



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

Introducing the H&F “A B C”

Councillor Stephen Greenhalgh

Hammersmith & Fulham Council Leader

June 2010

H&F record of achievement

- **Delivering “more for less” in practice**

“More for less” is now a government mantra

11 DOWNING STREET
WHITEHALL SW1A 2AB

18 May 2010

Jer Stepler,

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**

Delivering more

- **24/7 neighbourhood beat policing pilots: £4 million spent in Shepherds Bush Green and Fulham Broadway wards** (2 town centre wards) over 2 years. Expansion to 3rd town centre ward commenced in April 2009.
- **Single pass:** Maintaining a minimum of weekly bin collections and introducing same day recycling and refuse collections.
- **Cleaner streets:** 93% cleaned to “Tidy Britain” standard (5th best score in London)
- **Improved parks:** Hurlingham Park, Normand Park, South Park and Frank Banfield Park. £6.3 million to improve Shepherds Bush Green and Bishop’s Park. Improved grounds maintenance. 3 Green Flags awarded for first time.



Top five local authority contributors (to policing)

borough	inner/outer London	political party	contribution
Westminster	inner London	Conservative	£8,000,000
Camden	inner London	no political overall control	£6,987,790
Hammersmith and Fulham	inner London	Conservative	£4,525,000
Tower Hamlets	inner London	Labour	£4,426,554
Merton	outer London	no political overall control	£3,171,322



For less

- **H&F has cut council tax by 3% for last 3 years.**
 - **Fourth council tax cut announced already**

Band D council tax increases 2006-10

Top 5 Councils*

Rank	Local Authority	2006-07	2007-08	2008-09	2009-10	£	%
1	Plymouth UA	1,048	1,100	1,154	-1,210	162	15.43%
2	Trafford	941	988	1,036	1,086	145	15.35%
3	Bracknell Forest UA	973	1,020	1,071	1,123	149	15.33%
4	Dudley	963	1,009	1,058	1,109	146	15.18%
5.	The Medway Towns UA	952	994	1,045	1,096	144	15.13%

Bottom 5 Councils

Rank	Local Authority	2006-07	2007-08	2008-09	2009-10	£	%
407	Camden	997	997	1,022	1,022	25	2.50%
408	Westminster	371	378	378	378	7	2.02%
409	Hackney	998	998	998	998	0	0.00%
410	Hounslow	1,091	1,091	1,091	1,091	0	0.00%
411	Hammersmith & Fulham	917	889	863	837	-80	-8.73%

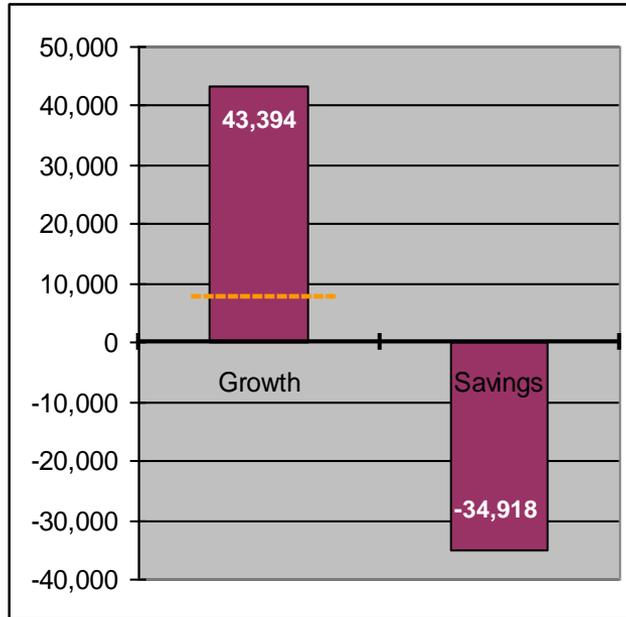
*Excludes police authorities and district councils
Source: DCLG Website

