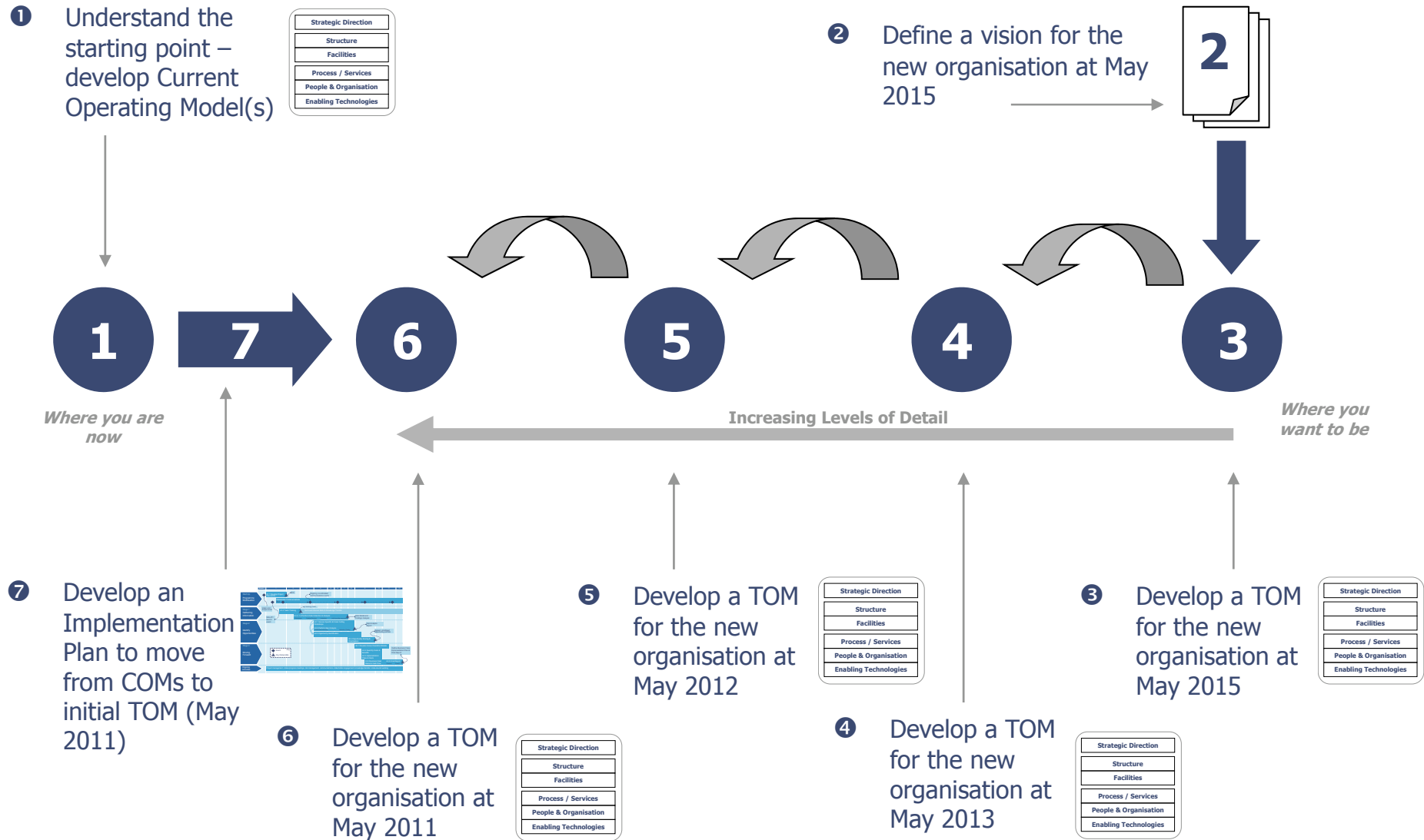


Appendix C

Overview of Design Framework – An approach to design and implementation

A detailed Design Framework exists as a separate document to this Economic Appraisal. This Appendix contains extracts of that document.

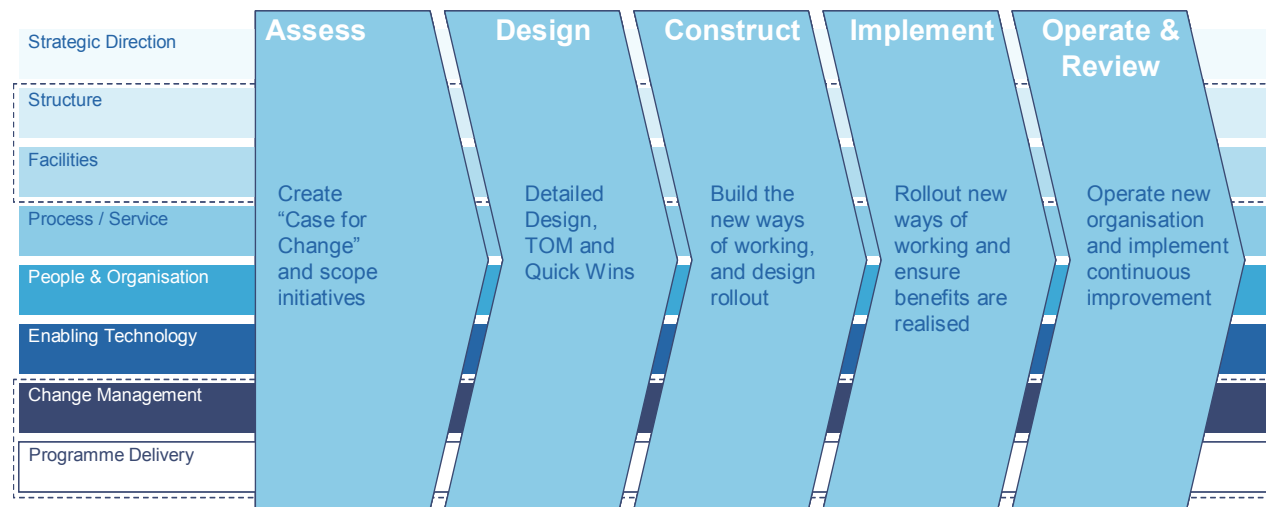
Seven Steps to designing and implementing a new Council



Adopting a Transformation Approach

It is imperative that a proven transformation approach is adopted required. Such an approach will increase the certainty of delivery by bringing a rigor to the management, organisation and delivery of the programme. The key attributes of the PwC transform* approach are:

- exhaustive and holistic framework that is flexible in its application;
- built upon a best practice basis from which to provide challenge;
- embodies key success factors;
- addresses programme structure and dependency management; and
- focused on making change stick within the organisation – and delivering tangible benefits.



