IMPLEMENTATION PLANNING FOR 'EAST & WEST'

Get Change Right for York and North Yorkshire

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BACKGROUND & PURPOSE

We have jointly carried out additional implementation planning for the 'East & West' model of local government for York & North Yorkshire.

The purpose of the work is:

- To demonstrate that the East & West model is robust and deliverable within the proposed timeline.
- To better understand key risks and challenges, jointly developing proposed mitigations.
- To ensure that the councils are collectively prepared for the implementation process, maximising the chance of success.

Within this document the District and Borough Councils have set out key elements of a local government reorganisation implementation programme under an 'East & West' model, including:

- Proposed guiding principles for the implementation
- Implementation milestones, phases, workstreams and projects
- A summary of key activities by implementation phase and workstream
- Critical success factors for each phase of the implementation
- An overview of how key implementation topics will be approached
- Governance and programme management arrangements
- Risks and mitigations

This work is not intended to be a final implementation plan. It is intended to be the basis for future detailed planning to be carried out jointly between all partners across York and North Yorkshire.

Please note: implementation considerations for specific key services are included in a separate appendix: "Delivery of people services under East & West".

IMPLEMENTATION TIMELINE

The timeline that the District and Borough Councils are proposing is set out below, enabling new unitary authorities to be legally established in April 2023.

Based on the experience of other areas that have undergone local government reorganisation in recent years, we strongly believe that a year operating as shadow authorities, preceded by a Joint Committee phase, is required in order to be confident of delivering local government reorganisation safely and securely.
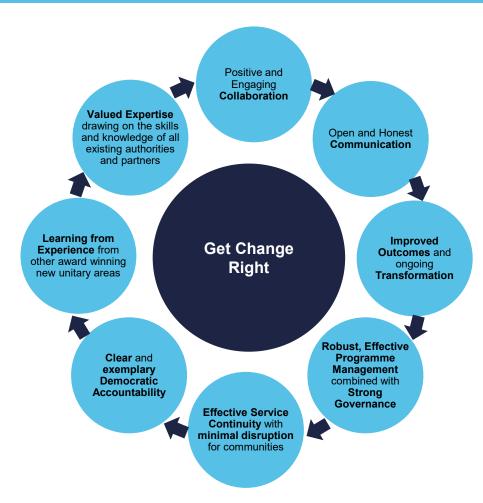
Based on the expected Secretary of State decision date, we therefore believe that an April 2023 vesting date for new authorities is the only viable option, and have carried out implementation planning on that basis.

2020	2021	2022	2023

Phase 1: Pre-planning
Phase 2: Joint committees
Phase 3: Shadow authorities
Phase 4: Unitary authorities

Dec 2020
Final Case for Change submission

Feb 2021
Secretary of State Decision on proposals to take forward

Feb 2021
Public consultation period starts
(8 week process)

June 2021
Secretary of State decision

July 2021
Formation of Joint Committees for 'East' and 'West'

Aug 2021
Parliamentary Approval of Structural Change Order

Apr 2022
Establish 'East' and 'West shadow authorities

Jan 2023
New Council Budgets finalised

Apr 2023
Vesting date for 'East' and 'West'

Apr 2023
Combined Authority established

May 2023
Elections to 'East' and 'West' unitary authorities

IMPLEMENTATION GUIDING PRINCIPLES

We have jointly developed proposed principles to guide detailed implementation planning, serving as a reference point for those responsible for delivering local government reorganisation.

Implementation principles apply to local government reorganisation as a whole, for the establishment of both 'East' and 'West' authorities, with collaboration across all nine current councils. Common guiding principles should ideally be used by both 'East' and 'West' throughout the implementation, but it will be necessary for these to be worked through, adjusted and signed off at the Joint Committee Phase by the council in both 'East' and 'West'.

Get Change Right

- Positive and Engaging **Collaboration**
- Open and Honest **Communication**
- Improved **Outcomes** and ongoing **Transformation**
- Robust, Effective **Programme Management** combined with **Strong Governance**
- **Effective Service Continuity** with **minimal disruption** for communities
- **Clear** and **exemplary Democratic Accountability**
- **Learning from Experience** from other award winning new unitary areas
- **Valued Expertise** drawing on the skills and knowledge of all existing authorities and partners

Further detail on each of the implementation guiding principles is set out in Appendix 1.

LGR IMPLEMENTATION PHASES: OVERVIEW

The implementation process has four phases, as set out below. Key activities and critical success factors for each phase are shown on the following pages.

Phase 1: Pre-planning
Up to June 2021

At the pre-planning phase the nine councils do not know the future model that Government will select, meaning that the depth of implementation planning possible is limited.

However, significant progress can be made on building a common understanding of the current state, adopting a standard approach to baselining in key areas such as people, IT, Finance. Estates, Contracts and Service Delivery,

Future state thinking can progress in certain areas which will be required regardless of the model selected (i.e. areas where there will be collaboration across the whole of York and North Yorkshire).

Joint discussions around the future Combined Authority will progress.

The formation of working groups for Leaders and Chief Execs across North Yorkshire & York will be proposed.

Phase 2: Joint Committees: "Planning"
July 2021 – March 2022

More detailed planning and design can commence from the moment that the Secretary of State makes a decision on the future structure of local government in York and North Yorkshire.

Formal implementation governance will be established through Joint Committees for both 'East' and 'West', and a programme plan will swiftly be finalised with confirmed workstreams, projects, roles and responsibilities and the drumbeat of programme meetings established.

Member led Task & Finish Groups will be established as the mechanism for Leader engagement and ownership throughout the implementation process.

Phase 3: Shadow authorities: "Transition"
April 2022 – March 2023

In line with recent Local Government Reorganisation processes, the District authorities expect shadow authorities to be in place one year prior to the vesting date. Governance arrangements are further formalised and set out within the shadow authority constitutions. Leadership teams and statutory roles for the new unitary authorities are appointed.

The primary focus for shadow authorities is achieving a legal and secure transition to new unitary authorities, with significant Day 1 planning activity required across all workstreams. Particular focus is required on disaggregation of NYCC teams, services, assets and liabilities, ensuring a smooth transition and minimising disruption to existing service delivery.

Preparations for new unitary elections and the establishment of new locality arrangements will be completed. Alongside Day 1 preparations, each authority should be progressing its future operating model

Phase 4: Unitary authorities:
"Transformation" April 2023 onwards

At the point that new authorities formally come into existence, greater focus can be placed on the long term strategy for each of the new organisations.

Operating models can be developed by the new Executive Teams and Councils, and taken to Council for approval, along with an associated transformation plan and budget.

IMPLEMENTATION WORKSTREAMS

As set out within the Case for Change, nine implementation workstream have been defined by the District and Borough Councils. Activities within these workstreams run throughout the phases set out on the previous page.

Each workstream will have a Sponsor and Lead in each of 'East' and 'West' throughout the implementation, and across all of the workstreams there is expected to be significant collaboration between the 'East' and 'West' teams.

Programme management and governance has been included as a workstream, with all other workstreams feeding into it. Arrangements for the overall programme management and governance are set out in greater detail later in the document.

