



## **North West Improvement & Efficiency Partnership (NWIEP) funding update – April 2010**

### **1. EXECUTIVE SUMMARY**

To provide Members of the Improvement & Efficiency Commission with:

- an update on progress with the performance monitoring and financial returns for year 2 NWIEP investment;
- notify Elected Members of the proposal for year 3 NWIEP monies;
- inform the Commission of the outcomes from the NWIEP “Dragon Factor” and “Dragon Factor Take II” funding processes to allocate the 2010 capital monies.

Unfortunately the schedule of NWIEP meetings has not enabled a comprehensive update to be included in this report. The papers for the AGMA I&E Commission are distributed on the 13 April (a week prior to the meeting), the North West Strategic Forum’s decision on GM allocation of resources is scheduled for the 14 April and the decision regarding the capital proposals is scheduled for the 16 April. Therefore a verbal update on these meetings will be necessary at the Commission meeting of the 20 April.

### **1.1 Recommendations**

Members of the Commission are asked to note:

- the fact that AGMA are up-to-date with NWIEP monitoring arrangements and have submitted a proposal for NWIEP year 3 funding (key points of proposal outlined in paragraph 3; full proposal attached as Appendix A).
- Greater Manchester's impressive success in the highly competitive, NWIEP “Dragon Factor” round of capital funding. Overall nearly £3million was given out across the North West public sector with Greater Manchester projects receiving a remarkable £1,290,000 of this total. This is indicative of the many innovative ideas originating from the sub region (list of successful projects included in paragraph 4).
- Greater Manchester’s six projects shortlisted to present for NWIEP funding on Friday 16 April at the “Dragon Factor” Regional Final. 17 projects from across the

- It is proposed that at the next Commission meeting (27 July 2010) a progress update on all “Dragon Factor” funded projects is presented to Elected Members.

## **2. NWIEP YEAR 2, QUARTER 3 PERFORMANCE AND FINANCIAL RETURN**

AGMA have submitted a quarter 3 performance and finance return to NWIEP. This return covers all financial expenditure incurred during the period from the 1st January 2010 - 31st March 2010.

Some key outcomes delivered by NWIEP funded projects in this period include:

**Climate Change Consultation** - this consultation exercise has been held up as an exemplar piece of work by Central Government and as a consequence of this work Greater Manchester has been named as a pilot area for £3 million investment by Communities and Local Government (CLG) to improve 'Metrics for all areas'. On top of that a £10m European Regional Development Fund (ERDF) scheme is being developed as a result of the £60,000 NWIEP investment and Greater Manchester is applying to be a low carbon area for the built environment designation.

**Collaborative Efficiency Programme and Strategic Procurement Hub** – Both the Programme Office and Procurement Hub have been working extremely hard to develop the programmes and updates on progress are to be presented at this Commission meeting.

**AGMA Equalities and Human Rights Policy** – This is a unique policy which no other conurbation has developed or made such a commitment to. The purpose of the initiative is to ensure that equalities and human rights are integral to all new areas of work originating from the City Region.

This project has already achieved a number of positive outputs - the Equalities Charter, the launch event which included keynote speakers - Lord Peter Smith (Chair of AGMA), Chief Constable Peter Fahy (GM Police), Professor Ted Cattle, (Chair of Institute of Community Cohesion) and Vivienne Stone (Equalities and Human Rights Commission) and multi organisation case studies. Professor Ted Cattle was extremely impressed by the approach and work being done through this policy and stated that Greater Manchester was ahead of the game.

## **3. PROPOSAL FOR YEAR 3 NWIEP MONIES**

AGMA has submitted a proposal to draw down NWIEP year 3 funding. The proposal aims to develop an ambitious and inclusive collaborative programme that collectively delivers value for money public services.

The NWIEP Year 3 Proposal Form for the Greater Manchester Sub Regional Partnership is included as Appendix A to this update.

