

To: The Shadow Authority Leader and Members of Shadow Authority Cabinet

Agenda

Dear Cabinet Member

SHADOW CABINET

A meeting of the Shadow Cabinet will be held as follows:

Date: Friday, 22 July 2022
Time 10.00 am,
Place: District Council Chamber, Kendal Town Hall, South
Lakeland District Council, 9a Lowther Street, Kendal,
LA9 4DL

Linda Fisher
Interim Monitoring Officer

Enquiries and requests for supporting papers to: Adam Moffatt
Direct Line: 01539 793319
Email: democracy@westmorlandandfurness.gov.uk

MEMBERSHIP

Cllr G Archibald
Cllr P Bell
Cllr J Brook
Cllr J Derbyshire
Cllr N Hughes

Cllr A Jarvis
Cllr D Jones
Cllr S Sanderson
Cllr V Taylor
Cllr P Thornton

ACCESS TO INFORMATION

Agenda and Reports

Copies of the agenda and Part I reports are available for members of the public to inspect prior to the meeting. Copies will also be available at the meeting.

The agenda and Part I reports are also available on the Westmorland and Furness website

<https://westmorlandandfurness.moderngov.co.uk/mgCommitteeDetails.aspx?ID=139>

A G E N D A

PART I - ITEMS CONSIDERED IN THE PRESENCE OF THE PRESS AND PUBLIC

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF INTEREST/DISPENSATIONS

To receive declarations of interest by Members of interests in respect of items on this Agenda, and to consider any dispensations.

Members may however, also decide, in the interests of clarity and transparency, to declare at this point in the meeting, any such disclosable pecuniary interests which they have already declared in the Register, as well as any other registrable or other interests.

3. EXCLUSION OF PRESS AND PUBLIC

To consider whether the press and public should be excluded from the meeting during consideration of any item on the agenda.

4. MINUTES OF PREVIOUS MEETING

To receive the minutes of the previous meeting held on 10 June 2022 (copy enclosed)
(Pages 5 - 10)

5. PUBLIC PARTICIPATION

To receive any questions or representations which have been received from members of the public and to receive any petitions.

(note any member of the public who wishes to ask a question or make representations or present a petition at the meeting should apply to do so no later than two working days before the day of the meeting. Information on how to apply can be obtained from the person named on the front of the agenda).

6. LEADER DECISIONS & REQUEST FOR SHADOW CABINET ENDORSEMENT

- (a) MINOR AMENDMENT TO THE SECTION 24 DIRECTION AND GENERAL CONSENT
To consider a report from the Leader of the Council (copy enclosed).
(Pages 11 - 18)

- (b) STRUCTURAL CHANGES ORDER AND "SHADOW EXECUTIVE" OR "SHADOW AUTHORITY CABINET"

To consider a report from the Leader of the Council (copy enclosed).
(Pages 19 - 22)

7. BRANDING FOR WESTMORLAND AND FURNESS SHADOW COUNCIL

To consider a report from Chair of the LGR Communications Advisory Group (copy enclosed). (Pages 23 - 62)

8. WESTMORLAND AND FURNESS COUNCIL PLAN

To consider a report from the Leader of the Council (copy enclosed). (Pages 63 - 72)

9. SERVICE BASELINE BLUEPRINTS

To consider a report from the LGR Programme Director (copy enclosed).
(Pages 73 - 192)

10. STRATEGIC FINANCIAL PLANNING

To consider a report from the Interim Section 151 Officer (copy enclosed).
(Pages 193 - 214)

11. UK SHARED PROSPERITY INVESTMENT PLAN

To consider a report from the Interim Head of Paid Service (copy enclosed).
(Pages 215 - 220)

12. URGENT ITEMS

To consider any urgent items of business.

PART II - ITEMS CONSIDERED NOT IN THE PRESENCE OF THE PRESS AND PUBLIC

None for this meeting

WESTMORLAND AND FURNESS SHADOW CABINET

Minutes of a Meeting of the **Shadow Cabinet** held on **Friday, 10 June 2022 at 10.00 am at Barrow Town Hall, Duke Street, Barrow-in-Furness**

PRESENT:

Cllr G Archibald
Cllr P Bell (Vice-Chair)
Cllr J Derbyshire
Cllr N Hughes
Cllr A Jarvis
Cllr D Jones
Cllr S Sanderson
Cllr V Taylor

Officers in attendance:

Interim Head of Paid Service, Interim Monitoring Officer, Interim Head of Paid Service, LGR Programme Manager, Interim Section 151 Officer and the Democratic Services Manager from Barrow.

The Chair welcomed everyone to the meeting and made members aware that an item on Declarations of Interest/Dispensations had been inadvertently missed off the agenda. She asked members to note this would be taken after Apologies for Absence as item 2.

PART 1 ITEMS CONSIDERED IN THE PRESENCE OF THE PUBLIC AND PRESS

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors J Brook and P Thornton.

2. DECLARATIONS OF INTEREST AND DISPENSATIONS

RESOLVED, that there were no disclosures of interest made on this occasion.

The Interim Monitoring Officer reported that she had exercised the discretion under rule 12 (2) of the Constitution to issue a dispensation to Cabinet members. This related to Item 7 on the agenda the majority of members of the Cabinet present having a conflict of interest as they were members of other sovereign authorities.

3. EXCLUSION OF PRESS AND PUBLIC

RESOLVED, that there were no items on the agenda which require the exclusion of the press and public.

4. PUBLIC PARTICIPATION

RESOLVED, that there were no questions or petitions submitted on this occasion.

5. IMPLEMENTATION TEAM

Sam Plum, the Interim Head of Paid Services reported that Kim Rennie, LGR Programme Director was to leave the programme next month and thanked her for the work that she had done since January getting the programme in the shape that it was in. She reassured members that negotiations were concluding with KPMG who were the Council's strategic partner to ensure that there was a transition from the LGR Programme Director to KPMG. Members considered a report from the LGR Programme Director which informed them about the Implementation Team that had been established to support the Local Government Reorganisation process.

Members considered a report from the LGR Programme Director which informed them about the Implementation Team that had been established to support the Local Government Reorganisation process.

The report provided details of the "Implementation Team", a single team of officers from the seven sovereign Councils. The Implementation Team had been made up of all Chief Executives of sovereign Councils, the Chairs of the thematic groups (where these were not Chief Executives), the Programme Finance Lead and Programme Director. The Interim Heads of Paid Service would form part of the Implementation Team alongside the existing membership of Chief Executives, Senior Responsible Officers and thematic group Chairs.

Councillor Jones then moved the recommendation, which was seconded by Councillor Sanderson.

This recommendation was then put to a vote, which was unanimous.

RESOLVED, that Shadow Cabinet confirms the requirement to be supported by the Implementation Team arrangements that were in place to support the LGR Programme.

6. IMPLEMENTATION PLAN

Members considered a report from the LGR Programme Director that was reported to the Shadow Authority on 17 May 2022.

Since that time the Plan had continued to be developed, to ensure an effective transition to the new unitary Councils for Cumberland and Westmorland and Furness on Vesting Day, 1 April 2023. That reflected the requirements in The Cumbria (Structural Changes) Order 2022.

At its first meeting, the Westmorland and Furness Joint Committee felt that it was necessary to get an update on the process around the blue prints and sought reassurance of Member involvement in the process and requested that an update be provided at the May meeting. At the May meeting of the Joint Committee, Members received an update from the Programme Director which set out the process for agreeing blue prints, the Joint Committee emphasised the importance of Member involvement in this process.

As part of the Order two separate Joint Committees were established, one for Cumberland and one for Westmorland and Furness, along with an Implementation Team for the purposes of assisting the Joint Committees in the discharge of its functions, and if required also to assist the Shadow Authority

With the dissolution of the Joint Committees, (the day following that on which the Shadow Authorities for each area held its first meeting), the Shadow Authorities then assumed responsibility for keeping the Implementation Plan that had been prepared under review and revised as necessary. The advice was that matters relating to the Implementation Plan were an executive function of the Shadow Authorities, and as a consequence this report was presented for information and noting by Members, with the intention that a further report on the Implementation Plan be presented to the meeting of the Shadow Executive in June for decision.

The Implementation Plan that had been prepared (at April 2022) described the approach that had been developed to deliver two sustainable Unitary Councils, and a sustainable Fire and Rescue service, in a safe, legal, and seamless fashion, delivering both benefits from day 1 and the foundation for further transformation in the future.

Councillor Derbyshire proposed and moved the recommendations in the report and this was seconded by Councillor Archibald.

This recommendation was then put to a vote, which was unanimous.

RESOLVED,

- (1) That the Implementation Plan attached at Appendix 1 be adopted;
- (2) That the Terms of Reference for the LGR Members' Liaison Group attached at Appendix 2 be agreed; and
- (3) That the Shadow Cabinet agreed to receive updates on the Implementation Plan as part of the regular reporting on the status of the LGR Programme.

7. AGREEMENT OF GENERAL CONSENT IN RESPONSE TO DIRECTION ISSUED UNDER SECTIONS 24 OF THE LOCAL GOVERNMENT AND PUBLIC INVOLVEMENT IN HEALTH ACT 2007

Members considered a report from Councillor Andrew Jarvis, Finance Portfolio Holder the purpose of which was to consider the Secretary of State's Direction restricting certain transactions and made under the Local Government and Public Involvement in Health Act 2007 (the 2007 Act).

He stated that the Secretary of State's had issued a Direction under S24 restricting certain transaction. The intention of the direction was to give the Shadow Executive oversight of significant contracts and projects of the Barrow Borough, Eden District, South Lakeland District and Cumbria County Councils from 30 June 2022 that would have an impact on the financial position of Westmorland and Furness Council after 1 April 2023.

The statute set very low limits which could prevent the efficient functioning of the existing Councils if approval were to be sought for each contract. The Shadow Cabinet could consider granting a series of General Consents to the District Councils and County Council to enable the business of existing District Councils and County Council to continue to proceed in the run up to Vesting Day. The levels at which the consent was proposed balances the need for political oversight by the Shadow Cabinet without creating significant additional bureaucracy in needing to approval may individual decisions. To avoid delay the General Consent would be a standing item on all Shadow Cabinet meetings and there were delegations to the Finance Portfolio Holder for smaller value contracts.

A schedule of future contracts was attached at Schedule 1 to Appendix 2 asking for approval of twelve contracts today.

Councillor Jarvis then moved the recommendation, which was seconded by Councillor Taylor.

This recommendation was then put to a vote, which was unanimous.

RESOLVED, that Shadow Cabinet

- (1) approve the General Consents to the District Councils and County Council under the Direction made under Section 24 of the Local Government and Public Involvement in Health Act 2007 as attached in Appendix 2; and
- (2) endorse the Leaders decision to delegate authority to the Finance Portfolio Holder in consultation with the S151 Officer and Monitoring Officer for all subsequent matters requiring consent which fall within the range £2m to £5m and other matters as delegated within the Consent.

8. LGR PROGRAMME STATUS UPDATE REPORT

Members considered a report from the LGR Programme Director which updated Cabinet Members on the current Local Government Re-organisation Programme Status Update Reports (to Mid - May 2022) which were in place to support the Local Government Re-organisation process.

Detail was also included about how the Status Update Reports would be developed as more information became available throughout delivery of the programme up to Vesting Day, 1 April 2023.

Councillor Archibald then moved the recommendation, which was seconded by Councillor Hughes.

This recommendation was then put to a vote, which was unanimous.

RESOLVED, that Shadow Cabinet

- (1) note the report details and key points included in section 3 of the report; and
- (2) note that Status Update Reports would be presented periodically to keep Cabinet Members informed of programme delivery progress and that the format would be updated as more information became available.

9. URGENT ITEMS

There were no urgent items of business for this meeting.

The meeting ended at 10.34 am

This page is intentionally left blank

Westmorland and Furness Shadow Authority Cabinet Meeting

Date: 22 July 2022

**Title: Minor amendment to the S24 General
Consent**

| | |
|-----------------------|----------------------------------------------------------------------------|
| Report from: | Linda Fisher Interim Monitoring Officer Westmorland and Furness Council |
| Report Author: | Linda Fisher Interim Monitoring Officer Westmorland and Furness Council |
| Wards: | All |
| Key Decision: | Yes |

1.0 Purpose/Summary of report

- 1.1. The purpose of this report is to request that the Shadow Authority Cabinet endorse the decision of the Leader to amend the General Consent that the Shadow Authority Cabinet agreed on Friday, 10 June 2022.

2.0 Recommendation:

- (1) The Leader having made the decision to amend the S24 General Consent (decision attached), the Shadow Authority Cabinet is requested to endorse the decision:**

- **to change the word “ and ” to “ or ” in as outlined in 3.2 below**

3.0 Background and Proposals

- 3.1 The intention was that the general consent would apply to all contracts where the consideration did not exceed £2,000,000 and all contracts falling in the categories in italics whatever the level of consideration. However the use of the word “and” at the end of the first bullet point in 3.2 below means that there is a risk that contracts need to satisfy both the condition as to the level of the consideration and the conditions in italics. As a result contracts for less than

£2,000,000 which do not fall in the listed categories of contract would required specific consent.

3.2 On 10 June 2022 the Executive granted a general consent in respect of certain contracts. The general consent provided that general consent was granted to enter into any non-capital contract

- *under which the consideration payable or maximum consideration payable under that contract does not exceed £2,000,000 the period of the contract extends beyond 1 April 2023 or under the terms of the contract of the period may be extended beyond that date; **and***
- *where the contract is for an educational or care placement for a specific individual and or a contract for care services to be provided to a specific*
- *individual household; or*
- *for essential responsive maintenance of buildings and highways; or*
- *for goods or services which is required as an essential response to a civil emergency; or*
- *for the supply of utilities (e.g. gas or electricity) for no more than 5 years; or*
- *relating to the employment of staff or agency workers in positions provided for in the current establishment of each council.*

Proposed and change shown in bold replacement of the word "and" with "or" within the first bullet point.

- *under which the consideration payable or maximum consideration payable under that contract does not exceed £2,000,000 the period of the contract extends beyond 1 April 2023 or under the terms of the contract of the period may be extended beyond that date; **or***
- *where the contract is for an educational or care placement for a specific individual and or a contract for care services to be provided to a specific*
- *individual household; or*
- *for essential responsive maintenance of buildings and highways; or*
- *for goods or services which is required as an essential response to a civil emergency; or*
- *for the supply of utilities (e.g. gas or electricity) for no more than 5 years; or*

- *relating to the employment of staff or agency workers in positions provided for in the current establishment of each council.*

4.0 Consultation

- 4.1 The matter has been discussed within the Monitoring Officers Group and with the Leader and Portfolio Holder.

5.0 Alternative Options

- 5.1 Shadow Authority Cabinet could decline to endorse, however this would leave the interpretation ambiguous for officers applying the general consent.

6.0 Implications

Financial, Resources and Procurement

- 6.1 There are no financial implications arising from this report.

Human Resources

- 6.2 There are no Human Resources implications arising from this report.

Legal

- 6.3 There are no legal implications arising from this report.

Health and Sustainability Impact Assessment

- 6.4 No Health and Sustainability Impact Assessment has been undertaken - as not required.

Equality and Diversity

- 6.5 No Equality Impact Analysis has been undertaken – as not required.

Contact Officers

Linda Fisher Interim Monitoring Officer Westmorland and Furness Council.

Background Documents Available

[10-06-22 Westmorland and Furness Shadow Authority Cabinet - Agreement of General Consent in Response to Direction Issued Under Section 24 of the Local Government and Public Involvement in Health Act 2007](#)

Leader Decision Record

Title of Report: **Correction of Section 24 General Consent**

Decision of: **The Leader of the Council**

Cabinet Member: **Councillor Andrew Jarvis, Finance Portfolio Holder**

1. What is the decision about?

- 1.1. The decision relates to a correction to the general consent granted by the Shadow Authority Cabinet in respect of the Direction Issued under Section 24 of the Local Government and Public Involvement in Health Act 2007 to ensure that the wording of the general consent is clear.

2. Recommendation(s) to the Leader?

- 2.1. It is recommended that the Leader agrees a correction to the general consent granted on 10 June 2022 to ensure that it is clear that consent is granted for all non-capital contracts under which the consideration payable or maximum consideration payable under that contract does not exceed £2,000,000.

3. Background to the proposals

- 3.1. The Secretary of State for the Department for Levelling Up, Housing and Communities made a direction under section 24 of the Local Government and Public Involvement in Health Act 2007 which restricts the District Councils and the County Council from entering into contracts of a certain value without getting the consent of the Executive of the Council.

- 3.2. On 10 June 2022 the Executive granted a general consent in respect of certain contracts. The general consent provided that general consent was granted to enter into any non-capital contract

- under which the consideration payable or maximum consideration payable under that contract does not exceed £2,000,000 the period of the contract extends beyond 1 April 2023 or under the terms of the contract of the period may be extended beyond that date; and
- *where the contract is for an educational or care placement for a specific individual and or a contract for care services to be provided to a specific individual household; or*
- *for essential responsive maintenance of buildings and highways; or*
- *for goods or services which is required as an essential response to a civil emergency; or*
- *for the supply of utilities (e.g. gas or electricity) for no more than 5 years; or*
- *relating to the employment of staff or agency workers in positions provided for in the current establishment of each council.*

- 3.3. The intention was that the general consent would apply to all contracts where

the consideration did not exceed £2,000,000 and all contracts falling in the categories in italics whatever the level of consideration. However the use of the word “and” after the first set of italics means that there is a risk that contracts need to satisfy both the condition as to the level of the consideration and the conditions in italics. As a result contracts for less than £2,000,000 which do not fall in the listed categories of contract would required specific consent.

3.4. In order to make it clear which contracts are covered by the general consent it is recommended that an amendment to the general consent is made to make it clear that that general consent is granted to enter into any non-capital contract

- under which the consideration payable or maximum consideration payable under that contract does not exceed £2,000,000 the period of the contract extends beyond 1 April 2023 or under the terms of the contract of the period may be extended beyond that date; or
- *where the contract is for an educational or care placement for a specific individual and or a contract for care services to be provided to a specific individual household; or*
- *for essential responsive maintenance of buildings and highways; or*
- *for goods or services which is required as an essential response to a civil emergency; or*
- *for the supply of utilities (e.g. gas or electricity) for no more than 5 years; or*
- *relating to the employment of staff or agency workers in positions provided for in the current establishment of each council.*

And that this correction is notified to the Monitoring Officer of all the local authorities impacted by the Section 24 Direction.

4. Reasons for the recommendation(s)?

4.1. The Shadow Authority Cabinet granted a general consent in order to ensure that the District Councils and the County Council are able to continue to deliver high quality services to the public and run their day-to-day business. It was recognised that a general consent would be helpful to the continued delivery of services in this period. The intention had been that the general consent would apply to all contracts where the consideration does not exceed £2,000,000 but the wording of the general consent which was agreed at the meeting on 10 June 2022 is not entirely clear.

4.2. If this amendment is not agreed there is a risk that the District Councils and County Council will not be able to enter into contracts with a value of less than £2,000,000 without getting specific consent from the Executive and this will result in delay and impact on the delivery of services to the public.

5. What options have been considered?

5.1. The correction could not be made and the issue could be considered at the next meeting of the Executive.

6. What risks have been identified?

6.1. Failure to make this correction could prejudice the ability of the District Councils and the County Council to provide quality services.

7. What resources will be needed/how will the proposal be funded?

7.1. There are no resource requirements as a result of the recommendation as this merely ensures the terms of the general consent which was granted are clear.

8. What Legal considerations are relevant to the decision?

8.1. Under 5.1 of Article 7 of the Constitution the Leader may undertake any of the functions of the Shadow Authority Cabinet themselves. Accordingly, the Leader may take the decision set out in this report.

Executive member Consultation

Name:

Details of any registrable interest relevant to the decision: None

Details of any dispensation granted: None

Decision

Signature of the decision record authorises the implementation (following expiry of the Call In period where applicable) of the recommendations in Section 2.

Signature of decision maker:



Name: Councillor Jonathan Brook

Post title: Leader of the Council

Date: 07/07/2022

This page is intentionally left blank

Westmorland and Furness Shadow Authority Cabinet Meeting

Date: 22 July 2022

Title: Structural Changes Order and “Shadow Executive” or “Shadow Authority Cabinet”

Report from: Linda Fisher Interim Monitoring Officer
Westmorland and Furness Council

Report Author: Linda Fisher Interim Monitoring Officer
Westmorland and Furness Council

Wards: **All**

Key Decision: **Yes**

1.0 Purpose/Summary of report

1.1 The purpose of this report is to request that the Shadow Authority Cabinet endorse the decision of the Leader to reference the “Shadow Executive” as the “Shadow Authority Cabinet”.

2.0 Recommendation:

(1) That the Cabinet endorse the Leaders decision to reference the Shadow Executive as the Shadow Authority Cabinet for the remainder of the Shadow year.

3.0 Background and Proposals

3.1 The Structural Changes Order required the Shadow Authority to establish at its first meeting on the 17th May 2022 a Leader and Cabinet Executive (“the Shadow Executive”)

3.2 Since that time members have requested that our “Shadow Executive” be known as the “Shadow Authority Cabinet”.

4.0 Consultation

The matter has been discussed with the Leader and Cabinet members.

5.0 Alternative Options

5.1 Continuation of reference to Shadow Executive.

6.0 Implications

Financial, Resources and Procurement

6.1 There are no financial implications arising from this report.

Human Resources

6.2 There are no Human Resources implications arising from this report.

Legal

6.3 There are no legal implications arising from this report.

Health and Sustainability Impact Assessment

6.4 No Health and Sustainability Impact Assessment has been undertaken - as not required.

Equality and Diversity

6.5 No Equality Impact Analysis has been undertaken – as not required.

Contact Officers

Linda Fisher Interim Monitoring Officer Westmorland and Furness Council.

Background Documents Available

None

This page is intentionally left blank

Westmorland and Furness Shadow Authority Cabinet Meeting

Date: 22 July

Title: Logo/visual identity approval

| | |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------|
| Report from: | Sara Turnbull, Chair of the LGR Communications Advisory Group (presented on behalf of the LGR communications advisory group) |
| Report Author: | Sara Turnbull |
| Wards: | All |
| Key Decision: | Yes |

1.0 Purpose/Summary of report

- 1.1. The purpose of this report is to present the final logo(s) for Westmorland and Furness Council for initial approval by Westmorland and Furness Shadow Authority Cabinet ready for stakeholder consultation

2.0 Recommendation

2.1 It is recommended that the Shadow Authority Cabinet:-

- (1) Approve the final two preferred logo(s) ready for stakeholder feedback (e.g. from residents, employee's, unions, CALC/Third sector etc)**
- (2) Approve a period of conversation with stakeholders to take comments and feedback to help shape the final version**
- (3) Agree that the final option is then approved by the Shadow Authority Cabinet in September - ready for its roll out as part of rebranding the new council ready for 1 April 2023.**

3.0 Background and Proposals

- 3.1 The purpose of this report is to present two potential logo's for Westmorland and Furness Council. If approved Shadow Authority

Cabinet are also asked to approve a period of public conversation over the summer on the two options.

3.2 The development of the visual identity has a clear critical path. This work is fully on track.

3.3 Earlier in the year the LGR communications advisory group developed a design specification (spec) to create a new logo/visual identity for the newly formed Westmorland and Furness Council. The advisory group is made of communication experts from all seven councils. The spec was then shared with all internal designers and a selection of experienced external designers with brand development experience and established relationships. This dual approach was taken to ensure that the final logo was selected on the strength of its design to ensure that the new council has the very best logo and identity to take it forward for the future.

3.4 The spec was designed in such a way that it stepped out the brand design and activity in a series of phases

Phase one – invited basic initial designs – these were then reviewed by the communications advisory group to create a strong shortlist for consideration by the interim Heads of Paid Service.

Phase two – More work was then undertaken to the shortlisted logos – to ensure that they reflected some key ambitions and key phrases from the newly elected council – such as modern, innovative, customer at the heart of all that we do, strong community connections etc.

Phase three – The refreshed logo's were then shared with the Interim Head of Paid Service and leaders for initial feedback

Phase four – Final logos presented to the Westmorland and Furness Shadow Authority Cabinet *informally* to take additional feedback

Phase five – Logos refined again - ready for final selection and referred to the Shadow Authority Cabinet for consideration and approval at the July meeting

Phase six – Period of feedback from stakeholders

Phase seven – Present final logo options to Shadow Authority Cabinet in September for final approval

Phase eight – Develop new visual identity guidelines from September – October - ready for brand roll out from January 2023 onwards

The spec focused on developing a new logo as the new primary means of visual identification. The spec focused on 'visual identity' which concentrates on initial logo design options, fonts, colour palette etc. This makes up just one element of an organisation's brand and other key elements such as organisational values will follow as part of the Council Plan development. It is anticipated that

organisational values will be agreed and finalised by Dec 2022.

- 3.5 It is important to note that approx. 50 logos were received initially – approx. 25 logos for each council – which were shortlisted down by the communications advisor group to a quality final shortlist.
- 3.6 The main points of the spec were to develop
- A clear strong identity - representing a new, modern council
 - A logo that clearly displays the name of the council
 - A logo of such a high standard that it is comparative with the best (award winning) brands 'out there' - both in the public and private sector
 - A logo that must work in colour and in black and white, and in a range of sizes, formats and applications
 - A logo and identity that is fully accessible e.g. to those with visual impairments and can be applied successfully to a range of platforms such as the website, social media, printed material
 - A logo that is modern, clean and flexible in its design
 - A logo that incorporate elements that represent all aspects of the Westmorland and Furness Council total area – e.g. heritage and landscape – but in a modern way
 - Work alongside a range of 'partner' logos
- 3.7 A strong brand builds recognition of the services the council delivers, as well as building awareness, trust and improving reputation. For a council a strong brand helps residents understand the range of services available and for staff it creates a strong sense of belonging to 'one' organisation. By clearly branding all services correctly, we will make it easier for our customers to understand what is available, how to access services, and where to go for information.
- 3.8 To achieve a strong brand, once the logo is agreed a full branding manual will be developed to ensure that the new branding is applied consistently, correctly and clearly across all council services, and also to services delivered by others on behalf of the council.
- 3.9 Once agreed by the Shadow Authority Cabinet there will be extensive communications of the new brand internally and externally to ensure the future effective implementation of the brand.

4.0 Consultation

- 4.1 No formal consultation is required – however as part of Westmorland and Furness Council's commitment to being a listening council, with the customer at the heart of all that it does, then it is recommended that the Shadow Authority Cabinet approve a period of soft market testing and conversation with key stakeholders during August. Activity will include sessions with CALC and the third sector as well

as focus groups with employees, engagement with unions, focus groups with local businesses. We will also utilise existing meetings with key stakeholders and partners and there will also be online opportunities where people can review the logos and leave feedback.

- 4.2 This will allow time to take comments and feedback from stakeholders to help shape the final design – including the final colour and range of colours. Feedback will be summarised and shared back with the Cabinet in September to inform their final decision.

5.0 Alternative Options

- 5.1 Shadow Authority Cabinet can reject the Logos being recommended and re tender the work to secure different options.

6.0 Implications

Financial, Resources and Procurement

- 6.1 Once the final logo is approved – the work to develop the corporate ID and oversee the roll out of its application will be overseen by the councils existing internal communications experts from the existing all seven councils.

Logos have been presented in an anonymous way throughout this process to ensure that the best logo was selected and not influenced by any reference to internal or external designers.

Human Resources

- 6.2 The roll out of this logo/brand will be undertaken by existing communications experts from the seven authorities and rolled out as part of the LGR transition process.

Legal

- 6.3 The copyright of the final logo selected will belong to Westmorland and Furness Council as this was a requirement of the specification/brief. We have completed due diligence to check all other UK logos for similarities. And none were found. We also used google reverse image search and there were no significant findings.

Once approved we will complete the required registration for intellectual property rights via the intellectual property office.

- 6.4 The decisions to approve the Blueprint is a matter for the Shadow Authority Cabinet to decide under the Structural Changes Order and the Constitution. However Shadow Authority Cabinet could decide to refer the matter to the Shadow Authority for consideration.

Health and Sustainability Impact Assessment

- 6.5 No Health and Sustainability Impact Assessment has been undertaken - as not required.

Equality and Diversity

- 6.6 No Equality Impact Analysis has been undertaken - this will be undertaken during the consultation/conversation period and will be completed once the final logo is selected.

Contact Officers

Sara Turnbull, Senior Communications Manager and Chair of the LGR communications advisory group. Tel 07825 340595
sara.turnbull@cumbria.gov.uk

Other Members of the LGR Strategic Communications Advisory Group include;

Richard Machin, South Lakeland District Council
John Everingham, Eden District Council
Caroline Barber, Barrow Borough Council
Andrew Gilbert, Allerdale Borough Council
Sarah Irving, Carlisle City Council
Samantha Down, Copeland Borough Council

Appendices Attached to this Report

| Appendix No. | Name of Appendix |
|---------------------|-------------------------|
| 1 | Logo Options |

Background Documents Available

NONE

Westmorland & Furness Council

Visual Brand Concepts

Contents

Page 30

| | |
|--------------------------------|----------|
| <u>Logo Concept One</u> | 3 |
| <u>Colours</u> | 15 |
| <u>Typography</u> | 16 |
| <u>Brand Application</u> | 17 |

| | |
|--------------------------------|-----------|
| <u>Logo Concept Two</u> | 26 |
| <u>Colours</u> | 32 |
| <u>Typography</u> | 33 |
| <u>Brand Application</u> | 34 |

Logo Concept One





Westmorland
& Furness
Council



Lines from the
Westmorland Flag



Pennine hills and rivers
of Eden



Decoration from the
Furness Flag



Letter W



Speech Bubbles
(Cumbrian people)



Letter F



**Westmorland
& Furness
Council**



**Westmorland
& Furness
Council**



**Westmorland
& Furness
Council**



**Westmorland
& Furness
Council**





Colour Palette

PRIMARY COLOURS

GREEN

Digital
RGB - 59, 212, 186
HEX - #3BD4BA

Print
CMYK - 064, 0, 38, 0

NAVY

Digital
RGB - 7, 43, 54
HEX - #072B36

Print
CMYK - 98, 67, 53, 62

OFF-WHITE

Digital
RGB - 248, 248, 248
HEX - #F8F8F8

Print
CMYK - 3, 2, 3, 0

SECONDARY COLOURS

BLUE

Digital
RGB - 39, 147, 209
HEX - #2793D1

Print
CMYK - 74, 22, 1, 0

GREEN

Digital
RGB - 27, 163, 56
HEX - #1BA338

Print
CMYK - 77, 0, 94, 0

RED

Digital
RGB - 225, 49, 31
HEX - #E1311F

Print
CMYK - 1, 88, 91, 0

ORANGE

Digital
RGB - 234, 89, 41
HEX - #EA5929

Print
CMYK - 0, 76, 88, 0

MAGENTA

Digital
RGB - 226, 54, 49
HEX - #E23695

Print
CMYK - 12, 83, 0, 0

PURPLE

Digital
RGB - 157, 111, 211
HEX - #9D6FD3

Print
CMYK - 47, 57, 0, 0

Typography

PRIMARY FONT

Neue Haas Grotesk

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890!@#\$%^&*()_

Roman

Consequat semper viverra nam libero justo laoreet sit amet. Adipiscing elit ut aliquam purus sit amet luctus.

Medium

Consequat semper viverra nam libero justo laoreet sit amet. Adipiscing elit ut aliquam purus sit amet luctus.

Bold

Consequat semper viverra nam libero justo laoreet sit amet. Adipiscing elit ut aliquam purus sit amet luctus.

SECONDARY FONT

Arial

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890!@#\$%^&*()_

Regular

Consequat semper viverra nam libero justo laoreet sit amet. Adipiscing elit ut aliquam purus sit amet luctus.

