

2022/23 Budget – Tranche 3 Savings and Future Tandrige Programme Update

Strategy and Resources Committee Thursday, 30th June 2022

Report of: Chief Executive and Chief Finance Officer (S151)

Purpose: For decision

Publication status: Unrestricted

Wards affected: All

Executive Summary:

On 10th February 2022, Council approved the 2022/23 Final Budget Report and Medium-Term Financial Strategy (MTFS) to 2023/24 which sets out the Council's strategy for financial recovery and the development of sustainable medium-term financial plans. The report set out that savings and pressures will be allocated in 3 Tranches. Tranche 1 was allocated as part of the January cycle of reports and approved by Full Council.

During March, the policy Committees approved their Tranche 2 budgets, concluding with a consolidated paper to this Committee on the 7th of April 2022.

Tranche 3 consists of £450,000 of savings that are to be identified through the Future Tandrige Programme Service Reviews and allocated to Committees in June. This report updates on the current status and next steps for the Future Tandrige Programme, as well as the results of the initial cycle of service reviews. The paper proposes savings across a number of S&R services which, combined with an ongoing Management Restructure, will deliver £450,000 of savings in the current year and make a contribution towards closing the expected budget gap for 2023/24.

This report supports the Council's priority of: Building a better Council.

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Recommendations to Committee:

That S&R Committee:

1. Approve the £450,000 savings allocated to S&R committee from Corporate Items, set out in paragraph 2.1, Table 1 and Appendix A and delegate authority to the Chief Executive to proceed with actions required to deliver the savings.
2. Approve the £50,000 bridge funding investment required in the Future Tandridge Programme to progress the delivery of the £450,000 savings identified in this report and to develop full business cases in September, set out in paragraph 6.4.
3. Note the new Redundancy Policy, set out in Section 9 and Appendix D, necessary to give clarity on the arrangements for redundancies resulting from the service reviews and a constrained financial position.
4. Give delegated authority to the Chief Executive, in consultation with the Chair and Vice Chair, to agree the Final Redundancy Policy wording, following engagement and feedback from the workforce through the Staff Conference.
5. Note the progress to date on delivering the Future Tandridge Programme and direction of travel for the Service Reviews, set out in Sections 3 to 9.

Reason for recommendations:

This report builds on the papers presented Council on 10th February 2022 and to this Committee on 7th April 2022. As a public body, the Council is required to set a balanced and deliverable budget and to demonstrate value for money in all its services, whilst operating in an uncertain and restrained financial environment. The Future Tandridge Programme and Service Reviews are the mechanism for delivering value for money, providing assurance that services are specified to deliver to an agreed quality within available funding.

1. Introduction (Tranche 3 / FTP)

- 1.1. On 10th February 2022, Council approved the 2022/23 Final Budget Report and Medium-Term Financial Strategy (MTFS) to 2023/24, which set out the Council's strategy for financial recovery and the development of sustainable medium-term financial plans.

- 1.2. Given capacity constraints in Finance and across the Council, the budget took a pragmatic approach to the distribution of pressures and savings for January Committees and February Council, meaning that some pressures and savings were held in Corporate Items pending distribution. Tranche 2 pressures and savings were distributed to Committees in March and April, culminating in a report to this Committee on 7th April 2022 summarising the Tranche 2 budget. This left £450,000 of Tranche 3 savings to confirm with Committees in June.
- 1.3. This report outlines the overall distribution of Tranche 3 savings to services, as set out in section 2 below. The focus of the initial cycle of Service Reviews has been on S&R services and, consequently, £325,000 of savings will be delivered by services in this Committee with the remaining £125,000 to be achieved through a Management Restructure. The Council recognises the need to prioritise savings in enabling services (the 'back office') before addressing services that deliver services directly to residents. The report sets out immediate, tactical, savings that give assurance over delivering a balanced budget for 2022/23, whilst setting out a medium-term direction of travel that encourages Heads of Service to take full responsibility for the management of their services, with support and development to reduce the demand for unnecessary intervention from support services.

2. Savings Delivery

- 2.1. The financial imperative for 2022/23 is to allocate and deliver the £450k of Tranche 3 savings, as part of the overall savings target of £1.1m. The first set of Service Reviews focussed on S&R services and has identified £325k of savings as a part-year effect with c£500k as the full-year effect. This coupled with a Management Restructure currently underway, which is set to deliver £125k, means that the £450k of savings can be delivered in-full within this Committee.
- 2.2. The proposed allocation of savings to services within S&R is set out in the table below, based on the budgets last reported to this Committee in April. Further adjustments between budgets may be necessary as a result of changes in the management structure. The table includes the notional allocation of the vacancy factor saving to services; however, this vacancy factor should happen naturally as a result of turnover and an inevitable lag between staff leaving and recruiting replacement staff. Vacancy factor will be closely monitored throughout the year.

Table 1: Allocation of Tranche 3 Savings to Services in S&R committee

Service	2022/23 Tranche 2 Net Budget £000	Mgmt Structure Saving £000	Proposed Service- Reivew Saving (Part year effect) £000	Distribute Vacancy Factor (Note 1) £000	Revised Tranche 3 Budget for 2022/23 £000	Full year effect of proposed saving (Note 3) £000
Asset Management - £142k T2 budget	}	0	(50)	(11)	500	(50)
Office Services - £286k T2 budget						
Communities Executive Projects - £133 T2 budget						
Communications	374	0	(47)	(9)	317	(93)
Customer Services	702	0	(26)	(19)	657	(51)
Democratic Services	562	0	0	(7)	555	(6)
Emergency Planning & Community Safety	246	0	0	(5)	241	0
Financial Services	1,019	0	(16)	(25)	978	(16)
Human Resources (Note 2)	464	(95)	(25)	64	408	(50)
Information Technology	1,383	0	(113)	(15)	1,254	(148)
Leadership Team (Note 2)	261	(30)	0	64	295	0
Legal Services	575	0	(24)	(19)	532	(48)
Revenues & Benefit Services	254	0	(25)	(17)	212	(50)
Wellbeing Prescription	0	0	0	0	0	0
Total	6,401	(125)	(325)	0	5,951	(512)
Total Saving against £450k Tranche 3			(450)			

Note 1: Vacancy factor is a blanket 4% reduction to staffing budgets to reflect a natural lag between a vacancy and subsequent recruitment. This was part of the Tranche 2 budget, but held in full in HR and Leadership team. The saving should be nominally allocated to services, but does not require amendments to service delivery.





Note 2: The Leadership Team budget is currently distributed over a number of areas, including the deleted Executive Head of Corporate Resources post, the budget for which is held in HR.

Note 3: This is the full-year effect of actions proposed in this paper to deliver the 2022/23 saving. The saving from the medium-term actions coming from the business cases will be built into 2023/24 as part of the budget process.

- 2.3. Subject to Committee approval, actions will be taken in order to deliver the savings for 2022/23 whilst the service reviews continue. The actions required to deliver these savings along with their impact on service delivery are set out in Appendix A.
- 2.4. Business cases will continue to be developed to transform services and further reduce costs in 2023/24 and beyond as set out in Section 5. These business cases will be reported through to Committees in September.
- 2.5. The delivery of further savings in 2023/24 and beyond will be subject to the budget process.

3. **FTP - Context and overall approach**

- 3.1. The overall aims of the FTP programme are to transform the operating model for the Council, to create a smaller, more strategic, agile and responsive organisation with resources targeted at Council priorities and which is underpinned by a more business-like approach to the way that the Council operates.
- 3.2. At the Strategy & Resources Committee on 1st February 2022, the FTP programme was approved to proceed with the mobilisation and design phase (Phase 1) which is anticipated to last for approximately 6 months.
- 3.3. The programme will be guided by several Critical Success Factors (shown below). These have been refined during the initial phase of the programme to provide a high-level framework for each of the FTP workstreams.

	Financial An overall reduction in net budget of 15% by 23-24 over 18 months An overall reduction in expenditure on 'Enabling and Back Office' functions of 15-20% by 23-24 A higher proportion of the budget is spent on 'front-line' services and the Councils priorities
	Residents and Service Users Service Users are involved in the redesign of services Resident and Service User feedback and insight is used to drive service improvement Residents and Service Users are directed to use the least cost channel to access Council services
	Services Service Delivery models are assessed & service delivery is undertaken by the most appropriate means Service performance is measured, benchmarked and actively managed Service levels are set at an appropriate level which is aligned to Council priorities
	Staff The Council has a smaller directly employed workforce Managers and staff are engaged and accountable for their performance Staff feel valued and motivated and understand the values and behaviours expected of them

- 3.4. The programme is structured into 4 workstreams:

Workstream 1 - Leadership

The priorities of the Leadership workstream are:

Management restructure – building a new management team equipped to lead and deliver the Future Tandridge Programme and its outcomes.

Strategic Plan – the development of a new corporate vision and a new Strategic Plan to guide the Council from 2023/24.

Political leadership and Governance – understanding the impact of the Boundary Review, along with consideration of improvements to the Committee system.

Workstream 2 - Service review, redesign and delivery

The Service review and redesign workstream is undertaking a prioritised, consistent and rigorous review of all services which fundamentally challenges how and why we provide the services we do.

It considers the demand for these services, the most appropriate delivery model, performance, cost and value for money. This workstream also incorporates cross-cutting themes including Digital and Customer Services.

The focus is on identifying outcomes which support the longer-term operating model balanced against short term opportunities to deliver the budgeted savings in 22/23 and 23/24. This will not be an easy balance to strike.

Workstream 3 - Organisational and Workforce change

This workstream will implement the changes necessary to deliver to the new operating model. Work will be focused on supporting delivery of the Service Reviews and developing a consolidated People plan underpinning delivery of the FTP. This will include a review of how we recruit and retain staff who fit the 'Future Tandridge model' and ensuring that managers and staff feeling valued and motivated, with performance managed and talent nurtured.

Workstream 4 – Finance and Benefit delivery

The Tandridge Finance Transformation ('TFT') programme was approved by this Committee in July 2021. The programme has made significant progress to date and following its intended close in June 2022, a finance improvement plan will be developed to take forward areas identified for further development. This will include the Benefits Board maintaining oversight of the delivery of savings identified for 2022/23 and the delivery of other benefits identified as part of the FTP.

3.5. Governance

The approach to governance of the FTP is set out below:

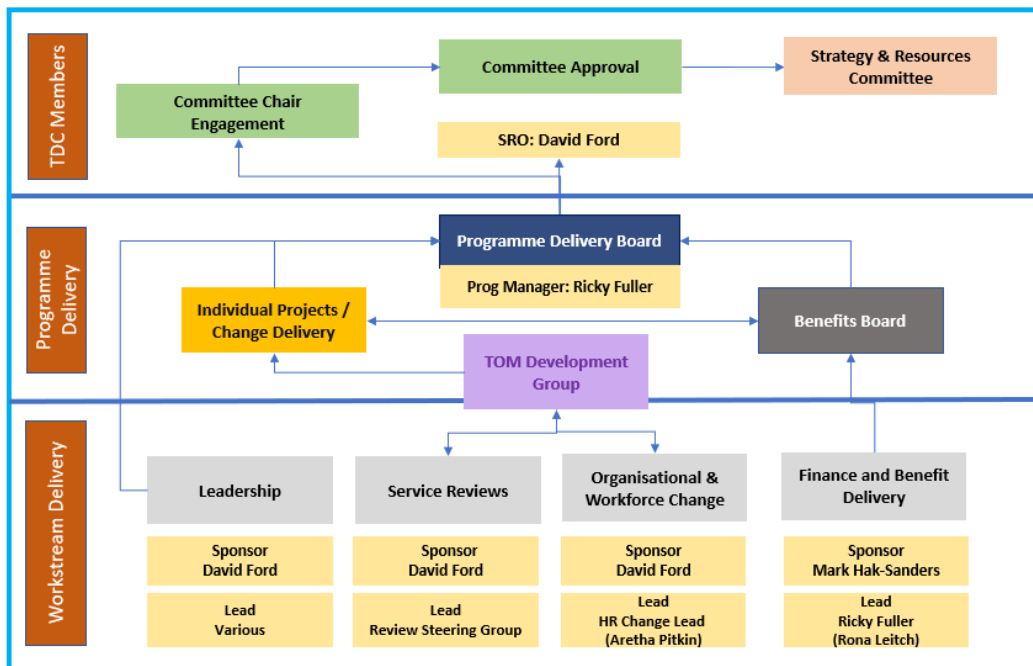
Overall Member oversight of the FTP and the impact on the financial position of the Council is through this Committee. Service Committees will consider key proposals for change resulting from the Service review and redesign work.