Defining the High-level "Blueprint" for the new organisation and the "Case for Change", and the portfolio of initiatives that will transform the organisation, while achieving short- and medium-term fiscal and business goals

Creating the detailed "Target Operating Model" and plan for the organisation (e.g. new org structures, processes, locations, skills, IT etc), whilst also implementing "quick win" initiatives

Build new processes and supporting IT, locations, org structures, skills etc., to support new ways of working. Understand in detail the requirements to implement these across the organisation

Implementing the portfolio of group-wide and organisation-wide initiatives, proactively ensuring benefits are tracked and realised, addressing any shortfalls (i.e. portfolio "leakage")

Operate the transformed organisation, deliver the benefits, and instigate a culture of continuous improvement

Adopting a Transformation Approach

transform* covers the full lifecycle of a transformational change programme from initial vision and strategic case for change through to implementation and operation of the changed organisation.

The diagram above outlines the five key stages of the framework – and the underpinning cross-organisational elements of transformation that must be considered during the programme to ensure that the organisation delivers successful change.

Assess

Defining the High-level “Blueprint” for the new organisation and the “Case for Change”, and the portfolio of initiatives that will transform the organisation, while achieving short- and medium-term fiscal and service goals.

Design

Creating the detailed “Target Operating Model” and plan for the organisation (e.g. new org structures, processes, locations, skills, IT etc), whilst also implementing “quick win” initiatives.

Construct

Build new processes and supporting IT, locations, org structures, skills etc., to support new ways of working. Understand in detail the requirements to implement these across the organisation.

Implement

Implementing the portfolio of group-wide and organisation-wide initiatives, pro-actively ensuring benefits are tracked and realised, addressing any shortfalls (i.e. portfolio “leakage”).

Operate and Review

Operate the transformed organisation, deliver the benefits, and instigate a culture of continuous improvement.

Overall Programme Plan

The overall Programme Plan for the Reform of Local Government is comprised of a number of key sub-programme, projects and initiatives (see below). Each of these “macro” work packages maps on to the transform* framework and each is described in further detail below.



Overall Programme Plan - Key Milestones

2010

Date	Description
Jan	Programme/Project teams in place
Jan	Data Gathering complete
Feb	PDSU core team mobilised
Mar	2015 Vision agreed
Mar	Chief Executives appointed
May	HR & Finance Officers appointed
May	Inventory of Assets & Liabilities complete
Jun	High level 2011, 2012, 2013, 2015 TOM agreed

Date	Description
Jun	High level PSO Design agreed
Jun	Operating plan for year #1 in place
Jun	Staff Structures complete
Jun	Staff transfer arrangements complete
Jul	Bank & Insurer appointed
Sep	Finance System(s) in place
Oct	ICT Strategy & Plan in place
Nov	Service Delivery Plan in place
Dec	Estates/Accommodation Strategy in place

2011 & 2012

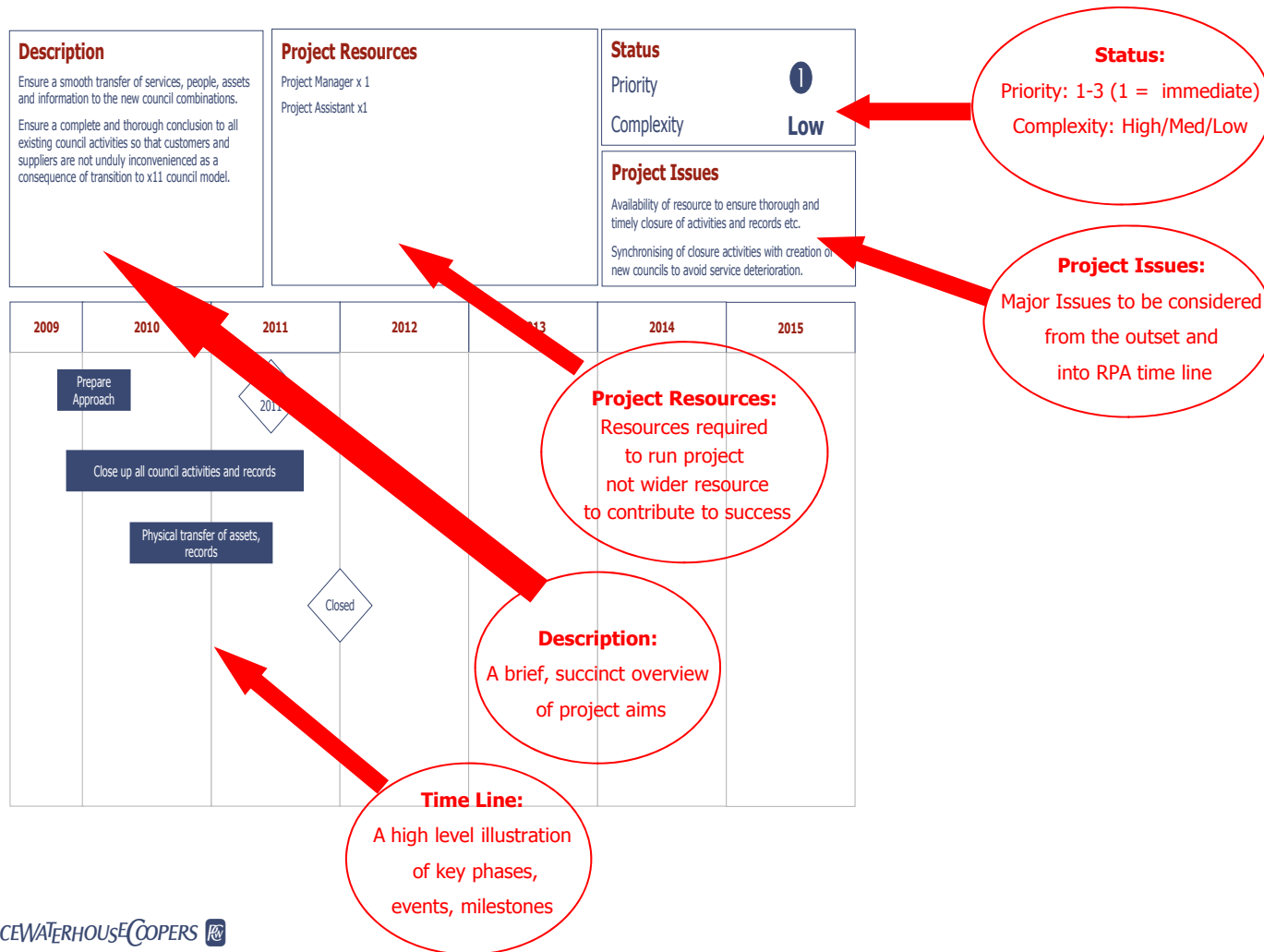
Date (2011)	Description
Jan	Key roles in BSO filled
Jan	Budget agreed
Feb	2 Year Budget Plan agreed
Feb	Establish Rate
Feb	Estates transfer plan agreed
Feb	Implementation plan for Assets & Liabilities complete
Apr	Capacity Building Programme complete
May	Staff transfer to new organisations and locations
May	New (x11) councils operating
Nov	Final Winding Up activities completed

