

S&R Report
1st December 2022
Appendix C – Service Review updates

Service Review Overview – November 2022

Service	Head of Service	Target Savings (000's)	Savings confidence	Operating model review	Delivery model options	Staff savings
Commissioned externally						
Operations and Locality incl Waste	Simon Mander	£312		Y	Outsourced model being explored	Y
Southern Building Control Partnership	Angela Hughes	£100		Y	Shared service/Arms length	N
Regulatory Services	Alison Boote	£51		N	Shared service with Mole Valley, looking at standardising approach	N
Commissioned in house						
Assets and FM	Alison Boote	£112		Y	In house model/work with delivery partners	Y
Community Partnerships	Julie Porter	£50		Y	In house model	N
Housing HRA	James Devonshire	Subject to separate fund		Y	Potential expansion with other councils	Y
Housing Statutory	James Devonshire	£200		Y	Revised in house model	Y

Service Review: : Operations and Locality incl Waste		Report Date: October 2022	Overall RAG status		Amber
Workstream lead :	Stuart Crichton		Committee:	Community services	
Summary of Current Status:			Critical areas of focus (High priority KLOEs)		
<p>Work on the improvement plan has started and Stuart Crichton has been employed to help deliver the plan. A review of the grounds maintenance data has commenced, and officers are currently reviewing the site level data to confirm that these are still current and amending where necessary. Once completed then officers will work with the GIS officer to review the metric data on the GIS to check areas lengths etc.</p> <p>Discussions with other TDC services have been completed and agreement reached on where areas of work best sit going forward.</p> <p>A review of the saving targets has been undertaken to unpack the large element of saving into more individual targets.</p>			<p>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.</p> <p>Following deciding the future delivery arrangements determining the packaging for any services to be delivered through contractual arrangements, taking account of market conditions.</p> <p>Determining the best future location in the Council for Housing related services currently delivered by Locality and Operational Services.</p> <p>Following on from above, develop a new target operating model for the integrated Locality and Operational Services.</p>		
Recommendations / Improvement areas to be included in the business case			Key risks and Issues		
<p>Key services in focus include Grounds Maintenance (inc. Playgrounds, and Arb), Street Cleansing, Vehicle Maintenance, and Housing Repairs.</p> <p>Once the Target Operating model has been developed for each of the above Services, Peopletoo will then support the service in the development of a high organisational design for the integration of Locality Services and Operational Services. The outcome of this work will then be included in the Business Case. As the Value for Money exercise is yet to be completed, the recommendation is not yet known at this stage.</p> <p>Develop potential delivery model options including outsourcing the service following internal improvements being made. Soft market test planned October to December.</p>			<p>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. This is also the case for the works completed by the DSO. 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 information will need to be gathered in the longer term.</p> <p>Competing priorities has meant delays in getting the data across to Peopletoo. Market appetite for a “StreetScene” contract could mean that anticipated savings may not be achieved.</p> <p>Inflationary pressure on waste contract</p>		
Source of savings for 23/24			Target saving	Identified saving	In progress
Increase Garden Waste charges			23	23	0
Operations TOM redesign and remodelling, Integrated Model and potential outsource			239	239	239
£50k assumption re Bring Bank etc			50	50	
Totals			£312	£237	£225

Service Review: Building Control		Report Date: October 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 – new spreadsheet designed to work up TDC costs Alternative delivery model / review of productivity, costs and commercial income - LABC commissioned to provide industry specific data IT Delivery – Draft for TDC to provide resource to enable move to Salesforce Lightning in progress IT Role (Resilience) - new person specification and advert prepared 				<ul style="list-style-type: none"> Review of Support Service Recharges – A methodology of working out TDC costs is currently being worked up and input has been sought from SCC. 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, this will be submitted to SBCP partners as part of budget setting process for 23/24 Alternative delivery model - No recommendation yet IT Delivery and IT Role - SBCP to move to SF Lightning by December 2024 supported by TDC IT resource 				<p>Member authorities may not accept further increases in Support Service Recharges</p> <p>Building Safety Bill – effects of new legislation are unknown, but there is a risk of reduced capacity in the team due to resignations or additional burdens</p> <p>Impact of other service reviews – IT. Confirmation that TDC IT can support SBCP’s proposals for Lightning.</p> <p>Medium term risk in reduced income from Support Service recharges as TDC realigns its functions.</p> <p>Early indications are that the SBCP budget pressures for 23/24 require income to increase by approximately 11.5% to achieve a balanced budget.</p>					
Source of savings for 23/24				Target savings		Savings identified		In progress	
Support Service Recharge as calculated using new methodology				£30		£30		£30	
Current option is for TDC to provide resource to enable move to SF Lightning. SBCP to fund TDC IT Post for Jan- Dec 2023				£40		£40		£40	
External review into operating model and opportunities to drive value for all partners from SBCP									
Total				£70		£70		£70	