The Service Reviews and Organisation Development workstreams along with the overall development of the operating model are overseen through the TOM Development (TOM) Group.

This group is chaired by the Chief Executive and is, in effect, the guiding team for the development of the FTP. This group has the following responsibilities:

- Agrees the prioritisation and sequencing of the Service Reviews
- Sets the direction for the Service Reviews (including expected outcomes and the financial envelope)
- Consider results of the Service Reviews and the business case for change

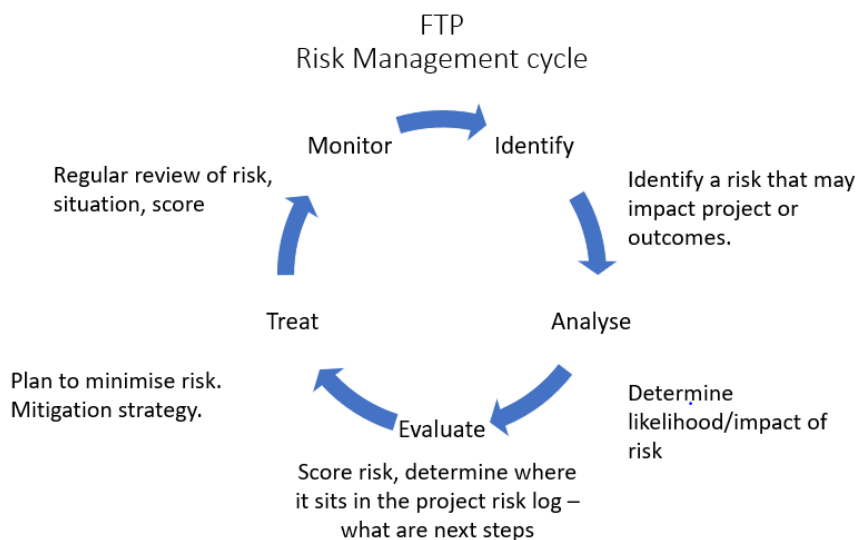
As individual change projects are identified and approved for delivery and overseen through a Programme Delivery Board with the Benefits Board maintaining oversight of benefit delivery.



Programme risks and issues are managed in a consistent way across the FTP through the programme management office (PMO) and reported and managed through the relevant Governance Board or Committee.

Risk Management

The FTP programme uses a robust risk management process, maintaining a risk register, which is aligned to the plan, against which risks are identified and mitigation documented. All risks have owners assigned, with agreed mitigation and calculated pre- and post-mitigation scores.



On a regular basis, risks are assessed against the plan and potentially updated, where the mitigation or scores may have changed.

This risk management process will be in place throughout the FTP programme, with risks and supporting information included in the regular programme highlight reporting.

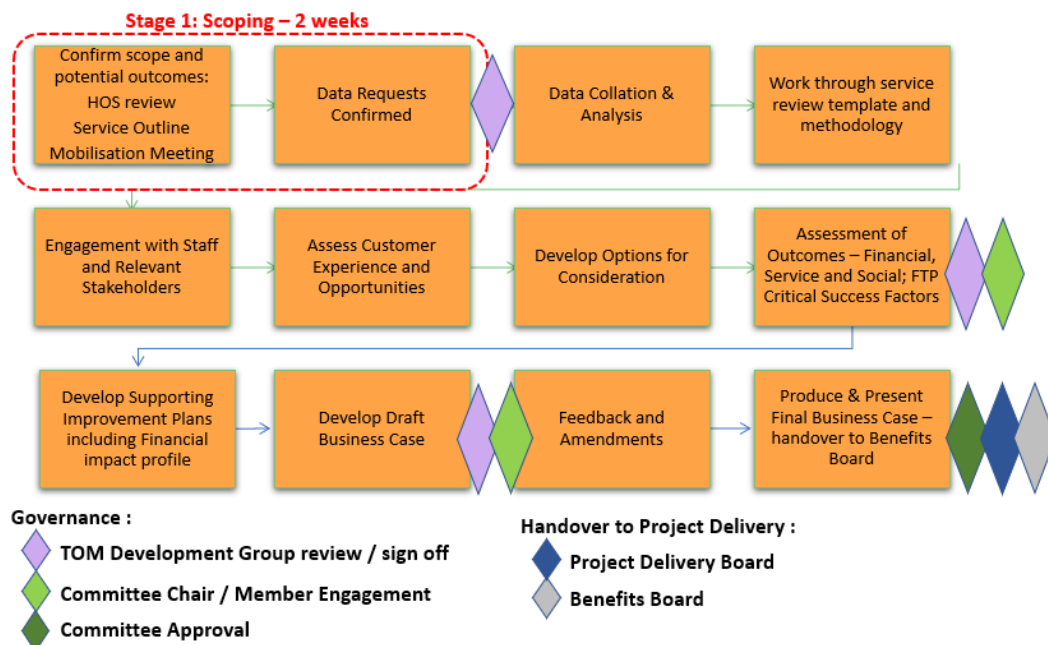
4. Senior Management Restructure

Whilst there is a case for restructuring the Council’s senior management team following the service reviews and redesign, it has been necessary to begin the process of restructuring in advance of the conclusion of that work. In addition to the financial imperative to make savings, an interim restructure has been necessary as a number of key vacancies have existed at senior management level and, in order to simplify the structure to a more traditional service-based model, a number of Customer First specific posts have been changed or removed. These interim changes will be communicated to Councillors separately once positions have been finalised.

There will be a requirement for a further senior management restructure as the Council moves to adopting the commissioning model set out in section 8 of this report.

5. FTP - Service Review Progress

5.1. A detailed Service Review process and a series of steps was created (as set out below).







Each service area is currently undergoing a robust review which will be concluded by the end of July. The outcomes from the reviews will form the basis of the Delivery Phase (Phase 2) of the programme with business cases created for each service area.

These business cases will be submitted to the relevant Committees for approval in September along with an overall business case for the resources required to deliver the savings identified which will be submitted to the Strategy and Resources Committee.

- 5.2. As part of the review process, a 'checkpoint review' has been held with the TOM group for each service area. The purpose of this was to ensure that the scope, expectations and areas to be explored in the review itself were all clear, agreed and in line with the overall programme objectives and expectations.

The checkpoint review focused on 4 key areas as set out below:

			
Financials	Service Delivery Options	Key lines of enquiry	Summary of approach
Confirmation of the level of savings ambition (10-25%) Any areas currently identified to deliver savings Does this align with TOM group view of saving ambition	Preferred options to explore further in service review including what can we stop (maximum 2/3 options) Informed by an assessment of the market by the Peopletoo SME (where applicable)	Key areas of focus for the review Emerging opportunities for savings / efficiencies Key risks and Issues	Level of engagement required from programme team including Peopletoo SMEs Drives the plan for the service

Financials - delivery against the financial objectives of the programme to achieve an overall reduction in net budget of 15% over 18 months with an expectation that 'Enabling and Back Office' functions would deliver 15-20%.

Service Delivery Options - a detailed Delivery Model options framework (summarised below) has been created which will support the assessment of alternate delivery options for each service area.

SERVICE DELIVERY MODEL ASSESSMENT FRAMEWORK	Stop providing the service (in whole or in part)	Retain and improve as Business Unit Internally	Wholly-Owned Local Authority Trading Company	Joint Venture	Local Authority Partnership Shared Service	Not-for-Profit Organisation	Outsourced
A. FINANCIAL IMPROVEMENT							
B. MARKET APPETITE							
C. RISK							
D. PARTNERSHIPS							
E. CORPORATE AIMS AND OBJECTIVES							
F. SOCIAL VALUE / BENEFITS							
G. STAFF							

Key lines of enquiry (KLOE) – the agreed areas of focus for the review

Approach to the review – the approach to undertaking the review itself including staff engagement and any support needed.

6. FTP - Delivery and Resourcing

- 6.1. An important principle of the FTP is that the programme should be led and owned by Tandridge. Wherever possible opportunities are being given to Tandridge staff to be an integral part of the development and delivery of the programme and this is already paying dividends with some staff demonstrating the qualities needed to be part of a high performing Council going forward.
- 6.2. Delivering organisational change at scale and pace however requires adequate resourcing, project management capacity, and expert support. It is also recognised that the Council lacks both the capacity and capability to deliver the programme successfully in isolation and will continue to need an investment in both expert support and external challenge to design and deliver the changes identified through the programme.

The estimated investment required to deliver Phase 1 (mobilisation and design for the 6 months from February to July) was approved at the Strategy and Resources Committee on 1st February, along with a high-level estimate of the funding required for Phase 2 (delivery).

The funding for Phase 1 has proved to be broadly accurate and will allow the completion of the Service Reviews by the end of July within the approved budget.

Type	Core / Var	Total	Phase 1 (6 mths)	Est Cost	Phase 2 (12 mths)	Est Cost
Prog Mgt	Core	18 mths	Buy in for up to 6 mths (SCC / External – c 0.5 FTE)	£30-£40k	Recruit during Phase 1 to oversee Delivery. Cost included in base budget.	Incl
PMO	Core	18 mths	Buy in for up to 6 mths (SCC / External – c 0.5 FTE)	£25-£35k	Continue to buy in OR recruit during Phase 1. Additional cost.	£50-£70k
Project Administration	Core	18 mths	Provided in house. Estimate 1 x FTE additional		Provided in house. Estimate 1 x FTE additional	
Business Analyst	Core	6 mths	Buy in (External)	£25-£30k	Decision whether ongoing requirement during Delivery	tbd
HR advisory	Core	18 mths	HR advisory tbd	£25k	HR advisory and Change Management	£50k
Change Management	Var	12 mths			Change Management through Delivery	£50k
Project Manager(s)	Var	12-18 mths	Review internal capacity and capability. Identify during service reviews. Estimate 1 x FTE for 3 mths (from Apr 22)	£15-£20k	Review internal capacity and capability. Identify during service reviews. Estimate 1 x FTE minimum	£60-£80k
Subject Matter Experts (SME)	Var	12-18 mths	Strategic advisory & expertise on TOM / Service Reviews. Buy in (External)	£40-£50k	Potential to support during Delivery, dependent on Service Reviews	tbd
Total			Indicative range	£160k - £200k	Indicative range	£210k - £250k

- 6.3. Phase 2 will see the programme move into detailed planning for and subsequent delivery of the identified savings. The overall business case for this will be submitted to the Strategy and Resources Committee on 30th September. There is however a requirement to commence some initial work on Phase 2 in August and September, during which time it is important to maintain momentum and develop detailed delivery plans. This will also be a key period for progressing delivery of the Tranche 3 savings identified for delivery in 2022/23, ready for the earliest possible implementation.
- 6.4. A budget approval of £50k to bridge fund the Programme as Phase 2 commences over this 2-month period is therefore requested, pending the submission of the full Phase 2 business case in September. It should be noted that provision has already been made within the budget strategy to fund this investment from Government flexibility to use capital receipts for transformation purposes. The flexibility to use capital receipts for transformation has been extended for all local authorities for 2022/23 and is independent of the Council's application to DLUHC to use receipts to support the reserves position.
- 6.5. Redundancy costs associated with the Management Restructure and the wider programme may also need to be funded from capital receipts and from an indicative amount set aside in the 2021/22 outturn position. These vary significantly according to an individual's salary, length of service and age and so cannot be quantified in advance. However, expectations for this phase are for costs not to exceed £200,000. Redundancies are approved on a case-by-case basis including an analysis of the cost to the Council and comparison to the associated savings.

