



To: Chair and Members of the Joint Overview and Scrutiny Committee

Agenda

Dear Member

JOINT OVERVIEW & SCRUTINY COMMITTEE

A meeting of the Joint Overview and Scrutiny Committee will be held as follows:

Date: Friday, 19 April 2024
Time: 10.30 am
Venue: Conference Rooms A and B, Cumbria House, Botchergate, Carlisle, CA1 1RD,

Linda Jones
Chief Legal and Monitoring Officer
Westmorland and Furness Council

Enquiries and requests for supporting papers to: Rose.Blaney@Cumberland.gov.uk

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Agenda

Joint Overview and Scrutiny Committee for Hosted Services
Friday, 19 April 2024 at 10.30 am
Conference Rooms A and B, Cumbria House, Botchergate,
Carlisle, CA1 1RD

The press and public are welcome to attend for the consideration of any items which are public.

Enquiries and requests for supporting papers to:
Email: rose.blaney@cumberland.gov.uk

Membership

Cumberland Council

Cllr M Harris
Cllr R Dobson
Cllr C McCarron-Holmes
Cllr D Moore
Cllr B Pegram

Westmorland & Furness Council

Cllr M Rudhall (Vice Chair)
Cllr J Battye
Cllr T Biggins
Cllr M Brereton
Cllr H Hodgson
Cllr H Ladhams

Access to Information

Agenda and Reports

Copies of the agenda and Part A 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 A reports are also available on the [Cumberland Council website](#).

Public Participation

Any member of the public who wishes to ask a question at the meeting should apply to do so no later than midday five working days before the date of the meeting.

Information on how to apply can be obtained from the Democratic Services Officer named on the front of the agenda.

1. Apologies for Absences

To receive apologies for absences.

2. Declarations of Interest

To receive declarations by Councillors of disclosable pecuniary interests, personal interests, other registrable interests or any other interests in respect of items on the agenda.

3. Exclusion of Press and Public

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

4. Minutes of the Previous Meeting (Pages 5 - 12)

To receive the minutes of the Joint Overview and Scrutiny Committee meeting held on 26 February 2024.

5. Minutes of the Joint Executive Committee Meeting (Pages 13 - 22)

To note the minutes of the Joint Executive Committee meeting held on 28 March 2024.

6. LEP Activity Integration Update (Pages 23 - 28)

To receive an update from the Lead Officer regarding LEP Activity Integration post 1 April 2024.

7. Programme for Proposed Disaggregation (Pages 29 - 34)

To receive an update from the Lead Officer regarding the timescales for proposed disaggregation of services and possible additions to the programme.

8. Emergency Planning (Pages 35 - 42)

To receive a progress update on all of the short and long-term hosting arrangements in Emergency Planning and how the hosted services are operating/performing.

9. Scrutiny Officer Update (Pages 43 - 52)

The Scrutiny Officer to provide an update on outstanding recommendations and present the 2023/24 Joint Scrutiny for Hosted Services Work Programme.

10. Date and Time of Next Meeting

To note the date of the next Joint Overview and Scrutiny Committee meeting, which is to be confirmed.

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Joint Overview and Scrutiny Committee for Hosted Services

Date: Monday, 26 February 2024

Time: 10.30 am

Location: Conference Rooms A and B, Cumbria House, Botchergate, Carlisle, CA1 1RD

Present: Cllr C McCarron-Holmes (Chair for the Meeting), Cllr J Battye, Cllr M Harris, Cllr H Hodgson, Cllr H Ladhams, Cllr R Dobson, Cllr B Pegram, Cllr M Mitchelson (substitute for Cllr D Moore) and Cllr S Evans (substitute for Cllr M Rudhall)

In Attendance Assistant Chief Executive (Westmorland & Furness), Director of Business Transformation and Change (Cumberland), Director of Place, Sustainable Growth and Transport (Cumberland), Director of Thriving Places (Westmorland & Furness), Chief Legal Officer and Monitoring Officer (Westmorland & Furness), Assistant Director of Climate and Waste (Cumberland), Programme Manager (Westmorland & Furness) and Democratic Services Officer (Scrutiny)

17 Election of Chair

Due to apologies being received from both the Chair and Vice Chair, the Committee's first order of business was to appoint a Chair for the meeting. A nomination was put forwarded, which was seconded and:

RESOLVED that Councillor McCarron-Holmes would assume the position of Chair for the meeting.

18 Apologies for Absence

Apologies were received from Councillors David Moore (Councillor Mike Mitchelson substituted), Mark Rudhall (Councillor Shirley Evans substituted), Cyril Weber, Matt Brereton and Beverley Morgan.

19 Declarations of Interest

There were no Declarations of Interest received.

20 Exclusion of Press and Public

RESOLVED that the press and public not be excluded for any items of business on this occasion.

21 Minutes of the Previous Meeting

The Committee reviewed the minutes of the previous Joint Overview & Scrutiny (JOSC) meeting and a Member requested that the title heading for Adult Social Services be amended to include 'Mental Health' to highlight the focus of the topic.

RESOLVED that the minutes of the Joint Overview & Scrutiny Committee held on 14 December 2023 be agreed as a true and accurate record.

22 Minutes of the Joint Executive Meeting

The Committee reviewed the minutes of the Joint Executive Committee (JEC) meeting.

A Member asked if there were any updates regarding the dates for disaggregation delivery which the Director of Business Transformation and Change (Cumberland) noted would be covered under agenda item 7 but would be happy to supply any additional information upon request.

A Member requested additional information regarding the Social Work Academy to understand its structure which the Director of Business Transformation and Change (Cumberland) noted.

RESOLVED that the minutes of the Joint Executive Committee held on 25 January 2024 be noted and the Committees comments be noted and actioned accordingly.

23 Update Report - Adult Services

The Scrutiny Officer highlighted the report to the Committee, noting that it provided the answers to questions raised at the previous committee meeting which the officers had been unable to answer without further research.

A Member asked for clarification on the difference between Rural and Extra Rural which the Director of Business Transformation and Change (Cumberland) explained as relating to the distance from the closest urban area.

A Member requested confirmation as to what CAMHS T4 referred to, which the Director of Business Transformation and Change (Cumberland) commented regarded inpatient detention.

A Member asked for clarification on the link between the reduction in requests for MHA Assessments and lack of access to pubs during the pandemic regarding social isolation. The Director of Business Transformation and Change (Cumberland) clarified that there had been reduction in requests due to lower numbers of alcohol contributing to deterioration rather than social isolation, which is why there had been a reduction rather than an increase.

Members asked for further information regarding pattern for demand for social work and care in urban and rural areas outside of Mental Health issues which the Director of Business Transformation and Change (Cumberland) agreed to discuss with the relevant officers to provide the committee with a written response for the requested information.

RESOLVED that the update report be noted.

24 Programme for Proposed Disaggregation

The Director of Business Transformation and Change provided the Committee with an overview of the report, highlighting the disaggregation which has been completed, is currently ongoing

and those planned. It was also noted that some of the disaggregation had been completed ahead of the planned date, which was a testament to the hard work done by the relevant teams.

A Member asked why there was no disaggregation date for the Children's Emergency Duty Team which the Programme Manager (Westmorland & Furness) explained as being due to initial discussions still taking place, though there was hope that there would be more clarity available for the next meeting.

A Member requested a definition of those services which are classes as "long-term hosted" which the Assistant Chief Executive (Westmorland & Furness) and Director of Business Transformation and Change explained as being services with no immediate plan to disaggregate. Services that, would either be impossible or highly unlikely to disaggregate, would potentially have an adverse impact or suffer a potential dip in being able to deliver the service should they disaggregate. It was also noted that all services would go through an annual review, but if there was no business case for justification of disaggregation then they would remain a long-term hosted service.

A Member asked for further information regarding digital innovation and customer experience and whether Children's Services Integrations and Partnerships still existed as a service. The Director of Business Transformation and Change confirmed that Children's Services Integrations and Partnerships disaggregated on 31 December 2023 but still existed as a service for each council. Regarding digital innovation and customer experience, the Director of Business Transformation and Change explained that this was part of the council which dealt with automation of processes and functions, the website and digital access for services.

A Member queried whether work was being done on business cases for areas such as children's care, adoption, fostering and edge of care taking into account their performance and emerging needs. They also asked if JOSC would see the annual reviews which were scheduled to take place. The Director of Business Transformation and Change and Assistant Chief Executive (Westmorland & Furness) confirmed that all services would be reviewed appropriately, annually, with the first review due to start in April/May and would be coming to future JOSC meetings when appropriate.

RESOLVED that,

- a) The update on progress of the disaggregation of hosted services provided in the report be noted.
- b) Any proposed amendments to the disaggregation programme to the Joint Executive Committee be referred for consideration.

25 Long-Term Hosted Services Review Process

The Assistant Chief Executive (Westmorland & Furness) provided the Committee with an overview of the report, highlighting that it was based on the indicators, which had been shown to the Committee at a previous meeting, to show how the long-term disaggregation process was performing. It was noted that the officers were looking for comments and feedback on the performance to present to the JEC.

Members thanked the Assistant Chief Executive (Westmorland & Furness) and the other officers for the information provided within the report.

A Member asked for clarification around the direction of the direction of travel arrow and RAG rating for point A8wf. The Assistant Chief Executive (Westmorland & Furness) explained that

the RAG rating was green because it was a positive change and the arrow was pointed down because it was indicating that the risk was going down.