Programme Management and Governance
Ensure that all planning, governance and delivery activities that support the programme and the other workstreams are in place and tracked. Ensure that effective governance structures are established in the new unitary authorities and oversee development and delivery of a target operating model for the new authorities.

Workstream	Description	Workstream	Description
Legal & Democratic	Establish the constitutions of the new authorities integrate into new legal entities. Manage all changes required to deliver elections under the new structure. Ensure elected member involvement and oversight and democratic accountability of the new organisations.	Data, systems and technology	Review the existing IT assets and systems before designing and implementing the IT solutions for the new authorities, linked to the target operating model. Ensure that data is transferred and managed effectively during the transition, setting the authorities up to become data driven organisations.
Comms & Stakeholder Engagement	Develop and deliver a communications strategy. Carry out engagement with communities, parishes, towns and businesses.	Finance	Manage the financial transition to the new authorities, including setting the first budget for each of the new authorities. Develop and deliver a financial strategy for each of the new authorities.
People	Plan and manage the HR process and overall people and cultural change for each of the new authorities. Carry out staff and trade union engagement.	Estates	Analyse the estate portfolio of the constituent authorities and determine the appropriate estate strategy for each of the new authorities.
Customer Contact & Service Delivery	Plan, design and deliver the new approach to customer engagement in each authority across all services. Integrate services within each of the new Councils, ensuring all existing services are aligned to new policies and processes.	Contracts & Commercial	Manage the contractual changes required and ensure that commercial arrangements (e.g. JVs) transfer to the new authorities appropriately. Ensure that the two new authorities are set up to take advantage of commercial opportunities.

IMPLEMENTATION PROJECTS BY WORKSTREAM

Across each of the nine workstreams, implementation projects have been set out. Project scopes have been set out in Appendix 3.

These implementation projects have been the basis of implementation planning to date, but will be revisited at the Joint Committee Phase as roles and responsibilities are confirmed.

Programme Management & Governance				
1. Programme setup & governance	2. Programme team	3. Naming new authorities	4. Organisation design	5. Business continuity & emergency planning

Legal & Democratic	Comms & Stakeholder Engagement	People	Customer Contact & Service Delivery	Data, systems & technology	Finance	Estates	Contracts & Commercial
1. Joint Committee & Shadow Authority setup 2. Boundary review 3. Elections 4. Locality Committees 5. New unitary legal governance 6. Policies & plans 7. Legal & Democratic functions 8. Parish/ Town Council setup 9. Civic functions 10. Legal advice to other workstreams & services 11. Combined Authority setup	1. Public consultation & engagement 2. Comms, engagement & media strategy 3. Partner alignment 4. Branding	1. Change management/ staff support 2. Culture & values 3. Operational structures 4. TUPE Process 5. Chief Exec Appointments 6. Interim statutory role & leadership team appointments 7. Recruitment process for specific roles 8. Payroll 9. Pensions 10. HR function 11. Harmonisation of terms & conditions	1. Service continuity 2. Customer impact assessment 3. Customer access channels 4. Customer contact & customer journeys 5. Service improvement/ transition 6. Delivery partners	1. IT aggregation & disaggregation 2. IT strategy & planning 3. Infrastructure 4. Applications 5. IT function and Service Delivery 6. Email 7. Intranets 8. Websites 9. Cyber security 10. Disaster recovery 11. Information Governance 12. Data storage 13. Data driven operating model	1. Financial management & budgetary control 2. Finance systems 3. Revenues & benefits 4. Financial statements 5. Collection fund 6. Budget setting 7. Corporate & financial reporting 8. Treasury management 9. Financial governance 10. Balance sheet disaggregation 11. Council tax harmonisation 12. Account closedown	1. Estates transfer 2. Estate portfolio review 3. Branding and signage 4. Estate strategy development 5. Estates & facilities function	1. Contract management, disaggregation and novation 2. Commissioned services 3. Jointly owned companies 4. Shared services & joint arrangements 5. Commercial arrangements 6. Procurement functions

PHASE 1: PRE-PLANNING: KEY ACTIVITIES AND CRITICAL SUCCESS FACTORS

Workstream	Phase 1 Key activities
Programme management & governance	• Form York & North Yorkshire Leaders & Chief Exec working groups. • Jointly progress devolution proposals and agree a timeline for establishment of Combined Authority. • Identify likely workstream sponsors/ leads/ team members.
Legal & democratic	• Plan for creation of Joint Committees, including draft terms of reference. • Confirm approach to current authority elections.
Comms & Stakeholder Engagement	• Ongoing partner engagement to inform approach and build support.
People	• Prepare principles of change management approach collectively and within each council. • Prepare baseline current HR information using agreed approach and template across all nine authorities. • Keep staff informed of the LGR process.
Customer contact & service delivery	• Prepare baseline of current services and customer contact routes using agreed approach and template across all nine authorities.
Data, systems & technology	• Baseline using standard approach.
Finance	• Baseline of current finances, including balance sheets and budgets using common framework.
Estates	• Baseline of all estates using common definitions and format.
Contracts & commercial	• Baseline of all contracts and commercial arrangements using a common format. • Identify key contracts and commercial arrangements required to be disaggregated.

Critical success factors

- Build working relationships across Leaders, Chief Execs and Senior Officers across the nine authorities.
- Establish a common approach to baselining current state information.
- Line up key members of a team to be stood up quickly during Joint Committee phase.
- Develop a joint understanding of the Combined Authority setup process and how this will integrate with LGR.
- Clarity and simplicity of messaging to elected members and staff.

PHASE 2: JOINT COMMITTEES: KEY ACTIVITIES AND CRITICAL SUCCESS FACTORS

Workstream	Key activities
Programme management & governance	• Establish formal governance and programme management arrangements in 'East' and 'West' to be taken forward into shadow authorities. • Validate/ refine implementation guiding principles. • Scope and establish Task & Finish Groups. • Agree detailed programme implementation plan. • Appoint programme team to support implementation. • Review existing change activity across constituent authorities. • Agree names of new authorities through engagement. • Agree overall disaggregation principles.
Legal & democratic	• Develop shadow authority constitution. • Approach LGBCE and commence boundary review. • Community governance review in Harrogate, Scarborough. • Consult to agree appropriate arrangements in place for the City of York, including allowing all current civic functions to be retained.
Comms & Stakeholder Engagement	• Agree communications strategy and plan for whole programme. • Ongoing partner engagement to inform future visions.
People	• Develop HR transition plan. • Begin to define culture and values of the new organisations. • Ongoing staff and trade union engagement and communications.
Customer contact & service delivery	• Confirm future service requirements and commence detailed service transition planning and service continuity workshops.
Data, systems & technology	• Detailed review of baseline IT architecture. • Harmonisation of data sets. • Begin planning for technology disaggregation and migration.
Finance	• Agree robust finance baseline for 'East' & 'West'. • Progress draft budgets and council tax harmonisations plans. • Understand current capital schemes and commitments across 'East' and 'West'.
Estates	• Baseline property portfolio for 'East' & 'West'. • Develop Estates Day 1 strategy.
Contracts & commercial	• Baseline existing contracts and commercial arrangements and develop high level Day 1 plan for joint ventures and other arms length bodies.

