

Overview & Scrutiny Committee
12 April 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); and
- (2) responses that Cabinet gave to comments and recommendations made by Overview & Scrutiny Committee regarding the reports to Cabinet on 10 March (Appendix 2).

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.
 - (3) That Members note the responses made by the Cabinet on the Comments from the Cabinet report (Appendix 2).
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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.
- 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.

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- 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.


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.

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- 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).

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	
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)		
Annual update from Shakespeare's England.	29 August 2018	Written report	Martin O'Neill and Councillor Bartlett	March 2023.	This is an annual report.
Update on Joint Work of WDC and SDC	December 2021	Written report	Chris Elliott	April 2022	
Joint working WDC/SDC - Arising from February O&S meeting: Governance - Steer on how the joint scrutiny arrangements may work, through to Joint Cabinet	February 2022	Verbal update	Andrew Jones in liaison with Councillor Milton		
Item to carry forward on the Work Programme until all O&S Members have received a briefing and training on the	February 2022	Discussion	Councillors Kohler, Jacques and Cullinan		 Re_ Request for Members' Training a 9/10 Feb 2022 - Requests were made to

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
<p>Service Area Dashboards: Decide what the data may be used for and how it may be fed into the Scrutiny process</p>					<p>Committee Services for:</p> <ul style="list-style-type: none"> - Training for all Members; - A briefing for all Members; - To ensure all O&S Members had access to the Dashboards; - Individual training for Members of O&S asap

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
<p>Children’s and Adults’ Safeguarding Champions: End of Term Report.</p>	<p>Standing Annual Item.</p>	<p>Briefing note</p>	<p>Marianne Rolfe.</p>	<p>April 2023.</p>	<p>This is a briefing note to all Councillors.</p>

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Appendix 1 – Overview & Scrutiny Committee Work Programme

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
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	
Climate Emergency Action Plan update from previous period and giving progress against carbon emissions.	March 2022 O&S	Written report	Dave Barber	November 2023	Every 6 months

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	
Development Management and Enforcement Performance Update subsequent to report made to O&S in March 2022	March 2022 O&S	Written Report	Adrian Harding		

1 November 2022 - No reports scheduled as yet.

6 December 2022

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Environmental Enforcement Update subsequent to the report to O&S made in March 2022	March 2022, O&S	Written report	Zoe Court		

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

Meeting Date 7 March 2023

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Summary of the role, responsibilities and performance of the SWCSP	This is a mandatory report.	Written report	Liz Young / Marianne Rolfe.	March 2024.	This is an annual report.

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 – 10 February 2022**

Item Number: 9 – Net Zero Carbon Development Plan Document

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

Reasons Considered:

Chair, O&S:

Because this is a significant goal in the areas of work the Council wishes to achieve and because information on two key priorities needed detail (viability and the sustainability assessment).

Green Group:

Call-in questions:

1. The proposed new standard is defined as percentage improvements on 2021 regulations. How do these percentages translate into minimum carbon emissions or energy usage in operation? Is it possible to replace percentages or provide alternative quantified standards in terms of maximum carbon emissions or energy demand, such as the one mentioned in the report by the CCC for desirable space heating demands of 15-20 kwh/m²/yr.?
2. Can you give a more precise range of carbon offsetting mechanisms that would be supported by or included within the WDC Carbon Offsetting fund?
3. The words 'feasibility' and 'viability' are used throughout the document. Feasibility is not dealt with separately, and section 11 'Viability' does not define 'viability'. It leaves the decision-making procedure for deciding upon what is 'viable' or 'non-viable' open to subjective assessments based on different accounting mechanisms and assumptions. Can the definition of these terms be strengthened or reference given to published guidance on these terms?
4. Recommendation (3). As an important part of WDC's Climate Action Plan, can we include the Climate Emergency PAB in the consultation process that makes amendments to the draft DPD? i.e. "... in consultation with the Portfolio Holder for Climate Change and the Climate Emergency PAB".

Scrutiny Comment:

Appendix 4 - Net-Zero Carbon Development Plan Document: Revised Viability Study, a lengthy document, was only circulated late on the day of the meeting. This gave Members of Overview & Scrutiny Committee insufficient time to review it properly. The Committee was informed that the delay was due to unavoidable staff absence. The Director for Climate Change provided a brief verbal summary of the content.

It was explained that Recommendation 3 in the report, that delegated authority should be given to the Head of Place and Economy in consultation with the Portfolio Holder for Climate Change to make further non-substantive amendments to the draft DPD prior to consultation commencing, meant that Members would have the opportunity to feed through comments once they had been able to properly review the Appendix. If the changes requested were substantive amendments, then these had to be approved through Cabinet.

The Committee supported the report.

The Committee expressed concern about maintaining the 40% affordable housing commitment when viability was questioned and asked that the Council investigated mechanisms to defend this through the planning process.

Cabinet Response:

The recommendations in the report were approved.

Item Number: 13 – Decarbonisation of Council Assets

Requested by: Green Group

Reasons Considered:

Call-in questions:

The Director for Climate Change wrote: “There is no doubt that the net zero ambition for 2025 is a big challenge”. This could be interpreted as there is a serious risk of falling far short of this target. What ongoing monitoring can give us confidence that this ambitious programme of work is on-track?

2. Can the already-secured decarbonisation funding for replacing existing heating systems with air source heat pumps be included in the review?
3. Shouldn't the council work to official decarbonisation/retrofitting standards for non-commercial buildings, e.g. the Government's PAS 2038 guidance?
4. What proportion of 'old-fashioned' WDC lights have been replaced with LEDs since the climate emergency declaration in 2019?
5. Which is the provider for WDC's green tariff 100% renewable electricity?
6. Recommendation (4). As a key aspect of the WDC Climate Action Plan, can the Climate Emergency PAB be included in the development of specific schemes? (this is likely to be more important for Phase 2 than Phase 1 schemes, so the recommendation may need to be reworded.)
7. Can a recommendation be added that requires the council to publish annually the council's total energy usage (from all sources) as well as the carbon emissions from these properties. This should start for 2021 or earlier so there is an appropriate baseline.

