

Agenda

Meeting: Local Government Reorganisation Implementation Executive

To: Councillors: Derek Bastiman, David Chance, Mark Crane, Gareth Dadd, Angie Dale, Richard Foster, Michael Harrison, Dinah Keal, Andrew Lee, Carl Les, Don Mackenzie, Patrick Mulligan, Mark Robson, Janet Sanderson, Steve Siddons, Graham Swift and Greg White.

Date: Wednesday, 16th March, 2022

Time: 9.00 am

Venue: Remote Meeting held via Microsoft Teams

Under his delegated decision making powers in the Officers' Delegation Scheme in the Council's Constitution, the Chief Executive Officer has power, in cases of emergency, to take any decision which could be taken by the Council, the Executive or a committee. Following on from the expiry of the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020, which allowed for committee meetings to be held remotely, the County Council resolved at its meeting on 21 July 2021 that, for the present time, in light of the continuing Covid-19 pandemic circumstances, remote live-broadcast committee meetings should continue (as informal meetings of the Committee Members), with any formal decisions required being taken by the Chief Executive Officer under his emergency decision making powers and after consultation with other Officers and Members as appropriate and after taking into account any views of the relevant Committee Members. This position will be reviewed at the Council's May AGM.

The meeting will be available to view once the meeting commences, via the following link - www.northyorks.gov.uk/livemeetings Recordings of previous live broadcast meetings are also available there.

Business

1. **Notes of the LGR Implementation Board meeting held on Wednesday 23 February 2022** (Pages 3 - 8)

2. **Apologies and Declarations of Interest**

3. **Public Questions or Statements**

Members of the public may ask questions or make statements at this meeting if they have delivered notice (to include the text of the question/statement) to Daniel Harry of Democratic Services (contact details below) no later than midday on Friday 11 March 2022. Each speaker should limit themselves to 3 minutes on any item. Members of the public who have given notice will be invited to speak:-

- at this point in the meeting if their questions/statements relate to matters which are not otherwise on the Agenda (subject to an overall time limit of 30 minutes);

Enquiries relating to this agenda please contact Daniel Harry Tel: 01609 533531
or e-mail Daniel.Harry@northyorks.gov.uk
Website: www.northyorks.gov.uk

- when the relevant Agenda item is being considered if they wish to speak on a matter which is on the Agenda for this meeting.

If you are exercising your right to speak at this meeting, but do not wish to be recorded, please inform the Chairman who will instruct those taking a recording to cease while you speak.

4. Governance and Approval of the Implementation Plan (Pages 9 - 62)

To brief Members on the governance arrangements for implementation of the new unitary council for North Yorkshire.

To approve the Implementation Plan. (Appendix D originally marked to follow, now attached)

5. Other business which the Chairman agrees should be considered as a matter of urgency because of special circumstances.

Barry Khan
Assistant Chief Executive
(Legal and Democratic Services)

County Hall
Northallerton

8 March 2022

Local Government Reorganisation

Members Implementation Board

Notes of the remote meeting held on meeting held on Wednesday, 23 February 2022 at 9am.

Present:

Councillors:

Name	Representing
Derek Bastiman	North Yorkshire County Council
Mark Crane	Selby District Council
Gareth Dadd	North Yorkshire County Council
Angie Dale	Richmondshire District Council
Richard Foster	Craven District Council
Michael Harrison	North Yorkshire County Council
Dinah Keal	Ryedale District Council
Andrew Lee	North Yorkshire County Council
Carl Les (Chair)	North Yorkshire County Council
Don Mackenzie	North Yorkshire County Council
Patrick Mulligan	North Yorkshire County Council
Mark Robson	Hambleton District Council
Janet Sanderson	North Yorkshire County Council
Steve Siddons	Scarborough Borough Council
Graham Swift	Harrogate Borough Council
Gregory White	North Yorkshire County Council

Officers:

Name	Representing
Justine Brooksbank	NYCC
Stacey Burlet	Ryedale District Council
Stuart Carlton	NYCC
Tony Clark	Richmondshire District Council
Vanessa Glover	NYCC
Mike Greene	Scarborough Borough Council
Dr Justin Ives	Hambleton District Council
Barry Khan	NYCC
Robert Ling	NYCC
Wallace Sampson	Harrogate Borough Council
Paul Shevlin	Craven District Council
Janet Waggott	Selby District Council
Richard Webb	NYCC

Apologies were received from County Councillor David Chance and Richard Flinton.

29. Notes of the last meeting held on Wednesday 26 January 2022

Considered -

Notes of the last meeting of the Board held on Wednesday 26 January 2022.

AGREED that the notes of the last meeting of the Board held on Wednesday 26 January 2022 be approved as a correct record.

30. LGR Programme Report

Considered -

LGR Programme Report Presentation introduced by Robert Ling.

Robert Ling provided an update on progress made by the 15 core work streams.

Robert highlighted some concern around the Organisational Development Workstream, which was further behind in timescales than others. However, it was fully expected that it would catch up in the next few months.

AGREED that the information be noted

31. Internal Engagement Strategy/Comms Update

Considered -

Presentation by Vanessa Glover updating members on communications activity.

Significant efforts were under way to ensure all our staff, wherever they work and in whichever organisation, are well informed and engaged as the change programme progresses. Alongside all-staff webinars and the regular updates, which follow Implementation Team meetings, face-to-face roadshows for colleagues who do not routinely access computers, drop-in sessions and smaller organisational development-led focus groups will start soon.

A campaign to help residents understand the importance of the 5 May elections will start following the notice of elections. A leaflet with some key points around the progress towards the new council will be included in all council tax bills across the county.

AGREED that the report providing both an Internal Engagement Strategy and a Communications Update be noted.

32. Face to Face Access points

Considered -

Presentation from Wallace Sampson and Paul Shevlin on Face to Face Access Points.

Wallace advised that the locality, property and customer workstreams are working closely together so that there are consistent and high-quality customer service options right across our communities. This will include face-to-face options for

people who prefer that, alongside an enhanced online offer to acknowledge the increased use of digital during the two years of the pandemic. We will be retaining a main office in each district area, supported by around 30 further access points. Where possible, we will look to co-locate with other services and partners to make things easier for customers, as we already do in a number of sites.

Having that face to face contact presence in areas across the county gives confidence that vulnerable and disadvantaged people in all our communities will still get the support and advice they needed.

Data was being collected of the volume and nature of customer contacts. For example, call-in and hands offs between reception offices at Hambleton Civic Centre and County Hall Northallerton.

AGREED that the report on Face to Face Access Points be received.

33. Workshop Output Reports

Property

Considered -

Presentation from Justin Ives providing an update on the Property Workstream.

The workstream aims to make best use of all buildings to support flexible office space and regeneration opportunities. Mapping out and identifying the property and housing portfolios of all eight councils and understanding all relevant factors - energy efficiency, maintenance needs, health and safety status, value and so on – is a huge undertaking. A great deal of data is being collected to ensure that an effective asset strategy can be drawn up.

AGREED that the report on the Property Workstream Update be received.

Organisational Development

Considered -

Presentation from Stacey Burlet providing an update on the work of the Organisational Development Workstream.

The workstream is focussed on some key areas which are important for future success like leadership, health, well-being, resilience and equality, diversity and inclusion. Alongside this, it will be looking at the new organisation's approach to working styles/ways of working.

It is also focusing on developing tools to support knowledge, skills and confidence throughout the change process such as a manager toolkit, an effective intranet and regular 'Pulse' surveys. In addition, we will establish smaller focus groups to involve and engage a broad range of colleagues in detailed discussions and feedback opportunities.

AGREED that the update report on organisational Development be received.

Culture Leisure and Sport

Considered -

Presentation from Richard Webb providing an update on the work of the Culture Leisure and Sport Workstream.

The wider aim of this workstream is to lay the foundations to realise North Yorkshire's potential as one of the best places for culture, leisure and sport. Work is under way to explore opportunities to maximise external funding into the county (some of which will be available in 2022) and the aim is to achieve this alongside strong collaborative partnerships.

For leisure and sport, it is making sure customers will continue to experience a good, local offer from the start and that communities and partners are well informed. Looking ahead, the aim is to think about how the service might operate in the future to best support wider wellbeing and health outcomes, increase participation and activity levels and make sure the offer is inclusive for everyone.

AGREED that the update report on the Culture Leisure and Sport Workstream be received.

Regulatory Services & Emergency Planning

Considered -

Presentation from Tony Clark providing an update on the work of the Regulatory Services & Emergency Planning Workstream.

This workstream has a broad remit and includes registrars and bereavement services, harbour and coastal services, community safety, building control, pest control, trading standards and environmental services. It is also looking at licensing and emergency planning. Looking to the future, there is a commitment to build upon the positive work already started across the county - for example, improving community resilience and developing the multiagency nature of community safety hubs.

In the light of comments regarding Emergency Planning, Cllr Dinah Keal asked that consideration be given to a report being submitted, at some point, to the Board on Flooding preparation and risk.

AGREED that the update report on Regulatory Services & Emergency Planning Workstream be received.

Economic Development

Considered -

Presentation from Mike Greene providing an update on the work of the Economic Development Workstream.

There are ambitious plans for supporting business growth, generating inward investment, firing up the jobs and skills agenda and prioritising regeneration. There is a big focus on ensuring there is an economic strategy for North Yorkshire on day one of the new council to support these goals. This includes a pipeline of regeneration programmes and projects to support high streets and wider communities as well as ensuring there is a single business support function that is visible and accessible locally and further afield.

AGREED that the update report on the Economic Development Workstream be received.

Housing

Considered -

Presentation from Justin Ives providing an update on the work of the Housing Workstream.

Managing the workstream's business had been made less complicated by being able to work through existing officer structures for collaboration on housing matters.

AGREED that the update report on Housing Workstream be received.

34. Any other Business

The Chair agreed that the following item could be considered as a matter of urgency

35. Structural Changes Order: Date of Next Meeting

Barry Khan explained that the Draft Structural Changes Order has been before the House of Commons for debate and is now to go before the House of Lords. This will be the final part of the legal process to facilitate the new unitary council. There is no exact date for this, but it is very likely to be in time for a notice of elections around 17 March, triggering a pre-election period, ahead of the county council elections on 5 May.

The Secretary of State has indicated he is minded to issue a Section 24 notice. This would replace the voluntary spending arrangements already in place across the eight councils. It may mean that decisions on new spend over £100,000 from revenue or above £1,000,000 from capital budgets, would need to be agreed by the new councillors to be elected in May.

On the basis the working assumption is the process for the Structural Change Order will be concluded sometime around the 17 March, whether the next time members meet is as a (LGR Implementation) Executive or Board depends on the state of play for that Order.

It was suggested that the date of the end of March meeting date be brought forward to the Wednesday 16 March 2022 at 9am and the scheduled meeting in April

be cancelled. The key item of business at the next meeting will be the required adoption of an Implementation Forward Plan.

Members had the option of meeting in person or remotely. If the latter - a virtual meeting via Teams - any decisions/recommendations members reach will need to be referred to the North Yorkshire County Chief Executive for him to exercise his emergency delegated decision making powers.

Regardless of the meeting's status, the intention was to broadcast it. The agenda and papers will be published beforehand, in line with usual access to information requirements, on the county council's website.

AGREED that

- a) The scheduled date of the end of March meeting date be brought forward to the Wednesday 16 March 2022 at 9am.
- b) This meeting be held remotely.
- c) Any decisions/recommendations members reach be referred to the North Yorkshire County Chief Executive for him to exercise his emergency delegated decision making powers.
- d) The meeting be live broadcast.
- e) The scheduled meeting in April be cancelled.

INFORMAL IMPLEMENTATION EXECUTIVE

16 March 2022

Governance and Approval of the Implementation Plan

1.0 Purpose of Report

- 1.1 To brief Members on the governance arrangements for implementation of the new unitary council for North Yorkshire.
- 1.2 To approve the Implementation Plan.

2.0 Background

- 2.1 Under his delegated decision making powers in the Officers' Delegation Scheme in the County Council's Constitution, the Chief Executive Officer has power, in cases of emergency, to take any decision which could be taken by the Council, the Executive or a committee. Following on from the expiry of the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020, which allowed for committee meetings to be held remotely, the County Council resolved at its meeting on 5 May 2021 that, for the present time, in light of the continuing Covid-19 pandemic circumstances, remote live-broadcast committee meetings should continue (as informal meetings of the Committee Members), with any formal decisions required being taken by the Chief Executive Officer under his emergency decision making powers and after consultation with other Officers and Members as appropriate and after taking into account any views of the relevant Committee Members. This approach will be reviewed again in May 2022.

3.0 Executive Summary

This report seeks to inform Members on the following matters:

- (a) Explain the stages necessary to implement the new unitary council.
- (b) Note the governance arrangements for working collaboratively prior to the elections on 5 May 2022.
- (c) To seek approval of the Implementation Plan which describes the arrangements to work collaboratively to create the new North Yorkshire Council.

