

# One East Sussex

## Business Case - Appendix



Date: 26/09/2025

Submitted by: East Sussex Working Group

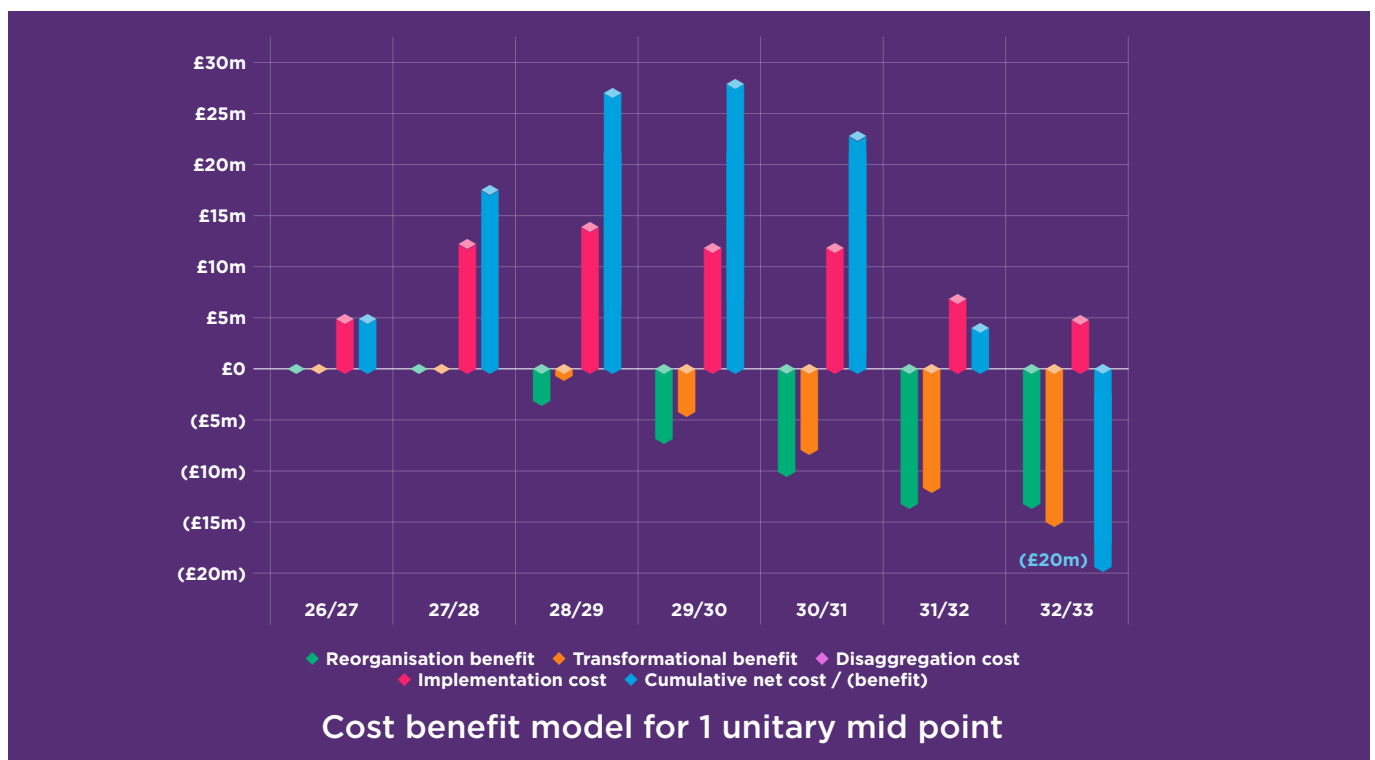
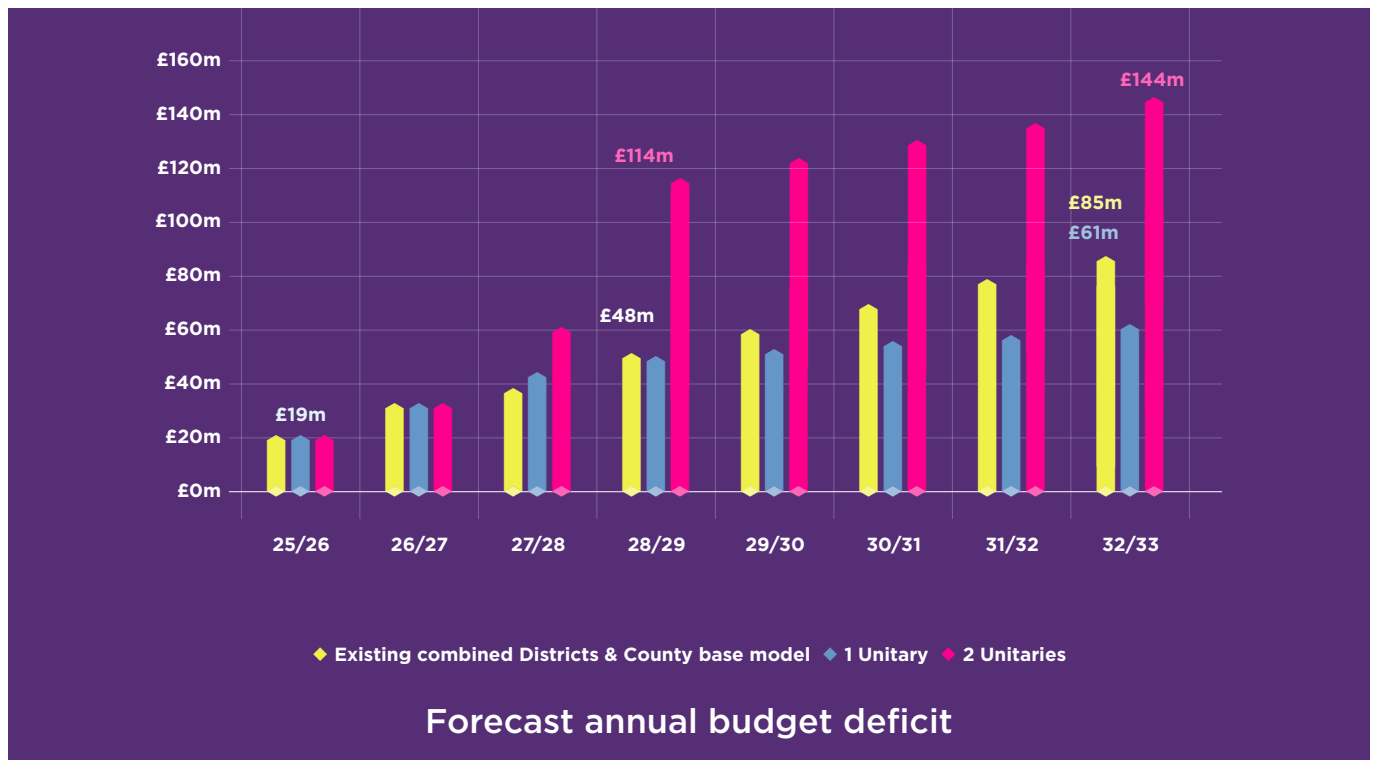
(Eastbourne Borough Council, East Sussex County Council,  
Hastings Borough Council, Lewes District Council, Rother District Council)

