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North Yorkshire County Council

Agenda

Notice of a public meeting of   **Transition (LGR) Overview and Scrutiny Committee**

To: **Councillors Philip Broadbank, Nick Brown, Melanie Davis, Caroline Dickinson, Kevin Foster, Richard Foster, Bryn Griffiths, George Jabbour, Andrew Lee, John Mann, Heather Moorhouse, Stuart Parsons, Clive Pearson, Kirsty Poskitt, John Ritchie and Malcolm Taylor (Chairman).**

Date: **Thursday, 19th January, 2023**

Time: **2.00 pm**

Venue: **Brierley Room, County Hall, Northallerton, DL7 8AD**

This meeting is being held as an in-person meeting and in public. The Government position is that of learning to live with COVID-19, removing domestic restrictions while encouraging safer behaviours through public health advice. In view of this, hand cleanser and masks will be available for attendees upon request. The Committee Room will be well ventilated and attendees encouraged to avoid bottlenecks and maintain an element of social distancing.

Please contact the named supporting officer for the Committee, if you have any queries or concerns about the management of the meeting and the approach to COVID-19 safety.

Please do not attend if on the day you have COVID-19 symptoms or have had a recent positive Lateral Flow Test.

Business

1.   **Welcome and apologies for absence**

2.   **Minutes of the Meeting held on 14 December 2022**   **(Pages 3 - 6)**

3.   **Declarations of Interest**

4.   **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 Will Baines, Principal Democratic Services and Scrutiny Officer *(contact details below)* no later than midday on Monday 16 January 2023. Each speaker should limit themselves to 3 minutes on any item. Members of the public who have given notice will be invited to speak:-

Enquiries relating to this agenda please contact Will Baines, Principal Democratic Services and Scrutiny Officer
Tel: 01609 533885 or e-mail william.baines@northyorks.gov.uk
Website: www.northyorks.gov.uk

- 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);

- 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.

Barry Khan
Assistant Chief Executive
(Legal and Democratic Services)

County Hall
Northallerton

Wednesday, 11 January 2023

North Yorkshire County Council

Transition (LGR) Overview and Scrutiny Committee

Minutes of the meeting held on Wednesday, 14th December, 2022 commencing at 1.30 pm.

County Councillor Malcolm Taylor in the Chair, plus County Councillors Philip Broadbank, Nick Brown, Caroline Dickinson, Kevin Foster, Richard Foster, Bryn Griffiths, George Jabbour, Heather Moorhouse, Andy Paraskos (Substitute), Clive Pearson and John Ritchie.

Officers present: Dean Henderson - Head of Safer Communities, Harrogate BC; Sharon Cousins - Licensing Manager, Selby DC; Mark Heaton - Senior Licensing Officer, Ryedale DC; Will Baines

Apologies: County Councillors Andrew Lee, John Mann, Stuart Parsons and Kirsty Poskitt.

Copies of all documents considered are in the Minute Book

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18   Welcome and Apologies

The Chairman welcomed everyone to the meeting.

Apologies were received from County Councillors Lee, Mann (substitute County Councillor Andy Paraskos), Poskitt and Parsons.

19   Minutes of the Meeting held on 9 November 2022

Resolved -

That the minutes of the meeting held on 9 November 2022, having been printed and circulated, be taken as read and confirmed by the Chairman as a correct record.

20   Declarations of Interest

There were no declarations of interest.

21   Public Questions or Statements

There were no public questions or statements.

22   Consultation of Draft Hackney Carriage and Private Hire Licensing Policy

Considered – Presentation of Dean Henderson, Head of Safer Communities, Harrogate BC, Sharon Cousins, Licensing Manager, Selby DC and Mark Heaton, Senior Licensing Officer, Ryedale DC.

Some of the key points highlighted in the presentation are as summarised below:

- The aim of the Licensing workstream has been to ensure that the new administrative area has a safe and legal licensing service at the commencement of the new council and fulfils its statutory duties. Page 3

- The draft policy currently out to public consultation has been put together in conjunction with the member working group, which included councillors from across the county who have lots of experience sitting on Licensing Committees
- It is hoped that by mid-February, the policy will go to the NYCC Executive and then onto the County Council for approval.
- The new policy will create one single hackney carriage zone for the whole of North Yorkshire, aiming to increase the availability of hackney carriages and customer choice. The single zone will provide consistency for the public and will assist in reducing dead mileage for drivers.
- Evidence from other unitary authorities indicates that any swamping of areas is likely to level out over time as market forces take effect and supply flexes to meet demand, ultimately providing a better service for users.
- An open market approach should increase the availability of wheelchair accessible vehicles (WAVs) and help maintain a mixed fleet.

There followed a discussion, the key points of which are summarised below:

- Following a concern about the ten-year vehicle limit for renewal applications set out in the draft policy, it was noted that this may be able to be looked out again in the future by the Licensing sub-committee.
- A query was raised about the standards required for executive vehicles and the requirements for the wearing of seatbelts.
- The consideration of fees and charges for hackney and private hire vehicles will be considered separately to the policy decision.
- It was asked why the mandatory installation of CCTV cameras in vehicles is not included in the draft policy.
- The requirements for a practical driving assessment and what a North Yorkshire local knowledge test for new drivers would look like for applicants.

Following this, a snapshot of the consultation responses received to date was given to members.

Resolved – That the presentation be noted.

23   LGR Discussion and Future Committee Priorities

Considered.

The committee held a general discussion about Local Government Reorganisation progress and future priorities.

In the conversation that took place, it was acknowledged that the initial priority was to achieve 'safe and legal' at day 1 of the new council, ahead of any major service transformation and cost savings.

