

STRATEGIC LEADERSHIP BOARD MEETING – 3 October 2008

Further Guidance on the establishment of Transition Committees and Transition Management Teams

Joint Secretariat Paper

Agenda Item: 5

Summary: This paper sets out two versions of guidance on the establishment of Transition Committees and Transition Management Teams, depending on the existence or absence of a shadow period

Action Required: For discussion and agreement

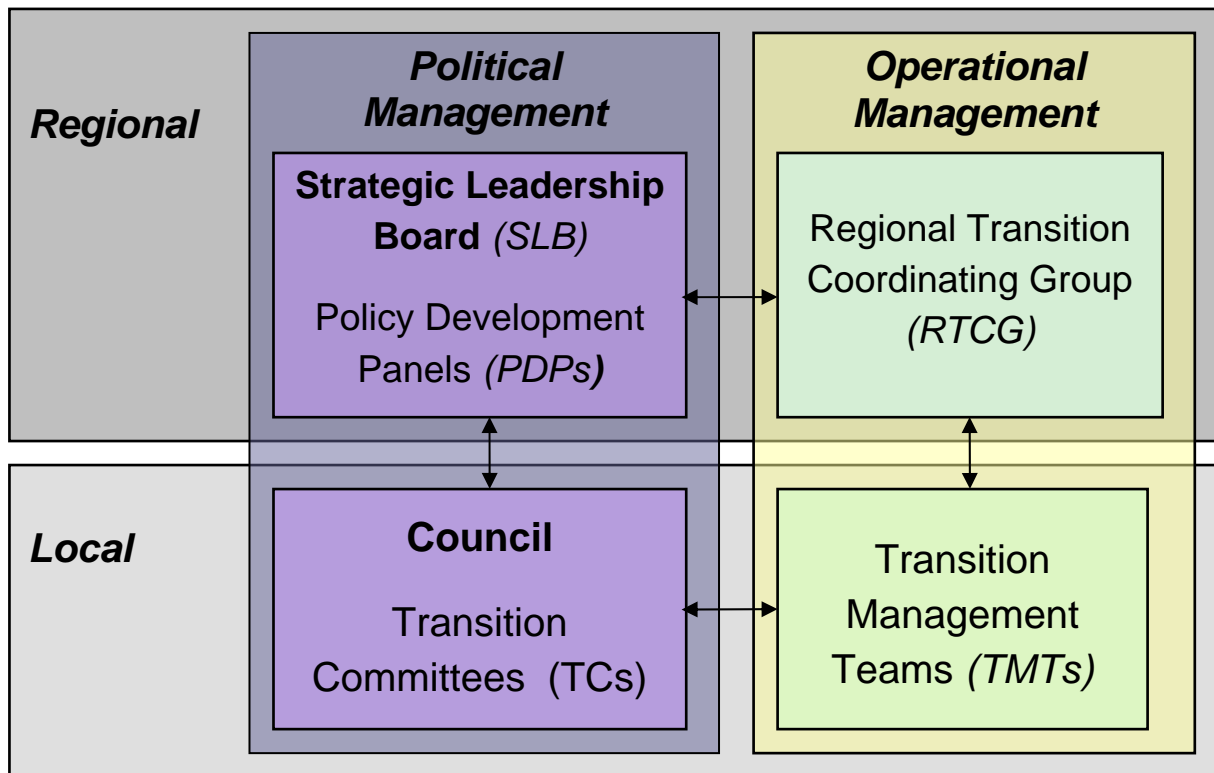
Background

1. A paper on the Regional Transition Co-ordinating Group was tabled at the Strategic Leadership Board on 3 September. This paper was agreed in principle, and set out the structure for the Regional Transition Co-ordinating Group, its terms of reference and its interaction with the Strategic Leadership Board.
2. The other key aspects of the implementation structures have been established. These include three Policy Development Panels, and a number of working groups.
3. This paper sets out initial guidance on the formation of Transition Committees and Transition Management Teams, and builds on previous papers presented to Strategic Leadership Board. It seeks the Strategic Leadership Board's agreement, contingent on the outcome of the Strategic Leadership Board's consideration of the issue of whether there should be a shadow period, to issue the guidance to councils.