7. FTP - Themes emerging

- 7.1. As set out in Section 5 above, KLOEs have been identified for each service area as part of the Service Review process. A summary of these is included as Appendix B. These will form the basis for development of the service business cases themselves.

A number of more general observations, and themes have emerged which, taken together, have implications for and will inform the future development of the future operating model for the Council and the way that services are delivered going forward.

General Observations

- Support service capacity is stretched undertaking day to day transactional and procedural activities and struggles to provide 'added value' support to front line services.
- Support systems and procedures need to be simpler, less onerous, automated and less bureaucratic to reduce the amount of transactional effort involved. This is likely to require investment in some areas.
- Too much time is spent by support services 'shadowing' the organisation, undertaking tasks and filling in gaps which should be the responsibility of front-line services. This is due to a combination of a lack of trust, the lack of core skills and capabilities of operational managers, and a lack of focus by the Council on equipping those managers to be more self-sufficient.

- There is an urgent need to reset and redefine the relationship between front line and support services. This should be focused on establishing a clear specification / agreed set of expectations and responsibilities for each area.
- This should include the development of a Business Partnering approach for each of the support functions with clarity around the responsibilities of managers and support functions. This could be developed along the lines of the Finance Business Partnering Agreement which can act as a template for other functions.
- There is a need for support services to understand front line service requirements in a more structured way so that plans directly address these in a planned way, with a reduction in day-to-day fire-fighting.
- There is a need to provide clarity around the role of support functions within the overall operating model – e.g., Asset Management has developed in an ad hoc way over time and lacks a clear remit within the Council; introducing a Corporate Landlord approach will vest accountability for delivering value from council assets in that function.
- Support services should be refocused on core 'added value' and strategic functions. This direction will be accelerated as the Council moves towards a Commissioning model.
- There is a need to equip and require managers to be more accountability, self-sufficient, better equipped and confident to undertake functions currently undertaken by support services.
- This will require a programme of training and management development covering areas such as risk management, health and safety management and general management capability and making TDC a more attractive place to work and develop a career.
- This needs to be allied to building a stronger middle management layer in the organisation with fewer, more capable, managers.
- In the short term there is a risk that removing support from some enabling services may make things worse.
- There is a general lack of understanding of income, cost, activity/specification and resident/service user perspectives in some areas. This is due in part to the organisational complexity introduced by the 'Customer First' model.
- There is a need to strengthen client and contract management capability to drive value from existing and new contracts and shared service arrangements.
- The new operating model needs to address the lack of inherent economy of scale and cost base opportunities through access to organisations with breadth and scale where possible - market assessment to consider each individually or some as a bundle to the market.

These themes will be developed further over the coming weeks as part of the development of a new Operating Model.

8. FTP - Direction of Travel – a 'Commissioning Council'

A direction of travel is emerging for the Council to become a 'Commissioning Council'. The implications of this for the future operating model for the Council will be developed further and presented as part of the business case in September. Some general principles and issues raised by this are however set out below and included in Appendix C.

What is Commissioning?

- 8.1. Commissioning is an established approach within and across the public sector. Essentially it is a structured process to assess needs (at a strategic, operational and/or individual level), establishing the resources available to meet those needs (both those available to the Council and more widely through other partners) and to put in place the right delivery mechanisms to meet those needs. Once delivery is underway, a typical cycle will involve evaluating and reviewing performance and taking corrective actions.

Implications for TDC

- 8.2. For this Council, this means being clear on the needs and requirements of its residents and service users, evaluating carefully what the contribution of the Council should be (alongside with that of other partners), re-thinking the services it ought to provide, and taking a consistent approach to consideration of how best to deliver those services.

Whilst it does not mean outsourcing everything, it does mean a much more objective and structured way of considering the most appropriate way for services to be delivered. In the current context it is likely to lead to more services being provided by third parties coupled with a stronger focus on what the Council can afford.

- 8.3. The commissioning model can also be extended to the way in which internal support services are provided, to ensure that they support front line delivery & provide value for money. Over time, as more services are delivered by third parties, this will result in a reduced operational and transactional role for support services and a greater focus on strategic and 'value adding' elements.
- 8.4. It is important to note that the Council is already a commissioner of services at an operational level (e.g. Waste Services, Leisure and Grounds Services). It is also a service provider, including for services which have been commissioned by other partners (e.g. the Wellbeing Service commissioned through the Clinical Commissioning Group).

There are also some good examples of effective service delivery and achievement, for example waste recycling rates are amongst the best in the country, and the Southern Building Control Partnership is an effective shared service delivery model across 3 Councils.

It is also evident from the work done already in the Service Reviews that there are clear opportunities in some areas to commission services differently and more effectively. An example of this is Operational Services, where services are currently delivered through a variety of tactical third-party contracts, ad-hoc arrangements and in-house provision which, taken together, do not appear to represent best value for the Council or service users.

Overall arrangements have developed in a largely tactical, ad-hoc way over time without any overall guiding strategy, model or structured set of processes and standards to guide this, resulting in gaps and weaknesses in a number of areas.

8.5. Examples of these areas include:

- the availability of knowledge and evidence to inform priorities and the way that services are provided
- clarity in priority outcomes and/or services
- evaluation of performance and the effectiveness of its impact
- the lack of development of the core capabilities, skills, structure, mechanisms and disciplines necessary to be an effective commissioner of services.

Going forward, becoming a Commissioning Council will require the council to develop its skills, mechanisms and capabilities in areas such as:

- stronger focus on building evidence & knowledge
- skills in specifying outcomes and/or services required
- developing influential partnerships and relationships with other partners and service providers to deliver outcomes
- performance and Contract Management

The Particular challenges in developing internal capability due to the small size of the Council will need to be considered and a key part of the FTP programme will be to put a plan in place that sets out the steps required to support the move to a commissioned council. This begins with the senior leadership team and providing them with the skills and behaviours expected when operating in a Commissioning council environment.

Learning from elsewhere

It is important to note that there are many examples of Councils adopting a Commissioning approach and plenty of good material, tools and approaches to support both the development of a Commissioning model and skills and capabilities.

Whilst this is more typical of upper tier or unitary councils (eg LBs Sutton, Kingston, Croydon), there are also examples of comparable District Councils who have followed this model. An example is Basingstoke and Deane BC which shares a number of services with Hart DC, including legal services, a joint waste contract that also includes commercial provider Veolia and a shared grounds maintenance and street cleansing service. They also work with a number of successful charitable trusts to enhance the services provided to residents.

9. HR / Staffing implications and redundancy process

- 9.1. HR implications arising from the proposals in this report will be considered in line with the existing Management of Organisational Change policy which sets out the procedure following:
- 9.2. Permanent change in staffing levels or responsibilities, including those which arise from:
 - 1) a reduction in the budget
 - 2) a restructuring of roles and responsibilities within the Council
 - 3) the actual or anticipated withdrawal of a specific funding allocation or grant
- 9.3. This is with the exception of sections 7 & 8 of the said procedure, which this new policy proposes to replace, with a more robust, comprehensive process. (Appendix D)
- 9.4. The new policy provides a clearer process, updated in line with current HR best practice, employment legislation and constitutional responsibilities. The policy also provides additional guidance to managers and employees around the process of redundancy and redeployment.

10. Comments of the Chief Finance Officer (s151)

Further to the approval of the 2022/23 Budget by Full Council on 10th February (including the approval of Tranche 1 savings) and the Tranche 2 papers to S&R on the 7th April 2022, this report sets out the allocation of Tranche 3 savings to the Strategy & Resources Committee.

As stated in this report, it is imperative that the budget is delivered for 2022/23. Budget Accountability Statements will be produced for Heads of Service and signed in acknowledgement of the Tranche 3 budget for 2022/23, once approved (subject to adjustments to reflect the Management Restructure). Training will be provided to all budget holders over the coming months to ensure they are familiar with and can undertake their roles as accountable budget managers and live within their budget envelope.

Implementation of the service changes needed to achieve the £1.1m savings target for 2022/23 will be overseen by the Benefits Board, an officer group set up specifically to ensure that savings are delivered. Progress towards achieving savings will be reported quarterly to Committee.

11. Comments of the Head of Legal Services

There are no direct legal implications contained in the report. However, there may be indirect implications which will need to be assessed as implementation of the FTP progresses. Members will need to consider the next steps in relation to how the Council deals with the change and transformation agendas in moving forward.

Members will note that the Council's Medium Term Financial Strategy (MTFS) indicates that the financial picture remains challenging and the focus of ongoing change will be on where the Council's finite resources need to be directed in order to deliver the best outcomes for its residents.

Members therefore need to ensure that there is capacity within the Council in the right places. This requires Officers to be agile, appropriately structured, have robust leadership and a culture that is committed to delivering public services for its residents.

12. Equality

The Council has specific responsibilities under the Equality Act 2010 and Public Sector Equality Duty. Part of this is to ensure that the potential effects of decisions on those protected by the equalities legislation are considered prior to any decision being made.

Section 149 of the Equality Act 2010, provides that a public authority must, in the exercise of its functions, have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the EA;
- advance equality of opportunity between persons who share a relevant protected characteristic (as defined by the EA) and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/fait, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

Members should have due regard to the public-sector equality duty when making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome.

The Officers have reviewed their budget changes against the initial equalities screening tool. This has highlighted and concluded that all of savings within the 2022/23 budget will not have any direct effect on residents or service delivery (such as removal of vacant posts, renegotiation of contracts and Reserve adjustments).

The outcome of this is that the budgetary changes have no negative or positive impact on protected characteristics and residents. However, the Council will continually monitor the effect of the Budget-setting process and decision-making by using equality impact assessments.

13. Climate Change implications

There are no direct impacts on environmental aspects in this budget report. Climate change implications will be assessed as part of any changes to Service provision through a business case process.

