

Westmorland and Furness Shadow Cabinet Meeting

Date: 10 June 2022

Title: Implementation Team

Report from: LGR Programme Director
Report Author: Kim Rennie, LGR Programme Director
Wards: All
Key Decision: Y

1.0 Purpose/Summary of report

1.1 This report updates Cabinet Members about the Implementation Team that has been put in place to support the Local Government Re-organisation process and seeks confirmation that the Shadow Authority wishes to continue to receive support from this team. Another report on the agenda provides related information regarding the Implementation Plan that has been developed, to ensure a smooth transition to the new unitary Councils for Cumberland and Westmorland and Furness on Vesting Day, 1 April 2023.

2.0 Recommendation

2.1 **It is recommended that the Shadow Cabinet -**

(1) Confirms the requirement to be supported by the Implementation Team arrangements that are in place to support the LGR Programme.

3.0 Background and Proposals

3.1 In July 2021 the Secretary of State announced his decision, subject to Parliamentary approval, to implement a two unitary pattern of Local Government in Cumbria based on an East-West geography. The Cumbria (Structural Changes) Order 2022 gives effect to that decision and came into force on 18 March 2022.

- 3.2 Article 23 and Article 26 of the Order refer to the establishment of two Joint Committees, and the establishment of a single team of officers (“the Implementation Team”) for the purposes of assisting:
- (i) the relevant Joint Committee in the discharge of its functions; and
 - (ii) if, after the dissolution of the relevant Joint Committee, the relevant Shadow Authority so requires, that Shadow Authority.
- 3.3 There is a duty placed on sovereign Councils within the Order to co-operate in the formation of the Implementation Team, and to release the officers concerned from their normal duties to assist in the work as reasonably required by Joint Committees or Shadow Authorities, as well as a general duty to consult and co-operate with one another and the Shadow Authorities, (Article 26 (5)).
- 3.4 Since the announcement in July, prior to the establishment of the Shadow Authorities, preparations have continued to enable the smooth operation of the two new Councils from Vesting Day. The work undertaken to date, and the work required to ensure successful transition to two new unitary councils on 1 April 2023, is outlined in the Implementation Plan report elsewhere on this agenda.
- 3.5 A diagram illustrating the officer programme governance that has been established to deliver the LGR Programme is set out at Appendix 1 of this report. Work to move to the two new Councils has been organised into six thematic areas: People; Place; Corporate/Enabling Services; ICT; Customer and Digital, and Finance. Each theme is overseen by a Board chaired by a Chief Executive/Senior Officer of one of the sovereign Councils and supported by a series of Workstream/Technical leads who co-ordinate working groups involving subject matter experts from each of the Councils.
- 3.6 The design and delivery of the LGR Programme at officer level is overseen by a Chief Executive/senior officer Board (“the Implementation Team”), chaired by the Senior Responsible Officer(s). LGR Programme Board membership includes all Chief Executives of the sovereign authorities, the Interim/Permanent Heads of Paid Service for the two Shadow Authorities (on appointment), the Chairs of the thematic groups (where these are not Chief Executives); the Programme Finance Lead (and Section 151 Officer); the Interim Monitoring Officers and Chief Finance Officers (by rotation where not already Members), and the Programme

Director. In summary, the membership of the LGR Programme Board includes:

- John Metcalfe, Chief Executive, Cumbria County Council (SRO)
- Sam Plum, Chief Executive, Barrow Borough Council (Interim Head of Paid Service (Westmorland and Furness Shadow Authority)/SRO (Westmorland and Furness Councils))
- Andrew Seekings, Chief Executive, Allerdale Borough Council (Interim Head of Paid Service (Cumberland Shadow Authority)/SRO (Cumberland Councils))
- John Readman, Executive Director, Cumbria County Council (Chair of the People Board)
- Pat Graham, Chief Executive, Copeland Borough Council (Chair of the Place Theme Board)
- Lawrence Conway, Chief Executive, South Lakeland District Council (Chair of the Corporate/Enabling Services Theme Board)
- Jason Gooding, Chief Executive, Carlisle City Council (Chair of the ICT Theme Board)
- Dawn Roberts, Executive Director – Corporate, Customer and Community Services, Cumbria County Council (Chair of the Customer and Digital Theme Board)
- Ian Frost, Interim Chief Executive, Eden District Council (Chair of the Finance Theme Board)
- Pam Duke, Director of Finance (Section 151 Officer), Cumbria County Council (Programme Finance Lead), (Interim Chief Finance Officer (Cumberland Shadow Authority))
- Linda Fisher, Interim Monitoring Officer (Westmorland and Furness Shadow Authority), Catherine Parkinson, Interim Monitoring Officer (Cumberland Shadow Authority) and Helen Smith, Interim Chief Finance Officer (Westmorland and Furness Shadow Authority)
- Kim Rennie, Programme Director

3.7 The LGR Programme Board, as the Implementation Team are supported in this role by the Programme Management Team and Programme Management Office that has been established, (currently totalling circa 30 staff, rising to an anticipated 35 over the next month to include initial provision of support to the Interim Heads of Paid Service/Shadow Authorities), together with the officers of all seven sovereign Councils involved in the arrangements described above and supplemented by further capacity available via the Strategic Partner arrangement with KPMG where appropriate. These support arrangements are subject to review to ensure the support provided is appropriate to the work needing to be done by the Shadow Authorities and the transition process.

