

East Suffolk Shadow Authority

SHADOW CABINET

Monday 4 June 2018

FORMATION OF CENTRAL IMPLEMENTATION TEAM AND RESPONSIBILITY FOR IMPLEMENTATION PLAN (REP2 (SH))

EXECUTIVE SUMMARY

1. Under Article 11 of the East Suffolk (Local Government Changes) Order 2018 (the Changes Order), the Shadow Authority must prepare, keep under review, and revise as necessary, an Implementation Plan for the new Council.
2. An Implementation Plan has been prepared and was presented to the Shadow Authority at its meeting of 4 June 2018.
3. Under Article 18 of the Changes Order, the functions conferred on the Shadow Authority by or under the Changes Order are to be delegated to, and discharged by, the Shadow Executive.
4. The Shadow Authority delegated its functions conferred under Article 11 to the Shadow Executive, at its meeting of 4 June 2018.
5. Therefore, the Shadow Executive has delegated authority for the Implementation Plan, to keep it under review, and revise it as necessary.
6. It also needs to form a Central Implementation Team as required by Article 19 of the East Suffolk (Local Government Changes) Order 2018.

Is the report Open or Exempt?

Open

Wards Affected:

All

Cabinet Members:	<p>Councillor Mark Bee</p> <p>Councillor Ray Herring</p>
Supporting Officer:	<p>Hilary Slater</p> <p>Head of Legal and Democratic Services</p> <p>(Suffolk Coastal and Waveney District Councils)</p> <p>01394 444336</p> <p>hilary.slater@eastsuffolk.gov.uk</p>

1 INTRODUCTION

- 1.1 The East Suffolk (Local Government Changes) Order 2018 (“**the Changes Order**”), at the time of writing, is due to be made on 24 May 2018 and come into force on 25 May 2018.
- 1.2 Article 11 of the Changes Order provides that the Shadow Authority must prepare, keep under review, and revise as necessary an Implementation Plan. The Implementation Plan must include such plans and timetables as the Authority considers necessary for the effective, efficient and timely discharge of its functions. The Implementation Plan must also include such budgets and plans as the Authority considers necessary or desirable to facilitate the economic, effective, efficient and timely discharge, on or after 1 April 2019, of the functions that, before that date, are the District Councils’ functions.
- 1.3 Article 18 of the Changes Order provides that the functions conferred on the Shadow Authority by or under the Changes Order are to be delegated to, and discharged by, the Shadow Executive. The Shadow Authority agreed the Implementation Plan, at its meeting of 4 June 2018 and delegated the functions conferred on it by Article 11 of the Changes Order to the Shadow Executive. Therefore, the Shadow Executive is responsible for keeping the Implementation Plan under review, and revising it, as necessary.
- 1.4 By virtue of Article 19 of the Changes Order, there is a duty on the Shadow Executive, not later than 21 days after the Changes Order coming into force, to form a team of officers, the “Central Implementation Team”, for the purposes of assisting the Shadow Executive and, if so required, the Shadow Authority.

2 FORMATION OF A CENTRAL IMPLEMENTATION TEAM

- 2.1 An Officer Programme Team already exists to carry out the function of the Central Implementation Team, and it has a comprehensive implementation plan in place. The role, purpose and scope of the Officer Programme Team was determined by the anticipated requirements of an Implementation Team and as a result the appointment of the existing Officer team is logical and seamless. The Officer Programme Team consists of:

Nick Khan – Programme Sponsor and Lead Officer

Sandra Lewis – Programme Manager

Other members of staff also part of the Programme Team, including key work stream leads: Hilary Slater, Homira Javadi, Darren Knight, Ann Carey and Karen Cook.

- 2.2 The Officer Programme Team currently reports to a Member Programme Board, which is supported by five established Member Working Groups, which may make recommendations to both the Shadow Executive and the Shadow Council.
- 2.3 Further details of the governance structure followed by the Officer Programme Team can be found at Appendix A, including details of the established Member Working Groups at Appendix B.
- 2.4 It is proposed that the Shadow Executive forms the Central Implementation Team from the Officer Programme Team and that the officers listed in paragraph 2.1 be the Central Implementation Team. The leader of the Central Implementation Team must be an officer of one of the District Councils, under Article 19(3) of the Changes Order.

3 DETAILS OF THE IMPLEMENTATION PLAN

- 3.1 Article 11 says that the Implementation Plan must include;-

- a) such plans and timetables as are in its opinion necessary to secure the effective, efficient and timely discharge of its functions, and
- b) such budgets and plans as it considers necessary or desirable to facilitate the economic, effective, efficient and timely discharge, on or after 1 April 2019, of the functions that, before that date, are functions of the District Councils.

