

Local Authority Value for Money / Efficiency Experiences

A number of examples of value for money gains made by local authorities are listed here to help provide ideas to assist authorities when seeking service efficiencies and innovation. They are not endorsed by inclusion here. Further information in relation to any of the examples below should be sought from the relevant local authority.

The examples are taken from 'local transport (highways)' value for money gains made by local authorities and previously published in the 2006, 2007 and 2008 HELG Toolkits. Dates refer to the Toolkit publication year, not the year the gain was made. Items dated 2009 are from the submissions to CLG for the 2007/08 financial year, which is the last year returns of this type were made.

The items are taken directly from authorities submissions published at the time on the CLG website (www.communities.gov.uk). Fully or mostly non cashable and one-off efficiency claims are not listed and any such items still mentioned are no longer applicable.

For ease of reading, the examples are presented by type of authority.

Single Tier Councils

Council	Gain	Brief Explanation
Bournemouth Borough Council 2008	£51,000	Use of Planning contact centre for highways enquiries. Improved Roll out of 'On Street Charging' . Joint Working with Poole - Traffic Manager, Winter Maintenance etc. Renewed partnering agreement for Engineering Services / Minor Highways Works (Involving Poole and extending period). Review Statutory Advertising arrangements for Traffic Orders.
Bradford Metropolitan District Council 2008	£489,000	Improved programming and monitoring of projects ensuring management costs are kept low and that projects are delivered within fee targets. Staff cost reduction resulting from departmental restructure. Also included is a one off gain through reduced energy costs as a result of bulk purchasing.
Bolton Metropolitan Borough Council 2009	£210,000	The cashable gains have been achieved through reductions in the cost of service provision, through a combination of more efficient methods of operation, business process re-engineering and improvements in the procurement of supplies and services.
Bury Metropolitan Borough Council 2009	£70,000	Savings achieved through more efficient working practices, greater use of IT and improved procurement. Savings in maintenance budget through longer term planning and improved project management.
Calderdale Metropolitan Borough Council 2009	£117,861	General efficiency savings from smaller, better trained and better equipped teams. The vehicle maintenance & procurement function has been brought back under the control of the Councils transport services which has generated efficiency gains.

East Riding of Yorkshire 2009	£874,000	1. The classified road network has been maintained with year on year spending increases below the RoadCon index of 5% giving rise to efficiency savings (£635,000 cash). 2. Reduced spending and consequent efficiency savings arising from the use of civil engineering contract frameworks and earlier contractor involvement in schemes (£56,000 cash). 3. Measures to improve the management of sickness absence, overtime and the use of temporary and agency staff have result in savings whilst still maintaining service delivery (£85,000 cash). 4. The use of capital receipts instead of borrowing has given rise to a notional interest saving (£78,000 cash). 5. Other individual efficiencies below £25,000 (£20,000 non-cash).
East Riding of Yorkshire Council 2006	£569,000	Efficiency savings have been made in working practices that have enabled services to be maintained despite a continual increase in the asset base. Growth in asset base has increased due to adoption of developments, discovery of lost highways and the high maintenance required for traffic calming measures and the significant Integrated Transport capital investment over the period of the first Local Transport Plan (£483,000 wpOSD7/8). The revenue impact of capital receipts results in further savings (capital receipts £736,750 - revenue impact £35,000 wpCR1).
Isle of Wight Council 2009	£508,822	Specific actions taken to improve the efficiency of delivery of highway services over the 3 year period have included the use of alternative construction techniques to use recycled materials in resurfacing schemes, reducing procurement costs & enhancing VFM ;use of alternative pricing options within the traffic section; increased productivity of staff from actions to reduce sickness absence & staff restructuring & redeployment to improve workloads in key areas, increase capacity & allow in-house staff to undertake project design & supervision duties, previously carried out by external consultants, with resultant savings in project costs.
Leeds City Council 2008	£540,000	Highways - Increase in spend for highways maintenance over previous years has resulted in a reduction in the number of Third Party claims. This has led to a reduction in the required contribution to the Insurance Provision in respect of Third Party liability claims for accidents on the public highways. £468k. Highways feasibility - review of workloads and priorities, reduced duplication between feasibility and design £72k .
Liverpool City Council 2009	£601,000	Efficiencies have been achieved by renegotiating contracts with no inflation (highways contract savings of £343,000). Other Enterprise Liverpool contract efficiencies and a restructure of the Road Safety section.
London Borough of Barnet 2009	£330,000	Efficiencies obtained as a result of the Street Lighting PFI contract negotiation. Improved condition of roads and footpaths resulting in reduced need for maintenance. Delete commercial vehicle technician
London Borough of Bexley 2009	£720,000	The reorganisation of the Technical Services, Highways and Engineering Services teams included the deletion of three posts plus a reduction in overtime, saving £0.1m without affecting service levels. In addition, a retendering exercise has enabled efficiency gains of £0.62m to be achieved in respect of highways maintenance.

