



Cumberland Council – Local Government Reorganisation journey

**APSE Network
21/11/25**

Introductions and content

- Darren Crossley, Director of Place and Economy
 - Transport & Highways - Local transport planning, active travel, parking, highway maintenance
 - Waste & Public Spaces – Waste collection, Disposal, street cleansing, enforcement
 - Thriving places – Development management, economic development, regeneration, culture, leisure, play, grounds and gardens, heritage, destination management, bereavement services
- LGR origins, programme, implementation, lessons and take aways



Origins – pre LGR

Cumbria

Local Government
Reorganisation

Delivering Two New Councils
for Cumbria



- On 21 July 2021, the Secretary of State announced plans for the reorganisation of local government in Cumbria.
- 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 paved the way for the creation of two new unitary authorities within the county boundary which will deliver all services;

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

East - comprising the area covered by Eden, South Lakeland and Barrow districts

Creating the two new Councils

Vision:

The vision, set out in the East/West proposal, stated that local government reorganisation will:

- Create two new unitary authorities that are able to operate **safely and legally** from day one - April 1, 2023.
- Create 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**.
- **Create 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.
- Create ways of working that **deliver local, responsive, accessible, high quality services** efficiently and in collaboration with our partners.



Health and wellbeing is
at the heart of everything we do

Our values



Ambitious



Collaborative



Compassionate



Empowering



Innovative

LGR Programme

- Work to create **two distinct new unitary councils** within the area currently covered by **seven separate authorities** was a complex process and required significant planning on behalf of the seven authorities.
- A clear **transition programme** was put in place including a **full governance structure**. This structure comprised the Cumbria Leaders Oversight Panel, the Chief Executives Programme Board and the Workstream/Programme Boards.
- A clear timeline was also produced with key milestones set by the Government. This included:
 - The laying before parliament of a **Structural Changes Order** - to be adopted 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 April 1, 2023.
 - Continuing transformation beyond this point.



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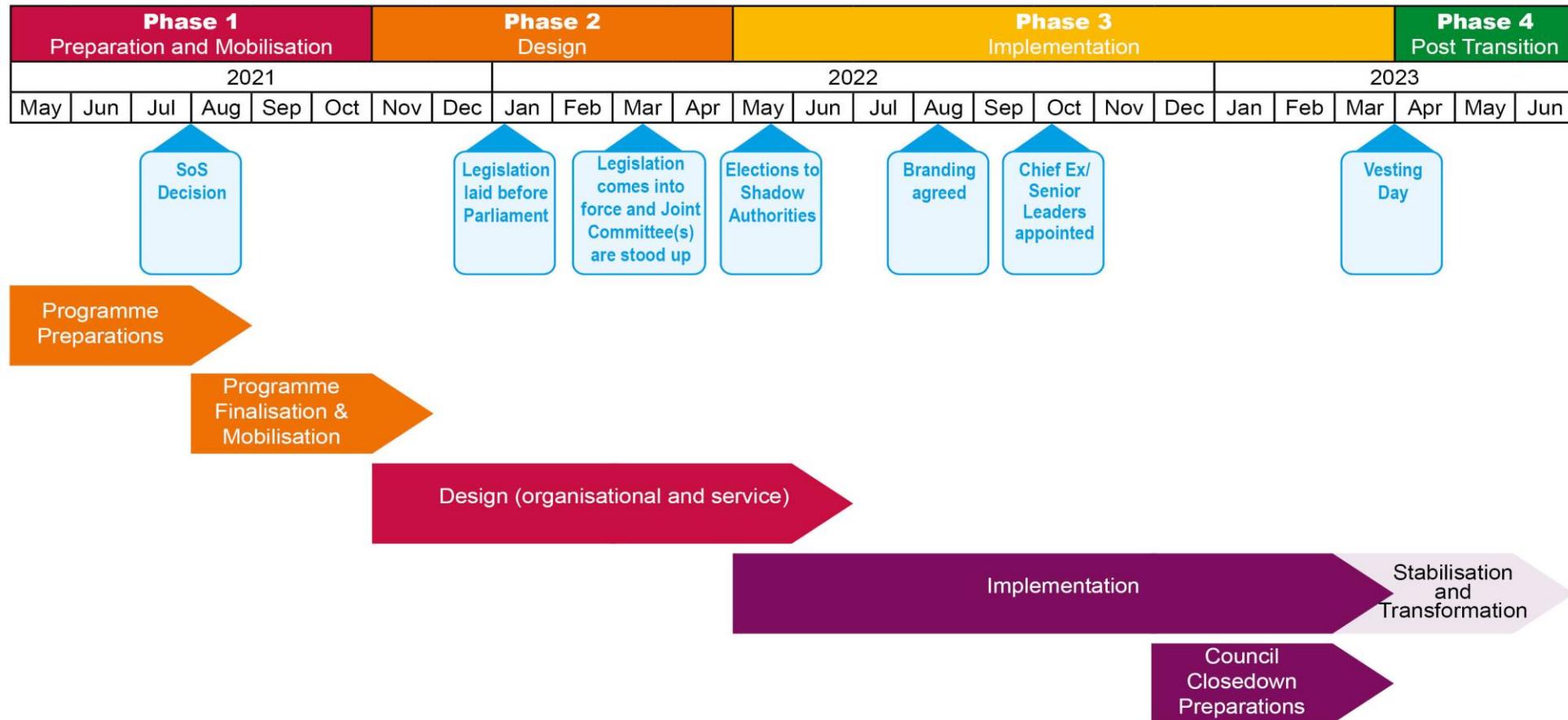


