Westmorland and Furness Draft Service Baseline (Blueprint)

Introduction

What is a Service Baseline (Blueprint)?

- This Service Baseline document represents a summary of the way in which services are proposed to be delivered in Westmorland & Furness from 1st April 2023. It also includes some detail around service delivery channels (i.e.. Email, phone), systems, location, partners, and potential future savings opportunities.

- This Service Baseline does not propose how the services will be structured within the unitaries as that will be informed by the priorities of the Shadow Authorities, target operating model and corporate plans.

- The Service Baseline includes some consideration of 'Transition from Day 1' in various areas. This detail is included where the proposed service delivery model cannot be achieved by 1st April, for instance due to an ongoing contract. This will allow timelines to be developed to achieve the proposed service delivery models. Further transformation beyond 1st April is expected and the Transition activities are not contained within this document.

Purpose of the document

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

Structure of the document

- The document is split into six areas, reflecting how the Local Government Reorganisation programme is structured (People, Place, Corporate and Enabling, Customer and Digital, Finance and Commercial and ICT).

- Across these areas there are 45 groupings of current services that will be delivered by or on behalf of Westmorland & Furness Council which have each completed a two page service baseline. Each individual service baseline can be accessed via the hyperlink on the contents page.

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Glossary of terms

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

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

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

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

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

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

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

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Contents

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People

Commissioning

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

Services in Scope of Cluster/work package)

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

Day 1 Service Delivery Model

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

Channels

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

IT Systems

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

Locations

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

Key Partners/Suppliers

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

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Commissioning

Exceptions within this work package/cluster

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

Transition from Day 1

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

Costs/pressures

TBC once the budget allocation/structures agreed

Savings opportunities

TBC once the budget allocation/structures agreed

Other notes

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

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Workforce

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

Services in Scope of Workforce

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

Day 1 Service Delivery Model

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

Channels

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

IT Systems

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

Locations

Staff working to hybrid model from office bases: Craven House, Bridgemills and hospital and community settings
- access required to meeting rooms for staff and customers

Key Partners/Suppliers

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

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Workforce

Exceptions within this work package/cluster

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

Transition from Day 1

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

Costs/pressures

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

Savings opportunities

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

Other notes

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

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Commissioned Services

Services in Scope of Cluster/work package)

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

Channels

See Commissioning Blueprint

IT Systems

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

Locations

- Provider sites as defined within contract delivery

Day 1 Service Delivery Model

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

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

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

Key Partners/Suppliers

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

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Commissioned Services

Exceptions within this work package/cluster

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

Transition from Day 1

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

Costs/pressures

Agency staff costs to cover statutory core provision

Potential significant cost pressures could be identified.

Decision making process for separating contracts to follow.

Savings opportunities

None expected

Other notes

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

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Provider Services

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

Services in Scope of Cluster/work package)

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

Channels

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

IT Systems

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

Key Partners/Suppliers

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

Day 1 Service Delivery Model

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

Locations

Various

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Provider Services

Exceptions within this work package/cluster

TBC following options appraisal

Transition from Day 1

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

Costs/pressures

TBC once the options for service delivery model has been confirmed

Savings opportunities

TBC

Other notes

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

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Integration & Partnerships

Services in Scope of Cluster/work package)

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

Channels

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

Key Partners/Suppliers

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

Locations

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

Day 1 Service Delivery Model

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

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Integration & Partnerships

Exceptions within this work package/cluster

None identified

Savings opportunities

None Identified

Transition from Day 1

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

Costs/pressures

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

Other notes

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

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

The following non statutory partnership boards will require representation and support
- Bay Health and Care Leadership Group
- Bay Health and Care Partnership Board
- Community Safety Partnership
- Integrated Care Systems Partnership
- Integrated Care System - NE & North Cumbria Partnership
- Integrated Care System - Lancs & South Cumbria Partnership
- Joint Commissioning Board
- Joint Commissioning Group
- Multi-agency Public Protection Arrangements
- Multi-Agency Risk Assessment Conference
- North Cumbria ICP Leaders Board
- North Cumbria System Executive Group
- Safer Cumbria Community Safety Group

Public Health

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

Services in Scope of Cluster/work package)

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

Channels

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

IT Systems

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

Key Partners/Suppliers

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

Locations

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

Day 1 Service Delivery Model

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

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Public Health

Exceptions within this work package/cluster

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

Transition from Day 1

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

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

Costs/pressures

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

Savings opportunities

No savings identified

Other notes

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

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QA Partnership Services CYP

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

Services in Scope of Cluster/work package)

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

Service Delivery Model

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

Channels

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

IT Systems

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

Locations

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

Key Partners/Suppliers

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

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QA Partnership Services CYP

Exceptions within this work package/cluster

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

Transition from Day 1

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

Costs/pressures

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

Savings opportunities

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

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

Other notes

SEND Partnership roles currently funded by CCC and both CCGs.

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Early Help

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

Services in Scope of Cluster/work package)

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

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

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

Day 1 Service Delivery Model

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

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

Channels

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

IT Systems

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

Locations

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

Key Partners/Suppliers

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

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Early Help

Costs/pressures

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

Exceptions within this work package/cluster

N/A

Transition from Day 1

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

Savings opportunities

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

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

Other notes

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

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Social Care (Children's)

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

Services in Scope of Cluster/work package)

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

Day 1 Service Delivery Model

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

Channels

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

IT Systems

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

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Social Care (Children's)

Exceptions within this work package/cluster

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

Transition from Day 1

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

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

Key Partners/Suppliers

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

Locations

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

Costs/pressures

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

Savings opportunities

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

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

Other notes

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

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Education Services

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

Services in Scope of Cluster/work package)

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

Day 1 Service Delivery Model

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

Channels

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

Note: access channels vary depending on individual service provision.

