

Service Review Overview – Housing and Communities Committees

Service	Head of Service	Target Savings (000's)	Savings confidence	Operating model review	Delivery model options under consideration	Staff savings	Depth of Service Review
Services provided externally (in whole or in part)							
Operations and Localities incl Waste	Simon Mander	£312		Y	Waste - outsourced Operations – outsource model being explored	Y	
Building Control	Cliff Thurlow	£100		Y	Shared Service / Arms length	N	
Regulatory Services	Alison Boote	£51		N	Shared Service	N	
Services provided internally							
Community Partnerships	Julie Porter	£50		Y	In house	N	
Housing HRA	James Devonshire	Separately funded		Y	In house (options review in 12 months)	Y	
Housing Statutory	James Devonshire	£200		Y	Reshaped in house model	Y	

Service Review: Operations, Localities including Waste		Report Date: 16th September 2022		Overall RAG status		Amber		
Lead Officer:		Simon Mander		Committee:		Community Services		
Summary of Current Status:				Critical areas of focus (High priority KLOEs)				
<p>The approach to undertaking the review was approved by the Communities Committee in June 2022 and include:</p> <p>Consider an integrated structure across Operations and Localities including Waste</p> <p>Consider different service delivery models including inhouse, arms length or full/partial outsourcing</p> <p>Review key services in Operations:</p> <ul style="list-style-type: none"> Grounds Maintenance and Street Cleansing Housing Repairs and Maintenance Vehicle Maintenance <p>Identify any further opportunities for savings in Waste services.</p> <p>Managers have been engaged in the service review process. Views from staff will be sought through the Improvement Plan. Data collection has been extremely difficult and across Operations there is a lack of service data in terms of specifications, operational data and key outcomes being achieved.</p>				<ul style="list-style-type: none"> • Based on the benchmarking of performance and analysis of the Value for Money of the current service delivery arrangements, consider the potential improvement opportunities and how these could best be delivered including redesigning the target operating model, structure and options for future delivery arrangements, direct (in-house) or through contractual arrangements or a phased approach. • Soft market test future delivery arrangements determining the packaging and timing for any services to be delivered through contractual arrangements, taking account of market conditions. • A further consideration is the delivery model for Housing Repairs and Maintenance and how commissioning and operational delivery could best support value for money and improved services to tenants. • Following on from above, develop a new target operating model for the integrated Locality and Operational Services. • Improvement opportunities and inflation risk mitigation in Waste services. 				
Recommendations / Improvement areas included in the business case				Key risks				
<ul style="list-style-type: none"> • Redesign and new target operating model for all services in scope and develop specifications and performance measures, which will increase value for money and realise savings. • Once the Target Operating model has been developed for each of the above services, develop an organisational design for the integration of Locality Services and Operational Services. The outcome of this work will then be included in the Business Case. • Develop potential delivery model options including inhouse, developing a local supply chain and/or partial or full outsourcing of services following internal improvements being made. Soft market test planned October to December. • Review Waste contract to identify opportunities and options to offset inflationary pressures. 				<ul style="list-style-type: none"> • The accuracy of the data from the GM contracts / DSO work is not robust, e.g. they lack clarity in relation to frequency, metrics etc. NB Street Cleansing data is of better quality. As such, some assumptions will need to be taken on the data in order for the review to be completed in a timely manner. Ultimately, quantity/specification information will need to be gathered in the longer term. • Market appetite for a “StreetScene” contract could mean that anticipated savings may not be achieved. Internal capacity and capability to deliver level of change required is a risk. • Inflationary pressure on waste contract 				
Savings identified for 2023/2024				2023/24	2024/25	Assumptions		RAG
Waste: Increase Garden Waste charges				£23k	£0k			
Waste: Bring sites				£50k	£0k			
Operations TOM redesign and remodelling, Integrated Model and potential outsource				£239k	£75k			

