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District Council



West Devon  
Borough  
Council

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# Locality working in front line services – where did the journey begin?

- Transformation programme - T18
- South Hams and West Devon aimed to make efficiency savings and protect front line services



# South Hams and West Devon

- Working together since 2007 and began with shared Chief Executive
- Shared services was organic and opportunistic until 2011(Shared Management Team from 2011)
- Now all in-house services are shared – outsourced services managed by shared officers
- Separate governance and individual Council identities

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# Financial History

- Since 2007 sharing services had led to substantial joint savings of £7.7 million and our Councils delivering a recurring annual saving of £1.7 million
- Combined annual budget of £16.8 million, shared services delivered an annual saving of more than 10%
- Realisation in 2013 that both Councils had already driven out the majority of savings from shared services – Management Team researched new ideas and a new approach by visiting other Councils.



# The challenge

- Both Councils were facing funding gaps over the next four years of between £2.2million and £2.5 million (28%)
- Between 65%-75% revenue expenditure was on staff costs- so responding to the financial challenge meant reducing staff numbers
- Need to reduce staff numbers whilst maintaining frontline services

# T18 – Business Case

- South Hams
  - An investment budget of £4.61 million was approved
  - Annual recurring revenue savings of £3.37 million.
  - The payback period for the Programme is 2.5 years
  - £434,000 Government funding received
- West Devon
  - An investment budget of £2.83 million was approved
  - Annual recurring revenue savings of £1.64 million.
  - The payback period for the Programme is 2.75 years
  - £266,000 Government funding received



# T18 – the case for change

- **Improvement** - Customer experience
- **Fiscal** - Public sector finances
- **Political** - Determination not to reduce or stop services
- **Aspirational** - A vision for growth



# T18 Benefits

- 24/7 access to those who choose to use our on-line services
- Increased range of access options to recognise diversity of our customers
- Customer and site details held in one place for use by all services
- Flexible workforce – empowered roles
- Staff recruited through assessment of attitudes and behaviours



# New Behaviours Framework

responsi**i**ble  
comm**m**unicative  
ada**p**table  
cha**l**lenging  
**C**o-operative  
out**t**come focused

**+ impact**

Our business  
is our customer



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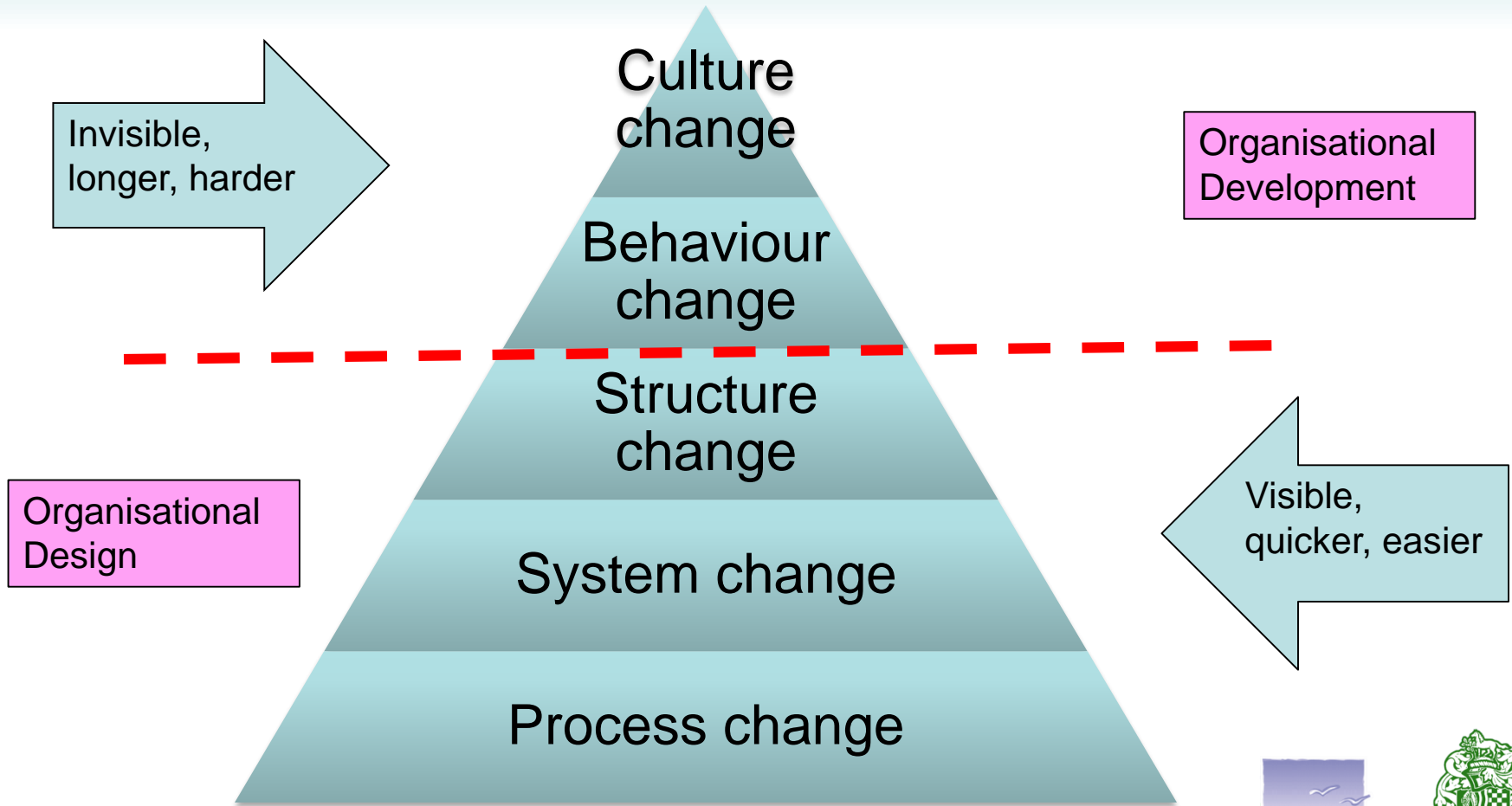
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# T18 Benefits