The proposal focuses upon “Efficiency and Procurement”, “Public Sector Reform” and “Benchmarking”.

**Efficiency and Procurement** – to build on and further develop Greater Manchester’s Collaborative Efficiency Strategy (which includes police, fire and rescue, health and transport partners).

**Public Sector Reform** – effective evaluation of the City Region Pilot projects. Determining which interventions are most cost effective is essential to informing the effective commissioning and decommissioning of services. Without robust evaluation evidence we will not be able to determine which interventions to scale up and which to scale back.

**Benchmarking** – the exploration of the feasibility of progressing on a project with a group of like minded councils in Greater Manchester or the North West to try to harmonise accounting and data collection practices to facilitate more accurate and focussed comparisons.

As part of the NWIEP Year 3 funding process AGMA has requested funding for an **Improvement & Efficiency Response Fund** to address transformational areas identified by Elected Members from the AGMA Improvement & Efficiency Commission to support quick wins and/or areas of concern such as CAA red flags or near misses.

There is an element of **capital funding** available through year 3’s NWIEP resource in response to the discussions with Commission Members AGMA is proposing a number of capital options, one looking at highway maintenance equipment to provide more effective and speedy delivery of pothole maintenance; one to look at the provision of a unified collaborative resource for the storage and management of salt provision. These were both highlighted as issues following the recent winter period. Another option is to build on the success of the NWIEP Dragon Factor funded GM Police project looking at the installation of voltage optimisation devices at a number of council owned properties. These devices lower the voltage of the supplied electricity and hence the consumption of energy from the grid / associated carbon emissions / electricity bills. GM Police are currently undertaking this work across their sites. GM Fire and Rescue Service have applied to NWIEP to undertake the same initiative in order to reduce their energy costs.

#### **4. FEEDBACK ON RESULT OF NWIEP'S "DRAGON FACTOR" FUNDING OPPORTUNITY**

Overall nearly £3million was given out across the North West public sector with Greater Manchester projects receiving a remarkable £1,290,000 of this total. This is indicative of the many innovative ideas originating from the sub region.

Greater Manchester projects receiving NWIEP investment included:

- Saving Water, Saving Money - the collection of water, from the roof space of Council buildings, to divert it away from the United Utilities drainage systems, for re-cycling on site, or diversion into water courses.

- AGMA Community Equipment Services - a project is to stimulate greater collaboration between AGMA authorities in the provision of Community Equipment and Disability Aids;

- SwiTch - as part of a change management and transformational programme, Stockport, Wigan and Trafford Council's have been working in collaboration since September 2008 to exploit the efficiency savings of procuring a shared HR/Payroll system and what opportunities there are for HR/Payroll shared services.

- Voltage Optimisation of the GM Police - to install voltage optimisation devices at a number of sites. These devices lower the voltage of the supplied electricity and hence the consumption of energy from the grid / associated carbon emissions / electricity bills.

## **5. DRAGON FACTOR TAKE II - GREATER MANCHESTER SHORTLISTED SUBMISSIONS**

AGMA received 17 funding applications in total. Here are Greater Manchester Sub Region's shortlisted submissions for the "Dragon Factor Take II Regional Final" on the 16th April.

1. Adam Hebden - Greater Manchester Fire & Rescue Service - "Voltage Power Optimisation Project"

2. Adam Hebden - Greater Manchester Fire & Rescue Service - "Pressure Washer Water Optimisation Project"

3. Paul Wilson - Bike Creche Ltd / Salford City Council / AGMA Health Commission - "Development of a cycle commuting centre at MediaCityUK"

4. Brian A. Cheetham - Tameside MBC / AGMA Value for Money Group - "Smart Water"

5. Claire Tetlow - AGMA Procurement Hub - "AGMA Procurement HUB Spend Pro Enhancement Programme"

6. Steven Wharton - GMPTE - "Energy costs of GMPTE's Metrolink light rail system"

### **Contact Officer:**

Mark Holden,  
Policy & Programme Manager, AGMA

Tel: 01942 705 720;

E-mail: [m.holden@agma.gov.uk](mailto:m.holden@agma.gov.uk)

## APPENDIX A - NWIEP Year 3 Proposal Form

Please find below the NWIEP Year 3 Proposal Form for the Greater Manchester Sub Regional Partnership.

