

Value For Money Strategy

2011-14

OUR MISSION

To deliver excellent, customer focused
and cost effective housing services
to all our residents



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- You believe that we aren't doing the things that this document says we will do; or
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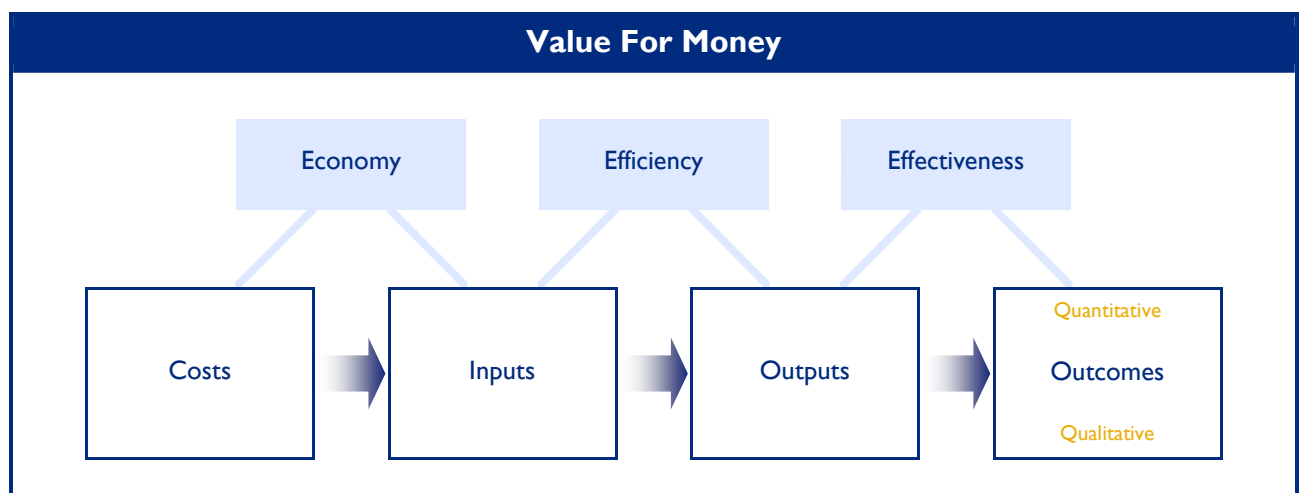
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Head of Finance on Freephone 0800 195 5552

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Introduction

- 1.1** SHP's approach to the delivery of services to the tenants and leaseholders of Sutton Council is underpinned by a number of drivers, one of which is achieving value for money. We endeavour to embed these drivers in all that we do and the value for money strategy identifies our medium term objectives for ensuring that we achieve the most effective outcomes for customers at the most economical cost and at the optimum efficiency levels.
- 1.2** Value for money is not just concerned with costs but also takes account of quality, resource use, fitness for purpose, timeliness and convenience.
- 1.3** Achieving value for money can be described in terms of the three strands of economy, efficiency and effectiveness:
- Are services **economic**?
i.e. is the cost of services is competitive for the quality of service provided?;
 - Are services **efficient**?
i.e. how much service is available for the resources put in (productivity)?;
 - Are services **effective**?
i.e. does the quantity and quality of services delivered provide the best customer outcomes?
- 1.4** To achieve the optimum balance between these three strands we need to optimise the relationship between costs, inputs, outputs and outcomes as shown below i.e. we aim to provide the highest quality services that bring the maximum benefit to our customers at the best possible price.
- 1.5** Whilst focusing on the three strands of value for money, we recognise the important role of benchmarking our services and costs against other organisations as well as against ourselves over time.
- 1.6** Where we undertake major service reviews we encompass the principles of best value (consult, compete, challenge, compare). These are embedded in our service review toolkit and there is a regular rolling programme of service reviews.



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- 1.7** There are two frameworks supporting this strategy. The value for money framework identifies how our approach to value for money works in practice. The procurement framework details our procurement objectives and outlines our approach to delivering the effective use of modern procurement methods.
- 1.8** There are complementary driver strategies for Customer Focus, Equality & Diversity, Risk Management and Sustainability and together with the strategies for direct and support services our strategies provide the focus for achieving our Priorities.

Where Are We Now?