- 3.2 A comprehensive Implementation Plan is in place to assist the effective, efficient and timely discharge of functions of the new Council on or after 1 April 2019, and of the functions that, before that date, are the District Councils' functions.
- 3.3 The Implementation Plan allows for the essential aspects of the new Council to be put in place, such as its constitution and governance, financial matters, communication and branding, electoral arrangements and any policy and service alignment issues which need to be addressed in order to form the new East Suffolk Council.
- 3.4 Appendix C provides an overview of the Implementation Plan, including the key work streams.
- 3.5 Appendix D provides the full details of all work packages covered by the Implementation Plan.
- 3.6 It is proposed that the Shadow Executive considers the Implementation Plan, keeps it under review, and revises it as necessary, throughout the Shadow Period. Regular reports on progress against the Implementation Plan will be made to the Shadow Executive.

4 FINANCIAL IMPLICATIONS

- 4.1 Article 16 of the Changes Order provides that the total of the expenditure properly incurred by the Shadow Authority before 1st April 2019 is to be divided among, and paid by, Suffolk Coastal District Council and Waveney District Council in such proportion as they agree.
- 4.2 Budget provision is already identified and in place at the respective authorities for the current financial year.

5 RISK MANAGEMENT

- 5.1 The Officer Programme Team are maintaining a Risk Register for the implementation of the new East Suffolk Council.
- 5.2 The key risks to be noted by the Shadow Executive are attached as Appendix E to this report.
- 5.3 The risks will be managed, mitigated and escalated as necessary to the Member Programme Board as part of the governance arrangements followed by the Officer Programme Team.

6 REASON FOR RECOMMENDATION

- 6.1 To enable the Shadow Executive, at its first meeting, to take all the steps that are required by the Changes Order.

RECOMMENDATIONS

That the Shadow Executive:

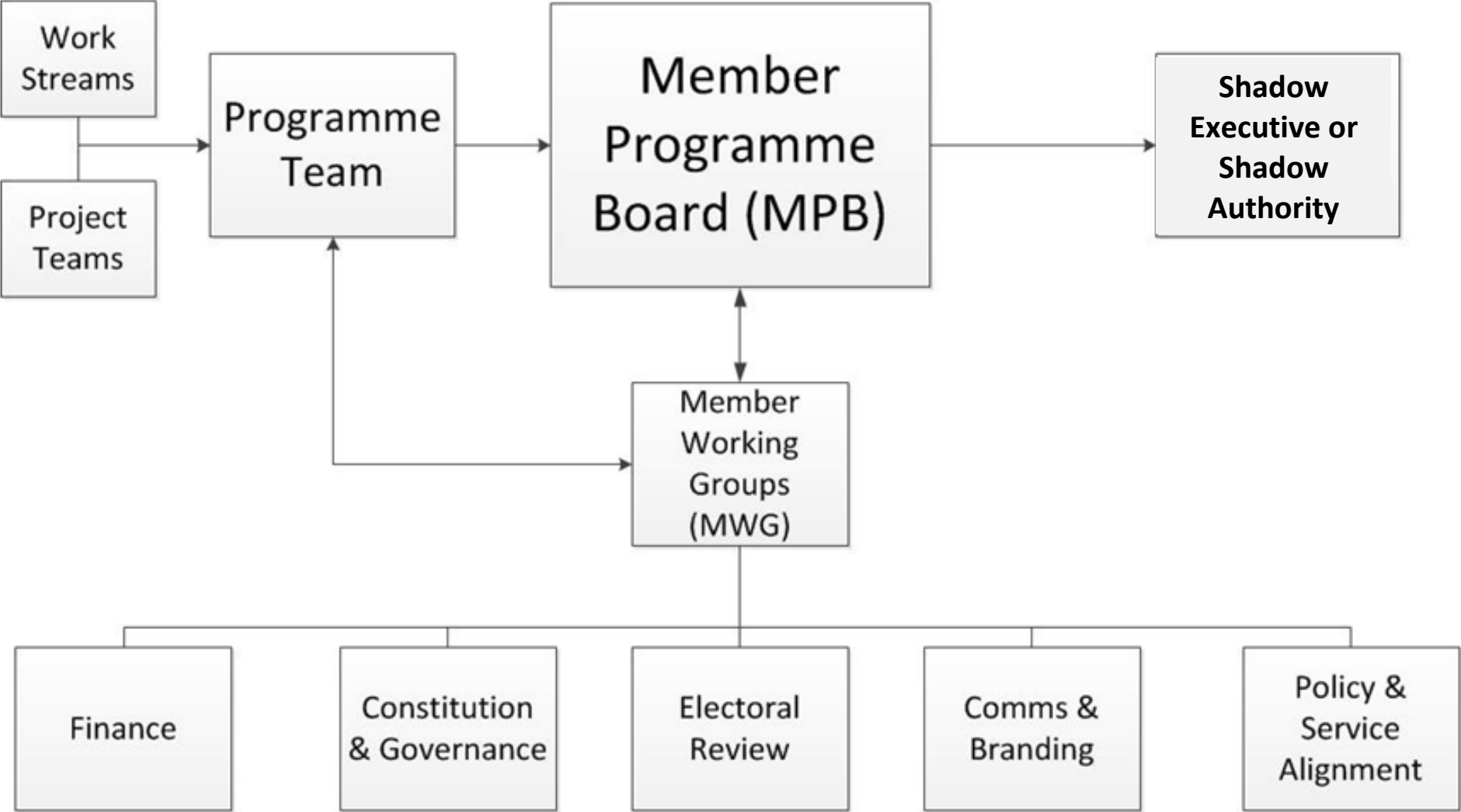
1. forms a Central Implementation Team which shall consist of those Officers listed in paragraph 2.1 to this report.
2. notes:
 - a. the Implementation Plan set out in Appendix C and Appendix D to this report and
 - b. its responsibility for keeping the Implementation Plan under review and revising it, as necessary.
3. receives regular reports on the progress of the Implementation Plan.

