

EDDC's Transformation Strategy 2015-2020

Introduction

Councils are facing a tough and complex set of pressures – cuts in funding, rising demand for services and challenges in economic growth.

East Devon has already responded decisively. We have worked hard to achieve savings through delivering internal efficiencies and have most recently delivered over £2m worth of annual savings to produce a balanced budget for the year.

Additionally, over the last few years we have saved over £2.8m through our internal efficiency agenda.

However, continuous reductions in public spending over the medium term and funding available to local district councils is set to reduce on an ongoing basis until the deficit is substantially reduced.

At the same time, demand for services and user expectations continue to increase. **If we carry on as we are, annual expenditure will be £2.6 million higher than the income we have available to us by 2020/21.**

The financial pressures are not going away so we need to respond in even more profound ways now that we have achieved many of the 'quick wins'. This means transforming our services and the way we work.

What does transforming mean for East Devon District Council?

East Devon District Council's purpose is to be a successful district council delivering or commissioning the services our council tax payers expect despite the huge reductions in grants.

Our Transformation Strategy sits alongside our Council Plan and outlines how transforming the way we work will deliver our purpose despite the £2.6m budget gap.

It is intended that this is a dynamic (rather than static) 5 year strategy. The action plan will require review and update on at least an annual basis over the period so that we can track progress and track any savings made.

It's important that we remember that transformation is not about moving from one steady state to another; neither is it a discrete programme that is started and finished. Instead, transformation is about an ongoing and continuous process of change requiring constant refreshing.

The following 'strategic themes' make up our Transformation Strategy.

- 1) Deliver our Worksmart Strategy and transforming our culture through new ways of working underpinned by the right technology at the right time
- 2) Deliver improved online services through our Open for Business project
- 3) Implement systems thinking reviews across all services
- 4) Maximise the value of our assets through commercial thinking with a focus on best value for money and community benefit; income generation, sustainability and developing local economies
- 5) Actively pursue alternative service delivery methods and models

The 'strategic themes' of this Transformation Strategy will be used to ensure that spending and savings proposals can be tested on an ongoing basis against pre-agreed criteria. Keeping the 'strategic imperatives' in mind will help everyone in the council keep a firm focus on how it directs its human and financial resources so that we steer a steady course to deliver despite the reductions in government funding.

Key 'strategic imperatives' for transformation

1 Deliver our WorkSmart Strategy to transform the way we work, our culture and service delivery. Our working smarter ambitions will be underpinned by the right technology choices.

EDDC is working on a number of projects which relate to working smarter and new ways of working which we call WorkSmart. These projects are all aiming to transform the way we work and how the council operates. These activities are driven by our recognition of changing customer behaviour and expectations as well as the need to respond to our financial situation.

Our WorkSmart approach outlines how working smarter means that we have to challenge all the assumptions of our traditional ways of working and bring in new approaches to management and team work.

Our Worksmart approach will be underpinned with new technology. Working smarter depends on moving towards a digital working environment so anywhere that work is carried out is effectively part of 'the office'. Common systems, processes and tools should be available to all staff wherever they are working.

The government is committed to modernising services by making them available on a self service, online basis and this has implications for the way we work in delivering our services. Over time this will reduce some of the requirement to work in particular places and at particular times.

Key actions	Owner	Timescale	Potential savings/value creation	October 2015 update to focus on financial savings. On target/ comments
Develop and implement WorkSmart to deliver new ways of working.	Karen Jenkins Strategic Lead	Ongoing	Effectiveness of our WorkSmart Strategy will be measured through the following measures: <ul style="list-style-type: none"> • Staff engagement survey and staff satisfaction • Office space reduction • Travel reduction • Reduced absenteeism • Improved staff retention 	On target
Deliver IT systems and physical IT requirements for the new office and in support of WorkSmart	Strata	To be specified through the office accommodation project plan and WorkSmart	Efficiencies through the implementation of: <ul style="list-style-type: none"> • New phone system • Electronic document management system • Flexi time system • Intranet content management system 	On target
Relocate to new offices providing a presence in Honiton and	Richard Cohen Deputy Chief Executive		Mid 2017	On target

Exmouth. These offices will be designed to reflect the way we work.				
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2 Improve our online services through our Open for Business project

Our customers want to do business with us in ways and at times that suit them best. In the 21st century people expect to be able to transact and self serve on-line if they want to.

