

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

November 2023

Overall assessment of savings delivery – November 2023

| | | September | November | | | Variance |
|------------|---|-------------------------|--------------------------------|------------------------------------|----------------------------|------------------------------------|
| RAG status | RAG rating determination | Total Sept 2023 £000 | Staff savings 23/24 £000 | Non-Staff savings 23/24 £000 | Total Nov 23/24 £000 | Movement Sept to Nov £000 |
| | Savings delivered | £856 | £553 | £408 | £961 | £105 |
| | Clear plans, realistic timescales | £192 | £68 | £167 | £235 | £43 |
| | Some risks to delivery or detailed delivery plan still in development | £545 | £0 | £272 | £272 | (£273) |
| | Significant risks to delivery, delivery plan yet to be agreed | £35 | £16 | £24 | £40 | (£5) |
| | Savings target will not be met this year | £26 | £120 | £26 | £146 | £120 |
| | 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) and IT (£35K)

Future Tandridge Programme - Service Review Highlight report

| | | | | | | | | |
|--|--|-----------------------------------|--|---|---------------------------|----------------------|---------------------|--|
| Service Review: Assets & FM | | Report date: November 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 | Amt delivered | RAG status | 24/25 saving | Narrative |
| Staffing / structure review | | | | £42k | £42K | Complete | | Complete |
| Reduction of maintenance exposure / increased commercial opportunities from asset review | | | | £20k | | Amber | | Review has been on hold whilst staffing levels resolved. |
| Oxted Offices / Quadrant increased rental targets | | | | £50k | | Amber | | Review of parking strategy and office use by TDC staff underway by Key Officer Forum |

Future Tandridge Programme - Service Review Highlight report

| | | | | | | | | |
|---|--|-----------------------------------|--|---------------------------|---|----------------------|-------------------|------------------------------|
| Service Review: Building control | | Report date: November 2023 | | Overall RAG status | | Amber | | |
| Lead Officer: | | Angela Hughes | | | Committee: | | Planning Policy | |
| Summary of Current Status: | | | | | Critical areas of focus | | | |
| <p>Second 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 | Amt delivered | RAG status | Narrative |
| The £40,000 is the agreed contract cost payable to TDC by SBCP for the provision of a new Salesforce org. | | | | | £40K | £20K | Green | £20k delivered, £20k remains |

| Future Tandridge Programme - Service Review Highlight report | | | | | | |
|---|--------------------|-----------------------------------|---|---------------------------|-------------------|------------------|
| Service Review: Communications | | Report date: November 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 in 202/2025. • Review print contract in 2024. | | | |
| Key risks and Issues | | | | | | |
| <ul style="list-style-type: none"> • 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 | Amt delivered | RAG status | Narrative |
| Staffing reductions of two posts. | | | £47K | £47K | Complete | |
| | | | | | | |

Future Tandridge Programme - Service Review Highlight report

| | | | | | | | |
|---|--|-----------------------------------|--|---|----------------------|-------------------|------------------|
| Service Review: Communities | | Report date: November 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 | Amt delivered | RAG status | Narrative |
| Reduce Westway funding | | | | £50k | £50k | Complete | |
| New model for delivering Wellbeing Prescription service across East Surrey Place | | | | - | | Amber | |

Future Tandridge Programme - Service Review Highlight report

| | | | |
|--|----------------------------|---------------------------|-------|
| Service Review: Customer Services | Report date: November 2023 | Overall RAG status | Amber |
|--|----------------------------|---------------------------|-------|

| | | | |
|----------------------|------------------|-------------------|--|
| Lead Officer: | Mark Hak-Sanders | Committee: | |
|----------------------|------------------|-------------------|--|

| | |
|--|--|
| Summary of Current Status: | Critical areas of focus |
| <ul style="list-style-type: none"> Service plan developed and appraisals linked to plan. 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"> 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