A Member asked for further information regarding the difference between Cumberland and Westmorland and Furness percentages for gigabit capable broadband coverage. The Assistant Chief Executive (Westmorland & Furness) noted that the reason for disparity is due to Westmorland and Furness starting with poorer provision of infrastructure compared to Cumberland, with Eden one of the most poorly served, so they received more help to improve at the start of Connecting Cumbria.

Members had a discussion around the use telephone poles rather than underground cables for improving connectivity throughout Cumbria, the work being conducted by Fibrus and whether the number of properties with superfast broadband coverage noted within the report was accurate and whether it included both commercial properties and households. The Assistant Chief Executive (Westmorland & Furness) and Director of Place, Sustainable Growth and Transport (Cumberland) both explained that the work being done was through specialists working with a government contract, so the two Councils were only primarily aware of the work being done through permits. Although it was acknowledged that Highways Management had already been required to issue fines to Fibrus. Both acknowledged that more information would be required for the Members' queries to be addressed sufficiently and would provide the Committee with the additional information by the next Committee meeting.

A Member queried the variation between the two authorities on the number of children trained through Active Travel which the Assistant Chief Executive (Westmorland & Furness) explained as being based on the percentage of children in the population and the number of schools engaged.

A Member queried the difference between the number of Emergency Key Plans for Cumberland and Westmorland and Furness. The Assistant Chief Executive (Westmorland & Furness) explained that the key plans refer to the assets within the local areas, with Cumberland having more plans for nuclear, and noted that a full list could be provided.

A Member asked if key plans for risks included aircraft accidents. The Assistant Chief Executive (Westmorland & Furness) noted that they would check with the relevant officers but that assessments on the impact and likelihood of events are conducted to include instances such as pandemics, climate change and cyber-attacks.

A Member inquired about edge of care arrangements and the lack of information included within the report and about external placements and the reporting on those placements. The Director of Business Transformation and Change (Cumberland) explained that reporting on in-house placements was monthly due to it being in the gift of the council to do so, however, assured the Committee that frequent reviews were taking place to monitor the arrangements for both the children and the external provider with an acknowledgement of the cost and expense of using an external provider and the need to find the safest most appropriate place for the child in question. The Director of Business Transformation and Change (Cumberland) also explained that edge of care referred to the shorter-term arrangements for those who planned to be returned more swiftly, but that further specifics could be included going forward within the review reports to highlight the full edge of care picture with issues regarding finance, capacity and external factors included.

A Member queried if there was any further engagement planned to help improve the number of volunteers which the Director of Place, Sustainable Growth and Transport (Cumberland) noted that they would speak to the relevant officer and provide the Committee with further information.

A Member asked for further information regarding performance deduction, which the Assistant Director of Climate and Waste (Cumberland) explained that performance is monitored monthly and when each contract is reviewed, depending on what the issue is, points are deducted as appropriate and mitigated implemented.

Members clarified that once the annual review is complete, the reports will go through the JEC and JOSC for review and scrutiny, with the comments and feedback given from the Committee included.

RESOLVED that,

- a) The report be noted.
- b) Requests for further information be provided by written response to the Committee prior to the next meeting.
- c) The JOSC propose the following to the Joint Executive Committee (JEC),
 - That an annual review of the long-term hosted services is undertaken based on performance against indicators agreed by the JEC.
 - That following the annual review, Senior Responsible Owners make recommendations on the findings via the Joint Officer Board (JOB) and JEC, and outline changes to the disaggregation schedule or updates to the Service Strategies.

26 Stronger Local Resilience Forum (LRF) Pilot Programme

The Assistant Chief Executive (Westmorland & Furness) provided the committee with an overview of the report, highlighting that Cumbria are only one of eight Local Resilience Forum (LRF) pilot areas chosen with the pilot taking place over the Cumbria footprint and aiming to develop a resilience communication programme to help with prevention and improve preparedness for the area. It was also noted that another aim was to improve engagement across all partners and communities, not just the local authorities.

A Member queried the six month timeline within the report and if there was a Plan B for the funding. The Assistant Chief Executive (Westmorland & Furness) explained that there was no revised timeline provided beyond the initial December deadline and that without the funding there would be no pilot.

Members had a discussion regarding improving the distribution and sharing of information to cascade down from local authorities and relevant partners to parish councils and residents. The Assistant Chief Executive (Westmorland & Furness) thanked the Committee for their comments and agreed that better co-ordination between different partners was needed to allow for a more efficient information sharing system, with up-to-date records, contact information and data to be available. All of which would help improve understanding of communities and engagement.

A Member noted the previous issues that had occurred throughout Cumbria from previous storms and floods with internet failures and connection issues. The Assistant Chief Executive (Westmorland & Furness) noted those comments and agreed that a more efficient network would need to be created to include all those working on the ground, such as parish councils, to help when there are issues such as power outages.

RESOLVED that the information within the report regarding the Stronger LRF Pilot in Cumbria be reviewed and noted.

27 Waste

The Assistant Director of Climate and Waste (Cumberland) provided the committee with an overview of the report, highlighting the five key areas of Governance, Information Sharing, the Waste Inter-Authority Agreement (WIAA) Review, the WIAA Budget and National Policy. It was also noted that, should the Members wish to have a further report on a specific area, the Assistant Director of Climate and Waste would be happy to provide it.

A Member asked if, as the current contract with Renewi was signed until 2034, it would be a difficult process to change the contract regarding the changes to National policy. The Assistant Director of Climate and Waste (Cumberland) explained that special dispensation has been given to Cumberland and Westmorland & Furness as part of a transitional agreement due to recognition that National policy changes would have on the contract. With the Assistant Director of Climate and Waste (Cumberland) noting that while New Burdens Funding would be available for Food Waste, this only covers collection and not disposal, which would be a costly addition to the current contract. However, both Councils will only decide their preference once they have considered the pros and cons of making changes to collections with the contract in mind.

Members had a discussion regarding recycling within Cumbria, looking at where recycling rates currently are and where the WIAA would like to see them in the future and potential changes in the future. The Assistant Director of Climate and Waste (Cumberland) explained that Cumbria was currently at 48% recycling, which is mid-table for local authorities and reflected an average across all recycling sites in Cumbria, with work being done to maximise recycling and reduce waste. It was noted that the changes from government, through the 'Simpler Recycling' project, helped to simplify the recycling process with reduction of how many bins were required for each household and gave authorities the power to decide how to divide the recycling. Both the Assistant Director of Climate and Waste (Cumberland) and Director of Thriving Places (Westmorland & Furness) commented that both councils were looking to review and harmonise the waste services, to build one service for Cumbria which will be consistent for residents with the hope that there will be an update that could be provided later this year.

A Member asked about the impact of the inclusion of low-grade plastic packaging and whether other authorities were recycling that packaging. The Assistant Director of Climate and Waste (Cumberland) explained that the 'Simpler Recycling' project included flexible plastic such as cling film but that it would be dependent on the contract and plant about whether it would be possible, with trials ongoing with emerging technologies to help improve the process. Regarding other councils, it was noted that each council would be participating in different things, depending on their own contracts.

A Member queried if Cumberland and Westmorland & Furness would remain in contact regarding waste which the Assistant Director of Climate and Waste (Cumberland) assured the Committee that the two councils worked closely together and would continue to do so on all things waste.

A Member asked for clarification regarding Cumbria Waste Group, which the Assistant Director of Climate and Waste (Cumberland) clarified had been sold by both councils in December 2023 and was part of a sub-contract to the main contract with Renewi. It was also noted that this contract does not affect waste collection as this is done through Cumbria Waste Management.

A Member requested further information regarding the disposal of larger appliances, multi-component items and soft furnishing. The Assistant Director of Climate and Waste (Cumberland) explained that white goods could be taken to household waste recycling centres within Cumbria and that bulky waste collections were still available, where they would be either disposed of, used for component parts or refurbished. Regarding soft furnishings, it was noted

that these could legally not be dismantled but instead required a separate contract with Energy from Waste Plants. The Assistant Director of Climate and Waste (Cumberland) highlighted that they would follow up with the Communications team to come up with an improved Communications plan to ensure that residents had the information and allow for all services to be accessible.

A Member queried whether contract renegotiations with Renewi were possible should they wish to. The Assistant Director of Climate and Waste (Cumberland) noted that while possible, this was not something that Renewi had wanted in the past, and the Councils needed to be mindful of procurement procedures.

RESOLVED that the information contained within the report regarding the hosted Waste Disposal Contract and Service be reviewed and the update noted.

28 Integration of LEP activities to Local Authorities

The Director of Place, Sustainable Growth and Transport (Cumberland) provided the Committee with an overview of the report, highlighting the creation of the Economic Growth Board, the programme of integration and what the future will look like including the next steps in the process through the JEC to further provide governance.

A Member asked about the remaining funding for Local Enterprise Partnership (LEP) and the timeline for providing the government with the required strategies. The Director of Place, Sustainable Growth and Transport (Cumberland) noted that, while the LEP do have some reserves, the requirements for the funding are being examined and the funding procured through grants has been allocated accordingly. Regarding the strategy, the government requirement is to provide something within six months, which the Director of Place, Sustainable Growth and Transport (Cumberland) highlighted would be possible as they are building upon the existing LEP strategy rather than starting from scratch.

A Member enquired whether the existing staff would be transferred under the Transfer of Undertakings Protection of Employment rights (TUPE) to Cumberland, which the Chief Legal Officer and Monitoring Officer (Westmorland & Furness) confirmed.

