Sector Success Stories

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- **Value for Money Assurance & Continuous Improvement**
  - Paul Rusted, Head of Highway Services, Lincolnshire County Council

- **Community Engagement & Community Resources Utilisation**
  - Owen Jenkins, Director for Growth and Economy, Oxfordshire County Council

- **Market Intelligence Gathering & Effective Communications**
  - Geoff Pickford, Service Director (Highways), Derbyshire County Council

- **Future Services Delivery Options & Client/Provider Mutuality**
  - Mark Stevens, Assistant Director Operational Highways, Suffolk County Council

- **Devolution & Democratising Services**
  - Jack Wiltshire, Head of Highways, Dorset Council

- **Questions & Answers**

Value for Money Assurance & Continuous Improvement

Paul Rusted, Lincolnshire County Council

Functional Definition

| Functional Definition produced December 2016 | Functional Specification produced March 2017 | FOM Started in April 2017 Dashboards commenced | Baseline VfM assessment July 2017 | Waypoint 1 assessment January 2018 |

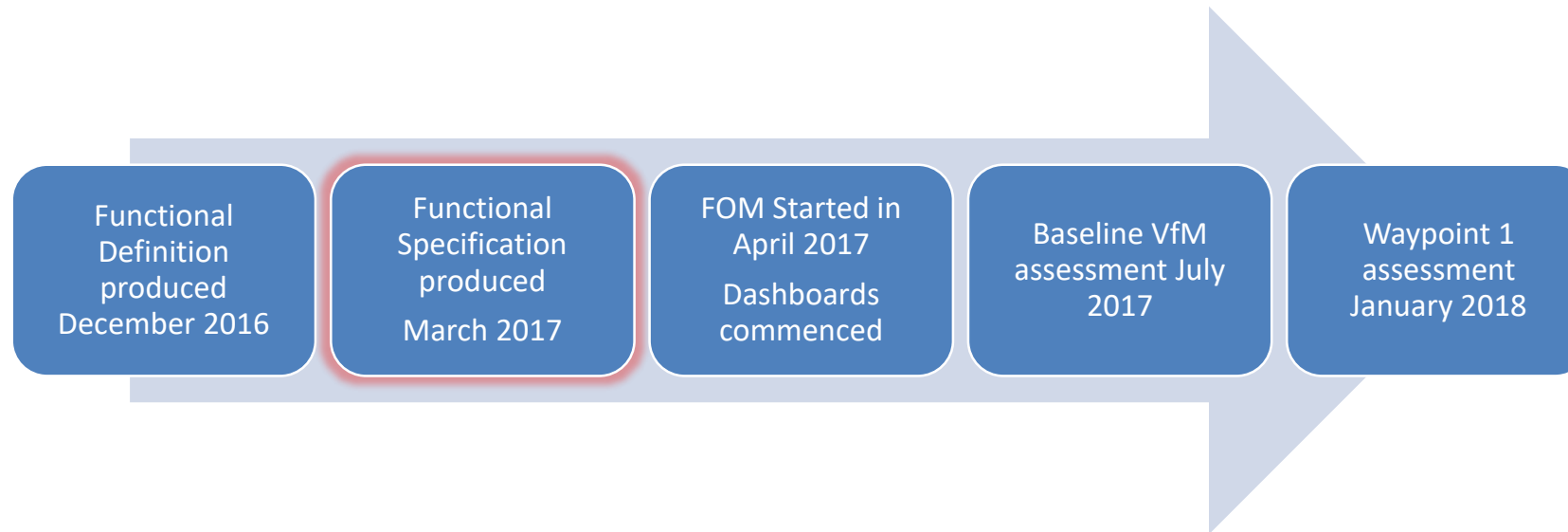Functional Definition produced December 2016
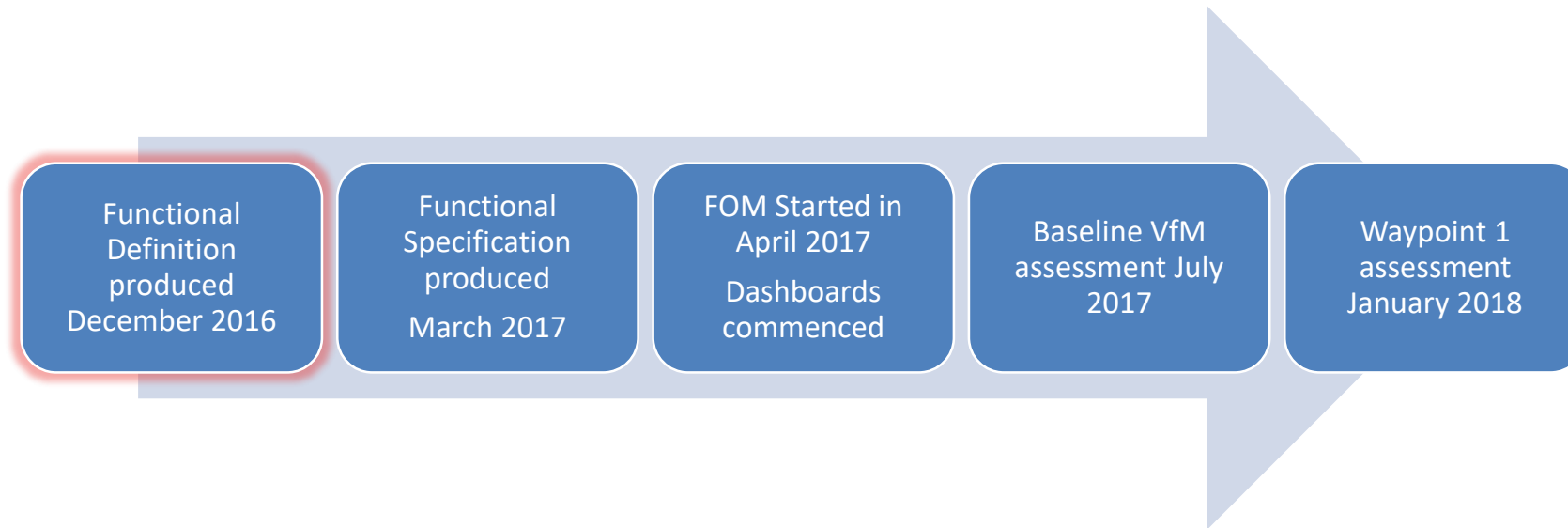
Overarching document that defines:
- Function position in relation to other functions within FOM
- Functions core responsibilities
- Contribution to strategic drivers
- Key Inputs & outputs
- LCC Commissioning Framework – Inc Assessment intervals & Improvement cycle
- Sign off required by Function Manager and Commissioner

