

# Cumberland Shadow Executive

**Date** 22nd March 2023

**Title** LGR Programme Transition

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**Report from:** Kathryn Griffiths, Senior Manager – LGR Programme

**Report Author:** Kathryn Griffiths, Senior Manager – LGR Programme

**Wards:** All

**Key Decision:** No

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## 1.0 Purpose/Summary of report

- 1.1. This report provides Members with an overview of the key achievements made in delivering the Programme in place to support Local Government Reorganisation in Cumbria.
- 1.2. The report details the activities identified to be completed post-Vesting Day, the proposed transition arrangements from the LGR Programme to Cumberland Council business as usual operations and sets out the proposed business continuity planning.
- 1.3. The report includes the latest Programme Dashboard presented to the Programme Board (21 February 2023), and a summary of the Day One Board report presented to the Day One Programme Board (21 February 2023) for information.

## 2.0 Recommendation

### 2.1 It is recommended that the Shadow Authority Scrutiny Committee:-

- (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 the format of this report and associated appendices for providing a monthly update on the progress of the LGR Programme. It includes a summary of key progress

considered by the Programme Board (Appendix 1) and the Day One Board (Appendix 2) on 21 February 2023.

3.2 As this is the final update due to be provided to the Shadow Scrutiny Committee prior to Vesting Day, this report will have an increased focus on:

- Key achievements delivered through the LGR Programme
- An overview of the activities identified to be completed post-Vesting Day
- The proposed transition arrangements from the LGR Programme to Cumberland Council business as usual operations
- The proposed business continuity planning arrangements for Day 1.

3.5 Key achievements delivered through the LGR Programme:

- As at writing this report (w/c 6/3/23) 76.5% (998) of the programmes 1,305 milestones have now been completed, with 77 of the 209 Day 1 Requirements fulfilled and a further 80 nearing completion. A strong focus on accountability for delivery has been 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 Officer) have been finalised.
- Direct appointments for Assistant Directors have been confirmed and internal recruitment for the remaining vacant posts is underway through to 10th March.
- The staff allocation process is complete. All TUPE letters were issued to staff by 22nd February.
- 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 received on 1st and 7th March 2023 respectively.
- Constitutions have been approved for both Council's and the Inter Authority Agreement and supporting Service Schedules will be finalised for approval on 27th March.
- Planning for Services activity is well underway for all services at Assistant Director level in both Council's and will continue to year end; both Cumberland and Westmorland & Furness Senior

Leadership Teams remain focused on strategic priorities up to and post vesting day.

- The Senior Responsible Officers (Chief Executive Designates and Cumbria County Council Chief Executive) are continuing to closely monitor and manage the LGR implementation reserve to ensure all expenditure relating to Local Government Reorganisation has been accounted for in the year-end accounts. Any remaining funds will be held in a reserve hosted by Westmorland and Furness after 1<sup>st</sup> April.
- The programmes strategic risks have seen further reduction; with the approach of vesting day the likelihood of a number of risks occurring and any potential impact has reduced. Half of the strategic risks are now at the target risk level.
- 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.
- The ICT Theme has been closely monitored throughout the programme and this continues with a detailed user acceptance testing and go-live timetable in place for all systems that have been split in readiness for Day 1.
- A number of ICT systems will be split after Vesting Day, including both the Adult and Children's Social Care case management and charging systems. The systems are now subject to Plan B contingency planning to ensure a solution is in place for uninterrupted service delivery on Day 1. A resource plan is being prepared to ensure the remaining ICT projects are delivered in a timely manner after 01 April.

### 3.6 Activities to be completed after Vesting Day

- In addition to the disaggregation/implementation of several ICT systems, circa. 40 milestones in the Day 1 delivery plans have been identified by the programme's Technical Leads for completion after Day 1. As set out in Table 1 below, some will be completed shortly after Vesting Day however others are longer-term milestones that will be built into the unitary delivery plans or future transformation plans. All activities have been assigned a responsible owner in the new councils or the Fire Service.

**Table 1: Post-Day 1 Activities**

Category	Summary of milestones
ICT system disaggregation / implementation	<ul style="list-style-type: none"> <li>▪ Social Care Case Management and Charging</li> <li>▪ HR &amp; Payroll</li> <li>▪ Building access system</li> <li>▪ Elections management system</li> <li>▪ MIG and Great North Care Record</li> <li>▪ NHS DBS</li> <li>▪ Education Management system</li> <li>▪ Strata</li> </ul>
Not complete but workarounds in place for Day 1	<ul style="list-style-type: none"> <li>▪ Appointment to Director of Public Health</li> <li>▪ Appointment to posts in Central Business Function of Provider Services</li> <li>▪ Court appointed persons transferred appropriately</li> <li>▪ Local Focus Hub email connections</li> </ul>
Not completed but not required for Day 1	<ul style="list-style-type: none"> <li>▪ Recruitment in Adult Social Care</li> <li>▪ Housing policies, street naming and local development schemes</li> <li>▪ Various Fire policies and processes</li> <li>▪ Corporate Landlord processes</li> <li>▪ Collaboration services in ICT</li> <li>▪ Complaints guidance</li> </ul>
Scheduled activity after Day 1	<ul style="list-style-type: none"> <li>▪ Financial closure</li> <li>▪ Billing Housing Revenue Account leaseholders</li> <li>▪ Grant activity for Financial Year 2024/25</li> </ul>
Transformation activity transferred to unitary councils	<ul style="list-style-type: none"> <li>▪ Various development and sign off milestones</li> </ul>

### 3.7 Proposed transition arrangements

- It is proposed that delivery of all post-Day 1 activities will be monitored via a Joint Transition Board across both Westmorland and Furness and Cumberland councils.
- Governance arrangements for the Joint Transition Board will be agreed during March in readiness for Vesting Day.

### 3.8 Business Continuity Arrangements

- To ensure sufficient support is in place on Vesting Day, it has been agreed to establish strategic Service Continuity Governance arrangements in both councils.
- A high-level review of existing business continuity arrangements is underway for critical services to identify gaps and highlight any significant risks.
- A framework is in place to manage business as usual issues; utilising existing systems and processes that are known to employees and customers.
- Daily management reporting will be in place in the lead up to and after Vesting Day to ensure service continuity is closely monitored across both councils and issues are escalated as appropriate.

### **Contact Officers**

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### **Appendices Attached to this Report**

<b>Appendix No.</b>	<b>Name of Appendix</b>
1	LGR Programme Dashboard
2	Day One Board Report

### **Background Documents Available**

None