Reg Italics

Consequat semper viverra nam libero justo laoreet sit amet. Adipiscing elit ut aliquam purus sit amet luctus.

Bold

Consequat semper viverra nam libero justo laoreet sit amet. Adipiscing elit ut aliquam purus sit amet luctus.















Aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat.



Aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat.



Aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat.







Westmorland
& Furness
Council

Logo Concept Two





Westmorland
& Furness
Council



- Two line and the red from the Westmorland
- Mountain/hill within the negative space
- Letter W



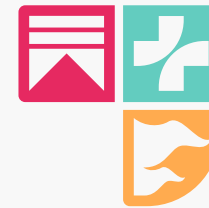
- Plus icon
- Teal colour from Eden Council to represent the River Eden



- Decoration and yellow from the Furness flag
- Letter F



The combination of elements creates a quotation mark



Westmorland
& Furness
Council





Colour Palette

PRIMARY COLOURS

PINK

Digital
RGB - 229, 40, 98
HEX - #E52862

Print
CMYK - 0, 91, 29, 0

TEAL

Digital
RGB - 100, 204, 191
HEX - #64CCBF

Print
CMYK - 55, 0, 30, 0

YELLOW

Digital
RGB - 255, 171, 80
HEX - #FFAB50

Print
CMYK - 0, 36, 69, 0

SECONDARY COLOURS

BLUE

Digital
RGB - 0, 152, 251
HEX - #0098FB

Print
CMYK - 71, 27, 0, 0

GREEN

Digital
RGB - 0, 177, 92
HEX - #00B15C

Print
CMYK - 74, 0, 75, 0



Typography

PRIMARY FONT

Avant Garde Gothic Pro

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#\$%^&*()_

Roman

Consequat semper viverra nam libero
justo laoreet sit amet. Adipiscing elit ut
aliquam purus sit amet luctus.

Medium

Consequat semper viverra nam libero
justo laoreet sit amet. Adipiscing elit ut
aliquam purus sit amet luctus.

Bold

**Consequat semper viverra nam libero
justo laoreet sit amet. Adipiscing elit ut
aliquam purus sit amet luctus.**

SECONDARY FONT

Century Gothic

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#\$%^&*()_

Regular

Consequat semper viverra nam libero
justo laoreet sit amet. Adipiscing elit ut
aliquam purus sit amet luctus.

Reg Italics

*Consequat semper viverra nam libero
justo laoreet sit amet. Adipiscing elit ut
aliquam purus sit amet luctus.*

Bold

**Consequat semper viverra nam libero
justo laoreet sit amet. Adipiscing elit ut
aliquam purus sit amet luctus.**



Westmorland
& Furness
Council



Hi

Aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt.



Westmorland
& Furness
Council



Hi

Aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt.



Westmorland
& Furness
Council



Hi

Aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt.







Westmorland
& Furness
Council



Westmorland
& Furness
Council



This page is intentionally left blank

Westmorland and Furness Shadow Authority Cabinet Meeting

Date: 22nd July 2022

**Title: Preparation of Westmorland and Furness
Council Plan**

Report from: Councillor Jonathan Brook, Leader of the Council
Report Author: Dan Hudson, Strategy Lead Specialist, South
Lakeland District Council
Wards: All
Key Decision: Yes

1.0 Purpose/Summary of report

- 1.1. The purpose of this report is to set out the steps towards adopting a Council Plan for Westmorland and Furness Council. The Council Plan will set out the high level strategic direction for the new authority including vision and priorities

2.0 Recommendation

2.1 It is recommended that Shadow Cabinet:-

- (1) approve the preparation of a Council Plan for Westmorland and Furness in line with the timetable set out in Para 3.19**

3.0 Background and Proposals

Why do we need a Council Plan?

- 3.1 There is no statutory requirement for a local authority to have a Council plan or Corporate Plan. However most Councils have some form of over-arching corporate policy document or Council Plan which sets out the Council's vision, values and priorities.
- 3.2 For this reason, Barrow (2020), Eden (2019) and South Lakeland (2021) all have recently updated Council Plans whilst the County Council adopted its current plan in 2018.
- 3.3 A Council Plan is particularly important in the case of Westmorland and Furness (and Cumberland), where a new Council is about to come

into being. There is an opportunity to set a long term direction of realising the benefits offered by local government re-organisation by doing things differently. The new Council needs to set budgets, design structures, make decisions on operating models and appoint the right people to the right roles. All of these things need to be guided by vision, direction and priorities so that, in addition to being efficient, safe and legal, the new Council is able to structure and design itself in such a way that enables it to deliver lasting change.

What does a Council Plan cover

- 3.4 This Council plan will be prepared with a great deal of uncertainty around the means of delivery. So it needs to focus on
- **Vision** - how the Council see the District and its people changing in the long term;
 - **Priorities** – the areas to which resource will need to be targeted to deliver the vision;
 - **Values and principles** – the values that will inform how the Council delivers on the vision.
- 3.4 The Council Plan is intended to communicate vision and direction at the highest level. It provides a statement of intent to inform relationships with other stakeholders. It informs prioritisation and organisational design. It covers a significant period of time – normally 5 years and can be regularly reviewed.
- 3.5 The Council Plan is not and cannot be a catalogue of everything the new Council will do. It is **not** about specific projects or services. It is about real-world outcomes. This is particularly the case in current circumstances when resources and structures for delivery are unknown. It can be supplemented by action planning, performance management frameworks and other council plans and strategies. It can give direction to service and departmental plans. Importantly, it can inform commissioning activity – decisions about what the Council does and, importantly, in the context of likely resource pressures and in particular the likelihood of very high social care costs, what it does **not** do.
- 3.6 Importantly the new Council will face significant resource challenges. This means that the plan will have to inform some difficult decisions on priorities and it will not be able to achieve all of its ambitions straight away. However it important that if the benefits of local government re-organisation are to be realised, there needs to be vision, ambition and direction.

How does the Council Plan fit with the Local Government re-organisation

- 3.7 The importance of Council Plans is reflected in the Local Government Reform programme for Westmorland, Furness and Cumberland which deals with those issues relating to Local Government re-organisation

which affect both new Councils, primarily those concerned with the division of former County functions. The preparation of a Council Plan is one of the first steps for the new Councils in developing their new visions and separate identity and the new Councils may have very different priorities. The programme and the implementation plan that goes with it seeks to ensure that the preparation of new council plans runs ahead of the development of budgets for the new councils.

- 3.8 Council planning, policy and performance falls within the Corporate and Enabling theme. The theme envisages that, for both authorities, a cabinet paper (this report) explaining process and approach will be prepared in July, engagement will be undertaken in August and draft plans approved in September with a view to final plans being adopted in October. This can then inform policy development, budget planning, transformation planning and the development of an operating model.
- 3.9 The plan will provide a high level framework for functions currently delivered by the County Council such as social care supporting families and vulnerable children and adults, highways and transport, strategic infrastructure and investment, services to support the education system and improve outcomes for children and young people and District functions such as planning, environmental health, housing and recreation and is an opportunity to get some of these to work better together in pursuit of strategic priorities.
- 3.10 Because of the considerable uncertainties and demanding timescales under which the plan is being prepared, it is likely that there will be a need for early review and extensive community conversations in the first year of the new authority.

The New District – some facts and figures

- 3.11 Westmorland and Furness Council will be just over 2/3 of Cumbria by area. At more than 3,700 sq km, it will be England's third largest unitary authority by area after North Yorkshire and Northumberland. It will be larger than Cornwall or Shropshire and occupies an area larger than Greater London, Greater Manchester and the West Midlands combined.
- 3.12 It will contain England's third highest mountain (Helvellyn), England's highest mountain outside the Lake District (Cross Fell) the three largest lakes in the Lake District (Windermere, Ullswater and Coniston Water) and England's largest island outside the South East (Walney Island) and around half of its area will be in National Parks and more still will be in Areas of Outstanding Natural Beauty.
- 3.13 It will be at a crossroads of national transport routes with the M6 and West Coast Main Line running north to south and the A66 running east to west. Other important transport routes are the Lakes Line and A591 – the main route into the central Lake District, the A590 and

Furness Line which connect the Furness area to the national route network.

- 3.14 It will have a population of around 225,400. It's largest town is Barrow-in-Furness (55,800 including Walney). Other important settlements are Kendal (29,000), Penrith (15,000), Ulverston (11,000), Dalton in Furness (7,800) and Windermere/Bowness (7,700). Only around 45% live in urban areas. The remainder live in the many small towns, villages and hamlets and in the open countryside.

The District Economy

- 3.15 There are 11,820 businesses in Westmorland and Furness and a work force of around 97,100. Together these add £5.7 billion of gross value to the national economy every year. Of this, £1.4bn derives from (predominantly advanced) manufacturing, much of which is concentrated in the Barrow and Furness areas. Other major contributors are real estate £0.85bn, retail £0.6bn, health £0.5bn and food and accommodation £0.4bn. Westmorland and Furness has a relatively low proportion of public sector workers – 18.3% compared to a national average of 23%.
- 3.16 The District is a predominantly rural District and a major centre of farming and food production with a significant proportion of the Nation's dairy and lamb herds. It is also a world leading visitor economy centred on the Lake District and Yorkshire Dales National Parks and has considerable expertise in the rural economy with specialisms in food and farming, land based industries, the green economy and cultural industries.
- 3.17 The District is a centre of world class advanced manufacturing. In the Furness area, based around BAE Systems, a highly skilled work force manufactures some of the most complex and advanced technology in existence. It is at the heart of a manufacturing and marine technology cluster which includes undersea lighting and electronics and offshore energy as well as a thriving port.

Challenges

- 3.18 Analysis of existing Council plans shows that Westmorland and Furness face many challenges – both national and local. It is England's most sparsely populated local authority with 62 people per sq km. This masks local disparities with only 25 per sq km in Eden but 867 per sq km in Barrow. This presents challenges in terms of sustaining and delivering services to small and widely distributed communities. Sparseness and rurality also present challenges in terms of public transport, connectivity more generally and broadband connectivity.
- 3.19 A further challenge is represented by changes to farm subsidies following the end of the Common Agricultural Policy and the

introduction of Environmental Land Management schemes. This will have profound impacts on rural land-use, earnings and an ageing and shrinking work force.

- 3.20 It has an ageing population and a declining workforce. By 2043, if current trends continue, it will have 10,400 fewer people of working age. So it needs to grow its economy, provide housing and employment opportunities to encourage the young to stay and attract young families, skilled people and wealth creators to locate in the District. At the same time there will be an additional 15,000 people of 65 or older. So we need to encourage people to stay active and healthy for longer and promote housing and care options which promote active life.
- 3.21 Westmorland and Furness has some high levels of deprivation and health inequality. 7.9% of the District is amongst the most deprived 10% areas in England (all in the Barrow area) whilst 20% of the District is in the least deprived 30% including nearly 50% of the South Lakeland. Meanwhile hidden deprivation within more affluent areas is also an issue. Parts of Eden and South Lakeland are deprived on some indicators and fuel poverty is a particular and worsening issue.
- 3.22 Health disparities are particularly acute. 17% of the District is amongst the most deprived 10% in health terms and this includes 53% of Barrow whilst nearly 70% of Eden is amongst the 30% least health deprived areas in England. Health and wellbeing is a critical issue and is increasingly being looked at in the widest sense. The linkages with poverty and inequality are obvious but possible priorities such as economic growth, demographic change, climate change, community empowerment all impact on health and well being both now and in the longer term. It is likely that functions which are currently County functions such as Adult Services, Childrens Services and Public Health will be critical to addressing inequality and deprivation issues.
- 3.23 Housing inequality in terms of price, quality and choice is also a major issue across the District. In South Lakeland median house prices are 10.12 times median workplace income – some of the least affordable housing in the North of England. The equivalent figures for Eden is 8.39% and for Barrow 3.79%. In addition the standard and energy efficiency of much of the existing housing stock is an issue giving rise to rural and urban fuel poverty. This has consequences for young people and families being able to source housing. Particularly in National Parks, housing is under pressure from second homes and holiday lets, with serious consequences for small rural communities.

- 3.24 The authorities of Westmorland and Furness are also at the forefront of the challenge of climate change with ambitious carbon reduction targets – areas include promoting a transition to a low carbon economy, adapting to flood risk, promoting carbon sequestration and biodiversity through efficient land-use and promoting zero carbon energy generation.
- 3.25 Towns and villages are at the heart of the new District's identity, its character and the offer to investors, residents and visitors. Many have served the communities around them for centuries. Many have been hit by changing shopping patterns, economic change, the impact of car borne and remote shopping, working patterns and the impact of the pandemic. In some places, the impact of visitor spend has helped to cushion the impacts of these changes. Communities have also been hit by the high cost of housing, the shortage of suitable and affordable housing for local people and competition for a limited supply of housing from second homes and holiday lets. So we need re-imagine our towns for the future.
- 3.26 In a large and diverse District it will be important to empower local communities to use local knowledge to develop local solutions to their issues and to ensure that local areas evolve in ways which reflect their distinctive identities and priorities. There is significant experience in locality based and asset based working in the existing authorities and an opportunity to build on this approach in the new authority.

The Council Plan Preparation Process

- 3.27 The following timetable and outcomes are proposed for the delivery of a Council Plan for Westmorland and Furness

July 2022

- Cabinet discussions and initial thoughts on the vision and priorities for the new authorities
- Cabinet Paper setting out approach, issues and options (This report)

August 2022

- Initial conversations about emerging vision and priorities with key stakeholders
- Consideration by Overview and Scrutiny

September 2022

- Preparation of draft plan
- Consideration by Cabinet

- Equalities impact assessment

October 2022

- Approval of first high-level Council Plan vision and priorities by the Shadow Authority

April 2023

- In first year of new council, commence further community/stakeholder engagement to support development of the strategies and more detailed aims and objectives underpinning the Council Plan vision and priorities

5.0 Alternative Options

- 5.1 The shadow authority could decide not to prepare a Council Plan. This would however leave it without an overall direction to inform the development of budgets, structures, operating models, strategies, projects and initiatives. It would also leave it without a basis for commissioning services, projects and initiatives. This in turn will lead to duplication, lack of focus and waste. It would however allow greater flexibility to respond to short term pressures.
- 5.2 The shadow authority could prepare a Council Plan at a later date. This would have the advantage that there would be greater certainty about the new Council in terms of structure, budget, functions and capacity. However this would mean that important decisions on structure, budgets and operating models would not be informed by agreed priorities or strategic direction. The Council Plan is intended to be iterative and can be refined as the shape of the new authority emerges.

6.0 Implications

Financial, Resources and Procurement

- 6.1.1 The Council Plan does not contain specific proposals at this stage. The assumption is that it is deliverable from available resource but both plan and budget will be revised and more closely aligned in future years.

Human Resources

- 6.2.1 The Council Plan does not contain specific proposals at this stage. Any workforce implications identified as the plan develops will be fully consulted on as appropriate.

Legal

6.3.1 There is no statutory requirement to prepare a Council Plan.

6.3.2 The Council Plan is identified in Article 15 of the Council's constitution as part of the Council's Policy Framework which the Shadow Authority will be responsible for adopting in preparation of the Westmorland and Furness Authority assuming local government functions and full local authority powers on 1 April 2023. This policy framework and the annual budget are the responsibility of the Shadow Authority

Health and Sustainability Impact Assessment

6.4 Have you completed a Health and Sustainability Impact Assessment? No

6.5 This is a proposal to prepare a Council Plan. Health and Sustainability Assessment is designed into the process and will be undertaken as the substance of the plan emerges.

Equality and Diversity

6.6 Have you completed an Equality Impact Analysis? No

6,7 This is a proposal to prepare a Council Plan. Equality Impact Assessment is designed into the process and will be undertaken as the substance of the plan emerges.

| Risk Management | Consequence | Controls required |
|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| That the Council plan does not provide a strong enough basis for prioritisation. | Efficiencies are not achieved. The plan does not influence budget and structure | The plan process will be integrated with budget process. The plan will take an iterative approach, including member engagement on priorities |
| That the plan does not reflect the priorities of the District and its Communities | The plan does not have external credibility with stakeholders and delivery partners | The plan will be subject to conversations with stakeholder and frequent review |

| Risk Management | Consequence | Controls required |
|----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| That the plan becomes dated | The plan becomes ineffective and loses credibility | The plan will focus on strategic objectives not individual projects, and will be frequently reviewed |
| That the plan does not reflect the diversity of issues within the District | The plan does not address major issues which are of importance to localities within the District | The plan will draw on existing Council Plans from all Districts and County. Plan is subject to conversations with stakeholders, frequent review |
| | | |

Contact Officers

Dan Hudson, Strategy Lead Specialist, South Lakeland District Council,
Tel: 01539 793378, Email: d.hudson@southlakeland.gov.uk

Alec Profitt, Policy and Engagement Officer, Barrow Borough Council, Tel:
01229 876324, Email aproffitt@barrowbc.gov.uk.

Appendices Attached to this Report

| Appendix No. | Name of Appendix |
|---------------------|-------------------------|
| None | |

This page is intentionally left blank

Westmorland and Furness Shadow Authority Cabinet Meeting

Date: 22 July 2022

Title: Service Baseline Blueprints

Report from: LGR Programme Director

Report Authors: Helen Younger – Programme Manager, Kim Rennie-
Programme Director

Wards: All

Key Decision: Yes

1.0 Purpose/Summary of report

- 1.1. This report presents the draft Service Baseline Blueprints for Westmorland and Furness Council. It outlines what services will be inherited from the current seven sovereign Councils and how services are expected to be organised at vesting day (1 April 2023) as well as providing an overview of any transitional arrangements envisaged, where the recommended medium/long term approach for a service area cannot be achieved on vesting day. The report does not deal with what the Westmorland and Furness Council will do to transform services from vesting day. This will be the subject of future reports.
- 1.2. The report also provides details of areas that need consideration in the next stage of implementation.

2.0 Recommendation

2.1 It is recommended that the Shadow Authority Cabinet:-

- (1) Agrees, in principle, the draft Service Baseline Blueprints attached at Appendix 1 as the basis for further work in the Implementation phase of the programme, including the development of an operating model for the new unitary Council from vesting day;**
- (2) Agrees, in principle, the list of service areas to be provided on a separate basis by Westmorland and**

- Furness Council from 1 April 2023, as set out in column 1 of slides 2-7 in Appendix 2;**
- (3) Agrees to grant delegated authority to the Interim Head of Paid Service in consultation with the Portfolio Holder, to take all steps required to implement the recommendations of this report, including undertaking any necessary formal and informal contractual discussions with service providers;**
 - (4) Notes the list of service areas with the potential to be hosted as set out in column 2 of slides 2-7 in Appendix 2, and those areas in columns 3 and 4, where transitional arrangements are likely to be needed, or where arrangements are not yet defined, and agrees to receive final recommendations on each service as more detailed work is completed, including in relation to the timescales envisaged for any hosted or transitional arrangements;**
 - (5) Requests that officers prepare a draft Memorandum of Understanding in relation to the provision of hosted services and/or hosted contracts for consideration by the two Shadow Authorities;**
 - (6) Notes that material budget pressures and potential savings arising from the draft Service Baseline Blueprints will be identified and included for consideration within the wider strategic planning process;**
 - (7) Notes that the draft Service Baseline Blueprints have been shared with staff, Trades Unions and all Councillors in advance of publication of this report;**
 - (8) Requests that the Overview and Scrutiny Committee considers the draft Service Baseline Blueprints at their next meeting and provides agreed comments for consideration during the strategic planning process; and**
 - (9) Agrees that the comments received arising from (7) and (8) above are reported to the next appropriate meeting of the Shadow Authority Cabinet.**

Background and Proposals

- 3.1 In July 2021 the Secretary of State announced his decision, subject to Parliamentary approval, to implement a two unitary pattern of Local Government in Cumbria based on an East-West geography. The Cumbria (Structural Changes) Order 2022 (SCO) gave effect to that decision and came into force on 18 March 2022.
- 3.2 The Shadow Authority Cabinet adopted an Implementation Plan at its meeting on 10 June 2021 to deliver the requirements of the SCO. This Plan includes the development of draft Service Baseline Blueprints as presented with this report.
- 3.3 Since the announcement in July 2021, preparations have continued to enable the smooth operation of the two new Councils from vesting day (1 April 2023).
- 3.4 The priority is to ensure that two sustainable Councils, together with a sustainable Fire and Rescue Service, are delivered from vesting day in an economic, efficient, effective, safe, legal, and seamless fashion, delivering both benefits from vesting day along with the foundation for further future transformation.
- 3.5 The draft Service Baseline Blueprints have been developed during the design phase of the programme since October 2021. This has included analysis of current service provision across district and county services and the options for the delivery of services with a focus on day 1 operation.

Service Baseline Blueprint Approach

- 3.6 The draft Service Baseline Blueprints at Appendix 1 summarise information about the services that the unitary Councils will have from vesting day, and officers' recommendations as to how the services can best operate from this point. The document is not designed to determine the organisational structure for the new Council, but rather represent a view of services that will transfer and provide the building blocks for the new authorities.
- 3.7 Where necessary, the Service Baseline Blueprints also identify any likely post vesting day transition requirements to take the service to the proposed service model – noting that these can be subject to further review following the creation of the new Councils.
- 3.8 The working assumption for the programme is that we will create two new unitary Councils, each with their own services. To achieve this a range of service delivery model options have been considered by officers in the development of the draft Service Baseline Blueprints. These include:
 - **Aggregation** - this is where the services currently delivered by districts and boroughs will combine into the new Council. For

Westmorland and Furness this means Eden, Barrow and South Lakeland district and borough services.

- **Disaggregation** – this relates to Cumbria County Council county-wide services that can clearly be split on Day 1 into one of the new unitary authorities.
- **Integration** – this relates to services currently provided by all Councils that will need to be integrated. This relates in the main to corporate and enabling services such as ICT, Finance and Human Resources.
- **Hosted/Shared** – These are services that will need to be hosted by one unitary Council, and will either be:
 - provided to the other for a time until any dependencies are resolved to support a future split, or
 - hosted in the medium-longer term, (both under a Service Level Agreement), because splitting them is impractical or undesirable from a cost or service delivery perspective.
- **Strategic** – Provided via a Sub-Regional Governance Model, (although timescales for establishing these mean that such models are outside the scope for vesting day).
- **Provided by others** – This is where services are provided through specific arrangements for example outsourcing, a separate entity, a Local Authority Trading Company (LATC) or Teckal arrangement.
- **Hybrid** – for some service areas, a hybrid of options may be appropriate and transitional arrangements may be required from vesting day.

- 3.9 A hosted service would involve a partnership between the two Councils, involving appropriate Member oversight, where one Council employs the staff and holds the related assets and delivers the service needed by both authorities, to agreed levels. The host authority would manage the service on behalf of both Councils. Supported by a joint financial arrangement, legally, service delivery is the sole responsibility of one authority and provided to the other authority under delegated powers and/or a Service Level Agreement (SLA). Each Authority retains its statutory responsibilities and duties. There may (but not necessarily) be a joint committee set up to oversee arrangements. Different arrangements will relate to hosted contracts.

The proposed delivery models, at this stage in the process, for services are included in the draft Service Baseline Blueprint document at Appendix 1 and are summarised at Appendix 2. At this time, the blueprints are structured as a composite of proposals for individual services. The draft Service Baseline Blueprints have been discussed and disseminated to all staff and unions, and briefings

provided prior to publication of this report, and an update will be provided on any comments received before the meeting.

Next steps

- 3.10 The Service Baseline Blueprints provide the foundation for the implementation phase of the programme and for the development of the future design and plans for the new Councils.
- 3.11 Whilst the focus of these documents is on ensuring that services will operate effectively from vesting day, opportunities to transform post vesting day are also being considered during the current phase of work.
- 3.12 As such, the intention is that these Service Baseline Blueprints now progress to the next stage of the Programme to enable further development over the summer and beyond as part of the overall Strategic Planning process - integrating corporate planning, financial planning and service planning milestones. Agreement to the recommendations of the report will enable the draft Service Baseline Blueprints to form the basis of further work, including that on operating models, service design and service delivery plans. Where additional material budget pressures and/or savings are identified as part of the proposed Service Baseline Blueprints, these will be considered as part of the overall budget setting process. Further debate may be required about the provision of services including challenging current levels of service and whether current service levels can be re-calibrated to meet the overall funding envelope, as the Shadow Authority has a statutory duty to approve a balanced budget for 2023/24.
- 3.13 Work has been on-going to provide information on service budgets and staff resources based on dis-aggregation principles and current year budgets. This will then be followed by another piece of work to correlate the budget costing with the funding available. Over the summer, Finance officers will work with officers and Members to review service budgets so that they align to the funding control totals by also considering savings gaps, opportunities for savings and incorporating work on benefits realisation.
- 3.14 In terms of the process for allocating staff at the current seven Councils to the two new Councils, decisions can only be taken once the decisions around Service Baseline Blueprints have been made so that staff can be allocated to reflect the requirements of the new Councils.
- 3.15 To guide this process a staff allocation decision making framework has been co designed in partnership with the Trade Unions. This is not a formula which will generate predictable answers based on data inputted. It is a set of questions that provide a framework to guide those tasked with allocating staff to the new Councils to help them

find solutions that meet the needs of the new Council and individual members of staff where possible.

- 3.16 In some cases, decisions will be simple. For example, if someone works for a service in a specific area, doing work that will continue to be needed in that area, then they will be allocated to the new Council for that area. By contrast, in some cases the decision will be more difficult. For example, if there is only one person with a specific skillset that both Councils need, or if the Councils decide to share/host a service.
- 3.17 The allocation process will be of high interest to staff and there will be meaningful consultation individually with the right to be represented coupled with collective genuine consultation utilising the JNCG framework.
- 3.18 The framework is based around four themes of questions i.e. role purpose, current delivery model, new Council delivery model, personal circumstances. For some colleagues, once the new Councils have made their decisions about how the services will operate it will become quite clear quickly which Council they are going to work for. For others it will take longer. It is our intention that all staff will know which Council they will work for and in what role by November.
- 3.19 Appendix 2 summarises the current recommendations in terms of services that should be separate, hosted or have transitional arrangements attached from vesting day. In some instances, the recommended approach is still being given consideration and the timescales and timespan for transition/hosting arrangements are being refined. Over the summer this work will be finalised, along with recommendations as to which of the two unitary Councils will host which services where this is proposed, in discussion with Senior Members of both Authorities through the recently established Member Liaison Group.

4.0 Consultation

- 4.1 The Structural Change Order requires us to establish two new authorities by 1 April 2023. Consultation on the proposed model of local government was undertaken by national government during the decision-making process leading to this SCO.
- 4.2 There is no formal consultation planned on the Service Baseline Blueprints as we are required by the SCO to transfer services from their current sovereign Councils to the new authorities. However, it is important to note that there have been over 200 staff from sovereign Councils working across the programme, leading and supporting the development of the draft Service Baseline Blueprints. The draft

blueprints and the proposed framework for making decisions about placing staff in the new Councils have been shared for information with staff and unions and briefings undertaken in advance of publication of this report.

- 4.3 Future discussions with staff and unions on how staff will be designated to the two new councils are to be timetabled later this year. This will be through a future formal consultation process on future plans and TUPE arrangements.

5.0 Alternative Options

- 5.1 Options for service delivery were considered in formulating the Service Baseline Blueprints. However, the process is underpinned by legislation requiring the creation of two unitary Councils by 1 April 2023.

6.0 Implications

Financial, Resources and Procurement

- 6.1 Any material budget pressures and potential savings arising from the Service Baseline Blueprints will be identified and included for consideration within the wider strategic planning process. A process of detailed identification and evaluation of those contracts that may not be disaggregated or may be recommended to be hosted is underway. At this point of time expectation is that, for the most part, any hosting arrangements would be on a short-medium term basis, while the two new unitary Councils agree their future needs. All other contract areas will be disaggregated by the County Council and aggregated by the three district Councils.

Human Resources

- 6.2 The Service Baseline Blueprints provide a generic outline of service delivery options and will inform how services will transfer to the new councils but do not provide the detail of staff allocation. As detailed in paragraphs 3.14-3.18 above, the staff allocation process will commence in August. This important part of the programme will form part of on-going formal consultation with staff, their representatives and recognised Trades Unions. The consultation will be managed through the LGR JNCG framework, where high-level sharing of the blueprints has taken place. Further development of the underpinning consultation process will be managed through the LGR JNCG. Final decisions will be made by November.

Legal

- 6.3 As the work develops legal advice will be provided at all stages and across all themes and work streams. Each service area which is proposed to be disaggregated or hosted will be supported by a number of contracts and legal agreements, each of which needs to be given consideration to inform the way forward. General legal advice has been provided however tailored advice will be needed on each specific blueprint areas. Inter authority agreements are likely to be required and will be developed on a service-by-service basis. The memorandum of understanding will be the starting point for this work. A decision needs to be reached on hosted service areas before 31st December 2022. After that date, if it has not been agreed which authority will host the contract, the Secretary of State may appoint a caretaker council. This needs to be taken into account when determining the timetable for decision making.

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 health and sustainability impact assessments at this stage as these are high level blueprints about future service delivery.

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:
- Initial Equalities screening of draft Service Baseline Blueprints has been undertaken and there is no requirement for equality impact assessments at this stage as these are high level blueprints.

| Risk Management | Consequence | Controls required |
|-----------------|-----------------------------------|-------------------------------------|
| | The new authority will not have a | The proposed work around the MTFP / |

| Risk Management | Consequence | Controls required |
|-----------------------------------------------------------|-------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| Affordability of services across the two Unitary councils | sustainable financial position from vesting day | Strategic planning process. This will look at future budgets and affordability of services to feed into the development of draft budget in October. |


Contact Officers

Kim Rennie, Programme Director, kim.ennie@carlisle.gov.uk, 07880728536

Appendices Attached to this Report

| Appendix No. | Name of Appendix |
|---------------------|-------------------------------------------------------------|
| 1 | Draft Service Baseline Blueprints – Westmorland and Furness |
| 2 | Summary of Proposed Service Arrangements |

Background Documents Available

| Name of Background document | Where it is available |
|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| Implementation Plan |  20220222 LGR Programme Implemei |
| Cumbria (Structural Changes) Order 2022 (SCO) | The Cumbria (Structural Changes) Order 2022 (legislation.gov.uk) |

This page is intentionally left blank

Westmorland and Furness Draft Service Baseline (Blueprint)



Introduction

What is a Service Baseline (Blueprint)?

- This Service Baseline document represents a summary of the way in which services are proposed to be delivered in Westmorland & Furness from 1st April 2023. It also includes some detail around service delivery channels (i.e.. Email, phone), systems, location, partners, and potential future savings opportunities.
- This Service Baseline does not propose how the services will be structured within the unitaries as that will be informed by the priorities of the Shadow Authorities, target operating model and corporate plans.
- The Service Baseline includes some consideration of 'Transition from Day 1' in various areas. This detail is included where the proposed service delivery model cannot be achieved by 1st April, for instance due to an ongoing contract. This will allow timelines to be developed to achieve the proposed service delivery models. Further transformation beyond 1st April is expected and the Transition activities are not contained within this document.

Purpose of the document

- The purpose of this document is to enable Members to understand, scrutinise and challenge the proposed direction of the LGR Programme in establishing the new Unitary Authority.

Structure of the document

- The document is split into six areas, reflecting how the Local Government Reorganisation programme is structured (People, Place, Corporate and Enabling, Customer and Digital, Finance and Commercial and ICT).
- Across these areas there are 45 groupings of current services that will be delivered by or on behalf of Westmorland & Furness Council which have each completed a two page service baseline. Each individual service baseline can be accessed via the hyperlink on the contents page.