Appendices

Appendix A – Summary of 2022/23 Saving delivery plans

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- Strategy & Resources Committee 1st February 2022 – [2022/23 final budget and 2023/24 MTFS](#)
- Strategy & Resources Committee 1st February 2022 – [Future Tandridge Programme](#)
- Strategy & Resources Committee 7th April 2022 - 2022/23 [Budget – Tranche 2 Pressure and Savings Distribution](#)

Appendix A – Summary of 2022/23 Saving delivery plans

Service	Asset Management & FM		
Lead Officer	Alison Boote		
Summary of Saving proposal	A reduction of £33k is proposed from a staffing move to the Community Surveyors team, being funded from HRA. The additional £17k saving is being made as part of redistributing work from a vacant post.		
Budgeted Saving	Source of Saving	2022/23 (£000)	2023/24 (£000)
	<i>Reduction in staff costs – vacancy</i>	50	50
Actions needed to deliver saving	1. The Community grants and lottery work will be moved to Community Partnerships.		
Anticipated impact	The performance role has not been replaced and the main work being done in Projects has been absorbed into the Asset Management re the depot.		
Risks and Mitigation	<p>Scale: That the size of the service is not sufficient to justify investment to fill current gaps in delivery (systems etc.). Mitigate: To undertake demand analysis, and to engage market/partners to ensure all options considered</p> <p>Town Hall tenants: Finding new tenants to take on additional space. Mitigate: Engage market to understand trends, and tenant needs to market space accordingly.</p> <p>Impact of other reviews: Other reviews make recommendations in contradiction to Assets/FM (i.e. Community surveyors). Mitigate: Ensure dependencies mapped and engagement to ensure alignment.</p>		

Service	Comms		
Lead officer	Giuseppina Valenza		
Summary of saving proposal	<p>There are two options being considered to reduce the Communications Team service and realise savings:</p> <ul style="list-style-type: none"> • Option 1: Provide a reduced in-house service. • Option 2: Consider outsourcing the service. • <p>The savings are based on removing two posts – one specialist and one officer.</p>		
Budgeted saving	Source of saving	2022/23 (£000)	2023/24 (£000)
	<i>Reduction in staff costs redundancy</i>	40-47	79-93
Actions needed to deliver saving	<p>Option 1:</p> <ul style="list-style-type: none"> • Identify core/essential communication activities, agree reduced service specification. • Draw up plans to move work back to other teams including support/training. • Reshape the service to deliver essential communications work. • Agree new structure and review staffing. • Interview staff for roles where necessary and/or agree redundancy or redeployment. <p>Option 2:</p> <ul style="list-style-type: none"> • Draw up specification for reduced service. • Test market for outsourcing based on reduced specification. • Approach two councils and two private companies for indicative quote. • Agree staff redundancy, redeployment or TUPE. 		
Anticipated impact	<ul style="list-style-type: none"> • Impacts the Communications Team and the wider services as it is a corporate support service. • Staffing reductions of up to three posts needed to achieve the upper end of the savings, but this would have an impact on the ability to provide the reduced service and the current design and print function. 		
Proposed options	<p>Option 1 - a reduced service in-house</p> <ul style="list-style-type: none"> • The reduced service will include support for a smaller number of specific projects and campaigns, as well as key e-newsletters. There will be fewer targeted newsletters for example, there will no daily recycling and waste newsletter or monthly planning committee newsletter. • The focus will be on service areas making better use of the website and signposting residents and businesses to it. The team currently accommodates most requests for support, but this will need to be tightly managed in the future. • There will also be a reduction in creating and supporting some of the printed materials currently provided, such as the councillors leaflet and official guide and street plan. The 		

	<p>number of corporate leaflets will need to be reduced with more information available on the website.</p> <ul style="list-style-type: none"> • The team will no longer support service areas with writing job adverts or editing and proofing customer letters. HR will manage the corporate LinkedIn account which is used to promote the Council to job seekers and on which current jobs are shared. • The focus will be on sharing primarily Council news on social media channels (Facebook, Nextdoor and Twitter), rather than partner news updates and only into the main accounts, rather than into all Facebook groups of which there are 30 plus. • Monitoring social media and responding to customer enquiries will transfer to the Customer Services Team. There will be reduced support for internal communications, with some work moving to other teams. HR will be responsible for staff surveys. Consultation, including the residents' survey and complaints, will move to the re-established Policy function. • The volume of partnership and other external campaign materials which are currently shared and promoted will reduce considerably. • There will be no option to offer a design and print service to external customers. There will also be no printed committee reports, which should generate a saving. • A reduced service will not be able to respond as easily to ad hoc requests, whether from officers or councillors. There will be less capacity to respond to any crisis. <p>Option 2 - an outsourced service</p> <ul style="list-style-type: none"> • This will be similar to the reduced in-house service, with a few exceptions, such as leading on crisis communications, internal communications and contract management of the website and photocopiers/printing equipment. • The budget to spend on an outsourced service is up to £109,000, which is 50% of the current team staff costs. There would need to be an internal point of contact and resource for any outsourced contract and the cost of this officer's time would need to be taken from the budget available to ensure the 50% target is met. <p>A full specification of the current service, along with each option is available on request.</p>
<p>Risks and mitigation</p>	<ul style="list-style-type: none"> • Key risks: • Loss of control and rigour over communications can impact reputation, quality, branding and present a political risk. An inconsistent approach to communications is a political risk. • A reduction in quality, output of messages and less dialogue could lead to residents feeling less informed, which could lead to an increase in more contact from customers, impacting Customer Services, complaints and reputation.

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| | <ul style="list-style-type: none"> • Website content quality could reduce and accessibility could be an issue. If accessibility legislation is not met the Council can be fined by the government. • Less resilience in service and no capacity to manage work outside agreed plans. • Risk around election communications if not carefully managed. There are strict guidelines that must be followed. • 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 in their work. All of this can impact service delivery, culture and retention of officers. • There will be no additional capacity for unplanned work or last minute requests from officers or councillors. With a much smaller team there will be little resilience if people take leave or are off sick. • With an outsourced service, the Council will have to pay extra for any work outside the agreed contract. • New intranet is not developed due to capacity issues in the reduced team.
 • Mitigation includes: • New Strategic Plan will have clear objectives and the annual communication plan will align with those. Work which falls outside these objectives will need to be agreed. • Tone of voice document sets out standards for communications. • Training can be provided to managers and teams to help improve written communication skills. • Templates for letters and job adverts can be provided as examples for teams to follow. • Good communication across service areas to reduce risk of mixed messaging to stakeholders. • If the service is outsourced, ensure there is a clear sign off process for communications to maintain quality and accuracy of content, as well as to avoid any political risk. • Extended Management Team will take responsibility for their service areas ensuring the correct content is on the website and kept up to date. • Documents will need to continue to be made accessible before being added to the website. Document templates could be introduced to make documents accessible at source and ensure consistency and improve quality. There would be a software cost for this. • Ensure elections communications are one of the campaigns managed by the reduced service or the outsourced service. • Develop a new intranet to provide a key platform for staff communications and engagement. • Staff will be reminded of the need to plan ahead and the service timelines for work will be shared with them. Staff |
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	<p>will also be made aware when the team is not at full capacity.</p> <ul style="list-style-type: none">• The organisation will need to adapt its culture and approach to plan ahead to avoid last minute or additional requests, otherwise the service will not be able to meet the demand.
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Service	Customer Services		
Lead Officer	Mel Thompson (Julie Porter handing over)		
Summary of Saving proposal	<p><u>Immediate savings</u></p> <p>1. Reduce staffing in Customer Services Team Reduce staffing by 1x Customer Services Trainee by not replacing vacancy Reduce full time CS advisor to part time hours</p> <p>2. Reduce postage costs Cancel the DX service subscription which will save £3k per annum</p>		
Budgeted Saving	Source of Saving	2022/23 (£000)	2023/24 (£000)
	<i>Reduction in staff costs</i>	26	51
Actions needed to deliver saving	<ol style="list-style-type: none"> 1. Address post overspend of £5k 2. Reduce current staffing by June 22 will achieve approx. £30k savings 3. Cancel DX subscription will reduce annual postage costs - £3k 		
Anticipated impact	<p>There may need to be a reduction in the support given to other business areas with administration and the reduction in staff may impact the call response times.</p> <p>During the immediate savings period, there may be a reduction in the staff available on the front reception desk so customers may not be seen on arrival of the Council offices.</p> <p>During the short term, limited training and development can take place as staff will not be able to be off the phones and reduced staffing means there is no contingency for sickness and holidays.</p>		
Risks and Mitigation	<p>A new telephony system may take longer to implement which will impact short term savings.</p> <p>Mitigation: this project will need to be managed to ensure the changes are planned and implemented in a timely manner</p> <p>Loss of experienced staff will impact efficiencies of the call handling - staff turnover has increased since the announcement of the transformation programme.</p> <p>With fewer staff there is no Contingency for an increase in sickness levels or an increase in call volumes due to an unforeseen event.</p> <p>There are interdependencies on Planning Service and there may be a lack of interest to change internal procedures</p>		

Service	Digital IT		
Lead Officer	Mel Thompson		
Summary of Saving proposal	<p>Agree different operating model approach to split the development part of the team from the maintenance of the business as usual. Understanding current BAU demands and the right sized team to maintain the current IT estate. Saving achieved by moving the costing of any roles relating to development into the capital budget.</p> <p>Detail and review key developmental projects and map resources to confirm the scale of the capitalisation of salaries.</p> <p>Longer term – following the wider service reviews and the identified future state of IT, restructure the IT team to support BAU and development split. Future projects to be resourced through business case approval.</p>		
Budgeted Saving	Source of Saving	2022/23 (£000)	2023/24 (£000)
	<i>New operating model with team split into BAU and development provides saving by moving non-BAU resource cost out of revenue.</i>	113	148
Actions needed to deliver saving	1. An exercise to review the plan for next year to review the key developmental projects and map the IT specialists has been completed.		
Anticipated impact	Change way of working to reflect the structure of team when planning core vs project activities		
Risks and Mitigation	<p>There is a need to create and maintain a single consolidated development plan for the council.</p> <p>Categorisation of change projects into the development plan and the associated resourcing to deliver the council’s changes is key.</p> <p>Charging additional costs to Capital will have a knock-on effect on capital funding costs, over a longer period and subject to alternate funding mechanisms.</p>		

Service	Finance		
Lead Officer	Mark Hak-Sanders		
Summary of Saving proposal	<p>Financial Services is outside of the scope of the Service Reviews, having been reviewed through the Tandridge Finance Transformation (TFT) Plan, the closing report for which is on the A&S agenda for 5th July.</p> <p>The TFT determined that £70k additional investment in Finance was necessary in order to deliver a fit-for purpose function. There is work still to do and opportunities to rationalise processes and make better use of systems. The service will continue to pursue an improvement agenda and look to deliver savings over the medium-term. The 2022/23 saving is achievable through the full-year effect of changes resulting from the new Finance structure.</p>		
Budgeted Saving	Source of Saving	2022/23 (£000)	2023/24 (£000)
	Reduction in staff costs	16	16
Actions needed to deliver saving	<ol style="list-style-type: none"> 1.The immediate saving is delivered through the full-year effect of changes resulting from the new Finance structure. 2. Implementation of the Finance Business Partnering Agreement 		
Anticipated impact	Heads of Service accountability for budget management, in partnership with Finance, as set out in the Internal Business and Finance agreement.		
Risks and Mitigation	No immediate risks from 2022/23 saving		

Service	Human Resources		
Lead Officer	Aretha Pitkin		
Summary of Saving proposal	<p>The current HR Service provides a very traditional function. In order to provide an up to date, efficient function and meet the objectives set out in the Future Tandridge Programme, the current HR Function model needs to change.</p> <p>Medium-term reshape of specialist change support for FTP to build the new model.</p> <p>To achieve immediate savings, the HR Head of Service role has been removed and will not be replaced.</p>		
Budgeted Saving	Source of Saving	2022/23 (£000)	2023/24 (£000)

	<i>Reduction in staff costs – vacancy</i>	25	50
Actions needed to deliver saving	Short term/Immediate Savings: 1. HR Head of Service role saving - £50,000 full year.		
Anticipated impact	Continuation of informed benchmarking, already commenced, to ensure not out of step with neighbouring LAs Implementation of short-term financial saving measures Further analysis of HR budget and exploration of cost saving measures		
Risks and Mitigation	Proposed changes may lead to a reduction in internal knowledge; this would be mitigated by ensuring robust policies and procedures are well in place. Competence in HR activities to be embedded in Head of Service and Managers behaviours. Staff engagement required to manage the impact on staff		

