To: The Shadow Council Leader and Members of Shadow Executive

Agenda

Dear Member

SHADOW EXECUTIVE

A meeting of the Shadow Executive will be held as follows:

Date: **Wednesday, 20 July 2022**
Time **5.00 pm**,
Place: **Conference Room A, Cumbria House, Botchergate, Carlisle CA1 1RD**

Catherine A Parkinson
Interim Monitoring Officer
Shadow Authority for Cumberland Council

Enquiries and requests for supporting papers to: Jackie Currie
Email: **Jackie.currie@cumbria.gov.uk**
Tel **07919 056193**

MEMBERSHIP

Cllr L Brown (Vice-Chair)
Cllr B Cannon
Cllr M Fryer (Chair)
Cllr M Harris
Cllr B Kelly
Cllr E Lynch
Cllr A Quilter
Cllr D Rollo
Cllr C Southward
Cllr E Williamson (Vice-Chair)

ACCESS TO INFORMATION

Agenda and Reports

Copies of the agenda and Part A reports are available for members of the public to inspect prior to the meeting. Copies will also be available at the meeting.

The agenda and Part A reports are also available on the Cumberland Council website
https://cumberland.moderngov.co.uk/mgCommitteeDetails.aspx?ID=140

A G E N D A

PART A – ITEMS CONSIDERED IN THE PRESENCE OF THE PRESS AND PUBLIC

1. Apologies for absence

To receive apologies for absence.

2. Declarations of Interest

To receive declarations by Members and/or co-optees of disclosable pecuniary interest, interests, other registrable interest and any other interests in respect of items on the agenda.

3. Exclusion of Press and Public

To consider whether the press and public should be excluded from the meeting during consideration of any items of business on the agenda.

4. Minutes of the Previous Meeting

To receive the minutes of the previous meeting held on 15 June 2022 (copy enclosed)

(Pages 5 - 8)

5. Public Participation

To receive any questions or representations which have been received from members of the public and to receive any petitions.

(note any member of the public who wishes to ask a question or make representations or present a petition at the meeting should apply to do so no later than two working days before the day of the meeting. Information on how to apply can be obtained from the person named on the front of the agenda).

6. Cumberland Council Logo/Visual Identity Approval

To consider a report from the Chair of the LGR Communications Advisory Group (copy enclosed)

(Pages 9 - 40)

7. Cumberland Council Plan

To consider a report from the Interim Head of Paid service (copy enclosed)

(Pages 41 - 46)

8. Service Baseline Blueprints

To consider a report from the Programme Director (copy enclosed)

(Pages 47 - 168)

9. UK Shared Prosperity Investment Plan

To consider a report from Jane Meek, Corporate Director of Economic Development, Carlisle City Council (copy enclosed)

(Pages 169 - 172)

10. Strategic Financial Planning

To consider a report from the Interim Section151 Officer (copy enclosed)

(Pages 173 - 198)

11. LGR Programme Status Update Report

To consider a report from the LGR Programme Director (copy enclosed)

(Pages 199 - 220)

12. Date and Time of Next Meeting

The next meeting will be held at 10.30am on 17 August 2022.

PART B – ITEMS NOT CONSIDERED IN THE PRESENCE OF THE PRESS AND PUBLIC

None for this meeting

Decisions of the Shadow Executive held in Flensburg Room, Civic Centre, Carlisle, CA3 8QG on Wednesday, 15 June 2022 at 10.30 am

Members

Councillor Mark Anthony Fryer (Chair)	Councillor Lisa Margaret Brown (Vice-Chair)
Councillor Barbara Ann Cannon	Councillor Martin Harris
Councillor Bob Kelly	Councillor Mr Christopher John Southward

Apologies for absence were received from Councillor Emma Williamson Councillor Elaine Lynch and Councillor Ms Anne Quilter

Present

C Nicholson, Parkinson and Seekings

1. Call In

Date of Publication: 17 June 2022

Call in Period Ends: 24 June 2022 @1700 hours

2. Declarations of Interest

There were no declarations of interest submitted.

3. Exclusion of Press and Public

RESOLVED – It was agreed that the items in Part A be dealt with in public and the items in private be dealt with in Part B.

4. Public Participation

There were no public questions, petitions or statements submitted.

5. Implementation Plan

(Non Key Decision)

Subject:

The LGR Programme Director submitted an update on the Implementation Plan that had been reported to the Shadow Authority on 17 May 2022. The Implementation Plan had continued to be developed to ensure an effective transition to the new unitary Cumberland Council. The report reflected the requirements in The Cumbria (Structural Changes) Order 2022.

The Deputy Leader (Statutory) asked that future reports included all of the options that had been considered to ensure that the Shadow Executive made informed decisions.

The Leader moved the recommendations as set out in the report.

Alternative Options:

The contents of the report were in response to a Statutory Instrument, and whilst there was a choice about how to define the Implementation Plan, and the approach to governance and budgets, the approach described was considered the most fitting to local circumstances.

DECISION

That the Shadow Executive:

1) Adopted the Implementation Plan as attached to the report as Appendix 1

2) Agreed the Terms of Reference for the LGR Members' Liaison Group as attached to the report as Appendix 2

3) Agreed to receive updates on the Implementation Plan as part of regular reporting on the status of the LGR Programme.

Reason for Decision:

To comply with The Cumbria (Structural Changes) Order 2022 to deliver a sustainable Unitary Council, and a sustainable Fire and Rescue Service, in an economic, efficient, effective, safe , legal and seamless fashion, delivering both benefits from Vesting Day and the foundation for further transformation in the future.

6. Implementation Team

(Non Key Decision)

Subject:

The LGR Programme Director provided an update on the Implementation Team which had been put in place to support the Local Government Re-organisation process and sought confirmation that the Shadow Authority wished to continue to receive support from the Team. The LGR Programme Director reassured the Shadow Executive that the work undertaken with regard to disaggregation by the Team was independent with the necessary, relevant Officer challenges at the appropriate time.

The Leader moved the recommendations as set out in the report.

Alternative Options:

The contents of the report were in response to a Statutory Instrument, and whilst there was a choice about how to define the Implementation Team arrangements, and whether or not to be supported by the arrangements in place, the approach described was considered the most effective, efficient, and fitting to local circumstances.

DECISION

That the Shadow Executive confirmed the requirement to be supported by the Implementation Team arrangements that were in place to support the LGR Programme.

Reason for Decision:

The Cumbria (Structural Changes) Order 2022 required that the Joint Committee form a single Implementation Team. The Implementation Team may continue to assist the Shadow Authority if the Shadow Authority so wished.

7. Section 24 Direction and General Consent

(Key Decision)

Subject:

The S.151 Officer, Allerdale Borough Council representing the Interim S.151 Officer, presented a report regarding the secretary of States' Direction restricting certain transactions and made under the Local Government and Public Involvement in Health Act 2007. The Executive was asked to consider granting a series of General Consent to the District Councils and County Council to enable the business of existing sovereign councils to continue to proceed to run up to vesting Day.

The Leader moved the recommendations as set out in the report.

Alternative Options:

The Executive could have chosen not to grant a General Consent and seek to grant individual decisions for every decision that fall under the Direction. However due to the wording of the legislation and the Direction, this would have meant that a large and unmanageable number of decisions would come to the Executive for approval and provide a bureaucratic burden for the seven Councils in running their services.

Alternatively the Executive could have chosen to provide greater or lesser consent as detailed in Appendix 2. However it was proposed that the attached Appendix provided the appropriate level of balance in ensuring oversight by the Executive responsible for the new unitary council whilst allowing freedom of the District Councils and the County Council to continue running their services.

DECISION

That the Shadow Executive approved the General Consents to the District Councils and County Council under the Direction made under Section 24 of the Local Government and Public Involvement in Health Act 2007 as attached to the report in Appendix 2.

Reason for Decision:

The Section 24 Direction was intended to ensure that the new authorities were financially sustainable and would also give the Shadow Executive of the new

authorities oversight of major initiatives that they would be responsible for in the future.

8. LGR Programme Status Updating

(Non Key Decision)

Subject:

The LGR Programme Director provided an update on the current Local Government Re-organisation Programme Status Update Reports which were in place to support the Local Government Re-organisation process. Details were also included about how the Status Update Reports would be developed as more information became available throughout delivery of the programme up to Vesting Day, 1 April 2023.

The Leader moved the recommendations as set out in the report.

Alternative Options:

The contents of the report detailed reporting mechanisms relating to progress of the LGR Programme, whilst there was a choice about how this might take place, the approach described was considered the most effective, efficient, and fitting to local circumstances.

DECISION

That the Shadow Executive:

1) Noted the report details and key points included in section 3 of the report

2) Noted that Status Update reports would be presented periodically to keep the Executive informed of programme delivery progress and that the format would be updated as more information became available.

Reason for Decision:

To keep the Shadow Executive informed of programme delivery progress.

9. Date and time of next meeting

The next meeting of the Shadow Executive would take place on 20 July 2022 at 5.00pm in Cumbria House, Carlisle.

The meeting closed at 10.56 am

Cumberland Shadow Executive

Date: 20 July

Title: Cumberland Council Logo/visual identity approval

Report from:	Sara Turnbull, Chair of the LGR Communications Advisory Group (presented on behalf of the LGR communications advisory group)
Report Author:	**Sara Turnbull**
Wards:	**All**
Key Decision:	**Yes**

1.0 Purpose/Summary of report

1.1. The purpose of this report is to present the final logo option for Cumberland Council - for approval by the Cumberland Shadow Executive.

2.0 Recommendation

2.1 It is recommended that the Shadow Executive:-

(1) Approve the final preferred logo (appendix 1) – subject to some further refinement

(2) Approve a period of employee and key stakeholder focus groups to help shape and refine the agreed logo – using their views to help shape the final corporate ID manual which will oversee the logo's final application

3.0 Background and Proposals

3.1 The purpose of this report is to present the final preferred logo to Shadow Executive for approval.

3.2 Earlier in the year the LGR communications advisory group developed a design specification (spec) to create a new logo/visual identity for the newly formed Cumberland Council. The advisory group is made of communication experts from all seven councils. The spec was then shared with all internal designers and a selection of experienced

external designers with brand development experience and established relationships. This dual approach was taken to ensure that the final logo was selected on the strength of its design to ensure that the new council has the very best logo and identity to take it forward for the future.

3.3 The spec was designed in such a way that it stepped out the brand design and activity in a series of phases

Phase one	invited basic initial designs – these were then reviewed by the communications advisory group to create a strong shortlist for consideration by the interim Heads of Paid Service.
Phase two	More work was then undertaken to the shortlisted logos – to ensure that they reflected some key ambitions and key phrases from the newly elected council.
Phase three	The refreshed logo's were then shared with the Interim Heads of Paid Service and leaders for initial feedback
Phase four	Final logos were presented to the Cumberland executive informally to take additional feedback
Phase five	Logos refined again - ready for final selection and referred to the Executive for consideration and approval at its July meeting
Phase six	period of focus group activity to finalise and refine the final logo
Phase seven	Develop new visual identity guidelines ready for brand roll out

The spec focused on developing a new logo as the new primary means of visual identification. With wider elements of the 'brand' being developed at a later date once key aspects, such as their organisational values via their council plan have been developed. For the purpose of stage one of the brief, it focused on 'visual identity' which concentrates on logo, fonts, colour palette etc. This makes up just one element of an organisation's brand.

3.4 It is important to note that 2pprox.. 50 logos were received initially – 2pprox.. 25 logos for each council – which were shortlisted down by the communications advisor group to a quality final shortlist.

3.5 The main points of the spec were to develop

- A clear strong identity - representing a new modern council
- A logo that clearly displays the name of the council
- A logo of such a high standard that it is comparative with the best (award winning) brands 'out there' - both in the public and private sector
- A logo that must work in colour and in black and white, and in a range of sizes, formats and applications
- A logo and identity that is fully accessible e.g. to those with visual impairments and can be applied successfully to a range of platforms such as the website, social media, printed material
- A logo that is modern clean and flexible in its design
- Incorporate elements that represent aspects of Cumbria's heritage and landscape – but in a modern way
- Work alongside a range of 'partner' logos

3.6 A strong brand builds recognition of the services the council delivers, as well as building awareness, trust and improving reputation. For a council a strong brand helps residents understand the range of services available and for staff it creates a strong sense of belonging to 'one' organisation. By clearly branding all services correctly, we will make it easier for our customers to understand what is available, how to access services, and where to go for information.

3.7 To achieve a strong brand, once the logo is agreed a full branding manual will be developed to ensure that the new branding is applied consistently, correctly and clearly across all council services, and also to services delivered by others on behalf of the council.

3.8 There will be extensive communications of the new brand internally and externally to ensure effective implementation of the brand.

4.0 Consultation

4.1 No formal consultation is required – however as part of the Cumberland Council's commitment to being a listening council it is suggested that the executive also approve a period of focus group activity with employees and key stakeholders groups during the summer (e.g employees, businesses etc).

5.0 Alternative Options

5.1 The Shadow Executive can reject the Logo being recommended and re tender the work to secure different options.

6.0 Implications

Financial, Resources and Procurement

6.1 Once the logo is approved – the work to develop the corporate ID and oversee the roll out of its application will be overseen by the councils existing internal communications experts from the existing all seven councils.

Logos have been presented in an anonymous way throughout this process to ensure that the best logo was selected and not influenced by any reference for internal or external designers.

Human Resources

6.2 The roll out of this logo/brand will be undertaken by existing communications experts for the seven authorities and rolled out as part of the LGR transition process.

Legal

6.3 The copyright of this logo will belong to Cumberland Council as this was a requirement of the specification/brief. We have completed due diligence to check all other UK logos for similarities. And none were found. We also used google reverse image search and there were no significant findings. Once approved we will complete the required registration for intellectual property rights via the intellectual property office.

Health and Sustainability Impact Assessment

6.4 No Health and Sustainability Impact Assessment has been undertaken - as not required.

Equality and Diversity

6.7 No Equality Impact Analysis has been undertaken - this will be completed once the logo is finalised.

Contact Officers

Sara Turnbull, Senior Communications Manager and Chair of the LGR communications advisory group. Tel 07825 340595 sara.turnbull@cumbria.gov.uk

Appendices Attached to this Report

Appendix No.	Name of Appendix
1	Recommended logo

Background Documents Available

NONE

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Appendix 1

Proposed visual identity for Cumberland Council

Cumberland Council

1. Logo

The Cumberland Council logo will be the primary means of visual identity.

The logo created features a Grass-of-Parnassus flower; the county flower of Cumberland. It contains two parallel waved lines, representing Cumbria's fells and mountains, coast and lakes. The colours of blue and green also link to this natural theme.

The elements of this logo reflect Cumbria's heritage while the overall design and use of typeface is contemporary, showing Cumberland as a modern, forward-thinking place to live, work and invest in.

The master logo would keep to the use of corporate colours: black with pantone 361 and pantone 293.
It must appear on a white or light coloured background.

Where it is not possible to use colour, the logo could appear in black.

Cumberland Council

Master logo

Pantone 293

Pantone 361

Master logo colours

Cumberland Council

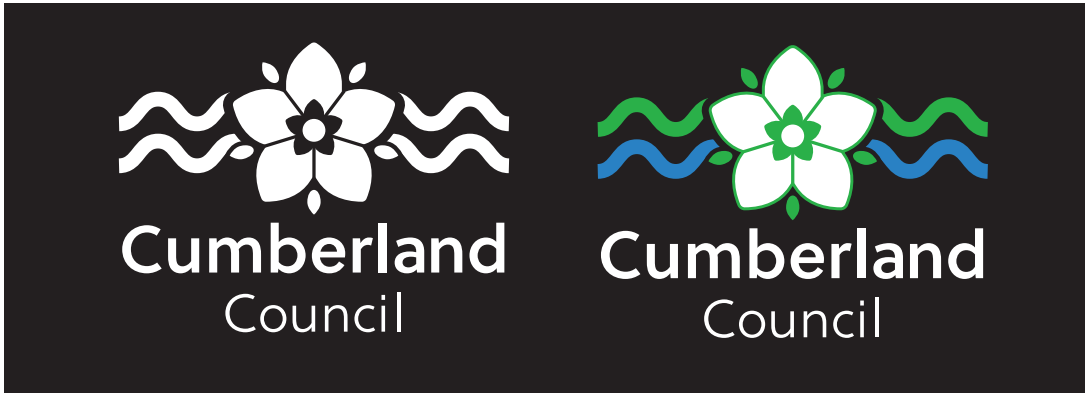
Logo in black

On a dark background, the logo can also be reversed out in white.

The use of pantone 361 can be used when it is appropriate and the logo remains legible. The blue 'wave' is to be replaced with pantone 2935 and taken 80% tint when using a dark background colour for legibility and to meet accessibility colour ratio guidelines.

A common background colour to use behind the reversed logo is pantone 309 at 95% tint.

Where the full colour or black version of the logo is not suitable, pantone 361 and pantone 293 can be used as a single coloured version.



White logo on black background

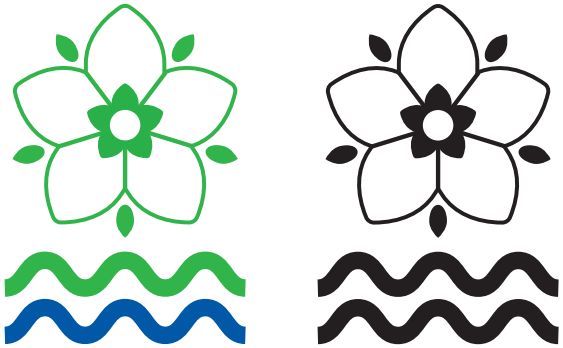
White logo on pantone 309 95% tint background

Single colour logo in pantone 361

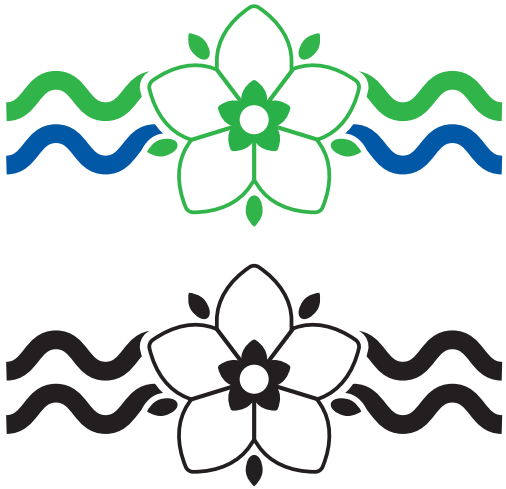
Single colour logo in pantone 293

The logo can appear without type when appropriate. There is a portrait and landscape version to use.

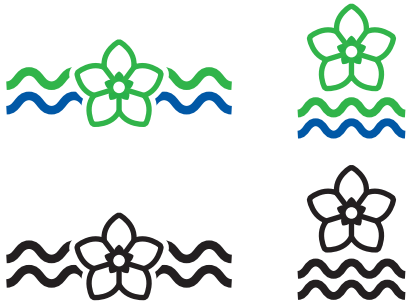
When a small icon must be used, a simplified version of the logo is available, which remains legible at a smaller size.



Logo without type - portrait
Shown in full colour and black



Logo without type - landscape
Shown in full colour and black



Simplified logo for a small icon
Landscape and portrait version
Shown in full colour and black

Logo support

The logo is easily adaptable to show support and solidarity.

The ‘wave’ part of the logo can be adapted to fit a theme and express support across Cumberland Council’s social media.

For example, with Pride, the ‘wave’ has been adapted to show the colours of the pride flag.

This adaptation doesn’t take away from the main component of the logo, nor does it stop the logo being easily recognisable.

Pride

Support Ukraine

Remembrance Day

2. Key applications Dos and don'ts

The wording within the logo must not be changed in any way. This includes colour, shading, spacing, proportion, position and typeface. Although the overall size of the logo will vary to suit the application, the size of the wording, relative to each other, must remain constant.

The typeface Soleil, used in the logo, is an integral part of it and must not be substituted with any other typeface or alternative wording.

Please ensure that the logo's legibility is in no way compromised and that any colour has a clear contrast against the background.

Conflicting background colour

Altered wording

Altered proportion

Altered typeface

3. Brand hierarchy

The logo has been designed to be compatible alongside other logos, including partner logos. An example is shown here.

Master logo alongside partner logos

4. Typography

Main Typeface

The typeface that would be used is Soleil. This sans-serif font gives a modern and fresh feel to the design, while also being very legible - great for accessibility.

Soleil is a flexible font with a wide range of weights. It is also free to download at Adobe Fonts.

Soleil bold is to be used as a header font. For clear, legible supporting body text, Soleil Regular should be used. If body text is to be reversed out on a coloured background, Soleil Semi Bold should be used.

Soleil Italic and Soleil Bold Italic should only be used for highlighting text such as quotes.

Ideally 12pt with 16pt leading should be used as it is the preferred size to meet accessibility guidelines.

Supporting Typeface

When Soleil isn't available, the secondary typeface Arial may be used.

Main Typeface:

Soleil Regular

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890£$%&*()

Soleil Bold

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890£$%&*()

Soleil Light

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890£$%&*()

Soleil Bold

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890£$%&*()

Soleil Regular

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890£$%&()*

Soleil Semi Bold
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890£$%&*()

Supporting Typeface:

Arial Regular

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890£$%&*()

Arial Bold

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890£$%&*()

Typography hierarchy

To keep a consistent and professional appearance throughout Cumberland Council branding publications, a type style and hierarchy would be used, as seen here.

Text should be aligned left.

Title

38pt/48pt/58pt Soleil Bold

Heading

18pt/21pt Soleil Bold

A Subheading

16pt Soleil Bold

B Subheading

14pt Soleil Semi Bold

Body text
12pt Soleil Regular
16pt Leading

- Bullet point text should have a hanging indent, as shown here.
  The following text should be 12pt with a 5mm indent in Soleil Regular.

1 Numbered text should have a hanging indent.
The number should be in Soleil Bold.
The following text should be 12pt with a 5mm indent in Soleil Regular.

1 Footnotes
Footnote text should be 10pt in Soleil Light.

Title for charts, graphs, figures or tables
8/10pt Soleil Regular.

Photography credit
8/10pt Soleil Regular.

5. Colour Palette

The primary colours of this brand are pantone 361, pantone 293 and 309 at 95% tint.

The pantone colour library used is Colour Bridge Coated.

Secondary colours are available. These can be used to add accents of colour to a layout. The primary colours should always be dominant to the secondary colours. Tints of these colours are also available.

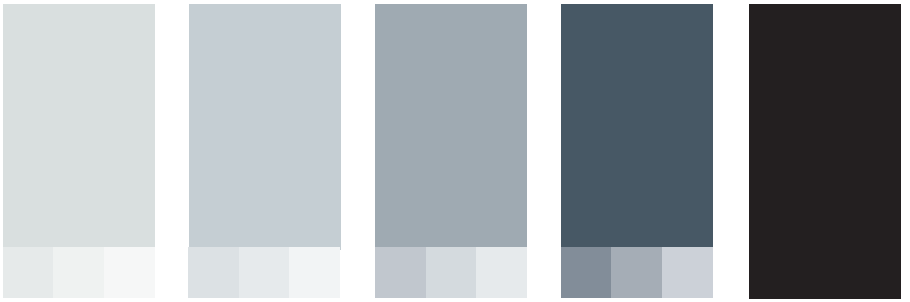
The colours have been chosen to tie back into Cumberland's strong link to nature. The blues represent Cumbria's coasts, lakes and rivers, greens its fells and mountains, yellow its fields and orange and purple its flowers and sunsets.

Monochrome colours are also available, where a muted colour palette is needed. For example, where no political colours must be used. They can also be used to compliment a brighter colour, though care must be taken to ensure there is enough tonal contrast between the colours.

This colour palette expresses Cumberland as a vibrant, contemporary and exciting place, with strong links to nature.

Primary colours

Secondary colours



Monochrome colours

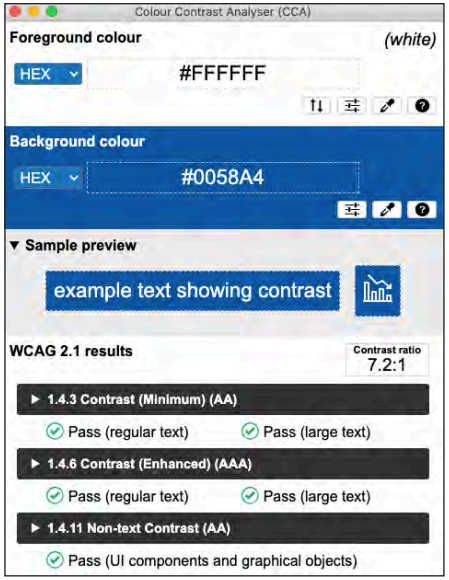
Colour Palette and accessibility

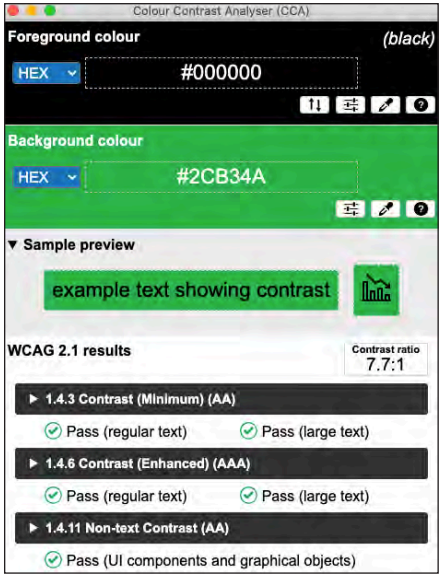
Colour contrast

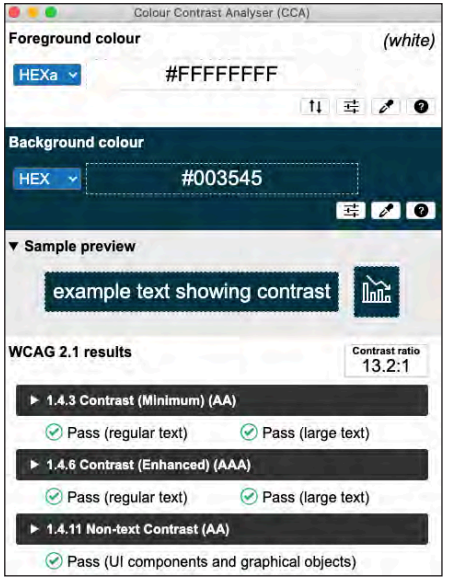
All colours selected have been chosen for accessibility purposes.

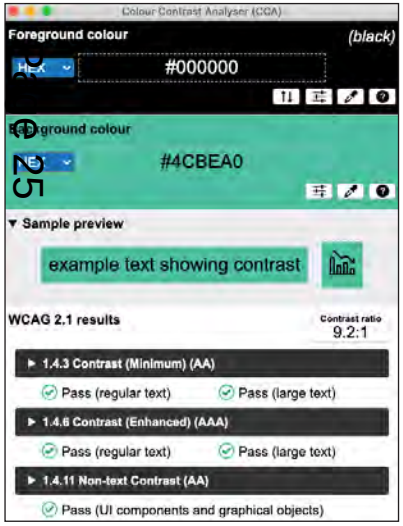
All colours work to the colour contrast ratio when black or white text is added to them, as seen here.

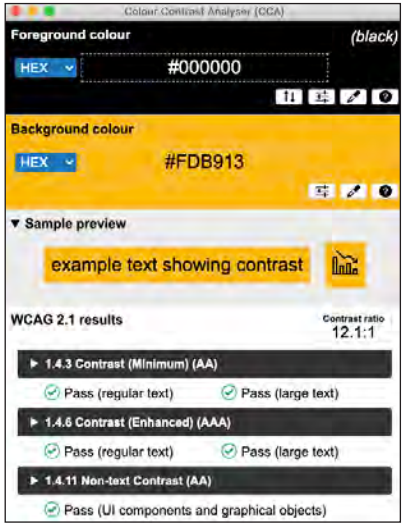
This will allow use of the colours in whatever medium they are needed in without concern.







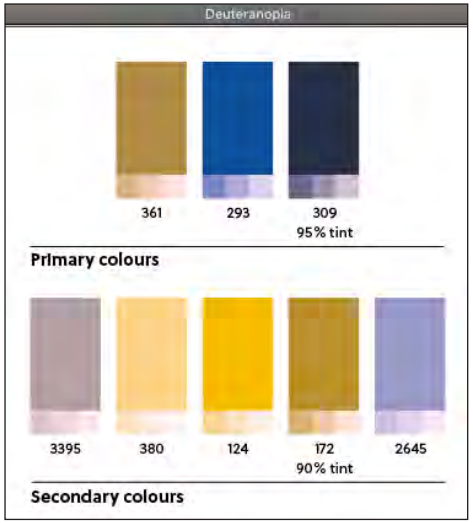


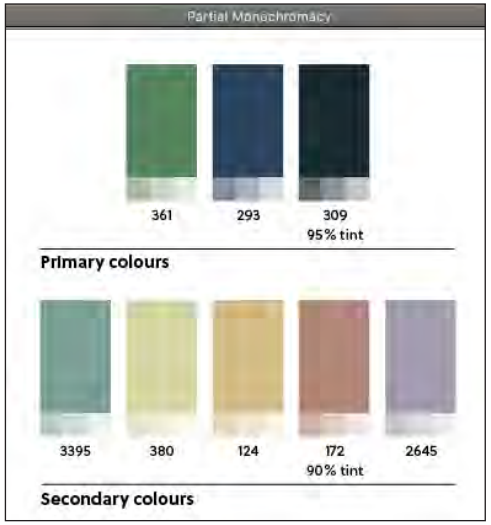


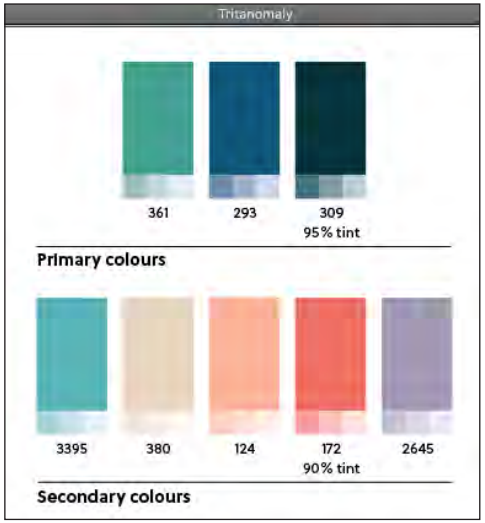
Colour Palette and accessibility

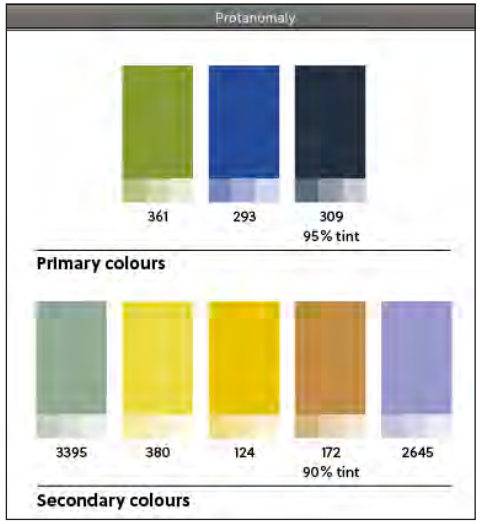
Colour blindness

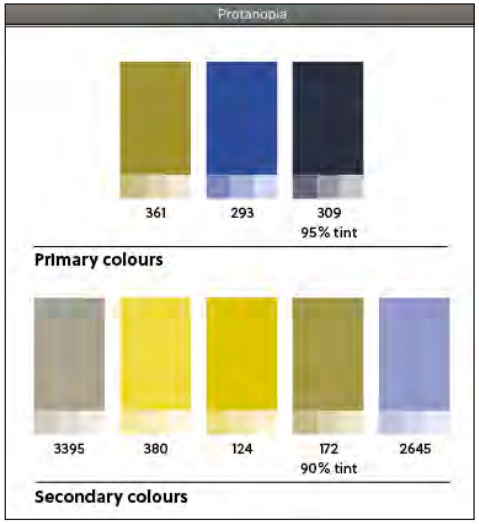
Similarly, the colours will also work for those who experience vision impairment or colour blindness, as the tonal contrast between the colours is different enough to still be distinguishable. Examples can be seen here.

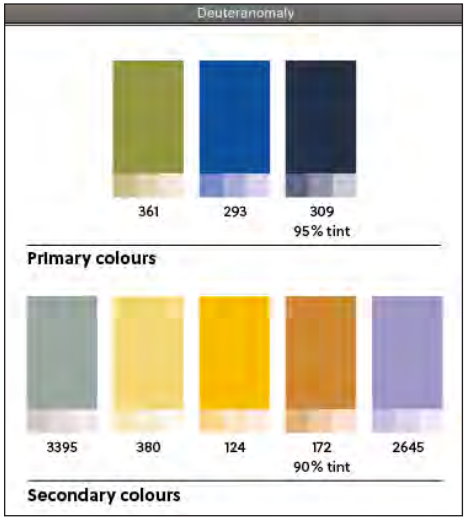


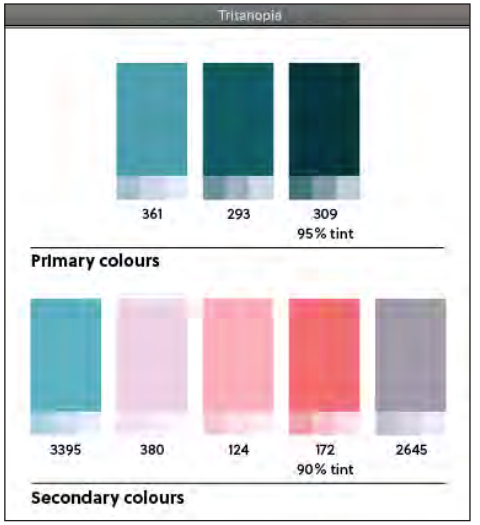












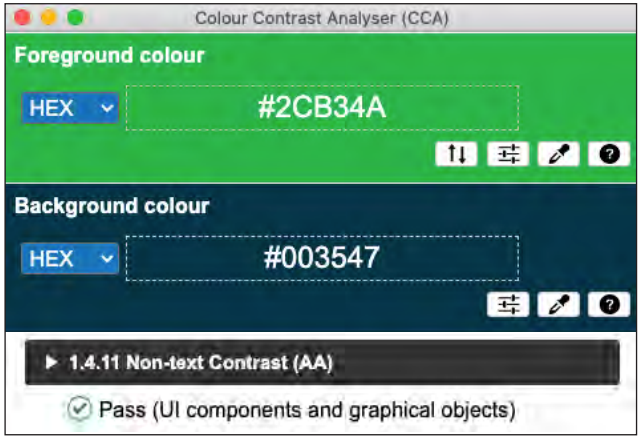
Colour Palette and accessibility

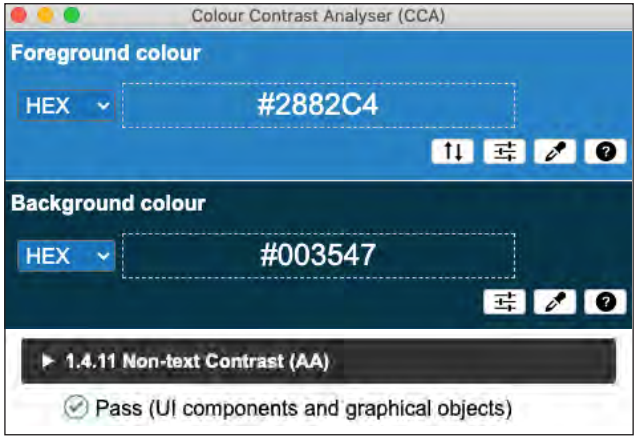
Logo on blue background

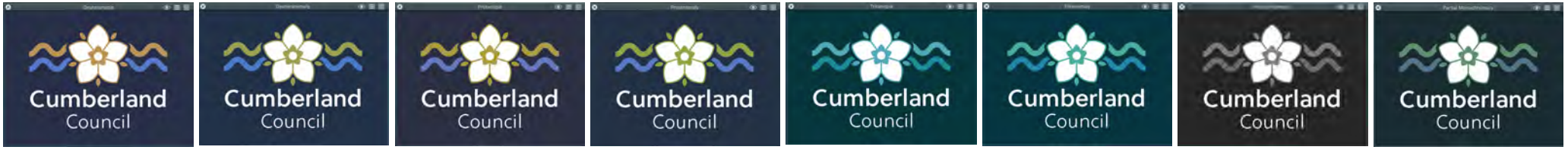
The logo can be used on a dark blue background, pantone 309 at 95% tint. When using a coloured version of the logo on this background, a different variation must be used where the blue 'wave' is pantone 2935 at 80% tint.

Pantone 301 and 2935 at 80% meet the colour contrast ratio for graphical objects, making it accessible and avoiding strain on the eyes.

When it comes to colour blindness, there is enough tonal contrast between colours to cause no problems.







6. Use of imagery

Photography can be used to compliment the publication's themes.