Glossary of terms

'Alternative delivery model' refers to an approach to service delivery that is not a separate service or a hosted arrangement but where the specific model has not been proposed. This may include a wholly owned company, trust model, arms-length management organisation or other legal structure.

'Day 1' 1st April 2023 when the new unitaries will be vested and begin live operations.

'Day 1 requirements' critical elements without which the services in the work package will not be able to function on Day 1.

'Disaggregation/Aggregation method' The first step to understand the budgets available to the unitaries will be to split existing County Council service budgets, and aggregate District Council budgets to follow the service delivery model in the Service Baseline.

'Hosted' the service is proposed to be delivered by staff in one unitary for the benefit of both unitaries, supported by a joint financial arrangement. This may be proposed where it is not possible to deliver separate services e.g. HM Coroners as this is required to be delivered over the judicial area.

'Separate services' the service is proposed to be delivered by staff within both Westmorland & Furness and Cumberland councils respectively.

'Transition' refers to the activities required between Day 1 and the proposed service delivery model where this will not be achieved by Day 1.

Contents

| <u>People</u> | <u>Place</u> | <u>Corporate and Enabling</u> | <u>Customer and Digital</u> | <u>Finance and Commercial</u> | <u>ICT</u> |
|-----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|-----------------------------|-----------------------------------------------------------------------------------------------------------------------|------------|
| <u>Commissioning</u> | <u>Climate</u> <u>Change/Decarbonisation/Net</u> <u>Zero/Energy/Sustainability</u> | <u>Legal & Democratic</u> | <u>Customer and Digital</u> | <u>Accountancy and financial</u> <u>planning</u> | <u>ICT</u> |
| <u>Workforce</u> | <u>Community / Localism</u> | <u>Information Governance &</u> <u>Records Management</u> | | <u>Cumbria LGPS (Pensions team)</u> <u>Income Collection, ordering and</u> <u>paying for goods and services</u> | |
| <u>Commissioned Services</u> | <u>Coroners Service</u> | <u>Organisational Development &</u> <u>Human Resources</u> | | <u>Internal Audit</u> <u>Local tax collection (CTAX and</u> <u>NNDR) and benefits</u> | |
| <u>Provider Services</u> <u>Integration and Partnerships</u> | <u>Culture, Leisure, Events</u> <u>Economic Development</u> | <u>Health & Safety</u> <u>Communications and</u> <u>Engagement</u> | | <u>Treasury Management (including</u> <u>Insurance and Banking)</u> | |
| <u>Public Health</u> | <u>Fleet</u> | <u>Strategic Commissioning,</u> <u>Procurement and Contract</u> <u>Management</u> | | | |
| <u>QA & Partnership Services CYP</u> | <u>Highways including Flood and</u> <u>Coastal Risk Management</u> | <u>Corporate Estate and Capital</u> <u>Programme</u> | | | |
| <u>Early Help</u> <u>Social Care</u> | <u>Housing</u> <u>Libraries and Community</u> <u>Services</u> | <u>Policy & Performance</u> <u>Administration & Business</u> <u>Support</u> | | | |
| <u>Education Services</u> | <u>Local focus hubs</u> | <u>Change Management and</u> <u>Transformation</u> | | | |
| | <u>Planning and Building Control</u> <u>Public Protection</u> <u>Resilience and Emergency</u> <u>Planning</u> <u>Street Scene and Open Spaces</u> <u>Transport</u> <u>Waste</u> | | | | |

People

Commissioning

Services in Scope of Cluster/work package)

- Strategic Commissioning
- Joint / NHS Commissioning
- Quality Assurance
- Better Care Fund Including DFG (see also Place)
- Grants administration
- Transport Arrangement/Booking
- Brokerage
- Contracts & Procurement Team

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

- Home working/hybrid working
- Offices – CCC offices – plus additional potential brokerage space in Penrith

Key Partners/Suppliers

Local Authority

- NHS
- Day services transport
- Cumbria Police
- Health and Wellbeing boards
- Cumbria Fire & Rescue
- Independent Providers/Third Sector
- Cumbria Care
- Operational Teams
- Regulatory Bodies
- District Councils

Channels

- Website
- Email (including shared mailboxes and links to Liberty Create email triage system).
- Telephone numbers
- Letter
- In person

Day 1 Service Delivery Model

Service delivery to be confirmed by Corporate & Enabling Theme or Management structure- Separate services (per SCPCM blueprint) though may require a hosted arrangement



Commissioning

Exceptions within this work package/cluster

A number of elements of the team are directly linked to specific contracts and as such will need to be considered alongside contract hosting or disaggregation decisions.

Transition from Day 1

Principle of separate services agreed but details of some hosted arrangements being finalised.

Costs/pressures

TBC once the budget allocation/structures agreed

Savings opportunities

TBC once the budget allocation/structures agreed

Other notes

- Agreement in place for Local Authority to commission social care support on behalf of and for North Cumbria CCG, continuation of the arrangements to be agreed with the new ICS when established
- Joint funding agreement from North CCG in Learning Disabilities to 50/50 fund S.117 cases.
- BCF is a joint NHS and Local Authority agreement of funding and activity that will need to be rewritten and agreed.



Workforce

Services in Scope of Workforce

- Hospital Discharge
- Urgent Care Team
- Social Workers
- AMHPs inc children's mental health
- Social Care Workers
- Advanced Practice Leads
- Occupational Therapy
- ROVI (rehab officer visual impairment)
- Transitions
- Best Interest Assessors
- Safeguarding
- Community Finance Team
- Client Affairs
- Business Support
- Integration & Partnerships Team

Day 1 Service Delivery Model

- Separate services for all the above with the exception of Urgent Care Team which is subject to an options appraisal re best approach to safe and legal day 1 delivery model

Channels

- SPA via
 - Phone
 - Email
 - Website
 - Strata
 - Letter
 - In person
 - Safeguarding Hub

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Staff working to hybrid model from office bases: Craven House, Bridgemills and hospital and community settings

- access required to meeting rooms for staff and customers

Key Partners/Suppliers

- Partnership groups/Boards
- Bluelight services
- NHS bodies/partners
- Safeguarding Adults Board
- Community/citizens
- Haverigg Prison
- Independent providers / Third Sector orgs.
- Provider Services

Recommendations signed off by
People Theme Lead (1st June 2022)



Workforce

Page 91

Exceptions within this work package/cluster

Urgent Care Team is subject to an options appraisal. This is a specialist response team made up of Approved Mental Health Professionals covering 24/7 with a small number of posts making it very difficult to rota effectively in two disaggregated models (4xdaytime 2xout of hours)

Transition from Day 1

Not expecting to have any transition periods for any of the services in scope

Costs/pressures

- Potential cost pressures from employing agency staff to ensure minimum safe staffing levels
- Potential cost pressure if key officer roles/duplication of management structures in both authorities
- The requirements to have access to their own data on day 1 could put a cost pressure on ICT budgets to deliver safe and legal case management systems
- Impact of the new social care reform will increase the demand and capacity for social care needs and financial assessments from 1st April 2023. Work is underway to understand what additional staffing capacity and system requirements is required to meet the legal requirements.

Savings opportunities

Not expected to deliver any savings by disaggregating the services within the scope.
No district services in scope to be aggregated .

Other notes

Need to consider how to deal with the current challenges with recruitment and retention of social care workforce.



Commissioned Services

Page 92

Services in Scope of Cluster/work package)

- Day Services
- Home Care / Support at Home
- Residential Care
- Nursing Care
- Respite
- Supported Living
- Extra Care
- Direct Payments/Individual Service Fund
- Carer Support
- Advocacy
- Translation / Interpretation
- Prevention and Early Intervention
- Community Catalysts
- Telecare & AT
- Transport
- Supported Employment

Channels

See Commissioning Blueprint

Recommendations signed off by
People Theme Lead (1st June 2022)

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

- Provider sites as defined within contract delivery

Key Partners/Suppliers

- Interpretation and Translation services
- Regulatory bodies
- Advocacy Services
- Police
- Transport services
- NHS
- Independent Providers
- ASC

Day 1 Service Delivery Model

Separate services: Telecare & AT, Transport, Mental Health Advocacy, Provider Support, Grants, Crisis Support , Domestic Abuse (support services) covered in Grants. Community Catalysts Seeking disaggregation of all contracts but some services are TBC

Contract unlikely to split, approach to be determined - Day services, Home Care/ Support at Home, Residential Care, Nursing Care, Supported Living, Extra Care and Respite.

To be determined based on technical feasibility and contractual options: ICT Systems & Procurement

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



Commissioned Services

Exceptions within this work package/cluster

The disaggregation of large adult service contract areas predominantly linked to the delivery of statutory responsibilities continues to be worked upon. Additionally there are a significant number of contracts- also linked to the delivery of statutory responsibility that have significant financial, delivery, continuity and availability risks associated with disaggregation. There may need to be a hosted arrangements for some contracts on a county wide basis – this is also being worked on.

Transition from Day 1

Some contracted areas if hosted may need to continue to be hosted until re procurement can occur or until the end of the contracts natural life span.

Costs/pressures

Agency staff costs to cover statutory core provision

Potential significant cost pressures could be identified.

Decision making process for separating contracts to follow.

Savings opportunities

None expected

Other notes

- Domestic Abuse grants approach to be set by each Unitary
- Some services are commissioned, delivered and paid for on behalf of NHS and are subject to recharge



Provider Services

Recommendations signed off by
People Theme Lead (1st June 2022)

Services in Scope of Cluster/work package)

- Community Equipment obo NHS
- Transport Provision
- Reablement
- Support at Home
- Residential Care
- Day Services
- Supported Living
- Residential Respite
- Shared Lives
- Supported Employment
- Extra Care Housing

Channels

- Social work assessment
- SPA referral
- NHS referral
- Website
- Email
- Telephone numbers
- Text / Whatsapp
- Social Media
- Letter
- In person

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Key Partners/Suppliers

- NHS
- Police
- Carers Organisations
- ASC and Children's Services
- Independent Providers/ Third Sector Orgs.

Day 1 Service Delivery Model

Options appraisal awaiting decision. Options are:

- Disaggregation fully with the exception of Community Equipment Store and Shared Lives, support at home to be confirmed.
- Hosted – Fully hosted no disaggregation
- Hybrid – majority of services disaggregated with a few hosted and a centralised management function

Locations

Various



Provider Services

Exceptions within this work package/cluster

TBC following options appraisal

Transition from Day 1

Subject to the options appraisal outcome each of the option models will be implemented for vesting day, with no transition periods, but would expect a plan to be developed to limit hosting period initially to two years pending review.

Costs/pressures

TBC once the options for service delivery model has been confirmed

Savings opportunities

TBC

Other notes

- Joint funding agreement from North CCG in Learning Disabilities to 50/50 fund S.117 cases.
- Integrated Community Equipment Service is delivered on behalf of health



Integration & Partnerships

Recommendations signed off by
People Theme Lead (1st June 2022)

Services in Scope of Cluster/work package)

- Safeguarding Adults Board
- Health and Wellbeing Board
- Safer Cumbria Partnership Board
- Integrated Care Board
- Prevent + Channel

Channels

- Safeguarding Adults Website – SAB
- Prevent/Channel Coordination Hub
- CCC Website
- National SAB Manager's & Chair Networks
- Telephone numbers
- Letter
- In person
- MS Teams
- Email

Key Partners/Suppliers

- Statutory Partners
- Cumbria Third Sector Network
- Health and Wellbeing Board
- The Children's Trust
- Safer Cumbria
- Emergency Services
- Community safety
- Criminal Justice
- Cumbria Care & Independent Providers
- NHS
- Advocacy Providers
- Police Commissioning/ Cumbria Constabulary
- North Cumbria Clinical Commissioning Group.
- Morecambe Bay Clinical Commissioning Group.
- Citizens
- Home Office & Counter Terrorism

Locations

- Staff working to hybrid model from office bases:
Cumbria House & Blencathra House
- Access required to meeting rooms for Board Meetings

Day 1 Service Delivery Model

- Partners will need to agree to the new structure of the boards
- Cumbria Safeguarding Adults Board – Options Appraisal recommends Pan Cumbria approach
 - Health & Wellbeing Board – To be determined as a part of the constitution setup of the two new councils
 - Safer Cumbria - To ensure that the 2 new councils have representation on the Police chaired Board
 - Arrangements for Prevent Board to be confirmed



Integration & Partnerships

Exceptions within this work package/cluster

None identified

Savings opportunities

None Identified

Page 97

Transition from Day 1

- Partners will need to agree to the new structure of the boards

Costs/pressures

- Potential for increase in costs to Council's and Partners if Boards are duplicated across both authorities.
- Financial pressures could result from increase in SARs, further discussion would need to take place with statutory partners to accommodate increase in costs.

Other notes

The SAB is funded through financial contributions from statutory partners which funds Board business (SARs, Independent Chair and other costs) + CCC make the contribution by way of a dedicated Board Manager post. CSAB are currently recruiting a new Independent Chair

Safer Cumbria Partnership Board – A peer review is scheduled to take place during 2022

The following non statutory partnership boards will require representation and support

- Bay Health and Care Leadership Group
- Bay Health and Care Partnership Board
- Community Safety Partnership
- Integrated Care Systems Partnership
- Integrated Care System - NE & North Cumbria Partnership
- Integrated Care System - Lancs & South Cumbria Partnership
- Joint Commissioning Board
- Joint Commissioning Group
- Multi-agency Public Protection Arrangements
- Multi-Agency Risk Assessment Conference
- North Cumbria ICP Leaders Board
- North Cumbria System Executive Group
- Safer Cumbria Community Safety Group



Public Health

Recommendations signed off by
People Theme Lead (1st June 2022)

Services in Scope of Cluster/work package)

- Specialist Public Health
 - Health protection and communicable disease control
 - Health improvement
 - Public health advice to NHS commissioners
 - Commissioned statutory services
- Health and Wellbeing Service
- Active Cumbria

Channels

- Website
- Email
- Telephone numbers
- Text / Whatsapp
- Social Media
- Letter
- In person
- SPA

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Key Partners/Suppliers

- Department of Health and Social Care
- all parts of local government, NHS, third and community sector, police, CFRS
- Health and Wellbeing Partnership, Public Health Alliance, Locality Health and Wellbeing Fora
- Sport England
- Local Sports Clubs
- Statutory Commissioned Services

Locations

·Active Cumbria - Agreement with hosting and non-hosting unitary regarding access to office, meeting room facilities/assets, office
·Carlisle Office Base
·Whitehaven Office Base
- Currently a small number of staff are based in fire stations which may need consideration to move to another location.

Day 1 Service Delivery Model

Preferred model to be confirmed
Specialist Public Health – Separate services or hybrid
Health and Wellbeing Service – Separate services
Active Cumbria – Hosted - to be confirmed which authority will host

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



Public Health

Exceptions within this work package/cluster

Active Cumbria hosts Active Travel which is a council service which includes 2 staff and a small budget. Active travel budget will disaggregate, decision needed to continue with shared approach or otherwise

Transition from Day 1

Not expecting to have any transition periods for any of the services in scope

The expectation is the main Public Health contracts for substance misuse services, children's services, sexual health services and primary care services will continue to operate on a County-wide basis, hosted by one of the Councils, until such time as they are due for recommissioning

Costs/pressures

- Potential cost pressure if each authority employs Director of Public Health

Savings opportunities

No savings identified

Other notes

- Need for Active Cumbria to have a county-wide service
- Agreement of hosting arrangements for Active Cumbria
- Assumption that existing major contracts remain county wide until it is time to recommission them.



QA Partnership Services CYP

Recommendations signed off by
People Theme Lead (1st June 2022)

Services in Scope of Cluster/work package)

- Conference and Review Service
- Local Authority Designated Officer (LADO)
- SEND Information Advice and Support Service
- Participation and Children's Rights
- Partnership Support Team
- Quality and Improvement Team
- Specialist Business Support – embedded in above Teams

Channels

- Website
- Email
- Telephone numbers
- Text / WhatsApp
- Social Media
- Letter
- In person
- IRO Service
- Direct referral to LADO service (email/phone)
- SEND children and their parents/carers, young people
- SEND Alliance Cumbria
- Schools
- Colleges
- Nurseries
- Independent providers
- Health and Social Care
- SEND and Inclusion Service
- SENDIASS

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Use of family centres, main offices across the county – meeting rooms for meeting with children/families/professionals - CLA reviews, CP Conference and Reviews - possible HYBRID requirements (access to existing rooms), Large meeting rooms.

Key Partners/Suppliers

Statutory children's safeguarding partners.
SEND Partnership Board – Green Paper indicates requirement to become statutory in 2023.

Service Delivery Model

- Separate services for Conference and Review service, LADO, SEND Information Advice and Support Service, Participation and Children's Rights, and Quality Improvement Team.
- Due to complexities of the service, location of key staff and likely gaps in statutory functions a transitional arrangement to disaggregation is proposed.



QA Partnership Services CYP

Exceptions within this work package/cluster

An options appraisal has been undertaken for Partnership Services CYP and the proposal for hosted model reviewed. A transitional arrangement to disaggregation is now felt to be the best option.

Transition from Day 1

- The ambition is to deliver a set of disaggregated services with the exception of function subject to options appraisal that will receive further challenge.
- For statutory roles there may need to be an agreement to cover posts as part of a transitional arrangement e.g. LADO if, following TUPE, one LA is without cover to be safe and legal.
- The requirements for the constitution of a SEND Partnership and the completion/oversight of an Inclusion Plan are not detailed in the Green Paper and so retaining the current Partnership arrangements until the White Paper is published will retain the current momentum for improvement which is subject to monitoring by the DfE and NHSE.

Costs/pressures

- Budget pressures e.g. LADO agreed overspend.
- Ongoing agency staff cost to cover statutory work.
- Duplication of services and key officer roles.
- SEND Partnership Board – Green Paper indicates requirement to become statutory in 2023.
- Any costs associated with IT split in addition to the creation of costs associated with two local offer sites.

Savings opportunities

Savings are unlikely as there will need to be duplicate services for a number of statutory services and roles e.g. SENDIASS, IRO's, LADO.

Some non-statutory roles could be removed however this would significantly increase risk for both LA's in relation to improvement of services.

Other notes

SEND Partnership roles currently funded by CCC and both CCGs.



Early Help

Recommendations signed off by
People Theme Lead (1st June 2022)

Services in Scope of Cluster/work package)

In line with the Children Act 1989 councils need to determine an Early Help offer – this is not specified in terms of the model or approach. Services are often provided across Social Care & Early Help as in Cumbria.

- Early Help
 - Co-ordinators
 - Target Youth Support Team
 - Substance misuse workers
 - Homelessness service
- Children's Early Help
- Pause – grant funded
- Social Workers in Schools (SWiS) – grant funded
- SAFE families
- Specialist Business Support – embedded in above Teams

The recently published MacAlister Report sets out a clear definition of Family Help based on a model of early community based and multi-disciplinary support in local areas to be supported multi-agency Family Help teams.

Day 1 Service Delivery Model

Separate services with potential to integrate / aggregate district council services provided for families and consider other models operating nationally to guide any reshaping of current resources.

There will be clear national guidance on Family Help, including criteria and best practice models with flexibility for local areas to innovate their own models.

Channels

- Website
- Email
- Telephone numbers
- Text / WhatsApp
- Social Media
- Letter
- In person
- Referrals and from Early Help and Support panels, SEND
- Youth Homelessness and Housing First Contact Script for 16-17 year olds & First Contact Script for 18-24 year olds; accessed via website (<https://www.cumbria.gov.uk/yphousing/professionals/protocol.asp>) and sent to team inbox CShomelessTeam@cumbria.gov.uk
- Youth Substance Misuse
There is a referral form for the service; this can be done by another professional, by a parent / carer or young people can self-refer.
- Direct correspondence from the safeguarding team
- Safe families received external agency referrals and will require continuity of accessibility
- SEND Local Offer - [Cumbria's SEND Local Offer | Cumbria's Family Information Directory](#)

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Use of family centres, main offices across the county – residential homes, meeting rooms for meeting with children/families/professionals.

Key Partners/Suppliers

A substantial proportion of services are delivered through commissioned services.
6 District locality partnerships.

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



Early Help

Page 103

Exceptions within this work package/cluster

N/A

Transition from Day 1

The ambition is to deliver a set of disaggregated services with the opportunity to reshape the offer taking into consideration services currently delivered for families by District Councils.

Costs/pressures

- Potential for duplication of services and key officer roles.
- Potential increase in demand for services as the focus moves towards early intervention.
- Pause project currently oversubscribed.
- SEND Green Paper has a focus on early intervention which may increase cost.
- Any costs associated with IT split in addition to the creation of costs associated with two local offer sites.

Savings opportunities

There are opportunities to aggregate current district council services and integrate these with current county council services to ensure coherence and secure improved value for money.

There will be clear national guidance on Family Help, including criteria and best practice models with flexibility for local areas to innovate their own models.

Other notes

- SWiS grant funding has been extended post July 2022.
- As of 21/04 Pause only has funding until the end of November 2022.
- The Independent Review into Children's Social Care (the MacAlister Report) commissioned by the Government and published on 23 May 2022 has implications for service shape and offer.



Social Care (Children's)

Recommendations signed off by
People Theme Lead (1st June 2022)

Services in Scope of Cluster/work package)

- Principal Social Worker (PSW)
- Children in Need / Child Protection – Children looked after / Care leavers
- Senior and service managers including Signs of Safety Practice Development
- Emergency Duty Team
- Fostering
- Adoption
- Residential and Edge of care
- Youth Offending Service
- Safeguarding Hub
- Children with disabilities (Services are provided across Social Care & Education)
- Social Workers in Schools (SWiS) (Services are provided across Social Care & Early Help)
- Specialist Business Support – embedded in above Teams

Day 1 Service Delivery Model

| | |
|----------------------------------------------------------------------------|------------------|
| Principal Social Worker | Separate service |
| Children in Need / Child Protection - Children looked after / Care leavers | Separate service |
| Senior and service managers including Signs of Safety Practice Development | Separate service |
| Emergency Duty Team | Separate service |
| Fostering | Hosted |
| Adoption | Hosted |
| Residential and Edge of care | Hosted |
| Youth Offending Service | Hosted |
| Safeguarding Hub | Separate service |
| CWD & Short Breaks | Separate service |

Channels

- Website, Email, Telephone numbers, Text / WhatsApp, Social Media, Letter
- Agreed referral processes
- In person or line management arrangements
- Central booking service operated at Hawse End Centre
- Independent Reviewing Officer (IRO) Safeguarding process
- Out of Hours EDT number redirected from Safeguarding Hub
- Adopter recruitment- via Regional Adoption Agency (RAA) Adoption Support- via duty system
- Children pre-Order - referral from District SW team or via Permanence planning meeting
- Work comes through Cumbria Constabulary or the Youth Courts
- Prevention work can come through a range of referrers – From schools to the Channel panel
- Special Educational Needs Alliance Cumbria (SENDAC) (parent carer forum for SEND)

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



Social Care (Children's)

Exceptions within this work package/cluster

| | |
|------------------------------|--------|
| Fostering | Hosted |
| Adoption | Hosted |
| Residential and Edge of care | Hosted |
| Youth Offending Service | Hosted |

Transition from Day 1

The ambition is to provide a set of disaggregated services with the exceptions of functions subject to future funding, and services subject to Options Appraisals as indicated.

For statutory roles/services there may need to be an agreement to cover posts and/or services as part of a transitional arrangement to ensure both LA's are safe and legal.

Key Partners/Suppliers

- Some of the statutory services are commissioned - e.g. Missing from home contract, short breaks provision.

Locations

- Use of family centres, main offices across the county – fire stations Youth Offending Service (YOS) – residential homes and Respite Homes.

Costs/pressures

- Ongoing re Children looked after placements.
- Agency staff cost to cover statutory work or roles.
- Duplication of services and key officer roles where required e.g. Director of Children's Services, Emergency Duty Team.
- Ongoing SEND Short Breaks budget and High Needs placements/support for those with SEND.
- SEND Green Paper published March 2022 with implications for provision, national standards, costs.
- IT costs associated with casefile access e.g. for Children Looked After 1,200+ and for SEND 4,000+ case records.

Savings opportunities

Savings are unlikely as there will need to be duplicate services for a number of statutory services and roles.

Some non-statutory roles could be removed however this would significantly increase risk for both LA's in relation to service delivery and child protection.

Other notes

- Intelligence suggests other placements options the government is likely to consider is via regional collaborations
- Includes SWiS + CWD both have key roles within education
- SWiS funding has been extended post July 2022
- Several government decisions /policies are pending that will require scrutiny and further consideration to assess impact and implications
- SEND Green Paper published March 2022 with implications for provision, national standards, costs.



Education Services

Recommendations signed off by
People Theme Lead (1st June 2022)

Services in Scope of Cluster/work package)

- Virtual School
- Home Education
- SEND and Inclusion
- Education Psychology and Specialist Advisory Teachers
- Adult Learning
- School Organisation and Admissions
- Access and Inclusion
- Post 16 Participation
- Early Years (strategic)
- Early Years (advisory)
- Learning and Improvement Service
- Traded Services – Cumbria Outdoors
- Music Service
- Traded Services and Teaching Assistants
- Specialist Business Support – embedded in above Teams

Page: 106

Day 1 Service Delivery Model

Separate services other than for:

- Adult Learning – Options Appraisal completed re: potential for Hosted governance and strategic model with bespoke local delivery.
- An Options Appraisal is underway re potential for Alternative Delivery Model for Early Years (advisory), Learning Improvement Service, Traded Services - Cumbria Outdoors, Music Service, Traded Services and Teaching Assistants. If this is agreed a Hosted model would be required until April 2024 to enable set up.

Channels

- Website
- Email
- Telephone numbers
- Text / WhatsApp
- Social Media
- Letter
- Direct contact through the central Learning Improvement Service administration team based in West Cumbria House & St Michael's Centre Workington
- By referral: All education provisions that Cumbrian Children Looked After attend, Early years settings, primary schools, secondary schools, academies, colleges, Pupil Referral Units, Alternative Provisions, special schools, independent schools, post 16 provision e.g. colleges, Parents, carers, Children's social care, Independent Reviewing Officer service, Educational Psychology Service, CCC SEND & SEND within all local authorities where children attend, Other Virtual Schools, Governing bodies and Annual School Returns analysis.
- (Learners) in person via Libraries + first 6 bullet points above, targeted online channels through partners (Department for Work and Pensions, Mind, The Well, Heathlands).
- Schools Portal
- Head Teacher Associations
- Advisory Board
- SEND Local Offer - [Cumbria's SEND Local Offer](#) | [Cumbria's Family Information Directory](#)

Note: access channels vary depending on individual service provision.

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Key Partners/Suppliers

- Learning Improvement Service
- Schools, colleges and their Governing Bodies or Trustees
- SEND/Inclusion
- SENDAC (parent carer forum for SEND)
- Children's Trust Board
- Child Centred Policing Team, including Operation Encompass
- Social Care
- CME
- Targeted Youth Service
- SEND Partnership Board

Locations

- School buildings for maintained schools and nurseries.
- Appropriate meeting and desk space across current CCC buildings portfolio to be agreed.

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



Education Services

Exceptions within this work package/cluster

- Adult Learning – Options Appraisal has been completed re potential for Hosted governance and strategic model with bespoke local delivery.
- An Options Appraisal re potential for Alternative Delivery Model is underway for Early Years (advisory), Learning Improvement Service, Traded Services- Cumbria Outdoors, Music Service, Traded Services and Teaching Assistants). If this is agreed a Hosted model would be required until April 2024 to enable set up.

Transition from Day 1

The ambition is to provide a set of services that are agreed as transitional / and services subject to options papers that require further detailed planning and approval with the focus on continuity and minimal disruption.

The non-statutory services captured within the Option Appraisal activity require a decision to be taken by the shadow LAs about whether these services should be continued.

School Organisation and Admissions – this may require a partnership agreement to operate collectively from April 2023 until at least September 2023 even if staff are TUPE transferred to two LAs. April is a peak admissions period creating significant risk in process disruption which is subject to Ombudsman challenge. Both councils will need to review the policy, undertake statutory consultation and publish new arrangements. The arrangements will remain unchanged until that takes place.

Costs/pressures

- Duplication of statutory services and key officer roles e.g. Virtual School and Head.
- Cost impact of recently published SEND Green / Schools White papers.
- IT costs associated with casefile access e.g. for SEND case records.

Savings opportunities

There may be savings associated with non-statutory roles. There is also an opportunity to designing out significant lack of service capacity to deliver statutory functions e.g. SEND and Inclusion services through service reshaping.

Other notes

Several government decisions /policies are pending that will require scrutiny and further consideration to assess impact on service capacity to deliver

- Recently published papers that require further consideration
 - SEND – Green paper published March 22
 - DfE Schools White paper published March 22



Place



Climate Change, Decarbonisation, Net Zero, Energy, Sustainability

LGR Programme Board: Supported
(24/5/22)

Page 109

Services in Scope of Climate Change, Decarbonisation, Net Zero, Energy, Sustainability

- Accountable body arrangements for existing externally funded projects, partnerships and grant funding
- Capacity to support in-flight and planned projects and partnerships
- Performance of statutory duties in relation to:
 - Climate Risk Assessment
 - Social Value in Procurement
 - Local Nature Recovery Strategy
 - Environment Act 2021 including requirements relating to Biodiversity Net Gain
 - Annual Sustainability Report to DEFRA
 - Coastal Protection Authority and Coastal Risk Management Authority
 - Civil Contingencies Act 2004
- Development and implementation of Policy & Strategy:
 - Decarbonisation/carbon management
 - Climate/environmental/sustainability impact assessment
 - Mitigation, Adaptation and Resilience
 - Nature Recovery

Day 1 Service Delivery Model

Separate Service with some Joint Service Provision (e.g. for county-wide projects and partnerships) with obligations through partnership agreements, SLAs or other arrangements.

Channels

- Website pages on Climate Change, Biodiversity to communicate to public.
 - Link to council comms strategy to communicate key messages on Climate Change and Biodiversity
- Internal / external newsletter

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Service does not require single delivery location to be operational, but office space would be beneficial.

Key Partners/Suppliers

- Zero Carbon Cumbria Programme
- Cumbria Action for Sustainability
- Cumbria Local Nature Recovery Strategy
- Lake District National Park Partnership
- Low Carbon Barrow
- Energy Saving Trust
- District and Town Councils
- Cumbria Nature Leaders Board

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



Climate Change, Decarbonisation, Net Zero, Energy, Sustainability

Exceptions within Climate Change, Decarbonisation, Net Zero, Energy, Sustainability

Some Joint Service Provision (e.g. for county-wide projects and partnerships – during the life of those currently in place).

Transition from Day 1

Statutory functions for climate/nature action by local authorities are not aligned to the scale or urgency of action required by current local ambitions (Net Zero 2037).

An early policy decision is required by the Shadow Authorities as to the level of ambition on addressing the climate and nature crises, which will determine the route-map beyond Day 1.

This transition will likely involve developing policy instruments; Climate Action plan, Biodiversity action plan, local energy plan and estate decarbonisation plan. These plans will likely lead to the development and continuation of key projects, all of this transitional work (predicated on ambition of Shadow Authority) would require resource commitment (budget and team of expert staff with specialisms) as well as organisational and financial planning.

