

Overview & Scrutiny Committee Tuesday 8 February 2022

A meeting of the above Committee will be held in the Town Hall, Royal Leamington Spa on Tuesday 8 February 2022, at 6.00pm and available for the public to watch via the Warwick District Council [YouTube channel](#).

Councillor Milton (Chair)

Councillor G Cullinan

Councillor V Leigh-Hunt

Councillor A Dearing

Councillor R Margrave

Councillor J Dearing

Councillor T Morris

Councillor O Jacques

Councillor P Redford

Councillor P Kohler

Councillor D Russell

Emergency Procedure

At the commencement of the meeting, the emergency procedure for the Town Hall will be announced

Agenda

1. Apologies & Substitutes

- (a) to receive apologies for absence from any Councillor who is unable to attend; and
- (b) to receive the name of any Councillor who is to act as a substitute, notice of which has been given to the Chief Executive, together with the name of the Councillor for whom they are acting.

2. Declarations of Interest

Members to declare the existence and nature of interests in items on the agenda in accordance with the adopted Code of Conduct.

Declarations should be disclosed during this item. However, the existence and nature of any interest that subsequently becomes apparent during the course of the meeting must be disclosed immediately. If the interest is not registered, Members must notify the Monitoring Officer of the interest within 28 days.

Members are also reminded of the need to declare predetermination on any matter.

If Members are unsure about whether or not they have an interest, or about its nature, they are strongly advised to seek advice from officers prior to the meeting.

3. Minutes

To confirm the minutes of the meeting held on 7 December 2021. **(Pages 1 to 4)**

4. Work Programme, Forward Plan & Comments from Cabinet

To consider a report from Democratic Services.
(Pages 1 to 13 plus Appendix 3 to follow)

5. Update on Joint Work of WDC and SDC

To consider a report from the Chief Executive. **(To follow)**

6. Fly-tipping Enforcement Update

To consider a report from Neighbourhood Services. **(To follow)**

7. Cabinet Agenda (Non-Confidential Items and Reports) – Thursday 10 February 2022

To consider the non-confidential items on the Cabinet agenda which fall within the remit of this Committee. The only items to be considered are those which Committee Services have received notice of by 9.00am on the morning after Group meetings.
(Circulated Separately)

8. Public & Press

To consider resolving that under Section 100A of the Local Government Act 1972 that the public and press be excluded from the meeting for the following item by reason of the likely disclosure of exempt information within the paragraphs 1,2 & 3 of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006.

9. Cabinet Agenda (Confidential Items and Reports) – Thursday 10 February 2022

To consider the confidential items on the Cabinet agenda which fall within the remit of this Committee. The only items to be considered are those which Committee Services have received notice of by 9.00am on the morning after Group meetings.
(Circulated separately)

Published Monday 31 January 2022

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456114

Overview and Scrutiny Committee

Minutes of the meeting held on Tuesday 7 December 2021 in the Town Hall, Royal Leamington Spa at 6.00 pm.

Present: Councillor Milton (Chair); Councillors Ashford, Cullinan, A Dearing, J Dearing, Jacques, Kohler, Margrave, Redford and Russell.

Also Present: Councillors Bartlett – Portfolio Holder, Culture, Tourism & Leisure, Day – Leader of the Council, and Hales – Portfolio Holder, Transformation & Resources.

39. **Apologies and Substitutes**

- (a) There were no apologies for absence made.
- (b) Councillor Ashford substituted for Councillor Morris.

40. **Declarations of Interest**

There were no declarations of interest made.

41. **Minutes**

The minutes of the Overview and Scrutiny Committee meeting held on 2 November 2021 were taken as read and signed by the Chair as a correct record.

42. **Cabinet Agenda (Non-Confidential items and reports) – Thursday 9 December 2021**

The Committee considered the following item which would be discussed at the meeting of the Cabinet on Thursday 9 December 2021.

Item 4 – Proposal to create a South Warwickshire District Council

The Chairman thanked officers for the work they had done on the merger.

The Overview & Scrutiny Committee meeting discussed the report using the themes that the Scrutiny Chairs had established at the outset of the process. Five main themes were identified:

1. Consultation
2. Services
3. Climate Emergency
4. Democratic Representation
5. Finance & Risk

Overview & Scrutiny would focus on themes (1) to (4). At the meeting each theme was discussed in turn and any comments and recommendations made at the end of discussion of each theme.

Consultation:

The Committee asked that where issues had been raised by residents, there should be a summary of the issues raised and drilled down to provide the split between Councils. It also requested that the way that information was given to residents, should both Councils agree to merge on 13 December, be strengthened so that residents are clear about the aims and objectives of the new Council. There should be an ongoing communications plan. It requested that stakeholder submissions should be circulated to all Councillors ahead of 13 December.

It recommended to Cabinet that a clearer statistical summary of the evidence base should be published providing clarity upfront on the differences between results in respect of the Residents' Telephone Survey and the Open Consultation Questionnaire and how these evidence bases would be used to shape the future strategy.

Services:

The Committee noted the importance of communication with residents and how the council engages with them as Services develop.

The Committee made two recommendations to Cabinet:

1. There should be Councillor engagement when developing the Service Area Plans, this should include involvement in metrics and how measures would be set. (Councillors would not be involved in deciding the mechanism for providing this.)
2. More information should be provided on how to treat the risk logs (the Deloitte Risk Register and the Programme Risk Register devised by officers) and the relationship between the two, after it had been explained that the differences were a result of the timings when the Risk Registers had been prepared, with Deloitte's being at the very start of the process.

Climate Emergency:

The Overview and Scrutiny Committee did not make any comments or recommendations in respect of Climate Emergency.

Democratic Representation:

The Committee recommended to Cabinet that:

1. It should be made clear that the Council would work with all parish and town councils in the District, not just those which were members of the Warwickshire Association of Local Councils (WALC).
2. The implications of reference to the "Quality Parish" mark (Item 4/Appendix 10/Page 4 in the agenda papers or page 6 in the actual document) should be reviewed because it was too restrictive. Councillors expressed their scepticism about the advantages being a "Quality Parish" Council might bring.
3. The Shadow Council, should, as one of the first things it focussed on, create a framework for how parish and town councils would be supported and how this Council would engage with them with a view to looking at how powers might be devolved to them in the future where there was interest in so doing.

(At 7.53pm the meeting was adjourned for a comfort break. It reconvened at 8.02pm. Councillor Day did not return to the meeting and Councillor Hales returned shortly after the next item had started.)

Item 10 – Outdoor Sports Review – Proposed Revised Delivery Models for Council Owned Facilities

The Overview and Scrutiny Committee is keen for basketball facilities to be provided across the District.

It recommended to Cabinet that as part of the contract, free time provision should be made available at a variety of times during the week and that the provider encouraged a wider demographic of people to use the facilities.

Item 9 – Developing a Digital Strategy for South Warwickshire

The Overview and Scrutiny Committee noted both the report and the importance to consider residents and businesses with the design as it is taken forward.

It recommended to Cabinet that:

1. A briefing should be provided to all Councillors because of the wide-ranging impact of the Strategy.
2. The Overview and Scrutiny Committee should hold a dedicated session on the Digital Strategy to scrutinise the Strategy in more depth and to look at the finer detail.
3. The lessons learned from the Finance System Project and Member involvement in the project should be incorporated into the work to be done for the Digital Strategy.