For printed material, photography must be high resolution: 300dpi minimum and CMYK.

Ensure that you have the rights and licensing to use the photography and the photographer is credited when needed.

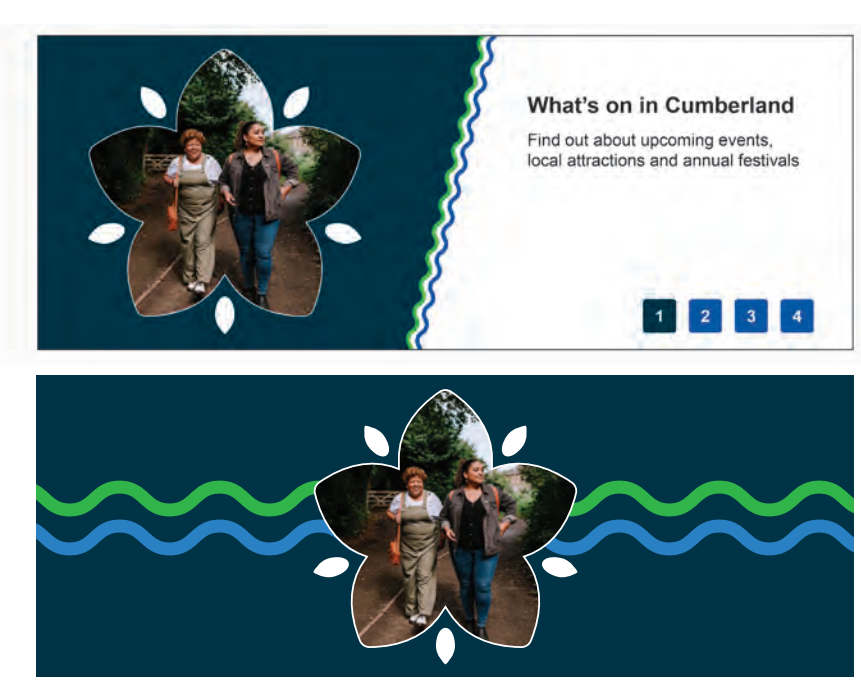
Photos must be GDPR compliant.

If background colours are to be used, they must follow the Cumberland Council colour palette. The text must be legible against background colours.

Icons could also be used, for example on the website for greater accessibility, as some people find images easier to read than text. The icons would be simplistic for greater understanding.

Graphics can also add to use of imagery, with the 'flower' and 'wave' being the main features of the brand. This gives the Cumberland Council style a distinctive and recognisable appearance.

Icon examples



Examples of the 'flower' and 'wave' elements combined with photography

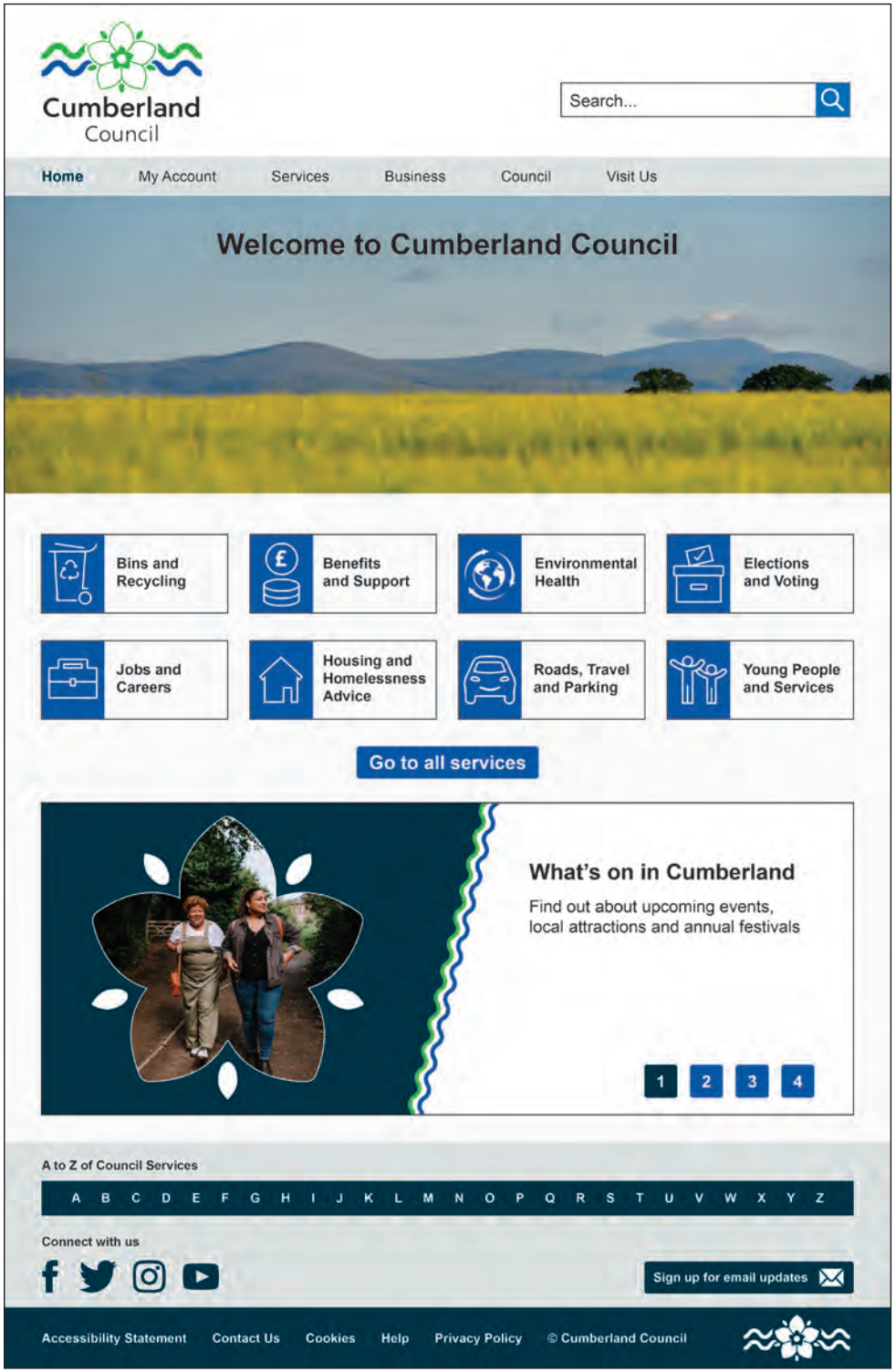
7. Sample applications

Website

The website would follow the Cumberland Council colour scheme. All colours used meet accessibility guidelines by being a suitable ratio for colour contrast. A very light grey background is used instead of white, also for accessibility.

The branding remains clear and consistent throughout, through the use of colours and imagery.

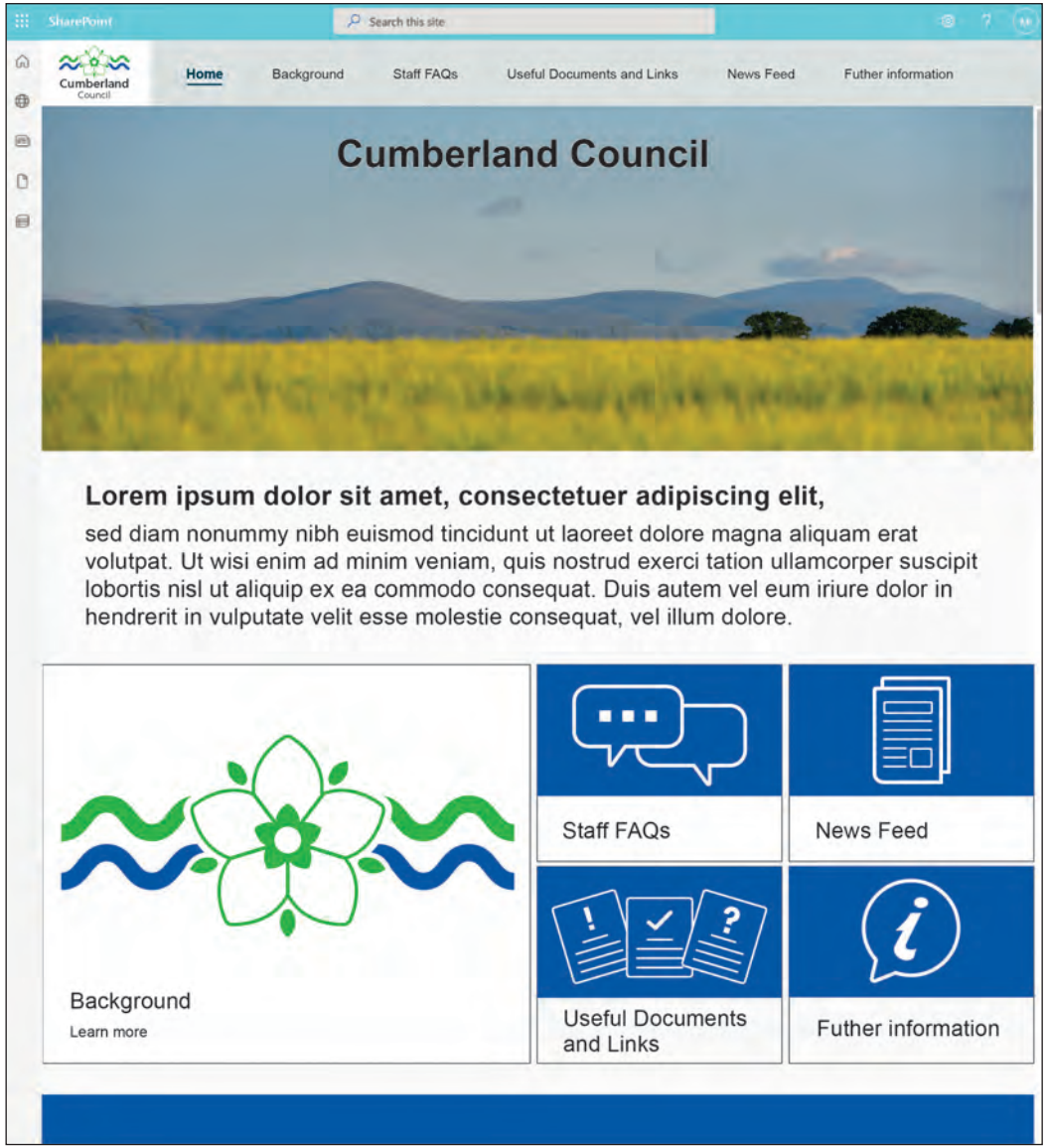
In the list of popular services, icons have been incorporated. This gives another layer of accessibility to those that find images easier to understand than text. The icons used would be simple and large enough to see. Their meaning would be easy to understand, even if the icons were by themselves (though they would always be alongside accompanying text on the Cumberland website).



Sample applications

Intranet

The staff Intranet could follow a similar theme to the website, sticking with the use of icons. The use of brand colours keeps a consistent appearance.
The logo fits comfortably in the corner menu bar.



Sample applications

Marketing collateral

An example to the right is shown of marketing collateral, such as posters or flyers. The ‘wave’ and ‘flower’ elements are incorporated to tie in with the Cumberland Council branding.

White or dark blue can be used as a background colour, to give variety but still keeping consistent to the branding.

Sample applications

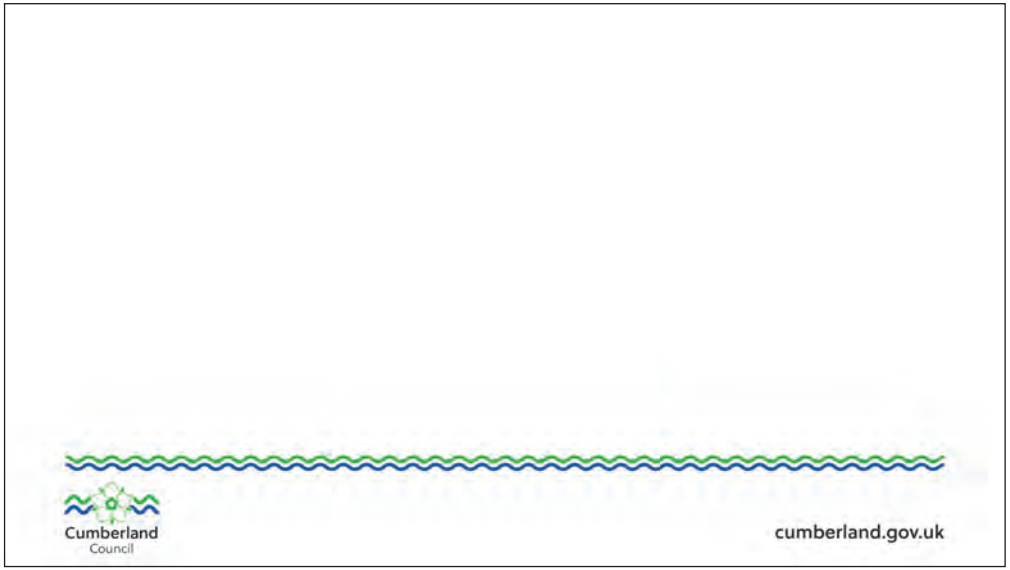
PowerPoint template

An example is shown here of how a PowerPoint presentation would be laid out. The logo features, as well as the ‘wave’. The secondary typeface, Arial, could be used, as most computers will have access to this font.

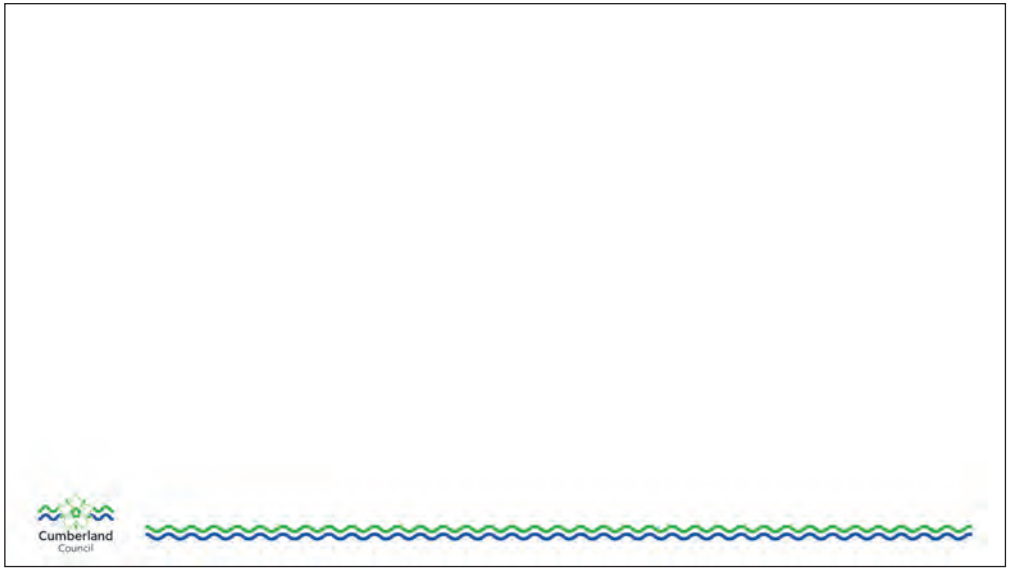
A blank template would be available to download for staff members.

When more space is required, a smaller version of the logo and ‘wave’ can be used that allows more room for information.

PowerPoint title page example



Example of blank template, which could be downloaded



Example of blank template, with more white space, which could be downloaded

Sample applications

Signage - pull-up banner examples

Where there are no images or further text available, the logo and web address can be the primary focus. The ‘wave’ graphic adds interest. There is an option to use the blue background: pantone 309 at 95% tint.

An example is also shown with photography. The ‘wave’ breaks up the space between the image and logo.

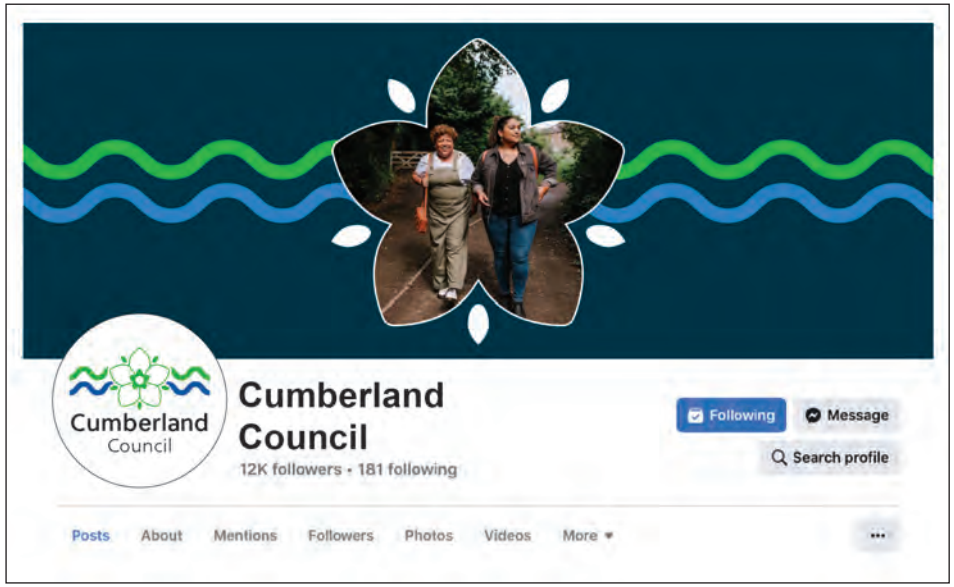
Sample applications

Social media

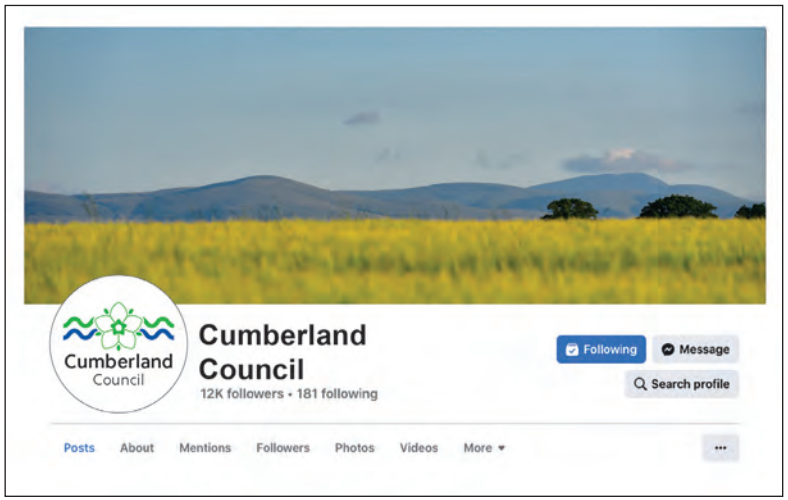
The master logo fits comfortably inside a circle, which can be used for a social media icon.

For the accompanying header banner, photography can be used, highlighting Cumberland's cities, for example. Another variation of using the flower and 'wave' combined with photography is also available, as seen to the right.

Logo in circle



Use of brand graphic and photography



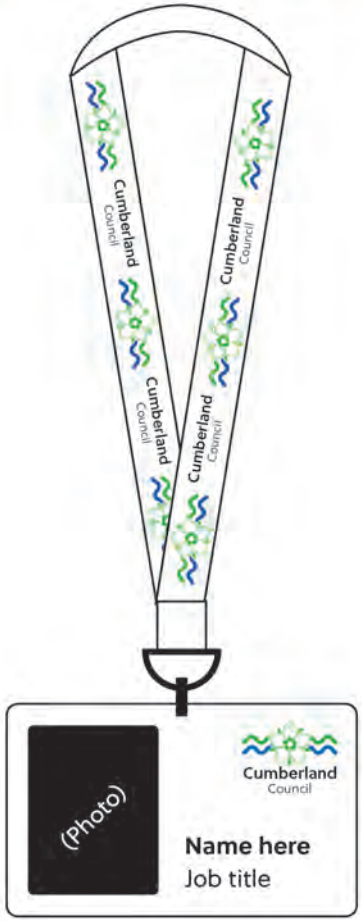
Photography example

Photography example

Sample applications

ID badge

The logo and text elements can be broken up so they can be used on a thin landscape shape. The Master logo colours could be used on a white background or a white version of the logo can be used on a coloured background.

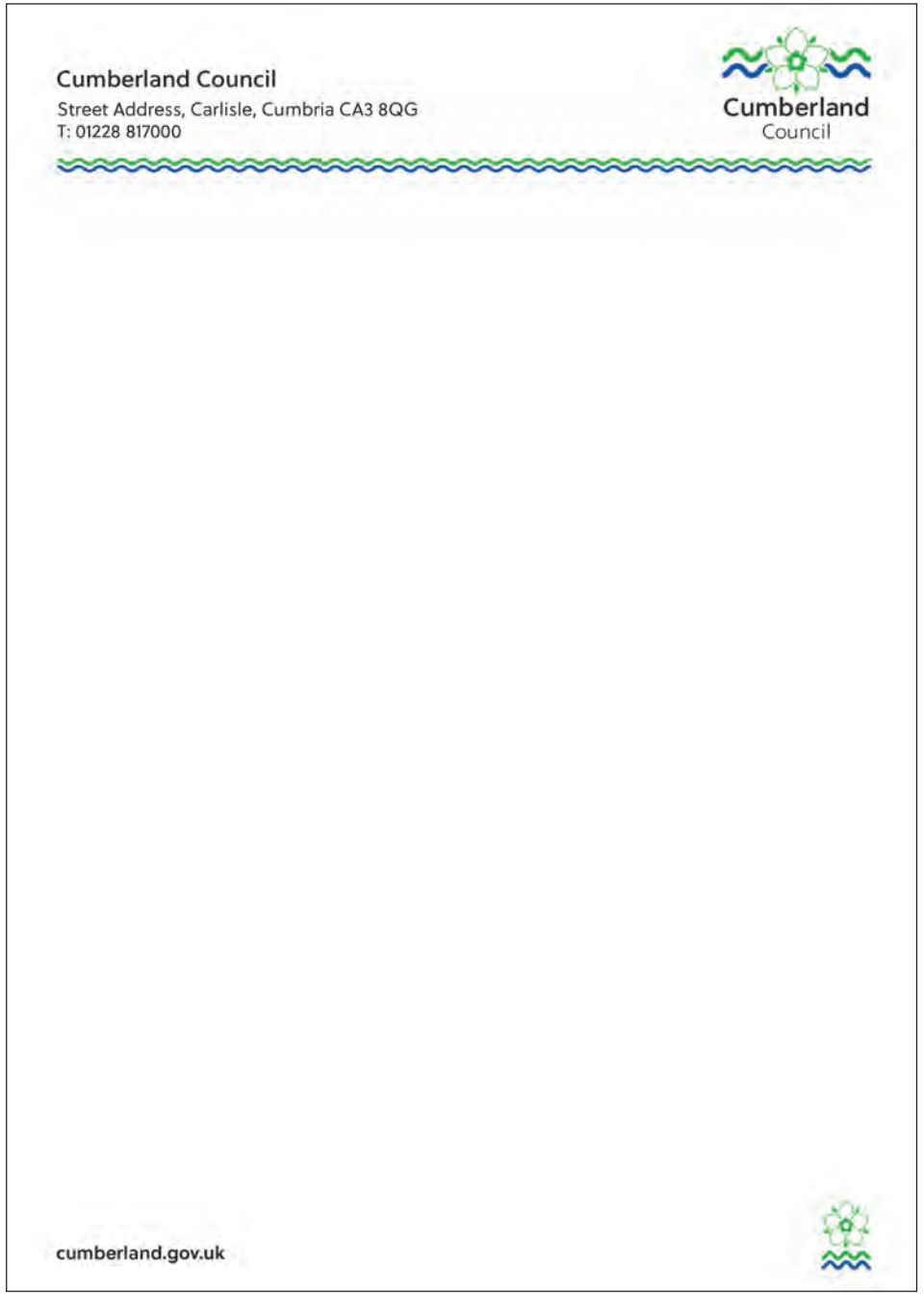


Sample applications

Letterhead

The letterhead follows a consistent branding with the use of the master logo and 'wave' element.

The contact information is displayed clearly at the top of the page.



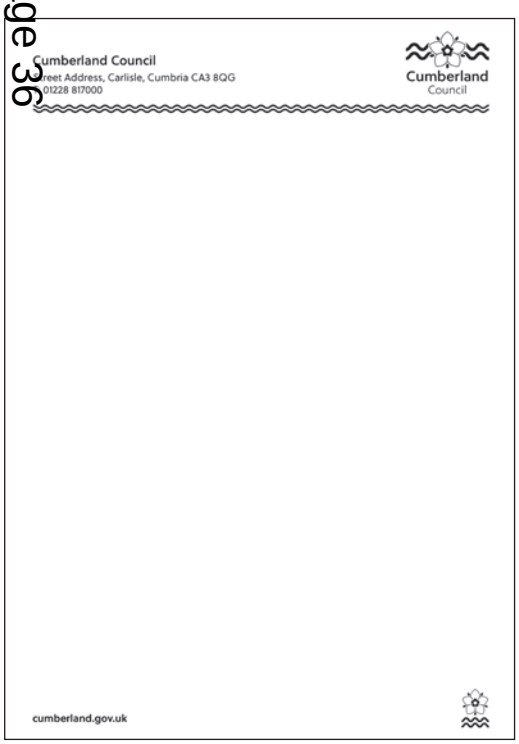
Address and contact information

Master logo

Website

Small icon logo

Room for partner logos if needed



A one-colour version could also be available

Sample applications

Uniforms

On a yellow background, the black version of the logo should be used for legibility.

For other uniforms, there is an option of using the master logo on a white background or the white version on a dark background, as seen below.

Sample applications

Vehicle livery

An example is shown of a refuse vehicle, where the Cumberland Council logo takes prominence.

Sample applications

Wheelie Bin

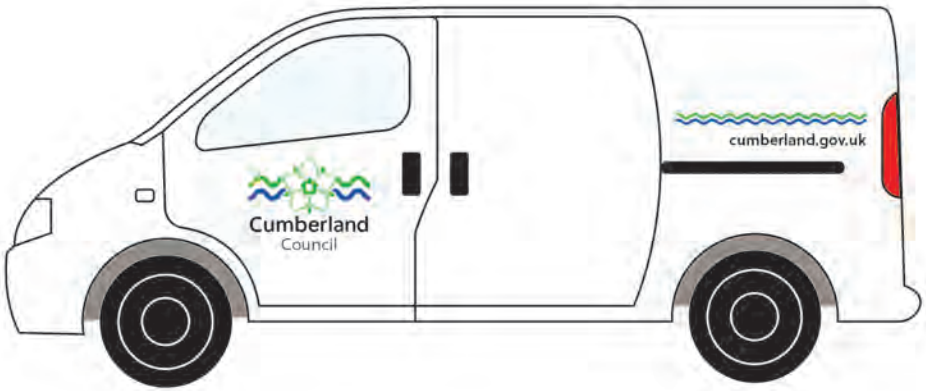
For bins, the white version of the logo can be used.

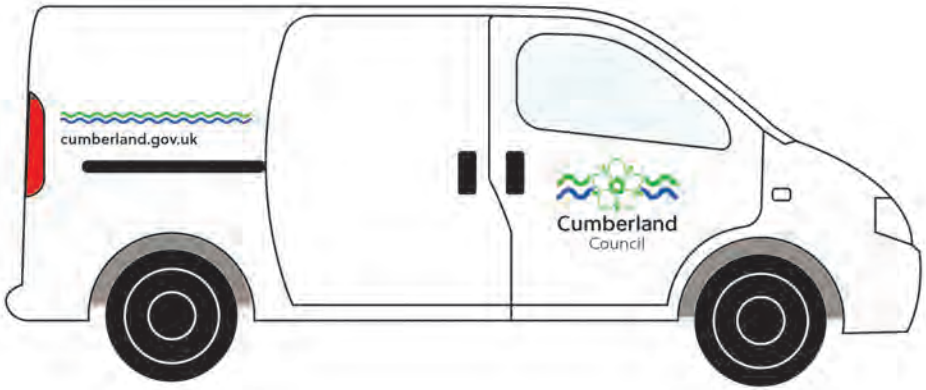
Sample applications

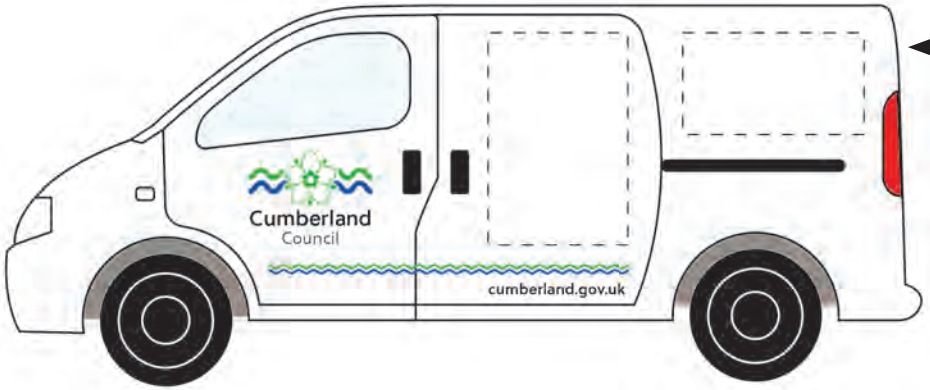
Vehicle livery

Examples of vans/electric car livery can be seen here. The logo is positioned prominently and does not appear in the way of door handles or panels.

There is a version (bottom) that leaves additional space for advertisements or further information.







Dotted lines show space for advertisements/ further information

Cumberland Shadow Executive

Date: **20 July 2022**

Title: **Cumberland Council Plan**

Report from:	Interim Head of Paid Service
Report Author:	Nik Hardy/Steven O'Keeffe/Clare Killeen
Wards:	All
Key Decision:	**No**

1.0 Purpose/Summary of report

1.1. The purpose of this report is to present an overview of how the Cumberland Plan (Council Plan) will be prepared. This report outlines the timeline for the development of the Cumberland Plan, including the consultation over the summer and early autumn. A final version of the Cumberland Plan will be recommended to the Shadow Council for adoption later in autumn, by the Shadow Executive.

1.2. The purpose of the Cumberland Plan is to present the vision and priorities for the new Council, from Vesting Day (1/4/2023) onwards.

2.0 Recommendation

2.1 It is recommended that Shadow Executive:-

(1) Consider and comment on the work so far on the Cumberland Plan and timeline for adoption.

3.0 Background and Proposals

3.1 The election of 46 Members to the Shadow Council took place on 5 May 2022, each Member having a term of 5 years. The Shadow Council held its inaugural meeting on 17 May 2022, at which the Council Leader was elected. The Council Leader has put in place an Executive of the following Portfolio Holders:

- Cllr Mark Fryer - Leader of the Council
- Cllr Lisa Brown - Statutory Deputy Leader and Portfolio holder for Governance and Enabling
- Cllr Emma Williamson - Deputy Leader and Portfolio holder for Children and Families

- Cllr Elaine Lynch - Portfolio holder for Education, Skills and Training
- Cllr Denise Rollo - Portfolio holder for Environment and Highways
- Cllr Bob Kelly - Portfolio holder for Policy and Performance
- Cllr Chris Southward - Portfolio holder for Digital and Customer Services
- Cllr Barbara Cannon - Portfolio holder for Finance and Assets
- Cllr Martin Harris - Portfolio holder for Health and Adult Care
- Cllr Anne Quilter - Portfolio holder for Heritage and Leisure

3.2 The Cumberland Plan (the Plan) will set out the vision and priorities for the Council for the first four years, as the new organisation stabilises and transforms. It is an important document for partnership working; strategic financial planning; transformation, and service planning.

3.3 This first Cumberland Plan is being developed through the shadow arrangements established by the Structural Changes Order. The constraints of that order create a uniquely different environment for strategic planning and preparation. Cumberland Council will be responsible for services, currently provided in the area by the district councils and the county council, from 1 April 2023 onwards.

3.4 The LGR Programme is the primary source of all information and data for the Shadow Council and Shadow Executive, a dependency that needs to be considered when scheduling the development of the Plan.

3.5 The transition to the two new unitary Councils (Cumberland Council and Westmorland & Furness Council) requires cooperation and collaboration between both Shadow Executives and Shadow Councils. The adoption of a LGR Members' Liaison Group (Shadow Executive, Implementation Plan 15 June 2022) sets out these considerations in the Terms of Reference.

3.6 The recruitment to the two new Chief Executive Officers is underway. The next tiers of the Senior Leadership Team will be recruited through summer and autumn. It is anticipated that onboarding new senior officers in the new organisational structure will overlap with the transition arrangements for Vesting Day.

3.7 The Plan, once adopted, will have a clear vision, purpose and intended outcomes. It will form the basis for the overall strategy, planning and other decision making. It will inform the development of the:

- Medium Term Financial Plan (Draft Budgets)
- Change and Transformation Plans (Operating Models)
- Workforce Development Plan (HR Policy Framework)

Each of these strategic documents are included in the LGR Programme Critical Path (v5.1).

3.8 The Policy & Performance Workstream of the Corporate & Enabling Board (LGR Programme) has formed two officer groups, based on the new authorities, to support the development of the two Council Plans.

3.9 The Communication & Engagement Workstream of the Corporate & Enabling Board (LGR Programme) has formed two officer groups, based on the new authorities, to support the engagement work.

3.10 The outline decision making pathway for the Plan is as follows:

Meeting	**Body**	**Activity**
20/7/22	Shadow Executive	Consider and comment on overview
10/8/22	Shadow Scrutiny	Scrutiny of draft Plan
20/9/22	Shadow Executive	Consider final Plan and recommend to Council for adoption
18/10/22	Shadow Council	Adoption of Plan

The final Plan is connected to the completion of a the following listed or pending key decisions:

- Branding (20/7/22)
- Service Baseline Blueprints (20/7/22)

3.11 Additional considerations for strategic planning are:

- The future governance arrangements for Cumbria Fire and Rescue Service. This service is currently part of Cumbria County Council's Governance arrangements.
- Cumbria Constabulary decision to align their Basic Command Units with the two new authority footprints.
- Development of the two new Integrated Care Systems (ICS) (North East and North Cumbria ICS and NHS Lancashire and South Cumbria ICS). Each has an Integrated Care Board which is responsible for the commissioning of health services and NHS spend.

4.0 Engagement

4.1 The Leader outlined the challenges and opportunities that the creation of two new Councils would bring at a Staff Briefing on 4 July 2022. The ambition is to develop a progressive and strong Council

which improves services, particularly for the most vulnerable. The Council will be kind, caring and compassionate, ensuring equality of opportunities. Public Health will run throughout the services as we seek to tackle health inequalities across all our communities.

4.2 The development of the Plan will be shared with officers and members within the existing sovereign Councils.

4.3 The Senior Leadership Team appointments will be recruited as soon as possible, ideally by the end of 2022. Candidates will receive an update on progress on the Plan in their recruitment packs.

4.4 Public engagement will be planned through late summer and early autumn, making the most of existing events across Cumberland.

4.5 The challenging timeline for the adoption of the Plan puts the preferred 12 week written consultation period for the Third Sector at risk, a written explanation of the shorter time scale will be made. As soon as possible a draft Plan will be shared with the Parish and Town Councils, and through Cumbria Voluntary Sector.

4.6 The current countywide partnerships (Health and Wellbeing Board, Safer Cumbria, Children's Trust Board, Cumbria Local Economic Partnership, Cumbria Local Resilience Forum, Borderlands Partnership, Zero Carbon Cumbria Partnership) will receive the draft Plan through their existing governance arrangements.

5.0 Alternative Options

5.1 A Council Plan could be created from the existing three Councils' Plans as a transition document. Work on a new Council Plan would then begin after Vesting Day, once the new organisation has stabilised.

5.2 Only a Corporate Plan is developed, focused on maintaining a safe and legal organisation for the period of transition and early transformation. This plan would not include any aspirations or ambition for Cumberland as a place, it would focus solely on the functions and form of the organisation.

6.0 Implications

Financial, Resources and Procurement

6.1 There are no specific financial implications arising from this report. Cumberland Council will be required by statute to set a balanced budget and good practice requires a 3-5 year planning period for the Council's finances to support delivery of the Council Plan. This work will form part of the Strategic Financial Planning process.

Human Resources

6.2 Staff engagement will continue to be a key element of the LGR programme and the development of the Council Plans, wherever possible an update of the development of the Plans will form part of LGR Briefings and newsletters.

Legal

6.3 Pursuant to Regulation 13(c) of the Cumbria (Structural Changes) Order 2022 Cumberland Council must take all such practicable steps as are necessary or expedient to prepare any plans required by Cumberland Council when it assumes full local government functions and powers on 1 April 2023.

Pursuant to 4.1(a) of Part 3 of the Constitution, the responsibility for adopting plans which form part of the policy framework, which includes the Council Plan is a responsibility of the Shadow Authority. The Shadow Executive is responsible for recommending to the Shadow Authority plans which form part of the policy framework.

