

## Salisbury District Council

### Annual Efficiency Statement

#### 2005/06 Forward Look

(a) **Strategy for Securing Efficiency Gains**

For us, achieving efficiency gains is already part of our everyday work as we try to improve and deliver more community value in the context of ever constrained resources.

This is recognised in our five year vision for the development of the Council that was set out in "Moving Us On – Controlling Our Future", approved in June 2003. This vision acknowledged that continuing change is an accepted fact and describes five key drivers for change:

- Our Political priorities (see below).
- Our emphasis on partnership working.
- The transformational prospects of e government and its importance as we bring the new office project to fruition.
- The challenging financial outlook.
- The increasing importance of performance management.

The efficiency gains will be achieved through our Integrated Change Programme, based on the six political priorities, supported by work on four organisational themes.

#### **Political Priorities:**

##### **Improving Customer Services:**

Building a centralised office at Bourne Hill together with the development of a strong Customer Services Team and supported by a comprehensive customer relationship management system, will:

- Maximise the efficiency of our assets through the reduction of the number offices required and replacing inefficient offices with purpose built accommodation.
- Lead to increased public satisfaction in transactional services whilst reducing the number of staff involved in those transactions.
- Ensure increases in productive time for "back office" staff through business process re-engineering.
- Meet national e-government target of 100% services on line by the end of 2005.

Where possible we will seek to maximise our assets through joint use with other public sector providers, for example through the relocation of the County Council's Registrar's Department within the centralised offices.

##### **Maintaining our Housing Stock**

The transfer of our housing stock to a housing association will result in a higher standard of accommodation being provided at the same costs

to our tenants. Should the tenants reject the proposed transfer, permanent revenue savings will have to be made from the HRA from 2006/07. The Council would strive to achieve as much of this through efficiency savings to reduce the impact on service delivery.

### **Delivering More Affordable Housing**

Our work with Assettrust to deliver large scale affordable housing, the development of a Do It Yourself Shared Ownership (DIYSO) scheme and an improved registered social landlord partnership will deliver more housing units for less direct contributions.

### **Improving Transportation**

There is the potential to use of City Centre Car Parks more efficiently as commuters transfer to new park and ride sites. The combination of bus routes serving these sites will lead to improvements in input/output ratios.

### **Improving Waste Management**

We expect efficiency savings from the County-wide partnership with Hills Waste on the black box (recycling) scheme.

### **Improving Community Safety**

Centralisation of our CCTV and emergency control centre will deliver enhanced services to residents and visitors at the same or lower costs.

### **Organisational Themes:**

#### **Improving the performance of the council**

- Introduction of a more rigorous approach to performance management based on improvements to our performance management system, support for managers and targeted peer reviews will drive performance improvements.
- Efficiency indicators and quality crosschecks will be built into our performance management framework.
- Best value reviews will be used to support the attainment of the efficiency target.

#### **Partnership working and community engagement**

Through the Wiltshire Improvement Partnership and our Local Strategic Partnership (the South Wiltshire Strategic Alliance) we will actively seek opportunities to join up our services with other public sector providers. Areas already highlighted for possible joint provision include the creation of a Leisure Trust to manage both the County Council's and our own leisure facilities.

#### **Building the capacity of the organisation**

Capacity to achieve our ambitions was highlighted as an area for improvement in our CPA assessment. The work we are undertaking to increase our capacity will have a direct bearing on our achievement of our efficiency target through:

- Reducing expenditure on Agency Staff through internal arrangements
- Fully exploiting IT systems.
- Improving productive time through sickness management.

### **Meeting the Financial Challenge**

- In line with our Medium Term Financial Strategy efficiency gains will be recycled into priority areas, wherever possible.
- We have applied a budget freeze to our low priority services in light of the CPA criticism that the Council fails to shift resources from low to high priority services, and in the knowledge that annually we recognise a £0.5m funding gap. Service Managers for “frozen services” will strive to maintain service levels with effective reductions in input costs.
- We have embraced the principles of the Gershon report and will actively seek to reduce costs by identifying suitable services where costs could be cut by joint procurement with other bodies.
- New capital schemes will be subject to efficiency targets/measures.
- Introduction of the CIPFA Financial Model will facilitate a self-assessment and aid improved financial management linked to service delivery by budget holders.
- Continued use of the Invest to Save Programme introduced in 2003.
- The Council has recently revised its Medium Term Financial Strategy. A key component of this strategy is to allow the use of prudential finance for invest to save schemes on a case by case basis.
- The Council has set aside £750k of capital receipts as an invest to save initiative in order to internally finance leasing schemes which were previously financed via operating leases.
- Where possible we will develop new business to increase income as we have done at CareConnect.
- Ensure most productive use of assets in line with the Asset Management Plan.

