

Shared Services Joint Committee

Monday, 27th June, 2022, 6.00 pm

Council Chamber, Town Hall, Market Street, Chorley, PR7 1DP

Agenda

1. **Appointment of Chair and Vice Chair**

To propose and appoint a Chair and Vice Chair for the 2022/23 municipal year.

2. **Apologies for Absence**

3. **Declarations of Any Interests**

Members are reminded of their responsibility to declare any pecuniary interest in respect of matters contained in this agenda.

If you have a pecuniary interest you must withdraw from the meeting. Normally you should leave the room before the business starts to be discussed. You do, however, have the same right to speak as a member of the public and may remain in the room to enable you to exercise that right and then leave immediately. In either case you must not seek to improperly influence a decision on the matter.

4. **Minutes of meeting Thursday, 3 February 2022 of Shared Services Joint Committee** (Pages 3 - 6)

To be approved as a correct record.

5. **Minutes of meeting Thursday, 10 February 2022 of Shared Services Joint Committee** (Pages 7 - 8)

To be approved as a correct record.

6. **Shared Services Monitoring Report** (Pages 9 - 28)

Report of the Deputy Chief Executive attached.

7. **Shared Services Future Development** (Pages 29 - 52)

Report of the Director of Change and Delivery attached.

Gary Hall
Chief Executive

Electronic agendas sent to Members of the Shared Services Joint Committee Councillors Alistair Bradley (Chorley Council) (Aniela Bylinski Gelder (South Ribble Borough Council), Alan Cullens (Chorley Council), Paul Foster (South Ribble Borough Council), Margaret France (Chorley Council), David Shaw (South Ribble Borough Council), Margaret Smith (South Ribble Borough Council), Kim Snape (Chorley Council), Karen Walton (South Ribble Borough Council) and Peter Wilson (Chorley Council).

Electronic agendas sent to Shared Services Joint Committee reserves (Councillors) for information.

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Minutes of	Shared Services Joint Committee
Meeting date	Thursday, 3 February 2022
Committee members present:	Councillors Paul Foster (Chair), Alistair Bradley (Vice-Chair), Sam Chapman, Alan Cullens, Margaret France, Alistair Morwood, David Shaw, Margaret Smith, Matthew Tomlinson and Karen Walton
Committee members attended virtually (non-voting):	None
Officers present:	Gary Hall (Chief Executive), Chris Sinnott (Deputy Chief Executive), Victoria Willett (Service Lead - Transformation and Partnerships), Jennifer Mullin (Director of Communities), Andrew Daniels (Shared Service Lead - Communications and Visitor Economy) and Charlotte Lynch (Democratic and Member Services Officer)
Other attendees:	Councillors Damian Bretherton (attended virtually), Phil Smith and Mick Titherington (attended virtually)
Public:	0

22 Apologies for Absence

An apology for absence was received from Councillor Peter Wilson. Councillor Alistair Morwood attended as substitute.

23 Minutes of meeting Tuesday, 2 November 2021 of Shared Services Joint Committee

Resolved: (Unanimously)

That the minutes of the meeting of the Shared Services Joint Committee, held on Tuesday, 2 November 2021, be approved as a correct record.

24 Minutes of meeting Tuesday, 16 November 2021 of Shared Services Joint Committee

Resolved: (Unanimously)

That the minutes of the meeting of the Shared Services Joint Committee, held on Tuesday, 16 November 2021, be approved as a correct record.

25 Declarations of Any Interests

None.

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26 Shared Services Monitoring

The committee received a report of the Deputy Chief Executive which provided an update on shared services between Chorley and South Ribble Borough Councils.

The report highlighted staff satisfaction, savings and benefits and progression against service development objectives, which members welcomed.

A framework for future reporting was also proposed, with general updates considered at every meeting in addition to quarterly performance reports and an annual review.

There was a general consensus among members that the report should be considered at both authorities' Council meetings, given its importance in highlighting the benefits of shared services. Officers undertook to facilitate this.

It was also suggested that the report be presented to the Scrutiny Committees of each authority and it was advised that the Chairs of each Scrutiny Committee could request this.

Members welcomed the high staff satisfaction figures but expressed belief that these would be lower given the significant changes undertaken recently.

In response, it was clarified that the staff satisfaction pulse survey included those services shared within phase 1 and not those recently incorporated into a shared service, such as IT or customer services.

It was also explained that the responses from the pulse survey were in line with the shared services responses on satisfaction within the wider staff survey.

A query was raised regarding one post within the Legal service which was 100% South Ribble-based. Clarification was provided that this post related to Land Charges, which is not shared due to differences in operational setup although it was acknowledged that this post could provide an opportunity for further shared work.

Members also requested that additional savings of £500,000 as a result of the shared finance and audit departments be recognised within the report.

The report was noted.

27 Shared Services Future Development

The committee received a report of the Deputy Chief Executive which outlined options and proposals for the future development of Chorley and South Ribble Borough Councils' shared services relationship for the committee to endorse.

The report recommended that proposals for a further phase of shared services be developed. This would be targeted at functions and roles where there is an identified need for change and would be on a smaller scale to that of the first two phases.

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A review of management capacity across the two councils to ensure delivery of priorities was also proposed and members were advised that initial discussions and information gathering were already underway to support this.

A review and refresh of the principles to guide the development of shared services, which the two councils agreed in 2019, was also suggested.

Members commended the progress of shared services since 2019 and the benefits that this afforded the councils and their employees.

In response to concerns around the time constraints of the report being forwarded to Full Council in February, the Chief Executive reiterated that the Shared Services Joint Committee were being asked to endorse the proposals for Full Council to approve.

A report on phase 3 proposals would be presented to the Shared Services Joint Committee in late 2022.

It was also suggested that additional proposals may be put forward to improve capacity amongst management and members requested that an additional meeting of the Shared Services Joint Committee be convened prior to Full Council meetings in February to discuss these further.

Resolved: (Unanimously)

That the Shared Services Joint Committee

1. endorse the principles for the future of shared services as set out at paragraph 17;
2. endorse the proposed approach to the future development of shared services; to develop a future phase that is targeted at developing resilience in service delivery and to undertake a review of management capacity;
3. hold an additional meeting prior to Full Council meetings in February to discuss proposals for additional management capacity; and
4. note that these proposals will be presented to the Full Council meetings in February for decision.

28 Exclusion of Press and Public

Resolved: (Unanimously)

That the press and public be excluded from the meeting for the following item of business on the grounds that it involves the disclosure of exempt information as defined by paragraph 3 of Part 1 of schedule 12A to the Local Government Act.

29 Shared Pest Control Service

The committee received a confidential report of the Director of Communities which outlined proposals for a shared pest control service between Chorley and South Ribble Borough Councils.

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Members welcomed the proposal and the assurance that staff within the current services were supportive of the proposal.

Resolved: (Unanimously)

That the Shared Services Joint Committee

1. note and agree the shared pest control service proposal for approval at each Full Council meeting and
2. note the forecast saving of £2.8k at South Ribble Borough Council and additional cost of £33k at Chorley Council.

Chair

Date

Minutes of	Shared Services Joint Committee
Meeting date	Thursday, 10 February 2022
Committee members present:	Councillors Paul Foster (Chair), Alistair Bradley, Margaret Smith, Matthew Tomlinson and Karen Walton
Committee members attended virtually (non-voting):	Councillors Sam Chapman, Alan Cullens, Margaret France and David Shaw
Officers present:	Gary Hall (Chief Executive) and Ruth Rimmington (Democratic Services Team Leader)
Other attendees:	Councillors Aniela Bylinski Gelder and Phil Smith (attended virtually)

30 Welcome

The Chair, Councillor Paul Foster, welcomed everyone to the meeting and noted that this was an informal meeting with the purpose of the consideration of draft proposals. The meeting had been requested during discussions at the Committee the previous week.

