



**Sadeh Lok Housing Group**

A BME Organisation in partnership with our people

# **Value for Money Strategy**

**May 2009**

**Draft for consultation**

Review date May 2010
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# Sadeh Lok value for money strategy

## 1 Introduction

Sadeh Lok Housing Association was formed in 1988 to meet the housing needs of black and minority ethnic communities, the business remains strongly focused on this aim while promoting inclusion.

There are now over 1,000 homes in management.

A group structure was adopted in 2003 and along with the housing business Sadeh Lok Group Limited now comprises four subsidiaries; Sadeh Lok Developments Ltd, Access Matrix, Up & Working and the Millin Centre. This structure was joined in April 2009 by the charity; Children's Link. Housing remains the core business of the group, and the group is currently engaged in an integration project to secure gains across the group from the various constituent elements. The aim is to improve the quality of life for all residents in the areas within which the group operates.

The group has operations in widely dispersed geographic locations; the housing stock is concentrated in West and South Yorkshire with over 90% in Kirklees, the Millin Centre is in Newcastle and Childrens Link is based in Lincolnshire but operates nation wide.



### ***Sadeh Lok Housing Group business objectives***

- To ensure profitability and financial stability of the Group
- To develop services in key areas of:
  - Housing
  - Employment
  - Education
  - Health
  - Leisure
  - Family
  - Safety

## **Sadeh Lok value for money strategy**

These objectives are to be met in a number of ways which are categorised as:

- Service delivery
- Partnership working to deliver services
- Signposting of services.

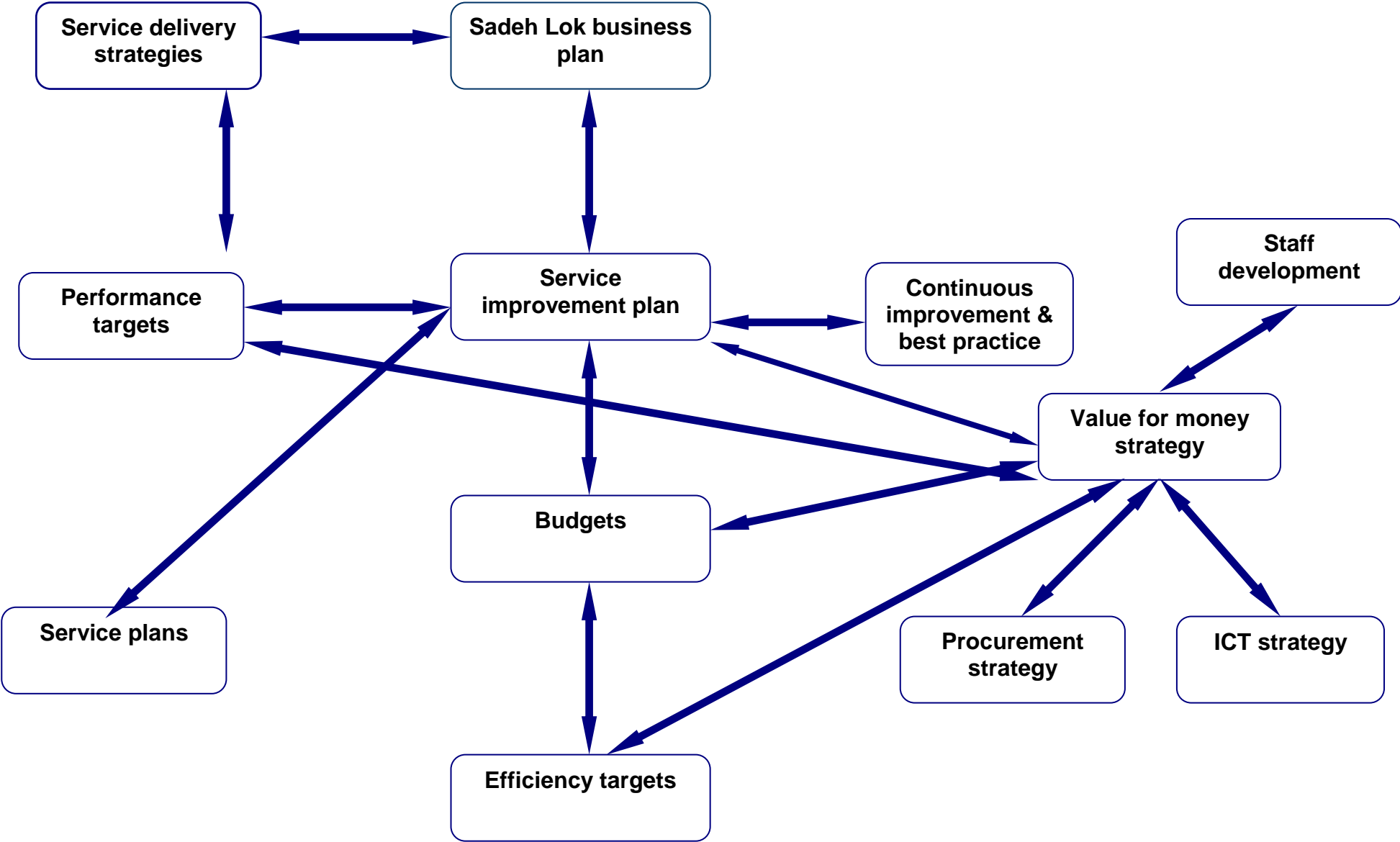
Value for money (VfM) is a driver of improvement in service delivery and a mechanism to facilitate better working with partners. The key themes within the VfM strategy will therefore assist Sadeh Lok Housing Group (Sadeh Lok) deliver on the objectives through:

- Understanding our costs and how they compare
- Understanding our performance and how that compares
- Understanding the relationship between cost and performance
- Ensuring residents are involved
- Provide effective procurement
- Embedding a VfM Culture through leadership and inclusion.

The objective of this strategy is to provide a framework for Sadeh Lok to have a systematic and evidential approach to VfM embedded in the culture of the organisation. It has a key part to play in making Sadeh Lok housing service a top performer.

The aim is to ensure that VfM is owned by everyone in Sadeh Lok to develop the systems and analysis to enable us to drive improvements. The VfM strategy sits within the business plan as a key driver for improvement in services and as one of a number of detailed strategies which together will achieve the objectives of Sadeh Lok Housing Group.

# Linkages to business planning and service improvement



# Sadeh Lok value for money strategy

## 2 Background and key drivers

### 2.1 Gershon

VfM is a long standing concept within the public sector and is the relationship between economy, efficiency and effectiveness. The current efficiency drive was initiated following a review by Sir Peter Gershon into the efficiency of public services in 2004. The recommendations have been translated into a series of efficiency targets within the (Comprehensive Spending Review) CSR 04 and 07.

To assist housing organisations address the challenge that the Gershon review represented a Guidance Note was produced 'The Social Housing Efficiency Technical Note, ODPM, 2005' which defines efficiency as:

*'Efficiency is not about cuts, but about doing more for the same – raising productivity, increasing effectiveness and enhancing value for money'.*

The note sets out four ways in which efficiency gains can be measured:

- Reducing inputs (money, people, assets) for the same outputs. An example would be streamlining the process for dealing with rent arrears, enabling a reduction in the number of staff as a result. This is called a 'cashable' efficiency gain because there would be a direct cash saving
- Reducing prices (procurement, labour costs) for the same outputs. This could be achieved by reducing the cost of, say, mobile phones through procuring a new contract. This is also a 'cashable' gain as money has been saved that could be spent on other things
- Getting greater outputs or improved quality (extra service, productivity) for the same inputs. For example, reducing the time taken to complete repairs without any increase in staff, equipment, etc. This is known as a 'non-cashable' efficiency gain because no cash is released but efficiency has been improved
- Getting proportionately more outputs or improved quality in return for an increase in resources. An example would be investing in new equipment for caretakers to use which results in measurable improvements in cleanliness. This is also a 'non-cashable' gain if it can be shown that the improvement is greater in monetary terms than the initial investment.

