

# Improvement and Efficiency Commission

## Terms of Reference

### Purpose of the Commission

The Improvement and Efficiency Commission (I&EC) overarching purpose is to develop the climate and capability of our partners, organisations and individuals to achieve the Manchester City Region Vision:

*'Manchester will become a world-class city region at the heart of a thriving and competitive North'*

On behalf of the Executive the I&EC will have a mandate 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
- Create a culture within AGMA and our partners of openness, trust, generosity and support, to improve outcomes for our communities.

By:

- Enhancing and building strong leadership to deliver the Vision
- Establishing effective partnerships and processes to transform and drive change
- Seizing opportunities and developing local authorities' and partners' abilities and skills to drive the economic agenda
- Driving the efficiency agenda through brokering collaborative and shared working and in the provision of political leadership in effectively delivering the Greater Manchester Collaborative Efficiency Plan
- Strengthening 'place shaping' in the context of the City Region
- Building and utilising capacity across the commissions and partners
- Developing innovative and new ways of working to release capacity to drive the city region agenda
- Sharing and maximising resources beyond Greater Manchester
- Promoting the Vision and values of AGMA and the City Region through improved PR and communication between ourselves and our partners

## **Objectives/Goals**

In Year One 2009/2010 to:

- Continue to deliver existing projects and programmes such as the Greater Manchester Collaborative Efficiency Plan, AGMA Strategic Procurement Hub and the Mutual Support Pilot Programme
- Define what the Improvement and Efficiency Commission will do, how we will work, how we will engage and communicate and measures of success
- Lead the development, with other Commissions, sectors and partners, of an agreed Greater Manchester business process with performance outputs and outcomes
- Build on the shared experience and learning
- Ensure we deliver SMART outcomes in response to changing circumstances.

**By the end of year 3 we will:**

- Deliver the successes agreed in Year 1 e.g. efficiencies beyond 3% and added value service outcomes
- Have raised ambitions – to be ‘best in class’
- Secure an enduring capacity for improvement with a culture of mutual support, generosity and trust (need further consideration to how this will be measured)
- 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

## **Administration**

Administration to be provided by AGMA Policy & Research Unit

## **Meetings and Procedures**

Chair and Vice-Chair to be appointed by the Commission from the Elected Members

Improvement & Efficiency Commission - as required initially but then quarterly once fully established

(Improvement & Efficiency Planning Group to meet monthly until the Commission is fully up and running)

The AGMA Executive Board delegates authority for this Commission to allocate NWIEP and other funding streams as deemed appropriate.

The Commission will apply a Performance Management Framework to ensure the effective delivery of the Improvement and Efficiency Strategy.

The quorum of the Commission will be 7 of the 10 Elected Members on the Commission.

## **Membership**

- One Executive Member from all ten authorities who could hold the following positions:
  - Executive Portfolio Holders for Procurement, Change and Transformation
  - Executive Portfolio Holders for Finance & Efficiency
- Whilst in principle the use of substitutes is not encouraged, as this Commission is unique i.e. has Elected Member representation from all ten GM authorities, the Executive Board has granted an exemption to allow one named substitute per authority
- The three Chief Executives leads on the Improvement and Efficiency agenda
- Representatives as required from:
  - Private Sector
  - Key academic establishment(s)
  - IDeA/GONW
  - GMCVO
  - Relevant AGMA officers
  - RIEP member
  - Other relevant organisations

## **Resources**

The Commission will, through drawing down funds primarily from Northwest Regional Improvement and Efficiency Partnership (RIEP), support the work of the commissions in delivering the City region priorities.

The commission will have a key role in:

1. Developing a resourced delivery plan which may involve new or re-directed funding
2. The pro-active access of resources and funding within or outside the North West
3. Identifying opportunities for utilising and managing current collective resources in more cost effective ways
4. Programme management of the delivery plan

## **The Commission and Linkage with Other Groups**

### **Reporting into the Commission:**

The commission will work with Greater Manchester groups whose role it is to drive improvements and efficiencies in particular areas:

Those groups would be:

- The Collaborative Services Group (CSG)
- Human Resources & Organisational Development Group
- Greater Manchester Association Metropolitan Treasures (GMAMT)
- Improvement and Efficiency Support Group and;
- All other relevant groups as required

### **Working across Greater Manchester:**

The Commission will work in partnership with the Strategic Commissions reporting into the Manchester Executive Board

### **Working with the North West Region:**

The Commission works within and responds to the regional framework accountable to Central Government

### **Monitoring and Evaluation**

The work of the Commission will be monitored and evaluated via the governance structure of the City Region.

Joyce Redfearn  
AGMA Secretary  
23 January 2009