

APPENDIX 1

SUMMARY OF ISSUES - EXPLORING LOCAL GOVERNMENT REORGANISATION IN CUMBRIA

Current Structural Arrangements in Cumbria					
Theme	Issues for Consideration				
Overview	7 local authorities – 1 County Council and 6 District Councils				
	7 decision-making, management and staffing structures				
	Split of responsibilities between County and District tiers:				
	<table border="1"> <thead> <tr> <th>County Council responsibilities</th> <th>District / Borough Council responsibilities</th> </tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> • Social Care for adults and children • Public Health • Education • Libraries • Highways and Transport • Strategic Planning • Economic Development • Waste Disposal • Fire and Rescue Services • Trading Standards • Birth, Marriage and Death registration </td> <td> <ul style="list-style-type: none"> • Collection of council tax and non-domestic rates • Waste collection • Housing • Local Plans and Planning Applications • Economic Development • Environmental health • Recreation and Leisure Centres • Public conveniences </td> </tr> </tbody> </table>	County Council responsibilities	District / Borough Council responsibilities	<ul style="list-style-type: none"> • Social Care for adults and children • Public Health • Education • Libraries • Highways and Transport • Strategic Planning • Economic Development • Waste Disposal • Fire and Rescue Services • Trading Standards • Birth, Marriage and Death registration 	<ul style="list-style-type: none"> • Collection of council tax and non-domestic rates • Waste collection • Housing • Local Plans and Planning Applications • Economic Development • Environmental health • Recreation and Leisure Centres • Public conveniences
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There are risks that existing transformation and improvement plans across the 7 local authorities will not deliver the scale of reform and efficiency across the system to meet growing demand for services and budgetary challenges					
There are opportunities to improve and enhance joint working across the 7 local authorities and partners, e.g. enhanced joint working on waste, public health, health and social care integration					

Theme	Issues for Consideration
Place-based	County Council and District Council locality arrangements are in place alongside each other, plus Parish / Town Councils
	Some examples of effective joined up working across 3 tiers (including Parish / Town Councils) are in place at locality level with a variety of arrangements across the county
Customer Experience	Multiple customer pathways are in place
	Evidence that local government services appear fragmented and confusing from a customer perspective
	Potential for simplification and increased efficiency across local authorities in terms of customer access and customer service
Partnership working	A number of key strategic partnerships in place on countywide footprints, e.g. Cumbria LEP
	A number of partnerships in place on different geographies, e.g. economic partnership between Barrow-in-Furness, South Lakeland and Lancaster
	Clinical Commissioning Groups operate on alternative boundaries – not to county or district boundaries
	Integrated Care Communities being established – reflecting GP patient flows

Opportunities from Reorganisation	
Theme	Issues for Consideration
General	Potential for increased simplification and efficiency
	Potential annual savings of up to £24.6 million could be achieved directly as a result of reorganisation, and further savings could be realised through transformation of services <i>Indicative figures based on an updating of EY calculation (2015) based on 2018/19 budgeted expenditure</i>
	Potential for increased focus on delivery of frontline services resulting from rationalisation and simplification of democratic, organisational and back-office structures
	Potential to strengthen and consolidate coherent lobbying messages for Cumbria at a local, regional and national level
	Potential for simplification and reduced complexity of partnership working arrangements
	Potential for strengthening, increasing and aggregating expertise and buying power in respect of key services
Place - based	Potential for simplification of locality arrangements focused on outcomes for the community
	Opportunities to join up strategic and spatial planning – including housing and infrastructure - across an area
	Opportunities to increase effectiveness of use and management of public sector assets across an area
	Opportunities to join-up key services with significant impact on health and wellbeing across an area, e.g. public health, public protection, safeguarding, housing, leisure, environmental health
	Potential to join up waste collection and disposal services for an area

Theme	Issues for Consideration
Customer Experience	Opportunities to improve customer experience through a coherent customer approach for an area – supported by streamlining of internal infrastructure, back office functions and process redesign
	Opportunities to improve integration of the 'digital offer' for customers in an area
Partnership working	Opportunities to streamline partnership working arrangements across an area