Scrutiny Comment:

The Overview & Scrutiny Committee recommended that:

- (1) Standards set out by the Government for de-carbonisation and retrofitting and those the Council would apply, should be included within the report.
- (2) The Climate Emergency PAB, within the terms of its remit, be involved more in developing some of the schemes outlined in the report.
- (3) A schedule/plan showing when stages of the process would be implemented, and the expected impact as a result should be produced.

Cabinet Response:

The recommendations in the report were approved along with the recommendations made by the Overview & Scrutiny Committee.

Title: Update on Joint Work of WDC and SDC
Lead Officer: Chris Elliott/David Buckland
Portfolio Holder: Councillor Hales/Councillor Cargill
Wards of the District directly affected: All wards

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.

To support this approach, this report is to introduce a Programme Highlight report template which sets out to systematically report progress of the South Warwickshire Together Programme at monthly intervals.

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 reiterates 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 1 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 District 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 (two 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 6 September to 24 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 three 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 13 December 2021
- 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 1 August
- Published the call for sites in response to the proposed new South Warwickshire Local Plan.

1.5 Programme Highlight Report

- 1.5.1 The Programme Highlight Report document (attached at Appendix 1) sets out to systematically provide a snapshot update of progress related to the Programme. It is envisaged that this document will subsequently be used to update members, JMT, officers, trade unions and other stakeholders during the journey of change.
- 1.5.2 The highlight report will be assessing how the programme is progressing in relation to the following factors: Overall status, Schedule, Benefits, Risks/Issues, Budget, Resources. Summary notes will be given for each of these factors to outline the latest position including any known actions to address the rating.
- 1.5.3 The highlight report also includes a high-level Programme Schedule to illustrate the outline plan of the entire programme, including known dates key milestones and also of the defined tranches.
- 1.5.4 A Red Amber Green (RAG) rating scheme is being used to objectively indicate a best fit assessment for the factors set out above. A key has been provided in the highlight report but in brief:
- Red rating: Significantly off track and major interventions are needed
 - Amber rating: Moderately off track but within manageable limits of the programme
 - Green rating: On track and or exceeding targets
 - No rating: Unrated as either not yet started or developed enough to rate.
- 1.5.5 The key milestones for the programme are indicated in the report including their estimated and actual dates of achievement.
- 1.5.6 Notable developments and achievements during the reporting period, usually the preceding month, will be captured. Proposed targets for the next reporting period will also be listed, when known.

- 1.5.7 The South Warwickshire Together Programme Board will receive progress updates from all designated workstream leads at least monthly, while the workstream is in flight. This also allows regular opportunity for any emerging risks or issues that cannot be mitigated at workstream level to be escalated to the programme board. Appropriate feedback will be given to workstream leads.
- 1.5.8 Workstream leads are advised that if an issue is critical, escalation should be made at the soonest possible time through the Programme Team.
- 1.5.9 It should be noted that workstreams may contain a combination of projects, change management activities and one-off tasks that require a variety of approaches, timelines, costs, skills and resources to deliver the objectives. Support will be provided by the Programme Team where appropriate and added value is provided.
- 1.5.10 To note, workstreams will only illustrate an overall RAG rating on the programme highlight report in their updates, again as a best fit assessment. This will be reviewed by the Programme Team in due course.
- 1.5.11 Programme Highlight reports will be published on the South Warwickshire Together Hub, accessible by all members and officers for reference.
- 1.5.12 The format of the highlight report will be reviewed by the Programme Board to ensure it is achieving its purpose as the programme develops further.
- 1.6 The expected benefits include:
- Achieving financial stability, addressing annual net savings identified in the Medium-Term Financial Plans (MTFPs) of both Councils.
 - Becoming a more effective Council
 - Having stronger accountability
 - Increased ability to tackle climate change
 - Increased ability to support local economic growth
 - Enhanced partnership working and joined up local government
 - Increased presence, influence and strategic voice nationally and regionally.
 - Having a strategic approach to housing and planning
 - Levelling up – better outcomes for residents and businesses
- 1.7 The key milestones are:
- Agreement to the business case to be submitted to Government on 13 December 2021 – **achieved**
 - Approval granted by the Secretary of State within a year of the submission date
 - Shadow Council in existence from January 2023 (estimated) – elections inc. those of Parish deferred for a year
 - All services merged by March 2024 having started the process in November 2021 – **underway and under review**
 - New Council comes into life on 1 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 identify 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 agreed in February 2022.

4.3 Council Plans

4.3.1 Warwick Council Plan

Fit for the Future (FFF)

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.

The FFF Strategy has three 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.

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.

4.3.2 ***Stratford-on-Avon Council Plan***

The overall vision which guides SDC's Council Plan is as follows:

We are ambitious for the future of the District as an excellent place to live, work, learn, visit and invest.

The plan sets out our vision for Stratford-on-Avon District as a place in 2030 and for local government in 2030.

The core of the plan is a set of ambitions and actions for the Council over the next four years under five key objectives:

- Working on regional, national and international stages
- Responding to the climate emergency
- Enhancing the quality of Stratford-on-Avon as a place
- Nurturing a thriving, innovative and inclusive economy
- Putting residents and communities centre stage.

The draft Vision and Plan was the subject of public consultation in summer 2019 and the content was informed by two workshops with the Council's key local partners.

We look forward working with residents, local communities and our partners to deliver our ambitions for 2023 in the context of our longer term vision for the district.

The impact on COVID and the forecast of future reductions of government funding will mean that it will become increasingly difficult for the Council to deliver against these objectives. The possibility of working in partnership however, including leading to a full merger should ensure that more of these objectives can be delivered.

This proposed approach is also in line with the final objective of the Council Plan which states:

- In order to deliver this, we will become a more agile and resilient Council.

4.4 ***Environmental/Climate Change Implications***

- 4.4.1 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.
- 4.4.2 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.

4.5 ***Analysis of the effects on Equality***

- 4.5.1 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.

4.6 ***Data Protection***

- 4.6.1 Not applicable.

