

Cumbria LGR Programme – Status Report

24 May 2022

Overall Summary	<ul style="list-style-type: none"> The first meetings of the Cumberland and Westmorland & Furness Shadow Authorities were held on the 17th May V0.1 Blueprints (initial drafts) for Cumberland and Westmorland & Furness were presented to the LGR Programme Board on 11th May Interdependency workshops complete, Day 1 requirements will be finalised by 31st May and delivery plan workbooks complete by 10th June 	
RAG / DoT		
Progress	→	<ul style="list-style-type: none"> Senior leadership appointment draft plan due to be presented at the first meeting of the Senior Appointments Committees. All interim roles now appointed to Day 1 delivery plan workbooks for all work packages due to be complete by 10th June
Finance	→	<ul style="list-style-type: none"> Key dis-aggregation principles for revenue budgets (to feed into the blueprinting work) developed Work continues on the approach to support the Shadow Authorities to deliver balanced budgets and MTFPs for 2023/24
Risks/Issues	→	<ul style="list-style-type: none"> Theme risk workshops underway with the support of Zurich Municipal Red risks increasing for Legal & Democratic, Strategic Commissioning, Corporate Estate & Capital Programme, Place and Customer & Digital
Resource/Capacity	↑	<ul style="list-style-type: none"> Successfully appointed an additional 4 project managers however this still falls short of the requested ask There is a request for 2 additional Support Officers to support Corporate & Enabling Theme being considered
Stakeholders	→	<ul style="list-style-type: none"> PULSE (the staff) survey results analysed and findings will feed into the HR&OD risk workshop on the 24th May Successful delivery of election campaign – resulting in good ‘reach’ and turnout figures Successful support to new Member induction process – including development of slides and initial work to start developing and gathering key service statistics for the two new councils



	RAG / DoT	Commentary
<p>People</p>	<p>↑</p>	<p><u>Justification of RAG rating</u></p> <ul style="list-style-type: none"> • Programme rated improving (amber) on the basis that additional project resource now in place. Detailed examination of those teams/services continues where technical and or logistical constraints require further options to be considered to ensure safe and legal for day 1. <p><u>Key messages/headlines</u></p> <ul style="list-style-type: none"> • Initial draft Blueprints completed for all areas in the People Theme • The People Theme is starting with an assumption of disaggregation of all services on Day 1 with some exceptions identified • Detailed work continues exploring options where constraints to disaggregation exist • Ongoing discussions for day 1 requirements with enabling workstreams continuing to inform delivery plans

Theme	RAG / DoT	Commentary
Place	→	<p><u>Justification of RAG rating</u></p> <p>Finance information in preparation with data hub for verification with work packages</p> <p>Risk/Issues declining, specifically around clarity for transfer of supply chains to new councils. Further general discussion scheduled with work package leads to improve</p> <p>Resource remains green status with 3 project managers and project support in post to support place theme. Additional support from strategic partner.</p> <p><u>Key messages/headlines</u></p> <p>Blueprints drafted across work packages within deadline</p> <p>Day 1 interdependencies discussed between work packages across LGR Programme</p> <p>Stakeholder mapping underway across work packages</p>

Theme	RAG / DoT	Commentary																																																																								
Corporate & Enabling Services	➔	<p>Justification of RAG rating</p> <ul style="list-style-type: none"> Progress within additional corporate and enabling work packages: information governance & Records Management, Health & Safety and Administration & Business Support is satisfactory. Transformation Workstream has a new technical Lead. Some additional project management resource (2 project managers and 2 project support officers) has been made available however this is not considered sufficient to support the needs of the Theme. At least a further 4 project managers are needed along with additional project support officers. 																																																																								
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Theme	RAG / DoT	Commentary
<p data-bbox="78 694 407 896">Corporate & Enabling Services</p> <p data-bbox="122 1350 318 1393">May 2022</p>	<p data-bbox="624 768 690 819">→</p>	<p data-bbox="759 205 1383 248"><u>Justification of RAG rating cont.</u></p> <p data-bbox="759 318 2435 529"><u>Legal and Democratic</u> Successful delivery of Cumberland and Westmorland Joint Committee meetings, second agendas despatched. Activity around Day 0 (Joint Committees and Shadow Authorities) whilst activity is progressing well, there continues to be significant work to be undertaken in relation to establishing the Shadow Authorities. Report authors contacted regarding reports for the first Shadow Authority Meeting. Draft agenda for the first SA meeting / Executive forward Plan and draft work programme out for comment.</p> <p data-bbox="759 596 2147 632">Day zero high level plan progressing well. Reported separately to the LGR Programme Board.</p> <p data-bbox="759 686 1651 722"><u>Joint Committees:</u> - Successfully meeting on a regular basis.</p> <p data-bbox="759 729 2193 765"><u>Elections:</u> - 5 May elections concluded for the two new authorities and new Members inducted.</p> <p data-bbox="759 772 2277 851"><u>Shadow Authorities:</u> - Cumberland SA first meeting date and time agreed – 17 May 2022 @ 10.30am. Westmorland and Furness SA first meeting date agreed – 17 May @ 2.30pm</p> <p data-bbox="759 858 1984 893"><u>Member development</u> - Legal and Democratic have taken on the lead role for this.</p> <p data-bbox="759 965 2333 1043"><u>HR & OD</u> - All work packages are progressing according to plan. Draft options papers for Day 1 HR Payroll systems and Pay, Reward & Policies are in development.</p> <p data-bbox="759 1051 2430 1129">A risk workshop, focused on people/employee issues from a whole programme perspective, is being developed and will incorporate finding from the PULSE (staff) survey.</p> <p data-bbox="759 1186 1921 1222">Work on the critical path is being finalised and will be completed by mid-May</p> <p data-bbox="759 1229 2430 1308">Senior leadership appointment plan drafted with a view to taking proposals for the Chief Executive recruitment to the first meeting of the Senior Appointments Committee on 30 May.</p> <p data-bbox="759 1315 2066 1350">Analysis work continues to progress with the data hub around Pay & Grading and T&Cs.</p>