A Member queried whether there would only be one economic growth plan produced on a Cumbria footprint or whether there would also be one for each council area. The Director of Place, Sustainable Growth and Transport (Cumberland) and Director of Thriving Places (Westmorland & Furness) confirmed that while the government does demand that every function area (Cumbria) has an economic growth plan, each Council will also produce a plan which will highlight nuances for each local area and compliment and feed into the Cumbria wide plan.

A Member asked how many employees would be transferred to Cumberland, where those employees would operate from and whether the operational costs had been included within the March 2024 budget. The Director of Place, Sustainable Growth and Transport (Cumberland) explained that 17 employees were transferring and that they would remain working out of their current office building. It was also noted that there would be no additional cost to Cumberland regarding the integration of LEP activities and any costs transferred had been included within the budget.

Members had a discussion regarding the transition of functions with it being highlighted by the Director of Place, Sustainable Growth and Transport (Cumberland) that while it would be challenging, the focus would be on maintaining and enhancing relationships with businesses and partners and

winding up current projects correctly once arrangements are finalised.

A Member asked for confirmation that the JOSC would be scrutinising delivery plan, which the Chief Legal Officer and Monitoring Officer (Westmorland & Furness) confirmed.

RESOLVED that the report regarding the activity to integrate LEP activities to Local Authorities for Cumberland and Westmorland and Furness Councils and comments made by the JOSC on those activities be noted.

29 Scrutiny Officer Update

The Democratic Services Officer (Scrutiny) provided the Committee with an overview of the Scrutiny Officer Update and the current Work Programme before inviting Members to ask any questions or propose any amendments.

A Member asked if an additional item could be added to receive an update on the LEP arrangements which the Committee agreed to add to the Work Programme for the next meeting.

A Member asked for clarification as to the venue of the next JOSC meeting in April, which was noted as Cumbria House, and queried when the JOSC would return to Westmorland & Furness. The Scrutiny Officer explained that, once each council had agreed their 2024/25 calendar of meetings at their Annual General Meetings in May, the next JOSC would be in Westmorland & Furness.

RESOLVED that,

- a) The items on the most recent Forward Plan of Key Decisions be noted.
- b) The progress on resolutions from previous meetings be noted.
- c) Any changes to the work programme for 2023/24 be agreed and noted.
- d) The information presented within the report in relation to the development of the Committee's work programme and comment on the work programme, in particular on items for the next Committee meeting, be noted.

30 Date and Time of Next Meeting

RESOLVED that the next JOSC meeting be held on Friday 19 April 2024 at 10:30am in Cumbria House, Carlisle.

The meeting finished at 12.47 pm



Westmorland
& Furness
Council

JOINT EXECUTIVE COMMITTEE

Minutes of a Meeting of the **Joint Executive Committee** held on Thursday, 28 March 2024 at 10.30 am at Council Chamber, Penrith Town Hall, Corney Place, Penrith, Cumbria, CA11 7QF

PRESENT:

Cllr P Bell
Cllr J Brook
Cllr B Cannon
Cllr M Fryer
Cllr A Jarvis
Cllr Southward

Officers in attendance:

Chief Executive (Cumberland Council)
Chief Executive (Westmorland and Furness Council)
Chief Legal and Monitoring Officer (Cumberland Council)
Chief Legal and Monitoring Officer (Westmorland and Furness Council)
Director of Resources (Westmorland and Furness Council)
Director of Business, Transformation and Change (Cumberland Council)
Assistant Chief Executive (Westmorland and Furness Council)
Director of Business, Transformation and Change (Cumberland Council)

Other:

Jonathan Harris - Programme Director (Connecting Cumbria)

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

22. APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllrs Brown and Williamson – Cumberland Council. Cllrs Lynch and Southward substituted for Cllrs Brown and Williamson respectively for this meeting only.

23. DECLARATIONS OF INTEREST

Councillor Brook declared an interest in Agenda item 10 as he was a Board Member of the LEP.

24. EXCLUSION OF PRESS AND PUBLIC

RESOLVED: - That the press and public not be excluded during consideration of any items on the agenda. Public Document Pack.

25. MINUTES OF THE PREVIOUS MEETING

RESOLVED: - That the minutes of the meeting of the Joint Executive Committee held on 13 November 2023 be approved and signed by the Co-Chair (Westmorland and Furness Council).

26. PUBLIC PARTICIPATION

There were no public questions or representations made on this occasion.

27. QUESTIONS BY COUNCILLORS

There were no questions or representations made on this occasion.

28. PERMISSION TO PROCURE SPECIALIST ADVANCED WIRELESS RESOURCES - BORDERLANDS 5G INNOVATION REGIONS PROGRAMME

Jonathan Harris, Programme Director, Connecting Cumbria reminded the Committee that in response to a bid developed by Connecting Cumbria on behalf of the Borderlands Region, an allocation of up to £3.8m had been made by the Department for Digital, Science, Innovation and Technology (DSIT) to deliver the Borderlands 5G Innovation Regions programme. A briefing on that programme had been provided to this Committee on 25 January 2024.

Following market engagement, it had been identified that there was a risk of low market interest if the value of the overall contract advertised for the specialist advanced wireless resources was capped at the value of the currently available funding. It was also strongly anticipated that there would be opportunities during the lifetime of the proposed contract to access additional funding the impact of which would be maximised by being able to be utilised within an existing contract. It was proposed that the committed value of the contract with the supplier be limited to £3m in line with the available funding, with a right to shut down works at any time after March 2025, but that the ceiling of total spend over the lifetime of the contract be set at £10m to support the ongoing ambitions for 5G development in Cumbria and the Borderlands region.

The procurement would follow an open procedure in accordance with the Public Contract Regulations 2015. It was intended that an Invitation to Tender would be published to the market immediately, subject to approval of the recommendation, with the preferred bidder to be assessed based on quality of response and price. It was critical that the supplier be in a position to start works by summer 2024 in order to complete deployment activity and complete commissioning of use cases at the five venues around the borderlands before end of March 2025.

A further report would be brought to this Committee to award the contract following the procurement exercise.

Councillor Brook proposed the recommendations which was seconded by Councillor Fryer.

RESOLVED:- that the Joint Executive Committee unanimously

1. Approved the procurement of a provider for specialist advanced wireless resources to support the Borderlands 5G Innovation Regions programme for contract term of up to 7 years and up to a maximum of value of £10m; and

2. Agreed to receive a further report with recommendations to award the contract following the procurement exercise.

29. HOSTED SERVICES PERFORMANCE

The Committee considered a report from The Assistant Chief Executive (Westmorland and Furness Council) and the Assistant Chief Executive (Cumberland Council) regarding Hosted Service Performance.

Under the Inter Authority Agreement entered between Westmorland and Furness Council and Cumberland Council governing the provision of hosted services, the Councils agreed to establish a Joint Executive Committee.

The Terms of Reference set out within the Inter Authority Agreement (IAA) stated that this Committee was responsible for reviewing the performance of hosted services against budget and indicators for service quality, performance and efficiency. The Committee would also receive an annual report on performance, finance and proposed service improvements.

On 25 January 2024 this Committee had agreed the performance measures for each of the long-term hosted services, with a further request to provide additional qualitative data where possible.

The agreed services were Digital Infrastructure/Connecting Cumbria, Registration Service, Active Cumbria and Active Travel, Adoption, Adult Learning, Archive Service, Emergency Planning and Resilience, Fostering, Residential and Edge of Care Homes and Waste Disposal.

The performance data collated for Quarter 3 of 2023/24 was detailed in the report.

The Committee were advised that a performance report had been reported to Scrutiny which had been challenged, the points that had been made would be circulated.

RESOLVED: - To note the performance update for long-term hosted services during Quarter 3 of 2023/24.

30. UPDATE ON DISAGGREGATION PROGRAMME DELIVERY

The Committee considered a report from The Assistant Chief Executive (Westmorland and Furness Council) and The Director of Business, Transformation and Change (Cumberland Council) regarding the Update on Disaggregation Programme Delivery.

The Committee was reminded that it was responsible for the oversight and management of the hosted services including the development and implementation of disaggregation plans for the hosted services. Any changes to disaggregation dates must be approved by this Committee following consideration by the Joint Officer Board.

On 5 March 2024 the Joint Officer Board had considered the proposed disaggregation of the following services and recommend to this Committee that they were disaggregated in line with the dates set out below.

Hosted services due to disaggregate on 31 March 2024:

- Independent Placement Team – 31 March 2024
- Social Work Academy – 31 March 2024
- Insurance Team – 31 March 2024
- Digital Innovation and Customer Experience team – 31 March 2024
- Partial disaggregation of Public Libraries Back Office and Stock Management (Operational Leadership, Delivery Lead and Culture and Outreach Management elements only) – 31 March 2024.

This Committee had agreed that the remainder of the hosted service (Stock Management, and Library Services for Schools (LSS)) would be maintained as a long-term hosted service and a new Service Strategy developed for 2024/25.

Hosting arrangements due to cease on 31 March 2024 included

- Economic Programmes – Accountable Body
- Public Health - Education Infection and Prevention Control (EIPC)

3.13 Hosting arrangements due to cease on 30 April 2024:

- Human Resources Payroll Administration service (Recruitment and DBS elements only).

An overview of the progress of the Disaggregation Programme was provided in the report. These dates were subject to the Committee's approval of the proposed disaggregation dates and long-term arrangements, as set out in the recommendations of this report:

The IAA had set out the process for the annual review of hosted services. At the Joint Overview and Scrutiny Committee on 26 February 2024, the Committee had considered the approach to completion of the annual review and how it could work in practice. The Joint Overview and Scrutiny Committee recommended to this

Committee that the annual reviews were undertaken for the long-term hosted services based on the performance against the indicators agreed on 13 November 2024.