Service Review: Regulatory Services		Report Date: October 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 – Should be a single budget . It was a political decision previously, but now the partnership is well established this . Also, unlike SBCP the Environmental Health Partnership does not have a separate website. Both these possibilities are being reviewed.</p> <p>Productivity – investigating what can and can't be standardised – Taxis – potential immediate savings, but as this also brings in income there are further investigations ongoing, S. 46 Burials process being reviewed. This depends on work ongoing in the Operational Services review, DFGs – Implications are moving that it is most cost effective to retain and capitalise the salary as there are benefits to our own housing stock – which Mole Valley do not have. Animal Warden changes have already progressed</p> <p>Risk based approach – exploring the potential for this approach to inspections</p> <p>Commercial opportunities are being investigated. 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 TDCV have different versions of Adelante. A solution for this has been achieved</p>				<ul style="list-style-type: none"> • Further standardisation of approach between the two councils including policy convergence to create a single model • Look at potential productivity improvements and bring consistency of make or buy decisions – 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>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>					
Source of savings for 23/24				Target saving		Identified saving		Saving In progress	
Standardisation of approach will save updating two websites and will bring better clarity and reporting of overall budget. Digital Improvements				£10		£10		£10	
Productivity Improvements				£16		£16		£16	
Risk based approach to inspections, commercial				£0		£0			
Totals				£26		£26		£26	

Service Review: Assets and FM		Report Date: October 2022		Overall RAG status		Amber			
Lead Officer:		Alison Boote		Committee:		Strategy & Resources			
Summary of Current Status:				Critical areas of focus (High priority KLOEs)					
<p>Project plan is being progressed. Consideration of a fully integrated Property Service has moved ahead 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 included where compliance efficiencies can be made. A draft structure is being finalised</p> <p>The review of c. 140 properties is close to completion and they are split into the reason they are held. New categories have been used following a matrix produced by People Too. Community, Investment, Redevelopment. Regeneration and Surplus</p> <p>Looking for development opportunities – anticipated mainly for housing but also for community uses in parks – e.g old toilet block in Whyteleafe Rec. Space requirements for Civic Offices are being reviewed and consideration of new suites to be created for letting are being costed. One small new letting has been agreed and another is under offer.</p> <p>If buildings themselves are not appropriate for a use it may be possible to increase the floor area of one building e.g a pavilion and demolish another store.</p>				<p>Integrated property Service – determining appropriate level of resource, and all roles and responsibilities across all areas</p> <p>Centralisation of all property asset related budgets</p> <p>Review all building related compliance</p> <p>Baseline all property related spend across all assets and benchmark performance</p>					
Recommendations / Improvement areas to be included in the business case				Key risks and Issues					
<p>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</p> <p>Split of property portfolio into community, investment and operational</p>				<ul style="list-style-type: none"> • There are financial risks of not keeping a close eye on opportunities and costs. • Reputational risks with properties vacancies • Risks as it may be unpopular to increase charges to voluntary groups – we need to capture and minimise costs in a transparent manner. 					
Source of savings for 23/24				Target saving		Identified saving		In progress	
Consolidate Facilities Management/Housing contracts				£2		£2		£2	
Use of the Town Hall				£50		£50		£50	
Integrated property services				£60		£60		£40	
Totals				£112		£112		£92	

