

Value for money

Self-assessment

Authority	South Kesteven District Council
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Date Completed	30.09.05

The Audit Commission is an independent body responsible for ensuring that public money is spent economically, efficiently and effectively, to achieve high-quality local and national services for the public. Our remit covers more than 12,000 bodies which between them spend nearly £100 billion of public money every year. Our work covers local government, housing, health, community safety and fire and rescue services.

As an independent watchdog, we provide important information on the quality of public services. As a driving force for improvement in those services, we provide practical recommendations and spread best practice. As an independent auditor, we monitor spending to ensure public services are good value for money.

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Value for money key lines of enquiry

5.1 The council currently achieves good value for money

What is the purpose of this section of the self-assessment?

This section provides the authority with an opportunity to demonstrate how it achieves good value for money including how current costs compare with others. Local fieldwork will focus on the extent to which the authority understands, compares and reviews its costs in relation to both performance and priority. This section will draw significantly on the evidence provided in the standardised VFM Profiles report.

Completing the self-assessment

Please provide short statements using the pro-forma which address the key line of enquiry and each of the key sub-questions:

- 5.1 How well does the council currently achieve good value for money?
- 5.1.1 How well do the council's overall and service costs compare with others?
- 5.1.2 How do external factors affect costs and how do adjusted costs compare?
- 5.1.3 To what extent are costs commensurate with service delivery, performance and the outcomes achieved?
- 5.1.4 To what extent do costs reflect policy decisions?

KLOE 5.1 How well does the council currently achieve good value for money?	Reference to evidence source
<p>Please provide brief details and evidence to support your assessment with focus on:</p> <ul style="list-style-type: none"> • how the council challenges value for money through services and corporately; and • the relationship between local taxation, overall expenditure and costs; and the level and performance of services provided, taking account of local priorities. <p>The Council has a track record of ensuring value for money in the services it provides. This is articulated in our priorities and performance document (1):</p> <p>" as we raise money from the local community we need to ensure that it is invested in the things that the Community value and consider worthwhile. However we also need to make sure that we are not just dealing with public perception but that it is supported by tangible evidence. Finally, if we are to spend public money on a problem we need to ensure that the outcomes we can achieve are worth the investment we are making"</p> <p>We challenge value for money by:</p> <ul style="list-style-type: none"> • The process of establishing the Council's priorities ensuring the money being spent is aligned with our customers' wishes and evidence of need (2). • Having a performance management culture within the authority; systematically monitoring costs and output based performance indicators on an ongoing basis. Service plans (3) identify local and national key performance indicators to be monitored. These are reported formally to the Corporate Management Team on a monthly basis. A range of corrective measures are put in place to ensure performance is realigned if necessary.(4) This can result in full best value reviews(5). • Development and scrutiny panels challenge performance against targets, requesting officers and Cabinet portfolio holders to provide explanations. This assists them in their 	<p>(1) Path to Pride Leaflets</p> <p>(2) Priorities Report</p> <p>(3) Service Plans</p> <p>(4) Process for realigning performance</p> <p>(5) Best Value Toolkit</p>

contribution to the budget process.

- Service plans are critically scrutinised by members to justify and challenge the resources being requested to deliver the objectives of the service
- Costs are reviewed through the budget development process. Budgets are developed at the same time as service plans to ensure proper consideration of likely outcomes along side required inputs. Early consideration allows members to take a lead in challenging service managers to ensure corporate aims are being achieved and reallocate resources accordingly. The budget process is Member led through the Cabinet Portfolio Holder for Finance, and the Budget Development Working Group
- Through the Council's modernisation programme including business process redesign and the identification of the investment in new technology to drive long term savings. This challenge and removes the non-value adding processes within our operations.
- Using gateway reviews (6) to ensure that additional investment in the Council's priority services is achieving the planned improvements and in the non-priority areas the reduction in services is enabling the release of resources.
- Benchmarking family groups and published quartile statistics.
- Formal market testing.

South Kesteven District Council has a wide cost base due to the number and range of services provided. The Medium Term Financial Strategy (7) therefore requires costs to be kept to a minimum to maintain an over all expenditure level which is in line with a low taxation base. Expenditure per head of population is the 11th lowest out of the 238 district councils in the country. Yet, we are able to maintain service performance where 22% of our national key performance indicators in the top quartile, 36% in the second and third quartile and only 21% in the bottom quartile.