IT Systems

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

Key Partners/Suppliers

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

Locations

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

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Education Services

Exceptions within this work package/cluster

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

Transition from Day 1

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

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

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

Costs/pressures

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

Savings opportunities

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

Other notes

Several government decisions /policies are pending that will require scrutiny and further consideration to assess impact on service capacity to deliver
- Recently published papers that require further consideration
  - SEND – Green paper published March 22
  - DfE Schools White paper published March 22

Local Government Reorganisation

Delivering Two New Councils for Cumbria

Place

Climate Change, Decarbonisation, Net Zero, Energy, Sustainability

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

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

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

Day 1 Service Delivery Model

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

Channels

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

IT Systems

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

Locations

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

Key Partners/Suppliers

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

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Climate Change, Decarbonisation, Net Zero, Energy, Sustainability

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

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

Transition from Day 1

Statutory functions for climate/nature action by local authorities are not aligned to the scale or urgency of action required by current local ambitions (Net Zero 2037).
An early policy decision is required by the Shadow Authorities as to the level of ambition on addressing the climate and nature crises, which will determine the route-map beyond Day 1.
This transition will likely involve developing policy instruments; Climate Action plan, Biodiversity action plan, local energy plan and estate decarbonisation plan. These plans will likely lead to the development and continuation of key projects, all of this transitional work (predicated on ambition of Shadow Authority) would require resource commitment (budget and team of expert staff with specialisms) as well as organisational and financial planning.

Costs/pressures

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

Savings opportunities

There are savings opportunities through resource sharing within the new council on:
- IT licenses
- 3rd party costs

Other notes

Local Government
Reorganisation
Delivering Two New Councils
for Cumbria

Communities and Localism

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

Services in Scope of Communities And Localism

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

Day 1 Service Delivery Model

Separate services working on locality footprints aligned with current districts

Channels

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

Website

Local Resilience Forum Channels and Resilience Direct portal

IT Systems

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

Locations

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

Key Partners/Suppliers

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

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Communities and Localism

Exceptions within Communities and Localism

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

Transition from Day 1

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

Costs/pressures

N/A

Savings opportunities

N/A

Other notes

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

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

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

Local Government Reorganisation

Delivering Two New Councils for Cumbria

HM Coroners Service

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

Services in Scope of HM Coroners Service

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

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

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

Day 1 Service Delivery Model

Hosted by Cumberland
Due to the nature of the work of HM Coroner / Service, 'Day One' should be full continuation of usual operations, with no break in service for what is difficult and sensitive work, and meeting HM Coroners (and the local authority's) statutory and legal responsibilities.
The ability to process/manage new death referrals, progress existing cases, arrange Post Mortems /body removals, plus host inquests, must continue.

Channels

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

IT Systems

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

Locations

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

Key Partners/Suppliers

A key partner will be Westmorland & Furness Council, as they will part fund HM Coroners Service, and the appropriate engagement, agreements and governance will need to be in place.
Partners/Suppliers:
Local authority (provision of resources/support function)
Cumbria Police
Removal of bodies contractors
Medical examiners
Hospital trusts
Others include, but limited to, pathologists, GPs, hospitals, registrars, undertakers, toxicology and other providers, etc.

Delivering Two New Councils for Cumbria

HM Coroners Service

Costs/pressures

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

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

Exceptions within HM Coroners Service

Savings opportunities

None

Transition from Day 1

Hosted model with the service transferred to Cumberland as host authority.

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

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

Other notes

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

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

Local Government Reorganisation

Delivering Two New Councils for Cumbria

Culture, Leisure and Events

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

Services in Scope of Culture, Leisure and Events

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

Channels

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

IT Systems

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

Locations

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

Day 1 Service Delivery Model

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

Key Partners/Suppliers

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

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Culture, Leisure and Events

Exceptions within Culture, Leisure and Events

- N/A

Transition from Day 1

- N/A

Costs/pressures

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

Savings opportunities

- N/A

Other notes

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

Local Government Reorganisation

Delivering Two New Councils for Cumbria

Economic Development

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

Services in Scope of Economic Development

Economic Development functions cut across a number of areas/responsibilities

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

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

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

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

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

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

Day 1 Service Delivery Model

Separate services

If possible for Day 1 it is proposed that Economic Development teams are integrated and split into:
•Client function (responsible for Strategy, Project Bids and Business Case Production)
Which would act as a client for the:
•PMO (Programme Management Office) function (responsible for delivery
of projects on a programme level)
The PMO function would then interact with the other functions (which sit outside of the economic development workpackage):
•Capital Programmes Team (responsible for contracting work)

Channels

Service Users
Project
Stakeholders,
Economic
Partners.

Channels
Email,
websites,
public
consolations.

IT Systems

No service specific IT

Locations

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

Key Partners/Suppliers

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

Delivering Two New Councils for Cumbria

Economic Development

Exceptions within Economic Development

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

Transition from Day 1

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

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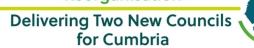
Costs/pressures

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

Savings opportunities

No savings will be delivered by this Blueprint.

Other notes

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

Local Government Reorganisation

Delivering Two New Councils for Cumbria

Fleet

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

Services in Scope of Fleet

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

Day 1 Service Delivery Model

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

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

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

Channels

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

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

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

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

IT Systems

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

Locations

Fleet services will operate from the following locations in addition to use of corporate offices:
- Kendal Fleet Maintenance Workshop (CCC workshop).
- Canal Head – Kendal - Fleet Maintenance Workshop (SLDC workshop).
- Skirsgill Fleet Maintenance Workshop (Penrith CCC workshop)
- Sowerby Woods Fleet Maintenance Workshop (Barrow CCC workshop)

Key Partners/Suppliers

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

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Fleet

Exceptions within Fleet

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

Transition from Day 1

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

Costs/pressures

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

Savings opportunities

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

Other notes

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

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Highways Including Flood and Coastal Risk Management

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

Services in Scope of Highways Including Flood and Coastal Risk Management

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

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

Channels

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

IT Systems

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

Locations

Office bases include: County Hall (Kendal), Town Hall (Penrith), South Lakeland House (Kendal), Town Hall (barrow).
Operational bases include: Skirsgill Highway Depot (Penrith), Millness Highway Depot (nr Kendal), Sowerby Woods Highway Depot (Barrow-in-Furness), Coniston Highway Depot, Kirbystephen Highway Depot (winter only) + additional material set-down points.

Key Partners/Suppliers

The services rely on an extensive supply chain consisting of: over 15 frameworks (multiple suppliers on each framework), circa 20 "stand alone" contracts.
Agency agreements exist with Lake District National Park and Yorkshire Dales National Park for management of Public Rights of Way in these national park areas.
A number of planning performance agreements exist.