Critical success factors

- Collaboration between 'East' and 'West' in the setup of programmes.
- Agree implementation guiding principles and confirm collective understanding of meaning within each of 'East' and 'West'.
- Clarity of programme accountability and responsibility.
- Align around a clear vision for the future to support all communications.
- Collaborative service continuity planning to commence as early as possible.
- Jointly agree disaggregation approach prior to working through detail.
- Ensure sufficient legal and technical input from the outset.
- Prioritise staff engagement and clarity of communications.
- Elected member input, ownership and oversight.

PHASE 3: SHADOW AUTHORITIES: KEY ACTIVITIES AND CRITICAL SUCCESS FACTORS

Workstream	Key activities
Programme management & governance	• Confirm Day 1 organisation design. • Develop longer term operating model design, and initial structures for the new authorities. • Plan for establishment of new governance arrangements, including new locality structure. • Develop outline of post Day 1 transformation programmes.
Legal & democratic	• Confirm new electoral model following boundary review, publish new electoral registers and prepare for new unitary elections. • Develop new constitution and new unitary governance including new committees. • Coordinate decommissioning of existing councils for Day 1. • Establish new Town/ Parish Councils and ensure transfer of civic functions. • Ensure Day 1 policies and plans are in place. • Set up of locality committees and schemes of delegation.
Comms & Stakeholder Engagement	• Ongoing stakeholder engagement, including reinforcing current partnerships and formation of new partnerships, where appropriate. • Agree branding for new authorities.
People	• Ongoing staff and trade union engagement and communications. • TUPE preparation. • Design and establish Day1 HR function. • Establishment of Day 1 payroll arrangements. • Appointment of Chief Executives and leadership teams.
Customer contact & service delivery	• Detailed service continuity planning across all council services, including finalising disaggregation of key services. • Finalise Day 1 service plans and customer contact arrangements.
Data, systems & technology	• Day 1 websites, intranet and email planning. • Implement Day 1 IT infrastructure, systems and service delivery model.
Finance	• Finalise new authority budgets across revenue and capital spend. • Consolidation of funding arrangements, council tax equalisation, business rates collection, harmonisation of HRA, alignment of treasury management and reserves. • Disaggregation of budgets and services where needed.
Estates	• Develop future estates strategy, including staff accommodation.
Contracts & commercial	• Plan for and complete disaggregation/ transfer of contracts, or putting transitional arrangements in place where required.

Critical success factors

- **Primary focus on achieving legal, safe and secure establishment of new authorities. Don't be over ambitious about pre-Day 1 changes.**

- **Significant involvement from partners in confirming Day 1 arrangements and future delivery models.**

- **Identify any quick wins where changes can be made safely prior to Day 1.**

- **Continue to prioritise engagement with staff and trade unions.**

- **Ensure sufficient capacity and focus is placed on disaggregation, including of contracts and commercial arrangements.**

- **Elected member input, ownership and oversight.**

PHASE 4: UNITARY AUTHORITIES : KEY ACTIVITIES AND CRITICAL SUCCESS FACTORS

Workstream	Key activities
Programme management & governance	• Establishment of a transformation programme, with responsibility for confirming and implementing a target operating model for the new authority and leveraging synergies. • Benefits delivery tracking. • Go live with new council governance arrangements, including new locality committees.
Legal & democratic	• Delivery of the new unitary elections and formation of new Council and Cabinet. • Ongoing legal advice for any changes implemented post Day 1. • Implementation of new locality governance structures and meetings.
Comms & Stakeholder Engagement	• Ongoing change management and communications linked to vision of new authorities and transformation programme.
People	• Alignment of pay, terms and conditions. • Training and development gaps between source authorities.
Customer contact & service delivery	• Establish a council wide approach to customer contact. • Service redesign, aligned to future operating model.
Data, systems & technology	• Implementation of new ERP/ CRM systems, or further consolidation of current systems. • Finalise and deliver new IT and data strategies linked to wider transformation programme.
Finance	• Alignment of fees and charges. • Agree and implement finance operating model, linked to wider transformation.
Estates	• Finalise and implement estates strategy.
Contracts & commercial	• Detailed review of existing contracts and third party spend, consolidating and rationalising spend whilst seeking to take advantage of economies of scale.

Critical success factors

• Development of an operating model for the new councils with clear design principles informing all transformation activity.

• Ensure new leadership teams focused on single vision for the future.

• Engagement with new members to inform and ensure ownership of the vision for the future.

• Focus on culture and ongoing change management – staff should feel that they are working for a new organisation.

• Service redesign activity to be carried out based on whole council principles.

• Investment in data and digital to support customer contact and service delivery.

KEY IMPLEMENTATION TOPICS: PROPOSED APPROACH

During implementation discussions to date a number of key topics have been discussed between the Districts and Borough Councils. The approach being proposed for each of these key topics is set out below.

Topic	Proposed approach for implementing 'East & West'
Current authority elections	• North Yorkshire County Council (NYCC) elections take place on a four-year cycle, with the next elections scheduled for 2021 (which will be combined with Police Fire and Crime Commissioner Elections due to them being postponed from 2020). It is proposed that May 2021 NYCC elections should go ahead. NYCC Councillors would serve a two-year term prior to establishment of the unitary authorities, with elections to the new authorities to take place in May 2023. • Craven is the only District Council which has elections by thirds and is due to have elections in 2021 and 2022. Under the 'East & West' model it is proposed that the 2021 elections go ahead with new members serving a two-year term, but the 2022 elections postponed. • Harrogate is due to have its next election in 2022. It is proposed that this should be postponed, with current councillors completing a 5-year term, prior to new unitary elections in 2023. • The City of York and five of the seven district councils are next due to have elections in May 2023, so current councillors will complete a full four-year term prior to the first new unitary elections.
New elections, boundary review and Councillor numbers	• New elections in May 2023 will take place following a boundary review and revisions made to current wards. • A boundary review will be required to confirm future councillor wards and overall numbers. This will take place as soon as possible following Government's decision, ensuring sufficient time to plan for delivery of new elections. The Districts will develop electoral model proposals to inform the boundary review. • It will be important to achieve consistency in the electoral model across both 'East' and 'West' to support the establishment of effective joint working and representation within the new Combined Authority.
Town/ Parish Councils	• We support the creation of new City/ Town/ Parish councils in Scarborough and Harrogate (and other areas) if local people want them. • A Community Governance Review (CGR) will be required where a new Town/ Parish Council is to be considered. A CGR takes roughly one year, meaning that the process should start shortly after Government decide on the future model. This is the process that has been followed in other similar LGR processes. • We also acknowledge the need to devolve power down and will develop an offer based on partnership/cooperation.
Locality committees	• Initially, there will be four Locality Committees in each of 'East' and 'West', aligned to existing district boundaries, plus the City of York. Locality Committee geography can evolve over time if appropriate based on experience once established. • Locality Committees will be a fully integrated part of the unitary authority, but with real clout and power to make decisions. • Locality Committees will meet monthly and be a forum to raise issues and make decisions on topics such as planning applications, licensing applications, local highways issues such as traffic regulation orders (TROs) and scrutiny of local issues (e.g. health, economic growth). • Committees will cascade issues up to the executive and the new mayoral combined authority where needed. They will also be forums that appoint representatives to outside bodies and allocate community grants.