Service Review: Building Control		Report Date: 16th September 2022		Overall RAG status			Amber/Red	
Lead Officer:		Angela Hughes		Committee:		Planning Policy		
Summary of Current Status:				Critical areas of focus (High priority KLOEs)				
<p>Workstreams underway for all four high level KLOE and SBCP Board has been briefed by the Chief Finance Officer</p> <ul style="list-style-type: none"> Support Service Recharges Alternative delivery model / review of productivity, costs and commercial income by LABC IT Delivery (Resilience) IT Role (Resilience) <p>Meetings planned with LABC and discussions in progress with TDC IT.</p>				<ul style="list-style-type: none"> Review of Support Service Recharges – To ensure that the host authority is appropriately remunerated for its services. Alternative Service Delivery Models – To evaluate the potential benefits arising by adapting an alternative trading model, exploring productivity gains and additional income opportunity Future IT Delivery – To evaluate the options for providing the IT provision for the partnership Future IT role – Based on future IT delivery model, what are the requirements for an IT role within the partnership. 				
Recommendations / Improvement areas included in the business case				Key risks				
<ul style="list-style-type: none"> Support Service Recharges - ensure that host authority is suitably remunerated for its services Alternative delivery model - explore other models for efficiencies and savings IT Delivery and IT Role - look at how the TDC Salesforce could be utilised <p>The identified savings will come from the key lines of enquiry but have yet to be allocated to individual areas.</p>				<p>There is a risk that member authorities may not accept further increases in Support Service Recharges</p> <p>Building Safety Bill – there is a risk that this may not be the right time to change delivery model?</p> <p>There is a risk due to the challenging labour market</p> <p>Risk of capacity in the team due to resignations</p> <p>Impact of other service reviews –IT. To deliver IT savings in 23/24 budget work needs to start soon, otherwise the partnership will need to work with existing supplier to ensure that it is keeping pace with changes required under new legislation.</p>				
Savings identified for 2023/2024				2023/24	2024/25	Assumptions		RAG
Support Service Recharge				£75k - £100k		Member and partner approval required.		
IT arrangements for SBCP (Linked to hosting charge, above) Early discussion with TDC IT has identified potential savings for partnership and benefits for TDC. Savings arise from reduced licence costs and reducing business support team by 1FTE from May 23.						Split resource across SBCP & TDC Review IT costs in support service recharge Investment split across 22/23 & 23/24 financial year TDC resource required (But SBCP would finance FTE required)		
External review into operating model and opportunities to drive value for all partners from SBCP						To commission external advice from PeopleToo and LABC within timescales. Meetings required with LABC to follow up opportunities		

Service Review: Regulatory Services		Report Date: 16th September 2022		Overall RAG status		Amber		
Lead Officer:		Alison Boote		Committee:		Community Services		
Summary of Current Status:				Critical areas of focus (High priority KLOEs)				
<p>Standardisation – Maintaining separate budgets was a previous decision made by the council. Unlike SBCP the Environmental Health Partnership does not have a dedicated website. Both of these areas are being reviewed to create a coherent, standard service model.</p> <p>Productivity – investigating what can and can't be standardised – Taxis – immediate savings, but also brings in income, S. 46 Burials . Could be a heavy resource, but also depends on Operational Services review, DFGs – Also covered in Housing Statutory – indications are that it is most cost effective to retain and capitalise the salaries, as there are benefits to our own housing stock – which Mole Valley do not have. Animal Warden already progressed</p> <p>Risk based approach – exploring the potential for this approach to inspections</p> <p>Commercial opportunities are being investigated. PeopleToo are arranging a presentation by Wakefield BC. Looking at potential to expand the partnership with other Councils.</p> <p>Digital - New portal for licensing applications and payments going live shortly. However Mole Valley and TDC have different versions of Adelante.</p>				<ul style="list-style-type: none"> • Further standardisation of approach between the two Councils including policy convergence to create a single operating model • Look at potential productivity improvements and bring consistency of make or buy decisions – eg taxis, burials, animal warden • Exploring a risk based approach to environmental Health inspections, educating businesses and managing risk and link to training/commercial opportunities • Commercial Opportunities • Use of Digital and online portal 				
Recommendations / Improvement areas included in the business case				Key risks				
<p>Standardisation of approach for the two Councils</p> <p>Productivity Improvements</p> <p>Risk Based approach to inspections & Commercial opportunities</p> <p>Digital improvements</p> <p>£15k of savings are still to be identified</p>				<p>Potential risk to the continuation of the relationship with Mole Valley , continued political support is needed from both parties to pus improvements through.</p> <p>May be reputational risks to changing services to local taxi businesses</p>				
Savings identified for 2023/2024				2023/24	2024/25	Assumptions		RAG
Standardisation of approach will save updating two websites and will bring better clarity and reporting of overall budget. Digital Improvements				£10k	£5k	Agreement between both Councils. Any costs can be capitalised for the new website build		
Productivity Improvements				£16k	£0k	Political support, EH officer released to other activities		
Risk based approach to inspections and commercial				£0k	£5k	Investigating risk based approach. The expansion will depend on political will as already extended to believed interpretation of statutory limits		