Service	Legal Services		
Lead Officer	Lidia Harrison		
Summary of Saving proposal	<p>Currently the volume of demands on the Legal Services team from other parts of the Council are unpredictable and high. During the last couple of years the legal team has had a large increase in calls upon its expertise on a range of Council services and this shows no sign of abating.</p> <p>An exercise is required to look at how the service can deliver the business-as-usual elements of their service with less direct lawyer intervention, so as to enable lawyers to focus on value added elements including providing services to other councils.</p> <p>The proposal is to continue with the structure that is in place. An analysis exercise will be conducted so that the necessary level of detail covers the work the team do and, within each service area, the tasks that are performed, and to look at different ways to re-engineer processes and if necessary, implement change.</p> <p>.</p>		
Budgeted Saving	Source of Saving	2022/23 (£000)	2023/24 (£000)
	<i>To be determined through ongoing review</i>	24	48
Actions needed to	1.Initially to manage demand from internal client services and to improve processes. Some tasks currently delivered by Legal		

deliver saving	<p>Services will be reassigned to other departments (especially if they don't have a legal component).</p> <p>2.Secondly, to establish the level of resources necessary to meet the current demands for Legal Services at Tandridge.</p> <p>3.Thirdly, undertake a review of resources necessary to meet a level of demand and identify those actions that are necessary to deliver the service.</p> <p>4.Fourthly, there is a need to quantify the demand from other Councils and using a realistic recharge rate, understand if this is likely to be a commercially viable option.</p>
Anticipated impact	The pressure on Legal Services team to serve service areas, reduce cost and enhance quality and speed may mean that other service areas may need to act and transact without requiring the constant presence or intervention of in-house lawyers, while at the same time operating within parameters that are set by the legal function and not put the Council at risk.
Risks and Mitigation	<p>The Council has recently acquired a bundling software package for litigation matters and has also obtained e-sealing. This will reduce officer time in conducting some administrative tasks.</p> <p>There is a risk that the changes outlined will take time to deliver, in common with other areas. This will be mitigated by overall management of savings through the FTP Benefits Board and an understanding that compensating actions may be required to manage in-year variances from across the programme as a whole.</p>

Service	Revs & Bens		
Lead Officer	James Devonshire		
Summary of Saving proposal	There is a potential salary saving through review of the current structure. Other options under consideration include sharing the service with another Council or provider, and/or generating additional income through enhanced debt recovery.		
Budgeted Saving	Source of Saving	2022/23 (£000)	2023/24 (£000)
	<i>Reduction in staff costs, or additional debt recovery</i>	25	40-50
Actions needed to deliver saving	<p>1. Consultation to be undertaken with teams for any new structure proposals</p> <p>2. Discussions currently ongoing with RBBC at Exec level on whether a shared working arrangement will be cost effective now knowing the proposed cost of investigation by KPMG.</p>		

	3. Proposed recruitment of additional recovery officers on fixed term contracts as detailed within the business case for June 2022 S&R Committee. The intention is for these officers to cover their cost and then contribute to the financial position of the Council.
Anticipated impact	Will impact the frontline Revenues and Benefits service and will likely mean a change of officer reporting lines and additional responsibilities for other staff.
Risks and Mitigation	<p>Closer management required to ensure we maintain processes in a timely manner</p> <p>Planning required to reduce risk of further hardship to customers due to delay in processing times</p> <p>Planning required to prevent reputational damage if customers need to wait longer for benefits to be assessed</p> <p>Mitigations include better management information from the NEC system, added automation for speed of processing and recent use of NEC processing service to clear backlogs</p>

Appendix B - FTP Service Reviews - Key lines of enquiry

Service	Comms	
Lead Officer	Giuseppina Valenza	
KLOEs under consideration in service review	Update / next steps	
<ol style="list-style-type: none"> 1. Review current activity/specification against corporate priorities/scope and what services should the Council be undertaking or ceasing or providing in a different way 2. Source external suppliers to discuss innovation in service provision and what could be achieved against a specification and at what cost 3. Run internal survey with stakeholders 4. Discuss moving back areas of work to managers and administration back to other teams 5. Review future arrangements for services contracted out including web design and printing. 	<ul style="list-style-type: none"> • Current activity analysed and categorised into need to continue corporately or transferred to managers or ceased and a risk impact • Informal market discussions with neighbouring councils and two private sector organisations to understand what is possible for service delivery and meeting the revised priorities. Expecting outlined proposals during June and business case options by end of June • Surveys have been sent out to internal stakeholders. 	

Service	Cross Cutting Digital and IT	
Lead Officer	Mel Thompson	
KLOEs under consideration in service review	Update / next steps	
<ol style="list-style-type: none"> 1. Define the optimum Target Operating Model to deliver the agreed core service delivery activities for IT Services 2. Creation of Programme plan to identify future projects 3. Longer term – following the wider service reviews and the identified future state of IT, map and develop a restructure of the IT team 4. Review the use of Salesforce across the organisation and identify other back office systems that could potentially move onto the platform – in partnership with the digital cross cutting workstream 5. Review current service providers currently engaged with to deliver IT/digital solutions and how they are run / managed. 6. Gather data and analyse the cost implications of cloud first approach vs staying on premise 	<ul style="list-style-type: none"> • Workshops with Salesforce are underway to review customer journeys. Self-service is a key area that is being considered across the council with a focus on available functionality and customer journeys. The Chatbot pilot underway will inform potential usage in other areas. • Reviewing potential usage of telephony in Salesforce • Looking to rationalise the IT estate by moving new functionality into Salesforce • Four use cases have been specified for further investigation with Salesforce: • End to end Management of Waste process being reviewed, including digital customer contact which can be applied to other areas. • Housing – Orchard currently used but explore Salesforce further • Planning – review existing functionality from customer journey perspective and how this could be improved for residents • Review database/other products to understand how these could be rationalised and delivered more efficiently Dependency on the overall model in order to understand the IT service requirements • Programme planning in progress to understand outcomes and how these will be delivered • Workshops underway with Salesforce to look at the art of the possible. • Gain an understanding where self service could be provided and the potential efficiencies and savings this could bring. 	

Service	Cross cutting 3 rd party spend and Procurement	
Lead Officer	Mark Hak-Sanders / John McGeown	
KLOEs under consideration in service review	Update / next steps	
<ol style="list-style-type: none"> 1. The Procurement function has focused primarily on the procurement of contracts, analysis of procurement activity and reporting to the Procurement Board. The wider critical aspects of a target operating model being Commissioning and Contract management have not been a focus to date due to capacity and training and development. 2. In the short term, there is an urgent need to add capacity and skills to the Procurement function which has 2 fte of which 1fte is filled as a Procurement Specialist and one post is vacant. A strategic commissioning resource will be recruited to fill the vacancy given the anticipated procurement activity coming out of the service reviews. 3. In the longer term from 2023/24, the Council will move to a Commissioning target operating model given the likely increased externalisation of services. 4. Provision of training for all managers. 5. Recruitment to a Strategic Commissioning team both in the short term and in 2023/24 as the Council transitions to a permanent solution. 6. The exact nature of the training and recruitment is dependent on the TOM Development Group recommendation for a short term solution and then the transition and full implementation of the target operating model for Commissioning, Procurement and Contract management for approval by Committee. This is expected to be in September 2022. 	<ul style="list-style-type: none"> • The development of a target operating model for Commissioning, Procurement and Contract management • Provision of training for all managers. • Recruitment to a Strategic Commissioning team both in the short term and in 2023/24 as the Council transitions to a permanent solution. • The exact nature of the training and recruitment is dependent on the TOM Development Group recommendation for a short term solution and then the transition and full implementation of the target operating model for Commissioning, Procurement and Contract management for approval by Committee. This is expected to be in September 2022. • Analysis underway to review contract and non-pay spend to identify inefficiencies or duplication and feeding data into each service review. 	

Service	Customer Services	
Lead Officer	Mel Thompson / Julie Porter (handing over)	
KLOEs under consideration in service review	Update / next steps	
<ol style="list-style-type: none"> 1. Reduce demand number of calls received and increased on-line automation through use of digital such as chatbots and website 2. <u>Pursue Internal Efficiencies</u> 3. Continue Pilot of Chatbot for Rev's and Bens which has just started. 4. Review incoming demand and integration with key services including Waste, Revs and Bens, Housing and Planning 5. <u>Develop plan for Channel shift / self service</u> 6. Reduce repeat callers (20% of all call backs are planning enquires, 27% are Housing needs) 7. Reduce face to face visitors (Housing needs, Council Tax, key returns, certificate of life and Benefit queries are the highest reason residents come to the office) 8. Assess digital platform in terms of optimise Salesforce or an alternative and whether delivered in-house or with a digital partner 9. Outsourcing scanning/indexing and hybrid mail 10. Agree solution to telephony as part of wider digital solutions and whether delivered in-house or with a digital partner. 	<ul style="list-style-type: none"> • <u>Review of admin functions</u> • Meetings underway with Digital Mailroom companies to understand reduction of postage costs. • Mapping workflow process for scanning and indexing of correspondence and planning redaction and how this should be carried out in the future • <u>Chatbot</u> - Review the success of this trial and looking at how other organisations deliver this functionality as well as talking to Salesforce • <u>Digital</u> Currently exploring ideas with another organisation as they are an innovator on customer services Digital – working with them to understand where they can identify potential efficiencies. Working closely to understand and document options for delivery. • <u>Telephony</u> • Waverley council model is being reviewed and meetings have taken place to understand more and collate data for bespoke model pricing. • Alternatively, investigating whether Salesforce voice and Einstein can deliver a seamless telephony experience that integrates to core enterprise solutions. 	

Service	Human Resources	
Lead Officer	Aretha Pitkin	
KLOEs under consideration in service review	Update / next steps	
<ol style="list-style-type: none"> 1. Review of areas of automation, with view to HR Self Service implementation, instilling efficiency and empowering workforce, this includes central HR helpdesk. 2. Senior HR professionals to deal with only high-level processes 3. Consider how to introduce a more streamlined recruitment process 4. Smaller, more strategically focused HR function with a focus on Organisational Development and upskilling the workforce and managers 	<ul style="list-style-type: none"> • Process mapping workshops in progress to understand pain points and areas where efficiencies can be made. • Review findings and look at new recruitment process • Review of the future HR operating model is in progress 	

Service	Legal	
Lead Officer	Lidia Harrison	
KLOEs under consideration in service review	Update / next steps	
<ol style="list-style-type: none"> 1. Review volume of work, generated primarily by Planning and Housing and look to address the root cause of this demand and lower the amount of work through improved service performance. 2. Find other ways for certain types of legal work to be undertaken. This could involve, for example, negotiating with a service area for them to absorb certain low-level work, perhaps aided by more training or templates. 3. Review business planning and budgeting for projects. Is legal budgeted in such instances at the right level/ amount? 4. Review workflow and process improvements that can support efficiency. 	<ul style="list-style-type: none"> • Next three months (June to August): • Run and assess reports from the legal case management system to see volumes and trends of work and type. Are there opportunities to reduce demand from services, services to deliver lower level legal activities themselves and any peaks and troughs? Engage services in demand analysis and mitigation opportunities. • To review and identify process and workflow improvements including what areas can be automated, introduce self-service where possible and that legal judgement is given wherever it is genuinely needed. • Assessment of current and future growth potential of income generation and potential income and cost including resource impact. 	