4.0 Local Government Reorganisation

- 4.1 The Secretary of State, Robert Jenrick MP, has announced that Government will proceed with a single unitary for North Yorkshire. The Government had invited proposals in July 2020 to streamline and transfer Local Government in North Yorkshire, replacing the

current two-tier system with a new unitary council. This would pave the way for powers and resources that would accompany devolution under a future agreement.

- 4.2 In February, Government undertook an eight week consultation on proposals submitted for reorganisation and the Government has now proposed to implement a single unitary for North Yorkshire.

5.0 Next Steps

- 5.1 The following stages will need to be progressed in order to create the operation of a new unitary on 1 April 2023:

Stage 1 - Structural Changes Order: Implementation Executive until May 2022

- 5.1.1 An important element in the process of creating a unitary authority is the drafting and making of the Structural Changes Order (SCO). The purpose of the Order is to facilitate the transition from the existing councils in North Yorkshire to create a single unitary council. The Order will define the basic governance and operating principles in the lead-up to the new North Yorkshire unitary authority.
- 5.1.2 A copy of the draft SCO is attached at Appendix A. This has gone through a committee of the House of Commons (the Delegated Legislation Committee) on 21 February 2022 and is due to be debated at the House of Lords. At the time of writing this report it is estimated that this will be debated in the House of Lords on 9 March (but this date could change). It is noted that at the House of Commons the SCO was corrected to remove an extra “and” between “Harrogate Fairfax” and “Harrogate Starbeck” Wards; to the spelling of the Byram Ward and to put the Mid-Craven Electoral Division in the correct alphabetical order.
- 5.1.3 The SCO is made by the Secretary of State for the Department for Levelling Up, Housing and Communities in the exercise of his powers within the Local Government and Public Involvement in Health Act 2007. It is anticipated that the Order will take effect in March 2022 (this is currently expected to be around the 16 March but is subject to change).
- 5.1.4 The eight Councils have currently worked informally through the Implementation Board (which consisted of a Members’ Working Group of all eight Councils) which was specifically designed to mirror the legal governance arrangements that would be implemented by the Structural Changes Order. On the passing of the SCO, the Implementation Board changes to the formal Implementation Executive and has specific legal powers delegated to it.
- 5.1.5 The Structural Changes Order creates an Implementation Executive consisting of County Councillors and District Councillors from March 2022. After the Elections in May 2022, this Implementation Executive will be replaced by the Executive of the newly appointed Members. It is noted that the Implementation Executive will only be in existence for a couple of months and that all Councils will enter into a pre-election period once the Notice of Election is called.
- 5.1.6 A diagram of these arrangements is attached at Appendix B.
- 5.1.7 Attached at Appendix C is a proposed terms of reference for this committee.

5.1.8 The Implementation Executive will be responsible for the political governance of the implementation of the new authority prior to Elections. The SCO provides for an implementation team of officers that will consist of colleagues from the County Council and Districts working together to deliver the implementation plan to create the new North Yorkshire unitary council. Previously the Implementation Board informally agreed to the setting up of the Implementation Team of officers who have been working collaboratively together on the transitional arrangements to create the new authority.

Stage 2 - After Elections prior to Vesting Date of 1 April 2023

5.1.9 After May, the newly elected Councillors will be responsible for the political oversight of the County Council for the first year and then will be responsible for North Yorkshire Council for the next four years. The first Executive after the Elections will take over the responsibility of the Implementation Executive to provide political oversight of the Implementation Plan.

6.0 Approval of the Implementation Plan

6.1 The SCO provides that the Implementation Executive must prepare, keep under review and revise as necessary an Implementation Plan to secure the effective, efficient and timely discharge of the transition to the new unitary authority on 1 April 2023.

6.2 The Implementation Plan must include such plans and timetables as the Implementation Executive consider is necessary to allow the smooth transition to the new unitary council. The final Implementation Plan must also include such budgets and plans as considered necessary or desirable to facilitate the economic, effective, efficient and timely discharge of the new unitary council's functions on or after 1 April 2023.

6.3 The SCO provides that for the purposes of preparing and reviewing the Implementation Plan, the Implementation Executive must have regard to the information supplied to the Secretary of State in support of the proposal for a single tier local government in North Yorkshire.

6.4 Members are asked to recommend for approval the attached draft Implementation Plan at Appendix D. It is noted that this document will constantly be kept under review and any revisions after the May elections will be submitted to the newly elected Executive for its approval, review and amendments.

6.5 The draft Implementation Plan recognises that there is a considerable amount of work to create a new unitary authority on 1 April 2023 and also recognises the collaborative approach that has already been taken by the eight authorities working together for the benefit of North Yorkshire. The Implementation Plan adopts a set of core design principles which sets out the clear ambition for the new unitary authority, namely:

- Customer focused.
- Digital by preference.
- Countrywide and local.
- Locally accountable and empowering.
- Data-led and financially sustainable.

- Collaborative.
- Empowered, agile and innovative workforce.
- Promoting equality, diversity and inclusion.
- Tackling climate change.

6.6 The Implementation Plan identifies that during the transition until Vesting Date the key priorities for the eight Councils working together are to ensure:

- Safe and legal operations.
- Democratic arrangements are in place, including the election of the new council in May 2022, comprehensive Member induction programme and the formation of relevant committees.
- Transfer of staff and the retention and engagement of employees.
- Transfer of property, assets and contracts.
- IT systems and technology are in place.
- Customer access/One Front Door (and simplification of customer journey).
- Locality transformation and implementation of new localism.
- The ability to undertake transformational activity as required.
- Clarity is provided for Members, employees and members of the public on what type of organisation the new Council will be.
- A comprehensive Member engagement programme will be established to ensure there is appropriate political oversight and input.

6.7 The Implementation Plan identified 15 workstreams across the Change Programme which are:

- Corporate Governance.
- Communications, Engagement and Branding.
- Customer.
- Finance.
- Human Resources and People.
- ICT and Digital.
- Locality.
- Organisational Development.
- Property.
- Culture, Leisure and Sport.
- Economic Development.
- Housing.
- Planning.
- Regulatory Services and Emergency Planning.
- Waste, Highways, Parking and Street Scene.

6.8 As well as progressing with Local Government Reorganisation, the Councils along with the City of York Council are working together with an ambition to deliver Devolution into the region to attract additional funding and powers to be delivered after Vesting Date for North Yorkshire Council.

6.9 The Implementation Plan as attached at Appendix D will be a living document which will be continually reviewed and updated. The Members of the Implementation Executive are asked to recommend to the Chief Executive Officer of the County Council to approve the

Implementation Plan using his emergency powers. An updated Implementation Plan will then be presented to the Executive of the newly elected Members in May for them to approve in person.

7.0 Recommendations

It is requested that the Informal Meeting of the Implementation Executive recommends to the Chief Executive Officer to approve the Implementation Plan attached at Appendix D.

Appendices:

- A. Structural Changes Order.
- B. Diagram to show the two stages of governance.
- C. Terms of Reference for the Implementation Executive.
- D. Draft Implementation Plan.

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Draft Order laid before Parliament under section 240(6) of the Local Government and Public Involvement in Health Act 2007, for approval by resolution of each House of Parliament.

DRAFT STATUTORY INSTRUMENTS

2022 No.

LOCAL GOVERNMENT, ENGLAND

The North Yorkshire (Structural Changes) Order 2022

Made - - - - *****

Coming into force in accordance with article 1

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The Secretary of State for Levelling up, Housing and Communities makes this Order in exercise of the powers conferred by sections 7, 11, 12, 13 and 15(2) of the Local Government and Public Involvement in Health Act 2007^(a) (“the 2007 Act”).

This Order implements a proposal, submitted to the Secretary of State in response to an invitation under section 2 of the 2007 Act, that there should be a single tier of local government for North Yorkshire.

In accordance with section 7(3) of that Act, the Secretary of State has consulted every authority affected by the proposal, except the authority which made it, and such other persons as the Secretary of State considers appropriate.

The proposal was made by North Yorkshire County Council.

A draft of this Order was laid before and approved by a resolution of each House of Parliament in accordance with section 240(6) of the 2007 Act.

**PART 1
GENERAL**

Citation, commencement, extent and application

1.—(1) This Order may be cited as the North Yorkshire (Structural Changes) Order 2022 and save as for provided in paragraph (2) comes into force on the day after the day on which the Order is made.

(2) Article 16 comes into force on 1st April 2023.

^(a) 2007 c. 28.

(3) This Order extends to England and Wales and applies in England only.

Interpretation

2. In this Order—

“the 1972 Act” means the Local Government Act 1972(a);

“the 2000 Act” means the Local Government Act 2000(b);

“the 2007 Act” means the Local Government and Public Involvement in Health Act 2007;

“the 2022 election” means the election required by article 13(1) to be held in 2022;

“the 2022 election day” means the ordinary day of election of councillors in 2022(c);

“the article 7 functions” has the meaning given by article 6(2)(b);

“the district councils” means Craven District Council, Hambleton District Council, Harrogate Borough Council, Richmondshire District Council, Ryedale District Council, Scarborough Borough Council and Selby District Council;

“the first transitional period” means the period beginning on the date on which this Order comes into force and ending on the fourth day after the 2022 election day;

“the Implementation Executive” means the committee established (whether before or after the coming into force of this Order) for the purposes of article 6(3);

“the main transitional function” has the meaning given by article 6(1);

“North Yorkshire”, except in the definition of “the North Yorkshire Council” and the second mention of those words in article 3(2) means the County of North Yorkshire

“the North Yorkshire Council” means the council of the county of North Yorkshire;

“the second transitional period” means the period beginning on the fourth day after the 2022 election day and ending on 1st April 2023.

PART 2

ESTABLISHMENT OF SINGLE TIER OF LOCAL GOVERNMENT IN THE COUNTY OF NORTH YORKSHIRE

Single tier of local government in North Yorkshire

3.—(1) On or after 1st April 2023 the North Yorkshire Council is the sole principal authority for North Yorkshire.

(2) For the purposes of enactments relating to local government, there shall be a new district, whose area shall be co-terminous with North Yorkshire; and the name of that new district is North Yorkshire.

(3) If the North Yorkshire Council passes a resolution that the word “county” should be omitted from its name, its name shall be “The North Yorkshire Council” and subsection (3) of section 2 of the 1972 Act (constitution of principal councils in England) shall cease to apply so far as it prescribes the name of the council.

Abolition of districts and dissolution of district councils

4. On 1st April 2023—

(a) 1972 c. 70.

(b) 2000 c. 22. Parts 2 and 3 of that Act were amended by Part 3 of the Local Government and Public Involvement in Health Act 2007 (c. 28). Part 1A and Schedule A1 were inserted by section 21 of, and Schedule 2 to, the Localism Act 2011 (c. 20).

(c) See section 37 of the Representation of the People Act 1983 (c. 2).

- (a) the following local government areas are abolished—
 - (i) the district of Craven;
 - (ii) the district of Hambleton;
 - (iii) the borough of Harrogate;
 - (iv) the district of Richmondshire;
 - (v) the district of Ryedale;
 - (vi) the borough of Scarborough; and
 - (vii) the district of Selby; and
- (b) the district councils are wound up and dissolved.

Cessation of term of office of district councillors

5. Every person who holds office as a councillor of one of the district councils immediately before 1st April 2023 ceases to hold office on that date.

PART 3

TRANSITIONAL FUNCTIONS AND THEIR DISCHARGE

Main transitional function and Implementation Executive

6.—(1) On the coming into force of this Order there is to be added to the functions of the North Yorkshire Council the function, which is to be exercisable only during the first and second transitional periods, of preparing for and facilitating the economic, effective, efficient and timely transfer of the district councils’ functions, property, rights and liabilities (“the main transitional function”).

(2) Throughout the first transitional period, section 9E of the 2000 Act (discharge of functions: general) has effect in relation to the North Yorkshire Council and—

- (a) the main transitional function; and
- (b) the other transitional functions referred to in article 7 (“the article 7 functions”),

as if, in subsection (1), after the words “section 9EA or 9EB” there were inserted “or under the North Yorkshire (Structural Changes) Order 2022”.

(3) The North Yorkshire Council’s executive arrangements shall provide for the discharge of the main transitional function and the article 7 functions to be the responsibility, throughout the first transitional period, of a committee of the council’s executive, to be known as the Implementation Executive.

(4) Such statutory provisions as apply to, or in relation to, committees of a local authority’s executive shall apply throughout the first transitional period to, or in relation to, the Implementation Executive subject only to paragraphs (5) and (7) to (12) of this article and article 8(2) to (4); and for this purpose “statutory provisions” includes —

- (a) any enactment contained in an Act passed after the making of this Order; and
- (b) any instrument made at any time under an enactment.

(5) The Implementation Executive shall consist of—

- (a) the person who is for the time being the leader of the North Yorkshire Council’s executive;
- (b) nine persons nominated by the North Yorkshire Council who are for the time being members of that Council; and
- (c) seven persons nominated by the district councils, each of whom is nominated by one of the district councils and is for the time being a member of the council by which they are

nominated (whether or not they are for the time being the leader of that council's executive).