Service Review: Communities and Partnerships		Report Date: 16th September 22		Overall RAG status		Amber		
Lead Officer:		Julie Porter		Committee:		Community Services		
Summary of Current Status:				Critical areas of focus (High priority KLOEs)				
<ul style="list-style-type: none"> Alternative funding sources for the IRIS programme – Countywide initiative to deliver the IRIS programme to all GPs in Surrey. In progress but a longer-term goal. Following a Surrey wide Domestic Abuse Health interventions meeting Surrey have decided to delay this project. TDC will still progress this at a local level but a longer-term goal. Wellbeing Prescription Contract - Modeling of 3 options taken place and presented to commissioners. Longer term proposal discussed. Need to look at contingency for a 1-year plan. Mental health Investment fund being investigated. Costs of hosting service should be reviewed and recovered with agreement of the CCG Partnership work with R&BBC to support community intervention through NHS non-recurrent funding. Project plan drafted. Job description to be signed off for October launch Review of TDC community/voluntary grants and lottery administration with a report going to Community Services Committee in October. Investigate alternative solutions for delivery of a community lottery. 				<ul style="list-style-type: none"> IRIS Programme – Domestic Abuse Intervention programme to improve health professionals awareness Wellbeing prescription contract Grants and Lottery administration Partnership Working with R&BBC to deliver East Surry Place Communities and Prevention objectives and projects Partnership working with SCC Emergency Management team to deliver statutory EP training and testing exercises. Review of Anti Social Behaviour Model across the Council to look at resourcing, monitoring, reporting and benchmark models with other local authorities 				
Recommendations / Improvement areas included in the business case				Key risks				
<ul style="list-style-type: none"> Lottery administration, Voluntary sector grant funds to be reviewed. Automation and resource to be identified to ensure SLA's are monitored and funds are spent correctly. 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 Review of statutory services (must, should, could do approach) to identify areas of opportunity for partnership working or efficiency gains. 				<ul style="list-style-type: none"> ASB is high profile and impacts on residents quality of life across the district. With no overall ASB officer or reporting the council is not able to tackle low level or carry out basic intervention. That TDC are not meeting their statutory duty under the Crime and Administration of grants and the lottery funds if not resourced properly. Communities will not be in a position to receive vital grants. The lottery may have to be stopped if not properly resourced Failure to meet the Council's responsibilities with regards to Emergency Planning, Community Safety and Safeguarding due to lack of resources and resilience with such a small team. No savings are planned in this area, but resilience to be reviewed 				
Savings identified for 2023/2024				2023 /24	2024/25	Assumptions		RAG
Reduce Westway Funding.				£50k		Saving assumed for 2023/24 in the January 2022 S&R Budget and MTFs paper. Westway support to be discussed		
Countywide delivery of IRIS Programme could lead to reduction in TDC's financial contribution to Domestic Abuse training for GP's across East Surrey.						SCC gain agreement that this should be a countywide programme. Alternative funding could be sourced through health teams across East Surrey		

Service Review: Housing Landlord Service (HRA)		Report Date: 16th September 2022		Overall RAG status		Green		
Lead Officer:		James Devonshire		Committee:		Housing		
Summary of Current Status:				Critical areas of focus (High priority KLOEs)				
<ul style="list-style-type: none"> Discussions have begun with Millbrook regarding integrating in house aids and adaptations work with DFG contract. This will free up surveyor time to help support the work in compliance within HRA and corporate assets. Orchard Health Check nearing completion. Report from Orchard expected mid September 2022 with costings. Structure to be reviewed in September for estates and housing management Review of salary and corporate recharge apportionment now completed. Allocated savings to be kept under review due to impact on General Fund. Options appraisal now concluded on future management model of housing stock. Recommendation to remain in house for a further 12 months to allow collation of data and benchmark approved by TOM group. 				<ul style="list-style-type: none"> Continue to review salary apportionments and corporate recharges. TOM group to confirm proposed new structure for the housing management service. Continue to review options for future IT systems in accordance with Council wide digital strategy. Review and implement changes to processes to ensure compliance with incoming legislation. Re-design processes to ensure income maximisation. 				
Recommendations / Improvement areas included in the business case				Key risks				
<ul style="list-style-type: none"> DFG and aids and adaptations work proposal confirmed by TOM Group. Consider costs of Orchard improvements vs other platforms such as Salesforce. Interim structure to be implemented to ensure compliance, increase revenue and ensure customer satisfaction. Implement service improvement plan from housing management factoring in resident engagement, data collection and co-designed policies and processes. 				<ul style="list-style-type: none"> Apportionment work concludes that costs are to be transferred from HRA to HGF. Inability to deliver statutory services and comply with incoming regulations due to reduced staff force. Inability to collect and benchmark data due to poor systems reporting. 				
Savings identified for 2023/2024 - NOTE THESE ARE NOT GENERAL FUND SAVINGS				2023/24	2024/25	Assumptions		RAG
Salary and corporate apportionment review				£150k		This is under continuous review due to the potential financial impact on the General Fund. Outcomes from Council wide service reviews will also impact on this figure.		
Implementation of revised housing management structure.				£100k		Vacant posts no longer required to be recruited to. Assumed agreement from TOM group.		