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High level timeline



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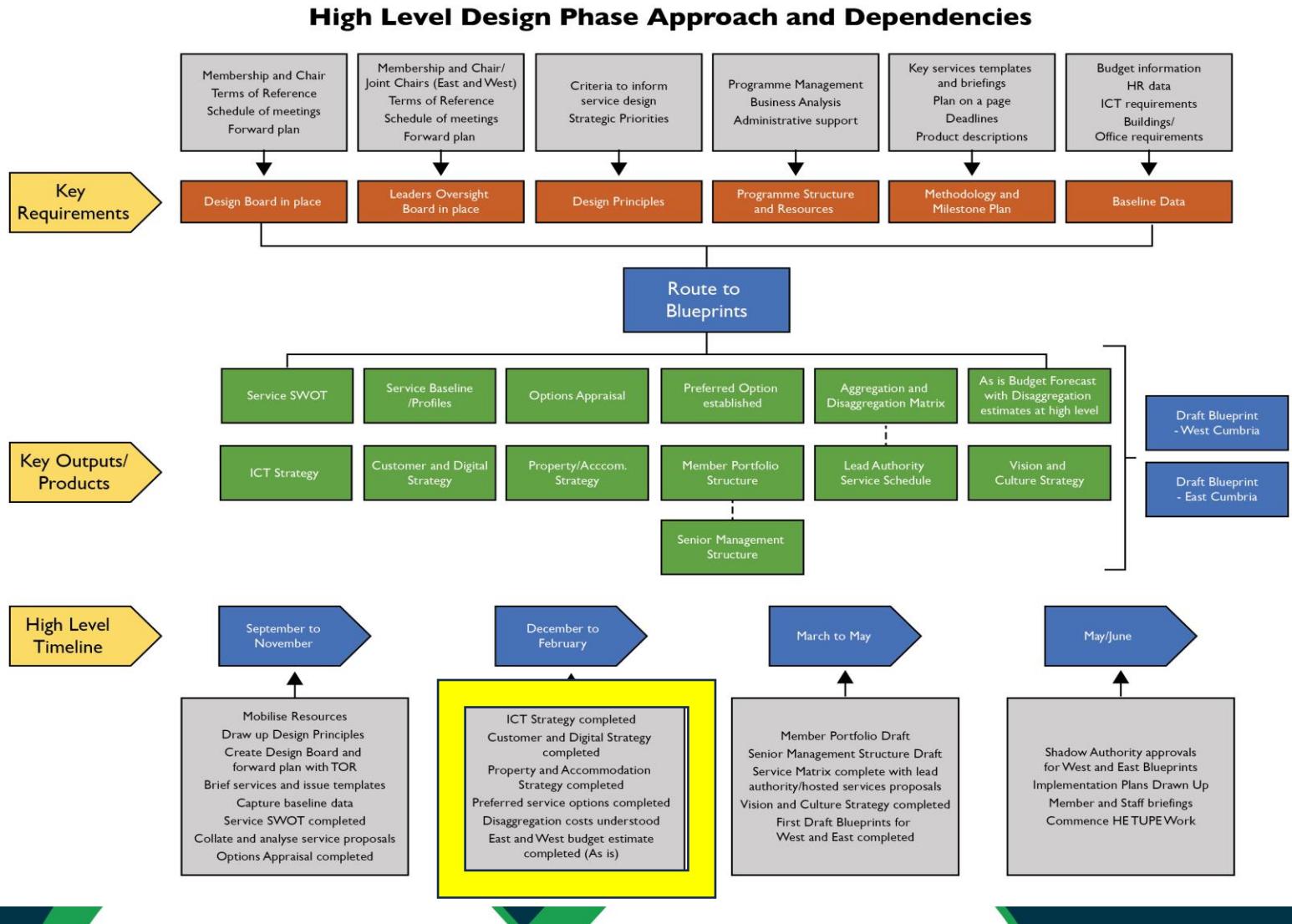


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Design v reality – key challenges



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Key areas of corporate LGR work

ICT Strategy – key systems of operation

Customer & Digital Strategy – web, phone, F2F

Property & Accommodation Strategy – office and depots

Preferred service options agreed – single, hosted, shared, contracted, outsourced (novation arrangements)

Aggregation of budgets (districts)

Disaggregation of budgets (County)

New authority budgets estimates completed

New authority **vision, culture**

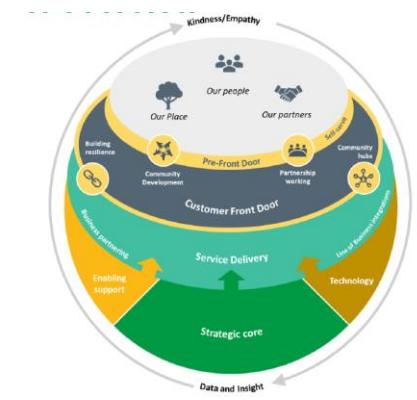
Target operating model

Senior management recruitment

TUPE strategy

Future terms and conditions

Member, staff and union briefings



Key areas of Place Directorate work

Development of the transformation programme (post day 1)

Waste collection service – harmonisation
Waste disposal contract and services – Inter authority agreement

Highways and transport – disaggregation programme (including arbitration)

Planning & building control – development management aggregation

Other district service aggregation – leisure, bereavement services, parks, etc.

New Council culture – Place Directorate

Whole service team inductions and service planning

New operating model normalisation

Terms and conditions harmonisation

Health and wellbeing of our teams

Key lessons and take aways (a personal view!)

- Be very clear on transition(day 1) v transformation (multi year redesign)
- Properly resource and recruit to the process as early as possible (time flies!)
- Focus hard on the core operating requirements (ICT, finance, HR) the 'single baseline' and plan for early transformation
- Don't underestimate the costs of transition and the additional support you will require, particularly if you are also doing devo!
- Remember you can't communicate enough – residents, partners, colleagues, members



Any questions?



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