

Objective	Aim	Status	Update June 2023
Implement Shared Terms and Conditions across Chorley and South Ribble Councils	As around 50 percent of the workforce is now shared, the ambition is to expand the shared services terms and conditions across the workforce of Chorley and South Ribble Councils including non-shared staff.	In progress	<p>The programme to move to the new terms and conditions has now started, with the Economic Development service on the new terms and conditions, and reviews currently taking place for Neighbourhoods and Waste (South Ribble) and Planning and Enforcement, to move the services onto the new terms and conditions.</p> <p>Moving onto the new terms and conditions will help to align conditions across shared and non-shared staff and will offer benefits including an improved offer to staff, helping to support recruitment and retention.</p>
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.	Complete	Closed

<p>Review of Performance and Partnerships Resource</p>	<p>To review and implement a new structure for the Performance and Partnerships team to enable a business partnering approach</p>	<p>In progress</p>	<p>A new objective has been identified for the review of Performance and Partnerships resource. Proposals have been developed for the service structure and are currently out for formal consultation to then be approved by Executive Members.</p> <p>The proposals aim to build on the development of shared performance and programme management systems and frameworks, which have now been embedded across the councils, and deliver a business partnering approach. This will aim to provide service managers with advice and guidance on projects, business planning and performance through an intelligence led approach.</p>
<p>Deliver HR transformation phase 2</p>	<p>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.</p>	<p>In progress</p>	<p>The roll out of the HFX time management system has now been completed across both councils and is now being implemented to the leisure companies. This aligns the system for time management across both councils and enables greater functionality for managers.</p> <p>Additional workstreams have been identified for the HR transformation phase 2 to deliver further self-service, automation of processes and additional functionality. These include the development and embedding of personnel files within the HR Hub and a new manager dashboard to provide easy access to information, alongside embedding and training staff on the new HR processes across the organisation.</p> <p>A recruitment system is currently out for tender and is due to be finalised by the end of the year. The new system will offer an integrated end-to-end solution for recruitment, reducing the amount of manual processing required by HR and recruiting managers, and developing a streamlined process which can offer an improved candidate experience and attract talent to the organisations.</p>

Governance			
Objective	Aim	Status	Update June 2023
Implementation of corporate admin process review	To review the administrative processes in corporate support to enable efficiencies and align processes across the service.	Complete	Closed
Develop support offer for the Leadership Team	To support senior management capacity by developing a standardised support offer for the Leadership Team.	In progress	A suite of options has been developed to set out the expectations for senior management support from the corporate support team. This will be aligned with the new Heads of Service who are now all in post (as of April 2023) and the new director structure which is currently out for formal consultation across the councils.
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	Complete	Closed

	opportunities to reconsider the procurement structure to ensure that it can best meet the priorities of the organisations.		
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 is currently ongoing with a number of key policies now reviewed and aligned where appropriate. These include manual handling, display screen assessment and lone-working policies. Further work is being delivered on policies which are specific to certain teams in line with the relevant service areas.

Communications and Visitor Economy			
Objective	Aim	Status	Update June 2023
Create a tourism strategy for SRBC	To create a tourism strategy for South Ribble to set out the approach for developing the visitor economy and tourism offer.	In progress	The South Ribble Tourism Strategy has now been developed and approved by Cabinet. The new strategy will ensure a strategic approach and future vision to help develop and embed the visitor economy and tourism offer at South Ribble.

			The delivery of the strategy will form a key action for 2023/24
Operation of two historical buildings across the borough	To deliver the operation of Worden Hall and Astley Hall. This will include the first full year of delivery for Worden Hall and looking at more opportunities to generate income across the Astley Hall site	In progress	This action is new for 2023/24 and will monitor the shared museums, tourism and culture team in their delivery of the operation of historical buildings across the borough.
Deliver shared events programme	To deliver the events programme as a shared team.	Complete	The events programme for 2022/23 has now been successfully completed.
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	<p>The internal communications strategy and timeline for activity has now been approved and work has started on delivering the new strategy until Autumn 2023.</p> <p>The new intranet has been launched for Chorley as the existing intranet was no longer fit for purpose. The new site will now be expanded to South Ribble. This enables greater self-serve for staff to share their own communications and will also make it quicker and easier for the communications team to upload new items. The new system allows for better monitoring of engagement and interaction with posts and can be accessed by staff through their work mobile devices.</p>

			<p>Yammer, which acts as a form of workplace social media to share information and celebrate success across the organisation, is also due to be relaunched and widened across the councils. This will ensure that everybody knows how to make best use of the internal communications tools.</p> <p>Other key actions to progress through the strategy will help to improve internal communications and include:</p> <ul style="list-style-type: none"> - Looking at how we use buildings to share messages i.e. noticeboards - Introducing a regular email for all staff to ensure key messages are shared at the same time
--	--	--	--

ICT			
Objective	Aim	Status	Update June 2023
Consolidate the management of line of business applications including procurement and budgets within the ICT service	To enable greater integration and interoperability between systems	Complete	<p>This has been completed with all relevant line of business applications now managed within the ICT service to ensure integration between systems.</p> <p>This will now be replaced with an action to review current line of business systems through a rolling programme, working with teams to identify relevant specifications. Good progress continues to be made against this with NEC (document management), IKEN (Legal) and IDOX (regulatory services) all due to go live in September 2023.</p> <p>Work is currently underway to standardise processes and ways of working across Councils to ensure the best use of technology and more efficient working practices.</p>
Consolidate post room services and the procurement of	To ensure a consistent approach, minimising impact on business	Complete	Closed- This is now complete with office services now sitting within the corporate support team for paper and office stationery.