A number of topics were put forward as suggestions to be considered by the committee at future meetings, these were to be taken up with the directorates concerned.

24   Work Programme

Considered –

A report by Will Baines, Principal Democratic Services and Scrutiny Officer, outlining the committee work programme.

Will Baines introduced the report and asked that Members review the committee's work programme, taking into account the outcome of discussions on previous agenda items and any other developments in relation to Local Government Organisation.

Resolved – That the committee work programme be noted.

25 **Other business which the Chair agrees should be considered as a matter of urgency because of special circumstances**

There was no other business.

The meeting concluded at 2.50 pm.

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The new council for

NORTH YORKSHIRE

LGR Economic Development Transition O&S Committee Thursday 19 January

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What we'll cover:

1. Economic Development – scope of services and variations in provision across North Yorkshire
2. Transition – transfer of 8 services into 1 whilst retaining business continuity and momentum on delivery
3. The new Economic Growth Strategy for North Yorkshire
4. Business advice/support, including to SME's – and our approach to inward investment
5. Tourism – the approach for North Yorkshire and how we retain local branding and delivery

1. Economic Development - scope

- The core work of all 8 services:

SME Business Support	KAM (Larger Business Support)	Inward Investment	Economic Strategy	Regeneration - Capital Projects	Regeneration - Revenue Projects	Town Centre Strategy & Action Plans	Structured Engagement with Business Forums / Organisations - FSB, CoC, DIT etc.

- Other services have variable provision across North Yorkshire:

	Tourism / Hospitality / Visitor Economy	Art, Culture & Heritage	Event Management	Transport	Community	Employment & Skills	Climate Change	Grant Delivery	Asset Management (Business Centre, Car parks, Public Toilets, EV charging etc.)
Craven	X	X					X	X	X
Hambleton	X	X	X		X	X	X	X	X
Harrogate				X		X		X	
North Yorkshire	X	X		X	X		X	X	
Richmondshire	X	X	X		X	X		X	X
Ryedale	X	X		X		X	X	X	X
Scarborough					X	X	X	X	X
Selby	X	X	X			X			

2. Transition – business continuity

- Transition – transfer of 8 services into 1 whilst retaining business continuity
- A detailed Business Continuity Plan prepared – to give day 1 Assurances on a range of practical issues
- Lift and shift of staff – with service restructure to follow later
- Day 1 – work from same place, same contacts, same projects, single web-site with local links
- Comms and engagement Plan for re-assurance to staff, businesses and partners

Business Continuity Approach

Approach

- Provide assurance, transparency and understanding of what is/isn't changing to all staff
- Reduce duplication
- Ensure we have all councils and services coverage

1 SUPPORT, COMMS AND ENGAGEMENT

3 ASSURANCE

2 READINESS

- What does it mean for me?
- What support is available in the run up and on day 1?
- What will day 1 look and feel like?
- Health and wellbeing
- Feeling like one council; telling the story
- Management support
- Day 1 support and presence

- Single, managed and transparent approach to monitoring the lead up to Day 1 +.
- Robust plans for Day 1, 2 and 3-7

Business Continuity Plan: 2 work streams

The aim is to give Day 1 assurances to ensure a smooth transition.

1. Key Economic Development specific priorities, including:
   - Business Engagement & Support
   - Tourism / hospitality / events management
   - Inward Investment
   - Asset Management

2. Day 1 Essentials categories, including:
   - HR and ICT
   - Legal/Regulatory Services
   - Finance and Procurement OFFICIAL

Comms & Engagement Plan: 2 work streams

- **Transition**: continued delivery of projects and services via NYC.

- **Transformation**: initial focus on the development of a new Economic Strategy for North Yorkshire.

Audience: staff, Members, businesses, stakeholders, partners.

Activity to date: staff events, district visits by Cllr Bastiman & DC.

Next: attending local business forums, staff newsletter and events.

3. Economic Growth Strategy for North Yorkshire

Process to date

- Steer ED appointed as consultants to support on the development of a new economic growth strategy for NY
- Baselining – co-ordination and review of baseline evidence across people, place, infrastructure and enterprise
- PEST analysis – future political, economic, social, technological and environmental trends
- Asset mapping – identify key economic assets across NY
- Strategy review – review of existing local, regional and national policies and strategies
- Consultation – initial engagement with chief exec, leader and exec members and officers across all local authorities and LEP

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Where are we now?

1. Inception & scoping
2. Baselining & evidence review
3. Emerging Strategic Framework
4. Thematic / sectoral deep dives
5. Strategy preparation and finalisation

- The majority of evidence and analysis is complete

- The Emerging Strategic Framework presents high level areas of focus, informed by evidence and analysis

- Future stages will flesh out the framework with more specific objectives, informed by further engagement and consultation

Emerging Strategic Framework

- Test and challenge workshops have been held with:
  - Officers representing each local authority including the LEP
  - Exec members, leader and chief executive
  - Directors of Development for YNYERH

- Feedback provided to Steer ED on the emerging vision, pillars, themes and priority areas for the strategy

Emerging Pillars

'Enterprise, Innovation & Investment' sits at the heart of North Yorkshire's Economic Strategy. The Strategy also recognises the importance of delivering 'Quality Infrastructure & Connectivity' and enabling 'Skilled & Prosperous Communities' in driving up economic growth and living standards. The opportunities and challenges around each of these three pillars are considered across North Yorkshire's diverse and distinctive places.