43. **Review of the Work Programme, Forward Plan and Comments from the Cabinet**

The Committee considered its work programme for 2022 as detailed at Appendix 1 to the report.

The Chairman asked Members to email any suggestions for items for the Work Programme to Committee Services. He drew Members' attention to paragraphs 1.14 to 1.16 in the report.

Resolved that

- (1) appendices 1 and 2 to the Work Programme report be noted;
- (2) in respect of Recommendation 4 in the report, the review of the Council's democratic structure be deferred until the future of the Council is known (recommendation 4b); and
- (3) the update from the Equalities Task & Finish Group as set out in paragraph 1.16 be noted.

(The meeting ended at 8.53pm)

CHAIR
8 February 2022

Overview & Scrutiny Committee
8 February 2022

Title: Work Programme, Forward Plan & Comments from Cabinet
Lead Officer: Lesley Dury, Principal Committee Services Officer
Portfolio Holder: Not applicable
Public report
Wards of the District directly affected: Not applicable
Accessibility checked: Yes

Summary

This report informs Members of Overview & Scrutiny Committee:

- (1) of the Committee's work programme for 2022/2023 (Appendix 1);
- (2) responses that Cabinet gave to comments and recommendations made by Overview & Scrutiny Committee regarding the reports to Cabinet on 7 December 2021 (Appendix 2); and
- (3) of the scrutiny session that took place remotely 31 January 2022 on the report that went to Cabinet in December "Developing a Digital Strategy for South Warwickshire" (Appendix 3).

Recommendations

- (1) That Members consider the work programme (Appendix 1) and agree any changes as appropriate.
 - (2) That the Committee:
 - identifies any Cabinet items on the [Forward Plan](#) on which it wishes to have an input before the Cabinet makes its decision; and
 - nominates a Member to investigate that future decision and report back to the Committee.
 - (4) That Members note the responses made by the Cabinet on the Comments from the Cabinet report (Appendix 2).
 - (5) The Members note that the Equalities Task & Finish Group has nothing further to report since its last update given in December 2021.
 - (6) That Members consider the list of recommendations (Appendix 3) arising from the Scrutiny Session held remotely on 31 January 2022 on the "Developing a Digital Strategy for South Warwickshire" report which was considered by Cabinet in December 2021 and agree as appropriate.
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1 Background/Information

- 1.1 The five main roles of overview and scrutiny in local government are: holding to account; performance management; policy review; policy development; and external scrutiny.

Agenda Item 4

- 1.2 The pre-decision scrutiny of Cabinet decisions falls within the role of 'holding to account'. To feed into the pre-decision scrutiny of Cabinet decisions, the Committee needs to examine the Council's Forward Plan and identify items which it would like to have an impact upon.
- 1.3 The Council's Forward Plan is published on a monthly basis and sets out the key decisions to be taken by the Council in the next twelve months. The Council only has a statutory duty to publish key decisions to be taken in the next four months. However, the Forward Plan was expanded to a twelve-month period to give a clearer picture of how and when the Council will be making important decisions.
- 1.4 A key decision is a decision which has a significant impact or effect on two or more wards and /or a budgetary effect of £50,000 or more.
- 1.5 The Forward Plan also identifies non-key decisions to be made by the Council in the next twelve months, and the Committee, if it wishes, may also pre-scrutinise these decisions.
- 1.6 There may also be policies identified on the Forward Plan, either as key or non-key decisions, which the Committee could pre-scrutinise and have an impact upon how these are formulated.
- 1.7 The Committee should be mindful that any work it wishes to undertake would need to be undertaken without the need to change the timescales as set out within the Forward Plan.
- 1.8 At each meeting, the Committee will consider their work programme and make amendments where necessary, and also make comments on specific Cabinet items, where notice has been given by 9am on the morning after Group meetings. The Committee will also receive a report detailing the response from the Cabinet, on the comments the Committee made on the Cabinet agenda in the previous cycle.
- 1.9 The Forward Plan is considered at each meeting and allows the Committee to look at future items and become involved in those Cabinet decisions to be taken, if members so wish.
- 1.10 As part of the new scrutiny process, the Committee is no longer considering the whole of the Cabinet agenda.
- 1.11 On the day of publication of the Cabinet agenda all Councillors are sent an e-mail asking them to contact Committee Services, by 09.00am on the day of the Overview and Scrutiny Committee meeting to advise which Cabinet items they would like the Committee to consider.
- 1.12 As a result, the Committee considered the items detailed in appendix 2. The response the Cabinet gave on each item is also shown.
- 1.13 In reviewing these responses, the Committee can identify any issues for which they would like a progress report. A future report, for example on how the decision has been implemented, would then be submitted to the Committee at an agreed date which would then be incorporated within the work programme.
- 1.14 Back in early December, a report titled "Developing a Digital Strategy for South Warwickshire" was considered by the Council's Cabinet. Overview & Scrutiny Committee made a recommendation that its members should hold a dedicated session to scrutinise this report in more depth and to look at the

finer detail. With this intention, an informal meeting would be held remotely on 31 January 2022 and livestreamed to YouTube for transparency. The actions or recommendations arising from this scrutiny session will be listed in Appendix 3 to this report which will be published following the scrutiny session on either 1 or 2 February. Members will be asked to consider them at the 8 February 2022 Committee meeting.

2 Conclusion/Reasons for the Recommendation

- 2.1 The work programme should be updated at each meeting to accurately reflect the workload of the Committee.
- 2.2 The proposed plan at Appendix 1 has been developed in order for the Committee to focus on the four agreed core themes (Covid 19, Climate Change, Medium Term Financial Strategy and Business Plan). While this Committee will not have as much focus on the Medium-Term Financial Strategy, it will have to spend significant times looking at the other areas in detail.
- 2.3 Two of the five main roles of overview and scrutiny in local government are to undertake pre-decision scrutiny of Cabinet decisions and to feed into policy development.
- 2.4 If the Committee has an interest in a future decision to be made by the Cabinet, or policy to be implemented, it is within the Committee's remit to feed into this process.
- 2.5 The Forward Plan is actually the future work programme for the Cabinet. If a non-cabinet member highlighted a decision(s) which is to be taken by the Cabinet which they would like to be involved in, that member(s) could then provide useful background to the Committee when the report is submitted to the Cabinet and they are passing comment on it.
- 2.6 Appendix 2, Comments from Cabinet, is produced to create a dialogue between the Cabinet and the Overview and Scrutiny Committee. It ensures that the Overview and Scrutiny Committee is formally made aware of the Cabinet's responses.
- 2.7 Where Overview and Scrutiny Committee has made a recommendation as opposed to a comment, the Cabinet is required to respond to the recommendation(s) made, including whether or not it accepts the recommendation(s).
- 2.8 Appendix 3, Actions/ Recommendations for consideration arising from the 31 January 2022 Scrutiny Session on the December 2021 Cabinet report "Developing a Digital Strategy for South Warwickshire", would be produced because the scrutiny session was an informal meeting of the Overview & Scrutiny Committee's Members, which requires that any actions or recommendations the Members wish to be pursued must be formally agreed at a public meeting of the Committee.