paper and office stationery within the ICT service	continuity and digital service functions		Customer Services are currently implementing a Hybrid Mail for post room services. This will allow for mail to be automatically sent out to residents from each council without manual printing and postage.
Review paper-based information across the authority and identify digitisation requirements for the authorities.	To ensure a consistent approach, minimising impact on business continuity and compiling will all relevant policies and procedures.	In Progress	Work is ongoing with the digitisation of paper-based information across the authority. Progress has been slower than anticipated due to illness within the service but a plan is being developed to move this work forward at a faster rate by identifying resource to support this work.
Review the office services role within the structure	To consider the office services and administration functions that are currently carried out in the ICT team for South Ribble	Complete	Closed- the office services roll now sits within Corporate Support as part of their administrative processes.
Review skills and development	<p>To consider training needs within the ICT service, supporting the development of staff and ensuring the flexibility of the service to adapt to future changes.</p> <p>There are several apprenticeship, graduate and development posts within the structure which will need consideration for development needs alongside other posts.</p>	Complete	<p>Closed- All staff have taken part in skills and development conversations through the performance review process. All staff have undertaken training based on personal requirements with further training also scheduled.</p> <p>ICT are currently interviewing for vacant posts and training needs for successful candidates will be identified following interview.</p>

Finalising the kit roll out of all end-point devices	Following on from the roll out of end point devices, old legacy kit now needs to be returned to ICT in order to remove all legacy hardware and ensure consistency across the organisations.	Not started	New action- this will be delivered over the next few months
Continue to improve cyber security and awareness across the Councils		Not started	New action- to be progressed over Q2-3.
Refreshed digital strategy	To refresh the digital strategy following it's completion at the end of 2023/24. This will be reviewed and completed in the last quarter of the year.	Not started	New action- to be completed in Q4.

Customer Services			
Objective	Aim	Status	Update June 2023
Review policies and processes	Align policies and processes to enable efficiencies, consider best practice and process improvements	In progress	The Council Tax Discretionary Hardship Policy was approved by both councils in May. The only remaining policy now to be reviewed is the Business Rate Discretionary Rate Relief Policy.

Review duty officers	To review duty officers across front facing 'services to ensure customers can access specialists in key front facing areas in line with the principle established in the management stage of the review.	In progress	This is to be rolled out in line with training on the new Customer Access Charter.
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	This will be rolled out in line with the Customer Access Charter. Options for a training package including e-learning training are currently being finalised.
Develop a service transformation programme	To enable efficiencies to be delivered across the service and support the customer services vision. Staff development would be delivered in line with the transformation programme and new service model including	Complete	A service transformation plan has been identified based on system and process changes and training and service development. This is set out in the table below and will form new actions for 2023/24.

	individual development reviews.		
--	---------------------------------	--	--

Item	Description
Garden Waste Review	The Garden Waste Review has resulted in improvements to processes and a proactive Direct Debit campaign to help manage capacity for the garden waste renewal for 2023. Workshops with staff have started to look at further improvements to be made for the process for 2024, analysing issues and challenges.
Review of Revenues and Benefits Processes	A review of Revenues and Benefits processes is currently being progressed in line with the Capita software to ensure that processes are streamlined and automated wherever possible. The new software for Capita was implemented in October 2022 and processes are now being developed to align and streamline across the organisations. Staff from the service area are being involved in workshops to map out the current processes to review improvements to be made.
Review of hybrid mail and virtual mail room	Review of hybrid mail and virtual mail room for scanning and indexing incoming post. This automates the process of digitising correspondence and records, alongside the printing and posting of outgoing mail. The virtual mail room is already implemented at Chorley and is now due to go live at South Ribble.
Telephony system	A review into shared telephony has now been completed with the implementation of the new Enghouse cloud-based system. This is now moving into phase 2 of the implementation which will look to introduce new customer contact channels such as webchat and functionality to measure customer satisfaction.

Property and Development			
Objective	Aim	Status	Update June 2023

<p>Identify an interim service workplan to manage workloads within the capacity of the new shared service and ensure any new responsibilities are clearly defined.</p>		<p>Complete</p>	<p>The new Head of Service has worked with managers to identify service priorities and develop a service business plan in line with the councils' business planning process.</p> <p>Key priorities for the service currently include ensuring utility management procedures are fully in place, alongside bringing the Planned Preventative Maintenance Programme up to date and work on the key Corporate Strategy Major Projects. Work is now progressing significantly in these areas.</p>
<p>Shared Services induction and development</p>	<p>Develop a shared services induction plan to support the transition of the team to a new shared service</p>	<p>In progress</p>	<p>A induction and transition plan is in the process of being delivered including team building sessions and a listening day to identify key barriers for the service and what they need to work effectively as a shared team. This has led to further actions for the induction and development plan including 1:1 reviews to allow staff to identify individual training and development needs within their roles, alongside regular whole service sessions to facilitate team building and cross-team working.</p>
<p>Align policies and processes as far as possible, enabling teams to work effectively across the councils</p>	<p>Deliver refreshed policies and processes that reflect best practice and deliver opportunities for efficiencies</p>	<p>In progress</p>	<p>Work is currently taking place on refreshed utility management procedures and aligned health and safety policies are now in place.</p> <p>Next steps will be to identify further policies and processes that could be reviewed and aligned, alongside a longer-term piece of work to develop a strategic asset management plan.</p>
<p>Implement a shared case management system for the councils</p>	<p>Providing a single source of information, managing scheduled works and reviews more effectively and delivering automation of processes to reduce administrative workloads</p>	<p>In progress</p>	<p>A specification for a shared case management system has been prepared alongside a project mandate and plan for implementation over a 18 month period. This will include digitising and uploading all relevant records and data. A decision around the contract provider is expected to be made in July.</p>