APPENDICES

Appendix A	Programme Structure
Appendix B	Member Working Groups
Appendix C	Implementation Plan Overview
Appendix D	Full Implementation Plan
Appendix E	Key Risks

BACKGROUND PAPERS – None

APPENDIX A - PROGRAMME STRUCTURE



APPENDIX B - MEMBER WORKING GROUPS

	FINANCE	CONSTITUTION & GOVERNANCE	ELECTORAL REVIEW	COMMS & BRANDING	POLICY & SERVICE ALIGNMENT
Lead Members	Cllr Stuart Lawson Cllr Bruce Provan	Cllr Ray Herring Cllr Mark Bee	Cllr Geoff Holdcroft Cllr Mark Bee	Cllr TJ Haworth-Culf Cllr Craig Rivett	Cllr Richard Kerry Cllr Stephen Ardley
Lead Officer	Homira Javadi	Hilary Slater	Nick Khan	Darren Knight	Ann Carey
Scope	Consider options and make recommendations for the new Council on the alignment of Financial matters for the creation of the new Council	Consider options and make recommendations for the new Council on the creation of a new constitution, associated procedures, protocols and committee structure	Consider options and make recommendations in respect of the Boundary Commission Review of the electoral arrangements for the new Council	Consider options and make recommendations for the creation of a brand identity for the new Council, supported by associated communication and branding guidelines	Consider options and make recommendations for the new Council on the alignment of differences in the service provision and policies which have been identified between the two Councils
Key work packages (including but not limited to)	Fees & Charges Payment Terms HRA & Capital Programme General Fund Budget Budget alignment issues	Constitution Committee Structure Procedures Protocols	Informal ward review and submission to MHCLG Assistance and input to the formal LGBCE ward boundary review	Overall Programme Comms Contact number Identity & logo branding Signage changes Corporate publications Heritage Civic regalia	Alignment of identified differences in some service areas such as: Communities Housing Operations Planning Economic Development Environmental Services
Frequency of meeting	Monthly	Monthly	Monthly/as necessary	Monthly	Monthly

APPENDIX C - IMPLEMENTATION PLAN OVERVIEW

	Lead Workstream	Member Working Group	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19
Overall Programme Comms	Customer Services	Comms & Branding														
Branding & Logo for East Suffolk	Customer Services	Comms & Branding														
Ward boundary review	Legal&Dem Services	Electoral Review														
Agree HRA & Capital Programme	Finance	Finance														
Set a single Council Tax	Finance	Finance														
Agree General Fund Budget	Finance	Finance														
Issue Council Tax/NNDR bills	Revs & Bens	<i>Operational</i>														
Publish new Electoral Register	Legal&Dem Services	<i>Operational</i>														
New Constitutional arrangements	Legal&Dem Services	Constitution & Governance														
Essential policy/service alignment	Various	Policy & Service Alignment														
ICT system changes	ICT	<i>Operational</i>														
TUPE exercise & Payroll changes	HR	<i>Operational</i>														
Elections to new Council	Legal&Dem Services	<i>Operational</i>														
Celebration event	Customer Services	Comms & Branding														

Note; Each Service Area of the Council is responsible for a work stream of work packages to be implemented to enable the formation of the new Council, please see full implementation plan at Appendix D

APPENDIX D - FULL IMPLEMENTATION PLAN

Key

	Work packages to be dealt with at Member Working Group / Member Programme Board
	Operational work packages, Officer-led
	Existing joint policies/strategies already in place, subject to name change/adoption only

Full implementation plan of work packages (sorted by Workstream):