Health and Sustainability Impact Assessment

6.4 Have you completed a Health and Sustainability Impact Assessment? No

6.5 If you have not completed an Impact Assessment, please explain your reasons:

A Health and Sustainability Impact Assessment will be developed alongside the draft Plan and completed during the consultation period.

Equality and Diversity

6.6 Have you completed an Equality Impact Analysis? No

6.7 If you have not completed an Impact Analysis, please explain your reasons:

An Equality Impact Assessment will be developed alongside the draft Plan and completed during the consultation period.

Risk Management	Consequence	Controls required
The risks associated with the delivery of the Cumberland Plan will be managed in accordance with the pending Risk Management Assurance Framework Policy.		

Contact Officers

- Andrew Seekings – Interim Chief Executive
  Andrew.Seekings@Allerdale.gov.uk
- Nik Hardy – policy and performance workstream – technical lead
  Nik.Hardy@Allerdale.gov.uk
- Steven O'Keeffe – policy and performance workstream
  steven.okeeffe@carlisle.gov.uk
- Clare Killeen – police and performance workstream
  Clare.Killeen@cumbria.gov.uk

Appendices Attached to this Report

None

Background Documents Available

None

Cumberland Shadow Executive

Date: 20 July 2022

Title: Service Baseline Blueprints

Report from:	LGR Programme Director
Report Authors:	Helen Younger – Programme Manager, Kim Rennie- Programme Director
Wards:	All
Key Decision:	Yes

1.0 Purpose/Summary of report

1.1. This report presents the draft Service Baseline Blueprints for Cumberland Council. It outlines how services are expected to be organised at vesting day (1 April 2023) as well as providing an overview of any transitional arrangements envisaged, where the recommended medium/long term approach for a service area cannot be achieved on vesting day.

1.2. The report also provides details of areas that need consideration in the next stage of implementation.

2.0 Recommendation

2.1 It is recommended that the Shadow Executive:-

(1) Agrees, in principle, the draft Service Baseline Blueprints attached at Appendix 1 as the basis for further work in the Implementation phase of the programme, including the development of an operating model for the new unitary Council from vesting day

(2) Agrees, in principle, the list of service areas to be provided on a separate basis by Cumberland Council from 1 April 2023, as set out in column 1 of slides 2-7 in Appendix 2

(3) Agrees to grant delegated authority to the Interim Head of Paid Service to take all steps required to implement the recommendations of this report, including undertaking any necessary formal and informal contractual discussions with service providers

(4) Agrees, in principle, the list of service areas with the potential to be hosted as set out in column 2 of slides 2-7

in Appendix 2, noting those areas in columns 3 and 4, where transitional arrangements are likely to be needed, or where arrangements are not yet defined, and agrees to receive final recommendations on each service as more detailed work is completed

(5) Requests that officers prepare a draft Memorandum of Understanding in relation to the provision of hosted services and/or contracts for consideration by the two Shadow Authorities

(6) Notes that material budget pressures and potential savings arising from the draft Service Baseline Blueprints will be identified and included for consideration within the wider strategic planning process

(7) Notes that the draft Service Baseline Blueprints have been shared with staff, Trades Unions and all Councillors in advance of publication of this report

(8) Requests that the Overview and Scrutiny Committee considers the draft Service Baseline Blueprints at their next meeting and provides agreed comments for consideration during the strategic planning process

(9) Agrees that the comments received arising from 7 and 8 above are reported to the next appropriate meeting of the Shadow Executive.

3.0 Background and Proposals

3.1 In July 2021 the Secretary of State announced his decision, subject to Parliamentary approval, to implement a two unitary pattern of Local Government in Cumbria based on an East-West geography. The Cumbria (Structural Changes) Order 2022 (SCO) gave effect to that decision and came into force on 18 March 2022.

3.2 The Shadow Executive adopted an Implementation Plan at its meeting on 15 June 2021 to deliver the requirements of the SCO. This Plan includes the development of draft Service Baseline Blueprints as presented with this report.

3.3 Since the announcement in July 2021, preparations have continued to enable the smooth operation of the two new Councils from vesting day (1 April 2023).

3.4 The priority is to ensure that two sustainable Councils, together with a sustainable Fire and Rescue Service, are delivered from vesting day in an economic, efficient, effective, safe, legal, and seamless fashion, delivering both benefits from vesting day along with the foundation for further future transformation.

3.5 The draft Service Baseline Blueprints have been developed during the design phase of the programme since October 2021. This has included analysis of current service provision across district and county services and the options for the delivery of services with a focus on day 1 operation.

Service Baseline Blueprint Approach

3.6 The draft Service Baseline Blueprints at Appendix 1 summarise information about the services that the unitary Councils will have from vesting day, and officers' recommendations as to how the services can best operate from this point. The document is not designed to determine the organisational structure for the new Council, but rather represent a view of services that will transfer and provide the building blocks for the new authorities.

3.7 Where necessary, the Service Baseline Blueprints also identify any likely post vesting day transition requirements to take the service to the proposed service model – noting that these can be subject to further review following the creation of the new Councils.

3.8 The working assumption for the programme is that we will create two new unitary Councils, each with their own services. To achieve this a range of service delivery model options have been considered by officers in the development of the draft Service Baseline Blueprints. These include:

- **Aggregation** - this is where the services currently delivered by districts and boroughs will combine into the new Council. For Cumberland this means Allerdale, Carlisle, Copeland district and borough services.
- **Disaggregation** – this relates to Cumbria County Council county-wide services that can clearly be split on Day 1 into one of the new unitary authorities.
- **Integration** – this relates to services currently provided by all Councils that will need to be integrated. This relates in the main to corporate and enabling services such as ICT, Finance and Human Resources.
- **Hosted/Shared** – These are services that will need to be hosted by one unitary Council, and will either be:
    - provided to the other for a time until any dependencies are resolved to support a future split, or
    - hosted in the medium-longer term, (both under a Service Level Agreement), because splitting them is impractical or undesirable from a cost or service delivery perspective.

- **Strategic** – Provided via a Sub-Regional Governance Model, (although timescales for establishing these mean that such models are outside the scope for vesting day).
- **Provided by others** – This is where services are provided through specific arrangements for example outsourcing, a separate entity, a Local Authority Trading Company (LATC) or Teckal arrangement.
- **Hybrid** – for some service areas, a hybrid of options may be appropriate and transitional arrangements may be required from vesting day.

3.9 A hosted service would involve a partnership between the two Councils, where one Council employs the staff and holds the related assets and delivers the service needed by both authorities, to agreed levels. The host authority would manage the service on behalf of both Councils. Supported by a joint financial arrangement, legally, service delivery is the sole responsibility of one authority and provided to the other authority under delegated powers and/or a Service Level Agreement (SLA). Each Authority retains its statutory responsibilities and duties. There may (but not necessarily) be a joint committee set up to oversee arrangements. Different arrangements will relate to hosted contracts.

The proposed delivery models, at this stage in the process, for services are included in the draft Service Baseline Blueprint document at Appendix 1 and are summarised at Appendix 2. At this time, the blueprints are structured as a composite of proposals for individual services. The draft Service Baseline Blueprints have been discussed and disseminated to all staff and unions, and briefings provided prior to publication of this report, and an update will be provided on any comments received before the meeting.

Next steps

3.10 The Service Baseline Blueprints provide the foundation for the implementation phase of the programme and for the development of the future design and plans for the new Councils.

3.11 Whilst the focus of these documents is on ensuring that services will operate effectively from vesting day, opportunities to transform post vesting day are also being considered during the current phase of work.

3.12 As such, the intention is that these Service Baseline Blueprints now progress to the next stage of the Programme to enable further development over the summer and beyond as part of the overall Strategic Planning process - integrating corporate planning, financial

planning and service planning milestones. Agreement to the recommendations of the report will enable the draft Service Baseline Blueprints to form the basis of further work, including that on operating models, service design and service delivery plans. Where additional material budget pressures and/or savings are identified as part of the proposed Service Baseline Blueprints, these will be considered as part of the overall budget setting process. Further debate may be required about the provision of services including challenging current levels of service and whether current service levels can be re-calibrated to meet the overall funding envelope, as the Shadow Authority has a statutory duty to approve a balanced budget for 2023/24.

3.13 Work has been on-going to provide information on service budgets and staff resources based on dis-aggregation principles and current year budgets. This will then be followed by another piece of work to correlate the budget costing with the funding available. Over the summer, Finance officers will work with officers and Members to review service budgets so that they align to the funding control totals by also considering savings gaps, opportunities for savings and incorporating work on benefits realisation.

3.14 In terms of the process for allocating staff at the current seven Councils to the two new Councils, decisions can only be taken once the decisions around Service Baseline Blueprints have been made so that staff can be allocated to reflect the requirements of the new Councils.

3.15 To guide this process a staff allocation decision making framework has been co designed in partnership with the Trade Unions. This is not a formula which will generate predictable answers based on data inputted. It is a set of questions that provide a framework to guide those tasked with allocating staff to the new Councils to help them find solutions that meet the needs of the new Council and individual members of staff where possible.

3.16 In some cases, decisions will be simple. For example, if someone works for a service in a specific area, doing work that will continue to be needed in that area, then they will be allocated to the new Council for that area. By contrast, in some cases the decision will be more difficult. For example, if there is only one person with a specific skillset that both Councils need, or if the Councils decide to share a service.

3.17 The allocation process will be of high interest to staff and there will be meaningful consultation individually with the right to be represented coupled with collective genuine consultation utilising the JNCG framework.

3.18 The framework is based around four themes of questions i.e. role purpose, current delivery model, new Council delivery model, personal circumstances. For some colleagues, once the new Councils have made their decisions about how the services will operate it will become quite clear quickly which Council they are going to work for. For others it will take longer. It is our intention that all staff will know which Council they will work for and in what role by November.

3.19 Appendix 2 summarises the current recommendations in terms of services that should be separate, hosted or have transitional arrangements attached from vesting day. In some instances, the recommended approach is still being given consideration and the timescales and timespan for transition/hosting arrangements are being refined. Over the summer this work will be finalised, along with recommendations as to which of the two unitary Councils will host which services where this is proposed, in discussion with Senior Members of both Authorities through the recently established Member Liaison Group.

4.0 Consultation

4.1 The Structural Change Order requires us to establish two new authorities by 1 April 2023. Consultation on the proposed model of local government was undertaken by national government during the decision-making process leading to this SCO.

4.2 There is no formal consultation planned on the Service Baseline Blueprints as we are required by the SCO to transfer services from their current sovereign Councils to the new authorities. However, it is important to note that there have been over 200 staff from sovereign Councils working across the programme, leading and supporting the development of the draft Service Baseline Blueprints. The draft blueprints and the proposed framework for making decisions about placing staff in the new Councils have been shared for information with staff and unions and briefings undertaken in advance of publication of this report.

4.3 Future discussions with staff and unions on how staff will be designated to the two new councils are to be timetabled later this year. This will be through a future formal consultation process on future plans and TUPE arrangements.

5.0 Alternative Options

5.1 Options for service delivery were considered in formulating the Service Baseline Blueprints. However, the process is underpinned by legislation requiring the creation of two unitary Councils by 1 April 2023.

6.0 Implications

Financial, Resources and Procurement

6.1 Any material budget pressures and potential savings arising from the Service Baseline Blueprints, will be identified and included for consideration within the wider strategic planning process. A process of detailed identification and evaluation of those contracts that may not be disaggregated or may be recommended to be hosted is underway. At this point of time expectation is that, for the most part, any hosting arrangements would be on a short-medium term basis, while the two new unitary Councils agree their future needs. All other contract areas will be disaggregated by the County Council and aggregated by the three district Councils.

Human Resources

6.2 The Service Baseline Blueprints provide a generic outline of service delivery options and will inform how services will transfer to the new councils but do not provide the detail of staff allocation. As detailed in paragraphs 3.14-3.18 above, the staff allocation process will commence in August. This important part of the programme will form part of on-going formal consultation with staff, their representatives and recognised Trades Unions. Final decisions will be made by November.

Legal

6.3 As the work develops legal advice will be provided at all stages and across all themes and work streams. Each service area which is proposed to be disaggregated or hosted will be supported by a number of contracts and legal agreements, each of which needs to be given consideration to inform the way forward. General legal advice has been provided however tailored advice will be needed on each specific blueprint areas. Inter authority agreements are likely to be required and will be developed on a service-by-service basis. The memorandum of understanding will be the starting point for this work. A decision needs to be reached on hosted service areas before 31st December 2022. After that date, if it has not been agreed which authority will host the contract, the Secretary of State may appoint a caretaker council. This needs to be taken into account when determining the timetable for decision making.

Health and Sustainability Impact Assessment

6.4 Have you completed a Health and Sustainability Impact Assessment? No

6.5 If you have not completed an Impact Assessment, please explain your reasons:

There are no health and sustainability impact assessments at this stage as these are high level blueprints about future service delivery.

Equality and Diversity

6.7 Have you completed an Equality Impact Analysis? No

6.8 If you have not completed an Impact Analysis, please explain your reasons:

Initial Equalities screening of draft Service Baseline Blueprints has been undertaken and there is no requirement for equality impact assessments at this stage as these are high level blueprints.

Risk Management	Consequence	Controls required
Affordability of services across the two Unitary councils	The new authority will not have a sustainable financial position from vesting day	The proposed work around the MTFP / Strategic planning process. This will look at future budgets and affordability of services to feed into the development of draft budget in October.

Contact Officers

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Appendices Attached to this Report

Appendix No.	Name of Appendix
1	Draft Service Baseline Blueprints – Cumberland
2	Summary of Proposed Service Arrangements

Background Documents Available

Name of Background document	Where it is available
Implementation Plan	20220222 LGR Programme Implemer
Cumbria (Structural Changes) Order 2022 (SCO)	The Cumbria (Structural Changes) Order 2022 (legislation.gov.uk)

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Appendix 1

Cumberland
Draft Service Baseline (Blueprint)

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Introduction

What is a Service Baseline (Blueprint)?

- This Service Baseline document represents a summary of the way in which services are proposed to be delivered in Cumberland from 1st April 2023. It also includes some detail around service delivery channels (i.e.. Email, phone), systems, location, partners, and potential future savings opportunities.
- This Service Baseline does not propose how the services will be structured within the unitaries as that will be informed by the priorities of the Shadow Authorities, target operating model and corporate plans.
- The Service Baseline includes some consideration of 'Transition from Day 1' in various areas. This detail is included where the proposed service delivery model cannot be achieved by 1st April, for instance due to an ongoing contract. This will allow timelines to be developed to achieve the proposed service delivery models. Further transformation beyond 1st April is expected and the Transition activities are not contained within this document.

Purpose of the document

- The purpose of this document is to enable Members to understand, scrutinise and challenge the proposed direction of the LGR Programme in establishing the new Unitary Authority.

Structure of the document

- The document is split into six areas, reflecting how the Local Government Reorganisation programme is structured (People, Place, Corporate and Enabling, Customer and Digital, Finance and Commercial and ICT).
- Across these areas there are 45 groupings of current services that will be delivered by or on behalf of Cumberland Council which have each completed a two page service baseline. Each individual service baseline can be accessed via the hyperlink on the contents page.

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Glossary of terms

'Alternative delivery model' refers to an approach to service delivery that is not a separate service or a hosted arrangement but where the specific model has not been proposed. This may include a wholly owned company, trust model, arms-length management organisation or other legal structure.

'Day 1' 1st April 2023 when the new unitaries will be vested and begin live operations.

'Day 1 requirements' critical elements without which the services in the work package will not be able to function on Day 1.

'Disaggregation/Aggregation method' The first step to understand the budgets available to the unitaries will be to split existing County Council service budgets, and aggregate District Council budgets to follow the service delivery model in the Service Baseline

'Hosted' the service is proposed to be delivered by staff in one unitary for the benefit of both unitaries, supported by a joint financial arrangement. This may be proposed where it is not possible to deliver separate services e.g. HM Coroners as this is required to be delivered over the judicial area.

'Separate services' the service is proposed to be delivered by staff within both Westmorland & Furness and Cumberland councils respectively.

'Transition' refers to the activities required between Day 1 and the proposed service delivery model where this will not be achieved by Day 1.

Contents

People	Place	Corporate and Enabling	Customer and Digital	Finance and Commercial	ICT
Commissioning	Climate Change/ Decarbonisation/Net Zero/Energy/Sustainability	Legal & Democratic	Customer and Digital	Accountancy and financial planning	ICT
Workforce	Community / Localism	Information Governance & Records Management		Cumbria LGPS (Pensions team)	
	Coroners Service	Organisational Development & Human Resources		Income Collection	
Commissioned Services	Culture, Leisure, Events	Health & Safety		Ordering and paying for goods and services	
Provider Services	Economic Development	Communications and Engagement		Internal Audit	
Integration and Partnerships	Fleet	Strategic Commissioning, Procurement and Contract Management		Local tax collection (CTAX and NNDR) and benefits	
Public Health	Highways including Flood and Coastal Risk Management	Corporate Estate and Capital Programme		Treasury Management (including Insurance and Banking)	
QA & Partnership Services CYP	Housing	Policy & Performance			
Early Help	Libraries and Community Services	Administration & Business Support			
Social Care	Local Focus Hubs				
Education Services	Nuclear Policy, Strategy and Major Projects	Change Management and Transformation			
	Planning and Building Control				
	Public Protection				
	Resilience and Emergency Planning				
	Street Scene and Open Spaces				
	Transport				
	Waste				

People

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Commissioning

Recommendations signed off by People Theme Lead (1st June 2022)

Services in Scope of Cluster/work package)

- Strategic Commissioning
- Joint / NHS Commissioning
- Quality Assurance
- Better Care Fund Including DFG (see also Place)
- Grants administration
- Transport Arrangement/Booking
- Brokerage
- Contracts & Procurement Team

Day 1 Service Delivery Model

Principle of separate services agreed but details of some hosted arrangements being finalised.

Channels

- Website
- Email (including shared mailboxes and links to Liberty Create email triage system).
- Telephone numbers
- Letter
- In person

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

- Home working/hybrid working
- Offices – CCC offices – plus additional potential brokerage space in Penrith

Key Partners/Suppliers

Local Authority

- NHS
- Day services transport
- Cumbria Police
- Health and Wellbeing boards
- Cumbria Fire & Rescue
- Independent Providers/Third Sector
- Cumbria Care
- Operational Teams
- Regulatory Bodies
- District Councils

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Commissioning

Exceptions within this work package/cluster

A number of elements of the team are directly linked to specific contracts and as such will need to considered alongside and contract hosting or disaggregation decisions.

Transition from Day 1

Principle of separate services agreed but details of some hosted arrangements being finalised.

Costs/pressures

TBC once the budget allocation/structures agreed

Savings opportunities

TBC once the budget allocation/structures agreed

Other notes

- Agreement in place for Local Authority to commission social care support on behalf of and for North Cumbria CCG, continuation of the arrangements to be agreed with the new ICS when established
- Joint funding agreement from North CCG in Learning Disabilities to 50/50 fund S.117 cases.
- BCF is a joint NHS and Local Authority agreement of funding and activity that will need to be rewritten and agreed.

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Workforce

Recommendations signed off by People Theme Lead (1st June 2022)

Services in Scope of Workforce

- Hospital Discharge
- Urgent Care Team
- Social Workers
- AMHPs inc children's mental health
- Social Care Workers
- Advanced Practice Leads
- Occupational Therapy
- ROVI (rehab officer visual impairment)
- Transitions
- Best Interest Assessors
- Safeguarding
- Community Finance Team
- Client Affairs
- Business Support
- Integration & Partnerships Team

Day 1 Service Delivery Model

- Separate services for all the above with the exception of Urgent Care Team which is subject to an options appraisal re best approach to safe and legal day 1 delivery model

Channels

SPA via

- Phone
- Email
- Website
- Strata
- Letter
- In person
- Safeguarding Hub

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Staff working to hybrid model from office bases: West Cumbria House, Cumbria House, Blencathra House and hospital and community settings

- access required to meeting rooms for staff and customers

Key Partners/Suppliers

- Partnership groups/Boards
- Bluelight services
- NHS bodies/partners
- Safeguarding Adults Board
- Community/citizens
- Haverigg Prison
- Independent providers / Third Sector orgs.
- Provider Services

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Workforce

Exceptions within this work package/cluster

Urgent Care Team is subject to an options appraisal. This is a specialist response team made up of Approved Mental Health Professionals covering 24/7 with a small number of posts making it very difficult to rota effectively in two disaggregated models (4xdaytime 2xout of hours)

Transition from Day 1

Not expecting to have any transition periods for any of the services in scope

Costs/pressures

- Potential cost pressures from employing agency staff to ensure minimum safe staffing levels
- Potential cost pressure if key officer roles/duplication of management structures in both authorities
- The requirements to have access to their own data on day 1 could put a cost pressure on ICT budgets to deliver safe and legal case management systems
- Impact of the new social care reform will increase the demand and capacity for social care needs and financial assessments from 1st April 2023. Work is underway to understand what additional staffing capacity and system requirements is required to meet the legal requirements.

Savings opportunities

Not expected to deliver any savings by disaggregating the services within the scope.
No district services in scope to be aggregated .

Other notes

Need to consider how to deal with the current challenges with recruitment and retention of social care workforce.

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Commissioned Services

Recommendations signed off by People Theme Lead (1st June 2022)

Services in Scope of Cluster/work package)

- Day Services
- Home Care / Support at Home
- Residential Care
- Nursing Care
- Respite
- Supported Living
- Extra Care
- Direct Payments/Individual Service Fund
- Carer Support
- Advocacy
- Translation / Interpretation
- Prevention and Early Intervention
- Community Catalysts
- Telecare & AT
- Transport
- Supported Employment

Channels

See Commissioning Blueprint

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

- Provider sites as defined within contract delivery.

Day 1 Service Delivery Model

Separate services: Telecare & AT, Transport, Mental Health Advocacy, Provider Support, Grants, Crisis Support , Domestic Abuse (support services) covered in Grants. Community Catalysts Seeking disaggregation of all contracts but some services are TBC

Contract unlikely to split, approach to be determined: Day services, Home Care/ Support at Home, Residential Care, Nursing Care, Supported Living, Extra Care and Respite.

To be determined based on technical feasibility and contractual options: ICT Systems & Procurement

Key Partners/Suppliers

- Interpretation and Translation services
- Regulatory bodies
- Advocacy Services
- Police
- Transport services
- NHS
- Independent Providers
- ASC

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Commissioned Services

Exceptions within this work package/cluster

The disaggregation of large adult service contract areas predominantly linked to the delivery of statutory responsibilities continues to be worked upon. Additionally there are a significant number of contracts- also linked to the delivery of statutory responsibility that have significant financial, delivery, continuity and availability risks associated with disaggregation. There may need to be a hosted arrangements for some contracts on a county wide basis – this is also being worked on.

Transition from Day 1

Some contracted areas if hosted may need to continue to be hosted until re procurement can occur or until the end of the contracts natural life span.

Costs/pressures

Agency staff costs to cover statutory core provision

Potential significant cost pressures could be identified

Decision making process for separating contracts to follow

Savings opportunities

None expected

Other notes

- Domestic Abuse grants approach to be set by each Unitary
- Some services are commissioned, delivered and paid for on behalf of NHS and are subject to recharge

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Provider Services

Recommendations signed off by People Theme Lead (1st June 2022)

Services in Scope of Cluster/work package)

- Community Equipment obo NHS
- Transport Provision
- Reablement
- Support at Home
- Residential Care
- Day Services
- Supported Living
- Residential Respite
- Shared Lives
- Supported Employment
- Extra Care Housing

Channels

- Social work assessment
- SPA referral
- NHS referral
- Website
- Email
- Telephone numbers
- Text / Whatsapp
- Social Media
- Letter
- In person

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Key Partners/Suppliers

- NHS
- Police
- Carers Organisations
- ASC and Children's Services
- Independent Providers/ Third Sector Orgs.

Day 1 Service Delivery Model

Options appraisal awaiting decision. Options are:

- Disaggregation fully with the exception of Community Equipment Store and Shared Lives, support at home to be confirmed.
- Hosted – Fully hosted no disaggregation

Hybrid – majority Principle of separate services agreed but details of some hosted arrangements being finalised.

Locations

Various

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Provider Services

Exceptions within this work package/cluster

Options appraisal outstanding exceptions to be confirmed Principle of separate services agreed but details of some hosted arrangements being finalised.

Transition from Day 1

Subject to the options appraisal outcome each of the option models will be implemented for vesting day, with no transition periods, but would expect a plan to be developed to limit hosting period initially to two years pending review.

Costs/pressures

TBC once the options for service delivery model has been confirmed

Savings opportunities

TBC

Other notes

- Joint funding agreement from North CCG in Learning Disabilities to 50/50 fund S.117 cases.
- Integrated Community Equipment Service is delivered on behalf of health

Integration & Partnerships

Recommendations signed off by People Theme Lead (1st June 2022)

Services in Scope of Cluster/work package)

- Safeguarding Adults Board
- Health and Wellbeing Board
- Safer Cumbria Partnership Board
- Integrated Care Board
- Prevent + Channel

Locations

- Staff working to hybrid model from office bases: Cumbria House & Blencathra House
- Access required to meeting rooms for Board Meetings

Channels

- Safeguarding Adults Website – SAB
- Prevent/Channel Coordination Hub
- CCC Website
- National SAB Manager's & Chair Networks
- Telephone numbers
- Letter
- In person
- MS Teams
- Email

Key Partners/Suppliers

- Statutory Partners
- Cumbria Third Sector Network
- Health and Wellbeing Board
- The Children's Trust
- Safer Cumbria
- Emergency Services
- Community safety
- Criminal Justice
- Cumbria Care & Independent Providers
- NHS
- Advocacy Providers
- Police Commissioning/ Cumbria Constabulary
- North Cumbria Clinical Commissioning Group. Morecambe Bay Clinical Commissioning Group.
- Citizens
- Home Office & Counter Terrorism

Day 1 Service Delivery Model

Partners will need to agree to the new structure of the boards

- Cumbria Safeguarding Adults Board – Options Appraisal recommends Pan Cumbria approach
- Health & Wellbeing Board – To be determined as a part of the constitution setup of the two new councils
- Safer Cumbria - To ensure that the 2 new councils have representation on the Police chaired Board
- Arrangements for Prevent Board to be confirmed

Integration & Partnerships

Exceptions within this work package/cluster

None identified

Savings opportunities

None Identified

Transition from Day 1

Partners will need to agree to the new structure of the boards

Costs/pressures

- Potential for increase in costs to Council's and Partners if Boards are duplicated across both authorities.
- Financial pressures could result from increase in SARs, further discussion would need to take place with statutory partners to accommodate increase in costs.

Other notes

The SAB is funded through financial contributions from statutory partners which funds Board business (SARs, Independent Chair and other costs) + CCC make the contribution by way of a dedicated Board Manager post. CSAB are currently recruiting a new Independent Chair

Safer Cumbria Partnership Board – A peer review is scheduled to take place during 2022

The following non statutory partnership boards will require representation and support

- Bay Health and Care Leadership Group
- Bay Health and Care Partnership Board
- Community Safety Partnership
- Integrated Care Systems Partnership
- Integrated Care System - NE & North Cumbria Partnership
- Integrated Care System - Lancs & South Cumbria Partnership
- Joint Commissioning Board
- Joint Commissioning Group
- Multi-agency Public Protection Arrangements
- Multi-Agency Risk Assessment Conference
- North Cumbria ICP Leaders Board
- North Cumbria System Executive Group
- Safer Cumbria Community Safety Group

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Public Health

Recommendations signed off by People Theme Lead (1st June 2022)

Services in Scope of Cluster/work package)

- Specialist Public Health
  - Health protection and communicable disease control
  - Health improvement
  - Public health advice to NHS commissioners
  - Commissioned statutory services
- Health and Wellbeing Service
- Active Cumbria

Day 1 Service Delivery Model

Preferred model to be confirmed
Specialist Public Health – Separate services or hybrid
Health and Wellbeing Service – Separate services
Active Cumbria – Hosted - to be confirmed which authority will host

Channels

- Website
- Email
- Telephone numbers
- Text / Whatsapp
- Social Media
- Letter
- In person
- SPA

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Key Partners/Suppliers

- Department of Health and Social Care
- all parts of local government, NHS, third and community sector, police, CFRS
- Health and Wellbeing Partnership, Public Health Alliance, Locality Health and Wellbeing Fora
- Sport England
- Local Sports Clubs
- Statutory Commissioned Services

Locations

·Active Cumbria - Agreement with hosting and non-hosting unitary regarding access to office, meeting room facilities/assets, office
·Carlisle Office Base
·Whitehaven Office Base
- Currently a small number of staff are based in fire stations which may need consideration to move to another location.

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Public Health

Exceptions within this work package/cluster

Active Cumbria hosts Active Travel which is a council service which includes 2 staff and a small budget. Active travel budget will disaggregate, decision needed to continue with shared approach or otherwise

Transition from Day 1

Not expecting to have any transition periods for any of the services in scope

Costs/pressures

- Potential cost pressure if each authority employs Director of Public Health

Savings opportunities

No savings identified

Other notes

- Need for Active Cumbria to have a county-wide service
- Agreement of hosting arrangements for Active Cumbria
- Assumption that existing major contracts remain county wide until it is time to recommission them.

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QA Partnership Services CYP

Recommendations signed off by People Theme Lead (1st June 2022)

Services in Scope of Cluster/work package)

- Conference and Review Service
- Local Authority Designated Officer (LADO)
- SEND Information Advice and Support Service
- Participation and Children's Rights
- Partnership Support Team
- Quality and Improvement Team
- Specialist Business Support – embedded in above Teams

Service Delivery Model

- Separate services for Conference and Review service, LADO, SEND Information Advice and Support Service, Participation and Children's Rights, and Quality Improvement Team.
- Due to complexities of the service, location of key staff and likely gaps in statutory functions, a transitional arrangement to disaggregation is proposed.

Channels

- Website
- Email
- Telephone numbers
- Text / WhatsApp
- Social Media
- Letter
- In person
- IRO Service
- Direct referral to LADO service (email/phone)
- SEND children and their parents/carers, young people
- SEND Alliance Cumbria
- Schools
- Colleges
- Nurseries
- Independent providers
- Health and Social Care
- SEND and Inclusion Service
- SENDIASS

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Use of family centres, main offices across the county – meeting rooms for meeting with children/families/professionals - CLA reviews, CP Conference and Reviews - possible HYBRID requirements (access to existing rooms), Large meeting rooms.

Key Partners/Suppliers

Statutory children's safeguarding partners.
SEND Partnership Board – Green Paper indicates requirement to become statutory in 2023.

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QA Partnership Services CYP

Exceptions within this work package/cluster

An options appraisal has been undertaken for Partnership and Support Team and the proposal for hosted model reviewed. A transitional arrangement to disaggregation is now felt to be the best option.

Transition from Day 1

- The ambition is to deliver a set of disaggregated services with the exception of function subject to options appraisal that will receive further challenge.
- For statutory roles there may need to be an agreement to cover posts as part of a transitional arrangement e.g. LADO if, following TUPE, one LA is without cover to be safe and legal.
- The requirements for the constitution of a SEND Partnership and the completion/oversight of an Inclusion Plan are not detailed in the Green Paper and so retaining the current Partnership arrangements until the White Paper is published will retain the current momentum for improvement which is subject to monitoring by the DfE and NHSE.

Costs/pressures

- Budget pressures e.g. LADO agreed overspend.
- Ongoing agency staff cost to cover statutory work.
- Duplication of services and key officer roles.
- SEND Partnership Board – Green Paper indicates requirement to become statutory in 2023.
- Any costs associated with IT split in addition to the creation of costs associated with two local offer sites.

Savings opportunities

Savings are unlikely as there will need to be duplicate services for a number of statutory services and roles e.g. SENDIASS, IRO's, LADO.

Some non-statutory roles could be removed however this would significantly increase risk for both LA's in relation to improvement of services.

Other notes

SEND Partnership roles currently funded by CCC and both CCGs.

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Early Help

Recommendations signed off by People Theme Lead (1st June 2022)

Services in Scope of Cluster/work package)

In line with the Children Act 1989 councils needs to determine an Early Help offer – this is not specified in terms of the model or approach. Services are often provided across Social Care & Early Help as in Cumbria.

- Early Help
  - Co-ordinators
  - Target Youth Support Team
  - Substance misuse workers
  - Homelessness service
- Children's Early Help
- Pause – grant funded
- SWiS – grant funded
- SAFE families
- Specialist Business Support – embedded in above Teams

The recently published MacAlister Report sets out a clear definition of Family Help based on a model of early community based and multi-disciplinary support in local areas to be supported multi-agency Family Help teams.

Day 1 Service Delivery Model

Separate services with potential to integrate / aggregate district council services provided for families and consider other models operating nationally to guide any reshaping of current resources.

There will be clear national guidance on Family Help, including criteria and best practice models with flexibility for local areas to innovate their own models.

Channels

- Website
- Email
- Telephone numbers
- Text / WhatsApp
- Social Media
- Letter
- In person
- Referrals and from Early Help and Support panels, SEND
- Youth Homelessness and Housing
  First Contact Script for 16-17 year olds & First Contact Script for 18-24 year olds; accessed via website (https://www.cumbria.gov.uk/yphousing/professionals/protocol.asp) and sent to team inbox CSHomelessTeam@cumbria.gov.uk
- Youth Substance Misuse
  There is a referral form for the service; this can be done by another professional, by a parent / carer or young people can self-refer.
- Direct correspondence from the safeguarding team
- Safe families received external agency referrals and will require continuity of accessibility
- SEND Local Offer -Cumbria's SEND Local Offer | Cumbria's Family Information Directory

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Use of family centres, main offices across the county – residential homes, meeting rooms for meeting with children/families/professionals.

Key Partners/Suppliers

A substantial proportion of services are delivered through commissioned services.
6 District locality partnerships.

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Early Help

Exceptions within this work package/cluster

N/A

Transition from Day 1

The ambition is to deliver a set of disaggregated services with the opportunity to reshape the offer taking into consideration services currently delivered for families by District Councils.

Costs/pressures

- Potential for duplication of services and key officer roles.
- Potential increase in demand for services as the focus moves towards early intervention.
- Pause project currently oversubscribed.
- SEND Green Paper has a focus on early intervention which may increase cost.
- Any costs associated with IT split in addition to the creation of costs associated with two local offer sites.

Savings opportunities

There are opportunities to aggregate current district council services and integrate these with current county council services to ensure coherence and secure improved value for money.

There will be clear national guidance on Family Help, including criteria and best practice models with flexibility for local areas to innovate their own models.

Other notes

- SWiS grant funding has been extended post July 2022.
- As of 21/04 Pause only has funding until the end of November 2022.
- The Independent Review into Children's Social Care (the MacAlister Report) commissioned by the Government and published on 23 May 2022 has implications for service shape and offer.

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Social Care (Children's)

Recommendations signed off by People Theme Lead (1st June 2022)

Services in Scope of Cluster/work package)

- Principal Social Worker (PSW)
- CIN / CP – Children looked after / Care leavers
- Senior and service managers including Signs of Safety Practice Development
- Emergency Duty Team
- Fostering
- Adoption
- Residential and Edge of care
- Youth Offending Service
- Safeguarding Hub
- Children with disabilities (Services are provided across Social Care & Education)
- SWiS (Services are provided across Social Care & Early Help)
- Specialist Business Support – embedded in above Teams

Day 1 Service Delivery Model

PSW	Separate service
CIN / CP - Children looked after / Care leavers	Separate service
Senior and service managers including Signs of Safety Practice Development	Separate service
Emergency Duty Team	Separate service
Fostering	Hosted
Adoption	Hosted
Residential and Edge of care	Hosted
Youth Offending Service	Hosted
Safeguarding Hub	Separate service
CWD & Short Breaks	Separate service

Channels

- Website, Email, Telephone numbers, Text / WhatsApp, Social Media, Letter
- Agreed referral processes
- In person or line management arrangements
- Central booking service operated at Hawse End Centre
- IRO Safeguarding process
- Out of Hours EDT number redirected from Safeguarding Hub
- Adopter recruitment- via RAA Hub
- Adoption Support- via duty system
- Children pre-Order - referral from District SW team or via Permanence planning meeting
- Work comes though Cumbria Constabulary or the Youth Courts Prevention work can come through a range of referrers – From schools to the Channel panel
- SENDAC (parent carer forum for SEND)

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

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Social Care (Children's)

Exceptions within this work package/cluster

Fostering	Shared service - Options Appraisal to be confirmed
Adoption	Shared service - Options Appraisal to be confirmed
Residential and Edge of care	Shared service - Options Appraisal to be confirmed
Youth Offending Service	Shared service - Options Appraisal to be confirmed

Transition from Day 1

The ambition is to provide a set of disaggregated services with the exceptions of functions subject to future funding, and services subject to Options Appraisals as indicated.

For statutory roles/services there may need to be an agreement to cover posts and/or services as part of a transitional arrangement to ensure both LA's are safe and legal.

Key Partners/Suppliers

- Some of the statutory services are commissioned - e.g. Missing from home contract, short breaks provision.