(6) It is the duty of the North Yorkshire Council and each of the district councils to cooperate in the establishment of the Implementation Executive.

(7) The leader of the Implementation Executive is the person who is for the time being the leader of the North Yorkshire Council's executive; and that person shall preside at all meetings of the Implementation Executive at which they are present.

(8) The district councils must nominate one of the seven persons appointed under paragraph (5)(c) to be the deputy leader of the Implementation Executive.

(9) The North Yorkshire Council must nominate ten persons, each of whom is for the time being a member of that council, to act as members of the Implementation Executive in the absence of the leader of the North Yorkshire Council and the persons nominated in accordance with paragraph (5)(b).

(10) Each of the district councils must nominate one person, each of whom is for the time being a member of that council, to act as members of the Implementation Executive in the absence of those members appointed in accordance with paragraph (5)(c).

(11) The Implementation Executive shall regulate its own proceedings, but a question to be decided by the Executive shall, in the first instance, be decided by the majority of those present and voting at the meeting at which the question is put, each member (including the leader of the Executive) having one vote.

(12) In the case of an equality of votes, the person presiding at the meeting (whether or not the leader of the Executive) shall have a casting vote, in addition to any other vote the person may have.

Other transitional functions

7.—(1) The other transitional functions referred to in article 6(2)(b), which are to be exercisable only during the first and second transitional periods, are—

- (a) such executive and non-executive functions of the North Yorkshire Council as exist on the date on which this Order is made; and
- (b) such other functions (including functions exercisable by all or any of the district councils, and functions conferred on or after that date on local authorities generally or on particular classes of local authority),

as by any of the means mentioned in paragraph (2), the Secretary of State may specify.

(2) The means referred to in paragraph (1) are—

- (a) this Order;
- (b) a subsequent order made under section 7 of the 2007 Act by virtue of section 14 of the Interpretation Act 1978 (power to amend)(a);
- (c) an order under section 20 of the 2007 Act (correction of orders); and
- (d) regulations under section 14 of the 2007 Act (regulations for supplementing orders).

(3) In addition to the functions specified elsewhere in this Order, the following functions are exercisable during the second transitional period—

- (a) section 108 of the Local Democracy, Economic Development and Construction Act 2009 (review by authorities: new combined authority)(b);
- (b) section 109 of the Local Democracy, Economic Development and Construction Act 2009 (preparation and publication of scheme: new combined authority)(c);

(a) 1978 c. 30.

(b) Section 108 was amended by section 6 of the Cities and Local Government Devolution Act 2016 (c. 1).

(c) Section 109 was amended by sections 6 and 12 of the Cities and Local Government Devolution Act 2016 (c. 1).

- (c) section 82 of the 2007 Act (council’s power to undertake review) in relation to the area of any of the district councils;
- (d) section 86(a) of the 2007 Act (reorganisation of community governance);
- (e) section 87 of the 2007 Act (constitution of new parish);
- (f) section 88 of the 2007 Act (existing parishes under review);
- (g) section 89 of the 2007 Act (new council: consequential recommendations);
- (h) section 90 of the 2007 Act (council retained: consequential recommendations);
- (i) section 91 of the 2007 Act (grouping or de–grouping of parishes);
- (j) section 93 of the 2007 Act (duties when undertaking a review);
- (k) section 94 of the 2007 Act (recommendations to create parish councils);
- (l) section 95 of the 2007 Act (electoral recommendations: general considerations); and
- (m) section 96(b) of the 2007 Act (publicising outcome).

Discharge of functions by Implementation Executive

8.—(1) The discharge of the main transitional function and the article 7 functions shall be a responsibility, throughout the first transitional period, of the Implementation Executive, and shall not, during that period, be a responsibility of the executive of the North Yorkshire Council.

(2) Section 9DA(c) of the 2000 Act (functions of an executive: further provision) has effect as if, at the end of subsection (3)(c), there were added “or as mentioned in article 8(6) of the North Yorkshire (Structural Changes) Order 2022 ”.

(3) Section 9E(5) of the 2000 Act (which enables a committee of a local authority executive to arrange for the discharge of its functions by an area committee or officer of the authority) has effect during the first transitional period in relation to the Implementation Executive as if—

- (a) references to functions included references to responsibilities, and
- (b) the reference to an officer of the authority included a reference to—
 - (i) a sub-committee of the Implementation Executive; and
 - (ii) an officer of any of the district councils.

(4) Section 9E(7) of the 2000 Act (arrangements made for the discharge of functions do not prevent the exercise of those functions by those making the arrangements) has effect during the first transitional period in relation to arrangements made under subsection (2) of that section (as modified by paragraph (2) above) as if —

- (a) references to functions included references to responsibilities, and
- (b) the reference to an officer of the authority included a reference to—
 - (i) a sub-committee of the Implementation Executive; and
 - (ii) an officer of any of the district councils.

(5) Section 9F of the 2000 Act (overview and scrutiny committees: functions) does not apply during the first transitional period in relation to any matter that is—

- (a) a responsibility of the Implementation Executive by virtue of paragraph (1); or
- (b) the responsibility of that Executive under arrangements made by the North Yorkshire Council under the 2000 Act.

(6) At any time during the first transitional period, the North Yorkshire Council and the district councils may discharge jointly under arrangements under section 101(5) of the 1972 Act the functions of—

(a) Section 86 was amended by Schedule 4 to the Local Democracy, Economic Development and Construction Act 2009 (c. 28).
 (b) Section 96 was amended by Schedule 4 to the Local Democracy, Economic Development and Construction Act 2009.
 (c) Sections 9DA, 9E and 9F were inserted by paragraph 1 of Part 1 of Schedule 2 to the Localism Act 2011 (c. 20).

- (a) reviewing or scrutinising decisions made, or other action taken, by the Implementation Executive in connection with any matter of a description mentioned in paragraph (4); or
- (b) preparing reports for, or making recommendations to, the Implementation Executive in connection with any function or responsibility of that Executive.

(7) Where such arrangements as are mentioned in paragraph (6) are made, the joint committee must inform the North Yorkshire Council and the district councils before the end of the first transitional period—

- (a) of the matters that it has considered, and
- (b) of the conclusions (if any) that it has reached concerning those matters.

Implementation Plan and further provisions relevant to discharge of functions by Implementation Executive

9.—(1) During the first transitional period, the Implementation Executive must prepare, keep under review, and revise as necessary, an Implementation Plan which must include—

- (a) such plans and timetables as the Implementation Executive considers necessary to secure the effective, efficient and timely discharge of the main transitional function and the article 7 functions; and
- (b) such budgets and plans as it considers necessary or desirable to facilitate the economic, effective, efficient and timely discharge of the North Yorkshire Council’s functions on or after 1st April 2023.

(2) For the purposes of —

- (a) preparing, reviewing and revising the Implementation Plan;
- (b) discharging the main transitional function and the article 7 functions; and
- (c) discharging such other functions as may be conferred on it,

the Implementation Executive must have regard to the information supplied by the North Yorkshire Council to the Secretary of State in support of its proposal for single tier local government in North Yorkshire(a).

(3) The Implementation Executive may, by written notice to—

- (a) the proper officer of the North Yorkshire Council; or
- (b) the proper officer of any of the district councils,

require the council referred to in the notice to take such action relevant to the main transitional function or any of the article 7 functions as may be specified in the notice.

(4) In paragraph (3), “the proper officer” means the officer appointed by the North Yorkshire Council or the district council concerned (as the case may be) for the purpose of receiving such notices.

Implementation Team

10.—(1) Not later than 21 days after the coming into force of this Order the Implementation Executive must form a team of officers (“the Implementation Team”) for the purposes of—

- (a) during the first transitional period, assisting the Implementation Executive in the discharge of the main transitional function and the article 7 functions; and
- (b) during the second transitional period, assisting the executive of the North Yorkshire Council in the discharge of those functions.

(2) The members of the Implementation Team must include officers from both the North Yorkshire Council and each of the district councils and include the following persons—

(a) Copies of the information supplied are available at <https://www.northyorks.gov.uk/new-council-0> or upon request from the Department for Levelling Up, Housing and Communities, 2 Marsham Street, London, SW1P 4DF.

- (a) the person who for the time being is the head of paid service of the North Yorkshire Council;
- (b) the head of paid service of one of the district councils;
- (c) the North Yorkshire Council's monitoring officer;
- (d) the North Yorkshire Council's chief finance officer;

(3) The leader of the Implementation Team is the person who is for the time being the head of paid service of the North Yorkshire Council.

(4) The deputy leader of the Implementation Team is the person who is specified by paragraph (2)(b).

(5) It is the duty of the North Yorkshire Council and each of the district councils to cooperate in the formation of the Implementation Team and to release the officers concerned from their normal duties at such times or for such periods as the Implementation Executive or the executive of the North Yorkshire Council may reasonably require.

Dissolution of Implementation Executive, etc and further provisions relevant to transition

11.—(1) The Implementation Executive, any sub-committee of that Executive and any joint committee established as mentioned in article 8(6) shall be dissolved on the fourth day after the 2022 election day.

(2) The discharge of the main transitional function and the article 7 functions in the second transitional period shall be an executive function of the North Yorkshire Council (falling to be discharged by that council's executive in accordance with executive arrangements under the 2000 Act).

(3) Section 9E(5) of the 2000 Act has effect in relation to the discharge of that executive function as if the reference to an officer of the authority included a reference to an officer of any of the district councils.

(4) Article 9 has effect in relation to the second transitional period as if—

- (a) the reference to the first transitional period were a reference to the second transitional period;
- (b) references to the Implementation Executive were references to the North Yorkshire Council's executive; and
- (c) paragraph (3)(a) were omitted.

PART 4

DUTIES OF NORTH YORKSHIRE COUNCIL AND DISTRICT COUNCILS RELEVANT TO TRANSITION

General transitional duties of North Yorkshire Council and district councils

12.—(1) It is the duty of the North Yorkshire Council and the district councils—

- (a) to take, whether alone or in any combination, such steps as may be necessary to prepare for the transfer of the functions, property, rights and liabilities of the district councils;
- (b) to consult and co-operate with each other in order to secure the economic, effective, efficient and timely transfer of those functions, property, rights and liabilities; and
- (c) generally, to exercise their functions so as to further the purposes of this Order.

(2) A relevant authority must provide such information relating to its functions as any other relevant authority may reasonably request for the purpose of giving effect to this Order.

(3) A relevant authority must, on request by a person authorised by another relevant authority in that behalf, at all reasonable times allow that person—

- (a) to inspect any record belonging to or under the control of the authority providing the information and relating to the authority or its functions; and
- (b) to take, or be supplied with, a copy of any such record or part of it.

(4) A relevant authority to whom a request is made under paragraph (3) may, before complying with the request, require the person making the request to produce evidence of the authorisation given by the other relevant authority.

(5) The rights conferred by paragraph (3) include the right to require any record which is not in legible form to be made available in legible form so that the authorised person may inspect or copy it or be supplied with copies.

(6) In this article “relevant authority” means—

- (a) the North Yorkshire Council; and
- (b) any of the district councils.

PART 5

ELECTORAL MATTERS

North Yorkshire Council election in 2022 and subsequent years

13.—(1) A whole council election of councillors of the North Yorkshire Council is to be held—

- (a) on the 2022 election day^(a);
- (b) on the ordinary day of election of councillors^(b) in 2027;
- (c) every fourth year thereafter.

(2) For the purposes of the elections of councillors of North Yorkshire Council—

- (a) North Yorkshire is to be divided into electoral divisions;
- (b) the names of the new electoral divisions are those indicated in column 1 of the Table set out in Schedule 1 to this Order;
- (c) the area of each new electoral division is to be the same as that of the district council wards, parish or parish council wards, as those electoral wards existed on 31st March 2022, and as indicated in column 2 of that Table;
- (d) each new electoral division is to return the number of councillors indicated in column 3 of that Table.

(3) The person who is for the time being the returning officer for North Yorkshire^(c) must take such steps as are necessary or appropriate to prepare for the 2022 election, including the making of all necessary alterations to the electoral register.

(4) All councillors elected in 2022 or any later year are to retire on the fourth day after the ordinary day of election of councillors in the year of retirement and the newly-elected councillors are to come into office on the day on which their predecessors retire.

(5) In this article “the year of retirement”—

- (a) in relation to councillors elected in 2022 means 2027;
- (b) in relation to councillors elected in 2027 or in any later year means the fourth year after the year of election of those councillors.

(a) The North Yorkshire (Changes to Years of Elections) Order 2021 S.I. 2021/175 changed the year of election of North Yorkshire County Council from 2021 to 2022.

(b) See section 37 of the Representation of the People Act 1983 (c. 2).

(c) See section 35 of the Representation of the People Act 1983.