Detail

4. In response to guidance from the Minister in July 2008, a number of amalgamating councils have either begun, or are about to begin, the process of establishing voluntary Transition Committees. Further guidance from the

Strategic Leadership Board is therefore appropriate at this time.



5. The diagram above illustrates the linkages and flows of information and control between the implementation structures.
6. The Transition Committees are made up of elected members from the constituent councils which will form the new authorities. It is important to note that Belfast City Council will require its own transition committee arrangement due to the unique nature of the new council – i.e. it is not formed from the amalgamation of existing entities, but rather is based largely on the existing Belfast City Council, with its new boundaries as recommended by the Local Government Boundaries Commissioner. The detail of the Belfast approach can be developed in due course, but the principles which are set out in this paper should apply where appropriate.
7. Transition Management Teams are tasked with the operational delivery of the restructuring programme at the local level, working under the direction of its Transition Committee.

Context

8. The next key step in the programme of restructuring is to establish the Regional Transition Co-ordinating Group, the Transition Committees and the Transition Management Teams. This will provide the basic programme infrastructure to allow the initial work to begin in the council groups, and will allow the transferring functions departments to start discussions with the local government sector at the operational level.
9. It is proposed that the detail attached in Annexes 1 and 2 on the outline terms of reference for Transition Committees and Regional Transition Teams be made available to councils as a matter of priority. This should be considered to be initial guidance, to inform the creation and establishment of the bodies. As the implementation structures develop, it is anticipated that the Strategic Leadership Board, through the Regional Transition Co-ordinating Group, will issue further guidance as the programme proceeds.
10. The early dissemination of this guidance is intended to assist in the formation of such groups at the earliest opportunity, and to make recommendations to enable them to be formed in a consistent manner and to operate to a common understanding.
11. At this point, pending a final decision on whether there will be a Shadow Period (ie whether the new councils will operate in shadow form following the elections in May 2011), there are two alternative models for the Transition Committees and Transition Management Teams. These differences reflect the degree of responsibility and decision making which would be exercised by the Transition Committee on behalf of the new council. Annex 1 below sets out the guidance which is relevant should there not be a Shadow Period. Annex 2 sets out the position if there is to be a Shadow Period.
12. The Joint Secretariat will also provide Transition Committees and Transition Management Teams with a reporting framework, to ensure that programme reporting is consistent.

Recommendation

13. Subject to a view being reached on whether there should be a shadow period for the new councils, it is recommended that the agreed guidance in the attached annexes be issued to councils, and that Joint Secretariat members meet with all 11 council groups to provide advice and guidance as required to assist in the formation of voluntary Transition Committees and Transition Management Teams.

Annex 1: Guidance on the formation of Transition Committees and Transition Management Teams to issue in the absence of a Shadow Period

Part 1

1 TRANSITION COMMITTEES

The primary role of the Transition Committee is to take the key decisions necessary to ensure that there are eleven effective Councils in place on the operative date of the changeover. Transition Committees will be comprised of elected members from the existing Councils supported by Transition Management Teams of officers from those Councils together with representatives of the transferor public bodies.

Transition Committees will operate to the following Terms of Reference: -

1.1 Terms of Reference

(1) General

- To secure a coherent and co-ordinated approach to local decisions in line with the strategic direction and key policies developed by the Strategic Leadership Board and Policy Development Panels and the operational advice issued by the Regional Transition Co-ordinating Group.
- To action and develop the implementation template provided by the Regional Transition Coordinating Group through the development of a local prioritised work plan (including activity map and timeline).
- To liaise with local stakeholders to ensure that the implementation process takes account of their views.
- To work with Transition Management Teams and establish working groups, as appropriate, to support the work of the Transition Committee.
- To ensure that agreed local programmes and timescales are met.

(2) Governance

- To develop a shared corporate vision for the new Council.

