

S&R Committee report  
FTP - Service Review update  
Appendix A

June 2023

# Overall assessment of savings delivery – June 2023

		March	June			Variance
RAG status	RAG rating determination	Total March 2023 £000	Staff savings 23/24 £000	Non Staff savings 23/24 £000	Total June 23 £000	Movement March to June £000
	Savings delivered	£630	£426	£388	£814	£184
	Clear plans, realistic timescales	£34	£42	£148	£190	£156
	Some risks to delivery or detailed delivery plan still in development	£964	£289	£335	£624	(£340)
	Significant risks to delivery, delivery plan yet to be agreed	£26		£26	£26	No chg
	<b>Totals</b>	<b>£1,654</b>	<b>£757</b>	<b>£897</b>	<b>£1,654</b>	<b>£0</b>

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

\*Amber rated staff savings in Assets & FM (£40k), Operations (£17k), Revs and Bens (£25k shared service)

# 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
<b>Commissioned externally</b>						
Operations and Localities incl Waste	Simon Mander	£239	On track	Y	Waste - outsourced Operations – models being explored	Y
Waste	Simon Mander	£23	At risk		Garden Waste charges	N
Building Control	Angela Hughes	£70	At risk	Y	Shared Service / Arms length	N
Regulatory Services	Taryn Pearson-Rose	£26	Plan required	N	Shared Service	N
Committee total		<b>£408</b>				
<b>Commissioned internally</b>						
Community Partnerships	Julie Porter	£50	At risk	Y	In house	N
Housing HRA	James Devonshire	Separately funded	At risk	Y	In house (options review September 23)	Y
Housing Statutory	James Devonshire	£210	At risk	Y	Reshaped in house model	Y
Committee total		<b>£260</b>				

Delivered
Plan required
At risk
On track

# 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
<b>Back Office / Enabling</b>						
Assets and FM	Mark Hak-Sanders (Interim)	£112		Y	In house / work with delivery partners	Y
Communications & Policy	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	Mel Thompson	£65		Y	Reshaped in house model / shared service / outsource	Y
Democratic Services	Lidia Harrison	£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
Committee total		<b>£519</b>				
		<b>£1,187</b>				

Complete
Plan required
At risk
On track

## Future Tandridge Programme - Service Review Highlight report

<b>Service Review: Assets &amp; FM</b>		<b>Report date:</b> May 2023			<b>Overall RAG status</b>		<b>AMBER</b>	
<b>Lead Officer:</b>		Mark Hak-Sanders			<b>Committee:</b>	Strategy & Resources		
<b>Summary of Current Status:</b>				<b>Critical areas of focus</b>				
<p>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 initially under consideration: a fully integrated structure, or a structure broadly split into two areas; for HRA and General Fund. External views and guidance was being sought on these options and concluded that the structure with a General Fund / Commercial and separate HRA team was most appropriate. Primarily this ensured clear accountability for the HRA work to the Housing Committee and removed the need for an additional Head-of-Services graded post in the structure. The structured now has TOM and MRG sign-off on 19<sup>th</sup> April and will be taken to committee for approval in June. The structure achieves the £42k staffing savings.</p> <p>The review of c. 140 properties 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>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>Having arrived at a provisional structure, consultation with staff involved will begin immediately following S&amp;R on the 29<sup>th</sup> June. This will confirm roles and responsibility.</p> <p>Clear accountability and process for Health and Safety compliance management will be defined, with an internal SLA drawn up between the team commissioning and overseeing the work and the team undertaking it.</p> <p>Vacant roles will be recruited to, including ensuring the Development team and project management has sufficient resources, and a new permanent manager of the Assets and FM team is recruited.</p> <p>The review of assets in the General Fund for commercial opportunities, and/or running cost reduction needs to be given renewed attention.</p> <p>Work is underway to document space standards for the Oxted offices, set out a clear strategy for the use of the car park and therefore set out how much further office space can be leased to third parties.</p> <p>The One Public Estate project for the medium-to-long term future of the site is underway.</p>				
<b>Key risks and Issues</b>								
<ul style="list-style-type: none"> <li>Ability to recruit to vacant posts, particularly the management post, may determine that elements of the service may need to be commissioned differently</li> <li>The saving from reducing maintenance exposure and/or increasing commercial opportunities from the asset portfolio has been paused and needs refreshed attention</li> <li>Car parking at the Oxted offices is under pressure and a project is under way to identify alternatives</li> <li>Compliance reviews may identify further investment requirements in the condition of assets</li> </ul>								
<b>Source of savings for 23/24</b>				<b>23/24 saving</b>	<b>Dlvry Qtr</b>	<b>RAG status</b>	<b>24/25 saving</b>	<b>Narrative</b>
Staffing / structure review				£42k	Q1	Green		Subject to Phase 2 consultation in July-September, but savings have been identified and are on track.
Reduction of maintenance exposure / increased commercial opportunities from asset review				£20k	Q3	Amber		Review has been on hold whilst staffing levels resolved.
Oxted Offices / Quadrant increased rental targets				£50k	Q1-4	Amber		Review of parking strategy and office use by TDC staff under way

