

### Progress Summary – January 2010

- Stage 1 completed in 3 priority service areas – Customer Contact; Social Transport; Vehicle Procurement, Management and Maintenance. This work has identified over 40 individual and collaborative opportunities for service improvements.
- Delivery of **£2.6m** efficiency savings in 2010 through adoption of individual authority improvements in Social Transport and Customer Contact.
- Additional collaborative projects identified for both Customer Contact and Social Transport with projected savings of **£225k per annum** (potentially more if other authorities joined in).
- VPMM project identified Stage 2 benefits of **£533 - £783k in the first year** and an estimated minimum **£2m per annum cost savings** by year 3, if a single AGMA wide solution is adopted. Transport revenue expenditure across AGMA in 2008/9 was £48m.
- Initial baseline work for Transactional Finance (Accounts; Cashiers; Payroll & Pensions) identified expenditure of £19.74m and over 550 FTE's working across the service areas using 25 different systems.
- Collaborative Insurance Dragon's Den approach identified significant savings in claims handling processes and procurement of legal services plus a willingness to move to a Mutual Insurance model in the future.
- Baseline data collection currently being undertaken in 3 service areas – Workforce Development ;Transactional HR; IT Platform & Infrastructure
- Workshop held in Adult Social Care on 15<sup>th</sup> January to identify current improvement and efficiency work and agree scope of work going forward. Some strategic procurement work being developed in this area. Similar workshop being planned for Children's' Services.

The table overleaf provides a summary statement for each service area within the programme.

## Priority Service Areas

Service Area	Stage of the Delivery plan	Start Dates	Completion Dates	Comment/Current Activity
<b>Customer Contact</b>  <b>Service Area Champion:</b>  <b>John Tanner</b> Assistant Director of Customer Services <b>Salford</b>	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)  <b>£1.3m individual opportunity savings identified in Sep 09</b> for delivery in 2010
	Stage 2 Delivery 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 for March 10.  The Customer Services Managers Group has an active role in supporting the doing / delivery of the Collaborative Efficiency Programme. Group is currently developing KPIs, IVR & Customer Insight work.
<b>Social Transport</b>  <b>Service Area Champions:</b> <b>Frances Topping,</b> Brokerage and Procurement, <b>Wigan</b>  <b>Paul Lucas,</b> Operational Service Planning Departmental Manager, <b>GMPTE</b>	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)  <b>£1.31m individual opportunity savings identified in Sep 09</b> for delivery in 2010
	Stage 2 Delivery of Collaborative Improvement & Joint Working	July '09	Jan '10	Two projects go 'live' Jan '10: <ul style="list-style-type: none"> <li>Shared Routing &amp; Scheduling project received partial funding from NWRIEP estimated savings of £125k per annum (5 authorities involved). Recruitment to Project Manager post underway using RIEP funding. This is being offered as a secondment opportunity.</li> <li>Taxi Procurement project. A number of authorities are interested. Initial investigation highlights estimated spend at £12m across AGMA per year. Projected savings of approx £36k per authority based on 3% efficiency target, could be much higher if other authorities adopted the framework.</li> </ul>
<b>Transactional Finance</b>	Scope defined	April '09	May '09	4 Services covered - Cashiers/Accounts Payable/Accounts Received/Payroll & Pensions

Service Area	Stage of the Delivery plan	Start Dates	Completion Dates	Comment/Current Activity
<b>Service Area Champion:</b>  <b>Andrew Baldwin,</b> Head of Financial Management, <b>Bury</b>	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	Workshop held to define priority improvement areas which were reported to Treasurers on the 4 <sup>th</sup> Dec.  Stage 1 which will include more detailed data gathering, identification of best practice and process mapping is due to commence end Jan 10.
<b>Transactional HR</b>  <b>Service Area Champion:</b> <b>Service</b>  <b>Phil Badley</b> Director - Organisation Development <b>Stockport</b>	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.
	Stage 0-1	September '09	December '09  Extended to March 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.  HR Directors have been engaged Stockport, Manchester, Tameside, Bury, Trafford, Rochdale & Oldham progressing, Bolton, Wigan, Salford & Warrington yet to respond and identify a responsible lead within their department to support systems thinking approach. 5 consecutive days required for process mapping.
<b>IT</b>  <b>Service Area Champion</b>  <b>David Hunter</b> Assistant Director - Corporate ICT <b>Salford</b>	Scope defined	May '09	July '09	
	Stage 0	September '09	October '09	SOCITM data gathering supporting Stage 0 has been completed.  Data collection was due to be completed by 18 <sup>th</sup> December 2009 – this timetable has now been extended because of work pressures within authorities to the end of Jan 2010. This will include SOCITM data, all LA application data and all LA ICT Infrastructure data.
	Stage 1	December '09	March '10	Data analysis and best practice research will commence in February 2010. A sequel data base is being produced to analyse the data to support opportunity identification.
<b>Collaborative Insurance</b>  <b>Service Area Champion</b> <b>Stephen Kenyon,</b> Head of Strategic Finance, <b>Bury</b>	Scope defined	May '09	July '09	
	Stage 0	October '09	November '09	CIPFA data collection exercise completed and high level view of service understood.
	Stage 1	November '09	January '10	Dragon's Den held with insurance brokers and providers to establish opportunities for improvement. Work to commence on the identification of processes for claims handling, risk management and legal services. These areas have the greatest potential for sustainable efficiency savings. Strategic group being established to develop future vision and direction for the service area. Nominations for the group to be received by 22 Jan 2010.

Service Area	Stage of the Delivery plan	Start Dates	Completion Dates	Comment/Current Activity
<b>Workforce Development</b>  <b>Service Area Champion:</b>  <b>Marie Basting</b> Head of Improvement <b>Rochdale</b>	Scope defined	May '09	July '09	Includes Children's and Adult Social Care training and development provision
	Stage 0	November '09	December '09	Data Collection completed December 09. Programme Brief produced and signed off by the group.  A workshop will take place on 21.01.10 to identify the opportunities to take forward from the brief and produce a work plan for 2010. Analysis of data and best practice has commenced in January '10.  Links with AGMA Strategic HR have been made and the Programme Brief will go to this group for review in January 2010.
	Stage 1	February '10	April '10	
	Children's Services	Scope defined	Jul '09	October '09
<b>Service Area Champion:</b>  <b>Andrew Webb</b> Director CS, <b>Stockport</b>	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	Scope defined		October '09 for reporting to CSG 18 November '09
<b>Service Area Champion:</b>  <b>John Rutherford</b> Director Adult SC <b>Bolton</b>	Stage 0	November '09	March '09	Original anticipated milestones will not be met.
	Stage1	May '10	September'10	Original anticipated milestones will not be met.
	VPMM	Stage 1	June '09	31 August '09 – moved from 31 <sup>st</sup> July'09
<b>Service Area Champion</b>  <b>Martin Vickers,</b> Director of Change, <b>Salford</b>	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 Current bid for RIEP funding underway to secure finances to support delivery.
	Stage 2b – Deliver Programme	April 2010	March 2012	The project will be delivered in a phased approach throughout this period.

**Key to Stages**  
 Stage 0 – Preparation (agree scope, governance and collect initial data)  
 Stage 1 – Identify improvement opportunities  
 Stage 2a – Initiate Improvement Programme  
 Stage 2b – Deliver Improvement Programme