North Yorkshire Economic Strategy

Enterprise, Innovation & Investment

Quality Infrastructure & Connectivity

Skilled & Prosperous Communities

Urban Centres

Coastal Communities

Economic growth in our diverse & distinctive places.

Rural Areas

Market Towns

steer

Next steps

1. Sign off the Strategic Framework
2. Further analysis of key sectors and functional economic geographies
3. Consultation – programme of approx. 20 1:1 interviews
4. Workshops – series of 5 thematic/sectoral focused workshops
5. Synthesis of data and evidence
6. Strategy prep and finalisation

4. Business support in North Yorkshire

Business Support in North Yorkshire

- Currently a multi-layered business support offer across North Yorkshire, with geographic variations in the type of support offered and businesses and organisations that are eligible.

- Lead delivery of business support services:
  - YNY Growth Hub
  - LCR LEP (in some areas)
  - North Yorkshire County Council
  - Seven district / borough councils.

Business Support in North Yorkshire

LGR and 2023:

- Communication and engagement with businesses to re-assure about business as usual and highlight new opportunities

- Delivery of EU funded business support programmes closes during 2023 e.g. Skills Support for the Workforce.

- Formal joint working on business support with LCR LEP ceases e.g. SME Growth Manager roles in some areas

Business Support in North Yorkshire

Opportunities:

- Shared Prosperity Funding of £16.9m over 3 years has recently been confirmed, enabling NYC and YNY LEP to develop and deliver the agreed Investment Plan, including *supporting local businesses*.

- Rural Prosperity Funding of £5m over 2 years due to be confirmed by government.

Business Support in North Yorkshire

Opportunities:

- joint working and shared learning across 8 services

- common business support offers with local variations where appropriate –joint work between LEP and NYC

- efficiencies in scale and delivery

- single point of contact and information resource for businesses

- York & North Yorkshire Devolution

Inward Investment

- UKREIIF – promoting Y&NY on the national stage

- Significant step-up in interest in North Yorkshire

- Increased joint work with DIT, planning teams and others - targeting investors and marketing sector strengths

- Currently 41 live inward investment enquiries via the Y&NY LEP, working with DIT, plus enquiries direct to the eight councils

- Sectors seeing investment and employment proposals include: recycling, e-fuels and battery production

Inward Investment

Rolls Royce case study:

- Catterick Junction 53 site shortlisted alongside 10 other sites nationally

- Joint work between RDC, NYCC, Y&NY LEP and the landowner/developer

- Single 'Development Team' approach

- Site not selected – heavy-load highway constraint

- Really positive feedback from Rolls Royce:
  - out of all of the teams they have worked with on this, they felt our team showed so much enthusiasm for our local area and stated that if there was a team from all of the visits that they would prefer to work with it would be us.

- Development Team approach works - Y&NY LEP and NY LA's

5. Future tourism delivery in North Yorkshire

Key issues

- the strategies and objectives of the coastal areas of the county will be very different to those in the more urban areas

- how this will be managed and co-ordinated in the new council model?

- What will the relationships be with York and the wider Yorkshire in tourism promotion and destination management?

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Value of Tourism to Economy

- Tourism is a key priority in terms of economic growth for North Yorkshire

- Tourism across North Yorkshire attracts £1.5bn in domestic visitor spend each year

- Tourism accounts for 11% of overall Economy of North Yorkshire

- Tourism supports 41,200 jobs or 14% of all employment across North Yorkshire

Domestic tourism in North Yorkshire 2019

	Tourism Day Visits		All overnight tourism			Total tourism (Day Visits and All overnight tourism combined)	
Craven	4.33	£87	0.560	1.494	£80	4.887	£167
Hambleton	4.15	£94	0.231	0.765	£34	4.385	£129
Harrogate	5.78	£158	0.601	1.816	£105	6.382	£263
Richmondshire	2.19	£169	0.319	1.085	£70	2.506	£239
Ryedale	2.73	£87	0.279	0.843	£44	3.012	£131
Scarborough	9.13	£290	1.365	4.605	£278	10.495	£568
Selby	1.23	£29	0.097	0.240	£11	1.327	£40
North Yorkshire	30 m	£914m	3m	11 m	£ 623m	33m	£1,536 m

Domestic tourism in North Yorkshire generates approximately **30m day visits who generate a spend of £914m each year and 3m staying visitors** who spend **11m nights and £623m** in the county.

Domestic visitors to North Yorkshire spend approximately **£1.536 bn each year**. On this basis an estimate would suggest that tourism accounts for **11% of the overall economy of North Yorkshire**.

Tourism in North Yorkshire supports an estimated **41,200 jobs or 14% of all employment**

Source: Visit Britain 2019

North Yorkshire County Council

UK Tourism Landscape

- National Review into how Tourism is structured and Delivered following De Bois report to DCMS

- Review at Regional Level – instructed by Yorkshire Leaders and Chief Execs

- Current Tourism delivery across districts in North Yorkshire

- Review into Future Tourism service delivery across North Yorkshire

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National Tourism Picture

- New criteria from DCMS/Visit England on how future funding and engagement will be carried out with Visitor Economy Partnerships (formerly Destination Management Organisations – DMO's)

- Launched accreditation criteria for Local Visitor Economy Partnerships

- Pilot - North East (Newcastle/Gateshead, Visit Northumberland and Visit County Durham) – Each one will be a LVEP and then as a collective be a Destination Development Partnership

National Tourism Picture

- Visit England will work closely with LVEP's in obtaining accreditation

- New regional development manager to support LVEP's accreditation

- Benefits of being LVEP include:

  - Strategic Leadership role with DCMS/Visit England
  - Access to expertise and training
  - Access to grant funding programmes
  - Involvement in the development of Visit England's sustainable visitor economy strategy
  - Involvement in key marketing events
  - Funding from DCMS through Visit England for Destination Management

Regional Tourism Picture

- Y&H leaders & Chief Execs, following a review and consultation with stakeholders and the De-Bois report findings, have agreed to a proposal which outlines an informal bottom up partnership (from all Yorkshire's sub-regionals)

- Focus of regional activity will be on Strategy, Marketing Nationally and Internationally, data/insights and where appropriate lobbying/engagement

- Sub group being formulated to take this work forward and will report back to Y&H Leaders and Chief Execs

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Current Tourism Provision- District Level
Different levels of activity and resources provided across North Yorkshire

- **Destination Harrogate** – Destination Management Organisation Funded by HBC - Delivering activity in support of their Destination Management Plan. Includes destination marketing, place marketing, event and festival delivery, business support and visitor and cultural Services. Have dedicated tourism & marketing service resource to support

- **Discover Yorkshire Coast** – Tourism and Culture Service – Service funded by SBC, no core ongoing budget for destination management/marketing activity. Activity previously funded through external grants or one off funding. Service supports delivery of Tourism and Cultural strategy activity. Works towards delivery of Visitor Economy Strategy and Cultural Strategy. Resources for activity fragmented across Council. Marketing, events and festival delivery, business support, visitor services, sales and sponsorship

Current Tourism Provision – District Level

- **Richmondshire** – Have Destination Marketing Plan, no core funding of activity or dedicated resource, project based activity depending on funding available at the time. Focus being to support extending visitor stay and spend

- **Selby** – Have a Visitor Economy Strategy – Have some dedicated resources to support delivery of strategy including destination marketing. Also resource utilising external contractors to support delivery

- **Hambleton –** Working to a tourism plan, has interim temporary resource to support delivery of plan including destination marketing

Current Tourism Provision – District Level

- **Ryedale –** Working to a Destination Development Plan, have Tourism Officer supporting delivery including destination marketing which is undertaken along with partners across other districts

- **Craven –** Tourism is delivered as part of cultural strategy, operate TIC's but no dedicated resource for destination marketing or management. Marketing is undertaken through Skipton BID and previously Welcome to Yorkshire. Resources are focused on cultural activity delivery

Future Tourism Provision- NorthYorkshire

- A LGR task and finish group has been established to develop a proposal for members of the new Council on the way forward for tourism/visitor economy delivery across North Yorkshire – to be delivered by May 2023

- The work will include exploring all models to determine most appropriate & sustainable model for tourism delivery

- Development of a new overarching North Yorkshire Visitor Economy Strategy – linked to Economic Growth Strategy – linking all existing district visitor economy/tourism strategies

- Interim activity - as well as ongoing district activity continuing in short term, an application has been put forward for Shared Prosperity Funding to deliver destination marketing at a county wide level for next 12 months

Future Tourism Provision – Review

- Review will look to establish economies of scale from working at a NY level but look to retain and protect established local Brands

- Opportunity to partner with York City Council/Make it York on the development of a Destination Development Partnership which would drive forward Visitor Economy (including Devolution agenda)

- The review will look at how the new model will align with the Y&H model

- Any new structure would look to ensure that North Yorkshire variations in terms of destination marketing are taken into account to maximise growth opportunities. It is anticipated that as well as key destinations i.e. Scarborough, Harrogate, Filey, Whitby, themes will also be marketed such as Rural/Outdoors, Heritage and Culture, Family, Food and Drink, Coast etc

Any Questions?

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What Day 1 Looks Like - IT
IT & Digital Workstream Update

Resources & Reference Group – 12 Jan 2023

Overview & Scrutiny Committee – 19 Jan 2023

Agenda Item 6

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Background

- There are circa 550 systems (business and corporate applications) across the 8 separate councils

- High volume of disparity across individual entities i.e. ways of working

- Objective is to provide a more efficient and cost-effective operation within one technology environment

- For Day 1, the ICT & Digital workstream aims to deliver:

  - An ICT foundation that enables us to look, feel and operate as a single council for Day 1 (as far as possible)

  - Single versions (or connected) business/corporate applications where there is an agreed Day 1 need to do so (e.g. single email system, single website, single front door for IT support, single election management system, Finance systems, Payroll system etc.).

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Projects Dependent Upon IT To Deliver Day 1 Requirements

There are 33 projects/pieces of work required by other service areas which are reliant upon ICT & Digital input and resource.

Work Stream										
Finance	HR	Property	Corporate Governance	Comms	Locality	Customer	Planning	Waste, Fleet, Street and Highways	Reg Services & Emergency Planning	Day 1 Readiness