Service Review: Communities and Partnerships		Report Date: October 2022	Overall RAG status		Green
Lead Officer:		Julie Porter		Committee:	Strategy & Resources
Summary of Current Status:			Critical areas of focus (High priority KLOEs)		
<p>Alternative funding sources for the IRIS programme – Countywide initiative to deliver the IRIS programme to all GPs in Surrey. Surrey CC have decided not to progress the role out of a County wide programme at this time. The East Surrey Programme is a jointly funded partnership programme. A meeting is set up for the 9th November to discuss the future funding for the programme with all partners. Discussions continue to achieve this long-term objective.</p> <p>Wellbeing Prescription Contract Contract negotiant for 23/24 incorporate a more commercial approach for the in-kind support costs to limit the pressures on this Council. Discussions continue with Commissioners to confirm 23/24 Income funding. Draft bid produced for additional funding stream via SCC mental health funding. Awaiting funding bid template. of</p> <p>Partnership work with R&BBC to support community intervention through non-recurrent funding. Project plan drafted. Regular project meetings continue. Job descriptions re-drafted to incorporate hospital discharge intervention into the role. Aim to post jobs end of October and interview panel for November.</p> <p>Review of TDC community/voluntary grants and lottery administration with a report going to Community Services Committee on 18 October</p> <p>Meeting with SCC Emergency Management team planned for end of October to discuss Partnership working and resilience for training and exercising</p> <p>Review of TDC’s Anti-social behaviour procedures and polices. First initial project scoping meeting taken place. Project PID to be drafted and project resources need to be identified</p>			<p>DA – IRIS Programme</p> <p>Wellbeing prescription contract</p> <p>Grants and Lottery administration</p> <p>Partnership Working with R&BBC to deliver East Surry Place Communities and Prevention objectives and projects</p> <p>Partnership working with SCC Emergency Management team to deliver statutory EP training and testing exercises.</p> <p>Review of Anti Social Behaviour Model across the Council to look at resourcing, monitoring, reporting and benchmark models with other local authorities</p> <p>Review of Event Management process – administration and co-ordination of events needs to be consistent across the authority. Currently no resources identified to ensure event plans and risk assessments are recorded, reviewed and commented on. Tandridge have a statutory responsibility to be part of the Safety Advisory Group. Currently chaired by the head of communities and Partnerships</p>		
Recommendations / Improvement areas to be included in the business case			Key risks and Issues		
<p>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.</p> <p>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</p> <p>Review of statutory services (must, should, could do approach) to identify areas of opportunity for partnership working or efficiency gains</p> <p>Support and administration for Health and Wellbeing board and subsequent projects to be identified as currently no resource to support this work</p>			<p>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. Our reputation with outside partners is being impacted and issues are escalating through increased tensions.</p> <p>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.</p> <p>Reduction of resources has led to no little promotion of the lottery resulting in reduced sales. This will reduce the community fund which is paid out to community and voluntary groups in January 2023</p> <p>Failure to meet the councils responsibilities with regards to Emergency Planning, Community Safety and Safeguarding due to lack of resources and resilience with such a small team.</p> <p>No resources available to monitor or review Community & voluntary grants could result in Council funds not being spent in the most efficient or transparent way</p>		
Source of savings for 23/24			Target saving	Identified saving	In progress
Reduce funding for Westway Centre as per the committee agreement			£50	£50	£0
Total			£50	£50	£0

Service Review: Statutory Housing services		Report Date: October 2022	Overall RAG status		Green
Lead Officer:	James Devonshire		Committee:	Housing	
Summary of Current Status:			Critical areas of focus (High priority KLOEs)		
<p>Agreement from Committee and TOMDG to continue to deliver private sector DFG service in house. This will run alongside the HRA aids and adaptations work. Cost saving of £60k approved.</p> <p>New structure approved by TOMDG, awaiting wider redeployment process before being able to move forward with vacancy and JD's.</p> <p>Salaries are to be offset against Homelessness Prevention grant where possible. This is dependant on spend against government grant due to increasing B&B use.</p>			<p>Continue to look at salary apportionments and corporate recharges.</p> <p>TOM Group to confirm proposal around DFG funding model.</p> <p>TOM group to confirm proposed new structure for the Housing Needs Service.</p> <p>A site survey of Meadowside is currently being procured to assist and inform decisions around future options for the site.</p>		
Recommendations / Improvement areas to be included in the business case			Key risks and Issues		
<p>New team structure to be approved by TOM group. – Corp redeployment process now required,</p> <p>DFG and aids and adaptations work proposal confirmed by TOM Group. Moving toward new operating mode; and tender of new contract from January 2023.</p> <p>Review outcomes from Meadowside site survey and work with development on potential alternative use for the site.</p>			<p>Apportionment work concludes that costs are to be transferred from HRA to HGF.</p> <p>Inability to deliver statutory services due to increasing demand in homelessness cases and housing register applications.</p>		
Source of savings for 23/24			Target saving	Identified saving	In progress
DFG operating model			60	60	0
Increase Meadowside Mobile Home Sales			-10	-10	0
Homelessness and DFG			150	150	0
Totals			£200	£200	0