Service Review: Housing Statutory		Report Date: 16th September 2022		Overall RAG status		Green		
Lead Officer:		James Devonshire		Committee:		Housing		
Summary of Current Status:				Critical areas of focus (High priority KLOEs)				
<p>Discussions have begun with Millbrook regarding integrating in house aids and adaptations work with DFG contract. This will free up surveyor time to help support the work in compliance within HRA and corporate assets.</p> <p>Orchard Health Check nearing completion. Report from Orchard expected mid September 2022 with costings.</p> <p>Structure to be reviewed in September for estates and housing management</p> <p>Review of salary and corporate recharge apportionment now completed. Allocated savings to be kept under review due to impact on General Fund.</p> <p>Options appraisal now concluded on future management model of housing stock.</p> <p>Recommendation to remain in house for a further 12 months to allow collation of data and benchmark approved by TOM group.</p>				<p>Continue to review salary apportionments and corporate recharges.</p> <p>TOM group to confirm proposed new structure for the housing management service.</p> <p>Continue to review options for future IT systems in accordance with Council wide digital strategy.</p> <p>Review and implement changes to processes to ensure compliance with incoming legislation.</p> <p>Re-design processes to ensure income maximisation.</p>				
Recommendations / Improvement areas included in the business case				Key risks				
<p>DFG and aids and adaptations work proposal confirmed by TOM Group.</p> <p>Consider costs of Orchard improvements vs other platforms such as salesforce.</p> <p>Interim structure to be implemented to ensure compliance, increase revenue and ensure customer satisfaction.</p> <p>Implement service improvement plan from housing management factoring in resident engagement, data collection and co-designed policies and processes.</p>				<p>Apportionment work concludes that costs are to be transferred from HRA to HGF.</p> <p>Inability to deliver statutory services and comply with incoming regulations due to reduced staff force.</p> <p>Inability to collect and benchmark data due to poor systems reporting.</p>				
Savings identified for 2023/2024				2023/24	2024/25	Assumptions		RAG
Salary and corporate apportionment review				£400		This is under continuous review due to the potential financial impact on the General Fund. Outcomes from Council wide service reviews will also impact on this figure.		
Implementation of revised housing management structure.				£100		Vacant posts no longer required to be recruited to. Assumed agreement from TOM group.		

Service Review Overview – Strategy and Resources Committee

Service	Head of Service	Target Savings (000's)	Savings confidence	Operating model review	Delivery model options under consideration	Staff savings	Depth of Service Review
Back Office / Enabling							
Assets and FM	Alison Boote	£112		Y	In house / work with delivery partners	Y	
Communications	Giuseppina Valenza	£47		Y	Reshaped in house short term / Potential outsource	Y	
Digital and IT Cross Cutting	Mel Thompson / Vicky Barrett	£35		N	In house BAU / change delivery external / outsource	N	
Customer Services	Mel Thompson	£128		Y	Transformed In house	Y	
Human Resources	Aretha Pitkin	£65		Y	Reshaped in house model / shared service / outsource	Y	
Democratic Services	Alex Berry	£8		Y	In house model	Y	
Legal	Lidia Harrison	£24		N	In house / as-is model	N	
Revs and Bens	Mark Hak-Sanders	£100		Y	Shared Service / hybrid	Y	

Service Review: Assets and FM		Report Date: 16th September 2022		Overall RAG status		Amber/Red		
Lead Officer:		Alison Boote		Committee:	Strategy & Resources			
Summary of Current Status:				Critical areas of focus (High priority KLOEs)				
<ul style="list-style-type: none"> • Consideration of a fully integrated Property Service has commenced with all roles and responsibilities being identified across all areas – of Asset Management, Facilities, Community Surveyors, Projects and Housing Development. The identification of all property related spend has started including looking at where compliance efficiencies can be made. • The c. 140 properties are being reviewed and to be split into those held for different purposes – Socio economic, Investment or regeneration. Socio economic – eg Sports Pavilions, community centres, library and museum. Investment – Gryllus and TDC. Regeneration – Quadrant House. This review will consider opportunities to increase income , biodiversity net gain opportunities in our natural capital, refurbishment for additional income or to realise capital by disposal of surplus assets. 				<ul style="list-style-type: none"> • Integrated property Service – determining appropriate level of resource, and all roles and responsibilities across all areas • Centralisation of all property asset related budgets • Review all building related compliance • Baseline all property related spend across all assets and benchmark performance • Review commercial opportunities in all assets 				
Recommendations / Improvement areas included in the business case				Key risks				
<ul style="list-style-type: none"> • Property roles and responsibilities and integrated Property Service to include compliance in one rather than three areas. Facilities may merge with Building Surveyors to create one technical and support team • Split of property portfolio into socio economic, investment and operational • Assess these against commercial potential and current TDC needs, including whether changing TDC usage could release commercially viable assets. • Review and provide timelines and the continuation of market analysis to determine what the market appetite is for increasing the renting out of existing TDC owned offices including the council offices. • Make decisions on the future of the assets and market either for rental or sale if necessary in accordance with financial Regulations and the Commercial Investment Strategy. 				<ul style="list-style-type: none"> • Reputational risks with properties vacancies • Political appetite to transfer costs to voluntary groups – need to capture and minimise costs • Commercial property market is challenging which impacts on our rental income • Investment may be necessary to prepare the town hall offices for tenants 				
Savings identified for 2023/2024				2023/24	2024/25	Assumptions		RAG
Integrated property Service. Centralisation of cost budgets and savings through compliance economies of scale				£42k		Councillors support and understand changes Work capacity with Budget holders and Finance Support from Finance		
Letting of space within Council offices				£50k		Capital costs required for longer access and alterations and cost benefit analysis required		
Cost savings through transfer of responsibilities				£20k		Councillor support for some payment by voluntary groups and charities		