Cancellation of elections to the district councils

14.—(1) Notwithstanding section 7(8) and (9) of the 1972 Act (elections of councillors)—

- (a) ordinary elections are not to be held in 2022 for the return of councillors to any of the district councils^(a); and
- (b) the term of office of councillors serving as councillors of any of those councils ends on 1st April 2023.

(2) Subject to paragraph (3), nothing in section 89 of the 1972 Act (filling of casual vacancies in case of councillors) authorises the holding of an election to fill a casual vacancy in the office of councillor of any of the district councils where that vacancy arises after 30th September 2022 and before 1st April 2023.

(3) Where, on the occurrence of a vacancy mentioned in paragraph (2) or in the case of a number of simultaneous vacancies, the total number of unfilled vacancies in the membership of one of the district councils exceeds one third of the whole number of members of that council an election to fill the vacancy shall be held in accordance with section 89 of the 1972 Act.

(4) Where, in the circumstances mentioned in paragraph (3), the declaration mentioned in section 89(1)(a) of the 1972 Act has been made or the notice in writing mentioned in section 89(1)(b) of the 1972 Act has been given within thirty-five days of 1st April 2023 (computed in accordance with section 243(4) of the 1972 Act) an election shall not be held and any proceedings required by the Local Elections (Principal Areas) (England and Wales) Rules 2006^(b) shall not be commenced.

Cancellation of parish council elections, etc

15. Notwithstanding section 16(3) of the 1972 Act (election of parish councillors)—

- (a) elections are not to be held in 2023 or in 2024 for the return of councillors to the council of any parish in North Yorkshire;
- (b) elections of parish councillors for those parishes in which, but for paragraph (a), elections would have been held in 2023 or in 2024 are to be held on the ordinary day of elections in 2022 and 2027 and every four years thereafter;
- (c) the term of office of parish councillors elected prior to the ordinary day of elections in 2022 ends on the fourth day after the ordinary day of elections in 2022;
- (d) the term of office of parish councillors elected in 2022 or at any subsequent by-election held before the ordinary day of election in 2027 ends on the fourth day after the ordinary day of elections in 2027^(c).

PART 6

CEREMONIAL MATTERS

Charter Trustees

16.—(1) There are established for each area listed in the second column of the table in Schedule 2 to this Order a body corporate to be known by the name specified in relation to that area in the first column of that table.

(2) The charter trustees for a body listed in the first column of the table in Schedule 2 are the councillors for the time being for any electoral area all or part of which includes any part of the area specified in the entry for that body in the second column of that table.

(a) The North Yorkshire (Changes to Years of Elections) Order 2021 S.I. 2021/175 changed the year of election of Craven District Council from 2021 to 2022.

(b) S.I. 2006/3304.

(c) Under section 16(3) of the Local Government Act 1972, the term of office of parish councillors is four years.

Signed by authority of the Secretary of State for Levelling Up, Housing and Communities

Name
Parliamentary Under Secretary of State

Date Department for Levelling Up, Housing and Communities

SCHEDULE 1 Article 13

Electoral divisions of North Yorkshire

Table 1

<i>New electoral division</i>	<i>Existing ward</i>	<i>Number of Councillors</i>
<i>Column 1</i>	<i>Column 2</i>	<i>Column 3</i>
Aire Valley	Aire Valley with Lothersdale Cowling	1
Aiskew & Leeming	The parishes of Ainderby Miers with Holtby Aiskew and Leeming Bar Burneston Crakehall Exelby, Leeming and Londonderry Gatenby Hackforth Langthorne Rand Grange Swainby with Allerthorpe Theakston	1
Amotherby & Ampleforth	Amotherby Ampleforth Hovingham	1
Appleton Roebuck & Church Fenton	Appleton Roebuck & Church Fenton	1
Barlby & Riccall	Barlby Village Riccall	1
Bedale	The parishes of Ainderby Quernhow Bedale Burrill with Cowling Carthorpe Clifton-on-Yore East Tanfield Firby Holme Howe Howgrave Kirklington-cum-Upsland Pickhill with Roxby Rookwith Sinderby	1

	Snape with Thorp	
	Sutton with Howgrave	
	Thirn	
	Thornton Watlass	
	Well	
	West Tanfield	
Bentham & Ingleton	Bentham	1
	Ingleton and Clapham	
Bilton Grange & New Park	Harrogate Bilton Grange	1
	Harrogate New Park	
Bilton & Nidd Gorge	Harrogate Bilton Woodfield	1
	Harrogate Old Bilton	
Boroughbridge & Claro	Boroughbridge	1
	Claro	
Brayton & Barlow	Brayton	1
Camblesforth & Carlton	Camblesforth & Carlton	1
Castle	Castle	1
Catterick Village & Brompton-on-Swale	Catterick & Brompton-on-Swale	1
Cawood & Escrick	Cawood & Wistow	1
	Escrick	
Cayton	Cayton	1
Cliffe & North Duffield	Derwent	1
Coppice Valley & Duchy	Harrogate Coppice Valley	1
	Harrogate Duchy	
Danby & Mulgrave	Danby & Mulgrave	1
Derwent Valley & Moor	Derwent Valley & Moor	1
Easingwold	The parishes of Aldwark	1
	Alne	
	Crayke	
	Easingwold	
	Flawith	
	Youlton	
Eastfield	Eastfield	1
Esk Valley & Coast	Esk Valley	1
	Fylingdales & Ravenscar	
Fairfax & Starbeck	Harrogate Fairfax and	1
	Harrogate Starbeck	
Falsgrave & Stepney	Falsgrave & Stepney	1
Filey	Filey	1
Great Ayton	Great Ayton	1
Glusburn, Cross Hills & Sutton-in-Craven	Glusburn	1
	Sutton-in-Craven	
Harlow & St. Georges	Harrogate Harlow	1
	Harrogate St. Georges	
High Harrogate & Kingsley	Harrogate High Harrogate	1
	Harrogate Kingsley	
Hipswell & Colburn	Colburn	1
	Hipswell	
Helmsley & Sinnington	Helmsley	1
	Sinnington	
Hillside & Raskelf	Bagby & Thorntons	1
	Raskelf & White Horse	

Huby & Tollerton	The parishes of Beningbrough Brandsby-cum-Stearsby Dalby-cum-Skewsby Farlington Huby Linton-on-Ouse Marton-cum-Moxby Newton-on-Ouse Overton Shipton Stillington Sutton-on-the-Forest Tollerton Whenby Yearsley	1
Hunmanby & Sherburn	Hunmanby Sherburn	1
Hutton Rudby & Osmotherley	Hutton Rudby Osmotherley & Swainby	1
Killinghall, Hampsthwaite & Saltergate	Harrogate Saltergate Killinghall & Hampsthwaite	1
Kirkbymoorside & Dales	Cropton Dales Kirkbymoorside	1
Knaresborough East	Knaresborough Eastfield Knaresborough Scriven Park	1
Knaresborough West	Knaresborough Aspin & Calcutt Knaresborough Castle	1
Leyburn & Middleham	Leyburn Middleham	1
Malton	Malton	1
Masham & Fountains	Fountains & Ripley Masham & Kirkby Malzeard	1
Monk Fryston & South Milford	Bryam & Brotherton Monk Fryston South Milford	1
Mid Craven	Gargrave and Malhamdale Hellifield and Long Preston	1
Morton-on-Swale & Appleton Wiske	Appleton Wiske & Smeatons Morton-on-Swale	1
Newby	Newby	1
North Richmondshire	Croft & Middleton Tyas Gilling West Melsonby	1
Northallerton North & Brompton	Northallerton North & Brompton	1
Northallerton South	Northallerton South	1
Norton	Norton East Norton West	1
Northstead	Northstead	1
Oatlands & Pannal	Harrogate Oatlands Harrogate Pannal	1
Osgoldcross	Eggborough	1

	Whitley	
Ouseburn	Ouseburn and the parishes of Cattal Hunsingore Kirk Hammerton Long Marston Thornville Wilstrop	1
Pateley Bridge & Nidderdale	Pateley Bridge & Nidderdale Moors and the parishes of Dacre Darley & Menwith	1
Pickering	Pickering East Pickering West	1
Richmond	Richmond East Richmond North Richmond West	1
Ripon Minster & Moorside	Ripon Minster Ripon Moorside	1
Ripon Ure Bank & Spa	Ripon Spa Ripon Ure Bank	1
Romanby	Romanby	1
Scalby & the Coast	Burniston & Cloughton Scalby	1
Scotton & Lower Wensleydale	Lower Wensleydale Scotton	1
Seamer	Seamer	1
Selby East	Selby East	1
Selby West	Selby West	2
Settle & Penyghent	Settle and Ribblebanks Penyghent	1
Sherburn in Elmet	Sherburn in Elmet	1
Sheriff Hutton & Derwent	Derwent Ryedale South West Sheriff Hutton	1
Skipton East & South	Skipton East Skipton South	1
Skipton North & Embsay- with-Eastby	Embsay-with-Eastby Skipton North	1
Skipton West & West Craven	Skipton West West Craven	1
Sowerby & Topcliffe	Sowerby & Topcliffe	1
Spofforth with Lower Wharfedale & Tockwith	Spofforth with Lower Wharfedale and the parishes of Bilton-in-Ainsty with Bickerton Great Ribston with Walshford Tockwith Wighill	1
Stray, Woodlands & Hookstone	Harrogate Hookstone Harrogate Stray	1
Stokesley	Stokesley	1
Tadcaster	Tadcaster	1

Thirsk	Thirsk	1
Thornton Dale & Wolds	Rillington	1
	Thornton Dale	
	Wolds	
Thorpe Willoughby & Hambleton	Hambleton	1
	Thorpe Willoughby	
Upper Dales	Hawes, High Abbotside & Upper Swaledale	1
	Lower Swaledale & Arkengarthdale	
	Yoredale	
Valley Gardens & Central Harrogate	Harrogate Central	1
	Harrogate Valley Gardens	
Washburn & Birstwith	Washburn and the parishes of Birstwith	1
	Felliscliffe	
	Hartwith cum Winsley	
Wathvale & Bishop Monkton	Bishop Monkton & Newby	1
	Wathvale	
Weaponness & Ramshill	Weaponness & Ramshill	1
Wharfedale	Barden Fell	1
	Grassington	
	Upper Wharfedale	
Whitby Streonshalh	The Whitby parish wards of Abbey	1
	Town North	
	Town South	
Whitby West	The Whitby parish wards of Ruswarp	1
	Stakesby	
	West Cliff	
	White Leys	
Woodlands	Woodlands	1

SCHEDULE 2

Article 16

Charter Trustees

<i>Name Of Charter Trustees</i>	<i>Area</i>
The Charter Trustees for Harrogate	The area comprising the Harrogate Borough Council wards (as those wards existed on 31st March 2023) of Harrogate Bilton Grange, Harrogate Bilton Woodfield, Harrogate Central, Harrogate Coppice Valley, Harrogate Fairfax, Harrogate Harlow, Harrogate High Harrogate, Harrogate Hookstone, Harrogate Kingsley, Harrogate New Park, Harrogate Oatlands, Harrogate Old Bilton, Harrogate Starbeck, Harrogate Stray, Harrogate St Georges, Harrogate Valley Gardens, the unparished part of the ward of Harrogate Duchy, the unparished

	part of the ward of Harrogate Pannal and the unparished part of the ward of Harrogate Saltergate.
The Charter Trustees for Scarborough	The area comprising the Scarborough Borough Council wards (as those wards existed on 31st March 2023) of Woodlands, Northstead, Castle, Weaponness and Ramshill, Falsgrave and Stepney and the unparished part of the ward of Eastfield.

EXPLANATORY NOTE

(This note is not part of the Order)

This Order provides for the establishment, on 1st April 2023, of a single tier of local government in the county of North Yorkshire. North Yorkshire will be administered by a county council, referred to in this Order as “the North Yorkshire Council”.

The area of North Yorkshire county remains unchanged. A new district is created, with the same area as the county. The existing local government districts are abolished and the district councils wound up.

There are two transitional periods leading up to 1st April 2023 enabling the existing councils to prepare for the transition to a single tier of local government.

The first transitional period begins when this Order comes into force and ends shortly after the North Yorkshire Council election day in 2022.

During this first transitional period the North Yorkshire Council will discharge the main transitional functions via a committee called “the Implementation Executive”. Part 3 of the Order sets out the membership, functions and arrangements relating to the Implementation Executive.

During the second transitional period (from the end of the first transitional period until 1st April 2023) the North Yorkshire Council’s executive will be responsible for the main transitional functions.

Part 4 of the Order deals with further transitional duties including duties on the North Yorkshire Council and existing district councils to cooperate with each other.

Article 5 provides that the term of office of all district councillors expires on 1st April 2023.

Article 13 requires the holding of a whole council election to the North Yorkshire Council in 2022, 2027 and every four years thereafter.

Article 14 makes provision in relation to district council by-elections. Article 15 makes provision in relation to parish council elections and Article 16 and Schedule 2 make provision for the appointment of Charter Trustees.

The Schedule sets out the new electoral divisions of the North Yorkshire Council.