WPRef	Key Task (Work Package)	Lead Workstream	Required Completion Date
ES008	Public Space Protection Orders – aligning the approach taken	Communities	TBA
ES009	Localism Act/Community Rights – align the member approval process and approach, particularly Right to Bid	Communities	Mar-19
ES010	Enabling Communities – align task group approach (only SCDC currently)	Communities	Mar-19
ES011	Health & well-being – board membership and links to the two separate Sustainability and Transformation Partnerships	Communities	Mar-19
ES001	Place Based Initiatives – review in terms of alignment (Lowestoft Rising, Leiston Together, Felixstowe Forward) and justification in relation to other larger settlements in East Suffolk	Communities	Mar-19
ES012	Community Grants – aligning Enabling Communities Budgets/Exemplar Grants/Community Enabling Grants (part of discussion about Community Partnership Boards)	Communities	Jan-19
ES006	Community Safety – ensuring consistency across one district	Communities	Apr-19
ES007	Anti-social behaviour – aligning discharge of specific duties	Communities	Apr-19
ES013	Suffolk Family Focus – align work (currently delivered only in SCDC area)	Communities	Apr-19
ES002	o Enabling Communities Strategy	Communities	Apr-19
ES003	o ASB Policy	Communities	Apr-19
ES004	o Social Value Policy	Communities	Apr-19
ES005	o Equality and Diversity Policy	Communities	Apr-19
ES016	Single Twitter and Facebook accounts	Customer Services	Apr-19
ES017	One Comms Team Structure	Customer Services	Apr-19
ES021	Align differences in service delivery, such as Norse implications	Customer Services	Apr-19
ES014	Contact Number	Customer Services	Sep-18
ES015	Style guide for East Suffolk	Customer Services	Mar-19
ES018	Branding & Logo for East Suffolk	Customer Services	Sep-18
ES019	Signage changes around district	Customer Services	Mar-19
ES020	Corporate Publications (Coastline/In Touch etc)	Customer Services	Mar-19
ES027	Heritage and legacy of previous authorities	Customer Services	Apr-19
ES028	Celebration event	Customer Services	Jun-19
ES191	Civic regalia - design and make	Customer Services	Mar-19
ES232	Overall Programme Comms	Customer Services	ongoing
ES022	o Complaints, Comments and Compliments Policy	Customer Services	Apr-19
ES023	o Customer Alert List	Customer Services	Apr-19
ES024	o Unreasonably Persistent Complainants Policy	Customer Services	Apr-19
ES025	o Access and Customer Strategy	Customer Services	Apr-19
ES026	o Social Media Policy	Customer Services	Apr-18
ES231	Generic notification on demise of old councils	Customer Services	Dec-18
ES037	Notifying previous Funders of new authorities	Eco Development	Apr-19
ES035	Sustainable Town & Village Economies	Eco Development	Mar-19

WPRef	Key Task (Work Package)	Lead Workstream	Required Completion Date
ES029	o East Suffolk Growth Plan	Eco Development	Mar-19
ES030	o Lake Lothing & Outer Harbour AAP	Eco Development	Mar-19
ES031	o Lowestoft Transport & Infrastructure Plan	Eco Development	Mar-19
ES032	o Enterprise Zone Delivery Plan	Eco Development	Mar-19
ES033	o CCT Economic Plans for Felixstowe, Deben Peninsula, Leiston, Southwold, Lowestoft	Eco Development	Mar-19
ES034	o East Suffolk Tourism Strategy	Eco Development	Mar-19
ES038	Food Safety - single statutory LAEMS returns	Env Services	Jul-18
ES039	Health & Safety - single statutory LAE1 returns	Env Services	Jul-18
ES040	Air Quality - single AQR to DEFRA	Env Services	Jun-18
ES041	Port Health Statutory Instrument - include in Parliamentary Order	Env Services	Jan-18
ES042	Port Health - operational implications of retaining 'Suffolk Coastal Port Health Authority'	Env Services	Apr-19
ES043	Dog Controls - area based differences	Env Services	2020
ES044	PHILIS - licensing changes	Env Services	Apr-19
ES046	Suffolk Climate Change Partnership - discuss implications at partnership	Env Services	Apr-19
ES045	Contaminated Land Strategy - create single strategy for East Suffolk	Env Services	Dec-18
ES047	o Health & Safety Policy	Env Services	Apr-19
ES048	o Environmental Policy	Env Services	Apr-19
ES049	o Joint Emergency Response Plan	Env Services	Apr-19
ES050	o Business Continuity Plan	Env Services	Apr-19
ES051	o Compliance and Enforcement Policy	Env Services	Apr-19
ES263	FSA re-issue of 'unique approval numbers' for food businesses in WDC & SCDC	Env Services	TBC
ES072	Setting a single Council Tax	Finance	Feb-19
ES064	Decisions of financial expenditure between April 2018 and March 2019	Finance	Mar-18
ES061	Financial Procedure Rules	Finance	Mar-19
ES052	Single Navision Financial system	Finance	Jan-19
ES056	Final Accounts for old authorities	Finance	Jun-19
ES057	New invoices to be designed/templated/issued	Finance	Jan-19
ES058	Single Financial Asset Register	Finance	Oct-19
ES059	New VAT number	Finance	Jan-19
ES036	Local Discretionary Business Rate Relief	Finance	Jan-19
ES062	Align Treasury Management & Investment Policy/Strategy	Finance	Jan-19
ES063	Decide upon Petty Cash Policy	Finance	Apr-19
ES074	New Homes Bonus - review how we use it	Finance	Jan-19
ES066	New Nav database (for budget)	Finance	Sep-18
ES069	Notify all suppliers of new authority details	Finance	Apr-19
ES071	Financial Reporting - alignment of meetings and responsibilities	Finance	Mar-19
ES053	Agree Fees & Charges	Finance	Dec-18
ES054	Agree HRA and Capital Programme	Finance	Jan-19
ES055	Agree General Fund Budget	Finance	Feb-19
ES065	New Bank Account inc Payment cards	Finance	Jan-19
ES067	New Insurance Policy	Finance	Apr-18
ES068	New Treasury Management Contract	Finance	Apr-18
ES070	Alignment of Payment Terms ie instalment fees	Finance	Mar-19
ES060	Performance reporting - alignment of KPIs	Finance	Jul-19
ES073	MTFS	Finance	Jan-19
ES274	Amalgamated demographic data and impact	Finance	