The Council Tax of £100.80 is in the bottom 30 in the Country in 2005/06. The average district charge is £139.40, when combined with County Council and Police Authority levies. This results

(6) Gateway Reviews

(7) Medium Term Financial Strategy

(8) www.odpm.gov.uk/finance

in the second lowest Council Tax in the County (8). The District Council spends well below the Formula Standard Spending FSS level (8), demonstrating a value for money approach to its corporate responsibility to the Council tax payer. It is keen to ensure users pay towards the balance of expenditure and regularly reviews the scale of charges within its discretion to ensure service users pay a proportion of service expenditure, for example, a major review of car policy charges was undertaken in 2004/05 (9).

(9) Car Parking Charges Review

5.1.1 How well do the council's overall and service costs compare with others?	Reference to evidence source
<p>Please provide brief details and evidence to support your assessment – please attach the VFM Profiles summary report provided. Key areas of focus:</p> <ul style="list-style-type: none"> • current level of overall costs and costs for key services; • planned spending in relation to others; and • level of overheads and how they are accounted for. <p>The Value For Money Profiles Summary report (10) shows the level of spending on all services is exceptionally low per head of population, compared to both comparable authorities and all authorities; in fact it is the 11th lowest expenditure per head.</p> <p>The Value for Money Trend Analysis'(11).report identifies nearly half of services are low cost and just over a quarter are relatively high cost in comparison to other authorities in the country. This, when linked to data on service performance using the audit commission profiles (12), gives us an assessment of value for money. Linking service expenditure to service outcomes resulted in an overall score of 90% of services being average or above on value for money.</p> <p>Based on the prioritisation process, reallocation of funding has been allocated to priority services in order to fund the delivery of step changes in service performance. The delivery of the step changes</p>	<p>(10) The Value for Money Profiles Summary</p> <p>(11) Value for Money Trend Analysis</p> <p>(12) Audit Commission Profiles</p>

<p>in terms of outcomes are not currently reflected in the Audit Commission's profiles, whereas the additional expenditure is.</p> <p>Our overhead costs per resident are in the worst quartile however this is due to the biggest element of this category charged by the Internal Drainage Board. The Council has also budgeted for an increase in pension costs which affects the overhead charge. However, the costs for the corporate and democratic core are in the lowest (best) quartile.</p>	
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5.1.2 How do external factors affect costs and how do adjusted costs compare?	Reference to evidence source
<p>Please provide brief details and evidence to support your assessment:</p> <ul style="list-style-type: none"> external local contextual factors that influence costs (such as deprivation, geography, demography); and demand and supply levels. <p>Local Context and Deprivation</p> <p>Lincolnshire authorities have commissioned a piece of work by Rita Hale Associates to show the indices that have a major impact on the funding level and cost of service provision within the area. The population figures and analysis show:</p> <ul style="list-style-type: none"> Lincolnshire is a lagged rural area its population is rising at a faster rate than average it has a rising older population it is a low waged area Council tax takes a higher proportion of earnings. (13) <p>For South Kesteven the population has risen from 124,792 in 2001 to 127,000 in 2005, a 1.7% rise.</p>	<p>(13) South Kesteven Observatory Analysis</p>

The information on the District analysis will be fundamental to future service planning.

There are parts of South Kesteven that have high levels of deprivation, in particular the Earlesfield ward, whilst pockets of rural deprivation will remain hidden by ward based statistics. The Council has produced an analysis of the District that is used in service planning. Future analysis will include super output area detail.

Having four towns and a large rural geographical makeup does impact on the costs of services. For example, to provide equal access to certain services such as leisure has resulted in the provision of four separate leisure centres. Transport costs are a significant element in services such as waste management and concessionary travel schemes.

Diversity

South Kesteven is rated 12.21 on the index of deprivation (10). The Council has developed a comprehensive generic equality scheme, and through various training sessions has embedded it into the Service Planning process (14). All service plans address diversity and equality issues. A cross Lincolnshire bid for capacity funding was successful in securing further work.

Benefits

The caseload for housing benefits will continue to rise through improved 'signposting' of benefits, rising population and increasingly diverse population. By an effective front-back office split the Council will continue to offer an effective customer-focussed benefit service. The service will continue to work with other specialist agencies to ensure hard to reach groups receive an effective service. For example, a joint signposting event held in September 2004 raised awareness amongst hard to reach groups (15).

Value for Money in cross-cutting services and capacity building

Leadership [People Resource]

(10) The Value for Money Profiles Summary

(14) Generic Equality Scheme

(15) Poster: 'Lets get together event'

The Council has recognised that the development of our managers as leaders is not only one of the most cross-cutting of issues, but is also fundamental to our improvement journey and consumes a considerable amount of resources.