The Joint Overview and Scrutiny Committee had also recommended that following completion of the annual review for each long-term hosted service, Senior Responsible Owners make recommendations on the findings via the Joint Officer Board and Joint Executive Committee, and outline changes required to the disaggregation schedule or updates to the Service Strategies.

Councillor Brook proposed the recommendations which was seconded by Councillor Fryer.

RESOLVED: - that the Joint Executive Committee unanimously

1. Approved disaggregation of the Independent Placement Team on 31 March 2024;
2. Noted the update from the Joint Officer Board on progress of the Joint Disaggregation Programme including disaggregation of the following hosted services on 31 March 2024:
 - Social Work Academy
 - Insurance Team
 - Digital Innovation and Customer Experience team
 - Partial disaggregation of Public Libraries Back Office & Stock Management (Operational Leadership, Delivery Lead and Culture and Outreach Management elements only).
3. Noted the establishment of long-term hosting arrangements for the remaining element of the Public Libraries Back Office and Stock Management, and Library Services for Schools (LSS) service;
4. Noted the ceasing of the hosting arrangements for the Economic Programmes – Accountable Body and Assurance service from 31 March 2024;
5. Noted the ceasing of the Public Health - Education Infection and Prevention Control team from 31 March 2024;
6. Noted the partial disaggregation of the Human Resources Payroll Administration service (Recruitment and DBS elements only) on 30 April 2024;
7. Approved the recommendation from the Joint Overview and Scrutiny Committee to undertake an annual review of the long-term hosted services based on performance against the indicators agreed by the Joint Executive Committee on 13 November 2024; and
8. Approved the recommendation from the Joint Overview and Scrutiny Committee that following completion of the annual review, Senior Responsible Owners make recommendations on the findings via the Joint Officer Board and Joint Executive

Committee, and outline changes to the disaggregation schedule or updates to the Service Strategies.

31. AMENDS TO INTER AUTHORITY AGREEMENT

The Assistant Chief Executive, Westmorland and Furness Council and the Chief Legal and Monitoring Officer, Cumberland Council report informed the Committee that the Inter Authority Agreement (IAA) between Westmorland and Furness Council and Cumberland Council had been entered into on 31 March 2023 with the purpose of providing the arrangements for the governance and delivery of hosted services and functions.

The IAA had been in place for nearly a year and there were several changes that had happened since entering into the agreement.

The purpose of the report was to provide an update on proposals to Cumberland Council Executive and Westmorland and Furness Council Cabinet to agree to enter a Deed of Variation to enable the changes to be made to the IAA, and, to extend the Service Level Agreement between Cumberland Council and Westmorland and Furness Council under s.113 of the Local Government Act 1972 which governed the arrangements between the two Authorities in respect of a number of shared roles for a further 12 months.

Councillor Brook proposed the recommendations which was seconded by Councillor Fryer.

RESOLVED: - that the Joint Executive Committee unanimously

1. Noted the decisions of recommendations proposed to Cumberland Council Executive on 19 March 2024 and Westmorland and Furness Council Cabinet on 26 March 2024 to agree to enter Deed of Variations relating to the Inter Authority Agreement between Westmorland and Furness Council and Cumberland Council; and
2. Received a summary of the changes agreed through the Deeds of Variations to the next meeting of the Joint Executive Committee on 14 May 2024.

32. UPDATE ON CONTRACT AWARD DECISIONS FOR HOSTED SERVICES

The Director of Resources (Westmorland and Furness Council) and the Director of Business, Transformation and Change (Cumberland Council) informed members of a decision that had been taken under delegated authority by Officers in respect of contracts associated with hosted services.

The Committee considered three decisions that had been taken since the last meeting.

RESOLVED: - To note unanimously the decisions taken by officers since the last meeting of the Committee.

33. TRANSFER OF THE LOCAL ECONOMIC PARTNERSHIP FUNCTIONS, JOINT COMMITTEE AND RELATED AGREEMENTS

Councillor Brook left the meeting for this Agenda Item only.

Councillor Bell in the Chair.

The Director of Thriving Places, Westmorland and Furness Council and the Director of Place, Sustainable Growth and Transport, Cumberland Council report updated the Committee following the Government announcement that it would cease to provide core funding for the Local Economic Partnership (LEP's) from 1 April 2024 and instead would support local authorities to take on the functions currently delivered by LEPs.

The report provided an overview of the plans and activity to integrate Cumbria LEP functions into the Local Authorities, following the latest Government guidance.

Cumberland Council Executive and Westmorland and Furness Council Cabinet Executive were being asked to approve proposals as developed by the LEP Integration Programme and set out in the Integration Plan for Cumberland Council to act as the Delivery Authority and Accountable Body in respect of current Cumbria Local Enterprise Partnership (CLEP) functions and programmes. They were also asked to enter into a Collaboration Agreement between Cumberland Council and Westmorland and Furness Council in respect of this, with Westmorland and Furness Council providing monitoring and assurance pertaining to existing CLEP programmes and funds for which LEPs were responsible.

The report sought the Committee's agreement that it provided the basis of joint working and collaboration on strategic economic growth across the Cumbria geography.

The Committee was asked to endorse proposals as developed by the LEP Integration Programme and set out in the Integration Plan for Cumberland Council to act as the Delivery Authority and Accountable Body in respect of current Cumbria Local Enterprise Partnership (CLEP) functions and programmes, and endorse both Councils entering into an Agreement in respect of this, with Westmorland and Furness Council providing monitoring and assurance pertaining to existing CLEP programmes and funds for which LEPs were responsible.

Councillor Bell proposed the recommendations which was seconded by Councillor Fryer.

RESOLVED:- that the Joint Executive Committee unanimously

1. Agreed to the transfer of the LEP functions as required by government guidance and for the Joint Committee between Westmorland and Furness Council and Cumberland Council to oversee these functions;

2. Noted that the drafting of proposals for Terms of Reference for the Joint Committee had been delegated to the Director of Thriving Places in consultation with the Lead Cabinet member and Chief Legal and Monitoring Officer and the Director of Place, Sustainable Growth and Transport following consultation with the Lead Executive Member and Chief Legal Officer and would be brought back to a future meeting for agreement;
3. Noted that the process of determining the arrangements for the nomination of (non-voting) co-opted members to the Joint Committee had been delegated to the Lead Cabinet member in consultation with the Chief Legal and Monitoring Officer and the Lead Executive Member and Chief Legal Officer;
4. Endorsed that Cumberland Council was the Delivery Authority and Accountable Body and responsible for the integration of LEP functions in line with the government guidance;
5. Endorsed that Westmorland and Furness Council was providing the assurance support to Cumberland Council's S151 Officer;
6. Noted that an Agreement would be entered into between Westmorland and Furness Council and Cumberland Council and that had been delegated to the Director of Thriving Places in consultation with the Lead Cabinet Member and the Chief Legal and Monitoring Officer and Director of Place, Sustainable Growth and Transport following consultation with the Lead Executive Member and Chief Legal Officer;
7. Endorsed that the LEP would continue to undertake some activities as part of the transition and that would be the subject of an Agreement with the LEP which specified the nature and duration of those activities the finalisation and entering into of the Agreement being delegated to the Director of Thriving Places in consultation with the Lead Cabinet Member the Director of Resources (S151 Officer) and the Chief Legal and Monitoring Officer and Director of Place ,Sustainable Growth and Transport following consultation with the Lead Executive Member and Chief Legal Officer;
8. Endorsed that both Councils would develop an assurance framework that would provide the governance for the decision making and transparency of funding and investment (that would be done after 1st April) and be brought back to the Joint Committee;
9. Endorsed the delegation to both Council's Director of Resources (S151 Officer) in consultation with the Lead Cabinet Member and Lead Executive Member to approve the budget for expenditure on county-wide economic functions for 2024/ 2025;
10. Agreed that the Joint Committee would establish an appointment panel and to nominate members to enable the selection and appointment of members to join the Cumbria Economic Growth Board; and

11. Endorsed the delegation of decisions regarding the novation of all contracts required to give effect to the transfer of functions and services to the Director of Thriving Places in consultation with the Director of Resources (S151 Officer) and Chief Legal and Monitoring Officer the Chief Legal Officer following consultation with the Director of Place, Sustainable Growth and Transport.

34. URGENT ITEMS

There were no urgent items for this meeting.

The meeting ended at 11.11 am

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Report to the Joint Overview and Scrutiny Committee

Meeting Date – 19th April 2024
Key Decision – No
Public/Private – Public

Portfolio – Cllr Mark Fryer, Cumberland Council
Cllr Jonathan Brook, Westmorland and Furness Council

Directorate – Place, Sustainable Growth and Transport – Cumberland Council
Thriving Places – Westmorland and Furness Council

Lead Officer – Darren Crossley – Director of Place, Sustainable Growth and Transport (Cumberland Council)
Angela Jones – Director of Thriving Places (Westmorland and Furness Council)

Title – LEP Activity Integration Update

Summary:

This report provides an update following the implementation of the integration of LEP activities of Local Authorities for Cumberland and Westmorland and Furness Councils that took place from 1st April 2024.

Recommendations:

It is recommended that Joint Overview and Scrutiny Committee note and comment on the activity to integrate LEP activities to Local Authorities for Cumberland and Westmorland and Furness Councils.