WPRef	Key Task (Work Package)	Lead Workstream	Required Completion Date
ES076	Update Gateway to Homechoice website	Housing	Apr-19
ES077	Reviews/Appeals - North and South Welfare panels	Housing	Apr-19
ES078	Housing allocations - WDC is a stockholder - Local Lettings Policies	Housing	Apr-19
ES079	SLAs with Social Landlords - review and update	Housing	Apr-19
ES080	Part 7 Statutory Homelessness - align service/Gov statistical return	Housing	Apr-19
ES081	Homeless Reduction Act 2017 - new software will need to be merged	Housing	Apr-19
ES082	Standard letter templates to be aligned - Uniform	Housing	Apr-19
ES085	Scheme of Delegation - Housing	Housing	Mar-19
ES075	Part 6 Housing Act 1996 Housing Register - two registers to become one	Housing	Apr-19
ES099	Inform all tenants of new landlord name and address	Housing	Apr-19
ES083	Renovation Grants - different grant maxima/single policy	Housing	Apr-19
ES084	Empty Homes - aligning differing options such as PS leasing	Housing	TBA
ES086	Homeless Strategy - currently two strategies, one to be produced	Housing	Apr-19
ES087	o Rent Arrears Policy & Rent collection Strategy	Housing	TBA
ES088	o Tenant Consultation and Participation Policy	Housing	TBA
ES089	o Former Tenant Credits Policy/Formal Tenants Arrears Policy	Housing	TBA
ES090	o Use of Communal Rooms Policy	Housing	TBA
ES091	o Mutual Exchanges Policy	Housing	TBA
ES092	o Exchange of Contracts Policy	Housing	TBA
ES093	o Void Management Policy	Housing	TBA
ES094	o Succession to a Tenancy Policy	Housing	TBA
ES095	o Assignment Policy	Housing	TBA
ES096	o Transfer Applications Policy	Housing	TBA
ES097	o G2H Allocations Policy	Housing	TBA
ES098	o Strategic Tenancies	Housing	TBA
ES251	Civil penalties	Housing	Mar-19
ES252	Regulatory Reform Order policy for disabled facilities grants	Housing	Mar-19
ES253	HMO policy	Housing	Mar-19
ES254	Enforcement Protocol	Housing	Mar-19
ES104	Pension fund changes	HR	Sep-18
ES100	iTrent HR and Payroll database changes	HR	Apr-19
ES101	Joint Union consultation	HR	Apr-19
ES102	TUPE exercise	HR	Apr-19
ES105	Staff engagement inc survey	HR	Apr-19
ES106	Payroll changes - two payrolls to one	HR	Apr-19
ES107	HMRC - amalgamate PAYE accounts	HR	Apr-19
ES108	Implications from Apprenticeship levy	HR	Apr-19
ES103	Pension discretions review	HR	Sep-18
ES109	o Disclosure and Barring Service Policy and Procedures	HR	Apr-19
ES110	o Recruitment of Ex-offenders policy	HR	Apr-19
ES111	o Recruitment Policy	HR	Apr-19
ES112	o Relocation Scheme	HR	Apr-19
ES113	o Code of Conduct	HR	Apr-19
ES114	o Policy on Political Restrictions	HR	Apr-19
ES115	o Probation Policy	HR	Apr-19
ES116	o Bullying and Harassment Policy	HR	Apr-19
ES117	o Disciplinary Procedure	HR	Apr-19
ES118	o Grievance Procedure	HR	Apr-19
ES119	o Performance Improvement Procedure	HR	Apr-19
ES120	o Organisational Design Changes - Managers Guidelines	HR	Apr-19