Functional Specification

Functional Definition produced December 2016

Functional Specification produced March 2017

FOM Started in April 2017 Dashboards commenced

Baseline VfM assessment July 2017

Waypoint 1 assessment January 2018
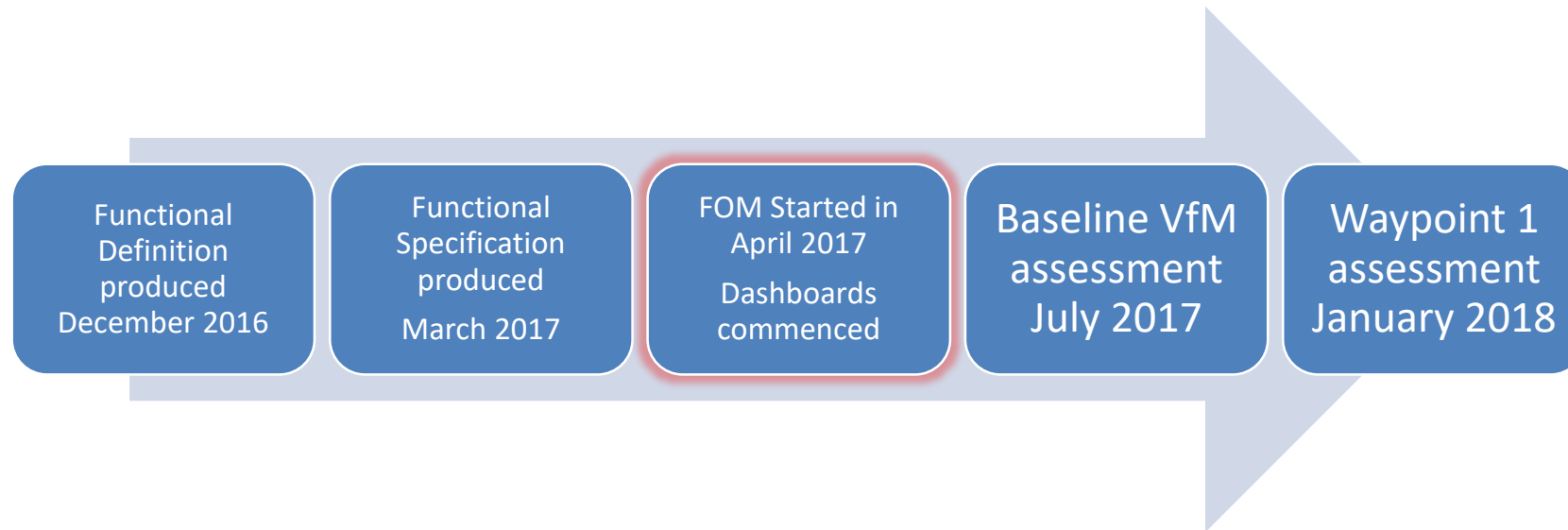
Functional Specification produced March 2017

Detailed document that defines:
- Base resource level & anticipated budget to deliver service
- Function responsibility for officer use
- Key responsibilities are linked to function unique measures:
- Each measure linked to VfM Options Analyser within Economy, Efficiency and Effectiveness factor sets
- Sign off required by Function Manager and Commissioner

FOM Implemented

Functional Definition produced December 2016 → **Functional Specification produced March 2017** → **FOM Started in April 2017 Dashboards commenced** → **Baseline VfM assessment July 2017** → **Waypoint 1 assessment January 2018**

FOM Started in April 2017 Dashboards commenced

- Major shift in service operation
- Efficiencies made in programmes of work
- Output delayed in original function
- New functional dashboards produced to monitor interdependencies. Bottlenecks identified
- Functions keen to identify measures in each dependant function.
- Measures linked to performance related pay

