

# Annual efficiency statement - backward look - Provisional

## Details

**Local authority** Telford & Wrekin Council

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Statement

**Overarching Key Actions Taken**

## THE EFFICIENCY & IMPROVEMENT CONTEXT

Telford & Wrekin is a low spending, low Council Tax and high performing local authority. The Council was the first in the West Midlands to achieve 'Excellent' status. It continues to be a 4 Star -rated authority under CPA. The context within which it is continuing to address its annual efficiency target of some £2.932m is:

- The Council Tax for our unitary services has been around £70 below the Unitary average for some time and one of the lowest in the Midlands region. In terms of Band D comparisons, the level of Council Tax paid in Telford & Wrekin in 2007/08 was **£1008.50**. The average level of Council Tax for the same services in the other 5 local authority areas of Shropshire was **£1,126.46**;
- A constant drive to make savings has featured in the Budget Strategy every year since becoming a Unitary Authority. This has generated additional savings averaging around **£2m** every year since 1998, consistent with the Government's agenda for efficiency, despite the inherited low spending base acknowledged by the Council's external auditor;
- For the past three decades, Telford & Wrekin has demonstrated that the ONS annual population estimates have systematically failed to accurately track and project population growth. Our position was confirmed by the results of both the 1991 and 2001 Census. The impact of this undercount has been severe. We estimate that since becoming a Unitary Authority in 1998, we have lost in excess of £16 million because of population undercount by ONS and data lag.

## Appendix 2

· Additionally, Telford & Wrekin has lost a further £8.5m grant through ‘damping’ in the two years 2006/07 and 2007/08. The Council’s budget has been adversely affected by the introduction of the ‘damping’ mechanism by Government; some £4.3m of money that the RSG formula calculated should have been allocated to Telford & Wrekin was withheld by the Government in 2006/07 and £4.2m in 2007/08, to protect councils whose needs, in real terms, are becoming less.

These factors set a positive context when considered in relation to the overall performance improvement achieved by the Council:

- In terms of our overall ‘direction of travel’, the Council has improved 75% of statutory BVPIs from 2005/06 to 2007/08, with 64% of BVPIs improving in 2007/08;
- We have achieved an average rate of improvement on each BVPI of 8.7% in 2007/08;
- In 2006 we were named ‘Best Achieving Council’ (Municipal Journal) and were highly commended by judges in the ‘Council of the Year’ Award (Local Government Chronicle).

### THE COUNCIL'S APPROACH TO EFFICIENCY

There are 2 broad strands to our strategy:

#### (i) Corporate Service & Financial Planning Process

The core process through which the Council has taken forward its commitment to achieving both greater efficiency and improved performance is its Service & Financial Planning Framework. This links together Community/Corporate Strategy and Priorities with our Priority, Portfolio and Business Plans through to individual Personal Development Plans. It brings together a broad strategic assessment of local community needs, national policy priorities and performance information on our services alongside the revenue and capital resources that are available to us.

Budgets undergo regular review to identify potential corporate efficiencies to ensure that our organisation constantly make best use of all resources - money, people, buildings, systems and equipment - to maximise operational performance, and targets are set annually.

Overall, efficiencies totalling **£3.504m** have been achieved across our services for 2007/08.

### (ii) Corporate Efficiency Strategy & Focuses for Action

In addition, we have identified a number of specific corporate focuses for action through which operational efficiency can be improved:

- **Procurement:** Both in terms of undertaking procurement processes more efficiently e.g. e-procurement, and in taking a strategic look at how services are organised and delivered (proposals totalling **£1.217m\*** are identified in our Backward Look Efficiency Statement - being a combination of £0.287m identified in the cross-cutting themes and £0.930m within the specific service areas)
- **Using ICT to both improve customer services and maximise efficiency:** This will include re-engineering systems and processes to generate efficiency savings and enhance customer service (proposals totalling **£0.378m\*** are identified in our Backward Look Efficiency Statement - all relating to the cross-cutting themes)
- **Creating a workforce of the Future:** Our Beyond Excellence Through People project is examining working practice and terms and conditions of service to improve organisational performance and efficiency (proposals totalling **£0.913m\*** are identified in our Backward Look Efficiency Statement - being a combination of £0.186m identified in the cross-cutting themes and £0.727m within the specific service areas);
- **Review and rationalisation of Council assets and buildings:** Exploring opportunities for co-location of services, review current operational buildings and better realise the potential of our assets (proposals totalling **£0.264m\*** are identified in our Backward Look Efficiency Statement - being a combination of £0.025m identified in the cross-cutting themes and £0.239m within the specific service areas);
- **Invest to Save Initiatives:** In 2007/08 we created a corporate fund to pump-prime key development initiatives that will result in significant efficiency 'pay-back'.