Date	Description
May 2012	2012 TOM operational
Aug 2012	Residual activities for 2012 TOM completed
Mar 2013	BSO staffing complete – key posts
Mar 2013	Key BSO service providers/partners appointed
May 2013	2013 TOM operational
Aug 2013	Residual activities for 2013 TOM completed
May 2015	2013 TOM operational
Dec 2015	Residual activities for 2013 TOM completed

Portfolio of Sub-Programmes, Projects and Initiatives

The following suite of high level project definitions is deliberately high level in order to convey, on one page, the key aspects, plus provide a start point for the prospective Project Manager at Initiation Stage.

Each of these high level plans will be accompanied by their own comprehensive plans.



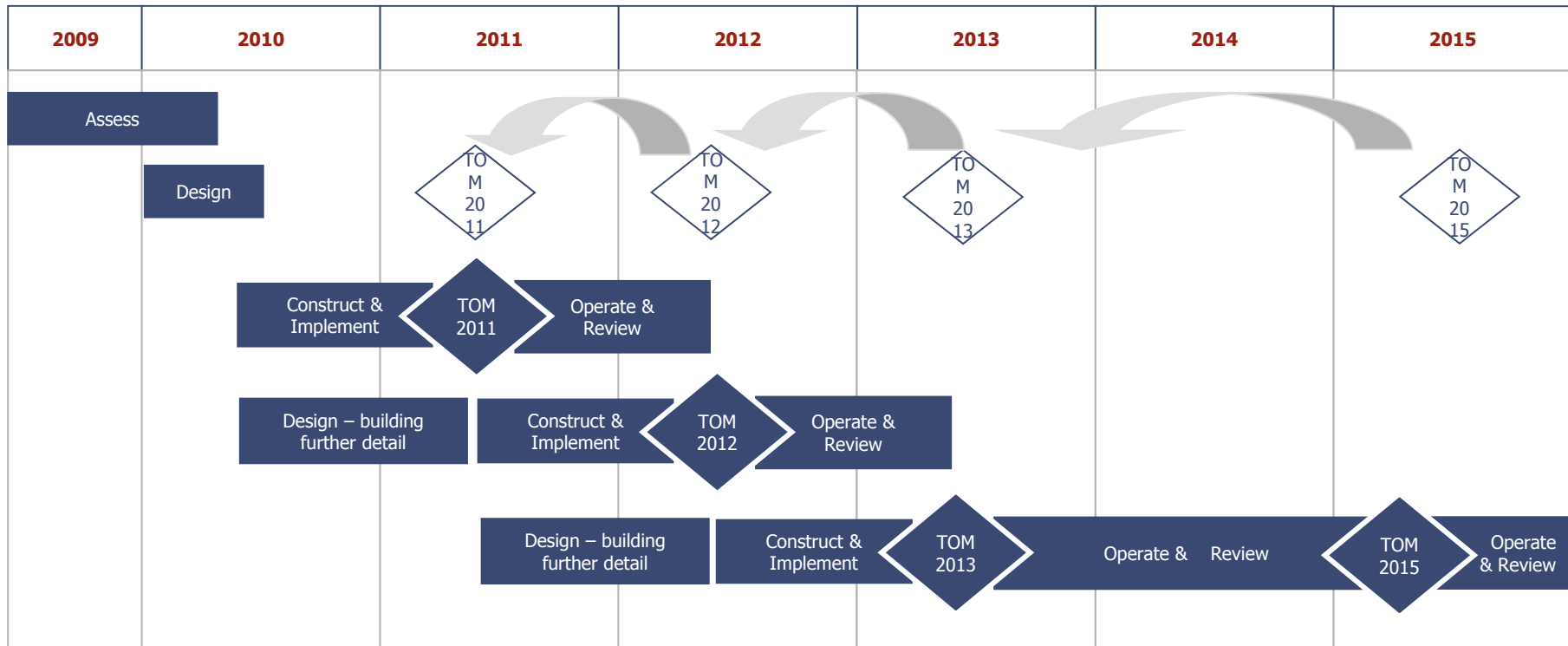
1. Wind-up Existing Councils (*26)

<p>Description</p> <p>Ensure a smooth transfer of services, people, assets and information to the new council combinations.</p> <p>Ensure a complete and thorough conclusion to all existing council activities so that customers and suppliers are not unduly inconvenienced as a consequence of transition to x11 council model.</p>	<p>Project Resources</p> <p>Project Manager x 1 Project Assistant x1</p>	<p>Status</p> <p>Priority 1</p> <p>Complexity Low</p>
<p>Project Issues</p> <p>Availability of resource to ensure thorough and timely closure of activities and records etc.</p> <p>Synchronising of closure activities with creation of new councils to avoid service deterioration.</p>		

2009	2010	2011	2012	2013	2014	2015
<p>Prepare Approach</p>	<p>Close up all council activities and records</p> <p>Physical transfer of assets, records</p>	<p>TO M 20 11</p> <p>Closed</p>				