Meeting Date: 8 February 2022

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Fly-tipping Enforcement Update - A report on the Stratford Street Scene Team and on how its fly tipping enforcement service differs from the one operated currently at Warwick District Council.	February 2021	Written report	Zoe Court		
Approach to the Scrutiny of the proposed Merger of Warwick District Council and Stratford-on-Avon District Council – Progress through the PI	April 2021	Written report	Chris Elliott	March 2022	
Service Area Dashboard update	O&S May 2021	Verbal report	Councillors Kohler, Cullinan and Jacques		
Policy Gap – sustainability on listed / historical buildings – Is there a policy gap and what can be done if there is a gap. Councillor Kohler to speak with Councillor Cooke	O&S November 2021	Verbal report	Councillor Kohler		

Meeting Date: 8 March 2022

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Annual update from Shakespeare's England.	Committee meeting 29 August 2018	Written report.	Martin O'Neill and Councillor Hales.	March 2023.	This is an annual report.
Summary of the role, responsibilities and performance of the SWCSP	This is a mandatory report.	Written report	Liz Young / Marianne Rolfe.	March 2023.	This is an annual report.
Task & Finish Group – Equality & Diversity – Phase 2	O&S July 2021	Written report	Councillor Mangat	Every meeting until completed	
Call in the report going to Cabinet: HEART Shared Service update including the implementation of the new IT system	April 2021	Call in the report going to Cabinet	Lisa Barker / Nick Cadd (nick.cadd@stratford-dc.gov.uk)		
Update on Joint Work of WDC and SDC	December 2021	Written report	Chris Elliott	April 2022	

Meeting Date: 12 April 2022

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Overview & Scrutiny End of Term report.	Standing Annual Item.	Written report.	Committee Services Officer.	April 2023.	This is an annual report.
Task & Finish Group – Equality & Diversity – Phase 2	O&S July 2021	Written report	Councillor Mangat	Every meeting until completed	

Briefing Notes to All Councillors – April 2022: Not for O&S Agenda

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Children’s and Adults’ Safeguarding Champions: End of Term Report.	Standing Annual Item.	Briefing note	Marianne Rolfe.	April 2023.	This is a briefing note to all Councillors.
Members’ Annual Feedback on Outside Appointments / Annual review of membership/participation of Outside Bodies (Includes a short synopsis on Champions)	Standing Annual Items	Briefing note	Phil Grafton	April 2023	This is a briefing note to all Councillors.

Municipal Year 2022/23

24 May 2022

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Election of Chair if not done on the night of Annual Council				1 st meeting of the municipal year	

5 July 2022

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Update on the merging of ICT systems and data as the merger of the service areas of the two Councils moves forwards, including plans if authorisation for full political merger is denied.	O&S November 2021	Written report	David Elkington	February 2023	Every six months
The Progress and Impact of the Equality & Diversity Task & Finish Group's Recommendations in the report that was presented to O&S 6 July 2021	O&S 6 July 2021	Written Report	Tracy Dolphin/Graham Leach		

9 August 2022 - No reports scheduled as yet.

20 September 2022

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Park Exercise Permits – annual review of the scheme	August 2020 (Last report made to O&S - 21 September 2021)	Briefing Note	Padraig Herlihy	Annual update	

1 November 2022 - No reports scheduled as yet.

6 December 2022 - No reports scheduled as yet.

Meetings scheduled in 2023 - 7 February, 7 March and 18 April.

Meeting Date: To Be Advised

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Decide if an update is required on the Catering and Events Concessions Contract – Royal Pump Rooms and Jephson Gardens Glasshouse.	Committee meeting 26 September 2019.	Informal update.	Dave Guilding / Philip Clarke.	TBA	D Guilding and P Clarke were asked when they can give an informal update considering the impact of Covid-19 on this service. A response from them is awaited.
Update on plans to improve accessibility to, and the condition / cleanliness of, toilets for people living with disabilities.	Committee meeting 26 September 2019 and briefing note 8 December 2020.	Briefing Note	Zoë Court	To be advised if applicable.	No officer will attend the Committee meeting unless there is a request.
Minimum Energy Efficiency Standards Enforcement Process – Private Sector Housing	O&S August 2020	Written Report	Lisa Barker		A review was requested once the scheme had been operation for 12 months. Covid Lockdown has meant that the 12 months has not been achieved yet.

**Response from the meeting of the Cabinet on the
O&S Committee's Comments – 9 December 2021**

Item Number: 4 – Proposal to create a South Warwickshire District Council

Requested by: Chair- O&S and the Green Group

Reasons Considered:

Chair, O&S:

Because of the strategic importance to the District Council and its residents, employees, and business partners.

Green Group:

Call-in questions:

- What's the plan for greater engagement with town/parish councils? How can we be sure that the new SW council will do this?
- Merger could be a logical first step to becoming a unitary council; if this is the case, what are possible steps in the process?
- 3.4.6 (page 9) notes the possibility of a democratic deficit and 4.1 the reduction in councillors may be "from a small handful to closer to 20". Going from 80 to 60 councillors would be a substantial reduction: can there be any guarantee that this won't happen?
- With larger planning authorities, how do they organise planning committee? (e.g. do councillors have to travel further to the meetings, and decide on more remote applications?)
- The business case (appendix 10 page 6) gives local support from a university, hospital trust and a tourism organisation that receives income from the districts. Have important local political organisations such as MPs, WMCA and PCC also been consulted? 3.4.5 of the main report says other councils have not objected but WCC's response is more ambiguous. Can responses from all of these people and organisations be shared with councillors?
- If the merger doesn't work out, how can councillors or residents seek to revert back to the previous district councils?

Scrutiny Comment:

The Overview & Scrutiny Committee meeting discussed the report using the themes that the Scrutiny Chairs had established at the outset of the process. Five main themes were identified:

1. Consultation
2. Services
3. Climate Emergency
4. Democratic Representation
5. Finance & Risk

Overview & Scrutiny would focus on themes (1) to (4). At the meeting each theme was discussed in turn and any comments and recommendations made at the end of discussion of each theme.

Consultation:

The Committee asked that where issues had been raised by residents, there should be a summary of the issues raised and drilled down to provide the split between Councils. It also requested that the way that information was given to residents, should both Councils agree to merge on 13 December, be strengthened so that residents are clear about the aims and objectives of the new Council. There should be an ongoing communications plan. It requested that stakeholder submissions should be circulated to all Councillors ahead of 13 December.

It recommended to Cabinet that a clearer statistical summary of the evidence base should be published providing clarity upfront on the differences between results in respect of the Residents' Telephone Survey and the Open Consultation Questionnaire and how these evidence bases would be used to shape the future strategy.

Services:

The Committee noted the importance of communication with residents and how the council engages with them as Services develop.

The Committee made two recommendations to Cabinet:

1. There should be Councillor engagement when developing the Service Area Plans, this should include involvement in metrics and how measures would be set. (Councillors would not be involved in deciding the mechanism for providing this.)
2. More information should be provided on how to treat the risk logs (the Deloitte Risk Register and the Programme Risk Register devised by officers) and the relationship between the two, after it had been explained that the differences were a result of the timings when the Risk Registers had been prepared, with Deloitte's being at the very start of the process.

Climate Emergency:

The Overview and Scrutiny Committee did not make any comments or recommendations in respect of Climate Emergency.

