

## Shared Services- Service Level Performance Monitoring February 2022

### Service Development Objectives

Description of the objective	What does the objective aim to achieve	Progress Update February 2022	Status
<b>Transformation and Partnerships</b>			
<b>Deliver a shared HR operating model</b>	<p>The implementation of the shared HR operating model will deliver a modern HR function that can work effectively across both councils.</p> <p>Alongside the HR system, work will also need to be undertaken to upskill service leads and managers, supporting greater self service capability to enable a more strategic HR function.</p>	<p>The shared HR system (iTrent) has now been procured and development has commenced with data being cleansed ready for testing. The system is on track to go live with payroll functionality in April 2022. Additional functionality will then be rolled out in line with the programme plan.</p> <p>The management development programme has been developed to support managers to consistently apply policies and processes in line with the shared HR operating model. This was launched in January 2022.</p>	Ongoing
<b>Develop a shared performance management system</b>	Deliver a project to review existing systems and identify a fit for purpose solution for data collection and reporting. This might overlap with project management systems and potentially a number of other corporate information systems e.g. risk management.	The shared performance management system has been developed in house and training on the system has taken place for all responsible officers. The system has been used for corporate reporting in Q2 and 3.	Complete

		The system will be further embedded over the coming quarter. Resource will then be refocussed to support managers and Directors by utilising performance data and service insight to provide constructive and effective advice on performance improvement.	
<b>Communications and Visitor Economy</b>			
<b>Deliver and embed a shared internal communications strategy</b>	Delivering and embedding a shared internal communications strategy will provide an opportunity to review current communication approaches and channels, considering how we can take advantage of new technology and changing working practices during Covid-19 to better communicate with colleagues and councillors.	The review of the internal communications strategy has been delayed due to performance related capacity within the team. A plan to bring the strategy back on track is now in place including additional resources in place to complete the work. While the strategy has been delayed we have continued to undertake improvements to the internal communications as guided by colleagues and we have hosted a series of thank you events in recognition of the work undertaken during the pandemic.	Ongoing
<b>Create a shared events team</b>	To create a new team that allows consistent delivery of events, development of the programme and frees up resource in other parts of the organisation.	The new team was implemented from 1 April with recruitment to vacant posts taking place.	Complete
<b>Undertake a review of digital channels</b>	Reviewing the current use of digital channels across the councils to consider improvements that could be made to current practice as well as upskilling the team. Digital channels was an area identified for improvement as part of the Shared Services Review to adapt to	Initial work for this has been completed to update some of the key processes and undertake an audit of digital channels and expanding use of our social media platforms. A wider review will be required following on from the completion of the internal communication work.	Ongoing

	changing working practices post Covid-19. It will provide an opportunity to communicate and engage with customers through the most effective channels.		
<b>Review museums, tourism and culture service</b>	Delivering a service review of the museums, tourism and culture teams across Chorley and South Ribble, to create a permanent solution for the South Ribble Museum and Exhibition Centre and considering how other cultural projects will be delivered.	The shared team was implemented from October 2021. Timescales were delayed slightly in order to align the review with discussions around the scale of museum services across both councils.	Complete
<b>Governance</b>			
<b>Review of legal services</b>	Delivering a service review of the shared legal service to align the function to a single operating model and enable the wider benefits of sharing services. This will include grouping of functions to enable specialisms and the consideration of the Land Charges function. Once the objective has been completed, the weighting of resourcing and expertise will reflect the business need of both councils.	Shared Team Leader roles have been appointed to as part of the wider Governance service review and proposals have been developed for the wider Legal service. The review will be on hold for 12 months to ensure that there are equal opportunities for staff who are currently on maternity leave.	Ongoing
<b>Review of Shared Audit and Risk</b>	The review of the Shared Audit and Risk function will reduce the resource needed within the service, with transactional work to either be automated or undertaken by Corporate Support as a centralised resource for administrative tasks.	The review of the shared Audit and Risk function has now been completed, with the new structure implemented across the organisation.	Complete

## Benefits Tracker

The benefits tracker captures key savings and other benefits that have been identified as part of shared services development.