Locations

- Use of family centres, main offices across the county – fire stations (YOS) – residential homes and Respite Homes.

Costs/pressures

- Ongoing re Children looked after placements.
- Agency staff cost to cover statutory work or roles.
- Duplication of services and key officer roles where required e.g. DCS, EDT.
- Ongoing SEND Short Breaks budget and High Needs placements/support for those with SEND.
- SEND Green Paper published March 2022 with implications for provision, national standards, costs.
- IT costs associated with casefile access for CLA and for SEND.

Savings opportunities

Savings are unlikely as there will need to be duplicate services for a number of statutory services and roles.

Some non-statutory roles could be removed however this would significantly increase risk for both LA's in relation to service delivery and child protection.

Other notes

- Intelligence suggests other placements options the government is likely to consider is via regional collaborations
- Includes SWiS + CWD both have key roles within education
- SWiS funding has been extended post July 2022
- Several government decisions /policies are pending that will require scrutiny and further consideration to assess impact and implications
- SEND Green Paper published March 2022 with implications for provision, national standards, costs.

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Education Services

Recommendations signed off by People Theme Lead (1st June 2022)

Services in Scope of Cluster/work package)

- Virtual School
- Home Education
- SEND and Inclusion
- Education Psychology and Specialist Advisory Teachers
- Adult Learning
- School Organisation and Admissions
- Access and Inclusion
- Post 16 Participation
- Early Years (strategic)
- Early Years (advisory
- Learning and Improvement Service
- Traded Services – Cumbria Outdoors
- Music Service
- Traded Services and Teaching Assistants
- Specialist Business Support – embedded in above Teams

Day 1 Service Delivery Model

Separate services other than for:

- Adult Learning – Options Appraisal completed re: potential for Hosted governance and strategic model with bespoke local delivery.
- An Options Appraisal is underway re potential for Alternative Delivery Model for Early Years (advisory), Learning Improvement Service, Traded Services - Cumbria Outdoors, Music Service, Traded Services and Teaching Assistants. If this is agreed a Hosted model would be required until April 2024 to enable set up.

Channels

- Website
- Email
- Telephone numbers
- Text / WhatsApp
- Social Media
- Letter
- Direct contact through the central LSS administration team based in West Cumbria House & St Michael's Centre Workington
- By referral: All education provisions that Cumbrian CLA attend, Early years settings, primary schools, secondary schools, academies, colleges, Pupil Referral Units, Alternative Provisions, special schools, independent schools, post 16 provision e.g. colleges, Parents, carers, Children's social care, Independent Reviewing Officer service, Educational Psychology Service, CCC SEND & SEND within all local authorities where children attend, Other Virtual Schools, Governing bodies and Annual School Returns analysis.
- (Learners) in person via Libraries + first 6 bullet points above, targeted online channels through partners (DWP, Mind, The Well, Heathlands).
- Schools Portal
- Head Teacher Associations
- Advisory Board
- SEND Local Offer -Cumbria's SEND Local Offer | Cumbria's Family Information Directory

Note: access channels vary depending on individual service provision.

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Key Partners/Suppliers

- LIS Business Support Team
- Schools, colleges and their Governing Bodies or Trustees
- SEND/Inclusion
- SENDAC (parent carer forum for SEND)
- Children's Trust Board
- Child Centred Policing Team, including Operation Encompass
- Social Care
- CME
- Targeted Youth Service
- SEND Partnership Board

Locations

- School buildings for maintained schools and nurseries.
- Appropriate meeting and desk space across current CCC buildings portfolio to be agreed.

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Education Services

Exceptions within this work package/cluster

- Adult Learning – Options Appraisal has been completed re potential for Hosted governance and strategic model with bespoke local delivery.
- An Options Appraisal re potential for Alternative Delivery Model is underway for Early Years (advisory), Learning Improvement Service, Traded Services- Cumbria Outdoors, Music Service, Traded Services and Teaching Assistants). If this is agreed a Hosted model would be required until April 2024 to enable set up.

Transition from Day 1

The ambition is to provide a set of services that are agreed as transitional / and services subject to options papers that require further detailed planning and approval with the focus on continuity and minimal disruption.

The non-statutory services captured within the Option Appraisal activity require a decision to be taken by the shadow LAs about whether these services should be continued.

School Organisation and Admissions – this may require a partnership agreement to operate collectively from April 2023 until at least September 2023 even if staff are TUPE transferred to two LAs. April is a peak admissions period creating significant risk in process disruption which is subject to Ombudsman challenge. Both councils will need to review the policy, undertake statutory consultation and publish new arrangements. The arrangements will remain unchanged until that takes place.

Costs/pressures

- Duplication of statutory services and key officer roles e.g. Virtual School and Head.
- Cost impact of recently published SEND Green / Schools White papers.
- IT costs associated with casefile access for SEND.

Savings opportunities

There may be savings associated with non-statutory roles. There is also an opportunity to designing out significant lack of service capacity to deliver statutory functions e.g. SEND and Inclusion services through service reshaping.

Other notes

Several government decisions /policies are pending that will require scrutiny and further consideration to assess impact on service capacity to deliver

- Recently published papers that require further consideration
  - SEND – Green paper published March 22
  - DfE Schools White paper published March 22

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Climate Change, Decarbonisation, Net Zero, Energy, Sustainability

Services in Scope of Climate Change, Decarbonisation, Net Zero, Energy, Sustainability

- Accountable body arrangements for existing externally funded projects and partnerships
- Capacity to support in-flight and planned projects and partnerships
- Performance of statutory duties in relation to:
  - Climate Risk Assessment
  - Social Value in Procurement
  - Local Nature Recovery Strategy
  - Environment Act 2021 including requirements relating to Biodiversity Net Gain
  - Annual Sustainability Report to DEFRA
  - Coastal Protection Authority and Coastal Risk Management Authority
  - Civil Contingencies Act 2004
- Development and implementation of Policy & Strategy:
  - Decarbonisation/carbon management
  - Climate/environmental/sustainability impact assessment
  - Mitigation, Adaptation and Resilience
  - Nature Recovery

Day 1 Service Delivery Model

Separate Service with some Joint Service Provision (e.g. for county-wide projects and partnerships – during the life of those currently in place) with obligations through partnership agreements, SLAs or other arrangements.

Channels

- Website pages on Climate Change, Biodiversity to communicate to public.
- Link to council comms strategies to communicate key messages on Climate Change and Biodiversity
- Internal / external newsletter

LGR Programme Board: Supported (24/5/22)

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Service does not require single delivery location to be operational, but access to office space would be beneficial.

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Climate Change, Decarbonisation, Net Zero, Energy, Sustainability

Other notes

The majority of activity above and beyond "safe and legal" is delivered via "other staff time" and externally funded projects and partnerships.

Exceptions within Climate Change, Decarbonisation, Net Zero, Energy, Sustainability

Some Joint Service Provision (e.g. for county-wide projects and partnerships – during the life of those currently in place

Transition from Day 1

Statutory functions for climate/nature action by local authorities are not aligned to the scale or urgency of action required by current local ambitions (Net Zero 2037).
An early policy decision is required by the Shadow Authorities as to the level of ambition on addressing the climate and nature crises, which will determine the route-map beyond Day 1.
This transition will likely involve developing policy instruments; Climate Action plan, Biodiversity action plan, local energy plan and estate decarbonisation plan. These plans will likely lead to the development and continuation of key projects, all of this transitional work (predicated on ambition of Shadow Authority) would require resource commitment (budget and team of expert staff with specialisms) as well as organisational and financial planning.

Costs/pressures

In Cumberland, there is a dedicated budget and a small number of dedicated roles with resource gaps in ecology, decarbonisation, communication/outreach and project resources.

Savings opportunities

Rationalisation of procurement.

Key Partners/Suppliers

- Zero Carbon Cumbria Programme/CAfS and Sector-led groups
- Cumbria Local Nature Partnership
- Cumbria Strategic Waste Partnership
- Cumbria LEP Clean Energy Sector Panel
- Solway Firth Partnership
- Lake District National Park Partnership
- One Public Estate EV group
- Town and parish councils
- Energy Saving Trust
- Cumbria Nature Leaders Board

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Communities and Localism

LGR Programme Board: Supported (24/5/22)

Services in Scope of Communities And Localism

- Community Development / Community Power (inc. social prescribing)
- Grant Programmes
- Local Committee / Support to Members in their Community Leadership role
- Local Devolution and Governance
- Place shaping / Area working
- Partnerships and work across organisational boundaries
- Parish and Town Councils and support to CALC
- Voluntary and Community sector
- Community Resilience and Response
- Gypsy and Travellers
- Social Enterprise
- Leading local delivery of countywide programmes

Day 1 Service Delivery Model

Separate services working on locality footprints aligned with current districts.

Channels

Telephone, email, MS Teams, community events and in-person meetings (with communities, elected members and partners including town and parish councils)

Website

Local Resilience Forum Channels and Resilience Direct portal

IT Systems

There is one contract in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

The externally facing nature of the service requires the teams to be agile and flexible with the ability to work from anywhere and to 'drop down' in any council or partner building (plus working from home).
Allerdale community hub (local focus hub) delivered from Allerdale House.

Key Partners/Suppliers

- Cumbria Social Enterprise Partnership, SEUK, Cumbria Community Foundation.
- The voluntary and community sector
- Multi-agency strategic partnerships across the area (Children & Families, Community Safety Partnership, Health & Wellbeing, etc. Emergency Multi-agency Resilience Groups
- Multi-agency Local Refugee Co-ordination Groups
- Town & Parish Councils
- Business sector
- Sellafield – funders of community activity and major employer

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Communities and Localism

Exceptions within Communities and Localism

Social Enterprise – hosted by one authority with a remit covering both. Currently the service employs 1FTE, manging a number of contracts and SLAs, of which one is based upon the current county footprint, two cover Allerdale and Copeland only, and one is for Eden only.
The voluntary sector may be asked to deliver aspects of the service e.g. Bid writing training, community group governance training

Transition from Day 1

Social Enterprise – is transitioning to two separate services will require recruitment of a second Social Enterprise Manager, disaggregation of countywide contract/services and novation of other geographically specific contracts to the appropriate UA. 12-24 months with potential influence by the wider Communities policy piece.

Costs/pressures

N/A

Savings opportunities

N/A

Other notes

Social Enterprise – the County Council is currently the lead organisation within the Cumbria Social Enterprise Partnership, providing it with a budget (from which a contract is procured), leading on funding applications to external sources and providing officer support via the employment of the Social Enterprise Manager. The CSEP is an unincorporated association, is not a legal entity but does have its own identity. To receive external funding for sector development activity it requires a local authority to act on its behalf (and provide, Legal, Finance, Procurement and Contract Management functions).

Area Teams support elected Members in their community leadership role. The structure of the new unitary council and how it determines local decision making (e.g.. Place Boards), will determine where the teams are based, which staff are in the teams, how they are structured and which communities/partners they continue to work with.

Asset Based Community Development / co-production approach / project delivery to grow across the area to build strong, thriving communities and maintain strong partnership working. Amalgamated Area Teams to work with communities of interest and geography, providing support as required, including advice and guidance, support to access appropriate grant programmes and ensure joined-up approaches to maximise resources/opportunities.

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HM Coroners Service

LGR Programme Board: Supported (24/5/22)

Services in Scope of HM Coroners Service

- The work of HM Coroner and supporting their statutory and legal responsibilities as an independent Judicial Officer and members of the judiciary
- HM Coroners Office & the support team provided by the local authority as part of its statutory responsibilities
- The hosting and support of HM Coroners' Inquests & Inquest Courts
- Provision of all the necessary support and funding to HM Coroner including, but not limited to, the provision of accommodation / facilities and property management, ICT equipment / provision and support, finance arrangements, procurement and contract management, and staffing and management support.

NB: HM Coroners area and the service in Cumbria will continue to be called 'Cumbria' as it is a judicial area not local authority, and this is the naming convention uses in the Act that covers the area being created.

Day 1 Service Delivery Model

Hosted by Cumberland
Due to the nature of the work undertaken by HM Coroner / Service, 'Day One' should be full continuation of usual operations, with no break in service for what is difficult and sensitive work, and meeting HM Coroners (and the local authority's) statutory and legal responsibilities.
Therefore, the ability to process/manage new death referrals, progress existing cases, arrange Post Mortems/body removals, plus host inquests, must continue.

Channels

Most interaction with family, next of kin or interested parties is by telephone and/or email. Coronial inquests require an open Court, but attendance can be in person/face-to-face, or virtual.

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

The support services, HM Coroner and Inquest Court are located at: Fairfield, Station Road, Cockermouth, CA13 9PT
TO NOTE: The service is due to relocate (early 2023). Plans are underway to relocate to new, purpose-built accommodation on the Lilyhall Business Park in Workington. Plans are in the advance stage with construction due to commence in June 2022. Funding needs considered within Cumberland to support and manage this new property.

Key Partners/Suppliers

Local Authority (Provision of resources / support function)
Cumbria Police
Removal of Bodies Contractors
Medical Examiners
Hospital Trusts
Others include, but not limited to, Pathologists, GP's, hospitals, Registrars, Undertakers, Toxicology providers, etc

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HM Coroners Service

Exceptions within HM Coroners Service

Transition from Day 1

Hosted model with the service transferred to Cumberland who would act as host authority.
NB: Key functionality and operations must also continue in full throughout any transition due to the sensitive nature of the work undertaken, the impact on service users of not being able to access the service, and the 24/7 nature of coronal referrals.

Costs/pressures

Additional funding/cost pressures in the future are to a degree unknown. The service has variable demand and the scope/complexity varies case by case, and is based on judicial requirements, therefore spending is invariably out-with the control of the LA. There are areas where we know there will be pressures in the coming year(s), e.g. Pathologist availability, channel shift from invasive to non-invasive post mortems, Medical Examiners Service introduction (Phase 2), changes to Legal Aid, Still-births coming in to scope for Coronial investigations. So we anticipate additional (presently unquantifiable) costs in the next few years. Additional funding pressures need shared between both Councils.

Savings opportunities

None

Other notes

HM Coroners area is a 'judicial area' and is not defined by or within the remit of the local authority to vary or amend. They are not, and cannot be, employees of local authorities and they are not within the scope of the local authority to line managed, manage performance or enforce practices and procedures. They are independent Judicial Officer and members of the judiciary, funded and resources by, but out-with the control of local authorities. Coronial decisions cannot be taken by others or delegated.

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Culture, Leisure and Events

LGR Programme Board: Supported (24/5/22)

Services in Scope of Culture, Leisure and Events

Sports and Leisure facility Management (including pitches)
Sports/Physical activity/wellbeing development (grants, facility development, club support, direct delivery)
Arts/heritage development (grants, support, project and partnerships)
Strategy and policy development and delivery
Arts/Heritage assets (including museums, theatres, event spaces)
Community and major Events delivery, fund and support
Culture - Collections management

Day 1 Service Delivery Model

Separate Service - aggregation of District services and disaggregation of current County Council services (no statutory duties).

Channels

Visitors/users to museums and leisure centres
Customer Services / social media Beacon
Museum Website/Facebooks/Instagram/
Twitter/Phone/Digital and Print Publications

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Leisure centres – Carlisle, Workington, Whitehaven, Cleator Moor Maryport, Cockermouth, Keswick
Museums – Whitehaven, Keswick, Workington, Carlisle
Cultural /Entertainment - Old Fire Station/Tribe – Carlisle
Sports facilities/clubs - Sheepmount & Cumberland Rifle Club/Bitts Park Tennis Courts/Talkin Tarn Rowing Club & Sailing Club/Harraby Cycle Track (Carlisle), Stoneyholme Golf Course, Outdoor Bowls – Whitehaven Bowling Club, Beacon Museum Store – Haig Industrial Park and Moresby Depot

Key Partners/Suppliers

- Number of outsourced operations
- NPO's
- Beacon Museum – LA owned and operated.
- Sellafield
- Various other suppliers

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Culture, Leisure and Events

Exceptions within Culture, Leisure and Events

- N/A

Transition from Day 1

- N/A

Costs/pressures

Ability to commit to funding support to partners delivering non statutory services before new councils fully embedded and briefed.

Savings opportunities

- N/A

Other notes

- Commitment of support through grants/management fees to cultural partners is crucial to organisational sustainability
- Some functions are not covered by defined cultural or leisure roles in all districts so difficult to pinpoint exact level of staffing. Potential to widen roles as part of aggregation to create more specific posts due to the expanding service delivery.

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Economic Development

LGR Programme Board: Supported (24/5/22)

Services in Scope of Economic Development

Economic Development functions cut across a number of areas/responsibilities
Policy and Strategy - planning, designing, and implementing economic development plans and strategies. Ensuring cohesion and integration between the natural and economic asset base to contribute towards a more sustainable, low carbon economy.
Place Investment and Projects - To bid for, and secure, investment for economic development projects to drive local economic growth. Developing a 'place-based' approach to meet the housing, infrastructure, employment and local service needs to create sustainable, healthy and growing communities as well as targeted initiatives for high streets and town centres.
Tourism and Visitor Economy initiatives – Responsibility for visitor economy based event programme, the commissioning and production of visitor economy promotional material, Tourist Information Centres.
Business Support – Business Support programmes (outside of CLEP responsibility) including Business Advice, Business Support Grants and Business Networking programmes
Digital infrastructure – to improve internet and mobile connectivity to all communities and businesses.
Strategic Infrastructure – securing funding for strategic infrastructure (road and rail) necessary to unlock economic growth. Links with Policy (Local Transport Plan and Planning Policy)

Day 1 Service Delivery Model

Separate services
If possible for Day 1 it is proposed that Economic Development teams are integrated and split into:
•Client function (responsible for Strategy, Project Bids and Business Case Production)
Which would act as a client for the:
•PMO (Programme Management Office) function (responsible for delivery of projects on a programme level)
The PMO function would then interact with the other functions (which sit outside of the economic development workpackage):
•Capital Programmes Team (responsible for contracting work)

Channels

Service Users
Project Stakeholders, Economic Partners.

Channels
Email, websites, public consolations.

IT Systems

No service specific IT

Locations

Civic Centre (Carlisle)
Allerdale House (Workington)
Copeland Centre, (Whitehaven)
West Cumbria House (Lillyhall, Workington)
Cumbria House (Carlisle)

Key Partners/Suppliers

- Borderlands Partners
- Cumbria Local Economic Partnership
- Government Departments – DLUHC, BEIS, Homes England, DFT, DFE
- Businesses
- Cumbria Tourism
- Cumbria Chamber of Commerce
- University of Cumbria, FE colleges and other skills providers

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Economic Development

Exceptions within Economic Development

Cross boundary wide projects which cannot be disaggregated easily – examples include Connecting Cumbria - Digital Infrastructure Programme.

Savings opportunities

No savings will be delivered by this Blueprint.

Transition from Day 1

The transition will include the integration of County Council and District teams currently delivering economic development responsibilities. There will also be a requirement to develop economic plans and strategies for Cumberland.

The Levelling Up White Paper outlines opportunities for devolved powers and funding – for example through a Combined Authority. Some devolved responsibilities could incorporate economic development. This is a decision for the Shadow Authorities.

Costs/pressures

There is risk through disaggregation and aggregation that there will be some diseconomies of scale, particularly in disaggregating the County Council functions.

The exact quantum is not yet known.

Other notes

The accountable body function sits in the Finance workpackage but has lots of interlinkage with the economic development workpackage. These include decisions on which authority will be the accountable body for the CLEP.

•The Capital Programme is considered under a separate blueprint but it is envisaged that there will be strong linkages between Capital Programme and Economic Development in the new authority.

•Strategic Infrastructure is currently in the Highways blueprint – it does cut across both economic development and highways.

•The Cumbria Local Enterprise Partnership have responsibility for strategic economic development. It is a business-led partnerships that brings together the private sector, local authorities and academic and voluntary institutions.

- Pending decision regarding which unitary will be accountable body for Cumbria LEP
- Expect to have strong links with the Capital Programmes Team
- Could be incorporated into a potential mayoral combined authority

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Fleet

LGR Programme Board: Supported (24/5/22)

Services in Scope of Fleet

The fleet function is responsible for the management and maintenance of the vehicle fleet, leading the procurement of fleet vehicles, developing fleet strategy (including fleet carbon reduction strategies), driver safety programmes, vehicle licensing and regulatory compliance and fleet disposal. The existing delivery model for fleet in the Councils aggregating to form Cumberland Council is largely through in-house fleet services, though exceptions do exist where fleet is provided through contractors delivering specific services. The fleet function supports a wide range of services to perform their statutory duties and provide discretionary services e.g. highways maintenance and SEND transport.

Day 1 Service Delivery Model

Separate service (predominantly in-house) - with a very small number of functions requiring a hosted model for approximately 12-months.

Current Allerdale Borough Council fleet contract supporting waste collection, street scene and green spaces to be maintained and reviewed by Cumberland Council

The working assumption is that CFRS will be a customer of both Councils on day 1. Further work is underway on the scale of support for servicing Fire vehicles for each authority.

Channels

Established working relationships between council officers.

Cumbria Fire and Rescue Service (dependent upon decisions). The key customer channel would also be established council and fire service officer relationships and / or SLA (dependent upon decisions).

Taxi operators – direct with fleet services – regards vehicle compliance.

Staff & Public MOT's (small numbers) – direct with fleet services

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Fleet services will operate from the following locations in addition to use of corporate offices:

- Dalston Fleet Maintenance Workshop (nr Carlisle Cumbria CC workshop).
- Lillyhall Fleet Maintenance Workshop (Workington Cumbria CC workshop.
- Bousteads Grassing Fleet Maintenance Workshop (Carlisle CC workshop).
- Moresby Park Fleet Depot (Copeland Council).

Key Partners/Suppliers

The In-house fleet services rely on a broad range of suppliers such as: spot hire / rental of vehicles, vehicle parts, ICT systems, fuel, tyres / oils / lubricants, vehicle license checking, specialist repairs / additional maintenance capacity.

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Fleet

Exceptions within Fleet

A range of posts across highways/transport/fleet may require hosting depending on the decisions taken. These are technical, specialist or management functions including Highway Asset & Strategy, Highway Delivery, Flood, Coastal Risk & Development Management, Strategic Infrastructure Planning.

Transition from Day 1

Target end date is circa 12-months from vesting day to implement in full the separate services model. The posts that require an interim period of "hosting" are 2 senior level management posts and 3 back-office support posts in the County Council team that cannot be separated prior to day-1.

Costs/pressures

Staff related cost pressures can be mitigated on day-1 through the hosting of a small number of posts (as described) – though there is a risk that in the longer term these posts may need to be duplicated (partially or in full) leading to cost pressure.

Savings opportunities

There are no saving opportunities for day-1. Savings / efficiencies may potentially be available through streamlining in the longer term.

Other notes

If there was an opportunity for some targeted recruitment and re-shaping of roles prior to vesting day it may be possible to reduce the number of posts required to be hosted for 12-months. Though this could lead to some cost pressure for duplicate roles.

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Highways Including Flood and Coastal Risk Management

LGR Programme Board: Supported (24/5/22)

Services in Scope of Highways Including Flood and Coastal Risk Management

The services within this work package, with few exceptions, are statutory either as a result of specific duties or being required to enable delivery of the general duty to "Duty to maintain highways maintainable at public expense". In summary the services in scope of this work package are:

- Planned and responsive highway maintenance (capital and revenue).
- Out of hours highway response.
- Adverse weather response and maintenance (inc. Winter Maintenance).
- Highway verge maintenance.
- Safety inspection of all highway asset groups.
- Streetworks permitting.
- Road Safety and traffic management
- Road and footway lighting maintenance & improvement. (capital and revenue).
- Bridges & structures maintenance.
- Management of highway adoptions (S38 / S278).
- Management of countryside access and rights of way.
- Lead Local Flood Authority.
- Development Management & Searches.
- Coastal risk management.
- On- and off-street parking enforcement and permit management.
- Strategic infrastructure planning

Channels

Highways Hotline – Via Customer Contact Centre
Website Information
On-line pubic reporting system
Highways Engagement Team
Parking Processing
On-line Payments
Streetworks & Permitting System
Direct contact with general public (including face to face in the community)

IT Systems

There is one contract in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Office bases include: Cumbria House (Carlisle), Parkhouse (Carlisle), Civic Centre (Carlisle, Allerdale House (Workington), Copeland Centre (Whitehaven).
Operational bases include: Brampton Highway Depot (nr Carlisle), Dalston Highway Depot (Carlisle), Lillyhall Highway depot (Workington), Alston Highway Depot, Bootle Highway Depot + additional material set-down points.

Key Partners/Suppliers

The services rely on an extensive supply chain consisting of: over 15 frameworks (multiple suppliers on each framework), circa 20 "stand alone" contracts and one large Private Finance Initiative (PFI) contract for the construction, management and maintenance of the Carlisle Northern Development Route.
Agency agreements exist with Lake District National Park for management of Public Rights of Way in the national park area.
A number of planning performance agreements exist.

Day 1 Service Delivery Model

Separate services. A number of functions will require delivery on a hosted basis for an interim period as a result of either limited capacity in technical specialist areas, there being just single posts at present or as a result of existing line management arrangements at senior level that cannot be replicated prior to day-1.

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Highways Including Flood and Coastal Risk Management

Exceptions within Highways Including Flood and Coastal Risk Management

- The digital infrastructure / Connecting Cumbria service will be delivered on a hosted basis for an interim period to end 2025 to tie in with existing contractual commitments and geographic programmes.
- A range of posts across highways/transport/fleet may require hosting depending on the decisions taken. These are technical, specialist or management functions including Highway Asset & Strategy, Highway Delivery, Flood, Coastal Risk & Development Management, Strategic Infrastructure Planning.

Transition from Day 1

The target end state of a separate service for Highways including Flood and Coastal Risk Management, with the exception of digital infrastructure / Connecting Cumbria, can be achieved within 12-months. Interim arrangements are required in relation to a number of specialist and management functions (and the posts that deliver these) that cannot be replicated in each council for day-1. It is estimated that circa 10% of posts will need to be operated on a hosted basis for 12-months to enable each council to recruit to duplicate roles or to re-shape the service areas with a further 4 posts operated on a hosted basis for digital infrastructure / Connecting Cumbria service will be delivered on a hosted basis for an interim period to end 2025.

Costs/pressures

The hosted approach to circa 10% of posts mitigates the risk of cost pressures due to duplication of posts for day-1. However it is highly likely that a significant proportion of these posts will need to be duplicated in the longer term leading to costs pressures.

Cost pressures may be experienced in relation to supply chains unless both councils are able to utilise the existing supply chains – thereby retaining the existing County Council buying power and efficiency.

Savings opportunities

There are no savings opportunities for day-1.
There are unlikely to be savings opportunities in the medium term due to the cost pressures associated with the disaggregation of the County Council services (circa 90% of those in the work package).
Cost pressures may be mitigated in the longer term through streamlining.

Other notes

The majority of the services in this work package are currently delivered by the County Council and so are subject to disaggregation which introduces duplications of function. In the longer term there will be opportunities to consider more closely aligning many of the services in this work package with services in areas such as street scene, green space management, economic development, community and review of committee structures & governance which may offer opportunities for service re-shaping ,increased efficiency and improved outcomes.

Note: If targeted recruitment and minor re-shaping is possible prior to vesting day the number of posts requiring temporary interim hosting may be able to be reduced.

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Housing

LGR Programme Board: Supported (24/5/22)

Services in Scope of Housing

Housing Solutions

- Housing Register, Choice Based Lettings Allocation process and systems
- Housing advice and assistance including OOH service
- Homelessness and Rough Sleeper service and placement in temporary accommodation
- Management of specialist accommodation & hostel provision (own and leased) including Temporary and Domestic Abuse safe accommodation
- Discretionary wrap around support services including DA services (externally funded)

Home Improvement & Adaptations

- Management & Delivery of Disabled Facilities Grants (DFG)
- Management and delivery of discretionary activity funded from BCF budgets
- Discretionary Housing Renewal Grants including warm homes grants, empty home grants and HIA function

Housing Strategy and Policy Framework and Delivery including:

- Strategic engagement and enabling role, partnership working, OPE
- low cost home ownership, RTB/RTA queries, etc
- Local Housing Company plans (discretionary activity)
- Strategic relationship management and input with developers, providers, RP, economic regeneration, LEP etc
- Affordable Housing (policy/procedure). Liaising with developers, planning, housing, surveyors.

Channels

- Integrated customer access channels
- Phone, "Teams" and email capability for staff
- Access to Whatsapp, Facetime etc for customer contact
- Website
- Duty to Refer email inbox
- Shared Inboxes for team emails
- CBL web-based application system
- Crisis contact numbers
- Team specific numbers
- OOH phone number and diversion software to on-call phones
- Digital web forms as applicable and for future capability
- Self service for internal systems

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Assumption that all current service delivery locations will remain as is.

Key Partners/Suppliers

• Social landlords • Adult and Social Care inc OT service • Children services • Police, Fire & Probation service • DWP • Private Sector Landlords • Public health services • • Housing Developers • Third Sector Agencies • NHS Hospital discharge teams & Childrens OTs
• Property/DFG/Retrofit programme related Contractors

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Housing

Day 1 Service Delivery Model

Separate services aggregating existing District housing functions except for one hosted model for Choice Based Lettings to remain as a pan-Cumbrian- service.

Costs/pressures

- CBL partnership hosting may be additional cost, done in kind at present by SLDC and resource heavy
- Levelling up of means tested and discretionary services e.g. DFGs will have a budget implication if all parts of Unitaries are to have access to same service levels as they are inconsistent at present and budget allocations vary across existing councils
- Some Staff within housing cover other functions which are not within role profiles or separately costed e.g. locality work, emergency response work, OOH also is a factor

Exceptions within Housing

- Choice Based Lettings (CBL) Partnership agreement and software system providing allocations to social housing and owned stock to be hosted for both Councils. Host council to be determined. Separate budget management and reporting needed on behalf of the partnership. Need to cost this service.

Savings opportunities

Potential Service efficiencies: Procurement savings in future through economies of scale OOH service aligned, TA costs may be reduced through greater sharing of resources
Potential Staffing efficiencies: Management structure redesign, Expertise in house rather than buying in from consultants or specialist contractors
Consider opportunities through transformation planning for outsourcing/bring in house services.

Transition from Day 1

- Interim hosting arrangements for CBL need to be resolved – it is currently hosted by SLDC. Future host council to be agreed
- Shared OOH/on call delivery across each Unitary in place – relies on shared IT, one process, knowledge of TA stock – by Sept 23
- One service = transition and alignment strategies policies, processes, service delivery models for all housing functions and one point of handover from Customer Services by April 24
- HIC expanded throughout new unitaries and aligned to Social Care whitepaper recs and strategic commissioning

Other notes

- Need to maintain existing and vital strategic relationships with Third and Private Sector who may provide un commissioned Hostels/TA
- There is a need to agree the approach to future consortium funding opportunities that will arise prior to vesting day e.g. Green Home Grant consortium bids that may commit the new Authorities
- Need to maintain historical relationships with ex ALMO or stock receiving organisations

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Libraries and Community Services

LGR Programme Board: Supported (24/5/22)

Services in Scope of Libraries and Community Services

- Public Libraries (physical and digital access, delivery, outreach and prison library service)
- Registration service
- Archives
- School Library Service (support and advice, stock management, buses)
- Refugees (Global Resettlement Programme, ARAP scheme, Homes for Ukraine and Asylum: Response)

Day 1 Service Delivery Model

- Registration – hosted as an interim, transitioning to separate
- Public library service – hosted back office and stock with separate front door split, transitioning to separate
- Archives – hosted (in Cumberland due to archive storage and specialist facilities)
- School Library Service – hosted as an interim transition to separate / develop options with traded service
- Refugees – hosted as an interim, review needed once new schemes are more embedded and demand clearer from Homes for Ukraine. Transitioning to separate services could be achieved if desired

Channels

Physical – face to face walk in access in all existing locations

Telephone

Digital – web presence, social media platforms

Online bookings and also service centre for registrations appointments

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Key Partners/Suppliers

- Digital and physical book/ resource suppliers
- Extensive partnership working – at a county and local level e.g., third sector groups, DWP, district councils, voluntary groups, university etc
- Very close relationship with adult learning and HAWCs
- Contract with MoJ, DWP, Homes Office, Red Cross

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Libraries and Community Services

Locations

• Libraries - 3 main Libraries (Carlisle, Workington, Whitehaven) plus branches and library links , Haverigg Prison
• Refugees - Cumbria House, West Cumbria House
• Registration – Lady Gillford House, Wigton library, Whitehaven library
• Library service for schools – Botchergate Carlisle + Secondary base (Whitehaven)
• Archives – Lady Gillford house, Whitehaven library
Assumption that all current service delivery locations will remain as is for day 1

Costs/pressures

Anticipate significant cost pressures with separate services model (Replication of stock, systems, additional staffing)

Small cost pressure for separate services with joint provision (additional manager)

Exceptions within Libraries and Community Services

- N/A

Savings opportunities

No immediate saving opportunities anticipated for any of the models from Day 1

Transition from Day 1

•Libraries – transition to fully separated 2 years (Up to 24 months but to explore a 18 months transition period following further exploration)
•LSS – transition to fully separated 2 years from Day 1 – with investment in stock
•Refugees – transition to fully separated – timescales to be developed and linked to better understanding changing demand
•Archive – no transition – hosted is recommended
•Registration – transition to fully separated 3 years

Other notes

Note: Blueprint summarised from separate blueprints for individual services

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Local Focus Hubs

LGR Programme Board: Supported (24/5/22)

Services in Scope of Cluster/work package)

Collaboration of partners to deliver the Community Safety Partnership (CSP) Action Plan. To identify community issues and to work with the community in addressing these issues. To tackle anti-social behaviour. To identify funding streams and work with partners to deliver projects to improve the area.
Referrals are made via partner agencies signed up to the partnership problem solving approach.
Deliver statutory responsibility for ASB, CSP and Community Triggers.

Day 1 Service Delivery Model

Separate service working on three locality footprint based on current Districts.

Channels

Delivery of on-line referrals on behalf of vulnerable people, families and communities – Police KEY partner

Monthly Partner Meetings – review format and practicable solution for new authority

CSP arrangements for new authorities and support of PCC projects.

Partner engagement and collaboration – consider and consult.

Referrals (incl Gold ASBRA)

Community Triggers

Hoarding Referrals – continuation of delivery

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Allerdale hub team – Allerdale House Workington
Copeland – Copeland Police Station Whitehaven
Carlisle – Civic Centre Carlisle

Key Partners/Suppliers

Housing, Fire, third sector, drug and alcohol, Police.
The Data Controller is Cumbria Constabulary who are the key partner.

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Local Focus Hubs

Exceptions within this work package/cluster

- This is a partnership and a large proportion of referral activity is delivered by external organisations.
- All agencies deliver their responsibilities, the hub coordinate and deliver a client based approach.

Transition from Day 1

- There is scope to bring the Hub 'activities' together into a single team, under single leadership, but maintaining three local hubs.
- Requirement for Cumbria Constabulary to deliver a significant amount of support for transfer of Teams Users due to changes in roles and emails.

Costs/pressures

Additional expenses and travel costs depending on model chosen, absence of a Hub Coordinator and specific support for PCC projects is a pressure and to bring together these partnerships would increase the demand for this administration – this is essential for successful delivery.

Savings opportunities

Potential for accommodation savings

Other notes

- This is a partnership of over 20 agencies in each Local Authority area, therefore the benefits to and support from them is important

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Nuclear Policy

LGR Programme Board: Supported (24/5/22)

Services in Scope of Nuclear Policy, Strategy and Major Projects

- Continuation of operational engagements with Sellafield Ltd (strategy, socio-economics, spatial planning, waste planning, emergency planning) and Nuclear Decommissioning Authority (strategy, spatial planning, social impact)
- Accountable body arrangements for existing externally funded projects and partnerships
- Capacity to support in-flight and planned projects and partnerships (e.g. GDF Community Partnerships) including external nominations
- Performance of statutory duties in relation to:
    - Development management, planning, waste planning
    - Civil Contingencies Act 2004
    - REPPIR and offsite emergency planning
- Development and implementation of Policy & Strategy:
    - Social impact/community benefits
    - Waste/Planning policy
    - Nuclear issues (e.g. radioactive waste management, movement of radioactive materials etc.)

Day 1 Service Delivery Model

Hosted by Cumberland Council: Day 1 should be full continuation of usual operations, with no break in service for what is complex and sensitive work with multiple interdependencies with other services (Economic Development, Planning & BC, Climate, Policy, People, Property/Estate, Emergency Planning)

Channels

Key stakeholders include:

Portfolio Holders, Councillors, town & parish councillors

Cumbrian MPs

GDF Community Partnerships (Allerdale, Mid-Copeland, South Copeland)

Industrial Solutions Hub

NDA Group companies – Sellafield Ltd, Nuclear Waste Services, Nuclear Transport Solutions and supply chain companies represented by Britain's Energy Coast Business Cluster

Sellafield Programme and Project Partners (PPP)

IT Systems

Standard corporate ICT provision only required.

