

**Manchester City Council
Report for Resolution**

Report To: Resources and Governance Overview and Scrutiny
Committee – 12 November 2009

Subject: AGMA Improvement and Efficiency Commission

Report of: Elaine Bowker, Strategic Director, Transformation

Summary

This report provides an overview of the AGMA Improvement and Efficiency Commission, and in particular focuses on the work being carried out as part of the Greater Manchester Collaborative Efficiency Plan.

Recommendations

- That the scrutiny committee note the direction of travel in terms of the Improvement and Efficiency Commission.
 - That the scrutiny committee note the scale of the challenge and opportunities available to Manchester through collaborative working.
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Wards Affected:

All

Contact Officers:

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Background documents (available for public inspection):

None

1.0 Background

Councillor Priest is the nominated chair of the AGMA Improvement and Efficiency Commission for 2009/10. The Commission is made up of elected Members from each of the ten Greater Manchester Authorities and meets quarterly to:

- Lead the improvement of value for money public services, collectively and within individual councils and partners for the mutual benefit of our customers and communities;
- Support the City Region and regional agenda by developing collaborative ways of working, which are both ambitious and inclusive, realising efficiencies and transforming the way we do business; and
- Create a culture within AGMA and our partners of openness, trust, generosity and support, to improve outcomes for our communities.

2.0 Aims and Objectives of the Commission:

Over the next three years the goals of the Commission are to:

- Deliver the successes agreed in Year 1 (2009/10) e.g. efficiencies beyond 3% and added value service outcomes
- Secure an enduring capacity for improvement with a culture of mutual support, generosity and trust
- Help enable the Executive and Commissions to deliver the MAA outcomes and objectives in the Greater Manchester Strategic Plan
- Work/collaborate together first
- Ensure smarter ways of working to achieve real outcomes
- Add value to the other Commissions and ensure any barriers are overcome

The Improvement and Efficiency commission works with the following Greater Manchester groups whose role it is to drive improvements and efficiencies in particular areas and report into the Commission:

- The Collaborative Services Group (CSG)
- Human Resources & Organisational Development Group
- Greater Manchester Association Metropolitan Treasures (GMAMT)
- Improvement and Efficiency Support Group

3.0 The Greater Manchester Collaborative Efficiency Plan

In October 2008, the CSG launched a three-year plan, the Greater Manchester Collaborative Efficiency Plan (GMCEP). The overall objective of the GMCEP is to achieve significant efficiencies through collaboration in service improvement and procurement across the AGMA region.

The plan focuses on ten priority areas:

- Adult Social Care;

- Transactional HR;
- Transactional Finance;
- Children's Services;
- IT Platform & Infrastructure;
- Customer Contact;
- Collaborative Insurance;
- Social Transport;
- Vehicle Procurement Management and Maintenance;
- Workforce Development.

Following the scope being defined for each priority, the area became subject to the following stages:

Stage 0 – Assess viability of the programme

Stage 1 – Identify improvement opportunities

Stage 2a – Initiate Programme

Stage 2b – Deliver Programme

Manchester City Council has had a pivotal role in progressing the areas of Customer Contact and Social Transport (see below) and these are now moving into stage 2a. Children's Services and Adult Social Care are currently defining the scope and will report to CSG once completed. The other 6 areas have all had the scope defined and agreed. Appendix A gives a summary of the stage that each service area is at and expected key dates from the latest Collaborative Efficiency Programme update on 7th October.

Key contacts have been identified within MCC across other areas to work with the AGMA programme office. These do not all sit within the Directorate of Transformation (DoT), however for governance purposes within Manchester, and to ensure a joined up approach, a programme manager from DoT has been allocated to coordinate this work, the DoT management team are represented at the Collaborative Services Group, and Elaine Bowker, Strategic Director of DoT attends the Improvement and Efficiency Commission.

4.0 Customer Contact and Social Transport

The Directorate of Transformation was commissioned by the AGMA CSG to identify potential opportunities for improving the service offering in these two of the ten priority areas. DoT carried out two feasibility studies looking at the 'as-is' state of service delivery in these areas. Benchmarking of good practice in both public and private sector organisations took place to inform potential opportunities for improvements.

The Social Transport Delivery Options and Customer Contact Delivery Options reports summarised the findings of the two feasibility studies. They identified opportunities for improvements both within each local authority and collaboratively across AGMA. These opportunities were developed and associated benefits, savings

and other efficiencies identified. The reports also identified where local authorities have improved the service offered through specific improvement initiatives.

Overall, authorities signed up to on average 80% of the opportunities relevant to their authority. High level delivery plans have been produced and CSG members are signing off which individual priorities will be taken forward in their authorities, and further work will be carried out to establish more detailed financial benefits.

In total 20 opportunities were identified for each area, varying in cost and complexity of implementation with high level savings and benefits for each. The number of opportunities varied in terms of local and collaborative working.

For Social Transport combined savings for the implementation of all quick win and longer term collaborative opportunities was estimated to be between £3m - £3.5m across AGMA. Through the implementation of the visionary opportunities, *circa* £6m could be saved across AGMA.

The opportunities identified will address issues such as:

- difficulty in managing service performance
- disjointed relationships between transport commissioners and service deliverers
- the pending impact of individual / personalised budgets within adults' services
- the transition from child to adult transport
- out of borough transport
- weak utilisation of fleet and drivers
- under-utilised technology

Additional grant funding has been received to resource a collaborative opportunity within Social Transport, "Shared Technology", looking at a joint scheduling system with GMPTE.

For Customer Contact combined savings for the implementation of all quick win and longer term collaborative opportunities were estimated to be between £2.5m - £3.5m across AGMA. Through the implementation of the visionary opportunities *circa* £11m could be saved across AGMA.

The opportunities identified will address issues such as:

- minimal exploitation of the web
- impact on staff morale as a result of job evaluation
- integration of CRM systems and reporting
- lack of customer profiling
- inefficient linking of customer complaints and feedback to service area business plans
- differing measures of performance across AGMA Contact Centres
- service specific business continuity plans not in place

A strategic customer contact group has been established to drive both the visionary work and pending future projects of this service area through to completion.

5.0 Conclusion

AGMA are working hard to ensure that we secure enduring capacity to work across the City Region to:

- realise improvements;
- realise savings that would not be achieved without the collaboration of all 10 local authorities;
- bring about sustainable transformational change
- opportunities available to Manchester through collaborative working.