### 2.2 Audit Commission

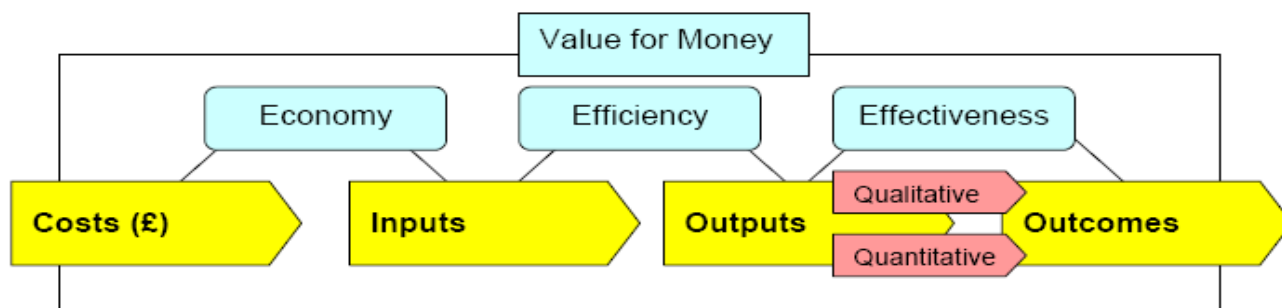
The Audit Commission has reinforced the requirement for public sector organisations to deliver VfM. VfM is one element in the key lines of enquiry (KLOEs) covering the quality of services in each activity. In addition there is a cross cutting KLOE issued specifically covering value for money (KLOE 32), which sets out the standards expected and gives criteria for housing organisations to assess and improve their efficiency. This is a key driver in developing the strategy for improvement.

The Audit Commission in their VfM within Housing Supplementary Guidance October 2005 stated that:

*VfM has long been defined as the relationship between economy, efficiency and effectiveness, sometimes known as the 'value chain'.*

## Sadeh Lok value for money strategy

It is illustrated by the following diagram:



It is crucial that Sadeh Lok is able to demonstrate that it is delivering VfM across all its services and activities effectively in order to gain good results on inspection and to respond to the short notice inspection.

Efficiency and VfM are high on the government's agenda and Audit Commission inspections are placing ever-increasing emphasis on value for money.

### **2.3 Inspection report**

During February 2009 Sadeh Lok Housing Division was subject to a short notice inspection by the Audit Commission. Recommendations made include improvements to the approach to VfM:

- Developing clear systems for benchmarking the costs and quality of individual services with top performers, and using this information to drive service improvement
- Development of a comprehensive VfM strategy and action plan that has clear, outcome-focused and targeted priorities, and that identifies how savings will be reinvested
- Ensuring that VfM indicators and cost information is effectively used as part of the performance management systems to meet agreed efficiency targets, and is reported to the board and tenants.

There is a need to particularly to work with tenants on VfM.

This strategy is the response to these recommendations.

### **2.4 Business plans**

Within Sadeh Lok's business plan there is a requirement for financial prudence, controlling costs and growth in revenue streams. The current integration activity is designed to develop synergy between the various divisions within the group, to reduce costs while improving outcomes for residents. The VfM requirement from the project has been quantified through setting a target to increase the operating surplus by £100k per annum over the next three years to be achieved through improved performance, with all divisions of the group contributing to achieving the business plan objectives. These additional surpluses are to secure the financial position of the group however some are to be used for service improvement. This strategy will form a key element in driving forward the actions needed to ensure that the targets are met.

## Sadeh Lok value for money strategy

### 3 Activity to date

To ensure that VfM is owned by everyone in Sadeh Lok we have established a **VfM working group** with representative membership of staff from across Sadeh Lok. The group's aim is to drive progress and bring together representatives from across the business to examine what we do and how we do it. This will enable us to deliver service improvements to our residents. The group has developed a VfM policy which has been agreed by residents and the board. The VfM policy describes the approach which is reflected in this strategy. The group has staff representatives for each business area of Sadeh Lok as well as a **board champion**.

