Service Development Objectives

Objective	Aim	Status	Update February 2023
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	A programme is now in place for the rollout of the new terms and conditions over 2023/24 across the organisations. This will be led by senior managers for each service. 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, helping to support recruitment and retention.
Transformation and Partnerships			
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	Complete	Further improvements to the shared performance management system have been identified based on drop-ins and conversations with staff. These have now been implemented, alongside an improved reporting function. This has developed a more user-friendly system and ensured that the right information is available to support effective service management and decision making. Improvements are now being delivered on an ongoing basis through continuous improvement.

	management information.		
Deliver HR transformation phase 2	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.	In progress	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 has now started on developing the new recruitment module, with testing taking place for functionality and to ensure a streamlined process. The implementation of HFX (the time management system) is also being completed as part of this project, and is currently at the stage of being rolled out to staff.
Communications and Visitor Economy			
Create a tourism strategy for SRBC	To create a tourism strategy for South Ribble to set out the approach for developing the visitor economy and tourism offer.	In progress	A draft Tourism Strategy has been identified and shared with the Senior Management Team and Leader Briefing. This will then progress to Cabinet for approval. The new strategy will ensure a strategic approach and future vision to help develop and embed the visitor economy and tourism offer at South Ribble.
Deliver shared events	To deliver the events	Complete	The events programme for 2022/23 has now been successfully completed. At South Ribble we have delivered the Leyland Festival, Music in the Park, A Taste of Leyland and the Christmas Lights Switch On.

programme	programme as a shared team.		At Chorley, What's Your Story, Chorley?, the 10k, Picnic in the Park, Chorley Flower Show, Chorley Live and Christmas festivities have all been delivered. Other events have included bonfire night and Remembrance Sunday.
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 and timeline for activity has been drafted. Work is progressing to deliver a new staff intranet, with a working version currently being finalised to test with staff. This will help to ensure that staff have access to the right information that they need to work effectively and will replace the current intranet which is now outdated. Work is also taking place to relaunch Yammer, which is acts as a form of workplace social media for colleagues to share information and celebrate successes across the organisation.
Governance			
Implementation of corporate admin process review	To review the administrative processes in corporate support to enable efficiencies and align processes across the service.	Complete	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 has now also been completed to review the structure in light of vacancies within the team and to realign support and capacity for the Chief Executive, Senior Management team and Executive Leaders.
Develop support offer	To support senior	In	A suite of options have been developed to set out the expectations for

for the Leadership Team	management capacity by developing a standardised support offer for the Leadership Team.	progress	senior management support from the corporate support team. This is expected to be completed over the next few months once the new Heads of Service are in post.
Legal and Procurement restructure	To develop a single operating model for Legal services, delivering improved service resilience. 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.	Complete	The procurement restructure has now been completed, with approval via Executive Member Decision and recruitment is currently being undertaken for the new posts. The review has resulted in savings to revenue budget of £11,699 in total, or £5,850 to each Council. The review of legal services has now been completed and the service is currently in the process of backfilling vacancies within the team.
Undertake a review of the Health and Safety policies and processes and align where appropriate	To ensure that best practice policies and processes are in place and standardised Health and Safety policies are	In progress	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. The roll out of key policies which apply to all staff have now taken place

	applied where possible across the organisations.		including manual handling, display screen assessment and lone-working. Other health and safety policies which apply to specific teams are now being developed and finalised.

Customer Services			
Objective	**Aim**	**Status**	**Update February 2023**
Review policies and processes	Align policies and processes to enable efficiencies, consider best practice and process improvements	In progress	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. Reviews into Discretionary Housing Payments Policy and the Customer Care Policy have now been approved by Members and are currently being implemented and rolled out to staff. The remaining policies are set out below and are being progressed as Priority 1 and Priority 2: - NNDR (Business Rates Discretionary Rate Relief) Priority 1) - Council Tax Local Discounts Premiums and Exemptions Policy (Priority 1) - Exceptional Hardship Policy (Priority 2) - Council Tax Discretionary Hardship Policy (Priority 2)
Review duty officers	To review duty officers across front facing 'services to ensure customers can access	In progress	To be delivered in line with the implementation of the Customer Care Policy.

	specialists in key front facing areas in line with the principle established in the management stage of the review.		
Create a shared customer services culture	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 the implementation of the 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.
Review opening hours	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.
Develop a service transformation programme	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	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:

	reviews.

Item	Description
Customer Services Transformation	Work led by the Customer Services Transformation Lead to drive forward improvements and development of services. This currently includes: - The Garden Waste Review which has resulted in improvements to processes and a proactive Direct Debit campaign to help manage capacity for the garden waste renewal for 2023. - 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. The new software for Capita has been implemented in October 2022 and processes are now being developed to align and streamline across the organisations. - A calendar of key events for the service has been developed to ensure that capacity can be used effectively to meet different service needs throughout the year.
Technology changes	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. This includes: - 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 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.) - Telephony (a review into shared telephony has now been completed)
Training Academy	Staff training to support and embed service transformation to include: **Training Academy**: training programme supported by mentors and networking opportunities to offer generalist customer services training, including customer care and communication, to all customer services staff in line with the new Customer Access Policy. A plan for this is currently being scoped with the Learning and Development team, with a formal roll out for staff over the next few months. **Specialist training**: 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.

Team development/ team building: to be delivered through the annual development days introduced as part of the People Strategy

ICT			
Objective	**Aim**	**Status**	**Update February 2023**
Consolidate the management of line of business applications including procurement and budgets within the ICT service	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.
Consolidate post room services and the procurement of paper and office stationery within the ICT service	To ensure a consistent approach, minimising impact on business continuity and digital service functions	Complete	This is now complete. 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 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.

Review paper-based information across the authority and identify digitisation requirements for the authorities.	To ensure a consistent approach, minimising impact on business continuity and compiling will all relevant policies and procedures.	In Progress	Work is ongoing with the digitisation of paper-based information across the authority. Progress has been slower than anticipated due to illness within the service but a plan is being developed to move this work forward at a faster rate.
Review the office services role within the structure	To consider the office services and administration functions that are currently carried out in the ICT team for South Ribble	Complete	The office services role has now moved to the Corporate Support service as part of a review of their administrative processes.
Review skills and development	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.

There are several apprenticeship, graduate and development posts within the structure which will need consideration for development needs alongside other posts. | In Progress | 1:1 development reviews with all staff continue to inform training and development needs for the service moving forwards and training has now been identified for staff on the new technology and business systems.

As there are many new members of the team, whole team training will take place as part of the upcoming 'Development Days' being delivered as part of the Councils' People Strategy. |
| Develop a transformation action plan | To deliver a single operating model across shared services, maximising the sharing of resources and capacity through the alignment of | 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: |

	systems, processes and policy as far as possible		

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.	a) Roll out of mobile kit- phones, tablets, laptops (September-October) b) Roll out of Citrix desktop (October) c) Move to Sharepoint and Teams file storage (November) d) Roll out of desktops (December/ January)	The roll out of all end-point devices and new mobile kit for staff is due to be completed by the end of February. This includes new phones, tablets and laptops to ensure staff can work effectively in a hybrid model.
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	A rolling programme has now been identified to map out when systems will be reviewed in line with urgency and readiness of service. This is now progressing well with Programme Management Support from the Transformation and Partnerships service.
Shared help desk and telephony	To support the alignment of systems across shared services.	TBC	The shared helpdesk and telephony system has progressed well and is scheduled to go live in February.