KEY IMPLEMENTATION TOPICS: PROPOSED APPROACH (CONT.)

Topic	Proposed approach for implementing 'East & West'
Mayoral and Civic functions	• We will protect historic mayoralties including the Lord Mayor of York. • Assuming that new City/ Town/ Parish councils are established, the ceremonial roles will be transferred to the new bodies. • In the event that new town/parish/city councils are not established, ceremonial roles can be transferred to Chartered Trustees within the newly created authority, as has been done in Chester.
Combined Authority setup	• The York and North Yorkshire Combined Authority will be set up in parallel to the new unitary authorities, subject to discussions with MHCLG regarding the process. • All current local authorities will work in close partnership, alongside the Local Enterprise Partnership (LEP). • Further planning is required, but certain functions could be consolidated into the Combined Authority from Day 1, dependent on the progress of the devolution deal.
Shared services and collaboration between 'East' and 'West'	• 'East' and 'West' will be partners in the Combined Authority, so will naturally seek to align on a wide range of strategic and operational areas. • Whilst the level of collaboration and the precise areas of shared services will be determined by the leadership of the new authorities, there are a number of areas where collaboration and the potential to share services could be built into the implementation process from an early stage. Public Health is an example of a function which could be shared from Day 1. • It would make sense for certain key strategic decisions to be made through engagement between 'East' and 'West', e.g. IT systems could be aligned to support Combined Authority alignment, opportunities for joint procurement could be identified.
People process and trade union engagement	• A significant majority of current staff will TUPE across to one of the new authorities on Day 1. • For York and District Council staff the allocation to new authority will be clear – for County Council staff a disaggregation process will be needed, although the majority of which will require significant planning and communications to get right. NYCC staff who deliver services in specific localities will generally transfer to the organisation where that locality sits. • Trade union engagement will be proactive and open from the start of the process.
Council tax equalisation	• Hambleton has the lowest current Council tax rate in the West, and York has a substantially lower rate than other councils in the East. • It is yet to be determined whether Council tax rates are likely to be set closer to the highest or lowest of current rates. • Finalisation of rates will be confirmed by leadership of the new councils and need to be informed by budget setting considerations.

PROGRAMME MANAGEMENT AND GOVERNANCE THROUGHOUT THE IMPLEMENTATION

Formal programme governance for 'East' and 'West' will be established at the point that a decision is made on the future model (i.e. the start of Phase 2). Governance and programme management will evolve through the Phases, from Joint Committees through to Shadow Authorities before transitioning into the future unitary authorities.

During Phase 1, prior to the decision being made on the future model, it is proposed that working groups are established for Leaders and Chief Executives across the nine authorities, which will then remain in place throughout the implementation.
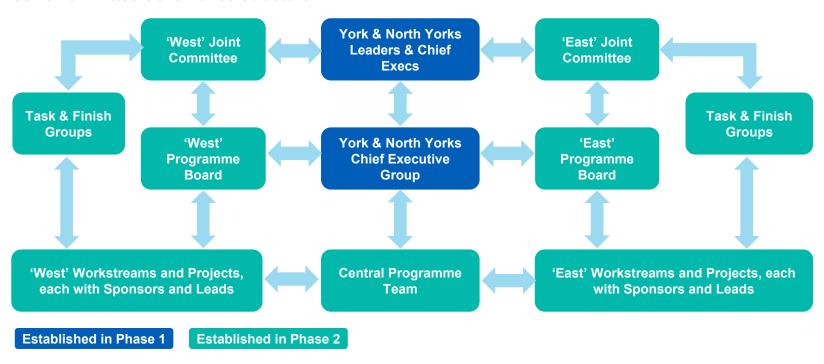
Timeline of governance and programme management groups

2020	2021	2022	2023

Phase 1:
Pre-planning

Phase 2:
Joint committees: Planning

Phase 3:
Shadow authorities: Transition

York & North Yorkshire Leaders and Chief Execs Group

York & North Yorkshire Chief Execs Group

Joint Committees

Task & Finish Groups

Programme Boards, supported by PMOs

Central Programme Team

Shadow Councils

Shadow Executive Committees

Senior Appointments Committees

Overview and Scrutiny Committees

Independent Remuneration Panels

JOINT COMMITTEE GOVERNANCE STRUCTURE

Joint Committee Governance arrangements ensure that there are appropriate groups of members and officers meeting in the 'East' and 'West' groupings, but also that there are appropriate forums for collaborative working across all nine current authorities.

Joint Committee Governance Structure

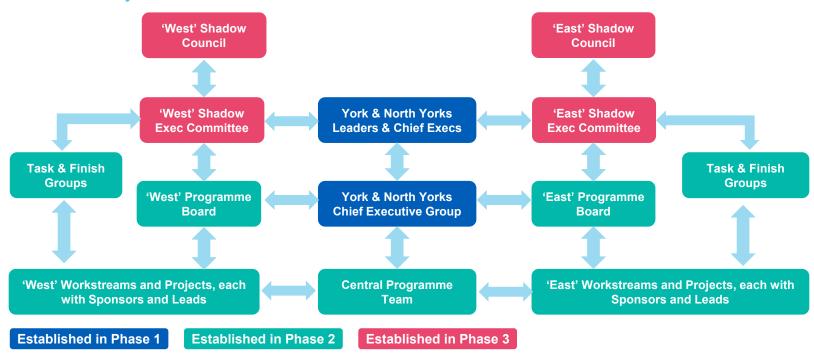The membership and roles of each of the groups above are set out later in this document.

SHADOW AUTHORITY GOVERNANCE STRUCTURE

The overall shape of programme management arrangements and governance groupings is carried forward from the Joint Committee phase. Accountability and responsibility is further formalised and there are legal obligations placed on those appointed to Shadow Councils and Executive Committees.

Interim roles and responsibilities within the Shadow Executive teams, including statutory roles will be confirmed, and permanent appointments will be made prior to Day 1, allowing Shadow Executive and Council meetings to establish ways of working prior to Day 1 of the new unitary authorities.

Committees will also be established for Senior Appointments, Overview and Scrutiny, Standards and Remuneration.

Shadow Authority Governance Structure

	'West' Shadow Council				'East' Shadow Council	
Task & Finish Groups	'West' Shadow Exec Committee	York & North Yorks Leaders & Chief Execs		'East' Shadow Exec Committee		Task & Finish Groups
	'West' Programme Board	York & North Yorks Chief Executive Group	'East' Programme Board			
'West' Workstreams and Projects, each with Sponsors and Leads		Central Programme Team		'East' Workstreams and Projects, each with Sponsors and Leads		

Established in Phase 1   **Established in Phase 2**   **Established in Phase 3**

The membership and roles of each of the groups above are set out later in this document.

PROGRAMME MANAGEMENT AND GOVERNANCE: COMMITTEES AND GROUPS

Set out below and on the following page are the key committees and governance groups required during the LGR implementation process. All groups will be needed in each of 'East' and 'West' other than the two York & North Yorkshire groups and the central programme team, which are joint across the whole of York and North Yorkshire.