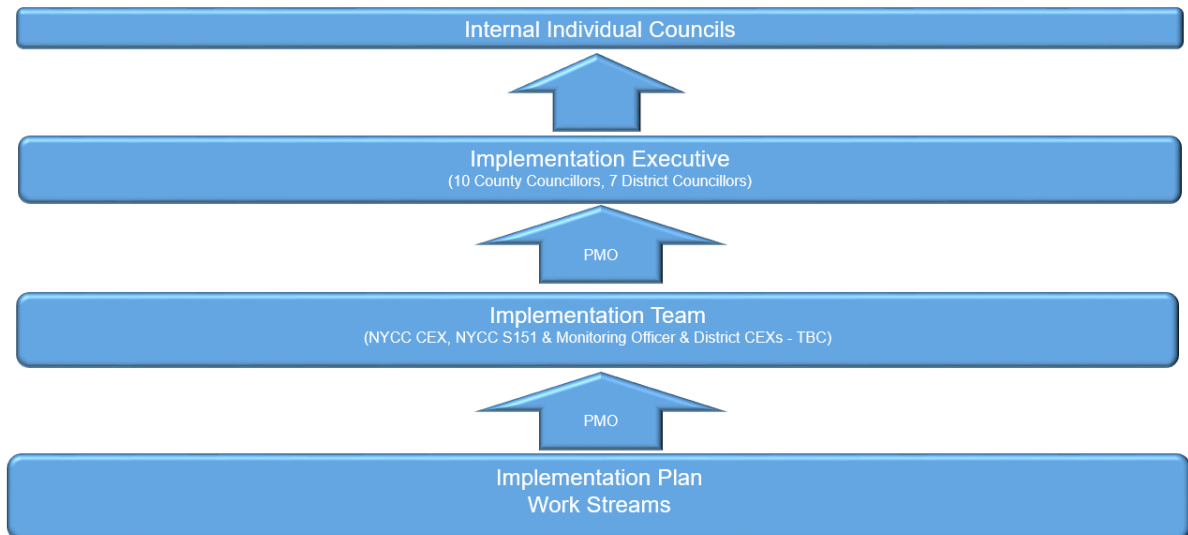
A full regulatory impact assessment has not been prepared as this instrument will have no impact on the costs of business and the voluntary sector. The impact of the public sector is a simplification to the system of local government in North Yorkshire.

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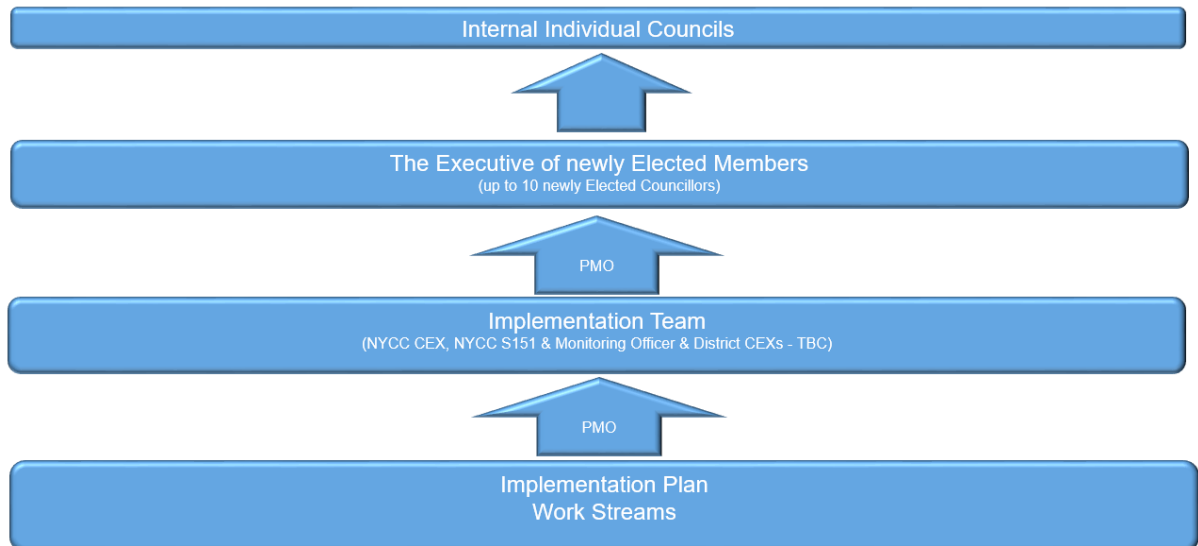
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DIAGRAM TO SHOW THE TWO STAGES OF GOVERNANCE

Governance – March 2022 to 5 May 2022 – **FORMAL** (SCO)



Governance – 5 May 2022 to 1 April 2023 – **FORMAL** (elected)



IMPLEMENTATION EXECUTIVE - TERMS OF REFERENCE AND ROLES AND RESPONSIBILITIES

Purpose: The purpose of the Implementation Executive is to provide a committee as specified in the North Yorkshire (Structural Changes) Order 2022 to have political oversight of the Implementation Programme for the creation of a unitary council for North Yorkshire.

Role: The role of the Implementation Executive is to:

- (i) provide political support and challenge to the implementation and transition process in creating a new unitary council for North Yorkshire
- (ii) collectively have oversight of the draft Implementation Plan and the work undertaken by the Officers Implementation Team
- (iii) to carry out the functions as identified in the North Yorkshire (Structural Changes) Order 2022 as being the functions of the Implementation Executive.

Membership (and Chair): Membership of this Implementation Executive will consist of:

- (1) 10 members of North Yorkshire County Council (which will be the Leader and Executive of the County Council).
- (2) 1 member from each of the seven District and Borough Councils.

Named substitutes are allowed for each of these Members.

The Implementation Executive will try and make recommendations through consensus but if a vote needs to be taken at the committee, it will be one member, one vote with the Chair having a casting vote. Matters requiring determination will be decided by a simple majority.

The Chair will be the Leader of North Yorkshire County Council.

Objectives: To provide political oversight from all seven District and Borough Councils and the County Council in North Yorkshire of the transitional work that is required to create a new unitary authority.

Background: On the 21st July 2021, Robert Jenrick, the Secretary of State for Housing, Communities and Local Government, approved the proposal for a North Yorkshire Unitary Council. A Structural Changes Order will be made in March 2022 to create the joint Implementation Executive of County Councillors and District Councillors to work together to implement a new unitary council.

Frequency of meetings: The Implementation Executive is not envisaged meeting during the pre-election period but an emergency meeting can be held if needed.

Responsibilities: The Implementation Executive's role is to provide political oversight to oversee the management and transition of services across North Yorkshire and to fulfil all the requirements of the Implementation Executive under the Structural Changes Order.

The Implementation Executive will specifically be responsible for:

- Providing a political steer to the Officers' Implementation Team.
- Collectively providing political oversight for the workstreams identified in the Implementation Plan.
- Receiving regular updates from the Officers' Implementation Team.
- Ensuring that there are robust plans for a smooth transition to new service delivery arrangements.
- Ensuring that there is adequate consultation across all eight Councils.
- Approving the Implementation Plan.

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NORTH YORKSHIRE COUNCIL

IMPLEMENTATION PLAN

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INTRODUCTION

1. The North Yorkshire Council unitary programme is designed to create a single unitary council for the whole of the existing administrative county of North Yorkshire and for this council to assume the full range of local authority responsibilities on 1 April 2023.
2. The clear decision by the Secretary of State is to:
“Implement the proposal for a single unitary council for the whole of the administrative county of North Yorkshire” – Robert Jenrick, 21 July 2021.
3. The business case, [A Unitary Council for North Yorkshire](#), provides the high-level context for the design of the new organisation, and the programme has to have regard to this.
4. This document is intended to provide the framework within which the unitary programme will be further developed and implemented so that we successfully transition from existing structures to a new single unitary council on 1 April 2023.
5. The document recognises that significant service improvement work will take place following Vesting Day in a wider transformation programme. As the new council is formed with the election of new councillors and appointments of the senior management team, it will be important that the leadership of the new council is able to shape the culture and priorities of the new organisation, together with the integration of services, systems and processes. However, some decisions and choices will need to be made during the transitional period, which will have longer-term implications. This document establishes a clear foundation on which to build that future transformation.
6. This document sits within a suite of programme documentation including the LGR Programme Management Framework, which sets out in more detail the arrangements for the day to day running of the programme, and a number of other specific guidance documents and templates.
7. Part A of this document sets out the framework for the creation of the new council. Part B describes the detailed transitional arrangements, which will be delivered in readiness for Vesting Day. Part C sets out the programme governance arrangements.

PART A – CREATING NORTH YORKSHIRE COUNCIL

8. The purpose of the unitary transition programme is to establish a new, countywide single unitary council for North Yorkshire, with its own vision, values, policies and processes that are rooted in the best of the legacy councils but that are also ambitious, forward looking and fit for the future challenges facing North Yorkshire.

VISION & AIMS

9. The business case for a new unitary for North Yorkshire, The Case for Change, set a vision for the new council: “Our vision for North Yorkshire is to establish a model of local government which: provides a new form of civic leadership; is modern, ambitious and innovative; empowers our communities to release the remarkable social, cultural and economic potential of our county; improves the environment; supercharges our economy and delivers a rural powerhouse; capitalises on the national opportunity to ‘level up’; and delivers better outcomes for all”.
10. The business case set out the following aims for the new council:
 - Reduce duplication, bring services together and make savings
 - Improve effectiveness and efficiency of local government services
 - A local office in every District area
 - A range of local customer access points (approx. 30)
 - A council of around 90 members
 - Local Area Committees
 - Community Network arrangements for every market town and area
 - New ways of working with and empowering Town and Parish Councils
11. The business case also outlined a series of ambitions: The new council will be a key leader in a broader local ecosystem of communities and partnerships, charged with creating the conditions for people and places to flourish. This will be achieved by a more efficient and effective approach that will be based upon four strong and interconnected pillars.
 - Local services and access – Locally based and integrated council, partner and community services.
 - Local accountability - six Area Committees, political accountability for the discharge of statutory functions and services at local level.
 - Local action – local people, partners and communities coming together in new Community Networks to identify and deliver against priorities.
 - Local empowerment – devolution of powers to community groups and town and parish councils to run assets and services where they want to.

North Yorkshire will be ready to play its part in delivering a bigger contribution to the regional and UK economy by meeting the social and physical structural challenges holding the county back:

- Social inequality
- Changing demographics and support needs
- Digital infrastructure and connectivity.
- Regeneration of town centres and places.
- Improving rural transport.
- Tackling climate change.
- Employment and economic growth.
- Housing.

12. These statements will need to be reviewed during the transition year to ensure they continue to reflect the ambition of the new council. These will also need to feed into the work to develop the council plan and performance framework for the new council, which will also inform the budget-setting process.

DESIGN PRINCIPLES

13. Creating the new unitary council is a complex programme of work with significant dependencies. To avoid duplication, and ensure that key work streams are aligned, a set of core design principles has been developed which set out a clear ambition about what sort of council we want to build.
14. These principles underpin work on vision, values, branding, strategies, people, systems and processes. The design principles are below and draw upon the ambition in the business case.
 - **Customer-focused.** We will simplify access to services, by placing customers and service users at the heart of what we do. Delivering services and partnerships locally with communities, which are evidence-based and co-designed, in a way that local residents, organisations and businesses feel is inclusive, effective and value for money.
 - **Digital by Preference.** We will make a step change, modernising and rapidly increasing how we utilise digital in the delivery of our services to drive efficiency and to stimulate innovation. We will continue to support the digitally excluded and ensure that local services are accessible to all.
 - **Countywide and Local.** We will improve outcomes by delivering simplified, joined up and accessible services across a range of channels, such as digital and telephone. Local face-to-face service delivery will be enhanced through area offices and community hubs delivering council, partner and community-based services reflective of local need.
 - **Locally Accountable and Empowering.** We will deliver local democratic leadership that is empowered and accountable for making a range of statutory decisions through six area committees based in the heart of their communities. Local people and groups will be given the power, opportunity and support to drive social action on what matters to them through Community Networks and devolution of assets and services where they want them and can demonstrate value for money and the ability to deliver.
 - **Data-led and Financially Sustainable.** We will ensure that from strategy to delivery, we are driven by detailed customer insight and data analysis with a clear focus on improving outcomes, value for money and sustainability in everything we do.



- **Collaborative.** We will improve value of the North Yorkshire pound and improve outcomes by delivering facilitative leadership that joins up communities, partners and suppliers to deliver solutions that meet local challenges.
- **Empowered, Agile and Innovative Workforce.** We will deliver a one team, delivery focused culture, based upon learning and innovation framed by a common set of values and priorities. Colleagues will be engaged and empowered to shape the development of the new council and its services, including responding quickly to opportunities and challenges in a way that minimises risk and delivers strong outcomes.
- **Promoting Equality, Diversity and Inclusion.** We will tackle inequality and the impact of inequality by ensuring that no one has poorer life chances because of where they came from, what they believe, or whether they have a disability. We will champion social mobility and tackle exclusion by promoting communities in which everyone can participate, delivering accessible services and ensuring equality of opportunity. Our workforce will be representative of the communities that we serve.
- **Tackling Climate Change.** We will tackle the impact of the new council on the environment by reducing needless waste of natural resources, promoting sustainable working practices and reducing our carbon footprint. The new council will support and encourage communities and businesses to meet sub-regional targets of net carbon neutrality by 2034 and carbon negativity by 2040.