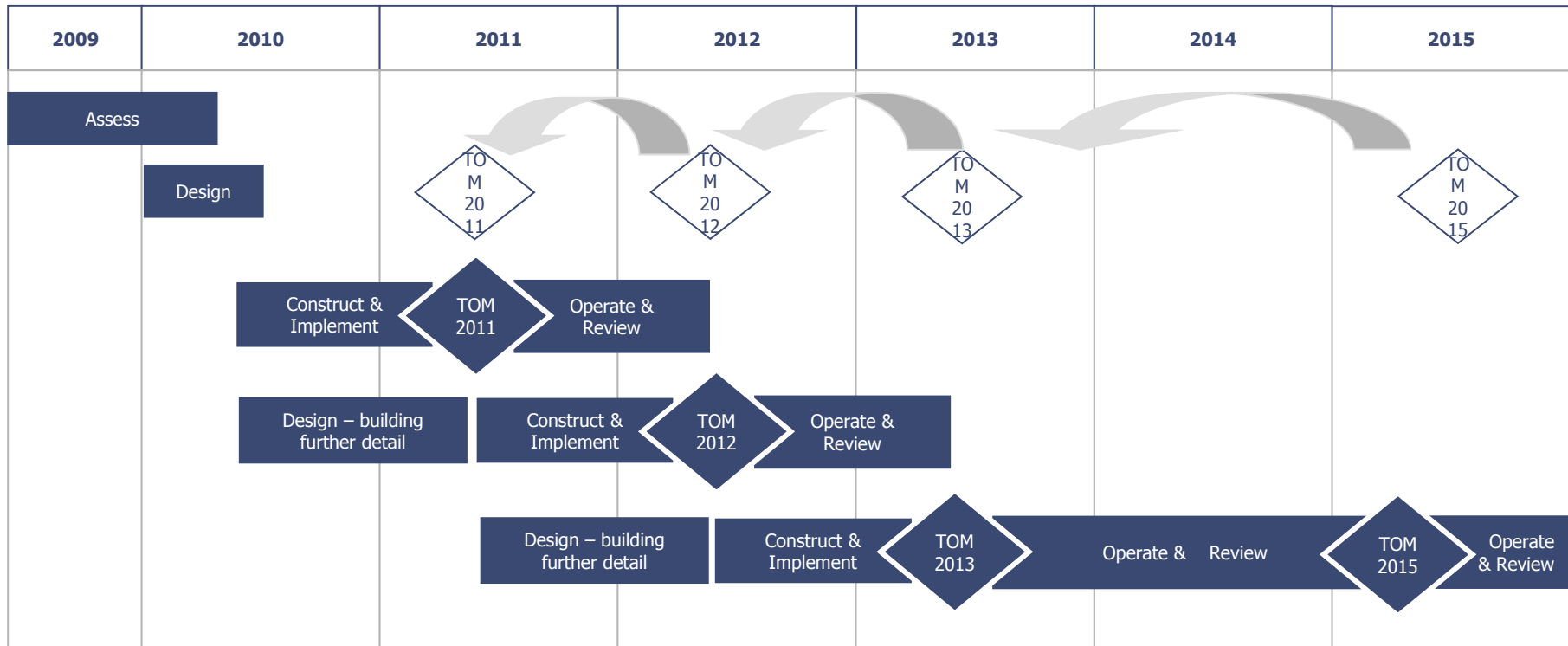
2. Design and Implement New Councils (*11)

<p>Description</p> <p>Reconfigure the existing council to accommodate relevant services from central Government, whilst maintaining service continuity by May '11;</p> <p>Transform councils, benefit from regional collaboration and Business Support Organisation by May '15.</p> <p>(Interim state for transformed council at May '13)</p>	<p>Project Resources</p> <p>Project Manager x 1 Change Manager x1 Project Assistant x1 Specialist SME Support from PDSU</p>	<p>Status</p> <p>Priority 1</p> <p>Complexity High</p>
<p>Project Issues</p> <p>Shared vision of ideal position at all stages - TOM</p> <p>Legal framework in place to permit transition and transformation.</p>		



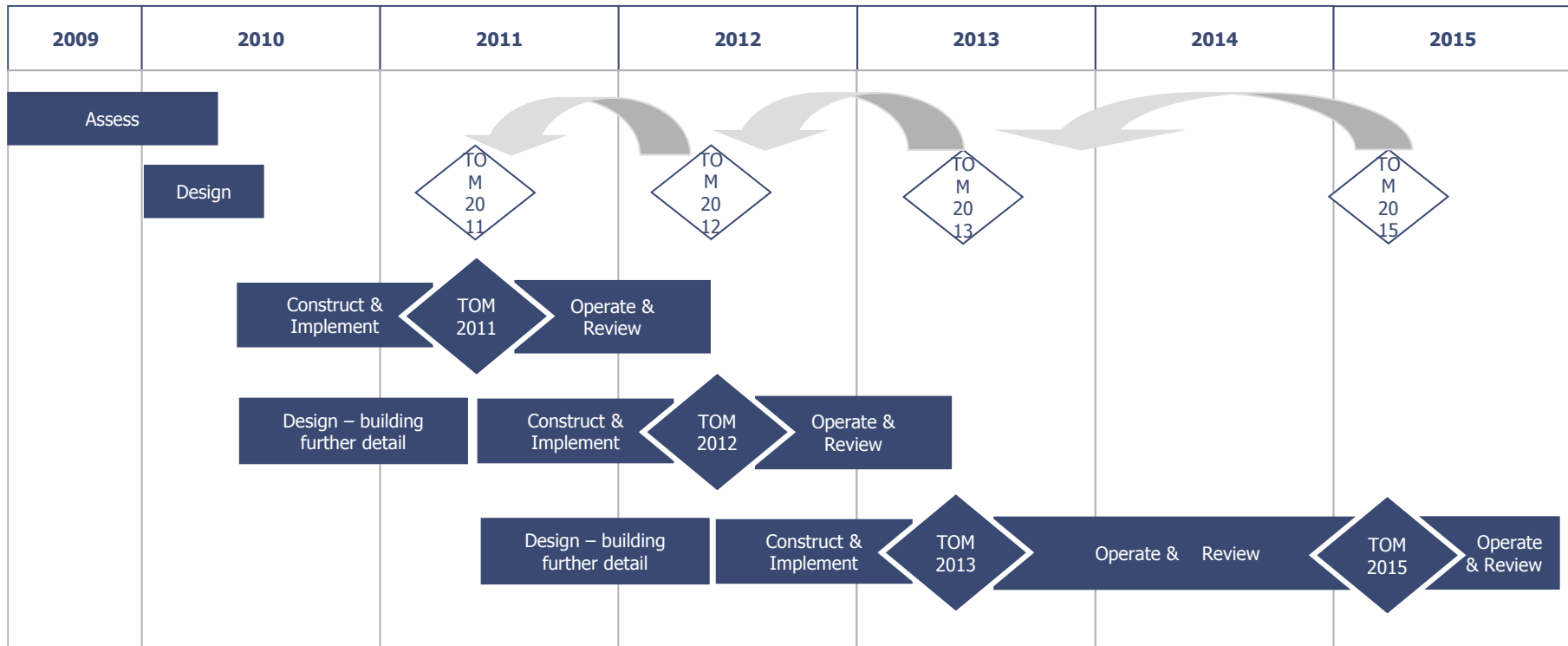
3. Design and Implement Retained Organisations (*8)

