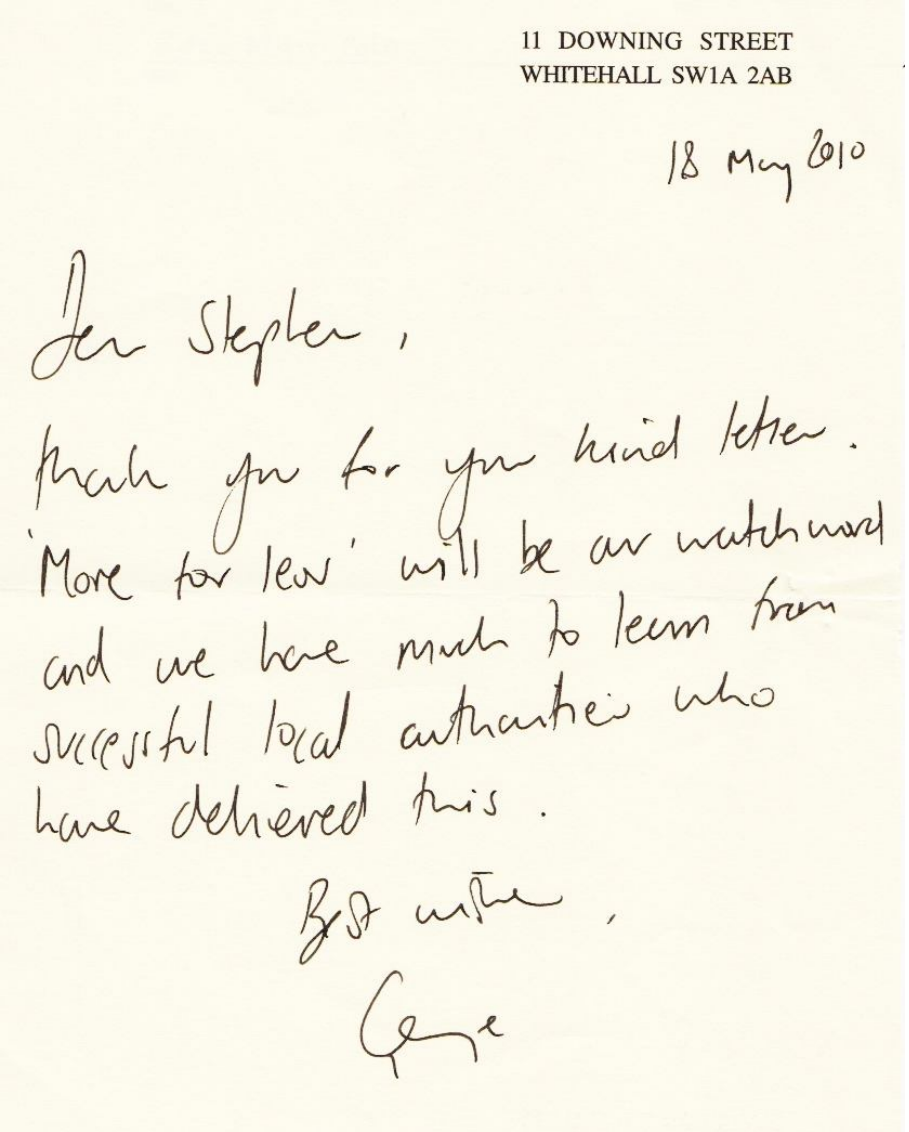
putting residents first

Delivering “more for less” in Hammersmith & Fulham & beyond

Introducing the H&F “A B C”

Councillor Stephen Greenhalgh
Hammersmith & Fulham Council Leader
JULY 2010

“More for less” is now a government mantra



11 DOWNING STREET
WHITEHALL SW1A 2AB

18 May 2010

Dear Stephen,

Thank you for your kind letter. 'More for less' will be our watchword and we have much to learn from successful local authorities who have delivered this.

