

Delivering Two New Councils for Cumbria

(March 2022)

Local Government
Reorganisation

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This presentation

- Recap
- Transition process
- **Questions**
- Governance
- Programme Reset
- Joint Committees
- Elections Update
- **Questions**
- Shadow Authorities
- **Questions**



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Recap - Local Government Reorganisation (LGR)

Background reminder:

- On 21 July 2021, the Secretary of State announced plans for the reorganisation of local government in Cumbria.
- The county currently operates a tiered structure of local government with the county and district authorities providing different services.
- A consultation was held on four proposals put forward to Government in the spring of 2021.
- In July 2021, the government announced that the east/west bid was the preferred proposal.
- This will see the creation of two new unitary authorities within the county boundary which will deliver all services;

Cumberland - comprising the area covered by Allerdale, Carlisle and Copeland districts; and

Westmorland and Furness - comprising the area covered by Barrow, Eden and South Lakeland districts.

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Creating two new councils for Cumbria

Vision:

The vision, set out in the East/West proposal, states that through Local Government Reorganisation:

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 for the LGR programme includes creating:

- Two new unitary authorities that are able to operate safely and legally from day one – 1 April 2023.
- Conditions for the new organisations to transform and improve outcomes for residents, businesses, partners and the environment with Vesting Day being a milestone on a 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 'East' and 'West', but also facilitate operating on a Cumbria-wide basis when this will mean they function more effectively.

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Two new councils



- We have a once-in-a-generation opportunity to shape the county's public services for the better.
- The transition programme will facilitate the development of two very different blueprints and the creation of two distinct councils focused on the specific communities they will serve.
- Vesting Day - the first official day of the two new councils - is on 1 April 2023. Though this is a significant milestone, it will not be the end of the journey with a process of transformation continuing after this point.

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The transition process

What's involved?

- Work to create two distinct new unitary councils within the area currently covered by seven separate authorities is a complex process and already underway.
- A clear transition programme is in place including a full governance structure. This comprises the Cumbria Leaders Oversight Forum, the Chief Executives Programme Board and the Workstream/Programme Boards.
- A clear timeline is also in place with key milestones set by the Government. This includes:
 - The laying before parliament of a Structural Changes Order (SCO) - “comes into force” in March 2022.
 - The creation of Joint Committees in March 2022.
 - Elections to Shadow Authorities in May 2022.
 - Vesting Day - when the new councils become operational on 1 April 2023.
 - Continuing transformation beyond this point.

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LGR Governance

Cumbria Leaders
Oversight Forum



Chief Executives
Programme Board



Theme /
Workstream
Programme Boards

Political oversight and ownership.

These arrangements will evolve as the programme progresses through different phases - with Joint Committees and Shadow Authorities/Executives being formed in time.

Overarching joint body responsible for implementation.

This is chaired by a Senior Responsible Officer (SRO - the programme has three SRO's currently) and it includes all the council Chief Executives supported by the Programme Director and Programme Management Office.

Theme/Workstream design, planning and delivery.

These are chaired by the Theme/Workstream Sponsor, involving senior service/functional leads.

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Financial Headlines

We need to deliver financially sustainable organisations - Overall principles:

