Cumberland Shadow Executive

Date	**16ᵗʰ February 2023**
Title	**LGR Programme Update Report**

Report from:	Kathryn Griffiths, Senior Manager – LGR Programme
Report Author:	Kathryn Griffiths, Senior Manager – LGR Programme
Wards:	All
Key Decision:	No

1.0 Purpose/Summary of report

1.1. This report provides Members with an update on the Programme in place to support Local Government Reorganisation in Cumbria.

1.2. The report consists of the latest Programme Dashboard presented to the Programme Board (24 January 2023), and a summary of the Day One Board report presented to the Day One Board (24 January 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.

3.0 Background and Proposals

3.1 Members have previously agreed that the format of this report and associated appendices for providing a monthly update on the progress of the LGR Programme. It shares key progress summaries considered regularly by the Programme Board and the Day One Board.

Programme Dashboard Report 24/1/23(Appendix 1)

3.2 The LGR Programme Board meets monthly and receives a programme dashboard report at every meeting. The Programme Board is chaired by the Programmes Senior Responsible officer and includes Chief Executives from all of the Councils and Programme Theme Leads. The dashboard provides:

- an executive summary of progress,
- highlighted key programme milestones,
- a position statement (updated monthly) on the LGR Implementation Reserve,
- any items for escalation to the Programme Board,
- key risks from across the programme,
- a summary of all critical changes to the programme as the change control process is embedded.

Day One Board Report Summary 24/1/23 (Appendix 2)

3.3 The Day One Board meets weekly and is chaired by the Programme's Senior Responsible Officer and includes all technical leads and programme managers respresenting delivery themes from across the programme. The board is focused on delivery against the programme's critical day one requirements, needed to ensure that the new councils and the operation of their services are safe and legal on day one. Sixty-one delivery plans are in place and aligned to those requirements, incorporating key milestones, progress on delivery and flags where progress is at risk.

3.4 The Day One Board receives a report on progress at every meeting. This is a detailed report and reviews progress against all delivery plans (including actions, milestones and day one requirements). It assists the Board in focusing on the most critical areas. Included in this report (at Appendix 2) is the summary page of the report that includes some key performance measures for the programme:

- progress in delivering against day one requirements
- the number of day one requirements and milestones that have been flagged (e.g. due to a decision pending or a delay due to an interdependency) or have reached their due date but are still reporting as incomplete
- a count of the number of day one requirements across each theme and the associated milestone (Level 1, 2, 3)
- a summary of the status updates for each of the requirements by theme
- a snapshot of the completeness of data held across the three thousand plus action lines within all deliver plans

3.5   Key Points to Highlight from the Programme Dashboard and Day One
        Report Summary (24/1/2023):

- 46.8% of the programmes 1,332 milestones have now been completed, with 29 of the 212 Day 1 Requirements fulfilled and a further 34 nearing completion. A strong focus on accountability for delivery is being maintained by the Day 1 Board with the ongoing provision of support and challenge across all themes.

- Appointment to Chief Officer structures (including Section 151 and Monitoring Officers) will be finalised by the end of January 2023. Assistant Director structures are now confirmed, and internal recruitment will commence early February with appointments finalised by 10th March. The staff allocation process will be complete by the end of January and TUPE letters will start to be issued from 17th February.

- The ICT Theme has been closely monitored throughout the programme and this continues. The Microsoft Licensing Agreement is now in place and contacts have been awarded for the Adults Social Care Case Management and Finance/Charging systems. 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. The contract for the Asset Management system is due to be finalised before the end of January.

- 2023/24 budgets are out to consultation and will be finalised during February; constitutions will be agreed by both Council's by the end of January; and Inter-authority agreements and service schedules for hosted services are in the process of being finalised.

- Planning for Services activity is underway and will be a focus for the next 2 months for the Cumberland and Westmorland & Furness Unitary Boards alongside the activity above.

- Both Cumberland and Westmorland & Furness Unitary Boards have been focusing on clarifying their priorities and are developing overarching delivery plans to encompass strategic activity up to and then past vesting day to support transition into the new councils.

- The Senior Responsible Officers (Chief Executive Designates and Cumbria County Council Chief Executive) are continuing to closely monitor and manage 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.

- New websites are in place for each new unitary council and are in development alongside legacy websites to ensure a consistent customer journey. Telephony solutions are in place and implementation activity is underway.