Service Review: Communications		Report Date: 16th September 2022		Overall RAG status			Green	
Lead Officer:		Giuseppina Valenza		Committee:		Strategy and Resources		
Summary of Current Status:				Critical areas of focus (High priority KLOEs)				
<p>A specification to provide a reduced communications service was developed to be provided by a smaller team in-house or an external supplier. The service reviews explored these two options to evaluate which would provide the best value for money for the Council and still maintain a good standard of communications service.</p> <p>In the short term a reshaped in house Communications service will deliver immediate savings and allow the Council to maintain more control to shape the Communications function. This will also allow time for the service to review the expected outcomes in consultation with Members.</p> <p>Once those outcomes are defined and agreed, a further assessment of the potential benefits of moving to an outsource or blended model will be undertaken.</p>				<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 but a redesigned outcome based model for comms service. Test market for outsourcing based on reduced specification but seeking outcomes based approach to comms based on Council priorities. Approach two councils and two private companies for indicative quote. Agree staff redundancy, redeployment or TUPE. 				
Recommendations / Improvement areas included in the business case				Key risks				
<ul style="list-style-type: none"> Reduced communications service specification, delivered by a smaller team offers savings and best value for money at this stage. Already being actioned due to vacancies. Outsourcing the service would not provide the level of savings in the short term due to the lead in period. As the Council moves to commissioning and agreed outcomes for the service are defined, a further assessment will be undertaken. Possible further savings in printing and postage costs if move to paperless committees and when printing contract is up for review 2025. Scope of a consolidated policy function to be explored / agreed. 				<ul style="list-style-type: none"> Loss of consistency of approach, control and rigour over communications - impact reputation, quality, branding. Reduction in quality, output of messages and less dialogue - increase in more contact from customers. Impact on website content quality - accessibility issues. Less resilience in service and no capacity to manage work outside agreed plans. Weak/poor internal communications could lead to staff not knowing what is going on, not feeling part of or committed to the organisation and dissatisfied in their work. Impact on service. Mitigated by Heads of Service taking more responsibility to brief their staff. New intranet may not be developed. If outsourced on outcomes basis, need to define and monitor delivery. 				
Savings identified for 2023/2024				2023/24	2024/25	Assumptions		RAG
Staffing reductions of two posts.				£47k				
Printing saving if no paper agendas.					£9k			

Service Review: Digital / IT		Report Date: 16th September 2022		Overall RAG status			Green	
Lead Officer:		Mel Thompson		Committee:	Strategy and Resources			
Summary of Current Status:				Critical areas of focus (High priority KLOEs)				
<p>Areas within scope for review are:</p> <ul style="list-style-type: none"> • Chatbots • Live agent • Engagement cloud • Community cloud • Line of business software applications including Housing Management System • Implementation of solution to integrate data from key applications across the estate • Working with Microsoft to establish feasibility of on premise estate migration to the cloud • Telephony to cloud solution project currently assessing solution options • Viability assessment in progress to determine if TDC Salesforce org (and Microsoft Tenancy) could be used by Building Control • Service delivery model for BAU and Development and team structure review agreed 				<ul style="list-style-type: none"> • Area of focus in coming weeks will be to assess potential return on investment of Salesforce proposals and alternatives as well as potential build and implementation strategies. • Microsoft need to complete a technical evaluation of our existing estate to define our cloud needs. We need to identify exactly how much running our estate on premise is costing and will cost over the next 4 years (including hardware replacement). • Telephony strategy needs defining in order to ensure the solution design meets the existing and future needs of the organisation (this needs to align to the IT & Digital Strategy), this is being done in partnership with Farrpoint Consulting. • Discussions being held with Payment solution providers to assess if it will be possible to migrate to a single cloud-based solution (rather than existing 2 on premise). • TDC to liaise with Guildford BC to assess potential successes/challenges of Salesforce options • Financial assessment of whether provision of SBCP IT by TDC would be mutually beneficial 				
Recommendations / Improvement areas included in the business case				Key risks				
<p>New operating model with team split into BAU and development provides saving by moving non-BAU resource cost out of revenue.</p> <p>BAU – a further external review to be undertaken on the operation of IT systems and contracts across Council services to ensure best performance and value for money.</p> <p>Digital - outline of digital direction and potential to be shared with Members; Full Business case that details the future model and the ROI to follow to Committee in December.</p>				<ul style="list-style-type: none"> • Salesforce and Microsoft are being heavily relied upon for business value analysis (TDC do not have the capacity/skills to do this work). • Need to bring independent commercial analysis and IT expertise to support development of the business case, being mindful of likely optimism bias in business cases produced by external organisations. 				
Savings identified for 2023/2024				2023/24	2024/25	Assumptions		RAG
New operating model with team split into BAU and development provides saving by moving non-BAU resource cost out of revenue.				£35k				
Business case to follow setting out the return on investment				£tbc				