Our Open for Business web project has two main objectives which are to make sure people can find what they are looking for on our web pages and do business with the council online and through self service across a range of services, if they want to.

Rather than design everything from scratch, we have decided to model our website on the principles used for the gov.uk award winning website. Just like them we want our website to be:

- Centred around our customers' needs
- Clear
- Simple
- Fast
- Organised
- Rational

This project focuses on both content and digital services.

We have trained web authors across the council to be able to write content for the web. Web authors are responsible for writing and updating content and keeping this live and current.

Over the last few months our web authors have turned thousands of out of date PDF documents and web pages into up to date, accessible web pages organised in hubs.

We have consulted with our customers and our equalities partners to make sure that they like what we have developed and so that we can capture their feedback early.

We have over 100 existing online services which need to be reviewed and approximately 300 services which need to be put online. This is a huge project so we have recruited some additional ICT resource to help.

Key actions	Owner	Time-scale	Potential savings/value creation	October 2015 update to focus on financial savings. On target/ comments
Explore technology which will provide a digital platform which means customers sign on once and transactions are integrated with back office systems. Customer portals such as this capture customer data across all channels.	KJ and Strat a	End 2015	<p>This will create a single customer view so that we can see what contact the customer has previously had with their council across all service areas.</p> <p>Savings will be made as customers switch to online services. A customer portal can help the council identify these savings across all channels.</p>	On target

3 Implement systems thinking reviews across all services.

We strive for services which are:

- Organised around 'what matters' to our customers and communities
- Designed to catch problems early
- Delivered according to need and in the most appropriate way
- Value for money

The council has achieved significantly improved performance in areas where systems thinking reviews have taken place. However, there are still areas where we need to implement these reviews.

Further systems thinking reviews will determine what is the **purpose** of the service in customer terms; what **demands** customers place on the services and **what matters** to them; how capable are the various systems in responding to demand and what are the key system conditions impacting the work and how the work flows.

Research and experience in systems thinking councils shows that earlier intervention by public agencies could result in less intensive involvement being required later. Where possible, services should prioritise and build-in action which has the effect of reducing demand for and cost of services in the longer run. Addressing the 'waste demand' that results from focussing on consequences rather than causes, and approaches which alienate or disempower service users has a high cost for society

and high costs for public services. The principles of preventative spend and early intervention are therefore identified as a strategic imperative.

Our action plan for Systems Thinking Reviews is contained in **appendix 1**.

4 Maximise the value of our assets through commercial thinking with a focus on best value for money and community benefit; income generation, sustainability and developing local economies

Key actions	Owner	Time-scale		October 2015 update to focus on financial savings. On target/ comments
Change in planning inspections to improve efficiency	Richard Cohen Deputy Chief Executive	With new Cabinet		No longer separate committee inspections taking place.
Fund finding – increased focus on gaining external funding. Identifying and applying for and securing third party funding through the channels available.	Rob Murray Economic Development Manager	2016/17 budget		On target £10k secured and further 3 rd party investment expected.
Organisational review of essential user allowance and use of council vans/cars. High mileage officers to identify possible savings through pool car provision.	Karen Jenkins Strategic Lead	November		On target

Key actions	Owner	Timescale	Potential savings/value creation	Oct 2015 update focus on financial savings. On target/ comments
Bring Cranbrook and Growth Point legal work back in house.	Henry Gordon-Lennox Strategic Lead	2015	Potential for £30k in additional income but cost of additional in-house resource will need to be factored. Work is currently done externally by Burges Salmon.	On target
<p>All renewal or new lease/rental arrangements to be subject to commercial valuation. Members will be required to consider a commercial price or to identify from where a subsidy can be secured.</p> <p>Beach huts – review annual licensing arrangements and options to sell/auction extended, self repairing leases.</p> <p>Sports Clubs – rolling programme of lease/rent review including evaluation of quality of club operation and income generation.</p>	Richard Cohen Deputy Chief Exec	2015/16	<p>Potential savings are circa £40k.</p> <p>Initial assets to be reviewed:</p>	<p>On target</p> <p>Beach hut consultation is complete.</p> <p>Further work being undertaken for more commercial rents in 2016/17.</p>
Investigate combining of Property and Estates team to deliver asset and estate optimisation.	Richard Cohen/ Property and Estates Manager	<p>2015/16</p> <p>2016/17 budget</p>	It is estimated that this review along with corporate economies and review of sharing service opportunities with partner agencies could produce in the region of £50k	<p>On target.</p> <p>In the region of £50 savings possible.</p>