Benefit	Original position	What will the benefit achieve?	When will the benefit be delivered?	Benefits realised
<b>Staffing savings</b>				
Reduction in Transformation and Partnerships staffing budget	Staffing budget of £902k	Reduced cost of service managed through existing vacancies	Already achieved	£ 85k in staffing savings
Reduction in corporate support staffing resource	Separate teams for each council at cost of £156,645 to each council	One shared team with flexible resource to work across both councils and support the shared management team	Already achieved	Streamlined corporate support team with consistent approach to management of resources. Improved resilience to manage absences. Savings of £17k per council.
Reduction in Civics function staffing resource	Separate resource for civics/ facilities management and mayoral at both councils	Dependent on facilities management at South Ribble.  Increased support for mayoral team.	2022	Staffing savings c. £45k (1.5 posts)
<b>Service development</b>				

<p>A shared performance management framework and data quality policy</p>	<p>Different approaches to performance at the councils with limited opportunity to share staffing resource. Improvement to performance management and reporting identified as an area to improve in South Ribble's AGS</p>	<p>An improved performance management framework with improved information around how to collect and manage data, where data goes and the importance of data quality. This has been supported by training for staff on how to apply the framework. This action of the AGS action plan has now been completed.</p>	<p>Already achieved</p>	<p>The consistent approach to performance management has helped to share knowledge and best practice between the councils, improving understanding of performance management with staff, and improving the quality of information that is collected for performance reporting.</p> <p>The system is more user-friendly and reduces time for staff to enter performance management information across the two councils.</p> <p>South Ribble have previously paid for the performance management system InPhase at a cost of £40,000. Moving forwards, the in-house system will mean no costs for the system in the future.</p>
<p>A consistent approach to project management</p>	<p>Different approaches to project management at the councils. No dedicated programme management office resource at South Ribble, recently established at Chorley</p>	<p>Consistent approach to project management, reducing time to collect and manage project documentation across the councils. As the programme management approach is the same, the Chorley programme management resource will also be able to provide capacity to support the delivery of</p>	<p>Already achieved</p>	<p>The consistent project management approach has helped to provide structure, rigor and corporate oversight, helping to ensure the effective delivery of corporate strategy projects.</p>

		major projects at South Ribble.		
A shared HR policy framework with modern and up to date policies	Limited alignment of HR policies between the councils and some areas where policies were outdated or not applied effectively	Shared policies which align best practice and consistent workforce management. Policies that are easier for managers to use and for staff to understand. Ability for HR staff to work effectively across both councils, increasing capacity and flexibility to manage day-to-day work with key projects.	Already achieved	The policies that have been completed so far reflect best practice and are simple and easy to use. An example is combining all the policies relating to parental leave including maternity, shared and adoption leave so that it is easier to compare options. The policies also include improvements to employee wellbeing through a reviewed benefits package.
Shared strategic partnership which can utilise shared resource and governance to enable partners to work more closely together	Both councils shared a significant number of strategic partners but had separate strategic partnership programmes	A shared strategic partnership with aligned governance, reduced duplication of meetings and efficiencies from shared resourcing.	In progress- expected 2022	<p>The benefits of a shared partnership include:</p> <p>Greater capacity to participate at scale, for example across Central Lancashire</p> <p>Enhanced engagement from leaders and key decision makers</p> <p>More effective use of collective skills, knowledge and resourcing</p> <p>Greater capacity to deliver events and engage with partners such as the recent delivery of the Economic Summit and working with the Primary Care Network</p>