Protecting frontline services

Largest savings areas	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 for year	-15,196	-27,293	-40,590
Major growth areas			
Adult social care	1,160	1,898	2,738
Vulnerable children	1,145	2,750	3,750

Budgetary control is key

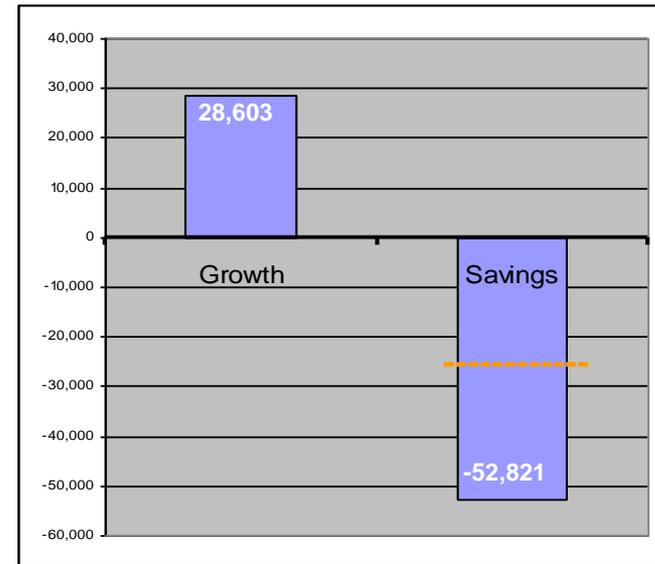
Cumulative Growth vs Savings 2003/4 to 2006/7



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

- Growth £43 million.
- Savings £35 million.
- Balance +£8 million.

Cumulative Growth vs Savings 2007/8 to 2010/11



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

- Growth £29 million
- Savings £53 million
- Balance -£24 million

Commercialise: HFM to H&F News

- 63% of residents read it according to independent media research
- 81% of people say H&F News is informative
* (+13% vs 2008) Media & Reputation Survey, 2009



- Full colour fortnightly glossy magazine.
- Cost to council of HFM - £400,000 a year.
- HFM private advertising income was less than £5,000 a year.



- Fortnightly newspaper
- Cost of H&F News (after advertising revenue) is £0.
- H&F News income from private advertising is around £370,000 (£524,000 total).

H&F record of achievement

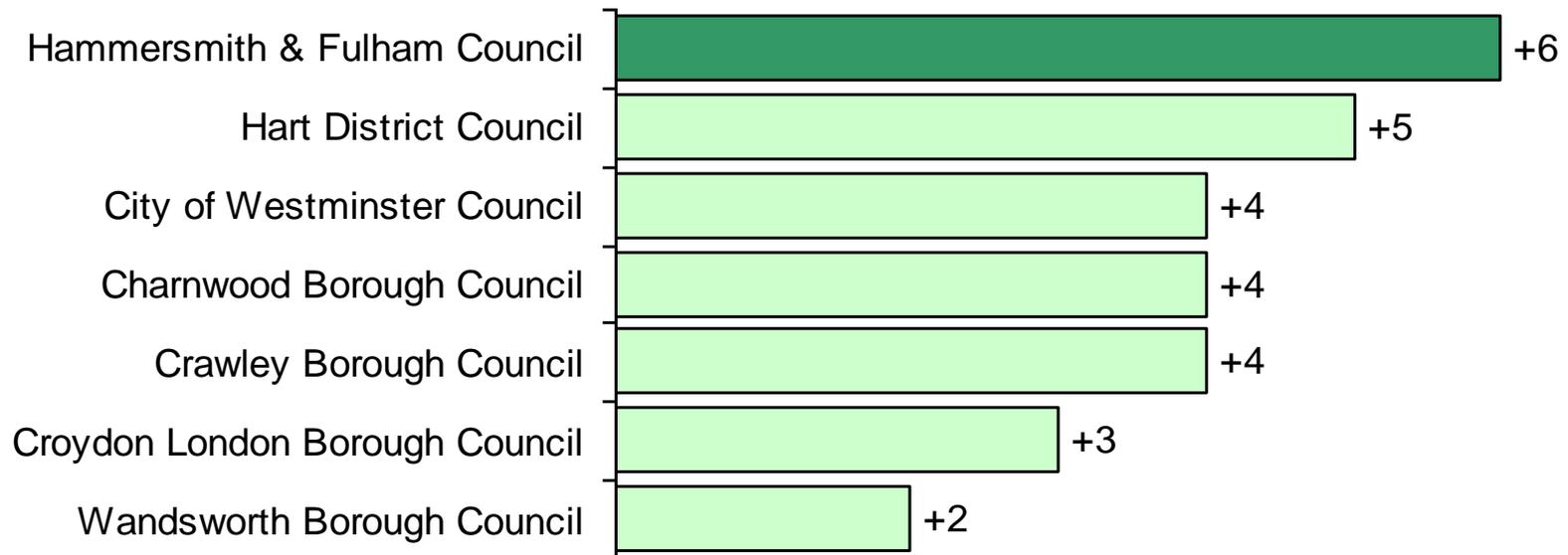
- **Delivering “more for less” in practice**
- **Overcoming the power of the status quo**