- The programmes strategic risks have seen some reduction as the likelihood of some risks occurring has reduced.

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. Note that the programme has a Financial and Commercial Theme Board, and an implementation reserve of £18.92m.

Human Resources

6.2 There are no direct implications associated with this report. Note that the programme has Human Resources & Organisational Development Workstream as part of the Corporate & Enabling Theme.

Legal

6.3 There are no direct implications associated with this report. Note that the programme has a Legal & Democratic Services Workstream as part of the Corporate & Enabling Theme.

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. Assessments are being considered across the programme as it develops.

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: There are no direct implications associated with this report. Assessments are being considered across the programme as it develops.

Contribution to Cumberland Council Plan Priorities

6.9   The programme is focused on the achievement of the programme objectives agreed by the seven sovereign councils. In relation to programme activity to deliver day one requirements for Cumberland Council and to plan for service transition to the Council this is all undertaken with due regard to the priorities within the Council Plan.

Risk Management	Consequence	Controls required
There is a need for a co-ordinated approach to reporting LGR Programme delivery progress to ensure effective and efficient management of the programme.	Failure to deliver statutory and key services on vesting day.	The programme governance arrangements described in this report assist in mitigating this risk.

Contact Officers

Kathryn Griffiths, Senior Manager - LGR, kathryn.griffiths@cumbria.gov.uk, 07384241477.

Appendices Attached to this Report

Appendix No.	Name of Appendix
1	LGR Programme Dashboard
2	Day One Board Report

Background Documents Available

None

Local Government Reorganisation Delivering Two New Councils for Cumbria	**Programme Dashboard**	**Accountable Owner: John Metcalfe**	**Board Date:**
		Responsible Owner: Kathryn Griffiths	**24-Jan-23**

Executive Summary

1. 48.6% (648) of the programmes 1,332 milestones have now been completed, with 29 of the 212 Day 1 Requirements fulfilled and a further 34 nearing completion.
2. Appointment to Chief Officer structures (including Section 151 and Monitoring Officers) will be finalised by the end of January. Assistant Director structures are now confirmed and internal recruitment will commence early February with appointments finalised by 10th March. This a delay on the intended timeline. The staff allocation process will be complete by the end of January and TUPE letters will start to be issued from 17th February.
3. The ICT Theme has been closely monitored throughout the programme and this continues. The Microsoft Licensing Agreement is now in place and contacts have been awarded for the Adults Social Care Case Management and Finance/Charging systems. 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. The contract for the Asset Management system is due to be finalised before the end of January.
4. 2023/24 budgets are out to consultation and will be finalised during February; constitutions will be agreed by both Council's by the end of January; and Inter-authority agreeements and service schedules for hosted services are in the process of being finalised.
5. Planning for Services activity is underway and will be a focus for the next 2 months for the Cumberland and Westmorland & Furness Programme Boards alongside the activity above.
6. Both Cumberland and Westmorland & Furness Programme Boards have been focusing on clarifying their priorities and are developing overarching delivery plans to encompass strategic activity upto and then past vesting day to support transition into the new council's.
7. 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 are in development alongside legacy websites to ensure a consistent customer journey. Telephony solutions are in place and implementation activity is underway.
9. The programmes strategic risks have seen some reduction as the likelihood of some risks occurring has reduced.

Progress this period

1. 48.6th (648) of the programmes 1,332 milestones have now been completed, with 29 of the 212 Day 1 Requirements fulfilled and a further 34 nearing completion.
2. Recruitment to the Director roles, including Section 151 and Monitoring Officers, will complete with the appointment of Directors of Adult Services and Childrens Services before the end of January. Tier 3 structures have been finalised and announced on 19th January. The staff allocation process is almost complete, with a small number (less than 300) of complex roles to be aloocated by the end of January.
3. The ICT Theme has been closely monitored throughout the programme and this continues. Microsoft Licensing Agreement is now in place and contacts have been awarded for the Adults Social Care Case Management and Finance/Charging systems. 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. The contract for the Asset Management system is due to be finalised before the end of January.
4. Inter Authority Agreements have been drafted for hosted services, with separate agreements for Waste and Coroners Services; these are all undergoing final reviews. All services confirmed as being hosted have produced service schedules and these are undergoing legal review.
5. Both Cumberland and Westmorland & Furness Programme Boards have been focusing on clarifying their priorities and the associated resources and activities required to deliver them during the final days approaching vesting day. Each Board is developing an overarching delivery plan to encompass this and other strategic activity upto and then past vesting day to support transition into the new council's.
6. Service planning for a small number of priority services is well underway and is commencing for all remaining service areas.
7. Constitutions for each new council have been finalised through a range of working groups and shadow member engagement; and are to be agreed by each Council by the end of January. Both Council's are undergoing publc consultation on their 2023/24 budgets.
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.
9. New websites are in place for each new unitary council, and are in development alongside legacy websites to ensure a consistent customer journey. Telephony solutions are in place and implementation activity is underway.
10. The programmes strategic risks have seen some reduction as the likelihood of some risks occurring has reduced.