<p>An integrated HR management system that provides an integrated solution and reduced duplication</p>	<p>A large proportion of HR resource is taken up by management of the HR systems, records are not consistent across the organisations.</p> <p>There are two separate HR and payroll systems for the councils.</p>	<p>Increased manager self-service to reduce duplication of work with cashable efficiencies. Improved information management.</p>	<p>In progress- expected 2022</p>	<p>The shared HR system is likely to be a streamlined and automated system that can enable more capacity for the HR team and deliver efficiency savings for the organisations.</p> <p>The system will reduce transactional processing time, allowing HR to offer an advisory function focused on case management and workforce planning.</p> <p>The system will also offer improved experiences for candidates (through a reviewed recruitment system) helping to attract the best applicants for recruitment. It will also be more user friendly for managers, reduce processing times, and provide more access to key information in real time .</p> <p>A shared payroll contract is likely to lead to early efficiencies as the councils will not be paying for two separate contracts.</p>
<p>Review of legal services- specialisms and expertise to be weighted according to business need</p>	<p>Two separate legal services- 1 with specialised roles and the other multi-disciplinary</p>	<p>Two Legal Team Leaders to provide a lead for key aspects of the service's work. Specialisms to be weighted according to business need.</p>	<p>In progress – expected 2022</p>	<p>The shared legal team will be able to respond effectively to the business needs of both organisations, with specialisms to be weighted according to service demand.</p>
<p>Reviewed communications</p>	<p>Communication often unplanned and reactive- not</p>	<p>A strategy which supports the</p>	<p>Already achieved</p>	<p>Introduction of a campaigns planner to ensure that as much activity as</p>

strategy to address issues identified across both councils	enough time and capacity to demonstrate best practice/ effectiveness for all projects	development of continuous improvement for communications across both councils. This includes ensuring communications are properly planned and communicated. Supports the delivery of actions identified within the AGS		possible is planned on an 80/20 basis.
Enhanced events programme for South Ribble	The current events programme is delivered by different teams with no single team having oversight.	It will be measured by attendance at events and feedback from visitors.	June 2022	The programme is being developed for 2022 with a view to seeing year on year improvement.
Improved museum, culture and tourism offer at South Ribble	The offer is limited at the moment due to resource pressure in the team currently delivering the function.	A conservation plan for South Ribble Museum, a tourism strategy and a plan for operation of the Worden Hall site	May 2022	Progress has been made in establishing the current position and things will move forward now the shared team has been established
<b>Resilience and capacity</b>				
Increased capacity of communications team	Capacity spread across different areas with limited flexibility to meet changing demand at each council.	A larger team with the flexibility and expertise to manage communications and key projects across both councils. Dedicated internal communications officer and shared resource of 4.3 FTE for communications	Already achieved	The increase in communication resource and expertise has developed capacity and flexibility to meet demand. This has been evidenced through the Covid-19 response with the team able to meet the additional challenges and workload of updating colleagues, councillors and customers. The wider team has also provided capacity to implement the new communications strategies for the councils and reduce the number of



				out of hours work required for each individual.
Increased capacity for events	3 staff in the events team at Chorley, with events delivered within other service areas at South Ribble.	5 members of staff who have the capacity to be able to deliver events across both councils. Increased capacity for events at South Ribble and the opportunity to get a lot of the planning done in the winter meaning focus can be on delivery.	Already achieved	<p>The additional capacity for events across the councils will allow for an enhanced events programme to be delivered at South Ribble. As the programme used to be delivered by staff in other services, this will also free up capacity for the core areas of their services.</p> <p>Events at both councils will have improved resilience and flexibility to meet challenges and demand, enabling a more consistent approach to event management.</p>
Increased capacity for Museums, Culture and Tourism	A single team delivering the service at Chorley with one member of staff at South Ribble.	A team working across all the sites with a variety of skills to input into the overall delivery.	Already achieved	An increase from 7.2 FTE to 11.4 FTE across both councils.
Increased capacity for Transformation and Partnerships at South Ribble including Partnerships officer, Organisational Development officer, and Transformation and Change team	Limited capacity across Transformation and Organisational Development with work carried out within other service areas.	Centralisation of resource relating to different aspects of transformation with improved capacity to support change programmes. Capacity for embedding a transformation strategy at South Ribble as a driver of change, including organisational development support to	Already achieved	<p>4 officers for Transformation and Change to support the delivery of the transformation and organisational development strategy across the councils.</p> <p>1 specialised partnerships officer.</p>

