

 <p>Local Government Reorganisation Delivering Two New Councils for Cumbria</p>	<h1>Programme Dashboard</h1>	<p><b>Accountable Owner: Hari Pillai</b></p> <p><b>Responsible Owner: Kathryn Griffiths</b></p>	<p><b>Board Date:</b></p> <p><b>13-Dec-22</b></p>
<h2>Executive Summary</h2>			
<ol style="list-style-type: none"> <li>36.1% of the programmes 1,317 milestones have now been completed, with 19 of the 227 Day 1 Requirements fulfilled and a further 18 nearing completion. A strong focus is being maintained on delivery by the Day 1 Board with the ongoing provision of support and challenge.</li> <li>Chief Officer structures have been finalised and recruitment has commenced, with Assistant Director structures to be confirmed by the end of December 2022 and next steps in the process confirmed. This a delay on the intended timeline. The staff allocation process is progressing well with 88% of allocations made with the aim to resolve the remaining complex cases by the end of January 2023.</li> <li>The ICT Theme continues to be a focus for both Day 1 Board and Programme Boards. The categorisation of business applications is enabling this focus and a targeting of resources. A gateway review of ICT systems before Christmas will provide assurance and the opportunity to verify priorities and resourcing requirements. The finalisation of contractual arrangements with suppliers of category one systems is progressing although discussions are taking longer than anticipated in many cases because of the stance taken by suppliers.</li> <li>Work continues on 2023/24 budget setting; on the development of constitutions; and on Inter-authority agreements and service schedules for hosted services.</li> <li>Planning for Services activity is underway and will be a focus for the next 3 months for the Cumberland and Westmorland &amp; Furness Programme Boards alongside the activity above.</li> <li>Both Cumberland and Westmorland &amp; Furness Boards have been focusing clarifying their priorities and the associated resources and activities required to deliver them during the final 100 days approaching vesting day. Each are developing 100 day plans.</li> <li>Following the previously reported detailed review of the LGR Implementation Reserve the Senior Responsible Officers (Chief Executive Designates and Cumbria County Council Chief Executive) are 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.</li> <li>The programmes strategic risks remain stable.</li> </ol>			
<h2>Progress this period</h2>			
<ol style="list-style-type: none"> <li>36.1% of the programmes 1,317 milestones have now been completed, with 19 of the 227 Day 1 Requirements fulfilled and a further 18 nearing completion.</li> <li>Recruitment to the finalised Chief Officer structures for both councils is underway, whilst the structures for Assistant Directors and the associated change management process are undergoing finalisation, appointment to the Westmorland &amp; Furness Monitoring Officer role has been confirmed.</li> <li>The staff allocation process is progressing well with 88% of staff allocated to the new Councils, close progress monitoring has been in place and is ongoing. A single pay and grading structure and terms and conditions, for new recruits to the new councils, has been agreed.</li> <li>ICT Theme continues to be closely monitored. Progress continues to be made in negotiations with suppliers of key ICT systems, however anticipated contract finalisation dates for some systems (Adult Social Care Case Management and Finance/Charging, Asset Management, Highways and Microsoft Licensing agreement) have been moved back again to accommodate supplier negotiations. The intention is to have contracts finalised before Christmas 2022.</li> <li>An early draft of an Inter Authority Agreement for the hosted services is in place and being reviewed. A service schedule framework is in place and all services confirmed as being hosted have produced draft service schedules for initial legal review and feedback. Final proposals for a number of services still considering whether transitional hosting is necessary are being developed for review by the Chief Executive designates.</li> <li>Both Cumberland and Westmorland &amp; Furness Programme Boards have been focusing clarifying their priorities and the associated resources and activities required to deliver them during the final 100 days approaching vesting day. Each are developing 100 day plans.</li> <li>Service planning for a small number of priority services, in the new councils, has now commenced with a range of engagements and workshops to support this activity.</li> <li>Work has continued on the development of Constitutions for each new council through a range of working groups and shadow member engagement.</li> <li>Following the previously reported detailed review of the LGR Implementation Reserve the Senior Responsible Officers (Chief Executive Designates and Cumbria County Council Chief Executive) are 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.</li> <li>The programmes strategic risks remain stable.</li> </ol>			
<h2>4-Week Look Ahead</h2>			
<ol style="list-style-type: none"> <li>The internal appointments process for Chief Officer roles is to be finalised by 16th January 2023, and the outcome of Assistant Director Structures and associated change management process to be finalised by the end of December 2022.</li> <li>The remaining 12% of complex staff allocation cases are to be resolved by the end of January 2023.</li> <li>Continued focus on ICT Theme, progression of contractual discussions and sign off for critical ICT systems; targeting of resource on category 1 business applications. A gateway review of all ICT systems is to be completed prior to Christmas 2022 and reported in January 2023.</li> <li>Ongoing development of 2023/24 budgets and medium term financial plans.</li> <li>Planning for Services process to continue and to be extended to all council services (at Assistant Director level).</li> <li>Draft Service Schedules and the InterAuthority agreements to be reviewed and further developed.</li> <li>Continued activity to develop council constitutions for Cumberland and Westmorland &amp; Furness.</li> <li>Finalisation and implementation of Westmorland &amp; Furness and Cumberland 100 day plans.</li> </ol>			