## Future Tandridge Programme - Service Review Highlight report

<b>Service Review: Building control</b>		<b>Report date:</b> May 2023		<b>Overall RAG status</b>		Amber		
<b>Lead Officer:</b>		Angela Hughes		<b>Committee:</b>		Planning Policy		
<b>Summary of Current Status:</b>				<b>Critical areas of focus</b>				
<p>Project commenced.                  Contract drafted but not yet signed by parties.                  SBCP IT role – person recruited has left the organisation and the post will need to be advertised.</p>				<p>Completion contract formalities                   Recruiting a replacement for SBCP IT Role</p>				
<b>Key risks and Issues</b>								
<p>New database needs to be completed in time to give notice of termination of contract to existing supplier otherwise SBCP cannot benefit from reduced IT costs.                  The lack of IT specialist in SBCP team is a risk for SBCP but this does not put the first quarter's payment at risk.</p>								
<b>Source of savings for 23/24</b>				<b>23/24 saving</b>	<b>Dlvry Qtr</b>	<b>RAG status</b>	<b>24/25 saving</b>	<b>Narrative</b>
The £40,000 is the agreed contract cost payable to TDC by SBCP for the provision of a new Salesforce org.				£40	Q1/2/3/4	Amber		

## Future Tandridge Programme - Service Review Highlight report

<b>Service Review: Communications</b>	<b>Report date:</b> May 2023	<b>Overall RAG status</b>	AMBER
<b>Lead Officer:</b>	Giuseppina Valenza	<b>Committee:</b>	Strategy and Resources
<b>Summary of Current Status:</b>		<b>Critical areas of focus</b>	
<ul style="list-style-type: none"> <li>Service review first phase completed.</li> <li>Business case presented to and approved by Strategy and Resources 1 December 2022.</li> <li>Workshop for key stakeholders (councillors and EMT) to identify future outcomes for communications service held 10 January 2023.</li> <li>Communications survey carried out.</li> <li>Staff consultation 17 January-14 February 2023. New Policy and Communications structure in place 1 April 2023.</li> </ul>		<ul style="list-style-type: none"> <li>Explore paperless committees with democratic services team 2023/2024.</li> <li>Review print contract in 2024.</li> </ul>	

### Key risks and Issues

<p>Reduced communications service will impact volume of communications output and outcomes to residents          Loss of consistency of approach, control and rigour over communications - impact on reputation, quality, branding.          Reduction in quality, output of messages and less dialogue – may increase contact from customers.          Impact on website content quality - accessibility issues.</p> <ul style="list-style-type: none"> <li>Reduced communications service will impact ability to support external and internal communications support.</li> <li>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. In turn this can impact service delivery</li> </ul>
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Source of savings for 23/24	23/24 saving	Dlvry Qtr	RAG status	24/25 saving	Narrative
Staffing reductions of two posts.	£47	Q1	Complete		

