

Appendix A

Shared Services Monitoring Report- February 2022

Savings and budgets

1. 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)	(611)
Initial Phase – Senior Roles	(57)	(252)	(309)
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)
Phase 2	(214)	(179)	(392)
Total Savings	(696)	(644)	(1,340)

2. 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. Some further staffing savings are expected to be achieved for these services through delivery of the service development plans to achieve a single operating model.
3. 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.

4. 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) have also generated savings across the councils. The total savings will increase once the Customer Services and Revenues & Benefits review is implemented in March.
5. As other work is undertaken, such as joint procurement and shared systems, savings to non-staffing cash budgets have been achieved. Work will be carried out in the coming months to quantify and record these savings through shared services and will be included in reporting to the Committee.

Budgeted charges across Councils 21/22					
Budget Area	Host Council	Split Basis CBC/SRBC	CBC	SRBC	Total
Audit	SRBC	50/50	173,572	173,572	347,144
Governance	SRBC	50/50	122,779	122,779	245,558
Corporate Admin Team	SRBC	50/50	105,452	105,452	210,904
Democratic	SRBC	50/50	221,101	221,101	442,202
Mayoral Services	SRBC	50/50 (exc 1 post 100% SRBC)	34,751	65,734	100,485
Chorley Civic Services	SRBC	100/0	160,171	0	160,171
Legal	SRBC	50/50 (exc 1 post 100% SRBC)	188,652	214,975	403,627
Procurement	SRBC	50/50	69,111	69,111	138,222
Town Hall and Bengal Street	SRBC	100/0	47,568	0	47,568
Union Street	SRBC	100/0	42,914	0	42,914
Lancastrian	SRBC	100/0	54,721	0	54,721
Communications	SRBC	50/50	163,921	163,921	327,842
Events	SRBC	60/40	85,176	54,214	139,390
Astley	SRBC	100/0	218,210		218,210
Shared Chief Executive, Deputy Chief Executive and Directors	CBC/SRBC	50/50	354,270	354,270	708,540
Finance	CBC	50/50	620,900	620,900	1,241,800
Transformation and partnerships	CBC	50/50 (exc 3 posts 100% CBC)	380,720	261,100	641,820
Human Resources	CBC	50/50	152,410	152,410	304,820
ICT (full year equivalent budgets)	CBC/SRBC	50/50 except for Infrastructure Team 40/60	432,194	498,834	931,028
			3,628,593	3,078,373	6,706,966

- The above table demonstrates the costing 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.

Staff Satisfaction

- Staff satisfaction within shared services has been measured for the second time following the satisfaction survey that was conducted in June 2021. The survey asks staff about understanding of shared services and their role, as well as providing the opportunity for written feedback around what has worked well in shared services and where staff could benefit from further support.
- Below shows a comparison of the responses between the two surveys:

	June 2021	Nov 2021
Understanding how service contributes to delivering priorities of both councils	88%	91%
Understanding team's role in shared services	84%	91%
Having the skills/training needed for role	94.6%	96.4%
Overall, satisfied in job	75%	78.5%

- Results showed an improvement in employees' understanding of their role and wider service, with 91% of staff agreeing that they understand the role of their team in shared services and how their service contributes to the priorities of both councils. These show improvements from the previous survey and indicate that the work to embed shared services over the last 6 months has helped to solidify understanding among Shared Services Staff. Areas where staff feel that they do not have a full understanding, include in services that are not fully shared or in newly shared teams.
- Most staff feel that they have the skills and knowledge needed for their role, with 96.4% either agreeing or strongly agreeing with the statement. This is another improvement from the previous survey and reflects the continued identification of any training needs through shared services development discussions.
- Overall, the survey demonstrates high levels of satisfaction across shared services and some of the positive feedback around the experience of working in shared services includes:
 - Opportunities to share expertise and best practice to maintain our continual desire for improvement.
 - Shared resources allowing for improved efficiency and satisfaction.
 - More opportunity for staff development through challenge, variety, new skills and personal development.

- Wider variety of projects and tasks allowing for a more varied workday.
12. Only four respondents indicated being less than satisfied with their jobs, which generally relates to individuals in teams that have recently integrated into shared services or teams that are not fully shared.
13. Some of the key areas for further development are as follows:
- Staff remain enthusiastic to meet their Shared Services colleagues as they have returned to the office. Events are being scheduled to provide staff with an opportunity to meet colleagues across Shared Services and help build a shared work culture across the two councils.
 - Integrating newly established shared services teams, such as: Events, Museums, Tourism and Culture, and Health and Safety. Service leads and managers will continue to support staff in furthering the integration of teams. This will include ICT and Customer Services once the restructures have been implemented.
 - Continuing to support staff across shared services through development reviews, networking opportunities, and Directorate manager meetings to identify and address any issues raised.