Baseline VfM Assessment

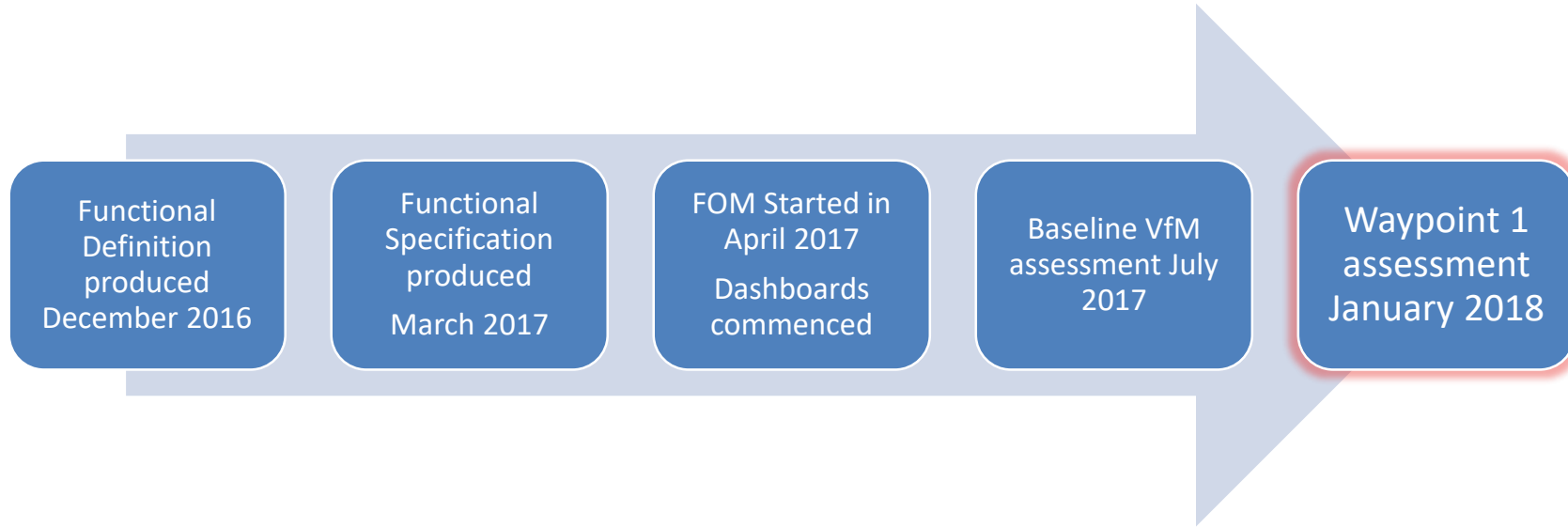| Functional Definition produced December 2016 | Functional Specification produced March 2017 | FOM Started in April 2017 Dashboards commenced | Baseline VfM assessment July 2017 | Waypoint 1 assessment January 2018 |
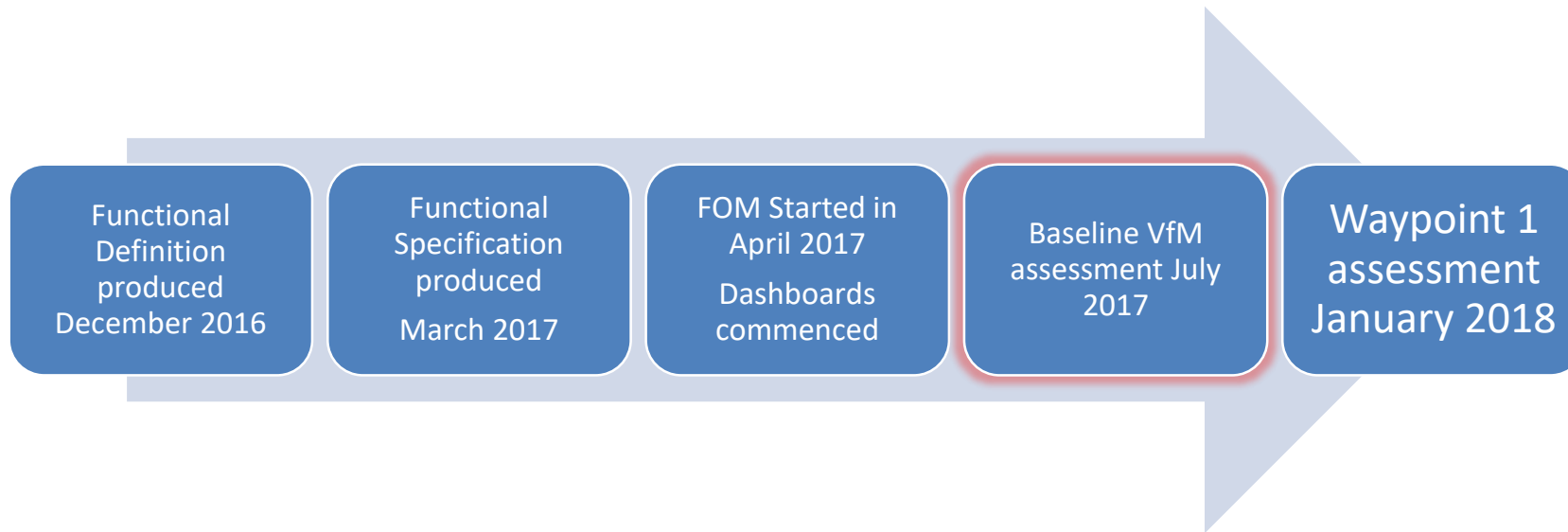
Baseline VfM assessment July 2017