4.7 ***Health and Wellbeing***

- 4.7.1 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 wellbeing 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 Programme risk register for the joint work has been developed and is attached as Appendix 2 for consideration and comment.
- 5.2 During review of the risk register, modifications have been made to the format to include a risk rating change indicator with arrows showing if the score has increased, decreased or has remained the same.
- 5.3 Members should be advised that it will be unrealistic to assume that there will be a radical change in risk rating scores, actions and outcomes on a monthly basis. This will be dependent on the nature and scope of the risk and its' related mitigations taking effect enough to reduce, remove or suitably control the impact or frequency. In effect, it should be viewed dynamically and accepted as valid as the time of his last update.

6 Conclusion/Reasons for the Recommendation

- 6.1 This report sets out current position on the work being done jointly between WDC and SDC.

Report Information Sheet

Please complete and submit to Democratic Services with draft report

Committee/Date	Overview and Scrutiny/Finance and Audit Committee 12/13 April 2022	
Title of report	Update on Joint Work of WDC and SDC	
Consultations undertaken		
Consultee *required	Date	Details of consultation /comments received
Ward Member(s)	-	
Portfolio Holder WDC & SDC *	30/03/22	Cllr Hales
Financial Services *	30/03/22	Mike Snow
Legal Services *	30/03/22	Phil Grafton
Other Services		
Chief Executive(s)	28/03/22	Chris Elliott
Head of Service(s)		
Section 151 Officer	30/03/22	Mike Snow
Monitoring Officer	30/03/22	Phil Grafton
CMT (WDC)	30/03/22	Chris Elliott, Andy Jones, Dave Barber, Tony Perks
Leadership Co-ordination Group (WDC)		
Other organisations	28/03/22	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 Programme Highlight Report April 2022

Programme Sponsors	David Buckland and Chris Elliott	Programme Manager	Tim Oruye	Reporting Period	March 2022
Programme Description	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 1 April 2024. The overall outcome would be creation of a new Council which has a sustainable financial foundation and so is able to deliver transformed, relevant services for the residents, businesses and communities of the area.				
Strategic Benefits	The submitted Business Case Proposal sets out the following benefits of South Warwickshire District Council, up to and for some years after its creation.				
Strategic Benefits	1. Achieving financial stability, addressing annual net savings identified in the Medium-Term Financial Plans (MTFPs) of both Councils.	2. Becoming a more effective Council	3. Having stronger accountability	4. Increased ability to tackle climate change	5. Increased ability to support local economic growth
Strategic Benefits					6. Enhanced partnership working and joined up local government
Strategic Benefits					7. Increased presence, influence and strategic voice nationally and regionally.
Strategic Benefits					8. Having a strategic approach to housing and planning
Strategic Benefits					9. Levelling up – better outcomes for residents and businesses
Overall RAG Status	Tranche 2 is generally progressing to plan while the business case proposal submitted in December 2021 is being considered. Focus is concentrated on activities within the immediate control of the programme. Amber rating given as a best fit assessment at this stage				
Schedule	A review of the deliverables of the Service integration and optimisation workstream is underway to address amber rating				
Benefits	Further work developing to set out how and when the strategic benefits are expected to be realised, aims to address the amber rating				
Risks / Issues	Modifications made to Programme Risk Register following review including risk rating change indicator. No new risks identified. Risk PR015 has reduced risk rating. Further developments on actions needed to mitigate ICT related risks to address amber rating				
Budget	Original budget of £600k over 3 years within agreed limits. Additional budget granted to further support the merger, enable harmonisation of terms and conditions and to allow for potential redundancies - £4.5 million total over 3 years				
Resources	Additional budget granted enables further temporary programme resource to be recruited. Recruitment processes set to begin soon to address amber rating				

Key Milestones	Original date	Projected date	Actual date
Programme initiation	July 2021	13 July 2021	13 July 2021
Business case proposal submitted to Secretary of State DLUHC	December 2021	17 December 2021	17 December 2021
Receive initial approval from Secretary of State DLUHC	*September 2022	September 2022	
Formation of Shadow Council	*From January 2023	From January 2023	
Service integrations completed	March 2024	Subject to review	
New Council formed	1 April 2024	1 April 2024	
Members elected to new Council	2 May 2024	2 May 2024	
Programme close down	End May 2024	31 May 2024	

*Approximate dates given based on assumptions of similar mergers

Developments/ Achievements this period	Targets for next period: (April 2022)
<p>Co-ordinated engagement with Government officials while the business case proposal is being considered.</p> <p>2 Member and 2 Staff briefing sessions held between 17 February and 8 March 2022.</p> <p>Collective agreement S113 with SDC and WDC Unison branches agreed.</p> <p>Additional budget granted from 2022/2023 to support the programme of implementation, provide for potential redundancies and the harmonisation of terms and conditions (£4.5 million total).</p> <p>Service Realignment Review undertaken by JMT. It sets out agreed changes in line management reporting and other structural adjustments to address known changes to JMT from September 2022.</p>	<p>Legal Services new structure in operation</p> <p>Proposed governance arrangements approved by both councils</p> <p>Inter Authority Agreement considered at both Councils – 25 April 2022 SDC, 27 April 2022 WDC</p> <p>Office accommodation report reviewed</p> <p>Critical path analysis further developed</p> <p>Recruitment processes for programme resource begins</p> <p>Chief Executives to meet with new Chief Executive of WALC - 12 April 2022</p>

Workstream Updates

Workstream	Lead	Objectives	Headline updates / activities	Issues requiring action	RAG rating
Business case proposal development Tranche 1	David Buckland Chris Elliott	Public Consultation activities (Completed) Consultation analysis report (Completed) Formal business case proposal (Completed)	Business case proposal submitted to Secretary of State 17/12/2021 Formal acknowledgement received 20/01/2022	Managing stakeholder expectations while DLUHC considers the business case proposal	
Corporate Communications Tranches 1 to 3	Tracy Dolphin	Communications management strategy and action plan Corporate identity / Branding (links with One Team)	Member briefings 17 and 24 February 2022 Staff briefings held 3 and 8 March 2022 Coordinated engagement with central government officials and departments underway Residents survey for SDC and WDC in circulation		
Leadership restructure Tranches 1 to 3	Chris Elliott David Buckland	Initial JMT structure (Completed) Head of Paid Service review (independently led) Head of Service remuneration review	Service alignment review undertaken to address known JMT changes from September 2022 In progress for Autumn 2022		