A **VfM log** has been put in place to record the efficiencies delivered to date with outcomes. This is complemented by the VfM suggestion process which is now to be given a higher profile and integrated into the overall approach to staff incentivisation. The log has examples of **procurement activity** undertaken in such areas as cyclical repainting where £30k of savings have been made and increased resident satisfaction through changes in painting cycles. In the ICT contract redesign has reduced the time spent by corporate services on ICT issues, and savings of £14k have been made on the mobile phone contract. Sadeh Lok uses the complaints system as a source of information for improvements to the services delivered.

Several **service reviews** have been undertaken covering rent collection, anti-social behaviour and customer involvement. The Allpay/Callpay payment system was introduced which has resulted in an increase in cash collection and reduced rent arrears as well as other improvements. The savings made from these reviews were reinvested in the appointment of a service improvement officer.

Sadeh Lok has introduced **staff on scheme days** (SOS) which have proved to be very successful in improving resident engagement and the gathering of information. It has been extended to include third party organisations such as the Credit Unions and Up and Working. Further **work with partners** has resulted in increased support to older Asian people within the wider community and a partnership with KAFTRA improved the capacity of the steering group and saved on consultancy fees.

Sadeh Lok has been a member of **HouseMark** for benchmarking of the housing management service for some years. This has been used as a pointer to where improvements should be made. It has been a source of understanding costs but the information has not been widely disseminated. More recently Sadeh Lok has joined the anti-social behaviour and resident involvement benchmarking clubs and is considering joining the estate services club.

The current activity on VfM has been undertaken on an ad hoc basis and this strategy is the first step in establishing a comprehensive VfM framework and as a focus to embed VfM and good practice across Sadeh Lok. This strategy is also intended to assist Sadeh Lok in meeting regulatory guidance that requires housing associations to deliver continuous improvements in their services.

# Sadeh Lok value for money strategy

## 4 How we will continue to improve efficiency

VfM embraces the balance between cost and quality of services. To assist in the analysis of overall information on service performance and unit costs, a matrix has been developed using the HouseMark data as a basis for housing management and benchmarking. Other sources from the public and private sector will have to be developed for benchmarking for some services across the group which are not currently benchmarked. This will then form a framework to consider the VfM from all aspects of the group's activity. The analysis included is for the financial year 2007/8 as the last full year of information available. All divisions of the group have been included due to the overall need to reflect the interrelationships in the services provided.

This matrix is to be refreshed each year and is intended to direct efforts to improve VfM, service review activity and inform the setting of efficiency and performance targets across the group.























The matrix is complementary to the existing performance management systems which will continue to be used to drive improvement in key performance indicators and to monitor the day-to-day performance of the group. Management action would be required if targets are not being met and regular reporting is needed at all levels of Sadeh Lok.

The matrix will identify the areas where resources to challenge and improve service improvement are to be directed and where further investigation and more detailed understanding is needed. This may result in a full service review or a more light touch approach. The matrix is to be used, particularly for the HouseMark data to show a judgement of relative position rather than provide details of absolute costs.

Currently the HouseMark report shows that overall performance is good against the Yorkshire and Humberside family of housing organisations with the exception of overheads where they are seen as relatively high cost. Other areas seen in 2007/08 as performing have been reviewed and these should show an improvement when 2008/09 data is available.

## Sadeh Lok value for money strategy

### 5 Cost/quality framework 2007/08

Service area	Cost/property			Performance			Customer satisfaction		
	£	Benchmark	Direction of travel		Benchmark	Direction of travel	%	Benchmark	Direction of travel
<b>Housing management</b>									
Tenancy related	96.59						75%		N/A
Properties/FTE				706.5					
Rent collection	113.97						N/A	N/A	N/A
% collected (inc FTAs)				92.09%					
Properties/employee				576.9					
Lettings	40.75						100%	N/A	N/A
FTE/properties				0.76					
Waiting list	35.08						N/A	N/A	N/A
* Anti-social behaviour	3.97	N/A	N/A				N/A	N/A	N/A
Average days to resolve case				74.7 days	N/A	N/A			
FTE on ASB				N/A	N/A	N/A			
* Resident Involvement	10.99		N/A				64%		
FTE on Resident Involvement				0.25		N/A			
* Complaints/Complements	1.70	N/A	N/A				33%	N/A	
FTE on complaints				N/A	N/A	N/A			
% receiving a full reply within 10 working days				41%	N/A	N/A			







