

AGENDA MANAGEMENT SHEET

Name of Committee Cabinet

Date of Committee 27 June 2006

Report Title 2005/06 Backward-Looking Annual Efficiency Statement and Quality Crosscheck

Summary The report seeks members' approval to submit the 2005/06 Annual Efficiency Statements for the Council and Fire Authority to the DCLG

For further information please contact: Michael Furness Principal Accountant Tel: 01926 412666 michaelburness@warwickshire.gov.uk Helen Murphy Financial Services Manager Tel: 01926 753218 helenmurphy@warwickshire.gov.uk

Would the recommended decision be contrary to the Budget and Policy Framework? No.

Background papers Measuring and Reporting Efficiency Gains - A Guide to Completing Annual Efficiency Statements, issued May 2006

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

- Other Committees
- Local Member(s)
- Other Elected Members Cllr Tandy, Cllr Roodhouse - for information
- Cabinet Member Cllr Farnell, Cllr Cockburn - "Noted for consideration"
- Chief Executive Jim Graham - for information
- Legal David Carter - for information
- Finance Dave Clarke - reporting officer
- Other Chief Officers William Brown - reporting officer
- District Councils

- Health Authority
- Police
- Other Bodies/Individuals

FINAL DECISION YES

SUGGESTED NEXT STEPS:

Details to be specified

- Further consideration by this Committee
- To Council
- To Cabinet
- To an O & S Committee
- To an Area Committee
- Further Consultation

Agenda No

Cabinet - 27 June 2006

2005/06 Backward-Looking Annual Efficiency Statement and Quality Cross Check

Report of the Strategic Director, Resources and Strategic Director, Community Protection

Recommendation

Cabinet are asked to:

- Approve the draft 2005/06 Backward Looking Annual Efficiency Statement for the County Council attached at Appendix A.
- Authorise the Strategic Director, Resources in consultation with the Leaders and Chief Executive, to make any changes necessary to the County Council 2005/06 Backward-Looking Annual Efficiency Statement prior to its submission to the Government on 6 July 2006.
- Approve the draft 2005/06 Backward Looking Annual Efficiency Statement for the Warwickshire Fire and Rescue Authority attached at Appendix B.
- Authorise the Strategic Director, Resources and the Strategic Director, Community Protection in consultation with the Head of the Fire and Rescue Authority (Cllr Hobbs acting in this capacity), Cllr Shilton and Cllr Chattaway to make any changes necessary to the Fire and Rescue Authority 2005/06 Backward-Looking Annual Efficiency Statement prior to its submission to the Government on 6 July 2006.

1 Introduction

- 1.1 As part of the Government's efficiency planning agenda the County Council is required to deliver efficiency gains of 2.5%, half of which must be cashable, each year from 2005/06 to 2007/08, covering all services except fire and rescue and schools. Over the three-year period the total level of efficiency gains the County Council is expected to deliver is £19.566million of which £9.783million must be cashable.
- 1.2 In addition the Department for Communities and Local Government set a combined target of £105million of efficiency gains over three years for all English Fire Authorities, all of which must be cashable. This equates to a target for Warwickshire's Fire and Rescue Authority of £1.042million over three years, about 5% of their 2004/05 net outturn.

- 1.3 Reporting to the Government on efficiency is required three times a year via the forward plan in April, a mid-year update in November and the end of year position in June/July. This report forms the third element of this reporting process. The deadline for the submission is 6 July 2006.
- 1.4 The submission of the end of year 2005/06 Backward-Looking Annual Efficiency Statement (AES) will fulfil three purposes:
- It will confirm that the total level of efficiency gains claimed in 2004/05 are ongoing;
 - It will detail the additional ongoing efficiency gains identified in 2005/06; and
 - It will confirm whether we have made the efficiency gains without reducing the quality of the service provided. Meeting the quality threshold is a prerequisite for claiming efficiency gains in a particular service area unless mitigating factors are provided.

2 County Council Efficiency Gains

2.1 2004/05 County Council Efficiency Gains

- 2.1.1 The level of efficiency gains claimed in the original 2004/05 Backward-Looking AES was £6.393million, of which £3.077million was cashable. This has increased to £6.529million and £3.143million because the gains are automatically uprated from a 2004/05 to a 2005/06 price base. This can be seen in Table 1 below.

	Cashable (£000)	Non-Cashable (£000)	Total (£000)
2004/05 AES	3,077	3,316	6,393
2005/06 AES for 2004/05	3,143	3,386	6,529
Variation	66	70	136

- 2.1.2 All of the efficiency gains claimed in the 2004/05 Backward-Looking AES are still on-going and can still be counted towards meeting our overall efficiency target of £19.566million by 2007/08.