<p>5. Assess commercial income generation opportunities and/or pursue shared service initiatives.</p>	<ul style="list-style-type: none">• High level assessment of viability of shared services model.• Following three months (Oct -Dec):• Establish what work streams require legal input on their specific projects. Has a legal budget been included?• Progress if deemed viable, a shared service arrangement.
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Cycle 2

Service	Asset Management and FM	
Lead Officer	Alison Boote	
KLOEs under consideration in service review	Update / next steps	
<ol style="list-style-type: none"> 1. The adoption of an integrated Property service (Corporate Landlord) should be considered. This could include a service restructure, including determining the appropriate level of resource, clarifying roles and responsibilities, and establishing service level agreements. Delivery models for this approach to be considered to ensure sufficient scale is achieved. 2. Aligned to the above, the centralisation of asset-related budgets could be considered. 3. Review how the wider property model supports building related compliance, and determine how this could be improved if necessary 4. Baseline all FM/Property related spend/budgets across all assets (inc. cleaning, repairs etc.) and benchmark performance 	<ul style="list-style-type: none"> • Review of the c140 properties and splitting them to identify the assets held for social economic or regeneration from investment income reasons • Review further which can be sold or redeveloped for housing – or land, especially woodland exploited for biodiversity net gain opportunities • Review all projects and determine best home for the activity – practical projects for example for parks • Review current service charge allocations and confirm that these are being recovered in full and in line with guidance • Review rent reviews, and identify priority areas to focus on • Review current debt levels, and determine what is a priority area, what may need to be written off etc. • Review current space in the Town Hall occupied by TDC, including consideration for desk/staff ratios and benchmark • Determine future space requirements for TDC, and consider impact on space which would be rented out • Develop a project plan which will consider the future of the Town Hall 	

Service	Community Partnerships	
Lead Officer	Julie Porter	
KLOEs under consideration in service review	Update / next steps	
<ol style="list-style-type: none"> 1. Alternative funding sources for the IRIS Programme – working with health and SCC partners 2. Partnership work with R&BBC to support a community intervention through the non-recurrent funding allocated in 22/23 3. Anti-social behaviour – Enforcement, Problem Solving, evidence gathering, prevention and awareness and victim support and guidance needs to be mapped across the authority and a new process agreed 4. Additional work streams - Lottery administration, grant funds, Community transport and Leisure development is due to fall into the remit of the team, no current resources are identified to carry out this work 5. Undertaking a review of the costs of grant funded projects 6. Wellbeing Prescription - Assess the financial impact of the service on the Council 	<ul style="list-style-type: none"> • Planning in progress to follow up on the key lines of enquiry to understand where there are efficiencies across the partnerships • Preparations underway for reviewing of the Wellbeing Prescription contract 	

Service	Democratic Services	
Lead Officer	Lidia Harrison (Mel Thompson handing over)	
KLOEs under consideration in service review	Update / next steps	
<ol style="list-style-type: none"> 1. Reduction in Members allowances (10 to 25%) 2. Fewer committees per cycle 3. Review number of functional committees 4. Simplified operational governance for committees eg; shorter committee reports; devise route for reports to note 5. Paperless agendas and minutes 6. Dem services move to Legal, will add resilience due to the number of legal case officers 7. Additional focus for future savings <ul style="list-style-type: none"> • Boundary commission review will likely lead to less Councillors from 2024 onwards • Consultation on all out elections could result in significant savings from 2025 onwards 	<ul style="list-style-type: none"> • Plan developed for replacement of key member of staff and going out to recruitment shortly • Planning in progress to follow up on the key lines of enquiry to understand where there are efficiencies and potential savings. 	

Service	Operations & Locality including Waste	
Lead Officer	Simon Mander	
KLOEs under consideration in service review	Update / next steps	
<ol style="list-style-type: none"> 1. Determining the best future location in the Council for Housing related services currently delivered by Locality and Operational Services. 2. Based on the benchmarking of performance and analysis of the Value for Money of the current service delivery arrangements, consider the future delivery arrangements, direct (in-house) or through contractual arrangements. 3. Following deciding the future delivery arrangements determining the packaging for any services to be 	<ul style="list-style-type: none"> • <u>Grounds Maintenance/Street Cleansing</u> To baseline current service delivery, including current features and assets which are being maintained, the frequency to which maintenance tasks are delivered, and the quality to which they are performed. • Benchmarking then undertaken to identify current value for money. • To baseline current financial position to understand full cost of delivery, including impact of recharges and works performed for other areas e.g. Housing. • <u>Waste</u> 	

<p>delivered through contractual arrangements, taking account of market conditions.</p> <p>4. Following on from 1, 2, and 3 above, develop a new target operating model for the integrated Locality and Operational Services.</p> <p>5 Develop an implantation plan for the new target operating model.</p>	<ul style="list-style-type: none"> • Review to the current approach to fly-tipping to re-focus services on clearance to reduce resource demands of investigation • Review continuation of Bring Bank services and how may impact upon wider Waste Service. • Review contractual arrangements for Clinical and Hazardous Waste to identify opportunities for streamlining through consolidating arrangements. • Review contractual arrangements for Clinical and Hazardous Waste to identify opportunities for streamlining through consolidating arrangements. • <u>Enforcement</u> • Review Environmental Awareness and Enforcement function with consideration given to the requirement for a new policy for enforcement that targets resources more precisely to priorities. • Localities • To consider the operational and financial benefits of tasks currently delivered through the Localities team and whether they deliver value for money through the current approach and engage services (Housing) to assess impact of the above. • <u>Vehicle Maintenance</u> • To review costs to baseline spend, and cross-charging to ensure fair allocation and full recovery. • Undertake soft market testing to confirm market appetite and likley costs of external delivery • <u>Parking</u> • Review of the current delivery arrangements for enforcement to reduce costs and/or increase PCN income will be undertaken. This may lead to recommendations to alter the arrangement with Sevenoaks District Council who currently deliver enforcement services. • Benchmark enforcement costs to evidence Value for Money. • Consider impact to arrangement with Seven Oaks and engage partner • Consider strategy, and current sites which may release assets depending on strategic position to generate Capital Receipts. • <u>Playgrounds</u>
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	<ul style="list-style-type: none"> • To benchmark current provision and volume of sites • Review current maintenance specification and confirm offers best value • Develop plan for a play area strategy, which will consider re-configuration of play areas, in alignment with Open Space Strategy • <u>Housing Repairs</u> • Baseline service demand, resource requirements, works type, and financial position, including recharges and income received from other services • Benchmark service to identify value for money delivered • Review processes, and performance, including focus on job allocation and productivity • Review processes, and performance, including focus on job allocation and productivity • Engage partners, and soft market test to consider models
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Service	Regulatory Services	
Lead Officer	Alison Boote	
KLOEs under consideration in service review	Update / next steps	
<ol style="list-style-type: none"> 1. Further standardisation of approach between the 2 councils including policy convergence to create a single model 2. Look at potential Productivity improvements 3. Bring coherence and consistency of make or buy decisions 4. Exploring a Risk based approach to env health inspections 5. Commercial development opportunities 6. Use of digital / online portal 	<ul style="list-style-type: none"> • Discussion with partnership manager has taken place, next steps to be followed up. • Planning in progress to follow up on the key lines of enquiry to understand where there are efficiencies across the service and partnership. 	

Service	Revs & Bens	
Lead Officer	James Devonshire	
KLOEs under consideration in service review	Update / next steps	
<ol style="list-style-type: none"> 1. Work with Finance and Exchequer team to confirm the timely handling of sundry debt being passed to CDU 2. Work with Finance and other service areas, including engagement with staff and customers, to look at most efficient and effective restructure options for deconstructing the Customer First model. 3. Comprehensive review of internal process and procedures to identify more efficient ways of working and to improve customer service – involve staff in reviewing. This will also include realization of increased self serve and automation from new NEC system 4. Benchmarking of performance against other LA's to understand how we are performing in comparison 5. Finalise MoU with RBBC for investigation of fraudulent claims and activity 6. Consult with neighbouring authorities with a view to increasing shared services beyond current arrangements. KPMG currently reviewing shared service options, further investigation for outsourcing required on a like for like basis. 7. Consider offset of salary costs against Government grant if not already in place. 8. Potential for more work and calls to be dealt with by CS at first point of contact. 	<ul style="list-style-type: none"> • Exploration of a shared service • Improved debt-recovery through a self-financed business case on the agenda for S&R 30th June • Structural review to ensure that the benefits of moving to NEC are fully realised in the staffing structure • Commission a review of delivery model options 	

Appendix C – Becoming a Commissioning Council

What is meant by Commissioning?

Commissioning is an established approach within and across the public sector. Essentially it is a structured process to assess needs (at a strategic, operational and/or individual level), establishing the resources available to meet those needs (both those available to the Council and more widely through other partners) and put in place the right delivery mechanisms to meet those needs.

The Commissioning Cycle

A typical commissioning cycle involves a structured process as set out below:



1. Analyse

Build up to date evidence and understanding of the needs and desired outcomes / requirements to gain a clear understanding of what people want and priority areas.

Resources - consider the use of all resources including money, community resources, assets available (including those of partners and other organisations).

Market – understand the market available and the best way to engage with the market to support delivery.

2. Plan

Targeting - target resources at citizens in need and priorities to have maximum effect on outcomes.

Select Delivery mechanisms – select the most appropriate; this can range from internal SLAs, performance management of internal teams through to external

service provision, partnerships, harnessing voluntary and community resources and capacity.

Requirements – establish a clear specification of requirements / outcomes against which delivery can be assessed.

3. Deliver

Identify and procure cost effective service providers and partners to work with.

Build strong relationships with service providers.

Ensure performance and contracts are measured and managed.

4. Review

Gather feedback, identify and deliver improvements to cost and performance and delivery of outcomes.

Commissioning at different levels

Commissioning is an approach that can be applied at different levels. For TDC this is likely to involve commissioning at the first 3 levels set out below:

Regional / sub-regional – working with other public sector partners

Strategic – linked to the development of the Councils Strategic Plan, Medium Term Financial Plan and annual Service Plans

Operational – choosing the most appropriate and cost-effective service provider

Commissioning Level	What is it?
Regional/Sub-regional	<ul style="list-style-type: none"> • Across local authority boundaries through existing regional structures or new partnering arrangements. • One partner can take the lead in the commissioning activity. • It can provide economies of scale and shared costs
Strategic	<ul style="list-style-type: none"> • Overall strategy of commissioned services • Linking outcomes to greater efficiencies • Setting commissioning standards and a commissioning framework • Establishing the commissioning system and processes • Building capacity and market management • Setting resources • Performance Management and governance
Operational	<ul style="list-style-type: none"> • Commissioning at operational level • Ensuring commissioning meets the strategic priorities • Carrying out the commissioning cycle activities • Can be targeted to a group, locality or service/team
Individual	<ul style="list-style-type: none"> • Commissioning of services for the individual or personalised budgets • Call off from larger contract to meet specific need • Carries out commissioning cycle activities to deliver individual outcomes (activities will need to be proportionate to the size of the commissioning)

Appendix D – Redundancy Policy

1 INTRODUCTION

- 1.1 This policy has been written with the specific aim of assisting Managers in dealing with the implications of redundancy and redeployment. This policy will replace sections 7, 8 and 9 of the existing management of organisational change procedure and used mainly in conjunction with that procedure.
- 1.2 Following this policy will enable managers to treat all employees fairly and consistently in relation to redundancy/severance and redeployment, in line with good practice and requirements of the Council's equality and diversity policies.
- 1.3 This policy is in accordance with good practice guidance notes and codes of practice issued by ACAS. The policy is also in line with employment law, including regulations dealing specifically with employment matters.

GENERAL PRINCIPLES

2 SCOPE

- 2.1 This policy applies to all permanent Council employees. The policy does not apply to agency, interim staff or contractors.
- 2.2 For the purpose of this policy, employees are as defined in section 230 of the Employment Rights Act 1996 or any substituting or amending legislation
- 2.2 This policy will be varied for certain senior staff to ensure compliance with local government law and JNC conditions of service for Chief Executives and Chief Officers.
- 2.3 This policy covers:

Approvals required

Consultation and communication process

Selection process

Methods to assist in reducing number of redundancies

Procedure to be followed in the event of a redundancy situation

3 PURPOSE

- 3.1 The purpose of this policy is to ensure there is a structured process for dealing with employment matters and supporting employees during periods of change where the deletion of posts and staff redundancies may be involved.
- 3.2 Employees are required to engage actively in the process of redeployment, with redundancy seen as the last resort.
- 3.3 In cases where services are transferring to another provider, the (TUPE) will apply. Separate advice should be sought from legal and HR in these situations.
- 3.4 When redundancies arise, the Council will consult at an early stage and take appropriate steps to keep the number of redundancies to a minimum, whilst considering the needs of the organisation.