31 Apologies for Absence

An apology for absence was received from Councillor Peter Wilson. Councillor Alistair Morwood attended as substitute.

32 Declarations of Any Interests

None.

33 Shared Services Future Development updated report

The Chief Executive noted that the report presented was a draft version of the Council report due to be considered by each Council later in the month.

The report included additional detail on proposals for additional capacity in key priority areas, one external facing post: Strategic Lead (Future Investments) and an internally-focussed post: Director of Change and Delivery.

The reasons for the proposals and the financial implications were set out in the report.

Members discussed the proposals and noted the need for additional capacity within the Senior Management Team and how the posts would be funded. The costs will

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be split between both councils equally, although one post would be funded partly from capital budgets.

A future review will be undertaken of the next layer of management to ensure capacity and consistency.

There were also proposals relating to pest control and for the future development of shared services to provide greater clarity.

It was noted that this report had been received late, although the decisions would be taken by each Council later in the month. Support for shared services was reaffirmed.

The challenges in recruiting and retaining staff were noted. The appointment process would include a member interview.

The Council report would be updated to reflect the queries raised.

Resolved to endorse the proposals: (by majority)

1. That the principles for the shared services relationship with Chorley / South Ribble Borough Council be approved.
2. That the approach to the future development of shared services be approved.
3. To approve the creation of a Strategic Lead (Future Investments) as a shared post.
4. To approve the creation of a Director of Change and Delivery as a shared post.
5. To approve for consultation the creation of a permanent shared arrangement for development projects, with authority delegated to the Leader to approve the final arrangements.
6. To approve for consultation the creation of a shared pest control service, with authority delegated to the Leader to approve the final arrangements.

Abstain: Councillor Sam Chapman

Chair

Date

Report of	Meeting	Date
Deputy Chief Executive	Shared Services Joint Committee	Monday, 27 June 2022

Shared Services Monitoring Report- June 2022

Is this report confidential?	No
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Is this decision key?	
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Savings or expenditure amounting to greater than £100,000	No
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Purpose of the Report

1. This report provides an update on the phase 1 and 2 shared services between Chorley Council and South Ribble Borough Council in relation to savings and budgets, service development objectives, performance, staff satisfaction, and risk.

Recommendations to Shared Services Joint Committee

2. To consider the shared services monitoring report and note the current progress for phase 1 and 2 services.

Reasons for recommendations

3. The monitoring report provides quarterly updates on Chorley and South Ribble's shared services arrangements, allowing the Committee to regularly monitor progress and performance.

Other options considered and rejected

4. This report is for noting only and so there are no other options to consider.

Executive summary

5. This report provides a quarterly update on the phase 1 and 2 shared services between Chorley Council and South Ribble Borough Council including updates in relation to:
 - a) Staffing and budgets overview
 - b) Staff satisfaction
 - c) Progression against service development objectives

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- d) Service performance
- e) Risk review

6. Overall, performance across the shared services has been good. Most of the original service development actions are completed for the phase 1 services which have now become more embedded as shared functions working across both councils. The Customer and ICT services have made progress in the delivery of their shared operating models despite challenges in relation to capacity as recruitment to the services is ongoing. It is expected that further progress will be made over the next quarter as posts are filled.

Background

7. Phase 1 shared services including Transformation and Partnerships, Communications and Visitor Economy and Governance services were implemented in April 2020 with the restructures for the services completed in November 2020. A number of teams have also been reviewed after this date including Events, and Museums, Tourism and Culture in the Communications and Visitor Economy service and Health and Safety and Corporate Support in the Governance service.
8. Previous monitoring reports on phase 1 shared services have been presented to the Shared Services Joint Committee every six months and moving forwards will be presented quarterly to allow for more frequent monitoring as agreed by the Committee. Quarterly monitoring reports are to be presented alongside an annual review in Q1 2022/23 to provide a more in depth overview of benefits realisation and best practice.
9. The phase 2 shared services were implemented in November 2021 for ICT and March 2022 for Customer Services. This is the first time that the monitoring report has included updates against these services.

Savings and budgets

10. The following table shows the cost savings that have been made through reduced staffing budgets including shared posts and the shared services reviews. Staffing savings have been made by realigning resources to meet service priorities, capacity and demand.

	(Savings)/Additional Cost (000's)		
	CBC	SRBC	Total
Original Shared Services			
Recurring savings delivered through shared financial and assurance services	(306)	(306)	(612)
Initial Phase – Senior Roles	(57)	(252)	(309)

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Communications and Visitor Economy	8	(8)	-
Transformation and Partnerships	(91)	7	(85)
Governance	(31)	57	26
Grades and Travel	(6)	36	30
Phase 1 - Total	(177)	(160)	(337)
Chief Executive	(58)	(76)	(134)
Director Posts	(90)	(53)	(143)
ICT Review - Phase one and Two	(48)	(33)	(81)
Corporate Support	(17)	(17)	(34)
Customer Services	(208)	(112)	(320)
Phase 2	(421)	(291)	(713)
Total Savings	(904)	(757)	(1,662)

11. The original Shared Services savings relate to finance and assurance services now shared for over a decade. The phase 1 savings relate to the initial senior roles including the Shared Deputy Chief Executive and Shared Service Leads, alongside the service reviews for Governance, Transformation and Partnerships, and Communications and Visitor Economy.
12. Staffing costs have increased in some areas to allow for additional capacity, ensuring resilience and a sustainable model for the services. There has also been the opportunity to increase the services provided across the councils, such as enabling services to be delivered in house or expanding the functions that are offered in areas such as events and museums, tourism and culture
13. In phase 2 of shared services, the Chief Executive and shared Director posts have been developed at a saving to both councils. Both phases of the ICT review (management and rest of service) and Customer Services review have also generated savings across the councils.
14. The table below details the current service areas and splits across the two Councils. The overall cost split works out as £4.96m at CBC and £4.91m at SRBC. Most services operate on a 50/50 basis with exceptions reflecting the specific needs of either authority.

Service Area	Host Council	Split Basis CBC/SRBC	Comments
Senior Management Team	CBC / SRBC	50/50	
Transformation and Partnerships	CBC	50/50 apart from 1 employee	Community Wealth Building is 100% charged to SRBC
Future Investments	CBC	50/50	

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Human Resources	CBC	50/50 apart from 2 employees	Two employees are charged to respective leisure companies.
Shared Financial Services	CBC	50/50	
Customer Services	Both	50/50	
ICT	Both	50/50 (infrastructure team is 40/60)	
Governance Management	SRBC	50/50	
Democratic Services	SRBC	50/50	
Legal Services	SRBC	All 50/50 apart from 1 employee	Land Charges Clerk is 100% charged to SRBC
Procurement & Contract Management	SRBC	50/50	
Audit Services	SRBC	50/50	
Communications	SRBC	50/50	
Chorley Events	SRBC	60/40	
Civic Services Team	SRBC	100/0	
Town Hall Cleaners	SRBC	100/0	
Union Street Cleaners	SRBC	100/0	
Lancastrian Room	SRBC	100/0	
Office Support Services	SRBC	50/50	
Health and Safety	SRBC	50/50	
Museum, Culture and Tourism	SRBC	4 x 100% CBC 2 x 70% CBC 8 x 50% CBC 1 X 100% SRBC	Specific to make up of service and museums.

15. The above table demonstrates the service split for shared services across Chorley and South Ribble Councils, with most areas split 50:50 to reflect that staff within the service provide an equal service across both organisations. Where there is an identified need for one council but not the other, the split in costs can vary for example a charge of 60:40 for Events to reflect the demand of the events programme to be delivered at each council. Some areas are charged 100% to Chorley whilst being hosted at South Ribble in order to ensure a balanced number of employees at each council. These include specific Chorley

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services around the Town Hall, Union Street and Lancastrian Room.

