

S&R Committee report
FTP - Service Review update
Appendix A

September 2023

Overall assessment of savings delivery – September 2023

		June	September			Variance
RAG status	RAG rating determination	Total June 2023 £000	Staff savings 23/24 £000	Non-Staff savings 23/24 £000	Total Sept 23/24 £000	Movement June to Sept £000
	Savings delivered	£814	£468	£388	£856	£42
	Clear plans, realistic timescales	£190	£44	£148	£192	£2
	Some risks to delivery or detailed delivery plan still in development	£624	£210	£335	£545	(£79)
	Significant risks to delivery, delivery plan yet to be agreed	£26	£35		£35	£9
	Savings target will not be met this year			£26	£26	£26
	Totals	£1,654	£757	£897	£1,654	£0

*Amber rated staff savings in Assets & FM (£70k), Operations (£17k), Revs and Bens (£25k shared service)

*Black rated items relate to Regulatory Services (£26k)

Future Tandridge Programme - Service Review Highlight report

Service Review: Assets & FM		Report date: August 2023		Overall RAG status		Amber		
Lead Officer:	Mark Hak-Sanders			Committee:	Strategy & Resources			
Summary of Current Status:				Critical areas of focus				
<p>Having proposed a new structure, consultation with staff is now in complete and reporting lines have changed.</p> <p>Clear accountability and process for Health and Safety compliance management have been defined, with an internal SLA to be drawn up between the team commissioning and overseeing the work and the team undertaking it.</p> <p>Vacant roles will be recruited to, including ensuring the Development team and project management has sufficient resources, and a new permanent manager of the Assets and FM team is recruited.</p> <p>The review of assets in the General Fund for commercial opportunities, and/or running cost reduction needs to be given renewed attention.</p> <p>Work is underway to document space standards for the Oxted offices, to set out a clear strategy for the use of the car park and therefore set out how much further office space can be leased to third parties.</p> <p>The One Public Estate project for the medium-to-long term future of the site is underway</p>				<p>The next key activities are:</p> <ul style="list-style-type: none"> • Recruitment to vacant posts • Creation of a Strategic Asset Management Plan • Review of asset register for opportunities to make better use of / divest assets • Continued pursuit of commercial opportunities • Internal SLA in place for Health and Safety work 				
Key risks and Issues								
<ul style="list-style-type: none"> • Ability to recruit to vacant posts, particularly the management post, may determine that elements of the service may need to be commissioned differently • The saving from reducing maintenance exposure and/or increasing commercial opportunities from the asset portfolio has been paused and needs refreshed attention • Car parking at the Oxted offices is under pressure and a project is under way to identify alternatives • Compliance reviews may identify further investment requirements in the condition of assets 								
Source of savings for 23/24				23/24 saving	Dlvry Qtr	RAG status	24/25 saving	Narrative
Staffing / structure review				£42k	Q1	Complete		Complete
Reduction of maintenance exposure / increased commercial opportunities from asset review				£20k	Q3	Amber		Review has been on hold whilst staffing levels resolved.
Oxted Offices / Quadrant increased rental targets				£50k	Q1-4	Amber		Review of parking strategy and office use by TDC staff under way by Key Officer Forum

Future Tandridge Programme - Service Review Highlight report

Service Review: Building control		Report date: August 2023		Overall RAG status		Amber		
Lead Officer:	Angela Hughes			Committee:	Planning Policy			
Summary of Current Status:				Critical areas of focus				
<p>First Quarter's payment made. PID awaiting signoff. SBCP IT role – recruitment in progress to replace previous role holder.</p>				<p>Completion of contract formalities Recruiting a replacement for SBCP IT Role</p>				
Key risks and Issues								
<p>New database needs to be completed in time to give notice of termination of contract to existing supplier otherwise SBCP cannot benefit from reduced IT costs. The lack of IT specialist in SBCP team is a risk for SBCP but this does not put the first quarter’s payment at risk.</p>								
Source of savings for 23/24				23/24 saving	Dlvry Qtr	RAG status	24/25 saving	Narrative
The £40,000 is the agreed contract cost payable to TDC by SBCP for the provision of a new Salesforce org.				£40k	Q1/2/3 /4	Amber		