3.5 Managers will seek to ensure the redundancy and redeployment process is conducted with fairness, transparency and confidentiality.

4 PROCEDURE

4.1 VOLUNTARY REDUNDANCY

4.1.2 Application process

The Council will also consider applications from those employees directly affected by proposals to express an interest (EOI) in voluntary redundancy.

In considering such requests the Council will make it clear that:

- It wishes to retain those employees who will best meet the needs of the Council in terms of delivering effective and efficient services to the public
- It reserves the right to decline an EOI and there is no right of appeal. Where a request is refused the reasons for doing so will be given

An EOI form can be found on the Hub under HR Policies. EOIs must be submitted to the line manager responsible for the restructure or proposed change to service. This can be done by email or a printed EOI form provided in person.

The line manager must contact HR and submit all expressions of interest immediately to: hr@tandridge.gov.uk. Alternatively, the line manager can contact their HR Business Partner to request advice regarding voluntary redundancy applications.

If the individual is aged 55 or over and a member of the pension scheme, Human Resources will obtain a financial pension benefit estimate from Pension Service.

HR will liaise with the relevant Head of Service or Director and consider the request in accordance with the criteria set out in section

4.1.3 The decision will be made by the Chief Executive (if appropriate) Section 151 Officer and Senior HR Professional in conjunction with the relevant line manager. HR or the relevant Manager will notify the employee of the decision in writing.
(see appendices 2 and 3)

4.2 AGREEMENT OF VOLUNTARY REDUNDANCY

4.2.1 Voluntary redundancy may be approved if staff come under the following category:

- Employees who are in a post proposed for deletion, or whose post may be deleted in the future, as a result of the reorganisation
- Employees in any post where a reduction in employee numbers in that post is proposed as a result of reorganisation or may be in the future due to restructures and/or financial circumstances.
- When a role has been identified for deletion, employees in posts not proposed for deletion or reduction, may wish to apply and be considered for voluntary redundancy if

voluntary redundancy is agreed this will avoid someone else being made compulsorily redundant. The person at risk will be redeployed into the position.

4.3 VOLUNTARY REDUNDANCY CRITERIA

4.3.1 Each request for voluntary redundancy will be considered individually, based on the interests of the Council. It is paramount consideration is given to maintaining efficient services to the community and residents. The Council is obliged by law to consider ways of avoiding, and reducing, the number of redundancies. Given these legal obligations an EOI will usually be declined if an employee can be:

- a) Assimilated into a role
- b) Placed within a ring fence
- c) Offered reasonable alternative employment

4.3.2 All the above apply unless the Council considers there is a strong business case presented to demonstrate otherwise. For example, the voluntary redundancy will create a vacancy suitable for another redeployee and avoid their redundancy.

4.3.3 Where an employee volunteers to leave the Council on voluntary redundancy, consideration will be given to the following factors when assessing the request:

- **Financial** – Capital costs for the Council will be negatively impacted. An example of this is, the total cost of the voluntary severance package including the pension strain, outweigh the ability to recover the costs
- **Service Delivery** – The employee is critical to delivering the service and the delivery would be seriously comprised if the employee left
- **Skills and Knowledge** – Loss of competencies, skills and experience would have a material impact on the Council and service delivery. The individual has specialist skills that are required by the organisation, not available elsewhere in the service area.

4.4 COMPULSORY REDUNDANCY

4.4.1 Employees who remain at risk following consideration of assimilation, ring fencing and redeployment will face compulsory redundancy, unless they have made an application for voluntary redundancy the Council has accepted.

4.4.2 In these cases, the employee will have a final meeting with their manager where the date of termination of employment, as notified to them previously in writing, will be confirmed.

Arrangements will be put in place by the employee's manager to support the employee during their remaining notice period, including continuing to look at potential opportunities within the Council as well as providing the time to attend interviews outside of the Council.

4.5 CALCULATION OF REDUNDANCY AND PENSION PAYMENTS

4.5.1 For employees who leave the Council's employment either through voluntary or compulsory redundancy the following will apply:

- Entitlement to redundancy pay is based on contractual pay, length of continuous service and age.
- The maximum service that can be considered for redundancy pay purposes is 20 years.
- The redundancy payment will be based on 1.5 x actual salary.
- An employee aged 55 or over who is made redundant, may be entitled to early retirement and early release of his or her annual pension and a lump sum. (See also Retirement Policy).
- There is a guide to the Local Government Pension Scheme on the Hub and where applicable, any pensions calculation will be included in redundancy or pensions calculation supplied to an employee.

4.6 APPEALS AGAINST DISMISSAL

4.6.1 An employee may appeal in writing against dismissal on grounds of redundancy to the relevant the HR Business Partner.

4.6.2 Appeals must be lodged in writing within 5 working days from the written notification of redundancy being received by the employee. The appeal meeting will be held within 10 working days of the notification.

4.6.3 The employee must take all reasonable steps to attend the meeting and may be accompanied by a Council colleague or Staff Conference Representative.

4.6.4 If the employee is unable to attend the meeting on the given date because their companion is unable to attend, one further date will be given. This will normally be within 5 working days of the earlier date and the employee must be advised that if they fail to attend, the appeal will be considered in their absence and based on any written submissions. Any postponement or delay in the appeal being heard will not affect the notice end date.

4.6.5 Where discrimination, bullying or harassment issues are raised at an appeal HR will be notified. A Senior HR Professional will determine whether it is appropriate for these issues to be dealt with separately or to consider them within the scope of the appeal.

4.6.6 Where an employee refuses a reasonable offer of alternative employment, either as a result of the process described above or the redeployment process set out below, they will not be eligible for a redundancy payment. This will be treated as a resignation rather than a redundancy.

4.6.7 Employees may appeal against redundancy on the following grounds:

- a) the decision to delete their substantive post
- b) the failure to assimilate or appoint them into a new post in the revised structure
- c) the termination of a trial period in respect of a post into which they have been redeployed under the organisational change procedure

4.7 PROCESS OF HEARING THE APPEAL

- The employee will present their case
- The manager (or a manager nominated by the manager) will respond to the case/present management case.
- The Chair of the Appeal may ask questions of both parties
- The employee and manager will have the opportunity to sum up, with employee summing up last.

The appointed chair of the Appeal will decide to:

- a) Uphold the decision already made
- b) Change the decision made

The decision at the appeal is final and the employee will be sent a letter to confirm the outcome within 5 working days.

5 REDEPLOYMENT

5.1 During the employee's notice period, the Council will endeavour to find suitable alternative employment (redeployment). Human Resources and the relevant senior manager will ensure a systematic approach to notify employees of redeployment opportunities.

5.2 Employees will be supported in the following ways:

A member of HR will, if requested, meet with the employee to:

- look at options (including identifying suitable secondment and work shadowing opportunities to enhance skills)
- identify suitable training such as interview skills, specific skills training and financial information and planning

5.3 The employee will be informed of and guaranteed an interview for any potentially suitable post in the Council identified through the redeployment process, provided notification is provided regarding interest in the post. This must be within the timescales indicated in the vacancy advert. If an employee meets the criteria for the post, redeployees' will be given priority over candidates not eligible for redeployment.

5.2 The employee will be given reasonable paid time off to look for other work and attend interviews during a notice period. Examples include time off to attend interviews, time at work to undertake online job search or to complete applications for roles. You will need to agree the time with your manager.

5.3 The employee can make use of the Council's Employee Assistance Programme, which provides personal support and financial advice.

6 FREQUENTLY ASKED QUESTIONS

1) Can an Expression of Interest be withdrawn?

An employee may withdraw their Expression of Interest following receipt of any of their severance estimates and at any time until the EOI is accepted by the Council and a termination date has been agreed with the employee.

2) Considering the Expression of Interest

The Council reserves the right to decline an EOI. There is no right of appeal. Where a request is refused the reasons for doing so will be provided.

3) What happens if voluntary redundancy is agreed by the Council?

If voluntary redundancy is agreed, you will receive a confirmation letter from Human Resources. This will include details regarding your redundancy, such as last day of service.

You will also receive redundancy calculations, if you have not already. You will receive a Pension estimate if you are over 55.

4) How much will the payments be?

Any voluntary redundancy payments and pension benefits will be the same as if the employee were made compulsorily redundant.

5) When will the payments be made?

All redundancy payments will be made in the next available scheduled pay date, wherever possible. Human Resources will contact the employee if pension payments are applicable and staff are over 55 years of age.

6) If I stay in another job at the Council, will my continuous service and annual leave be affected?

If you have more than one job at the Council, following redundancy from your other role, your annual leave will be calculated for the remaining job. Your continuous service will not be affected.

7) Will my pension be affected if I take voluntary redundancy from one role but remain in another job in the Council?

Pension contributions will reduce if you leave one role and remain in another. Your final pension will be based on the previous payments and new payments you make once you leave one of your posts. You will continue to receive ongoing pension calculations.

8) If my role is no longer required in a proposed new structure, what will happen to me?

A suitable offer of alternative employment could be made. This means a similar role could be offered in terms of:

Status/responsibility

Pay

Location of work

Nature of work

Skills required

Terms and conditions

If any of the above change substantially, this would not be deemed a suitable alternative offer of employment and there would be a redundancy situation. If the above were met and you still did not want the proposed role this would be classified as a resignation. Your right to redundancy pay may be affected, if you unreasonably turned down a suitable alternative offer of employment.

Appendices

Appendix 1 Expression of Interest form

Appendix 2 Confirmation of VR Letter

Appendix 3 Formal confirmation Letter of Voluntary Redundancy

Appendix 4 Refusal of VR Letter

Appendix 5 Appeal Form

Appendix 6 Ready Reckoner/Redundancy Calculator

Appendix 1 Expression of Interest Form (EOI Form)

(To be completed by Employee)

Position of post to be deleted	
Department	
Service	
<p>Do you meet the eligibility criteria for your service area? If you are unsure what this is, please speak to your line manager or HR team.</p> <p>If you do not meet the criteria your application will not be progressed</p> <p>Explain how you meet the criteria in the boxes below</p>	
Please explain how you meet the criteria	

Employee's full name					
Employee's Address					
Employee Number					
Date of Birth		Age			
National Insurance Number					
Post title					
Contracted/ Guaranteed Hours per Week					
Annual Salary	£				
Multiple post holders: Please complete and tick which posts you are applying for VR from	Post	Position Number	Location	Hours per week	Applying for VR?
Member of Pension Scheme	Local Government Pension Scheme				
	Non-Member				

Please tick as appropriate				
Other Terms and conditions Please tick if you are in receipt.	Casual Car User		Occupational Maternity Pay	
	Child care vouchers		Cycle to Work	
	Purchased Additional Leave		Other:	
Line Manager				
Start date				
Proposed leaving date				
Any other comments in support of your VR application:				
Employee's signature	<p>I confirm I wish to be considered for voluntary redundancy. I understand that neither the Council or I are placed under any obligation by this application.</p> <p>I understand for my application to be progressed I must meet the specific criteria before approval is granted.</p> <p>Signed _____ Dated _____</p>			

Appendix 2 Confirmation of Voluntary Redundancy (Approved)

(Date)
(Name)
(Address)

Dear (Name)

Voluntary Redundancy Scheme – Outcome of Application and Offer of Redundancy

I am writing to inform you of the outcome of your application to take voluntary redundancy from your employment with Tandridge District Council.
Following a detailed assessment, I am pleased to confirm that your application has been approved.

