








Future Tandridge Programme
Strategy & Resources committee
30th March 2023
Appendix A - Service Review update

Overall assessment of savings delivery

RAG status	RAG rating determination	Staff savings 23/24 £000	Non Staff savings 23/24 £000	Total £000
	Savings delivered	£297	£333	£630
	Clear plans, realistic timescales	£34		£34
	Some risks to delivery or detailed delivery plan still in development	£426	£538	£964
	Significant risks to delivery, delivery plan yet to be agreed		£26	£26
	Totals	£757	£897	£1,654

Red rated areas are in Regulatory Services (£26k)

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
Commissioned externally						
Operations and Localities incl Waste	Simon Mander	£289		Y	Waste - outsourced Operations – models being explored	Y
Waste	Simon Mander	£23			Garden Waste charges	N
Building Control	Cliff Thurlow	£70		Y	Shared Service / Arms length	N
Regulatory Services	Taryn Pearson-Rose	£26		N	Shared Service	N
Committee total		£408				
Commissioned internally						
Community Partnerships	Julie Porter	£50		Y	In house	N
Housing HRA	James Devonshire	Separately funded		Y	In house (options review September 23)	Y
Housing Statutory	James Devonshire	£210		Y	Reshaped in house model	Y
Committee total		£260				

Delivered
Plan required
Some risk
On track

Service Review: Assets and FM		March 2023	Overall RAG status	Amber
Lead Officer:	Mark Hak-Sanders (Interim Lead)		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 roles and responsibilities being identified across areas of Asset Management, Facilities, Community Surveyors, Projects and Housing Development. The identification of all property related spend has included consideration of Health and Safety compliance. A draft structure is being finalised with two options under consideration: a fully integrated structure, or a structure broadly split into two areas; for HRA and General Fund. External views and guidance is being sought on these options.</p> <p>The review of c. 140 properties is close to completion but was paused whilst staff changes took place. This will categorise the estate based on the reason for holding. New categories have been used following a matrix produced by People Too. Community, Investment, Redevelopment. Regeneration and Surplus. This will inform review meetings with ward Members which will take place once complete.</p> <p>Looking for development opportunities – anticipated mainly for housing but also for community uses in parks.</p> <p>Space requirements for Civic Offices are being reviewed and consideration of new suites to be created for letting are being costed. New lettings are beginning to occupy the building. One Public Estate funding has been awarded to consider the longer-term future of the site. This will inform the medium term strategy.</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>	
impact of savings/changes to residents			Impact of savings/changes to the council	
<p>Single point of contact and accountability.</p> <p>Clear centralised objectives and reduced duplication to drive introduce efficiencies.</p>			<p>Bringing teams together reduces duplication and provides clearer service provision.</p>	

Service area Review: Building Control		Report Date: March 2023	Overall RAG status	Red/Amber
Lead Officer:	Angela Hughes		Committee:	Planning Policy
Summary of achievements to date			Planned activities including critical areas of focus – Jan – March and any business case decisions	
<p>LABC commissioned to provide overview of National Building Control, current drivers, comparison to other shared services. Work on this unlikely to resume until April 2023.</p> <p>SBCP Board met during February to discuss budget matters should be resolved.</p> <p>Budget for 23/24 drafted to include increase in support service recharges and IT payment to TDC for IT project. To achieve a balanced budget, salary savings have been identified with no recruitment planned for current vacant post.</p> <p>Recruitment of the IT role complete and resource will join during March.</p>			<p>IT Project to be signed off by internal project board. Due to slippage in appointing role, timings will be reviewed and may affect costings which were split over two financial years.</p> <p>Contract drawn up.</p> <p>Project commenced.</p>	
Impact of savings/changes to residents			Impact of savings/changes to the council	
<p>Increase in cost of service with new fees raised from April 2023.</p> <p>Potential for reduced service levels due to vacancies being unfilled.</p>			<p>The IT project will enable TDC IT Team to benefit from skills of SBCP IT role being shared which will bring resilience to the team.</p>	