London Borough of Brent 2009	£300,000	Savings made by restricting increases in highways contract price to RPI index instead of the industry inflation figure based on DTI ROADCON Index which is much higher.
London Borough of Enfield 2008	£30,000	Retendering of Highways maintenance contracts for road gritting, gully cleansing and road and footways maintenance; savings are part year from November 2006
London Borough of Hammersmith and Fulham 2009	£169,000	Improved procurement practices, securing better contracts and other efficiencies have led to greater productivity and increased workloads resulting in non-cashable gains of £169,000.
London Borough of Hillingdon 2009	£77,000	£56k from reorganisation of Traffic Services £21k from closer integration of Parking and Traffic Services
London Borough of Kingston on Thames 2009	£256,000	Staff restructuring; Reduction in responsive repairs as a result of capital investment in resurfacing; Numerous operational efficiencies in street lighting replacement; Installation of more efficient street lights and signs; Improved partnership working; Dial up telemetry at 49 permanent traffic counter sites.
London Borough of Kensington and Chelsea 2009	£255,000	The Council has continued to refine its procurement practices, including those for materials to repair and renew the highways and pavements in the borough. Further savings relating to the purchase of York Stone to maintain and replace the footways have led to cashable gain of £171,000. Reduced Council self-insurance costs led to a cashable gain £46,000
London Borough of Kingston upon Thames 2008	£265,000	Re-let highways maintenance and resurfacing contracts through new procurement process. Street lighting - EDF jointer employed on a day works basis. Reduction in staff in Highways Maintenance. Procurement savings for On Street parking enforcement.
London Borough of Kingston upon Thames 2006	177,000	Increased investment in planned highway maintenance from Capital and Responsive budgets - saving from Neighbourhood discretionary budgets by reducing the 'hot box' initiative. £95,000. Used London wide Ukpms survey - saving from not carrying out RBK survey. £4,000. Invested in Ukpms surveys and inventory gathering to produce more effective bids in future and improved service. £5,000. Made numerous operational efficiencies within Street Lighting. Replacement and saving of 1fte to undertake other activities £45,000. Increased Highway Licenses income due to better managed and focused service. £8,000. Used the Web to provide customer services - saving in administration time and enhanced customer service. £5,000. Re-let Winter Maintenance contract as part of Street Cleansing contract - efficiency saving from joint contract and shared resources. £10,000. Invested in Call Centre to relieve technical staff for more effective work. £5,000.