Must Have Projects/Activity

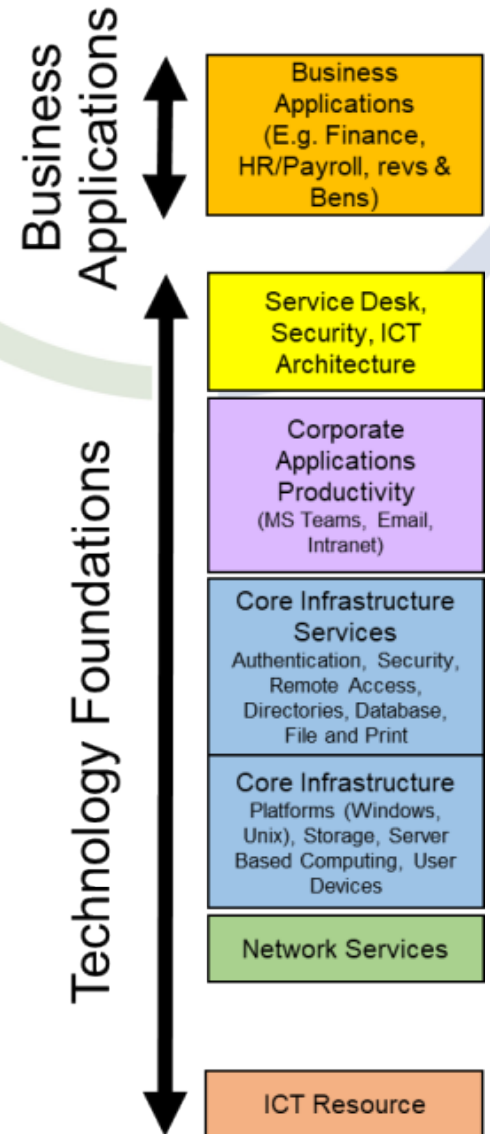| Finance	HR	Property	Corporate Governance	Comms	Locality	Customer	Planning	Waste, Fleet, Street and Highways	Reg Services & Emergency Planning	Day 1 Readiness
General ledger & Associated Systems	Payroll (incl access to IPM)	Access Control - Door Access	Committee Mgt Solution	Branding Deployment	Area Committee (Data)	Information Platforms (Website)	Planning Application Numbers	Fleet Mgt System	Lone Worker Devices/system	Manager Checklist
Insurance	Starters, Movers & Leavers	Desk Booking		Digital Engagement Platform		Contact Centre Telephony and IVR			Safety Incident Mgt System	Business Continuity Reporting
Reporting	Personnel Files	Room Booking		Photos Under Consent for Use		Workforce Mgt System			Risk Assessment Platform	
	Recruitment	Property Compliane Dashboard								
	Corporate Mandatory Training Record	One Front Door for OOH Property								
	HR Data Reporting Tools									
	Stautory Data Reporting									
	DBS Checks									
	Essential Policies									
	Occupational Health Provision									

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IT Foundation Projects

There are 18 Core IT projects to deliver the Day 1 IT foundations.
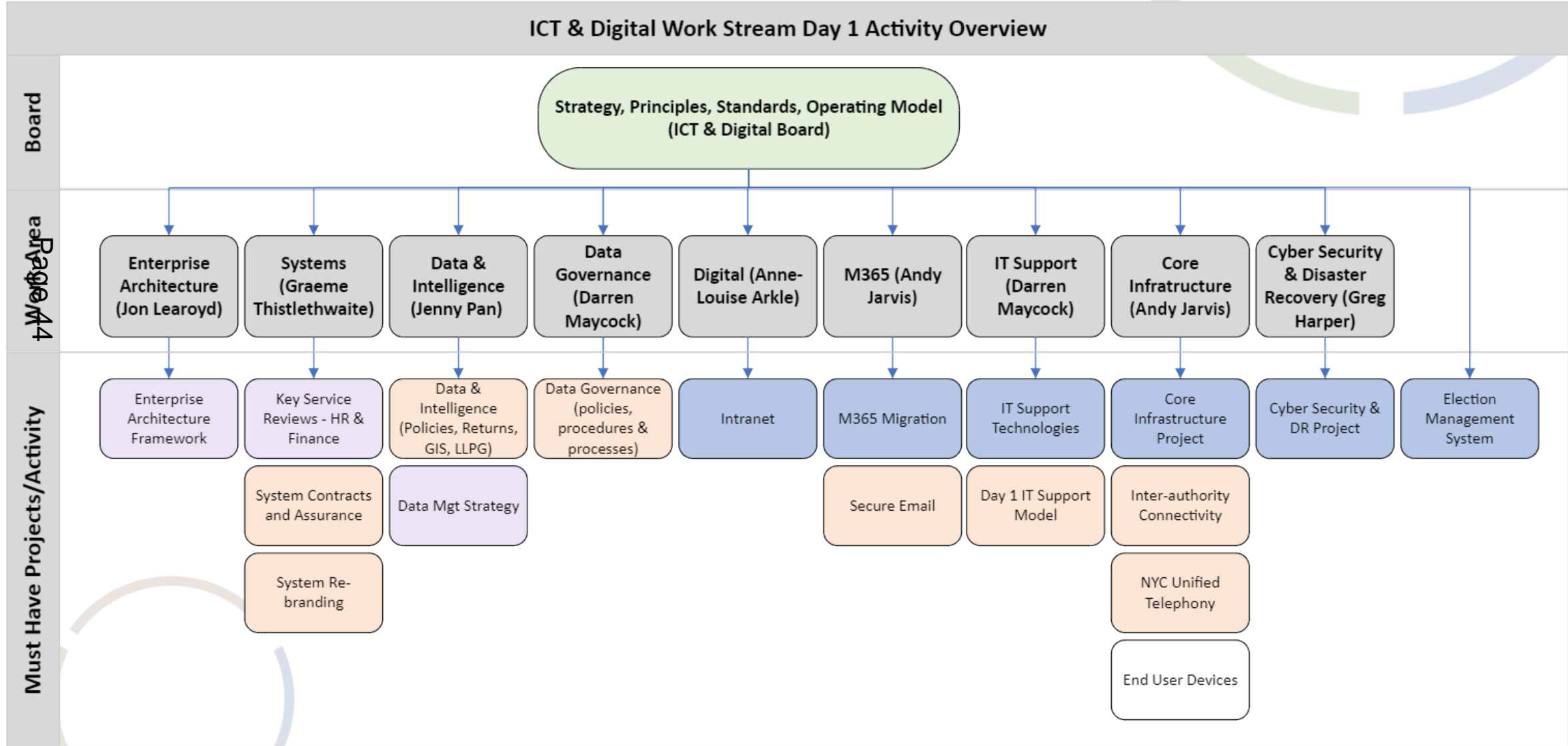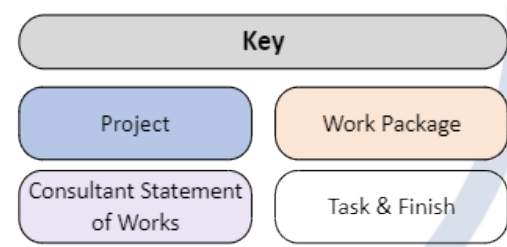
Current ICT & Digital Infrastructure