We aim to maximise efficiency and are confident that this strategy will deliver our targets without impacting adversely our existing performance levels. Indeed we expect to build on our existing good performance and low council tax base (lower quartile for council tax nationally) as a platform to achieve an “excellent” CPA rating in 2007/8.

### **(b) Key Actions to be taken during the Year**

#### **Improving Customer Services**

- Introduction of payments online.
- Establishment of Customer Care Centre at Amesbury Library to replace Redworth House.

- Reductions in storage costs through the increased use of electronic records.
- Better management of incoming telephone calls through the development of the Contact Centre.

**Delivering More Affordable Housing**

- Establishment of a DIYSO scheme

**Improving Transportation**

Introduction of combined bus routes and review of city centre car parks following the opening of the Wilton and Britford Park and Ride Sites.

**Improving the Performance of the Council**

- Further development of the Performance Management system including provision of indicators reflecting political priorities and efficiency.
- Increase performance so that 75% of our top 20 performance indicators meet national top 25% at no extra cost.

**Building Organisational Capacity**

- Improved management of Agency Staff within the Revenues and Benefits and Legal and Property Units.
- Rationalisation of working groups to increase productive time.

**Meeting the Financial Challenge**

- Move to payments by bacs system.
- Introduction of prudential indicators.
- Introduction of payments on line
- Containment of new licensing act costs into current budgets.
- Increase volume of work undertaken by print unit (fully utilising internal demand) without increases in staff.
- Introduction of new "invest to save" initiatives.
- Ensure savings through re-letting of contracts.

Efficiency gains set out in the 2004/05 backward look will contribute to the achievement of the 2005/06 target.

**(c) Expected Efficiency Gains**

	<b>Expected Annual Efficiency Gain</b>	<b>...of which cashable</b>
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	£000s	£000s
<b>Culture and Sport</b>	0	0
<b>Environmental Services</b>		
Absorb new licensing act costs into current budgets (per 2005/2006 budget).	25	25
<b>Local Transport</b>		
<i>Introduction of combined bus routes (Park and Ride) (not tendered as individual contracts.)</i>	50	50
<b>LA Social Housing</b>		
<i>Establishment of DIYSO Scheme.</i>	20	20
<b>Other cross-cutting efficiencies not covered above:</b>		
<b>Corporate Services</b>		
<i>New invest to save initiatives.</i>	20	20
<b>Procurement</b>		
<i>Savings arising through renegotiations of contracts.</i>	30	30
<b>Productive Time</b>		
<i>Reduction in use of agency staff in Revenues and Benefits and Legal and Property Services (per 2005/2006 budget).</i>	37	37
<i>Rationalisation of working groups.</i>	10	0
<i>Increase volume of print work undertaken through internalisation of work.</i>	18	18
<b>Transactions</b>		
<i>Move to payments by bacs system (time saving on day a week).</i>	5	0
<i>Better management of incoming calls through the Contact Centre.</i>	15	0
<i>Increase volume of building control applications processed with no additional staff.</i>	10	10
<i>Introduction of payments on line.</i>	5	0
<b>Miscellaneous Efficiencies</b>		
<i>New contact Centre at Amesbury library (Investment income from Redworth House sale.)</i>	185	185

<i>Reductions in paperwork through use of electronic records.</i>	4	2
TOTAL	434	397
TARGET	432	216

Signed: \_\_\_\_\_  
K C Wren, Leader of the Council

Date: \_\_\_\_\_

Signed: \_\_\_\_\_  
R K Sheard, Chief Executive

Date: \_\_\_\_\_

Signed: \_\_\_\_\_  
A Osborne, Chief Financial Officer

Date: \_\_\_\_\_