

**Design Principles for Integrated Support Services**

The 9 recommendations for a future Integrated Support Services model are:

- Clearly define and agree the core (centrally funded) and core+ (chosen and funded by Directorates) support services offer. This will enable Support Services to better plan for and meet the needs of the organisation, whilst providing the flexibility required to ensure the Directorates' priorities are met.
- Additional support will not be replicated outside of the defined support service offer. All support required above the core offer will be arranged and delivered through core+. In practice elements of support will be embedded and managed in directorates, but all support will be defined in the core and core + offer, and delivered with a consistent, Whole Council approach.
- Within each Directorate, each Support Service will be headed by a Strategic Business Partner, who will help the Directorate define the right support for them. The total directorate support offer will be defined in a Strategic Partnership Agreement, and be funded by the Directorate.
- An ISS Hub will be established with a single front door. It will deliver ISS transactional processes focusing on efficiency, maximising throughput, and simplifying the customer experience.
- ISS will prioritise what it does with its limited funds, to focus on essential and highest value services.
- Support Services specialist teams of professional expertise should sit within their professional disciplines, so that access can be simplified and requirements prioritised. Where synergies exist between teams, they should be integrated and report to the lead professional discipline. Matrix management will ensure that staff remain aligned to their professional discipline while working for their specialist team or project.
- The heads of each support service will form a Corporate Strategy Group, chaired by the Section 151 Officer. The Corporate Strategy Group will be responsible for defining the direction for support services and the production of the key corporate strategies.
- A Support Service projects and change capability will be established to improve planning, costing, and resource management, ensuring the Council understands the cost of change across the organisation.
- Governance boards will be established that support the ongoing development and implementation of the corporate strategies. This will form part of the delayering and de-cluttering review of governance.



# ISS Structural Design (By Function)