## Sadeh Lok value for money strategy

Service area	Cost/property			Performance			Customer satisfaction		
	£	Benchmark	Direction of travel		Benchmark	Direction of travel	%	Benchmark	Direction of travel
<b>Repairs management</b>									
Repairs	161.27						79%		
Average job cost				£110.4					
Voids	68.18						N/A	N/A	N/A
Average days				27.5 days					
FTE/property				1.3					
Major and cyclical	62.91						94%	N/A	N/A
FTE/Properties				1.1					
As % of all repairs				51.4%					
* Development costs	£24,638	TBD	N/A				N/A	N/A	N/A
Costs as % of works costs				0.5%	TBD	N/A			
<b>Overheads</b>									
Central costs	161.45								
ICT	52.78						65%	TBD	TBD
Finance	89.44						77%	TBD	TBD
Rent collection and accounting	75.74						N/A	TBD	TBD
Premises	55.04						78%	TBD	TBD
Legal	12.98						90%	TBD	TBD
% of housing Management staff costs				150.05%					
* Strategy and policy	£456,618	N/A	N/A						

## Sadeh Lok value for money strategy

Service area	Cost/property			Performance			Customer satisfaction		
	£	Benchmark	Direction of travel		Benchmark	Direction of travel	%	Benchmark	Direction of travel
* Supported Housing	£38,289	N/A	N/A				N/A	N/A	N/A
Staff satisfaction^							80%	TBD	TBD
Days lost due to sickness				3.0 days	5.0 days	N/A			

\* These items are outside the main HouseMark main housing management benchmarking

Benchmarking key						
	Upper quartile	Middle upper	Median	Middle lower	Lower quartile	N/A
Valid dataset						

## Sadeh Lok value for money strategy

### Access matrix

Service area	Costs			Performance		Customer satisfaction	
	£	Benchmark	Direction of travel		Target		Target
<b>ICT</b>							
Cost/employee	539	TBD	N/A			65%	95%
Project delivery on target				81%	100%		
<b>HR</b>							
Cost/employee	1,351	TBD	N/A			78%	95%
Project delivery on target				100%	100%		
<b>Finance</b>							
Financial management cost/£ budget	N/A	TBD	N/A			77%	95%
Cost/rent account	5.3	TBD	N/A				
Cost/employee of payroll	6.4	TBD	N/A				
Cost/invoice of payments	N/A	TBD	N/A				
Management accounts delivered on time				85%	100%		
<b>Legal</b>							
Cost/case	N/A	TBD	N/A			90%	95%
Project delivery on target				100%	100%		
<b>Facilities management</b>							
Cost/sq metre	21.2	TBD	N/A			78%	95%
<b>Secretariat</b>							
Cost/organisation	11,660	TBD	N/A			75%	95%
board papers delivered on time				100%	100%		
<b>Overheads</b>							
Costs	Nil	TBD	N/A			N/A	N/A
% of frontline services				Nil	N/A		
Staff satisfaction <sup>^</sup>						80%	TBD
Days lost due to sickness <sup>+</sup>				3.0 days	5.0 days		

<sup>^</sup> Staff satisfaction covers the whole organisation and was undertaken four years ago a further survey will be undertaken this year

<sup>+</sup> Sickness rates cover the whole organisation (industry benchmark 9.1 days)

