Further correspondence following Scrutiny Chair's Briefing

Graham Leach - Democratic Services Manager & Deputy Monitoring Officer

We had the scrutiny Chairs briefing session this afternoon and from this there were a few points I was asked to pass on to you ahead of the scrutiny meetings.

The Chairs thought that previously it had been requested for the report to include a Gantt chart of the work on the merger. This way Councillors will be able scrutinise if the merger (certainly integration of services) is on track, is the possible moving forward? Also Is there a comprehensive plan, for example , of all the work to integrate and what order this is being undertaken in?

For those pieces of work in section 1.5 it would be useful to have details of the work in progress and when they are due to be completed. Equally they felt it is useful to know if these are these progressing in line with the original aspirations and if there were changes why these had occurred.

In respect of the risk register their was concern that there appears to be no movement within it. More specifically the integration of ICT system had not moved or any additional mitigation to provided to help it reduce going forward. Therefore they thought it is useful for members to be informed on what work is being undertaken to mitigate the risks within the risk register further.

Moreover there was a question as to if the resources are in place to deliver the merger (or at least integration of services) and continue to deliver the services at the same time. For example the time it takes to align service approach and policies between the two Council's.

Chris Elliot - Chief Executive WDC

Thanks for the feedback. I think in this case I have written the report in less than a month since it was last reported so it should be of little surprise that many things haven't changes. As indicated in the report we will have a gant chart going forward and a more systematic approach to reporting progress.

On the risk register again given the short time since the last report it should not be a surprise that little has altered and especially ICT which in truth will be a long term issue to resolve not a short term one.

I do think that there is an issue of being able to do everything that staff normally do day to day and the merger activities. We have set aside in our respective budgets resources to support some additional work but there will need to be some regard to priorities.

I've copied in Tim as the Programme Manager who may have more comments to add.

I hope that this feedback helps.

Tim Oruye - Programme Manager SDC:

I support everything that Chris as already captured in his earlier reply regarding the latest report and the risk register.

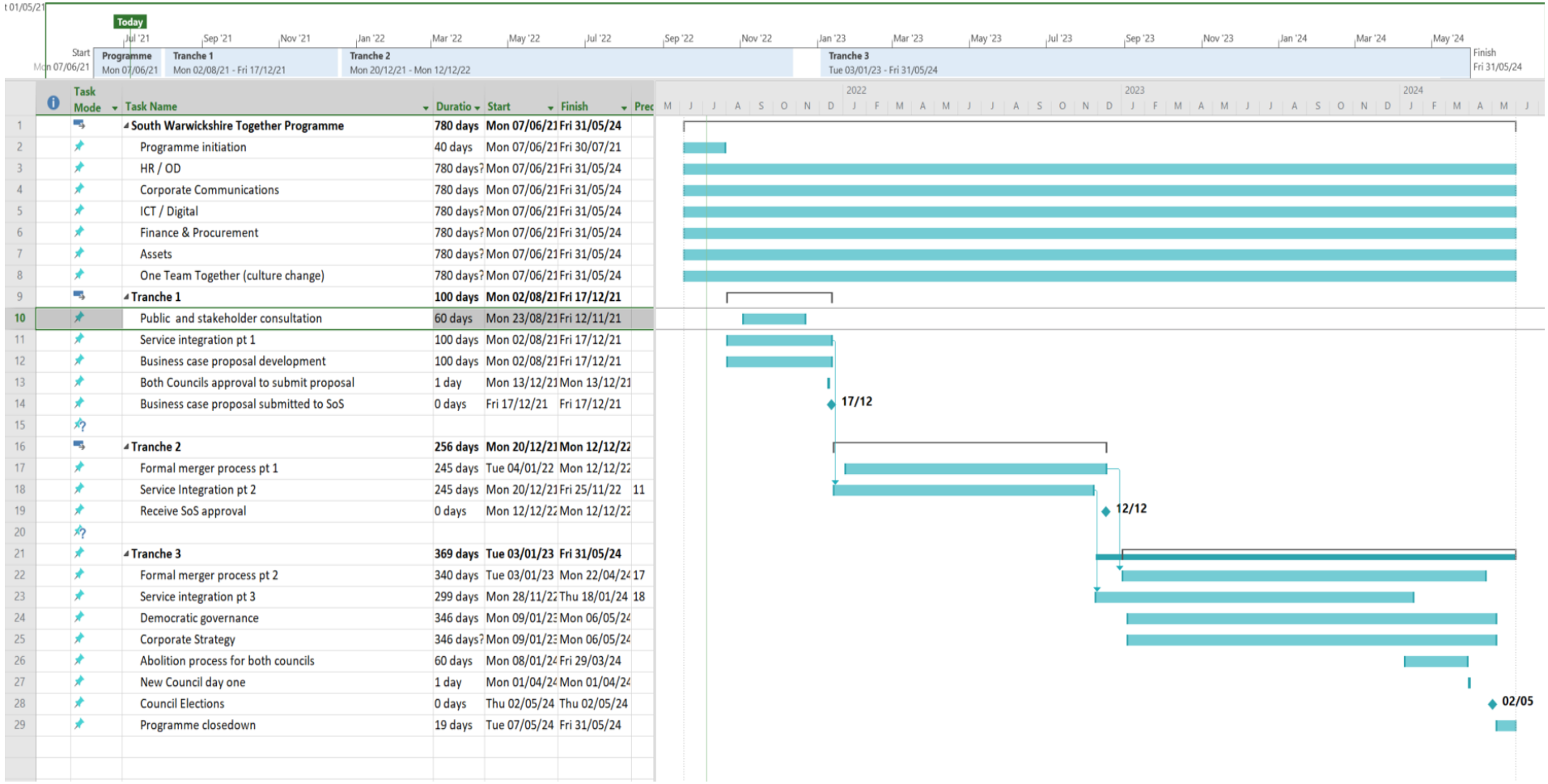
In addition, I would also seek to manage an expectation regarding having just one Gantt chart to capture every task / activity needed for the merger. This would be challenging to produce, very lengthy and difficult to maintain. There is an outline implementation plan and a Gannt chart of the workstreams that was developed during the inception of the programme last year (both attached). More detailed and comprehensive work plans will be within the 12 workstreams as they are designed, implemented and subject to dynamic changes if needed.