3.8 In terms of the SRO arrangements, the programme has operated a three-way joint SRO approach from December 2021 which has served the programme well. For continuity in the remaining phases of the programme, this arrangement will be extended, with the leadership role being discharged by the three SROs continuing to work together. Following the designation of the two Interim Heads of Paid Service, it is appropriate for them to assume the area-based SRO roles, to be replaced in these roles by the permanent Heads of Paid Service on appointment later this year.

3.9 The Implementation Team arrangements set out in this report have been designed to assist the Shadow Authorities and the Interim Heads of Paid Service to deliver their responsibilities, as well as ensuring an economic, effective and efficient transition to Unitary arrangements, however, should a Shadow Authority choose to do so it could seek to make alternative arrangements, noting the implications.

4.0 Consultation

4.1 The contents of this report respond to a Statutory Instrument which was the subject of consultation by the Government.

5.0 Alternative Options

5.1 The contents of this report respond to a statutory instrument, and whilst there is a choice about Implementation Team arrangements, and whether or not to be supported by the arrangements in place or not, the approach described is considered the most effective, efficient, and fitting to local circumstances.

6.0 Implications

Financial, Resources and Procurement

6.1 A single LGR implementation Reserve of £18.920m has been established through contributions from all District Councils (£1.577m each) and the County Council (£9.460m) and it is being hosted by the County Council.

6.2 The purpose of the Reserve is to fund capacity within the LGR Programme to ensure the two new unitary authorities can provide safe and legal services from 1 April 2023, and to develop the future structure of the two new authorities' services. This will include funding the cost of existing council staff across all partners who are

seconded into the programme, recruitment of additional external capacity and the procurement of consultant or specialist support.

- 6.3 Where staff within the Implementation Team/support arrangements are formally seconded or transferred to the programme their costs will be funded from the LGR Implementation Reserve. This includes any staff recruited directly into the Implementation Team/support arrangements. Where formal secondment or transfer is not in place then sovereign Councils will continue to fund the staff costs of individuals in the Implementation Team as part of the duty to co-operate.

Human Resources

- 6.4 There are no direct implications associated with this report.

Legal

- 6.5 Article 26 of The Cumbria (Structural Changes) Order 2022. The Joint Committee is required not later than 21 days after the coming into force of The Cumbria (Structural Changes) Order 2022 to form a single Implementation Team. This is to assist the Joint Committee in the discharge of its functions set out in Articles 22, 24, 25 and 26. Both the Joint Committee and the Shadow Authority have considered the report on the Implementation Team and noted the Implementation Team arrangements that are in place to support the LGR programme.
- 6.6 The Implementation Team may continue to assist the Shadow Authority if the Shadow Authority so requires. The Cabinet is being requested to confirm the requirement.
- 6.7 The requirements of the Order are as follows:
- The members of the Implementation Team must comprise officers from the County Council, the Cumberland councils and the Westmorland and Furness councils.
 - The Implementation Team must appoint a member of that Team to be the Leader of that Team.
 - The Deputy Leaders of the Implementation Team are to be an officer of one of the Cumberland Councils and the Westmorland and Furness Councils.

6.8 All Councils must co-operate in the formation of the Implementation Team, and release the officers concerned from their normal duties at such times or for such periods as the relevant Joint Committee or the relevant Shadow Authority may reasonably require.

Health and Sustainability Impact Assessment

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

6.10 If you have not completed an Impact Assessment, please explain your reasons: There are no direct implications associated with this report.

Equality and Diversity.

6.11 Have you completed an Equality Impact Analysis? No

6.12 If you have not completed an Impact Analysis, please explain your reasons: There are no direct implications associated with this report.

Risk Management	Consequence	Controls required
There is a need for a co-ordinated approach to delivering the transition to two new sustainable unitary Councils, in an effective and efficient manner	Failure to deliver statutory and key services on vesting day	The Implementation team and officer support arrangements described in this report assist in mitigating this risk

Contact Officers

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Appendices Attached to this Report

Appendix No.	Name of Appendix
1	Programme Governance

Background Documents Available

Name of Background document	Where it is available
The Cumbria (Structural Changes) Order 2022	The Cumbria (Structural Changes) Order 2022 (legislation.gov.uk)

Appendix

Appendix 1

LGR Programme Board*							
Programme Management Office (PMO)	Cumbria Fire and Rescue Service Transition Board	People Theme Board	Place Theme Board	Corporate/Enabling Services Theme Board	ICT Theme Board	Customer & Digital Theme Board	Finance Theme Board
	*SROs (Implementation Team Leader and Deputy Implementation Team Leaders (2); All (other) Chief Executives; All Theme Chairs (if not already members); Programme Finance Lead (s151); Programme Director; Interim Heads of Paid Service, Interim Monitoring Officers/Chief Finance Officers on rotation)						