4-Week Look Ahead

1. The internal appointments process for Chief Officer roles is to be finalised by end of January 2023, and the internal appointment to Assistant Director roles will be complete by 10th March.
2. Staff allocation will be finalised by the end of January and TUPE letters will start to be issued from 17th February.
3. Continued focus on ICT Theme, and contractual sign off of the final critical ICT systems; and targeting of resource on category 1 business applications.
4. Finalisation of 2023/24 budgets and medium term financial plans following consultation.
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.
7. Council constitutions for Cumberland and Westmorland & Furness to be approved by each Council.
8. Unitary Programme Board Delivery Plans fully operational and incorporating key strategic activity through to and post vesting day.

Key Milestones

No.	Description	Planned Date	Forecast Date	Commentary
1	**Customer & Digital:** New Unitary Websites in place (Two Content Management Systems built and deployed ready for content).	07-Dec-22	07-Dec-22	Complete.
2	**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.
3	**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.
4	**Strategic Commissioning**: Contract Decision - Final Sign Off Complete	19-Dec-22	19-Dec-22	90% of contract decisions have now been taken. Revised end date subject to change control - forecast completion of 95% by 28/02/2023 and 100% by 31/03/2023.
5	**Strategic Commissioning**: Grant Decision - Final Sign Off Complete	31-Jan-23	20-Jan-23	Complete - communications issued to all grant recipients in early January 2023.
6	**Human Resources / Organisational Development:** TUPE Staff Allocation confirmed	30-Nov-22	31-Jan-23	The staff allocation process is nearing completion with less than 300 staff still to be 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. Change to milestone end date approved by Day 1 Board.
7	**Human Resources / Organisational Development:** Appointments confirmed for internally appointed Chief Officer and Statutory Roles	12-Dec-22	16-Jan-23	Internal recruitment process complete. External recruitment ongoing (see milestone below).
8	**Human Resources / Organisational Development:** Appointments confirmed for externally appointed Chief Officer & Statutory Roles.	08-Feb-23	08-Feb-23	The open recruitment process for the following roles is ongoing with interviews due to commence week commencing 23/01/2023: **Cumberland Council** • Director of Adult Social Care and Housing. • Director of Children and Family Wellbeing. **Westmorland and Furness Council** • Director of Adult Social Care. • Director of Children's Services.
9	**Human Resources / Organisational Development:** Outcome of Assistant Director structures and Managing Change Procedure consultation finalised and next steps for this process confirmed	31-Dec-22	31-Dec-22	Complete - communication issued to all staff impacted by Tier 3 recruitment process on 19 January 2023.
10	**Policy and Performance:** Council Plan adopted by Westmorland & Furness Shadow Authority	29-Dec-22	21-Dec-22	Complete. Council Plan approved by Shadow Authority on 19/12/22.
11	**ICT:** Concerto Asset Management System: Contractuals Finalised	30-Oct-22	30-Oct-22	Officer Decision Records for two new contracts with legal team for comments. Sign off due 27 January 2023.
12	**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. Date will be subject to change control.
13	**ICT:** Adult Social Care Finance / Charging System: Contractuals finalised	15-Nov-22	15-Nov-22	Complete - contract awarded 17/01/2023.
14	**ICT:** Microsoft Licensing Agreement in place	23-Dec-22	23-Dec-22	Complete. Agreements with Microsoft are in place. Implementation work is ongoing to utilise Eden and Copeland's contracts for Vesting Day.

