

Westmorland and Furness Shadow Overview and Scrutiny Committee

Date: 10 August 2022

Title: LGR Programme Implementation Plan Update

Report from: Kathryn Griffiths – Senior Manager – LGR Programme

Report Author: Kathryn Griffiths – Senior Manager – LGR Programme

Wards: All

Key Decision: No

1.0 Purpose/Summary of report

1.1. To provide the Shadow Authority Scrutiny Committee with an update on the LGR Implementation Plan.

2.0 Recommendation

2.1 It is recommended that the Shadow Authority Scrutiny Committee:-

(1) Notes the report details and key point in section 3 of this report.

3.0 Background and Proposals

3.1 Background

At the meeting in May 2022 the committee received a presentation on the LGR Programme Implementation Plan.

The plan set out the vision and ambition for Cumbria, and the approach to the programme which are included below for reference. In addition, it also shared the overall timeline that the programme is working to.

This May 2022 report came at the point where the programme was nearing the end of the design phase and provided an update on the approach adopted to design options and the development of the Service Baseline Blueprints.

This report (August 2022) will focus on activity since then including the publication of Service Baseline Blueprints, their reporting to Shadow Executives, and the shift to the implementation phase of the programme including the changes in programme governance to support this.

Vision and Ambition for Cumbria



- We have a once-in-a-generation opportunity to shape the county's public services for the better.
- This implementation plan, which will develop overtime, will facilitate the development and the creation of two distinct councils focused on the specific communities they will serve.
- Vesting Day, on April 1, 2023 is a significant milestone and will be the start of the next stage of the journey, with the process of transformation continuing after this point.

May 2022

Two New Councils for Cumbria

Our Vision for Cumbria is that in creating the two new Councils we will promote Cumbria with strong and fair representation for our communities and businesses. Our services will drive sustainable economic growth, enable safe and healthy lives and deliver value for money for everyone.

Our Ambition as we move through the LGR programme is that we create:

- Two new financially sustainable unitary authorities, that operate safely and legally from day one, whilst providing improved access to services, a seamless transition for our customers and stakeholders, and a great place to work for employees. We will ensure that on vesting day services operate to at least the standard they did before.
- Foundations to enable the new organisations to further transform and improve outcomes for residents, businesses, partners and the environment with Vesting Day being a milestone on a transformation journey which is likely to take 5-7 years.
- Governance structures that enable the two new councils to raise ambitions and become more successful in terms of place, so that the economy is transformed, and the opportunities and life chances of all residents are significantly improved.
- Ways of working that deliver local, responsive, accessible, high quality, services efficiently and in collaboration with our partners.
- Governance structures that realise the opportunities of creating two unitary authorities to reflect the distinctiveness of place, but also facilitate operating on a Cumbria wide basis when this will bring investment to the area or mean they function more effectively.
- Councils who share decisions and power with the communities of Cumbria.
- Councils who ensure staff are fully supported through the process and are able to see and benefit from the opportunities LGR presents.
- Councils who elect and induct Members to lead the new unitary authorities and provide community leadership.

May 2022

Our Implementation Approach – Values

To achieve this, we have adopted a set of values to guide our work together, and a set of design principles to guide the transition of services to the two new Councils.

Underpinning this is a One team – One Programme – Two Plans approach.

Our Core Values are:

- Open and transparent
- Collaborative
- Supportive and strength based
- Put organisational boundaries aside
- Committed

....and we are committed to:

- Sharing resources (for the programme and to support service needs in the transition period)
- Using principles of co-design and production
- Being evidenced based and giving due consideration to professional expertise
- Once and together – a single hub model
- Remaining conscious of what is best for the communities of Cumbria, and the different needs and opportunities in Cumberland and Westmorland in Furness
- Acting and speaking collectively for the programme, whilst respecting the sovereignty of authorities

May 2022

3.2 Service Baseline Blueprints and Planning for Service Transition

The Service Baseline Blueprints were produced and presented to the Shadow Executive Meeting on 22nd July, along with a series of recommendations for their in-principle agreement as the basis for further work in the implementation phase of the programme.

It was agreed that further reports on development would go back to the Shadow Executive. This would include recommendations on the services with potential for hosting (both long term or for a transitional period) and those where future arrangements were not yet defined and include feedback from the Overview and Scrutiny Committee.

Currently the informal Member's Liaison Group is being consulted on the development of the above recommendations for services, with the intention of reporting back the Shadow Executive in August and September 2022.