Service Review: Customer Services		Report Date: 16th September 2022		Overall RAG status		Green		
Lead Officer:		Mel Thompson		Committee:		Strategy and Resources		
Summary of Current Status:				Critical areas of focus (High priority KLOEs)				
<ul style="list-style-type: none"> Staffing reduced by 1 FTE in 22/23 Key telephone KPIs not being met by CS and R&B – to be addressed through process review and automation Planning & Housing not responding to customers therefore an increase in call backs Work transferring to the team from Comms Team carrying out admin tasks that should be transferred to other areas Poor telephony provision 				<ul style="list-style-type: none"> Work to continue with they hybrid mail suppliers, early indications are of £10k savings pa. Continue progressing the NDA for HGS to scope options for outsourcing/revised delivery model for customer services, workshop will then follow Work within the digital workstream – chatbots, live agent chat, website redesign, engagement cloud, further integration New indexing redaction process for Planning Mapping workflow and changes to R&B scanning and indexing 				
Recommendations / Improvement areas included in the business case				Key risks				
<ul style="list-style-type: none"> Drive down demand on the phones by channel shift – linked to the digital workstream Remove some communication channels Outsource the outgoing print/mail function Removal of admin regarding licensing and parking 				<ul style="list-style-type: none"> 50% of savings are dependent on the digital implementation Reduced staff could lead to longer wait time on the phones Office opening hours may have to be reduced in the short term Planning resist the change in internal procedures Capacity for change and IT delivery 				
Savings identified for 2023/2024				2023/24	2024/25	Assumptions		RAG
Restructure of the team to reflect channel shift and reduction in volumes				£93k	£32k	Channel shift, Chatbots Website redesign, Automation between systems Telephony solution in place		
Outsource the outgoing mail, printing and postage solution				£10k	£10k	All outgoing mail to be sent via a third party, could potentially include council tax billing		
Scanning and indexing (Customer services and Planning)				Tbc	Tbc	Automation in place for scanning & indexing		
Full year effect of staffing savings made in 2022/23				£25k	Tbc	Reduces customer contact, improves efficiency within the service, automates workload across the council		

Service Review: Human Resources		Report Date: 16th September 2022		Overall RAG status			Green	
Lead Officer:		Aretha Pitkin		Committee:	Strategy and Resources			
Summary of Current Status:				Critical areas of focus (High priority KLOEs)				
<p>The current HR Service provides a very traditional function. Many tasks are undertaken by HR that have evolved into Management responsibilities in the more contemporary HR models. In order to provide an up to date, efficient function and meet the objectives set out in the Future Tandridge Programme we need to modify the current HR Function model.</p> <p>This will involve transferring some key activities currently being undertaken around absence, capability, disciplinary and grievance to service areas, up to the formal stages. Key focus would be on strategic HR, including strategic workforce planning for the organisation, a streamlined recruitment process. Steps have already been taken to review the recruitment process through workshops with both the end user and HR service. A plan is in the early stages to map out transitioning of some tasks to the service areas in line with more contemporary models.</p> <p>Consideration being given to the potential for sharing some HR functions with other Councils and the potential value that external providers could bring to a new more strategic HR service.</p>				<p>A more streamlined recruitment process, utilizing automation tools and digital, including transferring some activities to service areas.</p> <p>New starters and managers take more of lead with on-boarding process.</p> <p>Senior HR professionals working more strategically, focused on high level processes including HR analytics.</p> <p>HR only involved at formal stage meetings for employee relation issues. This includes attendance, capability, disciplinary and grievance cases.</p> <p>Identified savings come from assumed reduction in the Case work area, with a continuation of those savings.</p> <p>Formative discussions to test appetite for sharing HR functions with other Councils.</p> <p>A review of areas where external providers could add value to a more strategic HR service.</p>				
Recommendations / Improvement areas included in the business case				Key risks				
<p>The overall goal is to move to a more strategic improved HR service. Recommendations include:</p> <ul style="list-style-type: none"> Increased automation in HR processes Increased employee engagement via staff surveys, Higher skilled, self -serving workforce around HR/OD space More compliant HR service/Statutory & constitutional obligations Less ET's/Claims Better use of Digital/tech to enhance the HR function & key metrics KPI's Regular staff survey/Improved HR service Reduce overheads/3rd party spend, evidence this in budget <p>In parallel with these improvements, consideration be given to the value that a shared service and/or external provider could bring to a more strategic HR service.</p>				<ul style="list-style-type: none"> Changes may lead to a reduction in internal knowledge-Ensure robust policies and procedures are in place. Work related stress may increase due to change and uncertainty Skills required for new HR model may not be at sufficient level, both in HR and wider workforce . Initial response from workforce due to removal of some of the 3rd party functions- Benenden Health and Bupa/Cashplan (savings absorbed as recouped from staff) Introduction of more digital HR service will require transition phase and time 				
Savings identified for 2023/2024				2023/24	2024/25	Assumptions		RAG
Staffing (HR CO) 6 months Training budget saving due to in house OD expertise				£40k	£20k	23/24-Staffing-40k including on costs, part year effect Q3&4. Full year effect in 24/5 23/24 Reduction in OD budget £20k		
Full year effect of staffing savings made in 2022/23				£25k	£0k	Post is now vacant so this saving has been delivered 19k remaining HR CO post saving realised.		