We have compared our costs at senior management level with those of neighbouring authorities in order to determine the comparative level of resources devoted by the Council to this activity. The results of this are given in the following table:

Apr-05

AUTHORITY	POP	C EXEC SALARY	COST PER RESIDENT	CORP DIR/MANAGER SALARY	NO	SECTION HEAD SALARY	NO
						£35,970	3
				£61,029	4	£39,921	10
South Kesteven	125,000	£91,539	£0.73	£50,805	2	£46,065	1
Boston	55,739	£85,000	£1.52	£78,000	2	£54,000	4
N Kesteven	99,008	£89,895	£0.91	£72,741	1	£46,545	8
				£77,730	1	£52,890	1
W Lindsey	79512	£95,000	£1.19	£62,000	4	NK	20
E Lindsey	130,500	£104,000	£0.80	£75,153	2	£61,770	6
Lincoln	82,824	£100,178	£1.21	£77,500	3	£54,000	12
S Holland	72,256	£86,778	£1.20	£70,704	2	£52,374	8

Comparisons are difficult because of the differences in size of these organisations and the differences in management hierarchies, responsibilities and the extent to which services are procured or delivered in-house.

We recognise that leadership is not confined to senior managers, and in many respects it is the leadership from front-line supervisor that has the greatest impact on Council performance.

In order to measure the quality of this leadership the Council has developed its own Senior Management Assessment and Development Scheme, (16) which is currently being applied to over 50 managers.

This comprehensive scheme codifies the expectations of the Council and assesses the performance of individual managers in an evidential way. Assessments will be completed by October 2005 when the moderation panel will meet to agree scores. At this time it will then be possible to have a clear picture of the quality of our current leadership, along with detailed data on the major areas for improvement and which managers would benefit most from development in these areas. These assessments will be undertaken annually enabling us to plot and monitor progress over time.

(16) Senior Management
Assessment Scheme

5.1.3 To what extent are costs commensurate with service delivery, performance and the outcomes achieved?	Reference to evidence source
<p>Please provide brief details and evidence to support your assessment in relation to the key areas of focus – please refer to the VFM Profiles tools for evidence:</p> <ul style="list-style-type: none"> • quality and standards achieved, including targeted investment to improve poorer services and quality of life; • results of service inspections; and • range of discretionary services provided. <p>The Value for Money Trend Analysis'(11).report identifies 92% of our services have 'medium' performance scoring based on best value performance indicators for 2003/4.</p> <p>The level of resources allocated to a service is determined through the Council's prioritisation process (2). Services are assessed over a range of criteria such as whether they are a customer priority, national priority, contribute to the visions and performance. This results in the service being placed in a category:</p> <p>Category A requires significant resources to deliver step changes</p> <p>Category B requires incremental changes to be made</p> <p>Category Y provides a statutory minimum service only</p> <p>Category Z have significant reduction in spending or removal of service.</p> <p>This is the main process for aligning service costs to performance and outcome requirements.</p>	<p>(11) Value for Money Trend Analysis</p>

Low performing services are identified through the monthly performance monitoring arrangements and we have a recognised procedure to ensure corrective action.

The range of discretionary services provided is determined through the prioritisation process. The Council has traditionally provided a wide range of discretionary services including four leisure centres, two arts centres, a stadium and CCTV covering the main population areas of the district. This substantial investment in assets has led to a difficult prioritisation process for future resources given the increased emphasis on the five priority areas. The Council will need to find innovative ways to continue these benefits to the community including the development of a leisure trust or formal market testing.

Some examples of how we deliver good value for money.

Planning

Under performance in the planning service resulted in additional resources being allocated which in turn led to not only improved performance (17A), but in 2005 a planning delivery grant being awarded.

(17A) Performance indicators
(comparison of 2003 and 2005)

Strategic Housing

As a result of a audit commission service inspection report which gave a poor rating, we now have a positive action plan to improve the service which includes increased investment This has had Full Council approval (17B).

(17B) Strategic Housing Report

Pest Control

The Council, in reviewing its service priorities, made a decision that the Pest Control Service should aim for full cost recovery as this was categorised as Z. Charges were levied from April 2005. A review after the first quarter showed the service was unlikely to achieve the targets set for it and better value could be gained from enabling rather than directly providing the service. This value for money approach was approved by the Council on 8th September 2005 (18).