Service area Review: Communications		Report Date: December 2022	Overall RAG status	Complete
Lead Officer:	Giuseppina Valenza		Committee:	Strategy & Resources
Summary of achievements to date)			Planned activities including critical areas of focus – Jan – March and any business case decisions	
<p>Service review first phase completed.</p> <p>Business case presented to and approved by Strategy and Resources 1 December 2022.</p> <p>Workshop for key stakeholders (councillors and EMT) to identify future outcomes for Communications service held 10 January 2023.</p>			<p>Staff consultation 17 January-14 February 2023.</p> <p>Revise/draw up more detailed specification following workshop.</p> <p>Develop documents for soft market testing with external suppliers.</p> <p>Explore paperless committees with Democratic Services team.</p> <p>Review print contract in 2024.</p>	
Impact of savings/changes to residents			Impact of savings/changes to the council	
Engagement with members should result in consideration of residents' needs across the district			<p>Reduced costs</p> <p>Clear service objectives based on agreed outcomes</p>	

Service area Review: Community Partnerships		Report Date: March 2023	Overall RAG status	Complete
Lead Officer:	Julie Porter		Committee:	Community Services
Summary of achievements to date)			Planned activities including critical areas of focus – Jan – March and any business case decisions	
<p>New Manager recruited at the Westway Centre. JP to attend Trustees meetings from March 2023</p> <p>East Surrey Welfare and discharge support officers started in post in February 2023</p> <p>Anti-Social behaviour project approved and first project meeting held</p> <p>East Surrey Partners working together to find alternative funding streams for the DA IRIS Programme</p>			<p>Lease to be signed to enable the Westway to manage sub-tenants.</p> <p>East Surrey IRIS programme discussed at Communities and Prevention board in February 2023</p> <p>Anti-social behaviour policy to be drafted ready for business sign off in March 2023</p> <p>Business Continuity Exercise to be planned and executed in March 2023</p> <p>Community and voluntary grants panel to meet in February to decide how grant payments will be distributed in 2023 in line with the new grants matrix.</p>	
Impact of savings/changes to residents			Impact of savings/changes to the council	
<p>£50k already assumed for 2023/24 in the January 2022 S&R Budget and MTFS paper. Although a saving, officers will continue to support the Westway Trustees by attending regular meetings, assisting with development opportunities and sourcing alternative funding grants.</p> <p>If no alternative funding for the IRIS programme could be sourced GP's across East Surrey would not have access to vital information to identify victims of DA.</p> <p>Wellbeing referrals continue to increase with demand for assistance with emotional support at an all time high. Due to savings to direct costs the Council will be in a position to fully recover support costs from the Wellbeing reserve fund.</p>			<p>If the Westway Centre were not able to continue to deliver services, Officers would be required to work with partners to find alternatives and manage the development of the building.</p> <p>With the increase in Domestic Homicides the need for the IRIS programme has never been so high. Currently the IRIS programme is funded through a partnership agreement with PCC, R&BBC , health and TDC. If TDC can no longer provide funding the programme may not continue.</p> <p>The extension of the wellbeing prescription contract means that work can start to look at a longer term model across east surrey to deliver social prescribing in a more efficient and cost effective way.</p>	

Service area Review: Customer Services		Report Date: March 2023	Overall RAG status	Amber/Complete
Lead Officer:	Mel Thompson		Committee:	Strategy & Resources
Summary of achievements to date)			Planned activities including critical areas of focus – Jan – March and any business case decisions	
<p>1 FTE reduction in staffing in 22/23</p> <p>New Customer Services Manager job description written to include the drive to channel shift, recruitment taking place w/c 14 March</p> <p>Two vacancies are being held and not filled to assist with the delivery of the savings</p> <p>Review of working practices to enable reduction in staffing to have a lesser impact</p>			<p>Work to continue with they hybrid mail suppliers, early indications are of £10k savings pa.</p> <p>PID currently being developed for the hybrid mail project</p> <p>Work within the digital workstream – chatbots, live agent chat, website redesign, engagement cloud, further integration</p> <p>New indexing redaction process for Planning</p> <p>Mapping workflow and changes to R&B scanning and indexing</p>	
Impact of savings/changes to residents			Impact of savings/changes to the council	
<p>Drive down demand on the phones by channel shift – linked to the digital workstream</p> <p>Residents have access to channels 24/7</p> <p>Improved service</p>			<p>Savings will be delivered in two parts. The first due to the two vacancies not being filled</p> <p>The second will be dependant on the delivery and implementation of the digital tools.</p>	