Key actions	Owner	Timescale	Potential savings/value creation	Oct 2015 update focus on financial savings. On target/ comments
Investigate a single maintenance function by restructuring council asset/improvement related functions to create a corporate 'one stop shop' built environment team. Maintenance and inspection of council assets is spread across pockets of staff within Housing, StreetScene and Economy.	Richard Cohen Deputy Chief Exec	2015 2016/17 budget	Potential for £25k savings.	Business case to be submitted to SMT
Review CCTV provision and consider removing of funding in key areas.	Richard Cohen Deputy Chief Exec	This would require a 12 month lead in	Discussions required with Town Councils and direct costs amount to circa £12.5k	On target
Review of East Devon Business Centre with opportunities to reoccupy centre and restructure operation and usage and targeting SMEs.	Alison Hayward Economy and Regen Manager	2015/16 2016/17 budget	A target of £30k agreed but there is a need to consider implications of building works as this is the site of EDDC's new headquarters.	Risk to target. Awaiting clarity with Design Team on new Honiton Office.
Review StreetScene budget methodology to reduce expenditure and increase income through increased detail in the budget	Andrew Hancock	2016/17 £125k 2017/18 budget at £125k	£250k saving is considered possible for both budget years.	Every effort will be made to reduce budgets through Service efficiencies by the stated amounts during the impending budget round. The Service Lead has identified risk that this level of saving may require service delivery changes.

Key actions	Owner	Timescale	Potential savings/value creation	Oct 2015 update focus on financial savings. On target/ comments
Review opportunities to develop a leasing arrangement for car parks with a private company or Town Councils for a set fee higher than current net income figures	Andrew Ennis Service Lead	April 2018	Possibility for future review	Officers have begun negotiations with a private parking management company. There is a possibility that we may agree terms to trial this model by offering public parking in around 30 parking bays in Mill St car parking Sidmouth during the winter of 2015/16.
Review the benefits of creation of Countryside Trust or sale of assets to an existing Trust. Could be extended to include Parks and Gardens as part of the Green Space Strategy.	Charles Plowden Service Lead	April 2018	Possibility for future review	No significant progress has been made to date.
Housing Revenue Account absorbs General Fund activities including profit making HomeSafeguard	John Golding Strategic Lead	Post April 2017	Need to ensure appropriate cost apportionment to housing tenants and possible savings are not certain.	This ambition might be derailed by the budget announcement reducing rents by 1% which takes out £7.9m from the Housing Revenue Account.

Key actions	Owner	Timescale	Potential savings/value creation	Oct 2015 update focus on financial savings. On target/ comments
Shared private sector housing or homelessness/housing advice services with Exeter and Teignbridge	John Golding Strategic Lead	Post April 2017 2017/18 budget	£100k savings possible. - agreed to take forward this review.	On target. Discussions on shared services for Private Sector Housing initiated with Exeter and Teignbridge. Potential Service efficiencies have been identified.
Negotiate a reduction in Leisure East Devon annual payment.	John Golding Strategic Lead	Post April 2018 2016/17 budget	Negotiations under way but £46k savings for 2016/17.	Risk to target. Negotiations on SLA savings are being progressed through the LED Budget Working Group and LED Monitoring Group.
A step change in fund raising and income generation in the Countryside Service to reduce running costs.	Charles Plowden	Post April 2017 2017/18 budget	£70k savings possible – agreed to take forward this review.	On target Steps have been taken to raise income through events and charges including new partnership working arrangements. Manor Pavilion income is increasing and a modified THG Business Survival Strategy is being implemented.

