

Programme Dashboard

Accountable Owner: John Metcalfe

Responsible Owner: Kathryn Griffiths

Board Date:

21-Feb-23

Executive Summary - Progress this Period

1. 64.4% (862) of the programmes 1,339 milestones have now been completed, with 56 of the 212 Day 1 Requirements fulfilled and a further 57 nearing completion.
2. Appointment to Chief Officer structures (including Section 151 and Monitoring Officers) have been finalised for Cumberland, Westmorland & Furness is currently recruiting externally for a Director of Public Health and is putting in place interim arrangements for Day 1 for this role and that of Director of Children's Services. Direct appointments for Assistant Directors have been confirmed and internal recruitment for the remaining vacant posts is underway through to mid March.
3. The staff allocation process is complete and the issue of TUPE letters commenced on 17th February.
4. The ICT Theme has been closely monitored throughout the programme and this continues. There is a focus on the development of the Microsoft Tenancy Agreement for each Council; the contract for the Asset Management system has been finalised; the existing County Council contract for the Highways Information Management System has been modified for implementation with a view to awarding two new contracts before Vesting Day. There is concern about the ability to complete all necessary work to split both Adult and Children's Social Care systems by 1st April. The systems are now subject to Plan B contingency planning in parallel with detailed updates being progressed. A plan is in place to manage capacity and delivery across the go-live timetable for all category 1 ICT systems.
5. Consultations on the 2023/24 budget for Cumberland and for 2023/24 Council Tax for Westmorland Furness have been completed; with full Council approval of the budgets planned for 1st and 7th March 2023 respectively.
6. Constitutions have now been approved for both Council's and the Inter Authority Agreement and supporting Service Schedules will be finalised for approval in March.
7. Planning for Services activity is underway for all services at Assistant Director level in both Council's and will continue to year end; both Cumberland and Westmorland & Furness Programme Boards remain focused on strategic priorities upto and post vesting day.
8. The Senior Responsible Officers (Chief Executive Designates and Cumbria County Council Chief Executive) are continuing to closely monitor and manager the LGR implementation reserve, challenging and prioritising the additional resource asks and it is expected that either through further challenge of the use of the reserve or additional financial support from sovereign authorities that the required resources to deliver day 1 safe and legal will be available.
8. New websites are in place for each new unitary council, and development of content is underway alongside legacy websites to ensure a consistent customer journey. Telephony solutions are in place and implementation activity is underway with "golden numbers" for each Council confirmed.
10. The programmes strategic risks have seen further reduction; with the approach of vesting day the likelihood of a number of risks occurring has reduced. Half of the strategic risks are now at the target risk level.

4-Week Look Ahead

1. The internal appointments process for Assistant Directors is to be finalised by mid March, and external recruitment commenced where necessary.
2. All staff TUPE letters will have been issued by 24/02/23.
3. Continued focus on ICT Theme, the roll out of the ICT Go-Live plan for category 1 systems including an alternate post day 1 go live plans for Adults and Children's Social Care systems.
4. Approval of 2023/23 budgets and the issue of Council Tax bills.
5. Planning for Services process to progress for all council services (at Assistant Director level).
6. Inter Authority agreements and supporting service schedules to be finalised and presented to Unitary Councils for approval.