Committee/ Group	Membership	Overview of role	Phase 1	2	3
York & North Yorkshire Leaders and Chief Execs Group	All nine current Leaders and nine current Chief Executives.	• Provide overall leadership for the York & North Yorkshire LGR process, with a focus on cross-cutting topics which impact both 'East' and 'West'. • Jointly resolve key cross-cutting implementation issues which arise. • Provide leadership of the Combined Authority setup.			
York & North Yorkshire Chief Execs Group	All nine current Chief Executives.	• Leadership of the joint implementation process, including oversight of the central programme team. • Ensure that key messages from joint discussions feed into the implementation planning of 'East' and 'West'.			
Joint Committees	Nominated Councillors from the five constituent authorities which make up each of 'East'/ 'West'.	• Sign off an LGR implementation plan for each of 'East' and 'West'. • Ensure that a programme team with appropriate governance is in place. • Make key decisions relating to implementation approach, including in relation to many of the key implementation topics set out in this document.			
Task & Finish Groups	Nominated Councillors for 'East'/ 'West' for each individual Task & Finish Group, supported by Officers as required.	• Provide leadership and direction in key specific areas of the implementation, engaging with workstream sponsors and leads as appropriate. • Challenge plans set out by Officers where appropriate.			
Programme Boards	All five Chief Execs from 'East'/ 'West', with one Chief Exec acting as SRO. Strategic and Executive Directors, Statutory Officers and Supporting Officers to attend as required.	• Ensure overall alignment to the strategic vision of LGR. • Define the direction of the programme including the phases, workstreams and projects within it. Track delivery of programme across all workstreams. • Identify and mitigate against key risks, reporting to Joint Committee/ Shadow Exec Committee as required. • Make/ sign-off investment decisions where required.			

PROGRAMME MANAGEMENT AND GOVERNANCE: COMMITTEES AND GROUPS (CONT.)

Committee/ Group	Membership	Overview of role	Phase		
			1	2	3
Shadow Councils	Councillors of the existing authorities making up 'East'/ 'West'. Chairman, Leader, Vice-Chairman and Deputy Leader to be elected by Council at first meeting.	• Oversee the LGR implementation plan, ensuring effective preparation for the assumption of local government functions and full local authority powers on 1 April 2023. • Ensure required budgets and plans are in place on 1 April 2023. • Liaise with partners and other local authorities in its area to ensure continuity of public service delivery.			
Shadow Executive Committees	Executive Team, initially including interim appointees, transitioning to new Executive team as appointments are made.	• Agree organisation design for Day 1 and progress future state planning. • Make recommendations to the Shadow Council on the setting of a budget for the 'East'/ 'West'			
Senior Appointments Committees	Nominated Councillors for 'East' and 'West'	• Oversee appointment of statutory officers on an interim basis: head of paid service, monitoring officer and chief finance officer • Oversee Chief Executive and new leadership team appointment process • Review and approve redundancy positions as a result of LGR			
Overview and Scrutiny Committee	Nominated Councillors for 'East' and 'West'	• Oversee the Shadow Council's overall overview and scrutiny function • Scrutinise decisions of the Shadow Executive Committee, and offer advice or make recommendations • Commission task and finish groups to undertake scrutiny projects,			
Standards Committees	Nominated Councillors for 'East' and 'West'	• Assessing and determining allegations that Shadow Councillors have breached the Shadow Council's Code of Conduct			
Independent Remuneration Panels	Nominated Councillors for 'East' and 'West'	• Prepare and make a scheme for the payment of allowances to its Shadow Councillors. • Confirm remuneration for new leadership positions including incoming Chief Executive. • Determine basic member allowances and special responsibility allowances for the new unitary authorities.			

PROGRAMME MANAGEMENT STRUCTURE

In each of 'East' and 'West', there is a Workstream Sponsor and a Lead for each of the defined workstreams. These individuals oversee/ lead all projects within the workstream, supported by individual project leads and supporting team members as required.

A Programme SRO, generally one of the Chief Executives of the constituent Councils has overall responsibility for the delivery of the programme, with support from a dedicated programme management office (PMO). Some project officers within the PMO will be aligned to specific workstreams, providing direct implementation support to Sponsors and Leads.

Workstream Sponsors, Leads and teams are all likely to engage with the equivalent roles in 'West'/ 'East', and in some cases will be working collectively as part of the central programme team.

This structure is to be put in place during the Joint Committee Phase, but there will be an opportunity to review roles and responsibilities when shadow authorities are formed.

Programme Board

Programme SRO

PMO

Legal & Democratic	Comms & Stakeholder Engagement	People	Customer Contact & Service Delivery	Data, systems & technology	Finance	Estates	Contracts & Commercial
Sponsor	Sponsor	Sponsor	Sponsor	Sponsor	Sponsor	Sponsor	Sponsor
Lead	Lead	Lead	Lead	Lead	Lead	Lead	Lead
Project leads and team members	Project leads and team members	Project leads and team members	Project leads and team members	Project leads and team members	Project leads and team members	Project leads and team members	Project leads and team members

PROGRAMME MANAGEMENT ROLES

Programme management roles for the LGR process are described below.

Workstream Sponsors, Workstream Leads and team members are assumed to all have significant ongoing roles within their current authorities up until Day 1. They will be required to allocate time to the implementation throughout, but will need support from a full time core Programme Management Office and the Central Programme Team.

The central programme team is expected to be made up of dedicated individuals from each PMO, with some full time roles required. The central team is responsible for management of key cross-cutting implementation topics, including:

Role/ Function	Overview of role
Programme Senior Responsible Officer (SRO)	• Overall accountability to Joint Committee/ Shadow Executive Committee for programme delivery. • Leadership of the delivery team. • Leads stakeholder management.
Programme Management Office	• Supporting the SRO and Workstream Sponsors/ Leads with the delivery of implementation activities. • Supporting the development of plans, tracking and reporting on delivery of plans. • Roles can be allocated within the PMO, allowing individual team members to focus more on particular areas, such as implementation plan and status monitoring, future state, Day 1 critical changes. Each of the workstreams will require at least one allocated project manager/ Officer.
Central Programme Team	• Structural Change Order/ Consequential Order process. • Disaggregation of County Council services, assets and contracts. • Managing the Boundary Commission Electoral Review. • Council Tax harmonisation strategy. • TUPE preparation.
Workstream Sponsors	• Accountable for the setting of implementation plans and delivery. • Reporting to the Programme Board of status, risks and issues.
Workstream Leads	• Responsible for the setting of implementation plans and delivery of the plans. • Leading and coordinating the inputs of team members.
Project leads and team members	• Specific delivery roles to be defined within each workstream.

PROGRAMME RISKS

District and Borough Councils have considered risks associated with LGR implementation and set out how these will be mitigated.
A robust approach to risk management will be agreed at the Joint Committee Phase.