<p>Description</p> <p>To ensure a seamless transition of Departmental staff and services to local government.</p> <p>Establish a well structured "retained function" as a consequence of the above within the Department.</p>	<p>Project Resources</p> <p>Project Manager x 1 Change Manager x1 Project Assistant x1 Specialist SME Support from PDSU</p>	<p>Status</p> <p>Priority 1</p> <p>Complexity Med.</p> <hr/> <p>Project Issues</p> <p>Staff willingness to move to Local Government structure</p> <p>Clear vision for retained organisations.</p>
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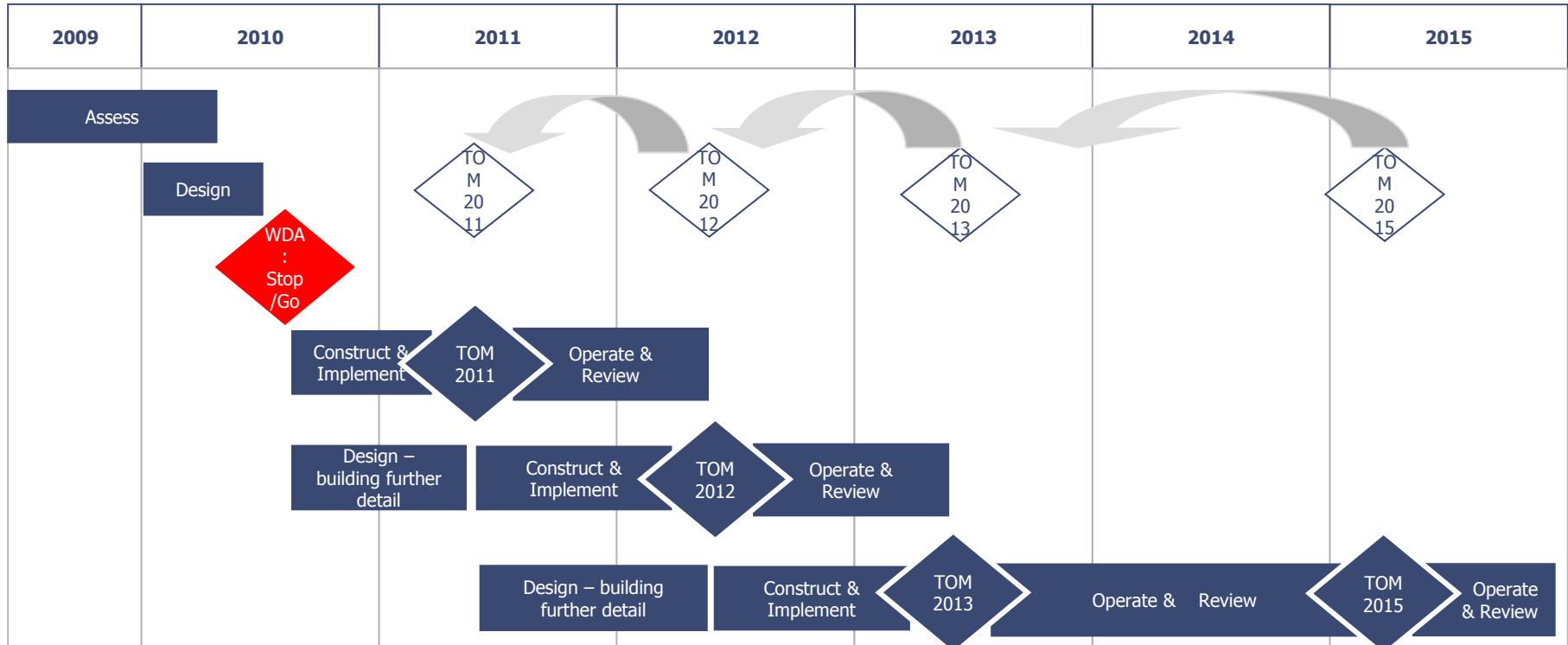
4. Design and Implement new Business Services Organisation

<p>Description</p> <p>To provide the RPA Programme and newly configured councils with professional support and specific transactional services which deliver:</p> <ul style="list-style-type: none"> a) enhanced customer experience, b) efficient standardised processes delivering reduced operating costs by 05 2015, and c) enable regional cooperation and shared approaches to customer service delivery. 	<p>Project Resources</p> <p>Project Manager x 1 Change Manager x1 Project Assistant x1 Specialist SME Support from PDSU</p>	<p>Status</p> <p>Priority 1</p> <p>Complexity High</p>
<p>Project Issues</p> <p>Agreed vision at all stages of transformation.</p> <p>Delivery of real added value and efficient delivery of services to "client" councils and end users</p>		