1. Progress since last update

- 1.1 On 26th February 2024, an update on the integration of LEP activities to Local Authorities was presented to the Joint Overview and Scrutiny Committee. Members requested that a further update be presented following integration of functions from 1st April 2024.
- 1.2 Since the last update, the relevant Lead Members and Directors for both Councils have attended their respective decision-making committees to agree the following. This received agreement at Cumberland Council Executive on 19th March 2024 and Westmorland and Furness Cabinet on 26th March 2024:
- Agree to the transfer of the LEP functions as required by government guidance and for the Joint Committee between Cumberland Council and Westmorland and Furness Council to oversee these functions; and
 - Delegate the drafting of proposals for Terms of Reference for the Joint Committee to the relevant directors following consultation with the Lead Executive member and Chief Legal Officer
 - Delegate the process of determining the arrangements for the nomination of co-opted members to the Joint Committee to the Chief Legal Officer following consultation with the Lead Executive Member; and
 - Agree that Cumberland Council is the Delivery Authority and Accountable Body and responsible for the integration of LEP functions in line with the government guidance; and
 - Agree that Westmorland and Furness Council is providing the assurance support to Cumberland Council's S151 Officer; and
 - Delegate authority to enter into an Agreement between Cumberland Council and Westmorland and Furness Council to the relevant Director following consultation with the Lead Executive Member and the Chief Legal Officer; and
 - Agree to the LEP continuing to undertake some activities as part of the transition and to delegate the finalisation and entering into of agreement with the LEP which specifies the nature and duration of those activities to the relevant director following consultation with the Lead Executive Member, S151 Officer and the Chief Legal Officer; and
 - Authorise officers to develop and assurance framework with Westmorland and Furness Council that will provide the governance for the decision making and transparency of funding and investment after 1st April which shall be brought back to the Joint Committee; and
 - Delegate authority to the Director of Resources and S151 Officer following consultation with the Lead Executive Member to agree with Westmorland and Furness Council the budget for expenditure on county-wide economic functions for 2024/ 2025; and
 - Delegate the establishment of an appointment panel to the Joint Committee to enable the selection and appointment of members to join the Cumbria Economic Growth Board; and
 - Delegate the novation of all contracts required to give effect to the transfer of functions and services to the Chief Legal Officer following consultation with the Director of Place, Sustainable Growth and Transport.

- 1.3 The Joint Executive Committee considered a similar report, however for completeness the recommendations that they agreed to were reflective of the joint nature of the committee.
- 1.4 Following this, the LEP Integration Programme Board have focussed activities to develop and implement the following as a result of this key decision by all relevant committees.
- Collaboration Agreement agreed between Cumberland and Westmorland and Furness Councils
 - A Tripartite Legal Agreement agreed between both Councils and Cumbria Local Enterprise Partnership (CLEP) company to implement support from CLEP company during sunset period of 1st April-30th September
 - TUPE of former LEP staff into Cumberland Council, including a welcome letter, full induction, Organisational Development and Training support and introduction into the enabling council teams that they will work closely with such as Finance, Procurement and HR
 - Transfer of Accountable Body and Delivery Body to Cumberland Council from 1st April, including submission of Integration Plan into Central Government and notification of contact details
 - Development of budget for Economic Growth Team
 - Novation of all contracts that were previously under the CLEP to Cumberland Council
- 1.5 In regard to Joint Executive Committee governance, this is a key priority area to develop and manage through the governance process as soon as practical. The Chief Legal Officers, working with the Programme Board, are developing the draft Terms of Reference for the Joint Committee, in addition to nomination of co-opted members and an appointments panel for members to join the Cumbria Economic Growth Board (CEGB).
- 1.6 The CEGB will be formed as a partnership of key stakeholders from the public, private and third sector with a scope and remit across all areas of inclusive growth in Cumbria. The primary role of the CEGB will be to provide a business sector perspective and strategic insight and advice on the Cumbria wide economic programmes and initiatives, shaping business, trade and investment support around local business and economic needs.
- 1.7 This Board will fulfil the principles set out in the Government's guidance ensuring that there is a business voice within a democratically accountable governance structure, and will support the integration of LEP functions into Local Authority. A series of thematic sub boards and advisory groups will sit underneath the Economic Growth Board. The sub boards and advisory groups will provide a powerful business voice, for the wider business community and representatives of key economic growth sectors. The sub boards and advisory groups will include organisations, businesses, and

individuals with the ability to identify and respond to local economic challenges and opportunities.

2. Transition Programme

- 2.1 During the transition phase, the existing Programme governance will continue to ensure continuity and adequate oversight of the transition period and those activities specified within this report. A transition plan is in development, with clear timescales and ownership.
- 2.2 As outlined to Scrutiny Members previously, Government expects all local authority areas to have developed and finalised the Economic Strategy within 6 months of functions being transferred into local authority responsibility. As the strategy is Cumbria-wide, a Strategy Writing Group will be coordinated to implement this timescale, ensuring that the strategy has the support and reflects the priorities of both Councils, the business community, key stakeholders and the economic needs and future aspirations of Cumbria.
- 2.3 During the transition period, and as set out in the Tripartite Legal Agreement with the CLEP, the CLEP will act as a sunset company between 1st April and 30th September 2024, continuing to share its knowledge and history. The CLEP will:
- Continue as the primary pan-Cumbrian business voice.
 - Provide support, guidance and input to the establishment of the new Economic Growth Board.
 - Maintain and service the identified key sub-groups and Futures Forum
 - Through the Board and sub-groups, act in an advisory capacity to support the production of a new Cumbria Economic Strategy.
 - Continue to develop/support the development of transformative opportunities that can support economic growth and be transferred to the Economic Growth Team
 - Input to the development of a new MoU for the Kingmoor Park Enterprise Zone.
 - Continue to deliver the Innovating for Success programme and new one to many investments as relevant.
 - Close out Cumberland Council's Rural England Prosperity Fund ensuring that all closure activity and reporting is completed by June 2024.
 - Deliver Westmorland and Furness Council's Shared Prosperity Fund Investing In Growth capital programme and Catalysing Growth revenue programme for the transitional period, at which point the responsibility will be transferred to Cumberland Council.
 - Provide communications, branding and IT support for the development of a vibrant and informative new website for the Economic Growth Team.
 - Work in partnership with the Economic Growth Team and Accountable Body to facilitate the smooth transition of LEP functions and programmes.

- 2.4 The focus of both Councils and the CLEP will be on integrating staff and programmes sitting with the Economic Growth Team, establishing the CEGB and developing the new economic strategy.
- 2.5 Cumberland Council, as Accountable Body, will lead on support and relationship management for the new 'sunrise' arrangements. Cumberland Council has also developed internal governance arrangements to ensure that the enabling services are supporting the Economic Growth Team from 1st April as a result of the new responsibilities.

3. Proposals

- 3.1. Not applicable, the report is to note and comment on transition activity.

4. Alternative options considered

- 4.1. Not applicable, the report is to note and comment on transition activity.

5. Conclusion and reasons for recommendations

- 5.1. Not applicable, the report is to note and comment on transition activity.

Implications: Not applicable.

Contribution to the Cumberland Plan Priorities - Cumberland Council's vision is that it takes a fresh approach to the delivery of inclusive services that are shared by residents and communities. By enabling positive outcomes for health and wellbeing, prosperity and the environment, it is possible to fulfil the potential of people and area.

The Council believes passionately in the delivery of excellent public services, and in order to this it is essential to be clear about the values and behaviours needed to drive change and achieve high standards.

Contribution to the Westmorland and Furness Plan Priorities -

Westmorland and Furness vision is to be 'a great place to live, work and thrive' and will work collaboratively with partners, communities, and residents to deliver the best outcomes for all. Our priority is for sustainable, inclusive, economic growth, with:

- opportunities for jobs, learning, skills and enterprise
- a sustainable, inclusive, diverse, economy
- a growing work force and high quality jobs
- support to encourage business creation
- improved infrastructure and connectivity

This is essential in our drive to support the delivery of services which underpin our quality of life, as well as helping us retain our young people and attract investment and skilled people

Relevant Risks – Risks are currently being identified and monitored as part of the Programme management approach.

Consultation / Engagement – Both authorities have developed a joint Communications Plan, and have engaged closely with LEP to ensure that there is pro-active engagement with external stakeholders, staff in Both Councils and wider public.

Legal – There are no legal implications specifically related to this report. The Chief Legal Officers have provided legal comments in the relevant Cabinet, Executive and Joint Executive Committee reports.

Finance – There are no finance implications specifically related to this report. The S151 Officers have provided finance comments in the relevant Cabinet, Executive and Joint Executive Committee reports.

Information Governance – There aren't direct information governance implications.

Impact Assessments –

Have you screened the decision for impacts using the Impact Assessment? **N/A**

If you have not screened the decision using the Impact Assessment, please explain your reason. **Not key decision**

Contact details:

Contact Officer: Darren

Crossley, Director of

Place, Sustainable

Growth and Transport

Email:

Darren.crossley@Cumb

erland.gov.uk

Appendices attached to report:

None

Background papers:

Note: in compliance with section 100d of the Local Government Act 1972 the report has been prepared in part from the following papers:



Report to the Joint Overview and Scrutiny Committee

Meeting Date – 19 April 2024

Key Decision – No

Public/Private – Public

Portfolio – Cllr Markus Campbell Savours – Cumberland
Cllr Jonathan Brook - Westmorland and Furness

Directorate – Business, Transformation and Change, Cumberland
Assistant Chief Executive, Westmorland and Furness

Lead Officer – Jo Atkinson – Director of Business, Transformation and Change,
Cumberland Council
Alison Hatcher, Assistant Chief Executive, Westmorland and Furness
Council

Title – Joint Disaggregation Programme progress report

Summary:

This report provides an update on progress against the proposed disaggregation programme for hosted services in Westmorland and Furness Council and Cumberland Council.