Best wishes,

George

“More for less will be our watchword. We have much to learn from successful local authorities who have delivered this.”

George Osborne
Chancellor of the Exchequer
18th May 2010

From “P I S S” to H&F’s “A B C”

- ***Partnership*** = Partnership-TALKING rather than partnership-working & partnerSHAFT or GIVE & TAKE i.e. the council gives and the supplier takes

- ***Investment*** = Spending MORE money with no prospect of any return

- ***Strategy & performance*** = MORE bureaucracy and measuring things that do not matter

- ***Shared*** = **SHARED** services for economies of scale i.e. moving back office further away from the customer rather than **SHARING** or **MERGING services** with other councils

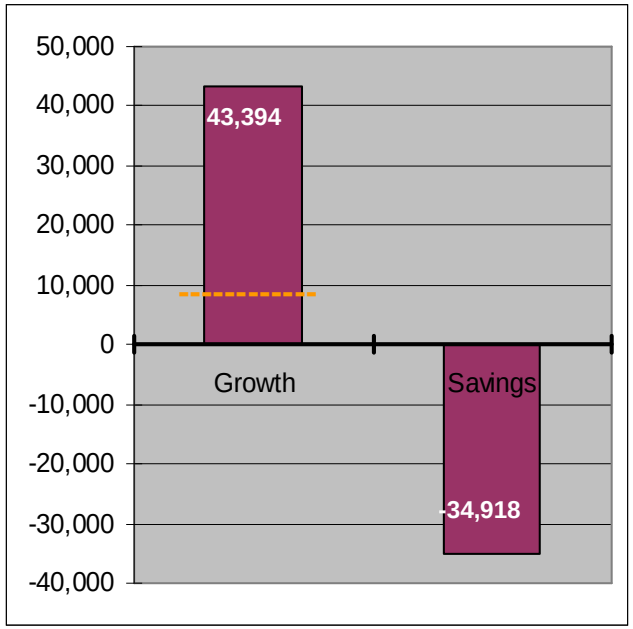
A = Asset management

- ***"Prioritise services rather than bricks & mortar!"***
- Wandsworth Council has raised in excess of £1 billion from its asset management policies and is virtually debt free!
- H&F Council still has a mountain of council debt!

B = Budgetary control

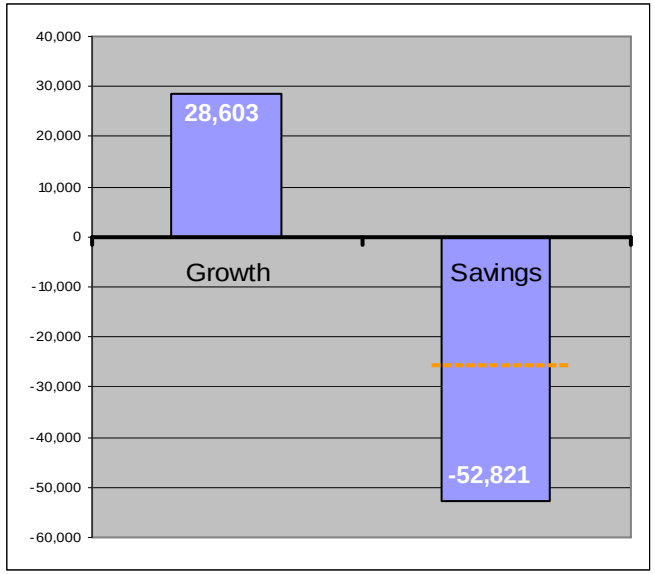
– *“Control costs rather than allocate budgets!”*

Cumulative Growth vs Savings 2003/4 to 2006/7



---------- = balance (8,476)

Cumulative Growth vs Savings 2007/8 to 20010/11



---------- = balance (-24,218)