Key actions	Owner	Timescale	Potential savings/value creation	Oct 2015 update focus on financial savings. On target/ comments
Develop the project pipeline of regeneration projects for the district to secure external funding, members' commitment to timeline of intervention and corporate understanding of future funding opportunities and liabilities.	Alison Hayward Economy and Regeneration Manager	2015/16	Priority plan will help secure external investment.	To be updated
Return on investment – ensure that regeneration opportunities include assessment of potential for capital receipt and or revenue streams.	Alison Hayward Economy and Regeneration Manager	2015/16	Future principles on project funding to be developed for capital or revenue income.	Covered by the Capital Strategy and Allocations Group
Review of Council's investment strategy including liquidity and property investment.	Simon Davey Strategic Lead	2016/17	Needs review as savings are not certain.	Review yet to happen; scheduled in before financial year end

5 Actively pursue alternative service delivery methods and models.

Reviewing our service delivery for Recycling and Waste

The end of the current Recycling and Waste Contract provides opportunities for the council to review this significant area of spend (25% of council expenditure).

Systems thinking reviews provide opportunities for the Council to pursue alternative methods of delivery to achieve efficiency and what matters to the customer.

Shared services

Whilst there has been encouragement for authorities to provide services jointly on the basis of perceived significant cost savings, this has not always been borne out when detailed option appraisal has been done. However, now Strata Service Solutions Ltd has been formed, this will facilitate the sharing of systems. Individual business cases will be taken forward where the initial high level assessment indicates that they will deliver significant, quantifiable savings in the short, medium and long term.

Delivering services with communities

The role of the organisation may need to adapt in some areas from being a direct provider of services with professional officers providing the solutions to more of an enabler, helping local communities and supporting them to find their own solutions.

It is not intended that there should be a uniform approach for all service areas but instead to allow service areas to consider this if appropriate and move forward at the right pace.

EDDC needs to develop its thinking and debate about the extent to which services could be delivered with, rather than for communities. This is a process which will require recognising and identifying the knowledge, skills and experience which already exist locally and which can be developed and employed to mutual benefit. The impact should be to raise morale, enhance resilience, encourage greater independence and support communities to assume responsibility for local services.

When thinking about how we deliver services there could be greater scope to involve towns and parishes and community led service delivery.

Key actions	Owner	Timescale	Potential savings/value creation	Oct 2015 update focus on financial savings. On target/ comments
Review the Recycling and Waste Contract to move to different schedule for residual waste collection services through the retendering of the refuse and recycling contract.	Andrew Hancock Service Lead	End 2015 2016/17	Some potential savings will be off set through the addition of other recyclables to be collected. A target of £3-400k is considered realistic.	On target. The EU procurement has reached the Submit Detailed Solutions stage with bidders pricing a menu of many service delivery options. Savings potential via avoided disposal costs are being negotiated with DCC as part of the enhanced recycling service being considered/trialled.
Capita review on waste contract vehicle leasing finance costs through Public Works Loans Board are cheaper. To be considered in contract review.	Simon Davey and John Golding	2016/17 budget	Savings could be substantial but as yet unknown. Assume £100k to ensure £400k target achieved above.	Cabinet report September 2014 gave approval to appoint Capita on capped fee basis. Savings in the £400k line above.
Development Management spends up to £30k per year with the District Valuer on development viability/ Exploring options for reduced spend on valuation through: <ul style="list-style-type: none"> In-house shared officer for TDC, EDDC and Exeter SLA with District Valuer 	Ed Freeman Service Lead	2015	There are potential savings available in this alternative model which will need to be quantified.	The option of a shared officer was considered, but due to a grant to cover the majority of the costs of a post for 2 years it was decided to recruit an officer to undertake at least some of the work which we currently send to the District Valuer as well as monitor housing site delivery. The option of an SLA with the DV office is still being considered.