London Borough of Southwark 2008	£100,000	Efficiencies were achieved through the procurement process of the Highways Term Contract. Negotiations of the new term contract have led to reductions in unit costs. An industry consultation prior to contract establishment suggested a way forward to have fewer number of contractors. 9 small term contracts were merged to 2 providing key efficiencies. Also rates negotiated were lower than the previous contract in place. Regular inspection work is carried out on the contractors work to ensure maintenance of standards.
London Borough of Wandsworth 2007	864,000	Budget review saving (Street furniture advertising) Jan. '05 £17,000 (half-year effect). Annual parking income review (volume and enforcement efficiency, not charges) - R&T OSC Paper 05/1 Jan. '05 £500,000. Competitive re-tendering of parking enforcement contract - R&T OSC Paper 04-385 July '04 £347,000.
London Borough of Westminster 2009	£99,000	Reductions in the use of external consultancy support and a review of performance payments in relation to large value highway projects.
North Lincolnshire Council 2009	£250,000	A management review of highway service delivery resulted in the operational restructure of the service. This was designed to improve the quality of service delivered and generated net efficiency gains of £250k.
North Somerset District Council 2006	507,000	Improved procurement practices have led to gains in the length of roads being gritted as part of our winter maintenance arrangements. In addition, cashable efficiency gains have been achieved though reduced energy costs for street lighting.
Nottingham City Council 2009	£360,000	Efficiencies in Transport Strategy, Transport projects, and Traffic Safety - £20K Reduction in Public Liability Insurance premiums on Highways - £340K
Redcar and Cleveland Council 2009	£63,000	An extension to the Councils Strategic partner for Highways Maintenance has resulted in greater discounts on materials and overheads from sub contractors over the extended contract term.
Reading Borough Council 2008	£101,000	Savings were as a result of procurement savings on winter maintenance tender (15k) and savings in employee costs due to management re-structure and minor changes in terms and conditions (86k)
Rotherham Metropolitan Borough Council 2009	£46,000	Reduction of staffing levels within Streetworks and Enforcement Group from 1 full time employee (FTE) to 0.4 FTE. 2. Review of staffing and CCTV monitoring has delivered £20k efficiency savings.
Sefton Metropolitan Borough Council 2009	£30,000	Revising the structure of staffing the Council's school crossing patrols.
Sheffield City Council 2009	£252,000	Efficiency review of transport and plant carried out resulting in greater utilisation of fleet.

Slough Borough Council 2008	£20,000	Efficiency gains of £20,000. These include introducing on-line works ordering to the Council's traffic, highways, street cleaning and grounds maintenance contractor and reaping the benefits of a thorough drainage clean - thereby reducing the need for reactive service demands.
Sunderland City Council 2009	£886,196	Through the rationalisation of the Highways Maintenance Operation ongoing cashable efficiencies of £58,086 have been achieved by managing the number of drivers and plant operators, and the hiring of plant with drivers on a needs only basis (LT13). Further maximisation of existing capacity and facility usage at the Port of Sunderland has been achieved with no additional associated costs as a result of securing additional contracts, which has achieved an ongoing cashable efficiency of £346,568 (LT32). A review of workforce planning arrangements in the Landscape and Reclamation Service has generated an ongoing cashable saving of £81,356 (LT38). The provision of security services at Stanfield Centre is now carried out through an upgraded CCTV system rather than a security guarding contract resulting in ongoing cashable efficiencies of £30,590 (LT40). Budget Planning Framework driven efficiencies arising from need to maintain the same level of service without providing the full allowance for inflation. This reflects the position at Outturn, generating an ongoing cashable saving of £369,596.
Sunderland City Council 2008	£971,007	The Highways Maintenance Inspections service has been re-modelled by amalgamating two teams under one management structure & implementing changes to working practices. As a result, the service is delivering proportionately more inspections from resources applied to the service. Ongoing savings have been achieved during the year of £24,734 (£12,233 cashable and £12,501 non cashable). Reduced prices due to PFI contract for street lighting being in place & reduced tariffs for energy being delivered through the PFI contract has achieved ongoing cashable savings of £21,352.
St Helens Metropolitan Borough Council 2009	£101,995	Increased workload managed within existing resources. Negotiated nil or below inflation increases on Highways contracts.
Stockport Metropolitan Borough Council 2009	£116,000	1. Savings are achieved where school crossing patrols are no longer required because puffin crossings have been provided. 2. StreetScene (Cyclical Gully Cleansing Operations) efficiencies achieved from adjusting work patterns whilst securing additional income, improved technology and a reduction in manual processing. 3. Transportation & Planning (Winter Maintenance) savings from adjusting existing fleet requirements, route optimisation and scheduling aided by improved GPS technology, and a reduction in manual processing. 4. Increased income from utilities due to more vigilant Section 74 payments charged. The saving from the advertising contract has not been achieved because of a delay in implementation due to planning consent being withheld. StreetScene (Cyclical Gully Cleansing Operations).