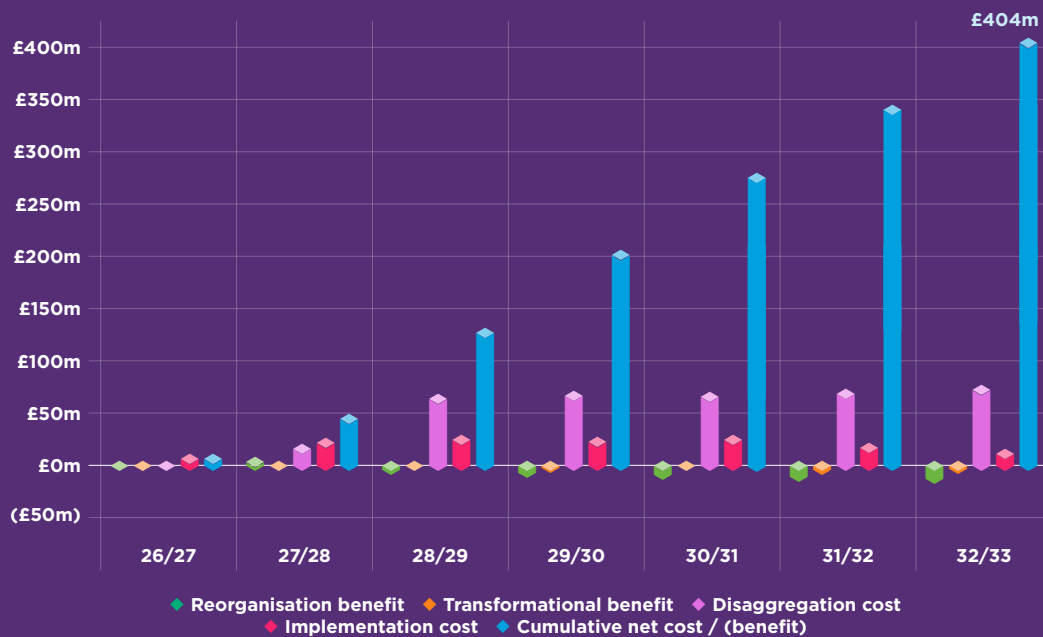
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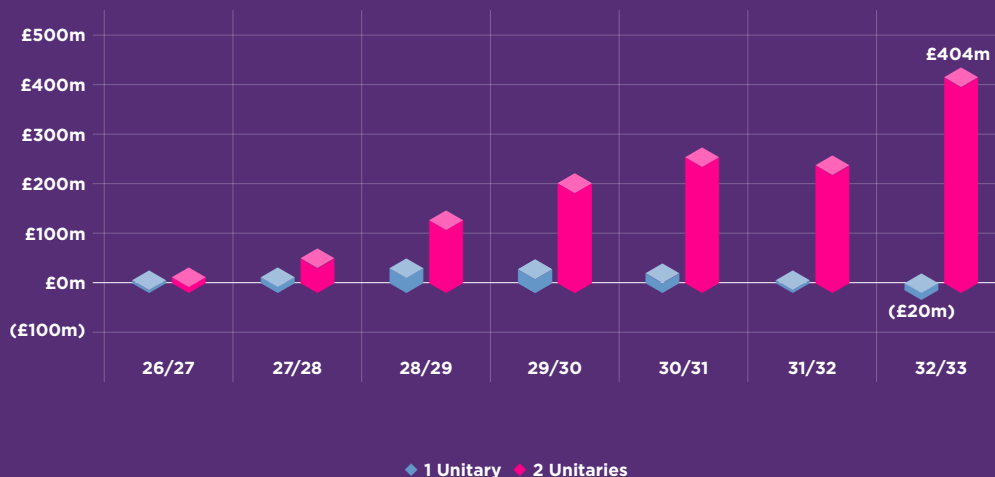
# 1 Options considered

## 1.1 Financial modelling for a single unitary and two unitaries across East Sussex





Cost benefit model for 2 unitaries mid point



Cumulative net cost / (benefit) of implementation programme

## 1.2 Brighton & Hove City Council expansion

This section sets out information related to Brighton & Hove City Council's proposal for an expansion of their boundary.

Brighton & Hove City Council Option Maps - Based on ONS and OS Open Data (Annex 1)

## 1.3 Understanding of Hastings Options

Local Partnerships were engaged by Hastings Borough Council to provide additional data to inform the two alternative options: the Federated District and Borough model, and The Coastal Unitary Model.

These models alongside the One East Sussex proposal were consulted on in the Hastings area following extensive publicity through a household leaflet drop, electronic newsletters, and social media.

There were 810 responses to the survey (a response rate of 1.9% of the 43,000 households in Hastings), and another 100 people were engaged across face-to-face sessions and drop-ins. Of the responses received about the three potential options 286 favoured the single council across East Sussex, 169 favoured the smaller coastal council, 301 favoured the district and borough model, 32 favoured none, 12 didn't know/had no opinion, and 10 favoured 'other'.

## 2 Government Criteria

### 2.1 Detailed breakdown of six statutory criteria

The Government set out criteria for unitary local government in an annex to the letter of [invitation](#) that was sent to the Leaders of councils across East Sussex and Brighton & Hove City Council on 5 February 2025.

### 2.2 Feedback on interim plan

On 7 May 2025, the Government wrote to the chief executives of East Sussex County Council, Eastbourne Borough Council, Hastings Borough Council, Lewes District Council, Rother District Council, Wealden District Council, and Brighton & Hove City Council to provide [feedback](#) on the interim plans submitted.

### 2.3 Summary of feedback to all 21 areas invited to submit proposals for LGR

On 3 June 2025, the Government published a summary of the [feedback](#) provided to the 21 areas in England invited to submit proposals for Local Government Reorganisation on their interim plans.

# 3 Context

## 3.1 Key statistics and sources (demographic insights pack): population, health, housing, economy, infrastructure

An independent review of key demographic, economic and other data related to the six councils that collaborated on this business case is set out in the East Sussex Insights pack. ([Annex 2](#))

## 3.2 English Devolution White Paper

On 16 December 2024, the Government published the [English Devolution White Paper](#) which set out its intention to facilitate a programme of local government reorganisation for two-tier areas (section 4.2.3).

## 3.3 Invitation to submit proposals for reorganisation

On 6 February 2025, the Minister of State for Local Government and English Devolution wrote to “the Leaders of two-tier councils and unitary council in East Sussex” [inviting](#) them to submit proposals for local government reorganisation and setting out the criteria against which proposals would be assessed.

## 3.4 Interim plan

On 21 March 2025, the county, district and borough councils of East Sussex jointly submitted an [Interim Plan](#) for working towards a single unitary based on existing county boundaries.

## 3.5 East Sussex Prosperity Strategy

In September 2024, the County Council and Team East Sussex, the county’s business-led strategic advisory economic growth board, published this [Strategy](#) setting out an economic review of the area and a blueprint how councils and other partners East Sussex can secure better opportunities and living standards for the people who live in the county, and can help businesses to thrive and grow.

## 3.6 East Sussex in Figures

This [briefing](#) sets out key data about the economic performance of East Sussex.

## 3.7 East Sussex Housing Partnership Draft Strategy

From 1 June to 22 August 2025, the East Sussex Housing Partnership consulted on a draft [Strategy](#) aimed at improving housing in East Sussex and support the five local housing authorities’ individual strategies, as well as guide future service planning and opportunities to secure additional funding. An updated Strategy will be presented to the District and Borough council cabinets over autumn and winter 2025.

## 3.8 State of the County

The State of the County [report](#) sets out the policy and financial context within which the County Council is working.

# 4 Engagement and Partnerships

## 4.1 Resident survey and stakeholder survey commissioned by all councils, including Lewes DC consultation on B&H extending the authority boundaries

This East Sussex LGR engagement activity slide pack ([Annex 3](#)) provides a summary of key consultation and engagement activity related to the three options covered in the business case.

## 4.2 Correspondence from Town and Parish Councils

Parish and town council representations about the Brighton & Hove City Council expansion option are set out below.

Telscombe Town Council ([Annex 4](#))

Kingston Parish Council ([Annex 5](#))

Rodmell Parish Council ([Annex 6](#))

Peacehaven Town Council ([Annex 7](#))

Newhaven Town Council ([Annex 8](#))

Iford Parish Meeting ([Annex 9](#))

Parishes of the Lower Ouse (POLO) ([Annex 10](#))

Piddinghoe Parish Council (received by email – link to their response [here](#))

## 4.3 Brighton & Hove City Council Consultation on expanding the city

Brighton & Hove City Council consulted on options to expand its city boundaries between 25 July and 25 August 2025. These [options](#) are relevant to this business case as they involved merging with local government wards to the east of the city (Lewes).

