

Guildford Borough Council and Waverley Borough Council

Transformation and Collaboration Programme Structure

This document is a key component of the Strategic Outline Programme (SOP) Business Case. It sets out the structure and approach to designing and delivering the Transformation and Collaboration Programme.

In 2021 Guildford and Waverley Borough Councils commenced discussions about partnership working. Both councils agreed to create a Joint Management Team (JMT) which would be asked to bring forward proposals for further collaboration.

The JMT, which came into existence in October 2022, includes a Joint Chief Executive, Joint Strategic Directors, and Joint Executive Heads of Service.

The Guildford and Waverley Transformation and Collaboration Programme aims to meet a number of objectives:

Principal objective

1. Bridge budget gaps by making savings

Other objectives

2. Deliver sustainable and resilient public services
3. Deliver carbon neutral operations by 2030 in both organisations.
4. Realise the aims of the collaboration vision, including the delivery of any agreed business cases for further change.
5. Deliver on existing transformation commitments unless these undermine the above or there is a case for suspending or rescinding these; and
6. Respond to local and national economic challenges in terms of services, contracts, and staffing

In Autumn 2022, consultation took place with the JMT and relevant Portfolio Holders of both councils and one-page collaboration proposals were written and evaluated as a first step in the process of building a Transformation and Collaboration Programme. Subsequently, the Executive Heads of Service were asked to identify how both councils can deliver services differently, digitally and together to meet the aims of this collaborative work (listed above). Their proposals, and the budget initially allocated for Transformation and Collaboration work, have informed the approach and proposed Programme structure below.

Nov 2022 - Nov 2026	Programme Management
Nov 2022 – March 2026	Workstream 1 –Terms and Conditions Options Analysis
Oct 2023 – Nov 2026	Workstream 2 – Cost Saving and Revenue Raising Projects (cashable)

Rationale for this Approach

A programme management approach will be taken to deliver the leadership, direction, and governance for the change. Both Councils will need to invest in Business Transformation and programme/project management resource to deliver the change required. Workstream 1 (Terms and Conditions Options Analysis) will deliver a long-term solution for the shared staffing aim of the Collaboration vision. Front loading the cashable savings projects, in Workstream 2, gives the Programme the best chance of an affordable Medium Term Financial Plan (MTFP) for both boroughs.

Assumptions – This Transformation and Collaboration Programme will...

- Deliver the six objectives set out on the first page of this document
- Run over the next 3-4 financial years.
- Be delivered within an affordable MTFP for both Councils
- Develop robust mandates and business cases at programme and project level demonstrating benefits before permanent structural changes are implemented.
- Comply with Project Portfolio Management (PPM) Governance Framework principles
- Be project-managed by a team comprising colleagues from both authorities
- Report into a new Guildford and Waverley Transformation and Collaboration Board
- Be overseen by the Enterprise Portfolio Board which comprises the Joint Chief Executive and Joint Strategic Directors
- Be guided by the decisions and recommendations of formal committees at both Councils (Executive and Full Council as per constitutional rules) as well as any existing or future joint committees.
- Take a flexible approach and be open to change as issues arise.
- Learn lessons from previous transformation and change programmes in terms of approach; benefits; issues; costs and savings, including those at Guildford Borough Council and Waverley Borough Council, but also other authorities that have done/are doing collaborative work

Neither Council is able, at the outset, to provide the level of funding needed to deliver all aspects of the vision at pace. As a result, programme delivery will be phased and consideration will need to be given as part of the budget-setting process in early 2024 as to whether both Councils are able to invest in the full Programme or whether to continue with a phased and reduced approach.

More detail on the proposed structure of the Programme is provided below.

Programme Management (define, design and deliver) - Nov 22 to end of Programme

Initiation – delivery of control documents such as business case and Programme brief

- Governance – set up of boards, approval/decision points & reporting (this will include both programme and project management mechanisms and any formal committees, sub-committees, or joint committees of both Councils)
- Definition– delivery of products such as Vision, Blueprint, Plan
- Design – initiation of projects to deliver outputs
- Communications and Stakeholder Engagement plan

- Assurance – a plan for independent assurance

Workstream 1 – Terms and Conditions Options Analysis - Nov 2022 – March 2026

Shared staffing - harmonisation of terms and conditions

Project-managed by HR Manager (Waverley Borough Council) and HR Lead Specialist (Guildford Borough Council) to identify and articulate the options for long-term shared staffing through harmonised terms and conditions, governed through the Programme Board. Allocated funds will be used to pay for expert support on this complex area of work.

Workstream 2 – Priority Collaboration Projects delivering savings or generating income to deliver Waverley Borough Council and Guildford Borough Council MTFPs (business cases still need to quantify the savings anticipated) - Oct 2023 – Nov 2026

Through the consultation done so far with JMT to identify opportunities to deliver services differently, digitally and together to meet the aims of the collaborative work, over 50 ideas have been put forward for collaborative working. Work is ongoing with Finance teams to produce more detailed breakdowns of savings of these potential projects but a rough order of magnitude for savings is £700,000. However, a significant proportion of these projects relate to shared internal teams/staffing and this is reliant on decisions relating to Workstream 1.

Related projects

Colocation

Both Executives have confirmed their desire to explore the possibility of co-locating staff within a shared HQ. This major project can be delivered mostly independently from other collaboration work but consideration must be given to IT and terms and conditions (i.e. changing staff place of work). The initial budget available for the Transformation and Collaboration Programme is not sufficient to project manage this major project but the two will interface through the Transformation and Collaboration Board and Team.

Guildford Borough Council Financial Recovery Project

A project set up to deliver a balanced MTFP for Guildford Borough Council. This will provide the Guildford Borough Council baselines for the wider Programme in terms of headcount, budgets and service levels and secure a MTFP for Guildford Borough Council that can afford the Transformation and Collaboration Programme. This work is therefore a major dependency.

Programme Governance

Senior Responsible Officer – Strategic Director for Transformation and Governance, Ian Doyle

Programme Lead – Executive Head of Organisational Development, Robin Taylor (Richard Bates owning Finance Case and links to MTFP)

Programme Manager – Waverley Borough Council Business Transformation Manager, Yasmine Makin