Key Milestones (Continued)

15	**Communication and Engagement:** New corporate branding guidelines to be approved	31-Dec-22	31-Dec-22	Complete. Final guidelines approved and shared with all Themes.
16	**Finance:** Budget Consultation	31-Jan-23	31-Jan-23	Public consultation for 2023/24 budgets ongoing.
17	**Finance:** 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	**Legal and Democratic:** Westmorland and Furness Shadow Authority approval of Constitution	31-Jan-23	23-Jan-23	Constitution due to be considered 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	Constitution due to be considered by Cumberland Shadow Authority on 26/01/2023.
20	**Legal and Democratic:** 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 to 31/12/2022 (as at 19/01/2023 report)

Budget Line	Initial Allocation (£)	Virements approved by Programme Board (£)	Updated Allocation (£)	Approved / Committed Spend to 19/01/2023 (£)	Actual Spend to 31/12/2022 (£)
Programme Management	4,400,000	455,610	4,855,610	4,855,610	2,888,225
People	1,100,000	492,500	1,592,500	1,592,500	664,559
Place	600,000	-300,777	299,223	299,223	202,193
Corporate/Enabling Services	1,100,000	1,549,595	2,649,595	2,699,195	1,092,882
Finance & Commercial	750,000	-192,315	557,685	557,685	313,571
Customer & Digital	350,000	365	715,000	715,000	190,000
ICT	4,350,000	0	4,350,000	4,263,000	2,111,677
Branding	750,000	0	750,000	750,000	27,682
Shadow Chief Exec/Member	850,000	1,063,461	1,913,461	1,913,461	873,463
Election Costs	1,200,000	-110,000	1,090,000	1,090,000	1,089,851
Contingency	3,470,000	-3,323,074	146,926	0	0
Total	**18,920,000**	**-364,635**	**18,920,000**	**18,735,674**	**9,454,103**
Total Funding Available	**(18,920,000)**		**(18,920,000)**	**(18,920,000)**	**(18,920,000)**
Total Funding Remaining	**0**		**0**	**(184,326)**	**(9,465,897)**

Programme Dashboard

Accountable Owner: John Metcalfe

Responsible Owner: Kathryn Griffiths

Key Strategic Changes (Extract from Programme Change Register)
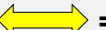
Change ID	Theme	Work Package/ Work Stream	Day 1 Requirement ID	Change Description	Impacted Areas / Comments	Change Type	Impact (1-5)	Change Status
CH - CEHROD - 11	Corporate and Enabling	HR/OD	HR-REQ-03-L1-M05	Level 1 Milestone end date change: 'TUPE Allocations Confirmed'. End date change: from: 30/11/2022 to: 31/01/2023	All services, particularly Comms & Engagement & ICT. All work packages advised of revised date.	Time	4	Change Approved
CH-CECE-03	Corporate and Enabling	Communications and Engagement	COMMS-REQ-01	Day 1 Requirement end date change: 'New Council Corporate ID and branding guidelines approved (including organisational values and protocols for media, social media, events, sponsorship, signage etc)' From: 30/11/2022 To 31/12/2022	All work packages advised of revised date.	Time	5	Change Approved
CH - CELD - 25	Corporate and Enabling	Legal and Democratic	LEGAL-REQ-36	Day 1 Requirement end date change: 'Member Democratic Services systems, templates and processes approved and in place' End date Change from 30/11/2022 to 31/1/2023	Reason- dependent upon constitution. Cumberland constitution due to be signed off 26/1/23, Westmorland and Furness 23/2/23 No impact on other areas identified, within work package only.	Time	5	Change Approved
CH - CELD - 27	Corporate and Enabling	Legal and Democratic	LEGAL-REQ-58	New level 1 milestone under Day 1 Requirement 'Legal Agreement in place between Cumberland and Westmorland and Furness for hosted arrangements' New milestone description: IAA sign off including schedules at Shadow Authority Executive/Cabinet End date: 24/02/2023	Reason - Committee dates are now formalised and forward plan submitted All work packages advised of revised date.	Scope	4	Change Approved
CH - CELD - 32	Corporate and Enabling	Legal and Democratic	LEGAL-REQ-47	Day 1 Requirement - Change to scope From: Members and Officers appointed to external bodies / partnerships / authorities To: Members appointed to outside bodies	Reason - Member appointments to outside bodies is the legal and dem. focus for day 1. All other areas will be picked up with individual service areas. Approach agreed with all impacted Themes (Place, People).	Scope	4	Change Approved
CH - PECH - 13	People	Children's - Education & Skills	CHIL-E&S-REQ-54	Day 1 Requirement end date change: 'Establish a Schools Forum in each authority' End date chage from: 23/11/22 to: 28/02/23	Legal and Democratic Workstream.	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
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	4	4	16	⬆	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. *Likelihood reduced from 5 to 4 in January review*
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 de drafted and agreed with sovereign chief execs and/or the Programme Board.