## 4.4 Focus group insights report

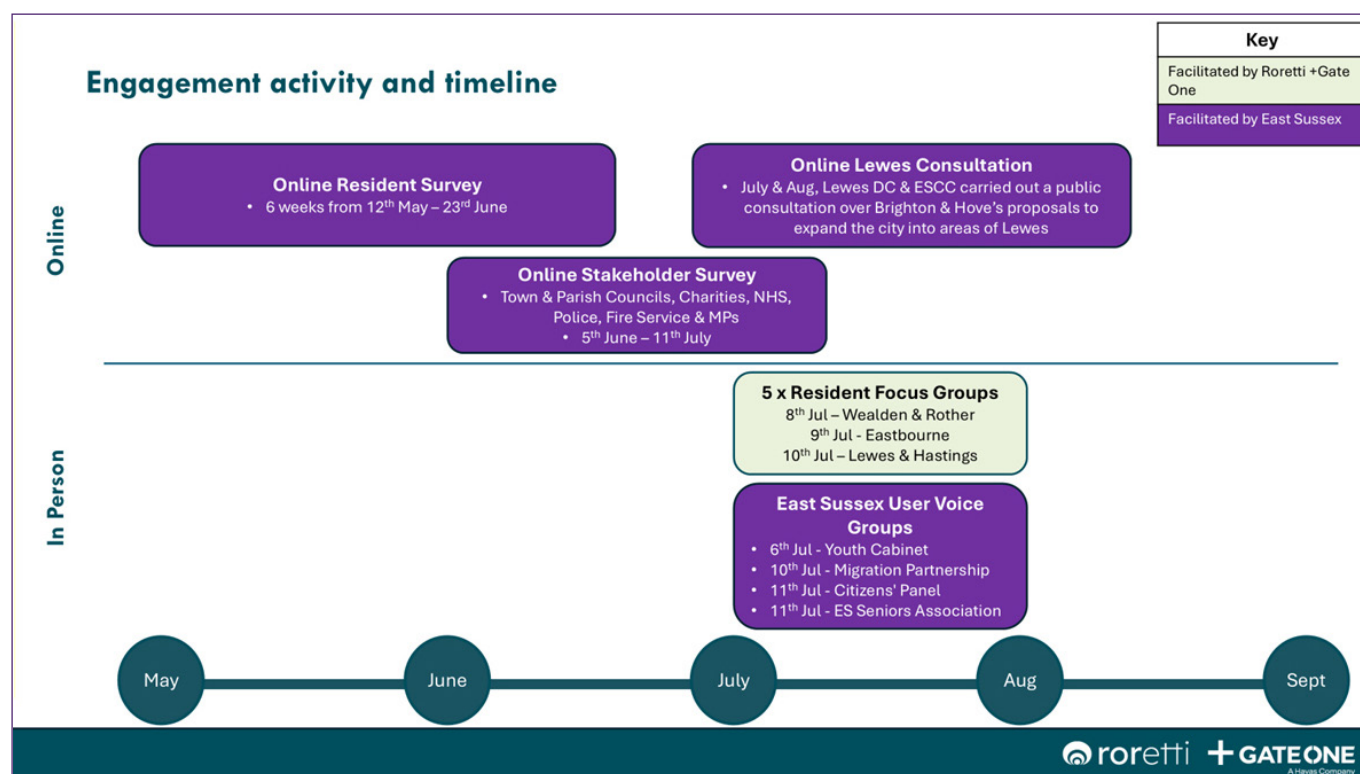
A summary of feedback from focus groups conducted by consultancy Roretti, partnered with Gate One is set out in this section. ([Annex 11](#))

## 4.5 User Voice group insights report

A summary of feedback from focus groups involving four service user voice groups conducted in July 2025 is set out in this section. ([Annex 12](#))

## 4.6 Engagement timeline and activities

A timeline and snapshot of key engagement activities is set out in this section.





# 5 Financial Modelling

More detailed information on the data and assumptions used for financial modelling of the options considered in this business case are set out in this section.

## 5.1 Financial Modelling Assumptions & Variants

### Unitary Transition Assumptions – Detailed Summary

Each of the constituent councils has provided draft Medium-Term Financial Strategy (MTFS) figures covering the period from 2025/26 to 2028/29. These figures have been extrapolated to 2032/33 to support long-term financial modelling and scenario planning for the proposed unitary transition. The extrapolation assumes consistent trends in expenditure and income, adjusted for inflation and anticipated structural changes. These inputs form the baseline for assessing the financial sustainability and potential efficiencies of both the single and dual unitary models.

Category	Assumption	Explanation	Base Model	Stretch Model	Inflation
<b>Elections</b>	Members doubled to 100	More councillors means higher election costs	+20% cost	No increase due to efficiencies	3% annually
	First election in 2027/28	New unitary council starts elections in 2027/28, then every 4 years	Included	Included	—
	Two Unitary Model cost	Two councils cost more, but fewer wards reduce cost	Doubled then reduced to 75%	Reduced to 50%	3% annually
	PCC, Parliamentary, By-elections	These elections costs stay the same	No change	No change	—
	Election	One-off cost for setup election	Included as implementation cost	Spread over 4 years	—
<b>Councillors / Members Allowances</b>	Members increase from 50 to 100 for a single unitary option (2 councillors per divisions)	More councillors need more budget	—	—	—
	Member allowances budget	Budget increases for more roles and responsibilities	+80%	+70%	—

	D&B allowances	District & Borough budgets removed	100% saving	100% saving	—
	Two Unitary Model SRAs	Special roles cost more in two councils	+£154k	+£154k	3% annually
<b>Property Savings</b>	County estate retained	County buildings stay in use	No savings	No savings	—
	D&B estate consolidation	Fewer buildings needed after merging	Savings applied to total estate	Based on Rother figures	—
	Disposal/ mothballing costs	Not included in model	Not included	Not included	—
<b>Top Tier Staffing</b>	CEX, COO, Deputy CEX salaries	Adjusted for size of new council	+10%	—	3% annually
	Two unitary model salaries	Smaller scale means slightly lower pay	-10%	—	3% annually
	Executive Directors (5 incl. Housing) for single unitary	New structure includes 5 directors	Adjusted salary	Adjusted salary	3% annually
	Heads of Service for D&B functions	New roles to cover district functions	3 @ £120k	3 @ £100k	3% annually
	Support Service Heads uplift for single unitary	Pay increase for broader responsibilities	15 @ £15k	—	3% annually
	Assistant Directors uplift for single unitary	Pay increase for broader responsibilities	15 @ £15k	—	3% annually
	D&B top-tier role reduction for single unitary	Reducing duplicate senior roles	60% reduction	100% reduction	—
	Single unitary Stretch uplift cost	Reduced cost for pay increases	—	Reduced to 80%	—

## 5.2 Transition and Transformation Costs

### Purpose of the Model

The model estimates the financial implications of transitioning from a two-tier local government structure to a unitary model. It includes:

- One Unitary (1U) and Two Unitary (2U) scenarios
- Base and Stretch assumptions for each scenario
- Mid-point models for comparative analysis
- Annual cost profiles from 2025/26 to 2032/33
- Redundancy, programme delivery, IT, branding, elections, and authority costs
- Loan repayment modelling for capital funding

### Key Cost Categories

#### 1. Redundancy & Early Retirement

- Forecasted based on displaced staff profiles and average pension strain costs.
- Assumes 80% of displaced staff receive redundancy in base models, 60% in stretch models.
- Costs are phased in line with staff off-boarding and transformation timelines.

#### 2. Implementation & Programme Delivery

- Includes programme management, PMO, change management, service design, legal, HR, finance, and communications.
- Costs reflect both internal redeployment and external consultancy
- Delivery resources are phased over quarters to align with transformation milestones.

#### 3. IT Consolidation & Transformation

- Covers system integration, rationalisation, and digital enablement.
- Costs vary significantly between 1U and 2U scenarios due to scale and complexity.