Day 1 Service Delivery Model

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

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Highways Including Flood and Coastal Risk Management

Exceptions within Highways Including Flood and Coastal Risk Management

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

Transition from Day 1

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

Costs/pressures

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

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

Savings opportunities

There are no savings opportunities for day-1.
There are unlikely to be savings opportunities in the medium term due to the cost pressures associated with the disaggregation of the County Council services.
Cost pressures may be mitigated in the longer term through streamlining.

Other notes

The majority of the services in this work package are currently delivered by the County Council and so are subject to disaggregation which introduces duplications of function not currently required. In the longer term there will be opportunities to consider more closely aligning many of the services in this work package with services in areas such as street scene, green space management, economic development, community and review of committee structures & governance which may offer opportunities for service re-shaping ,increased efficiency and improved outcomes.
Note: If targeted recruitment and minor re-shaping is possible prior to vesting day the number of posts requiring temporary interim hosting may be reduced significantly.

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Housing

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

Services in Scope of Housing

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

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

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

Day 1 Service Delivery Model

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

Channels

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

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

IT Systems

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

Locations

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

Key Partners/Suppliers

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

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Housing

Exceptions within Housing

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

Transition from Day 1

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

Costs/pressures

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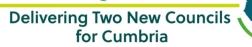
Savings opportunities

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

Other notes

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

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Libraries and Community Services

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

Services in Scope of Libraries and Community Services

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

Day 1 Service Delivery Model

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

Channels

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

Telephone

Digital – web presence, social media platforms

Online bookings and also service centre for registrations appointments

IT Systems

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

Locations

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

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Libraries and Community Services

Key Partners/Suppliers

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

Exceptions within Libraries and Community Services

- N/A

Transition from Day 1

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

Costs/pressures

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

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

Savings opportunities

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

Other notes

Note: Blueprint summarised from separate blueprints for individual services

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Local Focus Hubs

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

Services in Scope of Cluster/work package)

Collaboration of partners to deliver the Community Safety Partnership (CSP) Action Plan. To identify community issues and to work with the community in addressing these issues. To tackle anti-social behaviour. To identify funding streams and work with partners to deliver projects to improve the area.
Referrals are made via partner agencies signed up to the partnership problem solving approach.
Deliver statutory responsibility for ASB, CSP and Community Triggers.

Day 1 Service Delivery Model

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

Channels

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

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

CSP arrangements for new authorities and support of PCC projects.

Partner engagement and collaboration – consider and consult.

Referrals (incl Gold ASBRA)

Community Triggers

Hoarding Referrals – continuation of delivery

IT Systems

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

Locations

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

Key Partners/Suppliers

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

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Local Focus Hubs

Exceptions within this work package/cluster

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

Transition from Day 1

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

Costs/pressures

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

Savings opportunities

Potential for accommodation savings

Other notes

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

Local Government Reorganisation

Delivering Two New Councils for Cumbria

Planning and Building Control

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

Services in Scope of Planning and Building Control

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

Day 1 Service Delivery Model

Separate services

Channels

Service Users

- Planning Application system
- Building Control application system

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

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

IT Systems

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

Locations

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

Key Partners/Suppliers

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

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Planning and Building Control

Exceptions within Planning and Building Control

- None

Transition from Day 1

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

Costs/pressures

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

Savings opportunities

No savings will be delivered by this blueprint.

Other notes

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

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Public Protection

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

Services in Scope of Public Protection

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

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

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

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

Safety at Sports Grounds

Day 1 Service Delivery Model

Separate services

Channels

Published fees, charges and policies
Applications
Email and phone
Face-to-face
On site
Online
Branding e.g. licenses
Microsoft Teams/Zoom
Website – Public Registers
Business support provision
Out of hours contact for external organisations - UKSHA and FSA
Resident Reporting mechanisms
Social Media accounts

IT Systems

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

Locations

Existing Office Locations – Penrith, Kendal, Barrow,

Key Partners/Suppliers

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

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Public Protection

Exceptions within Public Protection

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

Transition from Day 1

Costs/pressures

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

Savings opportunities

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

Other notes

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

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Resilience and Emergency Planning

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

Services in Scope of Cluster/work package)

Emergency Planning services covering key statutory duties including preparing, responding and recovering from emergencies, included in the following statutes:
- Civil Contingencies Act [CCA]
- Radiation (Emergency Preparedness and Public Information) Regulations [REPPIR]
- Control of Major Accident Hazards [COMAH]
- Pipelines Safety Regulations [PSR]
- Major Accident Control Regulations [MACR]

Additionally the discretionary
- Community Emergency Planning/Preparedness

Day 1 Service Delivery Model

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

Channels

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

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

Local authority jointly owned resources
- Emergency Communications Directory
- MAIC and Local Authority datasets i.e. Vulnerable people

IT Systems

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

Locations

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

Key Partners/Suppliers

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

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Resilience and Emergency Planning

Costs/pressures

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

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

Exceptions within this work package/cluster

N/A

Savings opportunities

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

Transition from Day 1

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

Other notes

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

Local Government Reorganisation

Delivering Two New Councils for Cumbria

Street Scene and Open Spaces

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

Services in Scope of Street Scene and Open Spaces

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

Day 1 Service Delivery Model

Separate services

Channels

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

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

IT Systems

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

Locations

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

Key Partners/Suppliers

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

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Street Scene and Open Spaces

Costs/pressures

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

Exceptions within Street Scene and Open Spaces

N/A

Savings opportunities

N/A

Transition from Day 1

N/A

Other notes

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

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Transport

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

Services in Scope of Transport

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

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

Day 1 Service Delivery Model

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

Channels

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

IT Systems

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

Locations

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

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

Key Partners/Suppliers

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

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

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Transport

Exceptions within Transport

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

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

Transition from Day 1

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

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

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

Costs/pressures

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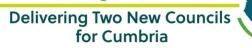
Savings opportunities

There are no savings opportunities available for day-1

Other notes

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

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

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

Local Government Reorganisation

Delivering Two New Councils for Cumbria

Waste

Services in Scope of Waste

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

Day 1 Service Delivery Model

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

Channels

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

IT Systems

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

Locations

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

Key Partners/Suppliers

Various private sector contractors

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Waste

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

Costs/pressures

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

Exceptions within Waste

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

Savings opportunities

N/A

Transition from Day 1

- N/A

Other notes

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

Local Government Reorganisation

Delivering Two New Councils for Cumbria

Waste (Treatment and Disposal)

Services in Scope of Waste

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

Day 1 Service Delivery Model

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

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

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

Host authority to employ contract management team, cost sharing to be agreed

Further information in the notes for this slide if required.