2.2 2005/06 County Council Efficiency Gains

- 2.2.1 The County Council's target is to achieve £6.749million efficiency gains in 2005/06 of which at least £3.375million must be cashable. In November 2005 a mid-year update AES was submitted to the ODPM predicting that we would achieve £4.951million of efficiency gains of which £3.481million would be cashable. The actual efficiencies achieved for 2005/06 are £8.780million of which £5.847million are cashable. The movement in 2005/06 efficiency gains from the 2005/06 Mid-Year Update AES can be seen in Table 2 below.

Table 2: Variation in predicted to actual 2005/06 efficiency gains						
Service Area	2005/06 Mid-Year Update AES		2005/06 Backward-Looking AES		Variation	
	Total £000	Cashable £000	Total £000	Cashable £000	Total £000	Cashable £000
Adult Social Services	51	44	2,664	2,664	2,613	2,620
Children's Services	352	351	1,049	1,048	697	697
Culture and Sport	0	0	0	0	0	0
Environmental Services	820	820	581	66	(239)	(754)
Local Transport (Highways)	351	321	263	263	(88)	(58)
Local Transport (Non-Highways)	0	0	0	0	0	0
Non-School Education	356	310	397	397	41	87
Supporting People	1,037	1,037	546	546	(491)	(491)
Corporate Services	218	211	525	525	307	314
Procurement	118	118	191	191	73	73
Productive Time	1,232	15	996	0	(236)	(15)
Transactions	163	1	1,469	48	1,306	47
Miscellaneous	253	253	99	99	(154)	(154)
Total	4,951	3,481	8,780	5,847	3,829	2,366

2.2.2 The reasons for the changes in levels of forecast efficiency gains for 2005/06 are as follows:

2.2.3 Adult Social Services – increase of £2,613,000

Adult Social Services has seen a dramatic increase in the ratio of internal to more cost effective external homecare resulting in a gain of £1,525,000 that was not expected to occur at September 2005. This is as a result of increasing the ratio of intensive home care from being provided internally to externally as the unit costs are lower. A further £1,068,000 came from improved performance in intensive homecare. These gains have arisen from increasing the ratio of older people looked after from being supported in residential homes to receiving intensive home care. These gains had previously been identified as a potential source of efficiency gains but were not able to be quantified until the end of the financial year.

2.2.4 Children's Services – increase of £697,000

The ratio of foster care to residential placements has improved resulting in gains increasing by £697,000, as foster care placements are believed to provide a better care option for the majority of looked-after children as well as being more cost effective.

2.2.5 Environmental Services – decrease of £239,000

The end year figure for savings relating to increased recycling and avoidance of landfill has fallen by £239,000. This is due to changes in the assumed cost of landfill tax credits from our estimate of £50.00 per ton to £20.20 per ton, the figure we are required to use by CIPFA in the Statement of Accounts. In reviewing this, the gains have been reassessed as being non-cash as it relates to the avoidance of future costs rather than cash we can redirect to priority services now.

- 2.2.6 Local Transport (Highways) – decrease of £88,000**
Savings generated through the Carillion contract are lower than those predicted at the time of the 2005/06 Mid-Year Update by £58,000. However, this figure has still to be finalised between Carillion, the external auditors and ourselves. The remaining £30,000 efficiency gain expected from joining with other authorities to commission consultants to help develop our asset management plan was subsequently found to be a one-off saving and cannot therefore count towards our 2007/08 target.
- 2.2.7 Non-School Education – increase of £41,000**
The increase in non-school education efficiencies came mainly from tighter monitoring of capital budgets meaning that less revenue was required to fund shortfalls. The non-cash elements have subsequently been identified as being cash savings.
- 2.2.8 Supporting People – decrease of £491,000**
The decrease of £491,000 is due to removing some double counting of efficiency gains in the mid-year forecast.
- 2.2.9 Corporate Services – increase of £307,000**
£222,000 of additional efficiency gains arose from bringing work in-house within Property Services by appointing two graduate surveyors and requiring fewer building surveys to be carried out externally.
£32,000 of efficiencies have been generated through restructuring services upon staff leaving the organisation. This was carried out separately from the corporate restructuring.
£52,000 of efficiencies have been generated through further improvements in technical support for IT modernisation through changes to the IT infrastructure, the way it is delivered and the way it is supported.
- 2.2.10 Procurement – increase of £73,000**
£59,000 of efficiencies have been generated by entering into a national contract for mobile phones through reduced line rental charges.
A further £10,000 were generated as a result of ESPO (our partner purchasing organisation) prices increasing at a slower rate than general inflation.
- 2.2.11 Productive Time – decrease of £236,000**
The decrease in productive time is because staff absence has reduced less than originally expected in 2005/06 resulting in slightly lower than forecast gains being achieved in 2005/06. This is due to better than expected performance in 2004/05 in reducing the average number of sick days taken by staff. The overall level of efficiencies generated across 2004/05 and 2005/06 from reducing sickness absence is higher than originally anticipated.
- 2.2.12 Transactions – increase of £1,306,000**
Use of the internet by the public to answer queries that would normally have required contact either by telephone, email, letter or a personal visit with staff has increased significantly since the 2005/06 Mid-Year Update. We had previously forecast an increase in website visits of 45%, but the actual increase was 58%.

