

| Design principle | Additional information |
|---|---|
| Exploits leading practices | <ul style="list-style-type: none"> • Leading practices in corporate services functions and shared services will be used to inform and stretch the future options |
| Rationalises and shares management and strategic capacity between the parties where appropriate | <ul style="list-style-type: none"> • Options will include a reduction in management roles and establishment of shared roles where these can effectively support the organisations • Opportunities to enhance the resilience of strategic capacity will be explored |
| Provides flexibility and scalability to meet future changes | <ul style="list-style-type: none"> • The options will enable the organisations to adapt to future changing needs and challenges, including incorporating other organisations within any shared service or collaborative model |
| Takes advantage of technology developments / improvements in line with delivering business requirements | <ul style="list-style-type: none"> • Advances in technology will be considered where they address the needs of the wider business need • Technology developments will not be considered in isolation of positive impact on delivering wider organisational objectives |
| Enables strategic capacity, statutory roles, and specialist services to operate effectively | <ul style="list-style-type: none"> • Strategic, statutory, and specialist roles / services will not be exempt from collaboration / sharing if this maintains / enhances effectiveness for the organisations |
| Improves consistency and standardisation across functions | <ul style="list-style-type: none"> • Processes will be the same across the organisations wherever possible • Exceptions to standardisation will only be considered where the business requires a bespoke solution |

| | |
|---|--|
| <p>Integrates roles and processes where possible to remove functional / organisational barriers</p> | <ul style="list-style-type: none"> • Opportunities for integration of roles and processes at all levels across the organisations will be tested • Integration should increase productivity and efficiency and/or capacity |
| <p>Maximise self-service</p> | <ul style="list-style-type: none"> • Self-service will be optimised where it leads to increased efficiency and effectiveness for the individual, the manager or the organisation |
| <p>Co-locates staff where appropriate and practical</p> | <ul style="list-style-type: none"> • Opportunities for co-location of staff will be explored to help realise efficiencies. |
| <p>Eliminate where possible</p> | <ul style="list-style-type: none"> • Remove unnecessary process steps and hand-offs • Unnecessary or duplicative activities will be stopped prior to considering collaboration |
| <p>Paperless wherever feasible</p> | <ul style="list-style-type: none"> • There will be increased use of automated processes leading to reduced manual inputs and reliance on paper forms • Automated processes will aim to increase direct inputs into system(s) |
| <p>Won't be constrained by existing policies</p> | <ul style="list-style-type: none"> • Where appropriate, existing policies/guidance will be subject to amendment to deliver opportunities for more effective and efficient service delivery, including collaboration |