**Key Milestones**

No.	Description	Planned Date	Forecast Date	Commentary
1	<b>Customer &amp; Digital:</b> Telephony and Low Code Platform Contracts in Place	01-Aug-22	30-Nov-22	Complete - contracts finalised.
2	<b>Strategic Commissioning:</b> Register of all applicable Grants to be in place post-Vesting Day (all grant information collated)	30-Aug-22	30-Nov-22	Complete - all grant information now collated.
3	<b>Human Resources / Organisational Development:</b> Tier 2 structures and Managing Change policy approved	07-Oct-22	21-Nov-22	Complete - recruitment to Tier 2 ongoing (see milestones below).
4	<b>Human Resources / Organisational Development:</b> TUPE Staff Allocation confirmed	30-Nov-22	30-Nov-22	The staff allocation process is ongoing. Over 88% of staff have now been allocated to one of the two unitaries or to the Fire Service. The remaining complex cases are being worked through with support from the County Council's Corporate Management Team.
5	<b>Human Resources / Organisational Development:</b> Trade Union Facilities Time Agreement confirmed.	30-Nov-22	30-Nov-22	Complete - agreed at Senior Responsible Officer meeting 01/12/22.
6	<b>Human Resources / Organisational Development:</b> Single Pay & Grading structure and Terms & Conditions for new recruits to the new organisations agreed	09-Dec-22	09-Dec-22	Complete - agreed at Senior Responsible Officer meeting 17/11/22.
7	<b>Human Resources / Organisational Development:</b> Direct appointments confirmed for internally appointed Chief Officer and Statutory Roles.	24-Nov-22	24-Nov-22	Direct appointments confirmed.
8	<b>Human Resources / Organisational Development:</b> Appointments confirmed for internally appointed Chief Officer and Statutory Roles	12-Dec-22	16-Jan-23	Interview process ongoing following receipt of expressions of interest.
9	<b>Human Resources / Organisational Development:</b> Appointments confirmed for externally appointed Chief Officer & Statutory Roles.	08-Feb-23	08-Feb-23	The recruitment process for Chief Legal and Monitoring Officer for Westmorland and Furness Council has been completed. The appointment is subject to ratification by the Westmorland and Furness Shadow Authority at its meeting on 19/12/22.  In addition, an open recruitment process for the following roles is now underway. <b>Cumberland Council</b> • Director of Adult Social Care and Housing. • Director of Children and Family Wellbeing. <b>Westmorland and Furness Council</b> • Director of Adult Social Care. • Director of Children's Services. The closing date for applications is 08/01/2023.
10	<b>Human Resources / Organisational Development:</b> Outcome of Assistant Director (Tier 3) structures and Managing Change Procedure consultation finalised and next steps for this process confirmed	31-Dec-22	31-Dec-22	Work is ongoing to finalise the Tier 3 structures and appointments process.
11	<b>ICT:</b> Concerto Asset Management System: Contractuals Finalised	30-Oct-22	30-Oct-22	Officer Decision Record report and order form circulated to internal legal colleagues for review. Contracts due to be awarded before Christmas 2022. Implementation plan in development. Revised forecast dates subject to change control.
12	<b>ICT:</b> Highways Information Asset Management System: Contractuals finalised	14-Nov-22	14-Nov-22	Meeting scheduled w/c 16 December with supplier. Utilising the existing system with permission-based access likely solution for Day 1.
13	<b>ICT:</b> Adult Social Care Finance / Charging System: Contractuals finalised	15-Nov-22	15-Nov-22	Officer Decision Record report and contract circulated to internal legal colleagues for review. Contracts due to be awarded before Christmas 2022.
14	<b>ICT:</b> Microsoft Licensing Agreement in place	23-Dec-22	23-Dec-22	Negotiations ongoing with Microsoft with a view to finalising the agreement before Christmas 2022.