Key Milestones

No.	Description	Planned Date	Forecast Date	Commentary
1	Customer & Digital: Rebranding of legacy websites to allow for consistent customer journey from new to legacy sites and vice versa.	31-Mar-23	31-Mar-23	Development of content for new sites ongoing.
2	Customer & Digital: Telephony Solution (Liberty Converse 'Netcall') in place to provide telephony for Customer Services on Day 1	31-Mar-23	31-Mar-23	Contractuals finalised. Implementation ongoing.
3	Strategic Commissioning: Grant activity complete	28-Feb-23	28-Feb-23	Complete. All contracts either re-procured or ready for novation to new authorities
4	Strategic Commissioning: Contract activity complete	28-Feb-23	28-Feb-23	Complete. All grants confirmed for 2023/24
5	Human Resources / Organisational Development: TUPE Staff Allocation confirmed	30-Nov-22	31-Jan-23	The staff allocation exercise has now been completed. Letters are being issued with the first batch delivered via email on 17/02/2023. It is anticipated that all letters will be issued by 24/02/2023.
6	Human Resources / Organisational Development: Appointments confirmed for externally appointed Chief Officer & Statutory Roles.	08-Feb-23	08-Feb-23	<p>The following statutory roles have been successfully recruited to in the last period:</p> <p>Cumberland Council</p> <ul style="list-style-type: none"> • Director of Adult Social Care and Housing. • Director of Children and Family Wellbeing. <p>Westmorland and Furness Council</p> <ul style="list-style-type: none"> • Director of Adult Social Care. <p>An open recruitment process is ongoing for the Director of Public Health in Westmorland and Furness and an interim solution may be required for the Director of Children's Services following an unsuccessful recruitment campaign.</p>
7	Human Resources / Organisational Development: Tiers 1 - 3 appointed	20-Mar-23	20-Mar-23	Tier 3 (Assistant Director) roles have been advertised internally and interviews commenced on 17/02/23. If the internal recruitment exercise is not successful for all posts there may be a requirement to undertake some external recruitment.
8	Human Resources / Organisational Development: Trade Union Facilities Time Agreement agreed for Post-Vesting Day	28-Feb-23	28-Feb-23	Discussions ongoing with Trade Unions.
9	ICT: Concerto Asset Management System: Contractuals Finalised	30-Oct-22	30-Oct-22	Complete. Contractuals finalised 21/02/2023 and implementation ongoing.
10	ICT: Concerto Asset Management System: System implemented	16-Mar-23	16-Mar-23	Technical implementation ongoing. Go live planned 16/03/2023.
11	ICT: Highways Information Asset Management System: Contractuals finalised	14-Nov-22	14-Nov-22	Existing County Council contract has been modified for implementation services. Two new contracts to be awarded via G-Cloud Framework 13 ahead of 1 April 2023.
12	ICT: Learning Management Systems live	31-Mar-23	31-Mar-23	Implementation ongoing.
13	ICT: HR and Payroll System(s) operational	31-Mar-23	31-Mar-23	Sovereign systems will be utilised for Day 1. Additional super-users will be in place.
14	ICT: Adults & Childrens Social Care Case Management System in place	31-Mar-23	31-Mar-23	Systems now subject to Plan B contingency planning in parallel with detailed updates being progressed.

Key Milestones (Continued)

No.	Description	Planned Date	Forecast Date	Commentary
15	ICT: Reablement and Care Rostering System in place	31-Mar-23	31-Mar-23	Technical implementation ongoing.
16	Finance: Budget Consultation	31-Jan-23	31-Jan-23	Complete. The consultation for the 2023/24 budget for Cumberland council closed on 31/01/2023 and the consultation regarding council tax for Westmorland & Furness council closed on 13/02/2023.
17	Finance: Budget 2023/24 agreed by Shadows and Council Tax set	27-Feb-23	10-Mar-23	Full Council approval of the council budgets for 2023/24 and the Medium Term Financial Plan(s). Cumberland full council meeting 01/03/2023. Westmorland and Furness full council meeting 07/03/2023.
18	Legal and Democratic: Westmorland and Furness Shadow Authority approval of Constitution	31-Jan-23	23-Jan-23	Complete - constitution approved by W&F Shadow Authority on 23/01/2023.
19	Legal and Democratic: Cumberland Shadow Authority approval of Constitution	10-Mar-23	26-Jan-23	Complete - constitution approved by Cumberland Shadow Authority on 26/01/2023.
20	Legal and Democratic: Complete Section 16 Agreement	20-Mar-23	27-Mar-23	The Section 16 Agreement will be considered by the Westmorland and Furness Cabinet on 20/03/23 and the Cumberland Shadow Executive on 27/03/23.
21	Policy and Performance: Cumberland Business Continuity Management plan approved	30-Mar-23	30-Mar-23	Each unitary authority is working towards establishing a Business Continuity Board (BCB) in advance of Day 1.
22	Policy and Performance: Westmorland and Furness Business Continuity Management plan approved	30-Mar-23	30-Mar-23	Each unitary authority is working towards establishing a Business Continuity Board (BCB) in advance of Day 1.