## Future Tandridge Programme - Service Review Highlight report

<b>Service Review: Communities and Partnerships</b>	<b>Report date:</b> May 2023	<b>Overall RAG status</b>	<b>AMBER</b>
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<b>Lead Officer:</b>	Julie Porter	<b>Committee:</b>	Community Services
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<b>Summary of Current Status:</b>	<b>Critical areas of focus</b>
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<p>Westway lease signed May 2023. A few outstanding issues to resolve with Assets team. Underleases in progress with Solicitors.</p> <p>Anti-Social behaviour project progressing with draft policy awaiting legal input</p> <p>East Surrey Place neighbourhood model of care is developing with two workshops having taken place. This aligns to the submission made as part of the response to the Fuller Stocktake.</p> <p>Wellbeing Prescription Service contract extension now extended until March 24. A future model is now being progressed through the Communities and Partnership board at East Surrey Place.</p> <p>East Surrey Discharge and Welfare team now fully recruited and taking referrals from North Tandridge residents. The team are working closely with the Westway and the wellbeing prescription team.</p> <p>Community and voluntary panel established and agreed 23/24 funding of community grants.</p>	<p>Leisure contract with Freedom Leisure</p> <p>Progression of Wellbeing prescription neighbourhood model</p> <p>Anti-social behaviour and new statutory duties being introduced</p> <p>Alternative funding for Domestic abuse prevention programme (IRIS programme).</p>
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### Key risks and Issues

- With current vacancies within the legal team the Anti-social behaviour project is behind target
- 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. The risk of a DHR happening in Tandridge will result in additional unbudgeted costs for the Council
- With the increase in energy costs Freedom Leisure has had to make significant mitigations including cuts in resources and decrease in pool temperatures. This has had an impact on the service and the Council are seeing an increase in complaints
- Demand continues to increase for the wellbeing prescription team. With reduced staffing and not replacing the admin support officer response times and wait times are increasing due to advisors having to carry out their own bookings.

Source of savings for 23/24	23/24 saving	Dlvry Qtr	RAG status	24/25 saving	Narrative
Alternative funding source for Domestic Abuse Prevention IRIS Programme	19	Q4	Amber		Countywide solution now looking unlikely. Discussions need to be escalated at Surrey Health and Wellbeing board with Health teams
New model for delivering Wellbeing Prescription service across East Surrey Place	-	Q4	Amber		



## Future Tandridge Programme - Service Review Highlight report

<b>Service Review: Customer Services</b>	<b>Report date:</b> May 2023	<b>Overall RAG status</b>	<b>AMBER</b>
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<b>Lead Officer:</b>	Mel Thompson	<b>Committee:</b>	S&R
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<b>Summary of Current Status:</b>	<b>Critical areas of focus</b>
<ul style="list-style-type: none"> <li>New customer service manager in post</li> <li>Service plan developed and appraisals linked through</li> <li>Two vacancies are frozen</li> <li>KOF tasked with saving £10k in postage over 23/24 – project group being formed</li> <li>Working with the digital implementation team</li> <li>Key stakeholders in the telephony project team</li> </ul>	<ul style="list-style-type: none"> <li>Channel shift strategy – working with the digital lead, starting to building the objectives for the strategy</li> <li>Mapping and analysis of the indexing and redaction process for planning</li> <li>Mapping the support for the Revs &amp; Bens scanning and indexing</li> <li>Start to scope the new ways of working</li> </ul>

### Key risks and Issues

- Reducing the staffing by two has already increased the waiting times on the phones – no more staff savings can be made until the digital tools are implemented

Source of savings for 23/24	23/24 saving	Dlvry Qtr	RAG status	24/25 saving	Narrative
Reduction in postage costs	10k	Q4	Amber		
Staff savings following the introduction of the digital tools	15K		Amber		Will not be delivered until after the go live date of June 2024
Vacancy factor	£103k		Complete		