\* As these are focuses for action Council-wide, the figures quoted above include both corporate and service-level proposals.

## Appendix 2

| Title                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Ongoing gains sustained from 2006/07 (£) |                          | Further gains achieved in 2007/08 (£) |                          | ...of which expected to be ongoing (£) |                          | Cumulative gains as at end of 2007/08 (£) |                          | Related links                                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|--------------------------|---------------------------------------|--------------------------|----------------------------------------|--------------------------|-------------------------------------------|--------------------------|---------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Total gains                              | ...of which cashable (£) | Total gains                           | ...of which cashable (£) | Total gains                            | ...of which cashable (£) | Total gains                               | ...of which cashable (£) |                                                                                 |
| Adult social services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 943,844                                  | 841,626                  | 1,128,600                             | 134,000                  | 1,128,600                              | 134,000                  | 2,072,444                                 | 975,626                  | <a href="#">Documents</a><br><a href="#">People</a><br><a href="#">Projects</a> |
| <b>2007/08 Primary quality crosscheck</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                          |                          |                                       |                          |                                        |                          |                                           |                          |                                                                                 |
| <b>Quality crosscheck</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                          |                          |                                       |                          |                                        |                          | <b>2006/07</b>                            | <b>2007/08</b>           | <b>Quality crosscheck met?</b>                                                  |
| Intensive home care as a percentage of intensive home and residential care (PAF B11)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                          |                          |                                       |                          |                                        |                          | 30.34                                     | 30.27                    | No                                                                              |
| <p><b>Key actions undertaken to achieve efficiency gain:</b> Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on Procurement and Creating a Workforce for the Future.</p> <p>Key actions: 1. Direct Payments - redirection from council organised provision; increased clients and reduced unit costs : £524k</p> <p>2. Older People - redirection from residential / nursing care to Helped Live at Home : £296k</p> <p>3. Assessments &amp; Reviews - increased number of clients processed : £121k</p> <p>4. Substance Misuse - increased number of clients : £54k</p> <p>5. Reduction in general running costs within Adult Social Services: £56k</p> <p>6. Review of Preventative and Support Services contract and service provision: £50k</p> <p>7. Rationalisation of Performance &amp; Information Unit: £18k</p> <p>8. Direct Payments contract review : £10k</p> <p><b>Quality crosscheck notes:</b> The percentage change between years is minimal and can be attributed to the increased uptake of direct payments.</p> |                                          |                          |                                       |                          |                                        |                          |                                           |                          |                                                                                 |
| Children's services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 1,546,425                                | 1,516,417                | 498,000                               | 498,000                  | 498,000                                | 498,000                  | 2,044,425                                 | 2,014,417                | <a href="#">Documents</a>                                                       |

## Appendix 2

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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |        |        |        |        |        |                |                |                                | <a href="#">People</a><br><a href="#">Projects</a>                              |
| <b>2007/08 Primary quality crosscheck</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |        |        |        |        |        |                |                |                                |                                                                                 |
| <b>Quality crosscheck</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |        |        |        |        |        | <b>2006/07</b> | <b>2007/08</b> | <b>Quality crosscheck met?</b> |                                                                                 |
| CSCI judgement: Serving children well?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |        |        |        |        |        | 1              | 1              | Yes                            |                                                                                 |
| <p><b>Key actions undertaken to achieve efficiency gain:</b> Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on Creating a Workforce for the Future and Review and Rationalisation of the Council's assets and buildings.</p> <p>Key actions:</p> <p>1. Looked After Children - reduced costs in relation to specialist and external residential placements : £359k</p> <p>2. Children &amp; Families - reduction in the reliance on agency workers : £139k</p> <p><b>Quality crosscheck notes:</b></p>                                                                                          |        |        |        |        |        |                |                |                                |                                                                                 |
| <b>Culture and sport</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 59,937 | 58,880 | 53,000 | 53,000 | 53,000 | 53,000         | 112,937        | 111,880                        | <a href="#">Documents</a><br><a href="#">People</a><br><a href="#">Projects</a> |
| <b>2007/08 Primary quality crosscheck</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |        |        |        |        |        |                |                |                                |                                                                                 |
| <b>Quality crosscheck</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |        |        |        |        |        | <b>2006/07</b> | <b>2007/08</b> | <b>Quality crosscheck met?</b> |                                                                                 |
| Non-approved indicator (enter 0 in 2006/07 and 1 in 2007/08 and explain in the text box)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |        |        |        |        |        | 1              | 1              | Yes                            |                                                                                 |
| <p><b>Key actions undertaken to achieve efficiency gain:</b> Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on Rationalisation of the Council's assets and buildings together with other efficiencies.</p> <p>Key actions:</p> <p>1. Additional income generated at Telford Ice Rink from increased demand and active marketing: £53k</p> <p><b>Quality crosscheck notes:</b> Non-approved indicator - the number of visits to leisure facilities has been used as an indication of service quality (this indicator has been re-named since 06/07 from the number of swims and other visits</p> |        |        |        |        |        |                |                |                                |                                                                                 |