- To develop local governance arrangements to meet the requirements as set out by the Strategic Leadership Board, through the work of Policy Development Panel A.
 - To prepare financial arrangements and draft standing orders for the operation of the new Council.
 - To advance the convergence of key plans and programmes, including the capital development programmes of existing councils.
 - To develop a local communication strategy, in line with and informed by the overarching Programme Communications Strategy, to inform members, staff and the public regarding the implementation process.
 - To develop a local capacity building programme, as necessary and based on the recommendations on capacity building agreed by the Strategic Leadership Board, as developed by Policy Development Panel C, for members and officers.
 - To ensure that local winding-up arrangements are put in place for the affected public bodies.
- (3) Service Delivery**
- To ensure continuity of service delivery across the new Council area from the operative date.
 - To integrate transferred services and new functions into the new Council's operations.
 - To develop an Integrated Service Delivery Strategy and Performance Plan
 - To formulate a customer service strategy for the new Council.

- To examine the potential for service delivery efficiencies and economies through service rationalisation measures.
- To plan a cohesive IT strategy for the new Council building on the output of Policy Development Panel B.

(4) Structural Reform

- To appoint a Chief Executive designate for the new Council as soon as possible.
- To design an appropriate staff structure for the new Council.
- To make early appointments of senior staff designate, especially in the finance and human resources fields.
- To address the local implications of the outworking of the staff transfer scheme and compliance with Public Service Commission Guiding Principles.
- To formulate an estates strategy and address accommodation issues for the new Council.
- To establish a corporate financial management system and prepare a budget for the new Council.
- To manage the transfer of assets and liabilities to the new Council and the associated legal and administrative issues.

1.2 Membership

Nominating Body	Member
Amalgamating Councils	Councillors <i>(Number of Councillors will vary from area to area according to size)</i>

1.3 Policy and Administrative Support

The Change Management Officer will attend Transition Committee meetings and provide support. Transition Committees will be assisted by the Strategic Leadership Board, Regional Transition Co-ordinating Group and Transition Management Teams in their planned programme of key policy activities. The new Chief Executive designate and senior management team designate, when appointed, will undertake the key advisory and management role until transfer to the new Councils.

1.4 Term of Office and Vacancies

The amalgamating Councils will nominate members for an agreed period. The nominating body will fill any vacancies arising as soon as possible. Transition Committees will cease activities on the operative date of the new Council.

1.5 Legal Status

The DOE will provide a legislative framework for the Transition Committees as soon as possible. Until this happens, it is proposed that Transition Committees should be set up as joint committees constituted as bodies corporate and should commence work immediately on the basis of a joint committee because of the urgency required to meet timescales.

1.6 Flexibility

Transition Committees will operate in a flexible manner to successfully manage the change process in preparation for the effective operation of the new Council. Accordingly, the Terms of Reference may evolve to accommodate unanticipated policy development at Strategic Leadership Board and Policy Development Panel and levels and the new issues that may emerge at the local level through existing Councils, Transition Management Teams and transferor bodies.

2 MANAGEMENT ARRANGEMENTS

(1) General

- Membership of the Transition Committees will consist only of elected members from the existing Councils and should proportionately reflect the political composition of those existing Councils.
- The size of a Transition Committee should take account of the need for efficient and effective management and numbers should be in the range of 10–16 members. (A guidance note will be issued on this matter.)

(2) Secretariat

- The secretariat will be provided by the Change Management Officer.

(3) Meetings

- Transition Committees will meet at times considered appropriate and venues for meetings should be rotated among the existing Councils.
- Transition Committees may invite any other person or body to attend meetings and may invite such a person or body to make a presentation and/or submit evidence and produce documents.

(4) Agendae

- The Chair of the Transition Committee will determine the agenda for meetings, with the assistance of the Secretariat.
- Documents relating to the business will normally be made available to members at least three working days before the meeting to which they relate.

(5) Record of proceedings

- Minutes of meetings will be in action format listing key decisions and actions to be taken and will be prepared by the Secretariat. Copies of such minutes should be submitted to the Strategic Leadership Board.