(18) Pest Control Service Report

<p>Waste Management and Recycling</p> <p>The Council believes in a continuous review of service provision. The waste management contract was brought in-house 2 years ago because it offered better value for money at a time when the Council had to make a stepped change in its recycling rate (17A). At the current time an efficiency review is underway to determine the appropriate solution to increasing our recycling rate whilst reducing the ongoing cost of waste collection (19). A DEFRA grant towards the capital set up costs was secured.</p> <p>Capital Strategy</p> <p>The Council has an approved Capital strategy (20) and capital assessment scheme (21). This allows a wide variety of potential projects to be ranked against the Council's objectives and then be assessed by the Cabinet for inclusion in the capital programme. The assessment measures the outcomes likely to be achieved, impact on the revenue account and whether enabling provision of the asset or service is better than providing directly.</p> <p>Examples of good Value for money on major schemes include the approach to developing the Park Air factory for a major employer and the provision of major assets such as the Meres Leisure Centre. Recent examples include the assessment of Contaminated land in Wharf Road car park in Stamford and finding the solution offering best value for money (22).</p> <p>Internal Audit Contract</p> <p>A joint tendering exercise with Boston Borough Council has derived financial savings of £30,000 per annum with the same outcome based specification. This shows the benefit of joint procurement and partnership working (23).</p> <p>Super Loos</p> <p>The cabinet and development and scrutiny panels challenged the continued use of Superloos which were providing poor value for money. The local policy decision is to introduce one</p>	<p>(17A) Performance indicators (comparison of 2003 and 2005).</p> <p>(19) Waste Management Working Group recommendations to Cabinet.</p> <p>(20) Capital Strategy - Programme - Assessment process</p> <p>(21) Capital Assessment Scheme scores</p> <p>(22) Wharf Road car park documentation</p> <p>(23) Internal Audit Contract Award documentation</p>
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<p>supervised public convenience in each major town providing a high quality service. It proved to be better value for money on the superloos to terminate the current lease arrangement with a commuted sum and save the ongoing costs with the provider. The report shows the cost per visit of using the service (24).</p> <p>Interest Receipts</p> <p>During 2004/5, a review of treasury management activity meant better value for money was achieved for the Council's investments. By changing the institution where overnight and short term money was held £12,000 additional income was raised. In addition, the placing of investment monies for periods of greater than 365 days and a proportion of forward deals has delivered better value for money (25).</p> <p>Special Expense areas</p> <p>The operation of Special Expense Areas for Grantham, Stamford, Deepings, Bourne and Langtoft has helped eliminate double taxation and provide better value for residents. In Langtoft expenditure has been reduced from over £50,000 per annum in 2003/04 to an estimated £7000 for 2006/07, whilst providing more effective use of the facilities provided (26).</p> <p>Crime and Disorder</p> <p>Partnership working between CCTV and mobile street wardens allows for an effective provision against antisocial behaviour.</p>	<p>(24) Cabinet report on Lavatory provision</p> <p>(25) Calculation notes</p> <p>(26) Report to Council 21/11/02 Financial Statement – Special Expense Areas Langtoft background papers</p> <p>(26A) Report Mobile Wardens</p>

5.1.4 To what extent do costs reflect policy decisions?	Reference to evidence source
<p>Please provide brief details and evidence to support your assessment in relation to the key areas of focus:</p> <ul style="list-style-type: none"> • how costs are assessed when decisions are made; • the extent to which higher spending is in line with stated priorities; and • the extent of long term cost considerations with major investments or partnerships. <p>Policy Decisions and Framework</p> <p>The Council's prioritisation exercise clearly sets out the investment levels expected to be made in the identified areas, and this has been supported by action plans for each area (27). At the same time those areas where less investment is required have seen reduced levels of funding included within the budget.</p> <p>The Medium Term Financial Strategy has built these into its assessment alongside the potential for additional external income, increases in statutory spend and other factors impacting financially on the Council.</p> <p>The Capital Programme reflects the long-term investment needs required in existing assets and in priority areas.</p> <p>Partnership Working</p> <p>To maximise benefits to our customers whilst minimising costs, we have worked jointly with Welland and Lincolnshire partners:</p> <ul style="list-style-type: none"> • Welland – software to deliver e-government and improved customer services • Lincolnshire – work on diversity and member and senior management development. 	<p>(27) Path to Pride Report</p>

5.2 The council manages and improves value for money

What is the purpose of this section of the self-assessment?

