

Key Line of Enquiry	Value For Money
	<ul style="list-style-type: none"> <li>• How well does the organisation maximise the impact from its resources for tenancy and estate management services?</li> <li>• How effectively has the Organisation established partnerships geared to achieve value for money and improving its performance to service users?</li> <li>• Has the organisation used procurement to achieve value for money in delivering services that benefits service users and others?</li> </ul>

Question (TEVFM1): Key words	Collecting accurate information on costs and services and using it to strategically prioritise and manage resources.									
Excellence	Fair	Actual	Performance	Gap Rating	Risk		Reward	Importance		Relative Importance
					Likelihood	Impact		Absolute	Relative Scale	
Collects accurate information on costs and services and uses it to decide priorities and to strategically manage resources in the context of a formal procurement strategy.	Does not collect accurate or sufficient information about its services, or use it to effectively review cost effectiveness or performance in the context of a formal procurement strategy.	Service has basic cost information and activity analysis for new Area structuresAt start of formal service identification and procurement process		6	5	5	8	5.5	34.6	
Comments	service providers. Risk factor is driven by events and risk assessment not embedded in structure.									
Evidence	Has undertaken survey of services to tenanted flats, in process of identifying services and cost of same to all properties									
Existing Actions	Review with service providers of all activities and costs									
Further Actions	Consultation on level of services provided									

Question (TEVFM2): Key words	Providing service users with comprehensive and accurate information on services									
Excellence	Fair	Actual	Performance	Gap Rating	Risk		Reward	Importance		Relative Importance
					Likelihood	Impact		Absolute	Relative (Rank)	
Provides service users with comprehensive and accurate information on services, including costs and benefits, when presenting options for improvement.	Does not systematically inform service users about costs, benefits and performance for services, or does not inform them in an appropriate, easily understandable manner.	As fair		6	3	3	6	4.5	18	
Comments	strategic improvement.									
Evidence	Some service charges published to representative groups, some detailed analysis of costs and benefits									
Existing Actions	Tenant/leaseholder involvement to be enhanced with Area structure									
Further Actions	As part of cost capture exercise, detailed above, will share information with leaseholders and tenants									

Question (TEVFM3): Key words	Demonstrating significant cost savings and/or quality improvements through partnerships and collective procurement									
Excellence	Fair	Actual	Performance	Gap Rating	Risk		Reward	Importance		Relative Importance
					Likelihood	Impact		Absolute	Relative (Rank)	
Is able to demonstrate significant cost savings and/or quality improvements through partnerships and has investigated partnerships with other organisations wishing to procure similar services (Collective Procurement) such as other housing associations/ councils/ ALMOs.	May have isolated examples in place, but otherwise shows limited understanding of the value and purpose of partnership service delivery.	Has some partnership working in place, within Council and with outside agencies. Sheltered Housing costs are presently being examined and the service reviewed to explore options for future service delivery.		7	5	5	4	5	26.5	
Comments	Not a comprehensive approach, lacking in innovation in some areas.									
Evidence	ASB links with police service, partnership with building services providers. ICC contract eg of internal partnership working, also Sheltered.									
Existing Actions	working with residents.									
Further Actions	element									

Question (TEVFM4): Key words	Providing clear and well understood information on costs in relation to the quality of services delivered										
Excellence	Fair	Actual	Performance	Gap Rating	Risk		Reward	Importance			
					Likelihood	Impact		Absolute	Relative (Rank)	Relative Importance	
Provides clear and well understood information on costs and how these relate to the quality of services delivered.	Has either high overall and unit costs for services compared to other organisations providing similar levels of services and allowing for the local context or has low costs, but performance, range of services and quality of works do not meet service users' expectations.	Service development process focusing on providing quality service and challenging cost as part of service evaluation. Service users expectations considered as part of Area reorganisation, to be reviewed. Have programme of local tenant compacts in progress.		8	5	5	5	5	31.6		
Has low overall costs and unit costs for tenancy and estate management services compared to other organisations providing similar levels of services and allowing for the local context (service users may have agreed to pay more for higher quality services).											
Comments	Lack of active benchmarking										
Evidence	1st tenant compact in place, Area structure includes front line staff and management capacity to drive resident involvement										
Existing Actions	Tenant compact programme, activity and cost review in progress										
Further Actions	Link resident involvement activities with service development proposals.										

Question (TEVFM5): Key words	Competitiveness of internal service provision, good practice in procurement										
Excellence	Fair	Actual	Performance	Gap Rating	Risk		Reward	Importance			
					Likelihood	Impact		Absolute	Relative (Rank)	Relative Importance	
Can demonstrate competitiveness of internal service provision when compared with external providers and has carried out a review of procurement capacity within the organisation.	Shows a lack of understanding of the benefits of partnering arrangements and has therefore not made full use of them.	Internal service providers routinely compete against external providers for business and are not the only possible service provider. Review of Borough-wide procurement capacity completed, new team in place, Housing team under review and front-line and managerial capacity recently added.									
Follows good practice in procurement and understands where the greatest potential benefits can be gained, internally and externally.	Has a reasonable corporate and service procurement strategy, but does not fully implement it or monitors it ineffectively.										
Has used procurement to achieve significant savings without loss of quality, e.g., can demonstrate achievements in delivering programmes and projects on time, to target and to service user's satisfaction, in terms of both cost and quality.	Regularly fails to deliver programmes and projects on time, to target and to service user's satisfaction, in terms of either cost or quality.										
				5	6	7	7	6.5	38.3		
Comments											
Evidence	Commissioning team and investment team reviewed and capacity improved at Areas										
Existing Actions	New Area structure addresses weaknesses										
Further Actions	regime being introduced.										

[illegible]

Please complete the following checklist	
Have You:	
1. Answered each of the 6 questions?	Yes
2. Identified/forwarded evidence for any of the judgements and assumptions that you have made	No
3. Consulted the relevant key individuals with specialist knowledge in forming your answers to the questions	No
4. Validated your answers with a suitable expert/line manager who can support your answers	No
5. Saved a copy of this spreadsheet on your hard drive for backup/future reference purposes	No

Please read the following instructions
Please e-mail your completed pro-forma to XXXXX no later than <b>5 November 2004</b>
Please send a copy of the Pro-forma to Ivan Coppins no later than 5 November 2004
On completion of the formula please update the version control table below
Please notify Ivan Coppins as soon as possible if you are unable to complete the form by the required deadline
Please notify Ivan Coppins as soon as possible if you are unable to attend the workshop on 11 November 2004

Version control	
Last updated	
By	