Costs/pressures

- Small number of staff and staff expertise (lack of expertise in ecology, energy management, adaptation and natural capital) may be a pressure
- Complexity of data and amount of evidence required for reporting and planning may be a cost
- Time to deliver on policy and strategy formulation required by level of ambition

Savings opportunities

There are savings opportunities through resource sharing within the new council on:

- IT licenses
- 3rd party costs

Other notes



Communities and Localism

LGR Programme Board: Supported
(24/5/22)

Services in Scope of Communities And Localism

- Community Development / Community Power (inc. social prescribing)
 - Grant Programmes
 - Local Committee / Support to Members in their Community Leadership role
 - Local Devolution and Governance
 - Place shaping / Area working
 - Partnerships and work across organisational boundaries
 - Parish and Town Councils and support to CALC
 - Voluntary and Community sector
 - Community Resilience and Response
 - Gypsy and Travellers
 - Social Enterprise
- Leading local delivery of countywide programmes

Day 1 Service Delivery Model

Separate services working on locality footprints aligned with current districts

Channels

Telephone, email, MS Teams, community events and in-person meetings (with communities, elected members and partners including town and parish councils)

Website

Local Resilience Forum Channels and Resilience Direct portal

IT Systems

There is one contract in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

The externally facing nature of the service requires the teams to be agile and flexible with the ability to work from anywhere and to 'drop down' in any council or partner building (plus working from home)

Key Partners/Suppliers

Cumbria Social Enterprise Partnership, SEUK, Cumbria Community Foundation.
The voluntary and community sector
Multi-agency strategic partnerships across the area (Children & Families, Community Safety Partnership, Health & Wellbeing, etc.
Emergency Multi-agency Resilience Groups
Multi-agency Local Refugee Co-ordination Groups
Town & Parish Councils
Business sector
Lake District and Yorkshire Dales National Park Authorities

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



Communities and Localism

Page 112

Exceptions within Communities and Localism

Social Enterprise – hosted by one authority with a remit covering both. Currently the service employs 1FTE, managing a number of contracts and SLAs, of which one is based upon the current county footprint, two cover Allerdale and Copeland only, and one is for Eden only.
The voluntary sector may be asked to deliver aspects of the service e.g. Bid writing training, community group governance training

Transition from Day 1

Social Enterprise – is transitioning to two separate services will require recruitment of a second Social Enterprise Manager, disaggregation of countywide contract/services and novation of other geographically specific contracts to the appropriate UA. 12-24 months with potential influence by the wider Communities policy piece.

Costs/pressures

N/A

Savings opportunities

N/A

Other notes

Social Enterprise – the County Council is currently the lead organisation within the Cumbria Social Enterprise Partnership, providing it with a budget (from which a contract is procured), leading on funding applications to external sources and providing officer support via the employment of the Social Enterprise Manager. The CSEP is an unincorporated association, is not a legal entity but does have its own identity. To receive external funding for sector development activity it requires a local authority to act on its behalf (and provide, Legal, Finance, Procurement and Contract Management functions).

Area Teams support elected Members in their community leadership role. The structure of the new unitary council and how it determines local decision making (e.g.. Place Boards), will determine where the teams are based, which staff are in the teams, how they are structured and which communities/partners they continue to work with.

Asset Based Community Development / co-production approach / project delivery to grow across the area to build strong, thriving communities and maintain strong partnership working. Amalgamated Area Teams to work with communities of interest and geography, providing support as required, including advice and guidance, support to access appropriate grant programmes and ensure joined-up approaches to maximise resources/opportunities.



HM Coroners Service

LGR Programme Board: Supported
(24/5/22)

Page 113

Services in Scope of HM Coroners Service

Whilst HM Coroners Service is to be hosted by Cumberland, all Coronal functions in terms of judicial roles and responsibilities remain as HM Coroners area (or jurisdiction) is a judicial area that covers the full county of 'Cumbria'. Therefore, the following applies due to the above and due to the shared funding model that will be required.

- The work of HM Coroner and supporting their statutory and legal responsibilities as independent Judicial Officers/members of the judiciary
- HM Coroners Office & the support team provided by the local authority as part of its statutory responsibilities
- The hosting and support of HM Coroners' Inquests & Inquest Courts
- Provision of all the necessary support and funding to HM Coroner including, but not limited to, the provision of accommodation / facilities and property management, ICT equipment / provision and support, finance arrangements, procurement and contract management, and staffing and management support.

NB: HM Coroners area and the service in Cumbria will continue to be called 'Cumbria' as it is a judicial area not local authority, and this is the naming convention uses in the Act that covers the area being created.

Day 1 Service Delivery Model

Hosted by Cumberland

Due to the nature of the work of HM Coroner / Service, 'Day One' should be full continuation of usual operations, with no break in service for what is difficult and sensitive work, and meeting HM Coroners (and the local authority's) statutory and legal responsibilities.

The ability to process/manage new death referrals, progress existing cases, arrange Post Mortems /body removals, plus host inquests, must continue.

Channels

Most interaction with family, next of kin or interested parties is by telephone and/or email. Coronal inquests require an open Court, but attendance can be in person/face-to-face, or virtual.

IT Systems

No ICT requirement from Westmorland & Furness. Provision of ICT will be by the 'host authority' (Cumberland), though some funding / shared cost may be applicable.

Locations

No physical service location within the area covered by Westmorland and Furness council, as the service (office, inquest Courts, staff and HM Coroner) is already physically located within the Cumberland council geographic area. There are also new Offices and Courts under construction in Workington.

Key Partners/Suppliers

A key partner will be Westmorland & Furness Council, as they will part fund HM Coroners Service, and the appropriate engagement, agreements and governance will need to be in place.

Partners/Suppliers:

Local authority (provision of resources/support function)

Cumbria Police

Removal of bodies contractors

Medical examiners

Hospital trusts

Others include, but limited to, pathologists, GPs, hospitals, registrars, undertakers, toxicology and other providers, etc.



HM Coroners Service

Page 114

Exceptions within HM Coroners Service

Costs/pressures

Any additional funding/cost pressures in the future are to a degree unknown. The service has variable demand and the scope and complexity varies case by case, and is based on judicial requirements.

Therefore spending is in the main out-with the control of the LA. There are issues in the future where we know there will be funding pressures in the coming year(s), and as funding would be shared between Cumberland and Westmorland & Furness, provision for any extra funding / budget pressures will need to be made by both councils.

Savings opportunities

None

Transition from Day 1

Hosted model with the service transferred to Cumberland as host authority. This is due to HM Coroners area is a judicial one and cannot be divided (see baseline documents), therefore a hosted model is the only available option. As the service is already located in the new Cumberland Council area it is appropriate that they take the role as Host authority, with some funding / governance model agreed between both councils.

NB: Key is that operations must continue in full throughout any transition due to the nature of the work undertaken, any impact on service users of not being able to access the service, and the 24/7 nature of coronal referrals.

Other notes

HM Coroners area is a 'judicial area' and is *not* defined by or within the remit of the local authority to vary or amend. Therefore in this case must remain as one area covering Cumbria.

They are not, and cannot be, employees of local authorities and they are not within the scope of the local authority to line managed, manage performance or enforce practices and procedures. They are independent Judicial Officer and members of the judiciary, funded and resources by, but out-with the control of local authorities. Coronal decisions cannot be taken by others or delegated.



Culture, Leisure and Events

LGR Programme Board: Supported
(24/5/22)

Page 115

Services in Scope of Culture, Leisure and Events

Sports and Leisure facility Management
Sports/Physical activity/wellbeing development (grants, facility development, club support, direct delivery)
Culture/Arts/heritage development (grants, support, project and partnerships)
Strategy and policy development and delivery
Culture/Arts/Heritage assets (including museums, theatres, event spaces)
Community and major Events delivery and support
Sandgate Hydrotherapy Pool
Events (not including Temporary events notices)
Culture - Collections management

Day 1 Service Delivery Model

Separate Service - aggregation of District services and disaggregation of current County Council services (no statutory duties)
Barrow has LATCO for leisure delivery (Barrow Forward)

Channels

- Visitors/users to museums and leisure centres
- Visitors/users to museums (face to face)
- Visitors/users of Forum (face to Face)
- Digital comms with partners
- Visitors/Users of Sandgate Hydrotherapy Pool

IT Systems

There are 2 contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Key leisure facilities located in Barrow, Ulverston, Kendal and Penrith
Forum in Barrow
Dock Museum Barrow
Kendal Museum
Penrith Museum

Key Partners/Suppliers

- National Portfolio Organisations (NPO's)
- Leisure provider for Eden and South Lakeland
- Other outsourced operators (museums)
- Barrow Forward (LATCO)

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



Culture, Leisure and Events

Page 116

Exceptions within Culture, Leisure and Events

- N/A

Transition from Day 1

- N/A

Costs/pressures

Ability to commit to funding support to partners delivering non statutory services before new councils fully embedded and briefed.

Savings opportunities

- N/A

Other notes

- Commitment of support through grants/management fees to cultural partners is crucial to organisational sustainability
- Some functions are not covered by defined cultural or leisure roles in all districts so difficult to pinpoint exact level of staffing. Potential to widen roles as part of aggregation to create more specific posts due to the expanding service delivery.



Economic Development

LGR Programme Board: Supported
(24/5/22)

Page 117

Services in Scope of Economic Development

Economic Development functions cut across a number of areas/responsibilities

Policy and Strategy - planning, designing, and implementing economic development plans and strategies. Ensuring cohesion and integration between the natural and economic asset base to contribute towards a more sustainable, low carbon economy.

Place Investment and Projects - To bid for, and secure, investment for economic development projects to drive local economic growth. Developing a 'place-based' approach to meet the housing, infrastructure, employment and local service needs to create sustainable, healthy and growing communities as well as targeted initiatives for high streets and town centres.

Tourism and Visitor Economy initiatives – Responsibility for visitor economy based event programme, the commissioning and production of visitor economy promotional material, Tourist Information Centres.

Business Support – Business Support programmes (outside of CLEP responsibility) including Business Advice, Business Support Grants and Business Networking programmes

Digital infrastructure – to improve internet and mobile connectivity to all communities and businesses.

Strategic Infrastructure – securing funding for strategic infrastructure (road and rail) necessary to unlock economic growth. Links with Policy (Local Transport Plan and Planning Policy)

Day 1 Service Delivery Model

Separate services

If possible for Day 1 it is proposed that Economic Development teams are integrated and split into:

- Client function (responsible for Strategy, Project Bids and Business Case Production)

Which would act as a client for the:

- PMO (Programme Management Office) function (responsible for delivery of projects on a programme level)

The PMO function would then interact with the other functions (which sit outside of the economic development workpackage):

- Capital Programmes Team (responsible for contracting work)

Channels

Service Users
Project Stakeholders,
Economic Partners.

Channels
Email, websites, public consultations.

IT Systems

No service specific IT

Locations

Barrow – Barrow Town Hall (Barrow)
Eden – Mansion House (Penrith)
South Lakeland – South Lakeland House (Kendal)
Cumbria (Place and Enterprise) – Parkhouse (Carlisle)

Key Partners/Suppliers

- Borderlands Partners
- University of Cumbria and FE providers and other skills providers
- Businesses - including systems
- Cumbria Local Economic Partnership
- Cumbria Chambers of Commerce
- Cumbria Tourism
- Government Departments – DLUHC, BEIS, Homes England etc



Economic Development

Exceptions within Economic Development

- Cross boundary wide projects which cannot be disaggregated easily – examples include Connecting Cumbria (the Digital Infrastructure Programme).

Transition from Day 1

The transition will include the integration of County Council and District teams currently delivering economic development responsibilities. There will also be a requirement to develop economic plans and strategies for Westmorland and Furness.

The Levelling Up White Paper outlines opportunities for devolved powers and funding – for example through a Combined Authority. Some devolved responsibilities could incorporate economic development. This is a decision for the Shadow Authorities.

Costs/pressures

There is risk through disaggregation and aggregation that there will be some diseconomies of scale, particularly in disaggregating the County Council functions.

Savings opportunities

No savings will be delivered by this Blueprint.

Other notes

- The accountable body function sits in the Finance workpackage but has lots of interlinkage with the economic development workpackage. These include decisions on which authority will be the accountable body for the CLEP.
- The Capital Programme is covered within a separate blue print but it is envisaged that there will be strong linkages with Economic Development in the new authority.
- Strategic Infrastructure is currently in the Highways blueprint – it does cut across both economic development and highways.
- The Cumbria Local Enterprise Partnership have responsibility for strategic economic development. It is a business-led partnerships that brings together the private sector, local authorities and academic and voluntary institutions.
- Integration of teams will be important. As an example Economic Development for Barrow Borough Council is currently being delivered by the Planning Policy team. If economic development services are being integrated, then decisions on which members of this team will stay within the Planning & BC work package need to be made.



Fleet

Services in Scope of Fleet

The fleet function is responsible for the management and maintenance of the vehicle fleet, leading the procurement of fleet vehicles, developing fleet strategy (including fleet carbon reduction strategies), driver safety programmes, vehicle licensing and regulatory compliance and fleet disposal. The existing delivery model for fleet in the Councils aggregating to form Westmorland & Furness Council is largely through in-house fleet services, though exceptions do exist where fleet is provided through contractors delivering specific services. The fleet function supports a wide range of services to perform their statutory duties and provide discretionary services e.g. highways maintenance and SEND transport.

Day 1 Service Delivery Model

Separate service (predominantly in-house) - with a very small number of functions requiring a hosted model for approximately 12-months.

Current Eden and Barrow fleet contracts supporting waste collection, street scene and green spaces to be maintained and reviewed by Westmorland and Furness Council

The working assumption is that CFRS will be a customer of both Councils on day 1. Further work is underway on the scale of support for servicing Fire vehicles for each authority.

Channels

Great majority of customers are internal to the Councils in the form of services that utilise fleet. The key customer channels are established working relationships between council officers.

Cumbria Fire and Rescue Service (dependent upon decisions). The key customer channel would also be established council and fire service officer relationships and / or SLA (dependent upon decisions).

Taxi operators – direct with fleet services – regards vehicle compliance.

Staff & Public MOT's (small numbers) – direct with fleet services

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Fleet services will operate from the following locations in addition to use of corporate offices:

- Kendal Fleet Maintenance Workshop (CCC workshop).
- Canal Head – Kendal - Fleet Maintenance Workshop (SLDC workshop).
- Skirsgill Fleet Maintenance Workshop (Penrith CCC workshop)
- Sowerby Woods Fleet Maintenance Workshop (Barrow CCC workshop)

Key Partners/Suppliers

The In-house fleet services rely on a broad range of suppliers such as: spot hire / rental of vehicles, vehicle parts, ICT systems, fuel, tyres / oils / lubricants, vehicle license checking, specialist repairs / additional maintenance capacity.



Fleet

Page 120

Exceptions within Fleet

A range of posts across highways/transport/fleet may require hosting depending on the decisions taken. These are technical, specialist or management functions including Highway Asset & Strategy, Highway Delivery, Flood, Coastal Risk & Development Management, Strategic Infrastructure Planning.

Transition from Day 1

Target end date is circa 12-months from vesting day to implement in full the separate services model. The posts that require an interim period of “hosting” are 2 senior level management posts and 3 back-office support posts in the County Council team that cannot be separated prior to day-1.

Costs/pressures

Staff related cost pressures can be mitigated on day-1 through the hosting of a small number of posts (as described) – though there is a risk that in the longer term these posts may need to be duplicated (partially or in full) leading to cost pressure.

Savings opportunities

There are no saving opportunities for day-1. Savings / efficiencies may potentially be available through streamlining in the longer term.

Other notes

If there was an opportunity for some targeted recruitment and re-shaping of roles prior to vesting day it would may be possible to reduce the number of posts required to be hosted for 12-months. Though this could lead to some cost pressure for duplicate roles.



Highways Including Flood and Coastal Risk Management

LGR Programme Board: Supported
(24/5/22)

Page 121

Services in Scope of Highways Including Flood and Coastal Risk Management

The services within this work package, with few exceptions, are statutory either as a result of specific duties or being required to enable delivery of the general duty to “Duty to maintain highways maintainable at public expense”. In summary the services in scope of this work package are:

- Planned and responsive highway maintenance (capital and revenue).
- Out of hours highway response.
- Adverse weather response and maintenance (inc. Winter Maintenance).
- Highway verge maintenance.
- Safety inspection of all highway asset groups.
- Streetworks permitting.
- Road Safety and traffic management
- Road and footway lighting maintenance & improvement. (capital and revenue).
- Bridges & structures maintenance.
- Management of highway adoptions (S38 / S278).
- Management of countryside access and rights of way.
- Lead Local Flood Authority.
- Development Management & Searches.
- Coastal risk management.
- On- and off-street parking enforcement and permit management.
- Strategic infrastructure planning

Channels

Highways Hotline – Via Customer
Contact Centre
Website Information
On-line public reporting system
Highways Engagement Team
Parking Processing
On-line Payments
Streetworks & Permitting System
Direct contact with general public
(including face to face in the
community)

IT Systems

There is one contract in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Office bases include: County Hall (Kendal), Town Hall (Penrith), South Lakeland House (Kendal), Town Hall (Barrow).

Operational bases include: Skirsgill Highway Depot (Penrith), Millness Highway Depot (nr Kendal), Sowerby Woods Highway Depot (Barrow-in-Furness), Coniston Highway Depot, Kirbystephen Highway Depot (winter only) + additional material set-down points.

Key Partners/Suppliers

The services rely on an extensive supply chain consisting of: over 15 frameworks (multiple suppliers on each framework), circa 20 “stand alone” contracts.

Agency agreements exist with Lake District National Park and Yorkshire Dales National Park for management of Public Rights of Way in these national park areas.

A number of planning performance agreements exist.

Day 1 Service Delivery Model

Separate services. A number of functions will require delivery on a hosted basis for an interim period as a result of either limited capacity in technical specialist areas, there being just single posts at present or as a result of existing line management arrangements at senior level that cannot be replicated prior to day-1.

**Local Government
Reorganisation**

**Delivering Two New Councils
for Cumbria**



Highways Including Flood and Coastal Risk Management

Exceptions within Highways Including Flood and Coastal Risk Management

- The digital infrastructure / Connecting Cumbria service will be delivered on a hosted basis for an interim period to end 2025 to tie in with existing contractual commitments and geographic programmes.
- A range of posts across highways/transport/fleet may require hosting depending on the decisions taken. These are technical, specialist or management functions including Highway Asset & Strategy, Highway Delivery, Flood, Coastal Risk & Development Management, Strategic Infrastructure Planning.

Transition from Day 1

The target end state of a separate service for Highways including Flood and Coastal Risk Management, with the exception of digital infrastructure / Connecting Cumbria, can be achieved within 12-months. Interim arrangements are required in relation to a number of specialist and management functions (and the posts that deliver these) that cannot be replicated in each council for day-1. It is estimated that circa 10% of posts will need to be operated on a hosted basis for 12-months to enable each council to recruit to duplicate roles or to re-shape the service areas with a further 4 posts operated on a hosted basis for digital infrastructure / Connecting Cumbria service will be delivered on a hosted basis for an interim period to end 2025.

Costs/pressures

The hosted approach to circa 10% of posts mitigates the risk of cost pressures due to duplication of posts for day-1. However it is highly likely that a significant proportion of these posts will need to be duplicated in the longer term leading to costs pressures.

Cost pressures may be experienced in relation to supply chains unless both councils are able to utilise the existing supply chains – thereby retaining the existing County Council buying power and efficiency.

Savings opportunities

There are no savings opportunities for day-1.

There are unlikely to be savings opportunities in the medium term due to the cost pressures associated with the disaggregation of the County Council services.

Cost pressures may be mitigated in the longer term through streamlining.

Other notes

The majority of the services in this work package are currently delivered by the County Council and so are subject to disaggregation which introduces duplications of function not currently required. In the longer term there will be opportunities to consider more closely aligning many of the services in this work package with services in areas such as street scene, green space management, economic development, community and review of committee structures & governance which may offer opportunities for service re-shaping, increased efficiency and improved outcomes.

Note: If targeted recruitment and minor re-shaping is possible prior to vesting day the number of posts requiring temporary interim hosting may be reduced significantly.



Housing

LGR Programme Board: Supported
(24/5/22)

Services in Scope of Housing

Housing Solutions

- Landlord function - (including ASB own stock), Asset management links to owned stock (see other notes section on p2)
- Housing Register, Choice Based Lettings Allocation process and systems
- Housing advice and assistance including OOH service*
- Homelessness and Rough Sleeper service and placement in temp accommodation*
- Management of specialist accommodation & hostel provision (own and leased) including Temporary and Domestic Abuse safe accommodation
- Discretionary wrap around support services including DA services (externally funded)

Home Improvement & Adaptations

- Management & Delivery of Disabled Facilities Grants (DFG)
- Management and delivery of discretionary activity funded from BCF budgets
- Discretionary Housing Renewal Grants including warm homes grants, empty home grants and HIA function

Housing Strategy and Policy Framework and Delivery inc:

- Strategic engagement and enabling role, partnership working, OPE
- Low-cost home ownership, RTB/RTA queries, etc
- Heart of Cumbria/Local Housing Company plans (discretionary activity)
- Affordable Housing (policy/procedure). Liaising with developers, planning, housing, surveyors.

Day 1 Service Delivery Model

Separate services aggregating existing District housing functions except for one hosted model for Choice Based Lettings to remain as a pan-Cumbrian-service and an alternative delivery model for Housing Options and Homelessness within one legacy area

Channels

Overriding priority is maintain current access channels for Day 1 safe and legal

- Integrated customer access channels
- Phone, "Teams" and email capability for staff
- Access to Whatsapp, Facetime etc for customer contact
- Website
- Duty to Refer email inbox
- Shared Inboxes for team emails
- CBL web-based application system
- Crisis contact numbers
- Team specific numbers
- OOH phone number and diversion software to on-call phones
- Digital web forms as applicable and for future capability
- Self service for internal systems

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Assumption that all current service delivery locations will remain as is.

Key Partners/Suppliers

- Social landlords • Adult and Social Care inc OT service • Children services • Police, Fire & Probation service • DWP • Private Sector Landlords • Public health services • • Housing Developers • Third Sector Agencies • NHS Hospital discharge teams & Childrens OTs
- Property/DFG/Retrofit related Contractors



Housing

Exceptions within Housing

- Choice Based Lettings (CBL) Partnership agreement and software system providing allocations to social housing and owned stock to be hosted for both Councils. Host council to be determined. Separate budget management and reporting needed on behalf of the partnership. Need to cost this service.

Transition from Day 1

- Interim hosting arrangements for CBL need to be resolved – it is currently hosted by SLDC. Future host council to be agreed
- Shared OOH/on call delivery across each Unitary in place – relies on shared IT, one process, knowledge of TA stock – by Sept 23
- One service = transition and alignment strategies policies, processes, service delivery models for all housing functions and one point of handover from Customer Services by April 24
- HIC expanded throughout new unitaries and aligned to Social Care whitepaper recs and strategic commissioning

Costs/pressures

- CBL partnership hosting may be additional cost to existing budget
- Levelling up of means tested and discretionary services e.g. DFGs will impact
- Some Staff within housing cover other functions which are not within role profiles or separately costed e.g. locality work, ASB cross tenures etc
- Existing contract for outsourced Housing Options service is likely to remain until 2024 or beyond pending decision by Shadow/new authority and could impact on overall budget/resources available for services to deliver housing options/homelessness on W&F

Savings opportunities

Potential Service efficiencies: Procurement savings in future through economies of scale, OOH service aligned, TA costs may be reduced through greater sharing of resources
Potential Staffing efficiencies: Management structure redesign, Expertise in house rather than buying in from consultants or specialist contractors
Potential savings by managing specialist services in house e.g. management of stock through a managing agent (Heart of Cumbria)

Other notes

- BBC housing stock requires specialist asset management, HRA financial management, and legal advice
- Need to maintain existing and vital strategic relationships with Third and Private Sector who may provide un commissioned Hostels/TA
- There is a need to agree the approach to future consortium funding opportunities that will arise prior to vesting day e.g. Green Home Grant consortium bids that may commit the new Authorities
- Need to maintain historical relationships with ex ALMO or stock receiving organisations



Libraries and Community Services

LGR Programme Board: Supported
(24/5/22)

Services in Scope of Libraries and Community Services

- Public Libraries (physical and digital access, delivery, outreach and prison library service)
- Registration service
- Archives
- School Library Service (support and advice, stock management, buses)
- Refugees (Global Resettlement Programme, ARAP scheme, Homes for Ukraine and Asylum: Response)

Channels

Physical – face to face walk in access in all existing locations

Telephone

Digital – web presence, social media platforms

Online bookings and also service centre for registrations appointments

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

- Libraries - 3 main Libraries (Barrow, Penrith, Kendal) plus branches and links
- Refugees – Craven House, County Hall
- Registration – county hall, Kendal; Nan tait, Barrow, Penrith library
- Library service for schools – none
- Archives – Barrow library, Kendal county hall)

Day 1 Service Delivery Model

- Registration – hosted as an interim, transitioning to separate
- Public library service – hosted back office and stock with separate front door split, transitioning to separate
- Archives – hosted (in Cumberland due to archive storage and specialist facilities)
- School Library Service – hosted as an interim transition to separate / develop options with traded service
- Refugees – hosted as an interim, review needed once new schemes are more embedded and demand clearer from Homes for Ukraine. Transitioning to separate services could be achieved if desired



Libraries and Community Services

Key Partners/Suppliers

Digital and physical book/ resource suppliers
Extensive partnership working – at a county and local level e.g., third sector groups, DWP, district councils, voluntary groups, university etc
Very close relationship with adult learning and HAWCs
Contract with MoJ

Costs/pressures

Anticipate significant cost pressures with separate services model (Replication of stock, systems, additional staffing)

Small cost pressure for separate services with joint provision (additional manager)

Savings opportunities

No immediate saving opportunities anticipated for any of the models from Day 1

Exceptions within Libraries and Community Services

- N/A

Transition from Day 1

- Libraries – transition to fully separated 2 years (Up to 24 months but to explore a 18 months transition period following further exploration')
- LSS – transition to fully separated 2 years from Day 1 – with investment in stock
- Refugees – transition to fully separated – timescales to be developed and linked to better understanding changing demand
- Archive – no transition – hosted is recommended
- Registration – transition to fully separated 3 years

Other notes

Note: Blueprint summarised from separate blueprints for individual services



Local Focus Hubs

LGR Programme Board: Supported
(24/5/22)

Services in Scope of Cluster/work package)

Collaboration of partners to deliver the Community Safety Partnership (CSP) Action Plan. To identify community issues and to work with the community in addressing these issues. To tackle anti-social behaviour. To identify funding streams and work with partners to deliver projects to improve the area.

Referrals are made via partner agencies signed up to the partnership problem solving approach.

Deliver statutory responsibility for ASB, CSP and Community Triggers.

Channels

Delivery of on-line referrals on behalf of vulnerable people, families and communities – Police KEY partner

Monthly Partner Meetings – review format and practicable solution for new authority

CSP arrangements for new authorities and support of PCC projects.

Partner engagement and collaboration – consider and consult.

Referrals (incl Gold ASBRA)

Community Triggers

Hoarding Referrals – continuation of delivery

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Barrow – located in the Town Hall
Eden – Hunter Lane Police Station
South lakes – Kendal Police Station

Key Partners/Suppliers

All partners signed up to each location based Information Sharing Agreement, different for each location based on services. Housing, Fire, third sector, drug and alcohol, Police. The Data Controller is Cumbria Constabulary who are the key partner.

Day 1 Service Delivery Model

Separate service working on three locality footprint based on current Districts.



Local Focus Hubs

Page 128

Exceptions within this work package/cluster

- This is a partnership and a large proportion of referral activity is delivered by external organisations.
- All agencies deliver their responsibilities, the hub coordinate and deliver a client based approach.

Transition from Day 1

- There is scope to bring the Hub 'activities' together into a single team, under single leadership, but maintaining three local hubs.
- Requirement for Cumbria Constabulary to deliver a significant amount of support for transfer of Teams Users due to changes in roles and emails.

Costs/pressures

Additional expenses and travel costs depending on model chosen, absence of a Hub Coordinator and specific support for PCC projects is a pressure and to bring together these partnerships would increase the demand for this administration – this is essential for successful delivery.

Savings opportunities

Potential for accommodation savings

Other notes

- This is a partnership of over 20 agencies in each Local Authority area, therefore the benefits to and support from them is important
- Barrow hold housing stock of 2600 properties.



Planning and Building Control

LGR Programme Board: Supported
(24/5/22)

Page 129

Services in Scope of Planning and Building Control

- Development Control
- Planning Policy
- Building Control
- Technical Officers
- Waste and Minerals Development Control
- Historic Environment
- Commons Registration
- Environment and Sustainability
- Street Naming and Numbering
- Local Land & Property Gazetteer
- Local Land Charges

Day 1 Service Delivery Model

Separate services

Channels

Service Users

- Planning Application system
- Building Control application system

Channels

- Admin emails, officer emails, telephone and service desk.

(Contingent on Emerging Legislation)

- 24/7 Building Control Hotline for dangerous structures with expected response time of 2hrs out of hours and 1 hr during work hours

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Barrow – Barrow Town Hall (Barrow)
Eden – Mansion House (Penrith)
South Lakeland – South Lakeland House (Kendal)
Cumbria (Minerals and Waste) – Kendal County Hall (Kendal)

Key Partners/Suppliers

Statutory Duty to Cooperate with all neighbouring planning authorities, AONB partnerships (Arnsdale and Silverdale AONB & North Pennines AONB), Statutory Consultees, DEFRA and Natural England

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



Planning and Building Control

Page 130

Exceptions within Planning and Building Control

- None

Transition from Day 1

- Local plans to be harmonised
- Integration of staff and functions into a new operating model
- ICT systems to be harmonised as much as possible
- Schemes of Delegation to be reviewed for efficiency
- Discussions regarding incorporating Sports Grounds Certification into Building Control
- Local Land Charges - Continue with the integration of LLC1 forms to HMLR

Costs/pressures

- There is a risk of dis-economies of scale for County Services.
- Additional costs for every service that is required to be **disaggregated**.
- (Depending on which authority the existing Minerals and Waste Planning Policy Officer is allocated to) The cost of an additional minerals and waste planning policy officer
 - In line with the increased Building Control enforcement period (from 12 months to 10 years) there is a strong case for an additional Building Control Enforcement Officer per unitary
- Pressures
- High planning & building control demand
 - High staffing pressures and recruitment challenges

Savings opportunities

No savings will be delivered by this blueprint.

Other notes

- It is likely that there will have to be agreements regarding Minerals and No pre 1995 Minerals and Waste records have been digitised. Disaggregated Minerals and Waste Planning Officers & Historic Environment staff need to be able to access these databases.
- New Building Control Legislation expected to come into force in March 2023.
- Admin/technical staff will be located in the Planning and Business Control departments (as opposed to the centralised business support department).
- Link to Infrastructure Planning/Transport Planning

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



Public Protection

LGR Programme Board: Supported
(24/5/22)

Services in Scope of Public Protection

Environmental Crime – includes Abandoned Vehicles, Fly Tipping, Littering, Stray Dogs, Dog Fouling, Household/Business Duty of Care, Public Space Protection Orders (PSPO.s), Education and Campaigns

Environmental Health- includes Air Quality, Contaminated land, Food Safety, Infection Control; Health and Safety in workplaces, Public Health enforcement; smoke free enforcement; Port Health; Pollution and Nuisances; Private Water Supplies Private Sector Housing including houses in multiple occupation, enforcement, empty home; pest control.