Part 2

1 TRANSITION MANAGEMENT TEAMS

Transition Management Teams will have responsibility for the ongoing operational management of the transition at the local level. Each Transition Management Team will work under the direction of the Transition Committee, taking account of the guidance from the Regional Transition Co-ordinating Group, to ensure that there is an effective Council in place on the operative date of the changeover. Transition Management Teams will include Chief Executives from the amalgamating Councils and Senior Officers from transferor Public Bodies at the local level. A Change Management Officer should be appointed by the Transition Management Committee to assist the transition process for both the Transition Committee and Transition Management Teams. The Change Management Officer should attend meetings, undertake associated activities and provide administrative support. Transition Management Teams will operate to the following Terms of Reference: -

1.1 Terms of Reference

(1) General

- To secure a coherent and co-ordinated approach to local operational management issues in line with the policies developed by the Strategic Leadership Board and Policy Development Panels, Transition Committees and the operational advice issued by Regional Transition Co-ordinating Group.
- To action and develop the implementation template provided by Regional Transition Co-ordinating Group through the development of a prioritised work plan (including activity map and timeline).
- To inform the Transition Committee of key issues needing policy direction.
- To inform the Regional Transition Co-ordinating Group of key issues needing regional operational guidance.

- To liaise with local officer stakeholders to ensure that their perspectives inform the implementation process.

(2) Governance

- To support the Transition Committee, where appropriate, to develop operational policies.
- To undertake, in the context of policy direction from the Transition Committee, the convergence of key plans and programmes, including the corporate plans and capital development programmes of existing councils.
- To ensure implementation of local capacity building and training programmes for affected staff, based on policy developed through Panel C, and operational guidance through the Regional Transition Co-ordinating Group, particularly those 'at risk'.
- To establish local winding-up arrangements for the affected public bodies at the local level.

(3) Service Delivery

- To assist the Transition Committee in developing key Service Delivery strategies, including: -
 1. *Integrated Service Delivery Strategy and Performance Plan;*
 2. *Identifying the potential for service delivery efficiencies and economies through service rationalisation measures;*
 3. *Formulating a customer service strategy for the new Council.*
- To prepare and execute operational plans to secure continuity of service delivery across the new Council area on the operative date.
- To help Transition Committee ensure the smooth transfer of services, functions and Co-ordinating Group on associated regional transfer operational issues.

- To identify and implement improvements in key administrative and IT systems, procedures and processes through harmonisation and development of cohesive, efficient and effective management strategies for the new Council.

(4) Structural Reform

- To assist the Transition Committee with policy development, including:
 1. *The formulation of an estates strategy and accommodation issues;*
 2. *Establishment of a corporate financial management system and preparation of a draft budget;*
 3. *Development of an integrated IT strategy;*
 4. *The transfer of assets and liabilities to the new Council and the associated legal and administrative issues.*
- To implement the staff transfer scheme, as agreed by the Strategic Leadership Board and Transition Committee, taking account of the Public Service Commission Guiding Principles.
- To work closely with the Chief Executive designate and senior managers designate.
- To engage with Regional Transition Co-ordinating Group on potential regional solutions and establish local officer working groups to support the work of the Transition Committee and Transition Management Teams.

1.2 Information and Resources

The Terms of Reference can only be successfully addressed if:

- full details are supplied to the Transition Committees and Transition Management Teams with regard to functions transferring to the new Councils; and

- an adequate level of central resources is made available to the Transition Committees and related Transition Management Teams to fund their activities.

1.3 Membership

Nominating Body	Representative
Councils	Chief Executive (Chair rotating until CEX designate is appointed)
Councils	Senior Officers
Transition Committee	Chief Executive designate (When appointed)
DOE Planning Service	1 Senior Officer
DRD Roads Service	1 Senior Officer
DSD	1 Senior Officer
DETI /INI	1 Senior Officer
Other	Co-opted as required by task (time limited)

The Chief Executives and Senior Council officers will be from the amalgamating Councils'. Senior Officers from the transferor public bodies should preferably have a working knowledge and a functional relationship with the amalgamating Councils.

The new Council CEX designate, when appointed, would assume the role of Chair. The Change Management Officer would attend and provide administrative support.

1.4 Term of Office and Vacancies

The Transition Management Teams will cease activities on the operative date of the new Council. The nominating body will fill any vacancies arising as soon as possible.

1.5 Flexibility

Transition Management Teams will operate in a flexible manner to successfully manage the operational change process. Accordingly, the Terms of Reference may evolve to accommodate unanticipated policy development at Strategic Leadership Board and Regional Transition Co-ordinating Group levels and the new issues that

may emerge at the local level from Transition Committees, existing Councils and transferor bodies.