- Each Council's IT Infrastructure is made up of a number of components (see diagram opposite)

- Systems that services use to deliver their specific services (business applications) are underpinned by technology foundations

- Many of the technology foundations are unseen by the user but are critical to ensure that business and corporate applications can function safely and securely

- Currently, each of these components are separate to each Council.

Business Applications

| Business Applications (E.g. Finance, HR/Payroll, revs & Bens) |

Technology Foundations

| Service Desk, Security, ICT Architecture |
| Corporate Applications Productivity (MS Teams, Email, Intranet) |
| Core Infrastructure Services — Authentication, Security, Remote Access, Directories, Database, File and Print |
| Core Infrastructure Platforms (Windows, Unix), Storage, Server Based Computing, User Devices |
| Network Services |

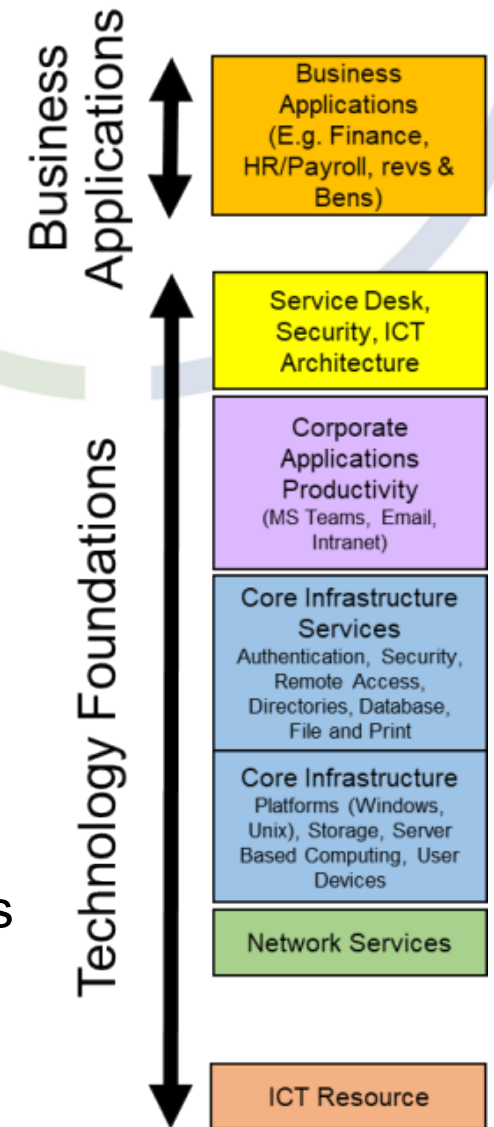| ICT Resource |

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Current ICT & Digital Infrastructure

- The complex nature of our collective IT infrastructure means that as we connect and consolidate systems and foundations, we are open to a risk of unknown impacts of one component on another along with increased cyber security risks

- This requires careful control and management to ensure that any potential impact/risk is known and well managed as we progress towards Day 1 of the new council and beyond

- The ICT & Digital Workstream assesses, manages and approves these changes through the Enterprise Architecture Board made up of IT leaders across the 8 Councils.

Business Applications

Business Applications (E.g. Finance, HR/Payroll, revs & Bens)

Technology Foundations

Service Desk, Security, ICT Architecture

Corporate Applications Productivity (MS Teams, Email, Intranet)

Core Infrastructure Services
Authentication, Security, Remote Access, Directories, Database, File and Print

Core Infrastructure Platforms (Windows, Unix), Storage, Server Based Computing, User Devices

Network Services

ICT Resource

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Getting to Day 1

- The long-term goal will be to have a single IT foundation for the new Council (excludes business applications)

- However, Day 1 focuses on **safe and legal** within the available time and with available resources

- Related work with other workstreams has been driven by timelines in project plans

- The upcoming slides provide an overview of the projects which have been established to deliver these objectives

- In total, there are **51 projects/pieces of work** required to deliver the IT requirements of the new Council for Day 1

NORTH YORKSHIRE COUNCIL | 1 April 2023

IT Foundation Projects Underway to Deliver Day 1

Project	Key Project Activity
Enterprise Architecture Framework	Deliver a framework through which the IT estate can be managed and decisions made including: • Implementation of IT decision-making governance and associated processes • Day 1 systems roadmap.
Microsoft 365	Migration of all Microsoft 365 functionality into one integrated service • Provide a common .northyorks.gov.uk email address for all staff with the ability to still receive emails from their old address • Easy collaboration via Teams • Platform for sharing files • Ability to check availability of staff across the new organisation via Outlook calendars • Implementation of common standards for data retention.
Secure Email Solution	• Assess and identify a standard technology solution/s for the sending of secure email (N.B. Councils will move to this agreed standard over time (some pre- and some post-vesting day) aligned with existing contractual commitments.

