

Annual Efficiency Statement - Forward Look

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Strategy for securing efficiency gains

The council's mission is to secure the best possible services which are locally determined, at affordable prices and for the benefit of the whole community.

The Hart Plan Hart Corporate Plan January 2004 sets the values and ambitions of the council. It seeks to:

- maintain strong financial management;
- become a strong and efficient internal organisation through continuous improvement, strong corporate governance, operating a streamlined performance management framework and become a learning organisation;
- work in partnership with organisations from all sectors to maximise benefits to our customers

Alongside the core values of customer service and enhancing the quality of life for the community, is low taxation. For the third year running, Hart has contained its budget to inflation only increases in council tax. Given the gearing of council funding, and the need to absorb dramatically increased pension costs, an inflation-only increase in council tax means efficiencies in real terms have to be achieved of at least 10%.

In order to continue to pursue an inflation only budget and to achieve our annual efficiency target Hart looks for efficiency gains on both a functional, service basis and across the whole authority, on a corporate basis. In June 2004, a radical re-structure of management arrangements was undertaken, the rationale for which was to facilitate continuous improvement throughout the Authority. This is being achieved through the removal of departmental silos giving greater emphasis on the customer and a flatter management structure which brings decision-making closer to the operational level.

The strategic aims for securing efficiency gains is summarised below and is set out in more detail in the table that follows.

Strategic Aims:

1 To maintain and strengthen financial management as set out in the Medium Term Financial Strategy

- o Alignment of the budget to corporate priorities
- o More effective treasury management
- o More active budget monitoring
- o Asset management through better use of existing building stock
- o Opportunities to increase fees and earnings
- o Replace outdated Financial Management System
- o Enhancement in debt recovery management

2 To work in partnership to reduce costs and enhance service outcomes

- o Joint commissioning
- o Shared infrastructure
- o Service improvement

3 To pursue continuous Improvement through the enhancement in quality of service provision to our customers

- o Project 'C' - a council-wide, customer focussed programme to improve outcomes for the community
- o Review methods of service provision

4 To identify and capture cross-cutting efficiencies

- o Procurement strategy
- o Standardisation and centralisation to share, simplify and gain economies of scale across the authority
- o Shared learning across the organisation
- o Investment in the staff resource
- o Corporate training and development
- o Investment in ICT and implementation of eGovernment to achieve operational efficiencies and more

efficient access and communication channels for customers including eProcurement, the introduction of CRM and BPR and switching from manual to electronic processing
o Risk management approach taken

5 To seek to absorb additional burdens placed on the authority

Key actions to be taken during the year
Please see specific categories below.

	Expected annual efficiency gains (£)	...of which related to capital spend (£)	...of which related to other spend (£)	...of which cashable (£)
Adult social services	0			0
Strategy: NOT APPLICABLE Key actions:				
Children's services	0			0
Strategy: NOT APPLICABLE Key actions:				
Culture and sport	0			0
Strategy: NOT APPLICABLE Key actions:				
Environmental services	4,000			4,000
Strategy: See Strategy for securing efficiencies above, specifically: 1. To maintain and strengthen financial management as set out in the Medium Term Financial Strategy 2. To work in partnership to reduce costs and enhance service outcomes Key actions: Sale of advertising space on vehicles In preparation for future efficiencies · To act on consultants report into feasibility of joint provision of waste service with neighbouring authorities · To finalise and implement Waste Strategy				
Local transport	0			0
Strategy: 2. To work in partnership, to reduce costs and enhance service outcomes Key actions: Review of community transport following initial three year trial period.				
LA social housing	0			0
Strategy: Key actions: In preparation for future efficiencies, to finalise and implement the Housing Strategy and Housing Improvement Plan.				
Non-school educational services	0			0
Strategy: NOT APPLICABLE Key actions:				
Supporting people	0			0
Strategy: 2. To work in partnership, to reduce costs and enhance service outcomes Key actions: Review of careline service.				
Homelessness	5,000			5,000
Strategy: Homelessness Strategy for securing efficiency gains:				

Strategy for securing efficiency gains:

See Strategy for securing efficiencies above, specifically:
 1 To maintain and strengthen financial management as set out in the Medium Term Financial Strategy

- Key actions:** Key actions to be taken during the year:
- HDC is an LSVT authority and only retains one property for rent. Changes to the property will provide additional homelessness accommodation (to assist in the elimination of B&B) and a switch to market rents will yield enhanced income.
 - Review of provision of Homelessness services.