Theme	RAG / DoT	Commentary
<p>Corporate & Enabling Services</p>	<p>→</p>	<p><u>Justification of RAG rating cont.</u></p> <p><u>Strategic Commissioning, Procurement & Contracts</u></p> <ul style="list-style-type: none"> Registers for Contract pipeline and Grants across all 7 councils is now virtually populated. Approximately 1,000 contracts RAG rated in terms of action, and now subject to further review following external legal advice All People related contracts are RAG rated, (including in-depth risk assessments of all Red and Amber contracts in terms of financial; complexity; competition and service continuity), and a substantial number of both the Place and Enabling/Corporate ones across all seven Councils are now in the same position. Districts reviewing where/when similar contracts can be combined and where there are issues to be escalated to Legal colleagues ie Leisure contracts. Initial Day1 Readiness/Blueprint workshops took place on 28/29 April Work continues on dependencies/interdependencies; risks and mitigations; the splitting of both contracts and grants into the two new councils (decision-making beyond BAU), and agreeing how and what we communicate to our vast supply base. <p><u>Assets - Corporate Estate & Capital Programme</u></p> <ul style="list-style-type: none"> Baseline submitted providing typical information to support the programme including early sight of pressures and savings Resource capacity improving. KPMG engaged across four key work packages. Work with wider functional leads naturally splitting in line with one programme, two councils approach Day 1 readiness and blueprint development complete (current iteration). Further development and detailed assessment to be undertaken over the next few months. Disaggregation/aggregation/integration principles relating to assets now under development, working closely with the finance workstream <p><u>Policy and Performance</u></p> <ul style="list-style-type: none"> Progress within this new workstream is proceeding to plan. Business support and administration element of the workstream has moved to the assets workstream. High Level Blueprint has been developed in line with the programme timescales and will be reviewed as the workstream progresses

Theme	RAG / DoT	Commentary
<p>Corporate & Enabling Services</p>	<p>→</p>	<p><u>Justification of RAG rating cont.</u></p> <p><u>Communications and Engagement</u></p> <ul style="list-style-type: none"> • Work remains on track against agreed LGR comms and engagement strategies and plans. Overarching comms and engagement strategy agreed by LGR board with supporting plans agreed for internal (staff members and key internal stakeholders) , town and parish councils, third sector and for ‘businesses we trade with’) • Good engagement with all key workstreams underway with comms support in place for all key workstreams • Close working with HR/OD workstream and Legal and Dem services workstream among others • Close working continues with multiple workstreams and lead officers including work on • Post Elections support • Member Development planning • Staff / employee comms and engagement • Shadow Authorities • Brand readiness and development • Day one readiness <p><u>Data & Intelligence Hub</u> - The Hub continues to work well as a team, with no major areas of concern. KPMG analysts now successfully embedded in the team. Data sets are received and securely stored with analysis progressing as per plan. Risks remain static however in order to achieve successful completion of blueprint phase will require close working with each workstream to ensure data validation following analysis in the hub. Timescales are very ambitious so phase 2 of the KPMG Capacity ask being submitted.</p> <ul style="list-style-type: none"> • <i>Key data sets and agreed Service Schedule in place and Data Hub Analysts progressing well with work towards Blueprint refinement (to timescales as agreed with colleagues in Finance and PMO).</i> • On track to have 80% of HR, budget and asset data sets produced by end w/c 23 May, with further refinement to take place through to mid-July.