Channels

HWRC provision (14 sites across Cumbria, 7 in Cumberland and 7 in Westmorland and Furness)

HWRC permit line, currently hosted by CCC via telephone.

FOI requests and complaints received via e-mail/mailbox or by telephone

Telephone number published on websites and at HWRCs

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

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

IT Systems

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

Locations

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

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

Key Partners/Suppliers

Contracts for:
- PPP contract and operators of 2 MBT facilities
- Transfer station/landfill serv
- Transfer stations and management of recyclate
- Closed landfill monitoring and maintenance

Local Government Reorganisation

Delivering Two New Councils for Cumbria

Waste (Treatment and Disposal)

Costs/pressures

No additional costs and pressures from Day 1, note that there is an expectation that the budgets will be disaggregated to the two authorities. Waste disposal contract costs are reported monthly and annually, pressures arise from increased volumes collected

NB. This is assuming that there are no changes to the current Waste Disposal Contract (other than name changes) – if there are changes there will be significant costs and pressures

Exceptions within Waste

N/A

Savings opportunities

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

Transition from Day 1

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

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

Other notes

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

Host authority to be agreed
Reporting and Governance to be agreed
Other clarifications – see channels for HWRC access.   Policy and process to be agreed
Dedicated Legal resource to support on the Contract is required

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Corporate and Enabling

Legal & Democratic

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

Services in Scope of Cluster/work package)

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

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

Elections – running all elections and referenda, Electoral register management

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

Channels

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

IT Systems

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

Key Partners/Suppliers

Various contactors and suppliers in place
Key Partners
Schools, Barrister Chambers, Solicitor Firms, HM Courts and Tribunal Service, NW Legal Consortium

Day 1 Service Delivery Model

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

Locations

Council/Civic Buildings
Court Settings

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Legal & Democratic

Exceptions within this work package/cluster

None identified at this stage

Transition from Day 1

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

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

Members Leadership support arrangements require further discussion.

Costs/pressures

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

Savings opportunities

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

Other notes

None at this stage

Local Government Reorganisation

Delivering Two New Councils for Cumbria

Information Governance & Records Management

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

Services in Scope of Cluster/work package)

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

Day 1 Service Delivery Model

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

Channels

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

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

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

IT Systems

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

Locations

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

Key Partners/Suppliers

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

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Information Governance & Records Management

Costs/pressures

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

Exceptions within this work package/cluster

Transition arrangements will be needed for Records Management from Day 1 - need to continue providing timely and legitimate access to information, with staff knowledge of records.
Transition arrangements will be required for any legacy FOI requests/ SAR requests and complaints relevant to each council before Vesting Day.

Savings opportunities

TBC

Transition from Day 1

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

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

Other notes

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

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

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

Local Government Reorganisation
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HR & OD

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

Services in Scope of Cluster/work package)

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

Day 1 Service Delivery Model

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

Channels

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

IT Systems

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

Locations

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

Key Partners/Suppliers

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

Key Suppliers
Various
- HR Providers in Schools
- Counselling Services
- Training Providers

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HR & OD

Exceptions within this work package/cluster

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

Transition from Day 1

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

Other notes

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

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

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

Costs/pressures

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

Savings opportunities

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

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

Local Government Reorganisation

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Health and Safety Services

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

Services in Scope of Cluster/work package)

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

Day 1 Service Delivery Model

Separate services

Locations

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

Channels

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

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

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

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

Contracts and Procurement – H&S

IT Systems

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

Key Partners/Suppliers

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

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Health and Safety Services

Costs/pressures

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

Exceptions within this work package/cluster

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

Savings opportunities

None at this time

Transition from Day 1

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

Other notes

Local Government Reorganisation

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Communications and Engagement

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

Services in Scope of Cluster/work package)

Strategic Communications including:

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

Day 1 Service Delivery Model

Separate services

Channels

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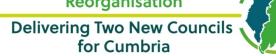- Sponsorships/Advertising

IT Systems

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

Locations

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

Key Partners/Suppliers

Broad range of local and national partners

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Communications and Engagement

Exceptions within this work package/cluster

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

Transition from Day 1

- N/A

Costs/pressures

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

Savings opportunities

As above

Other notes

- None

Local Government Reorganisation

Delivering Two New Councils for Cumbria

Commissioning, Procurement and Contract Mgmt.

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

Services in Scope of Cluster/work package)

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

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

Day 1 Service Delivery Model

Separate services
A hosted solution for some elements of "People" Commissioning and/or Procurement and Contract Management (if unable to split the contracts from day 1), for an appropriate period of time.
Child Placement might need to be hosted solutions.
Procurement (school) Transport needs are being considered by another Workstream so decision makers need to be mindful of this so staff/resources are not double counted.

Channels

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

IT Systems

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

Locations

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

Key Partners/Suppliers

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

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

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Commissioning, Procurement and Contract Mgmt.

Costs/pressures

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

Exceptions within this work package/cluster

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

Savings opportunities

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

Transition from Day 1

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

Other notes

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

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Corporate Estate & Capital Programme

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

Services in Scope of Cluster/work package)

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

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

Day 1 Service Delivery Model

Separate services
Corporate Estate – the service will adopt a **'Corporate Landlord Model'**. The Corporate Landlord Model provides for the centralisation of key estate functions into a centralised/corporate team including strategic asset management, statutory compliance, facilitates management, repairs and maintenance, estate management and design and construction across the corporate and school estates.
Capital Programme – this service is a **centralised delivery model** bringing all Capital delivery into one service area ensuring consistency in approach across project methodology, supply chain development and engagement, contract and risk management, outcome and benefit realisation, monitoring and reporting and standardisation and quality assurance

Channels

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

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

IT Systems

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

Locations

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

Key Partners/Suppliers

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

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

Local Government Reorganisation
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Corporate Estate & Capital Programme

Exceptions within this work package/cluster

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

Hard/Soft Facilities Management – county wide statutory compliance

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

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

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

Transition from Day 1

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

Costs/pressures

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

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

Savings opportunities

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

Other notes

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

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

Local Government Reorganisation

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Policy & Performance

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

Services in Scope of Cluster/work package)