Locations

- No requirement for a permanent office location
- Proximity to stakeholders and communities in West Cumbria near to the Sellafield site is preferable.
- 3 GDF Community Partnerships in Allerdale and Copeland
- Industrial Solutions Hub (Cleator Moor)
- UKAEA STEP (fusion) Siting Process at Moorside, Sellafield
- NDA Social Value programmes in Copeland/West Cumbria

Key Partners/Suppliers

- Industrial Solutions Hub company (council-owned entity)
- Private sector
- Town Fund Projects – Cleator Moor, Millom & Haverigg
- Copeland Council currently draws on specialist legal and professional services – non-essential for Day 1, but should be budgeted for by Cumberland Council
- LGA special interest group, Nuclear Legacy Advisory Forum (NuLeAF)
- Cumbria LEP Clean Energy Sector Panel
- Transfer secondment agreements to Cumberland Council

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Nuclear Policy

Exceptions within Nuclear Policy, Strategy and Major Projects

None

Transition from Day 1

Considerations beyond Day 1:

- Policy position on specific nuclear issues informed by comprehensive briefing/induction programme
- Constitutional decision to establish a "nuclear committee" (Copeland Strategic Nuclear & Energy Board equivalent)
- Strategy/approach and structure for social impact funding programmes
- Provision of services to meet the current and future needs of the nuclear sector (e.g. business and export support)
- Engagement with prospective developers of major projects (e.g. Rolls Royce SMR)
- Future capability/capacity to support Nationally Significant Infrastructure Projects

Costs/pressures

The Copeland Nuclear team is wholly funded via a combination of direct funding agreements between the council and Nuclear Decommissioning Authority Group companies, cost recovery agreements (such as PPAs) and other bespoke cost recovery mechanisms. Capacity is supplemented by industry secondees. Therefore it is essential for Day 1 readiness that these agreements are transferred to Cumberland Council.

Savings opportunities

None

Other notes

The Nuclear service is unique to Copeland Council due to the extent of the physical, economic and socio-economic impact of the nuclear sector and Sellafield specifically in Copeland/West Cumbria. The context for this will change within the new unitary council and wider geography, so there may be opportunity post-Day 1 to develop/rethink the service delivery model.

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Planning and Building Control

LGR Programme Board: Supported (24/5/22)

Services in Scope of Planning and Building Control

- Development Control
- Planning Policy
- Building Control
- Technical Officers
- Waste and Minerals Development Control
- Historic Environment
- Commons Registration
- Environment and Sustainability
- Street Naming and Numbering
- Local Land & Property Gazetteer
- Local Land Charges

Day 1 Service Delivery Model

Separate services

Channels

Service Users
•
•Planning Application system
•Building
Control application system
•
Channels
•Web pages, Admin
emails, officer emails, telephone
and service desk.
(Contingent
on Emerging Legislation)
•24/7 Building Control Hotline for
dangerous structures
with expected response time
of 2hrs out of hours and 1
hr during work hours

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Allerdale – Allerdale House Workington
Carlisle – Civic Centre Carlisle
Copeland – Copeland House Whitehaven
Cumbria (Minerals and Waste) – Kendal County Hall (Kendal)

Key Partners/Suppliers

Statutory Duty to Cooperate with all neighbouring planning authorities.
AONB partnerships (Solway Coast AONB & North Pennines AONB).
Statutory Consultees.
DEFRA and Natural England

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Planning and Building Control

Exceptions within Planning and Building Control

- None

Transition from Day 1

- Local plans to be harmonised
- Integration of staff and functions into new operating model
- ICT systems to be harmonised as much as possible
- Schemes of Delegation to be reviewed for efficiency
- Discussions regarding incorporating Sports Grounds Certification into Building Control
- (Local Land Charges) Continue with the integration of the LLC1 form to HMLR

Costs/pressures

There is a risk of dis-economies of scale for County Services. Additional costs for every service that is required to be disaggregated.
- (Depending on which authority the existing Minerals and Waste Planning Policy Officer is allocated to) The cost of an additional minerals and waste planning policy officer TBC
- In line with the increased Building Control enforcement period (from 12 months to 10 years) there is a strong case for an additional Building Control Enforcement Officer per unitary

Pressures
- High planning & building control demand
- High staffing pressures, recruitment challenges

Savings opportunities

No savings will be delivered by this blueprint.

Other notes

- It is likely that there will have to be agreements regarding Minerals and Waste, Commons Registration and Historic Environment records and ICT systems. No pre 1995 Minerals and Waste records have been digitised. Disaggregated Minerals and Waste Planning Officers & Historic Environment staff need to be able to access these databases.
- New Building Control Legislation expected to come into force in March 2023.
- Admin/technical staff will be located in the Planning and Business Control departments (as opposed to the centralised business support department).
- Link to Infrastructure Planning/Transport Planning

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Public Protection

LGR Programme Board: Supported (24/5/22)

Services in Scope of Public Protection

Environmental Crime – includes Abandoned Vehicles, Fly Tipping, Littering, Stray Dogs, Dog Fouling, Household/Business Duty of Care, Public Space Protection Orders (PSPO.s), Education and Campaigns

Environmental Health- includes Air Quality, Contaminated land, Food Safety, Infection Control; Health and Safety in workplaces, Public Health enforcement; smoke free enforcement; Port Health; Pollution and Nuisances; Private Water Supplies Private Sector Housing including houses in multiple occupation, enforcement, empty home; pest control.

Licensing – includes Licensing Act (alcohol and regulated entertainment); caravan; animal; public health; Private Hire and Hackney Carriage (Taxis) Licensing (drivers and vehicles); Gambling Act, small lotteries, street charity collections, street trading; pleasure boats, sex establishments

Trading Standards – includes Consumer Protection, Doorstep Crime, Product Safety, Fair Trading, Food Standards / labelling/safety, Weights & Measures, Animal Health /Disease control, Animal Feed/Fertilisers, Age Restricted Products, Primary Authority, Explosives and Petroleum licensing / enforcement. Energy Performance Certificate

Safety at Sports Grounds

Day 1 Service Delivery Model

Separate services

Channels

Published fees, charges and policies
Applications
Email and phone
Face-to-face
On site
On line
Branding e.g. licenses
Microsoft Teams
Website – Public Registers / Publication Schemes
Contact Centres – Carlisle organise Pest Control visits and send out initial Nuisance information.
Business support provision
Out of hours contact for external organisations - UKSHA and FSA
Resident Reporting mechanisms
Social Media accounts

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Existing Office locations Carlisle; Whitehaven; Millon; Workington

Key Partners/Suppliers

Environment Agency, DEFRA, Cumbria Police, Chartered Institute of Environmental Health
APHA, Citizens Advice Cumbria Police, HMRC, Food Standards Agency, RSPCA, Chartered Trading Standards Institute, National Trading Standards / ACTSO, APHA, Consumer Service, Office for Product Safety and Standards, CFRS, Food Standards Agency, National Anti-Fraud Network, British Cattle Movement Service and others

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Public Protection

Exceptions within Public Protection

- There is likely to be a shortfall of qualified officers in one of the Trading Standards Services, noting the associated risk should this transpire. An interim solution would be for an informal agreement to be implemented for Animal Health/Disease Control, undertaken by the opposing Trading Standards Service until additional officers can be recruited.

Transition from Day 1

Costs/pressures

Trading Standards Manager, Lead, Officer , Trading Standards Officer and Regulation and Compliance Officer (costs linked with posts across both Cumberland and Westmorland LA's) Livery replacements , Existing vacancies /consultants, IT costs for additional licences
Training for officers, Long term alignment costs
Growth of demands of services / economic growth

Savings opportunities

Combined procurement of vehicle livery, vets, driver exams, ICT licenses
Reduction in office space
Possible managerial savings
Self service – online applications

Other notes

Depending on how the Trading Standards team is divided, there is likely to be insufficient qualified officers to deliver Animal Health and Disease control work in either Cumberland or Westmorland and Furness. This will need to be addressed. A short term solution would be for an informal agreement to be implemented between both Council's for Officers' to be shared across both Services when demand arises, until additional qualified officers can be recruited.

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Resilience and Emergency Planning

LGR Programme Board: Supported (24/5/22)

Services in Scope of Cluster/work package)

Emergency Planning services covering key statutory duties including preparing, responding and recovering from emergencies, included in the following statutes:

- Civil Contingencies Act [CCA]
- Radiation (Emergency Preparedness and Public Information) Regulations [REPPIR]
- Control of Major Accident Hazards [COMAH]
- Pipelines Safety Regulations [PSR]
- Major Accident Control Regulations [MACR]

Additionally the discretionary

- Community Emergency Planning/Preparedness

Day 1 Service Delivery Model

Delivered by a hosted service with an embedded intelligent client function, managed by a Service Level Agreement.

Channels

- On Call Emergency teams from all appropriate functional areas
- Strategic On call rota & facilities
- Internal Emergency Plans

Site specific and various resource specific emergency plans are in place as required.

Local authority jointly owned resources

- Emergency Communications Directory
- MAIC and Local Authority datasets i.e. Vulnerable people

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Control Centre to be identified.
Offices and work areas access required and depending on assets.

Key Partners/Suppliers

All partners within the Local Resilience Forum and other emergency partnerships.

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Resilience and Emergency Planning

Exceptions within this work package/cluster

- N/A

Transition from Day 1

- Ongoing process outwith Local Authority and to be agreed within multi-agency partnerships.

Costs/pressures

Development of Emergency planning and preparedness products may require additional resources/budget to deliver Suitably Qualified Experienced and Empowered Persons in the timescales.

Budget will need to be allocated for Day 1 Service Level Agreement.

Savings opportunities

N/A

Other notes

Any other option other than the Hosted option 2 will require significant project resources and time to develop.

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Street Scene and Open Spaces

LGR Programme Board: Supported (24/5/22)

Services in Scope of Street Scene and Open Spaces

- Tree Management - Management of trees under Council responsibility (highways, parks, woodlands, cemeteries etc.) plus Planning function of Tree Preservation Orders and Conservation Areas
- Markets (Indoor and Outdoor)
- Public Toilets
- Cemeteries – Management of Cemeteries and Crematoria through Bereavement Services function including compliance with legislation
- Parks and Open Spaces. Management of green spaces including woodlands, nature reserves, country parks and play areas
- Street Cleansing
- Grounds Maintenance. Maintenance of Parks and Open Spaces, Cemeteries and highway verges l urban areas
- Allotments – Management of in-house and self-managed allotments

•City centre, town and village cleaning
•Servicing of litter bins and 'on-the-go' recycling bins
•Litter picking (including programmed verge clearance)
•Fly-tipping removal
•Mechanical sweeping of pavements / roads
•Removal of offensive graffiti / needles / drug paraphernalia

Day 1 Service Delivery Model

Separate services

Channels

- Websites
- Web forms
- Telephone
- Social Media
- Email
- In person visits
- Service users on the market sites
- Market traders Forum
- Market event steering groups
- Community networks
- Parish Councils

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Solway House Moss Bay Road Workington CA14 3YJ and Allerdale House Workington CA14 3XH,Cemetries and Parks throughout the borough. Officers working from home. 5 outdoor market locations in Allerdale
Carlisle Civic Centre, Bousteads Grassing Depot and Carlisle Crematorium plus Cemeteries and Parks throughout the borough
Carlisle, Central Depot (Operations) and Civic Centre (Technical Team)
Workington Town Council

Key Partners/Suppliers

Funeral Directors
Stone masons
Cumbria Waste Management
Private sector

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Street Scene and Open Spaces

Exceptions within Street Scene and Open Spaces

N/A

Transition from Day 1

N/A

Costs/pressures

None identified

Savings opportunities

Potential for efficiencies through a review of management structures at the strategic level. Changes at the operational management level are less likely in the short-term.

Other notes

- The district Council's have different approaches to tree planning and management so people are currently in different teams
- We are aware that elements of the Waste contract my need to be hosted but we don't see this impacting on the Street Cleansing element in this work package and therefore Street Cleansing can be separated.

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Transport

LGR Programme Board: Supported (24/5/22)

Services in Scope of Transport

The services in scope of this work package are currently delivered by the County Council and consist of a combination of service in response to statutory duties as a Transport Authority and services which provide transport solutions to users of education and care services (largely statutory services). In summary the service areas in scope are:

- Home to School Transport.
- Special Educational and Disability Needs Transport (SEND).
- Community & Voluntary Transport.
- English National Concessionary Travel Scheme (ENCTS).
- Transport Authority Duties including Scheduled Bus Services and Bus Grants.
- Transport required as part of care packages to eligible adults.
- The Councils In-House transport provider CTOT.
- Children Looked After Transport.

Day 1 Service Delivery Model

- Mainstream and SEND home to school transport will be delivered on the same model as that agreed for the Education and Procurement services.
- Transport to eligible recipients of social care will be delivered on the same model as that agreed for Adult Services.
- All other transport services (community & voluntary transport, ENCTS, Transport Authority Duties, CTOT) will be delivered on a separate services model – albeit a range of interim hosting measures will be required for circa 12-months.

Channels

Home to School Transport
Allocation & Appeals
SEND Transport Assessment
ENCTS NowCard
Community and Voluntary Transport
Adult Social Care Assessment
Pathway
Website

IT Systems

There is one contract in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

In addition to corporate offices the following locations are used by the in-house transport provider (CTOT):

- Lillyhall Highways Depot (Workington)
- Dalston Highways Depot (Carlisle)

Key Partners/Suppliers

The services in this work package are supported by a very extensive supply chain on contractors:

- Home to School Transport: circa 100 suppliers through a combination of 1) area based contracts (3 areas covering the whole of Cumbria) procured on a 4-year basis, and 2) a dynamic purchasing system.
- Adult Social Care: use of dynamic purchasing system for mainly Taxi operators.
- Contract for the back-office system.
- Scheduled Bus Services: Contracts for timetable and helpline services.
- Community and Voluntary Transport: Agreements with community and voluntary groups.

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Transport

Exceptions within Transport

It isn't possible to complete this information prior to confirmation of the delivery model for Education, Procurement and Adult Services.
A range of posts across highways/transport/fleet may require hosting depending on the decisions taken. These are technical, specialist or management functions including Highway Asset & Strategy, Highway Delivery, Flood, Coastal Risk & Development Management, Strategic Infrastructure Planning.

Transition from Day 1

Home to school transport (including SEND) and adult social care transport requires confirmation of delivery models in Education, Procurement and Adult Services.

Community & Voluntary transport, ENCTS, Transport Authority Duties & CTOT can all be delivered on a separate services basis from day-1 but will require a proportion of the posts to be operated on a hosted basis for circa 12-months. The majority of the posts in CTOT operate on an area basis and those operating in the Cumberland area will transfer to Cumberland Council from day-1. Posts across the other service areas have Cumbria wide functions and will need to operate on a hosted basis for an interim period – this will be 8 posts in total plus a further 2 posts in CTOT that will need to be hosted for 12-months.

For an interim period of circa 12-months the councils will need to have in place arrangements to share staff and vehicles when required to enable the smooth delivery of the CTOT service.

Costs/pressures

Cost pressures are likely to be experienced as a result of:

- Duplication of a number of posts that currently operate on a Cumbria wide basis for which each council is likely to require a duplicate position.
- Reduced economies of scale in procurement of transport services (subject to the model adopted for the wider procurement function of the new councils).

Savings opportunities

There are no savings opportunities available for day-1.

Other notes

The Transport work package can be considered to consist of two quite different areas of activity.
Area 1 is the transport of Council customers (service users) in the form of children/ young people travelling to school and users of adult social care eligible for transport as part of their care package. This area of services involves colleagues from Education, Procurement, Adult Services and Transport Services. Part of the transport is provided by the Councils internal transport service (CTOT).

Area 2 is a range of functions associated with Transport Authority duties and related discretionary services such as: duties to work with scheduled bus services, community and voluntary transport schemes, ENCTS scheme. These services are delivered by colleagues in the Transport Service.

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Waste

LGR Programme Board: Supported (24/5/22)

Services in Scope of Waste

Household Waste Collections - residual / recycling / garden waste
Commercial waste collection
Bring Sites
Bulky waste collections
Clinical waste collections
Policies and service standards
Technical Support / Route Planning
Back-office / technical functions such as route planning / monitoring
Treatment & Disposal- Please see Waste (Treatment and Disposal) slide for this information.

Day 1 Service Delivery Model

- Each Unitary Council manages collection arrangements
- PPP Residual waste contract managed by "Hosted Service"
- Disposal budget disaggregated to each unitary (2 x WDA budgets) - with obligations through SLA
- Hosted Service assumes procurement and contract management (treatment and disposal)
- Service Level Agreement in place
- Option for other functions to be included in Hosted Service e.g. all contracts - for discussion

Channels

- Processes - Systems must be in place to log missed collections, bin requests and queries; and allocate to the correct operational area.
- Bulky waste - Requests
- Clinical waste – Requests
- Email
- Phone
- Website
- Digital
- Face To Face
- Social Media

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

11 locations in Cumberland including household waste recycling centres

Location details available if required.

Key Partners/Suppliers

Allerdale Waste Services
Cumbria Waste Management Limited
Private sector
Various contractors for receipt and processing / treatment of waste, recycling and garden waste streams.

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Waste

Exceptions within Waste

Treatment & Disposal- Hosted arrangement. Please see Waste (Treatment and Disposal) slide for this information due to 25-year PPP contract for residual waste treatment to 2034

Transition from Day 1

- N/A

Costs/pressures

Operational managers / supervisors also manage other frontline operational services. Separation of these services may lead to increased costs to support business resilience / continuity. Recruitment of drivers and loaders can be an issue.

Savings opportunities

N/A

Other notes

- Aligning waste policies and strategy.

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Waste (Treatment and Disposal)

Services in Scope of Waste

- 25-year PPP contract for residual waste treatment 2034
  - management of 14 HWRCs
  - provision of interface Transfer Stations
  - 2 Mechanical & Biological Treatment (MBT) plants
  - landfill service
- 34 closed landfills - management and monitoring contract
- Policy and Strategy
- Statutory Data Reporting (WasteDataFlow)
- Contracts validation – financial and data

Day 1 Service Delivery Model

Proposal for the waste disposal / treatment contract to be managed as a shared service sitting in host authority (decision to be made on host and Governance and management arrangements required). Inter Authority Agreement required to clarify and implement contract obligations and liabilities, inter authority invoicing agreement required, payment model to be developed – support required to build robust model

Closed landfill contract to be managed under host model to 31/03/2024 with IAA and payment arrangements to be agreed.

Host authority to process invoices from contractors and recharge client authority on the basis of agreed splits (pro rata - TBA)

Host authority to employ contract management team, cost sharing to be agreed

Further information in the notes for this slide if required.

Channels

HWRC provision (14 sites across Cumbria, 7 in Cumberland and 7 in Westmorland and Furness)

HWRC permit line, currently hosted by CCC via telephone.

FOI requests and complaints received via e-mail/mailbox or by telephone

Telephone number published on websites and at HWRCs

Client relationship with new authorities to be agreed if moving forward with hosted model e.g. agreed contacts, process for AVL, hazardous/difficult wastes.

Charities tipping on authority accounts – policy and process to be agreed

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

MBT plants at Carlisle and Barrow, 14 HWRCs, interface transfer stations operated by CWM at Hespin Wood, Flusco, Distington (to 2034), transfer station operated by SUEZ at Kendal Fell (to 31/03/2024), and FCC at Barrow for bulky waste, provision of landfill services

CCC staff currently based at Parkhouse, Carlisle, but could work from alternative locations

Key Partners/Suppliers

Contracts for:

- PPP contract and operators of 2 MBT facilities
- Transfer station/landfill serv
- Transfer stations and management of recyclate
- Closed landfill monitoring and maintenance

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Waste (Treatment and Disposal)

Exceptions within Waste

N/A

Transition from Day 1

Hosted model with one of the Unitaries acting as Host Authority and one Customer Authority - TBC

- Contract assigned and novated with clear management requirement
- Agreement on how to process monthly invoices from the contractor and share costs with Customer authority - SLA
- Reporting arrangements weekly/monthly/year end to be agreed

Costs/pressures

No additional costs and pressures from Day 1, note that there is an expectation that the budgets will be disaggregated to the two authorities. Waste disposal contract costs are reported monthly and annually, pressures arise from increased volumes collected
NB. This is assuming that there are no changes to the current Waste Disposal Contract (other than name changes) – if there are changes there will be significant costs and pressures

Savings opportunities

No immediate savings for Day 1.
Opportunities for efficiencies from joint procurement as contracts end (e.g. processing recyclate/marketing materials)
Likewise, service Improvements could be achieved as contracts come to an end

Other notes

Contract discussions required to progress novation/assignment

- Independent support required to build, test and implement inter authority agreement for payment arrangements and invoicing Customer authority (SLA/IAA)
- Project Support needs to be identified to work through the activities and timelines required for Day 1. This will ensure that there are no “Compensation Events” with the Contractor

Host authority to be agreed
Reporting and Governance to be agreed
Other clarifications – see channels for HWRC access. Policy and process to be agreed
Dedicated Legal resource to support on the Contract is required

Corporate and Enabling

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Legal & Democratic

LGR Programme Board: Supported (24/5/22)

Services in Scope of Cluster/work package)

Legal Services – Litigation, case conferences, court trials, Judicial Reviews, Child and Adult care cases, Prosecutions, Contract drafting/negotiating, Internal legal advice, Disputes / complaints, Investigations, support for governance / decision making arrangements

Democratic Services – Decision Making Process, Overview & Scrutiny function, Council meetings management, Member support and development

Elections – running all elections and referenda, Electoral register management

(Note: it is understood that both Coroners and Information Governance (including Complaints, Data Protection, Investigations and Disclosure) will be producing separate Blueprint docs (these currently sit within Legal and Democratic in the County Council)

Day 1 Service Delivery Model

Separate Services for each authority, with transition required in some areas.

Channels

Telephone, email, MS Teams and Zoom, website, face-to-face in council offices and court settings.

Locations

Council/Civic Buildings
Court Settings

Key Partners/Suppliers

Suppliers
Various contracts and suppliers in place
Key Partners
Schools, Barrister Chambers, Solicitor Firms, HM Courts and Tribunal Service, NW Legal Consortium

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Legal & Democratic

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Costs/pressures

Additional work is still to be undertaken around service specific delivery which will inform costs/pressures. Also awaiting information from other workstreams with interdependencies

Exceptions within this work package/cluster

None identified at this stage

Savings opportunities

Additional work is still to be undertaken around service specific delivery which will inform potential savings opportunities. Also awaiting information from other workstreams with interdependencies

Transition from Day 1

Work is to take place to identify areas within the service including legal advice and support where it will be impractical to deliver services within existing staffing arrangements on day one. E.g. Currently, there is only one Highways lawyer. Some form of transitional arrangement will be required for these areas.

There will need to be transitional arrangements in place for casework.

Members Leadership support arrangements require further discussion.

Other notes

None at this stage

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Information Governance & Records Mgmt.

LGR Programme Board: Supported (24/5/22)

Services in Scope of Cluster/work package)

Information Governance & Data Protection
FOI/SAR, Comments, Compliments & Complaints
Records Management

Day 1 Service Delivery Model

Separate services
The operating model for these functions will need to be considered alongside options for all other services, e.g. a centralised function or a dispersed function across each service area / directorate of the organisations.

Channels

Internal customers and business to business channels are key. Data Sharing Agreements will need to be in place for the channels to work legally.

Summary of key customer channels to be operational on day 1 (source – day 1 Readiness requirement and plans) will be completed once the compiled list is ready for review.

Secure and timely transfer arrangements in place through appropriate Data Sharing and Data Processing Agreements - links to Information Sharing Gateway (ISG)

Locations

- Allerdale - Maryport
- Barrow - Town Hall, Dock Museum, Crematorium office
- Carlisle - Civic Centre (Carlisle)
- Copeland - 2 sites - Moresby & Copeland Centre
- County - Lord Street (Carlisle), Ashley Street (Carlisle), and Barras Lane (Dalston)
- South Lakeland - Kendal Town Hall, South Lakeland House

Key Partners/Suppliers

- Records Management contracts
- Information Governance - each council has own arrangements for the destruction of confidential waste.
- Partnership arrangements through Information Sharing Gateway (hosted through Cumbria County Council).

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Information Governance & Records Management

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Exceptions within this work package/cluster

Transition arrangements will be needed for Records Management from Day 1 - need to continue providing timely and legitimate access to information, with staff knowledge of records.
Transition arrangements will be required for any legacy FOI requests/ SAR requests and complaints relevant to each council before Vesting Day.

Transition from Day 1

An option for a service specialism should be considered alongside the People or Place function options appraisal. The operating model for these functions will need to be considered alongside options for all other services, e.g. a centralised function or a dispersed function across each service area/ directorate of the organisations.
Estimated timescale for separating Records Management is circa 2 years from April 2023 - due to time for splitting County records, finding premises and fitting out premises with shelving/ offices.

Costs/pressures

TBC

Savings opportunities

TBC

Other notes

The options for the 3 work packages within this cluster are all dependent upon the decisions made on the work packages/ clusters in People/ Place/ Fire & Rescue/ Customer & Digital/ Financial & Digital/ Corporate & Enabling.

The operating model for these functions will need to be considered alongside options for all other services, e.g. a centralised function or a dispersed function across each service area/ directorate of the organisations.

Corporate and Enabling Board agreed that separating Records Management would take a longer lead in time - which will take years not months.

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HR & OD

LGR Programme Board: Supported (24/5/22)

Services in Scope of Cluster/work package)

- Strategic:
  - People strategies & plans, workforce planning, strategic resourcing, organisational development & transformation, strategic development, employee relations, staff engagement, recognition & reward, wellbeing
- Consultancy:
  - People Management, HR Policy development and updates (including Schools), HR casework and investigations, Social Work Academy, L&D delivery (including mandatory, essential & bespoke training & driver training), L&D Framework (Procurement & Contract Management), apprenticeships, restructuring implementation, occupational health, absence management, DBS, Change Projects, Disciplinary & appeals, Maintenance of Mandatory Training Records (LMS).
- Core Processes and Advisory:
  - Service Desk, HR Systems (including self-serve), data and reporting, contracts, employment compliance, payroll and pensions administration, recruitment, starters & leavers

Day 1 Service Delivery Model

- Separate services.
- Further evaluation is required to determine whether a hosted shared service model will be required for services provided through systems and the service desk

Channels

Internal Customers:

- Intranet/HR Systems
  - Sickness
  - Annual leave
  - Performance management
  - How to recruit
  - Learning & development
  - DBS
- Service Desk
  - Complex HR issues (resolved or allocated to subject matter expert)
- HR&OD Consultancy
  - HR Business Partner interface
  - Transformation changes and strategy
  - HR Policy/OD Projects and Design
  - Diversity & inclusion
  - Green HR (Sustainability)

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

The team will be hosted as directed by the new authority, with the option to continue remote / homeworking as needed to ensure staff availability from/at Day 1.

Key Partners/Suppliers

Key Partners

- NW Employers
- Recognised Trade Unions
- LGA
- Internal Communications Teams (Employee Engagement)

Key Suppliers

Various providers including:

- HR Providers in Schools
- Counselling Services
- Training Providers

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HR & OD

Exceptions within this work package/cluster

- Occupational Health – it is unlikely that the current in-house provision can be effectively split into two separate services, without increased costs but also resourcing challenges (OH nurses/physicians are very hard to source).
- Specific fire and schools advisory provision is also hosted within the service currently which may be difficult to disaggregate (though likely it will form part of fire service.

Transition from Day 1

- Work is currently being undertaken with the support from the LGA to review existing operating models and consider options for the future. More detail to be provided as this work progresses

Costs/pressures

- Costs & Pressures with the implementation of IT Systems & Learning Management Systems
- Additional training costs for Staff
- Potential costs associated with Tier 1 & 2 level recruitment process (one-off implementation cost)
- The level of change and transformation required by the new Unity Council may require further investment in OD and change expertise
- Potential loss of staff & key expertise across the Authorities (Top-Bottom)
- Agency transition pressures & challenges into the new authorities
- Potential to exacerbate existing skill shortages & Sector Pressures e.g. Reducing social care workforce
- Job Evaluation Process when transforming the organisation

Savings opportunities

There is a potential, longer term, to create efficiencies/release capacity through increased use of technology to support transactional and advisory services but this will likely require initial investment.
Potential for savings through the reduction of multiple HR systems but this may be off-set against additional licences required for systems deployed in the new council.

Other notes

Consideration is required regarding the disaggregation of the apprenticeship service, which is linked to the Apprenticeship Levy – this may be complex due to the split funding come 1st April and split in the overall levy across two new unitary authorities, plus the fire service and maintained schools.
Consideration is required for the Driver training team, provide emergency mandatory driver training to Cumbria Fire & Rescue, which will require consideration depending upon the organisational model for fire.
ASYE/Social Work development, will be dependent upon the service model for Children's services and Adults.

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Health and Safety

LGR Programme Board: Supported (24/5/22)

Services in Scope of Cluster/work package)

Provision of a centralised competent health and safety advisory service to support Cumberland as the employer in meeting it's statutory Health and Safety Management duties, compliance and best practice under the Health and Safety at Work Act 1974 and associated acts and regulations.

Day 1 Service Delivery Model

Separate services

Channels

Incident Reporting Systems– Agreed accident/ incident/ near miss and RIDDOR reporting systems (either continued solution or adopted for day one

All Services - Agreed arrangements/ systems for the provisions of suitable and sufficient risk assessment, risk controls and PPE

Workforce H&S Training - Ensuring the provisions of suitable and sufficient information, Instruction, training and supervision for employees specific to their area of work / working environment

H&S Policy – Needs to be developed and brought to the attention of all the employees as per the H&S at work act 1974

Contracts and Procurement – H&S

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

No specific accommodation requirements for day 1 as H&S staff can work remotely and attend sites as required

Key Partners/Suppliers

- ICT/ Customer and Digital
- HR and Workforce Development
- Policy and Performance
- Finance (Budgets)/ Insurance
- Occupational Health
- Communications Team
- Property Team/ FM
- Trade Unions
- Various key contractors for Educational Visits and Waste & Recycling, Leisure, contracted out services

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Health and Safety

Exceptions within this work package/cluster

- The above only relates to H&S Budgets held by CCC Corporate H&S Team and District H&S Teams/ Managers. It does not take into account budgets for H&S spend currently held by Services (e.g. for H&S related spend on service specific risk controls / systems, training or PPE)

Transition from Day 1

- Target is to ensure that suitable transition plans are in place to ensure sufficient H&S resources in terms of staffing, competent persons, time and budget. This will need further work following the establishment of each Unitary Authority and be based on the support requirements/ risk profiles and structures of the Council

Costs/pressures

There is a potential cost pressure as there is a high probability that there will need to be growth of the H&S Team and its supporting resources which will need to be based on the requirements/ risk profiles and structures of the Council

Savings opportunities

None at this time

Other notes

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Communications and Engagement

LGR Programme Board: Supported (24/5/22)

Services in Scope of Cluster/work package)

Strategic Communications including:

- Management and development of Strategic Communications, engagement and consultation strategy, policies and framework(s) – including leading on internal communications (staff, members etc) and supporting stakeholder engagement
- Development of Vision, Corporate Plan and priorities and provide support on strategic planning /budget planning process including leading on public consultation (shared with policy and finance)
- Development and shaping of organisational culture on behalf of leadership teams (shared with leadership team and HR and OD)
- Development of Corporate Narrative (internal and external) with leadership team
- Development/application of all aspects of organisation brand/(Corp ID manual)
- Development and application of organisational values and behaviours (joint with OD and HR)
- Support on Lobbying and influencing activity (shared function with Policy)
- Development and delivery of corporate initiatives as required
- Lead and support ceremonial and civic work

Day 1 Service Delivery Model

Separate services

Channels

- All Social media platforms
- Phones/phone line
- SharePoint/Intranet
- Website
- e-newsletter system
- External/internal messaging channels
- Intranet
- My property GiS system
- Webchat
- Customer reporting facing system
- New contract in place for royal mail to facilitate resident mag and distribution of other info
- Sponsorships/Advertising

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Various locations depending on final HQ models (assets) and agreed workforce workstyles (HR and OD) assumption is mix of homeworking and various office bases

Key Partners/Suppliers

Broad range of local and national partners

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Communications and Engagement

Exceptions within this work package/cluster

- Websites are being led on by Customer and digital – but many comms teams currently manage websites and website content looking ahead the final model is still TBA – this also applies to some other service areas such as FOI, Complaints, etc. Final Delivery Model will entirely depend on the Customer and Digital delivery model adopted by each of the two new councils and therefore how these services can be delivered in the future to best support the approach agreed.

Transition from Day 1

- N/A

Costs/pressures

Depending on the two councils aspirations and priorities – there may be cost pressures before savings can be achieved through transformation

Savings opportunities

As above

Other notes

- None

Commissioning, Procurement and Contract Mgmt.

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LGR Programme Board: Supported (24/5/22)

Services in Scope of Cluster/work package)

The scope of services in this work package is associated with procurement of all goods, works and services and the aspect of commissioning of services under the banner of "People".

- Strategic Planning
- Needs Analysis
- Market Management / Development / Sufficiency
- Market Position Statement Strategic Procurement / Strategy
- Purchasing (Category Management)
- Contract Management and Monitoring
- Strategic Purchasing Supplier Discount
- Negotiation
- Market Engagement
- Transport Commissioning, Procurement and contract management
- Strategic Commissioning
- Grants
- Procurement Performance Measurement (Corp/Member performance reporting)
- Children's Placement
- Children's Brokerage Service

Day 1 Service Delivery Model

Separate services
A hosted solution for some elements of "People" Commissioning and/or Procurement and Contract Management (if unable to split the contracts from day 1), for an appropriate period of time.
Child Placement might need to be hosted solutions.
Procurement (school) Transport needs are being considered by another Workstream so decision makers need to be mindful of this so staff/resources are not double counted.

Channels

Customer access – website, face to face, telephones, Liberty Create, generic email addresses, leaflets,

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

As required by new authorities and if CPT is a hosted solution

Key Partners/Suppliers

Key Partners – Waste Disposal and Collection Partners, Leisure Partners (LATCo'S); Adult Social Care, Children's Services, Public Health, NHS bodies, Statutory Partnerships, Industry, Regulatory Organisations, Voluntary and Community Sector, Waste Management, Leisure,

Key Suppliers - Large number of key suppliers per District Council. (Note: Many of these could be double counted as District Council's have contracts with the same suppliers)

Commissioning, Procurement and Contract Mgmt.

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Exceptions within this work package/cluster

- Children's placements , and School Transport (Mainstream; SEND; PRU and Children Looked After) may require hosted solutions and are being explored

Transition from Day 1

- Small number of hosted solutions in the short, medium and long term until contracts are disaggregated (i.e..Short, medium and/or long term)
- If split we will have to procure twice which could create under resourcing in staffing
- If hosted it could create under resourcing in the new councils core staffing

Costs/pressures

- Inflation has a currently increasing averse and material impact on a range of materials, goods and services
- Ongoing impact of the pandemic on service users and providers
- Reducing social care workforce
- Rising demand for services (i.e. Super-aging population)
- Challenges around fulfilment of statutory duties
- Significant disaggregated market risk
- Complexity
- Market fragility (in terms of supplier fragility and sourcing issues i.e. impact of Brexit, war, covid, inflation)
- Commercial Sensitivities

Savings opportunities

- Opportunities for minor staff savings by aggregation of six district councils into two new unitary councils, however, it is highly likely such savings will be significantly offset by disaggregating Cumbria County Council's spend into two councils, both in terms of Staffing, but also via Contracts too in certain categories/niche spend areas
- Structure/stability in place i.e. natural expiry of contracts, aggregation of contracts, remodelling, staffing savings
- In net terms there's a higher likelihood of increased costs in total contract spend, and in staffing

Other notes

- New Procurement Regulations are due to come into force during 2023 therefore to ensure each unitarity's procurements are legally compliant and to take advantage of the new commercialism these Regs aim to offer staff training and support must be a priority.

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Corporate Estate & Capital Programme

LGR Programme Board: Supported (24/5/22)

Services in Scope of Cluster/work package)

Corporate Estate – providing an Estates and Investment, Commercial Development, Hard and Soft Facilities Management Service across all corporate assets (excluding housing, highways assets and special purpose vehicles) and the school estates (subject to existing local arrangements relating to ongoing governance and management). Included within this service area are a number of statutory services that are governed by significant health and safety and industry statutory guidance.

Capital Programme – this service is the 'delivery' aspect of the Capital Programme focussed primarily on asset based and key infrastructure projects and programmes supporting the delivery of the Council's respective council plan and priorities. It also includes monitoring and reporting to accountable bodies in line with external funding requirements. The Capital Programme Team work closely with the Council's finance team to deliver the Capital Strategy.

Day 1 Service Delivery Model

Separate services

Corporate Estate – the service will adopt a **'Corporate Landlord Model**'. The Corporate Landlord Model provides for the centralisation of key estate functions into a centralised/corporate team including strategic asset management, statutory compliance, facilitates management, repairs and maintenance, estate management and design and construction across the corporate and school estates.

