

Milestones Report March 2010:

Service Area	Stage of the Delivery plan	Start Dates	Completion Dates	Comment/Current Activity
Customer Contact Service Area Champion: John Tanner Assistant Director of Customer Services Salford	Stage 1	January '09	March '09	Delivery Options Paper identified 20 individual & collaborative improvement opportunities with an estimated potential cashable efficiency saving of £5.8m – these figures were challenged. 84% of opportunities identified will be taken up by authorities (Jul'09) £1.3m individual opportunity savings identified in Sep 09 for delivery in 2010
	Stage 2a Design of Collaborative Improvement & Joint Working	July '09	Jan '10	Draft business cases for two Collaborative Opportunities – Shared Training and Out of Hours Service produced. Wigan has produced initial savings figures of £180k for these two areas. Collaborative Customer Profiling project to start in 2010. Customer Contact Strategic Group has met Jan'10 to produce an AGMA Long Term Vision, Strategy & Customer Care Standards Policy. Final document produced March 10 and presented to CSG. CSG feedback agreed that the Strategy was a good start and that a work plan needs to be developed. Each CSG member to go back to their authority and have discussions with their strategic leads about the CC strategy.
	Stage 2b Delivery of Collaborative Improvement & Joint Working	Feb '10		Awaiting progress report from Strategic and Operational Group Planning session held Friday 26 th March 2010. Out of Hours project proposal currently being developed. 6 authorities have expressed an interest in taking this forward.

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Social Transport Service Area Champions: Frances Topping, Brokerage and Procurement, Wigan	Stage 1	January '09	March '09	Delivery Options Paper identified 20 individual & collaborative improvement opportunities with an estimated potential cashable efficiency saving of £7.6m – these figures were challenged by authorities. Agreed that 80% of opportunities identified will be taken up by authorities (Jul '09) £1.31m individual opportunity savings identified in Sep 09 for delivery in 2010
Paul Lucas, Operational Service Planning Departmental Manager, GMPTTE	Stage 2a Deliver Programme Stage 2b Delivery of Collaborative Improvement & Joint Working	October '10 January '10	December '10 June '10	<ul style="list-style-type: none"> • Project teams established for Shared Technology and Taxi Procurement. • Business cases and authority sign up completed. Shared technology <ul style="list-style-type: none"> ▪ The project has been re-framed in light of the unsuccessful recruitment of a project manger. This now includes three areas expertise support, training and software costs. This will likely reduced the financial input from authorities ▪ The model developed between Tameside and GMPTTE is being documented in a case study. ▪ Assessments for each authority will be undertaken to understand the implications for them of moving to this new way of working Taxi Procurement <ul style="list-style-type: none"> ▪ Draft home to school policy has been circulated for comment. This will bring consistency across AGMA. ▪ Detailed data collection on use of and cost of taxi services is underway ▪ Trafford are leading on the potential development of a framework agreement for the provision of coaches across AGMA schools ▪ The project group agreed to undertake some base lining on the JD and PS's of drivers and Passenger Assistants with the potential for developing a consistent competency based approach at a later stage of the project. A project manager is being brought in to support this and other projects within the Efficiency Programme.

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VPMM Service Area Champion Martin Vickers, Director of Change, Salford	Stage 1	June '09	31 August '09 – moved from 31st July'09	Proposal agreed by CSG – Dec 2009 Authority Chief Executives asked to confirm their position on the Delivery Options report (Dec 09), which recommends a single AGMA wide solution.
	Stage 2a – Design	January 2010	February 2010	8 authorities confirmed commitment to proceed. A period of pre-planning is now underway to establish project board and governance arrangements RIEP bid for additional funding was unsuccessful Finance and Service lead posts have now been recruited to Risk assessment with authorities underway to capture current understanding of the implications of the project and identifying issues. These will be brought together into themes and feed into the project planning. Launch event held 16 March. Group discussions included: <ul style="list-style-type: none"> ▪ Prioritising the 16 opportunities identified in the Stage 1 report ▪ Roles, key skills and behaviour required for successful implementation The outcome of the session and subsequent actions to be circulated Update report presented to CSG on Mar 10
	Stage 2b – Deliver Programme	April 2010	March 2012	The project will be delivered in a phased approach throughout this period. Regular update reports will be provided to CSG
Transactional Finance Service Area Champion: Andrew Baldwin, Head of Financial Management, Bury	Scope defined	April '09	May '09	4 Services covered - Cashiers/Accounts Payable/Accounts Received/Payroll & Pensions
	Stage 0 - pilot	June '09	July '09	Stage 0 stalled due to closure of accounts activity. CIPFA data to be used at later stages in the programme to supplement existing data, when specific opportunities have been identified.
	Stage 1	October '09	January '10 Deadline extended to May '10	Prioritisation workshops undertaken for Debtors, Creditors, Payroll and Pensions and Cashiers. Further work on the proposed priorities will be undertaken to determine the benefits that will result from implementation for inclusion in specific business cases. The outcome will be reported to Treasurers Group prior to CSG for approval to progress A case study has been prepared on the existing collaborative work between Trafford, Stockport and Wigan (HR/Payroll) to understand the benefits that will arise from the project, learn lessons that other project areas can incorporate and raise the profile of the project.