Key Decisions / Issues for Escalation

No items for escalation.

Finance - Implementation Reserve to 31/01/2023 (as at 17/02/2023 report)

Budget Line	Initial Allocation (£)	Virements approved by Programme Board (£)	Updated Allocation (£)	Approved / Committed Spend to 19/01/2023 (£)	Actual Spend to 31/01/2023 (£)
Programme Management	4,400,000	455,610	4,855,610	4,503,563	3,555,703
People	1,100,000	492,500	1,592,500	1,592,500	802,094
Place	600,000	-300,777	299,223	299,223	220,173
Corporate/Enabling Services	1,100,000	1,599,195	2,699,195	2,599,195	1,336,130
Finance & Commercial	750,000	-192,315	557,685	557,685	358,499
Customer & Digital	350,000	365,000	715,000	715,000	204,690
ICT	4,350,000	0	4,350,000	4,350,000	1,906,996
Branding	750,000	0	750,000	750,000	16,200
Shadow Chief Exec/Member	850,000	1,063,461	1,913,461	1,913,461	1,119,827
Election Costs	1,200,000	-110,000	1,090,000	1,090,000	1,042,050
Contingency	3,470,000	-3,372,674	97,326	0	0
Total	18,920,000	0	18,920,000	18,370,627	10,562,362
Total Funding Available	(18,920,000)		(18,920,000)	(18,920,000)	(18,920,000)
Total Funding Remaining	0		0	(549,373)	(8,357,638)

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Key Strategic Changes (Extract from Programme Change Register)




Change ID	Theme	Work Package/ Work Stream	Day 1 Requirement ID	Change Description	Impacted Areas / Comments	Change Type	Impact (1-5)	Change Status
CH-CECE-05	Corporate & Enabling	Communications	COMMS-REQ-04-L2-M01	<p>Day 1 Requirement: Comms systems and operating processes in place for each council</p> <p>2 additional Level 3 Milestones added to track progress to Day 1:</p> <p>1. Systems for each council to be operational End date: 28/2/23</p> <p>2. Legacy data and contents to be transferred and ready for systems to go live End date: 31/3/23</p>	The systems referred to are media management, e-newsletter delivery system, social media management platform etc, no interaction with ICT	Scope	3	Change approved
CH - CEHROD-16	Corporate & Enabling	HR/OD	HR-REQ-03	<p>Day 1 Requirement: Complete TUPE Transfer to New Authorities</p> <p>End date change From: 06/2/23 To: 24/02/23 Rationale is due to a delay in the finalisation of the staff allocation process and finalisation of Version 4 Data/TUPE Letter Preparations.</p>	No direct impact on other areas across the programme but delays the completion of the final confirmation of TUPE Arrangements to Staff to 4 weeks before vesting day. The majority of staff will have already received allocation confirmation letters and will have had discussions with their existing line managers - the TUPE letter is the formal/legal mechanism that confirms these arrangements.	Time	4	Change approved
CH-CD-05	Customer and Digital	Customer Experience & Service Improvement	C&D-REQ-05-L2-M02	<p>Level 2 Milestone: Testing of telephony solutions</p> <p>Change to milestone end date from: 01/02/23 to: 28/02/23 Request date change due to original spreadsheet input error.</p>	None identified	Time	2	Change approved
CH-CELD-34	Corporate & Enabling	Legal and Democratic	LEGAL-REQ-58-L1-M01	<p>Level 1 milestone end date change Inter Authority Agreement (IAA) sign off at Shadow Authority Cabinet Change start date from:16/02/2023 To: 20/03/2023 Change end date from: 24/02/2023 To:27/03/2023 Reason IAA will go to March Shadow Cabinet/Executive meeting as agreed by SROs.</p>	All Hosted Services	Time	5	Change approved
CH-CELD-35	Corporate & Enabling	Legal and Democratic	LEGAL-REQ-56-L1-M01	<p>Day 1 Requirement and Level 1 Milestone end date change: Completion of Section 16 Agreement Change end date from 20/03/2023 to 27/03/2023 to align with date for Cumberland Executive approval (W&F Cabinet is on 20/03/2023).</p>	All Themes	Time	5	Change approved