#### 4. Branding & Communications

- Includes rebranding, resident communications, and stakeholder engagement.
- Assumed flat cost profile with minor variations between scenarios.

#### 5. Setup

- Covers staffing (Leader, Deputy, Cabinet Members, Chief Exec, senior officers) and operational costs post-election in May 2027.
- Costs differ between 1U and 2U based on structure and staffing levels.

#### 6. Creation of New Councils & Closedown of Old Councils

- Legal, constitutional, and audit costs for establishing new entities and winding down existing ones.
- Based on benchmarks from other local government reorganisations.

#### 7. Elections

- Election costs included as implementation costs.
- Ongoing election costs and savings are modelled separately.

#### 8. Contingency

- Applied across all categories to account for unforeseen costs.
- Varies between base and stretch models.

## Modelling Assumptions

- **Inflation:** 3% annually applied to salaries and allowances.
- **Staffing:** Top-tier staffing structures are adjusted for scale and scope, with uplifted salaries and new roles added.
- **Efficiencies:** Stretch models assume greater efficiencies in delivery and staffing reductions.
- **Capital Receipts:** Office estate disposals are factored into loan repayment models.
- **Loan Modelling:** Public Works Loan Board (PWLB) 20-year repayment profiles are included, with equalised annual repayments for comparison.

Summary of key forecast figures	As Is £m	One Unitary £m	Two Unitaries £m
Total one-off implementation and transition costs		68.456	121.246
Cumulative disaggregation cost to 2032/33	-	-	338.717
2032/33 Annual recurring disaggregation cost	-	-	67.908
2032/33 Annual recurring cost/ (benefit)	-	(24.661)	58.952
Net cumulative cost / (benefit) to 2032/33	-	(63.716)	329.291
2028/29 Cumulative (reserves) /deficit	1.466	5.273	89.981
2032/33 Cumulative (reserves) /deficit	290.078	226.362	619.369
2032/33 Annual budget deficit	85.470	60.809	144.422

Implementation programme: Cost/benefit analysis	Cumulative to 2032/33	
	One Unitary £m	Two Unitaries £m
Implementation cost	68.456	121.246
Disaggregation cost	-	338.717
<b>Total Costs</b>	<b>68.456</b>	<b>459.964</b>
Reorganisation benefit	(47.591)	(43.061)
Transformation benefit	(40.508)	(12.665)
<b>Total Savings</b>	<b>(88.099)</b>	<b>(55.725)</b>
<b>Cumulative net cost/(benefit)</b>	<b>(19.642)</b>	<b>404.238</b>

## 5.3 Council Tax Harmonisation

This section outlines the approach and assumptions used in modelling council tax harmonisation across the constituent authorities in East Sussex, as part of the transition to a unitary structure.

### Purpose of the Harmonisation Model

The harmonisation model aims to assess the financial and practical implications of aligning council tax rates across the new unitary authority area. It supports strategic planning by:

- Estimating the impact on council tax yield
- Identifying areas with significant variance from the proposed unitary Band D rate
- Evaluating the feasibility of harmonising rates within referendum thresholds

### Data Sources and Assumptions

- The model is based on data from the East Sussex budget book
- Band D council tax rates (excluding parish precepts) and tax base figures are used to calculate current yields.
- A hypothetical 4.99% increase is applied to model harmonisation, reflecting the referendum threshold for unitary authorities.
- The weighted average Band D charge across East Sussex is calculated to be **£2,107.54**, with harmonisation targeting **£2,212.70**.

### Key Findings

- Harmonisation in a single year would result in **Rother and Wealden** exceeding the referendum threshold if treated as districts.
- However, newly reorganised councils under Local Government Reorganisation (LGR) may be **exempt from referendum limits in their first year**, allowing for full harmonisation.
- The model shows that harmonisation would result in increases ranging from **£37.96 (Hastings) to £135 (Rother)**, with percentage changes between **1.75% and 6.5%**.
- Additional income is generated by applying a 4.99% increase to district and borough rates in 2028/29 instead of the standard 2.99%.

### Policy Considerations

The harmonisation strategy must:

- **Maintain overall council tax yield** to support the financial sustainability of the new authority.
- **Balance fairness and administrative simplicity**, minimising duplication and resident dissatisfaction.
- **Reflect the impact of parish and town council precepts**, which are currently excluded from the model.

## 5.4 Social Care Funding Shortfall

This section outlines the financial pressures facing East Sussex County Council (ESCC) in relation to Adult Social Care (ASC), Children's Social Care (CSC), Home to School Transport (HTST), and Special Educational Needs and Disabilities (SEND). These pressures are presented separately from the main business case to highlight the scale of the challenge that LGR alone will not resolve.

### Overview of Social Care Funding (2025/26)

In 2025/26, ESCC is forecast to receive approximately £159 million in grant funding across ASC, CSC, HTST, and SEND. Key components include:

- Social Care Grant: £59.6m
- Improved Better Care Fund: £21.8m
- ASC Market Sustainability & Improvement Fund: £11.3m
- Dedicated Schools Grant – High Needs Block (SEND): £71.5m
- Children & Families Grant: £3.2m
- Unaccompanied Asylum Seeking Children: £2.9m
- Home to School Transport: £0.98m (rolled into RSG)

Despite this funding, the net revenue expenditure for social care services is forecast to rise significantly over the MTFP period:

Year	Net Revenue Expenditure (£m)	Annual Deficit (£m)
2025/26	434.2	10.8
2026/27	464.3	24.6
2027/28	494.9	29.5
2028/29	526.7	38.6

These deficits are after accounting for all known grants and income and reflect the growing demand and complexity of care provision.

The financial pressures in social care are driven by:

- **Demographic growth:** Increasing numbers of older people and children with complex needs.
- **Inflationary pressures:** Rising costs of care provision, staffing, and placements.
- **Policy and statutory duties:** Expanding responsibilities without commensurate funding.
- **Limited flexibility:** Many grants are ring-fenced or pass-ported, reducing scope for reallocation.

While LGR may deliver efficiencies in corporate services, property, and governance, it cannot address the structural funding gap in social care. The challenge is systemic and requires national policy reform, sustainable funding settlements, and potentially new models of care delivery.

### Implications for the Business Case

- The main business case focuses on services outside social care, where LGR can deliver meaningful savings and transformation.
- The social care MTFP is presented separately to ensure transparency and realism in financial planning.
- The business case must acknowledge that additional funding or policy change will be required to address the social care shortfall.

## 5.5 Disaggregation Modelling

### Explanation of forecast disaggregation costs at £68m per annum, steady state

#### General Comments

- Disaggregation costs have been forecast for two unitaries in total – separate costs have not been identified for unitary one and unitary two.
- Disaggregation costs are shown as gross figures (not net of savings) – savings are shown separately.

For example: Savings from reducing D&B management are shown separately.

Savings from reducing D&B ICT functions are shown separately.

