

## Service Development Objectives

Objective	Aim	Status	Update September 2022
<b>All shared services</b>			
Implement Shared Terms and Conditions across Chorley and South Ribble Councils	As around 50 percent of the workforce is now shared, the ambition is to expand the shared services terms and conditions across the workforce of Chorley and South Ribble Councils including non-shared staff.	In progress	<p>A plan and timetable have been developed for the roll out of the new terms and conditions starting with the Communities team and then progressing to other services based on factors such as car user need or size of service. Briefing sessions have been held with all staff to explain the new terms and conditions and process to be taken.</p> <p>Moving onto the new terms and conditions will help to align conditions across shared and non-shared staff and will offer benefits including an improved offer to staff.</p>
<b>Transformation and Partnerships</b>			
Further develop performance and programme management systems	To continue to develop the performance and programme management systems in relation to the new shared policies and frameworks that are now in place and ensure that they can provide robust management information.	In progress	<p>Further improvements to the shared programme management system have been identified based on drop-ins and conversations with staff. These have now been implemented to ensure a more user-friendly system, with improvements now being delivered on an ongoing basis.</p> <p>The next step for performance management is to review the reporting function to ensure that the right information is available to support effective service management and decision making.</p>

<p>Deliver HR transformation phase 2</p>	<p>To build on the implementation of the shared HR system by moving to the HFX payroll system and developing additional modules to enable full self-service and additional functionality.</p>	<p>In progress</p>	<p>A plan for the phase 2 delivery of the HR transformation project has been identified to establish additional modules for the shared HR system, which will support with effective establishment control and an integrated end-to-end solution for recruitment and induction. This will help to ensure that we are offering an excellent candidate experience and attracting talent to the organisations, whilst ensuring that processes are streamlined and automated where possible. Work is currently being undertaken to identify the requirements for the organisations for these modules, which will then allow solutions to be identified and implemented.</p> <p>The implementation of HFX (the time management system) is also being completed as part of this project, this is expected to be in place by the end of the year for Leisure services and will then be rolled out to Chorley and South Ribble.</p>
<p><b>Communications and Visitor Economy</b></p>			
<p>Create a tourism strategy for SRBC</p>	<p>To create a tourism strategy for South Ribble to set out the approach for developing the visitor economy and tourism offer.</p>	<p>Not started</p>	<p>To be progressed from September 2022- February 2023 in line with identified timescales.</p>
<p>Deliver shared events programme</p>	<p>To deliver the events programme as a shared team.</p>	<p>In progress</p>	<p>At South Ribble we have delivered the Leyland Festival and Music in the Park with preparations underway for A Taste of Leyland and the Christmas Lights Switch On.</p> <p>At Chorley, What's Your Story, Chorley? the 10k, Picnic in the Park, Chorley Flower Show have all been delivered.</p>

			Other events to be delivered on the programmes include Chorley Live, bonfire night, Remembrance Sunday and the Christmas festivities.
Deliver the internal communications strategy including new intranet	To create a shared approach to internal communications which uses best practice to improve staff engagement and understanding of organisational priorities.	In progress	The internal communications strategy was presented to the Senior Leadership Team in May for feedback, with next steps to create a timeline of activity. Work has also started on a new intranet and the service has recruited to an internal communications post that will help with delivery of the activity.
<b>Governance</b>			
Implementation of corporate admin process review	To review the administrative processes in corporate support to enable efficiencies and align processes across the service.	In progress	The review of administrative processes within corporate support has enabled the service to streamline their support offer including invoice processing and electoral support, automating processes where possible. A restructure of the service is currently being completed to review the structure in light of current vacancies within the team. Timescales for this will be carried out in line with the review of management capacity which is to be presented to both Councils in September 2022. This will then confirm the amount of senior management support required of the team.
Develop support offer for the Leadership Team	To support senior management capacity by developing a standardised support offer for the Leadership Team.	In progress	Initial work has started on identifying the expectations for senior management support. This is expected to be completed by the end of the calendar year in line with the review of management capacity.