2.1 The current position in relation to the embedding of value for money is reflected in the following:

- Residents are involved in setting priorities, and resources are moved to respond to this;
- The Board has a nominated Value for Money Champion with a clear mandate to lead and challenge on value for money issues at Board meetings;
- All budget holders are challenged to find year-on-year efficiency savings. For example, 2011-12 budgets were based on managers finding over £400k of efficiency savings over 2010-11. £100k was then allocated to growth and addressing customer priorities;
- Managers undertake a range of value for money related tasks including benchmarking;
- Budget holders receive monthly service area reports of costs against budget and meet monthly with the Management Accountant to discuss variances and resultant actions. These meetings are also used to drive discussion on value for money and procurement issues with the budget holders;
- Budget information goes to the EMT and the Performance Management Group to identify improvements around control and value for money;
- The Board receives a monthly financial report which includes commentary on value for money initiatives, income and expenditure statements for both SHP and the HRA as a whole, a report on capital expenditure and SHP's balance sheet to ensure they have a complete view of our overall financial health;
- Since June 2008 all Board reports have included a statement of how the content or recommendations impact on value for money;
- We manage the overall HRA and hence have the ability to scrutinise and challenge costs incurred by the Council. In addition, we work with the Council's Value for Money Officer to ensure efficiency work is planned jointly;
- A Value for Money Forum was established in 2008, meeting every 6 weeks to discuss value for money issues and consolidates information on activities undertaken across the organisation. Its members act as champions within their teams;

- Value for money training has been delivered to staff and is included on the staff information screens;
- We participate in the Housemark benchmarking programme and undertake additional unit cost and local benchmarking;
- Efficiencies are planned and measured using annual efficiency planning methodology and co-ordinate with the Council's own efficiency statement;
- Efficiencies are recorded on a log and an award is made for the best and most innovative entry three times a year. The value of items on the log is being monitored and reported to the Board as a performance indicator;
- VFM is a standing item on team meetings and personal 1-2-1s to promote efficiency and also identify items to be entered on the VFM log;
- An annual programme of service reviews is driven by customers via the Service Improvement Group with improving value for money a key aspect of all reviews;
- A review of procurement has been undertaken giving rise to a procurement plan;
- A guide to inward investment has been produced to give a starting point for budget holders in attracting investment.

2.2 Value for money savings have been achieved over a number of years to enable restrictions in funding to be managed and, just as importantly, to allow residents

priorities to receive additional resources. Specific examples of efficiencies made to date include:

- Procurement for Housing membership allows us discounts of 13% on B&Q decorating vouchers given to tenants;
- Restructuring back-office functions in 2010 has will save approximately £160,000 from April 2011;
- Membership of CYNTRA reduces the complexity and cost relating to procuring contracts and brings efficiencies from economies of scale in the region of 10% per contract;
- In-house management of major works contracts has saved contract supervision costs of £600,000;
- Re-negotiation of water rates collection commission resulting in additional income of at least £60,000 per annum from 2010-11 onwards;
- Re-negotiation of telephony contracts has saved us £10,000 through reduced call rates from 2011-12
- Reduction in payment card processing charges of 20% saving around £5,000 per annum from 2010-11;
- We compare favourably when we benchmark the costs of our core services to customers against other London ALMOs & Boroughs. Direct costs per property are top or second quartile for most services with the exception of Resident involvement;

- Satisfaction benchmarking has show steady improvement and void relet times have fallen to an average 24 days in 2009-10 and reached 18 days in 2010;
- Benchmarking of overhead costs including support services is carried out against organisations of a similar stock size (to remove economies of scale issues). Against this group overhead costs per property are second quartile. Within the total, finance costs are also second quartile, central overheads are top quartile but office costs, IT & communications costs are 3rd quartile;
- SHP undertakes a range of back-office functions not performed by several other ALMO's that increase direct costs and detract from our comparability, such as maintenance of our own IT networks;
- A significant contribution has been made to VFM by increasing income in some areas of the organisation without increasing costs. In each of the last three years rent collection has exceeded 100% and total rent arrears have been reduced by over £150,000;
- In addition, over the last three years the average void turnaround time has been reduced from 32 days to 24 days and reached 18 days in 2010, raising around £40,000 in additional rental income.