Workstream	Lead	Objectives	Headline updates / activities	Issues requiring action	RAG rating
Organisational Development (People) Tranches 1 to 3	Tracy Dolphin	<p>Consolidation of HR Policies and procedures</p> <p>Transition support for staff including consultations</p> <p>Harmonisation of staff terms and conditions</p> <p>Individual S113 agreements prior to IAA being agreed</p> <p>Learning and development programme</p> <p>Union engagement</p> <p>Recruitment and Retention</p> <p>Monitoring Information</p> <p>Evaluation and Learning</p>	<p>Collective agreement s113 with Unison agreed by both SDC and WDC branches</p> <p>Inter Authority Agreement (IAA) in development</p> <p>Job Evaluation / Pay Grading briefing from WME 15/02/2022</p> <p>Service Integration Process/Templates/Holding pool/At Risk/FAQ's developed across both orgs</p> <p>Joint training developed and initiated – Motivating and Managing Teams in hybrid world. Work is developing on joint ways of working (WoW)</p> <p>Regular programme and operational meetings – Unison</p>	<p>Prioritisation of workstream objectives to be undertaken with regard for critical path</p> <p>Member steer needed for scope of Job evaluation scheme</p>	
ICT / Digital Tranches 1 to 3	David Elkington	<p>ICT / Digital Strategy</p> <p>Integrated infrastructure / Active directory</p> <p>System integration plan</p> <p>Single domain / email address</p> <p>Single Intranet / Website / CRM</p>	<p>Digital Strategy approved at both SDC and WDC Cabinets December 2021</p> <p>Telephony business case scheduled for JMT consideration 7 April</p>	<p>Prioritisation of workstream objectives to be undertaken with regard for critical path</p>	

Workstream	Lead	Objectives	Headline updates / activities	Issues requiring action	RAG rating
Service Integration & Optimisation Tranches 1 to 3	Andrew Jones Tony Perks	Single service teams formed: <ul style="list-style-type: none"> - Pilots and Phase 1 underway - Phase 2 begins January 2023 Aligned Service Plans	Legal services recruiting to new posts, preparing for go-live Environmental and Operations in consultation stage ICT at stage 1 Service realignment reviewed by JMT and now being implemented South Warwickshire Integration Group established (SWIG) Service Plans template reviewed by JMT Critical path analysis is underway to identify all essential outputs required by 1 April 2024	Learning from initial outcomes of pilot integrations – under review Impact on original timetable of service integrations – under review Service plans template needs to be confirmed	
Finance & Procurement Tranches 1 to 3	Mike Snow Handing over to Richard Burrell	Alignment of Financial policies and strategies: Fees and charges schedule, financial reporting, Bank accounts and VAT numbers. Single Treasury Management and Investment strategies Financial Management System Council tax harmonisation Aligned procurement strategy Review all contracts and apply novation Seek opportunities to renegotiate existing contracts	Budget requests to further enable the programme of implementation approved at February 2022 committees Initial stages in motion to address resources needed to support delivery of finance and procurement workstream objectives Scoping of Joint procurement review underway with anticipated actions presented to South Warwickshire Procurement Board. Further delivery work to be undertaken by a sub-group of this board, when formed	Head of Finance retirement: <ul style="list-style-type: none"> - Interim arrangements implemented - Recruitment process underway - Further impact on structure to be reviewed following recruitment (May 2022) Prioritisation of workstream objectives to be undertaken with regard for critical path	

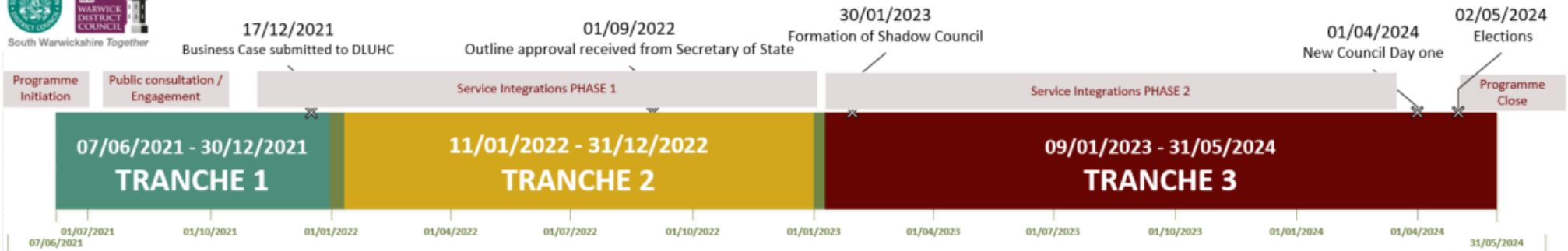
Workstream	Lead	Objectives	Headline updates / activities	Issues requiring action	RAG rating
Assets Tranches 1 to 3	Steve Partner	Asset strategy and plan Office accommodation review Property rationalisation Climate change activities	Review of existing policies started. Joint Strategy will be developed this year Savills commissioned to undertake Office accommodation review, draft report due end March 2022 Will emerge from the Asset Strategy Strategy document agreed by both Cabinets. Work planning underway		
Democratic and Information governance Tranches 2 to 3	Phil Grafton	Aligned committee structures Aligned constitution Single electoral roll Aligned Information governance policies, practice and procedures Committee administration system Interim and long-term joint governance arrangements	Closer aligned committee calendar for 2022/2023 achieved Will be commissioned if and when merger request is granted, as this is likely to be a requirement within the Regulations. May 2023 elections: To proceed as planned until decision regarding proposed merger from DLUHC Secretary of State is known Work on-going and already partially completed. Scoping for single committee administration system underway Governance arrangements under review, including (1) joint decision-making, scrutiny and advisory bodies (2) delegated powers for joint officers' posts		

Workstream	Lead	Objectives	Headline updates / activities	Issues requiring action	RAG rating
One Team Tranches 2 to 3	David Buckland Chris Elliott	Enabling a collaborative, high performing culture Facilitate and empower change agents (staff and members)	Workstream in very early stages of discovery and definition		No rating
Formal Merger Tranches 2 to 3	Phil Grafton	Legal and governance matters for the formal merger process Abolition process of both Councils	This workstream begins when proposed merger is given outline approval from DLUHC Secretary of State		No rating
Corporate Strategy Tranche 3	Tony Perks Andrew Jones	Aligned Council Plan / Business Strategy	This workstream begins in Tranche 3 Other activities that could impact this workstream include: Joint Waste contract - signed South Warwickshire Local plan – published call for sites South Warwickshire Economic strategy – in development Climate change action programme (CCAP) – underway		No rating