Risk	Description	Mitigation
Timeline to get change right	Given the expected government decision date, a 2022 implementation date would be extremely challenging, particularly given the current need to focus on Covid-19. Rushing the implementation would risk continuity of service delivery and result in challenges further down the line.	• A 2023 implementation timeline will allow for a Joint Committee phase and a Shadow Authority phase, meaning sufficient time to plan a safe and efficient implementation.
Staff capacity	During Covid-19 staff capacity is significantly reduced, meaning that the ability to deliver an LGR programme to the required level of quality is hampered.	• A 2023 implementation timeline will significantly reduce the capacity challenge. • Additional resource will be brought in to support management and deliver of the programme, where required.
The need to collaborate	Two competing LGR bids means it is more challenging to progress detailed planning prior to a decision being made by Government. The competitive process also risks animosity between authorities that will be required to collaborate to successfully deliver LGR.	• Focus on relationship building and building a common understanding of the current state through workshops prior to decision being made. • Significant baselining activity can take place using a common approach across all nine authorities prior to a decision being made. • A Joint Committee phase prior to shadow authorities will allow interim leadership teams for 'East' and 'West' to establish common ways of working.
Workforce stability	Retention of key staff during the transition is critical to the long-term success of the new authorities and continuity of service during transition.	• The people process will include a significant element of comms and engagement with staff, as well as open and honest engagement with trade unions. • Staff communications must include a compelling vision for the future.
Reduction in quality of democratic representation	If implemented incorrectly, LGR risks losing a key strength of the current District and Borough Councils: the ability to meaningfully represent local communities.	• Elector ratio to ensure meaningful representation. • Boundary Commission to be engaged as soon as possible following confirmation of the model. • Locality Committees to be established on current District boundaries, allowing for smooth transition and avoiding sudden loss of local understanding. • Parish & Town Councils representing local communities and making local voices stronger.

Risk	Description	Mitigation
Loss of local knowledge and expertise in local service delivery	An implementation and future state design that fails to take account of the local knowledge and service delivery within District and Borough Councils risks a significant reduction in the overall level of service provided by local government in North Yorkshire.	• Districts and York must play a key role in design of new services. It must be an integration of County, Unitary and District services. Governance will be designed to ensure this is the case, and service continuity workshops will have significant District input. • Seek to keep core of staff focussed on the local areas that they currently work within.
Potential disruption to existing NYCC/ York service delivery	Existing services, including critical services such as adult social care and children's services could be disrupted without an appropriately managed implementation programme.	• Initial high level planning has already taken place focussed on the proposed implementation approach for key services. • Day 1 planning will focus on service continuity, with only changes which are absolutely necessary to be made prior to creation of the new authorities. • Changes in case worker will be minimised and where this is necessary there will be sufficient time for a high quality handover.
Additional implementation complexity in 'East'	Integration in the 'East' unitary is more complex given that there are two sets of 'top tier' services such as Adult Social Care, Children's Services and Waste Management.	• Additional resources are expected to be required in the East during implementation. • Service continuity workshops will ensure that Day 1 service requirements are understood and planned for well in advance of vesting date. • Long term planning will seek to deliver the best of current services.
Benefits realisation	If there is incomplete integration of current teams and ways of working, there is a risk that estimated benefits may not be realised.	• Single operating model for each of 'East' and 'West' to be agreed, with a clear plan for delivery. • Benefits tracking to be in place throughout the implementation. •
Data management and cyber security	If appropriate procedures are not in place the organisations will be vulnerable to noncompliance with data regulations and cyber-attacks.	• Appropriate expertise will be engaged during the programme, at the planning stage, and throughout as required.
Political stability	Each of the Councils has a different political context, and there are varying levels of political support for LGR. During the Joint Committee and Shadow Authority phase there will be complexity in achieving strategic alignment between members.	• Members will work together on Joint Committees and play a significant role in leading the LGR process through Task & Finish Groups. The Joint Committee and Task & Finish Groups should be non-political.

PROGRAMME RISKS (CONT.)

Risk	Description	Mitigation
Trade unions/ industrial relations	Some trade unions have taken views on a preferred LGR model, which risks the change process starting in an adversarial way if not handled appropriately.	• Open and proactive trade union engagement will be a core part of the comms and engagement plan.
Financial management prior to reorganisation	Current councils may decide to spend more in the final period prior to reorganisation, impacting the financial health of the new authorities.	• Once shadow authorities form there will be a process in place for significant spending to be signed off through shadow authority governance processes. • Discussion required between Council Leaders on finances.

APPENDIX

Appendix 1: Implementation guiding principles and how they will be delivered across 'East' & 'West'

Appendix 2: Projects by workstream

APPENDIX 1: IMPLEMENTATION GUIDING PRINCIPLES, AND HOW THEY WILL BE DELIVERED ACROSS 'EAST & WEST'

Below, and on the following page, we have set out how each of the nine implementation guiding principles will be applied during the implementation of the 'East & West' model.

Implementation principles apply to local government reorganisation as a whole, for the establishment of both 'East' and 'West' authorities, with collaboration across all nine current councils. Common guiding principles should ideally be used by both 'East' and 'West' throughout the implementation, but it will be necessary for these to be worked through, adjusted and signed off at the Joint Committee Phase by the council in both 'East' and 'West'.

Implementation principle	How will this be delivered during the implementation across 'East & West'?
Get change right	• Getting Change Right means working at pace, but ensuring that there is sufficient time to deliver safely and securely. Experience from across the country shows that a Joint Committee Phase and a Shadow Authority phase is needed prior to formal establishment of unitary local authorities, and therefore an April 2023 vesting date is most appropriate. • Specific aspects of unitarisation will require detailed discussion and political debate. We will consult with communities to get this right. Locality committees, civic functions, and the establishment of parish and town councils are key examples of where engagement is needed.
Positive and Engaging Collaboration	• The District Councils will seek to build positive and collaborative relationships across all nine councils in advance of vesting day to help create the right conditions for an effective implementation.
Open and Honest Communication	• We will prioritise consistency, clarity, openness and honesty in our communications with our staff, including being clear on the benefits and opportunities for staff that come from collaboration.
Improved Outcomes and ongoing Transformation	• We will remain focussed on the single most important element of reorganisation – the opportunity to deliver improved outcomes for our communities and residents. • The vision for the future of local government will be agreed between all partners, and then placed at the heart of our design.

Implementation principle	How will this be delivered during the implementation across 'East & West'?
Robust, Effective Programme Management combined with Strong Governance	• Within both 'East' and 'West' robust programme management plans will be developed using a common framework. During the 'Joint Committee' Phase, the newly formed 'East' and 'West' working groups will each establish a programme director and programme team, who will finalise a detailed plan through significant partner engagement. • We have already defined Implementation workstreams and projects and prepared a high level implementation plan, which will form the basis of the 'East' and 'West' implementation plans. • A collaborative approach between 'East' and 'West' throughout the implementation will reduce duplication and de-risk the implementation.
Effective Service Continuity with minimal disruption for communities	• On Day 1, residents should not notice a change to the services they deliver. Whilst some pre-Day 1 integration activity will be required, key services will continue to operate under existing operating models until they have securely transferred to the new unitary authorities. • 'Top tier' services delivered by the County Council and York have well established locality structures. These structures will be the starting point for future service delivery, meaning minimal disruption to the daily delivery of services. There is well-established and effective local service delivery within current district footprints (plus York), which will be fully incorporated into Day 1 service continuity planning.
Clear and exemplary Democratic Accountability	• Proposed programme governance arrangements have been set out for each phase of the implementation, including joint committees and shadow authorities. Detailed planning and confirmation of roles will commence within 'East' and 'West' footprints as soon as the future structure of local government is known. • There must be a clear mechanism for Leader engagement and ownership throughout the process, which will be achieved through Task and Finish Groups, to be established during the Joint Committee Phase.
Learning from Experience from other award winning new unitary areas	• In our planning and during the implementation, we will apply learnings from other areas that have recently been through LGR. We have good links to the Dorset and BCP LGR process, which recently won an LGA award for business transformation during the establishment of a two unitary structure from nine preceding Councils.
Valued Expertise drawing on the skills and knowledge of all existing authorities and partners	• Throughout the implementation there is a need to ensure that we import the best of each council into the new organisation, recognising the strengths and capabilities of individual councils, services, staff and managers. • Governance arrangement and service by service planning will ensure inputs from all Councils in agreeing Day 1 arrangements and developing longer term service design.