<p>Legal and Procurement restructure</p>	<p>To develop a single operating model for Legal services, delivering improved service resilience.</p> <p>Upcoming vacancies in the Procurement team mean that there are also opportunities to reconsider the procurement structure to ensure that it can best meet the priorities of the organisations.</p>	<p>In progress</p>	<p>The procurement restructure has now been completed, with approval via Executive Member Decision and recruitment is currently being undertaken for the new posts. The selection process is expected to be completed in October. The review has resulted in savings to revenue budget of £11,699 in total, or £5,850 to each Council.</p> <p>The review of legal services is continuing to progress following the return of staff from maternity leave. This is to be aligned to the procurement restructure as the procurement team will report into the legal service under the new proposals, with recruitment expected to take place by the end of December.</p> <p>These reviews will align the structure of the teams with service priorities and demands, including the introduction of paralegal posts which was completed earlier in the year in order to provide capacity for transactional legal work which would previously have been completed by higher graded solicitor level posts.</p>
<p>Undertake a review of the Health and Safety policies and processes and align where appropriate</p>	<p>To ensure that best practice policies and processes are in place and standardised Health and Safety policies are applied where possible across the organisations.</p>	<p>In progress</p>	<p>A review into the Health and Safety policies has commenced focusing initially on high-risk areas and developing the Health and Safety culture across the organisations such as through Health and Safety working groups.</p>

<b>Customer Services</b>			
<b>Objective</b>	<b>Aim</b>	<b>Status</b>	<b>Update September 2022</b>
<b>Review policies and processes</b>	Align policies and processes to enable efficiencies, consider best practice and process improvements	In progress	<p>The Fair Collection Charter and Council Tax Support Scheme have been completed with training for staff rolled out, including through the councils' e-learning hub.</p> <p>Reviews into Discretionary Housing Payments Policy and the Customer Care Policy have been presented to SMT in September and will now progress to member briefings for approval.</p> <p>The remaining policies are set out below and are being progressed as Priority 1 and Priority 2:</p> <ul style="list-style-type: none"> <li>- NNDR (Business Rates Discretionary Rate Relief) Priority 1)</li> <li>- Council Tax Local Discounts Premiums and Exemptions Policy (Priority 1)</li> <li>- Exceptional Hardship Policy (Priority 2)</li> <li>- Council Tax Discretionary Hardship Policy (Priority 2)</li> </ul>
<b>Review duty officers</b>	To review duty officers across front facing 'services to ensure customers can access specialists in key front facing areas in line with the principle established in the management stage of the review.	In progress	To be delivered in line with the Customer Care Policy which is currently being presented for briefings and approval.
<b>Create a shared customer services culture</b>	Both councils have a similar customer services culture and standards but this should be aligned where possible to enable staff to deliver a consistent customer experience across both councils	In progress	To be delivered based on Customer Care Policy and through the Training Academy for all staff. The Training Academy has now been identified with a programme being developed in line with service and individual needs.

<b>Review opening hours</b>	To consider if opening hours should be reviewed to reflect service levels post-pandemic and in line with the new service model. This could enable efficiencies and simplify working rotas across the councils	Not started	Opening hours are likely to be considered at a later date due to the current pressures on service delivery, call volumes and the work to further develop digital services which will be taking place across the service.
<b>Develop a service transformation programme</b>	To enable efficiencies to be delivered across the service and support the customer services vision. Staff development would be delivered in line with the transformation programme and new service model including individual development reviews.	In progress	A service transformation plan has been identified based on system and process changes and training and service development. This is set out in the table below:

<b>Item</b>	<b>Description</b>
Customer Services Transformation	<p>Work led by the Customer Services Transformation Lead to drive forward improvements and development of services. This currently includes:</p> <ul style="list-style-type: none"> <li>- Garden Waste Review currently being undertaken to identify options and improvements for the service to help to ensure efficiency.</li> <li>- Review of Revenues and Benefits processes is currently being progressed in line with the Capita software to ensure that processes are streamlined and automated wherever possible.</li> <li>- Work has started on developing a calendar of key events for the service to ensure that capacity can be used effectively to meet different service needs throughout the year.</li> </ul>
Technology changes	<p>Changes to technology to be delivered as part of the ICT Service Plan to ensure that staff have the technology needed to support service delivery and maximise the use of technology to support efficient services.</p> <p>This includes:</p> <ul style="list-style-type: none"> <li>- Review of hybrid mail and virtual mail room for scanning and indexing incoming post (work has started on this project, including finalising the specification for hybrid mail. This will look to introduce improvements for both councils to offer new</li> </ul>

	<p>services such as large prints, colour and specialised services for licensing and elections. The virtual mail room for incoming mail is currently due to go live.)</p> <ul style="list-style-type: none"> <li>- Telephony (a review into shared telephony is expected to be completed by the end of the calendar year, in line with ICT capacity)</li> </ul>
Training Academy	<p>Staff training to support and embed service transformation to include:</p> <p><b>Training Academy:</b> training programme supported by mentors and networking opportunities to offer generalist customer services training, including customer care and communication, to all customer services staff. This is to be delivered from October onwards.</p> <p><b>Specialist training:</b> training in specialisms to be delivered through the Councils' Performance Review Process, with individual training identified for staff as appropriate to support personal and service development. This is to be progressed from November onwards in line with the next round of the Performance Review Process.</p> <p><b>Team development/ team building:</b> to be delivered through the annual development days introduced as part of the People Strategy</p>