Key	
Red rating	Significantly off track, major interventions required
Amber rating	Moderately off track but within the manageable limits of the Programme and or the workstream
Green rating	On track and or exceeding targets
No rating	Unrated as not yet commenced or developed enough
Blue text	Activities / Initiatives occurring externally to the programme that may impact outcomes and benefits



South Warwickshire Together Programme Schedule



TRANCHE 1

Business Case Development June 2021 to December 2021

- Programme initiated (documentation and governance) JUL 2021
- Corporate Communications Workstream JUL to DEC 2021
- Public consultation and engagement AUG to NOV 2021
- Business case proposal development SEPT to DEC 2021
- Business case proposal considered at both Full Councils DEC 2021
- Service Integration & Optimisation Preparation SEPT to DEC 2021
- Organisational development Workstream Part 1 SEPT to DEC 2021
- Discovery phase of ICT / Digital Workstream AUG to DEC 2021
- Discovery phase of Assets Workstream AUG to DEC 2021
- Discovery phase of Finance and Procurement Workstream AUG to DEC 2021

Business case proposal submitted to DLUHC DEC 2021

TRANCHE 2

Pre Secretary of State Approval January 2022 to December 2022

- Corporate Communications Workstream Part 2
- Democratic and Information Governance Workstream Part 1
- Service Integration & Optimisation Workstream Part 1
- Organisational development Workstream Part 2
- ICT / Digital Workstream Part 2
- Assets Workstream Part 2
- Finance and Procurement Workstream Part 2
- Leadership restructure Workstream Part 2
- Discovery phase of One Team Workstream

Receive approval from Secretary of State (between SEPT and DEC 2022 (estimate)

- Formal Merger Workstream Part 1

TRANCHE 3

Transition to vesting day January 2023 to May 2024

- Corporate Communications Workstream Part 3
- Formal Merger Workstream Part 2
- Service Integration & Optimisation Workstream Part 2
- Corporate Strategy Workstream
- Organisational development Workstream Part 3
- Democratic and Information Governance Workstream Part 2
- ICT / Digital Workstream Part 3
- Assets Workstream Part 3
- Finance and Procurement Workstream Part 3
- Leadership restructure Workstream Part 3
- One Team Workstream Part 2

New Council formed 1 APR 2024

- Council Elections MAY 2024
- Abolition of both predecessor Councils



South Warwickshire Together

Benefits of South Warwickshire working together

Our proposal will deliver

Financial stability

A detailed analysis conducted by Deloitte has identified the opportunity to make annual net savings of £4.6m, after year five of a merger. These savings will be realised through reducing duplication in executive teams, elected members and staffing; extending joint commissioning and rationalising property.

A more effective Council

The new organisation will be:

- more flexible and resilient;
- a more attractive employer;
- able to bring more specialist services in-house, that cannot be justified at current scale;
- better able to innovate and implement best practice;
- communicate a clear cultural shift.

Stronger accountability

By aligning the new Council with services which in many cases are already delivered jointly, we will create clearer political accountability. The new Council will also have a clearer and more visible leadership with a stronger strategic voice, enabling it to act more decisively, demonstrate impact and be held accountable. Joint working on issues which affect the whole of South Warwickshire is not currently aligned with clear democratic accountability. The new Council will be a stronger partner for our parish and town councils.

Tackle climate change

Both Councils have signed off a joint climate change action plan which ensures that the merged Council will be net zero within a year of its first elections.

Economic growth

The new authority will better reflect the local economy and will be in a stronger position to support businesses and jobs and to deliver on the Government's levelling up ambitions.

A stronger voice nationally and regionally

South Warwickshire has the second highest GVA within the WMCA, after Birmingham. Despite having a single economy, housing market and shared assets, our influence is diluted across two Councils.

A strategic approach to housing and planning

We will be able to act more strategically on planning to unlock greater housing and employment development, and will extend council housing provision across the area of the new authority.

Levelling up - better outcomes for residents and businesses

The new Council will provide more consistent, more accessible and more focused customer and community services to maximise the opportunities for our residents and businesses to benefit from our activities.

More joined up local government

The new Council will align more effectively with existing South Warwickshire partnerships, for example on community safety and health and wellbeing.

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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							

Rating change key - since previous review	
↓	Rating has decreased
↔	Rating remains the same
↑	Rating has increased
NEW	Newly added risk

Programme Risk Register

Reviewed March 2022

Ref	Risk Owner	Risk Description	Potential Consequences	Risk Rating				Mitigation	
				Likelihood	Impact	Overall Risk Rating	Rating change	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. 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>

Ref	Risk Owner	Risk Description	Potential Consequences	Risk Rating				Mitigation	
				Likelihood	Impact	Overall Risk Rating	Rating change	Existing Controls	Proposed Actions/Comment
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>Heads of Service to continuously explore, implement and promote alignment of approaches, processes and service delivery for example when developing Service Plans.</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.
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>Actively promote the expected benefits of the programme.</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.

Ref	Risk Owner	Risk Description	Potential Consequences	Risk Rating				Mitigation	
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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. Links made with incoming WALC Chief Executive	Establish arrangements to help elected members encourage community participation in decision making. Development of a joint member development working group, to provide the opportunity to devise a joint training programme for all members. 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. Additional funding for project resources, harmonising terms and conditions, redundancy and specialist external advice has been granted. Assessment of support required by services for their alignment is underway.	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. Where appropriate buy in the skills and capacity needed. Ensure timescales are realistic based on the resources available.