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

Day 1 Service Delivery Model

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

Channels

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

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

IT Systems

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

Locations

Not relevant

Key Partners/Suppliers

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

Local Government Reorganisation
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Policy & Performance

Costs/pressures

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

Exceptions within this work package/cluster

- No exceptions

Savings opportunities

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

Transition from Day 1

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

Other notes

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

Local Government Reorganisation
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Administration & Business Support

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

Services in Scope of Cluster/work package)

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

Day 1 Service Delivery Model

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

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

Channels

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

IT Systems

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

Locations

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

Key Partners/Suppliers

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

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Administration & Business Support

Exceptions within this work package/cluster

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

Transition from Day 1

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

Costs/pressures

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

Savings opportunities

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

Other notes

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

Local Government Reorganisation
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Change Management & Transformation

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

Services in Scope of Cluster/work package)

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

Service functions:

• Transformation

• Change Management

• Programme Office

• Programme Management

• Project Management

Day 1 Service Delivery Model

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

Recommendation for Day 1 is a corporate resource.

Channels

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

IT Systems

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

Locations

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

Key Partners/Suppliers

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

Local Government Reorganisation
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Change Management & Transformation

Costs/pressures

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

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

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

Exceptions within this work package/cluster

- None

Transition from Day 1

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

Savings opportunities

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

Other notes

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

Local Government Reorganisation

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Customer and Digital

Customer & Digital

Services in Scope of Cluster/work package)

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

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

Key Partners/Suppliers

Key partners include: back office service teams, DWP, CAB, debt recovery agents, HAWC service, Cumbria Choice, property / asset managing agents.
Key County partners include: central government departments, voluntary, community and private sector

Channels

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

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

Additional channels to be considered
- Customer Online Account (COA) (County, SLDC currently)
- Out of Hours Phone (County, Barrow, SLDC currently)
- App (County, SLDC currently)
- SMS (County, Barrow, SLDC)

IT Systems

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

Locations

Customer Services likely to continue to be delivered from existing locations, with staff based in 'legacy' locations upskilled to deliver a consistent service for Westmorland & Furness. Existing locations include:
- Barrow (2): Forum (events venue) & Town Hall. In-house leisure facilities & the Dock Museum
- Eden (3): Town Hall Penrith, TIC Penrith, Alston Links
- South Lakeland (2): Kendal Town Hall, Ulverston Business Unit
- County (9): Physical Locations/CCC Offices (plus 39 Libraries)

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

Local Government Reorganisation
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*Information captured here on the scope of Customer Services in end-to-end delivery is based on data gathered from the seven councils to date

Customer & Digital

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

Specific service areas are proposed to be delivered as follows:

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

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

Costs/pressures

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

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

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

Transition from Day 1

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

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

Exceptions within this work package/cluster

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

Savings opportunities

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

Other notes

Further discussions are to be held with 'back office' teams to agree the role and scope of Customer Services in end-to-end delivery on Day 1, ensuring that the decision made enables service re-design and an improved customer experience in future. This Blueprint will therefore continue to be iterated over the coming weeks.
Which authority would host the services noted to be shared/hosted on Day 1?
Discussion is required around budget/staff disaggregation principles and approach for services that may be disaggregated into separate authorities and/or remain shared.

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Finance and Commercial

Accountancy and Financial Planning

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

Services in Scope of Cluster/work package)

Statutory areas

- Preparation of balanced revenue/capital budgets
- Calculate Council Tax Requirement
- Calculate council tax base, collection fund surplus/deficit, business rates estimates – notify preceptors
- Ensure a sound system of internal control (such as financial standing orders)
- Annual financial statements / External Audit
- Statutory data, grant and tax returns and statutory school reporting
- Section 151 responsibilities: proper administration of financial affairs, s114

report , robustness of estimates and adequacy of reserves

Supporting statutory areas

- Budget monitoring, reporting, management
- Medium Term Financial Planning
- Advice and support to decision making
- Provision of training for members and officers
- Reconciliation and control work
- Provide and maintain financial systems

Other: National consultations , accountable body function, monitoring / reporting of grants, support grant bids, signing off of grant claim

Channels

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

Most interaction with the above is by:
- Face-to-face
- Virtual e.g. Microsoft Teams
- Email.
- Telephone
- School Portal
- Intranet and Finance System (self-service)

IT Systems

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

Locations

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

Day 1 Service Delivery Model

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

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

Key Partners/Suppliers

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

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

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Accountancy and Financial Planning

Exceptions within this work package/cluster

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

Transition from Day 1

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

Costs/pressures

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

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

Savings opportunities

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

Other notes

- Other relevant notes not captured in template

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Cumbria LGPS

Day 1 Service Delivery Model

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

Services in Scope

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

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

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

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

Channels

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

Cumbria LGPS website – currently being developed.

SharePoint/ShareFile.

Locations

The team is based at the Parkhouse Building.

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

IT Systems

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

Local Government Reorganisation

Delivering Two New Councils for Cumbria

Cumbria LGPS

Key Partners/Suppliers

Pensions Administration (a delegated function from Cumbria County Council to Lancashire County Council) - Local Pensions Partnership Administration (LPPA)

Pool Operator (Border to Coast Pensions Partnership Ltd)

A wide range of investment managers

Independent Advisors

Bankers

Custodian

Actuary

Additional Voluntary Contribution providers

Legal Advisor

Class Action legal Advisor

External Auditor (Cumbria LGPS accounts are subject to a separate audit from that of the Council) - Grant Thornton UK LLP

Performance Monitoring

Exceptions within this work package/cluster

Interdependencies for the delivery of some elements of Cumbria LGPS with other areas of Finance (principally the Treasury team).

Transition from Day 1

No interim arrangements anticipated. The target end state should be materially complete on Day 1 although some matters (e.g. novation of contracts) may take longer to complete.

Other notes

None

Costs/pressures

- The budget for Cumbria LGPS sits out with the Council budget.

- No material ongoing additional costs or cost pressures identified.

- Depending on the structure for the future provision of treasury management services, there may be some relatively minor additional costs chargeable to Cumbria LGPS.

- One-off LGR costs agreed to be funded from implementation reserve include:
  o Additional Actuarial fees to reflect LGR changes in the 2022 valuation; and
  o Specialist LGPS legal advice.