<b>NWIEP SUB REGIONAL PROGRAMME PROPOSAL</b>	
<b>1. Description/Overview</b>	
<p>1.1 What major impacts and outcomes do you want your programme to achieve?</p> <p>1.2 What is the regional or sub regional evidence that suggests these are particularly important now?</p> <p>1.3 What activity are you proposing will achieve these major impacts and outcomes, and why?</p>	<p>1.1 The programme will:</p> <ul style="list-style-type: none"> <li>• Develop ambitious and inclusive collaboration that realises efficiencies and transforms the way we do business.</li> <li>• Deliver value for money public services collectively and individually that have significant benefits for communities and customers.</li> <li>• Create an AGMA wide culture of openness, trust, generosity and support, which sustains improved outcomes for our communities.</li> </ul> <p>1.2 Work completed by Greater Manchester Treasurers has identified the level of savings authorities in the region need to make over the next 3-5 years. It confirms that an unprecedented scale of efficiency savings needs to be delivered that will compel authorities to move to more collaborative and radical ways of working in order to achieve this.</p> <p>The Secretary of State and CLG have identified the importance of innovative procurement to achieving wider local outcomes and the delivery of cashable efficiencies. Greater Manchester will direct NWIEP funding towards securing a range of wider benefits by continuing to drive our programme of collaborative improvement and procurement initiatives.</p> <p>The 2009 Budget confirmed Greater Manchester as a pilot Statutory City Region (SCR). It recognised the potential that City Regions and Greater Manchester in particular, have to drive forward the UK's economy. Central government and AGMA Leaders have negotiated and agreed a series of powers and responsibilities that are to be devolved to the City Region.</p> <p>Major progress has been made, culminating in a substantive agreement: 'Manchester Statutory City Region Pilot - Delivering Economic Growth with Public Sector Reform'. The agreements aim is to help generate real economic growth in the City Region in a way that is consciously designed to ensure everyone contributes and everyone benefits.</p> <p>The agreement puts Manchester at the cutting edge of public sector reform. A key element of this work will be to gather and understand fully the outcomes from pilot projects to ensure the potential of this work is fully realised.</p> <p>The City Region agenda is underpinned by a major research initiative (part funded from NWIEP year one) the <a href="#">Manchester Independent Economic Review (MIER)</a> providing the evidence base for Manchester City Region's approach to sustainable economic growth.</p> <p>In addition, the "<a href="#">Total Place</a>" initiative has provided the Manchester City Region with an enhanced evidence base and focus on public sector reform opportunities particularly on the 0-5 years agenda.</p> <p>1.3 The NWIEP year 3 funds will be focused on the following themes:</p> <p><b>Efficiency and Procurement</b></p> <p>The Collaborative Efficiency Programme (CEP) was developed and adopted by AGMA in 2008. Its focus is to secure efficiencies through collaboration in 10 priority service areas. The approach to securing efficiencies involves a four stage process. The first stage involves every AGMA authority sharing information about activity on services along with costs and performance data. The purpose of this is to identify the baseline from which efficiencies can be achieved and identify opportunities to secure savings, either by individual Council improvement or collectively, for example, building on proven good practice.</p> <p>The programme also established a Procurement Hub for Greater Manchester based at Trafford Council. A dedicated Programme Office and Procurement Hub set up in 2009 supports the CEP. Despite the difficulties of securing timely co-operation throughout the dozen organisations, in a complex environment, good progress has been made. This partnership approach has recently widened to include Associate AGMA Members: Cheshire East Council and Warrington Borough Council.</p> <p>Additional resources are required to support and ensure the success of these projects. Once data collection and opportunity assessments have been completed each project will need a dedicated project team working with service managers to ensure delivery. Our approach has been to utilise the skills within AGMA authorities to create core teams, via secondments, in the Programme Office rather than use expensive consultants.</p> <p>Greater Manchester is also proposing the development of an <b>Improvement &amp; Efficiency Response Fund</b> to address transformational areas identified by Elected Members from the AGMA Improvement &amp; Efficiency Commission to address quick wins and/or areas of concern such as CAA red flags or near misses.</p>