Ref	Risk Owner	Risk Description	Potential Consequences	Risk Rating				Mitigation	
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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>South Warwickshire Integration Group (SWIG): Officer workgroup formed to review and deliver the objectives of the service integration and optimisation workstream.</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>Service integration business cases reviewed by Programme board before sign off</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 including a critical path of essential activities and deliverables for the new council.</p> <p>Implement a robust change management process.</p>	<p>Receive regular reports from workstream leads</p>

Ref	Risk Owner	Risk Description	Potential Consequences	Risk Rating				Mitigation	
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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>Plan and estimated cost (including support) of ICT intergation programme is being developed.</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>
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>Heads of Service to continuously explore, implement and promote alignment of approaches, processes and service delivery for example when developing Service Plans.</p>	<p>Test resilience to ensure crisis systems, risk capacity and risk management systems are in place.</p> <p>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>South Warwickshire Integration Group (SWIG): Officer workgroup formed to review and deliver the objectives of the service integration and optimisation workstream.</p>	<p>Explore implementation of a single job evaluation scheme for the new council.</p> <p>Further alignment of Terms and Conditions</p> <p>Cost of job evaluation process, outcomes and salary protction to be estimated.</p>

Ref	Risk Owner	Risk Description	Potential Consequences	Risk Rating				Mitigation	
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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>South Warwickshire Integration Group (SWIG): Officer workgroup formed to review and deliver the objectives of the service integration and optimisation workstream.</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.	2	4	8	↓	<p>Ensure the implementation plan allows enough time for services to be co-designed and agreed upon.</p> <p>Establish a clear rationale and principles for service integration and optimisation.</p> <p>South Warwickshire Integration Group (SWIG): Officer workgroup formed to review and deliver the objectives of the service integration and optimisation workstream.</p> <p>Service planning process to also include consideration for further alignment.</p>	<p>Any changes to services should be carefully assessed and the right scale for all services should be found.</p> <p>Services do not have to be delivered at the super-district level if they are better delivered more locally.</p>
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	↔	<p>Robust terms of reference for the governance structures established for the programme</p> <p>A communications strategy and plan developed to explain and relay the transition process and principles of the change programme.</p>	<p>Senior leadership should model the new behaviours and actively manage culture change during the transition.</p> <p>Identify staff and member change champions across both Councils through One Team Workstream.</p>
PR017	Programme Board	Lack of customer/stakeholder focus	<p>Increase in complaints from customers.</p> <p>Loss of faith and support in current and proposed organisation of local government</p>	2	4	8	↔	<p>Communications and engagement plan to include activities for key stakeholders including residents</p> <p>Service planning process to also include consideration for aligned customer and stakeholder focus.</p>	<p>Further engagement to take place at different stages in the run up to becoming a single Council</p>

Ref	Risk Owner	Risk Description	Potential Consequences	Risk Rating				Mitigation	
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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 project resources, harmonising terms and conditions, redundancy and specialist external advice has been granted.	Acknowledgement that some projected costs could be impacted by external factors. Ongoing review needed.
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 Service planning process to also include consideration for further alignment.	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. Inter Authority Agreement in development to embed this further. Service planning process to also include consideration for further alignment.	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

Ref	Risk Owner	Risk Description	Potential Consequences	Risk Rating				Mitigation	
				Likelihood	Impact	Overall Risk Rating	Rating change	Existing Controls	Proposed Actions/Comment
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	↔	<p>Programme board to decide and implement interim measures to address these promptly.</p> <p>Key officers to be kept informed of programme's progress.</p>	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	↔	<p>Joint organisational change policy, recruitment and redeployment procedures agreed and in place from April 2021.</p> <p>South Warwickshire Integration Group (SWIG): Officer workgroup formed to review and deliver the objectives of the service integration and optimisation workstream.</p> <p>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.</p> <p>Implement a robust change management process with service areas as they integrate and then look to optimise over time..</p>	<p>Once new processes are established, consider further efficiencies and enhancement opportunities.</p> <p>Redeployment opportunities explored to address service delivery</p>

Title: Shakespeare's England 2021 Summary
Lead Officer: John Careford (01789 260801)
Portfolio Holder: Councillor L Bartlett
Wards of the District directly affected: None

Summary

This report provides a summary of Shakespeare's England activity during 2021 in respect of Warwick District Council's grant conditions.

Recommendation

That the report is noted.

1 Background/Information

- 1.1 Shakespeare's England is the Destination Management Organisation for South Warwickshire. Although a membership organisation, it is primarily funded by Warwick District Council and Stratford-on-Avon District Council who have each provided £75,000 funding per annum. Funding has been provided on a three year basis with the latest funding period ending on 31 August 2022. Warwickshire County Council contribute £25,000.
- 1.2 Shakespeare's England Ltd was set up in 2012 as a "not for profit" joint public-private sector partnership to be the official Destination Management Organisation for South Warwickshire (incorporating important partners from the surrounding area). Shakespeare's England activity is principally within the following areas:
 - Outward facing marketing
 - Development and steering of the Destination Management Plan process
 - Lobbying
 - Company development
 - Increasing membership to the company, Membership support and communications to members
- 1.3 Shakespeare's England prepares a Destination Management Plan to manage and develop tourism articulating the roles of the different stakeholders and identifying clear actions that they will take and the apportionment of resources. Its specific focus is around the South of the county but also includes the important tourism businesses in the surrounding areas too.
- 1.4 As part of the funding agreement, Warwick District Council set a number of grant conditions, agreed on 29 June 2020 and first applicable to Shakespeare's England business year 1, September 2020 to 31 August 2021:
 - Building relationships between Warwick District Council and Shakespeare's England
 - Increasing Warwick District Council business membership

- Holding tourism forums and network events within the Warwick District
- Seeking out tourism news, events and activity in Warwick District
- Carrying out social media campaigns (targeted at Warwick District Council)
- Promotion of Warwick District Council events
- Increasing new Shakespeare’s England members in Warwick District
- Increasing the number of overnight visitors in Warwick District

1.5 It should be noted that the COVID pandemic has had a significant and negative impact upon the tourism and hospitality sector and Shakespeare’s England as an organisation itself. Progress on these conditions is as follows. Of the measurable grant conditions, little progress has been made in respect of increasing Warwick District Council business membership. This is not surprising given the pandemic.

