Transformation and Collaboration Programme

Waverley Borough Council O&S 15 January 2024

Guildford Borough Council O&S 16 January 2024

Transformation and Collaboration Programme Report (agreed by Executive 23 November 2023)

- Vision (appendix 1)
- Achievements so far (appendix 2)
- Programme structure (appendix 3) including workstreams
- Programme resource (appendix 4)
- Programme initiation document (appendix 5)

In scope

- All services and operations delivered by both Councils. Options for each service or proposal will be considered through the business case process.

- Workstream 1 – Terms and Conditions options analysis to achieve vision of shared staff structure.

- Workstream 2 – cashable priority projects to support

- bridging of budget gaps

Out of scope

- Colocation (related project without resource assigned through the Programme, interfaces with the Programme through the Transformation and Collaboration Board – Place Directorate).

- Quick win collaboration projects without savings/income generation potential

The scope of this Programme reflects the limited resource available. Collaboration is an organisation-wide goal and JMT is responsible for pursuing collaborative work outside of this Programme's scope.

Workstream One – shared staff structure/terms and conditions

- Project to consider the options for a shared staffing structure across the two organisations

- Options analysis underway and a range of options to achieve the objective of a shared staff structure will be set out with:
  - Options
  - Benefits
  - Risks

Workstream 2 – cashable savings projects

- Shorter-term, collaborative projects based in the services with the objective of savings

- Working through shortlist of potential projects created from longlist produced by Executive Heads and Business Transformation Team (WBC)

- Project initiation phases underway to deliver part of the saving set out in the MTFP (£700,000 across both authorities 2024/25 and 2025/26)

Opportunities

Non-Financial Benefits

- Stronger voice when representing the boroughs at county and national level

- Collective opportunities for sustainability work to achieve carbon neutrality target

- Improved position regarding negotiation for procurements

- Resilience across services

- Sharing of good practice

- Clarity on business planning and budget baselines

- Improved processes including internal governance

Limitations

Whilst the organisations remain separate entities they are restricted in:

- Data that can be shared

- How budget can be used across the two organisations.

- How officer resource can be used across the two organisations.

- Compliance with internal policies e.g. Agile Working

GUILDFORD BOROUGH

Waverley BOROUGH COUNCIL

Challenges

- Current IT incompatibility – very complex

- Microsoft 365 tenancies potential duplication (cost and resource)

- Current terms and conditions incompatibility –very complex

- Limited resourcing available for ambitious vision and objectives

Risks and issues

The Joint Governance Committee has been delegated functions in respect of governance arrangements for inter-authority working. This includes review of the inter-authority agreement and collaboration risk register. This Committee comprises members from both councils and meets at least six-monthly.

Risks and issues

Main risks highlighted in the Transformation and Collaboration Programme are:

Strategic Case Risk – There is a risk that if we don't prioritise, we will deliver very little, very slowly. Re-directing resources to priorities will be essential to managing this risk (High Risk)

Financial Risk – There is a risk that costs (ROM £2-3m+) associated to achieve the vision will be too high, particularly in relation to IT.

Management Case Risk – Project & Programme Management, Business Analysis and Operating Model Design skills and resources are scarce across the Councils. Council staff learning these skills is essential to limiting costs (High Risk)

Mitigations for these risks (covered in the Collaboration Risk Register) are monitored by the Joint Governance Committee.