Democratic Representation:

The Committee recommended to Cabinet that:

1. It should be made clear that the Council would work with all parish and town councils in the district, not just those which were members of the Warwickshire Association of Local Councils (WALC).
2. The implications of reference to the "Quality Parish" mark (Item 4/Appendix 10/Page 4 in the agenda papers or page 6 in the actual document) should be reviewed because it was too restrictive. Councillors expressed their scepticism about the advantages being a "Quality Parish" Council might bring.
3. The Shadow Council, should, as one of the first things it focusses on, create a framework for how parish and town councils will be supported and how this Council would engage with them with a view to looking at how powers might be devolved to them in the future where there was interest in so doing.

Cabinet and Council Response:

Cabinet response:

The recommendations in the report were approved and the recommendations to Council were passed to Council for consideration on 13 December 2021.

In respect of the recommendations from the Overview and Scrutiny Committee, the Cabinet decided as follows:

In respect of the surveys, it was agreed that "the residents survey has been designed to give a representative sample that reflects the makeup of people across the two district populations. Achieving a sample size of more than 600 means that statistically speaking we can be 95% confident that it reflects the views of residents as a whole. We have used this to gauge the level of support for the merger. The open consultation was not weighted in the same way meaning that many groups have been under represented and some over represented. Whilst it doesn't provide a statistically sound base it is nevertheless an important source that will help us identify the key concerns that need to be addressed across the programme implementation."

In respect of service risks, both SDC and WDC Councillors will be involved in this work, and the template for the service area plans should be considered by the Transformation PAB with each draft Service Area Plan being considered by its respective PAB; and

In respect of Democratic Representation; the Cabinet were satisfied that the report is clear enough, that all Parish and Town councils will be worked with, not just those who are members of WALC; officers were asked to fully investigate and confirm the merits of being a quality Parish/Town Council and the details of this be circulated ahead of Council on Monday; and in respect of the framework for working with Parish and Town Councils, the Cabinet expected this work to start in the New Year if the Council was minded to merge with SDC.

Council response:

Council resolved that a formal submission be made to the Department for Levelling Up, Housing and Communities to create a South Warwickshire District Council. It also resolved that a joint member working group be established to review the issues raised in Section 4 of the report and in addition to agree that the working group works with WALC and other key parish and town councils to undertake a community governance and function review for South Warwickshire. A consultation with staff and Trades Unions on options for addressing harmonisation of staff terms and conditions including pay was agreed but if there was failure to agree or if Council did not agree the terms, an emergency Council meeting would be arranged in early January so that a revised strategic approach could be considered prior to the setting of the annual budget for 2022/23 and beyond.

Item Number: 9 – Developing a Digital Strategy for South Warwickshire

Requested by: Chair - O&S

Reasons Considered:

Because of the significant importance to the District and South Warwickshire.

Scrutiny Comment:

The Overview and Scrutiny Committee noted both the report and the importance to consider residents and businesses with the design as it is taken forward.

It recommended to Cabinet that:

- (1) A briefing should be provided to all Councillors because of the wide-ranging impact of the Strategy.
- (2) The Overview and Scrutiny Committee should hold a dedicated session on the Digital Strategy to scrutinise the Strategy in more depth and to look at the finer detail.
- (3) The lessons learned from the Finance System Project and Member involvement in the project should be incorporated into the work to be done for the Digital Strategy.

Cabinet Response:

The recommendations in the report were approved. Cabinet supported and agreed with recommendations (1) and (2) that the Committee had made and approved recommendation (3).

Item Number: 10 – Outdoor Sports Review – Proposed Revised Delivery Models for Council Owned Facilities

Requested by: Green Group

Reasons Considered:

Because this proposes a big change in culture and service delivery across the District

Scrutiny Comment:

The Overview and Scrutiny Committee is keen for basketball facilities to be provided across the District.

It recommended to Cabinet that as part of the contract, free time provision should be made available at a variety of times during the week and that the provider encourages a wider demographic of people to use the facilities.

Cabinet Response:

The recommendations in the report were approved as well as the recommendation from Overview & Scrutiny Committee.

**Record of a Scrutiny Session held remotely on Monday 31 January 2022,
6.30pm – 7.46pm
“Developing a Digital Strategy for South Warwickshire”**

Introduction

In December 2021, a report titled “Developing a Digital Strategy for South Warwickshire” was considered by the Council’s Cabinet. Overview & Scrutiny Committee called the report in for scrutiny and one of the recommendations made by the Committee was that its members should hold a dedicated session to scrutinise this report in more depth. With this aim, an informal meeting was called on 31 January 2022, to be held remotely and chaired by Councillor Milton. The meeting was streamed to YouTube for transparency and to allow members of the public to listen to questions asked on the report and to the answers given. Any suggested actions or recommendations arising from the meeting would be taken for consideration to the next scheduled public meeting of the Overview & Scrutiny Committee on Tuesday 8 February.

Recommendations for Overview & Scrutiny Committee to consider on 8 February 2022

To ensure that the project be properly scrutinised:

- (1) the Chair, Overview & Scrutiny Committee, the Portfolio Holder – Transformation & Resources and the Head of ICT liaise to agree the key points in the project when a report should come to Overview & Scrutiny Committee for scrutiny; and
- (2) the Head of ICT to provide regular project updates to the Committee.

Present at the Scrutiny Session

Members of Overview & Scrutiny Committee – Councillors Cullinan, *Jacques, Kohler, *Leigh-Hunt, Margrave, Milton, Redford, and Russell. (* Late arrivals.)
Councillors A Dearing and J Dearing had sent apologies for absence.

Councillor Hales, Portfolio Holder – Transformation & Resources
Councillor Day – Leader of the Council

Officers – David Elkington – Head of ICT, Lesley Dury – Principal Committee Services Officer, and Kris Walton – Digital Content & Social Media Officer.

A summary of the discussion at the Scrutiny Session

In response to questions from Members, the Head of ICT, the Portfolio Holder – Transformation and Resources and the Leader of the Council, explained that:

- (1) Irrespective of the decision the Secretary of State made, both Councils had approved the principle of shared services. The medium-term financial strategy meant that savings had to be made and the digital strategy was part of this, so would go ahead. It was confirmed that even if the merger was refused by the Secretary of State, the Digital Strategy would still be implemented and deliver its benefits.
- (2) The final elements of the Strategy document (originally circulated as an appendix to the report in December) are nearing completion. Statistics will be

updated before it is published and information that had been shown as “to follow” can now be completed on the basis of the feedback provided by Overview & Scrutiny at the current meeting.