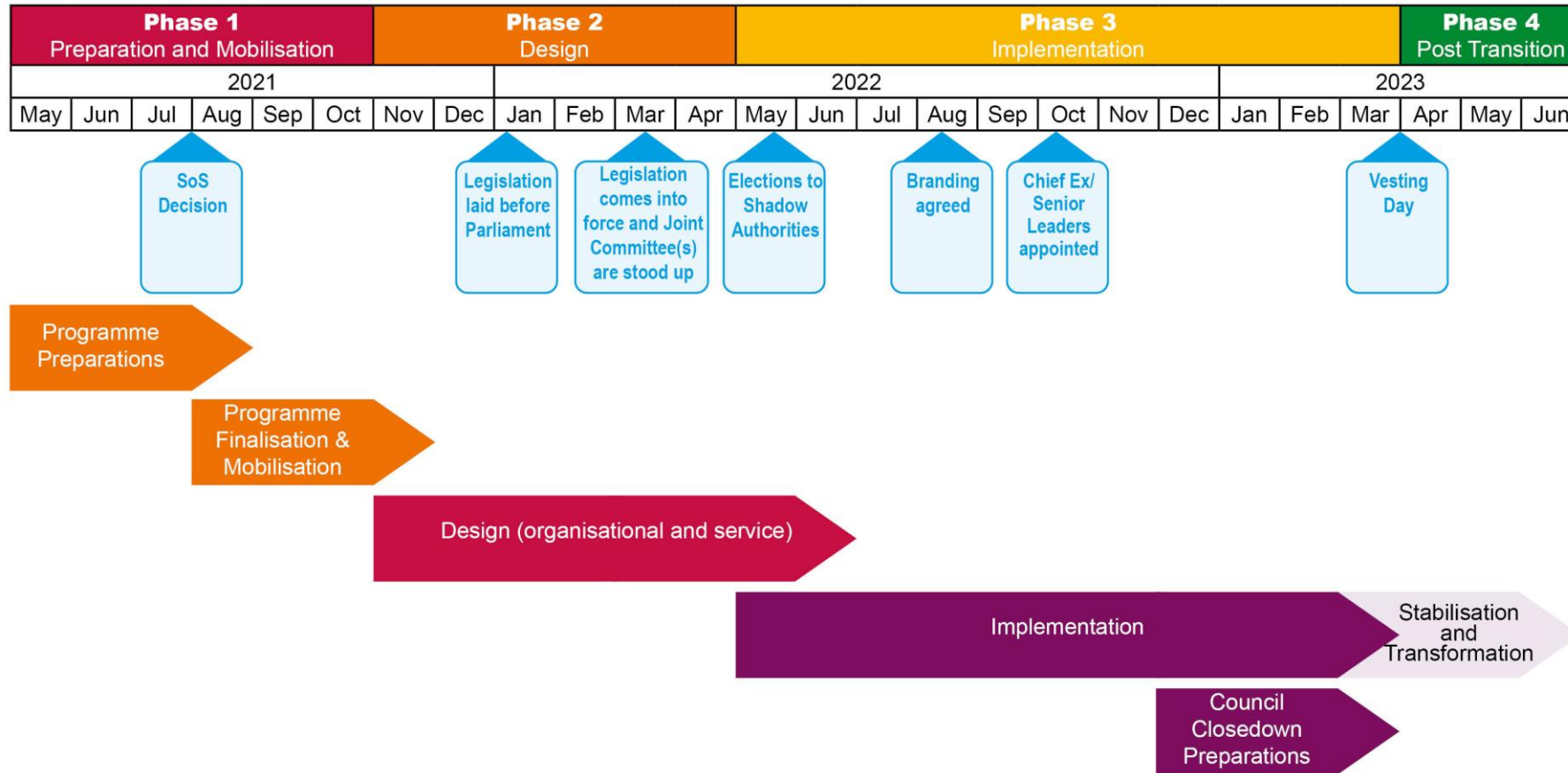
- To agree an approach and mechanism to establish two financially sustainable unitary councils for Cumbria from April 1 2023 and a Cumbria Fire and Rescue Service (PCC or standalone fire authority).
- To ensure that in total both unitary councils and the Cumbria Fire and Rescue Service revenue budgets can be funded from the existing funding envelope for Cumbria (uplifted where possible for inflation / Finance settlement updates and Council Tax and Business Rate assumptions).
- To develop opening balance sheet positions for both unitary councils and the Cumbria Fire and Rescue Service that supports agreed options for delivery of services, transformation activities and the organisational design and vision.
- Establish a realistic timeline and effective governance arrangements.

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LGR programme -Timeline and Phasing



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We are now in ...

The Design Phase

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Design Phase

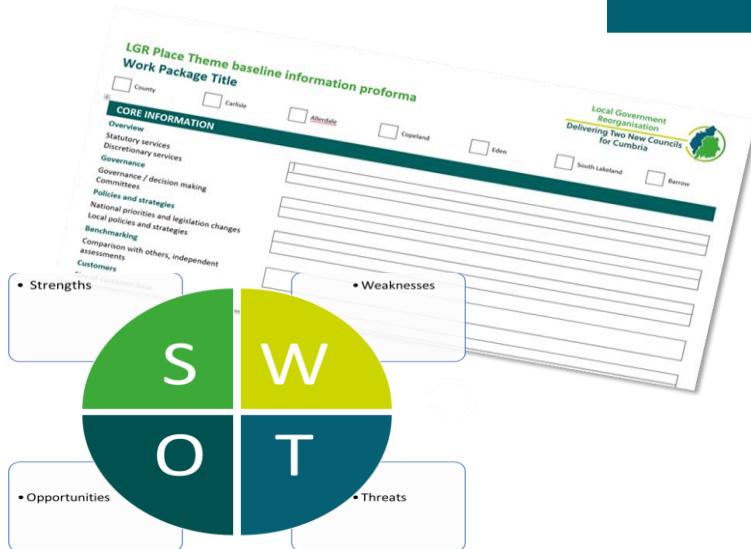
November	December	January	February	March	April	May
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Stage 1: Scope of Themes, Introduction to services

