Improvement

- Delivery a Shared Service Centre,
- Implementation top 10 training re-procured frameworks,
- Deliver a revised OD organisational structure,
- Reduce expenditure on the use of external training venues.
- Improve the management and delivery transactional OD processes through a more centralised and co-ordinated training management service,

6.10 Town Hall Complex Refurbishment

- MIP will lead the refurbishment of the Town Hall Complex,
- Improve the quality of the Town Hall Complex buildings to boost civic pride,
- Ensure that changes to the physical environment drive cultural change that improves the customer experience and employee satisfaction,
- Increase the energy efficiency of the buildings,
- Ensure that the new developments help create new jobs,
- Reduce the number of offices that the Council leases in the city centre,
- Improve the provision of Council Services and employee working conditions through improved physical environments,
- Ensure that St Peter's Square complements and enhances the civic buildings and provides a high quality setting for the proposed new developments around the Square.

6.11 Personnel Service Improvement

- Implement the remaining aspects of the new service model,
- Develop Centres of Expertise to provide specialist services, policy and support across the Council and in particular enable more focus on strategic priorities for the Council centred around external personnel matters such as Resident's Wages and improving employment opportunities for Manchester residents,
- Implement Structural Authorisation software from SAP to allow managers to better manage their organisation structure and run absence reports from their desktops thereby enabling early intervention and reducing overall absence levels,
- Implement software that support employee \ manager self-service (ESS/MSS) to basic Personnel transactions to be conducted from desktops,
- Deliver improvements to the intranet to allow managers and employees to access the information they need quickly, reducing the need to contact the Personnel service, and web based forms will reduce paperwork and duplication.

6.12 Finance SIP

- Continue to stabilise Shared Service Centre to ensure it is operating effectively and in line with expectations.
- Develop generic roles to support future finance activity to enable it to respond better to department and Council priorities and deliver efficiencies through the more effective and flexible use of employees;
- Implement improvements in the Period End Reporting process to enhance the timely reporting accounts (monthly and annually).
- Implement improvements in Budget Preparation and Monitoring processes to improve responsiveness and transparency.

6.13 Use of Resources Programme

- Support the collation of evidence for the Key Lines of Enquiry and the submission of the Organisational Assessment;
- Establish a Value for Money programme for priority areas and further embed the Manchester Standards and the Self-Assessment framework throughout the organisation.
- Assist in coordinating individual work streams that will contribute to the Council's achievement of value for money and improved outcomes for residents which will ultimately lead to an improved CAA score of use of Resources.
- Undertake consultation with Heads of Service on the form and content of a redesigned Business Planning process;
- Support the finalisation of the Risk Management and Financial Literacy training programme;
- Implementation of the self-assessment framework.

6.14 Highways Service improvement

- Implement the new single client function which will effectively manage the work demand, reduce latent demand and improve decision making,
- Implement a clear and responsive customer contact channel that will improve customer and client satisfaction (customers accessing the service via Environment On Call and face-to-face in meetings);
- Improve business processes and the use of technology to support staff through their new ways of working and to improve productivity;
- Support the recruitment of new staff to the new Client Structure and operation functions.

6.15 ICT Service Improvement

- Implement new technology and improved business processes to ensure that the ICT helpdesk is accessible to staff across the Council,
- Consolidate the provision of ICT across the Council into a single high performing and value for money service,
- Consolidate the funding of ICT across the Council into a single budget,
- Implement a single Information & ICT Governance Board to ensure ICT resources and investment are aligned with corporate priorities and risk,

6.16 Adult Social Care (ASC) Programme

- Targeted prevention to reduce or delay dependence, including Assistive Technology,
- Complete the Re-ablement Service implementation,
- Improve services for Carers and Mental Health services.
- Assist in further refining and developing the Individual Budget offering.
- Assist in the development of the core assessment process to incorporate requirements for Supporting People.
- Implement a new RAS point's allocation system for Carers IB's thereby widening the existing offering and enhancing the cost allocation tool and model to ensure fair and affordable allocation of funding.
- Develop joint working with Health to approaches to assessment and personal health budgets.
- Create a Strategic Commissioning function which will ensure that customers have local access to products and services that they require
- Develop in-house services to become commercial Business Units (for example Manchester Equipment & Adaptations Partnership)
- Develop "Shop 4 Support", a web based purchasing and budget management system for customers.
- Support a major organisation restructure of the ASC department to provide better focus on locality/district needs,
- Support the enhancement of the MiCARE system to support new business processes.

6.17 Family Placement

- Contingent on funding for the project and roles and responsibilities being agreed, MIP may be involved in the implementation of the service redesign of Family Placements. The role that MIP will play may be restricted to Quality Assurance or wider involvement, but this is to be agreed between MIP and Children's Services Senior Management Team at a future date.

6.18 Legal Services to Children

- Deliver the roll-out of an electronic document management system for casework and legal proceedings within MiCARE, thereby improved data accuracy and service in relation to management of cases.
- Assist in the devolvement of legal budgets to the Children's Services team.

6.19 Connexions and Education Business Links (EBL) Procurement

- Support the Invitation to Tender for each of the two contracts for appointment of suppliers for 3 to 5 years from April 2010 and secondly,
- Assist in the re-negotiation with existing suppliers for continued provision from April 2009 to March 2010 (subject to approval by the City Treasurer).

6.20 AGMA

- Complete the work that has been contracted to deliver in relation to Customer Contact and Social Transport (scheduled for completion in March 2009).
- Discuss further involvement of MIP in AGMA work (regarding this project or any other work) with the AGMA board, subject to their approval of MIP's role as a supplier.

6.21 North West Libraries

- Deliver a business case and a feasibility study for consideration by the Society of Chief Librarians (North West).
- Establish a pilot shared facility, subject to business case approval.

6.22 Intranet Content Management System (CMS)

- Work with the Organisational Development Service to complete the evaluation of Intranet Content Management Systems up to the point at which a high level plan for the implementation of the project is compiled and financial approval for the project has been obtained.
- Implement of the chosen CMS, support to business case approval.

6.23 Organisational Lean Review

- Make use of the PWC diagnostic toolkit to identify opportunities to simplify, standardise and/or share business processes across the Council.
- Prioritise these opportunities talking into consideration other initiatives that are already underway and corporate priorities and produce cost benefit analysis for each.
- Inform the future direction, shape, priority and investment for MIP in the short to medium term.
- Produce a set of supporting high level business cases, a target operating model and an approach to change that would prepare the Council for service design and implementation.

6.24 Galleries Service Review

- Undertake a review of the Galleries Service to determine value for money, the balancing of the service budget, business process improvement opportunities, commercial arrangements and staffing structures.
- Present a report to the Head of Service that describes where improvement opportunities exist and where possible, provide indicative figures around savings estimates and timelines for the implementation of changes.

6.25 Housing Service Change Implementation

- In conjunction with service management, agree priorities for implementation that have emerged from the Housing review in 2008.
- Establish a formal change project within the Housing Service that ensures that the recommendations set out in the Housing review are implemented through 2009.

In addition to the MIP work programme for 2009/10, the MIP Director is leading on two projects. These two projects are Resident Wages and designing the sub-regional arrangements for the transfer of responsibilities from the Learning Skills Council (LSC) to Local Authorities as part of the Multi Area Agreement.