2.3 It was the view of the Audit Commission in their inspection of October 2009 that for value for money strengths outweighed

weaknesses. They commented that “SHP has a good understanding of its costs and how they compare and most direct costs compare favourably. VFM is being embedded, and there is a clear procurement framework and plan that is improving value for money. There are many examples of efficiencies being achieved and savings are being re-invested in tenants' priorities and inward investment is being secured. However, overheads, sheltered housing and some internal services are expensive, benchmarking is not being used effectively and the procurement strategy lacks targets.”

Where Do We Want To Be?

3.1 We want to see a situation where value for money is firmly embedded in all parts of the organisation, evidenced by:

- An increased number of customers, from a more widely diverse range, are involved in the budget planning process;
- All decisions inherently incorporate an assessment of their impact on the finances of the organisation;
- Decisions are routinely made with a full understanding of both the short and long term effects on costs;
- Procurement of goods and services is regularly reviewed, with costs and quality challenged;
- All services have a full understanding of their unit costs and continue to act to minimise them;

Required Efficiency Savings						
Year	Previous year's actual management fee [£000]	Uplifted for Inflation	Management fee in HRA Business Plan [£000]	Minimum efficiency savings required [£000]	Efficiency savings for reinvestment target (%)	Efficiency savings to achieve target [£000]
2011-12	13,758	13,946	13,622	324	3.0%	413
2011-12	13,622	13,963	13,787	176	3.0%	409
2012-13	13,787	14,132	14,261	-129	3.0%	285

N.B. Asset Management team costs are met from MRA and Decent Homes funding.

- Budget holders are set and achieve increasingly challenging value for money targets;
- All services have gathered a suite of historical cost benchmarking data and are using it to improve the cost of service delivery;
- Service area budgets incorporate targets to attract agreed levels of inward investment;
- Service users and stakeholders are proactively involved in all stages of procurement and service design;
- Clearly resourced actions are in place to delivery of each of our key priorities.

3.2 The value for money strategy needs to reflect the HRA Business Plan and ensure our ongoing viability within the expected Management Fee available. Targeted savings required to achieve the HRA Business Plan ('Minimum efficiency savings required') are shown above.

3.3 In addition, we have a performance indicator that reflects targeted efficiency savings ('Efficiency savings target' in the table above). The targets set for this

indicator are such that we would generate sufficient efficiencies to allow additional investment in growth areas and in the priority spending areas identified by our residents. This level of efficiency savings required to meet this target, and incorporating the HRA Business Plan, is also shown in the table above ('Efficiency savings to achieve target').

Our Strategic Objectives

4.1 In order to embed value for money we have prioritised a number of strategic objectives, namely:

- **To provide a value for money framework for delivering continuous improvements [VM01]**
Covering VFM framework, best value, benchmarking, resource allocation
- **To maximise the benefits to the customer of an effective approach to procurement [VM02]**
Covering procurement frameworks, procurement policies

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- **To support securing increased inward investment that benefits customers [VM03]**

Covering identification, application support, funding claims

4.2 To measure our progress in meeting these objectives we will use quantitative and qualitative indicators including:

- Annual efficiency targets (see below);
- The value for money register as a proportion of the total budget;
- Proportion of back office costs to front office costs;
- Level of inward investment as a proportion of the total budget;
- Residents' satisfaction with value for money for their rent.

4.3 The delivery of planned efficiency savings is monitored through monthly meetings between managers and the management accountant and through reports to the Managers' Performance Group and the Board.

4.4 Further, each service area will be monitoring a number of measures that can indicate value for money including:

- Average time taken to re-let housing;
- Percentage rent loss from vacant properties;
- Rent collected compared to rent owed;
- Former tenancy debt collected;
- Proportion of leasehold service charges collected;

- Average weekly management cost per dwelling;
- Number of working days lost due to sickness absence.

Embedding Our Drivers

5.1 In delivering our services we will seek to embed the organisation's strategic drivers:

- We will target resources towards **customer** priorities, maximising the funds available for front line services and ensuring support costs are minimised;
- We will ensure resources are fairly and equitably targeted to reflect the **diversity** of our customers' needs and priorities. We will also ensure that our procurement processes require contractors to address diversity issues and that spending decisions reflect the representation of all customer groups;
- We will reduce the **risk** that value for money does not become embedded by providing sufficient and appropriate staff training takes place and ensuring appropriate financial and procurement regulations are in place. We will ensure timely and accurate financial information is available to budget holders and management and we will strive to continuously challenge costs;
- We will take account of **sustainability** issues by promoting the various initiatives under the One-Planet Living umbrella such as car sharing, bike pools and the EMAS agreement. Additionally,

we will look to utilise Government grant etc. to provide improvements to our properties. Reduction in consumption will lead to value for money through lower costs.