16. Unlike the rest of Shared Services within Customer Services and ICT there is no specific host Council. The posts are employed and shared across both Councils and recharged on a 50/50 basis.

Staff Satisfaction

17. Staff satisfaction within shared services has been measured through the Pulse Survey which is to be conducted several times a year for all services across both councils. The survey asks staff questions around:

- understanding of how their service contributes to delivering the priorities of the councils/ shared services
- understanding of their role within their directorate/ shared services
- if they have the skills and knowledge needed for their role
- overall happiness with their jobs.

18. The survey also provides an opportunity for staff to provide written feedback around overall sense of wellbeing.

19. 125 members of shared services staff completed the survey which represents just less than half of all shared staff.

	Phase One	ICT*	Customer Services and Revenues & Benefits
Understanding of Service	92%	85%	74%
Understanding of Role	95%	85%	74%
Skills and Knowledge	94%	85%	84%
Overall, happy in job	77%	85%	24%

*ICT is a smaller service and received 7 responses which could indicate why percentages are the same across all survey areas.

20. Outlined above is a summary of the findings of the pulse survey for phase 1 and 2 services. This indicates that understanding, skills and knowledge, and satisfaction is high across phase 1 services where the transition to shared operating models have been further embedded. This is also supported by the following positive feedback from staff:

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- The service has improved since the move to shared services despite the transition being difficult at first. There is a positive future for the service.
- There is a planned approach to work, with clear deadlines and regular communication with service management and directors.
- Staff enjoy work and their roles and there is good morale across the teams.

21. For phase 2 of shared services, ICT, which became a shared service in November 2021, has mainly positive feedback despite issues relating to a large volume of priority work and ongoing recruitment to some of the vacant roles within the service. This suggests that 1:1 development discussions with staff, and communication and engagement from service management has helped to embed the service as a shared team. A full staff development programme will be delivered once vacant positions have been filled and will help to further develop staff understanding of service and role alongside training to support gaps in skills and knowledge.

22. In Customer Services, challenges in relation to capacity remain, with vacant roles and additional positions currently being recruited to. This is reflected in the feedback from staff which suggests that workload and capacity are the largest issues which impact on staff wellbeing. Staff who responded to the survey showed that overall happiness in jobs for the service is at 24% with a further 20% of staff saying that they are neither happy nor unhappy. Ongoing recruitment and an induction and development plan are being delivered to help support staff throughout this period.

23. Some of the key areas for further development are as follows:

- Some staff feel that there is not an equal presence for services based at one council or the other. This will be addressed through the accommodation projects to ensure consistency across service areas.
- Current workloads within Customer Services have increased lead times for customers and backlogs for Revenues and Benefits. Recruitment is ongoing to help mitigate capacity issues, and work is being outsourced to agency staff where needed in the interim. The recruitment to the vacant Customer Services Manager post will help to improve the capacity of service management and help address issues in relation to service communication and support for staff.
- Continue embedding the newly established Phase Two service teams, with each service having a dedicated plan.
- Continuing to support staff across shared services through networking opportunities, 1 to 1 development discussions and manager meetings to identify and address any raised issues.

Service Level Development

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24. Each service has identified several service development objectives to set out the transformation and development of the shared services to a single operating model. These are refreshed annually to reflect continuous improvement of the services.
25. Most of the actions from the original phase 1 service development objectives have now been completed. These have been refreshed in May 2022 following the annual business planning process and will be reported on to Shared Services Joint Committee moving forwards.
26. The phase 2 service development objectives were identified as part of the approval of the proposals for the shared services. ICT became a shared service in November 2021, and Customer Services in March 2022. The services have completed initial work against their objectives to begin implementing shared models despite challenges in relation to capacity, high-priority pieces of work and service demand such as significant infrastructure improvements and processing the council tax rebate. There is still a significant programme of work to be delivered to establish an effective single operating model but it is expected that this will be accelerated once full recruitment to the teams has taken place.
27. The full service development objectives and status update for 2022/23 are available in appendix A.
28. Some of the work that has been completed over the last quarter towards developing a single operating model includes:

PHASE 1- Transformation and Partnerships, Communications and Visitor Economy, Governance Services

- All of the Shared HR Policy families have now been implemented and the Shared HR Hub has been launched. These provide a consistent and standardised approach to HR and management across the organisations which takes into account best practice whilst enabling greater employee self-service. This is expected to allow for capacity in the HR team to be focused on case management and as a business advisory function.
- A Transformation Programme has been agreed for each council to identify the approach, aims and projects for each organisation. This includes efficiency savings and income generation to help meet each of the councils' budget gaps and organisational change and development.
- A draft of the Internal Communications Strategy has been developed to set out a shared approach to internal communications which uses best practice to improve staff engagement and understanding of organisational priorities. The next steps for this will be to finalise the strategy with a timeline of activity and deliver and embed the strategy.
- Draft proposals have been developed for the restructure of the Procurement Team as part of the Legal services review to reflect changes in capacity for the team. This will look to develop a resilient and flexible shared team, with the right capacity in place to meet the priorities of both councils.

PHASE 2- Customer Services and ICT

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- The management of line of business applications and associated budgets has now been consolidated within ICT for all areas aside from Finance which is currently being progressed. This will provide greater oversight of line of business software and enable greater integration and interoperability between systems.
- The contract for a digital post room has been developed and is now being finalised. This will allow Revenues and Benefits mail to be scanned and indexed through an outsourced service, freeing-up capacity within the customer services teams.
- A solution has been identified for the shared ICT helpdesk/ call centre and will now be progressed alongside programme management office support.
- A review of digitisation of paper-based resources is being conducted across the organisations with Estates documentation now digitised at South Ribble and Legal completed at Chorley.
- Shared policies have been developed for some of the Customer Services processes including, the Council Tax Support Scheme and Fair Collection Charter, with training having been delivered across these areas.

Benefits

29. Benefits realisation for all shared services will be included in the annual report to Shared Services Joint Committee which is scheduled to be presented following the shared Customer Services being in place for 12 months from March 2023. This will assess benefits for each service in relation to savings, service development, resilience and capacity, and staff development. Some of the key benefits for each service that have been delivered since the last review are highlighted below:

Phase 1

- Transformation Programmes and monitoring in place to ensure a consistent approach and oversight of transformation across both councils, helping to drive forward organisational improvement and monitor efficiency savings and income generation.
- An enhanced events programme has started to be delivered for South Ribble with preparations in place for Leyland Festival and Music in the Park in June alongside a Taste of Leyland in September.
- A review of corporate admin in line with the shared corporate support service has identified areas where services can be digitised, centralised or aligned for efficiency and to increase resilience for services.

Phase 2

- The ICT service now has increased flexibility to support both organisations and has been able to progress against key priorities despite current vacancies. Several significant improvements have been delivered or are being progressed in relation to ICT infrastructure including improved security and resilience, supporting consistent technologies across the shared services environment, improved agile working

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experience including standardised endpoint devices and improved management of data.

- Overall increase in FTE available for direct customer contact assuming full staffing from 14.65 at South Ribble and 8.9 at Chorley to 27.22 across both councils.
- 14 new apprentice roles and 1 graduate Software Developer role have been created across both ICT and Customer Services and are currently being recruited to. These roles will help to offer new opportunities for local people interested in careers in ICT or Customer Services and will help to develop succession planning and improved service resilience for the teams.
- Specialised roles and dedicated resource developed for Customer Services Transformation to support change and service development. These posts are currently being recruited to.

Performance

30. Local service performance indicators are reported twice a year to each council's relevant performance scrutiny panels. The next meetings for the panels are outlined below:

- Overview and Scrutiny Performance Panel (Chorley), 22/09/2022 and 09/03/2023
- Budget and Performance Panel (South Ribble), 12/09/2022 and 13/03/2023

31. The local indicator review 2022/23 was completed in early quarter one. As a result of the development of shared services and implementation of the reviews for Customer Services and Digital, the opportunity was taken to align and consolidate the range of indicators across the services to reflect the new arrangements. Shared indicators are reported at each authority, pertaining to the individual council's performance.