Recommendations:

It is recommended that Members of the Joint Overview and Scrutiny Committee:

- Note the update on progress of the disaggregation of hosted services provided in the report.
- Refer any proposed amendments to the disaggregation programme to the Joint Executive Committee for consideration.

1. Background

- 1.1. An overview of hosted services was provided to the Joint Overview and Scrutiny Committee on 30 October 2023. The report detailed the proposed dates for disaggregation set out within the Inter Authority Agreement (IAA) entered in to by Cumberland Council and Westmorland and Furness Council to govern the provision of hosted services.
- 1.2. Under the IAA, the Joint Executive Committee is responsible for the oversight and management of the hosted services including the development and implementation of disaggregation plans.
- 1.3. In some cases, the disaggregation date detailed in the IAA has been changed to meet the needs of each council and to support effective service delivery. All proposed changes to disaggregation dates have been reported to the Joint Executive Committee following completion of an options appraisal and consideration given to the ability for the service to disaggregate safely and legally.
- 1.4. An update on the services successfully disaggregated to date, and those due to disaggregate is set out below.

Hosted services successfully disaggregated

- 1.5. The following services have been successfully disaggregated since the programme commenced on 01 April 2023:

Hosted service	Host authority	Proposed disaggregation date (as per IAA)	Actual disaggregation date (achieved)
Global Resettlement Team	Cumberland	30 September 2023	30 September 2023
School Organisation and Admissions	Westmorland and Furness	30 September 2023	30 September 2023
Customer Service Team (former County Service Centre)	Westmorland and Furness	31 October 2023	31 October 2023
Human Resources / Organisational Development (HR/OD) Centralised Resourcing	Westmorland and Furness	31 March 2025	31 October 2023

Hosted service	Host authority	Proposed disaggregation date (as per IAA)	Actual disaggregation date (achieved)
HR/OD Pay and Reward and Pension Advisor	Westmorland and Furness	31 March 2025	31 October 2023
HR/OD Organisational Development and Workforce Training	Cumberland	31 March 2025	31 October 2023
Children's Services - Improvement / Quality Assurance	Cumberland	31 March 2024	30 September 2023
Children's Services - Integration and Partnerships	Cumberland	31 March 2024	31 October 2023
Children's Services - Local Authority Designated Officer (LADO)	Cumberland	31 March 2024	31 December 2023
Public Health – Education Infection and Prevention and Control Team	Cumberland	31 March 2024	31 March 2024
Public Libraries – Operational Leadership and Delivery Lead, and Culture and outreach management	Cumberland	31 March 2025	31 March 2024
Former county HR/OD – Social Work Academy	Cumberland	31 March 2025	31 March 2024
Independent Placement Team (Commissioning)	Westmorland and Furness	No date stated	31 March 2024
Finance – former county Insurance Team	Westmorland and Furness	31 March 2024	31 March 2024
Digital Innovation and Customer Experience	Westmorland and Furness	30 September 2024	31 March 2024
Economic Programmes - Accountable Body Assurance	Westmorland and Furness	31 March 2024	31 March 2024

Services due to disaggregate after 31 March 2024

1.6. The following services are due to disaggregate after 31 March 2024.

Hosted service	Host authority	Current forecast disaggregation date
Human Resources (HR) Payroll Administration: Recruitment and DBS	Cumberland	30 April 2024
Apprenticeship Service (Workforce planning and resourcing)	Westmorland and Furness	30 September 2024
Adults Urgent Care Team	Cumberland	30 September 2024 or 31 March 2025 (at the latest)
Children's Emergency Duty Team	Westmorland and Furness	No date specified – recommendation on disaggregation date to be made to Joint Executive Committee 14 May 2024
Apprenticeship Service (apprenticeship levy)	Westmorland and Furness	31 March 2025
Finance – Core Financial Systems	Cumberland	31 March 2025
Finance – Purchase to Pay/Accounts Payable/Account Receivable	Cumberland	31 March 2025
Finance – School's Finance Team	Westmorland and Furness	31 March 2025
County Records Management	Cumberland	31 March 2025
County ICT	Cumberland	At least 31 March 2025
Human Resources (HR) Payroll Administration: Payroll and HR Administration Services	Cumberland	31 March 2025
Digital Infrastructure / Connecting Cumbria	Cumberland	31 December 2025
Registration Service	Cumberland	31 March 2026

Services currently hosted under a long-term arrangement between Cumberland Council and Westmorland and Furness Council.

1.7. The following services are currently hosted under a long-term arrangement.

Hosted service	Host authority
Active Cumbria *The potential to combine Active Cumbria and Active Travel into one Service Strategy	Cumberland

Hosted service	Host authority
will be reviewed as part of the annual review process.	
Active Travel	Cumberland
Adoption	Cumberland
Adult Learning	Westmorland and Furness
Archive Service	Cumberland
Emergency Planning and Resilience	Westmorland and Furness
Fostering	Cumberland
Residential and Edge of Care Homes	Cumberland
Waste Disposal	Cumberland
Public Libraries Back Office & Stock Management, and Library Services for Schools (LSS)	Cumberland (long-term hosted from 1 April 2024)

2. Proposals

- 2.1. The report includes details of the current programme for the disaggregation of hosted arrangements.
- 2.2. Delivery of the disaggregation programme will continue in line with the dates set out in paragraph 1.6 above unless alternative proposals are approved by the Joint Executive Committee.

3. Alternative options considered

- 3.1. The Joint Overview and Scrutiny Committee could choose to refer any suggested amendments to the disaggregation schedule for consideration by the Joint Executive Committee.

4. Conclusion and reasons for recommendations

- 4.1. The report sets out the current hosting arrangements and the proposed programme of disaggregation for services currently operating across both Cumberland Council and Westmorland and Furness Council.
- 4.2. Members of the Joint Overview and Scrutiny Committee are recommended to note the update on progress of the disaggregation and refer any proposed amendments to the disaggregation programme to the Joint Executive Committee for consideration.

Implications:

Contribution to the Cumberland Plan and Westmorland and Furness Plan Priorities -

The report sets out the arrangements in place for the planned disaggregation of hosted services following Local Government Reorganisation. These arrangements provide the opportunity for

each authority to deliver the services in a way that contributes towards each of their council plan priorities.

Relevant Risks – There are no risks arising from this report.

Consultation / Engagement - No consultation is required in relation to the recommendations set out in this report.

Legal – There are no legal implications arising from this report.

Finance – Recommendations in this report are to note progress, so there are no direct financial implications and risk arising from this report / recommendations.

Information Governance – There are no information governance implications arising from this report.

Impact Assessments –

Have you screened the decision for impacts using the Impact Assessment? No - there are no direct equality and diversity implications arising from this report. Individual Equality Impact Assessment screenings are being undertaken for service disaggregation projects.

Contact details:

Contact Officer: Jo Atkinson

Email: jo.atkinson@cumberland.gov.uk

Appendices attached to report:

Background papers:

Note: in compliance with section 100d of the Local Government Act 1972 the report has been prepared in part from the following papers: None



Report to the Joint Overview and Scrutiny Committee

Meeting Date – Friday 19th April 2024 at 10.30 am

Key Decision – No

Public/Private – Public

Portfolio – Cllr Mark Fryer, Leader of the Council, and Cllr Denise Rollo, Executive Member - Sustainable, Resilient and Connected Places, Cumberland Council

Cllr Jonathan Brook, Leader of the Council, and Cllr Giles Archibald, Cabinet Member for Climate and Biodiversity, Westmorland and Furness Council

Directorate – Public Health and Communities, Cumberland Council/Assistant Chief Executive, Westmorland and Furness Council

Lead Officer – Colin Cox, Director of Public Health, Cumberland Council/Alison Hatcher, Assistant Chief Executive, Westmorland and Furness Council

Title **Emergency Planning**

1. Summary:

1.1. This report provides a progress update on the long-term hosting arrangements for Emergency Planning and how the hosted service is operating and performing.

1.2. Through 2023/2024 Cumberland Council and Westmorland & Furness council have been tested in a number of Major Incidents and have participated as part of the multi-agency responses adequately. During these responses the reputation of the Councils has been enhanced, vulnerable people prioritised and the council services enabled to continue.

2. Recommendations:

2.1. It is recommended that the current approach to Emergency planning through the Joint Emergency Management and Resilience (JEMR) Team is endorsed and supported.

3. Background

3.1. An Emergency Planning service is provided by the Joint Emergency Management and Resilience (JEMR) Team serving both Cumberland Council, Westmorland and Furness Council and the multi-agency partnership of the Local Resilience Forum. (LRF).

3.2. The Joint Emergency Management and Resilience (JEMR) Team is hosted by Westmorland and Furness Council and currently located with the Emergency Control Centre (ECC) in Cumbria Fire Service Headquarters in Penrith.

3.3. The Inter Agency Agreement (IAA) between Cumberland Council and Westmorland and Furness Council describes the role of the Joint Emergency Management and Resilience (JEMR) Team and the deliverables for the councils which can be summarised as: to ensure the delivery of the council's statutory duties of emergency planning legislation such as the Civil Contingencies Act (CCA), and the Radiation (Emergency Preparedness and Public Information) Regulations (REPPiR).