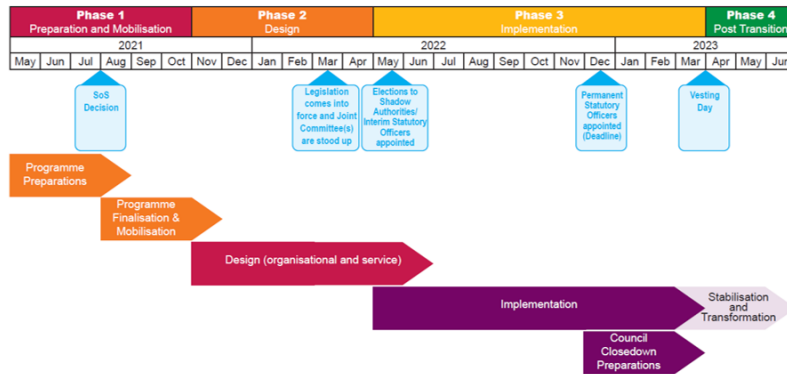
At the same time other activity is underway across the programme to support the planning for services as they transition into the new Authority. This activity includes:

- Budget aggregation/ disaggregation - Work has been on-going to provide information on service budgets and staff resources based on dis-aggregation principles and current year budgets. This will then be followed by another piece of work to correlate the budget costing with the funding available. Over the summer, Finance officers will work with officers and Members to review service budgets.
- Allocation of staff resources - a staff allocation decision making framework has been co designed in partnership with the Trade Unions. Preparatory work is underway to roll this out, commencing with high level all staff briefings, workshops to support managers to have the conversations with staff. It is our intention that all staff will know which Council they will work for and in what role by November.

3.3 Implementation Phase and Governance

The timeline and phasing of the programme was outlined in the previous update

LGR Programme -Timeline and Phasing

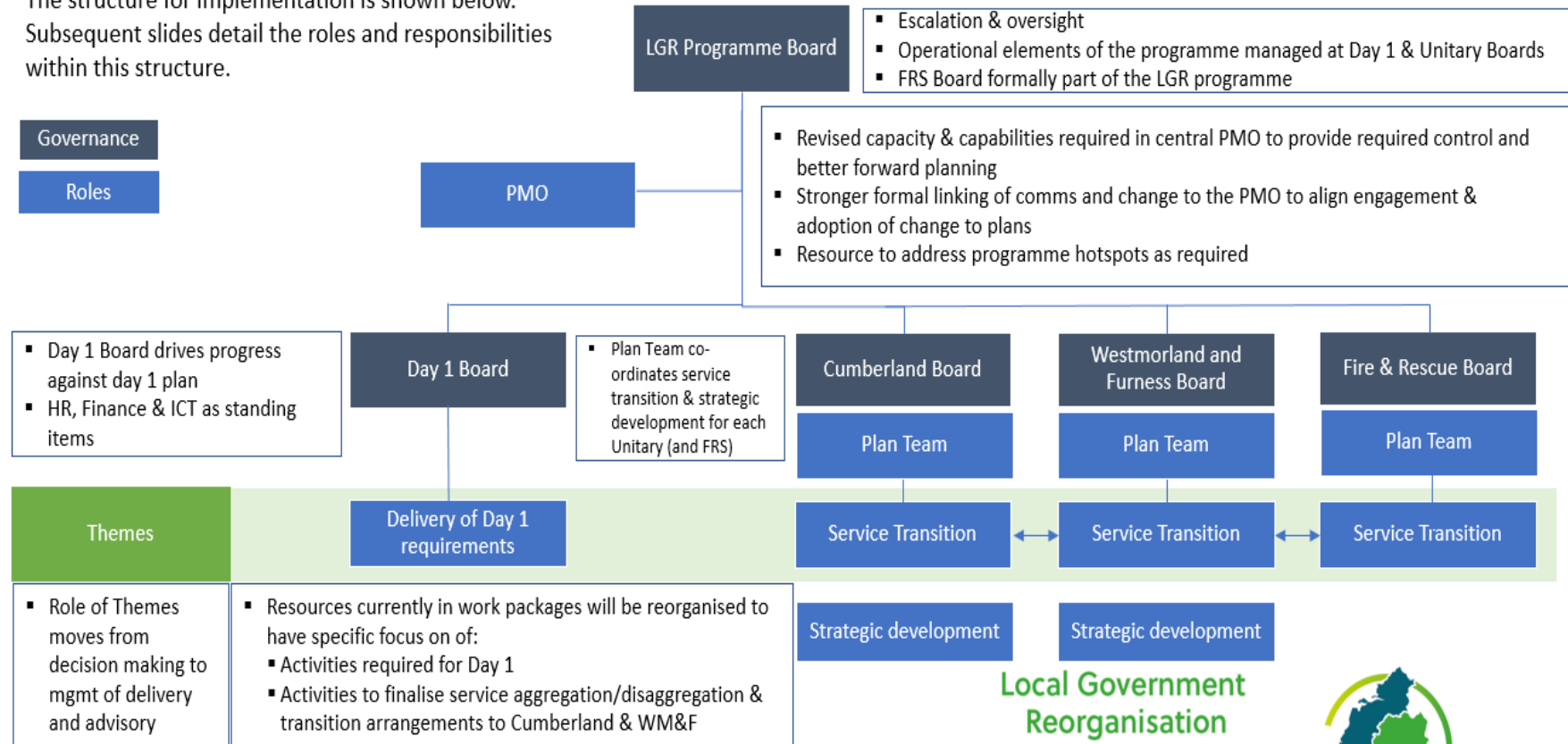


The programme is now in its implementation phase and the focus has shifted to delivery; with an increased overview and management of the delivery of day one requirements (to be safe and legal) and associated critical milestones.