## Appendix 2

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|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|----------------|---------------------------------------------------------------------------------|--------------------------------|
|                                   | but measures the same thing). The number of visits has increased from 1,279,033 in 06/07 to 1,279, 488 in 07/08.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |         |         |         |         |         |         |                |                                                                                 |                                |
| <b>Environmental services</b>     | 699,815                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 699,815 | 218,604 | 178,604 | 218,604 | 178,604 | 918,419 | 878,419        | <a href="#">Documents</a><br><a href="#">People</a><br><a href="#">Projects</a> |                                |
|                                   | <b>2007/08 Primary quality crosscheck</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |         |         |         |         |         |         |                |                                                                                 |                                |
|                                   | <b>Quality crosscheck</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |         |         |         |         |         |         | <b>2006/07</b> | <b>2007/08</b>                                                                  | <b>Quality crosscheck met?</b> |
|                                   | Percentage sum of household waste arisings that have been:(a) sent by the Authority for recycling (BV82a i); (b) sent by the Authority for composting or treatment by anaerobic digestion (BV82b i); and (c) used to recover heat, power and other energy sources (BV82c i)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |         |         |         |         |         | 34.7           | 36.6                                                                            | Yes                            |
|                                   | <p><b>Key actions undertaken to achieve efficiency gain:</b> Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on Procurement, Creating a Workforce for the Future, and Invest to Save.</p> <p>Key actions:</p> <ol style="list-style-type: none"> <li>1. Further benefits arising from increased recycling, diversion from landfill and kerbside collection service: £89k</li> <li>2. Improvements in outcomes from investment in street lighting and Highways, fewer insurance claims and higher level of customer satisfaction: £40k</li> <li>3. Further efficiencies through review of the environmental maintenance contract: £50k</li> <li>4. Review and rationalisation of portfolio structure and support services : £40k</li> </ol> <p><b>Quality crosscheck notes:</b></p> |         |         |         |         |         |         |                |                                                                                 |                                |
| <b>Local transport (highways)</b> | 258,765                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 258,765 | 0       | 0       | 0       | 0       | 258,765 | 258,765        | <a href="#">Documents</a><br><a href="#">People</a><br><a href="#">Projects</a> |                                |
|                                   | <b>2007/08 Primary quality crosscheck</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |         |         |         |         |         |         |                |                                                                                 |                                |
|                                   | <b>Quality crosscheck</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |         |         |         |         |         |         | <b>2006/07</b> | <b>2007/08</b>                                                                  | <b>Quality crosscheck met?</b> |