Future Tandridge Programme - Service Review Highlight report

Service Review: Communications	Report date: August 2023	Overall RAG status	Green
Lead Officer:	Giuseppina Valenza	Committee:	Strategy and Resources
Summary of Current Status:		Critical areas of focus	
<ul style="list-style-type: none"> • Service review first phase completed. 50% staff savings target set for Communications Team. • Business case presented to and approved by Strategy and Resources 1 December 2022. • Workshop for key stakeholders (councillors and EMT) to identify future outcomes for communications service held 10 January 2023. Communications survey carried out. • Staff consultation 17 January-14 February 2023. New Policy and Communications structure in place 1 April 2023. Policy and Communications combined team and effectively five single people posts. • £94K saving achieved 2022-2024 and two posts removed. 40% saving. • The next stage of implementation is being aligned with the commissioning framework and timetable for services, which is currently being developed. 		<ul style="list-style-type: none"> • Explore paperless committees with democratic services team 2023/2024. • Review print contract in 2024. 	

Key risks and Issues

- Reduced communications service will impact volume of communications output and outcomes to residents
- Loss of consistency of approach, control and rigour over communications - impact on reputation, quality, branding.
- Reduction in quality, output of messages and less dialogue – may increase contact from customers.
- Impact on website content quality - accessibility issues.
- Reduced communications service will impact ability to support external and internal communications support.
- Weak/poor internal communications can lead to staff not knowing what is going on, not feeling part of or committed to the organisation and dissatisfied, impact on service delivery.
- Oflog consultation highlights the need for Council's to have strong policy and communication functions.
- Digital project will need a lot of communication support – internal and external, as well as website changes.

Source of savings for 23/24	23/24 saving	Dlvry Qtr	RAG status	24/25 saving	Narrative
Staffing reductions of two posts.	£47K	Q4	Complete		

Future Tandridge Programme - Service Review Highlight report

Service Review: Communities and Partnerships		Report date: August 2023		Overall RAG status		Amber		
Lead Officer:	Julie Porter			Committee:	Community Services			
Summary of Current Status:				Critical areas of focus				
<p>Anti-Social behaviour project progressing with draft policy awaiting sign off, IT requirements being scoped, and staff resourcing analysis collated.</p> <p>East Surrey Place neighbourhood model of care continues to develop. Joint member briefing with R&BBC councillors planned for 18.9.2023.</p> <p>Wellbeing Prescription Service future modelling project underway. Looking at potential income generation for future years.</p>				<p>Leisure contract with Freedom Leisure</p> <p>Progression of Wellbeing prescription neighbourhood model</p> <p>Anti-social behaviour and new statutory duties being introduced</p> <p>Explore alternative funding for Domestic abuse prevention programme (IRIS programme).</p>				
Key risks and Issues								
<ul style="list-style-type: none"> The Government launched a swimming pool support fund. TDC have applied for the fund which (if successful) will provide financial support to Freedom Leisure to cover increased energy costs. If unsuccessful the service within the leisure pool will continue to decline. Demand continues to increase for the Wellbeing Prescription team. A part-time administrator has now been recruited which will help to reduce wait times for clients 								
Source of savings for 23/24				23/24 saving	Delvry Qtr	RAG status	24/25 saving	Narrative
Reduce Westway funding				£50k	Q1	Complete		
New model for delivering Wellbeing Prescription service across East Surrey Place				-	Q4	Amber		