Coming soon...

To better inform the regular overview of programme progress, risk identification and mitigations, I am developing a highlight report template that will be seeking to capture key activities across all the workstreams within the programme, including the deliverables and dependencies deemed to be part of the critical path, the must haves for the creation of the new council on 1 April 2024, if the proposal is approved. Once developed, I propose that the programme highlight report, with a form of Gannt chart / timeline, is updated monthly, signed off by the Programme Board and then shared.

Hope that helps.

Programme Implementation Gantt Chart



	Task Mode	Task Name	Duration	Start	Finish	Predecessors
1		**South Warwickshire Together Programme**	**780 days**	**Mon 07/06/21**	**Fri 31/05/24**	
2		Programme initiation	40 days	Mon 07/06/21	Fri 30/07/21	
3		HR / OD	780 days?	Mon 07/06/21	Fri 31/05/24	
4		Corporate Communications	780 days	Mon 07/06/21	Fri 31/05/24	
5		ICT / Digital	780 days?	Mon 07/06/21	Fri 31/05/24	
6		Finance & Procurement	780 days?	Mon 07/06/21	Fri 31/05/24	
7		Assets	780 days?	Mon 07/06/21	Fri 31/05/24	
8		One Team Together (culture change)	780 days?	Mon 07/06/21	Fri 31/05/24	
9		**Tranche 1**	**100 days**	**Mon 02/08/21**	**Fri 17/12/21**	
10		Public and stakeholder consultation	60 days	Mon 23/08/21	Fri 12/11/21	
11		Service integration pt 1	100 days	Mon 02/08/21	Fri 17/12/21	
12		Business case proposal development	100 days	Mon 02/08/21	Fri 17/12/21	
13		Both Councils approval to submit proposal	1 day	Mon 13/12/21	Mon 13/12/21	
14		Business case proposal submitted to SoS	0 days	Fri 17/12/21	Fri 17/12/21	
15						
16		**Tranche 2**	**256 days**	**Mon 20/12/21**	**Mon 12/12/22**	
17		Formal merger process pt 1	245 days	Tue 04/01/22	Mon 12/12/22	
18		Service Integration pt 2	245 days	Mon 20/12/21	Fri 25/11/22	11
19		Receive SoS approval	0 days	Mon 12/12/22	Mon 12/12/22	
20						
21		**Tranche 3**	**369 days**	**Tue 03/01/23**	**Fri 31/05/24**	
22		Formal merger process pt 2	340 days	Tue 03/01/23	Mon 22/04/24	17
23		Service integration pt 3	299 days	Mon 28/11/22	Thu 18/01/24	18
24		Democratic governance	346 days	Mon 09/01/23	Mon 06/05/24	
25		Corporate Strategy	346 days?	Mon 09/01/23	Mon 06/05/24	
26		Abolition process for both councils	60 days	Mon 08/01/24	Fri 29/03/24	
27		New Council day one	1 day	Mon 01/04/24	Mon 01/04/24	
28		Council Elections	0 days	Thu 02/05/24	Thu 02/05/24	
29		Programme closedown	19 days	Tue 07/05/24	Fri 31/05/24	

Programme Implementation Plan (Outline)

Tranche 1

Business Case Submission June 2021 to December 2021

Programme initiated (documentation and governance) JUL 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

Business case proposal submitted to MHCLG DEC 2021

Service Integration & Optimisation Part 1 AUG to DEC 2021

Organisational development Part 1 AUG to DEC 2021

Discovery phase of ICT / Digital AUG to DEC 2021

Discovery phase of Assets AUG to DEC 2021

Discovery phase of Finance and Procurement AUG to DEC 2021

Discovery phase of One Team Together SEPT to DEC 2021

Tranche 2

Pre Secretary of State Approval January 2022 to December 2022

Formal Merger Part 1

Service Integration & Optimisation Pt 1 Part 2

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

Organisational development Part 2

ICT / Digital Part 2

Assets Part 2

Finance and Procurement Part 2

One Team Together Part 2

Tranche 3

Transition to vesting day Jan 2023 to May 2024

Formal Merger Part 2

Service Integration & Optimisation Pt 1 Part 3

Organisational development Part 3

Democratic Governance

Corporate Strategy

ICT / Digital Part 3

Assets Part 3

Finance and Procurement Part 3

One Team Together Part 3

New Council formed 1 APR 2024

Council Elections MAY 2024

Abolition of both predecessor Councils