2.2.13 **Miscellaneous – decrease of £154,000**

Efficiency gains generated under the miscellaneous category relate to the cashflow benefit from the disposal of our surplus assets. The reduction relates to slippage in selling some assets.

2.2.14 The information summarised in paragraphs 2.2.3 to 2.2.13 has been translated into the format of the 2005/06 Backward-Looking AES submission required by the Government. A draft of this is attached at Appendix A. Members are asked to approve the submission of the draft 2005/06 Backward-Looking AES to the Government and authorise the Strategic Director of Resources, in conjunction with the Leaders and Chief Executive to make any amendments necessary to the 2005/06 Backward-Looking AES prior to its submission to the Government on 6 July 2006.

2.3 **Progress Towards Meeting Our County Council Targets**

2.3.1 The information in the statement demonstrates that we have reached our overall target for 2005/06. This however should be looked at in the context of where we are compared to meeting our overall target of 7.5% of on-going efficiency gains by 2007/08.

2.3.2 The efficiency gains made in 2004/05 are allowed to count towards our overall efficiency target. Taken together with the 2005/06 gains the authority is ahead of its overall target for the end of 2005/06 by £8.560million. In April 2006 we submitted a 2006/07 Forward-Looking AES forecasting we would achieve £7.009million of efficiencies. If these gains are achieved in 2006/07 then we will have exceeded our overall target of £19.566million a year ahead of schedule. The overall progress to date against the target is shown in more detail in Table 3 below.

Year	Cumulative Total Efficiency Gains			Cumulative Cash Efficiency Gains		
	Government Target £m	Achieved/ Forecast To Date £m	Over Target £m	Government Target £m	Achieved/ Forecast To Date £m	Over Target £m
2004/05	-	6.529	6.529	-	3.143	3.143
2005/06	6.749	15.309	8.560	3.375	8.990	5.615
2006/07	13.044	22.318	9.274	6.522	14.695	8.173
2007/08	19.566	24.224	4.658	9.783	15.620	5.837

2.4 **County Council Quality Crosschecks**

2.4.1 The second part of the 2005/06 Backward-Looking AES for the County Council is the quality crosscheck (QCC). In order for local authorities to be able to claim efficiency gains they must be able to demonstrate that the quality of the service has been maintained. The QCC is a very high level method for the government to be able to measure that this has been achieved. Appendix A shows the QCCs that apply to each service and

performance against these in 2004/05 and 2005/06. Table 4 shows a summary of which services have met their QCCs in 2005/06.

Service	QCC Met
Adult Social Services	No
Children's Services	Yes
Culture and Sport	Awaiting Information
Environmental Services	Yes
Local Transport (Highways)	Yes
Local Transport (Non-Highways)	N/A
Non-School Education	Yes
Supporting People	Yes
Corporate Services	Yes
Procurement	Yes
Productive Time	Yes
Transactions	Yes
Miscellaneous	No

2.4.2 The Adult Social Services QCC is the percentage of older people helped to live at home (PAF C32) and is achieved if the figure increases. Between 2004/05 and 2005/06 the percentage has decreased from 6.1% to 5.8%. The indicator however does not link strongly to the areas in which our efficiency gains are being claimed within Adult Social Services. The gains being claimed link much more strongly to intensive homecare, with the corresponding QCC being Intensive home care as a percentage of intensive home and residential care (PAF B11) with the QCC being met if the percentage has increased. In 2004/05 the performance was 22.3% and in 2005/06 has increased to 25.0%. As this QCC has increased the benefits being claimed should still be allowable.