Capital Programme – this service is a **centralised delivery model** bringing all Capital delivery into one service area ensuring consistency in approach across project methodology, supply chain development and engagement, contract and risk management, outcome and benefit realisation, monitoring and reporting and standardisation and quality assurance

Channels

Corporate Estate
Principally, internal customer/client channels including specific service areas, elected members and school/governing bodies. Some external channels but quite limited to reactive, ad-hoc requests for support and information.

Capital Programme
Principally, internal customer/client channels including specific service areas, elected members and school/governing bodies. Significant external customer/client channels associated with external funding bodies, key stakeholders, economic development/growth agencies and central government departments.

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

The Corporate Estate and Capital Programme service are Council wide services and will extend across a broad range of assets and projects/programmes extending from the very south to the very north of the new Council geographic area.

Key Partners/Suppliers

Corporate Estate have a range of suppliers who provide business critical services including statutory compliance, health and safety, minor works, condition surveys, technical advice, cleaning, grounds maintenance, commercial development and technical advice.

Capital Programme operates a number of frameworks, with a host of suppliers under each framework. A number of major term contracts with large numbers of call offs or specialist contracts per year.

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Corporate Estate & Capital Programme

Exceptions within this work package/cluster

In the following key areas, there may be a requirement to implement transitional arrangements to safeguard health and safety and ensure affordability of service delivery:
Hard/Soft Facilities Management – county wide statutory compliance
Key resourcing – addressing short term staffing challenges within one or more unitary authority
Capital Programme – shared PMO to safeguard framework and key contract delivery
Contract Administration – subject to specialist and county wide contract end dates

Transition from Day 1

•Transitional arrangements will apply to both Corporate Estate and Capital Programme. The transition plan will be developed when key interdependencies are known such as contract information relating to disaggregation, novation etc. And the Capital Programme disaggregation principles have been agreed and applied across the programme
•Target end date will be driven by some contractual requirements with obvious end dates aligned to reprocuring key suppliers/providers having regard to new operating model of the Council.
•All other transitional arrangements should aim to cease within 12 months of vesting day.

Costs/pressures

Staffing – additional staffing may be required to reflect introduction of specialist/technical skills and capacity that is currently held in one council but will be required in both on vesting day
Statutory Compliance – it is anticipated through the ongoing gap analysis associated with the corporate estate that the minimum requirements under the SFG20 building standards will require additional funding

Savings opportunities

Aligned to the original business case, there is an expectation to deliver a small annual revenue saving

Other notes

The options for the 2 work packages within this cluster are all dependent upon the decisions made on the work packages/clusters in People/ Place/ Fire & Rescue/ Customer & Digital/ Financial & Digital/ Corporate & Enabling.

The operating model for these functions will need to be considered alongside options for all other services, e.g. a centralised function or a dispersed function across each service area/ directorate of the organisations.

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Policy & Performance

LGR Programme Board: Supported (24/5/22)

Services in Scope of Cluster/work package)

- Policy
- Performance & Intelligence:
- Risk Management & Business Continuity

Day 1 Service Delivery Model

Separate services
An option for a service specialism should be considered alongside the People or Place function options appraisal.

Channels

Internal customers and business to business channels are key. Data Sharing Agreements will need to be in place for the channels to work legally.

Summary of key customer channels to be operational on day 1 (source – day 1 Readiness requirement and plans) will be completed once the compiled list is ready for review.

IT Systems

There is one contract in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Not relevant

Key Partners/Suppliers

Main countywide partnerships:
Health and Wellbeing Board, Safer Cumbria, Children's Trust Board, Cumbria Local Economic Partnership, Cumbria Local Resilience Forum (planning & response).

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Policy & Performance

Exceptions within this work package/cluster

- No exceptions

Transition from Day 1

An option for a service specialism should be considered alongside the People or Place function options appraisal.
The operating model for these functions will need to be considered alongside options for all other services, e.g. a centralised function or a dispersed function across each service area / directorate of the organisations.

Costs/pressures

Currently unquantifiable as the budgets and FTE require apportionment across related work packages (Scrutiny in Legal & Democratic for example) . Then disaggregation, aggregation and integration.

Savings opportunities

Currently unquantifiable as the budgets and FTE require apportionment across related work packages (Scrutiny in Legal & Democratic for example) . Then disaggregation, aggregation and integration.

Other notes

- The options for the 3 work packages within this cluster are all dependent upon the decisions made on the work packages/clusters in People/Place/Fire & Rescue/Customer & Digital/Financial & Digital/Corporate & Enabling.
- The operating model for these functions will need to be considered alongside options for all other services, e.g. a centralised function or a dispersed function across each service area / directorate of the organisations.

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Administration & Business Support

LGR Programme Board: Supported (24/5/22)

Services in Scope of Cluster/work package)

- General Business Support Activities – requested via the Bus Support Help Desk ticketing system – for any service within the Council (e.g. Monitoring specific email addresses (and subsequent actions); Post Services; Producing ID badges (requested via a Portal); Notetaking for specific meetings; raising Requisitions/Purchase Orders for approval; entering Supplier invoices for P2P to pay; Booking Travel & Accommodation; specialist printing (e.g. Mail Merges/Payslips). Scanning and Indexing.
- Specialist (technical) Support for the following services:
  - Adults (Social Care and the Community Equipment Service)
  - Childrens' Services
  - Highways and Transport
  - Regulatory Services/Built Environment
  - Legal
  - People Service (Libraries, Resettlement Team etc)
  - Revenue and Benefits
- PA Provision
- Front of House provision for current County Council buildings (Cumbria House, Parkhouse, Lady Guildford House, West Cumbria House)

Day 1 Service Delivery Model

The ambition is to have a centralised Business Support function (with their specialist support teams within it) for Cumberland. However, this is dependent upon the blueprint plans of other services e.g. if some services are hosted.

Channels

Face to face (external and internal customers)
Email
Telephony
Portals
Ticketing System

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Some support work can be done remotely while other work is from physical locations: West Cumbria House, Allerdale House; Copeland Centre, Whitehaven, Market Hall (Whitehaven and Wigton); Moresby Parks. Civic Centre, Carlisle. Bousteads Grassing, Carlisle. Lady Guildford House. Parkhouse; Lilyhall Depot; Carlisle and Dissington Crematoriums

Key Partners/Suppliers

INTERNAL Estates/Property Services; IT; Customer Services; Childrens Services; Adults Social Services; People Management; Highways (inc. Fleet); Regulatory Services; Legal; Libraries; Resettlement Team
EXTERNAL: Care Providers; Customers and their Representatives; Retailers

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Administration & Business Support

Exceptions within this work package/cluster

- Unable to comment until we understand the agreed blueprints for the Services that we support.

Transition from Day 1

- Unable to comment until we understand the agreed blueprints for the Services that we support.

Costs/pressures

Unable to comment until we understand the agreed blueprints for the Services that we support.

Savings opportunities

Unable to comment until we understand the agreed blueprints for the Services that we support.

Other notes

- N/A

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Change Management & Transformation

LGR Programme Board: Supported (24/5/22)

Services in Scope of Cluster/work package)

This service's scope would include corporate leadership on development and delivery of the council's early transition (post vesting day)) and long term transformation plan

Service functions:

- Transformation
- Change Management
- Programme Office
- Programme Management
- Project Management

Day 1 Service Delivery Model

Separate services– suggested initially to be a corporate service but could be dispersed model across teams

Recommendation for Day 1 is a corporate resource.

Channels

Supporting all LGR workstreams via agreed Council Plan, Service Plans and Transformation Action Plan

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

The team would be able to work virtually or from any location however depending on scale of programme management and transformation may benefit from dedicated Project Office space with appropriate collaboration tools (whiteboards, surface hubs etc)

Key Partners/Suppliers

No critical suppliers – service may need to commission external specialists / additional resource when required. Will be determined by council's transition and transformation ambitions/ plans

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Change Management & Transformation

Exceptions within this work package/cluster

- None

Transition from Day 1

- Creation of two separate services will be possible on day 1.
- However consideration needs to be given to the size/scale of those services.
- Current resource levels may not be sufficient to deliver on transformation and change needs of new councils

Costs/pressures

Current resource levels are from across the 7 councils and they will not be sufficient to deliver on transformation and change needs of new council s– nor the financial efficiencies required to deliver on benefits realisation assumptions

Would recommend that resource levels will need to be higher for each new council . Will need to be consideration around the level of expertise, staff locations etc especially for County split based on where colleagues live and willing to travel

Estimated cost pressure will be dependent on scale of post vesting day transition and transformation to be managed.

Savings opportunities

This service/function would be key to the delivery of MTFP/ and achievement of significant financial and other benefits

Other notes

- The programme and project management skill set are in existence (within LGR team) – so consideration should be given to securing that resource to be able to swiftly move into delivery post vesting day

Customer and Digital

Customer & Digital

Services in Scope of Cluster/work package)

The following sets out the high level statutory and non-statutory service areas in scope for Customer & Digital services. Customer Services (CS) may signpost, provide initial support or resolve end-to-end depending on the service area – to be agreed with the relevant 'back office' team; the below outlines the services to be delivered and the current differences in the scope of CS in end-to-end delivery*.

- **Revenues & Benefits** – statutory – currently end-to-end by Allerdale/Carlisle, signposting by Copeland
- **Free School Meals, Blue Badge, Welfare** – statutory – currently end-to-end by County
- **Payments In** – non-statutory – currently end-to-end by all districts and county
- **Purchase to Pay** – statutory – currently end-to-end by County
- **Homelessness & housing** – statutory – currently signposting by all districts
- **Property** – non-statutory – currently signposting by all districts
- **Building Control, Licencing and Planning** – statutory – currently signposting by all districts
- **General Enquiries** – non-statutory – currently initial support provided by all districts and county
- **Customer Experience & Service Improvement** – non-statutory – currently delivered by county
- **Waste** – statutory – currently end-to-end by all districts (plus county for permits)
- **Environment & Open Spaces** – statutory & non-stat – Allerdale/Copeland signpost, Carlisle end-to-end
- **Parking** – statutory – Allerdale/Copeland signpost
- **Highways Hotline** – statutory – end-to-end by county
- **Adult & Family Services** – statutory – currently delivered end-to-end by county

Channels

A single set of channels is desired for customers to contact Customer Services in Cumberland, as the front door to many statutory and non-statutory services. Channels will be designed for everyone, based on user needs, supporting customers to do more independently, and enable the earliest possible resolution of enquiries.

Key channels required

- Phone
- Email
- Online Forms
- Website
- Face to Face (F2F)
- Customer Online Account (COA)
- Social Media

Additional channels to be considered

- Out of Hours Phone (County, Allerdale only currently)
- App (Allerdale only currently)

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Key Partners/Suppliers

Key partners include: back office service teams, DWP, CAB, debt recovery agents, HAWC service, Cumbria Choice, property / asset managing agents.
Key County partners include: central government departments, voluntary, community and private sector

Transition from Day 1

Key after Day 1 for services that will be **separate in each of the two authorities** is the move from 'legacy' teams working together to create a unified customer experience, to an integrated team.

In addition, end-to-end service re-design will be carried out across services (separate & shared) to streamline delivery, enable the earliest possible resolution of customer enquiries, improve the customer experience, and proactively reduce and shape demand.

*Information captured here on the scope of Customer Services in end-to-end delivery is based on data gathered from the seven councils to date

Customer & Digital

Locations

Customer Services likely to continue to be delivered from existing locations, with staff based in 'legacy' locations upskilled to deliver a consistent service for Cumberland. Existing locations include:

- Allerdale (5): Allerdale House, Workington; Keswick Town Hall; Maryport Town Hall; Wigton Market Hall; Cockermouth Town Hall
- Carlisle (1): Civic Centre
- Copeland (2): Market Hall, Whitehaven, Millom Library
- County (9): Physical Locations/CCC Offices (plus 39 Libraries)

Further discussion to be had on in-person delivery & staff offices.

Day 1 Service Delivery Model

On day 1 customers will experience Cumberland Council. Including work towards a single phone number, new website, email access and face to face interaction. In relation to County legacy services technology will allow customers to seamlessly access Cumberland and the customer response will be specific to Cumberland . For District legacy services we are working hard to ensure as seamless a response as possible including the use of technology and staff training and development.

Specific service areas are proposed to be delivered as follows:

- <u>Separate services in each of the two authorities</u>
  - **Legacy District delivery:** Revenues & Benefits, Housing / Homelessness, Licensing, Planning, Building Control, Environment, Open Spaces
  - **Legacy District + County delivery:** Payments In, Property, Complaints, General Enquiries, Service Design, Waste, Parking
  - **Legacy County delivery:** Subject to further work potential investment and systems being in place. Free School Meals, Blue Badge, Welfare,
- <u>Shared/hosted (model TBC) service across the two authorities</u>
  - **Customer experience and service improvement, web team, automation team, digital development**

Legacy County delivery: Purchase to Pay, ICT service desk and HR payroll to be split and returned to host service. Further discussion is required with workstreams to enhance understanding of their proposed Day 1 and the ICT implications for delivery.

Exceptions within this work package/cluster

N/A – the combination of separate and shared Customer Service delivery has been highlighted in the 'Day 1 Service Delivery Model' and 'Transition from Day 1' boxes.

Costs/pressures

Costs could arise due to the need for: a front-end telephony system, potential data migration to a single system & additional licences, staff training, comprehensive knowledge base.

Cost analysis is required as the Blueprint evolves following further interdependency meetings to quantify how the short-term and long-term costs may vary depending on the delivery model chosen.

For services currently delivered by all councils, if county teams are disaggregated on Day 1 additional management costs may arise.

Savings opportunities

No savings anticipated on Day 1. With transition beyond Day 1, savings opportunities could arise due to: reduced number of core systems used, staff and team integration, increased efficiencies as a result of service re-design, reduced demand on specialist 'back office' staff as a result of greater end-to-end delivery within Customer Services.

Other notes

Further discussions are to be held with 'back office' teams to agree the role and scope of Customer Services in end-to-end delivery on Day 1, ensuring that the decision made enables service re-design and an improved customer experience in future. This Blueprint will therefore continue to be iterated over the coming weeks.
Which authority would host the services noted to be shared/hosted on Day 1?
Discussion is required around budget/staff disaggregation principles and approach for services that may be disaggregated into separate authorities and/or remain shared.

Finance and Commercial

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Accountancy and Financial Planning

LGR Programme Board: Supported (24/5/22)

Services in Scope of Cluster/work package)

Statutory areas

- Preparation of balanced revenue/capital budgets
- Calculate Council Tax Requirement
- Calculate council tax base, collection fund surplus/deficit, business rates estimates – notify preceptors
- Ensure a sound system of internal control (such as financial standing orders)
- Annual financial statements / External Audit
- Statutory data, grant and tax returns and statutory school reporting
- Section 151 responsibilities: proper administration of financial affairs, s114 report , robustness of estimates and adequacy of reserves

Supporting statutory areas

- Budget monitoring, reporting, management
- Medium Term Financial Planning
- Advice and support to decision making
- Provision of training for members and officers
- Reconciliation and control work
- Provide and maintain financial systems

Other: National consultations , accountable body function, monitoring / reporting of grants, support grant bids, signing off of grant claim

Channels

Some service provision to external parties but majority is internal customers base

Most interaction with the above is by:

- Face-to-face
- Virtual e.g. Microsoft Teams
- Email.
- Telephone
- School Portal
- Intranet and Finance System (self-service)

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Service delivery can be managed either through a Council office or through home working – likely to be hybrid from day 1

Key Partners/Suppliers

Key Partners include: Grant funding bodies, Central Government, Preceptors: Police, Fisheries, Environment Agency, Parish/Town Councils, Subsidiaries and joint ventures, Police and Crime Panel, Schools Forum

Major contracts: include financial systems and external audit Other contracts for advisors services

Day 1 Service Delivery Model

Separate service ambition – hybrid approach from day 1 e.g. separate Financial Planning undertaking MTFP, Budget monitoring, annual accounts and reporting etc. but consider transition arrangements for shared technical or specialist teams (financial systems, schools finance, community finance, annual accounts, tax management). Due to capacity (availability of staff) and capability (skills or experience)

Delivery model likely to be centralised, with dedicated team delivering support for a defined service area (including transformation, capital, project. programme office support) , operating a business partnering model with a self-service offer for some processes

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Accountancy and Financial Planning

Exceptions within this work package/cluster

Consider interim arrangements for shared technical or specialist teams (financial systems, schools finance, community finance, annual accounts, tax management). Due to capacity (availability of staff) and capability (skills or experience)

Transition from Day 1

Separate service is ambition – hybrid approach from day e.g. separate Financial Planning undertaking MTFP, Budget monitoring, annual accounts and reporting etc. but consider interim arrangements for shared technical or specialist teams (financial systems, schools finance, community finance, annual accounts, tax management). Due to capacity (availability of staff) and capability (skills or experience)

Costs/pressures

Possible additional costs to duplicate County service IF insufficient volume of resources available from District aggregation – TBC as dependant on structure of service,

Possible additional costs for IT systems IF required to continue with legacy systems and pay additional for duplication of County system

Savings opportunities

Possible saving for advisor services going from 7 to 2 services in some instances, likely to be minor

Other notes

- Other relevant notes not captured in template

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Cumbria LGPS

LGR Programme Board: Supported (24/5/22)

Day 1 Service Delivery Model

Retain one LGPS Fund in Cumbria with one unitary designated as Administering Authority (i.e. responsible for the Fund - it is not possible to operate a shared service or hosting arrangement).

Services in Scope

Main functions of the Service: The provision of LGPS in Cumbria to eligible employers and scheme members. N.b. the LGPS is a statutory public service scheme; the scheme's benefits and terms, along with many of the responsibilities of the Administering Authority and other stakeholders, are set out in regulations.

Administering the LGPS in Cumbria – much of this is done in conjunction with Local Pensions Partnership Administration (LPPA) via a shared service with Lancashire County Council.

Managing its assets to meet its liabilities - Investing the accumulated contributions until they are used to pay benefits (liabilities).

Supporting governance arrangements for CLGPS: including supporting the Committee, Board, Investment Sub Group and the production of statutory reporting such as the Financial Statements and Annual Report.

Channels

Local Pensions Partnership Administration (LPPA) –communication channels including its website, contact form and helpdesk.

Cumbria LGPS website – currently being developed.

SharePoint/ShareFile.

Locations

The team is based at the Parkhouse Building.

Formal Meetings:

- Pensions Committee and Local Pension Board (public meetings) - Cumbria House (although the Board can also meet online)
- Investment Sub Group - Cumbria House or online.
- Cumbria Pensions Forum meets at a larger non-Council venue.

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

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Cumbria LGPS

Key Partners/Suppliers

Pensions Administration (a delegated function from Cumbria County Council to Lancashire County Council) - Local Pensions Partnership Administration (LPPA)

Pool Operator (Border to Coast Pensions Partnership Ltd)

A wide range of investment managers

Independent Advisors

Bankers

Custodian

Actuary

Additional Voluntary Contribution providers

Legal Advisor

Class Action legal Advisor

External Auditor (Cumbria LGPS accounts are subject to a separate audit from that of the Council) - Grant Thornton UK LLP

Performance Monitoring

Exceptions within this work package/cluster

Interdependencies for the delivery of some elements of Cumbria LGPS with other areas of Finance (principally the Treasury team).

Transition from Day 1

No interim arrangements anticipated. The target end state should be materially complete on Day 1 although some matters (e.g. novation of contracts) may take longer to complete.

Other notes

None

Costs/pressures

- The budget for Cumbria LGPS sits out with the Council budget.
- No material ongoing additional costs or cost pressures identified.
- Depending on the structure for the future provision of treasury management services, there may be some relatively minor additional costs chargeable to Cumbria LGPS.
- One-off LGR costs agreed to be funded from implementation reserve include:
  - Additional Actuarial fees to reflect LGR changes in the 2022 valuation; and
  - Specialist LGPS legal advice.

Savings opportunities

No potential savings/efficiencies opportunities identified

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Income Collection – Sundry Debtors and Misc.

LGR Programme Board: Supported (24/5/22)

Services in Scope of Cluster/work package

Services that allow the following functions to be operated to adhere to financial regulations and relevant fees and charges and debt recovery policies for each council

- Management of customer records
- Creation of debtor invoices where required
- Effective control of miscellaneous income – where sundry debtor account nor raised and/or the payee is not known to the council previously
- Range of payment methods and preferred methods of payment stipulated for income categories
- Adequate and timely debt recovery arrangements in place
- Accounting for VAT

Day 1 Service Delivery Model

Separate service including service-based individuals and a centralised Purchase to Pay team

Channels

For Customers - External

- Central processing team
- Business support staff responsible for raising sundry debtors and monitoring misc income
- Council website for service content that includes ability to pay and route in for paying any debtor account
- Other face to face channels where customers can pay accounts – e.g. contact centres, post office

For Council Staff – Internal

- Central processing team
- Business support staff responsible for raising sundry debtors and monitoring misc income
- Use of intranet for guidance and access to systems

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Various locations used by the County and District councils may be necessary for printing etc and used as part of 2 services (1 for each council)

Key Partners/Suppliers

- Software providers
- Banks and payment processing organisations
- External organisations who receive and process income for the councils

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Income Collection – Sundry Debtors and Misc.

Costs/pressures

Potential one off /implementation and additional licence costs for consolidating systems for Day 1

Exceptions within this work package/cluster

Elements of debt recovery services could be provided separately – for example use of external debt recovery agencies for bad debts

Savings opportunities

Short and long term opportunities to reduce staffing costs associated with collection of income , although impact of disaggregating county functions if split may impact on this

Long term opportunities to reduce costs on finance systems

Transition from Day 1

•No transition required though potential service transformation opportunities identified in 'Other notes'.

Other notes

•Exchequer Hub bringing together, for example, Income Collection (Accounts Receivable), Purchase to Pay (Accounts Payable) and Payroll functions (As is the case currently at the county council)
•Hybrid option, options could include providing supplier invoice processing only as a centralised service and other purchasing related activity (e.g. purchase order processing) retained in service areas.
Both options could be considered with service delivery based on a support function in each unitary or a single hosted solution providing services to both councils

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Internal Audit

LGR Programme Board: Supported (24/5/22)

Services in Scope of Cluster/work package

The provision of an Internal Audit service is a mandatory requirement. The service must be provided in accordance with the Public Sector Internal Audit Standards (PSIAS).

Day 1 Service Delivery Model

Separate service with its own Head of Internal Audit and team of internal auditors (at different grades).

The size and skill mix of the Internal Audit team will be dependent on the scale of services Cumberland Council will be delivering e.g. if hosting a number of shared services then the internal audit team will need to be bigger as it will need to also provide assurance to Westmorland and Furness Council on shared services.

The may need to be some transitional arrangements in place but this has still to be decided.

Channels

Internal Audit's key customers will be:
Internal

- Council's directorates / departments – need access to them as they will be the main receivers of the service
- Audit Committee - they will be required to agree and monitor the delivery of the audit plan and performance of the Internal Audit Service. This will be the Committee for public reporting of Internal Audit's findings

External

- Public – provision of a Fraud Reporting Hotline and general Internal Audit email to contact Internal Audit
- Westmorland and Furness Council – if Cumberland hosting shared services will need to agree the areas where Cumberland's Internal Audit would need to provide assurance to the other new Unitary

IT Systems

There is one contract in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Service can be delivered either through homeworking or a Council office or mix of both. However, would be useful to have clarity about allocated office locations as bringing together 4 separate teams into one team but maybe on separate sites..

Key Partners/Suppliers

No obvious key partners / suppliers in terms of delivering the service. However, if Cumberland is hosting a number of key services then there will need for assurance to be provided to Westmorland and Furness Council on shared services.

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Internal Audit

Exceptions within this work package/cluster

Current proposal is to have a separate Internal Audit team for each new unitary council. Given that the two teams are likely to be doing the same type of work at each council (focused on systems, constitution, etc) and the issue around a number of legacy grant claims for Cumbria County Council for 2022/23, it may be sensible to put some transition arrangements in place for a period of time.

Transition from Day 1

Current expectation is to put an audit plan in place for first 6 months or so, with focus on areas such as financial and other key systems, the Constitution, declaration of interests, etc. In addition work required on the various legacy grant claims for Cumbria County Council for 2022/23. Transition would allow staff across the two teams to focus on specific areas to maximise efficiency and it would ensure that the legacy claims were audited and certified by staff familiar with the claims and how they are put together. Would not have any significant cost implications, if any. Transitional arrangements may be needed for up to 9 months in terms of auditing legacy grant claims for Cumbria CC 22/23 and to maximise efficiencies in undertaking work on systems in the first 6 months at both new authorities. Our understanding is that the external firm delivering the internal audit contract at Eden and SLDC is planning to have completed its work by March 2023.

Costs/pressures

It is not possible with any certainty to forecast cost / pressures associated with the blueprint. However, the creation of two teams will mean that there will be a Head of Internal Audit for each of the two new unitary councils, and as on a much larger scale than a district council, so may incur an additional cost to reflect increased scale. Likely to also need to buy in computer audit specialist support (where required) but not previously procure by all current Internal Audit teams and may need to be on a larger scale than before.

Savings opportunities

No potential savings / efficiencies opportunities identified and unlikely as two separate teams being created.

Other notes

Other issues to be aware of:

- Many internal audit staff are based in North Cumbria with fewer based in South and West Cumbria
- Recruitment of Internal Audit staff within Cumbria remains challenging
- A number of grant claims for 2022/23, relating to Cumbria County Council, will need to be audited and then certified by the Head of Internal Audit and the Chief Executive of the new unitary council hosting Cumbria County Council legacy tasks. Could get a situation where staff to undertake work or certifying the work may not be familiar with the claims, or how they are put together.

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Local Tax Collection(CTX/NNDR) & Benefits

LGR Programme Board: Supported (24/5/22)

Services in Scope of Cluster/work package)

- Council Tax Billing, Collection & Recovery for domestic properties.
- NNDR Billing, Collection & Recovery for business rates assessments, including Business Improvement Districts (BIDS).
- Housing Benefit assessment, payment and Overpayment recovery for financial support towards housing costs for Private Tenants, Discretionary Housing Payments, Supported Accommodation, Hostels and Short Term accommodation.
- Council Tax Reduction Scheme (CTRS) assessment and administration for support towards council tax charges.
- Sundry Debt Collection (Some Districts)
- Cash Receipting (Copeland)

Services provided are primarily statutory requirements under prescribed, complex legislation. Associated statutory returns and technical Systems Support & Controls functions are included in the service provision.

Day 1 Service Delivery Model

Separate service delivered in-house

Channels

Streamlined, necessary and simple to use customer contact through Corporate Customer Services for in-person enquiries at contact centres and by telephone
Mail delivery and mailing out services
On-line services through the Council website for information, on-line payments and to access services including on-line application forms etc, but also recognising the need for alternative methods for vulnerable residents

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Existing administrative offices
Allerdale House, Workington
Market Hall, Whitehaven
Millom Library/Millom Hub, Millom
Civic Centre, Carlisle

Key Partners/Suppliers

Department for Work and Pensions (DWP)
Valuation Office Agency (VOA)
DLUHC/HMRC/HMCTS/VTE
External Auditors
Enforcement Agents
Range of voluntary and private sector partners/suppliers

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Local Tax Collection(CTX/NNDR) & Benefits

Exceptions within this work package/cluster

- None

Transition from Day 1

- No transition required but transformation opportunities identified in 'Other notes'

Costs/pressures

If required any additional resources costs associated with projects to align policy provisions, operational requirements and software solutions.
Additional software support costs may be incurred for database amalgamation to create a single service data base or for migration to an alternative solution in future years.

Savings opportunities

Caseload and workload volumes to be combined across the existing Districts, common database access and single operating model needed before economies of scale benefits can be delivered.
Potential Contract efficiencies? ABC/CBC/CCC have a CAPITA NW Cumbria Partnership contract
Culture focussed on performance and income maximisation
Sharing best practice and systems solutions
Promotion of self serve to realise efficiencies
Maximising automation of processes to reduce manual intervention

Other notes

Implications of service provision for Benefits advice and financial assistance for Support Accommodation, is likely to need review to reflect Unitary policy.
Establishing ongoing services across a single database with aligned policies, revised staffing structures and dependant on software solution, operating platform, Customer Services provision and IT infrastructure interdependencies being implemented.

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Ordering and Paying For Goods and Services

LGR Programme Board: Supported (24/5/22)

Services in Scope of Cluster/work package

Services that allow the adequate operation of the following functions to adhere to financial and procurement policies and rules for the councils and to comply with national code for prompt payment of suppliers and other payment terms agreed locally

- Managing and controlling Supplier Records
- Purchase Requisitioning and Purchasing Ordering Functions
- Invoice Verification and Authorisation
- Payment Processing/BACS payments
- Catalogue Management
- Purchasing Card Programmes
- Purchase to pay support for schools
- Purchase to pay support to other external organisations

Day 1 Service Delivery Model

Separate service including service-based individuals and a centralised Purchase to Pay team

Channels

Channels for Suppliers:
For Suppliers- External

- Central processing team
- Business support staff responsible for raising purchase requisitions/orders
- Website

For Council Staff – Internal

- Central processing team
- Business support staff responsible for raising purchase requisitions/orders
- Use of intranet for guidance and access to systems
- Virtual worker Supplier Invoice Processing (Non PO)
- Purchasing Cards

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Various locations currently used by the County and District councils may be necessary for printing etc

Key Partners/Suppliers

Software providers
Partner for County Council early payment scheme
HMRC – VAT & CIS

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Ordering and Paying For Goods and Services

Exceptions within this work package/cluster

Catalogue management could be undertaken by procurement functions outside the service delivery model specified on previous slide

Transition from Day 1

No transition required though potential service transformation opportunities identified in 'Other notes'.

Costs/pressures

Potential one off /implementation and additional licence costs for consolidating systems for Day 1

Savings opportunities

Short and long term opportunities to reduce staffing costs associated with purchase order and invoice processing, although impact of disaggregating county functions if split may impact on this

Long term opportunities to reduce costs on finance systems

Other notes

- Exchequer Hub bringing together, for example, Income Collection (Accounts Receivable), Purchase to Pay (Accounts Payable) and Payroll functions (As is the case currently at the county council)
- Hybrid option, options could include providing supplier invoice processing only as a centralised service and other purchasing related activity (e.g. purchase order processing) retained in service areas.

Both options could be considered with service delivery based on a support function in each unitary or a single hosted solution providing services to both councils

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Treasury Management, Banking & Insurance

LGR Programme Board: Supported (24/5/22)

Services in Scope of Cluster/work package)

Treasury Management & Banking

- Statutory requirement for Treasury Management Strategy Statement (TMSS) (including Minimum Revenue Provision (MRP) policy and Prudential Indicators); and Treasury Management Practices (TMPs).
- Management of Council cash flow to ensure security and liquidity
- Investment of short-term cash reserves
- External borrowing to fund capital programme
- Council bank accounts
- Bank Account for Cumbria Pension Fund (if Cumberland is the Administering Authority for the Fund

Insurance

- Arrange insurance cover for key insurable risks primarily Property, Liability and Motor
- Specialist insurance provision where required – predominately related to Marine cover (e.g. Harbour boat, Windermere ferry), Fine Arts and schools
- Management of self insurance
- Support claims management process
- Provide insurance advice to Council services and schools
- Engagement with legal services and insurers to manage claims effectively

Day 1 Service Delivery Model

Cumberland Council will have a dedicated Treasury Management function from Day 1 responsible for investment of short term cash balances and external borrowing arrangements.

Channels

Treasury Management & Banking:
Key customers for Treasury Management and Banking are internal services covered by other LGR work packages e.g. Local Tax Collection, HR & OD (Payroll); Cumbria Pension Fund; etc) that have a responsibility for money coming in or going out of Council bank accounts.

Insurance Services:
Key customers for Insurance Services are internal i.e. schools and other services would contact the Insurance team by e-mail or phone regarding insurance claims and general insurance queries.

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Service delivery can be managed either through a Council office or through home working.

Key Partners/Suppliers

Treasury Management & Banking
A Treasury Adviser will need to be appointed to support TM functions and assist with production of the statutorily required TMSS (including MRP policy and Prudential Indicators) and TMPs.
Insurance
Insurance broker required to advise on appropriate cover and to support the Council in exploring the insurance market and appropriate insurance policies.

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Treasury Management, Banking & Insurance

Exceptions within this work package/cluster

Treasury Management & Banking
It is expected that all Treasury Management and Banking Services will be managed by Cumberland Council from Day 1 in accordance with the details of this blueprint.
Insurance
There is a requirement for insurance claims from legacy authorities to be managed after Day 1. It is currently unclear as to the process for managing these claims.

Transition from Day 1

Treasury Management & Banking
It is expected that all Treasury Management and Banking Services will be managed by Cumberland Council from Day 1. There may be the need for "true-up" between legacy Council's and Cumberland Council throughout 2023/24.
Insurance
It is expected that insurance services will be managed by Cumberland Council from Day 1. There will be the need for managing claims from legacy Councils from Day 1.

Costs/pressures

Treasury Management & Banking
It has not yet been possible to forecast any costs / pressures associated with the blueprint.
Insurance
It has not yet been possible to forecast any costs / pressures associated with the blueprint.

Savings opportunities

Treasury Management & Banking
It has not yet been possible to forecast any savings opportunities associated with the blueprint.
Insurance
It has not yet been possible to forecast any savings opportunities associated with the blueprint.

Other notes

Recognition that much of the work for this work package is required to be complete well before Day 1.
Treasury Management & Banking
Procurement rules and legal support are urgently required to enable tendering processes to commence to ensure bank accounts are set up and a Treasury Advisor is appointed as soon as possible.
Insurance
Procurement rules and legal support are urgently required to enable tendering processes to commence to ensure an insurance broker is appointed and then insurance provision can be considered for Cumberland Council.

ICT

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ICT

LGR Programme Board: Supported (24/5/22)

Services in Scope of Cluster/work package)

ICT core infrastructure and supporting services including:

- Telephony: landline and mobile
- File storage
- Back up and disaster recovery
- Email
- Networking including Local Area Network, Wide Area Network, Corporate/Public/Guest Wi-Fi
- Remote access and Virtual Private Network (to support home working)
- Perimeter security including firewalls
- Print solutions
- End User Devices: laptops, desktops
- Data Centres
- Microsoft Enterprise agreement including end user and server licensing
- Core line of business systems
- Information and cyber security
- Appropriate data sharing agreements
- ICT Service Desk – current differing operating model

Day 1 Service Delivery Model

A separate ICT service per authority, with interim hosting arrangements for Countywide services required for Day 1 delivery.

Channels

ICT Service Desk: to undertake first line telephone support to resolve ICT user issues

ICT Portal: internal customer portal for self-service of request items and queries

Customer Walk Ups via Field Engineers: customer walk ups to ICT staff

Out of Hours: 24/7 for business critical services (model tbc)

Site specific visits: such as Member visits, site surveys

Remote Support: to support customers

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

The following Data Centres are located in Cumberland which operate the current authorities ICT (on-premise) core infrastructure, for example:

- Cumbria House Data Centre, Carlisle
- Civic Centre, Carlisle
- Copeland Centre, Whitehaven
- Allerdale House, Workington
- Microsoft Cloud environment and other Cloud hosted environments

Key Partners/Suppliers

ICT have a range of suppliers that provide business critical services for example, system suppliers, telecommunications providers, mobile phone suppliers etc.

Key partner organisations including NHS to enable data sharing and access to services such as Adults Social Care. Also, North West Fire Control for Cumbria Fire and Rescue Services. ICT provide access for key external partners from third sector.

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ICT

Exceptions within this work package/cluster

In addition to the Core ICT Blueprint requirement for Cumberland, there is a likelihood that some elements of the ICT Day 1 service will require an interim hosted service model especially for some system hosting, data access and business continuity. Models which will require hosting arrangements, for example Coroners, Cumbria Fire and Rescue Services will need to be retained (on an interim or long term basis) as a countywide service with hosting arrangements to be agreed through Shadow governance to decide if either Cumberland or Westmorland and Furness will be the agreed ICT host until parallel arrangements are established, tested and transitioned for both Unitary Councils within agreed timescales.

Transition from Day 1

Interim support and service management arrangements will be required for Day 1 where existing County Council ICT services and contracts are hosted by one authority, initial proposal is Cumberland.

Costs/pressures

Additional cost pressures to be identified and fully costed, but it is anticipated that operational costs will increase significantly, for example where there is one existing County Council system which needs to be replaced with two separate systems / contracts, and legacy systems to be retained.
The proposed 'levelling up' of Microsoft licencing for individual user licencing requires significant ongoing revenue investment. Changes in end user devices (for example, to the same specification as Shadow) needs to be costed, as does infrastructure investment. There is emerging requirement for additional resources to deliver Day 1 readiness, and into transformation programmes; requires further scoping.

Savings opportunities

None identified for Day 1.
There is potential opportunity for consolidation of existing contracts and ways of working beyond Day 1 that have efficiency opportunities to be scoped through transformation and strategic planning processes.

