

Audit and Scrutiny – September 2024

Appendix A – Future Tandridge programme update

1. FTP Savings Delivery update

Savings delivery for 2024/25 is tracked monthly by the programme team in conjunction with Finance and Heads of Service. A recent internal audit review on the Council's arrangements for savings delivery provided 'substantial' assurance for the second year running.

The table, below, is the key indicator of progress in delivering the savings and will be updated for each Strategy and Resources committee report.

		June	September	Variance
RAG status	RAG rating determination	Total June 2024 £000	Total September 2024 £000	Movement June to September £000
	Savings delivered	£0	£94	£94
	Clear plans, realistic timescales	£586	£434	(£152)
	Some risks to delivery or detailed delivery plan still in development	£0	£0	£0
	Significant risks to delivery, delivery plan yet to be agreed	£0	£58	£58
	Savings target will not be met this year	£0	£0	£0
	Totals	£586	£586	£204

*At risk rated staff savings in Communications (£22K), Finance (£20K) and HR (£16K)

The table shows that £94k of savings are marked as complete, i.e., all necessary actions have been taken in order to deliver the saving. This consists of the following items:

- £49k in Communities saving from centralisation of contingencies for unallocated grant budget, £19k saving from finding alternative funding for the IRIS DA grant.
- £20k in Environment from centralisation of contingencies – encampment remedial works.
- £15k – Housing general fund – end of Syrian scheme – funding released

Savings that are currently at risk are as follows:

- £22k of Policy and Communications – This is due to an interim resource being required to cover staff absence, as well as not achieving the staff vacancy target. This is being kept under review
- £20k of Finance saving and £16k of HR both relating to a process review across Finance, HR and Exchequer due to a delay in the Adelante implementation affecting the plans for this saving.

The following savings are currently on track to deliver this financial year:

- £129k saving for Ops and Waste relating to inflationary increase for garden waste and a forecasting adjustment.
- £47k saving for Finance relating to a review of process improvements in Exchequer linked to the Adelante upgrade.
- £56k saving for Assets and FM relating to an increase in rental income.
- £20k saving for Housing relating to better use of funding for homes for Ukraine.
- £19k saving for IT relating to the transfer of orchard to the cloud and the reduction in IT support required.
- £25k saving relating to full year effect of Revs and Bens saving.
- £125k corporate level saving relating to a review of Grant funding and £13k saving as a result of reduction in debt due to HRA changes in debt management costs.

1.1 FTP Key Milestones

Workstream	Owner	Outcome and deliverables	Progress to date	Next steps
Vision and strategy	D Ford G Valenza TOMDG	Corporate Plan. Service planning and delivery embedded, linked to Corporate Plan Corporate plan	Stakeholder meetings, Member workshop, residents survey, initial draft prepared. Draft plan for review – Jan 2024 Stakeholder consultation plan agreed and to commence – Feb 2024 March 2024 – review service plans and objectives New plan launched July 2024	FTP2 – Role of the council - identify priorities for the council and create delivery plan.
Leadership	D Ford TOMDG	Fewer, more capable managers. Structure clearly linked to Corporate Plan. Clear Senior Management Structure to deliver Council priorities	Phase 1 – December 2022 Phase 2 – Consultation launched September 2023 Implementation 1 December 2023	FTP2 – embed wider business management and change leadership across the organisation
FTP Phase 2 - Service reviews	M Hak-Sanders Prog Delivery & benefits board	New Target Operating Model Continuous improvement approach including commissioning best practice Develop intelligent client skills and capabilities	Final savings update for 23/24 provided in June 2024 Strategy and resources paper.	FTP2 - Modernising and improving Services – shift to cyclical service reviews – targeting the areas that will have most impact and add most value – priority areas are Legal, Planning and Operations including Waste.