Service Review: Housing Landlord Service (HRA)		Report Date: October 2022		Overall RAG status		Green			
Lead Officer:		James Devonshire		Committee:		Housing			
Summary of Current Status:				Critical areas of focus (High priority KLOEs)					
<p>Options appraisal agreed by TOMDG and Committee for 12 month data gathering exercise, service improvement plan and revised structure.</p> <p>Awaiting proposed cost from Millbrook regarding integrating in house aids and adaptations work with DFG contract. Procurement exercise to follow and advice required from legal on contract variation.</p> <p>Orchard Health Check report received. Recommendations recorded and meeting with MRI booked for week commencing 17 October. Decision yet to be made on future housing software provider. Demo's from MRI seen, yet to see what salesforce have available.</p> <p>Structure is ready to be consulted on with staff, awaiting wider redeployment process.</p> <p>Review of salary and corporate recharge apportionment completed. To be kept under review due to pressure the outcome is likely to cause on GF budget.</p>				<p>Complete and review outcome from salary apportionments and corporate recharges work. Decision to be made on viability of outsourcing HRA services vs financial impact on GF.</p> <p>Confirm with Home Improvement Agency the merger of HRA and DFG works.</p> <p>Identify true cost of HRA activity and establish what savings could be generated through structure and process reviews. Then compare this to an outsourced management scenario with accurate costings.</p>					
Recommendations / Improvement areas to be included in the business case				Key risks and Issues					
<p>DFG and aids and adaptations work proposal to be confirmed by TOM Group once costs have been agreed.</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>Apportionment work concludes that costs are too great to be transferred from HRA to HGF.</p> <p>Inability to meet compliance regulations for HRA stock due to decreasing resource in Community Surveying team.</p>					
Source of savings for 23/24				Target saving		Identified saving		In progress	
Review of Salary apportionments				£150		£150		£150	
Team restructure				£100		£100		£100	
Totals				£250		£250		£250	

Service Review Overview – November 2022

Service	Head of Service	Target Savings (000's)	Savings confidence	Operating model review	Delivery model options	Staff savings
Back Office						
Communications	Giuseppina Valenza	£47		Y	Reduced in house model/Outsourced model	Y
Digital and IT Cross Cutting	Mel Thompson Vicky Barrett	£35		N	Mix - Reduced in house model/Outsourced model	N
Customer Services	Mel Thompson	£128		Y	Reduced in house model/Outsourced model	Y
Human Resources	Mel Thompson	£65		Y	Reduced in house model	Y
Democratic Services	Alex Berry	£8		Y	Reduced in house model	Y
Legal	Lidia Harrison	£24		N	As-is model	N
Revs and Bens	Mark Hak-Sanders	£100		Y	Shared service/hybrid opportunities	Y
	Total	£1,232,000.00				

Service Review: Communications		Report Date: October 2022		Overall RAG status		Green			
Lead Officer:		Giuseppina Valenza		Committee:		Strategy & Resources			
Summary of Current Status:				Critical areas of focus (High priority KLOEs)					
<ol style="list-style-type: none"> 1. Specification for reduced, redesigned, outsourced service drawn up. 2. Indicative costs from external suppliers (two councils, two agencies). 3. Internal survey completed, shared with stakeholders and analysed. 4. Transition plan agreed and shared with HoS to move work to other teams. 5. Reduced service partially in operation due to vacancies. 6. Business case signed off by TOM and submitted for Strategy and Resources Committee 7. Discuss future staffing structure with HR/Programme Team to agree redundancy/redeployment and draft/agree staff consultation document. 8. Deliver workshop for key stakeholders (councillors and EMT) to identify future outcomes for communications service. 9. Revise/draw up more detailed specification. 10. Develop documents for soft market testing with external suppliers. 11. Explore paperless committees with democratic services team. 12. Separate briefing paper about policy function. 				<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 communications service. • Test market for outsourcing based on reduced specification, but seeking outcomes based approach to communications based on Council priorities. • Approach two councils and two private companies for indicative quote. • Agree staff redundancy, redeployment or TUPE. 					
Recommendations / Improvement areas to be included in the business case				Key risks and Issues					
<p>Reduced inhouse service offers savings and is already being actioned due to vacancies</p> <ol style="list-style-type: none"> 1. Evaluation of reduced service and outsourced service based on reduced specification,. 2. Savings in printing and postage costs if move to paperless committees. 3. Further savings possible when printing contract is up for review 2025. 				<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 can 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. • New intranet may not be developed. • If outsourced on outcomes basis, need to define and monitor delivery. 					
Source of savings for 23/24				Target saving		Identified saving		In progress	
Back office review				£58		£58		£58	
Totals				£58		£58		£58	