Other notes

Business continuity/disaster recovery: mutual aid arrangements to be considered by design.
Support arrangements, and operating models need to be reviewed beyond Day 1 including required training.
Lead in times to be considered for any future new requirements (legal/procurement).

APPENDIX 2

Delivering Two Unitary Councils for Cumbria

Summary of Proposed Service Arrangements

Local Government Reorganisation

Delivering Two New Councils for Cumbria

Place

Separate Services

- Libraries and Community Services
- Waste
- Highways including Flood and Coastal Risk Management
- Transport
- Public Protection
- Planning and Building Control
- Housing
- Fleet
- Economic Development
- Climate Change
- Street Scene and Open Space
- Community and Localism
- Local Focus Hubs
- Culture, Leisure and Events
- Nuclear Policy: Separate service only in Cumberland

Hosted Model

- Libraries and Community Services: Archives and Collection, Back office and stock
- Waste: PPP Residual waste contract - shared service, sitting in host authority (host TBD)
- Highways: Digital infrastructure/Connecting Cumbria to be hosted until 2025 (host TBD)
- Resilience and Emergency Planning – Hosted (host TBD)
- Housing: Choice Based Lettings – Hosted (host TBD)
- Coroners: Hosted by Cumberland

Transition Required

- Libraries and Community Services: Registration, Public library service, School Library Service, Refugees – hosted as an interim, transitioning to separate
- Highways, Fleet and Transport : small number of functions and posts requiring a hosted model for 12 months

People

Separate Services

Early Help

Social work/ Workforce (Adults)

Public Health: Health and Wellbeing service

Social Care (Children's):
- PSW, CIN/CP, Senior and Service Managers, Emergency Duty Team, Safeguarding Hub, CWD & Short Breaks

Education Services (Children's):
Virtual School
Home Education
SEND and Inclusion
Education Psychology and Specialist
Advisory Teachers
Access and Inclusion
Post 16 Participation
Early Years (strategic)

Hosted Model

Public Health: Active Cumbria

Social Care (Children's) - Fostering, Adoption, Residential and Edge of Care, Youth Offending Service

Education Services (Children's): Adult Learning

QA & Partnerships (Children's) - Partnership and Support Team

Transition Required

Social work/ Workforce (Adults) – Interim hosting for limited number of roles (FTE 20)

Education Services (Children's):
School Organisation and Admissions

QA & Partnerships (Children's) - Conference and Review service, LADO, SEND Information Advice and Support Service, Participation and Children's Rights, and Quality Improvement Team

TBD

Cumbria Care/ Provider Services

Commissioning

Commissioned Services

Integration & Partnerships (Adults)

Social work/ Workforce (Adults): Urgent care team

Education Services (Children's): Early Years (advisory), Learning Improvement Service, Traded Services - Cumbria Outdoors, Music Service, Teaching Assistants – TBD if alternative delivery model (hosted model until April 2024 to enable set up)

Public Health: Specialist Public Health

Corporate and Enabling Services

Separate Services	Hosted Model	Transition Required	TBD
Health and Safety	Information Governance and Records Management – interim hosting for records	Information Governance and Records Management – transition required for records management; challenge raised about whether separate archives are required.	
Information Governance and Records Management	Strategic Commissioning, Procurement and Contracts Management – interim hosted solution for some elements of 'People' Commissioning and/or procurement and contract management (if unable to split contracts from Day 1). Brokerage team and Child Placement – may be hosted.	Corporate Estate and Capital Programme - interim hosting for some capital programme elements – e.g., schools' cross unitary borders	
Strategic Commissioning, Procurement and Contracts Management	Corporate Estate and Capital Programme – shared PMO to safeguard framework and key contract delivery.		
Policy and Performance			
Organisational Development and Human Resources			
Corporate Estate and Capital Programme			
Communication and Engagement			
Change Management and Transformation			
Administration and Business Support			
Legal and Democratic			

Finance and Commercial

Separate Services	Hosted Model	Transition Required	TBD
Local Tax Collection and benefits	Cumbria County Holdings – Need to determine future shareholder position for both Unitary Councils-options being developed	Internal audit – may be some transitional requirements (TBD) and interim hosting arrangements	
Internal Audit		Specialist Finance support e.g. Schools/ Dedicated Schools Grant / Adults Social care reform – transitional arrangements may be required due to limited availability of specialist knowledge and expertise	
Ordering and Paying for Goods and Services		Financial systems and ledgers– Transitional arrangements will be in place for the financial systems and ledgers for the separate unitary councils to support the development of potential future separate systems	
Income Collection		Accountable Body function – Options to be reviewed. Preferred option is hosted model initially due to complexity of cross unitary and legacy schemes moving potentially to separate teams or combined team if sub regional governance options emerge.	
Treasury Management (including Insurance and Banking)			
Accountancy and Financial Planning			
Cumbria LGPS – one unitary designated as Administering Authority (where TBD)			
Companies – where matched to one unitary then transferred to that Unitary (Legal arrangements TBC)			
Community Finance – Linked to People theme discussions and dependency upon adult social care systems			

Customer and Digital

Separate Services	Hosted Model	Transition Required	TBD
Revenues & Benefits, Housing / Homelessness, Licensing, Planning, Building Control, Environment, Open Spaces Payments In, Property, Complaints, General Enquiries, Service Design, Waste, Parking Free School Meals, Blue Badge, Ways to Welfare, Highways, SPA Service, Registration & Ceremonies	Customer Experience & Service Improvement, Website, Automation Team & Digital		

ICT

Separate Services	Hosted Model	Transition Required	TBD
ICT		Countywide services – interim hosting arrangements required for Day 1 Delivery where existing County Council ICT services and contracts are hosted by one authority. Initial proposal is Cumberland	

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Cumberland Shadow Executive

Date 20 July 2022

Title UK Shared Prosperity Fund

Report from: **Jane Meek**

Report Author: **Jane Meek**

Wards: **All Wards**

Key Decision: **Yes**

1.0 Purpose/Summary of report

1.1. The Government has allocated £10.6m to the three authorities which will form Cumberland from the UK Shared Prosperity Fund (UKSPF) - Allerdale £3.8; Carlisle £4.1; Copeland £2.6. The District Councils will manage the funding in the first year 2022/23 before it passes to Cumberland on 1st April 2023. In order to draw the funding down the District Councils must submit an Investment Plan to the Government. Government Guidance makes reference to Local Government Reorganisation stating that Investment Plans to be submitted by the District Councils required the consent of the Cumberland Shadow Authority.

1.2. This paper seeks approval from the Shadow Executive to delegate to the Interim Chief Executive in consultation with the Shared Prosperity Fund Senior Responsible Officer for Cumberland, the Leader of Cumberland Council, The Interim Monitoring Officer and the Interim Section 151 Officer the authority to provide consent from the Council to any Investment Plans proposed to be submitted by the District Council to the UKSPF.

2.0 Recommendation

2.1 It is recommended that Cabinet

(1) delegate to the Interim Chief Executive in consultation with the Leader of Cumberland Council, the Shared Prosperity Fund Senior Responsible Officer for Cumberland, the Interim Monitoring Officer and the Interim Section 151 Officer the authority to provide the Council's consent to any Investment Plans proposed to be submitted by the District Council to the UKSPF.

3.0 Background and Proposals

3.1 The £2.6billion UKSPF was launched on the 13 April 2022. The fund is a central pillar of the Government's Levelling Up agenda and will provide new funding for investment between 2022 and 2025.

3.2 The fund will replace many of the existing European Funding programmes and has been allocated via a funding formula rather than a competition. Cumberland has been allocated £10,585,623 (Allerdale £3,842,852; Carlisle £4,104,659; Copeland £2,638,112.

3.3 The overarching objective of the fund is to build pride in place and increase life chances. This objective is underpinned by three investment priorities:

- Community and place
- Supporting local business
- People and skills

3.4 Capital Revenue Split

Unlike funding initiatives like the Town Deal and the Future High Street Fund the fund is biased towards revenue.

Capital Revenue Split

YEAR	CORE UKSPF: REVENUE	CORE UKSPF: CAPITAL
2022-23	90%	10%
2023 - 24	87%	13%
2024 - 25	80%	20%

4.0 Content

4.1 The responsibility for developing the Investment Plan for approval by the UK Government to unlock the funding rests with each District Council. The Council's will manage the allocation, including assessing and approving applications, processing payments and day to day monitoring up until 31 March 2023 when it will pass to the new Cumberland Authority. The authorities responsible for managing the fund may utilise 4% of the total allocation for this purpose.

4.2 Local Authorities will have flexibility over the management of the fund. For example, an authority may wish to use a mix of competitions for grant funding, commissioning or deliver some activity through in house teams.

4.3 In developing the Investment Plan local authorities are encouraged to work with other authorities to agree and commission activity over a larger scale. The Government expect the 3 District Councils in the new Cumberland area to collaborate closely with the each other and with the Cumberland Shadow Authority. Consent is required from the Cumberland Shadow Authority before submission.

4.4 Each District Council is able to draw on £20,000 from the Government to support the drawing up of the Investment Plan. The three districts councils that make up the new Cumberland Council area have jointly commissioned Mott McDonald to support the councils.

4.5 As part of the funding process local authorities are tasked with working with a diverse range of stakeholders, civil society organisations, employer bodies responsible for identifying local skills plans, and businesses or business representative group to achieve the fund outcomes in their areas. These partners will come together to form a local partnership to provide advice on strategic fit and deliverability.

4.6 Lead Authorities are also encouraged to engage proactively and constructively with MPs on a periodic basis, post investment plan sign-off, including through regular reviews and meeting of the partnership group in its delivery phase.

4.7 The Investment Plan itself will set out how the funding will be used and will detail the local context, the interventions that will be utilised and the approach to governance and delivery.

4.8 The Investment Plan will be submitted via an online portal by the 1st August 2022 and must have been endorsed by the Shadow Authority. There is a tight timescale for Investment Plans to be prepared and approved, complicated by the fact that due to LGR the Investment Plan for Cumberland will need to go through 4 governance processes given the timescales and the need to work on the Investment Plan right up to the submission date this report seeks delegated authority.

5.0 Delivery Arrangements

5.1 The Investment Plan will be developed utilising a mixture of in-house resources and external consultancy support.

5.2 The Shared Prosperity Fund Prospectus gives clear guidance regarding how Cumbria Authorities should approach the Investment Plan in the run up to LGR.

- Each District authority will need to prepare individual Investment Plans.
- Close co-operation is expected between districts along their new unitary footprints
- Each Investment Plan will have joint delivery arrangements along their unitary footprints.

5.3 The District Council's will be able to utilise the 4% allocation to manage the funds once approval has been given by Government and this will continue when the Shadow Authority takes control.

6.0 Implications and Impact

6.1 Financial, Resources and Procurement

There are no immediate financial or resource implications arising from this report. The financial implications of managing this funding can be met by utilising 4% of the grant funding on administration costs. However, any investment decision will likely be caught by legislation requiring consent of the Shadow Authorities in particular Section 24 of the Local Government and Public Involvement in Health 2007 regarding the entry into any capital contract over a certain value.

6.2 Legal and Governance Implications

As the Council only exists in shadow form until April 2023 the existing District Councils are responsible for submitting investment plans to the UKSPF but government guidance makes it clear that the consent of the shadow unitary authority will be required prior to submission. Responsibility for giving that consent is a function of the Shadow Executive but under 5.4 of Article 7 of the Constitution the Shadow Executive can delegate its powers to any officer of the Shadow Authority.

6.3 Risk Analysis

A scored and mitigated risk log

Risk	Consequence	Controls required	Mitigated Score
The Council's three Districts do not submit the investment plan in accordance with the guidance	Delays in unlocking the funding	Additional capacity required	2

Contact Officers

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Cumberland Shadow Executive Meeting

Date 20 July 2022

Title Strategic Financial Planning

Report from:	Barbara Cannon, Portfolio Holder Finance
Report Author:	Catherine Nicholson, Acting Interim s151 Officer
Wards:	All
Key Decision:	No

1.0 Purpose/Summary of report

1.1. This report sets out the proposed financial disaggregation and aggregation process from a funding, revenue cost and balance sheet perspective to give initial potential funding envelopes for the Unitary Councils and Cumbria Fire and Rescue Service.

1.2. This report also provides clarity on the decisions required by each Unitary Council and Cumbria Fire and Rescue Service to deliver the strategic planning process to enable the development of their 2023/24 revenue and capital budgets and Medium Term Financial Plans.

1.3. This report sets out the timeline for the strategic planning approach required to support the establishment of two financial sustainable Unitary authorities and a financially sustainable Cumbria Fire and Rescue service (CFRS).

2.0 Recommendation

2.1 It is recommended that the Shadow Executive;

(1) Notes the progress to date; and

(2) Notes the proposed disaggregation principles for allocation of the Funding for all three organisations as set out in the report ; and

(3) Approve the next steps in preparing budgets for 2023/24

3.0 Background and Proposals

Background

3.1 As part of the LGR Implementation Plan a strategic planning process has been proposed that enables the two new Unitary Councils and CFRS to determine how they will deliver services to achieve their Council Plan priorities and deliver them within a balanced budget.

3.2 For 2023/24 the strategic planning process requires decisions and information to be provided as part of the overall financial disaggregation work. It will also require individual organisations to make decisions on their own assumptions around financing and risk in order that a balanced budget for 2023/24 and Medium-Term Financial Plan can be finalised for approval by the Executive and Full Council in February 2023.

3.3 In respect of the Financial Disaggregation work there are a number of decisions which will need to be taken jointly by both unitary authorities and CFRS to approve the principles and approach taken to allocate the existing resources.

3.4 These decisions include capital and revenue funding and expenditure and all balance sheet items (which include reserves, liabilities, and assets).

3.5 This report sets out which decisions are joint, and which will be decisions for individual authorities.

3.6 Disaggregation in this context is the identification and transfer of services currently provided by Cumbria County Council to residents and service users in the Westmorland and Furness Council area to the new Westmorland and Furness Council and for services provided by CCC to residents and service users in the Cumberland Council area to Cumberland Council. The Fire and Rescue service will also be disaggregated from Cumbria County Council. This splitting includes service delivery, customer data, funding, expenditure, assets, liabilities, contracts, shared services, partnerships, and staff.

3.7 Alongside this there is the aggregation of the District Council services into the Unitary Councils including service delivery, customer data, funding, expenditure, assets, liabilities, contracts, shared services, partnerships, and staff.

3.8 This report set out the basis for agreement on the disaggregation of finances, as a fair and equitable split between the new authorities, and the principles to be applied during this process.

3.9 Once this is approved as a fair and equitable split by both Shadow Executives, the implementation of this will be incorporated into the 2023/24 budget preparation process including preparing Medium Term Financial Plans, budget setting priorities and setting balanced budgets for 1 April 2023.

Financial planning process

3.10 The Medium-Term Financial Plan (sometimes called a Medium-Term Financial Strategy) is the framework for how the Council uses its financial resources to fund the activity to deliver the Council's vision and outcomes. It is a key element of the financial management structure of local authorities:

3.11 Statute requires a balanced budget must been set for 2023/24 and good practice requires a 3-5 year planning period for the Council's finances to support delivery of the Council Plan.

3.12 As part of the Council Plan there will be an aspiration for transformational change delivering transformational savings for future years and to achieve that there will need to be an understanding of the investment required and how that is funded, linked to option appraisals for the relevant services.

3.13 Capital programmes will merge, and financial sustainability of each Council will need to support the investment plans. Also treasury management, asset management and investment strategies will all need to be updated and the value for money principle applies to everything.

3.14 This report sets out the work carried out to date and the work required as part of the strategic planning process that will enable a Medium-Term Financial Plan to be prepared for 2023/24 – 2027/28 and approved and balanced budgets to be produced for 2023/24.

Process and Principles

3.15 The disaggregation and aggregation process will be iterative. It is necessary to agree the principles so that draft budgets can be prepared. These budgets will be based on the latest financial information available (2022/23 revenue budgets, capital programmes, funding etc).

3.16 A final position for assets and liabilities transferred will be based on the audited Statement of Accounts 2022/23. As these will not be available until after the 1st of April 2023 , some technical adjustments to the new Council's budgets may be required.

3.17 The application of the principles to disaggregation and aggregation will affect the distribution of budgets and funding and could potentially have a significant impact on the future financial sustainability of all the new organisations.

3.18 The financial disaggregation and aggregation process also cannot be conducted in isolation from other elements of the Strategic Planning process, particularly interdependencies with

- Commissioning and procurement work on contracts and grants.
- Assets and capital programme work; and
- Disaggregation of staff principles being developed.

3.19 The Finance Officers Group (now the Finance and Commercial Theme Board) were originally tasked to develop draft principles based on the overall objectives:

- to agree an approach and mechanism to establish two financially sustainable Unitary Councils for Cumbria from 1 April 2023 and a Cumbria Fire and Rescue Service (PCC or standalone fire authority)
- To ensure that in total both Unitary Councils and Fire Service revenue budgets can be funded from the existing funding envelope for Cumbria (uplifted where possible for inflation/ finance settlement updates and Council Tax and Business Rate assumptions
- To develop opening balance sheet positions for both Unitary Councils and Fire Service that supports agreed options for delivery of services, transformation activities and the organisation design and vision
- Establish a realistic timeline and effective governance arrangements.

3.20 The group followed the values of:

- A general duty to cooperate
- Application of the principles will be evidence based and use approved data sources
- The final agreed approach will require local pragmatism around a fair and reasonable approach
- Core consideration is of value for money and financial sustainability
- Statutory and accounting requirements will be primary to developing the principles including the general matching principle of assets and liabilities;
- Independent advice and guidance will be provided and a mediation process in place if required.

3.21 It is important to understand that there is no additional funding for Cumbria for LGR so all spend for delivery of the LGR programme and the costs of delivering services in the future must be achieved within the existing Cumbria funding envelope.

Government Funding

3.22 Government funding for local government is announced each autumn in the Provisional Local Government Finance Settlement based on high-level announcements included in the Government Spending Review. There are 2 types of Government Grants: General and Specific. General grants support overall spend, are not earmarked for a specific purpose, and do not need to be re-paid if not spent. Specific grants are for a particular service or project, often have conditions and may have to be repaid if not used for that reason.

3.23 The Department for Levelling Up and Housing and Communities (DLUHC) establish the funding formula that drives Local Government funding nationally. This includes an assessment known as the Settlement Funding Assessment (SFA) to determine the baseline funding required by local authorities. This is calculated through many formulas and data sources and results in a calculation that determines the level of Revenue Support Grant and the Baseline Funding Level for setting how much of business rates collected locally are retained locally.

3.24 The Government initially planned to replace the current funding allocation model with a new Fairer Funding model, but this has been delayed many times and is not expected to apply until at least April 2024.

3.25 The disaggregation and aggregation work is required for 2 main purposes:

a) To form a basis for budget setting

b) To inform DLUHC and other relevant Government departments how the funding previously allocated to Cumbria County Council and the six district councils should be split between the new unitary authorities and Cumbria Fire and Rescue service for the 2023/24 Finance Settlement and until the Fairer Funding review or other new allocation bases are agreed nationally. Government will assume the total amount of funding that would have gone to the 7 Cumbrian authorities will be paid to the two new unitary authorities and Cumbria Fire and Rescue Service so LGR will have a neutral impact on the funding of all other local authorities across the UK.

3.26 A 2-phase approach has been adopted in preparing financial models for the new Unitary Councils:

Phase 1

- To disaggregate and aggregate major funding streams (Settlement Funding Assessment and grants) based on 2022-23 allocations
- To estimate proposed resources for Cumberland, Westmorland and Furness, and a separate fire authority/ function
- To estimate council tax income and retained business rates income based on the latest returns from each of the billing authorities

Phase 2

- To estimate projected funding allocations for 2023-24 based on disaggregation and aggregation and assumptions for funding changes in 2023-24

3.27 Initial work is complete for phase 1 but this is an iterative process which will be updated as more data is received, including as funding allocations are updated. Appendix 1 to 3 show the grants currently considered and the latest approach and indicative figures.

3.28 The proposed principles for the disaggregation of major funding streams are:

- SFA and specific grants disaggregated using the latest national funding distribution methodologies (2013/14 formulas) but updated for the latest data available.

- Where the original methodology and basis for distribution could not be adequately replicated due to data no longer being available an updated methodology has been proposed. The only grant affected by this is the Public Health grant and it is proposed that the formula proposed by DHSC (ACRA) in 2016 is used. This updated formula hasn't yet been adopted but is likely to be part of the Fair Funding changes and is supported by the Director of Public Health.

- For smaller service grants we have proposed using overall population as a proxy for need.

- For the Fire Authority grant allocations are proposed to be based on the SFA and direct grant allocations within the Local Government Settlement for 2022/23 and includes proportion of other general grants.

3.29 The updated data that has been used to inform the disaggregation and aggregation calculations have been provided through the data hub for the LGR programme. This has ensured that the appropriate quality assurance has taken place and it is consistent with the data sources being used for other decision making across the programme.

3.30 The main reason for using updated data sources is that they will better reflect the need and cost drivers within the services at this time and hence will support delivery of financially sustainable services for the future.

3.31 No assumptions around Fairer Funding changes have been assumed – they will form part of the MTFS modelling for each unitary authority. Each unitary authority will also need to make its own assumptions about inflation and indexation to be applied to individual grants when preparing their draft budgets and MTFP.

3.32 More detail of the grants, the disaggregation methodology and indicative core funding allocations are set out in Appendices 1,2 and 3.

Council Tax

3.33 Council tax is set based on the council tax base (the estimated total number of Band D properties in the area) multiplied by the council tax for the year. There are 2 main issues effecting the council tax for 2023/24:

- Different levels of council tax are set for each of the three billing authorities (Allerdale Borough Council, Carlisle City Council and Copeland Borough Council). There are specific rules on how this is harmonised for 2023/24 onwards as part of LGR (details

of council tax harmonisation will be covered in separate briefings and reports).

- The tax-base is reduced for reliefs and increased by premiums. Each billing authority sets its own reliefs and premiums, and these will need to be aligned for 2023/24 onwards for each Unitary council.

3.34 Options around harmonisation are being prepared and a final decision will need to be taken by each Unitary council as part of the 2023/24 budget setting in February 2023.

3.35 Options around reliefs and premiums are being prepared by the Revenues and Benefits workstream and will be considered by each Unitary.

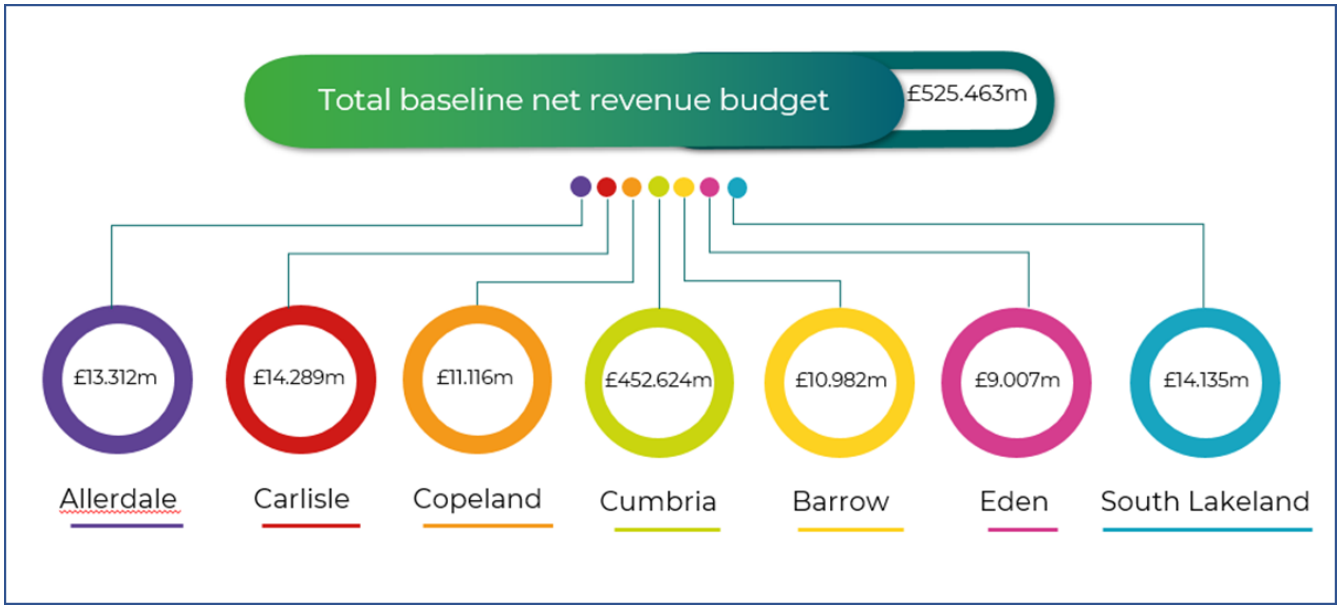
Business Rates

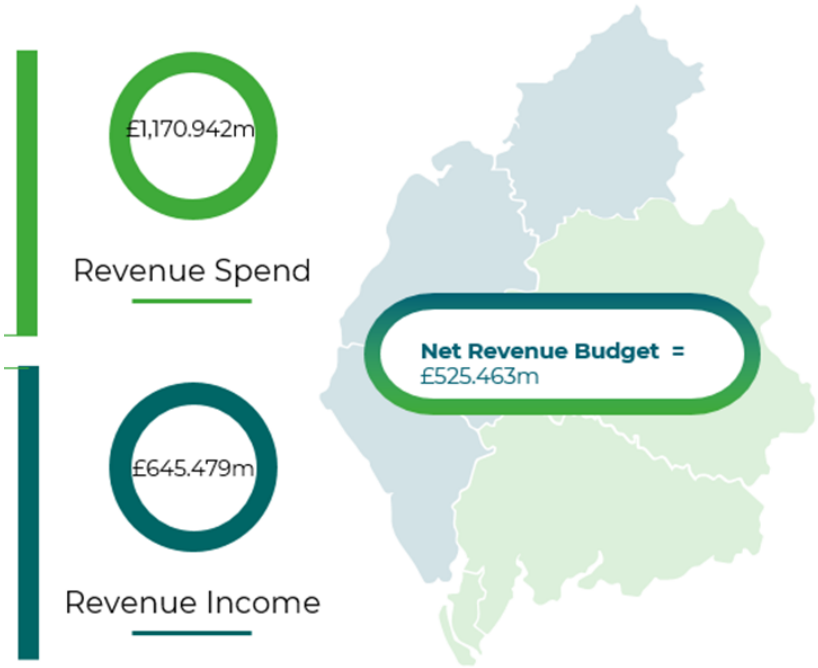
3.36 Income from business rates basically split 50% to Government and 50% to local authorities (currently 10% Cumbria County Council and 40% to district Councils) with tariffs and top-ups against baseline shares and levy for income above baseline. From 1 April 2023 the national of 48% to the unitary authority and 2% for the fire and rescue authority will be applied. The Cumbria County Council baseline will need to be allocated to each unitary authority: this is included in the funding allocation set out above. Each unitary authority will need to make its own assumptions about growth in properties and rateable values, potential increases in the business rate multiplier to be set by Government and provisions for bad debts and appeals. These assumptions are all part of business-as-usual budget setting.

Revenue Budgets

3.37 The starting point for the 2023/24 budgets are the aggregation, disaggregation, and integration of the existing Council revenue budgets. There is not sufficient time or resources for a zero-based budget approach.

3.38 Officers have combined the 2022/23 detailed budgets for district and county at the cost centre and nominal level. One-off budgets and internal charging have been removed to make the baseline budgets as comparable across all authorities. The overall baseline net revenue budget for 2022/23 for all seven authorities is just over £0.5billion and a gross budget of circa £1.2bn:





Revenue budgets have been aggregated and disaggregated using proposed principles many of which are consistent with the principles being adopted for the disaggregation and aggregation of funding. These have been informed by services and have used data from the data hub to maintain consistency and quality assurance. Initially the mechanism will be applied to the current 2022/23 baseline-budget.

3.39 This approach will provide:

- An indicative base net expenditure budget for each Unitary and CFRS that reflects need as best as possible for each authority i.e. a realistic split of existing commitments/responsibility to deliver existing service provision

- An equitable starting position for evaluating service design options – allowing implications of service design options to be fully understood and costed
- An opportunity to check and challenge the 'equitable' position for each authority compared to the proposed funding allocations.

3.40 At this stage a RAG (red, amber, green) rating of disaggregation approaches has been done to understand which ones needed more work or more detail. Government departments may have a view on the disaggregation approach, particularly for certain service areas and discussions with them are continuing.

3.41 The disaggregation principles proposed are:

1	**Location Service Delivered:** e.g. location of assets - buildings, parks, geographic footprint of service
2	**Residence of service user:** e.g. 'Ordinary Residence' principle for Social Care, where split may be based on 'home' postcode of service user, not location service is delivered
3	**Population:** e.g. where costs/income based upon demand/usage. May include whole population or sub-set (e.g. 0-17, 18-64, 65+)
4	**Other Cost/Income drivers:** underlying drivers for service areas, e.g. road length, FTE 's, number of households, council tax base or business rates tax base, demand data, activity data, performance data
5	**Funding Formula:** split prescribed within funding terms and conditions e.g. Dedicated Schools Grant (DSG), Public Health Grant, Better Care Fund (BCF), Improved Better Care Fund (IBCF) may have specific grant formula / data to allocate the funding. Work ongoing to review formula's where seen as out of date
6	**Technical:** disaggregation to follow responsibility e.g. corporate costs such as residual pension, teacher additional pension, MRP –specialist advice being provided, depreciation (follows assets split)

3.42 The revenue budgets for 2023/24 will be developed using the 2022/23 baseline data, but they will then need to be updated for any additional pressures that are emerging either from national impacts or blueprint service delivery options and savings identified by the blueprint process and existing saving proposals.

3.43 As part of the usual financial management arrangements within each sovereign council, any in-year additional pressures from 2022/23 will be reviewed by each existing council and included as appropriate. Each unitary authority will make its own assumptions on changes in service demand, inflation, income from fees and charges etc.

Balance Sheet Disaggregation

3.44 It is necessary to split or merge all other financial matters of all seven current councils. The main areas are:

- Land and buildings: initial dis-aggregation being undertaken now
- Other Balance sheet items: this work is complex and will require close working with all sovereign councils. Aggregation (at district level) is straightforward
- Capital Debt allocation: dis-aggregation being undertaken by a third party (Link)
- Reserves: Work ongoing matching reserves with specific risks where appropriate, principles for disaggregation of wider reserves to be completed

3.45 Members will be updated separately on the principles and proposed allocations for the balance sheet disaggregation and aggregation work. It is progressing well, and briefings will be available through July and August to reach agreement on those principles.

Shared and Hosted Services

3.46 While the majority of services have been disaggregated for 1 April 2023 there are some services where this is either not possible due to statutory requirements (Coroners Services) or may not be practical or represent value for money. In these cases recommendations have been / will be made about how a single service can be provided, either in the short or long-term, through a shared or hosted service and timescales for the splitting of services if it is not intended to be a permanent hosting arrangement.

3.47 Even where a service is to be provided jointly the budget will need to be disaggregated as the host authority will need to bill the client authority for the value of services, they have hosted, and the client authority will need a budget to pay for the services they are receiving so funding will also need to be disaggregated. As for all other services and additional costs pressures or savings will be identified when the blueprints are costed to feed into 2023/24 budgets. Arrangements will be established for funding to be passed from client to host authority after initial disaggregation.

3.48 Principles for deciding which authority will act as host are being developed and will be reviewed through the Member Liaison Group to then inform formal decision making by the two executives.

Implementation and Transition Costs

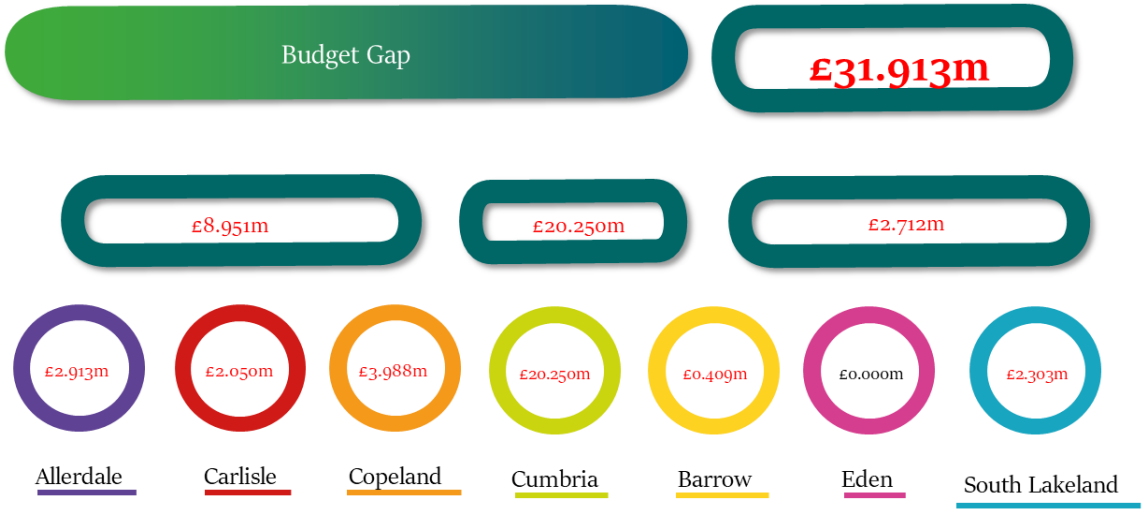
3.49 There are no additional resources from Government or elsewhere to fund the LGR process so all expenditure must be funded from existing budgets or resources.

3.50 The LGR Implementation reserve has been established to fund implementation costs required to create the two unitary authorities and a separate fire and rescue service for 1 April 2023. It has been funded by the sovereign councils and any balance remaining on the reserve will be allocated back to the two Unitary Councils.

3.51 A programme of transition and transformation will be required for each unitary during the first few years of their operation to determine, fund and deliver savings and improvements. Any funding for these programmes will need to come from either existing resources or additional savings above those needed to balance the 2023/24 budgets and will be incorporated into the MTFPs and Council Plans for each unitary. The potential for transformation is built into the day one efficient, safe, and legal work to ensure the opportunity is not hindered.

Budget Gap 2023/24

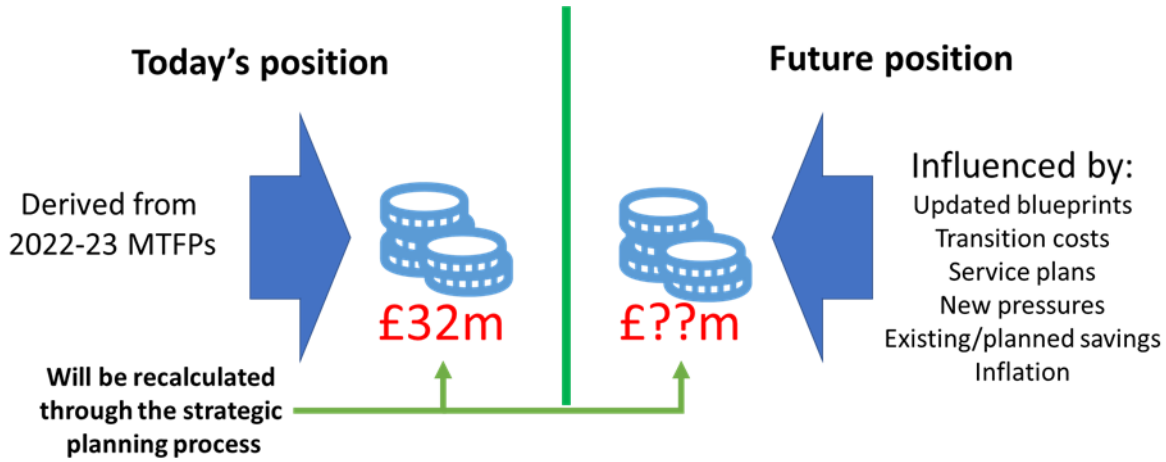
3.52 Each sovereign authority has a MTFP for at least a 3-year period and many for a 5-year period. Each MTFP has been prepared on the basis of assumptions around costs and revenues and around each authority's balance of risks and opportunities and risk appetites. The published MTFP budget gap is around £32m for 2023/24 and £35m for 2024/25:



3.53 The sovereign authority budget gaps are not based on like-for-like assumptions and harmonising assumptions would result in a different funding gap. An example of the difference is the assumed pay award for 2022/23 which varies between 1.75% and 5% with most councils

assuming 2%. In terms of significance, a 1% change in assumption for the County Council staff pay (currently assumed 3%) equates to a £2m change in the budget gap while a 1% change in assumption for one district (currently assumed 2%) equates to a £0.20m change in the budget gap.

3.54 Each Unitary council and Fire Service will need to determine their own assumptions for pay awards, inflation, growth etc. This work is underway and will feed into the draft budgets for 2023/24.