Savings opportunities

No potential savings/efficiencies opportunities identified

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Income Collection – Sundry Debtors and Misc.

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

Services in Scope of Cluster/work package

Services that allow the following functions to be operated to adhere to financial regulations and relevant fees and charges and debt recovery policies for each council

- Management of customer records
- Creation of debtor invoices where required
- Effective control of miscellaneous income – where sundry debtor account nor raised and/or the payee is not known to the council previously
- Range of payment methods and preferred methods of payment stipulated for income categories
- Adequate and timely debt recovery arrangements in place
- Accounting for VAT

Day 1 Service Delivery Model

Separate service including service-based individuals and a centralised Purchase to Pay team

Channels

For Customers - External
- Central processing team
- Business support staff responsible for raising sundry debtors and monitoring misc income
- Council website for service content that includes ability to pay and route in for paying any debtor account
- Other face to face channels where customers can pay accounts – e.g. contact centres, post office

For Council Staff – Internal
- Central processing team
- Business support staff responsible for raising sundry debtors and monitoring misc income
- Use of intranet for guidance and access to systems

IT Systems

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

Locations

Various locations used by the County and District councils may be necessary for printing etc and used as part of 2 services (1 for each council)

Key Partners/Suppliers

- Software providers
- Banks and payment processing organisations
- External organisations who receive and process income for the councils

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Income Collection – Sundry Debtors and Misc.

Exceptions within this work package/cluster

Elements of debt recovery services could be provided separately – for example use of external debt recovery agencies for bad debts

Transition from Day 1

No transition required though potential service transformation opportunities identified in 'Other notes'.

Costs/pressures

Potential one off /implementation and additional licence costs for consolidating systems for Day 1
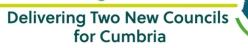
Savings opportunities

Short and long term opportunities to reduce staffing costs associated with collection of income , although impact of disaggregating county functions if split may impact on this

Long term opportunities to reduce costs on finance systems

Other notes

•Exchequer Hub bringing together, for example, Income Collection (Accounts Receivable), Purchase to Pay (Accounts Payable) and Payroll functions (As is the case currently at the county council)
•Hybrid option, options could include providing supplier invoice processing only as a centralised service and other purchasing related activity (e.g. purchase order processing) retained in service areas.
Both options could be considered with service delivery based on a support function in each unitary or a single hosted solution providing services to both councils

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Ordering and Paying For Goods and Services

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

Services in Scope of Cluster/work package

Services that allow the adequate operation of the following functions to adhere to financial and procurement policies and rules for the councils and to comply with national code for prompt payment of suppliers and other payment terms agreed locally

- Managing and controlling Supplier Records
- Purchase Requisitioning and Purchasing Ordering Functions
- Invoice Verification and Authorisation
- Payment Processing/BACS payments
- Catalogue Management
- Purchasing Card Programmes
- Purchase to pay support for schools
- Purchase to pay support to other external organisations

Day 1 Service Delivery Model

Separate service including service-based individuals and a centralised Purchase to Pay team

Channels

Channels for Suppliers:
For Suppliers- External
- Central processing team
- Business support staff responsible for raising purchase requisitions/orders
- Website

For Council Staff – Internal
- Central processing team
- Business support staff responsible for raising purchase requisitions/orders
- Use of intranet for guidance and access to systems
- Virtual worker Supplier Invoice Processing (Non PO)
- Purchasing Cards

IT Systems

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

Locations

Various locations currently used by the County and District councils may be necessary for printing etc

Key Partners/Suppliers

Software providers
Partner for County Council early payment scheme
HMRC – VAT & CIS

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Ordering and Paying For Goods and Services

Costs/pressures

Potential one off /implementation and additional licence costs for consolidating systems for Day 1

Exceptions within this work package/cluster

Catalogue management could be undertaken by procurement functions outside the service delivery model specified on previous slide.

Savings opportunities

Short and long term opportunities to reduce staffing costs associated with purchase order and invoice processing, although impact of disaggregating county functions if split may impact on this
Long term opportunities to reduce costs on finance systems

Transition from Day 1

- No transition required though potential service transformation opportunities identified in 'Other notes'.

Other notes

- Exchequer Hub bringing together, for example, Income Collection (Accounts Receivable), Purchase to Pay (Accounts Payable) and Payroll functions (As is the case currently at the county council)
- Hybrid option, options could include providing supplier invoice processing only as a centralised service and other purchasing related activity (e.g. purchase order processing) retained in service areas.

Both options could be considered with service delivery based on a support function in each unitary or a single hosted solution providing services to both councils

Local Government Reorganisation

Delivering Two New Councils for Cumbria

Internal Audit

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

Services in Scope of Cluster/work package

The provision of an Internal Audit service is a mandatory requirement. The service must be provided in accordance with the Public Sector Internal Audit Standards (PSIAS).

Day 1 Service Delivery Model

Separate service with its own Head of Internal Audit and team of internal auditors (at different grades).

The size and skill mix of the Internal Audit team will be dependent on the scale of services Westmorland and Furness Council will be delivering e.g. if hosting a number of shared services then the internal audit team will need to be bigger as it will need to also provide assurance to Cumberland Council on shared services.

The may need to be some transitional arrangements in place but this has still to be decided.

Channels

Internal Audit's key customers will be:

Internal

- Council's directorates / departments – need access to them as they will be the main receivers of the service
- Audit Committee - they will be required to agree and monitor the delivery of the audit plan and performance of the Internal Audit Service. This will be the Committee for public reporting of Internal Audit's findings

External

- Public – provision of a Fraud Reporting Hotline and general Internal Audit email to contact Internal Audit
- Cumberland Council – if Westmorland and Furness hosting shared services will need to agree the areas where Westmorland and Furness's Internal Audit would need to provide assurance to the other new Unitary

IT Systems

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

Locations

Service can be delivered either through homeworking or a Council office or mix of both. However, would be useful to have clarity about allocated office locations as bringing together 2 (other 2 teams were external firm) separate teams into one team but maybe on separate sites..

Key Partners/Suppliers

No obvious key partners / suppliers in terms of delivering the service. However, if Westmorland and Furness is hosting a number of key services then there will need for assurance to be provided to Cumberland Council on shared services.

