



sustainable thriving achieving

East Dunbartonshire Council

www.eastdunbarton.gov.uk

EFFICIENCY STATEMENT

2016-17

August 2017

CONFIRMATION OF EFFICIENCIES DELIVERED IN 2016-17

1	Local Authority Name	East Dunbartonshire Council
2	Total cash efficiency achieved for 2016-17 £'000	£3.789m
3	<p>Summary of efficiency activity e.g.</p> <p>The main initiatives the local authority has taken over the year to ensure a strategic approach to increased efficiency and productivity and the improvements achieved in these areas.</p> <p>The main information that the local authority uses to assess productivity, service quality and performance and how the scope, usefulness or reliability has been improved during the year.</p> <p>Specific steps the local authority has taken during the year to improve collaboration and joint working to deliver efficient and user-focussed services and the improvements achieved.</p>	<p>During 2016-17, the Council has continued to manage sustained organisational change. This includes the implementation of new ways of working to meet the financial gap whilst delivering upon the aspirations for more effective outcomes for people and communities in East Dunbartonshire.</p> <p>Our revised Organisational Delivery Model is based on the fundamental principles of supporting improved outcomes and customer services whilst delivering efficiencies and sustained value for money. This includes re-aligning resources and decision-making towards front-line customer service delivery. Implementation is delivering significant cost reductions against previous establishment levels and is re-aligning resources to support more effective contributions to outcome delivery.</p> <p>As part of the continuous review of strategic improvement and efficiency opportunities, the Council is building on the implementation of the new Organisational Delivery Model through implementation of our Transformation Programme. Our major organisation and cultural change programme seeks to continue the improvement in outcome delivery and achieve further efficiencies through developing new ways of working and further improving the customer experience.</p> <p>Substantive information relevant to the following Transformation Workstreams aimed at achieving further efficiencies from 2016-17 onwards including the following areas.</p> <p><u>Channel Shift</u></p> <p>Work around Channel Shift has formed an integral part of all review processes with the schedule of reviews being phased and several being completed in the year. A key element of the review project is the recognition of the interdependencies across services, including process delivery and the transaction lifecycle and the recognition of the organisational context and commitments made within transformational workstreams.</p> <p><u>Planning for Place</u></p> <p>A core element of the Strategic Planning and Performance Framework is the need to reduce demand for our more critical services through early intervention and prevention. Systematic and targeted engagement is taking place with local people in areas such as Hillhead in Kirkintilloch and Lennoxton where demand is high over the design and delivery of more integrated and tailored public services.</p> <p><u>Strategic Asset Review</u></p> <p>Through implementation of our Strategic Asset Review, the Council has substantially rationalised its property portfolio which is now concentrated on a Civic and Corporate Headquarters, office accommodation for non-public facing services, a centralised operational depot supported with the establishment of a network of integrated community hub facilities within in East Dunbartonshire.</p> <p><u>E-Benefits and E Revenues Systems</u></p> <p>The introduction of Citizen Access service was launched in June 2016. The service linked to transformational change by helping to channel shift customers</p>

		<p>to online services. Citizen Access can automatically update the back office Revenues and Benefits system where applicable by reducing manual processing by the Revenues and Benefits team.</p> <p><u>Placing Request Processes</u></p> <p>The School Placing request process was redesigned with the aim of providing improved information for applications from initial stages, creating a streamlined process from the initial stages to outcomes. Initial Improvements focussed around the online to provide a more user-friendly interface for both external and internal customers. A revised online form was launched in January 2017 along with a new digitalised process which captured new intake headcount collation in schools, enabled an electronic flow of real-time information between service areas.</p> <p><u>Service Review - Finance</u></p> <p>A Finance Review concluded in 2016/17 having achieved the financial efficiency target of £100,000 following consideration of the context of the organisational changes in Strategic and Operational management roles, technological advancement across other workstreams,</p> <p><u>Service Review - Property Maintenance</u></p> <p>The review was concluded in June 2016 and included consideration of changes at a Senior Management Level and within Locality Managers.</p> <p><u>Service Review - Roads</u></p> <p>Benefit realisation saw the service identifying the revised working arrangements having delivered benefits across the service with the increased productivity in the delivery of the services. HGV opportunities undertaken within the service were a key outcome of the review.</p> <p><u>Service Review - Streetscene</u></p> <p>Benefits Realisation was undertaken reflecting on the outcomes of the review process implemented whereby a 5/7 shift pattern with seasonal Summer and Winter working hours was introduced with associated savings in shift arrangements and identified fleet reduction.</p> <p>A further efficiency of £25,000 was identified around the provision of seasonal employees was revisited as part of the revised model and restructuring around the past trends of the seasonal resourcing model.</p> <p><u>Service Review - Waste Services</u></p> <p>Benefits realisation saw the recognition of the service having absorbed new housing developments through the future proofing of the model implemented as well as the various trends around commercial contracts, cost avoidance through bin charging and the ability of the service to be better placed through the 7/14 shift patterns implemented in early January 2016.</p>
4	<p>Breakdown of efficiency saving by Procurement, Shared Services or Asset Management £'000</p> <p>(only where relevant – not all efficiencies will fall into these categories, so the</p>	<p>Procurement = £0 in current year although Circa £1m delivered in prior year, of this in excess of £0.8m was recurring.</p> <hr/> <p>Shared Services =£0 of additional saving in current year; savings achieved in prior years following move to shared services model.</p>

	figures here do not have to match the overall total.	Asset Management =£0.101m
5	Evidence: What performance measures and/or quality indicators are used to ensure that efficiencies were achieved without any detriment to services?	<p>The Council operates a corporate performance management framework which consolidates service and partnership contributions to local outcome delivery through Directorate Business and Improvement Plans. Progress reports are report to the relevant Strategic Committee on a quarterly basis.</p> <p>The following indicators provide a high level measure of service satisfaction, identify good performance within our two largest areas of spend and demonstrate there is effective use of our assets.</p> <ul style="list-style-type: none"> • Percentage of people who perceive local public services to be good or very good, • Percentage of Adults Satisfied with Local Schools, • Percentage of operational accommodation in satisfactory condition, • The % of carers who feel supported and capable of continuing in a caring role, • Percentage of service users/clients satisfied with the quality of care provided, • Percentage of pupils gaining 5+ Awards at SCQF Level 5, • Percentage of pupils achieving 5+ Awards at SCQF level 6 or better by the end of S5, and • The number of jobs created through business support programmes

Signed  (Chief Executive or equivalent)

Signed (if applicable).....(Council Leader or equivalent)

Date21/08/17.....