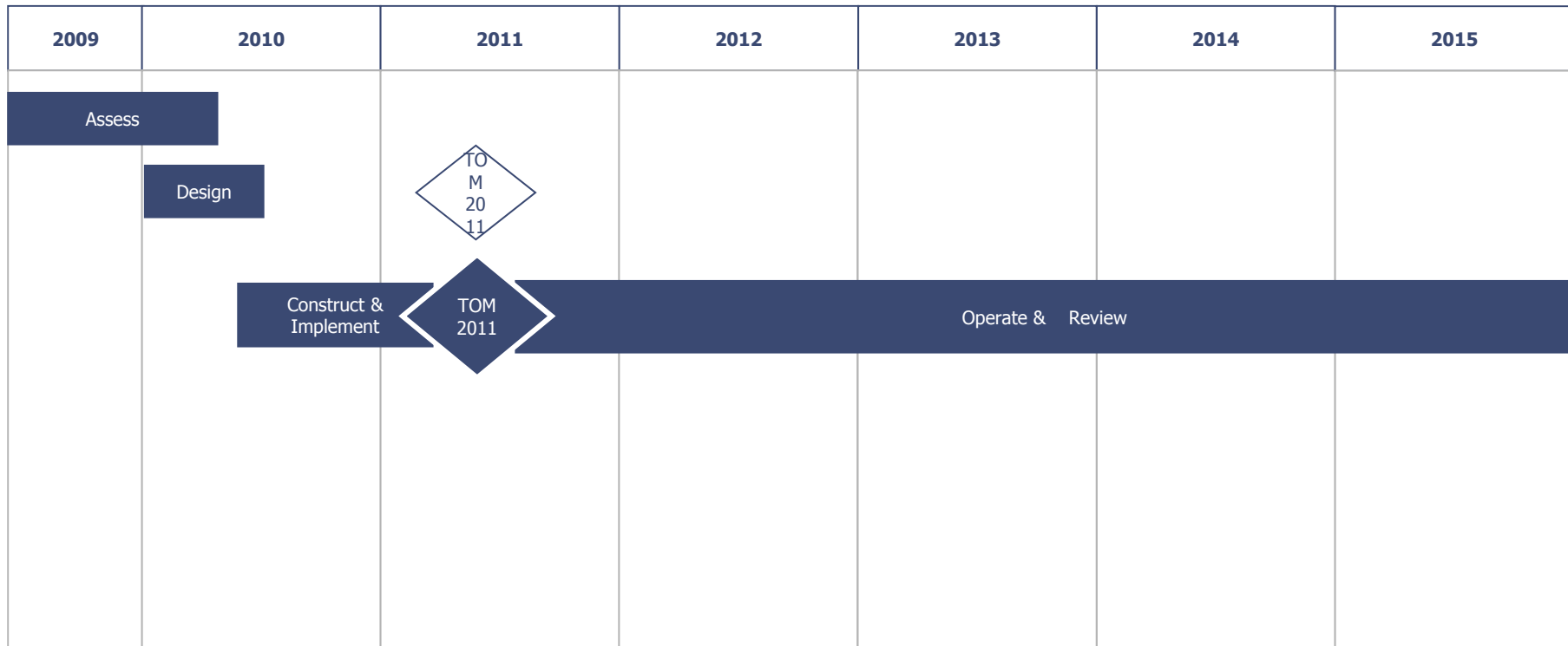
4. Design and Implement new Waste Disposal Authority

<p>Description</p> <p>To provide the NI local government community with best value for money solutions to waste disposal.</p> <p>Optimising economies of scale and accommodating current and prospective legislation that will apply in the "market"</p>	<p>Project Resources</p> <p>Project Manager x 1 Change Manager x1 Project Assistant x1 Specialist SME Support from PDSU</p>	<p>Status</p> <p>Priority 1</p> <p>Complexity High</p>
<p>Project Issues</p> <p>Agreed vision at all stages of transformation.</p> <p>Delivery of real added value and efficient delivery of services to "client" councils and end users</p>		



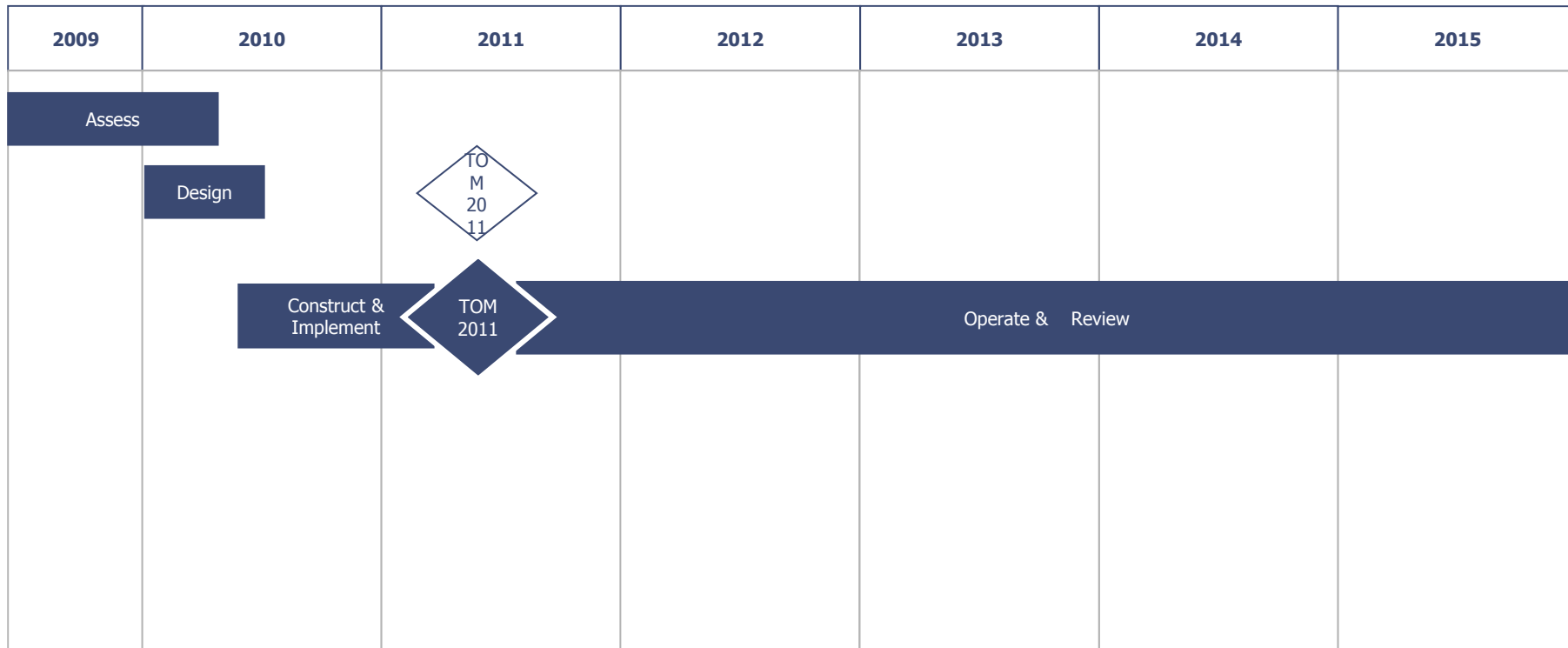
5. Design and Implement new Local Government Association

<p>Description</p> <p>To restructure LGA in line with the new local government landscape and ensure that LGA provides the necessary support and guidance in the revised environment</p>	<p>Project Resources</p> <p>Project Manager x 1 Change Manager x1 Project Assistant x1 Specialist SME Support from PDSU</p>	<p>Status</p> <p>Priority 1</p> <p>Complexity Low</p>
<p>Project Issues</p> <p>Compelling vision for post 2011 organisation</p> <p>Availability of resource to ensure best practice is designed and implemented for LGA.</p>		