## Future Tandridge Programme - Service Review Highlight report

<b>Service Review: Digital Transformation</b>	<b>Report date:</b> May 2023	<b>Overall RAG status</b>	Green
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<b>Lead Officer:</b>	Lee Osborne	<b>Committee:</b>	Strategy & Resources
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<b>Summary of Current Status:</b>	<b>Critical areas of focus</b>
<p>Business case has been approved and budget approved by full committee.</p> <p>Project is now in the inception phase, further business analysis is taking place to identify additional use cases, clarify and document requirements this will then populate the project deliverables and define the final scope.</p> <p>The Project Initiation Document (PID) is being drafted for acceptance and approval. Project board has been established and biweekly meetings are currently taking place.</p> <p>The processes for identifying procuring the services of an implementation partner are underway. Initial meetings and discussions are taking place and financial negotiations with salesforce are underway to achieve the best possible discounts on license costs.</p> <p>Communication and Engagement Strategy is being drafted for approval and distribution.</p>	<p>Selection and appointment of the right Implement Partner to deliver the technical aspects of the project.</p> <p>Negotiating license costs with salesforce to achieve the highest possible level of discounts to ensure economic viability.</p> <p>Project governance and best practice to ensure success.</p> <p>Strategy agreed to give cohesion and strategic direction.</p>

### Key risks and Issues

- Implementation partner selection – there could be a substantial cost or delays if the shortlisted vendors are not suitable
- Salesforce license costs – due to external factors and time elapsed initial indicative pricing may no longer be accurate
- Salesforce account manager changes – change of account manager at salesforce has caused delays and the new account manager has own agenda to sell products that are not relevant

Source of savings for 23/24	23/24 saving	Dlvry Qtr	RAG status	24/25 saving	Narrative
No savings are due to be achieved by this workstream in the FY23/24					

## Future Tandridge Programme - Service Review Highlight report

<b>Service Review: Statutory Housing Services</b>	<b>Report date:</b> May 2023	<b>Overall RAG status</b>	Green
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<b>Lead Officer:</b>	James Devonshire	<b>Committee:</b>	Housing Committee
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<b>Summary of Current Status:</b>	<b>Critical areas of focus</b>
<p>Handyperson work activity is now being provided by Millbrook Care Ltd. This contract is due to expire in March 2024 and a contract procurement process is underway.</p> <p>New Staff structure now in place for Housing Needs and Homelessness and Grants and Adaptions activity.</p> <p>A planned programme of works for Meadowside has been designed following the site survey in 2022. This includes maintenance work to trees, parking and fire fighting equipment. Feasibility study of the future management of the site is to take place later in 2023.</p> <p>Consideration is currently being given to the IT used by the statutory housing service with a view to amalgamating software with the Housing Management functions for better staff and cost efficiencies.</p>	<p>Continue to review future management models for Meadowside. New staffing arrangements implemented in March 2023 ensuring 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>Housing Team away days arranged for June 2023, this will encourage collaborative working across the service area and increased resident satisfaction.</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>

### Key risks and Issues

- Increased use of bed and breakfast due to lack of private sector and temporary accommodation
- Increasing demand on disabled facilities and aids and adaptions budgets to support independent living and reduce the need to move accommodation or use hospital beds

Source of savings for 23/24	23/24 saving	Dlvry Qtr	RAG status	24/25 saving	Narrative
Capitalisation of Salary budget	£60k	Q1	Green	£60k	Action complete
Offset of Homelessness Reduction Grant	150k	Q4	Amber		Increased B&B costs may reduce sum to be offset