1.6 **January 2021 – April 2021**

1.6.1 Progress for this quarter has been reported as follows:

Activity	Progress
Produce 1 x Warwick District Members led Social Media campaign a quarter	Instagram top performers for Jan – March 2021 Kenilworth Castle (Antiques Roadshow) 1723 reach Jephson Gardens with snow cover – 1093 reach Facebook – Story on Lord Leyster Hospital – reach 3090
Advent to publish 1 x Warwick District Members led Press release per quarter	Piece on the new Warwick Town VidiGuide (digital / audio guide which can be downloaded via an app onto a smartphone or tablet).
Onboard minimum 3 new Warwick District businesses	Holiday Inn, Kenilworth Esquires (Leamington) in progress.
Host 2 events within Warwick district (restrictions allowing)	Targeting to hold 1 event between 21 Jun-31 August, restrictions allowing

1.7 **April 2021 – July 2021**

1.7.1 Progress for this quarter has been reported as follows:

Activity	Progress
Produce 1 x Warwick District Members led Social Media campaign a quarter	50% Completed

	<p>Q1 Instagram - Kenilworth Castle (Antiques Roadshow), and Jephson Gardens</p> <p>Facebook – Lord Leyster</p> <p>Q2 Twitter - Warwick and Kenilworth MPs at SE Tourism Forum for English Tourism Week</p> <p>Facebook – Launch of Visit Kenilworth website and Lord Leyster Hospital reopening to visitors</p>
Advent to publish 1 x Warwick District Members led Press release per quarter	<p>75% Completed</p> <p>Piece on the Warwick Town VidiGuide</p> <p>Andreas Antona talking about staff shortages in hospitality on Free Radio</p> <p>Arranged Coventry/Warwickshire press visit for journalist with The West Australian, including Kenilworth Castle</p>
Onboard minimum 3 new Warwick District businesses	<p>66% Completed</p> <p>Holiday Inn, Kenilworth</p> <p>Avanti West Coast to feed from Coventry to Leamington and Kenilworth</p> <p>Hot lead, Esquires (Leamington)</p>
Host 2 events within Warwick district (restrictions allowing)	As 'Freedom Day' delayed until 19 July, we are targeting first Face 2 Face networking mid September.

1.8 **July 2021 – October 2021**

1.8.1 Progress for this quarter has been reported as follows:

Produce 1 x Warwick District Members led Social Media campaign a quarter	<p>Achieved</p> <p>Instagram – War of the Roses, Warwick Castle</p> <p>Facebook – War of the Roses, Warwick Castle</p> <p>Explorer Pass imagery from BMM, Kenilworth Castle and Warwick Castle</p>
Advent to publish 1 x Warwick District Members led Press release per quarter	<p>Achieved</p> <p>Piece on the Warwick Town VidiGuide</p>

	<p>Andreas Antona talking about staff shortages in hospitality on Free Radio</p> <p>Arranged Coventry/Warwickshire press visit for journalist with The West Australian including Kenilworth Castle</p> <p>Halloween activity featuring The Wizard's of Once Halloween Quest at Kenilworth Castle and The Castle After Dark at Warwick</p>
Onboard minimum 3 new Warwick District businesses	<p>Achieved</p> <p>Holiday Inn, Kenilworth</p> <p>Avanti West Coast to feed from Coventry to Leamington and Kenilworth</p> <p>Esquires, Leamington</p>
Host 2 events within Warwick district (restrictions allowing)	<p>Chesford Grange booked for Tourism Forum 15 September, but they had to pull out at last minute and no other Warwick District Council venue able to host.</p>

1.9 In respect of overnight stays, data from the 2019 and 2020 Tourism Economic Impact Assessments confirm the following. Again, these results are not surprising in light of the pandemic.

Total number of overnight trips:

- 2019 - 408,000
- 2020 - 143,000
- Reduction of 65%

Total number of actual nights stayed:

- 2019 - 1,300,000
- 2020 - 372,000
- Reduction of 71%

1.10 As can be seen, good progress is being made in extremely challenging circumstances throughout the ongoing legacy of the pandemic in respect of achieving the grant conditions with good progress made throughout 2021. Please note that data for the period post October is not yet available.

1.11 In respect of COVID, with the lifting of all restrictions, the focus for Shakespeare's England is still very much on the domestic market but with an eye to the future. The general feeling within the industry is that some international visitors will return in 2022, especially from European Markets, but it may well be 2023 before markets like China start to show any sign of recovery.

1.12 Shakespeare's England is also continuing to work closely with West Midlands Growth Company as they deliver the Business & Tourism Programme surrounding the Commonwealth Games and specifically supporting their initiatives in the Indian, Canadian and Australian markets. Shakespeare's England has also been exploring 'Green' tourism accreditation.

1.13 **Moving Forwards**

1.13.1 Both Warwick District Council and Stratford-on-Avon District Council have agreed to increase the funding to Shakespeare's England to £100,000 per annum for the next two years, subject to a further report to the Council's respective Cabinets. The justification for the increase in funding is to support the hospitality and tourism sector following the COVID pandemic with a specific focus on targeting smaller businesses and broadening the reach of tourism benefits to the whole of South Warwickshire.

1.13.2 A report on the future funding arrangements of Shakespeare's England will be considered by The Cabinet at its meeting in May 2022. It is proposed to set out a new series of grant conditions to ensure effective delivery of DMO functions from Shakespeare's England. It is suggested that the existing grant condition in respect of increasing membership from businesses from across Warwick District is retained. Indeed, it is proposed that the new grant conditions are applicable to both Warwick and Stratford-on-Avon Districts in order to establish a single and consistent set of requirements.

1.13.3 The two year funding package is proposed as an interim solution in both the local and national context. It is expected that in 2024 Warwick District Council will have merged with Stratford-on-Avon District Council forming a new single South Warwickshire District. This will require a new relationship with Shakespeare's England. At the national level, the De Bois review of DMOs was published in 2021 that recommended fundamental changes to both the structure and funding of DMOs across England. The Government is still to publish its response. However, it is expected that the future DMO landscape will be known by 2024.

1.13.4 It should be noted that Shakespeare's England has also been invited to present a more detailed progress update to the May meeting of the Overview and Scrutiny Committee.

2 Options available to the Overview and Scrutiny Committee

2.1 The report is for noting.

3 Consultation and Members' comments

3.1 The Portfolio Holder is supportive of the contents of the report and the work that Shakespeare's England undertake to market South Warwickshire as a visitor destination.