VALUES AND BEHAVIOURS

15. The new council will need to develop its own distinct culture. This will be created over time through the development of shared values and behaviours, which underpin systems, processes, strategies and structures.
16. A framework for the values and behaviours for the new council will be developed with the new members in conjunction with the Chief Executive, once appointed.

BRANDING

17. Branding will be key to setting the tone of the new council for all stakeholders and it will need to represent the vision for the new organisation.
18. The team of in-house designers across the county and district councils will be developing options for the branding for consideration by the Executive/Full Council.
19. Once agreed, this will be rolled out across the key communication channels, and operational/transactional channels as appropriate. The aim will be to promote good awareness of the new brand while minimising costs as far as possible. A pragmatic approach will be taken on what is rebranded for April 2023, including signage, assets and uniforms.

ORGANISATIONAL STRUCTURE

20. Redesigning the functions of eight separate councils into a new fit-for-purpose structure for the new North Yorkshire Council will not only deliver savings but also provide the opportunity to drive improvement and improve resilience in services, as well as creating new career pathways to attract and retain key talent.

21. Subject to the approval of the Structural Changes Order, North Yorkshire County Council is likely to be a 'continuing authority'. It is recognised therefore that some of the existing infrastructure will continue through to the new authority, certainly for Vesting Day.
22. A draft target operating model (blueprint) for the new organisation will be developed. This will be considered by the new Executive and the Chief Executive.
23. For all posts, but particularly those with senior management and leadership responsibilities, it is critically important that the new council has the right people at the right level doing the right things and behaving in the right way.
24. The senior management structure will be critical to the successful transition to the new council. The aim is to secure the appointment of the Chief Executive by autumn 2022, statutory posts by late 2022, and the wider Corporate Management Team by January 2023 (Tier 2). The Chief Executive will be subject to an open process, to ensure that elected Members are able to appoint the most suitable candidate for this key post.
25. A process will be conducted initially for the appointment of Tier 2 and 3 posts, with a view to appointing these tiers by March 2023 (December to March). Where posts are not filled internally through the agreed restructure and reorganisation policy, vacant posts will be released externally.
26. While the organisational structure will set out broad areas of alignment between Tier 3 posts and services, the detailed design of service level structures will follow at a later stage, to allow detailed discussions with senior managers, once appointed. This will form part of the transformational stage of the programme post Vesting Day.
27. Where staff are appointed to new roles, they will be appointed on new terms and conditions. Otherwise, staff will transfer via TUPE to the new council on their existing terms and conditions, excluding CEXs, on 1 April 2023.

TRANSITION AND TRANSFORMATION

28. The programme is being developed in two distinct phases:
 - Transition – October 2021 to March 2023
 - Transformation – May 2022 onwards
29. During transition, our key priorities are to deliver the key 'must dos' to ensure:
 - Safe and legal operations.
 - Democratic arrangements are in place, including the election to the new council in May 2022, comprehensive member induction programme and the formation of relevant committees.
 - Developing the policy framework and priorities for the new council.
 - Transfer of staff and the retention and engagement of employees.
 - Transfer of property, assets and contracts.
 - IT systems and technology are in place.

- Customer access-/-One Front Door (and simplification of customer journey) - business and service continuity for the public, partners, suppliers, stakeholders and business, with ongoing effective operation of existing systems, processes and contracts.
 - Locality transformation and implementation of new localism.
 - The right conditions are in place to undertake the transformational activity that will be required post Vesting Day in relation to services.
 - Clarity is built for Members and employees on what type of organisation the new council will be, including the working environment, expectations on behaviours and the priorities over the coming years.
30. While there may be a clear business need to integrate some teams from Vesting Day, the realisation of benefits through harmonising teams, systems, policies and contracts, will be phased over time to ensure that North Yorkshire Council is able to lay strong foundations for future success.
31. Once the new council moves into the transformation phase, the new Corporate Management Team (CMT) will be responsible for developing and implementing detailed transformation plans that fully achieve the benefits and savings associated with service integration, creating cohesive teams and bringing to life the vision, culture and values of the new organisation.
32. The new council will inherit a mixed approach to service delivery, directly providing some services in house (particularly where there is a statutory responsibility), through alternative delivery models, and commissioning others from a range of public, private and voluntary sector providers. During the transformation phase, all service delivery arrangements across the new council will be reviewed to identify the optimum model of delivery, which not only achieves savings but also maximises innovation in service delivery, digital opportunities, customer improvements and effective organisational development.

PROGRAMME PRINCIPLES

33. The following principles have been agreed by the existing eight Chief Executives to underpin the transition programme:
- Observe the governance and programme management principles at all times.
 - Collaborate to establish a clear vision for the new council with shared goals.
 - Work together to reduce the risk to staff jobs during this transition stage.
 - Resource transitional work internally wherever possible, recruiting additional temporary resource to deliver the change programme and business as usual.
 - Involve all staff as early as possible to work together to help to shape service delivery for the new council.
 - Recognise that staff across organisations are operating in different cultures and bring different talents, expertise and skills to this change programme.
 - Be patient and understanding in recognising concerns or anxieties during a time of huge change and tough timescales for staff.
 - Take early opportunities to join up services and teams where it is sensible to do so.

MEMBER ENGAGEMENT

34. Member engagement will be at the forefront of the transition programme. While the Member Implementation Board (pre-elections) and Executive (post-elections) is responsible for overseeing the creation of the new North Yorkshire Council, Members from across the eight councils will be involved in a number of different ways.
35. A comprehensive Member engagement programme will be established for those new Councillors elected in 2022, which will ensure Members have a good understanding of all the functions of the new organisation and have the opportunity to help to shape the new Council.
36. Specific task and finish/working groups will be established for elected Members to look in detail at specific issues and help to identify suitable outcomes.
37. Full Council will be responsible for setting the budget for the new Council.

KEY DELIVERABLES ON VESTING DAY

38. There will be a number of key deliverables, which will be delivered by the programme by 1 April 2023. These are set out in Appendix A & B
39. A high-level milestone plan has been developed, which is underpinned by detailed project management plans for each board and work stream and can be found at Appendix A.
40. A detailed breakdown of the 'must have' critical tasks and deliverables and the work streams that will be delivering them can be found at Appendix B of this document.
41. These plans will be monitored through the programme governance outlined in Part C below of this plan. As part of this governance, forward work plans have been developed for the Member Implementation Board, including the published 28-day statutory plan.

PART B – TRANSITIONAL ARRANGEMENTS

EMPLOYEES

42. The extent to which employees will be directly impacted by changes, and the timing of the impact, will vary considerably across the workforce. Employee engagement is a key feature of the transition programme and specific opportunities will be made available to assist staff in preparing for future opportunities in the new organisation.
43. On 1 April 2023, the majority of staff will continue working in their current role in their current location as they had done on 31 March 2023. Most staff can therefore expect to have the same:
 - Office location.
 - Phone number.
 - IT devices and service-based systems and applications.
 - Terms and conditions of employment.
 - Line manager.
44. There will be minimal or no changes for schools based on staff who are current NYCC employees.
45. Terms and conditions for the new North Yorkshire Council for staff commencing employment from 1 April 2023 will be agreed with trade unions prior to Vesting Day.
46. Key visible changes on Vesting Day will include:
 - New email address for colleagues who will TUPE into the new North Yorkshire Council.
 - Whole organisation phone directory in place.
 - Access to existing council offices and networks.
 - Internal communications.
 - A single universal Employee Wellbeing and Support offer for all staff.
 - Budget management.
 - Branding (not universal coverage)
 - A single employee knowledge management portal (Intranet) to access:

- Digital service desk queries.
 - Legacy council terms and conditions, and the new terms and conditions and reward framework for the new North Yorkshire Council.
 - Jobs and opportunities.
 - Benefits and well-being provision.
 - North Yorkshire Council performance management process.
 - Learning and development provision.
 - Staff processing systems, e.g. expense claims.
47. The new council will operate from a range of locations across the county. Where people work will be driven by where they need to be because of their role. This is expected to be from their usual workplace plus a number of hubs across the county. Flexible workspaces will be provided in a variety of locations across North Yorkshire, and staff will be able to work remotely from any North Yorkshire Council office, with their manager's approval and where service need and delivery allows.
48. In the transition period, employees will have a number of ways in which to access support, get involved and keep in touch. These include:
- New shared staff website (includes regularly updated FAQs, with a chance to ask new questions) www.newcouncilny.co.uk
 - Regular webinar and update sessions
 - #AskSAL staff support available (details on www.newcouncilny.co.uk)
 - Work steam work plans will involve staff from all services
 - The programme will follow the agreed internal communication strategy

MEMBERS

49. The new North Yorkshire Council will have 90 Members in April 2023 (elected May 2022). A key priority for the new council will be to support the unitary councillors to ensure that they have the capacity and capability to carry out their community leadership role.
50. Some of the challenges for the new Members will include:
- Developing a good knowledge of the full breadth of services that will be delivered by the new council.
 - Determining how local Members can work effectively to respond to the needs and ambitions of their local communities while playing a role in the development of the strategic framework of the new council.

Role of Members

51. The constitution will establish the governance framework within which all councillors will operate. This will set out the committees and scrutiny arrangements which will be implemented by the new council, together with the Code of Conduct for Members. Guidance will also be provided on effective Member/Officer relationships and ways of working, linked to the values and behaviours established for the new organisation.

Supporting local Members

52. To support all Members to fulfil their roles effectively, the following arrangements will be developed:
- **Training and Development** – an induction programme for Members of the new council, with training and development opportunities, will be delivered online and in a variety of locations around the county, together with additional online resources;
 - **Engagement** – opportunities for direct Member input into the design of the new council through a series of task and finish groups and workshops to support the programme objectives. This will be supplemented by a regular newsletter to keep Members abreast of developments and key meeting dates, together with a programme of briefing sessions;
 - **Accommodation** - Executive and Committee meetings will be held in a variety of venues around the county. It is proposed that a single location will be identified for meetings of the full council, and that all Members will be able to access drop-in office facilities and parking in each of these locations:
 - **IT equipment** – the ambition is to provide all Members with access to a common set of devices. All council meeting papers will be published on mod.gov, with no paper copies produced. Appropriate support and training will be available;
 - **Officer support** – all Members will be provided with contact details for officers who will provide them with administrative assistance, digital and ICT support, and signposting on case work issues.

Boundary review

53. During the first term of the new council, it is anticipated that a Boundary Commission Review will be undertaken to review the current arrangements.

CUSTOMERS

54. People who use our services will be at the heart of the new North Yorkshire Council and the new systems and processes need to be designed to deliver best in class customer service.
55. The overarching objective for the customer work stream has been agreed to aid in the transition period:

‘To deliver safe and legal customer-focused services across the new authority, ensuring a ‘one front door’ approach across all access channels and that all services are aligned to new policies, processes and procedures.’

56. Access channels which have been agreed so far as:
- Online
 - Face-to-face (Locations beyond Vesting Day to be covered as part of longer-term transformation)
 - Telephone
57. The programme through the Customer workstream has developed a number of principles to ensure a strong customer focus and consistency of approach in service design and delivery across LGR and the new organisation. Our customer principles are:

	Transition (Vesting Day ‘safe and legal’)	Transformation
Service Design	No customers will have a worse experience when they contact us on day 1, and where possible it will be better	Customers will have an improved experience when they contact us
	Design based on existing customer feedback and data	Co-design with customers through engagement
	Accessibility – 3 primary contact channels in place, with accessible and jargon-free information. Meet recognised equality standards for accessibility	Customers will be able to stay on their chosen channel for the full end-to-end customer journey
	Design using replicable patterns to bring consistency and efficiency	
	The front door will add value for customers and the new Council	
	Increase online options supported by assisted digital offer	
	Service Delivery	We will act as one council with one front door from day one so that the customer's experience is as seamless as possible
Good customer service is everyone's responsibility		
Learn from customer feedback		
Our front-line customer services staff will be supported and well trained so they can confidently deliver good-quality services across the full range of services expected		
Keep customers informed about their request and any changes that will affect them		

58. A high-level customer experience and operating model for customer services across access channels focussed on Vesting Day is in development.