2.4.3 The Miscellaneous QCC is the overall CPA score for the authority and is met if the score stays the same or increases. Between 2004/05 and 2005/06 the score has decreased from excellent (four stars) to good (three stars). The efficiency gains claimed under the Miscellaneous heading relate to the sale of surplus assets and the associated cash benefits achieved through having to undertake less borrowing, and hence make lower interest payments. A more appropriate QCC for this type of efficiency gain is to assess whether we are at least maintaining or improving the management of our assets. Our 2005/06 Asset Management Plan scored a Level 4 under CPA, the highest achievable. As this indicator is as high as possible the benefits being claimed should still be allowable.

3. Fire and Rescue Authority Efficiency Gains

3.1 2004/05 Fire and Rescue Efficiency Gains

3.1.1 The level of efficiency gains claimed in the original 2004/05 Backward-Looking AES for Fire and Rescue was £266,000, all of which were cashable. The level of gains being claimed has decreased because the levels of sickness absence within the Fire and Rescue Authority have increased above the levels in 2003/04. As a result the efficiencies can no longer be

claimed unless levels of sickness absence fall to below their original level. This can be seen in Table 5 below.

	Cashable (£000)	Non-Cashable (£000)	Total (£000)
2004/05 AES	266	0	266
2005/06 AES for 2004/05	255	0	255
Variation	(11)	0	(11)

- 3.1.2 The remainder of the efficiency gains claimed in the 2004/05 Backward-Looking AES are still on-going and can be counted towards meeting our overall efficiency target of £1.042million by 2007/08.

3.2 2005/06 Fire and Rescue Efficiency Gains

- 3.2.1 The Fire and Rescue Service forecast to make £110,000 of cashable savings in 2005/06 when it made its first forward looking efficiency submission in November 2005. The actual efficiencies achieved for 2005/06 are £111,000 all of which are cashable. The movement in 2005/06 efficiency gains from the November 2005/06 Forward Looking AES can be seen in Table 6 below.

Service Area	2005/06 Forward Looking AES		2005/06 Backward-Looking AES		Variation	
	Total £000	Cashable £000	Total £000	Cashable £000	Total £000	Cashable £000
Civilianisation of Uniformed Posts	14	14	14	14	0	0
Strategic Appliance Review	5	5	0	0	(5)	(5)
Procurement Savings	65	65	92	92	27	27
Enforcement of Pool Car Policy	11	11	0	0	(11)	(11)
Absence Management	10	10	0	0	(10)	(10)
Printing Savings	5	5	5	5	0	0
Arson Reduction Strategy	0	0	?	0	?	0
Total	110	110	111	111	1	1

- 3.2.2 The reasons for the changes in levels of forecast efficiency gains for 2005/06 have occurred for the following reasons:

3.2.3 **Strategic Appliance Review – not achieved (£5,000)**

There was a delay in implementing the results of the review, resulting in the savings being achieved in 2006/07 rather than 2005/06.

3.2.4 **Procurement Savings - increase of £27,000**

Savings realised from the renegotiation of the transport maintenance contract were higher than originally forecast.

3.2.5 Enforcement of Pool Car Policy – not achieved (£11,000)

We are still collating figures on pool car usage to verify this saving. There is a possibility that this saving has not been achieved, since expenditure on mileage claims increased between 2004/2005 and 2005/2006. The final figures will be included in the return before it is sent to DCLG.

3.2.6 Absence Management (£10k)

Despite a significant decrease in shifts lost to sickness amongst support staff there was an increase in operational personnel absence. This was primarily due to two cases of long term sick where there was a delay in decision making around ill health retirements.

3.2.7 Arson Reduction Strategy – (non-cashable savings to be calculated)

Not included in our forward looking statement were saving associated with the large reduction in incidents connected to Arson which have come about through the implementation of arson reduction initiatives, the most significant of which has been the Car Clear scheme which has greatly reduced call outs. There is a non cashable saving associated with this which is currently being quantified for inclusion in the final backward looking return to DCLG. Although non-cashable savings do not count towards the FRA's efficiency target, DCLG have given the option for them to be included in efficiency returns to provide additional information.

3.2.8 A draft of the Fire and Rescue AES is attached at Appendix B. Members are asked to approve the submission of the draft 2005/06 Backward-Looking AES to the Government and authorise the Strategic Director, Community Protection and the Strategic Director, Resources, in consultation with the Head of the Fire and Rescue Authority (Cllr Hobbs acting in this capacity), Cllr Shilton and Cllr Chattaway to make any amendments necessary to the 2005/06 Backward-Looking AES prior to its submission to the Government on 6 July 2006.

3.3 Progress to Meeting Our Fire and Rescue Targets

3.3.1 The information in the statement indicates that we are making good progress to achieving our final target of £1.042million of cashable savings by 2007/08.