32. As the indicators have only recently been aligned and refreshed, full performance information is not due to be reported yet and so will be reported in the next monitoring report.

Risk Register

33. The following risk register provides a summary of the key risks for shared services, in addition to the actions and controls that are in place to mitigate the potential impact on the councils.

34. Since the last report in December 2021, additional actions have been identified to reflect the move to the future development of shared services to ensure that lessons learned in previous phases of shared services are used to minimise risk whilst change continues across the organisations. These include:

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- Lessons learned will be incorporated into the delivery of future phases of shared services to reduce staff uncertainty and impact on wellbeing, this includes taking a more measured approach to shared services so that resources can be focused on supporting functions which are going through a shared services review.
- A delivery programme for the future development of shared services will be developed with clear timescales and milestones, supported by the transformation and change team to minimise impact across the councils.
- A risk assessment is to be conducted for each new service review in relation to customer or operational impact prior to recommendations being presented to Shared Services Joint Committee.
- Events are continuing to be planned and delivered to support induction and development for newly shared staff and encourage more face-to-face interaction and communication between shared services colleagues and staff from across both organisations. This will help to develop a shared culture with a strong focus on wellbeing and support in line with the new People Strategy.

35. 4 risks are identified as **medium-risk** in relation to impact and likelihood, and 2 risks are identified as **low-risk**. The two highest risks are 'organisational disruption and impact on service performance' and 'staff uncertainty and impact on employee wellbeing.' These risks both have a matrix risk score of 9 which means that without any action they are likely to occur and would have a serious impact if they did. Many of the lower scored risks are mitigated by the governance arrangements for shared services including the shared services agreement.

36. All risks will continue to be monitored as part of the shared services project and corporate risk registers, and any changes in risk will be captured through reporting to Shared Services Joint Committee.

Risk No. (Rnn)	Description	Controls in Place	Impact	Likelihood	Matrix Score	Actions Planned	Action Owner	Target Action Date
R1	Organisational disruption and impact on performance and service delivery	<p>Performance management mechanisms have been strengthened to ensure close corporate oversight throughout any shared services changes.</p> <p>A reviewed monitoring approach for Shared Services has been agreed by SSJC to allow for more frequent reporting on phase 2 of shared services.</p>	3	3	9	<p>Additional capacity is currently being recruited to for the Customer Services and ICT teams.</p> <p>A delivery programme for the future development of shared services will be developed with clear timescales and milestones, supported by the transformation team to minimise impact across the councils</p> <p>A risk assessment is to be conducted for each new service review in relation to customer/ operational impact</p>	Transformation	<p>Completed</p> <p>July 2022</p>
R2	Staff uncertainty and impact on workforce wellbeing	<p>Staff will be fully engaged and consulted throughout the changes, both informally and formally in line with the refreshed Change Policy.</p> <p>Regular pulse surveys are in place to monitor staff wellbeing and any issues.</p>	3	3	9	<p>Induction and development plan being delivered for ICT and Customer Services in line with the implementation of the shared service models.</p> <p>Standardised induction and development offer to be developed for further phases of shared services.</p> <p>Lessons learned will be incorporated into the delivery of future phases of shared services to reduce staff uncertainty and impact on wellbeing, this includes taking a more measured approach to shared services so that resources can be focused on supporting functions which are going through a shared services review.</p>	Project Team/ Transformation/ HR & OD	<p>Ongoing- December 2022</p> <p>September 2022</p> <p>Ongoing</p>

					6	Events are continuing to be planned and delivered to encourage more face-to-face interaction and communication between shared services colleagues and staff from across both organisations. This will help to develop a shared culture with a strong focus on wellbeing and support in line with the new People Strategy		
R3	Wider strategic changes to local government structures	Both organisations are fully engaged and working proactively to understand the implications of local government reorganisation. Shared services helps to strengthen the strategic position of both councils and the ability to influence and shape change through greater scale.	3	2	6			
R4	Change in political control leading to a lack of cross party support	Arrangements specified in the shared services agreement including an extended agreement and exit arrangements.	3	2	6			
R5	Loss of sovereignty	Both councils retain political independence and decision making. Robust governance and clear protocols within the shared services agreement ensure that both councils maintain individual sovereignty.	3	1	3			

R6	Different levels of future budgets for shared services across both councils	Shared Services provides opportunities for continued savings for both councils. The shared services agreement recognises committed budgets for each council.	3	1	3		
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Comments of the Statutory Finance Officer

37. There are no financial implications of this report. Shared Services costs and savings now for a significant and growing part of both Councils MTFS. This is monitored in year and relevant costs are attributed to each Council.

Comments of the Monitoring Officer

38. There are no direct legal implications arising. The report is for information and noting.

Appendices

Appendix A- Service Development Objectives and Benefits Tracker

Report Author:	Email:	Telephone:	Date:
Caroline Winstanley (Transformation Co-Ordinator)	caroline.winstanley@southribble.gov.uk caroline.winstanley@chorley.gov.uk		15.06.2022

Service Development Objectives

Objective	Aim	Status	Update June 22
All shared services			
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 plan is currently being developed for the roll out of shared terms and conditions which will then be discussed further with the Union.
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 management information.	In progress	Drop in sessions with staff are being planned for the programme management system to identify further improvements.
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	<p>The plan for the phase 2 delivery of the HR transformation project has now been scoped out and was presented to SMT in May 2022. Next steps will be to carry out the phased implementation of HFX from June- October.</p> <p>The phase 2 programme will include additional modules for managing the staffing structure and an integrated approach to recruitment and induction for new starters to the organisation.</p>
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.	Not started	To be progressed from September 2022- February 2023 in line with identified timescales.
Deliver shared events programme	To deliver the events programme as a shared team.	In progress	<p>Delivery of programme has included preparations for Leyland Festival and Music in the Park in June and the Taste of Leyland in September.</p> <p>At Chorley, the 10k was delivered in May 2022 and preparations have been made for a Taste of Chorley and Picnic in the Park in June and Chorley Live in Autumn.</p> <p>Other events to be delivered on the programmes include Christmas events to be delivered in December and January.</p>
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 SLT in May for feedback, with next steps to create a timeline of activity. This will be followed by a review of internal communications and implementation of a refreshed intranet in June/ July.
Governance			
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 for this has been completed and proposals for implementing the recommendations are now being compiled. The proposals will be presented to SLT for approval and will include the centralisation of administrative support within the corporate support team.

			Any further changes in line with the review of processes will then be considered including possible restructures. If there is to be a review of roles, this will be progressed onto member decision.
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 drafting a report to set out the expectations for senior management support.
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.	In progress	The Legal review is progressing in accordance with the identified timescales. Initial pre-consultation has taken place with all staff and recruitment has taken place for paralegal posts in line with the future direction of the service.
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 applied where possible across the organisations.	In progress	A review into Health and Safety policies and processes commenced in January when the new Health and Safety team leader started in post. A gap-analysis has been completed and the ongoing timescales for the rest of the review (April 2022-March 2023) are still applicable.
ICT			
Consolidate the management of line of business applications including procurement	To enable greater integration and interoperability between systems	In progress	All are aligned apart from Finance which is currently being progressed.

and budgets within the ICT service			
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 complying with all relevant policies and procedures.	In progress	Work has started on this with the estates being digitised at South Ribble and all legal digitisation work complete at Chorley. Work is still taking place to identify requirements for work moving forwards.
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.	In progress	End point devices have been identified and criteria developed based on types of workers aligned to the Workplace Strategy. Service areas are currently identifying the type of workers in their teams (hybrid, office based etc.) which will then enable the roll out of devices.
Shared help desk and telephony	To support the alignment of systems across shared services.	In progress	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.
Customer Services			
Review policies and processes	Align policies and processes to enable efficiencies, consider best practice and process improvements	In progress	The following policies are being progressed as a starting point for aligning processes across the service: <ul style="list-style-type: none"> - Fair Collection Charter approved with training rolled out - Council Tax Support Scheme updated and online training released