## Appendix 2

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|                                                                                          | Percentage of local authority principal road network where structural maintenance should be considered (BV223)                                                    |   |   |   |   |   |                |                |                                                                                 |  |
|                                                                                          | <b>Key actions undertaken to achieve efficiency gain:</b><br><b>Quality crosscheck notes:</b> Information not yet available will be completed prior to submission |   |   |   |   |   |                |                |                                                                                 |  |
| Local transport (non-highways)                                                           | 0                                                                                                                                                                 | 0 | 0 | 0 | 0 | 0 | 0              | 0              | <a href="#">Documents</a><br><a href="#">People</a><br><a href="#">Projects</a> |  |
| <b>2007/08 Primary quality crosscheck</b>                                                |                                                                                                                                                                   |   |   |   |   |   |                |                |                                                                                 |  |
| <b>Quality crosscheck</b>                                                                |                                                                                                                                                                   |   |   |   |   |   | <b>2006/07</b> | <b>2007/08</b> | <b>Quality crosscheck met?</b>                                                  |  |
| No efficiency gains to be reported in this sector, (enter 0 in 2006/07 and 0 in 2007/08) |                                                                                                                                                                   |   |   |   |   |   | 0              | 0              | Yes                                                                             |  |
|                                                                                          | <b>Key actions undertaken to achieve efficiency gain:</b><br><b>Quality crosscheck notes:</b>                                                                     |   |   |   |   |   |                |                |                                                                                 |  |
| LA social housing (capex)                                                                | 0                                                                                                                                                                 | 0 | 0 | 0 | 0 | 0 | 0              | 0              | <a href="#">Documents</a><br><a href="#">People</a><br><a href="#">Projects</a> |  |
| <b>2007/08 Primary quality crosscheck</b>                                                |                                                                                                                                                                   |   |   |   |   |   |                |                |                                                                                 |  |
| <b>Quality crosscheck</b>                                                                |                                                                                                                                                                   |   |   |   |   |   | <b>2006/07</b> | <b>2007/08</b> | <b>Quality crosscheck met?</b>                                                  |  |
| No efficiency gains to be reported in this sector, (enter 0 in 2006/07 and 0 in 2007/08) |                                                                                                                                                                   |   |   |   |   |   | 0              | 0              | Yes                                                                             |  |
|                                                                                          | <b>Key actions undertaken to achieve efficiency gain:</b><br><b>Quality crosscheck notes:</b>                                                                     |   |   |   |   |   |                |                |                                                                                 |  |

## Appendix 2

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| LA social housing (other)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 0       | 0 | 51,000  | 51,000  | 51,000  | 51,000         | 51,000         | 51,000                         | <a href="#">Documents</a><br><a href="#">People</a><br><a href="#">Projects</a> |  |
| <b>2007/08 Primary quality crosscheck</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |         |   |         |         |         |                |                |                                |                                                                                 |  |
| <b>Quality crosscheck</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |         |   |         |         |         | <b>2006/07</b> | <b>2007/08</b> | <b>Quality crosscheck met?</b> |                                                                                 |  |
| Housing CPA score (A=1, B=2, C=3, D=4)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |         |   |         |         |         | 1              | 1              | Yes                            |                                                                                 |  |
| <b>Previous primary quality crosscheck (if different)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |         |   |         |         |         |                |                |                                |                                                                                 |  |
| <b>Previous primary quality crosscheck</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |         |   |         |         |         |                | <b>2006/07</b> | <b>2007/08</b>                 | <b>Quality crosscheck met?</b>                                                  |  |
| No efficiency gains to be reported in this sector, (enter 0 in 2006/07 and 0 in 2007/08)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |   |         |         |         |                |                |                                |                                                                                 |  |
| <p><b>Key actions undertaken to achieve efficiency gain:</b> Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on Review and Rationalisation of the Council assets and buildings.</p> <p>Key actions: 1. Housing Needs - reduction in temporary accommodation repairs and maintenance budgets in line with the strategy to reduce the number of temporary accommodation units by 2010: £21k</p> <p>2. Termination of accommodation lease without impacting on service provision: £30k</p> <p><b>Quality crosscheck notes:</b></p> |         |   |         |         |         |                |                |                                |                                                                                 |  |
| Non-school educational services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 216,825 | 0 | 593,000 | 330,000 | 593,000 | 330,000        | 809,825        | 330,000                        | <a href="#">Documents</a><br><a href="#">People</a><br><a href="#">Projects</a> |  |
| <b>2007/08 Primary quality crosscheck</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |         |   |         |         |         |                |                |                                |                                                                                 |  |
| <b>Quality crosscheck</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |         |   |         |         |         | <b>2006/07</b> | <b>2007/08</b> | <b>Quality crosscheck met?</b> |                                                                                 |  |
| Percentage achieving five or more GCSEs (BV39)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |         |   |         |         |         | 87.9           | 91.5           | Yes                            |                                                                                 |  |
| <p><b>Key actions undertaken to achieve efficiency gain:</b> Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on Review and Rationalisation of the Council assets and buildings, Creating a Workforce for the Future and Invest to Save.</p>                                                                                                                                                                                                                                                                                     |         |   |         |         |         |                |                |                                |                                                                                 |  |