Future Tandridge Programme - Service Review Highlight report

Service Review: Customer Services		Report date: August 2023		Overall RAG status		Amber		
Lead Officer:		Mel Thompson		Committee:		S&R		
Summary of Current Status:				Critical areas of focus				
<ul style="list-style-type: none"> • Service plan developed and appraisals linked to plan. • Two vacancies are frozen • KOF tasked with saving £10k in postage over 23/24 – project work in progress – plan to follow • Working with the digital implementation team • Key stakeholders in the telephony project team 				<ul style="list-style-type: none"> • Team currently experiencing high workload due to 3 vacancies which is exacerbated by the 2 frozen vacancies • Mapping and analysis of the indexing and redaction process for planning, working with the planning team • Start to scope the new ways of working for the team to include career progression to try and stem the waterfall of staff leaving to work within other TDC teams 				
Key risks and Issues								
<ul style="list-style-type: none"> • Reducing the staffing by two has increased the waiting times on the phones – no more staff savings can be made until the digital tools are implemented • Additional to the frozen vacancies, there are 3 vacant post due to staff leaving. 								
Source of savings for 23/24				23/24 saving	Dlvry Qtr	RAG status	24/25 saving	Narrative
Reduction in postage costs				£10k	Q4	Amber		
Staff savings following the introduction of the digital tools				£40K		Amber		Unlikely to be delivered until after the go live date of June 2024
Vacancy factor				£78k		Complete		

Service Review: Democratic Services		Report Date: October 2022		Overall RAG status		Completed	
Lead Officer:	Lidia Harrison		Committee:	Strategy & Resources			
Summary of Current Status:			Critical areas of focus (High priority KLOEs)				
<p>Costs of printing have been estimated (£9k). Members were asked their opinion on moving to paperless. There was a mixed response. It would cost c£9k to provide devices to members to access paperless reports.</p> <p>Recruitment of an apprentice has been completed following the reduction in hours of a key member of staff</p> <p>Recruitment to the Independent Remuneration Panel (IRP), which reviews member allowances, was completed in September and the review is underway. Due to report to S&R and Council in December.</p> <p>Reorganisation of Registers to reflect new Polling Districts in accordance with changes that may be implemented by the Local Government Boundary Commission for England. Could offer potential savings if there is a reduction in number of Councillors.</p> <p>To reduce the content of the reports, thereby reducing need for detailed Legal and Finance comments where possible.</p>			<p>Gather information regarding costs of printing committee papers and scope potential IT requirements</p> <p>Develop a longer term plan for resourcing and improving resilience within the team</p> <p>Review of Member allowances with support from finance to provide options of levels of savings</p> <p>Set up workshop to review the operational governance of committees</p> <p>Review the number of committee cycles.</p>				
Recommendations / Improvement areas to be included in the business case			Key risks and Issues				
<ol style="list-style-type: none"> Moving to paperless agendas. Discussions with EMT on the operational governance of committees. To issue Councillors with tablets to allow secure access and management of the Councillor's email account; access to committee agendas (including confidential agendas electronically); and generally assist in the conduct of Councillor duties 			<ol style="list-style-type: none"> Much of the KLOEs are subject to additional approval. For example, Councillors will have the final vote on their allowances based on report of the IRP and the Boundary Commission will determine councillor numbers. The IRP could recommend that Councillor allowances are increased. Resilience at all levels in the team. Potential to explore at case officer level alongside Legal. Discussions are needed with EMT around the operational governance of committees. 				
Source of Savings 23/24			23/24 saving	Dlvry qtr	RAG status	24/25 Savings	Narrative
Member allowances freeze			£8		Completed		

Service Review: IT		Report Date: August 2023		Overall RAG status		Red	
Lead Officer:		Mel Thompson		Committee:		Strategy & Resources	
Summary of Current Status:				Critical areas of focus (High priority KLOEs)			
<p>Working with Microsoft to establish feasibility of on premise estate migration to the cloud.</p> <p>Telephony project now part of the Digital Transformation project, due to dependencies, with forecast live date of December 2023.</p> <p>SBCP build and support proposal submitted to the Partnership for review</p> <p>Service delivery model and team structure review on hold pending outcomes of Digital Strategy assessment and Revs n Bens service review.</p>				<p>Business value and saving opportunities being calculated for Digital & Customer Services business case.</p> <p>Microsoft preparing business value report for Azure migration proposal.</p> <p>Farrpoint Consulting defining As Is and To Be requirements for telephony solution.</p>			
Recommendations / Improvement areas to be included in the business case				Key risks and Issues			
<p>Review IT support structure and staffing in light of recent staff turnover and look to reinforce support for key systems and prioritising cloud migration.</p>				<p>Salesforce and Microsoft are being heavily relied upon for business value analysis (TDC do not have the capacity/skills to do this work).</p>			

Source of savings for 23/24	23/24 Saving	Dlvry Qtr	RAG status	24/25 Saving	Narrative
Back office review	£35		Red	£35	Considering joint approach for some functions with RBBC but significant risk of delivery in the current financial year.