Disaggregation costs for Two Unitaries	2032/33 In-Year & Recurring £m	Cumulative to 2032/33 £m	Commentary & Assumptions
Senior Management	11.748	57.962	£12m cost is based on duplicating the existing top 4 management tiers of the county (and their PA support) in a second unitary council. An additional cost has been included to reflect the addition of 3 ADs to manage legacy D&B services. A cost reduction has also been included to reflect that each of the two unitaries will be smaller than county with reduced management responsibilities / salaries.
Members	0.318	1.499	The existing county cost for Members' Special Responsibility Allowances will be duplicated in the second unitary council.
<b>Staffing (Excluding senior management):</b>			Staff costs will increase by an average of 3% as a result of disaggregation. This cost will arise as specific dedicated posts will need to be duplicated in each authority.
Front office	0.124	0.612	For example, this could include: Senior Social Work Practitioner, Head of Virtual School, Children's Safeguarding lead
Service Delivery	6.440	31.773	
Support functions	0.701	3.459	



ICT Disaggregation	21.263	111.628	ICT Disaggregation costs have been provided by the County COO. This forecast is based on the COO's knowledge of deconstructing ORBIS and more advanced discussions / planning that is underway to disaggregate Surrey's ICT costs. The forecast assumes that existing County ICT costs are bolstered to create an independent (separate from ORBIS) function and then duplicated in the second unitary council. The £21m PA reflects a mid-point that includes a discounting factor to avoid overstating costs.
Other non-staffing	27.315	131.785	Non-staff costs will increase by an average of 3% as a result of diseconomies of scale and re-negotiation during contract novation and relets. The largest spend areas are Adults and Children's social care. These markets are fragile and providers will exploit the opportunity to increase costs during contract re-negotiations. Other contracts maybe negotiated at reduced rates, but an average 3% increase has been assumed across all non-staff spend on supplies and services.
<b>Total Disaggregation costs</b>	<b>67.908</b>	<b>338.717</b>	

### Explanation of the Two Scenarios

- The **Base Model** assumes full duplication of services and systems with minimal efficiencies. It represents a high-cost scenario where each new authority operates independently.
- The **Stretch Model** assumes greater collaboration and smarter division of functions, reducing duplication and overheads. It reflects a more efficient and lower-cost approach to disaggregation.
- These scenarios help decision-makers understand the **financial trade-offs** involved in pursuing a two-unitary structure.

### Limitations of Modelling Alternative Proposals

While this model provides a robust estimate disaggregation and cost projection for the two-unitary structure, it is important to note that, without a clear and detailed plan from Brighton & Hove City Council, we are unable to undertake meaningful modelling of alternative proposals that fall outside the scope of our own recommendations.

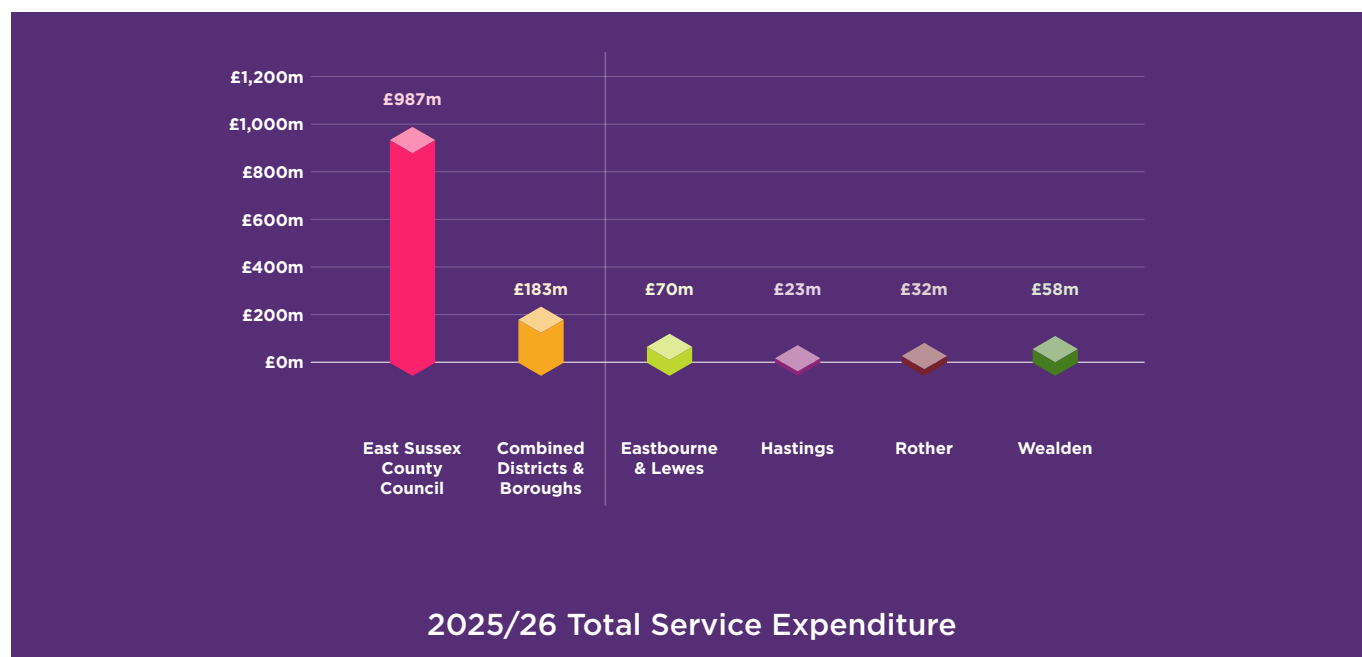
This limitation applies particularly to any hybrid or cross-boundary arrangements that may be suggested but lack sufficient operational detail to cost accurately.



## 5.6 Supplementary charts and tables

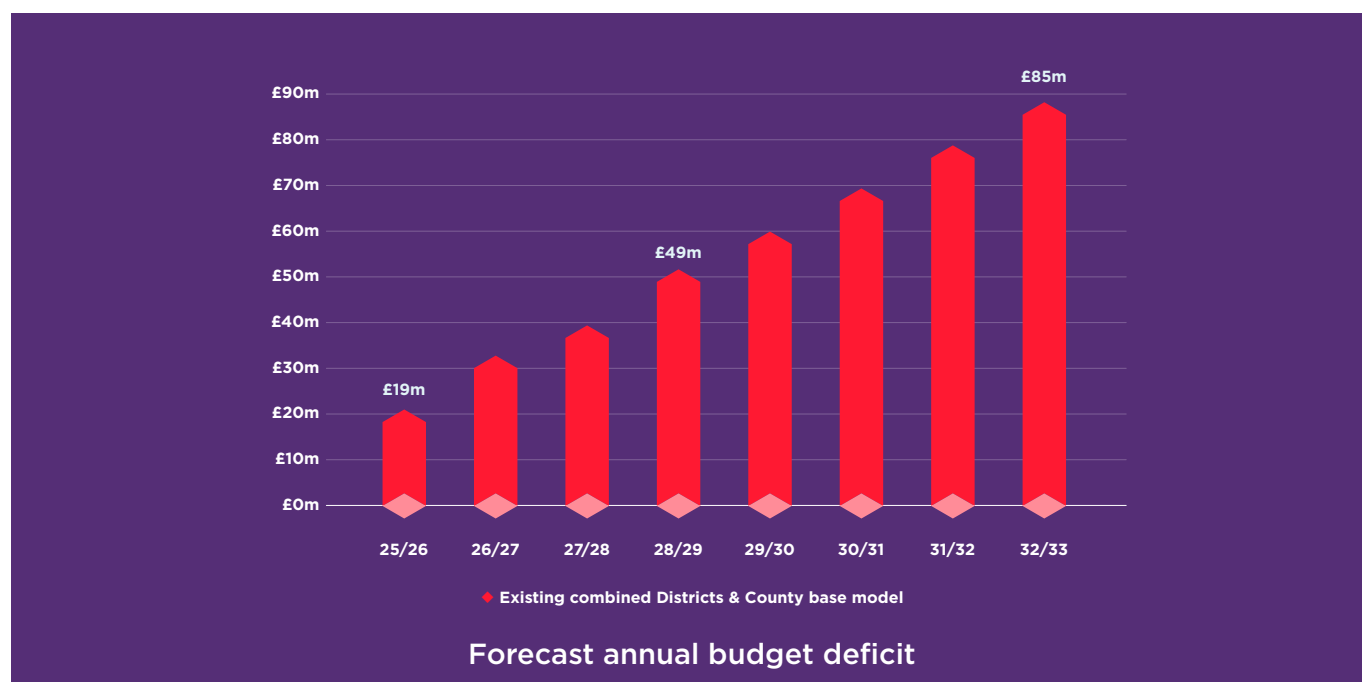
### Current Expenditure in East Sussex

This financial year, the five district and borough Councils in East Sussex are projected to spend £183m combined, with the county council projected to spend £987m. This is a combined spend of £1.17bn in the county for 2025/26.