### Key Milestones (Continued)

15	<b>Policy and Performance:</b> Council Plan adopted by Westmorland & Furness Shadow Authority	29-Dec-22	21-Dec-22	The Council Plan was recommended for approval by the Westmorland and Furness Shadow Cabinet on 11/11/22 and is due to be considered by the Shadow Authority on 19/12/22.
16	<b>Communication and Engagement:</b> New corporate branding guidelines to be approved	31-Dec-22	31-Dec-22	Logos approved by Shadow Executive and Shadow Cabinet in September 2022. Final guidelines due to be approved in collaboration with Senior Responsible Officers (date to be confirmed).
17	<b>Finance:</b> Budget 2023/24 agreed by Shadows and Council Tax set	27-Feb-23	10-Mar-23	To agree the Council Budgets for 2023/24 and the Medium Term Financial Plan, and recommend to Full Council for approval. Full Council dates now agreed.
18	<b>Legal and Democratic:</b> Westmorland and Furness Shadow Authority approval of Constitution	31-Jan-23	31-Jan-23	Work is ongoing (with Members and officers) to develop the draft constitutions for both authorities.
19	<b>Legal and Democratic:</b> Cumberland Shadow Authority approval of Constitution	10-Mar-23	26-Jan-23	Work is ongoing (with Members and officers) to develop the draft constitutions for both authorities.
20	<b>Legal and Democratic:</b> Complete Section 16 Agreement	20-Mar-23	20-Mar-23	Work is ongoing to identify the contracts that will be transferred under the Section 16 agreement.

### Key Decisions / Issues for Escalation

No items for escalation.

### Finance - Implementation Reserve (as at 09/12/22 Report)

Budget Line	Initial Allocation (£)	Virements approved by Programme Board (£)	Updated Allocation (£)	Approved / Committed Spend to 09/12/2022 (£)	Actual Spend to 30/11/2022 (£)
Programme Management	4,400,000	455,610	4,855,610	4,855,610	2,744,744
People	1,100,000	492,500	1,592,500	1,592,500	664,559
Place	600,000	-250,000	350,000	299,223	202,193
Corporate/Enabling Services	1,100,000	1,458,795	2,558,795	2,558,795	854,704
Finance & Commercial	750,000	-192,000	558,000	557,685	313,571
Customer & Digital	350,000	465,000	815,000	815,000	190,000
ICT	4,350,000	0	4,350,000	4,074,000	58,368
Branding	750,000	0	750,000	750,000	19,022
Shadow Chief Exec/Member	850,000	1,063,461	1,913,461	1,913,461	533,244
Election Costs	1,200,000	-110,000	1,090,000	1,090,000	1,089,851
Contingency	3,470,000	-3,383,366	86,634	0	0
<b>Total</b>	<b>18,920,000</b>	<b>0</b>	<b>18,920,000</b>	<b>18,506,274</b>	<b>6,670,256</b>
<b>Total Funding Available</b>	<b>(18,920,000)</b>		<b>(18,920,000)</b>	<b>(18,920,000)</b>	<b>(18,920,000)</b>
<b>Total Funding Remaining</b>	<b>0</b>		<b>0</b>	<b>(413,726)</b>	<b>(12,249,744)</b>