- Joint factor set produced
- Uploaded all Functional Specification text & measures into Options Analyser VfM tool
- Improvement cycle commenced
- Baseline position scored against Economy, Efficiency, Effectiveness, Strategic and Stakeholder Value headings

Improvement Cycle

- **Opportunities / areas of improvement identified during discussion at VfM assessment**

- **Factors with a high weighting and low score also identified to populate an initial improvement plan**

- **Function Manager has ownership of document**

- **Reviewed at each Waypoint thereafter**

- **Continuous improvement cycle that is documented in a Improvement Plan**

- **Populates service Business Plan**

Waypoint 1 Assessment

Functional Definition produced December 2016

Functional Specification produced March 2017

FOM Started in April 2017
Dashboards commenced

Baseline VfM assessment July 2017

Waypoint 1 assessment January 2018
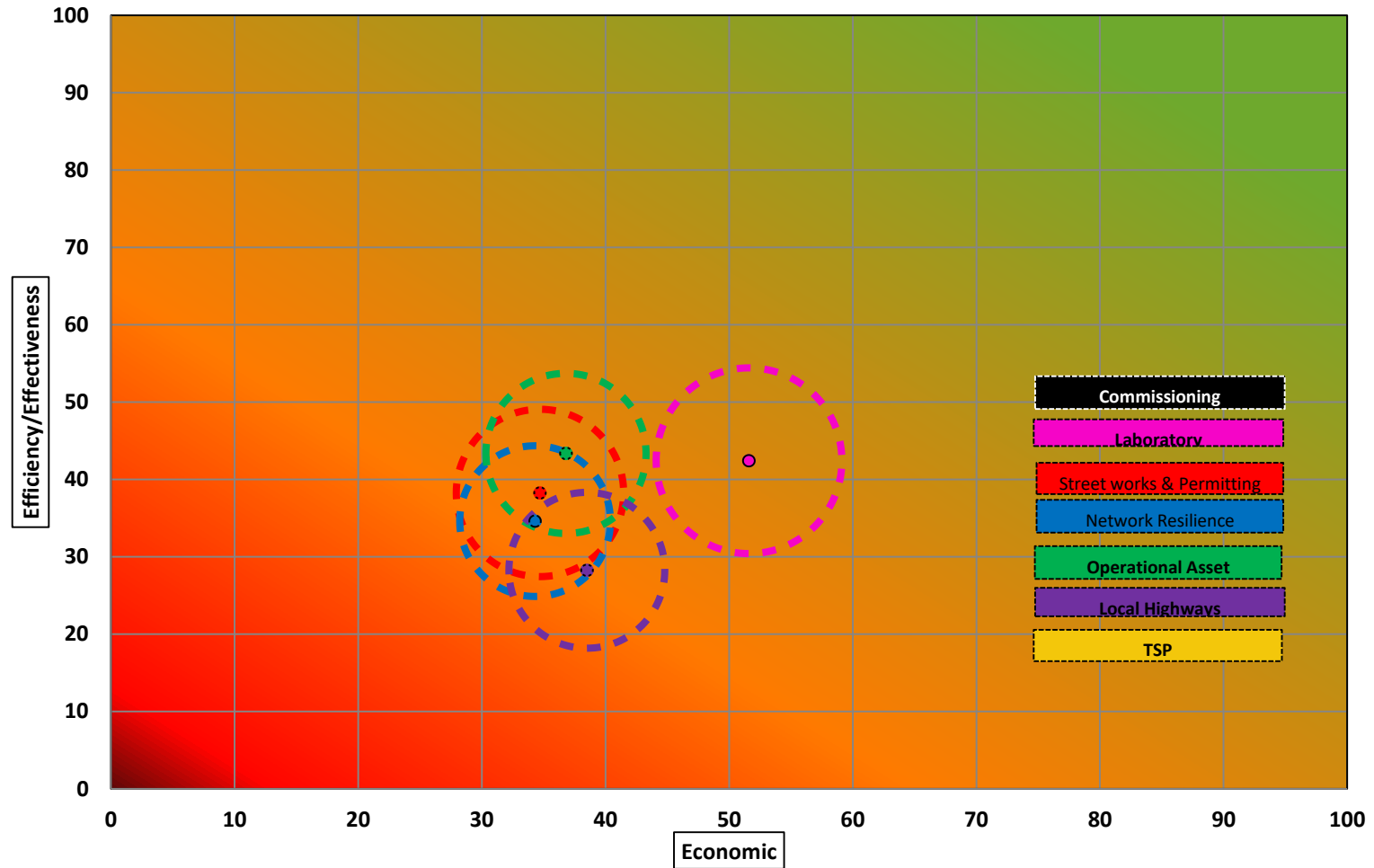

Waypoint 1 assessment January 2018

- Re-assess all measures
- Discuss dashboards
- Progression against Improvement plan
- Monitor resource usage
- Development of newly formed functions
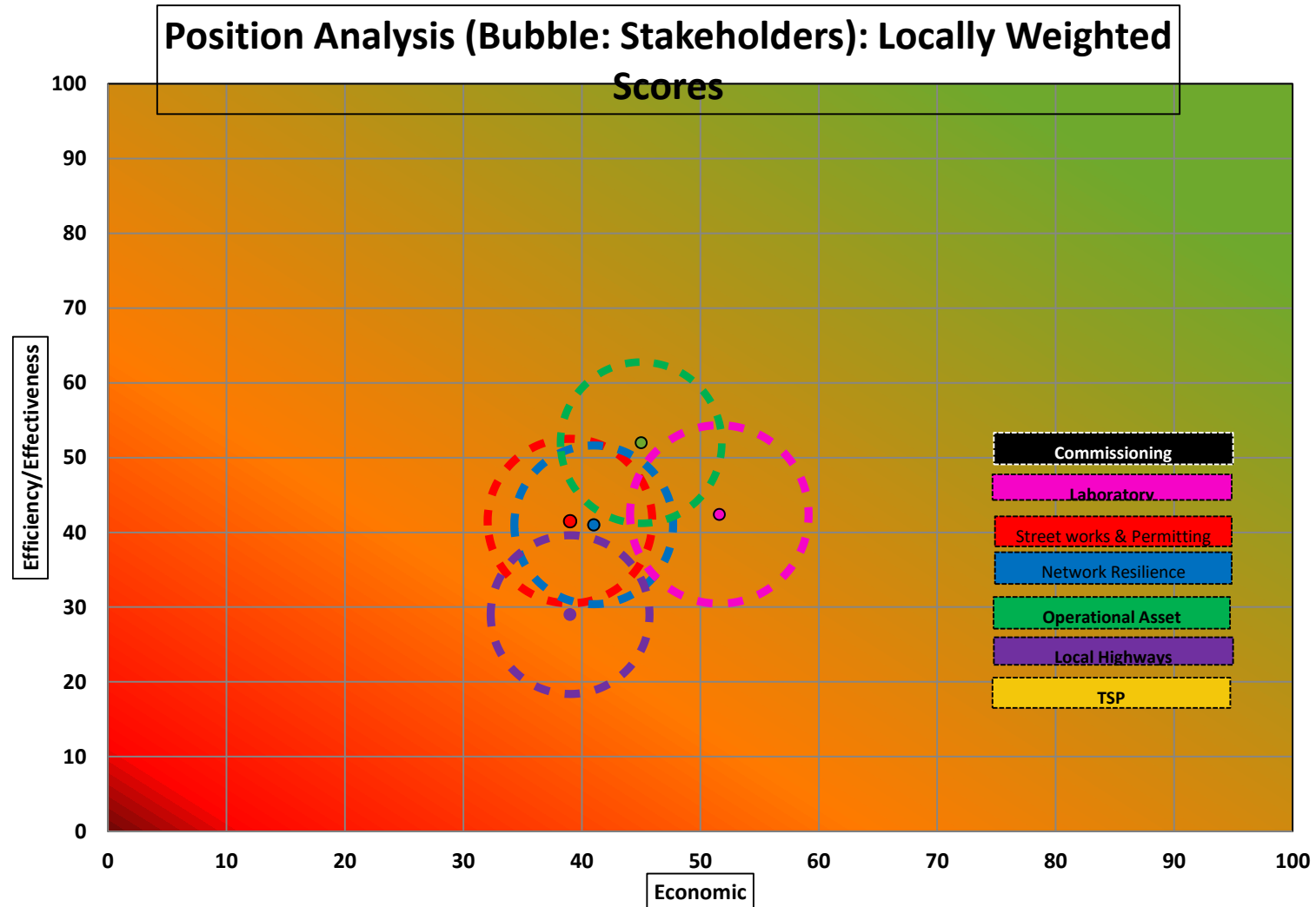
Reporting