Issues To Consider

6.1 The issues which may impact on the embedding of value for money are:

- The general economic climate, giving rise to inflationary pressures or the inability to attract inward investment;
- Government policy relating to HRA reform and self-financing which may lead to a reduced management fee;
- The conflicting pressures on managers between delivering rapidly deployed, high quality services against achieving low costs;
- Increasing expectations of customers;
- The poor quality of the housing stock giving rise to disproportionately increasing demand for repairs;
- Unforeseen and uninsured 'acts of God'.

Expected Impact

7.1 We expect, through the successful implementation of this strategy, to have the following impact:

- **Customers** will receive cost effective services tailored to their needs and will express greater satisfaction that they are receiving better value for money;

- **SHP** will be better placed to utilise its resources in the optimum way to deliver its priorities.

Resources Required





8.1 To successfully deliver this strategy we will require the appropriate level of resources, the implications of which are:

- Many of the actions arising from the strategy will be delivered within service areas and they will be required to use their existing staff resources for this purpose.
- Additional resources may be needed to achieve certain aims such as improving commercial income (e.g. garage rentals) and increasing the sourcing and acquisition of inward investment.









Strategy Delivery

9.1 The actions required to implement this strategy in its first year are contained in the appended Value For Money Action Plan 2011-12. It should be noted that in the process of embedding value for money many of the actions relating to this driver are taken from the Service Plans of individual service areas (as identified by the action reference numbers).

Action Plan Key




























Reference	Service Improvement Plan reference	Summary of action	Responsible Officer	Start date	End date	Evidence of action having been completed
	Expected impact on customer focus (access, care or involvement)				Expected impact on risk	
	Expected impact on equality & diversity				Expected impact on value for money	





























Improvement Actions





























VM.IA.11.01	SIP11.05	Undertake a review of staff allowances relating to car usage to improve equity and value for money	BC	Jun-11	Aug-11	Report including recommendations
	Levels of customer satisfaction are increased in specific service areas				Reduces the risk that service performance issues are not identified and effectively addressed	
	Service delivery is focussed on ensuring the diverse needs of all our customers are met				Improves the value for money of those services where value for money has been identified as requiring improvement	
ES.IA.11.03	SIP11.05	Implement improvements to the window cleaning service that provide better value to customers	ST	Nov-11	Jan-12	Report and action plan
	Levels of customer satisfaction are increased in specific service areas				Reduces the risk that service performance issues are not identified and effectively addressed	
	Service delivery is focussed on ensuring the diverse needs of all our customers are met				Improves the value for money of those services where value for money has been identified as requiring improvement	


Operational Actions




VM.OA.01	Improve use of requisitioning within Agresso	SL	Jul-11	Sep-11	Training material provided to all staff
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓): Improved use of systems to order goods and services leads to better budgetary control			
	 ✓				
VM.OA.02	Review supplier list and re-educate staff regarding criteria for supplier selection	SL	Jul-11	Oct-11	Guidance provided to staff
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓): Minimises admin and ensures supplier relations and volume discounts maintained along together with continued satisfaction with consistent product / service delivery			
	 ✓				