- An enhanced locality role for Members as community enablers
- Commissioning options for each Council that participates in the model
- Flexible options for sharing with potential future partners
- Locality workers – customer/community services out and about
- Improved work/life balance for staff



# T18 -Total Organisational Change



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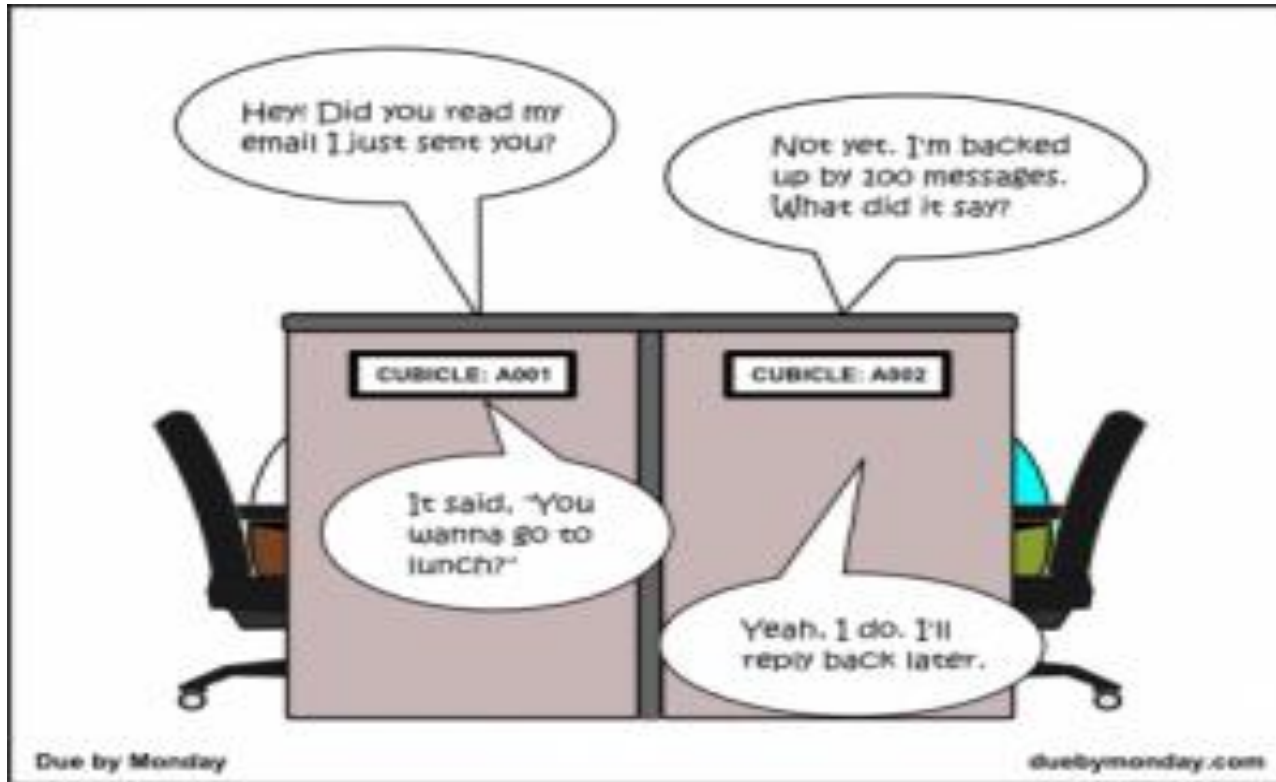