ICT			
Objective	Aim	Status	Update September 22
<b>Consolidate the management of line of business applications including procurement and budgets within the ICT service</b>	To enable greater integration and interoperability between systems	Complete	This is now completed with all systems managed within the ICT service aside from the Finance system which has joint ownership between Finance and ICT. A review of business systems across the organisation is currently being delivered as part of the ICT Plan to identify improvements.
<b>Consolidate post</b>	To ensure a consistent approach,	Complete	This is now complete.

<p><b>room services and the procurement of paper and office stationery within the ICT service</b></p>	<p>minimising impact on business continuity and digital service functions</p>		<p>Office services now sits within Corporate Support- the admin review for the Corporate Support service has reviewed process for stationery and aligned this across councils</p> <p>Customer Services are exploring options for Hybrid Mail with a specification now developed. This will allow for mail to be sent automatically for each council, with the review identifying additional functions to improve service delivery such as colour mail and specialist printing for elections/ licensing.</p>
<p><b>Review paper-based information across the authority and identify digitisation requirements for the authorities.</b></p>	<p>To ensure a consistent approach, minimising impact on business continuity and compiling will all relevant policies and procedures.</p>	<p>In Progress</p>	<p>Work has started on digitising paper records with the estates team at South Ribble and Legal services at Chorley. Priority services for future digitisation are being identified as part of the ICT plan with work with services taking place to define requirements and begin work.</p>
<p><b>Review the office services role within the structure</b></p>	<p>To consider the office services and administration functions that are currently carried out in the ICT team for South Ribble</p>	<p>Complete</p>	<p>The office services role has now moved to the Corporate Support service as part of a review of their administrative processes.</p>
<p><b>Review skills and development</b></p>	<p>To consider training needs within the ICT service, supporting the development of staff and ensuring the flexibility of the service to adapt to future changes.</p> <p>There are several apprenticeship, graduate and development posts within the structure which will need consideration for development needs alongside other posts.</p>	<p>In Progress</p>	<p>Recruitment for all posts has progressed well with a full team expected to be in post by the end of September. 1:1 development reviews with all staff are being repeated to capture new starters and are expected to be completed by the 11 October. This will help to inform training and development needs for the service moving forwards.</p> <p>Training has been identified for staff on the new technology and business systems.</p> <p>As there are many new members of the team, whole team training will take place as part of the upcoming 'Development Days' being</p>



			delivered as part of the Councils' People Strategy.
<b>Develop a transformation action plan</b>	To deliver a single operating model across shared services, maximising the sharing of resources and capacity through the alignment of systems, processes and policy as far as possible	In Progress	An ICT plan has been developed to drive forwards the development and alignment of infrastructure and technology across the councils. This now has dedicated programme management support in place to drive forwards delivery. Separate actions for this are outlined below:

Action	Aim	Timescales	Progress
Replacement of all infrastructure, network and end-point devices	To ensure that infrastructure, network and devices are fit for purpose, aligned to both councils' digital ambitions and enabling the hybrid working model.  This will help to create a consistent user experience across shared services.	<ul style="list-style-type: none"> <li>a) Roll out of mobile kit- phones, tablets, laptops (September-October)</li> <li>b) Roll out of Citrix desktop (October)</li> <li>c) Move to Sharepoint and Teams file storage (November)</li> <li>d) Roll out of desktops (December/ January)</li> </ul>	End point devices have been identified and criteria developed based on types of workers aligned to the Workplace Strategy. Service areas have identified the type of workers in their teams (hybrid, office based etc.) to enable the roll out of devices which has now commenced starting with mobile kit.
Deliver a rolling programme of business system changes	To ensure that staff have the best systems in place to do their jobs, that business systems across the organisation are used and managed in a consistent way and to make sure that we are making best use of technology and full functionality.	September 2022- March 2023	Business systems from services across the organisations will be reviewed, with a rolling programme now identified to map out when systems will be reviewed in line with urgency and readiness of service.

Shared help desk and telephony	To support the alignment of systems across shared services.	TBC	The shared telephony system has progressed with the new solution identified. Work will now take place to identify workflows and how KPI's are monitored prior to the implementation of the system. This will be rolled out on a phased basis to minimise risk of disruption, starting with Leisure services.