## Appendix 2

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|                                                                                                                                                                                             | <p>Key actions:</p> <ol style="list-style-type: none"> <li>1. Synergies available from integrated provision of service: £230k</li> <li>2. Special Educational Needs Transport Review: £50k</li> <li>3. Efficiencies from the PFI provision of Hadley Learning Centre (school, leisure and community facility) including hard and soft facilities management spread across the life of the contract: £138k</li> <li>4. Sale of Surplus Assets, interest accrued from the sale of former school buildings: £50k</li> <li>5. Efficiencies from operating the NVQ centre and more effective service delivery : £25k</li> <li>6. Efficiencies from workforce development providing a more skilled workforce and earlier intervention: £100k</li> </ol> <p>Quality crosscheck notes:</p> |         |        |   |        |   |         |         |                                                                                 |
| Supporting people                                                                                                                                                                           | 387,484                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 170,573 | 0      | 0 | 0      | 0 | 387,484 | 170,573 | <a href="#">Documents</a><br><a href="#">People</a><br><a href="#">Projects</a> |
| 2007/08 Primary quality crosscheck                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |         |        |   |        |   |         |         |                                                                                 |
| Quality crosscheck                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |         |        |   |        |   | 2006/07 | 2007/08 | Quality crosscheck met?                                                         |
| Average performance level for all local Supporting People services, using the six Core Objectives in the Quality Assessment Framework (Mode grade letter represented as 1=A, 2=B, 3=C, 4=D) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |         |        |   |        |   | 2       | 2       | Yes                                                                             |
| <p>Key actions undertaken to achieve efficiency gain:</p> <p>Quality crosscheck notes:</p>                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |         |        |   |        |   |         |         |                                                                                 |
| Homelessness                                                                                                                                                                                | 158,347                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 158,347 | 25,300 | 0 | 25,300 | 0 | 183,647 | 158,347 | <a href="#">Documents</a><br><a href="#">People</a><br><a href="#">Projects</a> |
| 2007/08 Primary quality crosscheck                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |         |        |   |        |   |         |         |                                                                                 |
| Quality crosscheck                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |         |        |   |        |   | 2006/07 | 2007/08 | Quality crosscheck met?                                                         |

## Appendix 2

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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Non-approved indicator (enter 0 in 2006/07 and 1 in 2007/08 and explain in the text box) |         |         |         |         |         |                | 0              | 1                                                                               | Yes |
| <p><b>Key actions undertaken to achieve efficiency gain:</b> Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on Invest to Save.</p> <p>Key actions:<br/>1. Homelessness preventative initiatives : £25k</p> <p><b>Quality crosscheck notes:</b> : In 06/07, we used the non-approved indicator ‘the percentage of applications that are dealt with and receive written notification within 33 working days’. However, we have no data for 2007/08 as we stopped monitoring this indicator this year as we felt it was not a good indicator of service quality. For 2007/08, we have decided to use as an alternative BVPI 213 ‘number of households who considered themselves as homeless where housing advice casework from the local authority resolved the situation’ as it is a better overall indicator of the effectiveness of the service provided and more relevant to the efficiencies delivered. Performance against this PI improved from 3.53 in 06/07 to 4.0 in 07/08.</p> |                                                                                          |         |         |         |         |         |                |                |                                                                                 |     |
| <b>Other cross-cutting efficiencies not covered above</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                          |         |         |         |         |         |                |                |                                                                                 |     |
| Corporate services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 721,867                                                                                  | 540,335 | 232,202 | 200,977 | 138,202 | 137,977 | 954,069        | 741,312        | <a href="#">Documents</a><br><a href="#">People</a><br><a href="#">Projects</a> |     |
| <b>2007/08 Primary quality crosscheck</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                          |         |         |         |         |         |                |                |                                                                                 |     |
| <b>Quality crosscheck</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                          |         |         |         |         |         | <b>2006/07</b> | <b>2007/08</b> | <b>Quality crosscheck met?</b>                                                  |     |
| No new qualifications on the financial accounts (0=No, 1=Yes)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                          |         |         |         |         |         | 1              | 1              | Yes                                                                             |     |
| <p><b>Key actions undertaken to achieve efficiency gain:</b> Strategy: Identify and secure efficiencies through the service and financial planning process across all of key strands of the strategy.</p> <p>Key actions:<br/> 1. Reduction in costs of procuring the new performance management system : £31k - one-off<br/> 2. Restructure of Training &amp; Admin. function in Revenues and Benefits : £20k<br/> 3. VAT return submitted earlier via electronic means, cash flow benefit : £14k<br/> 4. Various ICT efficiencies around back-up retention strategy, disposals contract etc : £61k<br/> 5. Efficiencies from reviewing training provision : £18k<br/> 6. Reduction in member allowance costs : £63 k - one off<br/> 7. Rationalise attendances at conferences : £4k</p>                                                                                                                                                                                                                                                          |                                                                                          |         |         |         |         |         |                |                |                                                                                 |     |