2 MANAGEMENT ARRANGEMENTS

(1) General

- Membership of the Transition Management Teams will consist of Chief Executives and Senior officers of Councils and Senior Officers of the transferor bodies, as indicated above. The new Council Chief Executive designate, when appointed, would become Chair and selected members of the new officer management team designate would also attend.
- The Chair of a Transition Management Team will be a Chief Executive on a rotational basis until the Chief Executive designate is appointed and assumes the role.
- Each Transition Management Team will be assisted by a Change Management Officer and support staff.

(2) Secretariat

- The secretariat will be provided by the Change Management Officer.

(3) Meetings

- Transition Management Teams will meet at times considered appropriate and venues for meetings should be rotated among the existing Councils.
- Transition Management Teams may invite any other person or body to attend meetings and may invite such a person or body to make a presentation and/or submit evidence and produce documents.

(4) Agendae

- The Chair of the Transition Management Team will determine the agenda for meetings, with the assistance of the Secretariat.

- Documents relating to the business will normally be made available to representatives at least three working days before the meeting to which they relate.

(5) Record of proceedings

- Minutes of meetings will be in action format, listing key decisions and actions to be taken, and will be prepared by the Secretariat and submitted to the Transition Committee. Copies of such minutes should also be submitted to Regional Transition Co-ordinating Group.

Annex 2: Guidance on the formation of Transition Committees and Transition Management Teams to issue if a Shadow Period is agreed

Part 1

1 TRANSITION COMMITTEES

The primary role of the Transition Committee is to make the necessary arrangements to enable the new council in shadow form to take the key decisions necessary to ensure that the new organisation is capable of operation from its effective date.

Transition Committees will be comprised of elected members from the existing Councils supported by Transition Management Teams of officers from those Councils together with representatives of the transferor public bodies. Transition Committees will operate to the following Terms of Reference: -

1.2 Terms of Reference

(1) General

- To develop preparatory structures for agreement and adoption by the new council which are designed to secure a coherent and co-ordinated approach to local decisions in line with the strategic direction and key policies developed by the Strategic Leadership Board and Policy Development Panels and the operational advice issued by the Regional Transition Co-ordinating Group.
- To action and develop the implementation template provided by the Regional Transition Co-ordinating Group through the development of a local prioritised work plan (including activity map and timeline).
- To liaise with local stakeholders to ensure that the implementation process is informed by these perspectives.
- To work hand in hand with Transition Management Teams and establish working groups, as appropriate, to support the work of the Transition Committee in preparation for the establishment of the shadow council.

- To ensure that agreed local programmes and timescales are met

(2) Governance

- To develop in draft a shared corporate vision for the new Council to be progressed by the Shadow Council.
- To develop in draft local governance arrangements to meet the requirements as set out by the Strategic Leadership Board, through the work of Policy Development Panel A.
- To prepare draft financial arrangements and draft standing orders for the operation of the new Council.
- To advance the convergence of key plans and programmes, including the capital development programmes of existing councils.
- To develop a local communication strategy, in line with and informed by the overarching Programme Communications Strategy, to inform members, staff and the public regarding the implementation process.
- To develop a local capacity building programme for members and officers, as necessary and based on the recommendations on capacity building developed by the Strategic Leadership Board, as informed by Policy Development Panel C.
- To ensure that local winding-up arrangements are put in place for the affected public bodies.

(3) Service Delivery

- To ensure continuity of service delivery across the new Council area in the period prior to the operation of the shadow council.
- To make recommendations for integrating transferred services and new

functions into the new Council's operations.

- To research and make recommendations on an Integrated Service Delivery Strategy and Performance Plan for approval by the new council.
- To formulate proposals for a draft customer service strategy for the new Council.
- To examine the potential for service delivery efficiencies and economies through service rationalisation measures.
- To plan a cohesive IT strategy for the new Council.

(4) Structural Reform

- To commence the initial stages of appointment of a Chief Executive for the new Council i.e. drafting job specification, key criteria, trawl notice.
- To identify the local implications of the outworking of the staff transfer scheme and compliance with Public Service Commission Guiding Principles.
- To make proposals on a draft estates strategy and make preparations to address accommodation issues for the new Council.
- To research and make recommendations for the establishment of a corporate financial management system and prepare a draft budget for the consideration of the new Council.
- To gather information and facilitate the transfer of assets and liabilities to the new Council and the associated legal and administrative issues.