Growth Board – reconstituting Exeter and Heart of Devon Growth Board and establishment of shared delivery body/development agency with Exeter City and Teignbridge District	Andrew Wood Growth Point Director	Summer 2015 2016/17 budget	A savings figure of £30k in 2016/2017 is considered reasonable.	On target
Work is underway funded by DECC to support the establishment of an Energy Services Company focussing on rolling out further heat networks in the Exeter area. This is bringing together 4 local authorities (DCC, ECC, EDDC and TDC) alongside the University and RD	Andrew Wood Growth Point Director	2015/16	This is an investment/value creation project. An initial investment will be required to secure longer term return on joint venture in energy supply with a mix of public sector partners and energy sector. Detailed business case for investment is currently being developed Deloitte's.	Awaiting report for evaluation.
Explore opportunities to reduce numbers of members on committees except for Cabinet.	Diana Vernon Democratic Services Manager	2015	Estimate saving as approximately £870 per year in expenses and reduced costs in meeting preparation, running costs and demands on members and officers.	Item deleted. Electoral review will be conducted by the LGBC for England with changes implemented in 2019.
Revenues and Benefits self service kiosk	Simon Davey Strategic Lead	2016/17 and 2017/18 budget years.	£30k savings potential for both budget years.	On track. Removal of one FT post from Revenues and Benefits Service. Further savings achievable from reduction in postal/printing costs as will be live with e-billing later this year - uptake will be gradual.

Financial Service Income and Payments staffing restructure	Simon Davey Strategic Lead	2016/17 budget	£25k savings.	On track Achieved and including in 2015/16 budget.
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Appendix One

Deliver service efficiencies and improvements through the application of Systems Thinking techniques and ensure that we do 'what matters' for customers.

Deputy Executive – Development, Regeneration and Partnership

Team	Purpose	System review carried out Y/N	When to be implemented / reviewed
Development Management	Development Management systems and processes Specifically review CSC role in planning calls.	Yes	Implemented and under continuous review
Development Management	Conservation – All processes including designating listed buildings and conservation areas, conservation area appraisals etc	Started	Summer 2015
Planning Policy	To review all systems and processes particularly those associated with formulation and adoption of the Local Plan, Neighbourhood Plans and other DPD's.	No	Upon adoption of the Local Plan
Building Control	All systems and processes	Yes	Implemented and under continuous review

Strategic Lead – Housing, Health and Environment

Team	Purpose	System review carried out Y/N	When to be implemented / reviewed
Landlord Services	Continue to reduce the average void times and End to End times.	Yes	current
Landlord Services	The time taken between the start of a tenancy (keys given to the new tenant) to the point when the first rent or benefit payment is received on the new rent account	Yes	current
Estate management	Sue Bewes working through the range of activities from now into 2016	No	2015-16
Private sector housing	Meryl Spencer will be undertaking reviews following the training	No	2015
Support Housing			2016
Tenant participation			2016
Streetscene Areas East & West	End to end times for clearing flytipping	Yes	current
Streetscene Areas East & West	End to end times for dealing with overdue grass	Yes	current
Streetscene Areas East & West	End to end times for dealing with requests Street cleaning and toilet cleaning	Yes	current
Streetscene Operations	Reviewed the whole team set up and way of dealing with work orders/demands across operations. Implemented smartphones, mobile technology and area working to underpin improvements in the above areas.	Yes	
Streetscene operations West	Continue review/roll out of Area Working to West teams	Check completed, but will need review of tests.	From April 2015 (pending AM West appointment).

Team	Purpose	System review carried out Y/N	When to be implemented / reviewed
Streetscene – Recycling & Waste	Review the way we deal with the work to reduce e2e times and put the knowledge in the right place (which transactions in CSC or Waste team).	Yes, but needs re-visiting when new contract in place	April 2016
Streetscene engineers	Review flow of work for land drainage enquiries/action	Started	March 2015
Streetscene engineers	Full review of teams demands, purpose and work flow	No	Summer 2015
Streetscene ops – parks improvement / tree inspections including housing trees	Review how we deal with parks improvement operations, specifically regarding tree inspections, and who should inspect/action housing tree issues	No	? Autumn 2015 ?
Streetscene ops – REACT	Review how we carry out flytipping clearance, roadside litter picking and enforcement	Part of main ops review but needs revisiting	
Tree Team	Tree team to implement new processes and ways of working from recommendations from the finalised Systems Thinking review undertaken in 2014/15	On going	Check phase completed
Thelma Hulbert Gallery	Gallery team to review processes and ways of working to help continual improvements in their customer service model.	N	Implement 2016