## Appendix 2

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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 8. Additional income generated from survey activity : £9k<br>9. Changing the delivery mechanism for a key seminar : £11k<br><b>Quality crosscheck notes:</b> |           |         |         |         |         |                |                |                                                                                 |
| <b>Procurement - goods and services</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 1,169,818                                                                                                                                                    | 1,034,458 | 266,408 | 266,408 | 266,408 | 266,408 | 1,436,226      | 1,300,866      | <a href="#">Documents</a><br><a href="#">People</a><br><a href="#">Projects</a> |
| <b>2007/08 Primary quality crosscheck</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                              |           |         |         |         |         |                |                |                                                                                 |
| <b>Quality crosscheck</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                              |           |         |         |         |         | <b>2006/07</b> | <b>2007/08</b> | <b>Quality crosscheck met?</b>                                                  |
| Content and implementation of Corporate Procurement Strategy reviewed in the last year (0=No, 1=Yes)                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                              |           |         |         |         |         | 1              | 1              | Yes                                                                             |
| <b>Key actions undertaken to achieve efficiency gain:</b> Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on procurement<br><b>Key actions:</b><br>1. Re-negotiation of system contract : 11k<br>2 Termination of contract for a storage unit without impacting on service : £10k<br>3. Renegotiation of debt recovery services contract : £10k<br>4. Renegotiation of Audit contracts : £5k<br><b>Quality crosscheck notes:</b> |                                                                                                                                                              |           |         |         |         |         |                |                |                                                                                 |
| <b>Procurement - construction</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 0                                                                                                                                                            | 0         | 0       | 0       | 0       | 0       | 0              | 0              | <a href="#">Documents</a><br><a href="#">People</a><br><a href="#">Projects</a> |
| <b>2007/08 Primary quality crosscheck</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                              |           |         |         |         |         |                |                |                                                                                 |
| <b>Quality crosscheck</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                              |           |         |         |         |         | <b>2006/07</b> | <b>2007/08</b> | <b>Quality crosscheck met?</b>                                                  |
| No efficiency gains to be reported in this sector, (enter 0 in 2006/07 and 0 in 2007/08)                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                              |           |         |         |         |         |                |                |                                                                                 |

## Appendix 2

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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <p><b>Key actions undertaken to achieve efficiency gain:</b> Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on procurement</p> <p>Key actions:</p> <ol style="list-style-type: none"> <li>1. Negotiation built into the framework and process surrounding a major engineering scheme: £100k</li> <li>2. LTP and engineering efficiencies : £30k</li> <li>3. Negotiated transfer of risks associated with contracts : £100k</li> </ol> <p><b>Quality crosscheck notes:</b> ** need to pursue **</p> |        |         |        |         |                |                |                                |                                                                                 |  |
| Productive time                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 213,727                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 73,307 | 142,560 | 11,346 | 142,560 | 11,346         | 356,287        | 84,653                         | <a href="#">Documents</a><br><a href="#">People</a><br><a href="#">Projects</a> |  |
| <b>2007/08 Primary quality crosscheck</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |        |         |        |         |                |                |                                |                                                                                 |  |
| <b>Quality crosscheck</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |        |         |        |         |                | <b>2006/07</b> | <b>2007/08</b>                 | <b>Quality crosscheck met?</b>                                                  |  |
| Investors in People or other appropriate quality management independent accreditation (0=None, 1=Achieved)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |        |         |        |         |                | 1              | 1                              | Yes                                                                             |  |
| <b>Previous primary quality crosscheck (if different)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |        |         |        |         |                |                |                                |                                                                                 |  |
| <b>Previous primary quality crosscheck</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |        |         |        |         | <b>2006/07</b> | <b>2007/08</b> | <b>Quality crosscheck met?</b> |                                                                                 |  |
| Working days lost to sickness absence (BV12)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |        |         |        |         | 9.04           | 9.31           | No                             |                                                                                 |  |
| <p><b>Key actions undertaken to achieve efficiency gain:</b> Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on Creating a Workforce for the Future.</p> <p>Key actions:</p> <ol style="list-style-type: none"> <li>1. Productivity improvements and increased outputs relating to the provision of support services to a new regeneration company: £30k</li> <li>2. Introduction of a new business planning process generating efficiencies : £22k</li> <li>3. Use of technology within support services (lap tops) : £5k</li> <li>4. Staffing rationalisation: £16k</li> <li>5. Systems support team work absorbed within existing resources: £36k</li> <li>6. Increased work undertaken by support services within existing resources: £32k</li> </ol> <p><b>Quality crosscheck notes:</b> Use new primary quality crosscheck 'Investors in People or other quality management</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |        |         |        |         |                |                |                                |                                                                                 |  |