## Programme Dashboard

Accountable Owner: John Metcalfe

Board Date:

Responsible Owner: Kathryn Griffiths

13-Dec-22


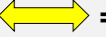

### Key Strategic Changes (Extract from Programme Change Register)

Change ID	Theme	Work Package/ Work Stream	Day 1 Requirement ID	Change Description	Impacted Areas / Comments	Change Type	Impact (1-5)	Change Status
CH-ICT-45	ICT	Core ICT	ICT-REQ-07	Change to Level 1 Programme Milestone 'Microsoft Licensing agreement in place' Milestone end date to be brought forward from 04 March 2023 to 23 December 2022.	Positive impact on programme. Date is being brought forward therefore work on email addresses and other infrastructure can commence.	Time	5	Change Approved
CH-CELD-17	Corporate and Enabling	Legal and Democratic	LEGAL-REQ-47	Change Level 1 Programme milestone - 'Decision on representation on all key outside bodies post 31 March 2023' Start date change from: 28 September 2022 to 01 December 2022 End Date change from: 31 October 2022 to 28 February 2023	Impacts all areas of programme involved in partnerships/working with external bodies. Date moved back to allow member decisions to be taken in January / February 2023.	Time	5	Change Approved
CH-CELD-14	Corporate and Enabling	Legal and Democratic	LEGAL-REQ-20	Deletion of Day 1 Requirement 'Ensure new legislation is embedded in to service procedures e.g. Care Act and Elections Act'.	Review of all Day 1 requirements undertaken by Day 1 Board members. It was agreed that ensuring new legislation is embedded in to service procedures is part of 'business as usual' operations rather than something specifically required to be in place for Day 1. No other areas impacted.	Scope	5	Change Approved
CH-CEPP-06	Corporate and Enabling	Policy and Performance	PIR-REQ-51	Deletion of Day 1 Requirement 'Data Quality Policy in place'.	Review of all Day 1 requirements undertaken by Day 1 Board members. It was agreed that a Data Quality Policy was not required for Day 1 and would be considered as part of the wider policy work ongoing rather than there being a single Day 1 requirement for it. No other areas impacted.	Scope	5	Change Approved
CH-PECH-09	People	Children's - Education and Skills	CHIL-E&S-REQ-54	Change to Day One Requirement 'Establish a Schools Forum in each authority' Extend end date from 30 September 2022 to 23 November 2022.	The schools forum is required to ensure compliance with statutory responsibilities. This body provides approval for school funding formula. Change to date impacts the finance teams however the revised end date has been agreed with relevant colleagues.	Time	5	Change Approved
CH-FI-14	Finance and Commercial	Strategic Planning	FIN-REQ-03	Day 1 Requirement: Medium Term Financial Strategy and Medium Term Capital Programme approved for the two new unitaries and the Fire Authority. Change to Day 1 Requirement end date from: 27 February 2023 to 10 March 2023.	The meetings of Full Council planned in February have been moved to 01 March 2023 (Cumberland) and 07 March 2023 (Westmorland & Furness). All Finance plans have been reviewed to align milestones with the new date for this Day 1 Requirement. All areas of programme aware of need to revise dates.	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 the next two months, 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
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	4	5	20	↔	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.
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	5	4	20	↔	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.
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.
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	4	4	16	↔	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.
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.
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	4	4	16	↔	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.

**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 - 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	4	4	16	↔	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.
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.
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	4	4	16	↔	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.
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	3	3	9	↔	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.
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	3	4	12	↔	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.

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