- (3) Work has already commenced on key elements of the changes described in the digital strategy:
 - Creation of a dedicated Digital Team within ICT as part of the restructure of ICT. The Digital Team will include a project manager and business analyst as outlined in the recommendations in the report;
 - Evaluation of Customer Relationship Management Systems (this will be required irrespective of whether the Digital Strategy is adopted);
 - Joint working with SDC’s Insight Team is also underway to consider how the public may respond to accessing services via digital means and what the potential barriers are so that systems can be tailored.
- (4) Identification of the various systems used by both Councils has almost been completed. Systems will be listed by Service Area and details of contract expiry dates, notice periods, and associated costs will be included to get a full picture for both Authorities. Systems scheduled for subsequent replacement or redesign are also being considered to take account of contracts ending (the complexity of some of the systems and the work involved in replacement may otherwise not be feasible before contract end dates).
- (5) Governance of the digital transformation programme will be through the existing WDC Transformation Steering Group which was recently extended to include SDC Heads of Service. In addition, the Joint Management Team (JMT) will consider any major projects and Cabinet expenditure approval will be required in line with existing financial approval processes. Oversight will be through the Joint Arrangements Steering Group (JASG). It is recognised as essential to have comprehensive Member engagement to represent the views of all residents, encourage take up of services and to champion the overall goal of improving services (regardless of communication channel). A lessons-learned from the implementation of the Financial system will be carried out shortly to inform effective options for such Member engagement.
- (6) Proper planning and project management will be critical to avoiding issues of the type previously encountered as a result of a failure to align communications to residents with the necessary information on the Council’s website and the readiness of back-office systems. Councillor Cullinan cited a recent initiative where residents had been asked to indicate which refuse bins they required but the link on the Council’s website did not work and the Christmas holiday period meant that staff were not available. As a result, the Council was forced to extend the deadline for responses.
- (7) To mitigate the current situation where telephone enquiries to Service Areas are not responded to in a timely manner, it is proposed to establish a Customer Relationship Management (CRM) system, as a core component of the Digital Strategy. Alongside an improved call distribution platform, it is expected that this approach will minimise residents and others being unable to contact the Council by telephone and being forced to leave voicemail messages. Customer Services staff may also be able to deal with calls more efficiently and will have access to the information provided by those residents who had engaged digitally with the Council. This will allow residents to choose how they wish to communicate with the Council, both on different subjects and at different points in time. Customer Service Staff could also have access to the relevant information held on Council systems to allow most enquiries to be dealt with at first point of contact.

- (8) The Council’s current website holds over 140 forms which residents can complete for various enquiries. The majority simply generate an email to the relevant Service Area, making it difficult for staff to help residents who wish to chase their enquiry. It is expected that such issues could be addressed by a combination of changes to the Council’s website and the Customer Relationship Management System. Options around this are currently being assessed by the Council.
- (9) Harmonisation and update of the two Councils’ websites has been proposed. It is important to understand the needs of the people using the website and the way they expect information to be presented, e.g., via a smartphone, where the current approach of pdf forms would be ineffective.
- (10) Redesign of the website will be based on the design standards already specified by Government Digital Services.
- (11) Contract clauses for off-boarding Council data in suitable formats will be mandated in future systems, to facilitate potential platform moves where improved solutions are available from alternate suppliers.
- (12) Whilst most digital services could be provided without requiring a resident to logon, simply to provide relevant information (e.g., the address where bins have not been collected), other services would require a secure individual logon. It is intended that such logons would be common across all Council services wherever possible.
- (13) In line with normal practice, ICT will engage with their internal and external customers (for example, Licensing staff and taxi drivers and operators when considering a new system for Licensing & Regulatory) to establish specific requirements for new or redesigned systems with the targets of enhancing customer experience and increasing efficiency.
- (14) In terms of data security, transition to Cloud based services could improve our resilience. Many of the organisations the Council are hoping to work with have invested significant funds and resources in implementing continuous security operations which the Council and its residents can benefit from. The harmonisation of the two Councils’ systems is an ideal opportunity to both upgrade current data security arrangements and to further embed security into all of the Council’s systems and operations.
- (15) Reporting requirements and delivery mechanisms will be key considerations when redesigning systems.
- (16) In redesigning or transitioning systems, it will be crucial to map the data held in existing systems and the purposes it is used for. Accordingly, members of staff within each Service Area will be approached to gain this understanding. Extraction of data from existing systems will be facilitated by ICT staff, however it is recognised that support from suppliers may be required for some legacy applications. Migration of the data to the new system will require support from Service Areas to map data to appropriate target destinations in the new systems. ICT will perform any data transformation that may be required for this migration if appropriate and possible.
- (17) Strong project management and regular scrutiny will be necessary to keep the project on track against both plans and budgets. Mechanisms will be put in place to report any deviations from budgets and timescales.
- (18) It is technically feasible to establish links to some County Council services to deal with common enquiries like highways and feed relevant information to the County Council. This would assist residents who may not necessarily appreciate the demarcation of service provision between the two bodies. However, should

such enquiries require staff intervention, it is assumed that this would be a call on District Council resources, and this would require further consideration.

- (19) The Digital Strategy has a lot of interdependencies, some of which are identified at the start of the strategy. The Digital Team will work closely with Customer Services to ensure that any activities are fully understood, appropriately built and delivered in a sustainable way. Engagement with members and the Council’s senior leadership team will also be frequent, to ensure support and buy-in for the strategy delivery and long term effectiveness.

Title: Update on Joint Work of WDC and SDC
Lead Officer: Chris Elliott (01926 456000)
Portfolio Holder: Councillor Hales
Wards of the District directly affected: All

Summary

It was agreed at a previous meeting of the Overview and Scrutiny Committee and of the Finance and Audit Committee that a report would be brought to each meeting to set out the progress of the work being done to enable effective Scrutiny of the proposals.

Recommendation

That the contents of the report and appendices are noted and any comments arising are presented to the Cabinets of both Councils and the Joint Advisory Steering Group (JASG).

1 Background/Information

1.1 This report re iterates the vision agreed by both Councils and the reasons for undertaking this approach; sets out work done to date; the next steps; the key benefits; and the key milestones and intended overall outcome. The changes from the last report are set out in italics.

1.2 Vision – both SDC and WDC at their respective Full Councils agreed the following vision:

To create a single statutory South Warwickshire District Council covering all of the activities currently carried out by Stratford-on-Avon District Council and Warwick District Council by 1st April 2024.

1.3 Reasons for undertaking this approach:

- Both Councils have significant financial pressures
- Both Councils wish to continue to provide valued services to residents/businesses/local communities
- The two Councils have a good track record of partnership
- There is a shared economic geography between the two Councils
- There is a shared sense of community between the two Councils' areas
- There is a very strong political relationship in place
- The two Councils are within the same County Council area

1.4 Work done to date (including ongoing work) includes:

- Deloitte Report commissioned and agreed by both setting out the high-level business case for the creation of a single South Warwickshire Council
- Vision stated above (paragraph 1.2) agreed by both Councils
- The Cabinet portfolios for both Councils are fully aligned
- Joint contract awarded for the Refuse and Recycling Service
- Agreed to develop jointly a South Warwickshire Local Plan
- Published the first stage of that Plan and issued a call for sites
- Agreed a joint Regulatory Services Enforcement Policy
- Agreed to develop a South Warwickshire Economic Strategy
- Agreed a shared set of ambitions regarding the Climate Emergency
- Joint Staff/HR policies agreed
- Agreed and have appointed a Transformation Programme Manager and Programme Support Officer
- Established a governance regime via the creation of an officer Programme Board (which meets weekly) and the Councillor led Joint Arrangements Steering Group (Reports and Notes of meeting available on the South Warwickshire Together Hub)
- Work on due diligence financially undertaken by LGA consultant and reported to JASG
- Regular meetings with Unison (both branches) on a fortnightly basis
- Communication Hub for all Staff and Councillors of both Councils established – South Warwickshire Together Hub
- Leaders and CEOs meet fortnightly
- Joint Management Team meets fortnightly (2 vacancies immediately saved)
- Discussions have started with the Government regarding the creation of a single South Warwickshire District Council
- Agreed paper for public consultation proposals
- Sharing experience and likewise gaining experience from joint work of other Councils including those who have merged and those who are also considering the same step
- Update presentations given to Councillors, members of staff and Service Managers
- Scrutiny Chairs of SDC/WDC have met
- Start of public consultation on proposal from 6th September to 24th October – 600 representatives of the community directly surveyed; open form available for all to make their comments; stakeholders notified and asked for comments; focus groups for residents; parish/town council; community/voluntary; business
- Consultation on proposal has taken place.
- CEOs have held a consultation session with over 50 Parish/Town Councils; and with business representatives of the Chamber of Commerce; almost 600 staff have attended CEO briefing sessions. All 3 MPs have been briefed.
- Programme of Service Integration and principle of sharing an HQ was subject to a separate report that has been agreed by both Cabinets.
- Business Case for Joint Legal Service integration was agreed by both Cabinets
- Report to Employment Committee re use of Section 113 Agreements for the Service Integration process