1.3 Membership

Nominating Body	Member
Amalgamating Councils new Council (during the shadow period)	Councillors <i>(Number of Councillors will vary from area to area according to size)</i>

1.4 Policy and Administrative Support

The Change Management Officer will attend Transition Committee meetings and provide support. Transition Committees will be assisted by Strategic Leadership Board, Regional Transition Co-ordinating Group and Transition Management Teams in their planned programme of key policy activities.

1.5 Term of Office and Vacancies

The amalgamating Councils will nominate members for an agreed period. The nominating body will fill any vacancies arising as soon as possible. Transition Committees will cease activities on the date of commencement of the shadow Council.

1.6 Legal Status

The DOE will provide a legislative framework for the Transition Committees as soon as possible. Until this happens, Transition Committees should commence work immediately on the basis a joint committee because of the urgency required to meet timescales.

1.7 Flexibility

Transition Committees will operate in a flexible manner to successfully manage the change process in preparation for the effective operation of the new Council. Accordingly, the Terms of Reference may evolve to accommodate unanticipated policy development at Strategic Leadership Board and Policy Development Panel levels and the new issues that may emerge at the local level through existing Councils, Transition Management Team and transferor bodies.

2 MANAGEMENT ARRANGEMENTS

(1) General

- Membership of the Transition Committees will consist only of elected members from the existing Councils and should proportionately reflect the political composition of those existing Councils.
- The size of a Transition Committee should take account of the need for efficient and effective management and numbers should be in the range of 10–16 members. (A guidance note will be issued on this matter.)

(2) Secretariat

- The secretariat will be provided by the Change Management Officer.

(3) Meetings

- Transition Committees will meet at times considered appropriate and venues for meetings should be rotated among the existing Councils.
- Transition Committees may invite any other person or body to attend meetings and may invite such a person or body to make a presentation and/or submit evidence and produce documents.

(4) Agendae

- The Chair of the Transition Committee will determine the agenda for meetings, with the assistance of the Secretariat.
- Documents relating to the business will normally be made available to members at least three working days before the meeting to which they relate.

(5) Record of proceedings

- Minutes of meetings will be in action format listing key decisions and actions to be taken and will be prepared by the Secretariat. Copies of such minutes should be submitted to the Strategic Leadership Board.

Part 2

1 TRANSITION MANAGEMENT TEAMS

Transition Management Teams will have responsibility for the ongoing operational management of the transition at the local level. Each Transition Management Team will work under the direction of the Transition Committee, taking account of the guidance from the Regional Transition Co-ordinating Group, to ensure that there is an effective Council in place on the operative date of the changeover. Transition Management Teams will include Chief Executives from the amalgamating Councils and Senior Officers from transferor Public Bodies at the local level. A Change Management Officer should be appointed by the Transition Management Committee to assist the transition process for both the Transition Committee and Transition Management Teams. The Change Management Officer should attend meetings, undertake associated activities and provide administrative support. Transition Management Teams will operate to the following Terms of Reference: -

1.1 Terms of Reference

(1) General

- To secure a coherent and co-ordinated approach to local operational management issues in line with the policies developed by the Strategic Leadership Board and Policy Development Panels, Transition Committees and the operational advice issued by the Regional Transition Co-ordinating Group.
- To action and develop the implementation template provided by the Regional Transition Co-ordinating Group through the development of a prioritised work plan (including activity map and timeline).
- To inform the Transition Committee of key issues needing policy direction.
- To inform the Regional Transition Co-ordinating Group of key issues needing regional operational guidance.

- To liaise with local officer stakeholders to ensure that their perspectives inform the implementation process.

(2) Governance

- To support the Transition Committee, where appropriate, to develop policies, including: -
 1. *Shared Vision for the new Council;*
 2. *Governance arrangements;*
 3. *A local communication strategy to inform members, staff and the public regarding the implementation process.*
- To undertake, in the context of policy direction from the Transition Committee, the convergence of key plans and programmes, including the corporate plans and capital development programmes of existing councils.
- To ensure implementation of local capacity building and training programmes for affected staff, particularly those 'at risk'.
- To establish local winding-up arrangements for the affected public bodies at the local level.