3.55 The key strategic planning decisions for the Shadow Authorities to set their draft 2023/24 budgets and MTFP's are shown in the table below. Ultimately it is a Full Council decision to approve the Budget. It is proposed that draft budgets are established by the end of October 2022 in order that the appropriate consultation on the budget decisions can take place. This will include level of Council Tax increases and harmonisation and proposed savings and pressures to enable a balanced budget for 2023/24 to be delivered.:

What	Who	When
MTFS assumptions re inflation etc	Interim team and Executive	October 2022
Council Tax increases and harmonisation	Interim team and Executive for proposal to Full Council	October 2022
Business rates	Interim team and Executive ahead of Full Council	October 2022
Fees and charges harmonisation	Interim team and Executive ahead of Full Council	October 2022

Capital programme and associated financing	Interim team and Executive ahead of Full Council	October 2022
Risk profile and risk appetite	Interim team and Executive ahead of Full Council	October 2022

Conclusion and Next Steps

3.56 This report has set out proposals for disaggregating and aggregating the funding, revenue costs and balance sheets of the existing sovereign authorities. It has given high level indicative funding envelopes for the two new unitary authorities and fire and rescue authority.

3.57 The 2023/24 strategic planning process will require decisions and information to be provide as part of the overall financial disaggregation work.

3.58 There are a number of decisions which will need to be taken jointly by both unitary authorities and CFRS to approve the principles and approach taken to allocate the existing resources.

3.59 It will also require the new unitary authorities to make decisions on their own assumptions around financing and risk in order that a balanced budget for 2023/24 and medium term financial plan can be finalised for approval by Executive and Full Council in February 2023.

3.60 An initial full Member briefing has been held to cover the background requirements for financial planning arising from Local Government Reorganisation (LGR) and to give a high-level steer on the principles and numbers.

3.61 This briefing concentrated on the disaggregation and aggregation work on funding. Decisions will be required on this so that Government can be informed about how the funding previously allocated to Cumbria County Council and the six districts' councils, can be allocated to the new authorities.

3.62 Further briefings will be arranged and will cover Revenue Budgets, Assets, Debt and Reserves.

4.0 Consultation

4.1 The Structural Change Order requires us to establish two new authorities by 1 April 2023.

4.2 Formal consultation will be undertaken on the proposed budgets before the budgets are approved by Council.

5.0 Alternative Options

5.1 The report sets out proposals to agree an approach and mechanism to establish two financially sustainable Unitary Councils from 1 April 2023 and a Cumbria Fire and Rescue Service.

5.2 The proposals for funding have followed the national formulas used by Government (DLUHC) but have been updated with the latest data sets.

6.0 Implications

Financial, Resources and Procurement

6.1 This report sets out the basis for agreement on the disaggregation of finances, as a fair and equitable split between the new authorities, and the principles to be applied during this process.

Human Resources

6.2 There are no direct implications associated with this report.

Legal

6.3 There are no direct implications associated with this report.

Health and Sustainability Impact Assessment

6.4 Have you completed a Health and Sustainability Impact Assessment? No

6.5 If you have not completed an Impact Assessment, please explain your reasons:

There are no direct implications arising from this report.

Equality and Diversity

6.6 Have you completed an Equality Impact Analysis? No

6.7 If you have not completed an Impact Analysis, please explain your reasons:

Risk Management	Consequence	Controls required
Do not agree an approach and mechanism to establish two financially sustainable Unitary Councils for Cumbria and a Fire and Rescue Service	Council priorities will not be delivered nor a balanced budget and MTFP	Identification of decisions required and timing of decision. Implementation of decisions incorporated into Budget Preparation Process

Contact Officers

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Pam Duke, Technical Lead, Cumbria County Council, 07989 345265, Pam.Duke@cumbria.gov.uk

Appendices Attached to this Report

Appendix No.	Name of Appendix
1	List of Corporate, service and fire grants for disaggregation and aggregation
2	Summary of disaggregation choices and approach
3	Indicative corporate resource allocations for 2022/23
4	Blueprints, service plan and strategic financial planning timeline
5	Strategic Planning – High level timeline and key stages

Corporate, service and fire grants

Appendix 1

Revenue Support Grant	Corporate	Fire PFI (received via Merseyside Fire & Rescue)	Fire
Rural Services Delivery Grant	Corporate	Fire Rev Grant - Firelink	Fire
New Homes Bonus	Corporate	Fire Rev Grant - New Dimensions	Fire
Returned NHB	Corporate	Fire Pension Grant	Fire
Tariff Adjustment ("Negative RSG")	Corporate	Public Health Grant	Service
Lower Tier Services Grant	Corporate	Improved Better Care Fund (Original Allocation)	Service
22-23 Services Grant	Corporate	Improved Better Care Fund (Budget 2017)	Service
Social Care Support grant	Corporate	The Adult Social Care Support Grant	Service
Social Care Support grant (SR19 and SR20)	Corporate	Adult Social Care Support grant	Service
Social Care Grants (new Adult RNF distribution)	Corporate	Winter Pressures grant	Service
Independent Living Fund	Corporate	LCTS Admin Support Grant	Service
CNDR PFI	Corporate	Housing Benefit Admin Support Grant	Service
extended Rights to Free Transport	Corporate	Dedicated Schools Grant	Service
Flood Lead Authority	Corporate		
Local Reform and Community Voice	Corporate		
Social Care in Prisons	Corporate		
War Widows Grant	Corporate		
Phonics Screening Check	Corporate		
Remand Placements - assume to continue (Dec 15)	Corporate		
Focused Families (Troubled Families)	Corporate		
Special educational Needs Reform Grant	Corporate		
School improvement Brokering Grant	Corporate		
Market reforms grant	Corporate		

Existing formulas will be maintained

Based on available data and existing formulas

To be negotiated with DfE

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Summary of disaggregation choices and approach

Grant	Assumption made
Social care grants (IBCF and Social Care Services grants)	Updated Adult Relative Needs Formula (RNF) (using latest data)
Rural Services Grant	Split between Cumberland and Westmorland based on district distribution Fire share based on the original ESSSA allocations (6%)
Lower Tier Services Grant	EPCS RNF (using latest data)
22-23 Services Grant	Overall Settlement Funding Assessment (updated for latest data)
New Homes Bonus	Based on district council allocations in 2022-23 (no share for fire)
Public health grant	Latest proposals from ACRA (2016)
Other grants	Overall population (2018-based projections)

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Indicative core funding allocations for 2022-23 based on relative need

	Total £'m 2022-23	Westmorland and Furness £'m 2022-23	Cumberland £'m 2022-23	Fire £'m 2022-23
Business rates	135.423	52.328	76.527	6.568
Council tax	302.519	144.122	143.504	14.893
Corporate grants (Excludes BCF,Ibcf, DSG, Public health etc)	86.594	30.520	49.246	6.828
Total Corporate Resources	**524.536**	**226.970**	**269.277**	**28.289**
Share (%)		43.3%	51.3%	5.4%
Unitary split (%)		45.7%	54.3%	
Total Corporate Resources per head (without service grants)		1,004	981	56

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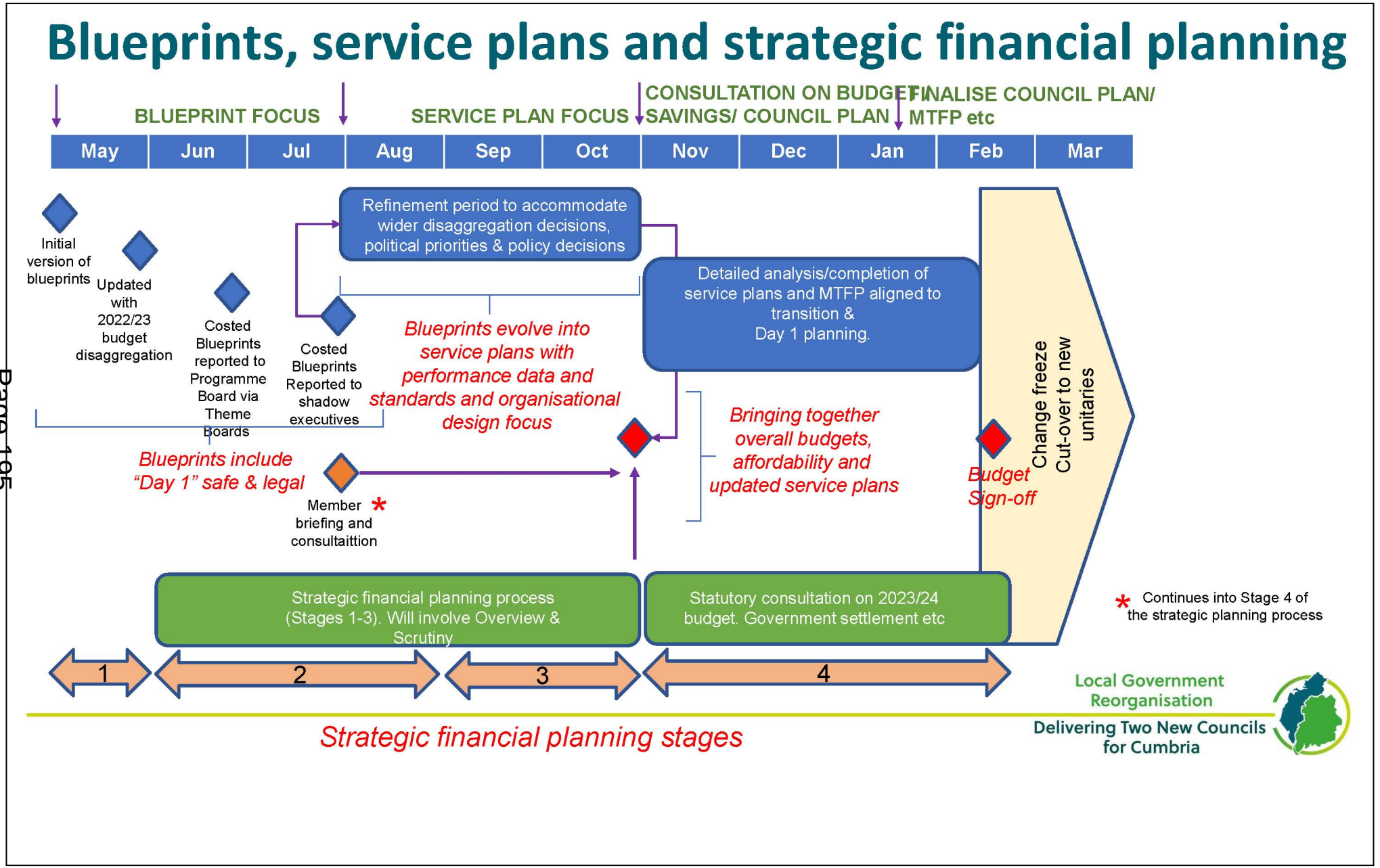
Blueprints, service plans and strategic financial planning
BLUEPRINT FOCUS
SERVICE PLAN FOCUS
CONSULTATION ON BUDGET SAVINGS/ COUNCIL PLAN
FINALISE COUNCIL PLAN/ MTFP etc
May
Jun
Jul
Aug
Sep
Oct
Nov
Dec
Jan
Feb
Mar
Initial version of blueprints
Updated with 2022/23 budget disaggregation
Costed Blueprints reported to Programme Board via Theme Boards
Costed Blueprints Reported to shadow executives
Refinement period to accommodate wider disaggregation decisions, political priorities & policy decisions
Blueprints evolve into service plans with performance data and standards and organisational design focus
Detailed analysis/completion of service plans and MTFP aligned to transition & Day 1 planning.
Bringing together overall budgets, affordability and updated service plans
Blueprints include "Day 1" safe & legal
Member briefing and consultaittion *
Budget Sign-off
Change freeze
Cut-over to new unitaries
Strategic financial planning process (Stages 1-3). Will involve Overview & Scrutiny
Statutory consultation on 2023/24 budget. Government settlement etc
* Continues into Stage 4 of the strategic planning process
1
2
3
4
Strategic financial planning stages
Local Government Reorganisation
Delivering Two New Councils for Cumbria

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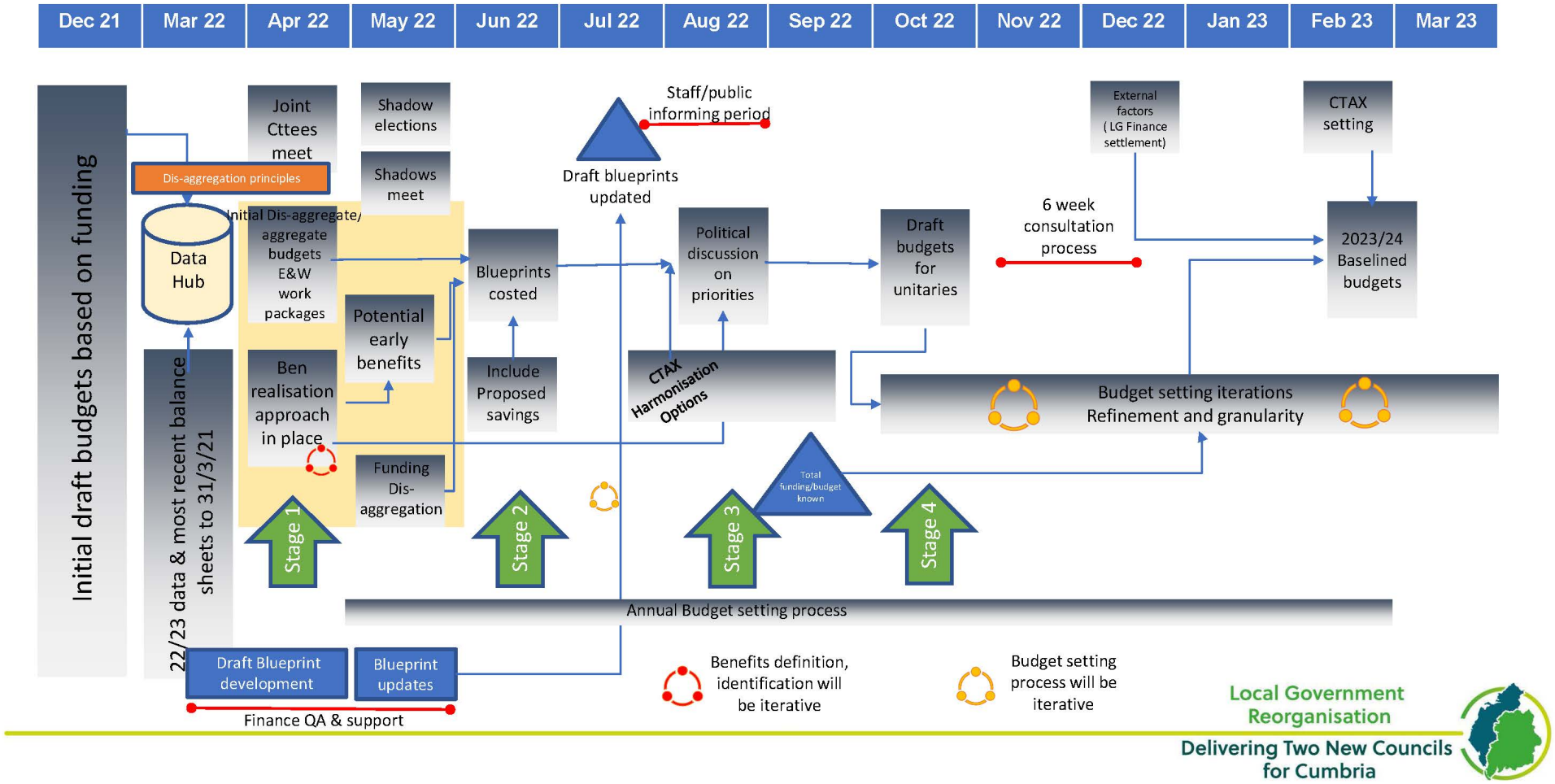
Strategic Planning - High level timeline and key stages



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Cumberland Shadow Executive Meeting

Date: 20 July 2022

Title: LGR Programme Status Update Reporting

Report from:	LGR Programme Director
Report Author:	Matt Waning, Programme Manager LGRPMO
Wards:	All
Key Decision:	No

1.0 Purpose/Summary of report

1.1 This report updates Members on the current Local Government Re-organisation Programme Status Update Reports (to end June 2022) which are in place to support the Local Government Re-organisation process.

Detail is also included about how the Status Update Reports will be developed as more information becomes available throughout delivery of the programme up to Vesting Day, 1 April 2023.

2.0 Recommendation

2.1 It is recommended that the Shadow Executive:

(1) Notes the report details and key points included in section 3 of this report

(2) Notes that Status Update Reports will be presented periodically to keep the Shadow Executive informed of programme delivery progress and that the format will be updated as more information becomes available

3.0 Background and Proposals

3.1 Status Update Reports have been developed and feed into the Local Government Re-organisation Programme Board periodically (currently 4 weekly cycle). The reports are written by each theme's Programme Manager and are signed off by the chair/sponsor of that theme prior to being presented to the Board and subsequently Shadow Authorities moving forward.

3.2 The Programme Management Office are currently developing an updated version of the report which will encompass metrics from the high level programme milestones that have been developed, informed by each theme's Day 1 Delivery Plan. These plans are being developed during July 2022 with support from the Programme Management Office.

3.3 The new style of report will also cover assurance reporting from activity undertaken by the Programme Management Office each month.

3.4 The programme overview from the June 2022 status update report, providing information to mid-June, is included below and the full report is available at Appendix 1:

3.5 It should be noted that the new programme overview report format from August will include any status change, that is to say it will show current to previous month progression or regression.

Cumbria LGR Programme – Status Report

June 2022

Overall Summary		• Work continues with Day 1 requirement refinements • Briefing sessions underway to engage all elected Shadow Authority Executive Members in the development of service baseline Blueprints and to ensure an efficient and Safe and Legal Day 1
	RAG / DoT	
Progress	↑	• HR work progressing with Data Hub on Pay & Grading and Terms and Conditions • Assets now have a CIPFA report in line with the agreed new operating model for the Corporate Estate. setting out the Corporate Landlord Model, due to be considered at LGR Programme Board in July • Legal and Democratic - Member induction and development plan progressed for newly elected Members • Policy and Performance developing the Council Plans for Cumberland and Westmorland and Furness Shadow Authorities
Finance	→	• Finance and Commercial to stand-up a virtual Finance support team to support the blueprinting costing process during the last half of June • Work underway on developing the budgets for the new Unitaries continues
Risks/Issues	↑	• Theme risk workshops continue with the support of Zurich Municipal • Work progresses on the Strategic Risk Register • Red risks flagged for Legal & Democratic, Strategic Commissioning, Corporate Estate & Capital Programme, Place and Customer & Digital
Resource/Capacity	↑	• 4 new Project Managers being recruited into the Programme, and the Senior LGR Manager will be in position as of 20th June. • There is still an ask for additional support officers which is being addressed • The Programme will be without a director from the end of June/beginning of July, and arrangements are being put in place to address this • KPMG support for Legal and Democratic has been confirmed; increasing the resource capacity.
Stakeholders	↑	• Work with unions undertaken on staff survey and to make improvements to comms in particular with schools • Successful support to new member induction process – including development of slides and initial work to start developing and gathering key 'service' stats for the two new councils

4.0 Consultation

4.1 The contents of this report respond to a Statutory Instrument which was the subject of consultation by the Government.

5.0 Alternative Options

5.1 The contents of this report details reporting mechanisms relating to progress of the LGR Programme, whilst there is a choice about how this might take place, the approach described is considered the most effective, efficient, and fitting to local circumstances.

6.0 Implications

Financial, Resources and Procurement

6.1 There are no direct implications associated with this report.

Human Resources

6.2 There are no direct implications associated with this report.

Legal

6.3 There are no direct implications associated with this report.

Health and Sustainability Impact Assessment

6.4 Have you completed a Health and Sustainability Impact Assessment? No

6.5 If you have not completed an Impact Assessment, please explain your reasons: There are no direct implications associated with this report.

Equality and Diversity.

6.6 Have you completed an Equality Impact Analysis? No

6.7 If you have not completed an Impact Analysis, please explain your reasons: There are no direct implications associated with this report.

Risk Management	Consequence	Controls required
There is a need for a co-ordinated approach to reporting LGR Programme	Failure to deliver statutory and key	The Implementation team (LGR Programme Board)

Risk Management	Consequence	Controls required
delivery progress to ensure effective and efficient management of the programme	services on vesting day	and officer support arrangements described in this report assist in mitigating this risk

Contact Officers

Kathryn Griffiths, LGR Senior Manager, kathryn.griffiths@cumbria.gov.uk, 07384241477.

Matt Waning, Programme Manager LGRPMO, Matthew.waning@cumbria.gov.uk 07833306223.

Appendices Attached to this Report

Appendix No.	Name of Appendix
1	Status Update Report (June 2022)

Background Documents Available

None

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Cumbria LGR Programme – Status Report

June 2022

Overall Summary		• Work continues with Day 1 requirement refinements • Briefing sessions underway to engage all elected Shadow Authority Executive Members in the development of service baseline Blueprints and to ensure an efficient and Safe and Legal Day 1
	RAG / DoT	
Progress	↑	• HR work progressing with Data Hub on Pay & Grading and Terms and Conditions • Assets now have a CIPFA report in line with the agreed new operating model for the Corporate Estate. setting out the Corporate Landlord Model, due to be considered at LGR Programme Board in July • Legal and Democratic - Member induction and development plan progressed for newly elected Members • Policy and Performance developing the Council Plans for Cumberland and Westmorland and Furness Shadow Authorities
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Resource/Capacity	↑	• 4 new Project Managers being recruited into the Programme, and the Senior LGR Manager will be in position as of 20th June. • There is still an ask for additional support officers which is being addressed • The Programme will be without a director from the end of June/beginning of July, and arrangements are being put in place to address this • KPMG support for Legal and Democratic has been confirmed; increasing the resource capacity.
Stakeholders	↑	• Work with unions undertaken on staff survey and to make improvements to comms in particular with schools • Successful support to new member induction process – including development of slides and initial work to start developing and gathering key 'service' stats for the two new councils

	RAG / DoT	Commentary
People	↑	**Justification of RAG rating** Improving Amber on the basis that • Work continues to prepare for day 1 delivery of the service design implementation plan, which needs to align, when published with the headline LGR Programme timeline of the cross cutting enabling themes/workstreams • Clarification imminent regarding contract extensions and supplier options to deliver separate instances of core ICT systems for day 1 • Detailed work to establish finance disaggregation principles is nearing completion **Key messages/headlines** • Latest iteration of the service baseline blueprints revised with greater detail and reviewed by Programme Board. • Refresh of Programme Day 1 Requirements Delivery Plan completed • Review and challenge of options appraisals being undertaken • Informal Shadow Executive sessions taking place 8th & 9th June with follow up sessions 20th June • Detailed planning and alignment to cross cutting themes underway for day 1 requirements across the programme • Outcome of legal advice regarding high risk contracts is nearing completion

Theme	RAG / DoT	Commentary
Place	→	**Justification of RAG rating** • Finance information in preparation with data hub for verification with work packages • Risk/Issues declining, ongoing discussion with work package leads **Key messages/headlines** • Blueprints updated in advance of Shadow Authority discussions • Delivery plans drafted for all work packages • Continued discussion around Day 1 interdependencies between work packages across LGR Programme

Theme	RAG / DoT	Commentary
Corporate & Enabling Services	→	**Justification of RAG rating** Additional project management support will become available in the next period (3 project managers) plus additional specific support for the Legal & Democratic workstream from KPMG

Workstream	Overall RAG / DoT	Previous RAG / DoT	Progress	Finance	Risk/ Issues	Resource Capacity	Stakeholder
Legal & Democratic	↑	↑	↑	→	↑	↑	↑
HR & OD	→	→	→	→	→	→	→
Strategic Commissioning PCM	→	→	↑	→	→	↓	→
Corporate Estate & Capital Programme	→	→	↓	→	↓	→	→
Comms & Engagement	→	→	→	→	→	↑	→
Data Hub	↓	↑	→	→	↓	→	→
Policy & Performance	→	→	→	→	→	→	→
Change & Transformation	→		→	→	→	→	→

Theme	RAG / DoT	Commentary

Corporate & Enabling Services	→	**Justification of RAG rating cont.**
		Legal and Democratic
		• Day one high level requirements being finalised. This will feed into the implementation planning phase.
		• Reset of the workstream has been concluded resulting in the creation of 16 subgroups.
		• KPMG support has been confirmed; increasing the resource capacity.
		• Project management support now well embedded into the workstream.
		  • *Joint Committees:* - Successfully meeting on a regular basis.
		  • *Shadow Authorities:* - First meetings took place – 17 May 2022
		  • *Member development* - Legal and Democratic have taken on the lead role for this
		
		HR & OD
		• A risk workshop, focused on people/employee issues from a whole programme perspective, has been delivered and further work is being undertaken to update the workstream risks .
		• Development of the critical path has been finalised and work is on schedule in line with planning.
		• Implementation Planning & Refinement of Day 1 Requirements ongoing.
		• Key risk is capacity, but is being reviewed via a workstream refresh.
		
		Change and Transformation
		• New work stream commenced mid-May.
		• Service baseline blueprint defined and submitted by previous group.
		• First meeting of the work stream group taken place. East, West and County reps identified.

Theme	RAG / DoT	Commentary
Corporate & Enabling Services	→	**Justification of RAG rating cont.** **Strategic Commissioning, Procurement & Contracts** • Registers for Contract pipeline and Grants across all 7 councils is now virtually populated. Approximately 100 contracts with a high risk RAG rating are now subject to further review by the Legal Workstream (Some are likely to require external legal advice). • All People related contracts are RAG rated, (including in-depth risk assessments of all Red and Amber contracts in terms of financial; complexity; competition and service continuity), and virtually all the Place and Enabling/Corporate ones across all seven Councils are now in a similar position. • Districts continuing to review where/when similar contracts can be combined and where there are issues to be escalated to Legal colleagues ie Leisure contracts. • Next stage Day1 Requirements/Blueprint work is underway • Work continues with dependencies/interdependencies and there is a steady flow of meetings with other workstreams; • Continuing with Risks and mitigations; the splitting of both contracts and grants into the two new councils (decision-making beyond BAU). • Draft communications produced on behalf of the three SRO's to all seven Council's several thousand supply base. **Policy and Performance** • Progress within this new workstream is proceeding to the work programme. • Workstream meetings have now been established bringing together the previous individual workstreams of policy and performance • Work has commenced on the development of Council Plans for Cumberland and Westmorland and Furness Shadow Authorities

Theme	RAG / DoT	Commentary
Corporate & Enabling Services	→	**Justification of RAG rating cont.** **Assets - Corporate Estate & Capital Programme** • Baseline submitted providing typical information to support the programme including early sight of pressures and savings • Resource capacity improving but still sustaining capacity issues that are hampering specific areas of delivery. KPMG engaged across four key work packages. • Work with wider functional leads naturally splitting in line with one programme, two Councils approach. • Day 1 readiness and service baseline blueprint development complete (current iteration). Further development and detailed assessment to be undertaken over the next few months. • Disaggregation/aggregation/integration principles relating to assets now under development, working closely with the finance workstream. • Lack of clarity relating to treatment of key contracts and frameworks posing a concern across the Corporate Estate & Capital Programme workstream. • Lack of legal resource to help define a number of key issues requiring legal interpretation and assessment posing a threat to ongoing work, under discussion to resolve. **Communications and Engagement** • Work remains on track against agreed LGR comms and engagement strategies and plans. Overarching comms and engagement strategy agreed by LGR board with supporting plans agreed for internal (staff members and key internal stakeholders) , town and parish councils, third sector and for 'businesses we trade with') • Good engagement with all key workstreams underway with comms support in place for all key workstreams • Close working with HR/OD workstream and Legal and Dem services workstream among others • Close working continues with multiple workstreams and lead officers including work on • Post Elections support • Member Development planning • Staff / employee comms and engagement • Shadow Authorities • Brand readiness and development • Day one readiness

Theme	RAG / DoT	Commentary
Corporate & Enabling Services	→	**Justification of RAG rating cont.** **Data & Intelligence Hub** – The Hub continues to work well as a team with KPMG analysts now successfully embedded in the team. Data sets are received and securely stored however there has been a significant scope change 2 June regarding the level of analysis and disaggregation decisions required for the financial data set to feed blueprint outputs. The Data Hub Direction of Travel changed to downward trend due to finance workstream now requiring line by line analysis at Level 3 & 4 (cost centre and detailed description level) rather than the original ask of Level 2 (workstream) level. This change was advised 2 June and will impact a delay of 1 week due to 13,000 lines of finance data now needing to be 're-tagged' at a lower granular level than previously briefed. Each workstream will also now also need to decide disaggregation options at a more granular cost centre level wc 6 June which may be a challenge to achieve. At this more granular level workstreams will be applying disaggregation options to the Employee Related Costs of each cost centre. These decisions will be of particular interest to the HR & OD Workstream as an indicator of Day 1 Employee Related Costs. Finance workstream are engaging with each workstream lead commencing 6 June with a deadline for decisions to be submitted to Hub by end Weds 8 June to allow Data Hub to update model by new agreed deadline of 13 June. Timescales are very ambitious with significant work to follow on HR Data sets, with V3 of the HR data sets not yet received until the data cleansing exercise has been completed and data sets resubmitted. The Phase 2 KMPG capacity ask has been submitted and approved Monday 6 June which confirms capacity to continue within the Data Hub work programme.

ICT

→

Justification of RAG rating

- Work is progressing on core ICT architecture focusing on Day 1 Safe and Legal which includes:
  - ICT technical architecture roadmap including data centres, networking and access to key business applications
  - Telephony options to support Customer and Digital Board for front-facing customer contract, internal council telephony requirements and mobile telephony;
- Microsoft Enterprise Agreement – final stages of the due diligence ahead of the contract award which will provide Microsoft licence options for the two new Unitary requirements once aggregation and disaggregation models are known later in 2022.
- ICT workstream input into the development of the programme wide critical path, including known dependencies.
- Work remains ongoing on the costing of technical architectures and split of core applications where required. Costings and proposed technical solutions are in progress with suppliers for key business applications such as Finance, HR & Payroll and Social Care Case Management.
- A business case to secure additional capacity from KMPG submitted for Board consideration with a view to onboard required ICT resource from June 2022 to support programme demands.
- ICT theme have scheduled informal briefing sessions with the Shadow Executive in June 2022 for Cumberland (7 June) and Westmorland and Furness (8 June)
- Continued business engagement is underway with the services to discuss and plan Day 1 Must Have Requirements

Key messages/headings

- Informal Briefing Sessions with the newly elected Executive Members for Cumberland, and Westmorland and Furness in June 2022.
- Detailed planning on Day 1 technical architecture to be finalised.
- All Day 1 ‘Must Haves’ are being reviewed and mapped onto the ICT Delivery Plan to identify any emerging conflicts and challenges across the Programme.

Theme	RAG / DoT	Commentary
Customer & Digital	↓	**Justification of RAG rating** Progress, Finance, Resource and Capacity and Stakeholder Engagement remain the same in terms of rating and direction of travel. The key change is the Risk/Issues has been moved to Red/Critical, and a decision is anticipated by 20th June as to how the Netcall/ liberty create system will be provided. We expect therefore the risk status to move from red before the next reporting cycle. Theme Meetings, Interdependency sessions and Workshops have all fed directly into the above RAG and direction of travel as a Theme. Error on overall RAG rating from previous status report. Should have been amber, not green. Current RAG rating is still amber, with direction of travel altered to reflect the still outstanding contractual issues that will need resolved promptly. **Key messages/headings** C&D Theme Board now well established and meeting fortnightly on Mondays. Website Proposal went to Theme Board 23 May 2022. A working group has now been formed to take that forward. High Risk contract issue being addressed.

Finance & Commercial	→	**Justification of RAG rating** The overall performance of the Theme is considered stable. The Theme has progressed the outstanding work required on the blueprints; led on the drafting of the Section 24 report; worked closely with the Data Hub on preparing the financial data required to support the initial costing of the blueprints during June 2022. We have worked on updating the critical path as well as developing the Day 1 requirements, working closely with F&C work package leads. The team has also been focusing on the planning and detailed arrangements relating to strategic financial planning including the initiation of key pieces of work including identifying key budget gaps and fees and charges analysis for the work required on harmonisation. **Key messages/headlines** • Attended a programme manager's workshop re the critical path and completed the latest version of the critical path and submitted to the PMO. • Drafted and submitted the Section 24 document. • Continued to support the blueprinting work including working closely with the Data Hub re the preparation of the finance data. • Continued to update the detailed work plans for the discreet theme-based work packages. Progressed our thinking on the detailed approach to developing the budgets for the new unitaries

Programme Support	RAG / DoT	Commentary
Programme Management Office	→	• 24 informal SA briefing sessions scheduled over 2 weeks to provide newly elected Shadow Authority Executive Members with an opportunity to review the work that has been undertaken by Themes to date and to ensure an efficient, safe, legal and smooth transition to the two new unitary authorities • 4 Theme/Work Package risk workshops successfully delivered with further ones scheduled • PMO will begin assuring the programme over the next 4 weeks starting with ICT and Finance Themes • The Master List of Day 1 requirements is being refined for agreement through Theme Boards. Following agreement, work will commence on the preparation of Delivery Plans for each Work Package to deliver on the agreed set of requirements • PMO offering help and support to Themes to sign off on Day 1 Requirements and develop delivery plans • Work continues with KPMG to steer the Programme towards an efficient, safe and legal Day 1 with work concentrating on service baseline Blueprints and Critical Paths for all Themes/Workstreams • 3 additional project managers starting on 20th June and 1 on 27th June. The Senior Manager – LGR PMO will take up position on the 20th but will still work on handover tasks for Corporate & Enabling.

Communications and Engagement Report

What's been happening

- All 'key' board/theme and workstreams continue to work with their allocated comms rep to help with regular messaging to key stakeholders
- All newsletters issued – feedback received continues to be positive and will be used to inform future comms
- New narrative starting to be embedded
- Support in place for both SA's – and good media coverage secured for first meetings
- Support provided on development of recruitment site for two new CEO's –including new statistical summaries as developed by intelligence
- Developed a more focused 3 months plan for Comms and Engagement – through to July
- Draft service baseline Blueprints produced – collaborative piece of work involving all councils – blueprints shared and discussed with Shadow Executives (Cabinets)
- Approach to stakeholder mapping continues to be rolled out
- Staff FAQ's refreshed and new ones due to be published in April

What's about to happen

- As part of new detailed three month plan for comms and engagement activity – new activity includes a new all staff online briefing in July – open to all staff and led by the three SRO's and two new leaders – first public facing live Q&A's in development – two new CALC session in development for each new council area
- Continue to embed new Narrative
- Continued Support to Shadow Authorities
- Finalise report for consideration at Shadow Authorities in July on Logo's and brand
- Bumper newsletter planned
- Stakeholder engagement work needs ramped up in line with plans to publish blueprints into public domain
- Continued focus on Day One readiness work
- Must finalise details for additional comms resources 'ask' to the LGR programme board – for day one readiness
- Branding audit and roll out plan will be consideration with logo design options at SA's

LGR Implementation Reserve Monitoring- Figures to 31st May 22

	A	B	C	D
Programme Theme	**Total Allocation (£)**	**Approved/ Committed Spend (£)**	**Actual Spend (£)**	**(Uncommitted)/ Overcommitted Allocation (£)**
Programme Management	4,400,000	4,469,322	692,266	69,322
People	1,100,000	878,350	301,153	(221,650)
Place	600,000	299,223	134,626	(300,777)
Corporate and Enabling Services	1,100,000	1,141,978	182,571	41,978
Finance and Commercial	750,000	561,598	59,806	(188,402)
Customer and Digital	350,000	190,000	0	(160,000)
ICT investment to support day one delivery	4,350,000	0	0	(4,350,000)
Branding for two new Unitary Authorities	750,000	0	0	(750,000)
Shadow Chief Executive / Member Costs	850,000	487,458	0	(362,542)
Creating the New Council - Election Costs	1,200,000	493,172	324,630	(706,828)
Contingency	3,470,000	0	0	(3,470,000)
Total	**18,920,000**	**8,521,101**	**1,857,884**	**(10,398,900)**
Total Funding Available	(18,920,000)	(18,920,000)	(18,920,000)	
Total Funding Remaining	**0**	**(10,398,900)**	**(17,062,116)**	

APPENDIX: Project Assessment Definitions/Key

Rag Rating

G	Successful delivery of the project appears to be highly likely. No major outstanding issues of project definition, timescales, budget, benefits realisation or outcomes exist which threaten delivery.
A	Successful delivery of the project appears to be possible. Individual major or multiple moderate issues of project definition, timescales, budget, benefits realisation or outcomes exist which require management attention to address promptly to ensure delivery.
R	Successful delivery of the project appears to be unachievable. Major issues of project definition, timescales, budget, benefits realisation or outcomes exist which do not appear to be manageable or resolvable and thereby threaten delivery.

Direction of Travel

↑	The assessment of current project delivery indicates that performance is improving, and the current RAG Rating is expected to improve in the near future.
→	The assessment of current project delivery indicates that performance is stable, and the current RAG Rating is expected to remain the same in the near future.
↓	The assessment of current project delivery indicates that performance is declining, and the current RAG Rating is at risk of reducing in the near future.

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