3.3.2 The efficiency gains made in 2004/05 are allowed to count towards our overall efficiency target. Taken together with the 2005/06 gains the Service will have achieved cumulative cashable gains of £366,000. In April 2006 we submitted a 2006/07 Forward-Looking AES forecasting that the Service would achieve £174,000 of cashable efficiencies. If these gains are achieved in 2006/07 then we will have cumulative cashable gains of £540,000, leaving £502,000 to achieve in 2007/08. The target for 2007/08 is larger than the Service has achieved in any single year so far. The Service's ability to achieve the required level of savings will be largely dependent on the outcome of the discussions that are currently taking place with Members regarding our medium term efficiency savings plans.

3.4 Fire and Rescue Quality Crosschecks

3.4.1 The second part of the 2005/06 Backward-Looking AES for the Fire Authority is the quality crosscheck (QCC). These are used in the same way as for the other County Council savings. In order for the Fire Authority to be able to claim efficiency gains they must be able to demonstrate that the quality of the service they provide has been maintained. The QCC is a very high level method for the government to be able to measure that this has been achieved. Appendix C shows the QCCs that apply to each service and their performance against these in recent years. All quality indicators have been met, although BVPI 12, uniformed sickness levels has risen slightly in 2005/06. However, since the sickness levels from 2003/04 to present are still significantly lower than previous sickness levels (by around an average of over 2 days per uniformed employee), the Fire Authority can still demonstrate a continued reduction in average sickness levels, therefore the savings can still be counted.

4. Next Steps

4.1 The AES process is a self-assessment approach in order to minimise the burden on councils. However the figures included in the AES will be scrutinised by Government departments. In addition the Backward-Looking AES will be reviewed as part of the CPA Value for Money assessment.

4.2 If the figures are challenged the Council will be invited to amend its statement where the Audit Commission has highlighted any concerns relating to the processes the council has adopted in producing the AES.

4.3 Following the submission of the 2005/06 Backward-Looking AES to the government the next deadlines for both the County Council and separately for the Fire and Rescue Service are:

- to submit the 2006/07 mid-year update to AES to the government on 17 November 2006;
- to submit the 2007/08 forward-looking AES to the government on 12 April 2007; and
- to submit the 2006/07 backward-looking AES to the government on 5 July 2007.

DAVE CLARKE
Strategic Director, Resources

WILLIAM BROWN
Strategic Director,
Community Protection

Shire Hall
Warwick
9 June 2006

Title	Ongoing gains sustained from 2004/05 (£)		Further gains achieved in 2005/06 (£)		...of which expected to be ongoing (£)		Cumulative gains as at end of 2005/06 (£)	
	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)
Adult social services	921,000	921,000	2,664,000	2,664,000	2,664,000	2,664,000	3,585,000	3,585,000
2005/06 Primary Quality Cross Check								
Quality Cross Check					2004/05	2005/06	QCC met?	
Older people helped to live at home (PAF C32)					6.1%	5.8%	No	
2005/06 Secondary Quality Cross Check								
Quality Cross Check					2004/05	2005/06	QCC met?	
Intensive home care as a percentage of intensive home and residential care (PAF B11)					22.3%	25.0%	Yes	
Overarching key actions taken:								
<ul style="list-style-type: none"> All efficiency gains achieved in 2004/05 are ongoing. Increasing the proportion of home care delivered by the external market at lower cost whilst maintaining our specialist internal home care service. Gain £1,525,000. Improving the levels of intensive home care given whilst also reducing the numbers requiring intensive home care through preventative measures. Gain £1,068,000. Restructuring of vehicle routes. Gain £34,000. Increasing productivity in the County's sheltered workshop to reduce their deficit. Gain £19,000. Full year effects from services provided by the external market using our surplus property and receiving rent from its use. Gain £18,000. 								
Overarching quality cross check information:								
The gains being claimed link much more strongly to intensive home care, with the corresponding QCC being Intensive home care as a percentage of intensive home and residential care (PAF B11) with the QCC being met if the percentage has increased. In 2004/05 the performance was 22.3% and in 2005/06 has increased to 25.0%. As this QCC has increased the benefits being claimed should still be allowable.								
Children's Services	928,000	928,000	1,049,000	1,048,000	1,049,000	1,048,000	1,977,000	1,976,000
2005/06 Primary Quality Cross Check								
Quality Cross Check					2004/05	2005/06	QCC met?	
Percent of initial assessments completed in timescale					66.3	88.0	Yes	
Overarching key actions taken:								
<ul style="list-style-type: none"> All efficiency gains achieved in 2004/05 are ongoing. Increasing the ratio of foster carer to residential placements. Gain £1,047,000 Restructuring of vehicle routes and travel time following the relocation of the Youth Offending Team. Gain £2,000. 								