Justification of RAG rating

Overall, progress has been made in the ICT theme with an improving progress direction of travel. Key points :- ICT requirements for the two new Shadow Authorities were in place and successfully managed on time.

- A key milestone was achieved 10 May 2022 where the Day 1 Safe and Legal ICT technical architecture proposal was presented and agreed by the LGR Programme Board. This will allow secure access arrangements to enable continuity of services for all 7 Councils to vesting day as well as have technical arrangements in place for the safe transition to the two new Unitary Councils. Detailed technical specification and ordering of equipment will now commence.
- Positive progress has also been made with the required Microsoft Licence Contract strategy. Programme Board agreed on 10 May the strategic approach and Eden and Copeland are in final stages of due diligence ahead of contract award which will provide MS Licence options for the 2 new Unitary requirements when the detail is known later in 2022.
- Mapping of all known dependences across the wider LGR Programme has progressed and is being collated.
- Forecasting of future cost (both one off transition costs as well as base budget recurring commitments) to be modelled and considered during options appraisal. Additional investment will be required as cost requirements will exceed existing 7 Council base budget provision. (Values TBC ASAP)
- Engagement has commenced on technical options and costings for core applications such as HR & Payroll, Finance and Social Care Case Management.
- There are however still a number of risks and issues being managed as outlined later in the report.

Key messages/headings

- Programme Board agreed high level ICT architecture Strategy and approach to MS Licences on 10 May.
- Work is ongoing following the Day 1 readiness workshops to review, discuss and schedule the requirements into the overarching ICT Programme. On track for completion by 31 May 2022 as per Programme requirement.
- Additional capacity from KMPG is being scoped for cost approval to support the ICT Theme.



Theme	RAG / DoT	Commentary
<p>Customer & Digital</p>	<p>→</p>	<p><u>Justification of RAG rating</u> Progress, Finance, Resource and Capacity and Stakeholder Engagement remain the same in terms of rating and direction of travel. The key change is the Risk/Issues has been moved to Red/Critical (see contract issue below).</p> <p>Theme Meetings, Interdependency sessions and Workshops have all fed directly into the above RAG and direction of travel as a Theme.</p> <p><u>Key messages/headings</u> C&D Theme Board now well established and meeting fortnightly. Website Proposal going to Theme Board 23 May 2022. High Risk contract issue needs to be addressed ASAP.</p>

Theme	RAG / DoT	Commentary
<p>Finance & Commercial</p>	<p>→</p>	<p><u>Justification of RAG rating</u></p> <ul style="list-style-type: none"> • The overall performance of the Theme is considered stable. Work on the dis-aggregation of the financial ledger is progressing well with the supplier and a proposal is expected before the end of May 2022. • We have supported the work to develop the Implementation Report for the first shadow executive meetings by providing more clarity on the work to dis-aggregate and build the new budgets. We have supported the completion of the Blueprint documents and have been part of the technical alignment sessions to further everyone’s understanding of the dependencies between the programme themes. • One of our CFOs has been appointed as the Interim Section 151 for Westmorland & Furness. <p><u>Key messages/headlines</u></p> <ul style="list-style-type: none"> • Reviewed the work undertaken by a third party organisation who have provided a high level model of the strategic budgets based on a range of key dis-aggregation principles. This work will be taken forward by the Finance & Commercial theme (in terms of wider socialisation) during June 2022 • Invested a lot of time on the development of the dis-aggregation principles and how they apply to the budgets. Worked closely with the Data Hub to ensure that the alignment of budgets to service areas is better and more accurately aligned. • Continued to contribute and support the design and approach of the blueprinting work ensuring there is close alignment with the work of the Data Hub and the work on detailed dis-aggregation principles being developed in the Theme. • Implementation Reserve monitoring report produced to show total committed spend up to May 2022. • Held a wider Finance team session to widen the reach and understanding around the core work of the Theme. Early feedback has been positive and we will run more sessions over the summer. • Developed Version 1 of the theme-based critical path. This will feed into the workshop (being facilitated by the PMO and KPMG) on 18 May 2022. Further work will be done during May where an updated version will be socialised and reviewed by the Theme board. • Working through a range of detailed issues (eg, setting-up of new bank accounts and insurance cover arrangements) from the Theme’s work programme that now require key decisions to be made.