Strategic Lead - Organisational Development and Transformation

Team	Purpose	System review carried out Y/N	When to be implemented / reviewed
Payroll Services	Pay the right people, the right amount at the right time	Yes	current
HR Learning and Development	Develop skills, policies and practices so that people are happy, healthy here in an organisation that is both supportive and legal	No	
Communications and Improvement Team	Gather, analyse and provide clear and accurate information to bring about improvement' and 'facilitate two-way communication to promote mutual understanding and legal compliance	No	
Recruitment process	To recruit the right people at the right time	Yes	Implemented

Strategic Lead - Finance

Team	Purpose	System review carried out Y/N	When to be implemented / reviewed
Benefits	The end to end times for the assessing of new benefit claims from the received date to the assessment date. See below	Yes – but to be expanded to measure other areas of benefit work	current
Benefits	The same end to end times but for requests for change of circumstances of benefit customers. <u>Surgeries</u> We've just commenced a mini systems review of our surgeries to ensure that we are meeting our service purpose. As part of this review we have	Yes	current

	<p>already captured customer demand and the next stage is to measure flow of work that comes in via this contact.</p> <p>This has already identified a number of ICT issues which Strata are investigating to try and resolve so that we can improve the system of work to reduce double handling with the ideal aim of processing more work at point of contact.</p> <p><u>Exmouth Town Hall</u></p> <p>We have been undertaking a systems thinking review of Exmouth Town Hall since February 2015. This has included demand capture, customer journey mapping, staff up-skilling for assessment work and redesigning our work flows to provide a better and more efficient service to our customers using this face to face service point. Previously no work was being processed at Exmouth but now 50% of the work received at Exmouth Town Hall is being processed with the rest being passed back. The aim is to have all work processed at Exmouth Town Hall but until we can accommodate more staff and have self service facilities we are currently limited to the constraints of the building.</p> <p>This capacity has meant that we have been able to remove £30,000 from our staffing budget for 2015/16 and reducing our reliance on a key specialist who was previously full-time undertaking processing work.</p> <p><u>Sidmouth reception</u></p> <p>We have just started a review of the service provision at Sidmouth reception in respect of the interaction between the Revenues and Benefits Customer Services and Benefits Assessment Teams as previously all information received was handed off to the Assessment Team to be processed. Since July 2015 we have been trialling working with an</p>		
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	Assessment Officer on hand in reception for Customer Services staff to ask advice and also to receive clean information, which can then be processed straightaway. We are still evaluating this trial and need to carry out more comprehensive demand capture.		
Revenues & Benefits Customer Services	<p>Measuring customer demand – 1 stop capability , E2E, value/preventable demand.</p> <p>See above</p> <p>Need to review appropriateness of CSC taking planning calls with Deputy Chief Executive.</p>	Yes –but to be expanded to measure other areas of work	Current
Corporate Debt Team	<p>To collect the right amount from the right person at the right time</p> <p>Team Leader will start Systems thinking training in September.</p> <p>We are currently doing some demand capture on Sundry Debts from the different types of customer contact to understand what the demand is. We are looking to gather more data during September and then the outcome of this will inform the next stage.</p>	Started	Summer 15
Non Domestic Rates	<p>To collect the right amount from the right business at the right time</p> <p>Not yet due to start.</p>	No	Sept 15

Strategic Lead - Legal, Licensing and Democratic Services

Team	Purpose	System review carried out Y/N	When to be implemented / reviewed
Legal/Estates	<p>Increase efficiency of property disposal/acquisition process including the input of relevant front line services</p> <p>Holistic review is required so that Legal is viewed from the perspective of the whole process rather than in respect of just the legal part. This is particularly relevant to Estates and the interaction with other services .</p> <p>Briefing notes for matters regularly arising would help save Legal resource repeating advice.</p>	N	
Democratic Services	No plans due to member welcome programme		
Licensing	No plans – Customer Service Excellence Award in place		