Service Review: Digital and IT		Report Date: October 2022		Overall RAG status		Green			
Lead Officer:		Mel Thompson		Committee:		Strategy & Resources			
Summary of Current Status:				Critical areas of focus (High priority KLOEs)					
<p>Business case being prepared for submission for Digital & Customer Services.</p> <p>Working with Microsoft to establish feasibility of on premise estate migration to the cloud</p> <p>Telephony to cloud solution project currently assessing solution requirements</p> <p>SBCP build and support proposal submitted to the Partnership for review</p> <p>Service delivery model and team structure review on hold pending outcomes of Digital Strategy assessment and Revs n Bens service review</p>				<p>Business value and saving opportunities being calculated for Digital & Customer Services business case.</p> <p>Microsoft preparing business value report for Azure migration proposal.</p> <p>Farrpoint Consulting defining As Is and To Be requirements for telephony solution.</p>					
Recommendations / Improvement areas to be included in the business case				Key risks and Issues					
				<p>Time is our biggest challenge, Salesforce and Microsoft are being heavily relied upon for business value analysis (TDC do not have the capacity/skills to do this work).</p> <p>We also need to be mindful of the agenda that both these organisations ultimately have.</p>					
Source of savings for 23/24				Target saving		Identified saving		In progress	
Back office review				£35		£35		£35	
Total				£35		£35		£35	

Service Review: Customer Services		Report Date: October 2022		Overall RAG status		Green			
Lead Officer:		Mel Thompson		Committee:			Strategy & 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 KPI's not being met by CS and R&B Planning & housing not responding to customers therefore n 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 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 to be included in the business case				Key risks and Issues					
<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"> Dependant 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 Organisationally poor at change 					
Source of savings for 23/24				Target saving		Identified saving		In progress	
Back office review				£25		£25		£25	
Introduce chat bots and live agent chat and Customer Service efficiencies				£65		£65		£65	
Automation (excluding chatbots £65) and outsource outgoing mail				£38		£38		£38	
Totals				£128		£128		£128	

Service Review: Human Resources		Report Date: October 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>Transfer of 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. New starters and managers take more of lead with on-boarding process. Senior HR professionals working more strategically, focused on high level processes including HR analytics. HR only involved at formal stage meetings for employee relation issues. This includes attendance, capability, disciplinary and grievance cases. Identified savings come from assumed reduction in the Case work area, with a continuation of those savings. Formative discussions to test appetite for sharing HR functions with other Councils. 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 					
Source of savings for 23/24				Target saving		Identified saving		In progress	
Staffing (HR CO) 6 months Training budget saving due to in house OD expertise				£40		£40		£40	
Full year effect of staffing savings made in 2022/23				£25		£25		£25	
Total				£65		£65		£65	

Service Review: Democratic Services		Report Date: October 2022		Overall RAG status		Amber			
Lead Officer:		Lidia Harrison		Committee:		Strategy & Resources			
Summary of Current Status:				Critical areas of focus (High priority KLOEs)					
<p>Costs of printing have been estimated (£9k). Members were asked their opinion on moving to paperless. There was a mixed response. It would cost c£9k to provide devices to members to access paperless reports.</p> <p>Recruitment of an apprentice has been completed following the reduction in hours of a key member of staff</p> <p>Recruitment to the Independent Remuneration Panel (IRP), which reviews member allowances, was completed in September and the review is underway. Due to report to S&R and Council in December.</p> <p>Reorganisation of Registers to reflect new Polling Districts in accordance with changes that may be implemented by the Local Government Boundary Commission for England. Could offer potential savings if there is a reduction in number of Councillors.</p> <p>To reduce the content of the reports, thereby reducing need for detailed Legal and Finance comments where possible.</p>				<p>Gather information regarding costs of printing committee papers and scope potential IT requirements</p> <p>Develop a longer term plan for resourcing and improving resilience within the team</p> <p>Review of Member allowances with support from finance to provide options of levels of savings</p> <p>Set up workshop to review the operational governance of committees</p> <p>Review the number of committee cycles.</p>					
Recommendations / Improvement areas to be included in the business case				Key risks and Issues					
<ol style="list-style-type: none"> Moving to paperless agendas. Discussions with EMT on the operational governance of committees. To issue Councillors with tablets to allow secure access and management of the Councillor's email account; access to committee agendas (including confidential agendas electronically); and generally assist in the conduct of Councillor duties 				<ol style="list-style-type: none"> Much of the KLOEs are subject to additional approval. For example, Councillors will have the final vote on their allowances based on report of the IRP and the Boundary Commission will determine councillor numbers. The IRP could recommend that Councillor allowances are increased. Resilience at all levels in the team. Potential to explore at case officer level alongside Legal. Discussions are needed with EMT around the operational governance of committees. 					
Source of Savings 23/24				Target saving		Identified saving		In progress	
Paperless agendas				£18		£0		£0	
Recruitment				£16		£8		£8	
Total				£34		£8		£8	