This section provides the authority with an opportunity to demonstrate how it manages and improves value for money including its processes for monitoring and reviewing its costs. Local fieldwork will focus on the extent to which the authority identifies and pursues opportunities to reduce costs or improve quality within existing costs. Please provide evidence of outcomes achieved from any processes described.

Completing the self-assessment

Please provide short statements using the pro-forma to address the key line of enquiry and each of the key sub-questions:

- 5.2 How well does the council manage and improve value for money?
- 5.2.1 How does the council monitor and review value for money?
- 5.2.2 How well has the council improved value for money and achieved efficiency gains (limited to the last three years)?
- 5.2.3 Do procurement and other spending decisions take account of full long term costs?

KLOE 5.2 How well does the council manage and improve value for money?	Reference to evidence source
<p>Please provide brief details and evidence to support your assessment focusing on:</p> <ul style="list-style-type: none"> • how the council manages its costs, whilst maintaining the quality of services and responding to local needs. <p>Services monitor their profiled budgets regularly to ensure we are in line with projected income and expenditure. All budget holders have access to the general ledger to monitor this. Exception reporting is in place to keep the relevant Cabinet portfolio holder and scrutiny panel informed, should there be a variation.</p> <p>Our Property Performance Management Group meets every six weeks to discuss capital scheme progress and budget (28). This is a cross service group, chaired by the Assets and Facilities Manager (who has value for money in his job requirements) and including a member of the Corporate Management Team. The Cabinet portfolio holder for this area is regularly updated on the progress of the group.</p> <p>Local Area Assemblies, which are held on a regular basis, have the following representatives, in addition to being open for public attendance:</p> <ul style="list-style-type: none"> • District Council • Parish Councils • County Council • Tenant Compacts • Voluntary groups <p>Priorities are set taking into account feedback from this consultation.</p>	<p>(28) Property Performance Management Group Terms of Reference</p>

[illegible]

<p>For best value reviews, a tool kit is used to challenge all aspects of services, to ensure a consistent approach (30). Member work together with officers on best value reviews and the scope of reviews are agreed by members. Benchmarking is a fundamental part of the review process and it not limited to best value reviews; this tool is used on an ongoing basis throughout the Council.</p> <p>External Challenge</p> <p>The Council has an external performance board (30) that challenges the outcomes achieved by the Council in response to its change management plan. This board is comprised of private sector and public sector experts. Examples of their work is includes challenging the Council's sickness rates, delivery of savings and progress against the Change Management Action Plan (31).</p>	<p>(30) External Performance Board documentation</p> <p>(31) Change Management Action Plan</p>
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5.2.2 How well has the council improved value for money and achieved efficiency gains over the last three years?	Reference to evidence source
<p>Please provide brief details and evidence to support your assessment. Please append your backward looking Efficiency Statement covering 2004/05:</p> <ul style="list-style-type: none"> • council targets for value for money and efficiency gains; and • the achievement of efficiency gains. <p>The backward looking statement established efficiency savings of £75,785 in 2004/05 and the forward looking statement identifies a target of £505,000 for each of the next 3 years (32).</p> <p>The Council has piloted a SOLACE fit for Gershon project (33). This enabled a cross section of staff, managers and members to establish the short, medium and long-term agenda for delivering savings.</p> <p>Service managers are identifying further efficiency savings at 5% of budget through their service plans which will be challenged by members in budget development (3).</p> <p>The Council's access and Modernisation programme will enable savings whilst improving customer service. The Council has recently adopted an IT Strategy which will also drive efficiencies.</p> <p>Demonstrating that savings have been made over the last 3 years relies on services being delivered within budget as the annual efficiency statement was introduced for 2005/6 with a backward look for 2004/5. In 2004/5 the outturn was an underspend of £573,000, having delivered required outcomes. When this is combined with the additional interest receipts, this allowed a £1 million provision to be set up for any costs arising from the transfer ballot, thus mitigating the impact on future taxpayers of any no vote .</p>	<p>(32) Annual Efficiency Statement</p> <p>(33) SOLACE documentation</p> <p>(3) Service Plans</p>