	<p>As there is an element of <b>capital funding</b> available through year 3's resource Greater Manchester is proposing a number of capital options, one looking at highway maintenance equipment to provide more effective and speedy delivery of pothole maintenance; one to look at the provision of a unified collaborative resource for the storage and management of salt provision. These were both highlighted as issues following the recent winter period. The third option is to build on the success of the NWIEP Dragon Factor funded GM Police project looking at the installation of voltage optimisation devices at a number of council owned properties. These devices lower the voltage of the supplied electricity and hence the consumption of energy from the grid / associated carbon emissions / electricity bills. GM Police are currently undertaking this work across their sites.</p> <p><b>Public Sector Reform</b></p> <p>The NWIEP Partnership Board has received a number of reports on Total Place and the City Region Pilots. Key to all of this work is the goal of Public Sector Reform that places the citizen at the centre and focuses on solutions that could make a real difference to the 'whole life cost' of support as well as adding to economic growth through more productive and effective citizens.</p> <p>The Greater Manchester Sub Region aims to focus their work on two areas:</p> <p>(a) Supporting the evaluation process and application of Cost Benefit Analysis - evaluation is an essential element of the Statutory City Region (SCR) pilot process. Determining which interventions are most cost effective, where, and why, is essential to informing the effective commissioning and decommissioning of services. Without robust evaluative evidence we will not be able to determine which interventions to scale up and which to scale back.</p> <p>The City Region Pilot Areas include innovative models of working in key thematic areas (early years; most deprived areas, housing (power to license landlords) and Low carbon (domestic stock retrofit)</p> <p>(b) Application of lessons learned - following the outcome of the evaluation process it will be essential to start to look at how the changes need to be applied and to move into the wider rollout of this element of the Public Sector Reform agenda. This is likely to involve a range of initiatives from scaling up Best Practice, sharing teams, taking out costs to recycle into economic prosperity work, learning, adopting new practice and the creation of single teams. Managing transformational change is a complex process so it will be important to start preparing for the changes as early in the process as possible.</p> <p>To help drive and ensure the learning is both captured and applied it is recommended that a proposal for NWIEP funding to support this work is prepared.</p> <p><b>Benchmarking</b></p> <p>One of the main barriers to progress with collaborative efficiencies is the lack of comparable data about costs and activity across local government. Good quality, highly comparable information would be an enormously powerful basis for progress. However, at present, most of our collaborative projects have to spend lots of time and money converting raw, inconsistent data into valid comparisons.</p> <p>The Greater Manchester Sub Region would like to explore the possibility of carrying out an exercise with a group of like-minded Councils, in GM and/or the North West, to try to harmonise accounting and data collection practices to facilitate easier comparisons.</p>
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<b>2. Strategic Focus</b>	
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<p>How does the programme address the following Members' strategic focus points (covering the recommendations of CLGs Task Force on protecting frontline services):</p> <p>2.1 "Emphasise improvement, emphasise efficiency"</p> <p>2.2 "Think place-based, think sector-led"</p> <p>2.3 "Learn to share, share to learn"</p> <p>2.4 "Cultivate community"</p>	<p>2.1. Greater Manchester Authorities and its Public Sector partners have demonstrated their commitment to driving improvement and efficiency by producing and implementing its 3 year strategic plan – Greater Manchester Collaborative Efficiency Plan. The plan provides a framework to:</p> <ul style="list-style-type: none"> <li>• increase joint working across local authorities and public agencies;</li> <li>• improve service delivery and value for money;</li> <li>• deliver shared strategic commissioning;</li> <li>• deliver effective management of joint resources and assets, and</li> <li>• establish smarter procurement practices and initiatives.</li> </ul> <p>This programme has commitment from the most senior Elected Member and officer level and is led by the Improvement and Efficiency Commission comprising of Elected Members from all the AGMA authorities. The Commission is committed to realising a high level of ambition for efficiency through collaboration by:</p> <ul style="list-style-type: none"> <li>• The creation of a clear strategy, with political and senior officer mandate</li> <li>• A strengthened approach to joint procurement and shared services</li> <li>• Focusing on areas of significant spend and impact</li> <li>• Securing performance improvement through best practice and sharing the learning</li> <li>• Driving effective implementation</li> </ul> <p>Through the CEP activity the Programme Office and Procurement Hub work closely with all AGMA authorities, partner organisations, the third sector and officer groups to implement the opportunities arising from the programme. To date £6.85m efficiency savings have been identified.</p> <p>In addition, AGMA is committed to developing skills across the conurbation through the "Team Manchester" concept which builds on utilising embedded capacity and better use of collective resources. Asset Management projects are underway to reduce the number of council owned properties. As part of the CEP Vehicle Management and Maintenance Project Bolton Council and Bury Council are discussing the sharing of a highways depot thereby locating services together. Also, Manchester City Council and Salford City Council are entering into discussions regarding the feasibility of shared ownership of some council properties.</p>
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<p>accountability”</p> <p>2.5 “Give a little help to our friends”</p>	<p>2.2 The ethos and ideas explored within the Greater Manchester Total Place pilot will be embedded in all the Statutory City Region pilots where it is considered to be appropriate and useful, and the evaluation framework for the pilots will be informed by the learning from the Greater Manchester Total Place initiative. This is already happening in practice - Rochdale’s Sure Start children’s centres have re-organised the way the service integrates with a range of statutory, voluntary and independent sector providers. Moving mainstream anti-natal clinics into centres enabling consideration of earliest intervention. Midwives are now able to work with a range of partners on site. The other City Region pilots will consider service delivery in a similar holistic manner.</p> <p>2.3. As previously outlined in 1.3 the CEP approach to securing efficiencies involves a four stage process. The first stage entails every AGMA authority sharing information about activity on the services along with costs and performance data. The purpose of this is to identify the baseline from which efficiencies are to be achieved and to identify areas of good practice which can be shared by others.</p> <p>The CEP aims to enhance individual service improvement through a knowledge and skills transfer programme developed over the last 12 months. A key objective of the programme is to move away from overreliance on external consultancy support and build the “Team Manchester” approach by drawing in existing expertise, talent and knowledge from Greater Manchester. Staff from across Greater Manchester are seconded into key sub regional positions to support delivery.</p> <p>2.4 The whole ethos of our programme is ensuring that the communities of Greater Manchester receive efficient, effective and economic public services.</p> <p>2.5 Please see response to 2.1 and 2.3.</p>
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### 3. Resources