Stockton-on-Tees Borough Council <i>2009</i>	£833,643	This work stream is subject to a budget increase of only 1% each year. Based upon the inflation allowance of the GDP deflator (3.25%), this results in cashable efficiencies of £833,643.
Wakefield Metropolitan District Council <i>2006</i>	670,694	Street Lighting PFI - Efficiencies are built into the PFI contract when measured against the Public Sector Comparator. Efficiency gains from crosscutting initiatives - procurement and productive time.
Wigan Metropolitan Borough Council <i>2009</i>	£121,270	(1) Highways DLO / Leigh Building Services Re-Structure (£46k). (2) Transport DSO Re-Structure (£75k) - Savings on Pay at Transport DSO specifically the Hindley Workshop, Cleansing and Transport Administration and Transport Administration sections. Total savings from re-structure of £116,371 between 2006/07 and 2007/08, when adjusted for the impact of GDP Deflator inflation at 3.25% this results in a revised overall saving of £141,283. However some redundancy costs were also necessary to incur the above savings, therefore deduct these costs (£65,939) to result in net on-going efficiency savings of £75,344. CASHABLE.
Wigan Metropolitan Borough Council <i>2007</i>	£781,069	1. The Council has its own Direct Labour organisation for schedule of rates based Highway maintenance work. It invites this service to tender for non schedule of rates work to ensure its in house service is competitive and to hold down prices on tendered work. This has resulted in large savings through the DLO's tender success rate (£159,155). Operating costs are constrained by the budget process which allows inflation commensurate with GDP inflator and not ROADCON indices saving £199,869. 2. The Street lighting service procures "green" energy through the Yorkshire Purchasing (YPO) consortium contract arrangements. The collaboration in a larger purchasing requirement has yielded significant procurement savings (£400,304).
York City Council <i>2009</i>	£256,000	1. Restructures within a number of service teams to drive efficiencies = £115k, 2. Miscellaneous efficiencies from budget reviews = £6k, 3. Savings from retendered Highways structural maintenance contract = £125k, 4. Rationalisation of provision of salt bins = £10k

Two Tier Councils

<p>Bedfordshire County Council 2008</p>	<p>£1,457,000</p>	<p>The Council has consolidated its highway services into one new contract which commenced on 1 October 2005. This contract has been recognised by practitioners and experts as innovative and an example of good practice in contracting. The new partnership arrangements are more effective in delivering due to the clear allocation of responsibility, better use of resources and more professional contract management by the Council.</p>
<p>Cambridgeshire County Council 2006</p>	<p>£258,000</p>	<p>Use of recycled stone for highways maintenance 100k. Brine used for gritting instead of salt 8k. Highways development control staff savings 20k.</p>
<p>Cornwall County Council 2009</p>	<p>£1,759,300</p>	<p>£435,000 Cormac - In house transport DSO have adopted a methodology of Reduce , Reuse & recycle including- Reheating of waste macadam to manufacture a new asphalt, Sale of road planings, Disposal of construction waste in alternative ways, Crushing and sale of construction waste to produce gravel. £222,800 Freezing of Hire Rates to internal customers to reflect improved utilisation of CTO plant and equipment and the reduction in maintenance costs. £28,000 Restructuring of the provision of CORMAC's financial support services within the Central Group Centre. £436,000. Right First Time Programme - Lean management programme rolled out to various areas including planned maintenance, traffic schemes and local member schemes. £144,100 Purchasing un-metered energy whilst the market has returned to the levels experienced in July 2005 with a 15% reduction since December 06, instead of purchasing the energy when the contract elapses in June 2007. £1,400 Replacement of the anti-slip gravel matting that is used for foot bridges for anti-slip paint. £203,700 Cormac have made savings by introducing a framework for Plant Hire. £275,900 Carnon Gate Road Scheme - the procurement method was changed with the development of a design and build project undertaken with CORMAC. £12,400 Use of road closure by notice rather than order.</p>
<p>Cornwall County Council 2007</p>	<p>£899,100</p>	<p>1. £77,000 Reorganise and rationalise the way that the find & fix process is working. 2. £186,500 Re-tendered energy prices for street lighting. 3. £21,000 Procurement - Use of the County Council's Highway Strategic partner for transportation studies. 4. £172,000 Deferred term contract saving on tendering costs. 5.£9,000 Reduced number of skips used through recycling at Bodmin / Scorrier depots 6. £331,600 Road planning savings - Waste disposal, transport and tipping costs. 7. £2,000 Income from sale of scrap as a result of recycling systems. 8. £36,600 Revision to staffing structure in Highways Electrical. 9. £63,400 The Contractor is currently and has been providing defect repair on street lighting better than the timescales required in the Contract.</p>