VM.OA.03	Deliver 2012/13 budget within available Management Fee constraints	SL	Sep-11	Jan-12	Agreed budget published
 ✓		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
		To ensure available funds are focussed on front line services in a sustainable manner			
VM.OA.04	Re-introduce VFM Forum	SL	Jun-11	Jun-11	Minuted meeting held and agreed frequency diarised
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	Engages staff from across the organisation to focus on VFM and helps ensure principles are embedded			
VM.OA.05	Ensure finance and budgetary matters are regularly discussed between managers	BC	Apr-11	Mar-12	Inclusion of Finance as a standing item on Managers Forum agenda
	 ✓	Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
		Reduces the risk of under / over spends not being dealt with effectively			
RI.OA.08	Participate in the London Residents Involvement Champions Group	AL	Apr-10	Mar-11	Attendance at meetings, feedback provided to staff via Managers Performance Group
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	By identifying and learning from best practice we can deliver better quality services for the same cost			
AM.OA.10	Implement EDMS /Serengeti as the data management system for Major Works projects allowing electronic interface with contractors and consultants	AC	Jun-11	Aug-11	All project 'files' successfully migrated to Serengeti
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	improved project management and reporting at no additional cost to SHP (no need for PM software package)			
AM.OA.11	Successfully take in house the project management aspect of the aids and adaptations service from existing provider Staying Put	AC	Apr-11	Mar-12	Implementation of actions agreed in Aids and Adaptations service review.
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	significant savings in terms of back office and works costs			
AM.OA.13	Establish a strategic partnership with LBS for extension and deconversion project management services	AC	Apr-11	Mar-12	Service level agreements agreed and delivery of project management services commenced
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	fee income for Major Works team at no additional cost to SHP			

AM.OA.14	Complete the major works project on time and within budget in 2011/12	AC	Apr-11	Mar-12	All projects completed as planned with full 100% expenditure of overall budget at year end
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	delivery of programme with competitive unit rates and year on year cost savings			
AM.OA.16	Introduce new Northgate interface with KNK IT system for electronic invoicing and variations (etc) Improve efficiency and reduce costs of ordering and invoicing for repairs and voids	DV	Apr-11	Jun-11	Improve efficiency and reduce costs of back office operation in Repairs and Voids administration team.
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	substantial savings in back room costs arising from significant efficiencies arising from automation of processes			
AM.OA.19	Reduce the proportion of void budgets spent on clearance by 10%.	DD / KBe	Apr-11	Mar-12	To be reported on quarterly with comparison to % of budget spent on void clearances in 2010 /11
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	Reduced costs at no additional cost to SHP			
AM.OA.21	SHP 's Technical Inspector to carry out post inspections on voids	DD / KBe	Apr-11	May-11	To be incorporated in void works procedure
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	focus of TI to shift to quality and cost control rather than specification of works			
AM.OA.22	KNK to carry out void property inspections and generate works orders.	DD / KBe	Apr-11	May-11	To be incorporated in void works procedure
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	Service to be provided by contractor at no additional cost. Faster start up time for works to improve void turnaround times			
AM.OA.23	Reduce the proportion of void budgets spent on clearance from 9% to 8% (~ £15,000 full year saving)	DD / KBe	Apr-11	May-11	To be evidenced through BI reporting on voids 'actuals' expenditure
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	Reduced expenditure as a result of improved communications with outgoing tenants and or next of kin to clarify their responsibilities. Advise how much SHP charge for clearance			
AM.OA.24	Pre – termination visits to be carried out to higher proportion of void properties	DD / KBe	Apr-11	May-11	To be evidenced through comparison of % for 2011/12 against actual outcome for 2010/11
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	Reduced void costs by improving communications to outgoing tenants and or next of kin to clarify their responsibilities. Enforcement of making good works and rubbish removal			

CC.OA.05	Implement a schedule of process mapping of all policies and procedures within the service.	PW	Apr-11	Mar-12	New policies and procedures produced.
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	Improves VFM by introducing SMARTer ways of working			
ES.OA.03	Review operational rounds on bulk waste and identify any efficiency savings and scope to avoid waste going to landfill	TV	Dec-11	Feb-12	Evidence on covalent; one2ones, team notes
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	Will align collection days/times closer to customer needs given that LBS Refuse Services are changing their domestic collection arrangements so we want to dovetail. Less waste means less tax on dumping getting better VFM			
IM.OA.10	Monitor and assess impact of new rent payment incentive scheme prize draws.	CH	Apr-11	Mar-12	New scheme underway. Promoted on quarterly statements and articles in Homefront
		Beyond maintaining current performance levels, there will be the following positive impact on the above (✓) driver(s):			
	 ✓	New rent payment incentive scheme promoted on statements and in Homefront. Increase in tenants paying rent by direct debit and with clear rent accounts			
IM.OA.13	Prepare and send out Christmas 'Pre Paid Weeks' letter	CH	Nov-11	Dec-11	Letter prepared and sent to all tenants
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	Rent collection maintained during Christmas period and tenants arrears reduced			
IM.OA.16	Investigate average rents for garages and parking spaces in local and neighbouring Borough's	NH	Apr-11	Oct-11	Ascertain what the market rents are and seek approval to increase rents in areas of particular high demand.
		Beyond maintaining current performance levels, there will be the following positive impact on the above (✓) driver(s):			
	 ✓	Increased level of income from garage stock			
IM.OA.17	Promotional campaign to increase garage occupancy	NH	Apr-11	Mar-12	Use of 'Garages For Rent Signs', articles in Homefront and on rent statements.
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	Increased occupancy of garages resulting in improved income and better use of resources			
FS.OA.01	Develop programme of future VFM reviews	SL	Jan-12	Feb-12	Program agreed with MPG and EMT and incorporated in to 2012/13 SIP
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	Helping to embed VFM across the organisation			