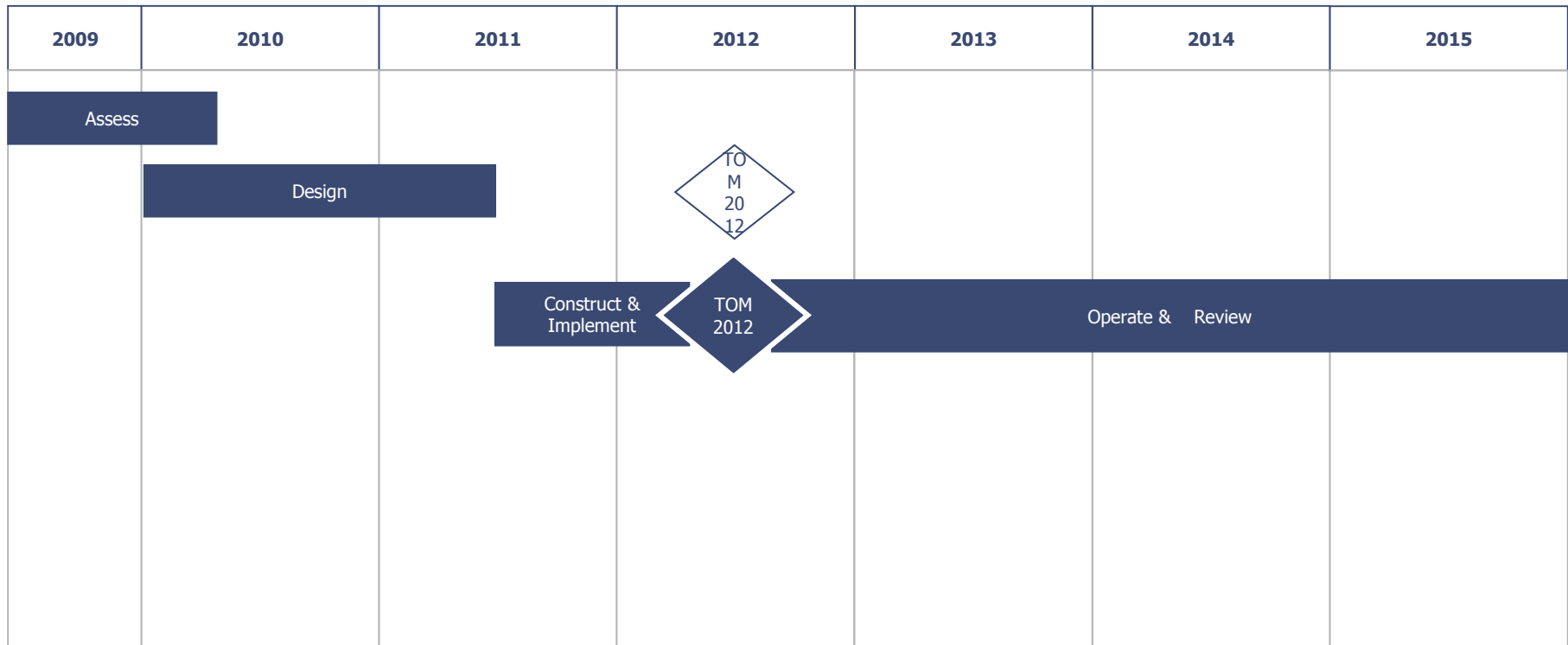
6. Design and Implement new NI Ombudsman Section

<p>Description</p> <p>To restructure the NI Ombudsman organisation in line with the new local government landscape and ensure that the Ombudsman provides the necessary support and guidance in the revised environment</p>	<p>Project Resources</p> <p>Project Manager x 1 Change Manager x1 Project Assistant x1 Specialist SME Support from PDSU</p>	<p>Status</p> <p>Priority 1</p> <p>Complexity Low</p> <hr/> <p>Project Issues</p> <p>Availability of resource to ensure best practice is designed and implemented for NI Ombudsman.</p>
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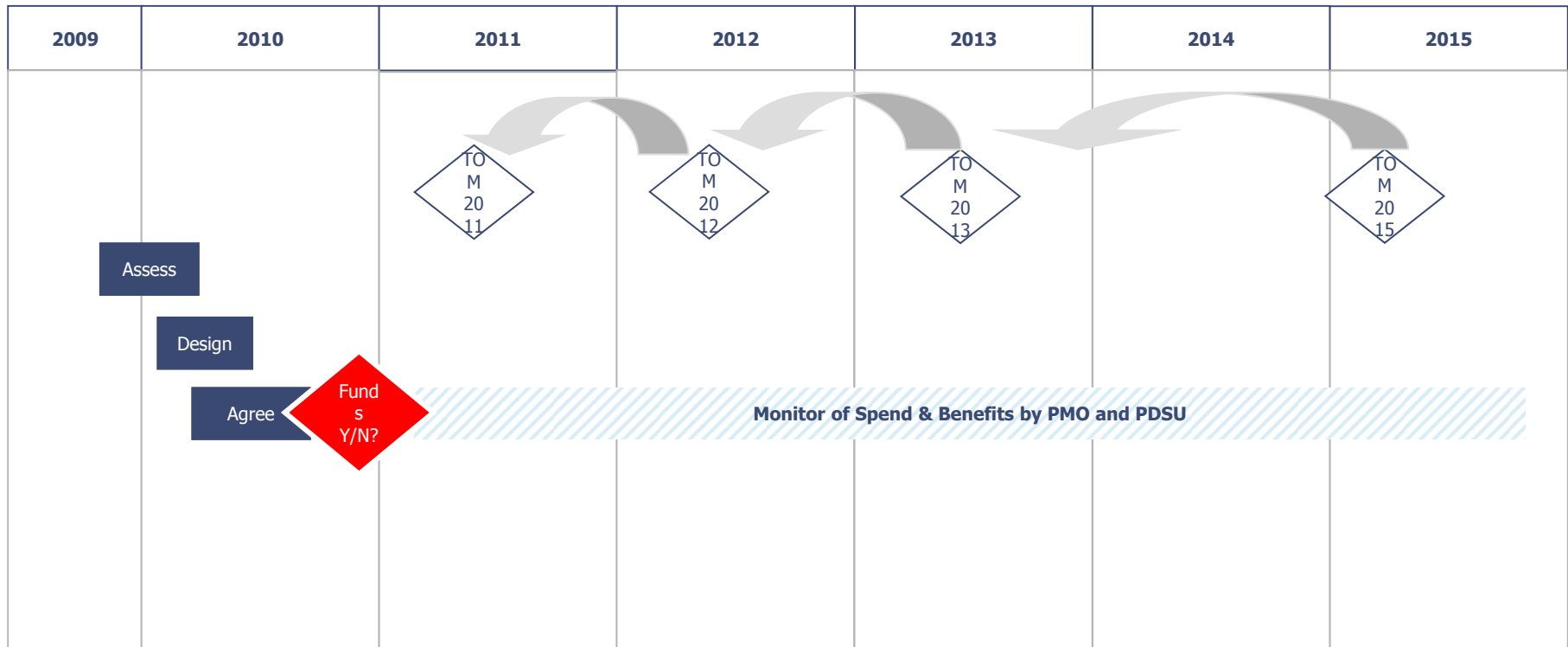
7. Design and Implement enhanced NI Audit Office