			<ul style="list-style-type: none"> - DHP policy is being reviewed alongside local discounts and exceptions - A draft customer care policy has been developed and is being reviewed by the service area
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	<p>Work has taken pace to begin a shared team culture through induction and development activities and shared service briefings.</p> <p>Shared customer care standards will be developed through the customer care policy and will then be used to train staff and embed the shared culture across the organisations.</p>

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Report of	Meeting	Date
Director of Change and Delivery	Shared Services Joint Committee	Monday, 27 June 2022

Shared Services Future Development

Is this report confidential?	No
Is this decision key?	
Savings or expenditure amounting to greater than £100,000	No

Purpose of the Report

1. This report outlines the proposed approach for the delivery and implementation of phase 3 of shared services.

Recommendations to Shared Services Joint Committee

2. To recommend the proposed approach for phase 3 of shared services for discussion at Councils. The proposals include:
 - Approval to commence the shared services review for the Property and Assets function.
 - To review further opportunities for sharing following the phase 3 service reviews.

Reasons for recommendations

3. To continue to progress opportunities that have been identified for shared services, in line with the principles agreed by both Councils in February 2022.

Other options considered and rejected

4. The report outlines other opportunities for sharing functions which have been considered but are not being proposed for sharing at this time. These will be reviewed within 6-12 months once progress has been made on undertaking the proposed reviews and changes.
5. The other option would be to not progress any further functions for sharing. This has been rejected as both Councils agreed in February 2022 to review further opportunities for sharing as part of the approach to the future development of shared services.

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Background to the report

6. In line with agreements made by the two partners, the scope of the shared services arrangement between Chorley Council and South Ribble Borough Council has increased considerably in the last two years. From the longstanding shared financial and assurances services, shared services now includes 47% of the workforce for the two councils including:
 - Phase 1: Governance, Transformation and Partnerships and Communications and Visitor Economy
 - Shared Chief Executive and Directors
 - Phase 2: ICT and Customer Services
7. Alongside the sharing of staff and services, the councils have adopted shared terms and conditions and a shared HR policy framework for staff within shared services.
8. In February 2022, the councils agreed refreshed principles and proposals for the future development of shared services including:
 - a) A **management review of capacity** across the councils
 - b) To develop proposals **for a further phase of shared services**.
 - c) **Proposals for developing additional capacity in key priorities**. Proposals for a Strategic Lead for Future Investment and Development, Director Change and Delivery, shared resource for capital projects and shared pest control service were also agreed.
9. The proposals for developing additional capacity in priority areas have now been progressed and this report considers the proposals for a further phase of shared services, with the full report and recommendations for this available in Appendix A. This will be followed by the management review of capacity.

Summary of proposals

10. It is proposed that the next phase of shared services consists of the Property and Asset functions. This has been determined by evaluating opportunities for sharing across the councils, alongside prioritising services for review based on the areas where sharing will have the most impact. Functions have been prioritised in relation to:
 - a) ease of implementation
 - b) current staffing circumstances such as several vacancies, temporary arrangements or hard to recruit to posts where a service review would be beneficial
 - c) the scale of opportunity for sharing.
11. The review of Property and Assets is likely to be followed by the Business Support/ Economic Growth function which has been identified as having opportunities for sharing but will not be progressed immediately to allow for both councils to refresh their Economic Strategies and reflect on key priorities as the boroughs recover from the Covid-19 pandemic. Further opportunities for sharing have also been identified for Public Protection/ Environmental Health and Spatial Planning/ Planning Policy but it is proposed to not progress these immediately, particularly as there are other major pieces of work

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such as the Local Plan already being undertaken across the services. These will be reviewed alongside other opportunities for sharing following the service review for Property and Assets.

12. Small scale proposals will continue to be identified and actioned where there are benefits in terms of skills, resilience or savings, such as the approach which has been taken for the Pest Control Service.
13. The report also includes details of the proposed approach to the implementation of phase 3 of shared services, using lessons learned from phase 1 and 2 to minimise disruption to existing service delivery throughout the transition process.

Update on review of management capacity

14. As outlined above, the councils agreed to undertake a review of management capacity to ensure that the senior management structure supports the councils in delivering their priorities and high quality services. This review is underway and will produce separate reports and recommendations for each council.
15. The review will take into account the shared services already in place and the recommendations for the extension of shared services through phase three. The reports and recommendations will be presented to the relevant committee for consideration and decision at each of the councils. The reports will also be presented to the shared services joint committee before the proposals are finalised following consultation.

Next steps

16. If recommended by Shared Services Joint Committee, the proposals will be presented to each Council in July.

Climate change and air quality

17. The work noted in this report does not impact the climate change and sustainability targets of the Councils' Green Agenda and all environmental considerations are in place.

Equality and diversity

18. An Equality Impact Assessment (EIA) will be carried out as part of the service reviews for the shared functions. The reviews will be carried out in line with the Shared Change Policy which sets out several opportunities for engagement through informal and formal consultation and aims to obtain staff feedback from a diverse range of perspectives.

Risk

19. A full risk register is developed for shared services and is reviewed regularly through Shared Services Monitoring Reports to Shared Services Joint Committee.

Comments of the Statutory Finance Officer

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20. There are no financial implications at this point. Each individual change will have its own financial commentary and explanations of the outcomes. Shared Services is already well embedded within budgets and monitored on a monthly basis. Savings of around £1.7m have already been made across both Councils in previous reviews.

Comments of the Monitoring Officer

21. There are no direct legal implications at this point. When introducing any changes the councils will follow the relevant Change Policy and adhere to good HR practices.

Appendices

Appendix A- Shared Services Phase 3

Appendix B- Shared Services Criteria

Report Author:	Email:	Telephone:	Date:
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Shared Services Future Development

Approach to Phase 3

Shared Services Future Development- Approach to Phase 3

Principles

1. The councils have agreed refreshed principles to guide the future development of shared services including:
 - Both councils are committed to continuing to represent the needs, priorities and ambitions of their local residents and communities.
 - Both councils remain sovereign, with separate Leader and other decision-making. Shared services is not a pathway to merging the councils.
 - Both councils will set individual priorities and set their own budgets.
 - The councils are sharing services to reduce costs and to become more sustainable and resilient.
 - Full shared services shall mean developing a single delivery model for service delivery except where this does not meet the needs of each sovereign council. The model for delivering services shall continue to represent the needs, priorities and ambitions of their local residents and communities.
 - The management structures will reflect a full shared service model to enable the delivery and development of shared services.
 - The councils maintain responsibility for managing their own performance. The shared services joint committee is responsible for ensuring that shared services function effectively in meeting those expectations.
 - The councils remain committed to shared services, with the next phase prioritised on the basis of supporting greater resilience in service delivery.
2. As such, the development of phase 3 of shared services will ensure that proposals for sharing functions or posts are focused on providing greater sustainability and resilience in service delivery, can be developed to a single operating model wherever possible, and explore the potential for financial savings.

Approach to delivery

3. The approach taken for phase 1 and 2 shared services has been to share a whole directorate or service area, starting with the implementation of shared management posts. This has been reviewed for the future development of shared services with the councils agreeing to:
 - a) Undertake a review of management capacity across the councils
 - b) Develop proposals for a further phase of shared services- the next phase will be focused on posts or functions where there is an identified need for change.
4. It was also recognised within the reports to Council that opportunities for sharing in phase 3 could be assessed in relation to:
 - A lack of capacity
 - Existing temporary arrangements

- New priorities
 - The potential for savings
 - Improved staff recruitment or retention
 - Areas of common need/ potential for sharing to support one council to deliver function whilst maintaining or improving performance for the other.
5. In order to provide analysis around opportunities for sharing posts/ functions in phase 3 of shared services, the following process will be taken:
- Posts/ functions for each council will be identified where there is an opportunity for change and sharing could be beneficial for the function.
 - Post/ functions will then be analysed in relation to a set criteria for sharing based upon the principles outlined above.