FS.OA.04	Contribute to the sourcing and implementation of a new Payroll System	AR	Apr-11	Dec-11	Full involvement in implementation team
		Beyond maintaining current performance levels, there will be the following positive impact on the above (✓) driver(s):			
	 ✓	Ensures a system that is fit for purpose and value for money			
FS.OA.08	Review of the Northgate Leasehold Module from Accounting principles	JS	Apr-11	Dec-11	Understanding of how the module works and recommendations for improvements
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	Ensures the module is fit for purpose and value for money			
HR.OA.03	Produce an annual Training and Development Plan	AA	May-11	Jun-11	Plan available and sent to all staff
		Beyond maintaining current performance levels, there will be the following positive impact on the above (✓) driver(s):			
	 ✓	A more planned approach provides opportunities for securing better value for money			
IT.OA.01	Gain Accreditation for ICT Services in SHP	MF	Apr-11	Jan-12	Accreditation Confirmation/Certification
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	Will prove to potential Customers that SHP ICT is a Quality Provider of Services			
IT.OA.05	To Cost Service Provision for Each ICT Solution Available to Customers	MF	May-11	Sep-11	Price List of Solutions
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	To Provide a Range of Solutions and Costs so as to Bring Investment into SHP at a Competitive Rate and Cost effectiveness to SHP			
IT.OA.10	To Ensure all Hardware, Operating Systems and Applications are capable of 'multi-domain' Management	MF	May-11	May-11	Test Plan Completion
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	To Allow More than One Domain (Business Account) Across The Network			
IT.OA.13	To Install a more Robust Call Logger to Enable Telecoms Call Logging Data to be re-costed When Required	MF	May-11	Jun-11	Call Logging Reports
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	Widen Availability Of Telecoms Services Available.			

IT.OA.15	To Specify the hardware upgrade requirements to support the Northgate Application upgrade to Version 6	MF	Apr-11	Sep-11	Server Purchased
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	To upgrade the hardware to allow the Northgate application to upgrade to the latest version before support on the 5.16 versions are withdrawn.			
IT.OA.16	To Upgrade the Northgate Application to Version 6	MF	Apr-11	Sep-11	Go-Live
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	To upgrade the hardware and software to enhance Northgate to the latest version before support on the 5.16 versions are withdrawn.			
IT.OA.18	To implement a measurable in-house Shredding service to replace the Shred-it service	MF	Apr-11	May-11	Procedure and report
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	To replace the costly and non full-proof current procedure for shredding, saving costs and ensuring shredding completed.			
IT.OA.19	To decrease the amount of mail having to be franked	MF	Apr-11	Aug-11	Decreased franking volumes
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	Putting a process and procedure in place to minimise the volumes of work in franking outgoing mail.			
IT.OA.20	To review postage usage and costs throughout SHP	MF	Apr-11	Oct-11	Postage guidance notes
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	To review and implement a procedure reporting postage costs and usages to all departments across SHP, analyse and provide guidance on saving costs.			
IT.OA.21	To review, analyse and provide guidance on reducing printing costs throughout the organisation	MF	Apr-11	Aug-11	Printing guidance notes
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	Review the usage of printing, cost and provide reports and guidance to all managers to reduce costs.			
IT.OA.22	To promote the availability of meeting/function/training rooms in Sutton gate outside the organisation to bring in revenue.	MF	Apr-11	Aug-11	Room leaflet
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	To cost, produce room flyer, produce procedure and distribute externally.			



Putting Customers First
Making Services Accessible To All
Achieving Value For Money
Providing Quality Homes
Creating Safe, Welcoming Neighbourhoods