- Both Councils considered and agreed to make a formal application to merge the two organisations to create a single South Warwickshire Council – on Monday 13th December
- The application has been acknowledged by a Minister who will lead the work on the assessment.
- Officers have contacted the civil servants to seek follow up meetings and to ensure requests for information are responded to quickly
- Have brought together both Council's Homelessness/Housing Advice teams under the same line manager along with the Community Teams from both Councils. This post will also provide support for the health and well-being work at South Warwickshire Place Partnership Board
- Signed the Joint Waste contract which will start on 1st August
- Published the call for sites in response to the proposed new South Warwickshire Local Plan.

1.5 The work in train includes the following:

- 1.5.1 The recruitment of the staffing of the new Joint Legal Services team is progressing well. This team will take over WDC's legal work from 1st April 2022.
- 1.5.2 The plans for the service integration of the Environmental and Operational Service teams are coming together ready for staff consultation soon.
- 1.5.3 Officers are planning to bring together standardised approaches on risk management; health and safety reporting; debtor management information; and management of S106 and CIL.
- 1.5.4 Assessing an approach where there will be a single call centre for transactional issues by phone, to be reviewed and implemented as each service integration occurs.
- 1.5.5 Commissioning a report on options for a shared HQ.
- 1.5.6 Seeking to secure a collective agreement re the use of S113 agreements with the Trade Unions.
- 1.5.7 Seeking Member agreement to a partnership agreement.
- 1.5.8 Planning to meet the CEO of WALC to start to discuss delegation/devolution arrangements.
- 1.5.9 Incorporating the advised costs of support for integration into each Council's budget proposals.
- 1.5.10 Working up governance proposals for the Shadow Authority and interim ones for both Councils.
- 1.5.11 Preparing a South Warwickshire Economic Strategy.
- 1.5.12 Preparing a residents survey as a benchmark.

1.6 The expected benefits include:

- Delivery of significant net savings as envisaged in the Medium-Term Financial Strategy
- Enhanced partnership working

- Increased presence, influence, and strategic voice
- Increased service resilience
- Improved customer experience – residents and business
- Strengthened workforce opportunities arising from a larger workforce.

1.7 The key milestones are:

- Agreement to the business case to be submitted to Government on 13th December 2021 – **achieved**
- Approval granted by the Secretary of State within a year of the submission date
- Shadow Council in existence from April 2023 – elections inc. those of Parish deferred for a year
- All services merged by March 2024 having started the process in November 2021 - **underway**
- New Council comes into life on 1st April 2024
- Elections to new Council in May 2024.

1.8 The overall outcome would be that a new South Warwickshire Council which has a sustainable financial foundation and so is able to deliver transformed, and relevant services for the residents, businesses, and communities of the area.

2 Alternative Options available

2.1 Strategic options were evaluated as part of the work done for the public consultation and can be seen at the Hub. Both Councils have made the decision to seek a merger and previous decisions have agreed plans for service integration and HQ accommodation.

3 Consultation and Member's comments

3.1 The purpose of this report is to advise Members of current progress and to enable them to make comments.

4 Implications of the proposal

4.1 Legal/Human Rights Implications

4.1.1 As so decided by Members, and if so then by the Government, the proposal will have very significant legal implications in that both SDC and WDC will cease to exist and a new legal entity will come into being.

4.2 Financial

4.2.1 This report itself does not impact on the budgetary framework or budget, but the subject matter of the report will have an impact as was documented in the report considered in December and in the budget, proposals being considered in February.

4.3 Council Plan

4.3.1 Fit for the Future (FFF)

4.3.2 The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects.

4.3.2 The FFF Strategy has 3 strands, People, Services and Money, and each has an external and internal element to it, the details of which can be found on the Council's website. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

4.4 **FFF Strands**

External impacts of proposal(s)

People - Health, Homes, Communities - The report will have no direct impact for the community at this stage, but the overall programme will assist with the ability to continue to provide services.

Services - Green, Clean, Safe – As above.

Money- Infrastructure, Enterprise, Employment – As above.

Internal impacts of the proposal(s)

People - Effective Staff – The joint work will offer better protection to staff than the alternatives and by being part of a larger workforce it will offer more opportunities for training and progress.

Services - Maintain or Improve Services – The joint work is intended to better enable the two Councils to maintain or improve their services.

Money - Firm Financial Footing over the Longer Term – It is intended that the work does provide for a firm financial footing over the longer term.

Supporting Strategies & Changes to Existing Policies – The joint work will impact on the two Council's policies. Part of the Programme of work will be to bring the policies of the two Councils into line over the period to 2024 and in some cases beyond that.

4.5 **Environmental/Climate Change Implications**

4.5.1 The Councils have agreed joint ambitions on Climate Change and a shared climate change action programme (CCAP). The CCAP provides the basis for joint working to reduce carbon emissions and to enable our communities, economy, and environment to adapt to climate changes. This approach recognises that responses to climate change should not be constrained by administrative boundaries. Furthermore, a single entity will enable a deeper review of the Councils' building assets to be undertaken with the potential to achieve additional carbon reduction measures. Joint working has the potential to reduce carbon emissions from our buildings by enabling shared use of assets and combined approaches to planning and procuring decarbonisation projects.

4.5.2 Work is currently being undertaken to complete a joint carbon baseline exercise to show comparable and joint carbon emissions data for WDC and SDC over the last three years. This data will enable prioritisation to be more effective and will ensure progress on decarbonisation can be reported accurately on a regular basis.

4.6 Analysis of the effects on Equality

4.6.1 A high-level impact statement prepared in conjunction with public consultation can be seen on the consultation website and will also be published on the South Warwickshire Together Hub.

4.7 Data Protection

4.7.1 Not applicable.

4.8 Health and Wellbeing

4.8.1 The development of the South Warwickshire Place Partnership (Health) within the overall new structure for the sub region will greatly assist both Councils ability to help improve health and well being for the area. As organisations the Councils are also seeking to integrate their approaches to health and safety reporting and response for staff. Both currently offer similar support packages to staff, and this will be integrated and standardised over time.

5 Risk Assessment

5.1 An updated risk register for the joint work is being developed and is attached as Appendix 1 for consideration and comment.

5.2 It is worth noting that some risks for Council partnerships elsewhere in the country have been realised. Just after the New Year a public announcement was made that in Hampshire two Councils – East Hampshire and Havant which had been in a partnership for 12 years were going separate ways. Currently they have a single management team and a single Chief Executive and had merged some but not all services and no political merger. A difference in strategic priorities is cited as the reason though behind this no doubt sits some other dynamics relating to style and approach. Some other partnerships have also broken up recently – Cherwell and Oxfordshire County Council; Gloucester City Council and Gloucester County Council; South Holland District Council, Breckland District Council, which has been replaced by a tripartite partnership of three South Lincolnshire District Councils.