<p>Cornwall County Council 2006</p>	<p>£482,000</p>	<p>£2,000 - Introduction of an electronic database for the logging of faults and repairs. The faults are logged by the call centre and updates to the repair status are entered remotely allowing an up to date status to be accessed. The efficiency gain has been predominantly in the time spent previously by our Divisional Surveyors on the tracking of faults and repairs, however, the service improvement has been the up to date information available to those enquiring about reported faults. This was trialed for a part year in 2004/05 and will therefore provide larger efficiency gains in 2005/06. £80,000 - The authority began the recycling of road planings in 2004/05 saving approximately £4 per tonne on the cost of transport and tipping. 20,000 tonnes were recycled in 2004/05. In future years the saving per tonne recycled will increase due to new legislation in July that deals with the disposal of this type of waste. The change in legislation will lead to an increased waste disposal cost of approximately £5 per tonne thereby increasing the savings in future years to £9 per tonne. £400,000 Road maintenance DSO - increase surplus as a result of increased turnover arising from 100% of their work being tendered under open competition.</p>
<p>Derbyshire County Council 2009</p>	<p>£1,759,484</p>	<p>By working with the 3 Counties Highways Alliance Partnership efficiencies have arisen in the procurement of consultancy services. - Provision of an Asset Management facility, incorporated within existing department resources. - A service redesign review of the winter maintenance service was completed. Combining some routes enabled the same gritting coverage but using less vehicles and drivers.</p>
<p>Derbyshire County Council 2008</p>	<p>£3,112,036</p>	<p>By continuing to seek efficiencies during the year the in-house trading units were able to contain their costs at below inflationary levels whilst maintaining profitability level A service redesign review of the winter maintenance service was commenced and savings were made in 2006/7 on the salting of roads by the use of a dry salt together with improving spread rates by more accurate calibration. Winter salting routes were also combined at one operational site producing route economies and vehicle loading savings.</p>
<p>Derbyshire County Council 2007</p>	<p>£1,624,168</p>	<p>Efficiencies within the in-house contracting unit enabling rates to be held at 2004/05 levels. Utilisation of the surplus capacity within the in-house contracting unit enabling additional income to be generated. Redesign of the administration service allowing new responsibilities imposed by the Traffic Management act to be undertaken within existing resources. Revised arrangements for the review of insurance claims resulting in a reduction in payments made.</p>
<p>Devon County Council 2009</p>	<p>£3,412,000</p>	<p>The major part of the savings achieved in 2007/8 result from the new Highways terms maintenance contract. Cost comparisons on an item by item basis between the new contract and the previous contract arrangements show a total saving of £2,743,000 over the year. Savings from more efficient street lighting total £55,000, while the majority of the balance of the savings under this heading results from a reduced level of support costs.</p>

Dorset County Council	£1,227,179	Street Lighting PFI contract £677k (£308k is ongoing (of which £153k is cashable and ongoing)); energy costs associated with street lighting £128k (all cashable and ongoing); and process improvements within Highways maintenance £48k (cashable and ongoing). In addition, the effect of withstanding inflation of the highway maintenance budget has been calculated as £122k (cashable, ongoing), whilst maintaining service levels. The apportionment of the use of capital receipts and revenue funding to avoided borrowing charges is £252k (cashable, and ongoing).
Dorset County Council 2008	£479,799	A new 25 year PFI street lighting deal includes savings from contract negotiations, reducing electricity usage and increased column numbers, amounting to £146k in this year (all ongoing, £68k of which is cashable). Savings achieved on the existing street lighting energy contracts by changing supplier to achieve better prices amount to £92k (ongoing and cashable). Highways maintenance work has been carried out below the rate of inflation, giving rise to efficiencies of £42k (ongoing and cashable).
Dorset County Council 2006	£497,704	Collaborative and partnership working arrangements have been developed with private sector partners in the areas of engineering, design and highways maintenance, which have yielded efficiency savings. Also a variety of other process improvements and recruitment initiatives have generated a mixture of smaller cashable and non-cashable savings.
East Sussex County Council 2009	£117,000	£89,000 Review of staffing structures £10,000 Install private networks for street lighting connections - avoids exposure to heavy and increasing connection charges £6,000 Highways Development Control staffing restructure - more efficient team structure £12,000 Reduce trainee posts to 2 - more manageable structure Total cashable saving:£117,000
Essex County Council 2009	£2,943,000	Redesign of the service by de-layering of the staffing structure to reduce staff numbers (£0.7m) - Refreshing the SA2000 and Mouchel Parkman contract (£0.5m) - Efficiencies made through bringing selected consultancy work back in-house and through a 20% reduction in office expenses (£0.6m) - A series of efficiency measures including: Improving income recovery processes; relocating staff to area offices; reducing the level of overtime required and reduced agency costs (£1.1m)
Essex County Council 2008	£4,860,000	One of the major strategies for this service area has been the improvement of road maintenance through a new maintenance strategy that has been developed. As part of this strategy, new contract arrangements were introduced from 1st April 2006, delivering significant efficiency gains to the Authority, improving value for money and enabling more work to be completed on the ground for the same budget - £4.8m.
Gloucestershire County Council 2008	£1,210,000	Implement new highways maintenance contract generating significant efficiency savings - Gloucestershire County Council has joined forces with Atkins to create Gloucestershire Highways. The new contract, which is worth in excess of £30m a year for five years, is for the first time based on the quality of work carried out and customer satisfaction on Gloucestershire's roads, not just the cost of the work.