Programme Support	RAG / DoT	Commentary
<p>Programme Management Office</p>	<p>→</p>	<ul style="list-style-type: none"> • Quality Assurance Process under development with 2 Themes per month to be supported by the PMO. • Risk Workshops underway to support Themes/Workstreams develop risk registers • Successful delivery of all Interdependency Workshops and work now underway to complete delivery plan workbooks by 10th June • 4 additional project managers due to start June/July • Work continues with the re-design of the LGR SharePoint site to reflect recent Programme Re-set • Central PMO email now actively being utilised • Work continues with KPMG to steer the Programme towards a safe and legal Day 1 with work concentrating on Blueprints and Critical Paths for all Themes/Workstreams • PMO offering help and support to Themes to sign off on Day 1 Requirements and develop delivery plans

Implementation Reserves Reporting

Programme Theme / Workstream	Internal / External Support including use of Strategic Partner (£)	Other (£)	Total Allocation (£)	Approved/Committed Spend to Date (£)	Actual Spend to Date (31/3/22) (£)
Programme Management	4,400,000		4,400,000	3,981,732	416,075
People	1,100,000		1,100,000	878,350	236,523
Place	600,000		600,000	299,223	101,257
Corporate and Enabling Services	1,100,000		1,100,000	788,820	151,683
Finance and Commercial	750,000		750,000	397,223	47,806
Customer and Digital	350,000		350,000	190,000	-
ICT investment to support day one delivery	350,000	4,000,000	4,350,000	83,250	-
Branding for two new Unitary Authorities		750,000	750,000	-	-
Shadow Chief Executive / Member Costs		850,000	850,000	437,458	-
Creating the New Council - Election Costs		1,200,000	1,200,000	15,194	-
Contingency	850,000	2,620,000	3,470,000	-	-
Total	9,500,000	9,420,000	18,920,000	7,071,250	953,344
Total Funding Available			(18,920,000)	(18,920,000)	
Total Funding Remaining			0	(11,848,750)	

Asks approved since last report to Programme Board:

- £150k Specialist support role for the Corporate Estates and Capital Programme Work Package
- £3m Staffing expenditure for the programme management resource recruited to the LGR Programme.
- £129k Recruitment of technical lead for the waste work package
- £90k Strategic Partnership Spine
- £102k Programme support and leadership to the Finance and Commercial work stream
- £48k Benefits Realisation
- £260k Day 1 Readiness and Blueprint Development
- £16k Debt Disaggregation
- £41k Fire and Rescue Service Corporate Services Options Appraisal



Communications and Engagement Report

What's been happening

- All 'key' board/theme and workstreams continue to work with their allocated comms rep to help with regular messaging to key stakeholders
- Bumper newsletters issued – feedback received to date very positive and will be used to inform future comms – latest edition also included staff survey comms
- Successful delivery of election campaign – resulting in good 'reach' and turnout figures
- Successful media management and coverage pre and post elections
- Successful support to new member induction process – including development of slides and initial work to start developing and gathering killer 'service' stats for the two new councils
- Comms and Engagement Blueprint submitted – collaborative piece of work involving all councils
- Drafted new narrative for PB. This has been presented to Board and has now being finalised
- Work with unions undertaken on staff survey and to make improvements to comms in particular with schools
- Approach to stakeholder mapping agreed and being implemented/ carried out – again in particular a focus needs to be developed now for employee engagement around blueprints before they get published into the public domain
- Staff FAQ's refreshed and new ones due to be published in April

What's about to happen

- Developing a detailed three month plan for comms and engagement activity for May, June July – to address issues raised in staff survey and member induction and have a timeline of events for members staff and key partners such as CALC on Key issues such as TUPE, timeline for criteria of who goes where, Blueprint work
- Start embedding new Narrative
- Support to Shadow Authorities
- Finalise report and design for consideration at Shadow Authority in July
- Bumper newsletter
- Stakeholder engagement work needs ramped up in line with plans to publish blueprints into public domain
- Focus on Day One readiness work
- Further work on plain English/glossary of terms to assist with clear communications
- Must finalise details for additional comms resources 'ask' to the LGR programme board – for day one readiness and comms support to support ask to support new SA's
- Branding audit and roll out plan to be finalised ready for SA consideration with logo design options

May 2022

APPENDIX: Project Assessment Definitions/Key

Rag Rating

G	Successful delivery of the project appears to be highly likely. No major outstanding issues of project definition, timescales, budget, benefits realisation or outcomes exist which threaten delivery.
A	Successful delivery of the project appears to be possible. Individual major or multiple moderate issues of project definition, timescales, budget, benefits realisation or outcomes exist which require management attention to address promptly to ensure delivery.
R	Successful delivery of the project appears to be unachievable. Major issues of project definition, timescales, budget, benefits realisation or outcomes exist which do not appear to be manageable or resolvable and thereby threaten delivery.

Direction of Travel

- ↑ The assessment of current project delivery indicates that performance is improving, and the current RAG Rating is expected to improve in the near future.
- The assessment of current project delivery indicates that performance is stable, and the current RAG Rating is expected to remain the same in the near future.
- ↓ The assessment of current project delivery indicates that performance is declining, and the current RAG Rating is at risk of reducing in the near future.