Service area Review: Human Resources		March 2023	Overall RAG status	Amber
Lead Officer:	Mel Thompson		Committee:	Strategy & Resources
Summary of achievements to date)			Planned activities including critical areas of focus – Jan – March and any business case decisions	
<p>HR team have been heavily involved with the Phase 1 restructure</p> <p>Workshop taken place to streamline the recruitment process, more work still to do to complete the review and new process</p> <p>Reviewing the contract for the Payroll and Itrent function</p> <p>Working to recruit an HR OD Lead to develop the People Plan</p>			<p>A more streamlined recruitment process, utilising 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.(Project currently underway with Key Officer Forum)</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>Discussions progressing for the potential of a shared HR function with another Council.</p> <p>A review of areas where external providers could add value to a more strategic HR service.</p>	
Impact of savings/changes to residents			Impact of savings/changes to the council	
Little impact upon residents			<p>Work will transfer from the team to the Head of Service, managers and team leaders</p> <p>Resilience issues will need to be managed</p> <p>Longer wait times for the team to respond</p>	

Service area Review: Statutory Housing Services		Report Date: March 2023	Overall RAG status	Amber/Green
Lead Officer:	James Devonshire		Committee:	Housing
Summary of achievements to date)			Planned activities including critical areas of focus – Jan – March and any business case decisions	
<p>Approval previously granted to amalgamate the work completed under Disabled Facilities Grant and Council house adaptations. This work is now undertaken by the Home Improvement Agency until December 2023 with a new contract to be tendered mid 2023.</p> <p>Some delay to the handover of the Handyperson service has occurred due to needing to agree fees and charges with both Millbrook and Members.</p> <p>Phase 1 consultation open from 17 January 2023 to 15th February on new structure, reporting lines, roles and responsibilities.</p> <p>Site survey of Meadowside now complete and informing decisions around future management of the site. Programme of works identified for Meadowside including bin store and parking upgrades.</p>			<p>Continue to review future management models for Meadowside. New staffing arrangements to be implemented in March 2023 with more staff visibility across several housing services.</p> <p>Continue to develop IT services to meet statutory requirements and improve data quality across the service.</p> <p>Implement new Housing Services Structure from April 2023.</p> <p>Continue to ensure the prevention of homelessness remains a priority for the service and continue to build on measures to prevent (where possible) increasing use of Bed and breakfast.</p>	
Impact of savings/changes to residents			Impact of savings/changes to the council	
<p>Residents will benefit from a more traditional housing services structure meaning it will be easier to identify who they need to contact with regard to their enquiries.</p> <p>Increased use of Bed and Breakfast accommodation puts the offset of costs against government grant at risk. Work is currently being undertaken with all Surrey district and borough authorities, with a view to procuring a mechanism to reduce the need on temporary accommodation across the County.</p> <p>Residents to benefit from a consistent approach to aids and adaptations regardless of tenure as a result of the amalgamation of work undertaken by the Home Improvement Agency.</p>			<p>Salary and corporate recharge apportionment work undertaken has led to an increase in HGF budgets.</p> <p>Offset of government grant at risk due to increasing use of B&B accommodation.</p>	