	Ongoing gains sustained from 2004/05 (£)		Further gains achieved in 2005/06 (£)		...of which expected to be ongoing (£)		Cumulative gains as at end of 2005/06 (£)	
Title	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)
Culture and Sport	34,710	0	0	0	0	0	34,710	0
2005/06 Primary Quality Cross Check								
Quality Cross Check					2004/05	2005/06	QCC met?	
Uptake of service by participants/ visitors					104.7%	Awaiting Information	Unknown	
Overarching key actions taken:								
<ul style="list-style-type: none"> All efficiency gains achieved in 2004/05 are ongoing. 								
Overarching quality cross check information:								
Information on the uptake of service by participants/visitors is still outstanding.								
Environmental Services	182,741	178,657	581,000	66,000	581,000	66,000	763,741	244,657
2005/06 Primary Quality Cross Check								
Quality Cross Check					2004/05	2005/06	QCC met?	
Percentage sum of household waste arisings that have been: (a) sent by the Authority for recycling (BV82a i); (b) sent by the Authority for composting or treatment by anaerobic digestion (BV82b i); and (c) used to recover heat, power and other energy sources (BV82c i)					31.7%	37.1%	Yes	
Overarching key actions taken:								
<ul style="list-style-type: none"> All efficiency gains achieved in 2004/05 are ongoing. Further expansion of green composting resulting in the diversion of waste from more expensive landfill. Gain £66,000. Increased recycling, composting and incineration of biometric waste has resulted in the authority holding Landfill Credits in reserve to offset against future requirements to avoid the purchase of landfill credits. Gain £515,000. 								

	Ongoing gains sustained from 2004/05 (£)		Further gains achieved in 2005/06 (£)		...of which expected to be ongoing (£)		Cumulative gains as at end of 2005/06 (£)	
Title	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)
Local transport (highways)	0	0	263,000	263,000	263,000	263,000	263,000	263,000
	2005/06 Primary Quality Cross Check							
	Quality Cross Check				2004/05	2005/06	QCC met?	
	Percentage of unclassified roads where structural maintenance should be considered (BV224b)				14.9%	14.6%	Yes	
	Overarching key actions taken:							
	<ul style="list-style-type: none"> • Entering into a collaborative road maintenance contract with a private sector partner where efficiencies generated are shared equally. Gain £250,000. • Transbus contract – A new procurement contract has allowed us to purchase new buses at a lower cost than previously. Gain £13,000. 							
Non-school educational services	832,000	723,000	397,000	397,000	397,000	397,000	1,229,000	1,120,000
	2005/06 Primary Quality Cross Check							
	Quality Cross Check				2004/05	2005/06	QCC met?	
	Percentage of pupils achieving five or more GCSEs at grades A* to C (BV38)				54.3%	57.3%	Yes	
	Overarching key actions taken:							
	<ul style="list-style-type: none"> • All 2004/05 efficiencies are ongoing. Some have increased due to a movement in the latest 2004/05 GDP deflator from 1.98% to 2.19%. • Introducing new working arrangements enabling service levels to be maintained using fewer resources. Gain £310,000. • Reorganisation of the County Music Service to ensure that levels of service were maintained with frozen cash levels. Gain £21,000. • DFES Standards Fund Grant for School Development has seen its levels frozen. Evidence shows services have either remained unchanged or expanded for lower funding in real terms. Gain £18,000. • A restructuring resulted in reduced employee numbers due to improvements in the use of new technology to provide financial information to budget holders and the provision of returns to government and other County Council departments. Gain £48,000. 							