Key Strategic Risks (Continued)

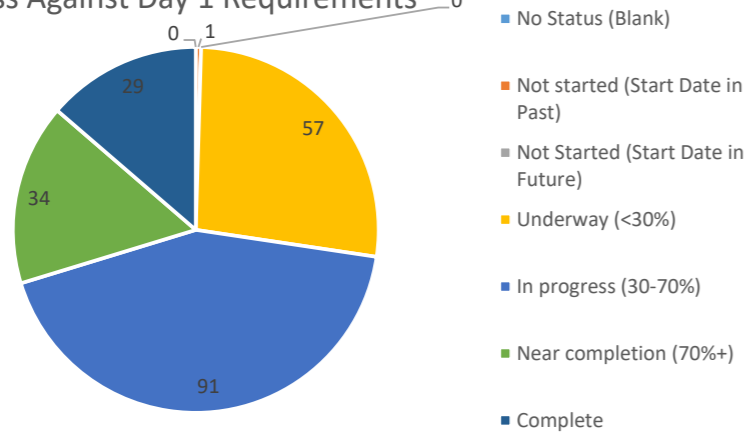| Risk ID	Risk Category	Description	Target Likelihood (1-5)	Target Impact (1-5)	Target Risk Score	Current Likelihood (1-5)	Current Impact (1-5)	Current Risk Score	Direction of Travel	Key Mitigations (Controls and Actions)
RSK - PROG - 07	Strategic	There is a risk of the loss of key personnel central 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. *Likelihood reduced from 4 to 3 in January review*
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 challenges 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	3	4	12	⬆	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. *Likelihood reduced from 4 to 3 in January review*
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 indentifying 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. *Likelihood reduced from 3 to 2 in January review*
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
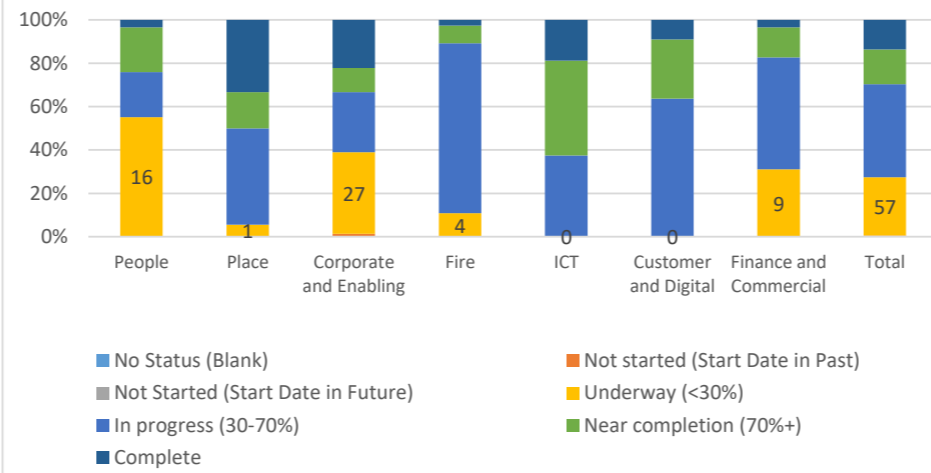
⬆ = **Risk score declining**

⬌ = **No change**

⬇ = **Risk score increasing**

Local Government Reorganisation — Delivering Two New Councils for Cumbria	Day 1 Board report 24 January 2023

Data Date: 19/01/2023

Progress Against Day 1 Requirements

Legend:
- No Status (Blank)
- Not started (Start Date in Past)
- Not Started (Start Date in Future)
- Underway (<30%)
- In progress (30-70%)
- Near completion (70%+)
- Complete

Breakdown by Theme

Legend:
- No Status (Blank)
- Not started (Start Date in Past)
- Not Started (Start Date in Future)
- Underway (<30%)
- In progress (30-70%)
- Near completion (70%+)
- Complete