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Transactional HR	Scope defined	June '09	July '09	Systems thinking approach to be taken to all transactional HR areas including joint work with Finance on Payroll & Pensions.
Service Area Champion: Phil Badley Director - Organisation Development Stockport	Stage 0-1	September '09	December '09 Extended to March 2010 Extended to June 2010	Position statement agreed at CSG. CSG agreed to £50,000 funding to support Stage 0 & 1. DLA HR Benchmarking data to be collated and used. Manchester and Bolton are to be approached and asked to complete template produced by the group to support the process. Deadline has passed end of February 2010 currently chasing returns. HR Directors have been engaged - Stockport, Manchester, Tameside, Bury, Trafford, Rochdale, Salford and Wigan progressing, Warrington yet to respond and identify a responsible lead within their department to support systems thinking approach. Bolton is not participating. All authorities apart from Oldham and Warrington have had their initial meeting. Bury has completed its scoping and Trafford has commenced. Workshops to take place in April and May 2010.
IT	Scope defined	May '09	July '09	
Service Area Champion David Hunter Assistant Director - Corporate ICT Salford	Stage 0	September '09	October '09	SOCITM data gathering supporting Stage 0 has been completed. All data collection has been completed March 2010 – this timetable was extended twice because of work pressures within authorities from December 09 to the end of Feb 2010. This data includes SOCITM data, all LA application data and all LA ICT Infrastructure data. Awaiting ICT FTE, Organisational Structure and grading information. 1 st Deadline missed end of Feb 2010. Data being collated for new deadline of end of March 2010.
	Stage 1	December '09	March '10 Extended to May 2010	Data analysis and best practice research will now commence in April 2010. A sequel data base is being produced to analyse the data to support opportunity identification Service Area Champion to presented update at CSG 10 th March 2010. SAC also presented initial findings and thoughts to the ITP&I Group Wednesday 24 th March 2010. Workshops are to be held in April to identify improvement opportunities.
Collaborative Insurance	Scope defined	May '09	July '09	Scope signed off by CSG
Service Area Champion Stephen Kenyon, Head of Strategic Finance, Bury	Stage 0	October '09	November '09	CIPFA data collection exercise completed and high level view of service understood Dragon's Den exercise undertaken with insurers and brokers.
	Stage 1	November '09	January '10 Deadline	Strategic Group has been established to take this work forward The detailed data collection underway will focus on Highways as the biggest area of claims and

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			extended to May 2010	<p>subsequent costs to all AGMA authorities. This data collection will look at risk management, claims handling and legal services.</p> <p>A visioning session will be held in April to identify potential future approach, using the outcome of the data collection exercise as evidence.</p> <p>A report on the project will go the next meeting of the Treasurers.</p>
Workforce Development Service Area Champion: Marie Basting Head of Improvement Rochdale	Scope defined	May '09	July '09	Includes Children's and Adult Social Care training and development provision
	Stage 0	November '09	December '09	<p>Data Collection completed December 09. Programme Brief produced and signed off by the group.</p> <p>Workshop held on 21.01.10 to identify the opportunities. 6 priority areas identified, including making the move to e-learning to reduce costs. Further analysis of data and best practice has commenced in January '10.</p> <p>Links with AGMA Strategic HR have been made to discuss workforce planning.</p>
	Stage 1	February '10	April '10	<p>Second phase of detailed data collection has commenced. Deadline has been missed on finance, service data and prioritisation. Anticipated that all this information will be with the group by mid April. Workshop held on 18th February 2010 definitions agreed for six opportunities, opportunities prioritised with next steps and owners identified.</p> <p>Service Area Champion presented update at CSG 10th March 2010. GSG Steer was to focus on high areas of spend, the procurement framework and undertake some productivity benchmarking. Workshop held 24th March 2010 following steer from CSG. Focus is now on three opportunities, Adults, Children's & Procurement with e-learning. The group have commenced planning the delivery of the prioritised opportunities.</p>
Children's Services Service Area Champion: Andrew Webb Director CS, Stockport	Scope defined	Jul '09	October '09	Successful workshop held on 12 th April 2010. Work has started on prioritising the areas for collaboration.
	Stage 0	December '09	March '10	Original anticipated milestones will not be met.
	Stage1	May '10	September'10	Original anticipated milestones will not be met.
Adult Social Care Service Area Champion:	Scope defined		October '09 for reporting to CSG 18 November '09	Facilitated event with Directors of Adult Social Care held on 15 th January '10. Currently mapping all regional improvement activity and progressing work to identify scope – Report due April 2010.

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John Rutherford Director Adult SC Bolton	Stage 0			Original anticipated milestones will not be met.
	Stage1			Original anticipated milestones will not be met.

Key to Stages Stage 0 – Preparation (agree scope, governance and collect initial data)
Stage 1 – Identify improvement opportunities
Stage 2a – Prepare Improvement Programme (Set up Project Board, establish resources, produce project plan. Stakeholder engagement etc.)
Stage 2b – Deliver Improvement Programme