APPENDIX 2: PROJECTS BY WORKSTREAM: PROGRAMME MANAGEMENT & GOVERNANCE

Workstream scope	Ensure that all planning, governance and delivery activities that support the programme and the other workstreams are in place and tracked. Ensure that effective governance structures are established in the new unitary authorities and oversee development and delivery of a target operating model for the new authorities.

Project	Scope
Programme setup & governance	Establish formal governance and programme management arrangements to be taken forward into new shadow authorities. Ensure that shadow authority governance operates effectively, including all shadow committees.
Programme team	Appoint programme teams for 'East' and 'West' to deliver local government reorganisation.
Naming new authorities	Confirm the name of each of the new authorities and reflect this in preparation for formation of the Combined Authority.
Organisation design	Develop overall organisation design, including high level design principles underpinning the future operating model for 'East' and 'West'.
Business continuity & emergency planning	Ensure that there in a robust organisation wide business continuity and emergency planning approach, with clear roles and responsibilities.

APPENDIX 2: PROJECTS BY WORKSTREAM: LEGAL & DEMOCRATIC

Workstream scope	Establish the constitutions of the new authorities integrate into new legal entities. Manage all changes required to deliver elections under the new structure. Ensure elected member involvement and oversight and democratic accountability of the new organisations.

Project	Scope
Joint Committee & Shadow Authority setup	Create and support the establishment of the East & West Council Shadow Authorities, the Executive and sub-committees. This will include the setting up of governance arrangements, policies, procedures and constitution.
Boundary review	Support and contribute to the review carried out by the Local Government Boundary Commission for England (LGBCE).
Elections	Prepare for the 2023 elections, including the newly formed East & West Councils and Parish/ Town Councils.
Locality Committees	Establish new locality committees in each of the current Districts and Boroughs, plus York, engaging with partners to ensure these are effective from Day 1.
New unitary legal governance	Establish the governance of the new East & West councils including the draft constitution, committee structure, meeting requirements and supporting arrangements.
Policies and plans	Establish the legal policies, strategies and plans required for the new East & West councils from day 1, consider the legal requirements for all assets and confirm statutory functions and their policy requirements for Day 1.
Legal & democratic functions	Ensure Legal and Democratic functions in the new East & West structures are operational from day 1, including determining how the transfer of operations for those requiring continuation will occur.
Parish/ Town Council setup	Determine where new Parish and Town Councils are needed. Set up of new Parish and Town Councils.
Civic functions	Set up civic functions and arrangements for the new East & West Councils.
Legal advice to other workstreams & services	Ensure that legal expertise is fed into other workstreams and legal dependencies are managed effectively.
Combined Authority setup	Input to the Combined Authority establishment process, including agreeing new governance arrangements involving the unitary authorities. Ensure alignment with devolution proposal and negotiations with Central Government.

APPENDIX 2: PROJECTS BY WORKSTREAM: LEGAL & DEMOCRATIC (CONT.)

Project	Scope
Civic functions	Set up civic functions and arrangements for the new East & West Councils.
Legal advice to other workstreams & services	Ensure that legal expertise is fed into other workstreams and legal dependencies are managed effectively.
Combined Authority setup	Input to the Combined Authority establishment process, including agreeing new governance arrangements involving the unitary authorities. Ensure alignment with devolution proposal and negotiations with Central Government.

APPENDIX 2: PROJECTS BY WORKSTREAM: ENGAGEMENT & COMMUNICATIONS

Workstream scope	Develop and deliver a communications strategy. Carry out engagement with communities, parishes, towns and businesses.

Project	Scope
Public consultation & engagement	Manage and input to further consultation on the options put forward, seeking wider citizen engagement on the topic of local government reorganisation.
Comms, engagement & media strategy	Finalise a structured engagement plan for all partner authorities, impacted bodies, and key stakeholders. Ensure there is a strategy and engagement plan developed for communication with key stakeholders that are required for input into the implementation or are affected by it. Ensure there are protocols and key messages to support media communications during the transition period.
Partner alignment	Carry out formal and informal engagement with key partners, including challenge sessions within the York and North Yorkshire authorities, designed to build consensus on organisation design and implementation approach.
Branding	Ensure the new 'East' & 'West' Councils have a branding strategy that strengthens the identity and geography of the area and encapsulates the desired future state of the 'East' and 'West' councils.

APPENDIX 2: PROJECTS BY WORKSTREAM: PEOPLE

Workstream scope	Plan and manage the HR process and overall people and cultural change for each of new authorities. Carry out staff and trade union engagement.

Project	Scope
Change management/ staff support	Ensure structures and procedures are in place to support staff during transition and into the new 'East' & 'West' authorities.
Culture & values	Develop culture and value for the new authorities and embed this into change activity.
Operational structures	Confirm the 'East' & 'West' Council operational structures to go live on Day 1.
TUPE Process	Ensure successful TUPE of the existing workforce to the new 'East' & 'West' Councils.
Chief Exec appointments	Appoint the Chief Executives for the 'East' & 'West' Councils.
Interim statutory role & leadership team appointments	Appoint an interim Chief Executive, Monitoring Officer and S151 Officer for each of the 'East' & 'West' Shadow Councils. Ensure that statutory role requirements are met around adult social care and children's services.
Recruitment process for specific roles	Appoint new staff to 'East' & 'West' Councils on Day 1, including development of the recruitment process.
Payroll	Establish new payroll arrangements, including alignment of pay, terms and conditions within the new 'East' & 'West' authorities.
Pensions	Review of current pensions activity
HR function	Design and establish Day 1 HR function and develop future HR service delivery model.
Harmonisation of terms & conditions	Define and deliver process for aligning staff to new terms and conditions once transferred to the new authorities.

APPENDIX 2: PROJECTS BY WORKSTREAM: CUSTOMER CONTACT & SERVICE DELIVERY

Workstream scope	Plan, design and deliver the new approach to customer engagement in each authority across all services. Integrate services within each of the new Councils, ensuring all existing services are aligned to new policies and process.