- 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 | Amt delivered | RAG status | Narrative |
|---|--------------|---------------|------------|----------------|
| Reduction in postage costs | £10k | | Amber | |
| Staff savings following the introduction of the digital tools | £40K | £24k | Red | £16k remaining |
| Vacancy factor | £78k | £78k | Complete | |

| | | | | | | | |
|--|--|-----------------------------------|--|---|----------------------|----------------------|------------------|
| Service Review: Democratic Services | | Report Date: November 2022 | | Overall RAG status | | Complete | |
| 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 | Amt delivered | RAG status | Narrative |
| Member allowances freeze | | | | £8 | £8 | Complete | |

Future Tandridge Programme - Service Review Highlight report

| | | | |
|---|-----------------------------------|---------------------------|-------|
| Service Review: Digital Transformation | Report date: November 2023 | Overall RAG status | Green |
|---|-----------------------------------|---------------------------|-------|

| | | | |
|----------------------|-------------|-------------------|--|
| Lead Officer: | Lee Osborne | Committee: | |
|----------------------|-------------|-------------------|--|

| | |
|-----------------------------------|--------------------------------|
| 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 | Amt delivered | RAG status | Narrative |
|---|--------------|---------------|------------|-----------|
| No savings are due to be achieved by this workstream in the FY23/24 | | | | |

| Future Tandridge Programme - Service Review Highlight report | | | | | |
|---|------------------|----------------------------|---|----------------------|---|
| Service Review: IT | | Report Date: November 2023 | | Overall RAG status | Unachievable |
| Lead Officer: | Mark Hak-Sanders | | 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 January 2024.</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 and 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 | | |
| Review IT support structure and staffing in light of recent staff turnover and look to reinforce support for key systems and prioritising cloud migration. | | | Salesforce and Microsoft are being heavily relied upon for business value analysis (TDC do not have the capacity/skills to do this work). | | |
| Source of savings for 23/24 | | 23/24 Saving | Amt delivered | RAG status | Narrative |
| Back office review | | £35 | | Black | Considering joint approach for some functions with RBBC but significant risk of delivery in the current financial year. Agreed unachievable for 23/24 |

Future Tandridge Programme - Service Review Highlight report

| | | | |
|---------------------------|-----------------------------------|---------------------------|-------|
| Service Review: HR | Report date: November 2023 | Overall RAG status | Amber |
|---------------------------|-----------------------------------|---------------------------|-------|

| | | | |
|----------------------|------------------|-------------------|----------------------|
| Lead Officer: | Mark Hak-Sanders | Committee: | Strategy & Resources |
|----------------------|------------------|-------------------|----------------------|

| | |
|---|--|
| 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 Renewed 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 |

Key risks and Issues

- 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 | Amt delivered | RAG status | Narrative |
|---|--------------|---------------|------------|---|
| Staff savings | £19k | | Amber | |
| Staff savings, reduction in training budget | £46k | £46k | Complete | 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: Legal | Report date: November 2023 | Overall RAG status | Red |
|------------------------------|-----------------------------------|---------------------------|------------|

| | | | |
|----------------------|----------------|-------------------|------------------------|
| Lead Officer: | Lidia Harrison | Committee: | Strategy and Resources |
|----------------------|----------------|-------------------|------------------------|

| | |
|--|--|
| 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 | Amt delivered | RAG status | Narrative |
|--|--------------|---------------|------------|--|
| Through centralising all legal budgets | £24k | | Red | Reviewing volume and source of work demand |
| 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 | | | Amber | Work in progress |

Future Tandridge Programme - Service Review Highlight report

| | | | |
|---|----------------------------|--------------------|-------|
| Service Review: Statutory Housing Services | Report date: November 2023 | Overall RAG status | Amber |
|---|----------------------------|--------------------|-------|

| | | | |
|---------------|------------------|------------|-------------------|
| Lead Officer: | James Devonshire | Committee: | Housing committee |
|---------------|------------------|------------|-------------------|

| | |
|--|---|
| 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>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 adaptations 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 | Delivered | RAG status | Narrative |
|--|--------------|-----------|------------|---|
| Capitalisation of Salary budget | £60k | £60k | Complete | Action complete |
| Offset of Homelessness Reduction Grant | £150k | | Amber | Unknown until end of financial year - Increased B&B costs may reduce sum to be offset |

