

Report of	Meeting	Date
Director Customer and Digital (Introduced by the Executive Member (Customer and Streetscene Services))	Executive Member Decision	24.11.21

## Customer Services and Revenues & Benefits Review

### Purpose of report

- To outline the background, approach and findings of the service review for Chorley and South Ribble Councils' Customer Services, Revenues and Benefits, setting out recommendations for the service restructure and service development plan.

### Recommendation(s)

- That the following proposals are approved for consultation with staff and the Union:
  - the proposed shared Customer Services restructure including ERVS requests.
  - the development of the shared service as set out in the service development plan.
  - Principles for:
    - Flexible and multi-channel working
    - Making best use of technology and automation
    - Waste services

### Executive summary of report

- This report sets out the background, approach and findings for the Customer Services and Revenues & Benefits service review as part of phase 2 of shared services between Chorley Council and South Ribble Borough Council. The service review report is available in appendix A.

<b>Confidential report</b> Please bold as appropriate	Yes	<b>No</b>
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<b>Key Decision?</b> Please bold as appropriate	Yes	<b>No</b>
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### Reasons for recommendation(s) (If the recommendations are accepted)

- Approval of the recommendations will enable the Customer Services and Revenues & Benefits service to develop into a shared service with a single operating model, as previously agreed by both councils.

## Alternative options considered and rejected

- Alternative options for the Customer Services & Revenues and Benefits structure have been considered in the production of the report and the final proposal is considered to be the most effective approach to achieving a single operating model as previously agreed by the councils.

## Corporate priorities

- This report relates to the following Strategic Objectives:

Involving residents in improving their local area and equality of access for all		A strong local economy	
Clean, safe and healthy homes and communities		An ambitious council that does more to meet the needs of residents and the local area	✓

## Background

- Chorley Council and South Ribble Borough Council have a shared senior management team and also currently share services within Finance, Communications and Visitor Economy, Transformation and Partnerships and Governance.
- As part of proposals for phase 2 of shared services, the councils agreed to extend their shared services arrangements to the Customer Services and Revenues & Benefits functions.

## Shared Services Joint Committee

- The proposals for the review were originally presented to Shared Services Joint Committee on the 2 November. The Committee requested further information and changes to the report based on performance and monitoring information and ensuring that there is enough capacity within the service to ensure resilience during the transitional period.
- Updated proposals were then presented to the Committee on 16 November, with the covering report and service review report available in appendix A and B.

## Next Steps

- Following approval by EMD, the proposals will enter a 28-day consultation period before being presented for sign off by at Executive Cabinet in January 2022.
- Job descriptions have been developed for all posts within the service with consideration for the shared values and behaviours and will form part of consultation with staff. Roles will be job evaluated to identify the relevant pay grade prior to consultation with staff. Pay bands identified within the report are therefore estimations of the likely final grade.
- Subject to approval at both councils, a selection process will take place for the new shared roles following the process outlined within the shared change policy.
- Following appointment to the roles, costs for the posts will be split between the councils on a 50:50 basis. Staff would only move onto shared terms and conditions when appointed to a shared role within the structure.

15. The employer for each member of staff will stay the same as there is a broadly equal number of staff employed by each council within the Customer Services teams. If further staff are brought into shared services or take up a shared role, it will be ensured that parity is maintained in terms of the number of staff employed by each council.

**Implications of report**

16. A full risk register has been developed for the wider shared services programme to monitor the risk of sharing arrangements between the councils, with relevant measures in place.
17. This report has implications in the following areas and the relevant Directors' comments are included:

Finance	✓	Customer Services	
Human Resources	✓	Equality and Diversity	
Legal		Integrated Impact Assessment required?	
No significant implications in this area		Policy and Communications	

**Comments of the Shared Service Lead Transformation and Partnerships**

18. The proposals will be undertaken in line with the agreed Shared Change Policy for both councils.

**Comments of the Statutory Finance Officer**

19. As detailed in the report, the Customer Services and Waste changes result in savings of £234k for Chorley. These savings, once approved, will contribute toward the Shared Service savings targets within both Councils MTFS.

**Comments of the Monitoring Officer**

20. The proposals have been developed for consultation in accordance with council policies. The recommendations will enable the council to make informed and robust decisions based on responses from those affected. Further proposals can be developed in accordance with principles approved enabling them to be more focussed on the priorities of the council and stated desired outcomes.

Asim Khan  
 Director of Customer and Digital

Report Author	Ext	Date
Alison Wilding, Chris Sinnott, Asim Khan, Vicky Willett, Caroline Winstanley	***	16.11.21

Following careful consideration and assessment of the contents of this report, I approve the recommendation(s) contained in Paragraph 2 of the report in accordance with my delegated power to make executive decisions.

Adrian Lowe

**Dated 18/11/21**

**Councillor Adrian Lowe**

Executive Member (Customer and Streetscene Services)