Service area Review: Landlord Services HRA		Report Date: March 2023	Overall RAG status	Amber
Lead Officer:	James Devonshire		Committee:	Housing
Summary of achievements to date			Planned activities including critical areas of focus – Jan – March and any business case decisions	
<p>Council house adaptations work now being undertaken by the Home Improvement Agency.</p> <p>Orchard health check complete, action plan drawn up and tasks allocated.</p> <p>30 day consultation commenced on 17 January 2023 on new housing management structure</p> <p>Review of salary and corporate recharge apportionment completed and budgets amended for 2023/ 24</p>			<p>Tendering of new aids and adaptations contract with DFG and Handyperson work to commence in 2023.</p> <p>Continue to develop Orchard housing management system inline with action plan and forward plan housing service IT provision in accordance with digital strategy</p> <p>Commence with new housing management structure from April 2023</p> <p>Continue to keep under review salary and recharge apportionments between HRA and HGF</p> <p>Implement Resident Engagement Strategy from April 2023</p>	
Impact of savings/changes to residents			Impact of savings/changes to the council	
<p>Increase resource in community surveying team due to outsourcing of council house adaptations work</p> <p>Streamlining of data held on Orchard system with better processing and automation</p> <p>New structure to bring about heightened accountability on staff and to ensure residents know who to contact</p>			<p>New structure to bring about savings to the HRA plus better services to residents</p> <p>Engagement strategy to be introduced to ensure compliance and that tenants and leaseholders are able to shape current and future services</p> <p>Increased income to the HRA through apportionment work meaning greater investment in stock maintenance and development of affordable accommodation</p>	

Service area Review: IT & Digital		Report Date: March 2023	Overall RAG status		Amber
Lead Officer:	Mel Thompson		Committee:	Strategy & Resources	
Summary of achievements to date)			Planned activities including critical areas of focus – Jan – March and any business case decisions		
<p>Business case 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 review1 FTE reduction in staffing in 22/23</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>		
Impact of savings/changes to residents			Impact of savings/changes to the council		
<p>Drive down demand on the phones by channel shift</p> <p>Remove some communication channels</p> <p>Residents have access to channels 24/7</p> <p>Improved service</p>			<p>Savings will be identified within the business case</p> <p>Changes to engagement with customers</p>		

Service Review: Legal		Report Date: March 2023	Overall RAG status	Amber
Lead Officer:	Lidia Harrison		Committee:	Strategy and Resources
Summary of Current Status:			Critical areas of focus (High priority KLOEs)	
<p>The type of requests for Legal support make up a large amount of the work undertaken by the team and as this is not planned out in advance, makes it very difficult for the team to plan ahead and understand their capacity at any given time.</p> <p>The Legal team are considering how to centralise Legal activities and spend, to enable control and management of the spend by TDC and to enable a level of control and planning ahead. Centralising the work and spend will require tighter control of the budget and a much clearer understanding of the type of work undertaken by the Legal team.</p> <p>Stakeholder engagement will be carried out during March and April and a set of recommendations on the findings will be provided to the committee in June.</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>	
Impact of savings/changes to residents			Impact of savings/changes to the council	
Ensure SLAs put in place across all services to ensure response times are aligned with agreed resident requirements			<p>Transparency on Legal costs</p> <p>Reduced costs</p> <p>Reduction in contact with multiple legal services</p>	

Service Review: : Operations and Locality incl Waste		Report Date: March 2022	Overall RAG status	Amber/Complete
Lead Officer:	Simon Mander		Committee:	Community Services
Summary of Current Status:			Critical areas of focus (High priority KLOEs)	
<p>Market engagement exercise underway to ascertain marketplace appetite to both the scale of the operation and the procurement process/timescales available.</p> <p>Working with existing suppliers to explore potential savings that could be made by altering service provision.</p> <p>Collating asset data to prepare an in-house option followed by financial modelling to inform the specification/affordability of service levels, enable modelling of an internal DSO comparator option and ultimately inform any tender information to market.</p> <p>Phase 1 staffing restructure launched.</p>			<p>Financial modelling will be carried out once the GIS data is completed to inform the specification/affordability of service levels, enable modelling of an internal DSO comparator option and ultimately inform any tender information to market.</p> <p>Remodelling of street cleansing activities in order to understand the potential savings</p> <p>Phase 2 Localities restructure to be developed once the service delivery strategy is agreed for GM and street cleaning services. This is likely to be by Jun 23.</p>	
Impact of savings/changes to residents			Impact of savings/changes to the council	
<p>Restructure of the service with clearly defined roles and responsibilities to enable delivery of services in the most efficient way for residents</p> <p>Reorganisation will reduce service silos and rationalise the current mixed delivery of internal/external services which creates disjointed outcomes</p> <p>Use of robust asset data will enable agreement of new contracts based on servicing the correctly assessed assets.</p>			<p>Clearly defined roles and accountability to promote ownership where delivering or managing internally.</p> <p>Enhanced budget accountability with a stronger grip on the costs of the service</p> <p>Creating a service level framework will set service levels whether internal or external and allow measurement and monitoring of service to take place .</p> <p>Delivering the service in most efficient way to improve value for money.</p>	