## Sadeh Lok value for money strategy

### Up and Working

Service area	Costs			Performance		Satisfaction	
	£	Benchmark	Direction of travel		Direction of travel		Direction of travel
<b>Commercial</b>							
Contribution/employee	1,033	TBD	N/A				
Overheads/employee	1,755	TBD	N/A				
Fee/employee placed	N/A	TBD	N/A			N/A	N/A
<b>Funded</b>							
Cost/candidate	1,726	TBD	N/A			N/A	N/A
Number into work as % number of people registered				58.6%	N/A		
Number of jobs created % of businesses assisted				18.8%	N/A		
Cost/sq metre	21.2	TBD	N/A			78%	N/A
Staff satisfaction						80%	N/A
Days lost due to sickness				3.0 days	N/A		

### Sadeh Lok Developments

Service area	Cost			Performance		
	£	Benchmark	Direction of travel		Benchmark	Direction of travel
Fee costs	239,000	TBD	N/A			
Fees as % of works costs				4.8%	TBD	N/A

## Sadeh Lok value for money strategy

### Millin Centre

Service area	Cost			Performance		Satisfaction	
	£	Benchmark	Direction of travel		Direction of travel		Direction of travel
<b>Funded</b>							
Cost per person passing course	N/A	TBD	N/A			N/A	N/A
<b>Commercial</b>							
Rental Rates	N/A	TBD	N/A			N/A	N/A
Income contribution to overheads	10,183	TBD	N/A				
Overhead cost per employee	N/A	TBD	N/A				
<b>Facilities management</b>							
Cost/sq metre	N/A	TBD	N/A			N/A	N/A
Staff satisfaction						80%	N/A
Days lost due to sickness				3.0 days	N/A		

TBD To be determined

N/A Not available/applicable

## **Sadeh Lok value for money strategy**

To respond to the above analysis, Sadeh Lok will be driving improvements in VfM through:

- Service reviews
- Improvements in financial and cost analysis
- Business planning
- Procurement
- Partnership working
- Use of ICT.

### ***Service reviews***

Sadeh Lok has undertaken a number of reviews in response to the changes in the group structure and poor performance. These were neither documented clearly enough nor were they measured against any targets set with the savings captured. Based on the analysis above, the priority area for review currently is back office functions. This review will be complementary to the work of integration of services within the group. It will assist the understanding of costs and develop the benchmarking activity not just for costs but also process. Back office costs and performance are an increasingly scrutinised area on inspection and their VfM has to be examined closely. An element of this review is to be the review of the Service Level Agreements (SLAs) between Access Matrix and the other member organisations of the group to clarify the costs and performance in each area of service, benchmarking and analysing costs and performance. Details of how reviews are to be undertaken are in the continuous improvement policy.

In consultation with residents, a further programme of reviews is to be developed to cover all areas of service over the next three years.

### ***Financial performance unit cost analysis***

To complement the matrix above and the HouseMark data and improve the understanding of costs of services, the financial information systems are to be enhanced to report on the unit cost of services and analyse the drivers of costs for each area of service. The development of unit cost information will provide a more sophisticated understanding of the financial performance of the various parts of the group. This can be used to drive improvements as part of service reviews and also in the commercial aspects demonstrating the recovery of overheads in the rates charged.

Unit costs will be required in the review of SLAs which currently do not contain any cost or performance information.

### ***Business planning, budgeting and efficiency targets***

The business planning process is to be developed to provide a focus and facilitate integration across the group embracing the VfM strategy. A key element of this in respect of VfM will be the setting of VfM targets for the group to achieve with a clear understanding of how these will be utilised. These targets and priorities for reinvestment are to be developed and agreed in consultation with residents. Best practice is to set a target at 3% of costs.

## **Sadeh Lok value for money strategy**

The budgeting process is to be developed, alongside service reviews, with services subjected to a zero-based approach to setting budgets on a rolling basis. This approach will be a further tool for understanding the costs and drivers of the costs of services.

### ***Procurement***

A procurement policy has been put in place for the group and a detailed policy for repairs. Sadeh Lok is currently a member of Synergy and has worked with Kirklees Neighbourhood Housing on the most recent gas servicing contract. As has already been identified procurement activity in respect of services and goods has delivered savings for the group. A comprehensive procurement strategy is now to be developed covering all aspects of the group procurement which details how and when modern methods of procurement are to be used within the group. The procurement strategy is to identify areas for savings and these are to be regularly monitored. Procurement activity will be undertaken with reference to the asset management strategy and to an analysis of spend across the group.