Stage 2: Service Profile/Baselining, SWOT, Options Identification

Stage 3: Options Appraisal Review

Stage 4: Blueprint development and approval



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Design Options

Working assumption
Programme is creating two new unitary councils, each with their own services

Other options may be considered where there is a strong case to do so (e.g. affordability)

Difference between Design (configuration of services) and Delivery vehicles (outsourcing, TECKAL etc.) which could be considered by the new authorities

Separate services

Each authority delivers its own service aligned to the geographical boundaries

Disaggregation

Split existing countywide service to unitary council (1 to 2)

Aggregation

Combine existing district services to unitary council (3 to 1)

Integration

Services currently provided by all councils' (mainly internal support/back office). Require disaggregation before integrating to unitary (7 to 2)

Joint provision Shared services / collaboration

Shared service

Joint governance




Hosted

Led by one authority, each retains statutory duties

Strategic Sub-regional Governance Model

Provided by others

Alternate delivery model Separate entity, LATC, TECKAL

   In some service areas a hybrid of options may be appropriate



Questions so far...

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Next steps

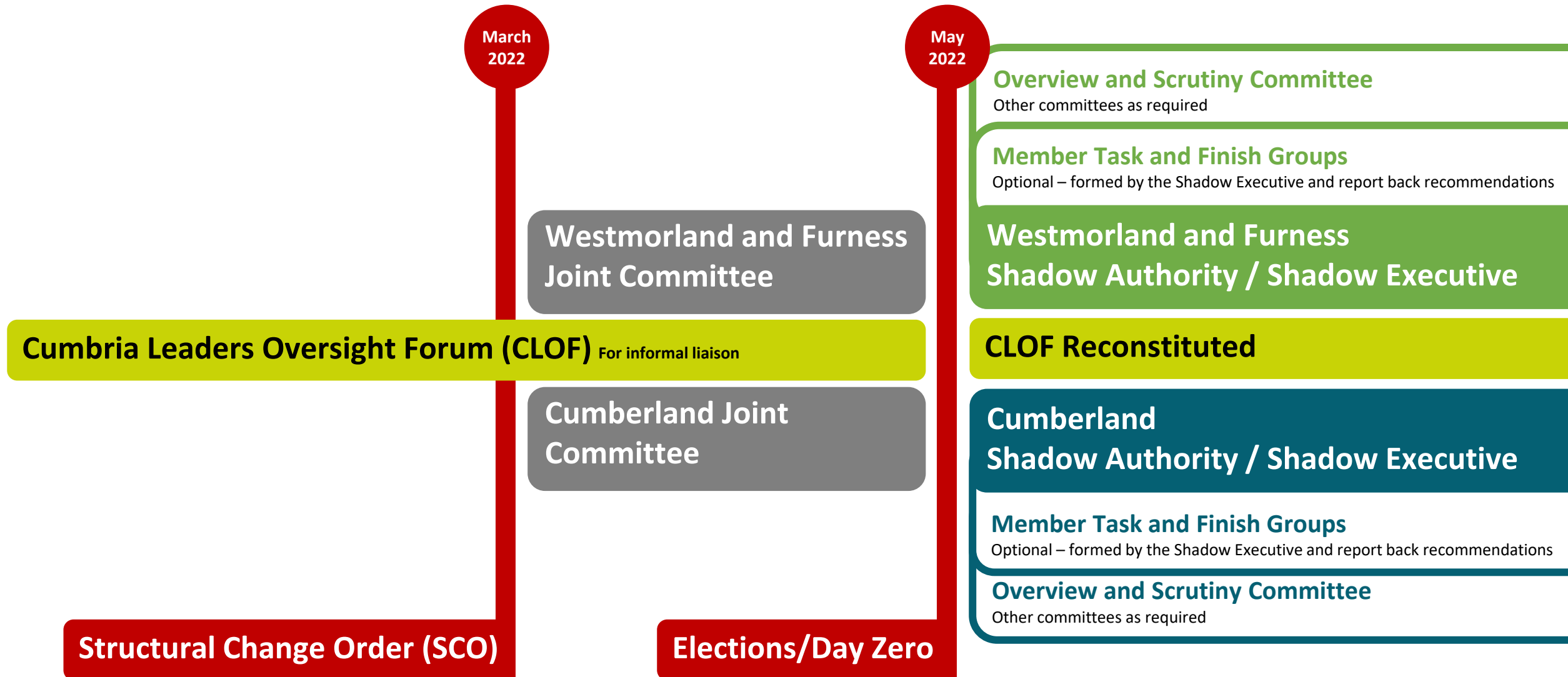
- Timeline of activity and milestones from now to Vesting Day.
- Programme Board reset.
- An explanation of Joint Committees their role(s), function and membership.
- An update on Elections and early planning for elected Members (including induction).
- An overview of Shadow Authorities, their role (what they will do and what they will not do), Shadow Authority Executive, Scrutiny and planned meeting dates.

