

# Cumberland Shadow Executive

**Date** 27<sup>th</sup> 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 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 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 Executive 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.

3.3 Key achievements delivered through the LGR Programme:

- A dedicated team of approximately 35 programme managers, project managers and project support officers were established on 1<sup>st</sup> April 2022 to deliver the LGR programme implementation. In addition, up to 300 colleagues from across the seven sovereign authorities have supported the programme in important roles such as Technical Leads and Work Package Leads, delivering key pieces of work to ensure the new councils and the Fire Service are safe and legal on Vesting Day.
- The remaining officers across all seven councils have worked incredibly hard to maintain business as usual operations to ensure no reduction in the standard of service provided to our customers.
- As at writing this report (week commencing 13<sup>th</sup> March 2023) 81.3% (1,052) of the programmes 1,294 milestones have now been completed, with 94 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 10<sup>th</sup> March.
- The staff allocation process is complete. All TUPE letters were issued to staff by 22<sup>nd</sup> February providing officers with certainty of their roles from 1<sup>st</sup> April 2023.
- The public 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 1<sup>st</sup> and 7<sup>th</sup> 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 by the Shadow Executive on 27<sup>th</sup> 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 (accessible to both councils) 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 well-underway alongside legacy websites to ensure a consistent, seamless 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.

### 3.4 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> <li>▪ Legal Case Management system</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>

### 3.5 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.

### 3.6 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.

## **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**

- 6.6 Have you completed an Equality Impact Analysis? No
- 6.7 If you have not completed an Impact Analysis, please explain your reasons: There are no direct implications associated with this report. Assessments are being considered across the programme as it develops.

## **Contribution to Cumberland Council Plan Priorities**

- 6.8 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.

<b>Risk Management</b>	<b>Consequence</b>	<b>Controls required</b>
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**

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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