- **Economy / Efficiency / Effectiveness / Strategic and Stakeholder Value reported internally following VfM assessments**

- **Data analysed to understand differences**

- **Dashboards reported monthly**

- **Reported to the Highways and Transportation Scrutiny Committee in 2018 then annually subject to performance**

Position Analysis

Position Analysis (Bubble: Stakeholders): Locally Weighted Scores

Position Analysis

Position Analysis (Bubble: Stakeholders): Locally Weighted Scores

Legend:
- Commissioning
- Laboratory
- Street works & Permitting
- Network Resilience
- Operational Asset
- Local Highways
- TSP

Y-axis: Efficiency/Effectiveness
X-axis: Economic

Resource Requirements
Dependent on number and complexity of functions

Start Up
- Key documentation - Training - Member briefing - Dashboards
- Approximately 1FTE for 6 months
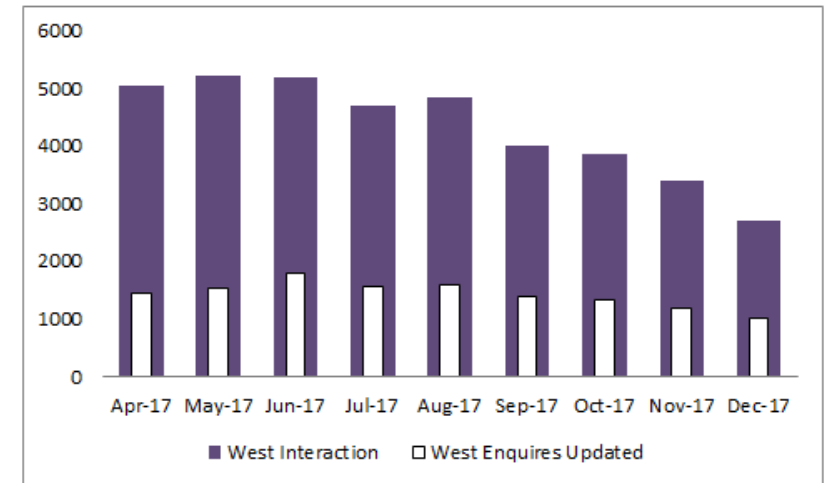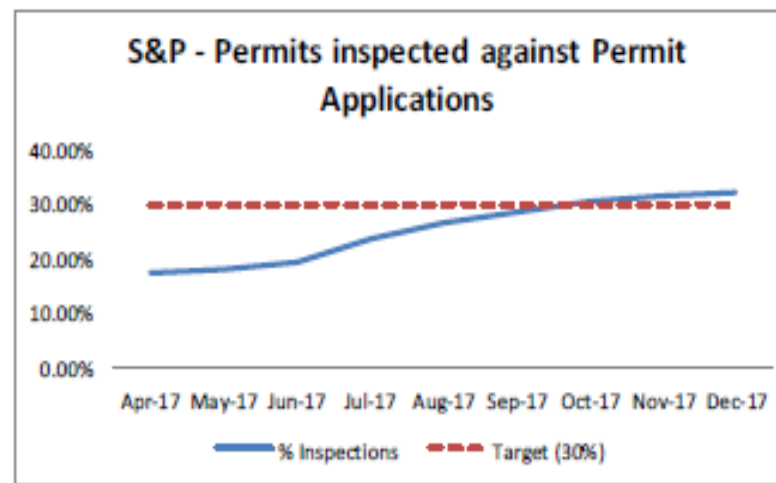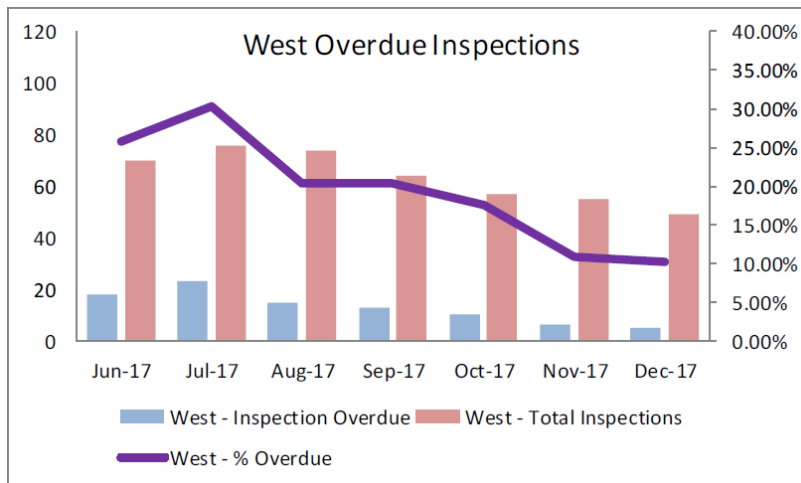
Day to day management
- Dashboards – Highways & Transportation Scrutiny updates / Improvement plans
- 0.5FTE

Waypoint assessments
- Function Manager – Commissioner – VfM assessor
- 3FTEs for 1 day

Improvements

- **Current: Increased output in OAM, initially £15,000/FTE**

- **CSC officer call-back requests (0.6% down to 0.3%)**

- **Future: Business case projected1.5% staffing saving per annum**

Challenges

- **Cultural change within LCC.**
  - Commissioning and Delivery structure has been implemented
- **Internal approach needed to be managed carefully**
- **Members supported approach**
- **Cautious of poor performance being published due to infancy of model**

Benefits

- **Defined roles and responsibilities**

- **Formalises continuous improvement cycle**

- **Clear and transparent**

- **Cranfield & LCC factor set forces discussion on the wider function responsibilities**

- **Dashboards produce useful management tool**

- **Used as evidence for DfT self assessment questions 3, 15,16, 17 and 19**

Recommendations

- **Clearly define function responsibilities**

- **Metrics have been the main driver, where possible avoid joint metrics**

- **Obtain commitment to Functional Definition and Functional Specification resource level and requirements**

- **VfM assessor to be impartial to Function Commissioner and Function Manager**

- **Ensure VfM is delivered consistently within services with multiple functions**