Future Tandridge Programme - Service Review Highlight report

| | | | | | | | | |
|--|--|-----------------------------------|--|---|----------------------|-------------------|---------------------|------------------|
| Service Review: Housing Landlord Service HRA | | Report date: November 2023 | | Overall RAG status | | Amber | | |
| Lead Officer: | | James Devonshire | | Committee: | | Housing Committee | | |
| 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 in line 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 | | | | | | | | |
| <ul style="list-style-type: none"> 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 | Amt delivered | RAG status | 24/25 saving | Narrative |
| Salary and corporate charge apportionment | | | | £150k | £100k | Amber | | |
| Staff re-structure | | | | £100k | £100k | Complete | | Action complete |

Future Tandridge Programme - Service Review Highlight report

| | | | | | | | |
|---|--|-----------------------------------|--|---|----------------------|--------------------|--|
| Service Review: Operational Services including Waste | | Report date: November 2023 | | Overall RAG status | | Green | |
| Lead Officer: | | Simon Mander | | Committee: | | Community Services | |
| Summary of Current Status: | | | | Critical areas of focus | | | |
| <p>GM Options appraisal complete – recommendations made to September committees. Market engagement, data collation and specifications in progress.</p> <p>Extension of GM contract to deliver current-year savings – with Finance/Legal</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>Grounds maintenance – soft market engagement and specifications preparation, due to complete March 2024.</p> <p>Street Cleansing new operating model to be reviewed.</p> | | | |
| Key risks and Issues | | | | | | | |
| <ul style="list-style-type: none"> Satisfaction with the GM schedule Review of schedule for street cleansing | | | | | | | |
| Source of savings for 23/24 | | | | 23/24 saving | Amt delivered | RAG status | Narrative |
| Removal of bring recycling banks | | | | £50k | £50k | Complete | Minor delays due to local elections |
| Extension of grounds maintenance contract in lieu of savings and reduction in schedule | | | | £42k | £42k | Complete | Need to review reduced schedule in light of feedback |
| Garden Waste | | | | £23k | £23k | Complete | Minimum expected |
| Restructure | | | | £34k | £34k | Complete | |
| Absorbing inflationary impact over 7 years (2015 – 2022) (General Fund Element) | | | | £147.5k | £147.5k | Green | |
| Operations Transformation | | | | £16.5k | | Amber | |

Future Tandridge Programme - Service Review Highlight report

| | | | | | | | |
|--|--|-----------------------------------|--|---|----------------------|---------------------|--|
| Service Review: Regulatory Services | | Report Date: November 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. Needs replanning. | | | | Following key lines of enquiry identified at the start of the service review: <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 – .e.g. 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 | Amt delivered | RAG status | Narrative |
| Standardisation of approach will save updating two websites and will bring better clarity and reporting of overall budget. Digital Improvements | | | | £10 | | Unachievable | Not achievable during 2023/24, however savings are now being discussed by the partnership Board for 2024/25. |
| Productivity Improvements | | | | £16 | | | |

Future Tandridge Programme - Service Review Highlight report

| | | | | | | | |
|---|--|-----------------------------------|--|---|----------------------|------------------------|--|
| Service Review: Revs & Bens | | Report date: November 2023 | | Overall RAG status | | Amber | |
| Lead Officer: | | Mark Hak-Sanders | | Committee: | | Strategy and Resources | |
| 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 | | | | | | | |
| <ul style="list-style-type: none"> • 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 | Amt delivered | RAG status | Narrative |
| Phase 1 restructure | | | | £25k | £25k | Complete | |
| Debt recovery / collection increase | | | | £50k | £25k | Amber | £25k has been delivered to date, remainder ongoing |
| Sharing with RBBC and generating surplus / delivering efficiencies | | | | £25k | | Green | Detailed project plan under development. Early gains being identified. |