Licensing – includes Licensing Act (alcohol and regulated entertainment); caravan; animal; public health; Private Hire and Hackney Carriage (Taxis) Licensing (drivers and vehicles); Gambling Act, small lotteries, street charity collections, street trading; pleasure boats, sex establishments

Trading Standards – includes Consumer Protection, Doorstep Crime, Product Safety, Fair Trading, Food Standards / labelling/safety, Weights & Measures, Animal Health /Disease control, Animal Feed/Fertilisers, Age Restricted Products, Primary Authority, Explosives and Petroleum licensing / enforcement. Energy Performance Certificate

Safety at Sports Grounds

Day 1 Service Delivery Model

Separate services

Channels

Published fees, charges and policies

Applications

Email and phone

Face-to-face

On site

Online

Branding e.g. licenses

Microsoft Teams/Zoom

Website – Public Registers

Business support provision

Out of hours contact for external organisations - UKSHA and FSA

Resident Reporting mechanisms

Social Media accounts

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Existing Office Locations – Penrith, Kendal, Barrow,

Key Partners/Suppliers

Environment Agency, DEFRA, Cumbria Police, Chartered APHA, Citizens Advice Cumbria Police, HMRC, Food Standards Agency, RSPCA, Chartered Trading Standards Institute, National Trading Standards / ACTSO, APHA, NW Fisheries, IOL, CIEH, Public Analyst, Citizen Advice Consumer Service, Office for Product Safety and Standards, CFRS, Food Standards Agency, National Anti-Fraud Network, British Cattle Movement Service and others

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



Public Protection

Page 132

Exceptions within Public Protection

- There is likely to be a shortfall of qualified officers in one of the Trading Standards Services, noting the associated risk should this transpire. An interim solution would be for an informal agreement to be implemented for Animal Health/Disease Control, undertaken by the opposing Trading Standards Service until additional officers can be recruited.
- Continuation of existing contracts with end date passed 1.4.23 (stray dogs/kennel contracts, databases)

Transition from Day 1

Costs/pressures

Licensing Manager
Trading Standards Manager, Lead Officer, Trading Standards Officer and Regulation and Compliance Officer
Livery replacements – taxi plates/badges, clothing and vehicle rebranding (6 vans – plus Barrow)
Existing business critical vacancies – higher cost consultants rates expected

Savings opportunities

Combined procurement of vehicle livery, vets, driver exams, ICT licenses, sampling
Possible Reduction in office space
Self service – on line applications (EBS ongoing work)
Future Transformation may create savings

Other notes

Depending on how the Trading Standards team is divided, there is likely to be insufficient qualified officers to deliver Animal Health and Disease control work in either Cumberland or Westmorland and Furness. This will need to be addressed. A short term solution would be for an informal agreement to be implemented between both Council's for Officers' to be shared across both Services when demand arises, until additional qualified officers can be recruited.



Resilience and Emergency Planning

LGR Programme Board: Supported
(24/5/22)

Page 133

Services in Scope of Cluster/work package)

Emergency Planning services covering key statutory duties including preparing, responding and recovering from emergencies, included in the following statutes:

- Civil Contingencies Act [CCA]
- Radiation (Emergency Preparedness and Public Information) Regulations [REPPiR]
- Control of Major Accident Hazards [COMAH]
- Pipelines Safety Regulations [PSR]
- Major Accident Control Regulations [MACR]

Additionally the discretionary

- Community Emergency Planning/Preparedness

Channels

- On Call Emergency teams from all appropriate functional areas
- Strategic On call rota & facilities
- Internal Emergency Plans

Various site specific and resource specific emergency plans are in place as required

Local authority jointly owned resources

- Emergency Communications Directory
- MAIC and Local Authority datasets i.e. Vulnerable people

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Control Centre to be identified.
Offices and work areas access required and depending on assets.

Key Partners/Suppliers

All partners within the Local Resilience Forum and other emergency partnerships.

Day 1 Service Delivery Model

Delivered by a hosted service with an embedded intelligent client function, managed by a Service Level Agreement.

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



Resilience and Emergency Planning

Page 134

Exceptions within this work package/cluster

N/A

Transition from Day 1

Ongoing process outwith Local Authority and to be agreed within multi-agency partnerships.

Costs/pressures

Development of Emergency planning and preparedness products may require additional resources/budget to deliver Suitably Qualified Experienced and Empowered Persons in the timescales.

Budget will need to be allocated for Day 1 Service Level Agreement.

Savings opportunities

Outline of potential savings/efficiencies opportunities to be delivered through the blueprint – quantified if possible with notes on how they have been quantified.

Other notes

Any other option other than the Hosted option 2 will require significant project resources and time to develop.



Street Scene and Open Spaces

LGR Programme Board: Supported
(24/5/22)

Page 135

Services in Scope of Street Scene and Open Spaces

- Tree Management - Management of trees under Council responsibility (highways, parks, woodlands, cemeteries etc.) plus Planning function of Tree Preservation Orders and Conservation Areas
- Markets (Indoor and Outdoor)
- Public Toilets
- Cemeteries – Management of Cemeteries and Crematoria through Bereavement Services function including compliance with legislation
- Parks and Open Spaces. Management of green spaces including woodlands, nature reserves, country parks and play areas
- Street Cleansing
- Grounds Maintenance. Maintenance of Parks and Open Spaces, Cemeteries and highway verges | urban areas
- Allotments – Management of in-house and self-managed allotments
- Town and village cleaning
- Servicing of litter bins and ‘on-the-go’ recycling bins
- Litter picking (including programmed verge clearance)
- Fly-tipping removal
- Mechanical sweeping of pavements / roads
- Removal of offensive graffiti / needles / drug paraphernalia

Day 1 Service Delivery Model

Separate services

Channels

Abavus (new CRM interface) for all customer telephone and email enquiries.

Websites, online forms, telephone, email & face-to-face channels.

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Barrow Public Park (Continental landscapes Depot - GM)
Barrow Cemetery, Dalton Cemetery (Continental landscapes Depot – Crem & Cem)
Barrow Market Hall
Toilets (Management BBC)
Salhouse Road – FCC Street Cleansing depot
Allotments - (Management BBC)
Canal Head, Canal Head North, Kendal
Ecclerigg
North Lonsdale Road, Ulverston
Further details on locations available if required.

Key Partners/Suppliers

Various private sector contracts for Grounds maintenance
Street cleansing & Roads and Cemetery IT

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



Street Scene and Open Spaces

Page 136

Exceptions within Street Scene and Open Spaces

N/A

Transition from Day 1

N/A

Costs/pressures

Barrow - FCC – Relocation of FCC from Salthouse road due to Housing development
Operational managers / supervisors also manage other frontline operational services.
Separation of these services may lead to increased costs to support business resilience / continuity.

Savings opportunities

N/A

Other notes

We are aware that elements of the Waste contract may need to be hosted but we don't see this impacting on the Street Cleansing element in this work package and therefore Street Cleansing can be separated.



Transport

LGR Programme Board: Supported
(24/5/22)

Services in Scope of Transport

The services in scope of this work package are currently delivered by the County Council and consist of a combination of service in response to statutory duties as a Transport Authority and services which provide transport solutions to users of education and care services (largely statutory services). In summary the service areas in scope are:

- Home to School Transport.
- Special Educational and Disability Needs Transport (SEND).
- Community & Voluntary Transport.
- English National Concessionary Travel Scheme (ENCTS).
- Transport Authority Duties including Scheduled Bus Services and Bus Grants.
- Transport required as part of care packages to eligible adults.
- The Councils In-House transport provider CTOT.
- Children Looked After Transport.

Day 1 Service Delivery Model

- Mainstream and SEND home to school transport will be delivered on the same model as that agreed for the Education and Procurement services.
- Transport to eligible recipients of social care will be delivered on the same model as that agreed for Adult Services.
- All other transport services will be delivered on a separate services model – albeit a range of interim hosting measures will be required for circa 12-months.

Channels

Home to School Transport
Allocation & Appeals
SEND Transport Assessment
ENCTS NowCard
Community and Voluntary
Transport
Adult Social Care Assessment
Pathway

IT Systems

There is one contract in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

In addition to corporate offices the following locations are used by the in-house transport provider (CTOT):

- Skirsgill Highways Depot (Penrith)
- Sowerby Wood Highways Depot (Barrow)
- County Hall (Kendal)

Key Partners/Suppliers

The services in this work package are supported by a very extensive supply chain on contractors:

- Home to School Transport: circa 100 suppliers through a combination of 1) area based contracts (3 areas covering the whole of Cumbria) procured on a 4-year basis, and 2) a dynamic purchasing system.
- Adult Social Care: use of dynamic purchasing system for mainly Taxi operators.
- Contract for the back-office system.
- Scheduled Bus Services: Contracts for timetable and helpline services.
- Community and Voluntary Transport: Agreements with community and voluntary groups.



Transport

Exceptions within Transport

It isn't possible to complete this information prior to confirmation of the delivery model for Education, Procurement and Adult Services.

A range of posts across highways/transport/fleet may require hosting depending on the decisions taken. These are technical, specialist or management functions including Highway Asset & Strategy, Highway Delivery, Flood, Coastal Risk & Development Management, Strategic Infrastructure Planning.

Costs/pressures

Cost pressures are likely to be experienced as a result of:

- Duplication of a number of posts that currently operate on a Cumbria wide basis for which each council is likely to require a duplicate position.
- Reduced economies of scale in procurement of transport services (subject to the model adopted for the wider procurement function of the new councils).

Savings opportunities

There are no savings opportunities available for day-1

Transition from Day 1

Home to school transport (including SEND) and adult social care transport requires confirmation of delivery models in Education, Procurement and Adult Services.

Community & Voluntary transport, ENCTS, Transport Authority Duties & CTOT can all be delivered on a separate services basis from day-1 but will require a proportion of the posts to be operated on a hosted basis for circa 12-months. The majority of the posts in CTOT operate on an area basis and those operating in the Westmorland & Furness area will transfer to Westmorland & Furness Council from day-1. Posts across the other service areas have Cumbria wide functions and will need to operate on a hosted basis for an interim period – this will be 8 posts in total plus a further 2 posts in CTOT that will need to be hosted for 12-months.

For an interim period of circa 12-months the councils will need to have in place arrangements to share staff and vehicles when required to enable the smooth delivery of the CTOT service.

Other notes

The Transport work package can be considered to consist of two quite different areas of activity.

Area 1 is the transport of Council customers (service users) in the form of children/ young people travelling to school and users of adult social care eligible for transport as part of their care package. This area of services involves colleagues from Education, Procurement, Adult Services and Transport Services. Part of the transport is provided by the Councils internal transport service (CTOT).

Area 2 is a range of functions associated with Transport Authority duties and related discretionary services such as: duties to work with scheduled bus services, community and voluntary transport schemes, ENCTS scheme. These services are delivered by colleagues in the Transport Service.



Waste

Services in Scope of Waste

Household Waste Collections - residual / recycling / garden waste
Commercial waste collection
Bring Sites
Bulky waste collections
Clinical waste collections
Policies and service standards
Technical Support / Route Planning
Back-office / technical functions such as route planning / monitoring
Treatment & Disposal- Please see Waste (Treatment and Disposal) slide for this information.

Day 1 Service Delivery Model

- Each Unitary Council manages collection arrangements
- PPP Residual waste contract (inc HWRC) managed by "Hosted Service"*
- Disposal budget disaggregated to each unitary (2 x WDA budgets) - with obligations through SLA
- Hosted Service assumes procurement and contract management (treatment and disposal)
- Service Level Agreement in place
- Option for other functions to be included in Hosted Service e.g. all contracts - for discussion

Channels

- Processes - Systems must be in place to log missed collections, bin requests and queries; and allocate to the correct operational area.
- Bulky waste - Requests
- Clinical waste – Requests
- Email
- Phone
- Website
- Digital
- Face To Face
- Social Media

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

- Barrow
 - Salthouse Road, Barrow-in-Furness
 - Re-location will be required due to planned housing development
- Eden
 - Old London Road, Penrith ; owned by Eden District Council and rented by Urbaser
 - Cumbria Waste Recycling use the Flusco Household Waste Recycling Centre
- South Lakeland
 - Canal Head, Canal Head North, Kendal
 - Ecclerigg
 - North Lonsdale Road, Ulverston

Key Partners/Suppliers

Various private sector contractors



Waste

LGR Programme Board: Supported
(24/5/22)

Exceptions within Waste

- Treatment & Disposal- Hosted arrangement. Please see Waste (Treatment and Disposal) slide for this information due to 25-year PPP contract for residual waste treatment between Renewi Cumbria Ltd and Cumbria County Council to 2034

Costs/pressures

- Staffing costs due to external market pressures.
- Fuel and energy costs.
- Relocation of Barrow depot due to housing development (timescale unknown)
- SLDC – procurement processes to be resolved for bulky waste contract & bring site contract; both have deadlines of 31/3/23, plus procurement of new recycling vehicles

Savings opportunities

N/A

Transition from Day 1

- N/A

Other notes

- Barrow and Eden currently have outsourced collection services with different end dates.



Waste (Treatment and Disposal)

Page 141

Services in Scope of Waste

- 25-year PPP contract for residual waste treatment between Renewi Cumbria Ltd and Cumbria County Council to 2034
 - management of 14 HWRCs
 - provision of interface Transfer Stations
 - 2 Mechanical & Biological Treatment (MBT) plants
 - landfill service
- 34 closed landfills - management and monitoring contract
- Policy and Strategy
- Statutory Data Reporting (WasteDataFlow)
- Contracts validation – financial and data

Day 1 Service Delivery Model

Proposal for the waste disposal / treatment contract to be managed as a shared service sitting in host authority (decision to be made on host and Governance and management arrangements required). Inter Authority Agreement required to clarify and implement contract obligations and liabilities, inter authority invoicing agreement required, payment model to be developed – support required to build robust model

Closed landfill contract to be managed under host model to 31/03/2024 with IAA and payment arrangements to be agreed.

Host authority to process invoices from contractors and recharge client authority on the basis of agreed splits (pro rata - TBA)

Host authority to employ contract management team, cost sharing to be agreed
Further information in the notes for this slide if required.

Channels

HWRC provision (14 sites across Cumbria, 7 in Cumberland and 7 in Westmorland and Furness)
HWRC permit line, currently hosted by CCC via telephone.
FOI requests and complaints received via e-mail/mailbox or by telephone

Telephone number published on websites and at HWRCs

Client relationship with new authorities to be agreed if moving forward with hosted model e.g. agreed contacts, process for AVL, hazardous/difficult wastes.

Charities tipping on authority accounts – policy and process to be agreed

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

MBT plants at Carlisle and Barrow, 14 HWRCs, interface transfer stations operated by contractors at Hespin Wood, Distington (to 2034), transfer station operated at Kendal Fell (to 31/03/2024), and at Barrow for bulky waste, provision of landfill services

CCC staff currently based at Parkhouse, Carlisle, but could work from alternative locations

Key Partners/Suppliers

Contracts for:

- PPP contract and operators of 2 MBT facilities
- Transfer station/landfill serv
- Transfer stations and management of recycle
- Closed landfill monitoring and maintenance

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



Waste (Treatment and Disposal)

Exceptions within Waste

N/A

Transition from Day 1

Hosted model with one of the Unitaries acting as Host Authority and one Customer Authority - TBC

- Contract assigned and novated with clear management requirement
- Agreement on how to process monthly invoices from the contractor and share costs with Customer authority - SLA
- Reporting arrangements weekly/monthly/year end to be agreed

Costs/pressures

No additional costs and pressures from Day 1, note that there is an expectation that the budgets will be disaggregated to the two authorities. Waste disposal contract costs are reported monthly and annually, pressures arise from increased volumes collected
NB. This is assuming that there are no changes to the current Waste Disposal Contract (other than name changes) – if there are changes there will be significant costs and pressures

Savings opportunities

No immediate savings for Day 1.
Opportunities for efficiencies from joint procurement as contracts end (e.g. processing recycle/marking materials)
Likewise, service Improvements could be achieved as contracts come to an end

Other notes

Contract discussions required to progress novation/assignment

- Independent support required to build, test and implement inter authority agreement for payment arrangements and invoicing Customer authority (SLA/IAA)
- Project Support needs to be identified to work through the activities and timelines required for Day 1. This will ensure that there are no “Compensation Events” with the Contractor

Host authority to be agreed

Reporting and Governance to be agreed

Other clarifications – see channels for HWRC access. Policy and process to be agreed

Dedicated Legal resource to support on the Contract is required



Corporate and Enabling

Legal & Democratic

LGR Programme Board: Supported
(24/5/22)

Page 144

Services in Scope of Cluster/work package)

Legal Services – Litigation, case conferences, court trials, Judicial Reviews, Child and Adult care cases, Prosecutions, Contract drafting/negotiating, Internal legal advice, Disputes / complaints, Investigations, support for governance / decision making arrangements

Democratic Services – Decision Making Process, Overview & Scrutiny function, Council meetings management, Member support and development

Elections – running all elections and referenda, Electoral register management

(Note: it is understood that both Coroners and Information Governance (including Complaints, Data Protection, Investigations and Disclosure) will be producing separate Blueprint docs (these currently sit within Legal and Democratic in the County Council)

Channels

Telephone, email, MS Teams and Zoom, website, face-to-face in council offices and court settings.

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Key Partners/Suppliers

Various contactors and suppliers in place

Key Partners

Schools, Barrister Chambers, Solicitor Firms, HM Courts and Tribunal Service, NW Legal Consortium

Day 1 Service Delivery Model

Separate Services for each authority, with transition required in some areas.

Locations

Council/Civic Buildings
Court Settings

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



Legal & Democratic

Exceptions within this work package/cluster

None identified at this stage

Transition from Day 1

Work is to take place to identify areas within the service including legal advice and support where it will be impractical to deliver services within existing staffing arrangements on day one. E.g. Currently, there is only one Highways lawyer. Some form of transitional arrangement will be required for these areas.

There will need to be transitional arrangements in place for casework.

Members Leadership support arrangements require further discussion.

Costs/pressures

Additional work is still to be undertaken around service specific delivery which will inform costs/pressures. Also awaiting information from other workstreams with interdependencies

Savings opportunities

Additional work is still to be undertaken around service specific delivery which will inform potential savings opportunities. Also awaiting information from other workstreams with interdependencies

Other notes

None at this stage



Information Governance & Records Management

LGR Programme Board: Supported
(24/5/22)

Page 146

Services in Scope of Cluster/work package)

Information Governance & Data Protection
FOI/SAR, Comments, Compliments & Complaints
Records Management

Day 1 Service Delivery Model

Separate services
The operating model for these functions will need to be considered alongside options for all other services, e.g. a centralised function or a dispersed function across each service area / directorate of the organisations.

Channels

Internal customers and business to business channels are key. Data Sharing Agreements will need to be in place for the channels to work legally.

Summary of key customer channels to be operational on day 1 (source – day 1 Readiness requirement and plans) will be completed once the compiled list is ready for review.

Secure and timely transfer arrangements in place through appropriate Data Sharing and Data Processing Agreements - links to Information Sharing Gateway (ISG)

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

- Allerdale - Maryport
- Barrow - Town Hall, Dock Museum, Crematorium office
- Carlisle - Civic Centre (Carlisle)
- Copeland - 2 sites - Moresby & Copeland Centre
- County - Lord Street (Carlisle), Ashley Street (Carlisle), and Barras Lane (Dalston)
- South Lakeland - Kendal Town Hall, South Lakeland House

Key Partners/Suppliers

Records Management contracts
Information Governance - each council has own arrangements for the destruction of confidential waste. Partnership arrangements through Information Sharing Gateway (hosted through Cumbria County Council).

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



Information Governance & Records Management

Exceptions within this work package/cluster

Transition arrangements will be needed for Records Management from Day 1 - need to continue providing timely and legitimate access to information, with staff knowledge of records.

Transition arrangements will be required for any legacy FOI requests/ SAR requests and complaints relevant to each council before Vesting Day.

Transition from Day 1

An option for a service specialism should be considered alongside the People or Place function options appraisal. The operating model for these functions will need to be considered alongside options for all other services, e.g. a centralised function or a dispersed function across each service area/ directorate of the organisations.

Estimated timescale for separating Records Management is circa 2 years from April 2023 - due to time for splitting County records, finding premises for Westmorland & Furness records and fitting out premises with shelving/ offices.

Costs/pressures

TBC - Suitable premises in Westmorland & Furness will cost money to purchase and fit out - costs unknown at this stage

Savings opportunities

TBC

Other notes

The options for the 3 work packages within this cluster are all dependent upon the decisions made on the work packages/ clusters in People/ Place/ Fire & Rescue/ Customer & Digital/ Financial & Digital/ Corporate & Enabling.

The operating model for these functions will need to be considered alongside options for all other services, e.g. a centralised function or a dispersed function across each service area/ directorate of the organisations.

Corporate and Enabling Board agreed that separating Records Management would take a longer lead in time - which will take years not months.



HR & OD

LGR Programme Board: Supported
(24/5/22)

Services in Scope of Cluster/work package)

- Strategic:
 - People strategies & plans, workforce planning, strategic resourcing, organisational development & transformation, strategic development, employee relations, staff engagement, recognition & reward, wellbeing
- Consultancy:
 - People Management, HR Policy development and updates (including Schools), HR casework and investigations, Social Work Academy, L&D delivery (including mandatory, essential & bespoke training & driver training), L&D Framework (Procurement & Contract Management), apprenticeships, restructuring implementation, occupational health, absence management, DBS, Change Projects, Disciplinary & appeals, Maintenance of Mandatory Training Records (LMS).
- Core Processes and Advisory:
 - Service Desk, HR Systems (including self-serve), data and reporting, contracts, employment compliance, payroll and pensions administration, recruitment, starters & leavers

Day 1 Service Delivery Model

- Separate services
- Further evaluation is required to determine whether a hosted shared service model will be required for services provided through systems and the service desk

Channels

Internal Customers:

- Intranet/HR Systems
 - Sickness
 - Annual leave
 - Performance management
 - How to recruit
 - Learning & development
 - DBS
- Service Desk
 - Complex HR issues (resolved or allocated to subject matter expert)
- HR&OD Consultancy
 - HR Business Partner interface
 - Transformation changes and strategy
 - HR Policy/OD Projects and Design
 - Diversity & inclusion
 - Green HR (Sustainability)

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

The team will be hosted as directed by the new authority, with the option to continue remote / homeworking as needed to ensure staff availability from/at Day 1.

Key Partners/Suppliers

Key Partners

- NW Employers
- Recognised Trade Unions
- LGA
- Internal Communications Teams (Employee Engagement)

Key Suppliers

Various

- HR Providers in Schools
- Counselling Services
- Training Providers



HR & OD

Exceptions within this work package/cluster

- Occupational Health – it is unlikely that the current in-house provision can be effectively split into two separate services, without increased costs but also resourcing challenges (OH nurses/physicians are very hard to source).
- Specific fire and schools advisory provision is also hosted within the service currently which may be difficult to disaggregate (though likely it will form part of fire service).

Transition from Day 1

- Work is currently being undertaken with the support from the LGA to review existing operating models and consider options for the future. More detail to be provided as this work progresses

Other notes

Consideration is required regarding the disaggregation of the apprenticeship service, which is linked to the Apprenticeship Levy – this may be complex due to the split funding come 1st April and split in the overall levy across two new unitary authorities, plus the fire service and maintained schools.

Consideration is required for the Driver training team, provide emergency mandatory driver training to Cumbria Fire & Rescue, which will require consideration depending upon the organisational model for fire.

ASYE/Social Work development, will be dependent upon the service model for Children's services and Adults.

Costs/pressures

- Costs & Pressures with the implementation of IT Systems & Learning Management Systems
- Additional training costs for Staff
- Potential costs associated with Tier 1 & 2 level recruitment process (one-off implementation cost)
- The level of change and transformation required by the new Unity Council may require further investment in OD and change expertise
- Potential loss of staff & key expertise across the Authorities (Top-Bottom)
- Agency transition pressures & challenges into the new authorities
- Potential to exacerbate existing skill shortages & Sector Pressures e.g. Reducing social care workforce
- Job Evaluation Process when transforming the organisation

Savings opportunities

There is a potential, longer term, to create efficiencies/release capacity through increased use of technology to support transactional and advisory services but this will likely require initial investment.

Potential for savings through the reduction of multiple HR systems but this may be off-set against additional licences required for systems deployed in the new council.



Health and Safety Services

LGR Programme Board: Supported
(24/5/22)

Services in Scope of Cluster/work package)

Provision of a centralised competent health and safety advisory service to support Westmorland and Furness as the employer in meeting its statutory Health and Safety Management duties, compliance and best practice under the Health and Safety at Work Act 1974 and associated acts and regulations.

Day 1 Service Delivery Model

Separate services

Locations

No specific accommodation requirements for day 1 as H&S staff can work remotely and attend sites as required

Channels

Incident Reporting Systems–
Agreed accident/ incident/
near miss and RIDDOR
reporting systems (either
continued solution or adopted
for day one

All Services -
Agreed arrangements/ systems
for the provisions of suitable
and sufficient risk assessment,
risk controls and PPE

Workforce H&S Training -
Ensuring the provisions
of suitable and
sufficient information,
Instruction, training and
supervision for
employees specific to their area
of work / working environment

H&S Policy – Needs to
be developed and brought to
the attention of all the
employees as per the H&S at
work act 1974

Contracts and Procurement –
H&S

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Key Partners/Suppliers

- ICT/ Customer and Digital
- HR and Workforce Development
- Policy and Performance
- Finance (Budgets)/ Insurance
- Occupational Health
- Communications Team
- Property Team/ FM
- Trade Unions
- Various key contracts for Educational Visits, Waste & Recycling, Leisure, contracted out services

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



Health and Safety Services

Exceptions within this work package/cluster

- The above only relates to H&S Budgets held by CCC Corporate H&S Team and District H&S Teams/ Managers. It does not take into account budgets for H&S spend currently held by Services (e.g. for H&S related spend on service specific risk controls / systems, training or PPE)

Transition from Day 1

- Target is to ensure that suitable transition plans are in place to ensure sufficient H&S resources in terms of staffing, competent persons, time and budget. This will need further work following the establishment of each Unitary Authority and be based on the support requirements/ risk profiles and structures of the Council

Costs/pressures

There is a potential cost pressure as there is a high probability that there will need to be growth of the H&S Team and its supporting resources which will need to be based on the requirements/ risk profiles and structures of the Council

Savings opportunities

None at this time

Other notes



Communications and Engagement

LGR Programme Board: Supported
(24/5/22)

Services in Scope of Cluster/work package)

Strategic Communications including:

- Management and development of Strategic Communications, engagement and consultation strategy, policies and framework(s) – including leading on internal communications (staff, members etc) and supporting stakeholder engagement
- Development of Vision, Corporate Plan and priorities and provide support on strategic planning /budget planning process including leading on public consultation (shared with policy and finance)
- Development and shaping of organisational culture on behalf of leadership teams (shared with leadership team and HR and OD)
- Development of Corporate Narrative (internal and external) with leadership team
- Development/application of all aspects of organisation brand/(Corp ID manual)
- Development and application of organisational values and behaviours (joint with OD and HR)
- Support on Lobbying and influencing activity (shared function with Policy)
- Development and delivery of corporate initiatives as required
- Lead and support ceremonial and civic work

Day 1 Service Delivery Model

Separate services

Channels

- All Social media platforms
- Phones/phone line
- SharePoint/Intranet
- Website
- e-newsletter system
- External/internal messaging channels
- Intranet
- My property GiS system
- Webchat
- Customer reporting facing system
- New contract in place for royal mail to facilitate resident mag and distribution of other info
- Sponsorships/Advertising

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Various locations depending on final HQ models (assets) and agreed workforce workstyles (HR and OD) assumption is mix of homeworking and various office bases

Key Partners/Suppliers

Broad range of local and national partners



Communications and Engagement

Exceptions within this work package/cluster

- Websites are being led on by Customer and digital – but many comms teams currently manage websites and website content looking ahead the final model is still TBA – this also applies to some other service areas such as FOI, Complaints, etc. Final Delivery Model will entirely depend on the Customer and Digital delivery model adopted by each of the two new councils and therefore how these services can be delivered in the future to best support the approach agreed.

Transition from Day 1

- N/A

Costs/pressures

Depending on the two councils aspirations and priorities – there may be cost pressures before savings can be achieved through transformation

Savings opportunities

As above

Other notes

- None



Commissioning, Procurement and Contract Mgmt.

LGR Programme Board: Supported
(24/5/22)

Services in Scope of Cluster/work package)

The scope of services in this work package is associated with procurement of all goods, works and services and the aspect of commissioning of services under the banner of “People”.

- Strategic Planning
- Needs Analysis
- Market Management / Development / Sufficiency
- Market Position Statement Strategic Procurement / Strategy
- Purchasing (Category Management)
- Contract Management and Monitoring
- Strategic Purchasing Supplier Discount
- Negotiation
- Market Engagement
- Transport Commissioning, Procurement and contract management
- Strategic Commissioning
- Grants
- Procurement Performance Measurement (Corp/Member performance reporting)
- Children’s Placement
- Children’s Brokerage Service

Day 1 Service Delivery Model

Separate services

A hosted solution for some elements of “People” Commissioning and/or Procurement and Contract Management (if unable to split the contracts from day 1), for an appropriate period of time.

Child Placement might need to be hosted solutions.

Procurement (school) Transport needs are being considered by another Workstream so decision makers need to be mindful of this so staff/resources are not double counted.

Channels

Customer access –
website, face to face,
telephones, Liberty
Create, generic email
addresses, leaflets,

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

As required by new authorities and if CPT is a hosted solution

Key Partners/Suppliers

Key Partners – Waste Disposal and Collection Partners, Leisure Partners (LATCo'S); Adult Social Care, Children’s Services, Public Health, NHS bodies, Statutory Partnerships, Industry, Regulatory Organisations, Voluntary and Community Sector, Waste Management, Leisure,

Key Suppliers - Large number of key suppliers per District Council. (Note: Many of these could be double counted as District Council’s have contracts with the same suppliers)



Exceptions within this work package/cluster

- Children's placements , and School Transport (Mainstream; SEND; PRU and Children Looked After) may require hosted solutions and are being explored

Transition from Day 1

- Small number of hosted solutions in the short, medium and long term until contracts are disaggregated (i.e..Short, medium and/or long term)
- If split we will have to procure twice which could create under resourcing in staffing
- If hosted it could create under resourcing in the new councils core staffing

Costs/pressures

- Inflation has a currently increasing averse and material impact on a range of materials, goods and services
- Ongoing impact of the pandemic on service users and providers
- Reducing social care workforce
- Rising demand for services (i.e. Super-aging population)
- Challenges around fulfilment of statutory duties
- Significant disaggregated market risk
- Complexity
- Market fragility (in terms of supplier fragility and sourcing issues i.e. impact of Brexit, war, covid, inflation)
- Commercial Sensitivities

Savings opportunities

- Opportunities for minor staff savings by aggregation of six district councils into two new unitary councils, however, it is highly likely such savings will be significantly offset by disaggregating Cumbria County Council's spend into two councils, both in terms of Staffing, but also via Contracts too in certain categories/niche spend areas
- Structure/stability in place i.e. natural expiry of contracts, aggregation of contracts, remodelling, staffing savings
- In net terms there's a higher likelihood of increased costs in total contract spend, and in staffing

Other notes

- New Procurement Regulations are due to come into force during 2023 therefore to ensure each unitarity's procurements are legally compliant and to take advantage of the new commercialism these Regs aim to offer staff training and support must be a priority.



Corporate Estate & Capital Programme

LGR Programme Board: Supported
(24/5/22)

Page 156

Services in Scope of Cluster/work package)

Corporate Estate – providing an Estates and Investment, Commercial Development, Hard and Soft Facilities Management Service across all corporate assets (excluding housing, highways assets and special purpose vehicles) and the school estates (subject to existing local arrangements relating to ongoing governance and management). Included within this service area are a number of statutory services that are governed by significant health and safety and industry statutory guidance.

Capital Programme – this service is the ‘delivery’ aspect of the Capital Programme focussed primarily on asset based and key infrastructure projects and programmes supporting the delivery of the Council’s respective council plan and priorities. It also includes monitoring and reporting to accountable bodies in line with external funding requirements. The Capital Programme Team work closely with the Council’s finance team to deliver the Capital Strategy.