Requirements and Milestones that are incomplete and due, flagged or upcoming

Legend:
- Milestones Passed, Not Complete
- Milestones flagged
- Milestones due in next 2 weeks
- Day 1 Reqs Passed, Not Complete
- Day 1 Reqs Flagged
- Day 1 Reqs due in next 2 weeks
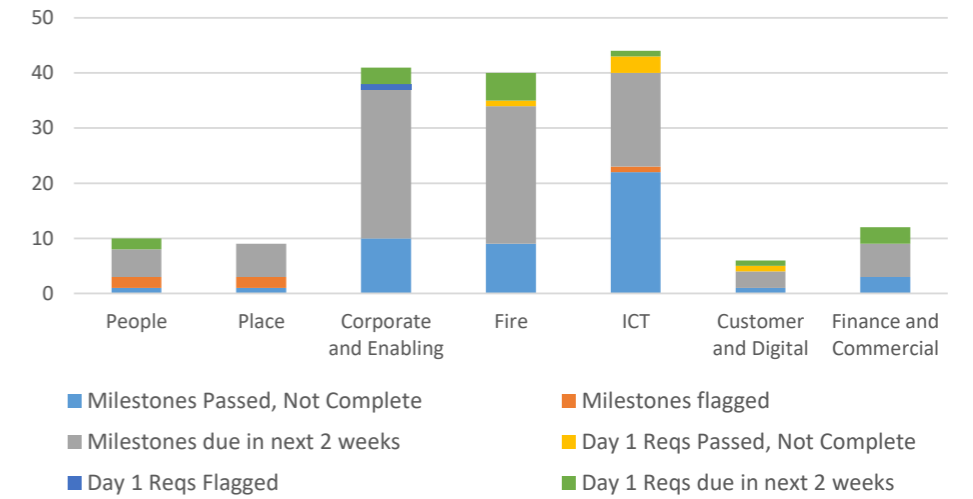
Day 1 requirements and milestone count

	People	Place	Corporate and Enabling	Fire	ICT	Customer and Digital	Finance and Commercial	Total
Day 1 requirements	29	18	72	37	16	11	29	**212**
L1 milestones	-	-	50	-	18	4	4	**76**
└ Or Fire Board	-	-	-	51	-	-	-	**51**
L2 milestones	15	7	64	24	125	10	3	**248**
L3 milestones	83	69	226	31	443	33	72	**957**
	98	**76**	**340**	**106**	**586**	**47**	**79**	**1332**

Day 1 requirements status updates

	People	Place	Corporate and Enabling	Fire	ICT	Customer and Digital	Finance and Commercial	Total
No Status (Blank)	0	0	0	0	0	0	0	**0**
Not started (Start Date in Past)	0	0	1	0	0	0	0	**1**
Not Started (Start Date in Future)	0	0	0	0	0	0	0	**0**
Underway (<30%)	16	1	27	4	0	0	9	**57**
In progress (30-70%)	6	8	20	29	6	7	15	**91**
Near completion (70%+)	6	3	8	3	7	3	4	**34**
Complete	1	6	16	1	3	1	1	**29**
Post-Day 1 Requirements	0	0	0	0	0	0	0	**0**
	29	**18**	**72**	**37**	**16**	**11**	**29**	**212**

Milestone & Day 1 Requirements Summary

	People	Place	Corporate and Enabling	Fire	ICT	Customer and Digital	Finance and Commercial	Total
Milestones Complete	47	33	212	14	274	32	36	**648**
Milestones Complete (%)	48.0%	43.4%	62.4%	13.2%	46.8%	68.1%	45.6%	**48.6%**
Milestones Passed, Not Complete	1	1	10	9	22	1	3	**47**
Milestones flagged	2	2	0	0	1	0	0	**5**
Milestones due in next 2 weeks	5	6	27	25	17	3	6	**89**
Post-Day 1 Milestones	0	0	0	0	1	0	0	**1**
Day 1 Reqs Passed, Not Complete	0	0	0	1	3	1	0	**5**
Day 1 Reqs Flagged	0	0	1	0	0	0	0	**1**
Day 1 Reqs due in next 2 weeks	2	0	3	5	1	1	3	**15**

Actions snapshot

The Delivery plans include 4743 lines of data, of which:

Of data marked as a Day 1 Requirement or a Milestone:

93.8% have an owner	**100.0% have an owner**
90.3% have a start date	**100.0% have a start date**
91.5% have an end date	**100.0% have an end date**
94.7% have a status recorded	**100.0% have a status recorded**