Service Level Performance

14. Each service has identified several service development objectives to set out the transformation and development of the shared services to a single operating model. There are currently 8 service development objectives for the Phase 1 services with 4 being complete and 4 still ongoing.
15. Some of the work that has been completed includes:
- Developing a shared performance management system to ensure consistent reporting of data and performance, a more user-friendly system, and reduced data entry time.
 - The implementation of the shared Events team and Museums, Tourism and Culture service.
 - A review of the shared Audit and Risk team to ensure that resource and capacity are aligned to the priorities of the service and delivering efficiencies for transactional work.
16. Development objectives that are ongoing but scheduled to be completed over the next year are as follows:
- Delivering a shared HR operating model including HR system. This will support increased self-service and access to information for managers whilst enabling HR to focus capacity on case management, workforce planning and providing an advisory function.
 - Undertake a review of internal communications and digital channels to ensure that we are using best practice and adapting to the changing use of social media.
 - Review Legal services to develop a single operating model for the service.

17. Benefits are also tracked 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.

Transformation and Partnerships

- A shared performance management system to ensure a more user-friendly experience and reduced data entry time for staff. The in-house system replaces the InPhase system at South Ribble which at a nil cost compared to £40,000 for InPhase.
- Shared policies and strategies to share expertise and best practice across the councils including:
 - a) Organisational Development strategies
 - b) Transformation Strategies
 - c) Key Partnerships and Contracts Framework
 - d) HR Policy framework
- The shared strategic partnership aims to utilise shared resource and governance to enable partners to work more closely together. The partnership was agreed in September this year, and has already offered opportunities to align capacity and engagement from shared partners such as through the Shared Economic Summit
- Two graduate development roles have been recruited to, creating career opportunities for local people and developing succession planning.

Communications and Visitor Economy

- Increased capacity for Events from 3 members of staff at Chorley to 5 across the two organisations. Dedicated resource at South Ribble will help to deliver an enhanced events programme and will release capacity across other areas of the organisation.
- Succession planning for apprentice roles has allowed a postholder to take up a permanent position in the team from September 2021, supporting the retention of talented staff at the councils.
- An events intern position has been developed to provide experience to local people whilst bringing in new talent and up to date knowledge of recent developments in the sector.
- Reduction in Astley Hall staffing budget c. £9,000 through sharing of team members. The total number of FTE in the team across the councils as increased from 7.2 FTE to 11.4 creating a flexible resource for both Chorley and South Ribble.
- Improved museum, culture and tourism offer at South Ribble with the capacity to develop a conservation plan for South Ribble Museum, a tourism strategy, and a plan for operation of the Worden Hall site.

Governance

- Reduction in corporate support staffing resource delivering savings of £17k per council.
- The reduction in resource has been enabled by streamlining the corporate support team and looking to create a consistent approach across the councils. The review has still delivered resilience and flexibility to meet demand through a shared team of 8.57 FTE.

- Increased capacity for Health and Safety from 1 officer role at each council to 3 shared posts (team leader, officer, and trainee.)
- The trainee role provides an opportunity for current employees or local residents looking for a career in health and safety and the new structure provides clear succession planning and progression opportunities for key roles.

Risk Register

- 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.
- Since the last report in June 2021, additional actions have been identified to support staff uncertainty and wellbeing, including more opportunities for staff to meet face-to-face following the easing of Covid-19 restrictions and amendments to the Shared Change Policy to ensure a clear and consistent process is followed during restructure processes.
- 4 risks are identified as **medium-risk** in relation to impact and likelihood, and 2 risks are identified as **low-risk**. Many of the risks are mitigated by the governance arrangements for shared services including the shared services agreement.
- 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	Performance management mechanisms have been strengthened to ensure close corporate oversight throughout any shared services changes.	3	3	9	<p>A delivery programme will be developed with clear timescales and milestones, supported by the transformation team to minimise impact across the councils</p> <p>A reviewed monitoring approach for Shared Services has been proposed to SSJC to allow for more frequent reporting as we move into implementing Phase 2 services.</p> <p>Additional capacity has been proposed for the Customer Services and Revenues & Benefits Review to minimise the risk of service disruption during the transformation to a single operating model.</p>	Transformation	Completed In progress- to be agreed Feb 22 In progress- to be agreed following consultation in Jan 22.
R2	Staff uncertainty and impact on workforce wellbeing	Staff will be fully engaged and consulted throughout the changes, both informally and formally in line with the refreshed Change Policy.	3	3	9	<p>Specific training and support plans will be put in place for all staff as well as leadership support for senior management.</p> <p>Lessons learned have been incorporated into the shared Change Policy to ensure that managers follow consistent restructure processes with realistic timescales.</p>	Project Team/ HR & OD	Ongoing

						Additional learning and development support is available for teams where there has been a large impact from change. Events are being planned 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.	
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		

Shared Services- Best Practice

1. One of the benefits of shared services that has been identified as a main objective of the programme is the opportunity for the sharing of skills, expertise, experience, and best practice between the councils.
2. The shared services reviews have provided the opportunity to review the systems and processes in place across both Chorley and South Ribble, with the aim of developing a workable single operating model for the services in line with examples of best practice from each council, alongside other public and private sector organisations. For example, to ensure that new shared systems support the modernisation of services across the councils, the shared ICT review has included principles for ensuring that decisions on system procurement are based on objective measures such as meeting key specifications, usability, and overall contract costs. Similarly, new shared HR policies have been developed with consideration for current industry best practice, with the improved policies offering more robust, user-friendly and future-proof policies and processes across both councils.
3. Some further examples of best practice that has been shared between the councils is outlined below:

South Ribble – Chorley

- **Performance and Project Leads Network:** The network brings together colleagues who are involved in delivering key/ corporate projects and those who have responsibility for collecting and authorising indicators and performance. It provides an opportunity for training and sharing of best practice in these areas, with each session focusing on a specific topic, and also provides an opportunity to discuss how the management of performance and projects could be improved. The sessions are key to improving engagement with the shared project management methodologies and performance management framework in place across the councils.
- **HR Policies:** Shared services has provided an opportunity to review the HR policies across Chorley and South Ribble and develop new shared policies which reflect best practice across the organisations and the wider sector. One example of this is the proposed Improving Attendance Policy which is most similar to the current South Ribble policy and ensures a flexible approach that is supportive of staff. The policy focuses on managers identifying and acting on areas of concern and, if approved, will replace the previous approach at Chorley which has focused on trigger or action points.
- **Systems:** Several business systems that have previously been used at South Ribble have been procured for use in the shared teams due to their efficiencies or ability to offer a more complete solution to meet key specifications. One example of this is the use of the HFX system which will provide functionality for both door access and time management, which are currently managed by two separate solutions at Chorley.

Similarly, Citizenspace is now used for surveys and consultation in place of SurveyMonkey as it offers a more comprehensive functionality.

- **Legal specialisms:** The review of legal services has provided an opportunity to review the resource and capacity within the team and how this is focused to meet key priorities and objectives. Shared services has enabled the restructure of the service to consider specialised roles for the legal team, something that was previously in place at South Ribble. The service is split into separate teams which will provide a lead for key aspects of the service's work, enabling staff to be more focused in their specialist areas, develop and maintain expertise, and better manage capacity for key pieces of work.
- **Customer services- specialised teams:** The review of the shared Customer Services and Revenue & Benefits service has introduced a service model and structure based around specialist teams for Customer Services, Revenues, and Benefits functions. This approach is similar to the structure currently in place at South Ribble, with the review focused on enabling customers to have direct access to a specialist in the area related to their enquiry, by creating teams of specialists for the functions with the largest volumes of customer contact. Another benefit of this approach is that it allows staff to practice and maintain specialist skills whilst developing routes of progression for staff as they gain more specialised and technical knowledge.
- **Green agenda:** The expertise and experience at South Ribble in relation to Climate Change and the Green Agenda, alongside the similarities between the boroughs, have been utilised at Chorley to help develop a programme of work to address climate change and other environmental issues. Whilst Chorley have also introduced their own projects in relation to the needs of the borough and the priorities of the administration, the Council has also drawn upon best practice from South Ribble such as the Tree Planting/ Giveaway programme.

Chorley- South Ribble

- **Governance:** Some of the existing policies and frameworks from Chorley have been reviewed and refreshed to meet the needs of South Ribble in relation to the Annual Governance Statement Action Plan. This has included areas such as an Organisational Development Strategy to support increased structure and resource for OD programmes including employee engagement and learning and development. Other examples included a reviewed performance management approach and Key Contracts and Partnerships framework. This has helped to ensure that robust governance systems are in place to ensure that the council is transparent and accountable as an organisation.
- **Service Leads:** The shared services reviews have established a Service Lead management level to provide strategic oversight of priorities, additional management capacity and resource for senior leadership. This has ensured that there is the right level of management resource in place in the shared services at South Ribble, enabling the efficiencies that have been created through the Shared Director posts.

- **Systems:** Some of the in-house systems at Chorley have been adapted for use at South Ribble in order to deliver cost or productivity efficiencies, for example the performance management system and performance review process. Chorley has also carried out a large programme of ICT work over the last few years to ensure automation and best use of systems in order to make the most out of new technology. Where it has been reviewed to meet user specifications and deliver cost effectiveness, joint procurement has been carried out to deliver increased automation at South Ribble.
- **Events, graphic design and museums:** Shared services has introduced dedicated teams for events, graphic design, and museums, tourism and culture to South Ribble, allowing for the sharing of expertise and specialist knowledge in relation to these areas. This approach has provided additional capacity for service delivery and helped to ensure a consistent approach to branding.
- **OD Programme:** An OD strategy and programme has been introduced at South Ribble based on best practice applied in Chorley for a number of years. Tried and tested initiatives have been shared with teams at South Ribble and adapted to ensure local identity, as well as developing new schemes. Examples include an employee engagement forum, Staff Listening Days, enhanced performance review process and e-learning hub. Benefits include the implementation of more regular 'job and development discussions' to ensure that staff regularly have the opportunity to discuss personal progress with their manager. The online learning hub has enabled key training and development materials to be available and easily accessible to all staff in an interactive and engaging format, particularly during the restrictions of the pandemic.
- **Transformation:** Chorley have used a Transformation Strategy for several years to set out how the council will achieve financial sustainability and support changes to the way that people work including in relation to service delivery or customer needs. The introduction of a similar strategy at South Ribble ensures that there is a clear and measurable approach to transformation at the council.