Service Review: Democratic Services		Report Date: 16th September 2022		Overall RAG status			Green/Amber
Lead Officer:		Lidia Harrison		Committee:		Strategy and Resources	
Summary of Current Status:				Critical areas of focus (High priority KLOEs)			
<ul style="list-style-type: none"> Costs of printing have been estimated (£9k). Members are being asked their opinion on moving to paperless. It would cost c£8k to provide devices to members to access paperless reports. Recruitment is underway for a replacement of a key member of staff at SCP31 Recruitment to the Independent Remuneration Panel (IRP), which reviews member allowances, will begin shortly. Reorganisation of Registers to reflect new Polling Districts in accordance with changes that may be implemented by the Local Government Boundary Commission for England. Could offer potential savings if there is a reduction in number of Councillors. To reduce the content of the reports, thereby reducing need for detailed Legal and Finance comments where possible. 				<ul style="list-style-type: none"> Gather information regarding costs of printing committee papers and scope potential IT requirements Develop a longer term plan for replacement of key member of staff retiring in October Review of Member allowances with support from finance to provide options of levels of savings Set up workshop to review the operational governance of committees Review the number of committee cycles. 			
Recommendations / Improvement areas included in the business case				Key risks			
<ul style="list-style-type: none"> Moving to paperless agendas. Discussions with EMT on the operational governance of committees. To issue Councillors with tablets to allow secure access and management of the Councillor's email account; access to committee agendas (including confidential agendas electronically); and generally assist in the conduct of Councillor duties 				<ul style="list-style-type: none"> Much of the KLOEs are subject to additional approval. For example, Councillors will have the final vote on their allowances based on report of the IRP and the Boundary Commission will determine councillor numbers. The IRP could recommend that Councillor allowances are increased. Resilience at all levels in the team. Potential to explore at case officer level alongside Legal. Discussions are needed with EMT around the operational governance of committees. 			
Savings identified for 2023/2024				2023/24	2024/25	Assumptions	RAG
Paperless agendas.					£0k (Budget in Comms)	Members will need to receive alternative access to agendas and reports, and training on any new device.	
Recruitment to replace key member of staff at a lower grade.				£8k		The recruitment process will be successful	
Changes to members allowances or reduction in the number of councillors.					£24k	That both these areas will be supported by members. A reduction of 6 members would result in savings of £24k.	