<p>3.1 What is the proposed total cost of the programme?</p> <p>3.2 How much funding are you seeking from the NWIEP?</p> <p>3.3 What organisations are involved in the programme and how much, if any, leveraged funding will the programme receive from these?</p> <p>3.4 How are the costs broken down between projects? If leveraged funding is also contributing to the programme, please indicate whether the NWIEP contribution will be for specific elements of the programme, or represent a proportional contribution to the programme as a whole.</p> <p>3.5 What are the core deliverables for each of the projects?</p>	<p>3.1 £3,021,000</p> <p>3.2 The Greater Manchester Sub Regional Partnership requests <b>£1,850,000</b> from the NWIEP.</p> <p>3.3 Each participating authority contributed £100,000 to the Collaborative Efficiency Programme. This includes the ten Greater Manchester authorities plus Warrington Borough Council. Associate Members such as Greater Manchester Police Authority (£40,000), Greater Manchester Passenger Transport Executive (£10,000), Greater Manchester Waste Disposal Authority (£11,000), Greater Manchester Fire and Rescue Service (£10,000) contributed a further £71,000. Therefore total funding leveraged from organisations involved equals £1,171,000 over three years. In addition, once CEP projects move into delivery and implementation phase additional funding will be required from participating authorities e.g. Switch project and Vehicle Procurement, Management &amp; Maintenance projects.</p> <p>The Greater Manchester Sub Region is currently exploring possible further funding streams for the evaluation of the City Region Pilot projects.</p> <p>3.4 The costs are broken down between the projects as follows:</p> <ul style="list-style-type: none"> <li>• <b>Efficiency and Procurement Programme - £800,000</b></li> <li>• <b>Capital Fund - £500,000</b></li> <li>• <b>Improvement &amp; Efficiency Response Fund - £250,000</b></li> <li>• <b>Evaluation of City Region Pilots - £150,000</b></li> <li>• <b>Benchmarking – £150,000</b></li> </ul> <p>3.5 The core deliverables from each of the projects are:</p> <ul style="list-style-type: none"> <li>- <b>Collaborative Efficiency Programme</b> – substantial efficiency savings for participating authorities and partner agencies.</li> <li>- <b>Capital Fund</b> – Three capital options are currently being explored, one to provide more effective and speedy delivery of pot hole maintenance; the second to look at the provision of a unified collaborative resource for the storage and management of salt provision. These projects will deliver a better service to the Greater Manchester citizen in terms of road safety and accessibility and also reduce costs via joint procurement of assets. The third option is a project looking at the installation of voltage optimisation devices at a number of council owned properties. These devices lower the voltage of the supplied electricity and hence the consumption of energy from the grid / associated carbon emissions / electricity bills.</li> <li>- <b>Improvement &amp; Efficiency Response Fund</b> – addressing transformational areas identified by the Improvement &amp; Efficiency Commission’s Elected Members as potential quick wins and/or areas of concern such as CAA red flags and near misses identified by the Audit Commission. Tackling local issues and sharing the learning across the conurbation</li> <li>- <b>Evaluation of City Region Pilots</b> – The development of effective methodologies to gauge the relative success of interventions, in particular from the point of view of translating investment in public service reform into measurable outcomes such as the higher availability of skills, reductions in worklessness, other improvements in the operation of the labour market, the reduction of deprivation or dependency and increasing the City Region’s productivity.</li> </ul> <p>Cost Benefit Ratios will be calculated and applied, so that decision makers are clear about the real cost and financial benefits of each intervention. These will feed into a broader Cost Benefit Analysis for a wider evaluation of the impact of the City Region.</p> <p>Learning and innovation from the 37 pilot projects will be shared via learning events and published case studies.</p>
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### 4. Efficiency