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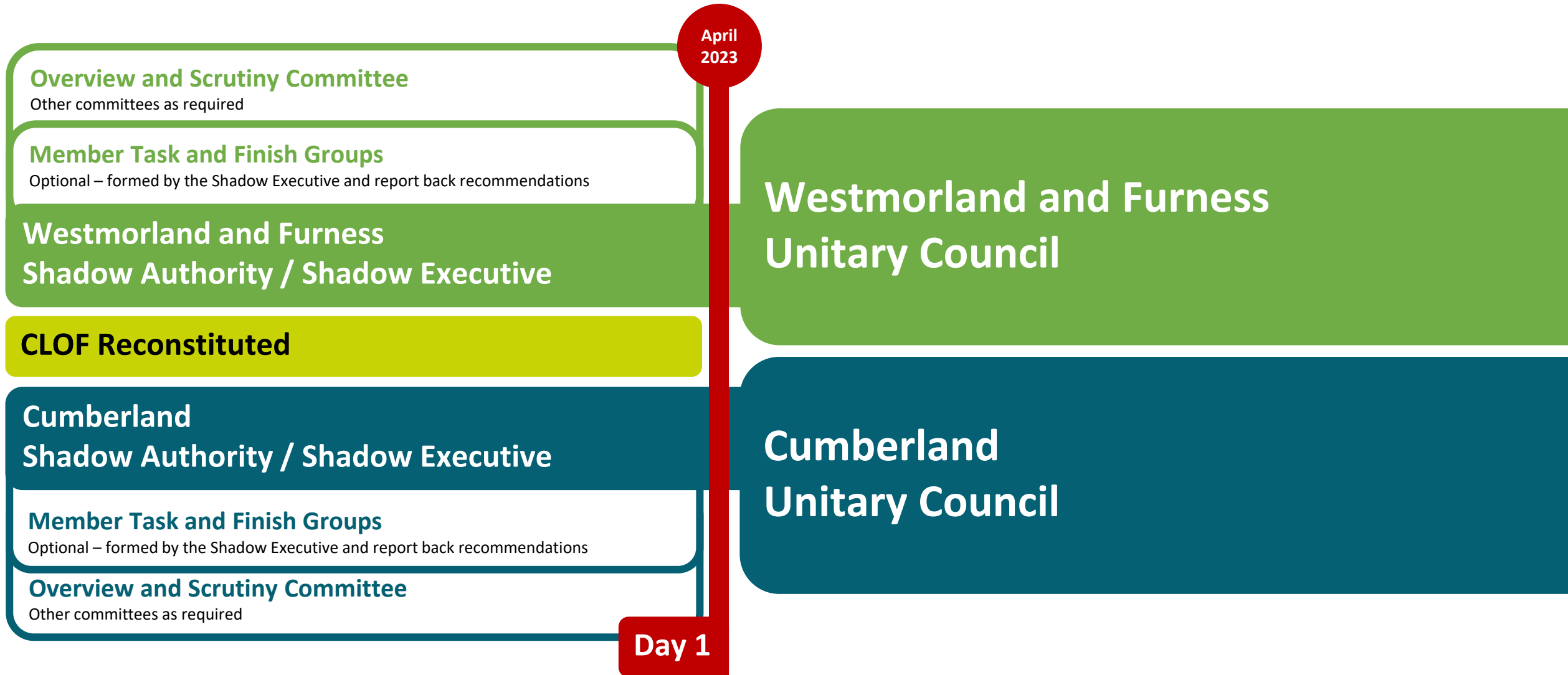
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Timeline - Democratic Governance to May 2022