### Projected Budget Deficit

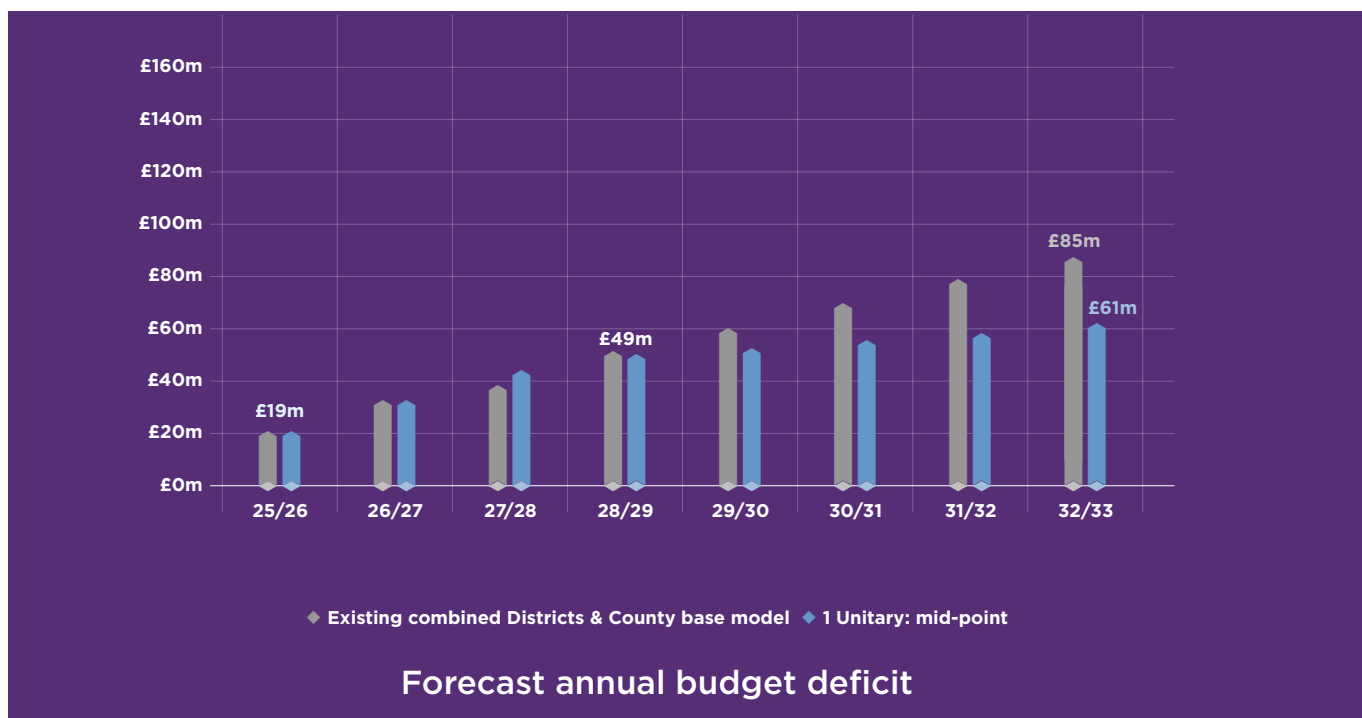
Nationally, local authorities continue to face budget pressures year-on-year and councils in East Sussex are no different. Combining the county council and district and borough council forecasts, the county faces a combined annual budget gap of £85m by 2032/33.



*Note: we have combined all the councils' financial plans into one consolidated base budget. For comparison purposes, we have broken down costs into categories such as (senior management, service delivery, front office (customer-facing staff), support functions (HR, finance, etc.), ICT (technology), premises, and all other costs. This helps us see where money is being spent and where savings might be possible.*

## Forecast Annual Budget Deficit: Single Unitary Authority for East Sussex

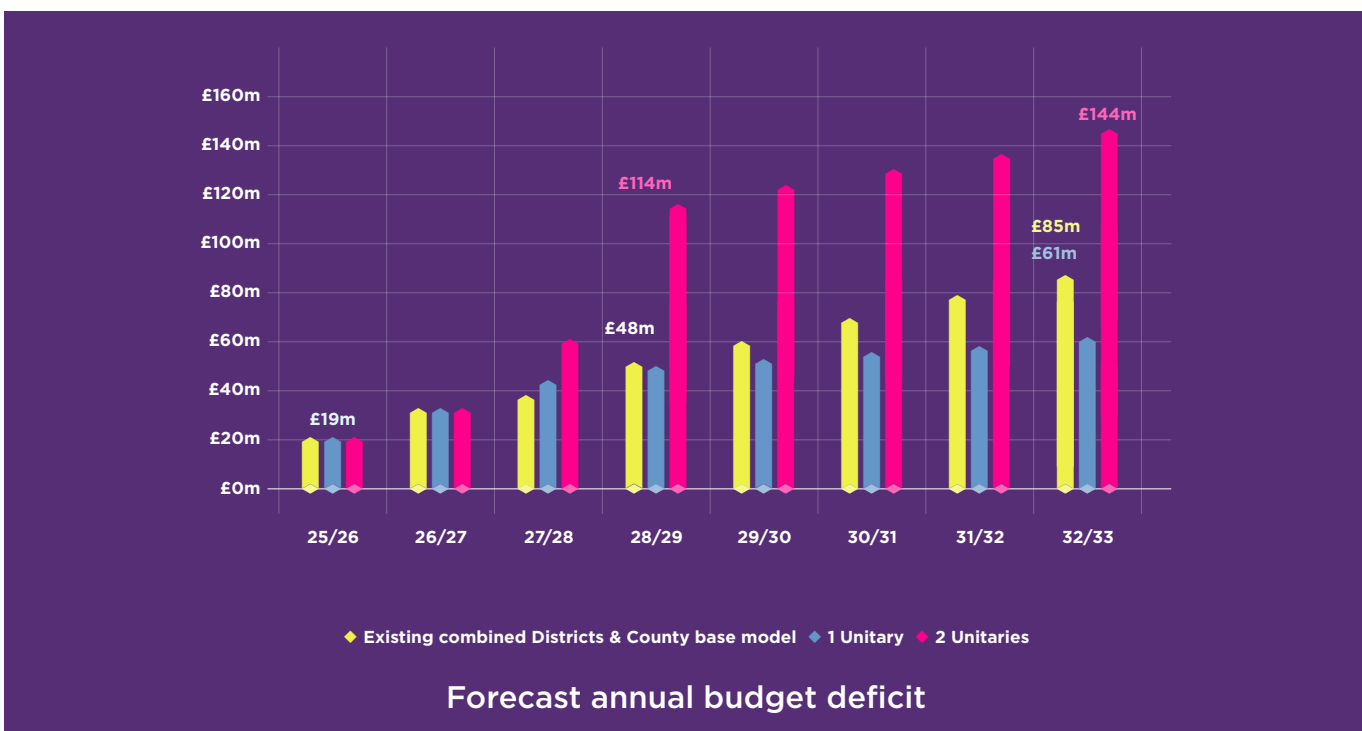
Local government reorganisation will not solve the financial challenges for East Sussex local authorities. However, the option of a single unitary authority for the county will reduce the budget gap by £24m by 2032/33.