Criteria for sharing

6. The following criteria has been identified for shared posts or functions. All functions should meet the 'must have' criteria and should demonstrate evidence for most of the opportunities for sharing. All of the criteria aim to prioritise excellent customer service and outcomes in line with each council's corporate strategy.

Criteria	Yes/ No/ NA	Evidence
Must have		
Sharing the function will allow the councils to continue to deliver their sovereign priorities		<p><i>Are there any similarities in the priorities of each council?</i></p> <p><i>Do the councils share any priorities?</i></p> <p><i>Are there any areas where sharing the function might cause conflict for the sovereign councils?</i></p>
A single, shared model is possible for this function		<p><i>Would the service be able to operate effectively with shared structure, processes, and systems?</i></p> <p><i>Are there any challenges to sharing or areas that could cause conflict?</i></p>
There is a common need across both councils for this function/area.		<p><i>Do both councils currently have this function? If not, is there an ambition to develop the service/ function area?</i></p>
Opportunities for sharing		
Temporary, or informal, sharing arrangements already exist		<p><i>Are there any informal or temporary sharing arrangements currently in place to support capacity at either council?</i></p>
Capacity within the service can be reviewed to improve service resilience or produce financial savings		<p><i>Are there any vacant posts in the service?</i></p> <p><i>Are there any issues with current capacity?</i></p> <p><i>Is there currently a lack of resilience across the function e.g. a small team where it is difficult to cover for absences or leave?</i></p>
There is the potential for improved staff recruitment or retention		<p><i>Are there currently vacancies in the service which have been difficult to recruit to?</i></p> <p><i>Do any market challenges exist which impact on recruitment or retention?</i></p> <p><i>Is there currently limited career development/ progression in the function?</i></p>

<p>There are opportunities to align systems or processes to create a more efficient or effective service</p>		<p><i>Is aligning processes likely to simplify/ reduce workloads for staff</i></p> <p><i>Are there opportunities for sharing best practice which could improve the function for either council?</i></p> <p><i>Is sharing the function not likely to have an adverse impact on the performance of either council?</i></p> <p><i>Is the service model already partially shared or similar across the councils?</i></p> <p><i>Is there an opportunity to share or align procurement of assets, technology or systems as a result of sharing?</i></p>

Identified functions

7. A summary of the functions that have been identified as having opportunities for sharing are included below and the full review against the criteria for sharing is available in appendix B. This is in addition to the current proposals for sharing being progressed for Pest Control and Strategic Development Functions.
8. The following areas have been prioritised for sharing based on:
 - ease of implementation
 - current staffing circumstances such as several vacancies, temporary arrangements or hard to recruit to posts where a service review would be beneficial
 - the scale of opportunity for sharing.
9. Whilst the ambition for shared services is to expand based on opportunities for sharing across the organisations, a staged approach will be taken to the future development of shared services to ensure that there is sufficient capacity to deliver new shared functions. This will start with the Property and Assets function which has been identified for immediate consideration as part of phase 3 of shared services. This is likely to be followed by the Business Support/ Economic Growth function which has been identified as having opportunities for sharing but will not be progressed immediately to allow for both councils to refresh their Economic Strategies and reflect on key priorities as the boroughs recover from the Covid-19 pandemic.

Function	Overview of opportunity
Property and Assets	<ul style="list-style-type: none"> • National shortages in relation to technical professions mean that sharing would provide resilience within the function with the ability to transfer skills across the councils. • There is an opportunity to standardise systems and processes to create efficiencies for the function, with a review being carried out into Property Management Software. • A shared review could be aligned to the implementation of the recommendations of the South Ribble asset review to provide additional capacity for asset management. • There are multiple property and assets managed by the function with a view to additional responsibilities with the opening of new extra care facilities. Additional capacity for the function through shared services could help to manage these demands. • The main area of the function which would benefit from sharing is the technical rather than operational management of assets. For example, there is less of an opportunity for sharing of the Facilities and Civics (based in Governance at Chorley) teams who are concerned with the management and upkeep of the main council sites due to the need to have members of staff on-site at each council and lack of flexibility for posts to work across councils. It is anticipated that the Facilities team at South Ribble will move to the shared Governance service where the capacity is in place to manage the separate functions, although this will be considered further through the service review.

The following functions have been identified as having opportunities from sharing but are not looking to be progressed immediately:

Business Support/ Economic Growth	<ul style="list-style-type: none"> • There is an opportunity to review the function in line with new priorities of the upcoming Economic Strategy for both councils, with a view to shared economic priorities identified by the Chorley and South Ribble partnership. There are similar priorities and challenges for both councils in terms of the effect of the pandemic, cost of living and demographic of businesses. • A shared review of the function could be aligned with a move to the Policy and Governance directorate under the Shared Director Change and Delivery, where the function could be better aligned to partnership working and community wealth building. Aligning the service would help to minimise reporting lines for shared management roles within Policy and Governance. • There are two current vacancies in the function which provides the opportunity to review and align skills and resource to future aims. • There is a need for further consideration for which elements of the current service should be included for sharing i.e. it is anticipated that responsibility for employability which focuses on supporting individuals and apprenticeships would sit within the communities teams although this will be considered further through the service review. •
Public Protection/ Environmental Health	<ul style="list-style-type: none"> • The functions currently operate independently but there is a potential for greater resilience for the service by sharing and developing technical expertise, with similar challenges in terms of air quality and the impact of COVID-19 on the service across the borough. The functions currently plan to work closely together in certain areas, for example a joint case study and awareness campaign to be carried out in 2022 in relation to Air Quality Particulate Matter and Monitoring. • Some officers have experience of working within a shared service through the Shared Covid Response team. This demonstrated a successful shared approach, with the team being the only district councils to receive a Highly Commended for excellent regulatory practice at the Office for Produce Safety and Standards Regulatory Excellence Awards. • There is an opportunity for shared management to support the capacity of the shared Director of Communities with temporary shared management currently in place.

	<ul style="list-style-type: none"> • Proposals for sharing already identified for the pest control service, with potential complexities for the service review in relation to staff who work in the outsourced service. • There might be some areas within the service where borough specific knowledge has been developed or where it is difficult for officers to cover the geographical area across both boroughs for visits. This might potentially limit some of the opportunity to share capacity and develop service resilience.
Spatial planning/ planning policy	<ul style="list-style-type: none"> • The spatial planning/ planning policy teams are currently not shared but work together closely as part of the Local Plan for Chorley, South Ribble and Preston. Sharing of the service could provide opportunities to minimise duplication of work and enable service efficiencies. • Opportunities could be limited by a small potential for conflict between the councils which would need to be managed, for example in relation to housing numbers. • There is also a different scope of the current services, with Chorley also including functions around climate change with the Climate Change Programme Officer. At South Ribble, some capacity is required to support the key role that the function plays in supporting the City Deal with Preston and Lancashire.

The following functions are not currently being considered for sharing as they require a more place-based approach which brings more difficulties for sharing, but this will continue to be reviewed in line with changing circumstances. We will also continue to review opportunities as they emerge for sharing of small functions or posts outside of the phase 3 services, such as the approach that has been taken with Shared Pest Control and Covid Response Team. It is proposed that small scale proposals such as these would be identified and actioned where there are benefits in terms of skills, resilience, or savings.