Timeline - Democratic Governance to 1 April 2023 (Vesting Day)



Programme Board Reset

- One team - one programme – two plans.
- Builds on good working relationships that already exist, knowledge and experience gained.
- Addresses the learning from the past model – reshaped LGR Programme Board (CX's plus).
- Move to six themes/Boards, supported by (retained/additional/reshaped) workstreams and their technical leads.
- Will be implemented over March. Theme Board Chairs agreed as: People – John Readman; Place – Pat Graham; Corporate/Enabling Services – Lawrence Conway; ICT – Jason Gooding; Customer and Digital - Dawn Roberts; Finance – Ian Frost.
- Increased staff support through the recent recruitment exercise, transfer of existing staff working on the programme, and alignment of others – to meet the needs of the Reset.
- Strategic Partner - KPMG - providing capacity and expertise to help us accelerate our progress, to advise us and be a critical friend, walking the journey with us as an enduring partner.
- Resource requirement to be kept under review.
- Periodically refresh the Reset.

Programme Structure

CUMBRIA FIRE AND RESCUE SERVICE (Aligned programme)	THEMES					
	PEOPLE	PLACE	CORPORATE/ ENABLING SERVICES	ICT	CUSTOMER & DIGITAL	FINANCE
	Adults / Children & Families / Public Health	Environment / Economy & Devolution / Community & Locality / Safety, Resilience and Public Protection	Strategic Core / Change Facilitators / Transactional Services	Infrastructure / Applications / Technical Architecture / Security / Service Continuity	Customer and Digital Strategy / Customer and Digital Service Functions / Website / On-line Services	Disaggregation of Budgets / Creation of balance sheets / Financial & Commercial Stability / Benefit Realisation
	Workstream(s)	Workstream(s)	Workstream(s)	Workstream(s)	Workstream(s)	Workstream(s)

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Joint Committees

- Duty on CCC and Districts to form Joint Committees within 14 days of the Structural Changes Order (SCO) coming into force.
- 2 Joint Committees one for Cumberland and one for Westmorland and Furness.
- Membership of each Joint Committee is 12 (3 from Cumbria County Council and 3 from each District Council).
- Joint Committees dissolved following first meeting of Shadow Authorities.
- Express duty to co-operate.

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Joint Committee – Functions

- **Functions of the Joint Committees and agreed Terms of Reference.**
 - Must form a single Implementation Team within 21 days of the SCO coming into force to assist it in its role and discharging its functions.
 - Prepare, keep under review and revise an Implementation Plan/ timetables to cover the transfer of Functions, property rights, liabilities. In addition, the budgets and plans to facilitate on and after the 1 April 2023 the transfer of functions.
 - Formulate proposals for Member Codes of Conduct, recommendations for Members' Allowances and a Constitution for adoption by Shadow Authorities.
 - Make recommendations to the Shadow Authorities on the appointment of interim statutory officers.

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Cumberland Joint Committee Membership

- Cllr Mike Johnson, Leader – Allerdale Borough Council
- Cllr Nicky Cockburn – Allerdale Borough Council
- Cllr Alan Smith – Allerdale Borough Council
- Cllr John Mallinson, Leader – Carlisle City Council
- Cllr Gareth Ellis, Deputy Leader – Carlisle City Council
- Cllr Lisa Brown – Carlisle City Council
- Cllr David Moore – Copeland Borough Council
- Cllr Mike Hawkins – Copeland Borough Council
- Cllr Linda Jones-Bulman – Copeland Borough Council
- Cllr Stewart Young, Leader – Cumbria County Council
- Cllr Ceilia Tibble, Cabinet Member – Cumbria County Council
- Cllr Keith Little, Cabinet Member – Cumbria County Council

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Westmorland and Furness Joint Committee Membership

- Cllr Derek Brook, Chairman of the Executive – Barrow Borough Council
- Cllr Hazel Edwards, Executive Member – Barrow Borough Council
- Cllr Ann Thomson, Leader – Barrow Borough Council
- Cllr Patricia Bell, Cabinet Member – Cumbria County Council
- Cllr Anne Burns, Cabinet Member – Cumbria County Council
- Cllr Peter Thornton, Deputy Leader – Cumbria County Council
- Cllr Dr Virginia Taylor, Leader - Eden District Council
- Cllr Mary Robinson, Deputy Leader - Eden District Council
- Cllr Debra Wicks, Leader of the Conservative Group – Eden District Council
- Cllr John Holmes, Shadow Cabinet Deputy Leader – South Lakeland District Council
- Cllr Jonathan Brook, Leader – South Lakeland District Council
- Cllr Andrew Jarvis, Deputy Leader – South Lakeland District Council