WPRef	Key Task (Work Package)	Lead Workstream	Required Completion Date
ES121	o Annual Leave Policy	HR	Apr-19
ES122	o Buying of Annual Leave Policy	HR	Apr-19
ES123	o Maternity, Paternity, Adoption, Parental, Maternity Support and Shared Parental Policy	HR	Apr-19
ES124	o Guide to Paid and Unpaid Leave	HR	Apr-19
ES125	o Travel, Driving and Subsistence Policy	HR	Apr-19
ES126	o Drugs and Alcohol Misuse Policy	HR	Apr-19
ES127	o Smoke Free Policy	HR	Apr-19
ES128	o Stress Management Policy	HR	Apr-19
ES129	o Managing Sickness Absence Policy	HR	Apr-19
ES130	o Home and Mobile Working Policy	HR	Apr-19
ES131	o Flexible Working Guidance and Options	HR	Apr-19
ES132	o Redundancy Policy	HR	Apr-19
ES133	o Retirement Policy	HR	Apr-19
ES259	Trade Union SLA's (regarding DOCAS) needs to reflect new Council	HR	Apr-19
ES260	Advise Wrightway Health to amend all literature sent out to reflect East Suffolk Council	HR	Apr-18
ES261	Childcare voucher changes - review effects TUPE to a new employer will have to employees	HR	Apr-19
ES267	Creation and distribution of new ID badges and lanyards	HR	TBC
ES268	Establish implications of the merger on pension auto enrolment responsibilities	HR	Apr-19
ES264	Amendments to Disclosure and Barring services registration to reflect one council	HR	Apr-19
ES134	New Committee Management System inc paperless meetings	ICT	May-18
ES135	Single LLPG/addressing gazetteer	ICT	Aug-18
ES136	New Elections Software system	ICT	Mar-19
ES137	ARP/Capita new database for Revs and Bens	ICT	Oct-18
ES138	New e-Payment Portal solution	ICT	Apr-19
ES139	Uniform System changes	ICT	Apr-19
ES140	TLC System changes	ICT	Apr-19
ES141	Single Asset Mgmt/Land Terrier	ICT	Apr-19
ES142	Single Corporate GIS system and layers	ICT	Apr-19
ES143	East Suffolk website update all pages	ICT	Apr-19
ES144	E-Forms and Service alignment	ICT	Apr-19
ES145	Planning Processes alignment	ICT	Apr-19
ES146	Planning Portal update	ICT	Apr-19
ES147	Implement any telephony changes due to contact number changes	ICT	Apr-19
ES148	Single Royal Mail and other postal contracts	ICT	Apr-19
ES152	Novation of ICT contracts and licenses	ICT	Apr-19
ES153	Re-tender MFD contract as a single contract	ICT	Jun-19
ES154	Implement webcasting	ICT	Sep-18
ES155	Alignment of Reference Numbers - Ctax/NNDR/HB/HousingRents/ECNs etc	ICT	Sep-18
ES199	Align Garden Waste service - project management	ICT	May-18
ES149	o ICT Security Policy	ICT	Apr-19
ES150	o ICT Strategy	ICT	Apr-19
ES151	o Digital Strategy	ICT	Apr-19
ES255	Adjustments to post and scanning	ICT	Mar-19
ES256	Housing Business Improvement Programme	ICT	Apr-19
ES257	PSMA/DEC licence	ICT	Apr-19