## Future Tandridge Programme - Service Review Highlight report

<b>Service Review: Housing Landlord Service HRA</b>	<b>Report date:</b> May 2023	<b>Overall RAG status</b>	Green
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<b>Lead Officer:</b>	James Devonshire	<b>Committee:</b>	Housing Committee
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<b>Summary of Current Status:</b>	<b>Critical areas of focus</b>
<p>Council house adaptations work now being undertaken by the Home Improvement Agency. Orchard health check complete, action plan drawn up and tasks allocated.</p> <p>New staff structure now in operation for tenancy management, income management, sheltered housing and leasehold management activity</p> <p>Review of salary and corporate recharge apportionment completed and budgets amended for 2023/ 24</p> <p>Housing Management review currently underway with options being considered in accordance with commissioning cycle.</p> <p>Consideration is currently being given to the IT used by the housing service with a view to amalgamating software with the statutory housing functions for better staff and cost efficiencies.</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>Housing Team away days arranged for June 2023, this will encourage collaborative working across the service area and increased resident satisfaction.</p> <p>Continue to keep under review salary and recharge apportionments between HRA and HGF</p> <p>Implement Resident Engagement Strategy in accordance with new legislation and Tenant Satisfaction Measures</p> <p>Integrate Community Surveying team into housing structure subject to committee approval</p>

### Key risks and Issues

- Increased compliance measures following the roll out of new Tenant Satisfaction Measures
- Increase in compliance measures for Council owned stock following introduction of the Building Safety Act and increased fire prevention regulation
- Increase in neighbourhood complaints in relation to tenancy breaches

Source of savings for 23/24	23/24 saving	Dlvry Qtr	RAG status	24/25 saving	Narrative
Salary and corporate charge apportionment	£150k	Q1	Green		Action complete
Staff re structure	100k	Q1	Green		Action complete

## Future Tandridge Programme - Service Review Highlight report

<b>Service Review: HR</b>	<b>Report date:</b> May 2023	<b>Overall RAG status</b>	AMBER
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<b>Lead Officer:</b>	Mel Thompson	<b>Committee:</b>	S&R
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<b>Summary of Current Status:</b>	<b>Critical areas of focus</b>
<ul style="list-style-type: none"> <li>OD Lead role is out to recruitment</li> <li>Appraisal training rolled out and appraisals taking place</li> <li>Reviewing the contract for payroll and Itrent</li> <li>Key Officer forum project nearly completed on induction/onboarding</li> <li>Continuing discussions with R&amp;B on shared HR function</li> </ul>	<ul style="list-style-type: none"> <li>Updating outstanding HR policies</li> <li>Developing car salary sacrifice scheme</li> <li>Finalising a more streamlined recruitment process</li> <li>Preparing for the Phase 2 restructures</li> </ul>

### Key risks and Issues

- The OD Lead role has been out to recruitment for some time, the salary offered may have to increase to attract a suitable candidate

Source of savings for 23/24	23/24 saving	Dlvry Qtr	RAG status	24/25 saving	Narrative
Reduction in training budget	£20k	Q4	Green		
Staff savings	£45k	Q4	Green	£20k	Savings combined from KM post and the reduction in hours of one HR BP

<b>Service Review: Legal</b>		<b>Report Date: June 2023</b>		<b>Overall RAG status</b>			<b>Amber</b>	
<b>Lead Officer:</b>		Lidia Harrison		<b>Committee:</b>		Strategy and Resources		
<b>Summary of Current Status:</b>				<b>Critical areas of focus (High priority KLOEs)</b>				
<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>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>				
<b>Recommendations / Improvement areas included in the business case</b>				<b>Key risks</b>				
<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 1<sup>st</sup> 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>				
<b>Savings identified for 2023/2024</b>				2023/24	2024/25	<b>Assumptions</b>		<b>RAG</b>
Through centralising all legal budgets				£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				£tbc	£tbc	To ensure Legal Services meets its income generating.		