Service Review: Legal		Report Date: 16th September 2022		Overall RAG status		Amber	
Lead Officer:		Lidia Harrison		Committee:		Strategy and Resources	
Summary of Current Status:				Critical areas of focus (High priority KLOEs)			
<ul style="list-style-type: none"> Review of volumes and trends of the work streams coming into Legal being analysed. Agreement has been reached that the FOI admin work will be transferred to Legal Services. The transfer date yet to be agreed. An Away Day for Democratic Services and Legal Services has taken place and work has begun on identifying tasks/work streams that need to be re-allocated to other service areas. Looking at potential to centralise all legal budgets enabling the Head of Legal to have control of the external legal budget for all service departments, achieving best VfM 				<p>Manage demand from internal client services and improve processes. Some tasks currently delivered by Legal Services are being reassigned to other departments.</p> <p>Review volume of work generated primarily by Planning and Housing and look to address the root cause of this demand and reduce the volume through improved service improvements.</p> <p>Greater control would prevent individual departments from seeking legal external advice</p>			
Recommendations / Improvement areas included in the business case				Key risks			
<ul style="list-style-type: none"> Reduce work from internal services areas where possible. To work out which documents and processes to automate. For instance, to institute simple processes for officers to follow for straight forward contract renewals with suppliers or lease renewals with third parties. To establish a knowledge management system with content on standard legal advice that Officers can refer to as part of their routine activities. Reduce the 'helpdesk' type requests that legal services are inundated with, thereby allowing the lawyers to focus on the more business critical aspects of their job. Review existing staff structure in relation to the case types and volumes generated internally. Look into what work, if any can be externalised. Explore potential for buying in external legal support form other LAs and private company options. 				<ul style="list-style-type: none"> Additional income from supporting other authorities may reduce as the FOI administration passes to Legal Services in late October / November. This is being transferred without any additional resources. Saving target may not be reached. It is becoming more frequent that individual teams require significant legal input, say to support a Local Plan or Planning Inquiry, a major contract or a housing prosecution. Fewer legal specialists in post will mean that this work would be externalised. Internal clients receive the benefits of being able to access a greater breadth of experience and skills across the wider Legal team that may not have been available internally before and that would previously have been bought in from external solicitors at a high cost. There is a risk with reducing the team and increasing external support that the Council would be unable to control it's legal spend in the same way that it would do under current arrangements. 			
Savings identified for 2023/2024				2023/24	2024/25	Assumptions	RAG
Through reviewing the approach to fulfilling demand for Legal, getting best value from the internal team and considering when external advice is appropriate				£24k	£0k	Full year effect of staffing savings made in 2022/23	
To monitor performance and continuously drive improvement in Legal Services, making best use of technology, commissioning effectively and ensuring practices and processes are efficient and effective.				£0k	£0k	To ensure Legal Services meets its income generating.	

Service Review: Revs and Benefits		Report Date: 16th September 2022		Overall RAG status		Amber		
Lead Officer:		Mark Hak-Sanders		Committee:		Strategy and Resources		
Summary of Current Status:				Critical areas of focus (High priority KLOEs)				
<ul style="list-style-type: none"> Shared service opportunity review underway with Reigate and Banstead Borough Council Work to deliver the 30th June S&R savings in progress - £25k part year effect / £50k full year effect: <ul style="list-style-type: none"> CFO has met with team to explain key lines of enquiry Interim Lead for Revs and Bens is now meeting with team individually to secure informal input into future of the service Structure is being drafted to secure savings; consultation launch imminent Debt Improvement plan being progressed including joint working to reduce debt across Finance, Legal and Revs and Bens Pilot to share increased Council Tax income under development with the County 				<ul style="list-style-type: none"> Develop a proposal with Reigate and Banstead Borough Council to increase shared services beyond current arrangements. Consultant support to review shared service options, benchmarked against current structure and traditional outsourcing Benchmarking of performance against other LAs to understand comparative performance Work with Finance, Legal and Exchequer team to progress Debt Improvement Plan Work with Finance and other service areas, including engagement with staff and customers, to implement most efficient and effective restructure options Comprehensive review of internal process and procedures to identify more efficient ways of working and to improve customer service. This will also include realisation of increased self and automation from new NEC system. Finalise MoU with RBBC for investigation of fraudulent claims and activity 				
Recommendations / Improvement areas included in the business case				Key risks				
<ul style="list-style-type: none"> Exploration of a shared service or other opportunities with Reigate and Banstead / or others Full year effect of imminent restructure Increase in revenue from debt recovery work / Single Person Discount review / counter fraud initiative with Reigate and Banstead Opportunities for efficiencies from self-service and channel shift in citizen portal Exploration of shared resilience in Finance / Exchequer / Revs and Bens / IT 				<ul style="list-style-type: none"> Need to cost the underlying impact of Housing Benefit to the General Fund budget that has never been acknowledged in the budget; currently offset by Homelessness grant but needs to be disaggregated Need to align with partner appetite for sharing services – risk of misalignment of aspirations NEC contract runs 4 years from October - this is the key channel to focus on for Revs and Bens and will be a factor in any shared service discussion 				
Savings identified for 2023/2024				2023/24	2024/25	Assumptions		RAG
Exploration of a shared service or other opportunities with Reigate and Banstead / or others				£25k	£0k	Assume that there is partner appetite for sharing and that efficiencies can therefore be made either in processing or resilience requirements.		
Work with Finance and Exchequer team to progress Debt Improvement Plan, and pilot opportunity with the County				£50k	£0k	Assume that increased income recovery will deliver more than cost-recovery Subject to recruitment and demonstrating that an increased level of debt recovery is sustainable		
Work with Finance and other service areas, including engagement with staff and customers, to progress most efficient and effective restructure options				£25k	£0k	Assume that £25k full year effect of June S&R saving can be realised		