<p>4.1 What are the potential</p>	<p>4.1 CEP – Gross cashable savings - £10m</p> <ul style="list-style-type: none"> <li>• £8m via Smarter Procurement Initiatives</li> </ul>
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<p>projected gross and net cashable efficiency savings and non-cashable efficiency benefits to be delivered within year?</p> <p>4.2 What are the potential projected gross and net cashable efficiency savings and non-cashable efficiency benefits expected over a 4 year timescale?</p>	<ul style="list-style-type: none"> <li>• £2m via Collaborative Efficiency Projects</li> </ul> <p>4.2 CEP – Potential gross cashable savings between £25 - £50m (Based on 3% efficiency target on AGMA wide spend) These savings are highly dependent on numbers of local authorities taking up the opportunities.</p> <p>Further detail to be identified once business cases developed.</p> <p>A further non-cashable efficiency benefit of the CEP is that it aims to enhance individual service improvement via a knowledge and skills transfer programme developed over the last 12 months. A key objective of the programme is to move away from overreliance on external consultancy support and build the “Team Manchester” approach by drawing in existing expertise, talent and knowledge from Greater Manchester. Staff from across Greater Manchester are currently seconded into key sub regional positions to support delivery.</p> <p>Other non-cashable benefits of the CEP include:</p> <ul style="list-style-type: none"> <li>• Development of innovative leaders – current involvement of over 155 service managers who drive, develop and learn from our approach to collaborative improvement via CEP.</li> <li>• Creating a legacy for future public sector reform – capacity and skills development in transformational and collaborative improvement and procurement initiatives.</li> <li>• Increased partnership working – collaborative procurement partnerships with Health and GMPTE</li> </ul>
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**5. Outcomes**