*Note: this model takes into account savings that can be achieved from combining certain services that are run by each of the district and boroughs and the county council where applicable. Savings are typically achieved in staffing, technology (e.g. ICT) and organisational processes.*

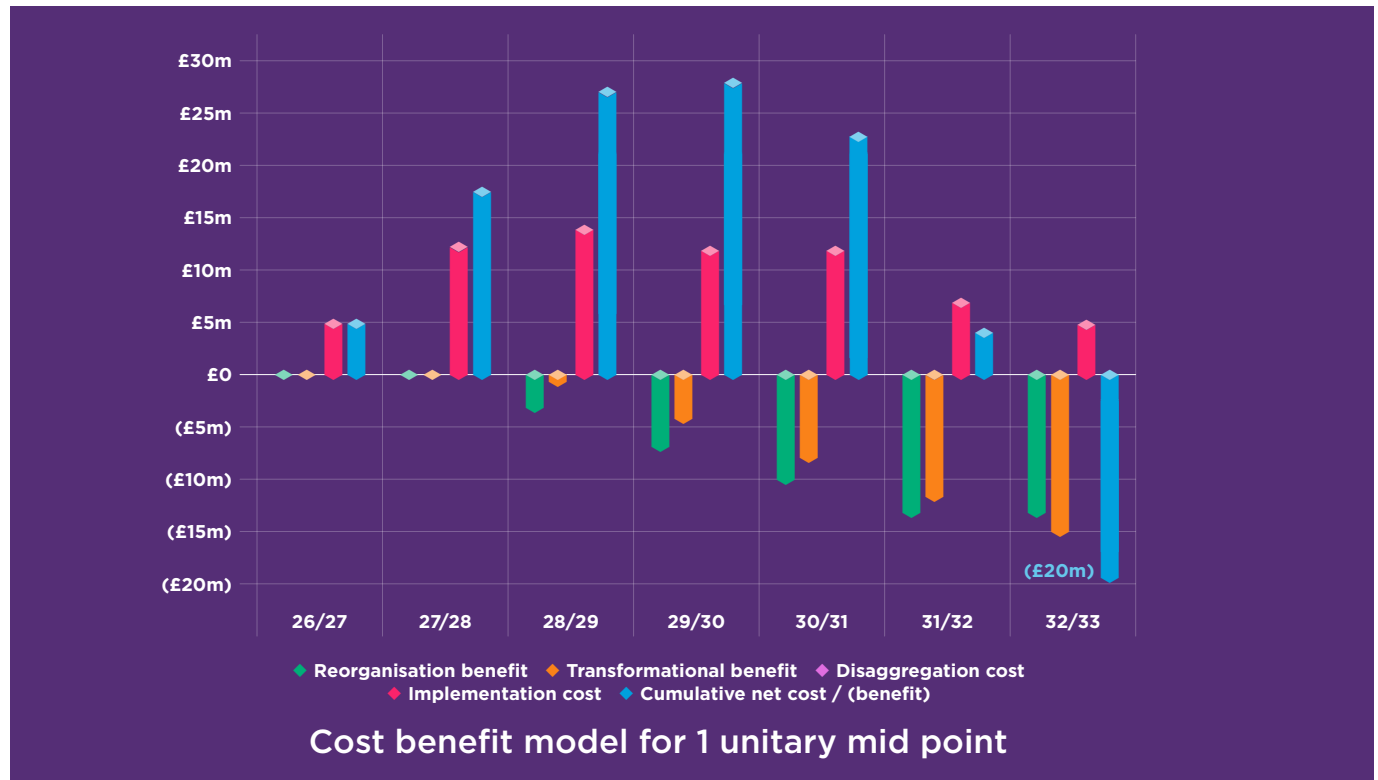
## Forecast Annual Budget Deficit: Two Unitary Authorities for East Sussex

If the county was to be run as 2 unitary authorities, additional costs would be incurred from 'disaggregation' of high-cost services run by the county council (e.g. children's services, adult services) and not achieving the full savings opportunities from combining existing county, district and borough council services into a single unitary authority (as per the previous slide). The annual budget deficit would grow to £144m by 2032/33 under this option.



## Programme Costs and Benefits of a Single Unitary Authority for East Sussex

There is a cost to implementing a single unitary for East Sussex as opportunities to bring services and functions into a single organisation are achieved. By 2028/29, opportunities from reorganisation and transformation emerge with benefits outweighing the disaggregation and implementation programme costs from 2031/32 onwards and cumulative £20m of net benefits being achieved by 2032/33. There are no disaggregation costs as high-cost services such as social care remain under a single unitary authority.



**Implementation cost:** The estimated cost of delivering a change programme to initially consolidate the six councils and subsequently rationalise and transform services.

**Disaggregation cost:** The costs of duplication and diseconomies of scale that result from splitting county functions into two new unitaries. For example, social care.

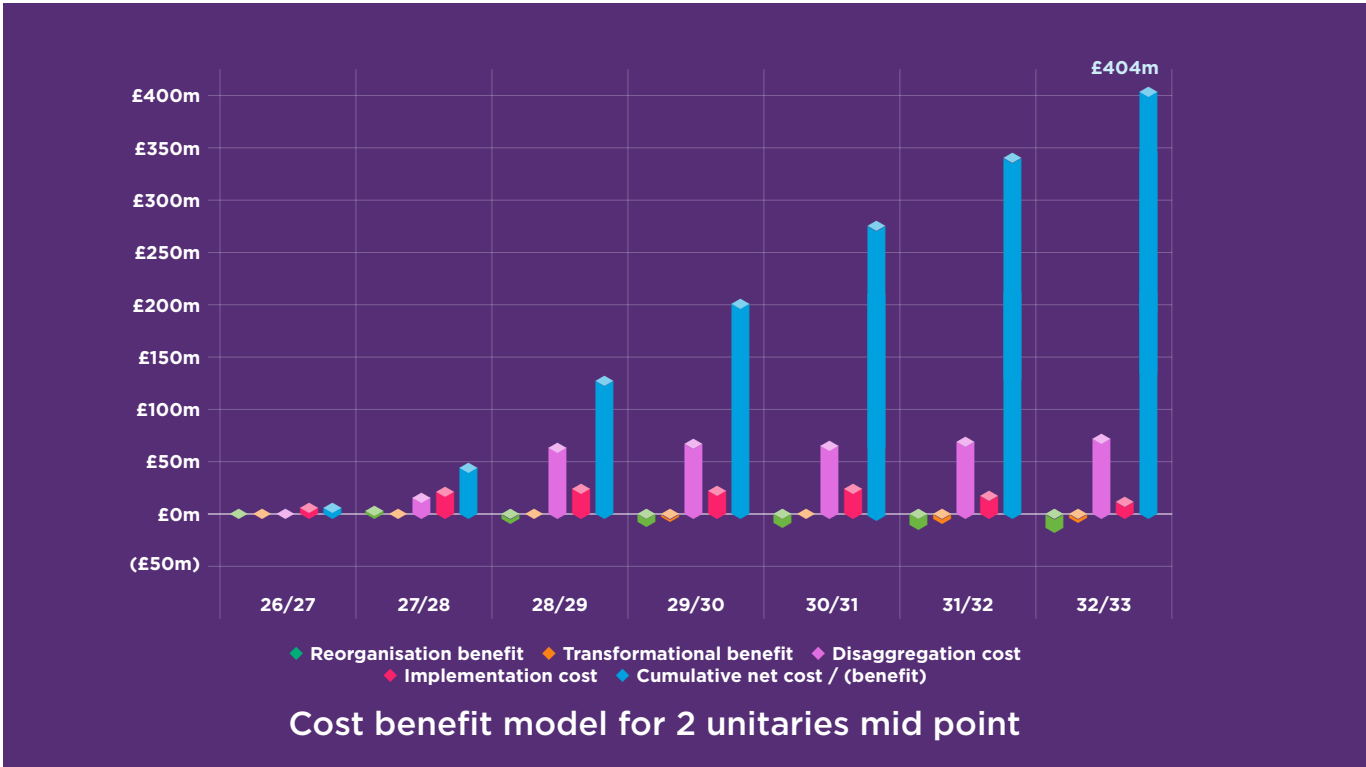
**Reorganisation benefit:** The short-term saving achievable from combining, consolidating and de-duplicating six councils into one (or two) new unitary council(s).

**Transformation benefit:** The longer-term benefit that can be realised from rationalising, bringing together and/or transforming the six councils including digitisation, automation and early intervention and prevention.

**Cumulative net cost / benefit:** The total of programme implementation and disaggregation costs, less the savings achieved from reorganisation and transformation. This shows whether the programme results in a net cost or net saving.