(3) Service Delivery

- To assist the Transition Committee in developing key Service Delivery strategies, including: -
 1. *Integrated Service Delivery Strategy and Performance Plan;*
 2. *Identifying the potential for service delivery efficiencies and economies through service rationalisation measures;*
 3. *Formulating a customer service strategy for the new Council.*
- To prepare and execute operational plans to secure continuity of service delivery across the new Council area on the operative date.
- To help Transition Committee ensure the smooth transfer of services,

functions and staff to the new Council, liaising closely with Regional Transition Co-ordinating Group on associated regional transfer operational issues.

- To identify and implement improvements in key administrative and IT systems, procedures and processes through harmonisation and development of cohesive, efficient and effective management strategies for the new Council.

(4) Structural Reform

- To assist the Transition Committee with policy development, including:
 1. *The formulation of an estates strategy and accommodation issues;*
 2. *Establishment of a corporate financial management system and preparation of a draft budget;*
 3. *Development of an integrated IT strategy;*
 4. *The transfer of assets and liabilities to the new Council and the associated legal and administrative issues.*
- To implement the Strategic Leadership Board and Transition Committee agreed staff transfer scheme and Public Service Commission Guiding Principles.
- To work closely with the Chief Executive designate and senior managers designate.
- To engage with the Regional Transition Co-ordinating Group on potential regional solutions and establish local officer working groups to support the work of the Transition Committee and Transition Management Teams.

1.2 Information and Resources

The Terms of Reference can only be successfully addressed if:

- Full details are supplied to the Transition Committees and Transition Management Teams with regard to functions transferring to the new Councils.
- An adequate level of central resources is made available to the Transition Committees and related Transition Management Teams to fund their activities.

1.3 Membership

Nominating Body	Representative
Existing Councils	Chief Executive (Chair rotating until CEX of new council is appointed)
Existing Councils	Senior Officers
New Council	Chief Executive and senior officers (when appointed)
DOE Planning Service	1 Senior Officer
DRD Roads Service	1 Senior Officer
DSD	1 Senior Officer
DETI /INI	1 Senior Officer
Other	Co-opted as required by task (time limited)

The Chief Executives and Senior Council officers will be from the amalgamating Councils. Senior Officers from the transferor public bodies should preferably have a working knowledge and a functional relationship with the amalgamating Councils.

The new Council Chief Executive, when appointed, would assume the role of Chair. The Change Management Officer would attend and provide administrative support.

1.4 Term of Office and Vacancies

The Transition Management Teams will cease activities on the operative date of the new Council. The nominating body will fill any vacancies arising as soon as possible.

1.5 Flexibility

Transition Management Teams will operate in a flexible manner to successfully manage the operational change process. Accordingly, the Terms of Reference may evolve to accommodate unanticipated policy development at Strategic Leadership Board and Regional Transition Co-ordinating Group levels and the new issues that may emerge at the local level from Transition Committees, existing Councils and transferor bodies.

2 MANAGEMENT ARRANGEMENTS

(1) General

- Membership of the Transition Management Teams will consist of Chief Executives and Senior Officers of Councils and Senior Officers of the transferor bodies, as indicated above. The new Council Chief Executive, when appointed, would become Chair and selected members of the new officer management team would also attend.
- The Chair of a Transition Management Team will be a Chief Executive on a rotational basis until the Chief Executive designate is appointed and assumes the role.
- Each Transition Management Team will be assisted by a Change Management Officer and support staff.

(2) Secretariat

- The secretariat will be provided by the Change Management Officer.

(3) Meetings

- Transition Management Teams will meet at times considered appropriate and venues for meetings should be rotated among the existing Councils.
- Transition Management Teams may invite any other person or body to attend meetings and may invite such a person or body to make a presentation and/or submit evidence and produce documents.

(4) Agendae

- The Chair of the Transition Management Team will determine the agenda for meetings, with the assistance of the Secretariat.
- Documents relating to the business will normally be made available to representatives at least three working days before the meeting to which they relate.

(5) Record of proceedings

- Minutes of meetings will be in action format, listing key decisions and actions to be taken, and will be prepared by the Secretariat and submitted to the Transition Committee. Copies of such minutes should also be submitted to Regional Transition Co-ordinating Group.