WPRef	Key Task (Work Package)	Lead Workstream	Required Completion Date
ES270	Merging of Vodafone contracts into the Refresh Project	ICT	Apr-19
ES166	Notifying Public Sector Internal Audit Standard compliance of new council	Internal Audit	Apr-19
ES167	National Fraud Initiative - sharing of data - notifying and agreeing new council	Internal Audit	Apr-19
ES156	o Anti Bribery Policy & Procedures	Internal Audit	Apr-19
ES157	o Anti Money Laundering Policy	Internal Audit	Apr-19
ES158	o Data Protection Policy	Internal Audit	Apr-19
ES159	o Whistleblowing Policy	Internal Audit	Apr-19
ES160	o Internal Audit Charter	Internal Audit	Apr-19
ES161	o Code of Corporate Governance	Internal Audit	Apr-19
ES162	o Fraud & Corruption Response & Investigation Plan	Internal Audit	Apr-19
ES163	o RIPA (Covert Surveillance)	Internal Audit	Apr-19
ES164	o Fraud & Corruption Management Strategy	Internal Audit	Apr-19
ES165	o Protective Marking Policy	Internal Audit	Apr-19
ES227	Single Legal Address and Postal address for East Suffolk	Legal&Dem Services	Jan-18
ES170	Schedule of Meetings for Shadow Authority inc timings	Legal&Dem Services	Apr-18
ES172	Agree role and support for new Chairman	Legal&Dem Services	Apr-19
ES177	Schedule of meetings for new Council inc timings	Legal&Dem Services	May-19
ES178	Plan introduction of Member Development Charter	Legal&Dem Services	May-19
ES226	Shadow Authority arrangements	Legal&Dem Services	Jul-18
ES193	Agree new Portfolios	Legal&Dem Services	Apr-18
ES169	Agree One Constitution	Legal&Dem Services	Apr-18
ES175	Plan new Member induction programme	Legal&Dem Services	May-19
ES176	Committee Structure / terms of reference for each	Legal&Dem Services	Apr-18
ES195	Agree Rules of Debate	Legal&Dem Services	Mar-19
ES196	Agree Members Code of Conduct	Legal&Dem Services	Mar-19
ES197	Agree Access to Information Rules	Legal&Dem Services	Mar-19
ES198	Agree Executive Procedure Rules including Key Decision Threshold	Legal&Dem Services	Mar-19
ES218	Compare Existing Constitutions	Legal&Dem Services	Jan-18
ES219	Agree Budget & Policy Framework Rules including Policy Framework documents	Legal&Dem Services	Mar-19
ES220	Agree Officer Employment Procedure Rules	Legal&Dem Services	Mar-19
ES221	Agree Scrutiny Procedure Rules	Legal&Dem Services	Mar-19
ES222	Agree Officers Code of Conduct	Legal&Dem Services	Mar-19
ES223	Agree Officer-Member Protocol	Legal&Dem Services	Mar-19
ES224	Agree Code of Good Practice in Planning/Rights of Way	Legal&Dem Services	Mar-19
ES225	Agree Scheme of Delegation	Legal&Dem Services	Mar-19
ES182	Boundary Commission Review	Legal&Dem Services	Apr-19
ES184	Align Licensing policies for Street Trading, Sex Shops/Venues and Pleasure Boats	Legal&Dem Services	Apr-19
ES185	Align Taxi tariffs	Legal&Dem Services	Apr-19
ES168	Draft Order – input to DCLG	Legal&Dem Services	Apr-18
ES171	Standardise agenda/minutes/etc.	Legal&Dem Services	May-18
ES173	One Democratic Services team structure	Legal&Dem Services	Apr-19
ES174	Changes to conference rooms to accommodate new Council	Legal&Dem Services	Apr-19
ES179	Single ERO address	Legal&Dem Services	May-18
ES180	Publishing new Electoral Register	Legal&Dem Services	Mar-19
ES181	Align elections printing	Legal&Dem Services	Jan-19
ES183	Elections to new Council	Legal&Dem Services	May-19
ES186	Deal with rolling licences issued prior to creation of new Council	Legal&Dem Services	Apr-19

WPRef	Key Task (Work Package)	Lead Workstream	Required Completion Date
ES187	Changes to Legal Case Management system to cater for one authority	Legal&Dem Services	Apr-19
ES189	Parking Orders in name of new Council	Legal&Dem Services	Apr-19
ES190	Land Registry changes	Legal&Dem Services	Apr-19
ES192	Procure new East Suffolk seal for Legal use	Legal&Dem Services	Apr-19
ES258	New Member marketing plan	Legal&Dem Services	Feb-19
ES271	Election Fees alignment and Polling District Review	Legal&Dem Services	TBA
ES206	Contract Procedure Rules	Operations	Mar-19
ES201	Vehicle and Fleet provision for Waveney/Suffolk Coastal Norse	Operations	Apr-19
ES202	Car Parking Orders - inc tariffs, ECNs, residents/Season tickets, and Strategy	Operations	Apr-19
ES204	Standardise Norse contract and service provision	Operations	Apr-19
ES200	FM Maintenance - align delivery	Operations	Apr-19
ES203	Provision of Leisure Services inc Leisure Strategy	Operations	Mar-18
ES188	Contract novation/assignment – all contracts and leases etc	Operations	Apr-19
ES194	New Terms and Conditions	Operations	Oct-18
ES205	Southwold Harbour Statutory Instrument - include in Parliamentary Order	Operations	Mar-18
ES207	Out of Hours service - alignment	Operations	TBA
ES269	Alignment of green bin policy: food waste	Operations	Apr-19
ES228	Delegated authority in period between March - June 2019	Planning	Feb-19
ES208	Planning Policy documents - Local Plan	Planning	TBA
ES209	CIL arrangements and charge rates - new R123 list	Planning	TBA
ES210	Other DPD and SPD documents	Planning	TBA
ES211	Neighbourhood Plan Support	Planning	Post 2019
ES212	Planning Committee Structure	Planning	Mar-19
ES213	Scheme of Delegation - Planning	Planning	Mar-19
ES214	Determine what happens to applications submitted to old councils NYD	Planning	Jan-19
ES215	Changes to all templates and wording within Uniform - BC and DC	Planning	Mar-19
ES216	S106 Agreements - enacting requirements following demise of councils	Planning	Sep-19
ES217	Appeals - how these are dealt with after demise of councils	Planning	Mar-19
ES229	Partnership changes - Building Control effects on IBC	Planning	Mar-19
ES230	Partnership changes - Coast Protection	Planning	Mar-19
ES262	Local Validation Requirements – create single document	Planning	TBC
ES273	Local Plans ICT solutions – single approach (CDPsmart and INOVEM)	Planning	TBA
ES245	Revs & Bens Policy alignment - CTax discounts & NNDR	Revs & Bens	TBA
ES233	Merge two Academy databases into one	Revs & Bens	TBA
ES234	Changes to Property referencing/Account references	Revs & Bens	TBA
ES235	Civica EDMS changes to reflect new council	Revs & Bens	TBA
ES236	VOA Website to be updated	Revs & Bens	TBA
ES237	Payment - sort out DDs / Payment cards / other payment types	Revs & Bens	Jan-19
ES238	Debts - raising of debts effective prior to 1st April 2019	Revs & Bens	TBA
ES239	New templates for bills / letters etc	Revs & Bens	Nov-18
ES240	Self Service - single portal for Revs and Bens (Connect and Serve)	Revs & Bens	TBA
ES241	DWP - changes to new authority for data access/licences/account codes	Revs & Bens	TBA
ES242	ARP Website - updating to reflect new council	Revs & Bens	TBA
ES243	One Step - Enforcement system changes to reflect new council	Revs & Bens	TBA
ES244	Landlord referencing - check for overlapping numbers	Revs & Bens	TBA