	Ongoing gains sustained from 2004/05 (£)		Further gains achieved in 2005/06 (£)		...of which expected to be ongoing (£)		Cumulative gains as at end of 2005/06 (£)	
Title	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)
Supporting People	0	0	546,000	546,000	546,000	546,000	546,000	546,000
2005/06 Primary Quality Cross Check								
Quality Cross Check					2004/05	2005/06	QCC met?	
Average performance level for all local Supporting People services using the six Core Objectives (or four in 2003) in the Quality Assessment Framework (mode grade letter)					3	3	Yes	
Overarching key actions taken:								
<ul style="list-style-type: none"> Negotiating a standstill on contract prices. Gain £136,000. Negotiating a reduction in the cost of a contract. Gain £410,000. 								
Corporate Services	207,242	207,242	525,000	525,000	525,000	525,000	732,242	732,242
2005/06 Primary Quality Cross Check								
Quality Cross Check					2004/05	2005/06	QCC met?	
Investors in People accreditation achieved (0=Not achieved, 1=Achieved)					1	1	Yes	
Overarching key actions taken:								
<ul style="list-style-type: none"> All 2004/05 efficiencies are ongoing. Technical support for ICT modernisation. A programme of changes relating to the desk-top ICT infrastructure, the way it is delivered and the way it is supported. Gain ££52,000. Through our membership of the Warwickshire Online Partnership we obtained reduced costs for the managed service for each authority through a joint contract and jointly funded resources to co-ordinate and manage the implementation of these facilities to both increase overall capacity and reduce individual authorities costs. Gain £8,000. Staff savings have resulted by restructuring services through the redistribution of work and regarding staff when senior staff have left the authority instead of immediately replacing the post. Gain £32,000. By bringing in-house building surveying work that had previously been done external and appointing two graduate surveyors, the same level of work has been completed to the same standards for a reduced cost. Gain £222,000. Introducing new working arrangements enabling service levels to be maintained using fewer resources. Gain £211,000. 								

	Ongoing gains sustained from 2004/05 (£)		Further gains achieved in 2005/06 (£)		...of which expected to be ongoing (£)		Cumulative gains as at end of 2005/06 (£)	
Title	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)
Procurement	137,000	137,000	191,000	191,000	191,000	191,000	328,000	328,000
2005/06 Primary Quality Cross Check								
Quality Cross Check					2004/05	2005/06	QCC met?	
Corporate procurement strategy in place and/or updated in the last year (0=No, 1=Yes)					1	1	Yes	
Overarching key actions taken:								
<ul style="list-style-type: none"> All 2004/05 efficiencies are ongoing. Full-year effects from the corporate contract for procuring furniture. Gain £73,000. A tendering exercise was undertaken to reduce the costs associated with landline telephone calls. Gain £26,000. Full-year effects of the discount agreed as part of the contracting price for broadband. Gain £18,000. Contract rate negotiated as part of the Office of Government Commerce contract for mobile phones from 1 May 2005. Gain £59,000. Working proactively as part of the Eastern Shires Purchasing Organisation (ESPO) has resulted in below inflationary increases in prices. Gain £10,000. The corporate approach to the procurement and installation of PCs was introduced in 2003/04. This has been built on and improved in 2004/05 and 2005/06 with additional efficiency gains generated in 2005/06. Gain £5,000. 								
Productive Time	2,511,414	0	996,000	0	996,000	0	3,507,414	0
2005/06 Primary Quality Cross Check								
Quality Cross Check					2004/05	2005/06	QCC met?	
Investors in People or other appropriate quality management independent accreditation (0=None, 1=Achieved)					1	1	Yes	
Overarching key actions taken:								
<ul style="list-style-type: none"> All 2004/05 efficiencies are ongoing. The authority's HR Programme Board has sanctioned an absence management project looking at ways of reducing the number of days absent. The number of sick days has been reduced further in 2005/06 in addition to the gains achieved in 2004/05. Gain £996,000. 								

	Ongoing gains sustained from 2004/05 (£)		Further gains achieved in 2005/06 (£)		...of which expected to be ongoing (£)		Cumulative gains as at end of 2005/06 (£)	
Title	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)
Transactions	760,570	33,689	1,469,000	48,000	1,469,000	48,000	2,229,570	81,689
2005/06 Primary Quality Cross Check								
Quality Cross Check					2004/05	2005/06	QCC met?	
Number of visitors to the County Council website is increasing.					3,230,395	5,091,037	Yes	
Overarching key actions taken:								
<ul style="list-style-type: none"> All 2004/05 efficiencies are ongoing. Further encourage the use of self-service facilities via the Warwickshire website for a range of services, as an alternative option to traditional channels. We promoted these services via general website promotion and, for some services, via targeted press releases and website homepage campaign. Gain £1,458,000. Further efficiencies from the electronic submission of the authority's monthly VAT claim. Gain £11,000. 								
Miscellaneous	14,292	14,292	99,000	99,000	99,000	99,000	113,292	113,292
2005/06 Primary Quality Cross Check								
Quality Cross Check					2004/05	2005/06	QCC met?	
Overall CPA Score (0=Poor, 1=Weak, 2=Fair, 3=Good, 4=Excellent)					4	3	No	
2005/06 Secondary Quality Cross Check								
Quality Cross Check					2004/05	2005/06	QCC met?	
Asset Management Plan score under CPA (1=Level 1, 2=Level 2, 3=Level 3, 4=Level 4)					Previously rated as good by Government Office West Midlands	4	Yes	
Overarching key actions taken:								
<ul style="list-style-type: none"> Sale of surplus properties resulting in cashflow benefits to the authority. Gain £99,000. 								
Overarching quality cross check information:								
The efficiency gains claimed under the Miscellaneous heading relate to the sale of surplus assets and the associated cash benefits achieved through having to undertake less borrowing, and hence make lower interest payments. A more appropriate QCC for this type of efficiency gain is to assess whether we are at least maintaining or improving the management our assets. Our 2005/06 Asset Management Plan scored a Level 4 under CPA, the highest achievable. As this indicator is as high as possible the benefits being claimed should still be allowable.								
Total	6,528,969	3,142,880	8,780,000	5,847,000	8,780,000	5,847,000	15,308,969	8,989,880