Hampshire County Council	£1,222,000	Ongoing cashable: 1.Gains arising from the rationalisation of highways staff, following a review of the Headquarters & area office management structures: £298k 2.Highways units gains in scheme design: £100k 3.Traffic management – reduced advice & advertising: £40k 4.Intelligent Transport Systems gains: £25k 5.Negotiated contributions from developers have been used to fund projects that would otherwise have been funded from borrowing capital thus reducing debt & debt servicing costs: £759k.
Hertfordshire County Council 2007	£3,024,000	New contract for Hertfordshire Highways resulted in savings over the rates that were previously being obtained by tendering for individual schemes. Working with partners to integrate work programmes more closely and reduce duplication
Hertfordshire County Council 2006	£1,647,000	Our Integrated Works programme and Hertfordshire Highways contract signified new ways of working. Encouraging users to e-report faults has achieved efficiency gains in faultline calls.
Hertfordshire County Council 2009	£1,608,000	Implementation of new working practices in existing maintenance contracts produced savings for all parties - Rationalisation of street lighting testing to get rid of inefficient methods - Streamlining of design processes reduced resources to produce the same output
Kent County Council 2006	£155,000	Efficiencies built into the Kent Highways partnership agreements. Efficiencies gained in the back office finance support function for local transport through BVR and Oracle system implementation.
Lancashire County Council 2009	£528,000	Various savings have been made on Winter Maintenance including rationalisation of working practises (£50K), a new salt procurement contract (£50K), reduction in depot basic facility and standby costs (£49K) and use of safecote on salt reducing vehicle wash off costs (£55K). The other major saving achieved is a result of the revised agency staff contract (£60K), savings on works contract with Lancashire County Engineering Services (£50k), Computer Hardware - contract saving (£35k), sickness absence - revised HR sickness policies (£27k),photocopiers & printers - contract charges for consumables & copiers (£25K), highway maintenance - rationalisation of databases (£25K), highway maintenance - Traffic Signals - reduced use of bulbs/bt circuits (£14K), highway maintenance - Bridge maintenance - vegetation removal(£10K), highway maintenance - Winter Maintenance - route based weather forecasting (£15k), Efficiencies on Supplies and Services (£63k)
Lancashire County Council 2007	£787,000	Contract savings on the street lighting contract (£692k) and a 5% reduction on the Baxter inflation rate absorbed into the LCES contract (£95k saving)
Lancashire County Council 2006	£326,000	Street Lighting - LHP contract savings & review of the frequency of bulk clean/unit replacement (£165k total / £165k cashable) . LHP maintenance budget - contain inflation increase (£43k total / £43k cashable) April 2004 pay award - 0.5% funded from efficiency savings (£14k total / £14k cashable)