<p>5.1 What are the lag indicators that will eventually show your programme has achieved the major impacts and outcomes discussed in 1.1?</p> <p>5.2 What sort of lead indicators will you use in-year to show that your programme is on track to achieve the major impacts and outcomes?</p>	<p>5.1 The long-term goals and milestones are:</p> <ul style="list-style-type: none"> <li>• Annual cashable/non cashable efficiency savings</li> <li>• Measurable service improvements</li> <li>• Increased AGMA capacity, expertise and culture to deliver transformational and collaborative working</li> <li>• Impact on authorities’ achievement of NI 179 (National ‘Value for Money’ performance indicator).</li> </ul> <p>The “Evaluation of the City Region Pilots” will not only evaluate the outcomes from the 37 pilot projects but will develop Greater Manchester officer’s evaluation skills and techniques. The Greater Manchester culture is presently one of measurement of outputs rather than outcomes. The learning from the “Housing”, “Better Life Chances” and “Early Years” pilots needs to be shared and the sub region needs to make difficult decisions, as much about what we stop delivering as about what we prioritise.</p> <p>One of the objectives of this evaluation is to inform and help Government and HM Treasury in rolling out Total Place nationally. The evidence we collect will ensure they don't have to continue piloting but can move into implementation phase faster.</p> <p>5.2 The short-term milestones for programme progress include:</p> <ul style="list-style-type: none"> <li>• Number of milestones achieved</li> <li>• Number of individual service improvement opportunities signed up to across AGMA</li> <li>• Number of collaborative service opportunities signed up to across AGMA</li> <li>• Widespread adoption of Collaborative Efficiency Plan review framework</li> <li>• Number of authorities/service managers using Collaborative Efficiency Plan framework</li> <li>• Number of Improvement &amp; Efficiency Response Fund projects identified by Elected Members</li> <li>• Buy in of authorities and partner agencies into joint procurement frameworks</li> <li>• Number of attendees at learning events re City Region Pilots Evaluation</li> </ul>
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**6. Delivery/Project Management**

<p>1 Describe one significant success &amp; learning</p> <p>6.2 Describe one significant challenge you faced during you year 2 programme.</p> <p>6.3 What are the key risks</p>	<p>6.1 Being driven by Elected Members with the remit for transformation within their authority provided the political “buy in” needed to help overcome some of the blockages. Year 3’s programme and governance model will continue to build on this approach.</p> <p>6.2. The baselining of financial information proved very difficult, the addition of a Finance Officer into the Programme Office working with identified Senior Finance Managers within authorities will help to overcome this issue.</p> <p>6.3 The possible risks are as follows:</p> <ul style="list-style-type: none"> <li>• Lack of buy-in and engagement in collaborative and efficiency opportunities.</li> <li>• Possible poor response to Improvement &amp; Efficiency Response Fund. However, the Elected Members appear to be very supportive of this opportunity to fast track resource to areas of need highlighted to them by members of the community.</li> <li>• Lack of capacity and resources within authorities and partner agencies to support data and information gathering.</li> <li>• Poor communication of opportunities and learning.</li> <li>• Delay in the city region pilot programme</li> </ul>
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