5.2.3 Do procurement and other spending decisions take account of full long-term costs?	Reference to evidence source
<p>Please provide brief details and evidence to support your assessment:</p> <ul style="list-style-type: none"> • how value for money is built into the council's procurement practice; • the extent to which a 'whole life' approach is taken to spending and procurement decisions; • identifiable savings achieved through procurement; and • use of external funding to deliver council priorities. <p>The Council has had an IDEA health check (34) on its procurement strategy (35). The results of the review were positive, with good corporate examples of procurement being cited, in particular the use of purchasing champions for certain goods and services and the procurement of a specialised industrial premise for Park Air Electronics. The Council has purchased an e-procurement system as part of its investment in a new financial ledgers (36). These will deliver improved quality and more efficient services (37).</p> <p>The Council has a policy on formal market testing, having scored all services, it is in a process of testing those that scored highest against the market place. This ensures the services being provided represent value for money in terms of price and quality. In the year 2004/05 facilities management and printing were chosen for market testing and in 2005/06 CCTV and paymaster functions. A framework and scoring system was developed and services were tested against the market place (38). Facilities management and printing has progressed during 2005/06 and CCTV and paymaster services are now being worked upon for 2006/07. External challenge is provided by the performance management board, which gives a private sector perspective.</p> <p>In terms of strategy procurement the stock option appraisal process (39)</p>	<p>(34) IDeA Healthcheck</p> <p>(35) Procurement Strategy</p> <p>(36) Award of contract for new financial ledgers</p> <p>(37) Return on Investment</p> <p>(38) Evidence of scoring system</p> <p>(39) www.southkesteven.gov.uk/housing/housing.aspx</p>

evaluates the value for money for tenants and the wider community of local authority housing. The development of a 30 year business plan for the housing revenue account and the creation of various investment options concluded the best procurement for social housing provision being through a registered social landlord. The offer to tenants is currently being developed.

The council takes a whole life approach in procurement.

The Council has a good track record of securing external funding for projects. Recent examples include:

- £482,000 of LGOL funding to deliver the access and modernisation programme (2004-6)
- £640,000 planning delivery grant award for 2005/6
- £250,000 estimate for Lincolnshire wide projects from the Centre of Excellence
- £1,000,000 DEFRA grant
- £180,000 Lincolnshire Diversity Capacity bid.

South Kesteven District Council 2004/05 Annual Efficiency Statement – Backward Look

Activities undertaken to achieve efficiency gain

DRAFT STATEMENT

1. The Council during 2004/05 set out its priorities for future years following widespread consultation with stakeholders. It made efforts in 2004/05 to set targets for performance that would contribute to the efficiency targets of future years.
2. The main activities in 2004/05 included in this statement relate to E-government, doing more with less and improvements in sickness management. The better use of resources for waste management created re-invested cashable savings.

	Quality Cross Check Met?	2004/05 annual efficiency gains (£)	...of which related to capital spend (£)	...of which related to other spend (£)	...of which cashable (£)
Adult social services		0			
	Activities undertaken to achieve efficiency gain:				
	Quality cross-check notes:				
Children's services		0			
	Activities undertaken to achieve efficiency gain:				
	Quality cross-check notes:				
Culture and sport					
	Activities undertaken to achieve efficiency gain:				
	Quality cross-check notes:				
Environmental services					
	Activities undertaken to achieve efficiency gain:				
	Quality cross-check notes:				
Local transport					
	Activities undertaken to achieve efficiency gain:				
	Quality cross-check notes:				
LA social housing	Yes	32,000	0	32,000	32,000
	Activities undertaken to achieve efficiency gain:				

	Quality cross-check notes: Care Services call monitoring performed for another authority, which did not result in an increase in staff resources. Extra work was contained within existing resources.				
Non-school educational services	0				
	Activities undertaken to achieve efficiency gain:				
	Quality cross-check notes:				
Supporting people	0				
	Activities undertaken to achieve efficiency gain:				
	Quality cross-check notes:				
Homelessness					
	Activities undertaken to achieve efficiency gain:				
	Quality cross-check notes:				
Other cross-cutting efficiencies not covered above					
Corporate services					
	Activities undertaken to achieve efficiency gain:				
	Quality cross-check notes:				
Procurement	Yes	10,693			4,030
	Activities undertaken to achieve efficiency gain:				
	Quality cross-check notes: Corporate Procurement strategy in place and/or updated in the last year				
Productive time	Yes	16,855			3,992
	Activities undertaken to achieve efficiency gain:				
	Quality cross-check notes: Working Days lost to sickness absence (BV12) 03/04 9.04 04/05 8.82				
Transactions	Yes	16,237			0
	Activities undertaken to achieve efficiency gain:				
	Quality cross-check notes: Percentage of Council Tax collected (BV9) 03/04 97.54 04/05 97.84				
Miscellaneous efficiencies					
	Activities undertaken to achieve efficiency gain:				
	Quality cross-check notes:				
Total		75,785	0	32,000	40,022