Future Tandridge Programme - Service Review Highlight report

Service Review: Digital Transformation	Report date: September 2023	Overall RAG status	Green
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Lead Officer:	Lee Osborne	Committee:	Strategy & Resources
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Summary of Current Status:	Critical areas of focus
<p>Salesforce license negotiations and procurement activities have been completed.</p> <p>Implementation Partner selection process and procurement activities have been completed.</p> <p>Telephony Vendor selection process and procurement activities have been completed.</p> <p>Website redesign has been scoped and SOW developed with external specialist.</p> <p>Project Initiation Document (PID) has been approved by project board and the project scope defined.</p>	<p>Procure services of external expert for website redesign.</p> <p>Mulesoft implementation and configuration.</p> <p>Digital engagement strategy development.</p> <p>Commencement of analysis and focus groups.</p> <p>Telephony refresh project kick off.</p>

Key risks and Issues

- Data Cleanliness
- Lack of resource – there is a resource and skills gap for a Project Business Analyst which will be recruited to
- Resistance to change in the organisation

Source of savings for 23/24	23/24 saving	Dlvry Qtr	RAG status	24/25 saving	Narrative
No savings are due to be achieved by this workstream in the FY23/24					

Future Tandridge Programme - Service Review Highlight report

Service Review: HR		Report date: August 2023		Overall RAG status		Amber		
Lead Officer:		Mel Thompson		Committee:		S&R		
Summary of Current Status:				Critical areas of focus				
<ul style="list-style-type: none"> • OD Lead role is out to recruitment • Appraisal training rolled out and appraisals taking place • Reviewing the contract for payroll and Itrent • Key Officer forum project nearly completed on induction/onboarding • Continuing discussions with R&B on shared HR function 				<ul style="list-style-type: none"> • Updating outstanding HR policies • Developing a robust appraisal/performance review process for financial year 24/25 • Car salary sacrifice scheme – legal team reviewing the T&Cs • Potential for a 1 year extension to Midland Itrent – negotiations ongoing 				
Key risks and Issues								
<ul style="list-style-type: none"> • The OD Lead role has been out to recruitment for some time, the salary offered may have to increase to attract a suitable candidate. This is funded from transformation resources. 								
Source of savings for 23/24				23/24 saving	Divry Qtr	RAG status	24/25 saving	Narrative
Staff savings				£19k	Q4	Amber		
Staff savings, reduction in training budget				£46k	Q4	Complete	£20k	Savings combined from reduction n Training budget and the reduction in hours of one HR BP

Future Tandridge Programme - Service Review Highlight report

Service Review: Housing Landlord Service HRA	Report date: September 2023	Overall RAG status	Amber
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Lead Officer:	James Devonshire	Committee:	Housing Committee
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Summary of Current Status:	Critical areas of focus
<p>Management model implemented and Building Surveyors now reporting to Housing as per June Committee approval. Surveyors will support compliance work across all Council owned assets</p> <p>Housing Management options appraisal currently underway with options being considered in accordance with commissioning cycle. Recommendations to be presented to December MRG</p> <p>Migration from on premiss to MRI hosted housing management system. New Asset management functionality to be built as part of the migration.</p>	<p>Continue to develop Orchard housing management system inline with action plan and forward plan housing service IT provision in accordance with digital strategy</p> <p>Continue to keep under review salary and recharge apportionments between HRA and HGF</p>

Key risks and Issues

- Increased compliance measures following the roll out of new Tenant Satisfaction Measures
- Increase in compliance measures for Council owned stock following introduction of the Building Safety Act and increased fire prevention regulation
- Increase in neighbourhood complaints in relation to tenancy breaches

Source of savings for 23/24	23/24 saving	Dlvry Qtr	RAG status	24/25 saving	Narrative
Salary and corporate charge apportionment	£150k	Q1	Amber		
Staff re-structure	£100k	Q1	Complete		Action complete