Programme Costs and Benefits of Two Unitary Authorities for East Sussex

By contrast, the programme cost benefit analysis shows that costs of two unitary authorities for East Sussex far outweigh the benefits. This is largely driven by the disaggregation of social care into two unitary authorities from a single unitary authority. The cumulative programme net cost is £404m by 2032/33 vs a net benefit of £20m of a single unitary authority.



## 5.7 Risks & Mitigations

The risks and mitigations outlined here are intended to support informed decision-making and provide assurance that financial resilience and adaptability have been built into the planning process. They also highlight areas where further engagement with government and partners will be essential to ensure a successful and sustainable transition.

Risk Area	Description	Mitigation Strategy
<b>Disaggregation Costs</b>	The financial impact of separating services, systems, and staffing under a two-unitary model may be greater than anticipated, particularly in IT and non-staffing areas.	Use stretch modelling to test sensitivity; phase implementation to allow for adjustments; explore shared service arrangements where appropriate.
<b>Uncertainty Around External Proposals</b>	In the absence of a clear and detailed proposal from Brighton & Hove City Council, it is not possible to undertake robust financial modelling of alternative cross-boundary arrangements.	Focus modelling on the recommended options within East Sussex; clearly state scope limitations; remain open to future modelling if formal proposals are received.
<b>Social Care Funding Pressures</b>	The structural funding gap in Adult and Children's Social Care is not resolved by LGR and may continue to grow without national reform.	Present social care pressures transparently; engage with government on funding reform; maintain prudent reserves and contingency planning.
<b>Governance and Election Costs</b>	Costs associated with establishing new governance structures, including elections and member allowances, may exceed initial estimates.	Include these costs in implementation planning; apply stretch modelling to identify efficiencies; align governance design with streamlined service delivery.

# 6 Implementation

## 6.1 Gantt chart of timeline

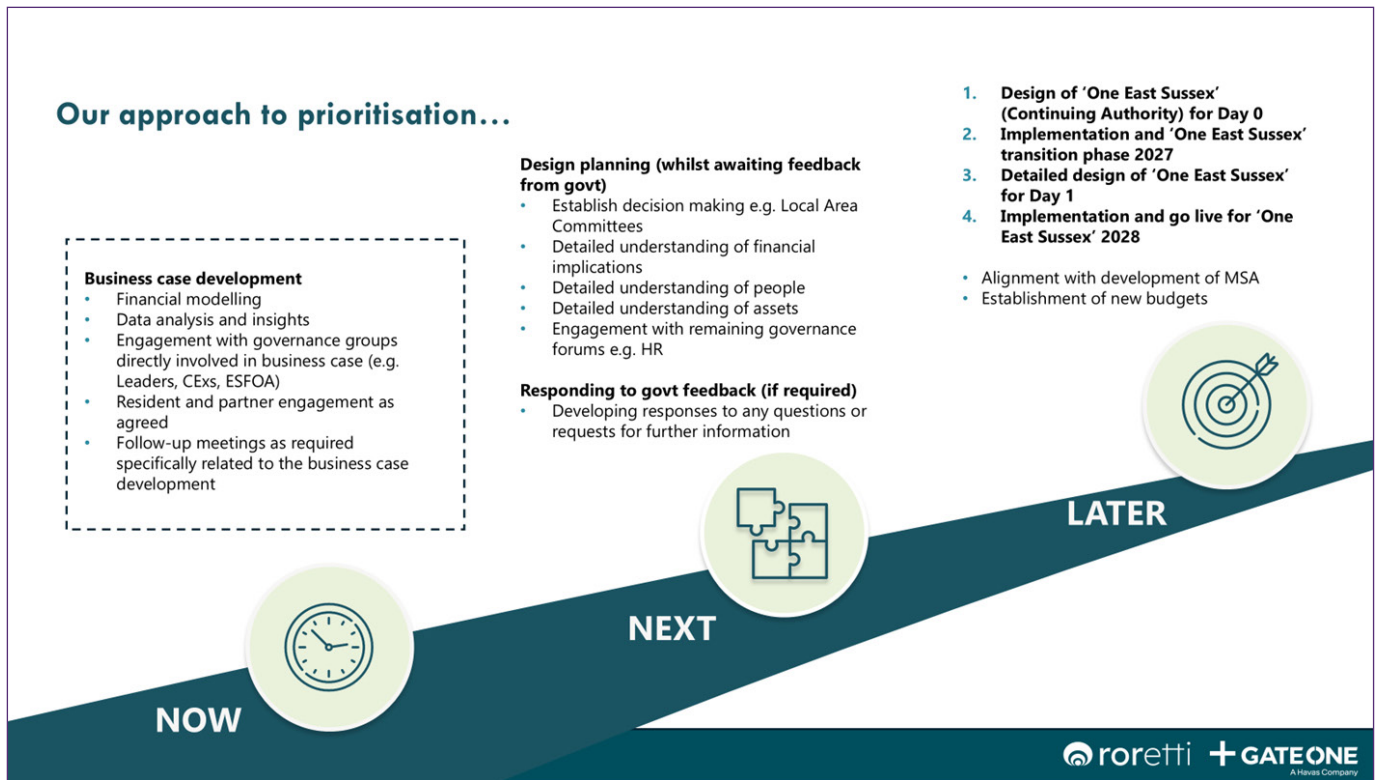
A preliminary timeline of the implementation process is set out in this section.

	Milestone	Description	2025			2026			
			Q2	Q3	Q4	Q1	Q2	Q3	Q4
End Sep 2025	Proposal Submission (DPP Areas)	Councils submit proposals for reorganisation.							
Nov-25	Launch of Statutory Consultation	Secretary of State consults affected councils and other stakeholders.							
Autumn 2025	Postponement Order for Elections (TBC)	Government may postpone county and Hastings borough elections.							
Early 2026	Close of Statutory Consultation	No fixed date; expected early in the year.							
Mar-26	Government Decision on Proposal	Decision on which proposal to implement; may affect councillor terms.							
May-26	Mayoral Election	Election for the new Mayoral Combined County Authority (MCCA).							
May-26	Drafting of Structural Change Order (SCO) Begins	Draft SCO in consultation with MHCLG.							
May-26	SCO Published & Implementation Executive Established	Legal mandate to manage transition; must reflect political balance and include all councils.							
May-26	Appointment of Implementation Teams	Must be completed within 21 days of SCO coming into force; includes officers from county and districts.							
Jun-26	Programme Mobilisation	Establish Programme Board and governance structure.							
Jun-26	Programme Plan Finalised	Publish roadmap and risk register.							
Aug-26	Staff Engagement Launch	Begin formal staff engagement and TUPE planning.							
Aug-26	Baseline Data Consolidation	Map services, contracts, assets, and workforce.							
Sep-26	ICT Systems Audit	Audit digital infrastructure and begin integration planning.							
Oct-26	Draft Constitution	Begin drafting governance framework.							
Nov-26	Council Tax Harmonisation Modelling	Finalise scenarios and begin public communications.							
Dec-26	TUPE Consultation Begins	Formal consultation with staff and unions.							

	Milestone	Description	2027				2028		
			Q1	Q2	Q3	Q4	Q1	Q2	Q3
Feb-27	Service Continuity Plans Signed Off	All critical services have continuity plans in place.							
06-May-27	Elections	Elections for the Continuing Authority.							
May-27	Implementation Executive Disbanded	Responsibility transfers to newly elected Executive.							
May-27	Branding and Communications Rollout	Launch new branding, website, and resident communications.							
Jun-27	'One East Sussex' Council Established	Oversees transition and prepares for Vesting Day.							
Feb-28	Final Budget Approved	First unified budget for the new authority.							
Mar-28	Final Testing and Readiness Review	Final readiness checks across all workstreams.							
01-Apr-28	Vesting Day	New unitary authority becomes operational.							

## 6.2 Now Next Later

A framework for understanding the three broad phases of activity involved in local government reorganisation is set out in this section.



## 6.3 Other

More information on the Voluntary, Community and Social Enterprise (VCSE) sector across East Sussex is available on the East Sussex VCSE Alliance [website](#).