Key Strategic Risks

Risk ID	Risk Category	Description	Target Likelihood (1-5)	Target Impact (1-5)	Target Risk Score	Current Likelihood (1-5)	Current Impact (1-5)	Current Risk Score	Direction of Travel	Key Mitigations (Controls and Actions)
RSK - PROG - 01	Strategic	There is a risk that the programme fails to create three financially sustainable organisations (two unitary councils and PCC governed FRS) with effect from 1 April 2023	2	5	10	3	5	15	↔	Every organisation will have a Medium Term Financial Plan covering estimated revenue income and expenditure over at least the next three years. This will be informed by a clear articulation of budget disaggregation outputs and input to the development of the MTFP for all organisations. They will also have a similar plan for likely capital income and expenditure. The budget for the forthcoming year (year one of the MTFP post vesting day) will be considered in more detail, leading to the setting and approval of detailed income and expenditure budgets on a service-by-service basis. It is essential that the budget is set in accordance with the service plans and objectives for the forthcoming year and within the available financial envelope. This will be informed by the planning for services process which will take place over by the end of February providing a clear view on pressures and potential savings that will need to be made to ensure a balanced budget. There is also an ongoing dialogue with DLUHC about the potential for financial support with transitional and transformation costs in the short term <u>No change in February review</u>
RSK - PROG - 02	Strategic	There is a risk that the financial challenges (in year and future pressures) impact on the financial assumptions on which the three organisations are developing their medium term financial plans	2	5	10	3	5	15	↑	All sovereign councils are committed to delivering a balanced budget at the end of FY22/23. This is being supported by tight financial management in current councils to remain within budget and minimise potential use of reserves to offset spending. No new spending will be initiated by existing councils without consultation with the new organisations. However, growth in demand for some services may add additional pressures on base budgets for future years and financial options will need to be developed to accommodate such growth without additional government support. <u>Likelihood reduced 4 to 3 in February review</u>
RSK - PROG - 03	Strategic	There is a risk that there are insufficient resources to deliver all of the required activities for a safe and legal Day 1 transfer and to prepare new organisations for transitional activities from Day 1.	3	4	12	3	4	12	↑	The Senior Responsible Officers (Chief Executive Designates and the Cumbria County Council Chief Executive) are reviewing current commitments for the LGR implementation reserve and it is expected that the required resources to deliver day 1 safe and legal will be available, either through further challenge of the use of the reserve or additional financial support from sovereign authorities, The above will be supported through a rigorous governance process to control spend as the programme continues to progress. This will include the completion of an Officer Decision Record requiring S151 sign-off, as well as review and approval by the 3 programme SROs. <u>Likelihood reduced from 4 to 3 in February review</u>
RSK - PROG - 04	Strategic	There is a risk that the programme fails to deliver all of the necessary activities for the safe and legal establishment of three organisations from April 1 2023 (Day 1).	2	5	10	3	5	15	↔	Day 1 activities are all mapped and set out in individual delivery plans, which are monitored weekly by the Day 1 board with support from individual theme groups. Any potential risks and issues to delivery are flagged at Day 1 board, where they are discussed and actions are agreed to remedy them. Further escalations are made to the Programme Board, where the intervention, support or steer from Sovereign Chief Execs is required. In addition there are change control mechanisms in place that allow for interdependences of activities to be considered before any planned activity is amended. <u>No change in February review</u>
RSK - PROG - 05	Strategic	There is a risk that key service provider failures divert attention from the ability of the LGR programme to achieve delivery plans and maintain delivery of key services.	3	4	12	3	4	12	↑	Resources within the LGR team would need to be prioritised to those activities essential to reach safe and legal transition on Day 1 and away from those activities that are more about setting the organisations up to transform over the longer term. Where there is an urgent need to redirect resources, options for doing this will need to be discussed and agreed at Programme Board by sovereign chief execs. <u>Likelihood reduced 4 to 3 in February review</u>
RSK - PROG - 06	Strategic	There is a risk that current organisations need to respond to 'shocks' in their operating environment (emergency situations or industrial action) which divert attention from the ability of the LGR programme to achieve delivery plans and maintain delivery of key services.	2	5	10	3	5	15	↔	Resources within the LGR team would need to be prioritised to those activities essential to reach safe and legal transition on Day 1. Where there are emergency situations that require urgent focus, options on how to resource these (in line with current business continuity plans) and consider minimising impact to the delivery of the programme, will need to be drafted and agreed with sovereign chief execs and/or the Programme Board. <u>No change in February review</u>