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Internal Audit

Exceptions within this work package/cluster

Current proposal is to have a separate Internal Audit team for each new unitary council. Given that the two teams are likely to be doing the same type of work at each council (focused on systems, constitution, etc) and the issue around a number of legacy grant claims for Cumbria County Council for 2022/23, it may be sensible to put some transition arrangements in place for a period of time.

Transition from Day 1

Current expectation is to put an audit plan in place for first 6 months or so, with focus on areas such as financial and other key systems, the Constitution, declaration of interests, etc. In addition work required on the various legacy grant claims for Cumbria County Council for 2022/23. Transition would allow staff across the two teams to focus on specific areas to maximise efficiency and it would ensure that the legacy claims were audited and certified by staff familiar with the claims and how they are put together. Would not have any significant cost implications, if any. Transitional arrangements may be needed for up to 9 months in terms of auditing legacy grant claims for Cumbria CC 22/23 and to maximise efficiencies in undertaking work on systems in the first 6 months at both new authorities. Our understanding is that the external firm delivering the internal audit contract at Eden and SLDC is planning to have completed its work by March 2023.

Costs/pressures

It is not possible with any certainty to forecast cost / pressures associated with the blueprint. However, the creation of two teams will mean that there will be a Head of Internal Audit for each of the two new unitary councils, and as on a much larger scale than a district council, so may incur an additional cost to reflect increased scale. Likely to also need to buy in computer audit specialist support (where required) but not previously procure by all current Internal Audit teams and may need to be on a larger scale than before.

Savings opportunities

No potential savings / efficiencies opportunities identified and unlikely as two separate teams being created.

Other notes

Other issues to be aware of:

- Many internal audit staff are based in North Cumbria with fewer based in South and West Cumbria

- Recruitment of Internal Audit staff within Cumbria remains challenging

- A number of grant claims for 2022/23, relating to Cumbria County Council, will need to be audited and then certified by the Head of Internal Audit and the Chief Executive of the new unitary council hosting Cumbria County Council legacy tasks. Could get a situation where staff to undertake work or certifying the work may not be familiar with the claims, or how they are put together.

Local Government Reorganisation

Delivering Two New Councils for Cumbria

Local Tax Collection(CTX/NNDR) & Benefits

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

Services in Scope of Cluster/work package)

- Council Tax Billing, Collection & Recovery for domestic properties.
- NNDR Billing, Collection & Recovery for business rates assessments, including Business Improvement Districts (BIDS).
- Housing Benefit assessment, payment and Overpayment recovery for financial support towards housing costs for Private Tenants, Council Tenants, Discretionary Housing Payments, Supported Accommodation, Hostels and Short Term accommodation.
- Council Tax Reduction Scheme (CTRS) assessment and administration for support towards council tax charges.
- Sundry Debt Collection (Some Districts)

Services provided are primarily statutory requirements under prescribed, complex legislation. Associated statutory returns and technical Systems Support & Controls functions are included in the service provision.

Channels

Streamlined, necessary and simple to use customer contact through Corporate Customer Services for in-person enquiries at contact centres and by telephone
Mail delivery and mailing out services
On-line services through the Council website (My Account SLDC) for information, on-line payments and to access services including on-line application forms etc. but also recognising the need for alternative methods for vulnerable residents.

IT Systems

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

Locations

Existing administrative offices
Back Office – Forum, Duke Street, Barrow
Customer Services Town Hall, Duke Street, Barrow
Town Hall, Corney Square, Penrith
South Lakeland House, Kendal

Day 1 Service Delivery Model

Separate service delivered in-house

Key Partners/Suppliers

- Department for Work and Pensions (DWP)
- Valuation Office Agency (VOA)
- DLUHC/HMRC/HMCTS and VTE
- Internal/External Auditors
- Enforcement Agents
- Citizens Advice, Housing Associations, Landlords/ Registered Providers
- Barrow & District Disability Centre/NAFN / IRRV

- Legal Services / Training providers
- Kendal BID
- Private sector suppliers

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Local Tax Collection(CTX/NNDR) & Benefits

Exceptions within this work package/cluster

- None

Transition from Day 1

- No transition required but transformation opportunities identified in 'Other notes'

Costs/pressures

If required any additional resources costs associated with projects to align policy provisions, operational requirements and software solutions.
Additional software support costs may be incurred for database amalgamation to create a single service data base or for migration to an alternative solution in future years.
Loss of subsidy due to extrapolations

Savings opportunities

Caseload and workload volumes to be combined across the existing Districts, common database access and single operating model needed before economies of scale benefits can be delivered.
Contract efficiencies. SLDC and Eden share contracts for Academy and NEC EDMS
Culture focussed on performance and income maximisation
Sharing best practice and systems solutions
Promotion of self serve to realise efficiencies
Maximising automation of processes to reduce manual intervention

Other notes

Implications of service provision for Benefits advice and financial assistance for Support Accommodation, is likely to need review to reflect Unitary policy.
Establishing ongoing services across a single database with aligned policies, revised staffing structures and dependant on software solution, operating platform, Customer Services provision and IT infrastructure interdependencies being implemented.

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Treasury Management, Banking & Insurance

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

Services in Scope of Cluster/work package)

Treasury Management & Banking
- Statutory requirement for Treasury Management Strategy Statement (TMSS) (including Minimum Revenue Provision (MRP) policy and Prudential Indicators); and Treasury Management Practices (TMPs).
- Management of Council cash flow to ensure security and liquidity
- Investment of short-term cash reserves
- External borrowing to fund capital programme
- Council bank accounts
- Bank Account for Cumbria Pension Fund (if Westmorland & Furness is the Administering Authority for the Fund

Insurance
- Arrange insurance cover for key insurable risks primarily Property, Liability and Motor
- Specialist insurance provision where required – predominately related to Marine cover (e.g. Harbour boat, Windermere ferry), Fine Arts and schools
- Management of self insurance
- Support claims management process
- Provide insurance advice to Council services and schools
- Engagement with legal services and insurers to manage claims effectively

Day 1 Service Delivery Model

Westmorland & Furness Council will have a dedicated Treasury Management function from Day 1 responsible for investment of short term cash balances and external borrowing arrangements.
A suite of bank accounts will be set up to effectively manage Council finances including Council Tax / NNDR collection; Barrow HRA; and the pension fund (if Westmorland & Furness is the Administering Authority for the Fund).
Key insurable risks will managed through a combination of insurance arranged with an insurer and self insurance by the Council.