		help improve engagement		
Increased capacity for HR	2 small teams with limited flexibility or capacity for HR project work	One co-ordinated and flexible team with capacity for both business as usual and project work. Able to adapt to meet demand such as the TUPE of leisure staff in-house	Already achieved	An increase of capacity from 3 FTE at South Ribble and 5.5 FTE at Chorley to 9 FTE across both councils.  Capacity available across both organisations for administration, case work and projects.
In house graphic design resource implemented at South Ribble	No dedicated resource	Reduced spending on graphic design  Consistent branding across different sites and channels and shared branding for shared services	Already achieved	Allows other teams to focus on their core areas of work and leave branding and design to the specialist team. Frees up capacity and funding of teams for their core areas of work.  Rebranding of South Ribble as a modern and professional authority to address legacy reputational issues
Shared Service Lead Audit and Risk role	The assurance team lacked management capacity at a senior level	Improved management capacity to support the councils in maintaining strong internal governance frameworks	Already achieved	Improved management capacity for assurance will enable the service to develop strategically, supporting both councils in delivering strong internal governance
Shared corporate support team with flexibility to meet demand across the shared leadership and management team	Two separate corporate support teams providing support to respective senior leadership teams	A more resilient team, with greater capacity to support senior leadership across the organisations.	Already achieved	Improved efficiency within the corporate support team, enabling increased flexibility to support the shared senior management team across Chorley and South Ribble. 8.57 FTE shared across both councils.

Shared democratic services team with flexibility to support across the organisations	2 democratic services team leader posts- 1 of which was vacant	Shared democratic services team leader	Already achieved	Improved capacity for democratic services management across the organisations, allowing resources to be used effectively across the councils to respond to business need.
Increased capacity for Health and Safety Team	1 officer role at each council	A team leader, officer and trainee role.	Already achieved	An increase of capacity across the organisations from 2 to 3 members of staff.
Legal review to develop roles to reflect resources required.	A range of team leader, solicitor and paralegal roles within the service.	A greater range of roles to reflect required resources including posts focused on transactional work.	In progress	Increased capacity for solicitors to focus on key duties.
<b>Staff development</b>				
Consistent service lead, manager and team leader levels to ensure management capacity and sustainable direct line reporting	Mix of service leads and assistant directors, some managers reporting directly to the CE at South Ribble due to lack of management tiers and vacancies, some service leads had a high number of direct line reports	Service lead, manager and team leader levels of management. Development opportunities for some staff who have taken up shared manager roles. Number of direct line reports to service leads reduced.	Already achieved	Number of direct line reports to service leads reduced: Transformation and Partnerships- from 8 to 4 Communications & Visitor Economy- reduced by 1 Governance- from 5 to 3
Succession planning including career grades and new graduate roles	Small teams with limited career progression and opportunities to develop staff for succession planning. Some career development roles at South Ribble.	Budgeted resource for graduate level roles to bring new skills and grow talent within teams. Career progression roles for talented staff , helping to develop capacity priority areas.	Already achieved	2 Transformation and Partnership Graduate roles that have now been recruited to.  Career progression role for Digital Marketing apprentice- developing succession planning within this

				<p>priority area for the communication service</p> <p>Recurring events intern role which will bring in new talent and recent developments in the sector whilst providing development opportunities for local residents</p>
Progression of apprentices and other fixed term posts to permanent roles		One of the apprentices has taken up a permanent position in the Communications team at the end of their apprenticeship in September 2021.	Already achieved	Progression opportunities for apprentices and others is fixed terms posts, supporting retention of talented staff at the councils.
Events intern	There was no role in the team.	It gives an opportunity to provide experience to local people looking to pursue a career in events and helps grown our own talent should any of the more senior members of the team move on.	Already achieved.	Recurring events intern role which will bring in new talent and recent developments in the sector whilst providing development opportunities for local residents
Health and Safety Restructure	1 officer at each council.	It provides an opportunity for current employees or local residents looking for a career in health and safety. Provides succession planning and progression opportunities for key roles.	In progress – to be recruited to 2022	<p>Health and Safety trainee role to provide additional capacity and succession planning in the team.</p> <p>Health and Safety Team Leader and Officer posts providing progression opportunities and management support for the team.</p>