5.3 Lack of political integration inevitably leaves a significant risk to the partnership of the two Councils.

6 Conclusion/Reasons for the Recommendation

6.1 This report sets out current position on the work being done jointly with SDC.

Report Information Sheet

Please complete and submit to Democratic Services with draft report

Committee/Date	Overview and Scrutiny/Finance and Audit Committee 8 th /9 th February 2022	
Title of report	Update on Joint Work with SDC	
Consultations undertaken		
Consultee *required	Date	Details of consultation /comments received
Ward Member(s)	-	
Portfolio Holder WDC & SDC *	31.01.22	Cllr Hales
Financial Services *	31.01.22	Mike Snow
Legal Services *	31.01.22	Phil Grafton
Other Services		
Chief Executive(s)	31.01.22	Chris Elliott
Head of Service(s)		
Section 151 Officer	31.01.22	Mike Snow
Monitoring Officer	31.01.22	Phil Grafton
CMT (WDC)	31.01.22	Chris Elliott, Andy Jones, Dave Barber, Tony Perks
Leadership Co-ordination Group (WDC)		
Other organisations	31.01.22	SDC
Final decision by this Committee or rec to another Ctte/Council?		Recommendation to Overview and Scrutiny Committee/ Finance and Audit Committee
Contrary to Policy/Budget framework		No
Does this report contain exempt info/Confidential? If so, which paragraph(s)?		No
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?		No
Accessibility Checked?		File/Info/Inspect Document/Check Accessibility



South Warwickshire Together

Impact	5	Catastrophic	5	10	15	20	25
	4	Major	4	8	12	16	20
	3	Moderate	3	6	9	12	15
	2	Minor	2	4	6	8	10
	1	Negligible	1	2	3	4	5
Score		Rare	Unlikely	Possible	Likely	Very Likely	
		1	2	3	4	5	
Likelihood							

Programme Risk Register

Ref	Risk Owner	Risk Description	Potential Consequences	Risk Rating			Mitigation	
				Likelihood	Impact	Overall Risk Rating	Existing Controls	Proposed Actions/Comment
PR001	Programme Board	One or both Councils revisiting the decision made on 13 December 2022	<p>Would put a halt to the current considerations by the Secretary of State of the business case proposal.</p> <p>Reputational damage to both Councils regarding the established partnership.</p> <p>Negative impacts on the overall outcome of the proposed constitutional and or operational merger model.</p>	2	5	10	<p>Continue to progress the various workstreams and projects of the transformation programme.</p> <p>Continue to build a strong record of collaboration between the two Councils, strengthening the rationale for merging.</p> <p>Continue to have open and regular engagement with elected members about the outcomes of all options ahead of key decisions</p>	<p>Explore, implement and promote opportunities for cohesion / alignment on key decisions from either Council to mitigate against any detrimental effects to the formation of a South Warwickshire District Council, to include the potential for joint Forward Cabinet Work Plans and joint OSC work programmes.</p> <p>Further development of joint decision-making committees, joint scrutiny arrangements and joint advisory working groups, to include mechanisms to enable engagement with all members of both Councils.</p> <p>Development of a joint member development working group, to provide the opportunity to devise a joint training programme for all members.</p> <p>Considering the possibility of a joint review of the respective Member Allowances Scheme by the Independent Remuneration Panel, to include any necessary alignment of member role descriptions.</p>

PR002	Programme Board	Failure of constituent Councils to come together to implement the decision to form South Warwickshire District Council	Protracted decisions could lead to delays in programme and operational delivery.	3	4	12	<p>Continue to progress the various workstreams and projects of the transformation programme.</p> <p>Continue to build a strong record of collaboration between the two Councils, strengthening the rationale for merging.</p> <p>Continue to have open and regular engagement with elected members about the outcomes of all options ahead of key decisions</p>	<p>Explore, implement and promote opportunities for cohesion / alignment on key decisions from either Council to mitigate against any detrimental effects to the formation of a South Warwickshire District Council, to include the potential for joint Forward Cabinet Work Plans and joint OSC work programmes.</p> <p>Heads of Service to continuously explore, implement and promote alignment of approaches, processes and service delivery for example when developing Service Plans.</p>
PR003	Programme Board	The Government may not give assent to the merger proposal.	<p>Both councils would have to seek further options to achieve savings and efficiencies</p> <p>Both Councils not realising the full potential of financial and non financial benefits</p> <p>Operational merger that follows a shared service model only, would be subject to further risk of being abandoned in the future with for example, changes to administration or priorities from either Council.</p>	3	4	12	<p>Continue to build a strong record of collaboration between the two Councils, strengthening the rationale for merging.</p> <p>Consult the public and show the results of this consultation along with the responses to any themed concerns</p> <p>Regularly engage with government officials to update on progress and receive any steer on direction</p>	<p>Build a strong business case showing clear financial and non-financial benefits.</p> <p>Further engagement with influential stakeholders.</p>
PR004	Programme Board	A submission to merge the district councils could trigger a local government reorganisation review for the whole Warwickshire area	An invitation from Government would have to be responded to within a given timescale.	3	3	9	<p>Previous scoping work has been undertaken in consultation with other district and borough councils that began to explore local government reorganisation options.</p> <p>Maintain dialogue with the DLUHC on position.</p>	To note, this is not the primary intention of the proposed merger of the two district councils.

PR005	Programme Board	Establishment of a larger local authority could lead to a 'democratic deficit' as a result of the reduction in the overall number of elected members.	Residents feeling further removed from their representatives	2	3	6	Maintain established links with Town and Parish Councils.	Establish arrangements to help elected members encourage community participation in decision making. Exploit the opportunities that modern technology offers to increase engagement between residents and elected members.
PR006	Programme Board	A bigger council may result in diseconomies of scale	If unchecked, could risk long term sustainability of local government.	2	4	8	Alignment of organisational policy, processes and contracts has begun. Any changes to services are carefully assessed and the right scale for all services should be found.	Services do not have to be delivered at the super-district level if they are better delivered more locally. Economies of scale should only be made when suitable.
PR007	Programme Board	Lack of programme management and transformation capacity and capability to deliver the merger and transformation around the same time.	Failure to effectively manage interdependencies between transformation activities may lead to increased cost of delivery and / or implementation delays.	3	3	9	Transformational funding will be required to fund additional Council Staff posts to manage the change. This has been initially agreed at £200k annually for a 3 year period and will be monitored by the programme board. Programme Management Office (PMO) established to track and monitor delivery of the programme, realisation of benefits (with measurable targets), risk management, member engagement, governance and reporting.	Take a phased approach where the merger is implemented first along with robust change management processes before wider large scale transformation takes place will help ensure there is sufficient change management capacity. Additional funding for ICT, redundancy and external advice will be required to enhance the full potential outcomes and benefits to be realised in time. Where appropriate buy in the skills and capacity needed. Ensure timescales are realistic based on the resources available. Assessment of support required by services for their alignment.