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Establishing/Dates for Joint Committees

Westmorland and Furness Joint Committee

- Dates of meetings 29 March 2022, 11 April 2022 and 10 May 2022
- Meeting will commence at 10am
- The Town Hall Kendal, Council Chamber
- Contact Inge.booth@southlakeland.gov.uk

▪ Cumberland Joint Committee

- Dates of meetings 30 March 2022, 14 April 2022 and 9 May 2022
- Meeting will commence at 10am
- The Cathedral Room, Carlisle Civic Centre
- Contact Rachel Plant rachel.plant@carlisle.gov.uk

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Elections Update

- Elections 5 May 2022
- Term of office 5 years to 2027
- 65 Councillors for Westmorland and Furness
- 46 Councillors for Cumberland
- These councillors will be elected for a five-year term of office, the first year on a 'Shadow Authority' that will oversee the planning and preparation for the new unitary council, followed by four years on Westmorland and Furness Council and Cumberland Council.

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Questions so far...

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Shadow Authorities

- 9 May 2022 – Shadow Period commences
- The first meeting of the Shadow Authorities - Westmorland and Furness (65 members) and Cumberland (46 members) - must be held within 14 days of the Election
 - Proposed Date - 17 May 2022 (for both meetings)
 - Proposed venues:
 - Cumberland:** 10.30am - Carlisle, Cathedral Room, Civic Centre
 - Westmorland and Furness:** 2.30pm - Kendal County Hall
- There will be:
 - A Chairman
 - A Leader and Cabinet Executive
 - A Scrutiny Committee, Standards Committee, Independent Remuneration Panel, a Senior Officer Appointments Panel and Scrutiny Task and Finish Groups.

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Shadow Authority Priorities

The Shadow Authority will have important business to conclude before 1 April 2023, including adopting a Constitution and Code of Conduct for the Westmorland and Furness and Cumberland Councils and appointing a Cabinet and Leader.

It will also designate interim officers followed by permanent appointments to key statutory positions so that the Shadow Authority can legally operate and will take decisions to prepare for the running of all services currently carried out by the county, borough and district councils from 1 April 2023.

This will include the production of an Implementation Plan to help the smooth transition to the new councils, with the goal of ensuring continuity of services for local communities and the setting of a budget for the first year of the new authority.

Please Note:

The existing county, borough and district councils will continue to operate and deliver all current services until 31 March 2023. The Shadow Authority will have no responsibility for service delivery, but it will operate alongside the existing councils until Westmorland and Furness and Cumberland Councils 'goes live' on 1 April 2023.

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The Role of the Shadow Authority and its Members

- Preparation for the assumption of local government functions *and full local authority powers* on 1 April 2023.
- Prepare Budgets, setting the Council Tax adopting Policies and Plans required to be in place on 1 April 2023.
- Adopting and changing the Constitution.
- Adopting a scheme for Members' Allowances.
- Confirming the appointment or designation of the interim acting or permanent Head of Paid Service, Chief Finance Officer, Monitoring Officer and Returning Officer.
- Liaise with all other local authorities in its area to ensure continuity of public service delivery on or after 1 April 2023 and thereafter.
- Shadow Authority Members are directly accountable to their constituents for the running of the Shadow Authority.
- Members will work closely with officers in developing policies and strategies to give direction to the Shadow Authorities vision and perform functions outlined in the SCO and consequential orders.
- Members will ensure that services are delivered in accordance with the Shadow Authority wishes.
- A Chairman and Vice Chairman will be appointed at the first meeting of the Shadow Authority.

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What the Shadow Authority will not do

- The Shadow Authority will have no responsibility for service delivery, but it will operate alongside the existing councils until Westmorland and Furness and Cumberland Councils 'goes live' on 1 April 2023.
- The Shadow Authority will not have the full range of Committees familiar in sovereign Councils. E.g. Regulatory Committees Planning and Licensing.
- The Shadow Authority cannot exercise powers which would involve incurring expenditure or acquiring a liability -
 - (a) without the prior consent of the County Council where the expenditure or liability relates to a matter which, before 1 April 2023, is the responsibility of that Council or
 - (b) Where the expenditure or liability relates to a matter which, before 1 April 2023, is the responsibility of a District Council, with the prior consent of that Council.

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Questions?

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