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IT Foundation Projects Underway to Deliver Day 1

Project	Key Project Activity
Cyber Security and Disaster Recovery	• Deliver all Council cyber/security health checks • Monitor and manage remediation and risk mitigation across all Councils • Staff training, instruction and guidance • Review and communicate incident response and disaster recovery plan/s • Review and agree password and information security management system policies • Review and assess PCI-DSS and ISO 27001 compliance • Audit and assess physical security, disaster recovery infrastructure and cyber security vulnerabilities.
Core Infrastructure – End User Devices	• Implementation of changes to policies which managed staff devices to give a common user experience • Set a minimum standard for devices.
Core Infrastructure – Inter-authority Connectivity	• Identify and implement solutions for connecting to central systems by staff from all authorities • Implementation of a common WiFi login experience for staff working from other authority buildings.
Core Infrastructure – NYC Unified Telephony	• Consolidation of telephone lines to one supplier • Migration to a single platform for contact centre telephony to enable a single reporting platform for contact centre • Is an enabler for one number, natural voice IVR and workforce management system.

NORTH YORKSHIRE COUNCIL | 1 April 2023

IT Foundation Projects Underway to Deliver Day 1

Project	Key Project Activity
Systems	• Review specific key business systems (Finance and HR) requiring a fundamental day 1 change/expansion of use to assess the risks, issues, impacts and recommend appropriate solutions • Contracts - Review system-related contracts and undertake activity to ensure that these are continued/concluded/novated as appropriate • Branding - apply the new Council name, logo, information to priority outputs (e.g. Legal notices, invoices etc. as agreed through the comms, marketing and branding workstream) • Assurance - Develop and implement a systems assurance plan for key line of business systems to ensure continuity of operation for Day 1.
Digital - Intranet	• Design and implement a single intranet for the new council.
Digital - Online Forms Solution	• Procure and implement an online forms solution and integrate with the new Council website.

•In addition to the above Digital Projects the ICT & Digital Work Stream are working on a joint project led by the Customer Work Stream to deliver a new website for the new Council (Information Platforms Project as per slide 3)

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IT Foundation Projects Underway to Deliver Day 1

Project	Key Project Activity
IT Support: • **Technologies** • **Day 1 Model**	• Implement a single system for logging and managing IT support contacts • Agree and implement the model for IT Support for Day 1 including: operational arrangements (staffing coverage, out of hours, monitoring and escalations arrangements), service level agreements, management of assets, performance management (KPIs), incident/problem and request management processes, principles for commissioning, maintenance & de-commissioning of assets etc.
Data Governance	• Updated Information Governance Policy Framework • Updated Privacy Notices covering all functions currently covered by both county and the districts • An updated information security incident process which will include a new reporting form • Processes in place for the completion of Data Protection Impact Assessments • Processes in place for the completion of all Information Access Requests (Freedom of Information as well as Data Subject Rights requests).
Election Management System	• Procure and implement a single election management system.
Data & Intelligence	• Data Management Strategy • Statutory Return Cycle and Plan • Records Management Policy • Local Land and Property Gazetteer • Geographic Information System Functionality.

High Risks

N.B. There are a number of other risks associated with the work stream and individual projects however the above are those which are considered high (as a result of an assessment of likelihood and impact)

There is a risk that...	Potential Impact	Mitigations
IT resource is not available (Capacity or requirements fully known) in existing teams to deliver LGR Day 1 Must Haves.	Potential inability to deliver Day 1 must haves and/or impact to business as usual service delivery activity. (Impact could be to time, cost or quality of delivery)	• Detailed understanding of resource required to deliver the work undertaken through projects • Tolerance/contingency time has been included within planning where possible • Known IT resource gaps have been recruited to wherever possible. Where not possible funding has been secured to access temporary capacity where required.
There is a risk of increased staff turnover throughout transition.	Loss of staff knowledge, skills, experience and capacity to deliver LGR and BAU IT activity. Increased reliance on existing staff to maintain service delivery, LGR delivery and recruit, onboard/induct new staff. As above, potential inability to deliver Day 1 must haves.	• Specific IT staff engagement sessions took place May to July 2022 and staff questions answered • All Council webinars and staff engagement sessions • Next IT staff engagement sessions to be scheduled for February 2023 • Actions above are also relevant to this risk.

High Risks Cont...

There is a risk that...	Potential Impact	Mitigations
Cyber attacks are heightened during the transition period and system integration	May cause system failure and/or loss of data which may have a cost and resource requirement to rectify. This may result in delays to LGR Day 1 delivery and BAU service delivery degradation and reputational/financial implications.	• Every Day 1 IT change is agreed by the Enterprise architecture board which includes Cyber/security representation to ensure the preferred option/s are safe and secure. • All Councils will have undertaken a health check within the 12 months pre-vesting day and remediation action plans shared and progressed with key risk areas being prioritised.
Time and resource are insufficient to deliver the Microsoft 365 migration project by vesting day	Day 1 impacts if the migrations are not complete: - collaboration will not be seamless - district/borough users will not have an email address for the new authority	• Additional resource and expertise secured through 3rd party supplier to support the migrations • Detailed discovery work undertaken with 3rd party supplier • Additional project management resource secured and in place • Plans in place to achieve migrations on time (including a 10% time tolerance for potential slippage) • Detailed delivery planning for each authority ahead of their migration is underway • Project flagged for increased programme monitoring due to the risk and impact if not delivered on time.