PR008	Programme Board	Newly formed teams and organisational cultures are not fully integrated	Could lead to staff issues such as reduced morale and increased staff turnover.	3	4	12	<p>A clear rationale and set of principles for service integration are developed to integrate teams and enable further optimisation to take place afterwards.</p> <p>A communications strategy and plan should be produced explaining the transition process and the operating principles of the new authority.</p>	<p>Design and delivery of the 'One Team' Workstream will seek to implement culture change activities and initiatives.</p> <p>Identify opportunities to create capacity through new staffing models.</p> <p>Maximise the opportunities afforded by workforce agility, technology and partnership working with other public sector agencies.</p> <p>Senior leadership should model the new behaviours and actively manage culture change during the transition.</p> <p>Embed new ways of working into performance management and reward systems.</p> <p>Identify staff change champions.</p>
PR009	Programme Board	Anticipated savings are not achieved and/or transition costs exceed estimates.	This may impact on the financial resilience of the new council.	3	4	12	<p>Establishment of a programme management office.</p> <p>Undertake regular reviews of the savings profiles and calculations during implementation to ensure they remain realistic and achievable.</p>	<p>Develop thorough and realistic cost and savings plans. Use scenarios to stress test best and worst case outcomes.</p>
PR010	Programme Board	Failure to effectively manage interdependencies between transformation activities may lead to increased cost of delivery and / or implementation delays.	May lead to increased cost of delivery and / or implementation delays.	3	4	12	<p>Establishment of a programme management office</p> <p>Development of a detailed implementation plan.</p> <p>Implement a robust change management process.</p>	<p>Receive regular reports from workstream leads</p>

PR011	Programme Board	Integration of ICT systems across the two councils	The complexity of IT integration may undermine and put at risk the potential benefits of common working practices gained from IT integration.	4	4	16	<p>The future IT architecture will need to be defined and the current position baseline understood.</p> <p>A clear plan for migrating IT systems during the migration implemented within the ICT and Digital Workstream</p>	<p>Being realistic about the pace of ICT integration - it will take several years and a lot of investment.</p> <p>Needs to correlate with the digital strategy and customer access strategy, when developed.</p> <p>Plan and estimated cost (including support) of ICT intergation programme required.</p>
PR012	Programme Board	Preparing for the transition may draw resource away from delivering other council strategies and plans.	<p>Reduction in performance and service delivery levels.</p> <p>Increase the risk of service disruption and reduce resilience of the existing and new council.</p>	3	4	12	<p>Development of a robust implementation programme plan, including more detailed plans of contributory workstreams and change activities.</p> <p>Manage the resources required to contribute towards the development and implementation of the programme of change</p>	<p>Test resilience to ensure crisis systems, risk capacity and risk management systems are in place.</p> <p>Establish a clear split between those working on the merger and those running the operational business and bring in additional resources where there are capacity and skills gaps.</p>
PR013	Programme Board	The Grading Review as part of this process may result in potential extra costs due to some posts being uplifted and others being protected.	Could compromise the delivery of anticipated savings	3	3	9	<p>Review potential savings on a continual basis through the implementation phase, especially during service integrations.</p> <p>Implement agreed Joint HR Policies</p>	<p>Implement a single job evaluation scheme by the time of the proposed merger.</p> <p>Further alignment of Terms and Conditions</p> <p>Cost of job evaluation process, outcomes and salary protection to be estimated.</p>
PR014	Programme Board	Implementation of a major change may be seen as a capacity risk at a time when there will also be a major focus on COVID-19 recovery activities.	Reduction in performance and service delivery levels	3	4	12	<p>Joint management team to monitor matters arising within their service areas and to escalate to the Programme Board accordingly.</p>	<p>Set out clear timescales and resource implications for implementation, and ensure these can be met under the current ways of working and COVID-19 pressures (including any backlog of work due to the pandemic).</p> <p>Review capacity against the timescales and resource requirements, and identify gaps where recruitment / external support is required.</p>

PR015	Programme Board	The process of agreeing a new service design could lead to a service that is not ideal for either predecessor.	Reduced levels of service delivery for the existing councils now and threaten the effectiveness in a new Council.	3	4	12	Ensure the implementation plan allows enough time for services to be co-designed and agreed upon. Establish a clear rationale and principles for service integration and optimisation.	Any changes to services should be carefully assessed and the right scale for all services should be found. Services do not have to be delivered at the super-district level if they are better delivered more locally.
PR016	Programme Board	Significant changes in operational and political leadership	Could impact negatively on the appetite for shared services and joint working.	2	4	8	Robust terms of reference for the governance structures established for the programme A communications strategy and plan developed to explain and relay the transition process and principles of the change programme.	Senior leadership should model the new behaviours and actively manage culture change during the transition. Identify staff and member change champions across both Councils through One Team Workstream.
PR017	Programme Board	Lack of customer/stakeholder focus	Increase in complaints from customers. Loss of faith and support in current and proposed organisation of local government	2	4	8	Communications and engagement plan to include activities for key stakeholders including residents	Further engagement to take place at different stages in the run up to becoming a single Council
PR018	Programme Board	Underestimate of start-up and delivery costs	Increased budget spend could hamper any expected savings	3	3	9	Financials to be regularly reviewed through the programme lifecycle including spend and savings	Additional funding for ICT, redundancy and external advice will be required to enhance the full potential outcomes and benefits to be realised in time. Estimated costs being re-assessed for consideration by Board.
PR019	Programme Board	Loss of service performance and council reputation	Increase in complaints from customers. Loss of faith and support in current and proposed organisation of local government	3	4	12	Joint Management Team oversee KPIs for their service areas and to escalate	Programme schedule to be reviewed regularly to reduce impact on business as usual service delivery
PR020	Programme Board	Not standardising policies and procedures, especially at organisational level	Left unchecked, this could lead to issues of imbalance and increase potential for mismanagement and underperformance	2	4	8	Organisational policy alignment and harmonisation to be led through the Organisational Development Workstream Acknowledgment that this will take a considerable amount of time and effort.	Once integrated, service areas to further explore these through service delivery / action plans The corporate strategy workstream would seek to address this wider in the transitional run up to becoming one Council

PR021	Programme Board	Getting accurate comparable data on unit costs	Savings profile for both Councils could appear imbalanced	4	3	12	Acknowledgement of the current MTFPs of both councils and the associated savings.	Consolidating and creating a single MTFP
PR022	Programme Board	Political balance and constitution of each Council could present challenges for key decisions and milestones.	Protracted decisions could lead to delays in programme and operational delivery	3	4	12	The Joint Arrangements Steering Group, with agreed representation and the group leaders from both Councils is used as an initial discussion forum ahead of consideration at decision making committees.	The possibility of establishing further joint committees such as Cabinet and Overview and Scrutiny to be considered at an appropriate stage
PR023	Programme Board	Loss or absence of key officers during key activities of work in the programme such as Service Integrations	Implementation of service integrations could be hampered or delayed , impacting on the schedule.	3	4	12	Programme board to decide and implement interim measures to address these promptly. Key officers to be kept informed of programme's progress.	As a contingency, other service integrations may be brought forward.
PR024	Programme Board	Large proportion of officers leave during the transformation process and before efficiencies are realised.	The retained workforce could be insufficient to deliver services and implement further transformation	2	3	6	Joint organisational change policy, recruitment and redeployment procedures agreed and in place from April 2021. Ensure service integration is staggered so that there is sufficient staff to establish new processes and support the new organisation to manage the loss of any knowledge and experience. Implement a robust change management process with service areas as they integrate and then look to optimise over time..	Once new processes are established, consider further efficiencies and enhancement opportunities.