Key Strategic Risks (Continued)

Risk ID	Risk Category	Description	Target Likelihood (1-5)	Target Impact (1-5)	Target Risk Score	Current Likelihood (1-5)	Current Impact (1-5)	Current Risk Score	Direction of Travel	Key Mitigations (Controls and Actions)
RSK - PROG - 07	Strategic	There is a risk of the loss of key personnel central to the delivery of the programme prior to its completion	3	4	12	3	4	12	↔	Theme Leads will need to make sure that there are no single points of failure in the programme. The programme is working to ensure staff are given certainty around their continued employment options post vesting day as soon as possible by reviewing fixed term arrangements and finalising the staff allocations process as soon as possible. <u>At Target - no change in February review</u>
RSK - PROG - 08	Strategic	There is a risk that the programme fails to recruit staff to senior (Chief Officer) posts in sufficient time to influence service and budget planning	2	4	8	3	4	12	↑	Undertake recruitment process drawing from internal resources first and then external advertisement as soon as vacant positions are clear. There are national challenges to recruiting to some key statutory posts and that there is perceived to be a challenge recruiting people to Cumbria which might require other incentives to attract the right candidates. <u>Likelihood reduced from 4 to 3 in February review</u>
RSK - PROG - 09	Strategic	There is a risk that suppliers (particularly ICT) fail to agree appropriate and timely terms and conditions for the provision of goods and services necessary to affect the establishment of the three organisations from Day 1	2	5	10	4	5	20	↔	Extensive legal advice has been taken on the route to market for all essential goods and services. This is informing contract negotiations however they are still being challenged by suppliers seeking to use LGR as a commercial opportunity. These will need to be considered on a case by case basis, with consideration being given to the perceived risk and merit. <u>No change in February review</u>
RSK - PROG - 10	Strategic	There is a risk that the scale of ambition for transformation in the three organisations exceeds the capacity of the programme to provide support or build into the transitional planning that should follow Day 1	2	4	8	2	4	8	↑	SROs to keep under review the balance between activities necessary for safe and legal arrangements to be delivered on Day 1 alongside the need to plan for the transformation of all organisations post vesting day and to set in place plans to deliver that transformation in readiness for when they become operational. <u>Likelihood reduced from 3 to 2 in February review</u>
RSK - PROG - 11	Strategic	There is a risk that the programme fails to allocate staff to each organisation in a fair and proportionate manner to support their ongoing success and to properly identify how specialist roles are to be shared between the organisations	2	3	6	2	3	6	↔	The staff allocation process allows for adequate time for consultation with staff and allocations take into consideration the needs of each organisation (including identifying where specialist roles will need to be shared between organisations). Undertake recruitment process drawing from internal resources first and then external advertisement as soon as vacant positions are clear. There are national challenges to recruiting to some key statutory posts and that there is perceived to be a challenge recruiting people to Cumbria which might require other incentives to attract the right candidates. <u>No change as at target score</u>
RSK - PROG - 12	Strategic	There is a risk that the programme fails to establish an Inter Authority Agreement between all organisations to support the basis on which many programme deliverables have been developed.	2	4	8	2	4	8	↑	Regular engagement with all stakeholders in the development of the overarching legal agreement and the associated schedules that govern each hosted service arrangement. Governance of the development of the agreements will be through the Members Implementation Board prior to final sign off by both unitary authorities. To support the development of the agreement and service schedules, additional legal resource has been procured to advise on the approach and support the drafting of the agreement and schedules, with an officer working group in place to drive the activity and support services accordingly <u>Likelihood reduced from 3 to 2 in February review</u>

Key: Direction of travel arrows
 = Risk score declining
 = No change
 = Risk score increasing