3.4. The core funding for 2023/24 of the Joint Emergency Management and Resilience (JEMR) Team has been:

Funding Source/Organisation	Contribution £m	Totals £m
Cumberland Council	0.175	
Westmorland and Furness Council	0.252	
		0.428
Local Resilience Forum grant(s) and contributions	0.179	
Site specific recharges	Variable, zero cost, full recharge only	N/A
Total		0.606

4. Key Deliverables

- 4.1. The Joint Emergency Management and Resilience (JEMR) Team provides the coordination function to support the Councils in responding in the event of an emergency. This requires a cadre of Suitably Qualified Experienced and Empowered people (SQEEP) and both councils identified a group of people to fulfil the role of **Strategic Duty Director** to be able to lead the councils' responses to all Major Incidents. The capacity of the cadres has been increased and continuous professional development training has been delivered. Additionally, the capability of Tactical leadership has been initiated which continues to develop and evolve. There has been no time when the council has been without appropriate leadership 24 x 7 x 52.
- 4.2. To support this Strategic Duty Director the Joint Emergency Management and Resilience (JEMR) Team has one Critical Service which is the provision of a 24 x7 x 52 **Duty Emergency Planning Officer**. This has always been available and provides the point of contact for Major Incident activation and advice within the council during an emergency response.
- 4.3. Cumberland Council and Westmorland and Furness Council each have their own **Emergency Plan**, which describes and sets out these leadership roles but additionally sets out all the arrangements for responding to a major incident.
- 4.4. These Emergency Plans were in place and adopted in time for vesting day. The **arrangements** within the plans have adapted as the councils develop and change. These arrangements are based on the maturity and capability of the individual functions within the council directorates. These have developed with stabilisation, aggregation and disaggregation, which has provided a good level of challenge to achieve appropriate continuous arrangements. The Emergency Plans are currently being reviewed and up-dated.
- 4.5. To assure that the preparedness and planning arrangements are suitable and adequate, governance of these arrangements has been initiated through the creation of the **Cumberland Emergency Planning Coordination Group and the Westmorland and Furness Emergency Planning Group**. These cross-directorate groups agree arrangements, make recommendations based on lessons identified and escalate emergency arrangement issues or performance issues to the **Director of Public Health in Cumberland and the Assistant Chief Executive in Westmorland and Furness Council**.
- 4.6. Liaison with and assistance to Business Continuity arrangements has also been given.

4.7. **Training and exercising** at all levels has been delivered and prioritised. This has focused on the operational level where the need has been the greatest. **Recruitment for volunteering** for response roles has been successful. For example, there are now more trained Emergency Assistance Centre (EAC) Managers than ever before. These are voluntary roles delivered on a best endeavours basis. However, there is still much work to do in operational roles especially given the churn within the organisations in the past year.

4.8. There are a number of Emergency Plans that the councils have a duty to produce.

They are:

- **Sellafield Offsite plan**
- **BAE Submarines Offsite plan**
- **Spirit Energy Offsite plan**
- **Aurorium Offsite plan**
- **MOD Longtown Offsite plan**
- **Pipelines Plan**

4.9. These plans have been updated as appropriate and their arrangements kept in line with legislation throughout 2023/2024.

4.10. The hosting of the **Local Resilience Forum (LRF) Secretariat** was historically developed by the County Council, is considered to be successful and is well respected through the UK. The LRF area must be co-terminus with the police boundary.

4.11. The Local Resilience Forum (LRF) Secretariat is provided by the Joint Emergency Management and Resilience (JEMR) Team. This includes enabling the governance and structures that produce the multi-agency arrangements for responding and recovering from major incidents.

4.12. Cumbria was successful in being chosen to be a pilot for the Stronger Local Resilience Forums (LRFs) Programme. This pilot gives Cumbria the opportunity to try out an innovative approach to resilience and embedded the UK National Resilience Framework into a wide range of working areas, focusing on the community resilience and place-based resilience approach. A full paper on this pilot programme was put before the Joint Overview and Scrutiny Committee on 26th February 2024.

5. Outcomes

5.1. The key measure of the effectiveness of Emergency Planning by observing the impact on the public and evaluating if the prioritisation has been appropriate to prepare for the hazards and threats that have been realised in Cumbria in 2023/2024.

5.2. There have been Major incidents across Cumbria which the Councils and other partners have responded to together, almost every month:

- Gas Leak April 2023
- Chemical Hazmat May 2023
- Fire Evacuation June 2023
- Sellafield alarm September 2023
- Storm Babet October 2023
- Storm Debi November 2023
- Snowstorm December 2023
- Storm Jocelyn & Isha January 2024

5.3. Additionally, there has been a wide variety of other incidents (some of them Major Incidents) that have been jointly responded to including:

- Security threats
- Water rescues
- Protests
- Communication disruptions including 999
- Potential Building collapses

5.4. The **empirical evidence** is that there can be a **qualified assurance** that residents, visitors, and the environment have been adequately **protected and prepared** but that there are **lessons to learn** and opportunities for improvement.

5.5. In preparedness there are undoubtedly gaps that have been identified within our young organisations and they have either had temporary work arounds put in place or have been fully addressed throughout the period.

5.6. Debriefs, and intelligence from the Communications teams, suggest that despite the complexity of some of the incidents and the lessons for improvement that have been identified, the responses to the incidents have been a success and overall have enhanced the councils reputations.

5.7. It should be noted that these outcomes will always be delivered in a partnership approach and great credit should be given to the resilient communities that remain at the forefront of our Civilian Responder Whole Society multi-agency approach.

6. Proposals

6.1. Not applicable, the report is for information.

7. Alternative options considered

7.1. Before vesting day a number of alternative options were considered by Members for Emergency Planning including:

- Disaggregation and aggregation
- Outsourcing

7.2. The approach chosen by members to prepare and respond with a service based on the Local Resilience Forum (LRF) footprint has delivered the outcomes from responses and developments, such as the Stronger Local Resilience Forums (LRFs) programme, that are unlikely to have been achieved had the vision been implemented with an alternative option. It is considered with hindsight, that these alternative options would not have produced a safe approach.

8. Conclusion and reasons for recommendations

8.1. The Emergency Planning service through the Joint Emergency Management and Resilience (JEMR) Team has delivered Emergency Preparedness and Response arrangements, as part of a wider multi-agency partnership that focuses on the council's priorities, particularly those most vulnerable in society during emergencies.

8.2. The councils have been tested in several Major Incidents and during these responses the Council's reputation has been enhanced.

8.3. It is recommended that the current approach to Emergency planning through the Joint Emergency Management and Resilience (JEMR) Team is endorsed and supported as the approach is still considered the most appropriate and delivering good progress.

9. Implications:

9.1. Contribution to the Cumberland Plan Priorities -

9.1.1. Emergency planning aligns and contributes to the central vision of "enabling positive outcomes for health and wellbeing", particularly in major incidents when there is great disruption to normality. Emergency Preparedness and Response aligns and strongly supports the aim to enable residents and visitors to be "healthy and safe throughout their lives".

9.1.2. Much of the focus during an emergency is the focus on those who are made vulnerable by the emergency. The Joint Emergency Management and Resilience (JEMR) Team looks to develop the council services to support and align with the aim of “When people are vulnerable, our Services will support them to live well.”

9.2. Contribution to the Westmorland and Furness Plan Priorities -

9.2.1. The key contribution of emergency planning to the Council Plan remains the alignment with “A great place to Live” with the focus on “resilient communities”. Emergency Preparedness and Response contributes to the role of the council in creating conditions to help residents be healthy and well throughout their lives.

9.2.2. The enhancement and development of resilient communities aligns with the National Resilience Framework and the ongoing multi-agency work of the councils and the wider partnership of the Local Resilience Forum (LRF).

10. Relevant Risks

10.1. The risk of an ineffective Emergency planning service is that members of the public are not adequately protected from the impacts of an emergency. The councils would also at risk of serious reputational damage for not being able to deliver their statutory duties and their services during an emergency to the most vulnerable in society when they are most needed.

11. Consultation / Engagement –

11.1. Not applicable, the report is for information.

12. Legal –

12.1. Not applicable, the report is for information.

13. Finance -

13.1. A decision by HM Government’s Treasury on the finance to support the *Stronger Local Resilience Forum (LRF) Pilot Programme* is now expected in June 2024. If approved this would provide additional funding for the 24-month pilot and the level of grant will be communicated at that point. This finance was originally scheduled to be approved and delivered for a start date of 1st April 2024.

14. Information Governance –

14.1. Not applicable, the report is for information.

15. Impact Assessments

15.1. Not applicable, the report is for information.

16. Contact details:

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17. Appendices attached to report:

17.1. None

18. Background papers:

Note: in compliance with section 100d of the Local Government Act 1972 the report has been prepared in part from the following papers:

- 18.1. A paper titled *Stronger Local Resilience Forum (LRF) Pilot Programme* was presented to the Joint Overview and Scrutiny Committee on the 26th February 2024. This covers some of the development work that has been undertaken within the Joint Emergency Management and Resilience (JEMR) Team, but an update on the paper is also noted for completeness in this paper.
- 18.2. The context of the *Stronger Local Resilience Forum (LRF) Pilot Programme* report was that the Civil Contingencies Act completed its 5 yearly review in 2022, and after consultation and engagement it was concluded that the Act was still broadly fit for purpose and remained largely unchanged with only a couple of organisations being updated to be made Cat 2 status i.e. the Met Office.
- 18.3. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1076209/cca-pir-2022.pdf
- 18.4. In addition, HM Government published the Integrated Review of Security, Defence, Development and Foreign Policy (<https://www.gov.uk/government/publications/global-britain-in-a-competitive-age-the-integrated-review-of-security-defence-development-and-foreign-policy>) in 2021 and followed this by publishing the supporting National Resilience Framework in 2022 designed to assist our collective resilience.
- 18.5. <https://www.gov.uk/government/publications/the-uk-government-resilience-framework>
- 18.6. This indicates a national direction of travel that aligns with Cumberland Council's and Westmorland and Furness Council's current approach to Emergency Planning.



