

Annual Efficiency Statement - Forward Look

Local authority

London Borough of Barking and Dagenham

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Strategy for securing efficiency gains

- A sub-group of the Corporate Management Team has been established to drive the efficiency agenda forward at Barking and Dagenham.
- Using ODPM guidance and analysing local drivers for change, the group has developed an ambitious programme of efficiency reviews which incorporates both short term projects with expected gains to be realised in 2005-06, through to longer term reviews that will see major benefits accruing in 2006-07 and 2007-08.
- The group comprises Heads of Service from all service departments across the Council, with support from the corporate centre. This will ensure that both cross-cutting and service specific efficiencies are developed and led across the Council.
- The efficiency programme has been approved by Members at the Executive Committee.
- The programme centres on the key themes of pay bill, procurement, property and performance & productivity.

Key actions to be taken during the year

Our efficiency programme will focus on the following reviews for 2005-06:

- Pay bill – efficiency gains will be targeted in respect of agency staff costs, a reduction in sickness & overtime, improvements in recruitment processes leading to efficiency gains and piloting mobile working;
- Procurement – projects are in progress at the moment to realise gains in respect of legal fees and security services. A number of further areas, such as printing and energy costs are being considered;
- Property – efficiency gains are being targeted in respect of construction framework contracts and improvements in capital programme management;
- Performance & productivity – both corporate and service specific efficiencies are being targeted across the Borough, including early accounts closure, debt collection, transport and homelessness provision.

	Expected annual efficiency gains (£)	...of which related to capital spend (£)	...of which related to other spend (£)	...of which cashable (£)
Adult social services	200			200
	<p>Strategy: Focus on the following:</p> <ul style="list-style-type: none"> - Re-provision of Residential Care Services - Provision of Homecare services - Expansion of direct payments to Social Services clients - Piloting mobile working <p>Also focus on efficiencies raised in productive time section</p> <p>Key actions: Efficiency gains for 2005-06 are expected to arise on the expansion of direct payments to Social Services clients.</p>			
Children's services	300			300
	<p>Strategy: Focus on the following areas:</p> <ul style="list-style-type: none"> - Reductions in costs of childrens' placements - Reductions in the numbers of looked after children - Rationalisation of transport arrangements <p>Also focusing on efficiencies arising from joint working arrangements with non-schools education services and efficiencies raised in productive time section</p> <p>Key actions: Efficiency gains in this area are expected to be realised from the rationalisation of transport arrangements.</p>			
Culture and sport	57			57
	<p>Strategy: So far, minor efficiency gains identified in respect of libraries.</p> <p>Also focus on efficiencies raised in productive time section</p> <p>Key actions: Efficiency gains have been identified for 2005-06 as follows:</p> <ul style="list-style-type: none"> - Library staffing efficiencies - Value for money purchasing on books - Efficiencies on maintenance and services budget 			
Environmental services	363			363
	<p>Strategy: Focus on efficiency gains realised as a result of departmental restructuring in environmental services.</p> <p>Also focus on efficiencies raised in productive time section</p> <p>Key actions: Efficiencies are expected to be realised in 2005-06 as a result of departmental restructuring</p>			

Local transport	0	0	0	0
	<p>Strategy: As a London Borough, few services are provided in this area. However, focus will be on framework contracts for civil engineering and highways services. Also focus on efficiencies raised in productive time section</p> <p>Key actions: Efficiency gains are not expected to arise until 2006-07 in this area.</p>			
LA social housing	110	0	110	110
	<p>Strategy: Focus on the following efficiency gains: - Quicker turnaround of voids - Improvements in construction procurement to achieve efficiencies both for social housing and across the capital programme. Also focus on efficiencies raised in productive time section</p> <p>Key actions: Improved performance on the turnaround of voids is expected to create efficiencies for 2005-06. Efficiencies as a result of capital programme construction procurement are expected to arise from 2006-07.</p>			
Non-school educational services	500			500
	<p>Strategy: Focus on the reviewing the effectiveness and costs of SEN provision both in terms of costs of placements and SEN transport. Also focus on joint working arrangements with social services around the Children's agenda and efficiencies raised in productive time section</p> <p>Key actions: Special educational needs - new SEN centres have been developed in the borough to reduce the cost of out of borough placements which will realise efficiencies in 2005-06. SEN transport efficiencies are also expected in 2005-06 following a review of transport provision.</p>			
Supporting people	0			0
	<p>Strategy: Focus on improvements following the inspection of supporting people and the recommendations coming out of that review. Focus on efficiencies raised in productive time section</p> <p>Key actions: Efficiencies are not expected to arise on supporting people for 2005-06.</p>			