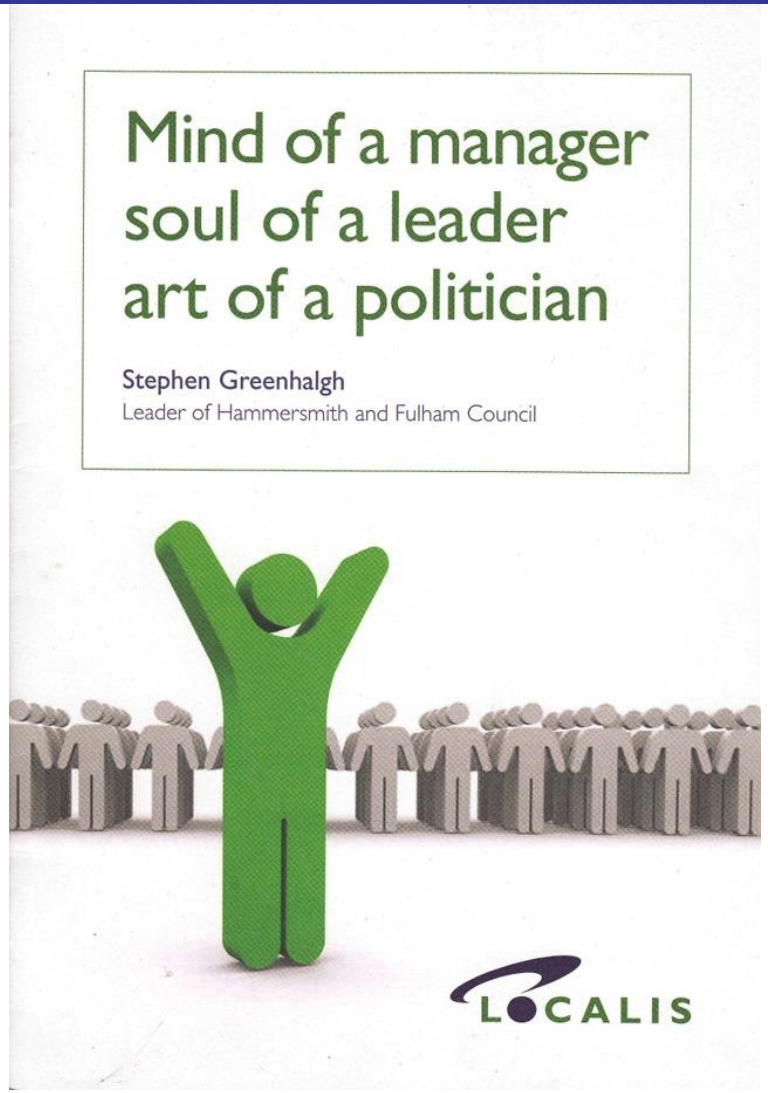
- Balance +£8 million.
- Balance -£24 million

C = Cost reduction

- ***"Cost structure":*** Identify full overhead in order to reduce unit cost
- ***"Commercialisation":*** Take enterprising approach to cut costs/maximise revenues
- ***"Competition":*** Procurement & competitive tendering

Largest savings	**2008/09**	**2009/10**	**2010/11**
Cumulative	£'000s	£'000s	£'000s
Staffing/productivity	-2,539	-5,154	-6,062
Procurement	-2,553	-4,131	-4,431
Debt repayment	-1,070	-1,820	-2,420
New/additional Income	-1,118	-1,607	-2,382
Accommodation	-468	-918	-2,252
Market testing	-1,175	-1,641	-2,057
Customer access strategy	-599	-860	-948
Home care charges	0	-680	-930
Only upper moderate eligibility criteria clients	-350	-350	-350
Other	-5,324	-10,132	-18,758
Total savings	**-15,196**	**-27,293**	**-40,590**
Major growth			
Adult social care	1,160	1,898	2,738
Vulnerable children	1,145	2,750	3,750

Art of a politician



"One person's efficiency saving is another person's job!"

Opposition "A B C":

Asset STRIPPING

Budget CUTS

Cost base SLASH & BURN