

South Warwickshire Together Programme Highlight Report April 2022

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|------------------------------|---|--------------------------------------|-----------------------------------|---|---|
| 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 | <ul style="list-style-type: none"> Consolidation of HR Policies and procedures Transition support for staff including consultations Harmonisation of staff terms and conditions Individual S113 agreements prior to IAA being agreed Learning and development programme Union engagement Recruitment and Retention Monitoring Information Evaluation and Learning | <ul style="list-style-type: none"> Collective agreement s113 with Unison agreed by both SDC and WDC branches Inter Authority Agreement (IAA) in development Job Evaluation / Pay Grading briefing from WME 15/02/2022 Service Integration Process/Templates/Holding pool/At Risk/FAQ's developed across both orgs Joint training developed and initiated – Motivating and Managing Teams in hybrid world. Work is developing on joint ways of working (WoW) Regular programme and operational meetings – Unison | <ul style="list-style-type: none"> Prioritisation of workstream objectives to be undertaken with regard for critical path Member steer needed for scope of Job evaluation scheme | |
| ICT / Digital Tranches 1 to 3 | David Elkington | <ul style="list-style-type: none"> ICT / Digital Strategy Integrated infrastructure / Active directory System integration plan Single domain / email address Single Intranet / Website / CRM | <ul style="list-style-type: none"> Digital Strategy approved at both SDC and WDC Cabinets December 2021 Telephony business case scheduled for JMT consideration 7 April | <ul style="list-style-type: none"> Prioritisation of workstream objectives to be undertaken with regard for critical path | |

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

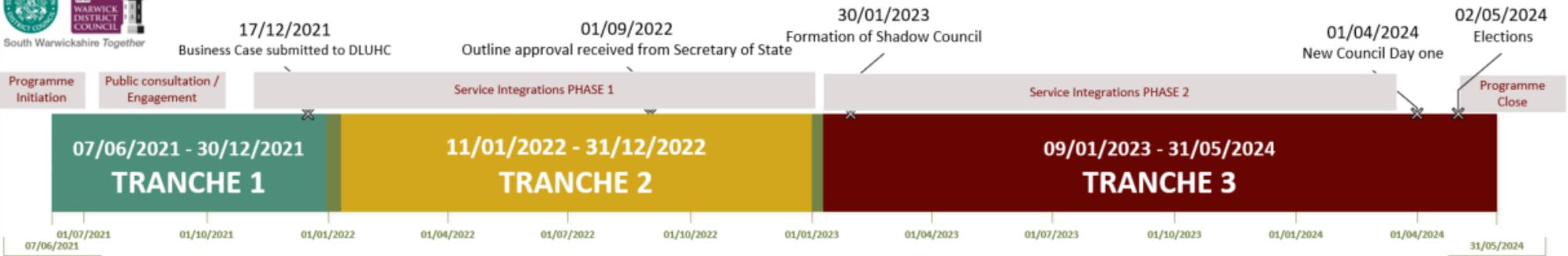
| Workstream | Lead | Objectives | Headline updates / activities | Issues requiring action | RAG rating |
|----------------------------------|---------------------------------|---|---|-------------------------|------------|
| One Team Tranches 2 to 3 | David Buckland Chris Elliott | Enabling a collaborative, 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

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

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.