Service Review: Regulatory Services		Report Date: March 2023	Overall RAG status	Red
Lead Officer:	Taryn Pearson-Rose		Committee:	Community Services
Summary of Current Status:			Critical areas of focus (High priority KLOEs)	
<p>Standardisation – Consideration is being given to whether the service should operate with a single budget. In the past, Members opted to retain separate budgets, but now the partnership is well established this could be reviewed. Also, unlike SBCP, the Environmental Health Partnership does not have a standalone website. Both these possibilities are being reviewed.</p> <p>Productivity – Investigating what can and cannot 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 – 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. 	
Impact of savings/changes to residents			Impact of savings/changes to the council	
Minimal impact New licensing and payments portal will deliver improvements to users .			Looking to create a single standardised model with Mole Valley and productivity review .	

Service Review: : Revs and Benefits		Report Date: March 2023	Overall RAG status	Amber/Complete
Lead Officer:	Mark Hak-Sanders		Committee:	Strategy and Resources
Summary of Current Status:			Critical areas of focus (High priority KLOEs)	
<p>Work to deliver the 30th June 2022 S&R savings complete - £25k part year effect / £50k full year effect. Consultation launched 17th January 2023 and concluded 15th February delivering the £50k savings target</p> <p>PeopleToo consultancy to set out shared service opportunities – Near-Final report shared with RBBC for comment 1st March 2023. Agreement to deliver a Joint Working Agreement, joint approach to recruitment and accessing commercial opportunities; joint vacancy review, subject to RBBC Member approval and development of a detailed project plan.</p> <p>CFO regularly updating team on progress and options under consideration.</p> <p>Structure is being consulted on to secure saving, including an inspector that can be shared across the two authorities.</p> <p>Debt recovery business model being progressed along with shared opportunities with the County.</p> <p>MOU for fraud activities in place, having secured agreement at Corporate Procurement Board. Joint IT access is being developed.</p>			<p>Work with Finance and Exchequer team to confirm the timely handling of sundry debt being passed to CDU and progress Debt Improvement Plan. This is well under way including joint work with Legal.</p> <p>Work with Finance and other service areas, including engagement with staff and customers, to look at most efficient and effective restructure options. Phase 1 complete. Phase 2 savings to be managed through re-considering existing vacancies.</p> <p>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.</p> <p>Finalised MoU with RBBC for investigation of fraudulent claims and activity</p> <p>Move forward with neighbouring authorities to deliver shared services beyond current arrangements. Focus on joint automation.</p>	
Impact of savings/changes to residents			Impact of savings/changes to the council	
<p>Opportunities for efficiencies from realisation of self-service and channel shift in citizen portal – greater opportunities for self service</p> <p>Pursue opportunities from sharing service or parts of with Reigate and Banstead / or others leading to a more resilient and responsive team</p> <p>Exploration of shared resilience in Finance / Exchequer / Revs and Bens / Customer Services / IT, leading to a more resilience and responsive team</p> <p>Increase in revenue from debt recovery work / Single Person Discount review / counter fraud initiative with Reigate and Banstead, reducing the cost to the Council</p> <p>Single Person Discount Review to ensure accurate claims.</p>			<p>Housing Benefit and HRA budget issues resolved</p> <p>Aligns with partner appetite for sharing</p> <p>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</p> <p>Addressing backlogs remaining from Covid-19 and NEC implementation – backlog reduction is well progressed</p>	