WPreRef	Key Task (Work Package)	Lead Workstream	Required Completion Date
ES246	Annual Returns for NDR1/NDR3/Subsidy	Revs & Bens	Oct-18
ES247	NNDR Government Funding - confirmation for following years	Revs & Bens	TBA
ES248	Fraud - new arrangements with DWP	Revs & Bens	Apr-19
ES249	ARP Governance to be reviewed	Revs & Bens	Apr-19
ES250	Issue new bills as new authority - CTax/NNDR	Revs & Bens	Feb-19
ES265	Capita Digital Forms and Robotics	Revs & Bens	TBA
ES266	Housing benefit subsidy return	Revs & Bens	TBA

APPENDIX E - KEY RISKS

Risk Description	Potential Impact	Likelihood	Impact	Severity	Mitigation Plan
Constitutional and Governance arrangements are not in place for East Suffolk Council to function from 1 April 2019.	The new Council has no Constitutional or Governance arrangements by which to function.	D	2	D2	<ol style="list-style-type: none"> 1. A Member Working Group has been formed specifically to look at these issues. 2. The Monitoring Officer is part of the Implementation Team. 3. Additional expertise will be secured as necessary to create robust and appropriate Constitutional and Governance arrangements for the new Council. 4. A managed plan is in place to address these matters to ensure timescales are met.
The Electoral Review cannot be carried out in time to form new wards for East Suffolk Council.	The Boundary Review cannot be completed in time for the May 2019 elections and a fall back position of using County Divisions will be needed.	C	2	C2	<ol style="list-style-type: none"> 1. Early contact with the LGBCE through the MHCLG ensuring we are scheduled in for the appropriate review period. 2. A Member Working Group has been formed specifically to look at these issues. 3. Undertaking all we can do informally prior to the formal LGBCE review kicking off.
The work required to issue Council Tax and Business Rate bills in the name of the new Council for the 2019/20 financial year cannot be carried out in time by ARP.	Unable to collect Council Tax and Business Rates funds due. High financial and reputational impact.	B	1	B1	<ol style="list-style-type: none"> 1. A managed plan is in place to address this issue. 2. A Project Manager has been appointed specifically to manage this element of the programme. 3. Working with West Suffolk Councils to manage the successful transition through ARP. 4. Early contact made with software supplier and options considered. 5. Additional staff backfill to ensure enough capacity to carry out required changes.
Key members of staff are unavailable, affected by long-term absence or restricted due to capacity issues.	Reduced capacity to manage and deliver required changes, causing delays to the timetable.	C	3	C3	<ol style="list-style-type: none"> 1. Staff reminded this is a priority in terms of workload. 2. Additional capacity requirements identified and addressed. 3. Appropriate programme

Risk Description	Potential Impact	Likelihood	Impact	Severity	Mitigation Plan
					planning in place across the organisation.
Customers are unaware of changes to their local Councils and Ward Members.	Reputational issues, confusion amongst customers, additional demand on Customer Services.	C	3	C3	<ol style="list-style-type: none"> 1. Communication Plan in place. 2. A period of consultation has already taken place. 3. A series of external communication already underway via various channels. 4. A Member Working Group has been formed to address Communication and Branding issues.

Note; a full risk register is held and managed by the Programme Team