Programme governance has shifted to reflect this with the creation of new boards and processes to support this (see below)

Programme Structure for Implementation

The structure for implementation is shown below. Subsequent slides detail the roles and responsibilities within this structure.



Local Government Reorganisation
 Delivering Two New Councils for Cumbria



A Day One Board has been set up and is chaired by the Programme's Senior Responsible Officer and includes all technical leads across the programme and programme managers. The board meets weekly and is focused on delivery against the programme's critical day one requirements, needed to ensure that the new council and the operation of its services are safe and legal on day one. Sixty plus delivery plans are in place and aligned to those requirements, incorporating key milestones, progress on delivery and flags where progress is at risk.

The Day One Board has oversight of all plans, delivery is monitored weekly with any critical issues escalated to the board for resolution.

Westmorland and Furness and Cumberland Boards have also been created to ensure a focus on the strategic development of the new councils alongside the coordination of service transition. These boards are chaired by the interim head of paid service. Their focus includes:

- supporting the development of the new council plan
- the medium term financial strategy
- council operating model and structure
- communication and engagement

The former CLOF (Cumbria Leaders Oversight Forum), now renamed MLG (Members Liaison Group), has been reinstated with attendance from the 3 Senior Responsible Officers (SROs) and the Leaders and Deputies from each Authority. The first meeting was held on the 17th June.

Programme reporting and status updates are being reviewed to ensure that these are driven by data and meet the needs of both the programme boards and the Shadow Members.

Risk Management has been further developed including Thematic Risk Registers and Strategic Risk Register. These log what the programme team and Boards consider as the main risks for each of the themes such as the People and Place. They detail what the risks are and what will be put in place to reduce the risk happening. Reporting will run alongside programme performance reports.

Kim Rennie, Programme Director, left the programme team on 8 July 2022. Kim has been replaced by Hari Pillai from KPMG. Hari began his new position on 18 July 2022.

3.4 Forthcoming Priorities

- Decisions by Shadow Executive on hosting arrangements, and then development of the required memorandum of understanding on the principles of hosting and detailed legal agreements,
- Planning for services to safely transition to the new councils informed by all actions below
- Development of draft budgets in time for proposed budget consultation in November
- Ongoing staff engagement (including monthly all staff live briefing sessions), and the roll out of staff conversations on allocation to the new councils using the agreed allocation framework, proposed completion in November
- Decisions by Shadow Executive (September) on new council headquarters, alongside work to develop a clear set of assumptions on accommodation usage in year one.
- Continuing with senior staff appointments, statutory officers and tiers 2 and 3 of the new councils
- Development of operating models and officer structures for the new councils
- Progressing with implementation of delivery plans across the programme and the achievement of necessary milestones to achieve Day One readiness.

4.0 Consultation

4.1 Not Applicable

5.0 Alternative Options

5.1 Not Applicable

6.0 Implications

Financial, Resources and Procurement

6.1 A single LGR implementation Reserve of £18.920m has been established through contributions from all District Councils (£1.577m each) and the County Council (£9.460m) and it is being hosted by the County Council with governance through a Memorandum of Understanding signed by the seven Chief Finance Officers of the District Councils and Cumbria County Council. The Reserve funds

capacity within the LGR Programme to ensure the two new unitary authorities can provide efficient, safe and legal services from 1 April 2023, and to develop the future structure of the two new authorities' services.

Human Resources

6.2 The Report sets out the Implementation Phase and forthcoming key priorities with an increased overview and management of delivery of day one requirements (to be safe and legal) and associated critical milestones related to the workforce.

Legal

6.3 Legal advice will be provided across the project and will underpin all relevant themes and work streams. Detailed work is ongoing to ensure all relevant milestones will be achieved with appropriate legal advice and support.

Health and Sustainability Impact Assessment

Not Applicable

Equality and Diversity

Not Applicable

Contact Officers

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Background Documents Available

Name of Background document	Where it is available
LGR Implementation Plan June 2022 – Item 9 (Report to Westmorland & Furness Shadow Overview & Scrutiny Committee)	<u>June 22 Shadow Overview & Scrutiny Committee</u>
Service Baseline Blueprints July 2022 – Item 9 (Report to Westmorland & Furness Shadow Authority Cabinet)	<u>July 22 Shadow Authority Cabinet Papers</u>