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# Working outside of silos



# Processes, systems & structures

- Over 400 processes re-engineered - redesigned, mapped, scripted and tested
- New systems, smarter use of technology and emphasis on channel shift and efficiency
- Structures totally redesigned on a case management and specialist model – no more service silos



# Virtual communities of practice ethos for delivery.....

**Project delivery**

**Procurement**

**Health and safety**

**Service issues**

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# Quality services that are affordable



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# Locality Service

- Significant part of Councils' transformation has been the creation of a **Locality Service**
- Brand **new** service – evolving
- Covers activity previously carried out in a **wide range** of departments **across** the organisation
- Service formed in June/July 2015

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# Locality Working

- **Why do we want a locality model?**
  - There will always be a need for **face to face** service delivery
  - Better for customers to be **delivered** in the **locality**
  - Able to build a more detailed **knowledge** of a local patch, leads to better commissioning of services
  - Aid partnership working and **avoid duplication**
  - More **visibility** of council in community, improving reputation
  - More **efficient response** to issues
  - Reduces **workload** on specialists
  - Reduces **travel** and staff time costs
  - District/Borough Councillors have a **'go to' team**

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# Frontline Role

In essence the Mobile Locality Officers act as the eyes and ears of the Authority out in the patch:

- **Check it** – *property monitoring, play area inspections, etc.*
- **Report it** - *Abandoned vehicles, fly tipping, graffiti, etc.*
- **Document it** - *Notices, photos for specialists, etc.*
- **Enforce it** - *Dog control orders, etc.*
- **Educate** - Awareness raising to increase self serve

*Note, this is not an exhaustive list. The work of these officers was previously spread across the organisation.*



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# Some service stats

- 5,500 property related inspections every 5 weeks
- Over 250 meter readings every 3 months
- 80 play area inspections weekly/monthly basis
- 100's planning notices
- 1000's electoral forms
- 300+ council tax checks

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# Frontline work



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# Engagement Role

- **Go to person** for Ward Members
- **Reinforcing** Council messages
- **Education** and awareness
- **Visible** to the community
- **Helping** communities/individuals help themselves
- **Linking** with town/parish councils/voluntary and business sector
- **Signposting** to research/grants/funding opportunities
- **Fact finding** and local data gathering to inform future delivery
- **Conduit** of information from Council to community and vice versa

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# Suggested Engagement Locations



A word cloud of suggested engagement locations. The words are arranged in a roughly rectangular shape, with varying colors and orientations. The colors include yellow, green, orange, red, and purple. The orientations are mostly vertical, with some horizontal words.

Community Centres  
Surgeries  
Coffee Mornings  
Cafes  
Over 60's Club  
Fetes  
U3A  
Leisure Centres  
Libraries  
Pubs  
Local Events  
Markets  
Chambers-of-Commerce  
Village-Halls  
Village Shops  
Church-Halls  
Post Offices  
Childrens Centres  
Supermarkets

# Engagement Location Village Shop



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# Locality Actions 15/16

## SOUTH HAMS

- Undertaken over 1,200 play park inspections
- Affixed over 1,600 planning notices
- Dealt with over 120 abandoned vehicles
- Dealt with over 200 fly tips
- Read over 1,100 utility meters
- Made over 5,700 asset checks on Council owned land and property
- Delivered over 3,500 household election forms
- Checked over 450 empty homes for Council Tax purposes
- Attended over 220 community events engaging with 2,400 residents

## WEST DEVON

- Undertaken 420 public toilet inspections
- Affixed 700 planning notices
- Remedied over 640 residential waste and recycling issues
- Dealt with 47 abandoned vehicles
- Dealt with 270 fly tips
- Undertaken 560 dog patrols
- Delivered over 3,500 household election forms
- Checked over 250 empty homes for Council Tax purposes
- Attended over 150 community events engaging with 1,600 residents

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# Feedback to date

“Where have you been for the past 15 years?”

“I must compliment their enthusiasm and willingness to assist.”

“Last week we saw evidence of fly tipping in the lanes where we live. Today during our walk we saw that the rubbish had been removed and then met two Council employees who were following up reports of additional fly tipping. We were very impressed with the enthusiasm and pride that they displayed”

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# The Future...

- Establish a wholly owned company and transfer all service delivery staff
- Maximise on trading opportunities with other public sector
- Be self-sufficient of Government grant by 2018
- Both Councils looking at £1 million funding gap over next 4 years





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