

## Appendix 2

### Value for Money ~ Programme of Reviews

The Value for Money stream board agreed in December 2007 to develop a programme of value for money reviews to:

- Identify efficiencies and/or improve services with existing resources
- Embed existing good value for money practice throughout the Council
- Consider whether existing services are efficient and effective
- Take Opportunities to reduce costs and improve performance through changing delivery mechanisms

It is anticipated that the programme will deliver the following benefits:

- Ensure that there is a customer focus to service improvement
- Provide evidence of a strategic approach to reviews
- Savings through reduced costs or improved performance
- Establish a medium-term work programme for the Improvement team

In developing the programme, customer facing functions across the Council have been assessed in terms of a Perception, Efficiency, Performance (PEP) criteria. Services to be reviewed earlier in the programme are likely to meet one or more of the following profiles:

- Residents' surveys show satisfaction with the service is low
- Services that are high cost and high spend
- Performance indicators are below target and/or lower quartile
- Services that have not been reviewed recently.

As a general rule, services that have not been subject to recent inspection or review will be prioritised. However, some services that have been recently reviewed may be given a light-touch review to ensure progress against recommendations is on target.

Corporate support services will also be reviewed through the programme. As there is generally a lack of performance and cost comparison information for these services, all will be reviewed within the three year programme. Service areas key to maintaining the Council's CPA score will be prioritised first. A review of the Homes for Haringey Service Level Agreement and client reviews will be undertaken prior to the start of the support services reviews to help inform the programme prioritisation.

Available resources in the Improvement team will limit the number of full reviews in year one.

Additional resources will need to be identified to deliver the proposed programme of reviews in years two and three. **A review methodology is being developed to support the programme.**

The following service areas are already being reviewed through other projects in the Achieving Excellence Stream in year 1 and will not be included in the proposed three year value for money review programme:

- Customer Services (Citizen Focus stream)
- Performance Management (Knowledge/Information Management)
- Procurement (Operating model)
- Supported Housing (To be determined)

As a full zero-based budget review of the Children and Young People's directorate is underway this year, those services have not been included in this value for money review programme.

The financial target for each review will be to realise savings of 3% of the gross budget for the service area under review in the year that the review recommendations are implemented.

The following is a suggested programme, subject to approval by Chief Executive's Management Board and further research into current performance, cost and perception information.

#### **Year 1:**

Customer facing services:

- Adults Social Care
- Building Control
- Economic Regeneration
- Children and Young People's (zero based budgeting).

Support services:

- Communications
- Legal
- Organisational Development/Learning & Development across Council
- Property Management
- Realisation of category management

Three services recently reviewed have been identified for follow-up inspections in year 1 to ensure planned improvements are on track.

- Benefits and Local Taxation
- Housing Strategy & Needs
- Mental Health

## Year 2:

Customer facing services:

- Community Safety
- Enforcement (including Development Control)
- Learning Disabilities
- Lifelong Learning
- Neighbourhoods and Area Based working
- Parks & Arboricultural Services
- Planning
- Residential Care

Support Services:

- Finance (Corporate & Departmental)
- Human Resources
- Information Technology

## Year 3:

Customer facing services:

- Libraries & Museums
- Sports & Leisure
- Recreation
- Bereavement Services
- Home Care
- Democratic Services
- Transport

Support Services:

- Audit & Risk Management
- Human Resources

We are recommending a financial target on each VFM review of 3% of the gross budget of the service area involved. This ties in with Treasury efficiency targets for local government as part of the Comprehensive Spending Review. Please note that when considering support services this does not just apply to the central function but also refers to directorate based activity as well. **NB The 3% will not necessarily be full cashable saving in each service area. The idea of VFM is not only to look for cost reductions but also to look at different/better ways of doing things. Like zero budgeting, VFM also challenges whether the organisation needs to be delivering particular services. It may be appropriate to redirect some savings to invest in new ways of doing things in the service.** Further analysis will be undertaken to identify additional cross-cutting VFM projects across departments.