Leicestershire County Council 2009	£974,298	Cashable savings of £825k through the Highways Efficiency Review. 1 - Creation of a new departmental structure better suited to future demand and providing greater consistency of service across the County which was mainly done through a reduction in posts and management and by the consolidation of various offices into two main area offices which has led to the reduced requirement of support staff and reduced property costs. 2 - The procurement of external services which has led to the 'Three County Alliance Partnership' 3 - Continuous process improvement which has resulted in significant productivity improvements. A further cashable saving of £58k was achieved from a price reduction through a corporate contract for paying cheaper energy costs. It was not possible to achieve the whole £755k gain from inflation savings from the ROADCON index that was included in the 07/08 forward look. The actual saving in 07/08 was £84k which is £671k lower than expected because the ROADCON index for 07/08 is now 5% (assumed 7% in forward look). Additional savings of £7.3k were made in other areas including ongoing reduction in administration expenses through a new postal contract and an ongoing reduction in apportioned server maintenance costs.
Leicestershire County Council 2008	£1,100,457	Savings of £134k have arisen during 06/07 from reduced expenditure on salt for road gritting. Less salt has been required because a new material is now being used. The properties of the new material mean that a lower quantity is required, at a lower cost, to achieve the same end result.. A cashable efficiency gain of £302k has been achieved by rationalising winter maintenance routes. This has meant reduced duplication of routes whilst maintaining the same level of road coverage.
Leicestershire County Council 2007	£1,438,414	£472k by managing staff vacancies, £769k by holding costs down below inflation and £5k by disposing of surplus assets. In addition we made one-off cashable efficiency savings of £182k net, by leaving posts vacant without undermining service quality, and £10k by renegotiating fuel prices for the direct labour organisation.
Lincolnshire County Council 2009	£1,035,218	(£25,000) Review of business processes (£17,000) Eposat system for salt usage efficiency (£38,336) Unfilled vacancies (£20,000) Regional scheme contract (£5,000) Section 38 street lighting pre adoption energy costs (£10,000) Broadgate & Tentercroft Street - combination of works achieved savings (£10,000) Reduced sickness absence in Development directorate (£2,000) Saving in printing costs by posting documents to web (£1,500) Ground investigation contract -no inflation payment (£15,962)Scanner purchased - more highways surveyed for less cost (£390,450)West Keal improvement works (£81,380) Rural unclassified road haunching - revised design and construction process (£185,000) Pote hole salt storage - refurbishment of existing facility (£120,000) Regional energy contract (ESPO) (£113,590) GDP efficiency

Lincolnshire County Council 2007	£994,054	1. (£67,260) Highways Works Term Contract renegotiated reduction in rates. 2. (£569,821) Technical Services Private Sector Partnership negotiated reduction in rates. 3. (£34,000) Midlands Service Improvement Group Asset Management Project achieved a reduced contribution as project costs were shared between 11 partners. 4. (£89,000) Various improvement to the Traffic Signals Term Contract. 5. (£30,000) Recycled material utilised for A1073 ditch works. 6. (£7,836) Road gulley emptying transferred from other provider. 7. (£138,137) Increased recycling efficiencies to reduce landfill tax payable. 8. (£48,000) Damage to roads and pavements now dealt with by Term Contractor without need for Highways Officer inspection. 9. (£10,000) Recovery of maintenance costs from third party for accelerated deterioration of highway.
Lincolnshire County Council 2006	£600,000	(£600,000 estimated) Negotiated New Highways Works Term Contract. Reinvested into additional commissioned work within approved capital schemes which would otherwise remain uncompleted.
Northamptonshire County Council 2006	1,360,000	Efficiency gains through Highways Procurement Partnering Contract; due to new innovations and techniques the Council has achieved more outputs for the same resource (£816k)
Northumberland County Council 2009	£1,090,000	Reduced staffing policy/maintenance; Review of defect response policies; Combining asset management and network management; Review of street works licence management; Re-procurement of materials and services; Rationalisation and utilisation of highways fleet vehicles; Review of on street parking charges; Review of stores; Review non-core activities; Extended bulk lamp change interval; Performing design and construction for 3rd parties; Salt and vehicle efficiencies; Mobile data; Increased Recycling; Increased TRO Charges; Increased Design Office Income.
Northumberland County Council 2007	693,000	Review and reduce Policy and Information team. Review and reduce Centralised Operations team; Review and reduce North/South Areas; Review and reduce Senior Management structure; Improve Fleet Efficiencies (Highways); Grass Cutting Contract; Review and reduce Workshop staffing; Review and reduce Senior Management structure; Introduce centralised Distribution Services; Improve Social Services Minibus Brokerage Service; Improve Fleet Efficiency (Transport).
North Yorkshire County Council 2009	£752,000	Energy savings for street lighting columns from contract retender. Savings from replacement programme for street lighting columns, including acceleration of programme. Review of winter service including reduction in number of gritters, and impact of introducing salt barns.
Surrey County Council 2008	£1,374,372	Efficiencies derived from Surrey Highways Contract include the continued roll out of 'hot boxes' at Godstone and Esher to store resurfacing material nearer to site than from the supplier (£328,017). Use of a new material to repair potholes that eliminates the need for a temporary repair followed by a permanent repair (£395,947). The organisational restructuring and new ways of working have achieved staffing efficiencies (£477,342).