H&F overall council satisfaction score

LBHF is ranked 9th out of 353 councils for overall council satisfaction.

In 2006/07 LBHF was ranked 203rd in the country.

Place Survey 2008/09 top improvers compared with 2006/07

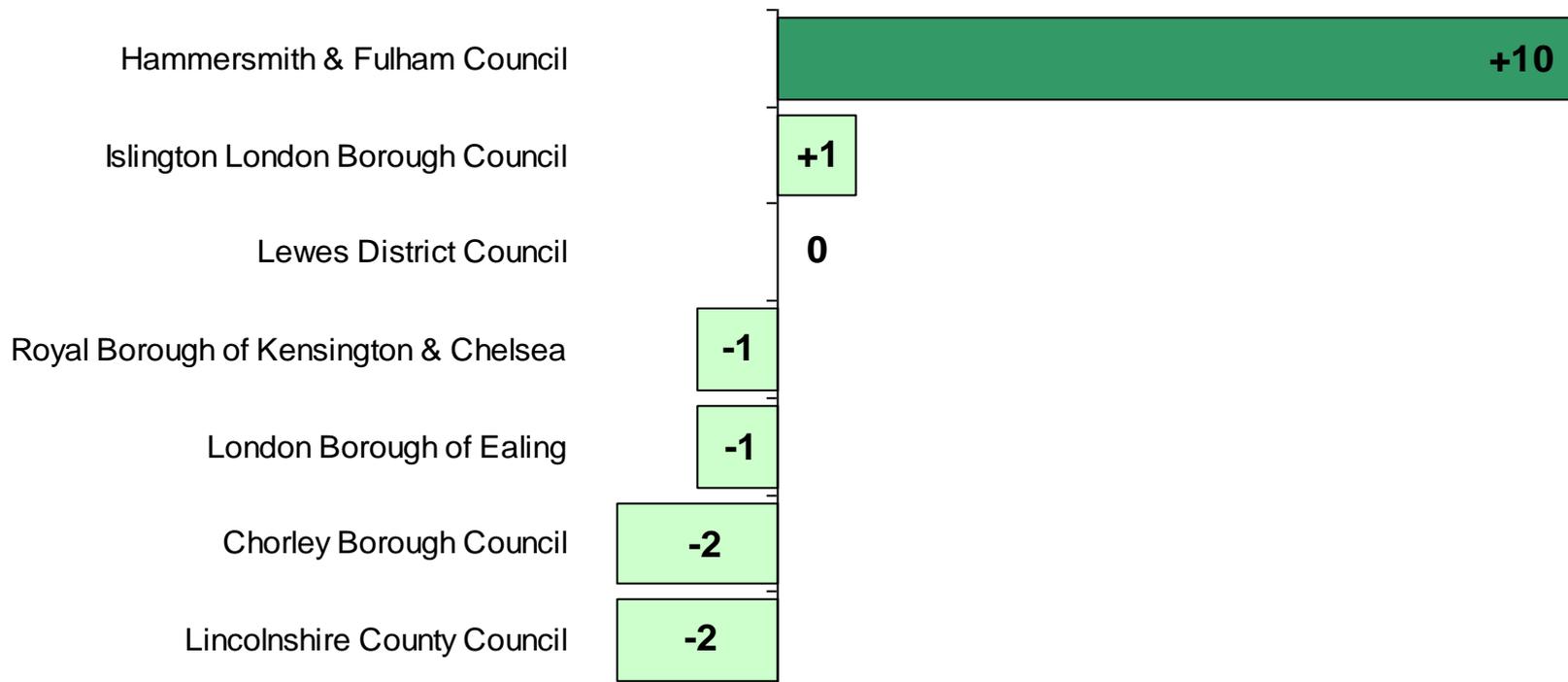


Based on data from the Place Survey 2008/09, compared with BVPI Survey 2006/07; Change is displayed in %.

H&F value for money score

LBHF is ranked 10th out of 353 councils for delivering value for money.
In 2006/07 LBHF was ranked 363/out of 387 in the country.
(The number of councils has reduced to 353 since then).

Place Survey 2008/09 residents' satisfaction with value for money from council



NB The wording of the question on VFM was slightly changed in the Place Survey 2008/09 and most councils experienced a significant decrease in this outcome.

H&F record of achievement

- **Delivering “more for less” in practice**
- **Overcoming the power of the status quo**
- **Introducing H&F’s A B C**

Local government orthodoxy

- **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 and economies of scale i.e. moving back office further away from the customer rather than **sharing** and **merging services** with other councils

H&F “A B C” mantra

- **Asset management:**
“Prioritise services not bricks & mortar!”
- **Budgetary control:**
“Control costs rather than allocate budgets!”
- **Cost reduction –**
 - cost structure: Identify full overhead to reduce unit cost
 - commercialisation: Municipal entrepreneurship - Take enterprising approach to cut costs/maximise revenues
 - competition: Procurement & competitive tendering



H&F record of achievement

- **Delivering “more for less” in practice**
- **Overcoming the power of the status quo**
- **Introducing H&F’s A B C**
- **Barriers & H&F future plans**

Barriers to localism

- **Burdens inhibiting local success**