LOCALITY WORKING

59. A new localism model will be developed which builds on the experience of the eight councils to date and provides the critical link between strategic decision making by the unitary council and local decision making by unitary councillors, town and parish councils and partners. The localism model will need to ensure that the unitary council is accessible to communities and that town and parish councils and residents are able to find answers to service issues close to home.
60. The draft locality principles are:
- Local and accessible services delivered through place-based working to meet local need



- Local influence on strategic decisions
- Behaviours – collaborative, consistent, listening, enabling, open and honest
- Keep and build on what works
- Reduce inequalities in processes and outcomes
- Respect the diversity of people and communities throughout North Yorkshire
- Consistency of outcome, flexibility in local delivery
- Economic and environmental sustainability
- Strong relationships with clear responsibilities
- Work in collaboration with people and communities
- Deliver services that are viable and sustainable at the most local level possible
- Recognise that customers don't see lines on maps
- Treat our services and communities as the experts

61. The key elements of the localism framework aim to 'keep the local in local government', including:

- **Positive working relationships** – with all parish and town councils and parish meetings recognising their unique role and encouraging effective communication, engagement, consultation and mutual respect.
- **Supporting town and parish councils through Double Devolution** – parish and town councils that want to do more with services and assets, providing there is a valid business case.
- **Area Committees** – likely to be six based on parliamentary constituencies, made up of all the unitary councillors for that area.
- **Community Networks** – to be co-designed after May 2022. Likely to be centred around market towns and surrounding areas to bring together residents, councillors, town and parish councils, MPs, community groups and partners to become the engine rooms of local actions and ideas.
- **Local service hubs and customer access points** – to ensure the new council is local with staff continuing to live and work in the communities they serve.
- **Town councils in Harrogate and Scarborough** – as largely unparished areas of the County. Community governance reviews in both areas will explore local interest in developing town councils and, subject to local interest, these could be in place in 2023 or 2024.

62. The detailed operation of these elements will be designed with key stakeholders in advance of Vesting Day.

63. It is recognised that not everything can be in place through transition for Vesting Day. The framework below reflects a pragmatic and deliverable programme for the delivery of good-quality, integrated unitary services and recognises that there will be a programme of ongoing transformation after Vesting Day to meet the full ambitions set out in the business case.

	Transition (Vesting Day 'safe and legal')	Transformation
Locality Ambitions & Objectives	<ul style="list-style-type: none"> • Focus on ensuring we deliver good unitary customer services (safe and legal) • The customer experience will be at least as good as currently on Vesting Day – this largely means continuing delivery through existing locations and types of access point (although some of these may be transitional arrangements, pending the completion of the transformation phase) • Accessibility is key - but this needs to include strong online, phone and assisted digital offers as well as face-to-face points, with a focus on ensuring we continue to offer the right provision for vulnerable customers and complex services which make up an increasing proportion of face-to-face delivery in light of behaviour change through the pandemic • Aiming for consistent customer outcomes but flexibility in local service delivery (respecting current arrangements and the diversity of North Yorkshire) • Maintain partnership working and shared service delivery arrangements 	<ul style="list-style-type: none"> • Continue delivering a channel management strategy, building on strong online and assisted digital offers and recognising customer behaviour change in how they access services • Review unitary access points/locations to consolidate where appropriate • Consider how to grow and develop community-run hubs/access points in line with wider locality working model – both offer and locations • Extend and develop partnership working and shared service delivery with public and voluntary sector partners

PARTNERSHIP WORKING

64. Strong collaboration by the new council with public, private and voluntary sectors - at both strategic and local levels - will be essential for meeting the future needs of North Yorkshire.
65. A strategic framework for regular liaison and engagement with key groups, such as businesses, NHS, Police, and the voluntary and community sector, will be developed in advance of Vesting Day. Arrangements for partnership structures for North Yorkshire will be developed alongside this framework.

66. Partners will be engaged to support the development of the new unitary authority so that immediate challenges are understood and explore opportunities for co-design and co-creation.
67. Working with the voluntary and community sector to understand issues across the sector. Concerns for the VCS particularly are recognised. Contracts will be novated and the new councillors will take decisions, but avoiding cliff edges will be important.
68. Existing statutory partnerships arrangements will be retained and where possible strengthened.
69. Members during the transition period will have the opportunity to help to shape the plans for partnership working.

FINANCIAL STRATEGY

70. The new authority requires a robust and legally compliant budget, including the process of setting council tax, for the financial year 2023/24. This needs to be formally agreed in advance of Vesting Day and the development and approval of this budget will fall under the remit of the new Executive.
71. There are a range of issues, all of which give rise to some uncertainty in the financial position of the new council. These include:
 - no visibility of core government funding for councils beyond 2022/23;
 - no certainty, as yet, on how the new council will fare within the existing formula funding arrangements for government funding;
 - a range of pressures on budgets across all eight councils relating to covid scarring with expected increases in demand for many services;
 - a high inflation environment in the short term and looking increasingly like it could last into the medium term; and
 - the precise costs and benefits of delivering unitary local government across North Yorkshire.
72. The new council will deliver a Medium-Term Financial Plan (MTFP) in addition to a single year for 2023/24. It is suggested that this MTFP will cover a minimum of three years but possibly for the whole life of the new council.
73. Both the Budget and the MTFP will be financial expressions of the priorities of the new council. There will need to be close alignment with the Council Plan that is produced following Vesting Day.
74. Early decisions will need to be taken by the new Executive about:
 - the harmonisation of council tax across the whole of North Yorkshire;
 - the harmonisation of local support for council tax and business rates;
 - a strategy for fees and charges, including when to align and when not to; and
 - a reserves strategy that supports resilience within the council given the degree of uncertainty and risk.
75. In addition, the new Executive will, as part of a Budget/MTFP, approve a savings and investment plan for the new council. This will need to set out the investments in order to transition to the new council alongside the realisation of savings and other benefits from consolidating and re-engineering services. This will be in line with the themes set out in the unitary business case, but there will be greater clarity on where those savings and benefits opportunities arise as further work progresses towards the transition.

CAPITAL PROGRAMME

76. The new council will have a wealth of physical assets at its disposal and will provide a strong base for realising the benefits of a new unitary council.
77. In advance of Vesting Day, key priorities will be to develop a clear understanding of the combined portfolio of property and assets and the existing capital projects and ensure that these are effectively transferred to the new council. This will require on-going delivery of existing projects and an assessment of the benefits opportunities from consolidating the assets portfolio. A property asset management plan, a capital investment strategy and a combined capital programme will be developed for agreement by the new Executive prior to Vesting Day.
78. It is anticipated that, post Vesting Day, the new council will have the opportunity to explore further and to begin to deliver opportunities for rationalisation. In parallel, it will be able to secure new investments and to prioritise its ambitions in relation to regeneration, place shaping and income generation.

PART C – TRANSITION PROGRAMME GOVERNANCE ARRANGEMENTS

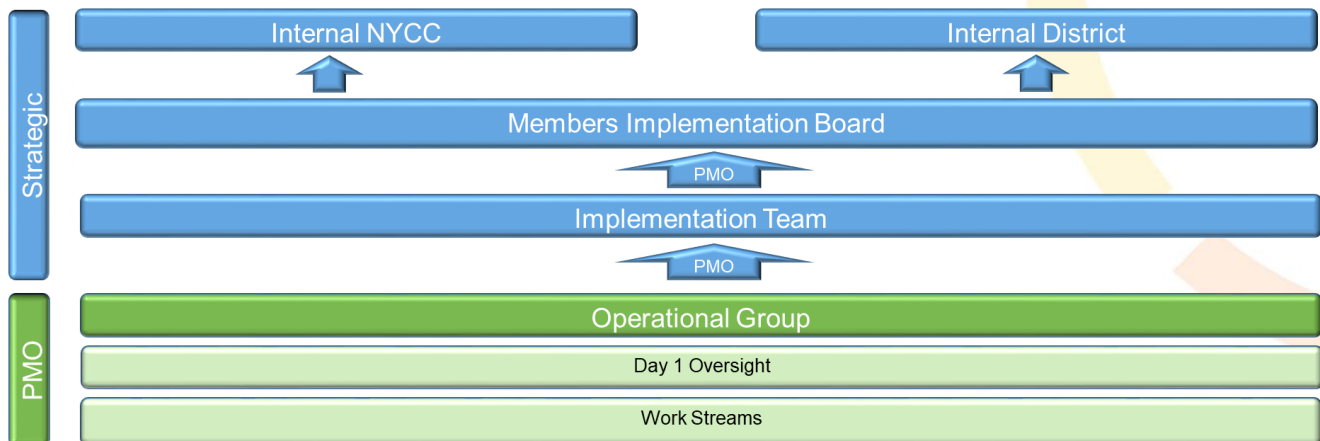
MEMBER GOVERNANCE

79. The Structural Changes Order requires Parliamentary approval, and was laid before Parliament in January 2022. It is expected to be approved in March 2022 following parliamentary debate.
80. The Structural Changes Order puts in place the formal legal structures to create the new unitary council and sets out the intention for the county council to operate a 'continuing authority' model. It also sets out the timings of elections, specifies wards and numbers of councillors and imposes legal duties on the county and district councils:
 - to cooperate and consult with each other; and
 - to work together to prepare for the transfer of the functions, property, rights and liabilities to the new unitary authority.
81. The Structural Changes Order sets out that the county and districts continue as sovereign bodies until 31 March 2023. However, they must cooperate and work together to prepare for the new unitary authority
82. The 90 councillors elected on 5 May 2022 will serve for five years and will govern the:
 - county council to 31 March 2023, and;
 - unitary council to 31 March 2023 ahead of Vesting Day, and
 - unitary council from 1 April 2023 to May 2027.
83. The newly elected councillors will oversee the creation of the new council and will, in particular, have a key role in setting the budget for the new council in February 2023. The new Executive will lead the delivery of the Implementation Plan and consider critical 'business as usual' decisions that have longer-term implications for the new council.
84. An interim formal member Implementation Executive will then oversee the transition programme until the elections in May 2022 (comprising the County Council Executive and District and Borough Leaders or representatives).

GOVERNANCE ARRANGEMENTS

85. Key features of the officer governance arrangements are set out below, and are illustrated at Figure 1:

Figure 1: Officer Governance Arrangements



IMPLEMENTATION TEAM

86. Details of the Implementation Team are as follows:

- Membership: County and District Chief Executives and the Management Board members from the County Council.
- Chair: Chief Executive of North Yorkshire County Council
- Vice Chair: Chief Executive of Craven District Council
- Frequency: monthly
- Location: virtual

PROGRAMME WORK STREAMS

87. There are currently 15 work streams across the programme. Underneath these work streams are a number of sub work streams, projects and task and finish groups. A member of the Implementation Team sponsors each work stream.

88. The work streams are:

Core

- Corporate Governance
- Communications, Engagement & Branding
- Customer
- Finance

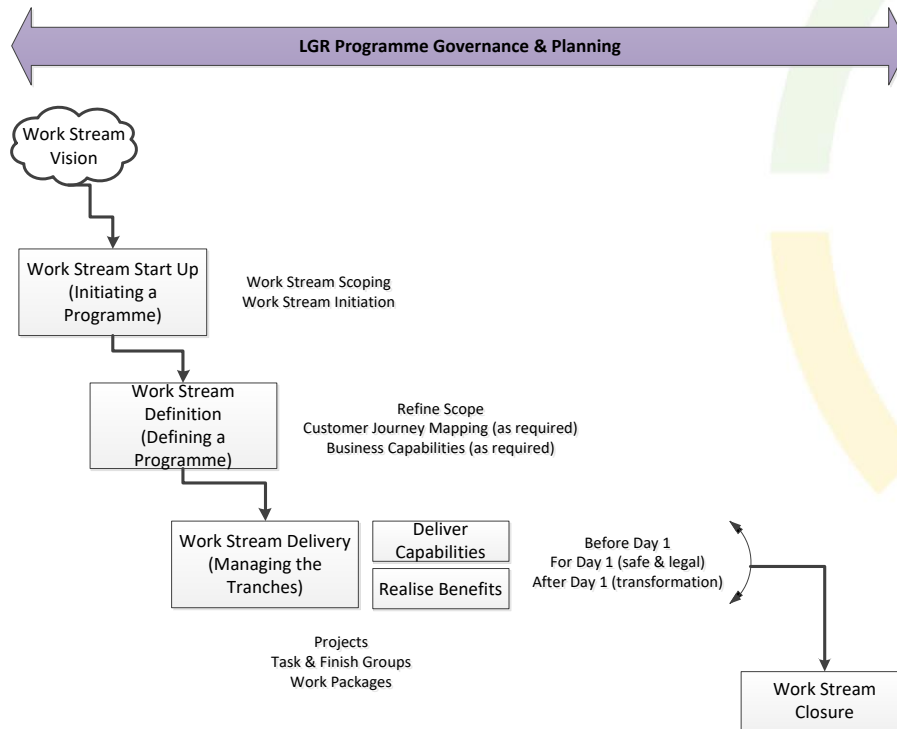


- Human Resources and People
- ICT and Digital
- Locality
- Organisational Development
- Property

Service

- Culture, Leisure & Sport
- Economic Development
- Housing
- Planning
- Regulatory Services and Emergency Planning (service continuity)
- Waste, Highways, Parking and Street-scene

89. In addition, there will be three additional work streams focussed on Day 1 Planning and service continuity issues within 3 current countywide, statutory services (Adult Social Care, Children and Young People's Services and Public Health) to maximise the opportunities which LGR offers. There will also be a separate but linked programme to deliver devolution in North Yorkshire.
90. The work streams will all carry out an equality impact assessment and a climate change impact assessment. A newly created climate working group will support the climate agenda with representatives from across the eight councils to guide the work streams.
91. The programme approach broadly follows the stages identified in Managing Successful Programmes (MSP) and these are set out below.