## Future Tandridge Programme - Service Review Highlight report

<b>Service Review: Operational Services including Waste</b>	Report date: May 2023	Overall RAG status	AMBER
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Lead Officer:	Simon Mander	Committee:	Community Services
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<b>Summary of Current Status:</b>	<b>Critical areas of focus</b>
<p>Community Services Committee agreement to remove the bring recycling banks</p> <p>Extension of GM contract in lieu of savings.</p> <p>Restructure of Localities Team into Waste Management and Environmental Enforcement.</p> <p>Community Services agreement to increase garden waste charge</p> <p>Absorbing inflationary impact over 7 years (2015 – 2022) (General Fund Element) having extended the grounds maintenance contract</p>	<p>Completing HRA GM gathering data exercise</p> <p>Undertake the GM options appraisal with Committee report going in September</p> <p>Bring recycling banks to be removed</p> <p>Street Cleansing new operating model to be reviewed.</p>

### Key risks and Issues

- Need to complete GM options appraisal
- Satisfaction with the reduced GM schedule
- Review of reduced schedule for street cleansing

Source of savings for 23/24	23/24 saving	Dlvry Qtr	RAG status	24/25 saving	Narrative
Removal of bring recycling banks	50,000	Q2	Amber	0	Delays due to local elections
Extension of grounds maintenance contract in lieu of savings and reduction in schedule	41,500	Q1 – Q4	Green	0	Need to review reduced schedule in light of complaints
Garden Waste	23,000	Q1 – Q4	Green	0	Minimum expected
Restructure	34,000	Q1 – Q4	Green	0	
Absorbing inflationary impact over 7 years (2015 – 2022) (General Fund Element)	147,000	Q1 – Q4	Green		

## Future Tandridge Programme - Service Review Highlight report

<b>Service Review: Revs &amp; Bens</b>	<b>Report date:</b> May 2023	<b>Overall RAG status</b>	<b>AMBER</b>
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<b>Lead Officer:</b>	Mark Hak-Sanders	<b>Committee:</b>	Strategy & Resources
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<b>Summary of Current Status:</b>	<b>Critical areas of focus</b>
<p>Phase 1 saving delivered and new structure in place.</p> <p>S&amp;R approval 30.03.2023 for sharing services with RBBC in place – kick-off meeting held 3<sup>rd</sup> May. Detailed project plan being developed for business case to September S&amp;R including:</p> <ul style="list-style-type: none"> <li>- Nature of joint working agreement (i.e. S113 agreement)</li> <li>- Consideration of overheads and recharging mechanism</li> <li>- Consideration of legal vehicle needed to generate surplus for the General Fund</li> <li>- Early commercial opportunities being explored.</li> </ul> <p>Debt recovery / collection increase project under way with £33k of £50k target identified through Single Person Discount Review</p>	<ul style="list-style-type: none"> <li>- Agreeing action plan to deliver savings / surpluses through joint working with RBBC, including focusing on immediate vacancies within the service.</li> <li>- Focussing on increasing income through county-wide collaborative group and initiatives</li> <li>- Improving processes and automation, including promotion of My Account to reduce and manage backlogs</li> </ul>

### Key risks and Issues

- Need to ensure continued alignment with partner appetite for sharing – risk of varying aspirations for the service. Managed through regular progress checks
- NEC contract runs 4 years from October 2022 - this is the key channel to focus on for Revs and Bens and will be a factor in any shared service discussion to align process
- Backlog reduction from Covid-19 and NEC implementation is largely complete but requires ongoing management
- Need to consider most appropriate means of filling any vacancies as they fall due
- Alignment with the Digital Business case critical to ensure common approach to customer contact for Revs and Bens

Source of savings for 23/24	23/24 saving	Dlvry Qtr	RAG status	24/25 saving	Narrative
Phase 1 restructure	£25k	Q1	Complete		
Debt recovery / collection increase	£50k	Q1-4	Amber		£33k has been delivered to date, remainder ongoing
Sharing with RBBC and generating surplus / delivering efficiencies	£25k	Q3-4	Amber		Detailed project plan under development. Early gains being identified.