Future Tandridge Programme - Service Review Highlight report

Service Review: Legal	Report date: August 2023	Overall RAG status	Amber
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Lead Officer:	Lidia Harrison	Committee:	Strategy and Resources
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Summary of Current Status:	Critical areas of focus
<ul style="list-style-type: none"> Ongoing discussions with Finance on how best to centralise Legal activities and spend, to enable control and management of use of external legal advice. Have mapped out several legal workflows on the case management system (IKEN) - this enables automation on certain tasks and a step towards improving efficiencies, client service, and productivity. Agreeing action plan on how to split core and non-core legal work to enable Legal Services to charge other departments for work that requires a quick turnaround or outside of the team's expertise. 	<ul style="list-style-type: none"> Greater control would prevent individual departments from seeking legal external advice To continue and create more workflows to improve processes and automation Action plan for core and non-core work to be discussed and shared with EMT

Key risks and Issues

- Additional income from supporting other authorities has reduced as the team focuses on servicing in-house clients. Saving target may not be reached.
- It is becoming more frequent that individual teams require significant legal input, say to support a Local Plan or Planning Inquiry, a major contract or a housing prosecution. Fewer legal specialists in post will mean that this work would need to be externalised.
- There is a risk with reducing the team and increasing external support that the Council would be unable to control it's legal spend in the same way that it would do under current arrangements.

Source of savings for 23/24	23/24 saving	Dlvry Qtr	RAG status	Narrative
Through centralising all legal budgets	£24k	Q4	Amber	Work in progress
Through splitting core legal work that the Legal team currently undertake versus non-core work and carry out an assessment to see if such work can be charged to the specific department		Q4	Amber	Work in progress

Future Tandridge Programme - Service Review Highlight report

Service Review: Statutory Housing Services	Report date: September 2023	Overall RAG status	Amber
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Lead Officer:	James Devonshire	Committee:	Housing Committee
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Summary of Current Status:	Critical areas of focus
<p>Management model implemented and Building Surveyors now reporting to Housing as per June Committee approval. Surveyors will support compliance work across all Council owned assets</p> <p>Discussions ongoing with MRI / Orchard regarding digital solutions</p> <p>Disabled Facilities Grant, Aids and Adaptions and Handyperson scheme currently in tender process for new 2024 contract</p> <p>Fraud partnership established with RBBC ensuring that all applications to join the housing register and homeless applications are reviewed</p> <p>Maintenance work being undertaken at Meadowside Park including trees, parking and firefighting equipment</p>	<p>Continue to develop IT services to meet statutory requirements and improve data quality across the service.</p> <p>Continue to ensure the prevention of homelessness remains a priority for the service and continue to build on measures to prevent (where possible) increasing use of Bed and breakfast.</p>

Key risks and Issues

- Increased use of bed and breakfast due to lack of private sector and temporary accommodation
- Increasing demand on disabled facilities and aids and adaptions budgets to support independent living and reduce the need to move accommodation or use hospital beds

Source of savings for 23/24	23/24 saving	Dlvry Qtr	RAG status	24/25 saving	Narrative
Capitalisation of Salary budget	£60k	Q1	Complete	£60k	Action complete
Offset of Homelessness Reduction Grant	150k	Q4	Amber		Increased B&B costs may reduce sum to be offset

Future Tandridge Programme - Service Review Highlight report

Service Review: Operational Services including Waste	Report date: August 2023	Overall RAG status	Green
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Lead Officer:	Simon Mander	Committee:	Community Services
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Summary of Current Status:	Critical areas of focus
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<p>GM Options appraisal complete – planning next steps and preparing updates for September committee</p> <p>Extension of GM contract to deliver current-year savings.</p> <p>HRA GM gathering data exercise complete.</p> <p>Bring recycling banks removal in progress.</p> <p>Restructure of Localities Team into Waste Management and Environmental Enforcement.</p>	<p>GM options appraisal – detailed planning August – committee updates September and November.</p> <p>Street Cleansing new operating model to be reviewed.</p>
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Key risks and Issues

- Satisfaction with the reduced GM schedule
- Review of reduced schedule for street cleansing