 - **Centralised irrelevant performance measurement and inspection for compliance**
 - CPA and CAA by Audit Commission
 - Annual use of Resources Assessment by Audit Commission
 - National Indicators and targets from Central Government
 - **Inappropriate governance boundaries between the NHS, Police, Schools etc.**
 - Building Schools for the Future
 - Council Social Care and PCT health care governance
 - **National employment regulatory burdens**
 - The Temporary Agency Workers Directive 2008/104/EC
 - Final salary pension schemes
 - National pay bargaining

Barriers to commercialisation

- **Burdens inhibiting local success**
 - **Cumbersome trading and charging regulations contained in the Local Government Act 2006 are unhelpful:**
 - Councils may charge for discretionary services **but income must not exceed the cost of provision.**
 - If a Council wishes to trade it may **ONLY** do so via expensive process of setting up a **local authority trading company.**
 - **EU procurement regulations inhibit competition:**
 - **Process of competitive tendering** still helps to cut costs
 - **BUT** EU public procurement regulations are unwieldy and it can take two years to put major public service contracts in place.
 - **(Local) government procurement** framework (CATALYST) favours large outsourcers and big consultancies rather than entrepreneurial newcomers or local SMEs
 - **Asset management rules for councils are restrictive:**
 - Current rules restrict what can be capitalised and how capital receipts can be used

Art of a politician

Mind of a manager
soul of a leader
art of a politician

Stephen Greenhalgh
Leader of Hammersmith and Fulham Council



LOCALIS

*“One person’s efficiency saving
is another person’s job!”*

Opposition “A B C”:

Asset STRIPPING

Budget CUTS

Cost base SLASH & BURN