4 Implications of the proposal

4.1 Legal/Human Rights Implications

4.1.1 N/A

4.2 Financial

4.2.1 N/A

4.3 Council Plan

4.3.1 N/A

4.4 **Environmental/Climate Change Implications**

4.4.1 N/A

4.5 **Analysis of the effects on Equality**

4.5.1 N/A

4.6 **Data Protection**

4.6.1 N/A

4.7 **Health and Wellbeing**

4.7.1 N/A

5 Risk Assessment

5.1 N/A

6 Conclusion/Reasons for the Recommendation

6.1 This report provides a summary of Shakespeare's England activity during 2021 in respect of Warwick District Council's grant conditions. Both the tourism and hospitality industry and Shakespeare's England have been significantly and negatively impacted by the COVID pandemic. The subsequent report to The Cabinet regarding the future funding arrangements of Shakespeare's England will set out how Warwick District Council will support this critically important industry and the DMO moving forwards out of the pandemic. As such, this report is for noting.

Background papers:

N/A

Supporting documents:

N/A

Report Information Sheet

Please complete and submit to Democratic Services with draft report

Committee/Date	6 April 2022	
Title of report	Shakespeare's England Summary 2021	
Consultations undertaken		
Consultee *required	Date	Details of consultation /comments received
Ward Member(s)		
Portfolio Holder WDC & SDC *	31 st March 22	Supportive
Financial Services *		N/A
Legal Services *		N/A
Other Services		
Chief Executive(s)		
Head of Service(s)		
Section 151 Officer		
Monitoring Officer		
CMT (WDC)		
Leadership Co-ordination Group (WDC)		
Other organisations		
Final decision by this Committee or rec to another Ctte/Council?		Final Decision
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

Title: End of Term Report

Lead Officer: Lesley Dury, Principal Committee Services Officer

Portfolio Holder: Not applicable

Wards of the District directly affected: Not applicable

Summary

This report is the annual end of term report to the Council on the work the Overview & Scrutiny Committee has undertaken during the municipal year 2021/22. The Committee met 9 times during the year, although its first meeting was just to appoint the Chair of the Committee. It also held an informal meeting to scrutinise the "Developing a Digital Strategy for South Warwickshire" report.

Recommendations

- (1)** That it be recommended to Council that the list of matters considered by the Overview & Scrutiny Committee during the municipal year 2021/22, as detailed in Appendix A to the report, be noted.
 - (2)** That prior to submission to Council, the report be updated to include the meetings of the Overview & Scrutiny Committee and any responses from Cabinet that took place in April 2022.
-

1 Background/Information

- 1.1 The way the Overview & Scrutiny Committee operates is spelt out in Part 4 of the Council's Constitution, pages E31 to E36. Article 6 in the Constitution defines the Committee's remit.
- 1.2 Article 6 mandates that the Committee must report annually to Council on its workings and make recommendations for future work programmes and amended working methods if appropriate.
- 1.3 The Committee has its own Work Programme, the content of which is set by the Members of the Committee and "in so doing they shall take into account wishes of Members on that Committee who are not Members of the largest group on the Council".¹
- 1.4 The Committee also call in for scrutiny reports that are to be considered by Cabinet and the criteria for call in is laid out in the Overview & Scrutiny Procedure Rules in the Constitution.

2 Alternative Options available to Overview & Scrutiny Committee

- 2.1 There are no alternative options because this report complies with the requirements of Article 6 of the Council's Constitution.

¹ Constitution, Part 4, Overview & Scrutiny Procedure Rules

3 Consultation and Member's comments

- 3.1 Not applicable because the report content is taken from minutes of meetings that have already occurred. The Chair of the Committee, Councillor Milton has written the Chair's Introduction.

4 Implications of the proposal

4.1 Legal/Human Rights Implications

- 4.1.1 There are no legal or human rights implications in this report.

4.2 Financial

- 4.2.1 There are no financial or budgetary considerations in this report.

4.3 Council Plan

- 4.3.1 This report is for governance purposes and allows an overview of the previous 12 months' work.
- 4.3.2 The work carried out by the Committee helps the Council to improve in line with its priority to manage services openly, efficiently, and effectively.
- 4.3.3 The report is made annually as a matter of good practice and Council policy.

4.4 Environmental/Climate Change Implications

- 4.4.1 There are no environmental or climate change implications

4.5 Analysis of the effects on Equality

- 4.5.1 There are no effects on equality.

4.6 Data Protection

- 4.6.1 There are no Data Protection implications

4.7 Health and Wellbeing

- 4.7.1 There are no Health and Wellbeing implications.

5 Risk Assessment

- 5.1 There are no risks associated with this report which is purely provided as a matter of good practice and Council policy concerning Scrutiny Committees.

6 Conclusion/Reasons for the Recommendation

- 6.1 Under Article 6 of the Council's Constitution, Overview & Scrutiny Committees and Policy Committees are required to provide an end of term report to the Council on the work they have undertaken during the year.

- 6.2 The matters considered during the year are attached at Appendix A to the report. This will be updated to include matters considered at this meeting before it is submitted to Council.

- 6.3 A full account of the work undertaken by the Overview & Scrutiny Committee for the municipal year 2021/22 will be submitted to Council.

Background papers:

Only minutes of both Overview & Scrutiny Committee and of Cabinet have been referred to in the preparation of this report. These are published on the Council's website.

Report Information Sheet

Please complete and submit to Democratic Services with draft report

Committee/Date	Overview & Scrutiny Committee, 12 April 2022	
Title of report	End of Term Report	
Consultations undertaken		
Consultee *required	Date	Details of consultation /comments received
Ward Member(s)	N/A	
Portfolio Holder WDC & SDC *	N/A	
Financial Services *	N/A	
Legal Services *	N/A	
Other Services	N/A	
Chief Executive(s)	17.03.22	Andrew Jones
Head of Service(s)	18.03.22	Phil Grafton
Section 151 Officer	N/A	
Monitoring Officer	18.03.22	Phil Grafton
CMT (WDC)	17.03.22	Andrew Jones
Leadership Co-ordination Group (WDC)	N/A	
Other organisations		
Final decision by this Committee or rec to another Cite/Council?	No	The report will go to Council for noting
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?	Yes	