Staff development needs to be complementary to the implementation of the strategy.

### ***Partnership working***

The main partners are those within the group and these need to be maximised to gain the added value they can offer and VfM from being part of the group. This should particularly address worklessness, social and financial exclusion and deprivation in the areas of operation. The group is to spread the best practice which exists within the divisions across the Group.

External partnerships which already exist are to be further developed to learn from high performing organizations and best practice and also to pool resources to improve outcomes for residents. In particular those with Kirklees Neighbourhood Housing and Wakefield and District Housing Group are to be further cultivated.

Other external partners are to be identified to assist Sadeh Lok Housing achieve its objectives and deliver improved VfM through the pooling of expertise, best practice and money.

### ***Use of ICT***

The ICT strategy is to be reviewed to encompass the requirements of VfM and how ICT can deliver service, performance and cost improvements. The use of new technologies has been acknowledged as a means of delivering what can be substantial cost reductions and service enhancements. The strategy will be examined to identify those technologies which can deliver the improvements to services as an integral part of service reviews but also to deliver on continuous improvement in the context of the objectives and priorities in the business plan.

# Sadeh Lok value for money strategy

## 6 Embedding the culture

To secure this VfM strategy within Sadeh Lok it will be essential that all those involved in service delivery understand and act on the principals of VfM. It is vital that the strategy is well understood across the group and by residents, partners and stakeholders. A comprehensive approach is to be adopted using a range of mechanisms available, newsletters, internet, intranet (when developed) and attending meetings and providing briefings.

### ***Board***

The role of the board is key to embedding the VfM culture within the organisation. They are essential as leaders of the strategy and must ensure that the benefits are realised for the financial and business plan and improve outcomes for residents.

The board have nominated a VfM champion who will have the primary role to drive the strategy forward. The board will have regular reports on the actions in the strategy and possibly a role within the various service reviews. It is proposed that all future board reports include a section on how the report contributes to the overall VfM of Sadeh Lok.

The board, through the business planning process, have a key role in defining the efficiency targets for the group and how these resources are to be reinvested.

### ***Staff***

A comprehensive programme of briefings for all staff within the group to will be held to both consult on the strategy and inform how the agenda is to be taken forward. These sessions will explain their role in VfM and the action plan.

Key staff will be undertaking service reviews and it will be essential that they have the relevant skills for the process. Service heads in particular will be the drivers of a large part of the strategy and are essential in ensuring the culture is embedded in all parts of the organisation.

Plans will be considered as to how VfM work can be recognised both at the individual and team level. This to be linked to the staff suggestion scheme and as part of the workforce development strategy (to be written).

### ***Residents (including leaseholders)***

The purpose of the VfM strategy is to improve the services and outcomes for residents. Their involvement and direction is essential to the success of the strategy.

To this end, this strategy has been drafted for consultation with residents groups through a programme of briefings or workshops organised to provide an understanding of the VfM and the action plan. These briefing will build the capacity for residents so that they are able to be members of the groups undertaking reviews.

Communication of the outcomes of this strategy to residents will be made through the existing newsletters and via the website. Consideration will also be given to how residents can be further involved in facilitating innovation in services and that effort recognised.

# Sadeh Lok value for money strategy

## ***Partners and contractors***

Our key partners are the other divisions of the group and they will be briefed on how we are responding to the VfM agenda and how they can contribute to this strategy.

Contractors, as key deliverers of services to our residents, have a role to play in delivering VfM and improving outcomes for our residents. It is therefore necessary for the strategy to be well understood and for our contractors to play their part in its delivery. This is particularly pertinent to our main suppliers of ICT.

This could be done through participating in service reviews, proposing innovations or making changes to services. Briefings are proposed to ensure that contractors are aware of the strategy and the implications for how they are expected to work with Sadeh Lok.