If you wish to accept voluntary redundancy on the terms set out in the Redundancy and Redeployment Procedure, please sign and return one copy of this letter by **{date}**. Should you fail to accept the offer of voluntary redundancy by this date, the Council reserves the right to withdraw the offer.

If you accept the offer of voluntary redundancy, your line manager will work with you to determine the date on which your employment will end. The exact date will depend on the needs of your service and the following will also need to be discussed:

Notice period

- – *In normal circumstances when the Council gives notice of termination of employment you would be expected to work the period of notice. Only in circumstances where there are good reasons for requiring you not to work your period of notice would the Council make a payment in lieu of notice;*

OR

-In normal circumstances when the council gives notice of termination of employment you would be expected to work the period of notice. On this occasion Voluntary Redundancy is being offered based on a pre-agreed leaving date. In these circumstances entitlement to pay in lieu of notice is being waived.

- Annual leave – any outstanding annual leave entitlement will need to be used prior to the end of your employment or paid for in your final salary;
- Flexi-time and TOIL – your manager will need to check any balance that you have and make arrangements for this to be used prior to the end of your employment or paid for in your final salary.

Once last day of service has been agreed you will be issued with a letter giving formal notice of redundancy.

You may have already received an estimate of your voluntary redundancy payment and, if relevant, the LGPS pension benefits. These estimates were based on a notional leaving date. If you accept the offer of voluntary redundancy, once your leaving date has been agreed your redundancy payment and, if relevant, pension benefits will be re-calculated to take account of your actual leaving date.

If you wish to withdraw your application for voluntary redundancy, please notify the HR team in writing as soon as possible at hr@tandridge.gov.uk

On behalf of the Council I would like to thank you for the contribution you have made during your period of employment and I wish you every success in the future.

Yours sincerely

(Name of Manager)

Appendix 3 Formal confirmation Letter of Voluntary Redundancy

Date

Name

Address

Dear Name

Formal Notice of Voluntary Redundancy

Following the acceptance of your application for voluntary redundancy and further to your confirmation that you wish to proceed with the offer, I am writing to issue you with formal notice that your employment will be terminated on the grounds of redundancy.

- Your employment will terminate on date;
- **Either** You are contractually entitled to a notice period of number of weeks/months. We have agreed that you will work your full / X weeks of your notice period;
- **where part notice is being worked** You will be paid in lieu of the part of your notice period that you will not be working; **Or**
- **If pay in lieu of notice has been waived** Voluntary Redundancy is being offered on the basis of a pre-agreed leaving date. In these circumstances, pay in lieu of notice is being waived by mutual agreement.
- You have a credit / debit balance of X days' annual leave. This will be paid to you in full / this will be deducted from your final pay.
- You will receive a redundancy payment in line with the Council's Redundancy and Early Release policy. The redundancy payment will be based on the salary you are entitled to under the terms of your contract on the date you are issued with notice of redundancy. An estimate of your redundancy payment has already been calculated. If necessary, this will be re-calculated as part of the termination process;
- The above payments will be conditional on you returning all Council property in your possession to the Council on or before the date of termination;
- **Either** As you are a member of the Local Government Pension Scheme who is being made redundant and is over the age of 55 years on the date of termination, you will be eligible to receive immediate payment of your LGPS pension benefits without reduction. In order to receive your pension, you must complete and return the enclosed form or print complete from the link below and email to hr@tandridge.gov.uk.

Please refer to the guidance enclosed.

or As you are under the age of 55 you are not eligible to receive immediate payment of your Local Government Pension on termination of your employment. Any pension contributions made during your employment will be deferred and brought into payment at a later date. For pension queries please contact: myhelpdeskpensionssurreycc.gov.uk, quoting your date of birth and NI number.

- **If relevant** You currently have an outstanding cycle to work agreement. In accordance with the agreement, the outstanding balance is due for payment on termination of your contract and will be deducted from your final salary;

I must advise that if you are offered an alternative post with the same employer or another employer as included on The Redundancy Payment (Continuity of Employment in Local Government, etc) (Modification) (Amendment) Order 2002, and commence this employment within four weeks from the effective date of your redundancy, then any entitlement to redundancy payment will cease and continuous service for the purposes of future redundancy payment is reserved. If you intend to take up such employment, or you have been offered employment elsewhere and are unsure whether your new employer is covered by the Redundancy Modification Order, you must contact the HR team to discuss this further.

Please note, if you take voluntary redundancy and leave the Authority's employment then you will not be considered for re-employment for any post where the Council is the legal employer for a period of 12 months from the date of termination of employment. After that any application must be approved by the Chief Executive (where appropriate), Section 151 Officer and the Senior HR Professional. If you consider applying for a post and you are in receipt of your pension please contact myhelpdeskpensions@surreycc.gov.uk.

To accept the formal notice of Voluntary Redundancy on the terms set out above, please sign and return one copy of this letter by **(date)**

If you have any queries, please contact name **on (telephone number and/or e-mail address)**.

On behalf of the Council I would like to thank you for the contribution you have made during your period of employment and I wish you every success in the future.

Yours sincerely

(Name)

Enclosures: Pension form (if applicable)

Appendix 4

Refusal of Voluntary Redundancy

Date

Name

Address

Dear Name

Voluntary Redundancy Scheme – Outcome of Application

I am writing to inform you of the outcome of your application to take voluntary redundancy from your employment with Tandridge District Council.

Following a detailed assessment, I regret to inform you that your application has not been approved.

To obtain approval, your application must meet the criteria Voluntary Redundancy outlined in Section 4.3 of the Redundancy and Redeployment policy. The criteria not met in your application was*(State here)*.

There is no right to appeal against this decision

Yours sincerely

(Name) HR/Manager

Appendix 5 Selection for Redundancy - Appeal Form

Employees who are misplaced due to a Restructure and to be given notice of redundancy, have a right of appeal against this decision. The appeal must be made in writing using this form. The completed form must be returned within 5 calendar days of the date of the decision letter and must be completed in full, outlining the reasons for the appeal.

Name:

Service:

Job Title:

Telephone Number:

Email:

Line Manager:

Please outline your appeal; giving as much detail as you can, including all evidence to substantiate your appeal

Please note, your appeal will not be lodged unless this form is completed in full.

Signature:

Date:

The completed form must be returned to: **Your Line Manager** and *Human Resources* hr@tandridge.gov.uk

Appendix 6 Ready Reckoner

If an employee is made redundant and has at least two years continuous service, they will receive the number of weeks' pay shown in the Redundancy Ready Reckoner. This number is worked out based on an employee's age and length of continuous service.

Age (years)	Service (years)																		
	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
18* (1)	1																		
19	1	1.5																	
20	1	1.5	2																
21	1	1.5	2	2.5															
22	1	1.5	2	2.5	3														
23	1.5	2	2.5	3	3.5	4													
24	2	2.5	3	3.5	4	4.5	5												
25	2	3	3.5	4	4.5	5	5.5	6											
26	2	3	4	4.5	5	5.5	6	6.5	7										
27	2	3	4	5	5.5	6	6.5	7	7.5	8									
28	2	3	4	5	6	6.5	7	7.5	8	8.5	9								
29	2	3	4	5	6	7	7.5	8	8.5	9	9.5	10							
30	2	3	4	5	6	7	8	8.5	9	9.5	10	10.5	11						
31	2	3	4	5	6	7	8	9	9.5	10	10.5	11	11.5	12					
32	2	3	4	5	6	7	8	9	10	10.5	11	11.5	12	12.5	13				
33	2	3	4	5	6	7	8	9	10	11	11.5	12	12.5	13	13.5	14			
34	2	3	4	5	6	7	8	9	10	11	12	12.5	13	13.5	14	14.5	15		
35	2	3	4	5	6	7	8	9	10	11	12	13	13.5	14	14.5	15	15.5	16	
36	2	3	4	5	6	7	8	9	10	11	12	13	14	14.5	15	15.5	16	16.5	17
37	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15.5	16	16.5	17	17.5
38	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	16.5	17	17.5	18
39	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	17.5	18	18.5
40	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	18.5	19
41	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	19.5
42	2.5	3.5	4.5	5.5	6.5	7.5	8.5	9.5	10.5	11.5	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5
43	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
44	3	4.5	5.5	6.5	7.5	8.5	9.5	10.5	11.5	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5
45	3	4.5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
46	3	4.5	6	7.5	8.5	9.5	10.5	11.5	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5	22.5
47	3	4.5	6	7.5	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
48	3	4.5	6	7.5	9	10.5	11.5	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5	22.5	23.5
49	3	4.5	6	7.5	9	10.5	12	13	14	15	16	17	18	19	20	21	22	23	24
50	3	4.5	6	7.5	9	10.5	12	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5	22.5	23.5	24.5
51	3	4.5	6	7.5	9	10.5	12	13.5	15	16	17	18	19	20	21	22	23	24	25
52	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	17.5	18.5	19.5	20.5	21.5	22.5	23.5	24.5	25.5
53	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19	20	21	22	23	24	25	26
54	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	20.5	21.5	22.5	23.5	24.5	25.5	26.5
55	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	21	22	23	24	25	26	27
56	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	21	22.5	23.5	24.5	25.5	26.6	27.7
57	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	21	22.5	24	25	26	27	28
58	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	21	22.5	24	25.5	26.5	27.5	28.5
59	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	21	22.5	24	25.5	27	28	29
60	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	21	22.5	24	25.5	27	28.5	29.5
61* (2)	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	21	22.5	24	25.5	27	28.5	30

18* (1) It is possible that an employee could start to build up continuous service before age 16, but this is unlikely to be the case, therefore the table begins at age 18
 61* (2) The same figure should be used to calculate the redundancy payment for an employee aged 61 and above

Appendix E – Glossary of Terms

Term	Definition
Balanced Budget	Budget pressures fully offset by budget savings and funding changes.
KLOE	Key line of enquiry – areas to be explored as part of the Service Reviews

Minimum Revenue Provision	An amount of revenue budget set aside each year to repay debt on capital assets. Each year a charge is made to revenue to spread the cost of borrowing over the life of the asset and ensure that cash is set aside to repay loans when they mature.
Pressure	<p>Known budgeted expenditure increases and income reductions due to the following:</p> <ul style="list-style-type: none"> • Growth factors – e.g. demographic, inflation and/or increased demand for services; • Full year effects – to take account of changes to expenditure or income which have taken effect in-year and need to be accounted for in future years as they are of an ongoing nature, e.g. ongoing changes to car parking income due to the pandemic; and/or • Other increases in expenditure or reduction in income as a result of strategic, governance, funding or policy changes e.g. additions to the organisational structure or additional service activities undertaken and not budgeted for as they occur after the budget is set and have ongoing implications.
Saving	<p>Known budgeted expenditure reductions and income increases which result due to the following:</p> <ul style="list-style-type: none"> • Containing additional costs of Inflationary increases in contracts or pay; • Driving forward efficiencies in the provision of existing services i.e. providing services in an improved way to deliver better value for money; • The delivery of new or additional services; and/or • Optimising sources of income.
Reserves: General Fund balance	A contingency fund - money set aside for emergencies or to cover any unexpected costs that may occur during the year, such as unexpected repairs.
Reserves: Earmarked Reserves	Funds set aside by Council for a particular purpose, such as buying or repairing equipment or the maintenance of public parks or buildings or equalising over time a particular income stream.

TOMDG	Target Operating Model Development group – a governance group within the Future Tandridge Programme. This group sets the direction for the service reviews and agrees the principles that will drive the organisational change.
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