Day 1 Service Delivery Model

Separate services

Corporate Estate – the service will adopt a ‘**Corporate Landlord Model**’. The Corporate Landlord Model provides for the centralisation of key estate functions into a centralised/corporate team including strategic asset management, statutory compliance, facilitates management, repairs and maintenance, estate management and design and construction across the corporate and school estates.

Capital Programme – this service is a **centralised delivery model** bringing all Capital delivery into one service area ensuring consistency in approach across project methodology, supply chain development and engagement, contract and risk management, outcome and benefit realisation, monitoring and reporting and standardisation and quality assurance

Channels

Corporate Estate

Principally, internal customer/client channels including specific service areas, elected members and school/governing bodies. Some external channels but quite limited to reactive, ad-hoc requests for support and information.

Capital Programme

Principally, internal customer/client channels including specific service areas, elected members and school/governing bodies. Significant external customer/client channels associated with external funding bodies, key stakeholders, economic development/growth agencies and central government departments.

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

The Corporate Estate and Capital Programme service are Council wide services and will extend across a broad range of assets and projects/programmes extending from the very south to the very north of the new Council geographic area.

Key Partners/Suppliers

Corporate Estate have a range of suppliers who provide business critical services including statutory compliance, health and safety, minor works, condition surveys, technical advice, cleaning, grounds maintenance, commercial development and technical advice.

Capital Programme operate a number of frameworks, with a host of suppliers under each framework. A number of major term contracts with large numbers of call off or specialist contracts per year.

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



Corporate Estate & Capital Programme

Exceptions within this work package/cluster

In the following key areas, there may be a requirement to implement transitional arrangements to safeguard health and safety and ensure affordability of service delivery:

Hard/Soft Facilities Management – county wide statutory compliance

Key resourcing – addressing short term staffing challenges within one or more unitary authority

Capital Programme – shared PMO to safeguard framework and key contract delivery

Contract Administration – subject to specialist and county wide contract end dates

Costs/pressures

Staffing – additional staffing may be required to reflect introduction of specialist/technical skills and capacity that is currently held in one council but will be required in both on vesting day

Statutory Compliance – it is anticipated through the ongoing gap analysis associated with the corporate estate that the minimum requirements under the SFG20 building standards will require an additional £0.535m per annum

Savings opportunities

Aligned to the original business case, there is an expectation to deliver an annual revenue saving

Transition from Day 1

- Transitional arrangements will apply to both Corporate Estate and Capital Programme. The transition plan will be developed when key interdependencies are known such as contract information relating to disaggregation, novation etc. And the Capital Programme disaggregation principles have been agreed and applied across the programme
- Target end date will be driven by some contractual requirements with obvious end dates aligned to reprocurring key suppliers/providers having regard to new operating model of the Council.
- All other transitional arrangements should aim to cease within 12 months of vesting day.

Other notes

The options for the 2 work packages within this cluster are all dependent upon the decisions made on the work packages/clusters in People/ Place/ Fire & Rescue/ Customer & Digital/ Financial & Digital/ Corporate & Enabling.

The operating model for these functions will need to be considered alongside options for all other services, e.g. a centralised function or a dispersed function across each service area/ directorate of the organisations.



Policy & Performance

LGR Programme Board: Supported
(24/5/22)

Page 158

Services in Scope of Cluster/work package)

- Policy
- Performance & Intelligence:
- Risk Management & Business Continuity

Channels

Internal customers and business to business channels are key. Data Sharing Agreements will need to be in place for the channels to work legally.

Summary of key customer channels to be operational on day 1 (source – day 1 Readiness requirement and plans) will be completed once the compiled list is ready for review.

IT Systems

There is a contract in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Not relevant

Day 1 Service Delivery Model

Separate services
An option for a service specialism should be considered alongside the People or Place function options appraisal.

Key Partners/Suppliers

Main countywide partnerships:
Health and Wellbeing Board, Safer Cumbria, Children's Trust Board, Cumbria Local Economic Partnership, Cumbria Local Resilience Forum (planning & response).

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



Policy & Performance

Exceptions within this work package/cluster

- No exceptions

Transition from Day 1

An option for a service specialism should be considered alongside the People or Place function options appraisal.
The operating model for these functions will need to be considered alongside options for all other services, e.g. a centralised function or a dispersed function across each service area / directorate of the organisations.

Costs/pressures

Currently unquantifiable as the budgets and FTE require apportionment across related work packages (Scrutiny in Legal & Democratic for example) . Then disaggregation, aggregation and integration.

Savings opportunities

Currently unquantifiable as the budgets and FTE require apportionment across related work packages (Scrutiny in Legal & Democratic for example) . Then disaggregation, aggregation and integration.

Other notes

- The options for the 3 work packages within this cluster are all dependent upon the decisions made on the work packages/clusters in People/Place/Fire & Rescue/Customer & Digital/Financial & Digital/Corporate & Enabling.
- The operating model for these functions will need to be considered alongside options for all other services, e.g. a centralised function or a dispersed function across each service area / directorate of the organisations.

Administration & Business Support

LGR Programme Board: Supported
(24/5/22)

Page 160

Services in Scope of Cluster/work package)

- General Business Support Activities – requested via the Bus Support Help Desk ticketing system – for any service within the Council (e.g. Monitoring specific email addresses (and subsequent actions); Post Services; Producing ID badges (requested via a Portal); Notetaking for specific meetings; raising Requisitions/Purchase Orders for approval; entering Supplier invoices for P2P to pay; Booking Travel & Accommodation; specialist printing (e.g. Mail Merges/Payslips)
- Specialist (technical) Support for the following services:
 - Adults (Social Care and the Community Equipment Service)
 - Childrens Services
 - Highways and Transport
 - Regulatory Services
 - Legal
 - Housing Services
 - People Service (Libraries, Resettlement Team etc)
- PA Provision
- Front of House provision for current County Council buildings (County Hall, Kendal; Craven House, Barrow; Skirsgill Depot, Eden)

Day 1 Service Delivery Model

The Services covered by this workstream will be split so that there is Administration and Business Support for the Westmorland and Furness Authority.

NB: This may change depending upon the requirements of other Services e.g. if they have a shared/hosted model.

Channels

Face to face (external
and internal customers)
Email
Telephony
Portals
Ticketing System

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Some support work can be done remotely while other work is from physical locations including:
County Hall, Kendal; Craven House,
Barrow; Skirsgill Depot, Eden; Sowerby Woods Depot; South
Lakeland House, Kendal; Barrow Town Hall, Barrow; The
Town Hall, Penrith.

Key Partners/Suppliers

INTERNAL Estates/Property Services; IT; Customer Services; Childrens Services; Adults Social Services; People Management; Highways (inc. Fleet); Housing Team; Regulatory Services; Legal; Libraries; Resettlement Team
EXTERNAL: Care Providers; Customers and their Representatives; Retailers who issue equipment on ASC prescriptions

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



Administration & Business Support

Exceptions within this work package/cluster

- Unable to comment until we understand the agreed blueprints for the Services that we support.

Transition from Day 1

- Unable to comment until we understand the agreed blueprints for the Services that we support.

Costs/pressures

Unable to comment until we understand the agreed blueprints for the Services that we support.

Savings opportunities

Unable to comment until we understand the agreed blueprints for the Services that we support.

Other notes

- The Housing Business Support Team at Barrow is funded by the Housing Revenue Account (HRA) and this is a ring fenced budget and as such this team can not undertake tasks which are not specific to the work covered by this budget.



Change Management & Transformation

LGR Programme Board: Supported
(24/5/22)

Page 162

Services in Scope of Cluster/work package)

This service's scope would include corporate leadership on development and delivery of the council's early transition (post vesting day)) and long term transformation plan

Service functions:

- Transformation
- Change Management
- Programme Office
- Programme Management
- Project Management

Channels

Supporting all LGR workstreams via agreed Council Plan, Service Plans and Transformation Action Plan

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

The team would be able to work virtually or from any location however depending on scale of programme management and transformation may benefit from dedicated Project Office space with appropriate collaboration tools (whiteboards, surface hubs etc)

Key Partners/Suppliers

No critical suppliers – service may need to commission external specialists / additional resource when required. Will be determined by council's transition and transformation ambitions/ plans

Day 1 Service Delivery Model

Separate services– suggested initially to be a corporate service but could be dispersed model across teams

Recommendation for Day 1 is a corporate resource.

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



Change Management & Transformation

Exceptions within this work package/cluster

- None

Transition from Day 1

- Creation of two separate services will be possible on day 1.
- However consideration needs to be given to the size/scale of those services.
- Current resource levels may not be sufficient to deliver on transformation and change needs of new councils

Costs/pressures

Current resource levels (across the 7 councils) will not be sufficient to deliver on transformation and change needs of new council s– nor the financial efficiencies required to deliver on benefits realisation assumptions

Would recommend that resource levels will need to be higher for each new council . Will need to be consideration around the level of expertise, staff locations etc especially for County split based on where colleagues live and willing to travel

Estimated cost pressure will be dependent on scale of post vesting day transition and transformation to be managed.

Savings opportunities

This service/function would be key to the delivery of MTFP/ and achievement of significant financial and other benefits

Other notes

- The programme and project management skill set are in existence (within LGR team) – so consideration should be given to securing that resource to be able to swiftly move into delivery post vesting day



Customer and Digital

Customer & Digital

Services in Scope of Cluster/work package)

The following sets out the high level statutory and non-statutory service areas in scope for Customer & Digital services. Customer Services (CS) may signpost, provide initial support or resolve end-to-end depending on the service area – to be agreed with the relevant ‘back office’ team; the below outlines the services to be delivered and the current differences in the scope of CS in end-to-end delivery*.

- **Revenues & Benefits** – statutory – currently end-to-end by SLDC
- **Free School Meals, Blue Badge, Welfare** – statutory – currently end-to-end by County
- **Payments In** – non-statutory – currently end-to-end by all districts and county
- **Purchase to Pay** – statutory – currently end-to-end by County
- **Homelessness & housing** – statutory – currently signposting by all districts
- **Landlord functions (unique to Westmorland & Furness)** – statutory – housing asset repairs delivered end-to-end by Barrow team, queries around rent arrears/evictions/ASB signposted
- **Property** – non-statutory – currently signposting by all districts
- **Building Control, Licencing and Planning** – statutory – currently signposting by all districts
- **General Enquiries** – non-statutory – currently initial support provided by all districts and county
- **Customer Experience & Service Improvement** – non-statutory – currently delivered by county
- **Waste** – statutory – currently end-to-end by all districts (plus county for permits)
- **Environment & Open Spaces** – statutory & non-stat – SLDC end-to-end, Barrow/SLDC signpost (resp.)
- **Parking** – statutory – Barrow/SLDC signpost; Eden deliver end-to-end
- **Highways Hotline** – statutory – end-to-end by county
- **Adult & Family Services** – statutory – currently delivered end-to-end by county

Key Partners/Suppliers

Key partners include: back office service teams, DWP, CAB, debt recovery agents, HAWC service, Cumbria Choice, property / asset managing agents.

Key County partners include: central government departments, voluntary, community and private sector

Channels

A single set of channels is desired for customers to contact Customer Services in Westmorland & Furness, as the front door to many statutory and non-statutory services. Channels will be designed for everyone, based on user needs, supporting customers to do more independently, and enable the earliest possible resolution of enquiries.

Key channels required

- Phone
- Email
- Online Forms
- Website
- Face to Face (F2F)
- Social Media

Additional channels to be considered

- Customer Online Account (COA) (County, SLDC currently)
- Out of Hours Phone (County, Barrow, SLDC currently)
- App (County, SLDC currently)
- SMS (County, Barrow, SLDC)

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Customer Services likely to continue to be delivered from existing locations, with staff based in ‘legacy’ locations upskilled to deliver a consistent service for Westmorland & Furness. Existing locations include:

- Barrow (2): Forum (events venue) & Town Hall. In-house leisure facilities & the Dock Museum
- Eden (3): Town Hall Penrith, TIC Penrith, Alston Links
- South Lakeland (2): Kendal Town Hall, Ulverston Business Unit
- County (9): Physical Locations/CCC Offices (plus 39 Libraries)

Further discussion to be had on in-person delivery & staff offices.

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



Customer & Digital

Day 1 Service Delivery Model

On day 1 customers will experience Westmoreland and Furness Council. Including work towards a single phone number, new website, email access and face to face interaction. In relation to County legacy services technology will allow customers to seamlessly access Westmorland & Furness and the customer response will be specific to Westmorland & Furness. For District legacy services we are working hard to ensure a seamless response as possible including the use of technology and staff training and development.

Specific service areas are proposed to be delivered as follows:

- **Separate services in each of the two authorities**
 - **Legacy District delivery:** Revenues & Benefits, Housing / Homelessness, Licensing, Planning, Building Control, Environment, Open Spaces
 - **Legacy District + County delivery:** Payments In, Property, Complaints, General Enquiries, Service Design, Waste, Parking
 - **Legacy County delivery:** Subject to further work potential investment and systems being in place. Free School Meals, Blue Badge, Welfare,
- **Shared/hosted (model TBC) service across the two authorities**
 - Customer experience and service improvement, web team, automation team, digital development

Legacy County delivery: Purchase to Pay, ICT service desk and HR payroll to be split and returned to host service. Further discussion is required with workstreams to enhance understanding of their proposed Day 1 and the ICT implications for delivery.

Costs could arise due to the need for: a front-end telephony system, potential data migration to a single system & additional licences, staff training, comprehensive knowledge base.

Cost analysis is required as the Blueprint evolves following further interdependency meetings to quantify how the short-term and long-term costs may vary depending on the delivery model chosen.

For services currently delivered by all councils, if county teams are disaggregated on Day 1 additional management costs may arise.

Transition from Day 1

Key after Day 1 for services that will be separate in each of the two authorities is the move from 'legacy' teams working together to create a unified customer experience, to an integrated team.

In addition, end-to-end service re-design will be carried out across services (separate & shared) to streamline delivery, enable the earliest possible resolution of customer enquiries, improve the customer experience, and proactively reduce and shape demand.

Exceptions within this work package/cluster

N/A – the combination of separate and shared Customer Service delivery has been highlighted in the 'Day 1 Service Delivery Model' and 'Transition from Day 1' boxes.

Savings opportunities

No savings anticipated on Day 1. With transition beyond Day 1, savings opportunities could arise due to: reduced number of core systems used, staff and team integration, increased efficiencies as a result of service re-design, reduced demand on specialist 'back office' staff as a result of greater end-to-end delivery within Customer Services.

Other notes

Further discussions are to be held with 'back office' teams to agree the role and scope of Customer Services in end-to-end delivery on Day 1, ensuring that the decision made enables service re-design and an improved customer experience in future. This Blueprint will therefore continue to be iterated over the coming weeks.

Which authority would host the services noted to be shared/hosted on Day 1? Discussion is required around budget/staff disaggregation principles and approach for services that may be disaggregated into separate authorities and/or remain shared.

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



Finance and Commercial

Accountancy and Financial Planning

Services in Scope of Cluster/work package)

- Statutory areas
- Preparation of balanced revenue/capital budgets
 - Calculate Council Tax Requirement
 - Calculate council tax base, collection fund surplus/deficit, business rates estimates – notify preceptors
 - Ensure a sound system of internal control (such as financial standing orders)
 - Annual financial statements / External Audit
 - Statutory data, grant and tax returns and statutory school reporting
 - Section 151 responsibilities: proper administration of financial affairs, s114
- report , robustness of estimates and adequacy of reserves
- Supporting statutory areas
- Budget monitoring, reporting, management
 - Medium Term Financial Planning
 - Advice and support to decision making
 - Provision of training for members and officers
 - Reconciliation and control work
 - Provide and maintain financial systems
- Other: National consultations , accountable body function, monitoring / reporting of grants, support grant bids, signing off of grant claim

Page 168

Day 1 Service Delivery Model

Separate service is longer term aim – hybrid approach from day 1 e.g. separate Financial Planning undertaking MTFP, Budget monitoring, annual accounts and reporting etc. but consider interim arrangements for shared technical or specialist teams (financial systems, schools finance, community finance, annual accounts, tax management). Due to capacity (availability of staff) and capability (skills or experience).

Delivery model likely to be centralised, with dedicated team delivering support for a defined service area (including transformation, capital, project. programme office support) , operating a business partnering model with a self-service offer for some processes.

Channels

Some service provision to external parties but majority is internal customers base

Most interaction with the above is by:

- Face-to-face
- Virtual e.g. Microsoft Teams
- Email.
- Telephone
- School Portal
- Intranet and Finance System (self-service)

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Service delivery can be managed either through a Council office or through home working – likely to be hybrid from day 1

Key Partners/Suppliers

Key Partners include: Grant funding bodies, Central Government, Preceptors: Police, Fisheries, Environment Agency, Parish/Town Councils, Subsidiaries and joint ventures, Police and Crime panel, Schools Forum

Major contracts: include financial systems and external audit
Other contracts for advisors services

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



Accountancy and Financial Planning

Exceptions within this work package/cluster

consider interim arrangements for shared technical or specialist teams (financial systems, schools finance, community finance, annual accounts, tax management). Due to capacity (availability of staff) and capability (skills or experience)

Transition from Day 1

Separate service is ambition – hybrid approach from day e.g. separate Financial Planning undertaking MTFP, Budget monitoring, annual accounts and reporting etc. but consider transition arrangements for shared technical or specialist teams (financial systems, schools finance, community finance, annual accounts, tax management). Due to capacity (availability of staff) and capability (skills or experience)

Costs/pressures

Possible additional costs to duplicate County service IF insufficient volume of resources available from District aggregation – TBC as dependant on structure of service,

Possible additional costs for IT systems IF required to continue with legacy systems and pay additional for duplication of County system

Savings opportunities

possible saving for advisor services going from 7 to 2 services in some instances, likely to be minor

Other notes

- Other relevant notes not captured in template



Cumbria LGPS

LGR Programme Board: Supported
(24/5/22)

Day 1 Service Delivery Model

Retain one LGPS Fund in Cumbria with one unitary designated as Administering Authority (i.e. responsible for the Fund - it is not possible to operate a shared service or hosting arrangement).

Services in Scope

Main functions of the Service: The provision of LGPS in Cumbria to eligible employers and scheme members. N.b. the LGPS is a statutory public service scheme; the scheme's benefits and terms, along with many of the responsibilities of the Administering Authority and other stakeholders, are set out in regulations.

Administering the LGPS in Cumbria – much of this is done in conjunction with Local Pensions Partnership Administration (LPPA) via a shared service with Lancashire County Council.

Managing its assets to meet its liabilities - Investing the accumulated contributions until they are used to pay benefits (liabilities).

Supporting governance arrangements for CLGPS: including supporting the Committee, Board, Investment Sub Group and the production of statutory reporting such as the Financial Statements and Annual Report.

Channels

Local Pensions Partnership Administration (LPPA) –communication channels including its website, contact form and helpdesk.

Cumbria LGPS website – currently being developed.

SharePoint/ShareFile.

Locations

The team is based at the Parkhouse Building.

Formal Meetings:

- Pensions Committee and Local Pension Board (public meetings) - Cumbria House (although the Board can also meet online)
- Investment Sub Group - Cumbria House or online.
- Cumbria Pensions Forum meets at a larger non-Council venue.

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work



Cumbria LGPS

Key Partners/Suppliers

Pensions Administration (a delegated function from Cumbria County Council to Lancashire County Council) - Local Pensions Partnership Administration (LPPA)

Pool Operator (Border to Coast Pensions Partnership Ltd)

A wide range of investment managers

Independent Advisors

Bankers

Custodian

Actuary

Additional Voluntary Contribution providers

Legal Advisor

Class Action legal Advisor

External Auditor (Cumbria LGPS accounts are subject to a separate audit from that of the Council) - Grant Thornton UK LLP

Performance Monitoring

Exceptions within this work package/cluster

Interdependencies for the delivery of some elements of Cumbria LGPS with other areas of Finance (principally the Treasury team).

Transition from Day 1

No interim arrangements anticipated. The target end state should be materially complete on Day 1 although some matters (e.g. novation of contracts) may take longer to complete.

Other notes

None

Costs/pressures

- The budget for Cumbria LGPS sits out with the Council budget.
- No material ongoing additional costs or cost pressures identified.
- Depending on the structure for the future provision of treasury management services, there may be some relatively minor additional costs chargeable to Cumbria LGPS.
- One-off LGR costs agreed to be funded from implementation reserve include:
 - Additional Actuarial fees to reflect LGR changes in the 2022 valuation; and
 - Specialist LGPS legal advice.

Savings opportunities

No potential savings/efficiencies opportunities identified



Income Collection – Sundry Debtors and Misc.

Page 172

Services in Scope of Cluster/work package

Services that allow the following functions to be operated to adhere to financial regulations and relevant fees and charges and debt recovery policies for each council

- Management of customer records
- Creation of debtor invoices where required
- Effective control of miscellaneous income – where sundry debtor account not raised and/or the payee is not known to the council previously
- Range of payment methods and preferred methods of payment stipulated for income categories
- Adequate and timely debt recovery arrangements in place
- Accounting for VAT

Day 1 Service Delivery Model

Separate service including service-based individuals and a centralised Purchase to Pay team

Channels

For Customers - External

- Central processing team
- Business support staff responsible for raising sundry debtors and monitoring misc income
- Council website for service content that includes ability to pay and route in for paying any debtor account
- Other face to face channels where customers can pay accounts – e.g. contact centres, post office

For Council Staff – Internal

- Central processing team
- Business support staff responsible for raising sundry debtors and monitoring misc income
- Use of intranet for guidance and access to systems

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Various locations used by the County and District councils may be necessary for printing etc and used as part of 2 services (1 for each council)

Key Partners/Suppliers

- Software providers
- Banks and payment processing organisations
- External organisations who receive and process income for the councils



Income Collection – Sundry Debtors and Misc.

Exceptions within this work package/cluster

Elements of debt recovery services could be provided separately – for example use of external debt recovery agencies for bad debts

Transition from Day 1

No transition required though potential service transformation opportunities identified in 'Other notes'.

Costs/pressures

Potential one off /implementation and additional licence costs for consolidating systems for Day 1

Savings opportunities

Short and long term opportunities to reduce staffing costs associated with collection of income , although impact of disaggregating county functions if split may impact on this

Long term opportunities to reduce costs on finance systems

Other notes

- Exchequer Hub bringing together, for example, Income Collection (Accounts Receivable), Purchase to Pay (Accounts Payable) and Payroll functions (As is the case currently at the county council)
 - Hybrid option, options could include providing supplier invoice processing only as a centralised service and other purchasing related activity (e.g. purchase order processing) retained in service areas.
- Both options could be considered with service delivery based on a support function in each unitary or a single hosted solution providing services to both councils



Ordering and Paying For Goods and Services

LGR Programme Board: Supported
(24/5/22)

Page 174

Services in Scope of Cluster/work package

Services that allow the adequate operation of the following functions to adhere to financial and procurement policies and rules for the councils and to comply with national code for prompt payment of suppliers and other payment terms agreed locally

- Managing and controlling Supplier Records
- Purchase Requisitioning and Purchasing Ordering Functions
- Invoice Verification and Authorisation
- Payment Processing/BACS payments
- Catalogue Management
- Purchasing Card Programmes
- Purchase to pay support for schools
- Purchase to pay support to other external organisations

Day 1 Service Delivery Model

Separate service including service-based individuals and a centralised Purchase to Pay team

Channels

Channels for Suppliers:

For Suppliers- External

- Central processing team
- Business support staff responsible for raising purchase requisitions/orders
- Website

For Council Staff – Internal

- Central processing team
- Business support staff responsible for raising purchase requisitions/orders
- Use of intranet for guidance and access to systems
- Virtual worker Supplier Invoice Processing (Non PO)
- Purchasing Cards

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Various locations currently used by the County and District councils may be necessary for printing etc

Key Partners/Suppliers

Software providers
Partner for County Council early payment scheme
HMRC – VAT & CIS

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



Ordering and Paying For Goods and Services

Exceptions within this work package/cluster

Catalogue management could be undertaken by procurement functions outside the service delivery model specified on previous slide.

Transition from Day 1

- No transition required though potential service transformation opportunities identified in 'Other notes'.

Costs/pressures

Potential one off /implementation and additional licence costs for consolidating systems for Day 1

Savings opportunities

Short and long term opportunities to reduce staffing costs associated with purchase order and invoice processing, although impact of disaggregating county functions if split may impact on this
Long term opportunities to reduce costs on finance systems

Other notes

- Exchequer Hub bringing together, for example, Income Collection (Accounts Receivable), Purchase to Pay (Accounts Payable) and Payroll functions (As is the case currently at the county council)
 - Hybrid option, options could include providing supplier invoice processing only as a centralised service and other purchasing related activity (e.g. purchase order processing) retained in service areas.
- Both options could be considered with service delivery based on a support function in each unitary or a single hosted solution providing services to both councils



Internal Audit

LGR Programme Board: Supported
(24/5/22)

Services in Scope of Cluster/work package

The provision of an Internal Audit service is a mandatory requirement. The service must be provided in accordance with the Public Sector Internal Audit Standards (PSIAS).

Day 1 Service Delivery Model

Separate service with its own Head of Internal Audit and team of internal auditors (at different grades).

The size and skill mix of the Internal Audit team will be dependent on the scale of services Westmorland and Furness Council will be delivering e.g. if hosting a number of shared services then the internal audit team will need to be bigger as it will need to also provide assurance to Cumberland Council on shared services.

There may need to be some transitional arrangements in place but this has still to be decided.

Channels

Internal Audit's key customers will be:

Internal

- Council's directorates / departments – need access to them as they will be the main receivers of the service
- Audit Committee - they will be required to agree and monitor the delivery of the audit plan and performance of the Internal Audit Service. This will be the Committee for public reporting of Internal Audit's findings

External

- Public – provision of a Fraud Reporting Hotline and general Internal Audit email to contact Internal Audit
- Cumberland Council – if Westmorland and Furness hosting shared services will need to agree the areas where Westmorland and Furness's Internal Audit would need to provide assurance to the other new Unitary

IT Systems

There is one contract in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Service can be delivered either through homeworking or a Council office or mix of both. However, would be useful to have clarity about allocated office locations as bringing together 2 (other 2 teams were external firm) separate teams into one team but maybe on separate sites..

Key Partners/Suppliers

No obvious key partners / suppliers in terms of delivering the service. However, if Westmorland and Furness is hosting a number of key services then there will need for assurance to be provided to Cumberland Council on shared services.

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



Internal Audit

Exceptions within this work package/cluster

Current proposal is to have a separate Internal Audit team for each new unitary council. Given that the two teams are likely to be doing the same type of work at each council (focused on systems, constitution, etc) and the issue around a number of legacy grant claims for Cumbria County Council for 2022/23, it may be sensible to put some transition arrangements in place for a period of time.

Transition from Day 1

Current expectation is to put an audit plan in place for first 6 months or so, with focus on areas such as financial and other key systems, the Constitution, declaration of interests, etc. In addition work required on the various legacy grant claims for Cumbria County Council for 2022/23. Transition would allow staff across the two teams to focus on specific areas to maximise efficiency and it would ensure that the legacy claims were audited and certified by staff familiar with the claims and how they are put together. Would not have any significant cost implications, if any. Transitional arrangements may be needed for up to 9 months in terms of auditing legacy grant claims for Cumbria CC 22/23 and to maximise efficiencies in undertaking work on systems in the first 6 months at both new authorities. Our understanding is that the external firm delivering the internal audit contract at Eden and SLDC is planning to have completed its work by March 2023.

Costs/pressures

It is not possible with any certainty to forecast cost / pressures associated with the blueprint. However, the creation of two teams will mean that there will be a Head of Internal Audit for each of the two new unitary councils, and as on a much larger scale than a district council, so may incur an additional cost to reflect increased scale. Likely to also need to buy in computer audit specialist support (where required) but not previously procure by all current Internal Audit teams and may need to be on a larger scale than before.

Savings opportunities

No potential savings / efficiencies opportunities identified and unlikely as two separate teams being created.

Other notes

Other issues to be aware of:

- Many internal audit staff are based in North Cumbria with fewer based in South and West Cumbria
- Recruitment of Internal Audit staff within Cumbria remains challenging
- A number of grant claims for 2022/23, relating to Cumbria County Council, will need to be audited and then certified by the Head of Internal Audit and the Chief Executive of the new unitary council hosting Cumbria County Council legacy tasks. Could get a situation where staff to undertake work or certifying the work may not be familiar with the claims, or how they are put together.



Local Tax Collection(CTX/NNDR) & Benefits

LGR Programme Board: Supported
(24/5/22)

Page 178

Services in Scope of Cluster/work package)

- Council Tax Billing, Collection & Recovery for domestic properties.
- NNDR Billing, Collection & Recovery for business rates assessments, including Business Improvement Districts (BIDS).
- Housing Benefit assessment, payment and Overpayment recovery for financial support towards housing costs for Private Tenants, Council Tenants, Discretionary Housing Payments, Supported Accommodation, Hostels and Short Term accommodation.
- Council Tax Reduction Scheme (CTRS) assessment and administration for support towards council tax charges.
- Sundry Debt Collection (Some Districts)

Services provided are primarily statutory requirements under prescribed, complex legislation. Associated statutory returns and technical Systems Support & Controls functions are included in the service provision.

Day 1 Service Delivery Model

Separate service delivered in-house

Channels

Streamlined, necessary and simple to use customer contact through Corporate Customer Services for in-person enquiries at contact centres and by telephone

Mail delivery and mailing out services

On-line services through the Council website (My Account SLDC) for information, on-line payments and to access services including on-line application forms etc. but also recognising the need for alternative methods for vulnerable residents.

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Existing administrative offices

Back Office – Forum, Duke Street, Barrow

Customer Services Town Hall, Duke Street, Barrow

Town Hall, Corney Square, Penrith

South Lakeland House, Kendal

Key Partners/Suppliers

- Department for Work and Pensions (DWP)
- Valuation Office Agency (VOA)
- DLUHC/HMRC/HMCTS and VTE
- Internal/External Auditors
- Enforcement Agents
- Citizens Advice, Housing Associations, Landlords/ Registered Providers
- Barrow & District Disability Centre/NAFN / IRRV
- Legal Services / Training providers
- Kendal BID
- Private sector suppliers

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



Local Tax Collection(CTX/NNDR) & Benefits

Exceptions within this work package/cluster

- None

Transition from Day 1

- No transition required but transformation opportunities identified in 'Other notes'

Costs/pressures

If required any additional resources costs associated with projects to align policy provisions, operational requirements and software solutions.

Additional software support costs may be incurred for database amalgamation to create a single service data base or for migration to an alternative solution in future years.

Loss of subsidy due to extrapolations

Savings opportunities

Caseload and workload volumes to be combined across the existing Districts, common database access and single operating model needed before economies of scale benefits can be delivered.

Contract efficiencies. SLDC and Eden share contracts for Academy and NEC EDMS

Culture focussed on performance and income maximisation

Sharing best practice and systems solutions

Promotion of self serve to realise efficiencies

Maximising automation of processes to reduce manual intervention

Other notes

Implications of service provision for Benefits advice and financial assistance for Support Accommodation, is likely to need review to reflect Unitary policy.

Establishing ongoing services across a single database with aligned policies, revised staffing structures and dependant on software solution, operating platform, Customer Services provision and IT infrastructure interdependencies being implemented.