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Workstream	Owner	Outcome and deliverables	Progress to date	Next steps
Digital & Customer Transformation	M Hak-Sanders Programme Delivery & benefits board	<p>Resident / customer self-service / online access. Integrated systems across key functions such as Planning, Housing and Customer Services</p> <p>Website redesign My account resident self-service including Planning, Housing and Customer service functions Integrated internal council line of business systems ChatBot for residents Upgraded telephony system</p>	<p>Business case approved – March 2023 Digital project manager in place – April 2023 Implementation partner selected – August 2023 - Telephony solution selected – August 2023 - Licences agreed with Salesforce – August 2023 - Implementation partner engaged – Sep 23 Telephony go-live – 14th Feb 2024</p>	<p>Phased implementation of MyAccount from Dec 2024 – as follows:</p> <p>Revs and Bens – October 2024 Waste – November 2024 Housing - December 2025 Planning – February 2025</p> <p>FTP2 –Digital Phase 2 Two workstreams: (1) Customer experience extend the scope to all customer facing contact and issue resolution, with greater emphasis on data management, process re-design and responsiveness to customers to maximise adoption and benefits realisation.</p> <p>(2) Ways of working Focus of this project will be on the impact of technology on our ways of working internally</p>

1.1 FTP Key Milestones

Workstream	Owner	Outcome and deliverables	Progress to date	Next steps
Organisational design	Mark Hak-Sanders TOMDG	<p>Smaller, more agile organisation. Capabilities are defined, invested and developed. Talent is identified and developed</p> <p>People plan Skills matrix Job description review</p>	<p>Appraisals for all staff – March 2023 EMT behaviours now in place and cascaded to staff as part of appraisal process – March 2023 JDs reviewed in each success restructure. Skills matrix in development with Key Officer Forum – tbc Scope being reviewed, priorities being identified. - Jan-Feb</p> <p>Engage Org Design resource. through potential shared role with RBBC - Jan-March 2024 Induction process Recruitment and retain functions – review, prioritise, action – Jan– Jun24 Pay and reward review – planning next steps to tender in progress – Apr onwards</p>	FTP2 – Talent attraction and management, invest and promote capability in change management and business management
Support services	D Ford EMT TOMDG	<p>Service Plans identify needs in advance. Resources are directly linked to requirements. Business Partnering is the norm.</p> <p>Business partnering across all support services.</p>	<p>Continuous improvement approach drafted, business partnering will be a part of the delivery model improve phase. Business Partnering embedded for Finance</p> <p>Business partnering approach being drafted as part of intelligent client – Part of the continuous improvement rollout – Q1 2024</p>	FTP2 – modernising and improving services – develop service capability in change and business management

1.1 FTP Key Milestones

Workstream	Owner	Outcome and deliverables	Progress to date	Next steps
Operations Transformation	T Pearson-Rose Operations project delivery board	Delivering operations, localities and Waste in the most cost effective and best way for our residents as detailed in the business case approved in September 2022 GM Options appraisal Waste review Long term strategic plan for playgrounds, pavilions and toilets	Grounds maintenance options appraisal – options finalised and taken to committee for approval – September 23 Grounds Maintenance Market engagement complete and outcomes being assessed November 23 Plan agreed with procurement and legal partners – January 2024 Lot structures being designed and specifications underway in preparation for tender process. Update to community services committee in March 2024 Engagement with legal and procurement stakeholders. Delivery model timetable for Nov 2024 implementation in development.	FTP2 – restructure and delivery of improvements to be managed within the Operations service as part of FTP2. Street Cleansing/HRA – review of structure in progress
Culture	D Ford EMT TOMDG	'One team' Council. Pay and reward linked to performance. Modern, agile ways of working Develop pay and reward scheme – integrated into appraisal process Performance management - Training and development Staff forum set-up	Key officer forum in place – April 2023 Staff forum in place – July 2023 One team training for EMT, KOF and cross section of staff Staff Awards 2023 Pay and reward review scope agreed – Mar24 Performance management - Training and development – Training needs register developed – Mar24 One Team activities to continue to implement culture change Key officer forum progressing improvement projects	FTP2 – Digital ways of working improving the use of technology within services improving the way that services work with each other maximising the use and adoption of digital tools to improve employee productivity and performance.