WARWICKSHIRE FIRE AND RESCUE SERVICE						
ANNUAL EFFICIENCY STATEMENT						
Efficiency Savings Achieved in 2004/05						
Summary						
Category	Quality Cross-Check	One off or recurring?	Annual Cashable Efficiency Gain £K	Cumulative Cashable Efficiency Gain £K	Annual Non-Cashable Efficiency Gain £K	Cumulative Non-Cashable Efficiency Gain £K
Strategic Appliance Review	BVPI's 142 & 206	Recurring	220,000	220,000		
Procurement Savings	BVPI's 142 & 206	Recurring	10,000	230,000		
Review of Press and PR Function	BVPI's 142 & 206	Recurring	19,000	249,000		
Absence Management	BVPI 12f	Recurring	0	249,000		
Total at 2004/05 Prices			249,000	249,000	0	0
Total at 2005/06 Prices			255,225	255,225		

WARWICKSHIRE FIRE AND RESCUE SERVICE						
ANNUAL EFFICIENCY STATEMENT						
Efficiency Savings Achieved in 2005/06						
Summary						
Category	Quality Cross-Check	One off or recurring?	Annual Cashable Efficiency Gain	Cumulative Cashable Efficiency Gain	Annual Non-Cashable Efficiency Gain	Cumulative Non-Cashable Efficiency Gain
			£K	£K	£K	£K
2004/05 Recurrent Gains Carried Forward				255,225		
Civilianisation of Uniformed Posts	BVPI's 142 & 206	Recurring	13,868	269,093		
Strategic Appliance Review	BVPI's 142 & 206	Recurring	0	269,093		
Procurement Savings	BVPI's 142 & 206	Recurring		269,093		
* Renegotiation of Transport Maintenance Contract	BVPI 145 c	Recurring	80,885	349,978		
* Renegotiation of Onyx Contract (to provide specialist information and advice at incidents with regard to chemical hazards)	HMFSI Statistic: HRF80, Injuries During Operational Incidents	Recurring	10,000	359,978		
* Refocusing of internal arrangements for staff welfare support	BVPI's 142 & 206	Recurring	1,361	361,339		
Enforcement of Pool Car Policy	BVPI's 142 & 206	Recurring	0	361,339		
Absence Management	BVPI 12f	Recurring	0	361,339		
Printing Savings (produce electronically)	BVPI's 142 & 206	Recurring	5,000	366,339		
Arson Reduction Strategy (non cashable)	BVPI 206	Recurring			To be calculated	
Total			111,114	366,339	0	0

Fire and Rescue Quality Crosscheck Data

BVPI	Definition	Actuals				
		2001/02	2002/03	2003/04	2004/05	2005/06
12	Number of uniform shifts lost to sickness per employee	11.15	11.1	8.3	7.6	8.7
142	Number of calls to fire attended					
(i)	Total calls (excluding false alarms)	3257	3693	4084	2956	3006
	per 10,000 population	64.3	73	79.7	56.92	57.2
(ii)	Primary fires	1534	1746	1605	1359	1351
	per 10,000 population	30.3	34.5	31.3	26.17	25.71
(iii)	Accidental fires in dwellings	306	309	279	246	256
	per 10,000 dwellings	14.4	14.5	13	11.02	11.65
145	Percentage of calls to fire at which national standards for attendance were met					
(a)	Number of Appliances	100%	100%	100%	100%	100%
(b)	Number of Riders	72.40%	78.50%	81.00%	65.80%	74.50%
(c)	Attendance Times	98.20%	98.60%	97.40%	96.40%	97.30%
206	Number of deliberate fires				2036	1974
	per 100,000 population				39.21	37.57