Treasury Management, Banking & Insurance

LGR Programme Board: Supported
(24/5/22)

Page 180

Services in Scope of Cluster/work package)

Treasury Management & Banking

- Statutory requirement for Treasury Management Strategy Statement (TMSS) (including Minimum Revenue Provision (MRP) policy and Prudential Indicators); and Treasury Management Practices (TMPs).
- Management of Council cash flow to ensure security and liquidity
- Investment of short-term cash reserves
- External borrowing to fund capital programme
- Council bank accounts
- Bank Account for Cumbria Pension Fund (if Westmorland & Furness is the Administering Authority for the Fund)

Insurance

- Arrange insurance cover for key insurable risks primarily Property, Liability and Motor
- Specialist insurance provision where required – predominately related to Marine cover (e.g. Harbour boat, Windermere ferry), Fine Arts and schools
- Management of self insurance
- Support claims management process
- Provide insurance advice to Council services and schools
- Engagement with legal services and insurers to manage claims effectively

Day 1 Service Delivery Model

Westmorland & Furness Council will have a dedicated Treasury Management function from Day 1 responsible for investment of short term cash balances and external borrowing arrangements.

A suite of bank accounts will be set up to effectively manage Council finances including Council Tax / NNDR collection; Barrow HRA; and the pension fund (if Westmorland & Furness is the Administering Authority for the Fund).

Key insurable risks will managed through a combination of insurance arranged with an insurer and self insurance by the Council.

Channels

Treasury Management & Banking:

Key customers for Treasury Management and Banking are internal services covered by other LGR work packages e.g. Local Tax Collection, HR & OD (Payroll); Cumbria Pension Fund; etc) that have a responsibility for money coming in or going out of Council bank accounts.

Insurance Services:

Key customers for Insurance Services are internal i.e. schools and other services would contact the Insurance team by e-mail or phone regarding insurance claims and general insurance queries.

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

Service delivery can be managed either through a Council office or through home working.

Key Partners/Suppliers

Treasury Management & Banking

A Treasury Adviser will need to be appointed to support TM functions and assist with production of the statutorily required TMSS (including MRP policy and Prudential Indicators) and TMPs.

Insurance

Insurance broker required to advise on appropriate cover and to support the Council in exploring the insurance market and appropriate insurance policies.

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



Treasury Management, Banking & Insurance

Exceptions within this work package/cluster

Treasury Management & Banking

It is expected that all Treasury Management and Banking Services will be managed by Westmorland & Furness Council from Day 1 in accordance with the details of this blueprint.

Insurance

There is a requirement for insurance claims from legacy authorities to be managed after Day 1. It is currently unclear as to the process for managing these claims.

Transition from Day 1

Treasury Management & Banking

It is expected that all Treasury Management and Banking Services will be managed by Westmorland & Furness Council from Day 1. There may be the need for “true-up” between legacy Council’s and Westmorland & Furness Council throughout 2023/24.

Insurance

It is expected that insurance services will be managed by Westmorland & Furness Council from Day 1. There will be the need for managing claims from legacy Councils from Day 1.

Costs/pressures

Treasury Management & Banking

It has not yet been possible to forecast any costs / pressures associated with the blueprint.

Insurance

It has not yet been possible to forecast any costs / pressures associated with the blueprint.

Savings opportunities

Treasury Management & Banking

It has not yet been possible to forecast any savings opportunities associated with the blueprint.

Insurance

It has not yet been possible to forecast any savings opportunities associated with the blueprint.

Other notes

Recognition that much of the work for this work package is required to be complete well before Day 1.

Treasury Management & Banking

Procurement rules and legal support are urgently required to enable tendering processes to commence to ensure bank accounts are set up and a Treasury Advisor is appointed as soon as possible.

Insurance

Procurement rules and legal support are urgently required to enable tendering processes to commence to ensure an insurance broker is appointed and then insurance provision can be considered for Westmorland & Furness Council.



ICT



ICT

LGR Programme Board: Supported
(24/5/22)

Services in Scope of Cluster/work package)

ICT core infrastructure and supporting services including:

- Telephony: landline and mobile
- File storage
- Back up and disaster recovery
- Email
- Networking including Local Area Network, Wide Area Network, Corporate/Public/Guest Wi-Fi
- Remote access and Virtual Private Network (to support home working)
- Perimeter security including firewalls
- Print solutions
- End User Devices: laptops, desktops
- Data Centres
- Microsoft Enterprise agreement including end user and server licensing
- Core line of business systems
- Information and cyber security
- Appropriate data sharing agreements
- ICT Service Desk – current differing operating model.

Page 183

Day 1 Service Delivery Model

A separate ICT service per authority, with interim hosting arrangements for Countywide services required for Day 1 delivery.

Channels

ICT Service Desk: to undertake first line telephone support to resolve ICT user issues

ICT Portal: internal customer portal for self-service of request items and queries

Customer Walk Ups via Field Engineers: customer walk ups to ICT staff

Out of Hours: 24/7 for business critical services (model tbc)

Site specific visits: such as Member visits, site surveys

Remote Support: to support customers

IT Systems

There are numerous contracts in place delivering services and supporting the delivery of services the impacts of decisions of disaggregation will be the subject of further detailed work

Locations

The following Data Centres are located in Westmorland & Furness which operate the current authorities ICT (on-premise) core infrastructure, for example:

- Town Hall, Barrow in Furness
- Town Hall, Penrith
- South Lakeland House, Kendal
- Microsoft Cloud environment and other Cloud hosted environments

Key Partners/Suppliers

ICT have a range of suppliers that provide business critical services for example, system suppliers, telecommunications providers, mobile phone suppliers etc.

Key partner organisations including NHS to enable data sharing and access to services such as Adults Social Care. Also, North West Fire Control for Cumbria Fire and Rescue Services. ICT provide access for key external partners from third sector.

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



Exceptions within this work package/cluster

In addition to the Core ICT Blueprint requirement for Westmorland & Furness, there is a likelihood that some elements of the ICT Day 1 service will require an interim hosted service model especially for some system hosting, data access and business continuity. Models which will require hosting arrangements, for example Coroners, Cumbria Fire and Rescue Services will need to be retained (on an interim or long term basis) as a countywide service with hosting arrangements to be agreed through Shadow governance to decide if either Cumberland or Westmorland and Furness will be the agreed ICT host until parallel arrangements are established, tested and transitioned for both Unitary Councils within agreed timescales.

Transition from Day 1

Interim support and service management arrangements will be required for Day 1 where existing County Council ICT services and contracts are hosted by one authority, initial proposal is Cumberland.

Costs/pressures

Additional cost pressures to be identified and fully costed, but it is anticipated that operational costs will increase significantly, for example where there is one existing County Council system which needs to be replaced with two separate systems / contracts, and legacy systems to be retained.

The proposed 'levelling up' of Microsoft licencing for individual user licencing requires significant ongoing revenue investment. Changes in end user devices (for example, to the same specification as Shadow) needs to be costed, as does infrastructure investment. There is emerging requirement for additional resources to deliver Day 1 readiness, and into transformation programmes; requires further scoping.

Savings opportunities

None identified for Day 1.

There is potential opportunity for consolidation of existing contracts and ways of working beyond Day 1 that have efficiency opportunities to be scoped through transformation and strategic planning processes.

Other notes

Business continuity/disaster recovery: mutual aid arrangements to be considered by design. Support arrangements, and operating models need to be reviewed beyond Day 1 including required training.

Lead in times to be considered for any future new requirements (legal/procurement).



Delivering Two Unitary Councils for Cumbria

Summary of Proposed Service Arrangements



Place

| Separate Services | | Hosted Model | Transition Required |
|------------------------------------------------------|------------------------------------------------------------|--------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Libraries and Community Services | Community and Localism | Libraries and Community Services: Archives and Collection, Back office and stock | Libraries and Community Services: Registration, Public library service, School Library Service, Refugees – hosted as an interim, transitioning to separate |
| Waste | Local Focus Hubs | Waste: PPP Residual waste contract - shared service, sitting in host authority (host TBD) | |
| Highways including Flood and Coastal Risk Management | Culture, Leisure and Events | Highways: Digital infrastructure/Connecting Cumbria to be hosted until 2025 (host TBD) | Highways, Fleet and Transport : small number of functions and posts requiring a hosted model for 12 months |
| Transport | Nuclear Policy: Separate service only in Cumberland | Resilience and Emergency Planning – Hosted (host TBD) | |
| Public Protection | | Housing: Choice Based Lettings – Hosted (host TBD) | |
| Planning and Building Control | | Coroners: Hosted by Cumberland | |
| Housing | | | |
| Fleet | | | |
| Economic Development | | | |
| Climate Change | | | |
| Street Scene and Open Space | | | |

People

Separate Services

Early Help

Social work/ Workforce (Adults)

Public Health: Health and Wellbeing service

Social Care (Children's):

- SW, CIN/CP, Senior and Service Managers, Emergency Duty Team, Safeguarding Hub, CWD & Short Breaks

Education Services (Children's):

Virtual School
Home Education
SEND and Inclusion
Education Psychology and Specialist Advisory Teachers
Access and Inclusion
Post 16 Participation
Early Years (strategic)

Hosted Model

Public Health: Active Cumbria

Social Care (Children's) - Fostering, Adoption, Residential and Edge of Care, Youth Offending Service

Education Services (Children's): Adult Learning

QA & Partnerships (Children's) - Partnership and Support Team

Transition Required

Social work/ Workforce (Adults) – Interim hosting for limited number of roles (FTE 20)

Education Services (Children's): School Organisation and Admissions

QA & Partnerships (Children's) - Conference and Review service, LADO, SEND Information Advice and Support Service, Participation and Children's Rights, and Quality Improvement Team

TBD

Cumbria Care/ Provider Services

Commissioning

Commissioned Services

Integration & Partnerships (Adults)

Social work/ Workforce (Adults): Urgent care team

Education Services (Children's): Early Years (advisory), Learning Improvement Service, Traded Services - Cumbria Outdoors, Music Service, Teaching Assistants – TBD if alternative delivery model (hosted model until April 2024 to enable set up)

Public Health: Specialist Public Health



Corporate and Enabling Services

| Separate Services | Hosted Model | Transition Required | TBD |
|---------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| Health and Safety | Information Governance and Records Management – interim hosting for records | Information Governance and Records Management – transition required for records management; challenge raised about whether separate archives are required. | |
| Information Governance and Records Management | | | |
| Strategic Commissioning, Procurement and Contracts Management | Strategic Commissioning, Procurement and Contracts Management – interim hosted solution for some elements of ‘People’ Commissioning and/or procurement and contract management (if unable to split contracts from Day 1). Brokerage team and Child Placement – may be hosted. | | |
| Policy and Performance | | Corporate Estate and Capital Programme - interim hosting for some capital programme elements – e.g., schools' cross unitary borders | |
| Organisational Development and Human Resources | Corporate Estate and Capital Programme – shared PMO to safeguard framework and key contract delivery. | | |
| Corporate Estate and Capital Programme | | | |
| Communication and Engagement | | | |
| Change Management and Transformation | | | |
| Administration and Business Support | | | |
| Legal and Democratic | | | |

Finance and Commercial

| Separate Services | Hosted Model | Transition Required | TBD |
|-------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| Local Tax Collection and benefits | Cumbria County Holdings – Need to determine future shareholder position for both Unitary Councils-options being developed | Internal audit – may be some transitional requirements (TBD) and interim hosting arrangements | |
| Internal Audit | | | |
| Ordering and Paying for Goods and Services | | Specialist Finance support e.g. Schools/ Dedicated Schools Grant / Adults Social care reform – transitional arrangements may be required due to limited availability of specialist knowledge and expertise | |
| Income Collection | | | |
| Treasury Management (including Insurance and Banking) | | | |
| Accountancy and Financial Planning | | Financial systems and ledgers– Transitional arrangements will be in place for the financial systems and ledgers for the separate unitary councils to support the development of potential future separate systems | |
| Cumbria LGPS – one unitary designated as Administering Authority (where TBD) | | | |
| Companies – where matched to one unitary then transferred to that Unitary (Legal arrangements TBC) | | | |
| Community Finance – Linked to People theme discussions and dependency upon adult social care systems | | Accountable Body function – Options to be reviewed. Preferred option is hosted model initially due to complexity of cross unitary and legacy schemes moving potentially to separate teams or combined team if sub regional governance options emerge. | |

Customer and Digital

Separate Services

Hosted Model

Transition Required

TBD

Revenues & Benefits, Housing /
Homelessness, Licensing, Planning,
Building Control, Environment, Open
Spaces
Payments In, Property, Complaints,
General Enquiries, Service Design, Waste,
Parking
Free School Meals, Blue Badge, Ways to
Welfare, Highways, SPA Service,
Registration & Ceremonies

Customer Experience & Service
Improvement, Website, Automation Team
& Digital



ICT

| Separate Services | Hosted Model | Transition Required | TBD |
|-------------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| ICT | | Countywide services – interim hosting arrangements required for Day 1 Delivery where existing County Council ICT services and contracts are hosted by one authority. Initial proposal is Cumberland | |

This page is intentionally left blank

Westmorland and Furness Shadow Authority Cabinet Meeting

Date: 22 July 2022

Title: Strategic Financial Planning

| | |
|-----------------------|-----------------------------------------|
| Report from: | Andrew Jarvis, Portfolio Holder Finance |
| Report Author: | Helen Smith, Interim s151 Officer |
| Wards: | All |
| Key Decision: | No |

1.0 Purpose/Summary of report

- 1.1. This report sets out the proposed financial disaggregation and aggregation process from a funding, revenue cost and balance sheet perspective to give initial potential funding envelopes for the Unitary Councils and Cumbria Fire and Rescue Service.
- 1.2. This report also provides clarity on the decisions required by each Unitary Council and Cumbria Fire and Rescue Service to deliver the strategic planning process to enable the development of their 2023/24 revenue and capital budgets and Medium Term Financial Plans.
- 1.3. This report sets out the timeline for the strategic planning approach required to support the establishment of two financial sustainable Unitary authorities and a financially sustainable Cumbria Fire and Rescue service (CFRS).

2.0 Recommendation

2.1 It is recommended that Shadow Authority Cabinet:-

- (1) Notes the progress to date; and**
- (2) Approve the proposed disaggregation principles for allocation of the Funding for all three organisations as set out in the report; and**
- (3) Approve the next steps in preparing budgets for 2023/24**

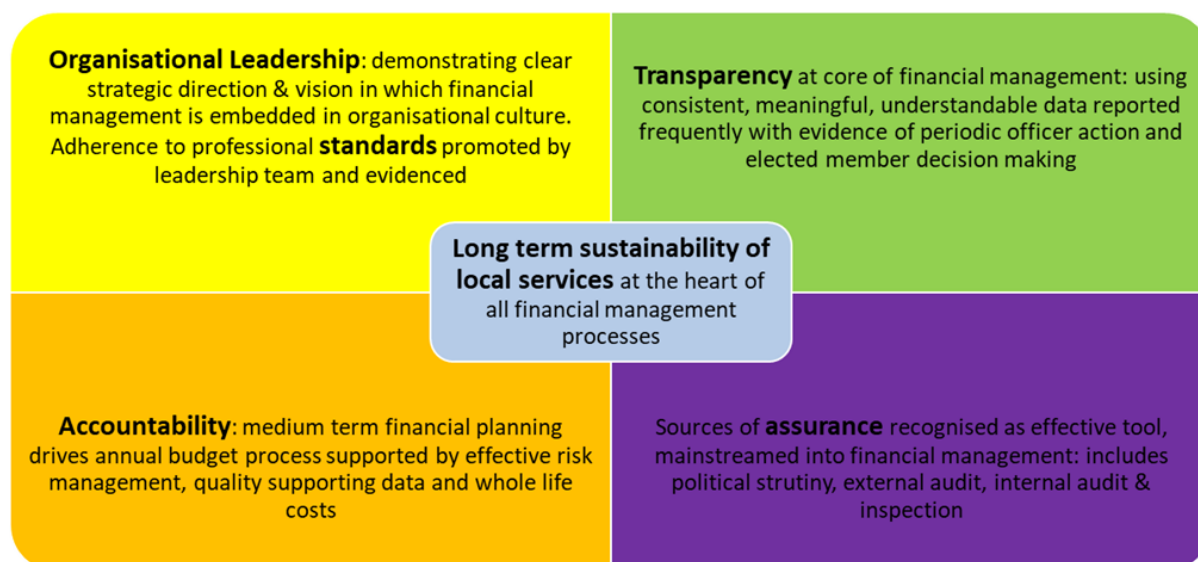
3.0 Background and Proposals

Background

- 3.1 As part of the LGR Implementation Plan a strategic planning process has been proposed that enables the two new Unitary Councils and CFRS to determine how they will deliver services to achieve their Council Plan priorities and deliver them within a balanced budget.
- 3.2 For 2023/24 the strategic planning process requires decisions and information to be provided as part of the overall financial disaggregation work. It will also require individual organisations to make decisions on their own assumptions around financing and risk in order that a balanced budget for 2023/24 and Medium-Term Financial Plan can be finalised for approval by the Shadow Authority Cabinet and Full Council in February 2023.
- 3.3 In respect of the Financial Disaggregation work there are a number of decisions which will need to be taken jointly by both unitary authorities and CFRS to approve the principles and approach taken to allocate the existing resources.
- 3.4 These decisions include capital and revenue funding and expenditure and all balance sheet items (which include reserves, liabilities, and assets).
- 3.5 This report sets out which decisions are joint, and which will be decisions for individual authorities.
- 3.6 Disaggregation in this context is the identification and transfer of services currently provided by Cumbria County Council to residents and service users in the Westmorland and Furness Council area to the new Westmorland and Furness Council and for services provided by CCC to residents and service users in the Cumberland Council area to Cumberland Council. The Fire and Rescue service will also be disaggregated from Cumbria County Council. This splitting includes service delivery, customer data, funding, expenditure, assets, liabilities, contracts, shared services, partnerships, and staff.
- 3.7 Alongside this there is the aggregation of the District Council services into the Unitary Councils including service delivery, customer data, funding, expenditure, assets, liabilities, contracts, shared services, partnerships, and staff.
- 3.8 This report set out the basis for agreement on the disaggregation of finances, as a fair and equitable split between the new authorities, and the principles to be applied during this process.
- 3.9 Once this is approved as a fair and equitable split by both Shadow Authority Cabinets, the implementation of this will be incorporated into the 2023/24 budget preparation process including preparing Medium Term Financial Plans, budget setting priorities and setting balanced budgets for 1 April 2023.

Financial planning process

- 3.10 The Medium-Term Financial Plan (sometimes called a Medium-Term Financial Strategy) is the framework for how the Council uses its financial resources to fund the activity to deliver the Council's vision and outcomes. It is a key element of the financial management structure of local authorities:



- 3.11 Statute requires a balanced budget must been set for 2023/24 and good practice requires a 3-5 year planning period for the Council's finances to support delivery of the Council Plan.
- 3.12 As part of the Council Plan there will be an aspiration for transformational change delivering transformational savings for future years and to achieve that there will need to be an understanding of the investment required and how that is funded, linked to option appraisals for the relevant services.
- 3.13 Capital programmes will merge, and financial sustainability of each Council will need to support the investment plans. Also treasury management, asset management and investment strategies will all need to be updated and the value for money principle applies to everything.
- 3.14 This report sets out the work carried out to date and the work required as part of the strategic planning process that will enable a Medium-Term Financial Plan to be prepared for 2023/24 – 2027/28 and approved and balanced budgets to be produced for 2023/24.

Process and Principles

- 3.15 The disaggregation and aggregation process will be iterative. It is necessary to agree the principles so that draft budgets can be prepared. These budgets will be based on the latest financial information available (2022/23 revenue budgets, capital programmes, funding etc).

- 3.16 A final position for assets and liabilities transferred will be based on the audited Statement of Accounts 2022/23. As these will not be available until after the 1st April 2023, some technical adjustments to the new Council's budgets may be required.
- 3.17 The application of the principles to disaggregation and aggregation will affect the distribution of budgets and funding and could potentially have a significant impact on the future financial sustainability of all the new organisations.
- 3.18 The financial disaggregation and aggregation process also cannot be conducted in isolation from other elements of the Strategic Planning process, particularly interdependencies with
- Commissioning and procurement work on contracts and grants.
 - Assets and capital programme work; and
 - Disaggregation of staff principles being developed.
- 3.19 The Finance Officers Group (now the Finance and Commercial Theme Board) were originally tasked to develop draft principles based on the overall objectives:
- to agree an approach and mechanism to establish two financially sustainable Unitary Councils for Cumbria from 1 April 2023 and a Cumbria Fire and Rescue Service (PCC or standalone fire authority)
 - To ensure that in total both Unitary Councils and Fire Service revenue budgets can be funded from the existing funding envelope for Cumbria (uplifted where possible for inflation/ finance settlement updates and Council Tax and Business Rate assumptions)
 - To develop opening balance sheet positions for both Unitary Councils and Fire Service that supports agreed options for delivery of services, transformation activities and the organisation design and vision
 - Establish a realistic timeline and effective governance arrangements.
- 3.20 The group followed the values of:
- A general duty to cooperate
 - Application of the principles will be evidence based and use approved data sources
 - The final agreed approach will require local pragmatism around a fair and reasonable approach
 - Core consideration is of value for money and financial sustainability
 - Statutory and accounting requirements will be primary to developing the principles including the general matching principle of assets and liabilities;

- Independent advice and guidance will be provided and a mediation process in place if required.

3.21 It is important to understand that there is no additional funding for Cumbria for LGR so all spend for delivery of the LGR programme and the costs of delivering services in the future must be achieved within the existing Cumbria funding envelope.

Government Funding

3.22 Government funding for local government is announced each autumn in the Provisional Local Government Finance Settlement based on high-level announcements included in the Government Spending Review. There are 2 types of Government Grants: General and Specific. General grants support overall spend, are not earmarked for a specific purpose, and do not need to be re-paid if not spent. Specific grants are for a particular service or project, often have conditions and may have to be repaid if not used for that reason.

3.23 The Department for Levelling Up and Housing and Communities (DLUHC) establish the funding formula that drives Local Government funding nationally. This includes an assessment known as the Settlement Funding Assessment (SFA) to determine the baseline funding required by local authorities. This is calculated through many formulas and data sources and results in a calculation that determines the level of Revenue Support Grant and the Baseline Funding Level for setting how much of business rates collected locally are retained locally.

3.24 The Government initially planned to replace the current funding allocation model with a new Fairer Funding model, but this has been delayed many times and is not expected to apply until at least April 2024.

3.25 The disaggregation and aggregation work is required for 2 main purposes:

- a) To form a basis for budget setting
- b) To inform DLUHC and other relevant Government departments how the funding previously allocated to Cumbria County Council and the six district councils should be split between the new unitary authorities and Cumbria Fire and Rescue service for the 2023/24 Finance Settlement and until the Fairer Funding review or other new allocation bases are agreed nationally. Government will assume the total amount of funding that would have gone to the 7 Cumbrian authorities will be paid to the two new unitary authorities and Cumbria Fire and Rescue Service so LGR will have a neutral impact on the funding of all other local authorities across the UK.

3.26 A 2-phase approach has been adopted in preparing financial models for the new Unitary Councils:

Phase 1

- To disaggregate and aggregate major funding streams (Settlement Funding Assessment and grants) based on 2022-23 allocations
- To estimate proposed resources for Cumberland, Westmorland and Furness, and a separate fire authority/ function
- To estimate council tax income and retained business rates income based on the latest returns from each of the billing authorities

Phase 2

- To estimate projected funding allocations for 2023-24 based on disaggregation and aggregation and assumptions for funding changes in 2023-24

3.27 Initial work is complete for phase 1 but this is an iterative process which will be updated as more data is received, including as funding allocations are updated.

3.28 The proposed principles for the disaggregation of major funding streams are:

- SFA and specific grants disaggregated using the latest national funding distribution methodologies (2013/14 formulas) but updated for the latest data available.
- Where the original methodology and basis for distribution could not be adequately replicated due to data no longer being available an updated methodology has been proposed. The only grant affected by this is the Public Health grant and it is proposed that the formula proposed by DHSC (ACRA) in 2016 is used. This updated formula hasn't yet been adopted but is likely to be part of the Fair Funding changes and is supported by the Director of Public Health.
- For smaller service grants we have proposed using overall population as a proxy for need.
- For the Fire Authority grant allocations are proposed to be based on the SFA and direct grant allocations within the Local Government Settlement for 2022/23 and includes proportion of other general grants.

3.29 The updated data that has been used to inform the disaggregation and aggregation calculations have been provided through the data hub for the LGR programme. This has ensured that the appropriate

quality assurance has taken place and it is consistent with the data sources being used for other decision making across the programme.

- 3.30 The main reason for using updated data sources is that they will better reflect the need and cost drivers within the services at this time and hence will support delivery of financially sustainable services for the future.
- 3.31 No assumptions around Fairer Funding changes have been assumed – they will form part of the MTFS modelling for each unitary authority. Each unitary authority will also need to make its own assumptions about inflation and indexation to be applied to individual grants when preparing their draft budgets and MTFP.
- 3.32 Appendix 1 to 3 show the grants currently considered and the latest approach and indicative figures.

Council Tax

- 3.33 Council tax is set based on the council tax base (the estimated total number of Band D properties in the area) multiplied by the council tax for the year. There are 2 main issues effecting the council tax for 2023/24:
- Different levels of council tax are set for each of the three billing authorities (Barrow Borough Council, Eden District Council and South Lakeland District Council). There are specific rules on how this is harmonised for 2023/24 onwards as part of LGR (details of council tax harmonisation will be covered in separate briefings and reports).
 - The tax-base is reduced for reliefs and increased by premiums. Each billing authority sets its own reliefs and premiums, and these will need to be aligned for 2023/24 onwards for each Unitary council.
- 3.34 Options around harmonisation are being prepared and a final decision will need to be taken by each Unitary council as part of the 2023/24 budget setting in February 2023.
- 3.35 Options around reliefs and premiums are being prepared by the Revenues and Benefits workstream and will be considered by each Unitary.

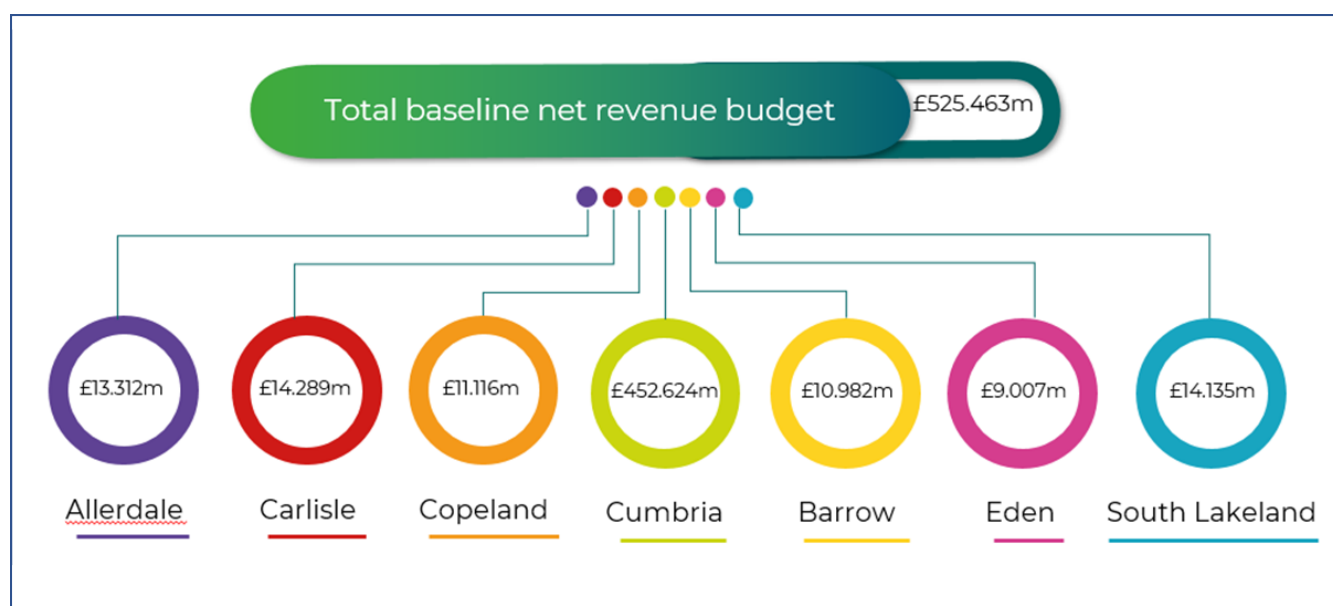
Business Rates

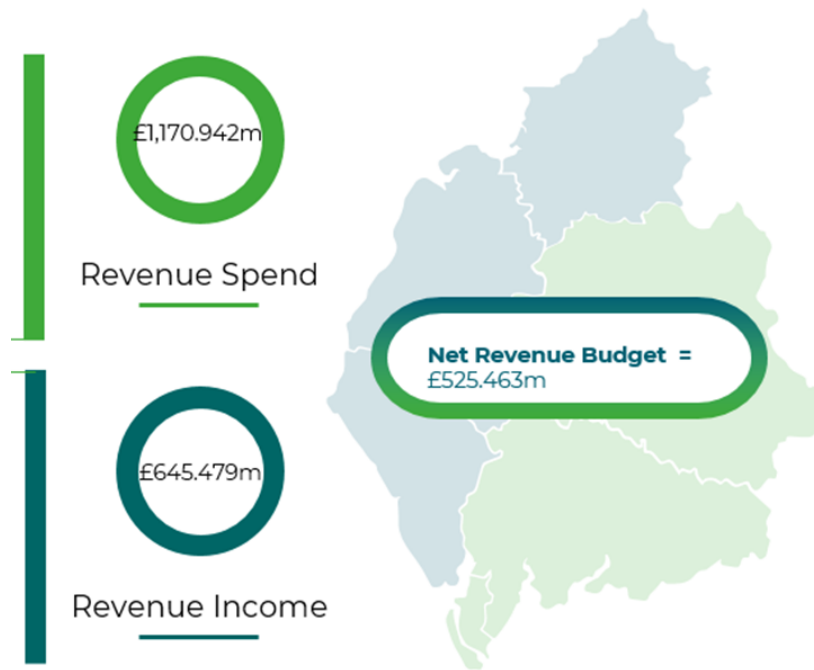
- 3.36 Income from business rates basically split 50% to Government and 50% to local authorities (currently 10% Cumbria County Council and 40% to district Councils) with tariffs and top-ups against baseline shares and levy for income above baseline. From 1 April 2023 the national of 48% to the unitary authority and 2% for the fire and rescue authority will be applied. The Cumbria County Council baseline will need to be allocated to each unitary authority: this is

included in the funding allocation set out above. Each unitary authority will need to make its own assumptions about growth in properties and rateable values, potential increases in the business rate multiplier to be set by Government and provisions for bad debts and appeals. These assumptions are all part of business-as-usual budget setting.

Revenue Budgets

- 3.37 The starting point for the 2023/24 budgets are the aggregation, disaggregation, and integration of the existing Council revenue budgets. There is not sufficient time or resources for a zero-based budget approach.
- 3.38 Officers have combined the 2022/23 detailed budgets for district and county at the cost centre and nominal level. One-off budgets and internal charging has been removed to make the baseline budgets as comparable across all authorities. The overall baseline net revenue budget for 2022/23 for all seven authorities is just over £0.5billion and a gross budget of circa £1.2bn:





Revenue budgets have been aggregated and disaggregated using proposed principles many of which are consistent with the principles being adopted for the disaggregation and aggregation of funding. These have been informed by services and have used data from the data hub to maintain consistency and quality assurance. Initially the mechanism will be applied to the current 2022/23 baseline-budget.

3.39 This approach will provide:

- An indicative base net expenditure budget for each Unitary and CFRS that reflects need as best as possible for each authority i.e. a realistic split of existing commitments/responsibility to deliver existing service provision
- An equitable starting position for evaluating service design options – allowing implications of service design options to be fully understood and costed
- An opportunity to check and challenge the 'equitable' position for each authority compared to the proposed funding allocations

3.40 At this stage a RAG (red, amber, green) rating of disaggregation approaches has been done to understand which ones needed more work or more detail. Government departments may have a view on the disaggregation approach, particularly for certain service areas and discussions with them are continuing.