Channels

Treasury Management & Banking:
Key customers for Treasury Management and Banking are internal services covered by other LGR work packages e.g. Local Tax Collection, HR & OD (Payroll); Cumbria Pension Fund; etc) that have a responsibility for money coming in or going out of Council bank accounts.

Insurance Services:
Key customers for Insurance Services are internal i.e. schools and other services would contact the Insurance team by e-mail or phone regarding insurance claims and general insurance queries.

IT Systems

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

Locations

Service delivery can be managed either through a Council office or through home working.

Key Partners/Suppliers

Treasury Management & Banking
A Treasury Adviser will need to be appointed to support TM functions and assist with production of the statutorily required TMSS (including MRP policy and Prudential Indicators) and TMPs.
Insurance
Insurance broker required to advise on appropriate cover and to support the Council in exploring the insurance market and appropriate insurance policies.

Local Government Reorganisation
Delivering Two New Councils for Cumbria

Treasury Management, Banking & Insurance

Exceptions within this work package/cluster

Treasury Management & Banking
It is expected that all Treasury Management and Banking Services will be managed by Westmorland & Furness Council from Day 1 in accordance with the details of this blueprint.
Insurance
There is a requirement for insurance claims from legacy authorities to be managed after Day 1. It is currently unclear as to the process for managing these claims.

Transition from Day 1

Treasury Management & Banking
It is expected that all Treasury Management and Banking Services will be managed by Westmorland & Furness Council from Day 1. There may be the need for "true-up" between legacy Council's and Westmorland & Furness Council throughout 2023/24.
Insurance
It is expected that insurance services will be managed by Westmorland & Furness Council from Day 1. There will be the need for managing claims from legacy Councils from Day 1.

Costs/pressures

Treasury Management & Banking
It has not yet been possible to forecast any costs / pressures associated with the blueprint.
Insurance
It has not yet been possible to forecast any costs / pressures associated with the blueprint.

Savings opportunities

Treasury Management & Banking
It has not yet been possible to forecast any savings opportunities associated with the blueprint.
Insurance
It has not yet been possible to forecast any savings opportunities associated with the blueprint.
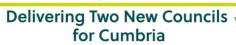
Other notes

Recognition that much of the work for this work package is required to be complete well before Day 1.
Treasury Management & Banking
Procurement rules and legal support are urgently required to enable tendering processes to commence to ensure bank accounts are set up and a Treasury Advisor is appointed as soon as possible.
Insurance
Procurement rules and legal support are urgently required to enable tendering processes to commence to ensure an insurance broker is appointed and then insurance provision can be considered for Westmorland & Furness Council.

Local Government Reorganisation
Delivering Two New Councils for Cumbria

ICT

ICT

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

Services in Scope of Cluster/work package)

ICT core infrastructure and supporting services including:

- Telephony: landline and mobile
- File storage
- Back up and disaster recovery
- Email
- Networking including Local Area Network, Wide Area Network, Corporate/Public/Guest Wi-Fi
- Remote access and Virtual Private Network (to support home working)
- Perimeter security including firewalls
- Print solutions
- End User Devices: laptops, desktops
- Data Centres
- Microsoft Enterprise agreement including end user and server licensing
- Core line of business systems
- Information and cyber security
- Appropriate data sharing agreements
- ICT Service Desk – current differing operating model.

Day 1 Service Delivery Model

A separate ICT service per authority, with interim hosting arrangements for Countywide services required for Day 1 delivery.

Channels

ICT Service Desk: to undertake first line telephone support to resolve ICT user issues

ICT Portal: internal customer portal for self-service of request items and queries

Customer Walk Ups via Field Engineers: customer walk ups to ICT staff

Out of Hours: 24/7 for business critical services (model tbc)

Site specific visits: such as Member visits, site surveys

Remote Support: to support customers

IT Systems

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

Locations

The following Data Centres are located in Westmorland & Furness which operate the current authorities ICT (on-premise) core infrastructure, for example:

- Town Hall, Barrow in Furness
- Town Hall, Penrith
- South Lakeland House, Kendal
- Microsoft Cloud environment and other Cloud hosted environments

Key Partners/Suppliers

ICT have a range of suppliers that provide business critical services for example, system suppliers, telecommunications providers, mobile phone suppliers etc.
Key partner organisations including NHS to enable data sharing and access to services such as Adults Social Care. Also, North West Fire Control for Cumbria Fire and Rescue Services. ICT provide access for key external partners from third sector.

Local Government Reorganisation
Delivering Two New Councils for Cumbria

ICT

Exceptions within this work package/cluster

In addition to the Core ICT Blueprint requirement for Westmorland & Furness, there is a likelihood that some elements of the ICT Day 1 service will require an interim hosted service model especially for some system hosting, data access and business continuity. Models which will require hosting arrangements, for example Coroners, Cumbria Fire and Rescue Services will need to be retained (on an interim or long term basis) as a countywide service with hosting arrangements to be agreed through Shadow governance to decide if either Cumberland or Westmorland and Furness will be the agreed ICT host until parallel arrangements are established, tested and transitioned for both Unitary Councils within agreed timescales.

Transition from Day 1

Interim support and service management arrangements will be required for Day 1 where existing County Council ICT services and contracts are hosted by one authority, initial proposal is Cumberland.

Costs/pressures

Additional cost pressures to be identified and fully costed, but it is anticipated that operational costs will increase significantly, for example where there is one existing County Council system which needs to be replaced with two separate systems / contracts, and legacy systems to be retained.
The proposed 'levelling up' of Microsoft licencing for individual user licencing requires significant ongoing revenue investment. Changes in end user devices (for example, to the same specification as Shadow) needs to be costed, as does infrastructure investment.
There is emerging requirement for additional resources to deliver Day 1 readiness, and into transformation programmes; requires further scoping.

Savings opportunities

None identified for Day 1.
There is potential opportunity for consolidation of existing contracts and ways of working beyond Day 1 that have efficiency opportunities to be scoped through transformation and strategic planning processes.

Other notes

Business continuity/disaster recovery: mutual aid arrangements to be considered by design.
Support arrangements, and operating models need to be reviewed beyond Day 1 including required training.
Lead in times to be considered for any future new requirements (legal/procurement).

Local Government Reorganisation

Delivering Two New Councils for Cumbria