

Appendix A- 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.
---	--

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>
---	---

	<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
--	--

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 	