3.41 The disaggregation principles proposed are:

| | |
|---|----------------------------------------------------------------------------------------------------------------|
| 1 | Location Service Delivered: e.g. location of assets - buildings, parks, geographic footprint of service |
|---|----------------------------------------------------------------------------------------------------------------|

| | |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2 | Residence of service user: e.g. 'Ordinary Residence' principle for Social Care, where split may be based on 'home' postcode of service user, not location service is delivered |
| 3 | Population: e.g. where costs/income based upon demand/usage. May include whole population or sub-set (e.g. 0-17, 18-64, 65+) |
| 4 | Other Cost/Income drivers: underlying drivers for service areas, e.g. road length, FTE 's, number of households, council tax base or business rates tax base, demand data, activity data, performance data |
| 5 | Funding Formula: split prescribed within funding terms and conditions e.g. Dedicated Schools Grant (DSG), Public Health Grant, Better Care Fund (BCF), Improved Better Care Fund (IBCF) may have specific grant formula / data to allocate the funding. Work ongoing to review formula's where seen as out of date |
| 6 | Technical: disaggregation to follow responsibility e.g. corporate costs such as residual pension, teacher additional pension, MRP –specialist advice being provided, depreciation (follows assets split) |

3.42 The revenue budgets for 2023/24 will be developed using the 2022/23 baseline data, but they will then need to be updated for any additional pressures that are emerging either from national impacts or blueprint service delivery options and savings identified by the blueprint process and existing saving proposals.

3.43 As part of the usual financial management arrangements within each sovereign council, any in-year additional pressures from 2022/23 will be reviewed by each existing council and included as appropriate. Each unitary authority will make its own assumptions on changes in service demand, inflation, income from fees and charges etc.

Balance Sheet Disaggregation

3.44 It is necessary to split or merge all other financial matters of all seven current councils. The main areas are:

- Land and buildings: initial dis-aggregation being undertaken now
- Other Balance sheet items: this work is complex and will require close working with all sovereign councils. Aggregation (at district level) is straightforward
- Capital Debt allocation: dis-aggregation being undertaken by a third party (Link)
- Reserves: Work ongoing matching reserves with specific risks where appropriate, principles for disaggregation of wider reserves to be completed

3.45 Members will be updated separately on the principles and proposed allocations for the balance sheet disaggregation and aggregation

work. It is progressing well, and briefings will be available through July and August to reach agreement on those principles.

Shared and Hosted Services

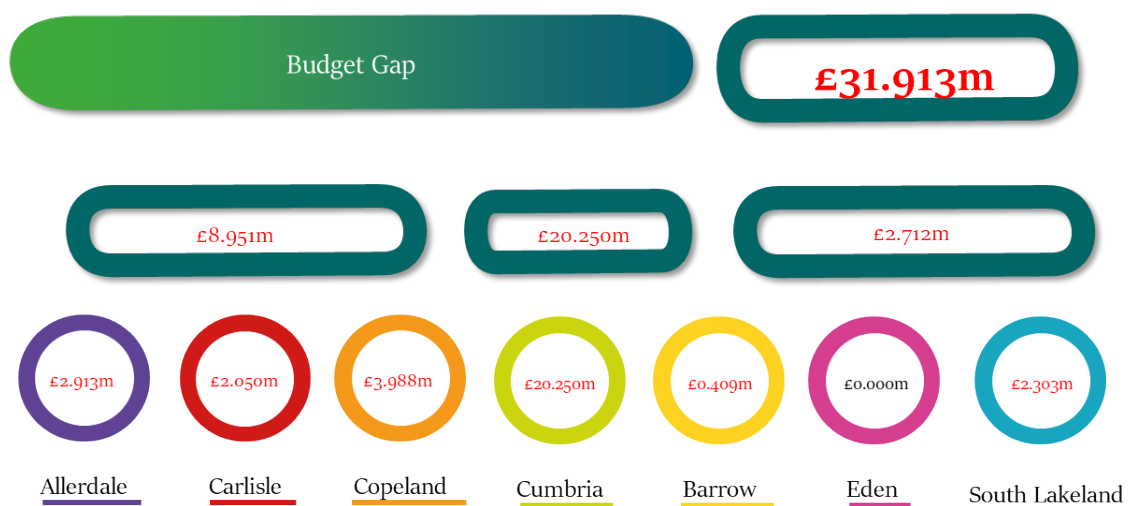
- 3.46 While the majority of services have been disaggregated for 1 April 2023 there are some services where this is either not possible due to statutory requirements (Coroners Services) or may not be practical or represent value for money. In these cases recommendations have been / will be made about how a single service can be provided, either in the short or long-term, through a shared or hosted service and timescales for the splitting of services if it is not intended to be a permanent hosting arrangement.
- 3.47 Even where a service is to be provided jointly the budget will need to be disaggregated as the host authority will need to bill the client authority for the value of services, they have hosted, and the client authority will need a budget to pay for the services they are receiving so funding will also need to be disaggregated. As for all other services and additional costs pressures or savings will be identified when the blueprints are costed to feed into 2023/24 budgets. Arrangements will be established for funding to be passed from client to host authority after initial disaggregation.
- 3.48 Principles for deciding which authority will act as host are being developed and will be reviewed through the Member Liaison Group to then inform formal decision making by the two Shadow Authority Cabinets.

Implementation and Transition Costs

- 3.49 There are no additional resources from Government or elsewhere to fund the LGR process so all expenditure must be funded from existing budgets or resources.
- 3.50 The LGR Implementation reserve has been established to fund implementation costs required to create the two unitary authorities and a separate fire and rescue service for 1 April 2023. It has been funded by the sovereign councils and any balance remaining on the reserve will be allocated back to the two Unitary Councils.
- 3.51 A programme of transition and transformation will be required for each unitary during the first few years of their operation to determine, fund and deliver savings and improvements. Any funding for these programmes will need to come from either existing resources or additional savings above those needed to balance the 2023/24 budgets and will be incorporated into the MTFPs and Council Plans for each unitary. The potential for transformation is built into the day one efficient, safe, and legal work to ensure the opportunity is not hindered.

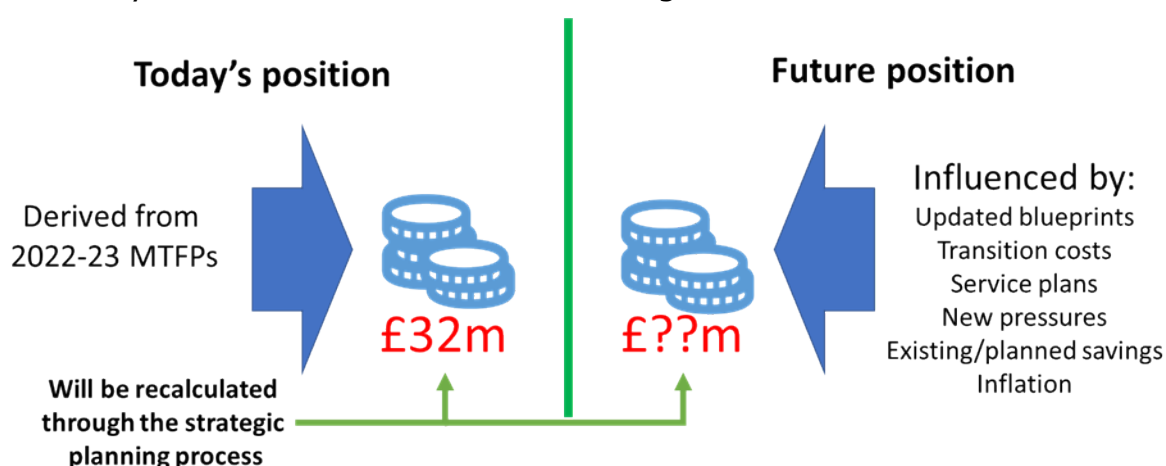
Budget Gap 2023/24

3.52 Each sovereign authority has a MTFP for at least a 3-year period and many for a 5-year period. Each MTFP has been prepared on the basis of assumptions around costs and revenues and around each authority's balance of risks and opportunities and risk appetites. The published MTFP budget gap is around £32m for 2023/24 and £35m for 2024/25:



3.53 The sovereign authority budget gaps are not based on like-for-like assumptions and harmonising assumptions would result in a different funding gap. An example of the difference is the assumed pay award for 2022/23 which varies between 1.75% and 5% with most councils assuming 2%. In terms of significance, a 1% change in assumption for the County Council staff pay (currently assumed 3%) equates to a £2m change in the budget gap while a 1% change in assumption for one district (currently assumed 2%) equates to a £0.20m change in the budget gap.

3.54 Each Unitary council and Fire Service will need to determine their own assumptions for pay awards, inflation, growth etc. This work is underway and will feed into the draft budgets for 2023/24.



3.55 The key strategic planning decisions for the Shadow Authorities to set their draft 2023/24 budgets and MTFP's are shown in the table

below. Ultimately it is a Full Council decision to approve the Budget. It is proposed that draft budgets are established by the end of October 2022 in order that the appropriate consultation on the budget decisions can take place. This will include level of Council Tax increases and harmonisation and proposed savings and pressures to enable a balanced budget for 2023/24 to be delivered:

| What | Who | When |
|--------------------------------------------|---------------------------------------------------------|--------------|
| MTFS assumptions re inflation etc. | Interim team and Executive | October 2022 |
| Council Tax increases and harmonisation | Interim team and Executive for proposal to Full Council | October 2022 |
| Business rates | Interim team and Executive ahead of Full Council | October 2022 |
| Fees and charges harmonisation | Interim team and Executive ahead of Full Council | October 2022 |
| Capital programme and associated financing | Interim team and Executive ahead of Full Council | October 2022 |
| Risk profile and risk appetite | Interim team and Executive ahead of Full Council | October 2022 |

Conclusion and Next Steps

- 3.56 This report has set out proposals for disaggregating and aggregating the funding, revenue costs and balance sheets of the existing sovereign authorities. It has given high level indicative funding envelopes for the two new unitary authorities and fire and rescue authority.
- 3.57 The 2023/24 strategic planning process will require decisions and information to be provide as part of the overall financial disaggregation work.
- 3.58 There are a number of decisions which will need to be taken jointly by both unitary authorities and CFRS to approve the principles and approach taken to allocate the existing resources.
- 3.59 It will also require the new unitary authorities to make decisions on their own assumptions around financing and risk in order that a balanced budget for 2023/24 and medium term financial plan can be finalised for approval by Shadow Authority Cabinet and Full Council in February 2023.
- 3.60 An initial full Member briefing has been held to cover the background requirements for financial planning arising from Local Government Reorganisation (LGR) and to give a high-level steer on the principles and numbers.
- 3.61 This briefing concentrated on the disaggregation and aggregation work on funding. Decisions will be required on this so that Government can be informed about how the funding previously

allocated to Cumbria County Council and the six districts councils, can be allocated to the new authorities.

- 3.62 Further briefings will be arranged and will cover Revenue Budgets, Assets, Debt and Reserves.

4.0 Consultation

- 4.1 The Structural Change Order requires us to establish two new authorities by 1 April 2023.
- 4.2 Formal consultation will be undertaken on the proposed budgets before the budgets are approved by Council.

5.0 Alternative Options

- 5.1 The report sets out proposals to agree an approach and mechanism to establish two financially sustainable Unitary Councils from 1 April 2023 and a Cumbria Fire and Rescue Service.
- 5.2 The proposals for funding have followed the national formulas used by Government (DLUHC) but have been updated with the latest data sets.

6.0 Implications

Financial, Resources and Procurement

- 6.1 This report sets out the basis for agreement on the disaggregation of finances, as a fair and equitable split between the new authorities, and the principles to be applied during this process.

Human Resources

- 6.2 There are no direct implications associated with this report.

Legal

- 6.3 There are no direct implications associated with this report.

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 arising from this report.

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 arising from this report.

| Risk Management | Consequence | Controls required |
|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| Do not agree an approach and mechanism to establish two financially sustainable Unitary Councils for Cumbria and a Fire and Rescue Service | Council priorities will not be delivered nor a balanced budget and MTFP | Identification of decisions required and timing of decision. Implementation of decisions incorporated into Budget Preparation Process |

Contact Officers

Helen Smith, Acting Interim S151 Officer, Westmorland and Furness Council, 01539 793147, helen.smith@westmorlandandfurness.gov.uk

Pam Duke, Technical Lead, Cumbria County Council, 07989 345265, Pam.Duke@cumbria.gov.uk

Appendices Attached to this Report

| Appendix No. | Name of Appendix |
|---------------------|-------------------------------------------------------------------------------|
| 1 | List of Corporate, service and fire grants for disaggregation and aggregation |
| 2 | Summary of disaggregation choices and approach |
| 3 | Indicative corporate resource allocations for 2022/23 |
| 4 | Blueprints, service plan and strategic financial planning timeline |
| 5 | Strategic Planning – High level timeline and key stages |

Background Documents Available

| Name of Background document | Where it is available |
|------------------------------------|------------------------------|
| None | |

This page is intentionally left blank

Corporate, service and fire grants

| | | | |
|-------------------------------------------------|-----------|--------------------------------------------------|---------|
| Revenue Support Grant | Corporate | Fire PFI (received via Merseyside Fire & Rescue) | Fire |
| Rural Services Delivery Grant | Corporate | Fire Rev Grant - Firelink | Fire |
| New Homes Bonus | Corporate | Fire Rev Grant - New Dimensions | Fire |
| Returned NHB | Corporate | Fire Pension Grant | Fire |
| Tariff Adjustment ("Negative RSG") | Corporate | Public Health Grant | Service |
| Lower Tier Services Grant | Corporate | Improved Better Care Fund (Original Allocation) | Service |
| 22-23 Services Grant | Corporate | Improved Better Care Fund (Budget 2017) | Service |
| Social Care Support grant | Corporate | The Adult Social Care Support Grant | Service |
| Social Care Support grant (SR19 and SR20) | Corporate | Adult Social Care Support grant | Service |
| Social Care Grants (new Adult RNF distribution) | Corporate | Winter Pressures grant | Service |
| Independent Living Fund | Corporate | LCTS Admin Support Grant | Service |
| CNR PFI | Corporate | Housing Benefit Admin Support Grant | Service |
| extended Rights to Free Transport | Corporate | Dedicated Schools Grant | Service |
| Flood Lead Authority | Corporate | | |
| Local Reform and Community Voice | Corporate | | |
| Social Care in Prisons | Corporate | | |
| War Widows Grant | Corporate | | |
| Phonics Screening Check | Corporate | | |
| Remand Placements - assume to continue (Dec 15) | Corporate | | |
| Focused Families (Troubled Families) | Corporate | | |
| Special educational Needs Reform Grant | Corporate | | |
| School improvement Brokering Grant | Corporate | | |
| Market reforms grant | Corporate | | |

Existing formulas will be maintained

Based on available data and existing formulas

To be negotiated with DfE

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



Summary of disaggregation choices and approach

| Grant | Assumption made |
|-----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| Social care grants (IBCF and Social Care Services grants) | Updated Adult Relative Needs Formula (RNF) (using latest data) |
| Rural Services Grant | Split between Cumberland and Westmorland based on district distribution Fire share based on the original ESSSA allocations (6%) |
| Lower Tier Services Grant | EPCS RNF (using latest data) |
| 22-23 Services Grant | Overall Settlement Funding Assessment (updated for latest data) |
| New Homes Bonus | Based on district council allocations in 2022-23 (no share for fire) |
| Public health grant | Latest proposals from ACRA (2016) |
| Other grants | Overall population (2018-based projections) |

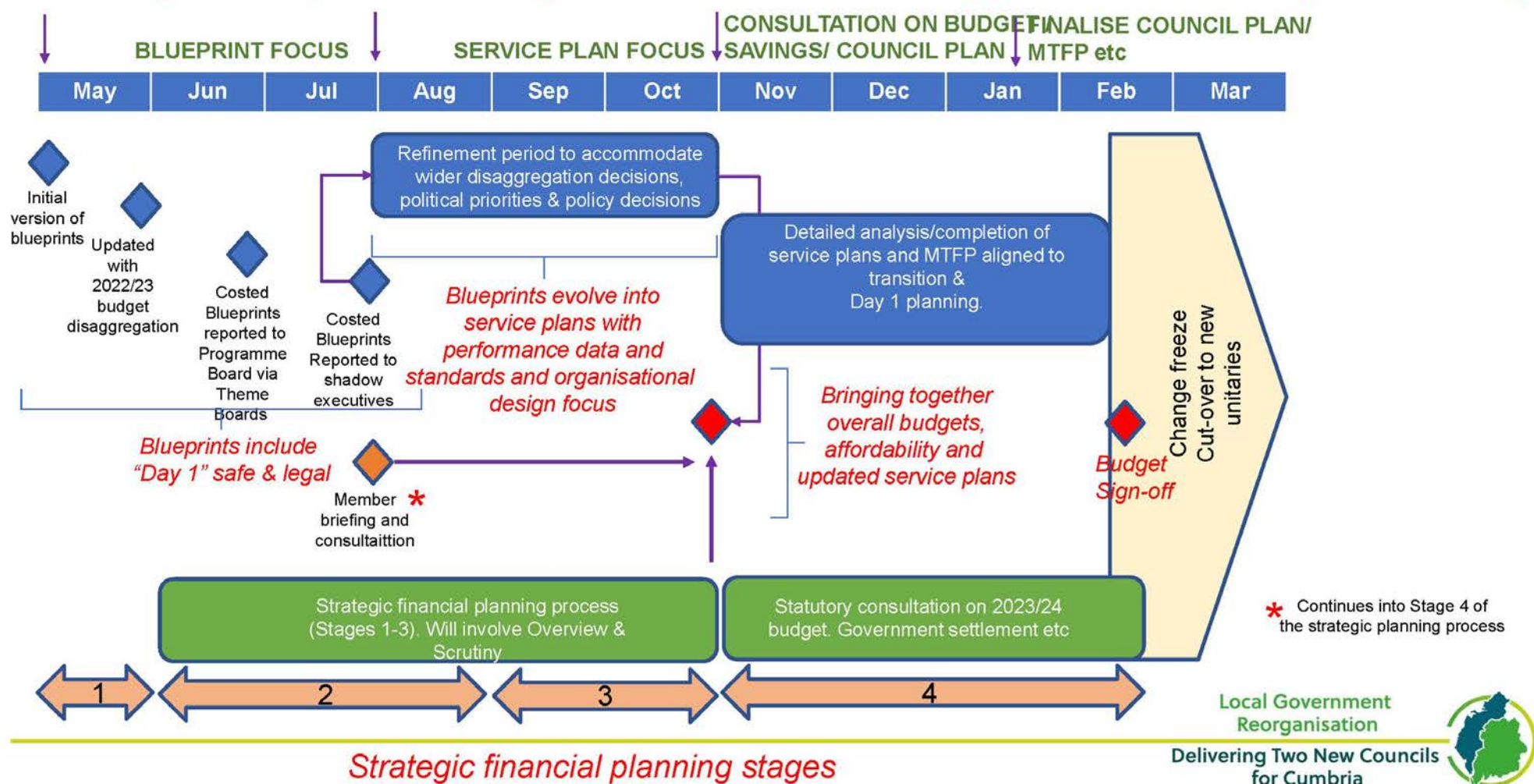


Indicative core funding allocations for 2022-23 based on relative need

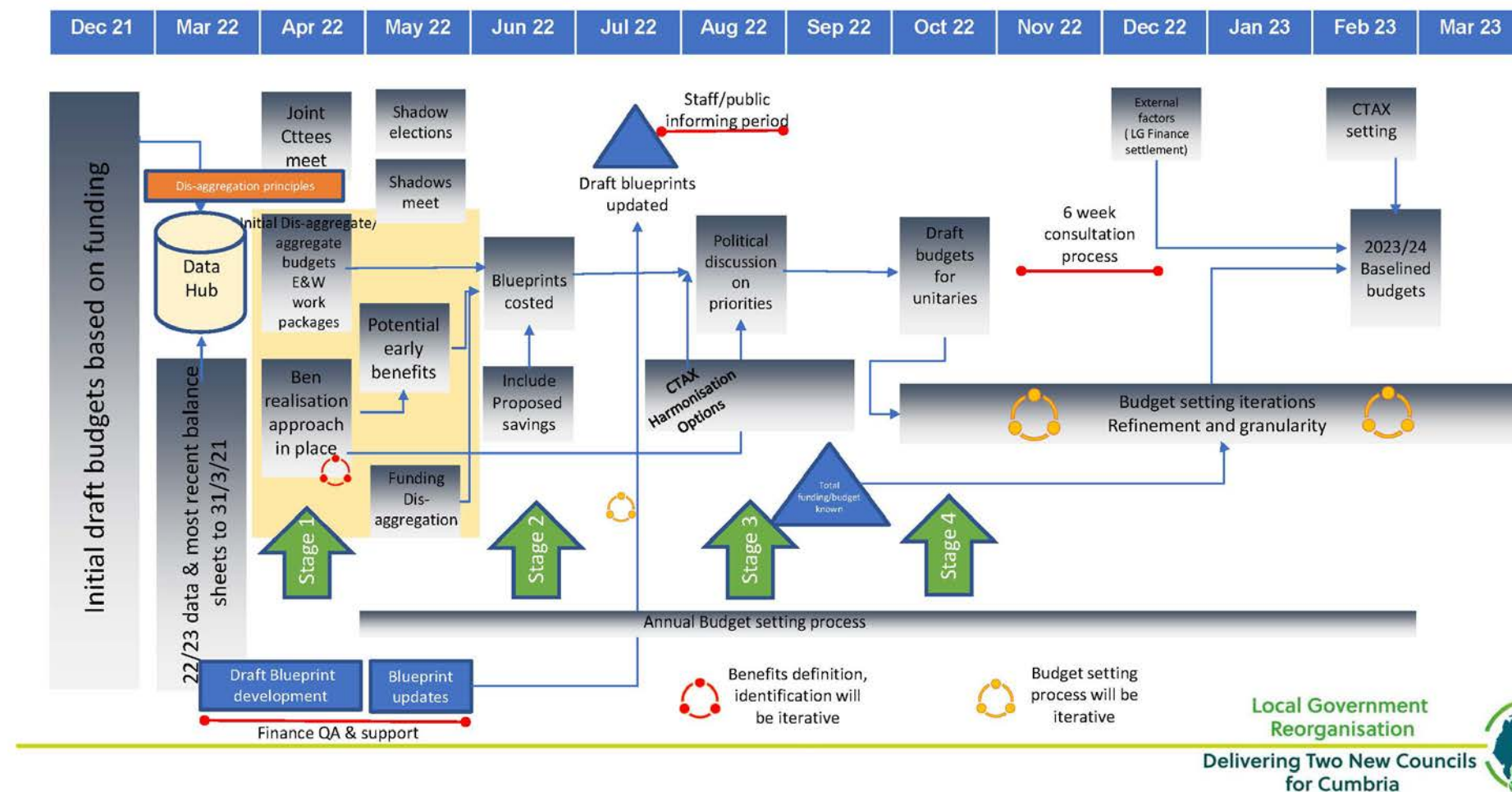
| | Total | Westmorland and Furness | Cumberland | Fire |
|---------------------------------------------------------------|----------------|----------------------------|----------------|----------------|
| | £'m 2022-23 | £'m 2022-23 | £'m 2022-23 | £'m 2022-23 |
| Business rates | 135.423 | 52.328 | 76.527 | 6.568 |
| Council tax | 302.519 | 144.122 | 143.504 | 14.893 |
| Corporate grants (Excludes BCF, lbcf, DSG, Public health etc) | 86.594 | 30.520 | 49.246 | 6.828 |
| Total Corporate Resources | 524.536 | 226.970 | 269.277 | 28.289 |
| Share (%) | | 43.3% | 51.3% | 5.4% |
| Unitary split (%) | | 45.7% | 54.3% | |
| Total Corporate Resources per head (without service grants) | | 1,004 | 981 | 56 |



Blueprints, service plans and strategic financial planning



Strategic Planning - High level timeline and key stages



This page is intentionally left blank

Westmorland and Furness Shadow Authority Cabinet Meeting

Date: 22 July 2022

Title: UK Shared Prosperity Fund

Report from: Councillor Jonathan Brook, Leader of the Council
Report Author: Interim Head of Paid Service
Wards: All
Key Decision: No

1.0 Purpose/Summary of report

- 1.1 The purpose of this report is to present the emerging interventions that will form the basis of the UK Shared Prosperity Fund (UKSPF) investment plans that are being developed by Barrow, Eden and South Lakeland Councils which will be inherited by Westmorland and Furness Council
- 1.2 To put in place the necessary delegations for Westmorland and Furness Council to consent to the final investment plans prior to submission as specified in the prospectus for the fund.

2.0 Recommendation

2.1 It is recommended that the Shadow Authority Cabinet:-

(1) Note the proposed interventions for inclusion in UK Shared Prosperity Fund investment plans being developed by Barrow, Eden and South Lakeland Councils as detailed in section 3.6 of this report; and

(2) Delegate authority to the Interim Head of Paid Service in consultation with the Leader of the Council to give consent on behalf of Westmorland and Furness Shadow Authority to the final UK Shared Prosperity Fund investment plans and to the submission of those plans to DLUHC by 1 August 2022.

3.0 Background and Proposals

- 3.1 The UKSPF is a central pillar of the UK Government's Levelling Up agenda and provides £2.6 billion in grant funding to local authorities to achieve the aims of:

- Boosting productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging;
 - Spread opportunities and improve public services, especially in those places where they are weakest;
 - Restore a sense of community, local pride and belonging, especially in those places where they have been lost;
 - Empower local leaders and communities, especially in those places lacking local agency.
- 3.2 The fund has been allocated to district, Unitary Authorities and Combined Authorities in England, with around £8m collectively for Barrow, Eden and South Lakeland Councils as set out section on in 6.1 below.
- 3.3 The process to unlock the funding allocations requires authorities to submit investment plans for central government approval. More information about the aims of the fund, the sectors and interventions it seeks to target and the required process is given in the prospectus for UKSPF which is attached as a background document.
- 3.4 Whilst Barrow, Eden and South Lakeland Councils are lead authorities for UKSPF and will submit separate investment plans, the prospectus makes specific reference to Local Government Reorganisation in Cumbria. It states that consent of Westmorland and Furness Council in shadow form is needed for the investment plans to be submitted and that plans should include some joint elements notably delivery arrangements, which will aid transition post vesting day, when the district level investment plans will be merged into plans for the new Council.
- 3.5 To this end, the three Councils have been working closely on the their investment plans and have commissioned a single consultant, Hatch, to coordinate their development and bring together the outcomes of Expressions of Interest process that Eden separately and Barrow and South Lakeland jointly, have carried out. A single Local Partnership Group of key stakeholders as required in the prospectus has been established across the Westmorland and Furness geography.
- 3.6 The Government guidance (set out in Interventions List for England in the background papers) sets out 41 interventions across three themes that can be chosen to form the basis of the investment plans. From assessing their alignment with current strategic objectives and informed by the Expression of Interest process, the three Councils have provisionally identified the following suite of 15 interventions as being most appropriate and impactful:
- E1: Funding for improvements to town centres and high streets.

- E6: Support for local arts, cultural, heritage and creative activities.
- E7: Support for active travel enhancements in the local area.
- E9: Funding for impactful volunteering and/or social action projects to develop social and human capital in local places.
- E10: Funding for local sports facilities, tournaments, teams and leagues; to bring people together.
- E11: Investment in capacity building and infrastructure support for local civil society and community groups.
- E12: Investment in community engagement schemes to support community involvement in decision making in local regeneration.
- E13: Community measures to reduce the cost of living, including through measures to improve energy efficiency, and combat fuel poverty and climate change.
- E19: Increasing investment in research and development at the local level. Investment to support the diffusion of innovation knowledge and activities. Support the commercialisation of ideas, encouraging collaboration and accelerating the path to market so that more ideas translate into industrial and commercial practices.
- E23: Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks.
- E24: Funding for new and improvements to existing training hubs, business support offers, 'incubators' and 'accelerators' for local enterprise.
- E29: Supporting decarbonisation and improving the natural environment whilst growing the local economy.
- E30: Business support measures to drive employment growth, particularly in areas of higher unemployment.
- E33: Employment support for economically inactive people.
- E37: Tailored support to help people in employment.

3.7 These interventions are subject to refinement and change including through consultation with the Local Partnership Group. Once finalised this suite of interventions will underpin the investment plan and under which projects and programmes will be subsequently aligned and developed. The final investment plans will be submitted by the Councils on or before the deadline of 1 August 2022. The timescale for the submission of the investment plans does not allow for the Shadow Authority Cabinet to consider the final of version of the plans before the deadline, hence the need to put the appropriate delegation for consent by the Shadow Authority in place. It is recommended that

this delegation should be to the Leader and the Interim Head of Paid Service.

4.0 Consultation

- 4.1 As set out in 3.5, a Local Partnership Group comprised of key stakeholders has been established with its first meeting on 7 July 2022. Stakeholders include elected members from Westmorland and Furness Shadow Authority and the district Councils and representatives from the business, rural, sustainability, community and voluntary and education and skills sector. This will be the key mechanism for wider consultation and engagement on the production of the investment plans and their future delivery.

5.0 Alternative Options

- 5.1 The investment plans would be non-compliant without the consent of the Shadow Authority.

6.0 Implications

Financial, Resources and Procurement

- 6.1. The allocations made to the three Councils is set out below.

| Allocations | Barrow | Eden | SLDC | Total |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|
| Programme Management (4%) | £99,101 | £79,608 | £153,824 | £332,533 |
| Available for Interventions | £2,378,427 | £1,910,595 | £3,691,768 | £7,980,790 |
| Total Allocation | £2,477,528 | £1,990,203 | £3,845,592 | £8,313,323 |

- 6.2 The guidance allows for 4% of the allocations to be top-sliced for programme management which has been taken into account. The spend profile for the remaining 96% is 12%, in the remainder of 2022/23, 23% in 2023/24 and 61% in 2024/25.
- 6.3 It is anticipated that spend from the 2022/23 allocations will start in the autumn following approval of the investment plans. The majority of the expenditure will therefore fall within the tenure of Westmorland and Furness Council.

Human Resources

- 6.4 There are no human resource implications.

Legal

- 6.5 Any legal implications relating to UKSPF currently lie with the three district level Councils as lead authorities. Any legal implications identified by the districts will be consolidated prior to plans being combined post vesting.

- 6.6 The prospectus from central government outlines that local authorities must detail within their investment plan how the proposed interventions will be delivered within the UK Subsidy Control regime. It is expected that the Government will publish further specific guidance on subsidy control and UKSPF in the summer; this is awaited at the time of writing this report. Each sovereign council will assess its own respective position in respect of subsidy control compliance.

Health and Sustainability Impact Assessment

- 6.7 Have you completed Health and Sustainability Impact Assessment? No.
- 6.8 This is because a Health and Sustainability Impact Assessment is not necessary at this stage.
- 6.9 Have you completed an Equality Impact Analysis? No.

Equality and Diversity

- 6.10 This because an Equality Impact Assessment is not necessary at this stage.

Contact Officers

Les Clark

Deputy Chief Executive, Eden District Council

01768 817817

les.clark@eden.gov.uk

Background Documents Available

| Name of Background document | Where it is available |
|-------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| UK Shared Prosperity Fund: prospectus | UK Shared Prosperity Fund: prospectus - GOV.UK (www.gov.uk) |
| Interventions List | Interventions list for England - GOV.UK (www.gov.uk) |
| Interventions, Objectives, Outcomes and Outputs | Interventions, Objectives, Outcomes and Outputs – England (publishing.service.gov.uk) |

This page is intentionally left blank