Homelessness	150			150
<p>Strategy: Focus on efficiencies to be realised in movement from Bed and Breakfast accommodation to Private Sector Landlord provision. Also focus on efficiencies raised in productive time section</p> <p>Key actions: Efficiency gains to be made in respect of movement of people from Bed & Breakfast accommodation to PSL accommodation</p>				
Other cross-cutting efficiencies not covered above				
Corporate services	764			764
<p>Strategy: Focus on longer term gains from corporate services from the review of the following services:</p> <ul style="list-style-type: none"> - Human Resources - Finance - Policy - Information Technology <p>Short term focus on efficiencies to be achieved in 2005-06 on finance and customer services processes</p> <p>Key actions: Efficiencies have been identified for 2005-06 in the following areas:</p> <ul style="list-style-type: none"> - Improvements in cashflow management and banking costs - Staffing and overtime efficiency in IM&T - Early accounts closure - Graduate recruitment - Corporate Advertising - Customer facing processes 				
Procurement	373			373

	<p>Strategy: Focus on a range of issues in respect of procurement as follows:</p> <ul style="list-style-type: none"> - Officer training - Reduction in supplier base and introduction of framework contracts - Reduction in off contract spend - Development of full e-procurement - Establishment of long term partnerships, exploration of cross borough contracting and shared services - Retendering specific services such as security services and print services - Links to efficiencies raised in productive time section on agency costs - Links to efficiencies raised in social housing section on framework contracts - Links to efficiencies raised in transport section on framework contracts <p>Key actions: Efficiency gains to be realised in this section for 2005-06 are as a result of better procurement of security services and print services.</p>			
Productive time	750			500
	<p>Strategy: Focus on the following key areas:</p> <ul style="list-style-type: none"> - Efficiencies on agency staff costs and usage through implementation of new contractual arrangements and improving internal processes and protocols. - Efficiencies on recruitment through centralisation of budgets and process improvements. - Efficiencies on sickness and overtime through improvements in practice and procedures and development of a new occupational health contract. - Reviews will also take place to identify scope for productivity and performance improvements in the following services: Streetscene Legal services <p>This section links to reviews to be carried out in other areas on homecare, information technology, human resources and transport services</p> <p>Key actions: Efficiency gains in 2005-06 arise from actions taken to manage agency costs, sickness levels and overtime levels.</p>			
Transactions	125			125

	<p>Strategy: Main focus on transactional efficiencies as a result of e-government. Focus on minor efficiencies in respect of cashiers processes. Also focus on efficiencies from e-procurement raised in procurement section. Transactional efficiencies targeted in longer term as a result of improvements, simplification & automation of processes as identified in other areas in this statement</p> <p>Key actions: Key actions for 2005-06 are on: - E-government - Improvements in cashiers processes</p>			
Miscellaneous efficiencies	1,008			1,008
	<p>Strategy: Significant miscellaneous efficiencies have been identified in respect of interest on receipts following the disposal of surplus assets. Efficiencies have also been identified on improvements in project management on the capital programme</p> <p>Key actions: Miscellaneous efficiencies have arisen as follows: - Interest to be earned on the surplus asset disposal programme - Gains to be made on reductions in overspending on capital projects as a result of improvements in project management</p>			
Total	4,700	0	110	4,450