Assurance

- Whilst the ICT & Digital Work Stream represents a significant and complex programme of work, assurance of our ability to deliver the organisations Day 1 needs is moderate to high, as a result of:

  - Careful planning of both activity and associated resource requirements

  - Collaborative working across Councils and work streams

  - Additional funding and contingency resource secured

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Assurance Cont...

- Progress to date

- An ambition to deliver early where possible to spread the risk away from Day 1 (e.g. IT Support technologies)

- All IT foundation projects have received a health check

- All projects are expected to have been assured and approved to move into the delivery phase by the end of Jan 2023

NORTH YORKSHIRE COUNCIL | 1 April 2023

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Transition (LGR)
Overview and Scrutiny Committee

Property Assets
January 2023

Property Workstream

1. Property Workstream was established and has been working to prepare for the transition – collaborative working between all 8 councils

2. Objective for the workstream is 'safe and legal' on Day 1, with the expectation that work on transformation will be implemented after

3. Workstream comprises four sub-workstreams: -
   - Asset Management
   - Workplace
   - Compliance
   - Projects

Asset Management

- North Yorkshire Council will have c2500 Non-HRA property assets

- Including: -

    - 37 Offices
    - 23 Leisure Centres
    - 352 Educational establishments, including 120 Academies
    - 542 Highways Assets, including 262 public highways land
    - 8 Museums
    - 4 Crematoria
    - 127 Car Parks
    - Over 400 'Commercial' and 'Investment' Properties
    - 143 Farms / Agricultural Land

North Yorkshire
County Council

Asset Management

- The Council will manage its property via a 'Corporate Landlord' Model

- Objective is for the production of a comprehensive Asset Management / Property Strategy that identifies all issues, risks and opportunities

- The production of the Strategy will include detailed engagement with all services to ensure that their property requirements are understood and reflected

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Workplace

- Workstream has focussed on essential activities for Day 1 – e.g. ensuring that FM arrangements / contracts are in place, access arrangements are clear and staff are able to book meeting rooms

- The Council is committed to continuing to provide 'hubs' in key locations and 'Workplace' will form an important part of the Asset Management Strategy to ensure customer access to services, and that staff are able to work efficiently

- The Council will continue to review 'New Ways of Working' including arising from the pandemic and will continue to re-configure offices and workplaces to meet the requirements

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Hybrid Working – Workspace types

Individual workspaces

Standard - in a 'room with desks'

Desk & chair.
Perspex screen.
27" monitor (most desks).
Lockers / business storage.
Most not bookable, a few bookable.

Confidential space

Desk & chair.
Room for one person to undertake confidential work or make a confidential call.
Some bookable via Outlook, some free to use.

Touch-down space

Desk or surface & chair.
For use when visiting an office before a meeting or to print documents or whilst using other facilities.
Not bookable.

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Hybrid Working – Workspace types

Group workspaces

Meeting room

Traditional meeting room.
Fixed tables + chairs.
Some enabled for MS Teams hybrid meetings.
Fixed maximum capacities.
Bookable via Outlook.

Project space

Reconfigurable tables + chairs.
Large display screens.
For project work, team events staff activities, etc.
Fixed maximum capacities.
Bookable via Outlook.

1-2-1 space

Desk & chair.
Table & two chairs.
For 1-2-1s, appraisals, etc.
Maximum capacities of 2.
Bookable via Outlook.

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Compliance

- Workstream has considered current arrangements for the delivery of statutory compliance and repairs and maintenance activity, and ensured that arrangements remain in place for Day 1

- The work has aligned with Customer and Procurement Workstreams

- Work remains ongoing with Health and Safety to align key policies and processes for Day 1, and the development of consistent approaches thereafter.

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Construction Projects

- Workstream has considered current arrangements for the delivery of existing projects to ensure that delivery is not affected by the transition.

- It is likely that approximately 30 projects will be in the construction phase on 1 April

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Challenges and Risks

- Ensure that there is a comprehensive understanding of the new portfolio to inform the development of a comprehensive Asset Management Strategy
- Engagement with all services to ensure that the Council's property requirements are clearly understood.
- This includes the development of 'New Ways of Working' to inform the reconfiguration of offices and other workplaces
- Implementation of consistent working arrangements
- Energy – risks arising from ongoing market volatility
- Carbon – reduction in accordance with the 2030 commitment
- Inflation
- Resources

Questions

North Yorkshire
County Council

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Transition (LGR) Overview and Scrutiny Committee
Work Programme 2022/23

Thursday 19 January 2023 at 2pm

Subject	Description
Economic Development and Tourism	To look at the impact of LGR to Economic Development and support for businesses, particularly SMEs. Also, the support to be given to businesses in sectors such as tourism. Dave Caulfield, Assistant Director - Growth Planning and Trading Standards, NYCC and Trevor Watson, Director of Economy, Environment and Housing, Harrogate Borough Council
LGR Assets	To consider the assets position for the new unitary council Jon Holden – Head of Property Service
LGR Programme Update	To consider the position of maintaining service continuity to ensure effective delivery and performance of services once North Yorkshire Council is established from 1 April 2023. Robert Ling, Assistant Director – Technology and Change Management
IT infrastructure, support and operation at day 1	To provide the Committee with details of progress to innovate and modernise ways of working through the LGR process in the area of IT infrastructure, support and operations. Stuart Carlton, Workstream Lead for the Digital and IT LGR Workstream and Robert Ling, Assistant Director – Technology and Change Management

March Meeting

Subject	Description
Let's Talk Consultation	Analysis and Results from the Let's Talk Consultation

Other topics to be considered: (from discussions and Forward Plan)
Double devolution process – Reviewing town / parish council pilots
Customer Service Standards and Policies - due Exec 21 March 2023

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