Planning Development Management	<ul style="list-style-type: none"> • Additional resilience could be provided for the service through sharing as there is a similar workload and number of planning applications for each authority. The sharing of enforcement, CIL and Obligations functions could also provide further opportunities for resilience. • There is an opportunity to review the current roles within the service to support succession planning and recruitment and retention such as through the development of junior roles or shared head of service. • There is an opportunity to review the current processes for technical support administrative tasks as part of the ongoing South Ribble Business Process Improvement Review (some tasks currently carried out in Customer Services for Chorley but not at South Ribble) • Opportunities could be limited by a preference to retain independent management under the shared Director to reflect the sovereignty of councils in relation to new developments. For example, any conflicts arising for the two Council e.g. housing numbers would need to be managed. • There are currently differences in the job roles at Chorley and South Ribble which could also impact on the potential for alignment. Similarly, there are some differences in the remit of the head of service for each function which would need to be considered.
Enforcement including Building Control and Licensing	<ul style="list-style-type: none"> • At South Ribble, these are proportionally smaller functions with a lack of resilience and some need for external support. A larger shared service could enable specialist expertise to be developed in house and increase cover for the service. • There are some vacancies and temporary arrangements within the function which could provide an opportunity for sharing. • Some administrative and transactional tasks for enforcement are completed within the customer services team at Chorley. Consideration would have to be made for the current differences in the work carried out by each service. • Consideration should be made for the differences between the current building control functions which could impact on the outcomes for the individual sovereign councils in a shared services environment, for example, at

	<p>Chorley the service has not broken even financially for several years whereas at South Ribble the authority has made a surplus.</p>
<p>Housing/ Homelessness</p>	<ul style="list-style-type: none"> • There are similar housing needs, social housing supplies and households on the housing waiting list across the boroughs. • There are some similarities between the functions policies and processes which could provide an opportunity to align, for example the Shared Select Move partnership alongside Preston Council which has a common allocations policy. • Both councils are due to undertake a review this year with the support of an external consultant to review the current services in relation to processes and best practice. This could provide an opportunity to review the service in relation to sharing. • The functions have experienced issues in relation to recruitment and staffing shortages and a larger shared team could help to provide future resilience to the service. • Both teams are currently experiencing have levels of demand, which may mean that undertaking a review to create a shared single operating model could provide disruptive over the short term. • The councils currently have different Homelessness Strategies which could limit the opportunities for sharing of resources and capacity.
<p>Neighbourhoods/ Streetscene and Waste</p>	<ul style="list-style-type: none"> • There is currently a shared waste manager in post but separate waste services teams. South Ribble has recently in-sourced their waste service whereas Chorley's waste service is provided through contract with FCC environment. South Ribble will therefore require more internal resources for managing waste collection than Chorley .

	<ul style="list-style-type: none">• There are currently managers in place for the Streetscene and Neighbourhoods services of each council but no senior shared management post in place. Sharing could provide additional management capacity for the service and streamline reporting lines to the Shared Director Customer and Digital.• The waste collection teams currently operate out of South Ribble's depot .• The Neighbourhoods and Streetscene services have similar priorities and similar service strategies, however the current services are both in different positions, with many paper based/ non-automated processes at South Ribble which are supported by an admin team. There are also differences in the scope of vehicle maintenance between the teams, with specific support dedicated for this at South Ribble.• The teams cover a large geographical area on a daily basis which could limit the opportunities of sharing in terms of providing additional capacity and resilience.
Communities	<ul style="list-style-type: none">• There are some areas of commonality in priorities, such as the ambition to develop a social prescribing offer at South Ribble and a social prescribing team currently in place.• Both communities teams have a strong place based approach, with officers working closely with specific neighbourhood areas which could limit the benefits of sharing.• There is currently a different scope to this function across the councils, with South Ribble Communities including an Active Health Team and specific Community Safety posts whereas Chorley has expanded refugee resettlement scheme and home improvement function. The services also support different models of community working with South Ribble looking to support the development of their Community Hub model.

Implementation

10. The delivery of the phase 3 development of shared services will follow the priorities outlined above in relation to ease of implementation, staffing circumstances and opportunities for sharing.
11. This will be staged in order to manage capacity around the process and ensure that engagement and implementation is properly resourced.
12. It is proposed that staff would move onto the Shared Services Terms and Conditions when they move into a shared role. This would be aligned to the planned rollout of Shared Terms and Conditions across the whole workforce.
13. In phase 1 of shared services, whole services employed by either one council or the other with some staff transferring via TUPE (Transfer of Undertaking [Protection of Employment] Regulation.) In further phases of shared services and for new shared posts, staff moving into shared roles have remained employed by their existing employer as numbers of staff have remained similar across the organisations. It is suggested that for the implementation of phase 3 functions, TUPE will be considered through the service review process where this is required to maintain balanced staffing numbers across both organisations.
14. The implementation of phase 3 should take a consistent approach in line with the Shared Change Policy and lessons learned from previous stages of shared services to:
 - Reduce waiting time between different stages of the review to minimise periods of uncertainty.
 - Ensure consistent staff engagement and consultation.
 - Enable a consistent approach to the review of functions.
 - Support staff through the transition process through an induction and development programme.
 - Minimise the impact on service delivery and performance throughout the review and change process.
15. Therefore, it is proposed that all shared functions will follow the same implementation process including:
 - Informal and formal stages of consultation and engagement as outlined in the Shared Change Policy. This will be supported by set templates, supporting materials and a framework for communication and sharing of key messages.
 - A risk assessment of the service review proposals will be undertaken from an operational and customer perspective by the Senior Management Team prior to recommendations being made.
 - Proposed service model to clearly set out how the shared service will operate and be delivered prior to moving to a shared model.
 - Reports outlining the proposals for sharing are to be developed using a set report template to ensure that all relevant information has been considered for each functional area.

- Reports are to consider service capacity during the implementation process including staging of ERVS (Early Retirement Voluntary Severance) requests and recruitment to new posts.
- A framework for shared services induction and development.
- Identified capacity to support the delivery of the reviews in line with the above processes.

16. A high-level timetable of the process is outlined below to demonstrate how phase 3 would be delivered, with the review anticipated to take around 4-7 months:

Desk based review	<ul style="list-style-type: none"> • Collect information around current service • Evaluate options for sharing
Informal consultation	<ul style="list-style-type: none"> • Engagement with staff and the Union • Testing and refinement of options for sharing • Informal consultation sessions • Written feedback
Review report	<ul style="list-style-type: none"> • Senior Management Team review proposals and finalise operational risk assessment • Understanding of how shared model will be delivered to be included as part of the proposals • Proposals are presented for review at Shared Services Joint Committee and Executive Member Decision. • Job descriptions are created • Job roles are evaluated through a Job Evaluation Panel
Formal consultation	<ul style="list-style-type: none"> • Formal consultation with staff and the Union including written feedback • ERVS (Early Retirement Voluntary Severance) requests are submitted and considered • Any changes following consultation are reflected in the review report
Final sign off	<ul style="list-style-type: none"> • The final review report, including consultation feedback, to be presented for Member sign-off

17. It is proposed that Property and Assets would be delivered within the first stage of phase 3, with service reviews proposed to be carried out from July – October 2022 and implementation to follow into November/ December. This will be followed by consideration of the functions highlighted above to determine whether the councils will secure clear benefits from further sharing.

Induction and Development

18. The implementation of the shared functions will include a full induction and development programme for all new shared roles including:

- Communications to be shared on the intranet of new roles and positions
- 1:1 shared services development discussion to identify individual development needs
- The shared online induction to access information about the other council and organisation
- Access to a programme of informal networking events across shared services

Monitoring and reporting

19. The implementation of the phase 3 be led by the Director of Change and Delivery and Transformation and Change team with support from HR and service management. These teams will work alongside the Shared Services Project Team to implement the future development of shared services. The governance and membership of the Shared Services Project Team will be reviewed in line with the approach for phase 3 to ensure that relevant stakeholders are included in the project team.