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Workstream	Owner	Outcome and deliverables	Progress to date	Next steps
24/25 savings	Mark Hak-Sanders TOMDG	Achieve savings target approved in January 2024 final budget	Scoped and agreed across services during Q2 2023. Review of resource requirements complete Jan 2024 Savings approved at full council- Feb 2024	Savings update provided in Appendix B.
Process and Data	Lead to be identified	More routine processes are simpler and automated. Data is used to drive insight and improvement. Data insights strategy Service specifications for all services Data usage across services	Reviewing service specifications as part of Continuous improvement process. Data insights strategy – tbc Service specification data as part of continuous improvement approach – date tbc Develop customer experience and insight data – date tbc	FTP2 – Digital Transformation Phase 2 – Data collection and insight.
Commercial strategy	Mark Hak-Sanders EMT TOMDG	Increasing revenue and moving towards greater financial sustainability Commercial strategy Commercial plan	EMT and KOF held workshops to collate new and existing key lines of enquiry and commercial initiatives. Commercial matrix criteria and scoring agreed in December 2023 EMT scoring of agreed commercial initiatives to agreed relative ranking and priorities Jan 2024 Review resource requirements Jan 2024 Draft strategy in development - Jan-Feb 2024 Member engagement – May-Jun 2024 Aiming to bring commercial strategy to committee - June 24	FTP2 – Agree prioritised commercial opportunities and begin detailed analysis and corresponding business cases where required.

Further details on FTP2 can be found in the main body of the September 2024 Strategy and resources reports and Appendix B and C. Background and context can be found in the June 2024 Strategy and Resources paper.

2. Operations - Grounds Maintenance

The request for tenders for the Grounds maintenance specifications were released in July 2024 and responses are due back early September, after which evaluation will take place by senior officers and supplier selection will be made in October.

A recommendation on the HRA Grounds maintenance approach will be taken to a future Housing committee for consideration.

3. Digital Transformation

Aligning with the design principles of the councils Digital Strategy, the expected outcomes of the Digital and Customer Transformation Project are to:

- Support a more efficient delivery of services and functions at a lower cost to the Council.
- Gain insights into customer needs and behaviours and capturing this information in a CRM (Customer Relationship Management) tool.
- Enable customers to access services and information when they want, online, without needing to contact us. Giving them the ability to check the progress of submitted requests.
- Proactively look to shift customer contact to online channels, thus freeing up existing channels for those who really need to use them.

To achieve the above outcomes, the deliverables of the Digital Transformation project are:

- The implementation of RingCentral, the councils new telephone system. This was successfully upgraded this year in February, with the final phase moved over to the new system in May.
- The delivery of MyTandridge Account, the online portal where customers can quickly and easily contact council services 24/7 while reducing staff workload as processes are automated.

Subject to successful system testing, MyTandridge Account will be implemented in a phased approach, as follows:

Revs and Bens – October 2024

Waste – November 2024

Housing - December 2025

Planning – February 2025

This project is underpinned by the Business Change Management Strategy – this strategy links the expected outcomes to the actions needed to

encourage customer adoption, usage and proficiency of the MyTandridge Account.

4. Commercial activities

A Commercial Strategy is being drafted which will provide Heads of Service and officers with a suitably formalised structure to guide their approach to commercialisation. Further work is required to review the outcomes and agree priorities.

This will be continued as part of FTP2.

5. Continuous improvement and Commissioning

As part of embedding continuous improvement into all services in the Council, a continuous improvement and commissioning cycle has now been developed by a group of senior officers.

This cycle and approach will form part of the work being delivered in FTP2.

6. Leadership – Corporate Plan

The corporate plan is now developed and approval was given by Full Council in July 2024 and the plan has been launched.

Risks and mitigating actions relating to FTP and its' objectives can be found in Appendix B.