Surrey County Council 2007	1,018,000	Increased use made of 'hot boxes' to store resurfacing material on site, rather than collecting from the supplier as required (£321,000). Reductions in sub-contractor costs (£115,000) Process and material changes allowing potholes to be repaired in one visit rather than two (£221,000). Improvements in safety inspection programming (£68,000). Reductions in plant costs (£45,000). Service restructurings (full benefit will be reflected in 2006/07, as severance costs have reduced the 2005/06 benefit) (£113,000)
Surrey County Council 2006	992,000	Recycling of waste materials back into highway and footway repairs, so reducing/ eliminating disposal costs, haulage costs and the need to purchase new materials. (£331,000). The use of 'hot boxes' to store resurfacing materials on-site, rather than collecting from the supplier as required. (£216,000). Safety inspections - process review leading to improved programming of inspections, resulting in more effective identification of emergency defects and allowing more efficient planning of repair work. Also a staff headcount reduction. (£231,000). Savings in contractor and sub-contractor costs for road marking materials, grass-cutting, gulley emptying, fuel and equipment/ plant hire. (£169,000). Reduced scheme design costs. (£35,000). Materials waste taken directly to landfill site, so reducing storage and haulage costs. (£10,000). It has not been possible on any accurate basis to distinguish between those efficiencies that are capital related and other efficiencies, since for the most part, they cover both areas. Documentation available: Detailed calculations and supporting evidence available from contractors. Documentary evidence of validation undertaken.
Staffordshire County Council 2009	£1,018,185	A new Integrated Transport and Planning Unit was formed and is responsible for establishing a co-ordinated approach to all of the County Council's transport needs. Work is now underway to drive operational efficiencies through changes to staff structures, streamlining processes and review of policy section. - The management structure of Staffordshire Highways continues to be rationalised as the Partnership arrangements become more established. As a result staffing and depot structures have been rationalised as well as improved workflow processes in data collection. - The Development Control function has been rationalised to encourage a more seamless approach to the delivery of Highway Services. - Review of Street lighting services resulted in the reduction of one post with no anticipated detrimental impact on service outputs.
Suffolk County Council 2009	£865,000	Reduction in staffing costs: More efficient use of our workforce, plus staffing structure changes have resulted in savings (£0.242m). Procurement savings: Efficiencies were driven out of the supplies and services headings across the Highways budgets, with significant efficiencies achieved in Highways Management and Highways Safety and Improvement (£0.623m)
Warwickshire County Council 2009	£158,000	Modernising the service and changing its structure has made it more responsive to current ways of working and current service needs. Gain £135,000. There has been an increase in productivity levels in land searches by directing queries through libraries. Gain £23,000

West Sussex County Council 2009	£787,500	Staffing savings - Following the introduction of new organisational design methods as part of the Fundamental Service Review (FSR), a reduction in management layers took place from 1st April. This delivered a reduction of around 8 fewer posts in Highways. As with other services, the FSR review saw a major drive to enhance savings obtained from procurement by aggregation of contracts, testing the market and improved negotiation with suppliers. Non-cash savings - withstanding the usual annual growth in road network size, without any additional funding to reflect the 'volume' change, with growth of around 0.25% in the network
Worcestershire County Council 2009	£389,283	Highways maintenance reorganisation, Directorate restructuring.