92. Further guidance documents explain the day-to-day running of the work streams in more detail. However, the work streams are expected to deliver the following:

Start-up

- Work stream scope and plan on a page (including initial start-up workshop)
- Set up of governance – work stream board, sub groups and leads, highlight reporting, communications methods etc.
- Initial project task list and plan (using workshop outputs)
- Map and start to manage risks and issues
- Map and manage interdependencies and asks
- Identify resource issues and complete resource plan
- Initiation documentation started (including scope, governance, high-level plan, success criteria, risks and issues, stakeholder map, etc.)
- Programme team established (change resource)

Definition

- Complete terms of reference for work streams and sub groups and ensure papers are booked onto PMO forward plans
- Complete the initiation documentation
- Refine and further develop resource plans
- Confirm work stream critical tasks and complete high-level work stream plan
- Complete impact assessment screening forms
- Map controls and set up logs (benefits, communications, risk and issues, dependencies etc)
- Complete business capability mapping

Delivery

- Project start-up
- Ensure detailed plans for work stream and sub groups in place and managed
- Deliver capabilities, outputs and products to ensure the new council is safe and legal for Vesting Day
- Realise benefits
- Refine and further develop work stream resource plans
- Monitor and manage controls (including change control and issue escalation)
- Start to define further transformation outcomes

PROGRAMME MANAGEMENT OFFICE (PMO)

93. The PMO has a clear structure and leadership.
94. The PMO is responsible for the overall coordination of the programme and for commissioning work streams and resources on behalf of the Implementation Team as well as supporting the Executive.
95. Regular programme progress reports will be provided to the Implementation Team and Implementation Board/Executive and the PMO will develop and manage the forward plans for both groups.
96. The PMO also contains communications resource that will ensure regular updates for all staff, Members, employee representatives and trade unions in relation to the transition work as well as providing specific communications support for work stream activity.

RESOURCE IMPLICATIONS

97. Each work stream is allocated a programme team comprising a sponsor, subject matter expert and programme manager. The roles and responsibilities are detailed below:

Role	Responsibilities
SPONSOR	<ul style="list-style-type: none"> • Either a CEX or Member of NYCC MB • Strategic figurehead for the work stream – providing top-level endorsement for the rationale and objectives of the work stream. • Accountable for the overall delivery of the work stream for Vesting Day. • Ensures appropriate investment. • Ensures resources are agreed and secured throughout. • Mediates and resolves conflicts and ensures an effective risk management strategy. • Agrees critical success factors and all major plans.

<p>SUBJECT MATTER EXPERT</p>	<ul style="list-style-type: none"> • Lead officers from the Councils • Subject matter experts. • Works with project plan and takes responsibility for specific priority areas. • Manages the production of the required deliverables. • Reports to the relevant areas ensuring the direction of the project. • Identifies any risks or issues within the project areas, including those which may impact on the delivery. • Takes accountability for specific areas of the project delivery, individually or collectively.
<p>PROGRAMME MANAGER</p>	<ul style="list-style-type: none"> • Responsible for the set-up, management and delivery of the work stream, working to the sponsor and closely with the subject matter experts.

98. In addition, each work stream has access to a pool of project and change resources and allocated representatives from each of the core work streams.
99. A resourcing group exists to support prioritisation and funding of additional resources. This group meets weekly.
100. For additional resources, a resource process is in place to support work streams to identify whether resources can be secured internally (across the eight councils), or whether funding is required for recruitment or consultancy. Programme managers are then required to submit a resource justification document to the resourcing group for consideration.

ASSURANCE

101. The PMO will provide internal assurance to the programme. However, independent assurance of the programme will be critical and will be undertaken through a number of elements, which will complement each other. Discussions are currently under way with Veritau as to what an audit plan would look like for the transition phase of the programme.
102. The final aspect to the assurance will be from the Department for Levelling Up, Housing and Communities. As the government department overseeing the unitary programme, there will be regular meetings with civil servants together with monthly updates provided to them.

RISK MANAGEMENT

103. Alongside the assurance activity above a full and comprehensive risk management process has been put in place, including an escalation framework. This process operates across all levels of the programme to enable the PMO, Implementation Board and Team and work streams to identify, evaluate and monitor risks and ensure actions are taken to mitigate them.
104. The programme risk log will be reported to the Implementation Team and Implementation Board/Executive. In terms of existing strategic risks, sovereign councils will retain responsibility

for managing these until Vesting Day, but the Executive will need to remain sighted on the content, which could inform decision making and its initial medium-term financial strategy.

CLIMATE CHANGE & EQUALITIES IMPACT

105. The programme will seek to mitigate and wherever possible deliver transformational change, which contributes to tackling climate change. A standard climate change impact assessment tool has been developed for use across the programme. The assessment of climate impact will be undertaken at programme, work stream and project level throughout the course of the transition and when planning transformation activity. Impact assessments will be reviewed at regular points in the programme.
106. To ensure that the programme meets its equalities duties through the transition and when planning transformation activity, a standardised equality impact assessment tool has been developed and will be delivered at programme, work stream and project level. Impact assessments will be reviewed at regular points in the programme.

TRANSITION BUDGET

107. A fund has been secured to support the creation of the new North Yorkshire Council. This consists of £32m but may rise to a maximum of £38m as that was the sum set out in the unitary business case as the level of one-off investment required to successfully deliver the transition and further change to release savings and benefits. In addition, there are additional funds and existing budgets across all eight councils to fund backfilling arrangements to support the LGR work streams.
108. Requests for funding are channelled through governance arrangements at officer and Member level with delegations being determined. Costs are then tracked as part of the programme management approach and regular financial monitoring and reporting will be carried out.

CONCLUSION

109. This plan provides a high-level overview of the programme to create the new North Yorkshire Council and is underpinned by detailed plans managed through a robust governance model, supplemented by external assurance.
110. The plan will evolve as the programme develops and be kept up to date. The Implementation Team and Board/Executive will be provided with regular updates on changes to the plan as well as on the progress of the programme.

APPENDIX A: Critical Milestones

Critical Milestones for Day 1 – Safe & Legal								
		Oct – Dec 2021	Jan – Mar 2022	Apr – Jun 2022	Jul – Sep 2022	Oct – Dec 2022	Jan – Mar 2023	Apr 2023 onwards
			Purdah Guidance Issued				Vesting Day	
Corp Gov		Structural changes order enacted Notice of election published	Members Newly Elected Leader appointed & Exec created	Mop-Up of SCO complete Newly Elected Member(s) Induction Training Complete	Priorities & Strategic Policy Framework in place	Agreement on operating model for all committees	Data sharing agreements in place All policies required for vesting day in place	Constitution agreed Transfer of all contracts and agreements Dissolution of existing councils & creating of Unitary Authority 09/23 – Instigate Governance Review to create a combined authority & devolution deal 05/24 – Preparations for Mayoral Election is complete
Finance			Financial Ledger System Agreed	External Auditor Appointed	CTX Consultation Complete VAT/PAYE reg complete Finance Regs Agreed	CTX reduction policy agreed Final Budget Agreed	Approach to CT harmonisation Agreed Companies Transferred	
HR			Payroll system agreed Staff lists produced	T&Cs agreed Pay structure & policies agreed CEX Recruited Organisational Structure Agreed TUPE Consultation starts	TU Framework in place TUPE Consultation Ends Starters/Movers/Leavers Process in place S151 and MD recruited Tier 2 recruited	Tier 3 recruited TUPE Transfer Complete Critical Day 1 training complete Recruit to vacancies All Paid correctly		
ICT/Digital			Target Architecture board Approval Systems and applications review complete Training Needs assessment			Agreed Network solution implemented	Cyber security in place New council email addresses in place Day 1 M365 migration complete New accounts created for all staff Privacy notices in place Statutory returns can be produced Data incident management arrangements in place	
Customer				Complaints policy/procedures agreed	Revs and Bens Systems/processes configured		Issue CT Bills One Front Door Live across channels Face to Face access points live Telephony configured	Complaints process implemented
Locality		Agree day 1 face to face locations	Agree high level vision for Locality	Community network framework agreed Decision on Member grant scheme	Agree double devo strategy	Agree Area Committee Governance		
Comms	Communication and Engagement Strategy Approved	Workforce Engagement Strategy agreed			Branding Agreed			

Critical Milestones for Day 1 – Safe & Legal							
	Oct – Dec 2021	Jan – Mar 2022	Apr – Jun 2022	Jul – Sep 2022	Oct – Dec 2022	Jan – Mar 2023	Apr 2023 onwards
		Purdah Guidance Issued					Vesting Day
Property		Day 1 Property ambitions agreed			Building user guides complete	Out of hours response implemented Door access in place Agreed Branding deployed	
Planning			Agent Forums established Decision on Validation	Decision on committee structures and composition	Scheme of delegation agreed		Backlog cleared to a minimum
Housing						Financial policies & budgets agreed and in place Issue final comms to tenants, landlords, residents etc HRA Business Plan agreed and submitted	
Leisure & Culture & Sport			2023 National Portfolio deadline		Museum accreditation deadline for returns (new/change/re-accreditation)	Customer access to all facilities and services	
Reg Services					Prepare and apply new schemes of delegation and any agreed harmonisation of policies Emergency Handbook submitted for approval	Officers authorised to conduct duties Emergency planning/resilient EPRR in place 24/7 Safe working practices & equip in place Policy changes to reg services enacted Specific committees structures in place	Prepare next tranche of policy harmonisation
Waste		Staff Engagement Sessions commence	Decision on vehicle replacement programme			All Insurances, licenses and permits completed	
Ec Dev				Ec Dev Strategy First Draft Finalised		Release of Ec Dev Strategy	
OD			OO Framework/strategy agreed	Values and Behaviours agreed Blueprint for new ways of working approved Blueprint for health and well being approved	Approach for appraisals and performance management agreed		

APPENDIX B: Key Deliverables on Vesting Day

The following outline the key deliverables by the programme for vesting day:

- Structural Changes Order enacted
- Notice of election published and new Members elected
- Leader appointed and Executive created
- Mop-up Structural Changes Order complete
- Newly elected Members induction training complete
- Priorities and strategic policy framework in place
- Agreement on operating mode for committees
- Review of the Charter Trustee Status complete
- All policies required for Vesting Day in place
- Constitution agreed
- Dissolution of existing councils and creation of unitary authority
- Financial ledger system agreed
- External auditor appointed
- VAT/PAYE regulations complete
- Council tax consultation complete
- Finance regulations agreed
- Council tax reduction policy agreed
- Final budget agreed
- Approach to council tax harmonisation agreed
- Companies transferred
- Payroll system agreed
- Terms and conditions agreed
- Pay structure and policies agreed
- Chief Executive recruited
- Organisational structure agreed
- Trade union framework in place
- Section 151 and monitoring officer recruited
- Starters, movers and leavers processes in place
- TUPE consultation complete
- Tiers 2 and 3 recruited
- Critical Day 1 training complete
- TUPE transfer complete
- All staff and suppliers paid correctly and on time
- IT architecture output board approval
- Single network in place
- Cyber security in place
- Council email addresses in place
- New accounts created for all staff
- Privacy notices in place
- Statutory returns produced
- Data incident management arrangements in place
- Data sharing agreements in place
- Complaints policy/procedures agreed
- Revenue and benefits systems and processes configured
- Council tax bills issued
- Single phone number in place
- One Front Door live across channels
- Face-to face locations for Day 1 agreed and live
- High-level locality operating model agreed
- Double devolution strategy in place
- Area committee governance agreed
- Community governance reviews completed
- Community network framework agreed
- Communication and engagement strategy approved
- Workforce engagement strategy agreed
- Branding agreed
- Day 1 property ambitions agreed
- Building user guides complete
- Out-of-hours response implemented



- Door access in place
- Agreed branding deployed
- Decision on validation (planning)
- Agent forums in place
- Scheme of delegation agreed
- Decision on planning committee structures and composition
- Approved housing strategy in place
- Final communications issued to tenants, landlords, residents etc
- HRA business plan agreed and submitted
- Financial policies and budgets agreed and in place
- Museum accreditation returns complete
- Proposed model for leisure centres approved
- Consideration of approach to harmonisation of prices (leisure)
- Emergency handbook approved
- Decision on fleet asset register
- Economic development strategy approved
- Organisational development framework/strategy agreed
- Values and behaviours agreed
- Approach for appraisals and performance management agreed