Project	Scope
Service continuity	Identify and implement any operational arrangement changes required for each function delivered by current authorities to maintain continuity of service.
Customer impact assessment	Capture and evidence analysis on the impact of decisions and policies on the people of York and North Yorkshire. Ensure the implementation of the new 'East' & 'West' Councils adheres to the Public Sector Equality Duty, including analysing the effect of existing and new policies and practices on equality.
Customer access channels	Ensure that there is clarity of plans for customer access channels on Day 1, consolidating between current district, county and unitary access channels. This includes face to face, telephone, website, social media and any others identified.
Customer contact & customer journeys	Plan, design and deliver the new approach to customer engagement in each authority across all services.
Service improvement/ transformation	Design and deliver the long term strategy and delivery model for core council services, in line with the future 'East' & 'West' operating models.
Delivery partners	Manage relationships and changes required to ensure that services delivered through partnerships continue to deliver on Day 1.

APPENDIX 2: PROJECTS BY WORKSTREAM: DATA, SYSTEMS & TECHNOLOGY

Workstream scope	Review the existing IT assets and systems before designing and implementing the IT solutions for the new authorities, linked to the target operating model. Ensure that data is transferred and managed effectively during the transition, setting the authorities up to become data driven organisations.

Project	Scope
IT aggregation & disaggregation	Identify and transfer IT systems, data and equipment to the 'East' & 'West' Councils, including consolidation of systems and data where appropriate.
IT strategy & planning	Develop the future IT strategy and agree roadmap covering Day 1 and longer term planning.
Infrastructure	Understand the infrastructure landscapes across the partners and resolve any IP address conflicts to enable connectivity between sites.
Applications	Identify all applications and contractual arrangements across current authorities. Resolve any issues to ensure all staff have access to their relevant applications on Day 1.
IT function and service delivery	Ensure that IT service operating model and support is operational and effective on Day 1 for the new 'East' & 'West' Councils and transition plans allow for service continuity.
Email	Ensure that staff have the appropriate email address and accounts for Day 1, whilst retaining access to previous email accounts where required.
Intranets	Ensure that internal intranet portals are designed and developed for the 'East' & 'West' authorities containing all the required information and rights of access.
Websites	Ensure that the correct IT infrastructure is in place to support the new public 'East' & 'West' website domains.
Cyber security	Implement appropriate cyber security protocols throughout the implementation, seeking specialist input where required.
Disaster recovery	Ensure the 'East' & 'West' Council IT supports and disaster recovery models are fit for purpose on Day 1.

APPENDIX 2: PROJECTS BY WORKSTREAM: DATA, SYSTEMS & TECHNOLOGY (CONT.)

Project	Scope
Information governance	To ensure that any transfer of data, implementation of IT systems and updates to IT policies and procedures adheres to General Data Protection Regulation (GDPR). Establish information governance function(s) for the 'East' & 'West' authorities for Day 1.
Data storage	Agree and implement interim and long term data storage solution (e.g. data warehousing, data lake), supporting effective use of data within the new authorities.
Data driven operating model	Develop a strategy and plan to put data at the heart of future ways of working, enabling 'East' and 'West' to become data-driven organisations.

APPENDIX 2: PROJECTS BY WORKSTREAM: FINANCE

Workstream scope	Manage the financial transition to the new authorities, including setting the first budget for each of the new authorities. Develop and deliver a financial strategy for each of the new authorities.

Project	Scope
Financial management & budgetary control	Ensure that there is proper overall financial management & budgetary control in place for the new 'East' & 'West' authorities by Day 1 across revenue and capital.
Capital schemes & commitments	Consolidate all current capital programmes within 'East' and 'West' to understand all requirements and commitments. Develop a single capital programme for each of 'East' and 'West' for Day 1.
Finance systems	Make the transition from existing Council finance systems to a single system for reporting within each new authority. This includes any re-development, upgrades or installation of new technology and updating of operational processes.
Revenues & benefits	Clarify arrangements for Revenues & Benefits service from Day 1 and longer term.
Financial statements	Ensure that existing accounting policies, arrangements and data are properly documented in line with international accounting standards and understood by all staff ready for Day 1.
Collection fund	Establish a unitary tax base, surplus/deficit, likely year end position and a safety net and baseline levels on Business rates and Council tax.
Budget setting	Establish clear roles and responsibilities for budget setting for the new authorities. Set budgets for new authorities, ensuring that all budget information from each constituent council is clearly laid out for each of the 'East' & 'West' councils.
Corporate & financial reporting	Review all internal and external reporting requirements, including statutory reporting, and ensure that processes and systems are in place to deliver on Day 1.
Treasury management	Ensure all treasury arrangements and bank accounts across all the councils are documented and transferred in the name of the new respective 'East' & 'West' Councils.

APPENDIX 2: PROJECTS BY WORKSTREAM: FINANCE (CONT.)

Project	Scope
Financial governance	Ensure that all the new financial arrangements of the new 'East' and 'West' authorities are legally compliant. Manage appointment of new auditor for new authorities.
Balance sheet disaggregation	Disaggregation and agreeing of the balance sheet for each of the new authorities, including the split of assets, liabilities and reserves from the current County Council.
Council tax harmonisation	To ensure that Council Tax is consistent across the newly established 'East' & 'West' councils for the band of property and standards of service received.
Account closedown	Ensure the timely and accurate closedown, reporting and audit of the final year accounts for all current councils.

APPENDIX 2: PROJECTS BY WORKSTREAM: ESTATES

Workstream scope	Analyse the estate portfolio of the constituent authorities and determine the appropriate estate strategy for each of the new authorities

Project	Scope
Estates transfer	Develop a plan for the any required transfer of estates to the new 'East' & 'West' Authority structures. Determine requirements and implement transfer for both owned and leased assets.
Estate portfolio review	Understand the estates and working locations to be retained, whether the form of these estates need to be reconfigured for the new 'East' & 'West' authorities, and any requirements for the development of new estates or disposal of old estates.
Branding & signage	Ensure that new branding, including new Council logos, are reflected on signage within key estates and other assets.
Estate strategy development	Develop an Estates strategy which aligns to how the new 'East' & 'West' authorities are planning to operate, including locations of services and staff.
Estates & facilities functions	Ensure that Day 1 functions are in place to manage the estate, including clarity of roles and responsibilities for key responsibilities such as health and safety.

APPENDIX 2: PROJECTS BY WORKSTREAM: CONTRACTS & COMMERCIAL

Workstream scope	Manage the contractual changes required and ensure that commercial arrangements (e.g. JVs) transfer to the new authorities appropriately. Ensure that the two new authorities are set up to take advantage of commercial opportunities.

Project	Scope
Contract management, disaggregation & novation	Ensure that agreement is in place for contracts to transfer to new legal entities for Day 1. Manage the disaggregation of NYCC contracts where required and ensure that appropriate contractual arrangements with suppliers and partners are in place for Day 1.
Commissioned services	Work through all current commissioned services and ensure appropriate transfer to new authorities, including disaggregation of current commissioning arrangements for NYCC where required.
Jointly owned companies	Review of current jointly owned companies and any changes required to be in place for Day 1.
Shared services & joint arrangements	Review of current shared services and joint arrangements and any changes required to be in place for Day 1. Establish whether there are any current services that should be set up as a shared service across both 'East' and 'West'.
Commercial arrangements	Review all current commercial arrangements for current services. Review current fees and charges in order to understand opportunities through standardisation.
Procurement functions	Establish the procurement functions and manage the transition to one procurement team for each of 'East'/ 'West'.