Service Review: Legal		Report Date: October 2022	Overall RAG status		Amber
Lead Officer:		Lidia Harrison		Committee: Strategy and Resources	
Summary of Current Status:			Critical areas of focus (High priority KLOEs)		
<p>Reports have been run from IKEN to assess the volumes and trends of the work streams coming into Legal Services. The data has been analysed.</p> <p>FOI admin process training has been provided by the Communications team. The transfer date is 1st December 2022.</p> <p>New instruction form has gone live on the Council's intranet. Workflows on several matters are being constructed to expedite and improve efficiency within the legal team.</p> <p>Looking at how to centralise all legal budgets enabling the Head of Legal to have control of the external legal budget for all service departments. There would be enhanced gatekeeping and review of all external legal instructions. Decision will be taken on commissioning effectively: either optimising the use of in-house resources or procuring high quality and value for money on external legal resources where appropriate.</p>			<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		
<p>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.</p> <p>Work has begun on collating a knowledge management system with content on standard legal advice that Officers can refer to as part of their routine activities.</p> <p>All instructions to be sent through to the legal helpdesk. All internal clients have been advised.</p> <p>Review existing staff structure in relation to the case types and volumes generated internally. Look into what work, if any can be externalised.</p> <p>Explore potential for buying in external legal support form other LA's and private company options.</p>			<p>Additional income from supporting other authorities may reduce as the FOI administration passes to Legal Services on 1st December. This is being transferred without any additional resources. Saving target may not be reached.</p> <p>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.</p> <p>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.</p> <p>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.</p>		
Source of savings for 23/24			Target saving	Identified saving	In progress
Through centralising all legal budgets			£24	£24	£24
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.			£0	£0	£0

Service Review: : Revs and Benefits		Report Date: October 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"> • Work to deliver the 30th June S&R savings in progress - £25k part year effect / £50k full year effect • PeopleToo consultancy to set out shared service opportunities expected to report end of October for discussion with RBBC officers and Members in early November • CFO regularly updating team on progress and options under consideration. • Interim lead for Revs and Bens meeting with team individually to secure input into future of the service pending formal consultation • Structure is being considered to secure saving; launch pending confirmation of process for restructuring • Debt recovery business model being progressed along with shared opportunities with the Counties • MOU for fraud activities under final review by TDC legal services, having secured agreement at Corporate Procurement Board 				<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 and progress Debt Improvement Plan 2.Work with Finance and other service areas, including engagement with staff and customers, to look at most efficient and effective restructure options 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 realisation of increased self serve and automation from new NEC system Benchmarking of performance against other LAs to understand how we are performing in comparison 4.Finalise MoU with RBBC for investigation of fraudulent claims and activity 5.Consult with neighbouring authorities with a view to increasing shared services beyond current arrangements. Consultant support to review shared service options, benchmarked against internal delivery and other models 					
Recommendations / Improvement areas to be included in the business case				Key risks and Issues					
<ul style="list-style-type: none"> • Full year effect of imminent restructure • Opportunities for efficiencies from realisation of self-service and channel shift in citizen portal • Pursue opportunities from sharing service or parts of with Reigate and Banstead / or others • Exploration of shared resilience in Finance / Exchequer / Revs and Bens / Customer Services / IT • Increase in revenue from debt recovery work / Single Person Discount review / counter fraud initiative with Reigate and Banstead • Single Person Discount Review – kick off meeting 17th October 2022. 				<ul style="list-style-type: none"> • Need to cost the underlying impact of Housing Benefit to the General Fund budget that has not previously been acknowledged in the budget; current opportunistic offset by Homelessness • Need to align with partner appetite for sharing – risk of varying aspirations for the service • 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 • Addressing backlogs remaining from Covid-19 and NEC implementation – backlog reduction is well progressed 					
Source of savings for 23/24				Target saving		Identified saving		In progress	
Back office review				£25		£25		£0	
Debt recovery and shared services				£75		£25		£50	
Total				£100		£50		£50	