20. The reporting on the phase 3 development of shared services will include:

- Service review reports to set out proposals for sharing and new function models. These reports will be reviewed by the Shared Services Project Team and the Senior Management Team prior to being progressed for member decision.
- The implementation of phase 3, including benefits and performance of new shared functions, will be monitored through the Shared Services Joint Committee.
- Staff across the organisations will be updated regularly on the progress of shared services to ensure that any changes across the organisation are clear. Further consideration for the communications of shared services development will be considered as part of the Internal Communications Strategy.

Business Support/ Economic Growth		
Criteria	Yes/ No/ NA	Evidence
Must have		
Sharing the function will allow the councils to continue to deliver their sovereign priorities	Y	A new shared strategic revision for economic growth is being set out across the Chorley and South Ribble partnership. There are similar priorities and challenges for both councils in terms of the effect of the pandemic, cost of living increase and business/ work demographics.
A single, shared model is possible for this function	Y	A single shared model is possible for the function. There are currently no specific line of business applications or set processes which would hinder opportunities for sharing. There are similar structures in place across the current teams and a similar economic and business context. The South Ribble function currently covers apprenticeships and skills support, and also supports the Community Wealth Building project which is managed through the Transformation and Partnerships service.
There is a common need across both councils for this function/area.	Y	Both councils currently have a business development/ economic growth team and a strong local economy is a key priority for both councils as part of their corporate strategies.
Opportunities for sharing		
Temporary, or informal, sharing arrangements already exist	N	There are no temporary or informal sharing arrangements.
Capacity within the service can be reviewed to improve service resilience or produce financial savings	Y	There are currently 2 vacancies within the teams which provides an opportunity to review the service capacity in line with the priorities for the function. Both teams are relatively small with the opportunity to provide increased resilience and capacity through a larger shared team. Managers currently report directly to the Director with no heads of service. Additional management capacity could support the delivery of the service and reduce number of direct line reports to the director.

There is the potential for improved staff recruitment or retention	Y	There are currently a range of roles within the service but a larger team could offer more opportunities for career progression and development.
There are opportunities to align systems or processes to create a more efficient or effective service	Y	There is the opportunity to align work including business support and the delivery of the proposed economic strategies to reduce duplication and create efficiencies for the service. Both services have a strong track record of supporting local business growth and it is expected that this could grow and develop as part of a shared service.

Property and Assets		
Criteria	Yes/ No/ NA	Evidence
Must have		
Sharing the function will allow the councils to continue to deliver their sovereign priorities	Y	Both councils have a similar range of property and assets and face similar challenges including expanding responsibilities with the opening of new sites such as the extra care facilities.
A single, shared model is possible for this function	Y	There is an opportunity to shared specialist skills and experience across the function as part of a single operating mode. There are opportunities to standardise and align business processes and systems such as Property Management software. The South Ribble function currently includes the facilities team, whereas the similar Civics services at Chorley sits within the Governance service and is aligned to mayoral functions.
There is a common need across both councils for this function/area.	Y	Both councils have a range of property and assets which need to be managed including main operational sites and those that are rented to others.

Opportunities for sharing		
Temporary, or informal, sharing arrangements already exist	Y	There are some temporary and informal sharing arrangements in the teams around leisure.
Capacity within the service can be reviewed to improve service resilience or produce financial savings	Y	There are currently market challenges which impact on the resilience of the service. Sharing the service could provide a larger team with greater flexibility to provide capacity across the councils. The exception to this is within the Facilities team (and Civics function which sits within Governance at Chorley) where specific on-site capacity is required with limited flexibility for sharing.
There is the potential for improved staff recruitment or retention	Y	There are current market challenges which impact on the ability of the councils to recruit and retain professionals within the function. Sharing would provide an opportunity to develop resilience for the function by offering a greater range of roles and the ability to transfer skills and experience across the councils.
There are opportunities to align systems or processes to create a more efficient or effective service	Y	There is the opportunity to review and standardise processes across the service, with the opportunity to align Property Management Software.

Public Protection/ Environmental Health		
Criteria	Yes/ No/ NA	Evidence
Must have		
Sharing the function will allow the councils to continue to deliver their sovereign priorities	Y	Both councils have similar priorities in relation to Environmental Health and Public Protection including statutory duties and additional functions such as climate change. Both boroughs have similar challenges in terms of air quality and the impact of COVID-19 on the service.
A single, shared model is possible for this function	Y	There are opportunities to align many aspects of the service to a single operating model and share knowledge and experience across the councils.

There is a common need across both councils for this function/area.	Y	Both councils require a public protection/ environmental health function. Chorley has ambitions to develop an in-house pest control service as is currently in place at South Ribble.
Opportunities for sharing		
Temporary, or informal, sharing arrangements already exist	Y	Proposals are currently in place for a shared pest control service which will introduce an in-house service at Chorley Council. There are also temporary arrangements currently in place for a shared environmental health manager. The functions currently plan to work closely together in certain areas, for example a joint case study and awareness campaign to be carried out in 2022 in relation to Air Quality Particulate Matter and Monitoring.
Capacity within the service can be reviewed to improve service resilience or produce financial savings	Y	<p>There might be some areas within the service where borough specific knowledge has been developed or where it is difficult for officers to cover the geographical area across both boroughs for visits. This might potentially limit some of the opportunity to share capacity and develop service resilience.</p> <p>Despite this, there are opportunities to align the services to provide additional resilience and capacity as there are currently some vacant posts within the function.</p> <p>Both councils are high performing, meeting the Food Standards Agency targets for food interventions, adapting to the challenges of the COVID-19 pandemic and expanding their remit to include a greater focus on the councils' climate change priorities.</p>
There is the potential for improved staff recruitment or retention	Y	There are national difficulties with recruiting Environmental Health Officers and a need to 'grow our own'. There is already a student EHO position in place at Chorley and over time one area for sharing may initially be in creating training and succession opportunities working together as well as with other councils across Lancashire through Environmental Health Lancashire.
There are opportunities to align systems or processes to create a more efficient or effective service	Y	There is an opportunity to review processes in relation to statutory services to ensure that they are efficient and effective.

Spatial Planning/ Planning Policy		
Criteria	Yes/ No/ NA	Evidence
Must have		
Sharing the function will allow the councils to continue to deliver their sovereign priorities	Y	Both councils have similar priorities in relation to planning policy and have the Local Plan for Chorley, South Ribble and Preston. There could be some challenges for the sovereign councils if any conflict emerged e.g. in relation to housing numbers, and this would need to be managed through the Shared Services Agreement and service management.
A single, shared model is possible for this function	Y	The spatial planning/ planning policy teams are currently not shared but work closely together as part of the Local Plan for Chorley, South Ribble and Preston and carry out similar work. The services are slightly different in scope which should be considered in relation to a shared service. At Chorley the teams also includes functions around climate change with the Climate Change Programme Officer and specific Open Space Strategy officers.
There is a common need across both councils for this function/area.	Y	Both councils require a spatial planning/ planning policy function to ensure a strategic approach to planning policy and support the development of the Local Plan.
Opportunities for sharing		
Temporary, or informal, sharing arrangements already exist	N	There are not any current sharing arrangements in place but the teams work closely together on the Local Plan.
Capacity within the service can be reviewed to improve service resilience or produce financial savings	Y	There is the opportunity to review capacity in the service, although the structure and management capacity differs across the councils. There is currently a separate Service Lead for Spatial Planning in post at Chorley Council, whereas planning policy sits within the wider Planning service at South Ribble.

There is the potential for improved staff recruitment or retention	Y	Recruiting to planning policy officer posts is a challenge, as has been seen in the Central Lancashire Local Plan team. As with Environmental Health, through the council's People Strategy, there may be opportunities to create training and succession planning opportunities jointly.
There are opportunities to align systems or processes to create a more efficient or effective service	Y	There is the opportunity to review best practice across the organisations and align processes within the scope of the Local Plan.