Report to Joint Overview and Scrutiny Committee

Meeting Date 19 April 2024
 Key Decision No
 Public/Private Public

Portfolio Cross cutting
 Directorate Cross cutting
 Lead Officer Rose Blaney, Democratic Services Officer (Scrutiny)

Title **Committee Update Report and Work Programme**

Summary:

To provide Members of Joint Overview and Scrutiny Committee with an overview of matters related to the committee’s work. The report also sets out a draft work programme for the committee.

Recommendations:

It is recommended that the Scrutiny Committee:

- (1) Note progress on resolutions from previous meetings.
- (2) Note and agree any changes to the work programme for 2023/24.
- (3) Review information presented within the report in relation to the development of the Committee’s work programme and comment on the work programme, in particular on items for the next Committee meeting.

Tracking

Executive:	n/a
Scrutiny:	Joint OSC 19 April 2024
Council:	n/a

1. Background

1.1 The Inter Authority Agreement (IAA) between Cumberland Council and Westmorland and Furness Council sets out that the Joint Overview and Scrutiny Committee will seek at their meetings to:

3.1.1 develop a forward work programme of activities;

3.1.2 review or scrutinise decisions made, or other action taken by the Joint Executive Committee;

3.1.3 seek reassurance and consider whether the Functions and Services are operating in accordance with the Service Strategies, including the budgets and any implementation plans for disaggregation and continuing service provision;

3.1.4 identification of barriers to progress, best practice and possible improvements; and

3.1.5 holding the Joint Executive Committee to account by providing critical challenge to ensure that it provides the high-level strategic direction for the implementation of the Service Strategies.

1.2 The minutes of the last meeting are considered as a separate agenda item and the Chair will seek declarations of interest at the start of each scrutiny meeting. This Scrutiny Committee Update Report will provide detail on references to the committee, responses of the Joint Executive and any Councillors Call for Action.

2. References to Joint Overview and Scrutiny Committee

2.1 None.

3. Councillors Call for Action

3.1 None.

4. Responses of Joint Executive Joint Overview and Scrutiny Committee

4.1 None.

5. Progress on resolutions from previous meetings

5.1 The following table sets out the meeting date and resolution that requires following up. The status is presented as either “completed”, “pending” (date expected), or “outstanding”. An item is considered outstanding if no update or progress has been made after three panel meetings. All the completed actions will be removed from the list following the meeting.

	Meeting date	Item	Resolution	Status
1	14/12/23	Officer Attendance	The requested Senior Manager(s) with the overview of all hosted services be present	Pending <i>(In discussion with the</i>

	Meeting date	Item	Resolution	Status
			at future meetings to help answer the Committee's queries.	<i>appropriate Director)</i>
2	14/12/23	Request for Further Information	Clarification sought as to the meaning of "resilience accountability" regarding the Stronger Local Resilience Forum Pilot Programme.	Complete
3	26/02/24	Update Minutes	Amendment requested to the title heading for Adult Social Services, to include 'Mental Health' to highlight the focus of the topic.	Complete
4	26/02/24	Request for further information	A request that additional information regarding the Social Work Academy to understand its structure.	Complete
5	26/02/24	Request for further information	A request for further information regarding pattern for demand for social work and care in urban and rural areas outside of Mental Health issues.	Complete
6	26/02/24	Request for further information	Clarification sought as to the disaggregation date for the Children's Emergency Duty Team at the next meeting.	Complete
7	26/02/24	Request for further information	A request for further information regarding Fibrus and Connecting Cumbria.	Complete
8	26/02/24	Request for further information	A request for a full list of assets included within the Emergency Key Plans.	Complete
9	26/02/24	Request for further information.	Query regarding any further engagement planned to help improve the number of volunteers.	Complete
10	26/02/24	Work Programme	An additional item agreed be added to the Work Programme to receive an update on the LEP arrangements.	Complete

6. Work planning

- 6.1 A robust work programme is important for scrutiny. Work planning activity will take place across the year to ensure that the work programme remains up to date. A copy of the current work programme is provided at Appendix A.
- 6.2 The work programme should be a living document and be reviewed regularly. Activity will take place across the year to ensure that the work programme remains up to date.

8.0 Conclusion and reasons for recommendations

- 8.1 This report provides Members of the Joint Overview and Scrutiny Committee with an overview of matters related to the committee's remit. The report also sets out a draft work programme. Members are asked to consider the recommendations to ensure that scrutiny activity remains effective and focussed on the priorities from the IAA.

Implications:

Contribution to the Cumberland Council & Westmorland and Furness Council's Priorities - Effective scrutiny plays an important part in the delivery of the priorities of both Cumberland Council and Westmorland and Furness Council.

Relevant Risks - None directly associated with this report.

Consultation / Engagement – n/a

Legal – None directly associated with this report.

Finance – None directly associated with this report.

Information Governance – None directly associated with this report.

Impact Assessments – Not required. Report for information only.

Contact details:

Contact Officer: Rose Blaney, Democratic Services Officer (Scrutiny)
rose.blaney@cumberland.gov.uk

Appendices attached to report:

- Appendix A - Joint Overview and Scrutiny Committee work programme 2023/24

Background papers:

Note: in compliance with section 100d of the Local Government Act 1972 the report has been prepared in part from the following papers:

- None

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JOINT OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME

	Issue	Description	Timeline
Committee meetings	Minutes of the Joint Executive Committee for Hosted Services	To review the minutes from the Joint Executive Committee for Hosted Services in September.	30 October 2023
	Children's Services	<p>A progress update on all of the short and long-term hosting arrangements in Children's services and how the hosted services are operating/performing. Incorporating very specific information regarding children's residential care and edge of care provision including:</p> <ul style="list-style-type: none"> • Details of all care homes across Cumbria • The size of each facility and the occupancy levels • The 'home' address of children living in the council-owned homes (so they can understand how far away the children are from their family homes and whether they have been placed in Cumberland or W&F). • Members were particularly interested in the homes on Sedbergh Drive, Blackwell Road and some 'flats in Barrow' previously in the ownership of Barrow Borough Council. <p>Members would like to understand what is preventing us from disaggregating the service.</p>	30 October 2023
	Long-term hosted services	An update on the rationale for long-term hosted services, and the arrangements for review and exit.	30 October 2023

Minutes of the Joint Executive Committee for Hosted Services	To review the minutes from the Joint Executive Committee for Hosted Services in November.	14 December 2023
Adults Social Care	A progress update on all of the short and long-term hosting arrangements in Adults Social Care and how the hosted services are operating/performing.	14 December 2023
Minutes of the Joint Executive Committee for Hosted Services	To review the minutes from the Joint Executive Committee for Hosted Services in January.	26 February 2024
Programme for Proposed Disaggregation.	To receive an update from the Lead Officer regarding the timescales for proposed disaggregation of services and possible additions to the programme.	26 February 2024
Waste	A progress update on all of the short and long-term hosting arrangements in Waste and how the hosted services are operating/performing.	26 February 2024
Long-Term Hosted Services Review Process	To review the review process for long-term hosted services and the consideration given as to whether disaggregation is required.	26 February 2024
Integration of LEP activities to Local Authorities	To review the integration of LEP activities to Local Authorities for Cumberland and Westmorland & Furness.	26 February 2024
Stronger Local Resilience Forum	To receive a report regarding the Stronger Local Resilience Forum (LRF) Pilot Programme.	26 February 2024

(LRF) Pilot Programme		
Minutes of the Joint Executive Committee for Hosted Services	To review the minutes from the Joint Executive Committee for Hosted Services in March.	19 April 2024
Programme for Proposed Disaggregation.	To receive an update from the Lead Officer regarding the timescales for proposed disaggregation of services and possible additions to the programme.	19 April 2024
Emergency planning	A progress update on all of the short and long-term hosting arrangements in Emergency planning and how the hosted services are operating/performing.	19 April 2024
LEP Activity Integration Update	To receive an update from the Lead Officer regarding LEP Activity Integration post 1 April 2024.	19 April 2024
Minutes of the Joint Executive Committee for Hosted Services	To review the minutes from the Joint Executive Committee for Hosted Services in March.	21 June 2024
Programme for Proposed Disaggregation.	To receive an update from the Lead Officer regarding the timescales for proposed disaggregation of services and possible additions to the programme.	21 June 2024
Reassurance and Performance	Overview of the hosted services with consideration of the performance metrics for each of these services as well as progress being made preparing for disaggregation.	21 June 2024

	Costs of Disaggregation	To review the cost of disaggregation for hosted services and the cost effectiveness of the proposed and possible disaggregation of hosted services in the future.	21 June 2024
	Review of Identified Risks/Learning and Improvements	Identification of barriers of progress, best practice and possible improvements.	21 June 2024