## Appendix 2

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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | independent accreditation' (2006/07 - 1, 2007/08 - 1). This indicator has been chosen as the Council has again successfully achieved the IIP standard corporately this year and we feel it is a better overall measure of how our organisation is managed and more relevant to the productive time efficiencies in 07/08. In terms of BV12, performance is still better than median. We are taking steps to address this e.g. more proactive use of employee counselling service. |         |         |        |         |        |                |                |                                                                                 |
| <b>Transactions</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 353,387                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 9,292   | 296,636 | 20,000 | 296,636 | 20,000 | 650,023        | 29,292         | <a href="#">Documents</a><br><a href="#">People</a><br><a href="#">Projects</a> |
| <b>2007/08 Primary quality crosscheck</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |         |        |         |        |                |                |                                                                                 |
| <b>Quality crosscheck</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |         |        |         |        | <b>2006/07</b> | <b>2007/08</b> | <b>Quality crosscheck met?</b>                                                  |
| Non-approved indicator (enter 0 in 2006/07 and 1 in 2007/08 and explain in the text box)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |         |        |         |        | 0              | 1              | Yes                                                                             |
| <p><b>Key actions undertaken to achieve efficiency gain:</b> Strategy: Identify and secure efficiencies through the service and financial planning process with a focus on Using ICT</p> <p>Key actions:</p> <ol style="list-style-type: none"> <li>1. Increased numbers of people accessing council services via the web : £255k</li> <li>2. Registering to vote electronically: £5k</li> <li>3. Reduction in transaction charges and barcoding on bills : £15k</li> <li>4. Single mobile phone bill : £2k</li> <li>5. Single automated land line costs: £20k</li> </ol> <p><b>Quality crosscheck notes:</b> Non-approved indicator 'total number of on-line reservations and renewals for libraries and leisure centre on-line bookings (06/07 - 18,248, 2007/08 27,490)</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |         |        |         |        |                |                |                                                                                 |
| <b>Miscellaneous efficiencies</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 727,360                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 500,207 | 78,000  | 78,000 | 78,000  | 78,000 | 805,360        | 578,207        | <a href="#">Documents</a><br><a href="#">People</a><br><a href="#">Projects</a> |
| <b>2007/08 Primary quality crosscheck</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |         |        |         |        |                |                |                                                                                 |
| <b>Quality crosscheck</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |         |        |         |        | <b>2006/07</b> | <b>2007/08</b> | <b>Quality crosscheck met?</b>                                                  |

## Appendix 2

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|              | Overall CPA score (0=Poor, 1=Weak, 2=Fair, 3=Good, 4=Excellent)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                  | 4                | 4                | Yes              |                  |                   |                  |
|              | <p><b>Key actions undertaken to achieve efficiency gain:</b> Strategy: Identify and secure efficiencies through the service and financial planning process across all the efficiency strands.</p> <p>Key actions:</p> <ol style="list-style-type: none"> <li>1. Additional income generation and efficiencies across community centres : £15k</li> <li>2. General efficiencies across portfolios £37k</li> <li>3. Monitoring activity absorbed within existing structure: £5k</li> <li>4. Rationalisation of Staffing : £6k</li> <li>5. Rent yield from workshops : £15k</li> </ol> <p>Quality crosscheck notes:</p> |                  |                  |                  |                  |                  |                   |                  |
| <b>Total</b> | <b>7,457,601</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>5,862,022</b> | <b>3,583,310</b> | <b>1,821,335</b> | <b>3,489,310</b> | <b>1,758,335</b> | <b>11,040,911</b> | <b>7,683,357</b> |