Other cross-cutting efficiencies not covered above

Corporate services

164,000

158,000

Strategy: See Strategy for securing efficiencies above, specifically:
 1. To maintain and strengthen financial management as set out in the Medium Term Financial Strategy
 3. To pursue continuous Improvement through the enhancement in quality of service provision to our customers
 4. To identify and capture cross-cutting efficiencies
 5. To replace outdated Financial Management System

Key actions: Finalisation and exploitation of centralised processes and procurement including recruitment advertising and public notices

- Corporate training plan identifies training needs and aligns them to corporate priorities to enhance quality and effectiveness of training; corporate procurement of training to reduce unit costs
- Work towards introduction of zero based budgeting
- Review of the Constitution, Financial Regulations and Contract Standing Orders to strengthen corporate governance and streamline processes and procedures
- Application of best practice throughout the Authority
- Investment in ICT / eGovernment will bring operational efficiencies and more efficient access and communication channels for customers including the introduction of a new telephony system, CRM and BPR and switching from manual to electronic processing
- Structured assessment of risks to ensure acceptable financial tolerances
- Consult users and construct a Finance Specification for replacement/new Financial Management System

Procurement

0

0

Strategy: See Strategy for securing efficiencies above, specifically:
 2. To work in partnership to reduce cost and enhance service outcomes for the community
 4 To identify and capture cross-cutting efficiencies

Key actions: - Progressing IEG including telephony enhancements

- Preparation of procurement strategy
- Standardise contract procedures, framework buying agreements etc
- Work towards appropriate procurement of a new financial system and the full introduction of BACS to eliminate generation of cheques
- Work towards introduction of zero based budgeting
- EProcurement - aim to become member of e-market place
- Investigation of partnering arrangements with neighbouring authorities, particularly in the areas of Building Control, legal, waste collection service
- Joint commissioning with Hampshire Districts for provision of Civil Contingencies Bill requirements by Hampshire County Council
- Partnership working to provide joint Police / information /

	Community facility at Hook · Support partner to Optimum CCTV Regional Centre of Excellence			
Productive time	9,000			0
	<p>Strategy: See Strategy for securing efficiencies above, specifically: 4. To identify and capture cross-cutting efficiencies</p> <p>Key actions: - staff sickness absense monitoring, including return to work interivews - improvement of managers awareness of stress and the causes - raising awareness of health and well-being issues, targetting work-life-balance, smoking, diet etc -</p>			
Transactions	28,000			0
	<p>Strategy: See Strategy for securing efficiencies above, specifically: 3 to pursue continuous improvement through the enhancement in quality of service provision to our customers 4 to identify and capture cross-cutting efficiencies</p> <p>Key actions: Improve speed and timeliness of contact with Revenues and Benefits customers directly via telephony system Replacement of Revenues and Benefits IT System producing more accurate data, improving management information and better collection and recovery of debt</p>			
Miscellaneous efficiencies	100,000			67,500
	<p>Strategy: See Strategy for securing efficiencies above, specifically: 3 to pursue continuous improvement through the enhancement in quality of service provision to our customers 4 to identify and capture cross-cutting efficiencies</p> <p>Key actions: Key actions to be taken during the year:</p> <ul style="list-style-type: none"> · Civic Programme - cost reduced for provision of same service · Efficiencies encouraged in partner organisations including CABx which has facilitated a reduction in grant required. · Increased Parking income through increased productivity - Parking Charge Notices, ticket sales · Leisure marketing brought back in-house to reduce cost (cashable) and absorption of the additional work (non-cashable) · Review provision of the leisure service and consideration to be given to moving towards Leisure Trust · Preparation of Leisure Strategy · Devolving operational control of community centre to local community has facilitated reduction in cost and redirection to new service (Sport Development) · In-house Environmental Health training programme Pump-priming of Odiham Town Centre Manager no longer · continuous review of implementation of new approach to the provision of corporate printing reprographic facilities 			
Total	310,000	0	0	234,500