## **7 Consultation/involvement**

The development of this strategy has included a focus group of staff, discussions with senior staff throughout Sadeh Lok, and an analysis of best practice within the housing association sector - in particular the review of strategy documents from high-performing housing organisations.

There has been limited involvement of residents in shaping this strategy and it should therefore be considered as a document for consultation. The main areas where direction from residents is key are:

- The areas where attention is needed for service improvement
- The priority areas for reinvestment.

## **8 Governance, monitoring and review**

A VfM working group has been established whose terms of reference now require revision to address the next phase to embed VfM within the organisation. Its remit will include the monitoring of this strategy and action plan, to ensure that benefits are realised from the service reviews, and to direct efforts in further service improvements.

The working group will have a pivotal role in shaping and determining the VfM agenda, recommending efficiency targets in the context of business planning, and directing the areas for analysis and review based on the cost quality matrix, risk and budgetary analysis.

An annual process will refresh the strategy and update the action plan in the light of the current and emerging issues. This work should be closely linked with the business planning process.

Regular reports from the group will be presented to corporate management team and board.

## Value for money action plan – appendix one

### Appendix one – value for money action plan

No	Action	Owner	Priority	Deadline	Progress
<b>VfM group</b>					
1	Review the membership and chairing of the VfM group		High		
2	Review the remit of the VfM group to take a more proactive role in VfM		High		
<b>Procurement</b>					
3	Develop a procurement strategy to reflect modern methods of procurement and VfM targets for procurement		High		
4	Develop a training and development programme for staff engaged in procurement activity		Medium		
5	Consider investment in a dedicated procurement resource		Medium		
6	Analyse the spend of the group to identify areas where savings can be made from improved procurement		Medium		
<b>Cost analysis and driver identification</b>					
7	Redraft the SLAs to show performance targets, costs and standards		Medium		
8	Undertake a service review of all back office functions		High		
9	Develop a cost analysis system to identify the detailed cost of services and the cost drivers to inform service improvement		Medium		
<b>Performance and benchmarking</b>					
10	Develop the information systems to enable the cost/quality matrix to be effective		High		
11	Put in place the mechanisms to track costs and performance over time. Reporting results to board		Medium		
12	Explore benchmarking opportunities for the non housing divisions of the group		Medium		
13	Review the methods of performance target setting to include residents and business intelligence		Medium		

## Value for money action plan – appendix one

No	Action	Owner	Priority	Deadline	Progress
<b>Residents</b>					
14	Consult with residents on the VfM strategy, targets and priorities for reinvestment		High		
15	Include residents in frontline service reviews and customers in back office reviews		High		
16	Develop a communications plan for residents to raise awareness and build capacity		High		
<b>Business planning</b>					
17	Review the process of business planning to improve integration across the group and ensure that staff are clear on priorities and residents are fully engaged		High		
18	As part of the budgeting and financial planning process set an efficiency target to achieve, monitoring progress. Best practice being 3% of the cost base		High		
19	Develop a three-year programme of service reviews to cover all aspects of the services		High		
20	Review the ICT strategy to include VfM focused project such as an intranet as a source of information internally and the website to include more transactional services		Low		
<b>Embedding VfM within the group</b>					
21	Include within the board development plans training on VfM		Medium		
22	Develop a staff awareness and training programme on VfM and consider how the VfM suggestion scheme can be promoted.		High		
23	Include a section in all board reports on the impact on VfM of contents		Medium		
<b>Partnership working</b>					
24	Develop the external relationships in Kirklees and Wakefield exploring how resources can be pooled to improve outcomes		Medium		

## Value for money action plan – appendix one

No	Action	Owner	Priority	Deadline	Progress
25	Analyse the gaps in services and identify partners to work with to fill the gap		Low		
26	Develop the internal relationships to improve the synergy within the group, spreading best practice, setting targets for achievement in VfM terms		Medium		
27	Develop the relationships with three-star organisations to assist in benchmarking process and performance and learn best practice		Medium		