Source of savings for 23/24	23/24 saving	Dlvry Qtr	RAG status	24/25 saving	Narrative
Removal of bring recycling banks	£50k	Q2	Complete		Minor delays due to local elections
Extension of grounds maintenance contract in lieu of savings and reduction in schedule	£42k	Q1 – Q4	Complete		Need to review reduced schedule in light of feedback
Garden Waste	£23k	Q1 – Q4	Complete		Minimum expected
Restructure	£34k	Q1 – Q4	Complete		
Absorbing inflationary impact over 7 years (2015 – 2022) (General Fund Element)	£147k	Q1 – Q4	Green		
Operations Transformation	£16k	Q4	Amber		

Service Review: Regulatory Services		Report Date: September 2023		Overall RAG status			Unachievable	
Lead Officer:		Taryn Pearson-Rose		Committee:		Community Services		
Summary of Current Status:				Critical areas of focus (High priority KLOEs)				
Discussions held with the partnership and further meetings planned with MVDC regarding how to take forward a review and potential savings in this service area.				<p>Following key lines of enquiry identified at the start of the service review:</p> <ul style="list-style-type: none"> • Further standardisation of approach between the two councils including policy convergence to create a single model • Look at potential productivity improvements and bring consistency of make or buy decisions – eg taxis, burials, animal warden • Exploring a risk based approach to environmental Health inspections, educating businesses and managing risk and link to training/commercial opportunities • Commercial Opportunities • Use of Digital and online portal 				
Recommendations / Improvement areas included in the business case				Key risks				
Standardisation of approach for the two Councils Productivity Improvements Risk Based approach to inspections & Commercial opportunities Digital improvements				Continued support is needed from both Councils to push improvements through. Stakeholder considerations if changing services to residents or businesses.				
Source of savings for 23/24				Savings 23/24	Dlvry Qtr	RAG status	Savings 24/25	Narrative
Standardisation of approach will save updating two websites and will bring better clarity and reporting of overall budget. Digital Improvements				£10		Unachievable	£10	Not achievable during 2023/24, however savings are now being discussed by the partnership Board for 2024/25.
Productivity Improvements				£16		Unachievable	£16	

Future Tandridge Programme - Service Review Highlight report

Service Review: Revs & Bens	Report date: August 2023	Overall RAG status	Amber
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Lead Officer:	Mark Hak-Sanders	Committee:	Strategy & Resources
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Summary of Current Status:	Critical areas of focus
<p>Phase 1 saving delivered and new structure in place.</p> <p>S&R approval 30.03.2023 for sharing services with RBBC in place – kick-off meeting held 3rd May. Detailed project plan developed with update to September S&R including:</p> <ul style="list-style-type: none"> - Nature of joint working agreement (i.e. S113 agreement) - Consideration of overheads and recharging mechanism - Consideration of legal vehicle needed to generate surplus for the General Fund - Early commercial opportunities being explored. <p>Debt recovery / collection increase project under way with £33k of £50k target identified through Single Person Discount Review</p>	<ul style="list-style-type: none"> - Agreeing action plan to deliver savings / surpluses through joint working with RBBC, including focusing on immediate vacancies within the service. - Focussing on increasing income through county-wide collaborative group and initiatives - Improving processes and automation, including promotion of My Account to reduce and manage backlogs

Key risks and Issues

- Need to ensure continued alignment with partner appetite for sharing – risk of varying aspirations for the service. Managed through regular progress checks
- NEC contract runs 4 years from October 2022 - this is the key channel to focus on for Revs and Bens and will be a factor in any shared service discussion to align process
- Backlog reduction from Covid-19 and NEC implementation is largely complete but requires ongoing management
- Need to consider most appropriate means of filling any vacancies as they fall due, with vacancies to be filled imminently by RBBC
- Alignment with the Digital Business case critical to ensure common approach to customer contact for Revs and Bens

Source of savings for 23/24	23/24 saving	Dlvry Qtr	RAG status	24/25 saving	Narrative
Phase 1 restructure	£25k	Q1	Complete		
Debt recovery / collection increase	£50k	Q1-4	Complete £25k Amber £25k		£25k has been delivered to date, remainder ongoing
Sharing with RBBC and generating surplus / delivering efficiencies	£25k	Q3-4	Green		Detailed project plan under development. Early gains being identified.