<p>Description</p> <p>To restructure the NI Audit Office organisation in line with the new local government landscape and ensure that the Audit Office provides the necessary support and guidance in the revised environment</p>	<p>Project Resources</p> <p>Project Manager x 1 Change Manager x1 Project Assistant x1 Specialist SME Support from PDSU</p>	<p>Status</p> <p>Priority 1</p> <p>Complexity Low</p> <hr/> <p>Project Issues</p> <p>Transformation from finance centred focus to performance centred approach, post 2011</p> <p>Availability of resource to ensure best practice is designed and implemented for NI Ombudsman.</p>
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8. Develop Strategic Financial Approach

<p>Description</p> <p>Design comprehensive funding solutions for the RPA Programme and agree via SLB and Assembly to enable RPA of Local Government to materialise</p> <p>Design and implement the utilisation of funding and oversee the return on investment in terms of programme benefits</p>	<p>Project Resources</p> <p>Project Manager x 1</p> <p>Project Assistant x1</p> <p>Specialist SME Support from PDSU</p>	<p>Status</p> <p>Priority 1</p> <p>Complexity High</p>
<p>Project Issues</p> <p>Political agreement regarding alternative funding vehicles</p> <p>Resources to ensure optimum solutions are designed and approved</p> <p>Reliance on PMO/PDSU for Benefits Realisation and spending control</p>		



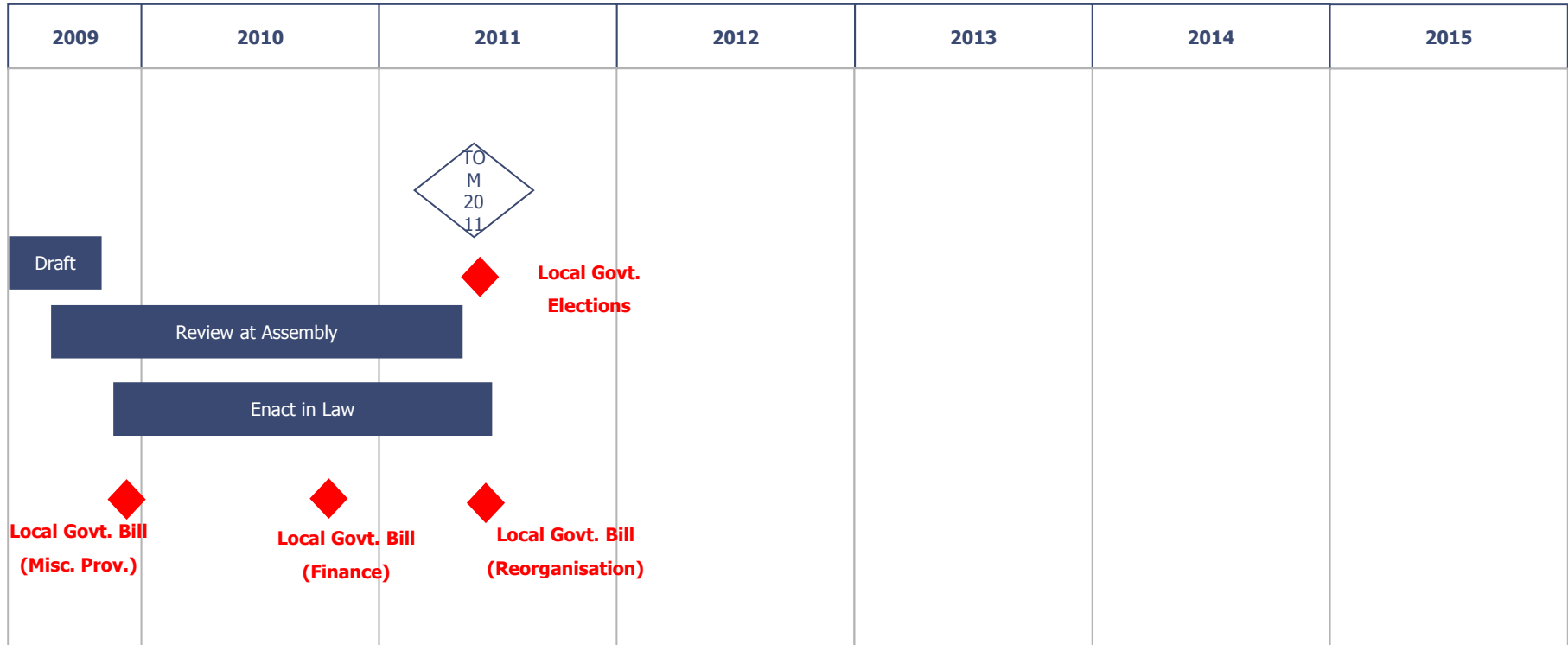
9. Recruit Designate Staff

<p>Description</p> <p>Ensure that key senior positions are filled in line with relevant job and person specifications – on time, and in line with the relevant guidance and principles of public sector recruitment.</p>	<p>Project Resources</p> <p>Project Manager x 1 Project Assistant x1 Specialist SME Support from PDSU</p>	<p>Status</p> <p>Priority 1 Complexity Low</p>
<p>Project Issues</p> <p>Clear and rigorous job and person specifications available in time to enable successful recruitment process</p> <p>Processes started on time to enable a full and successful recruitment process</p>		

2009	2010	2011	2012	2013	2014	2015
<p>Agree Specs.</p> <p>Agree T&Cs</p>	<p>Place adverts</p> <p>Assess & Select</p>	<p>TO M 20 11</p> <p>Appoint CEs</p>	<p>Appoint HR & Finance Officers</p>			

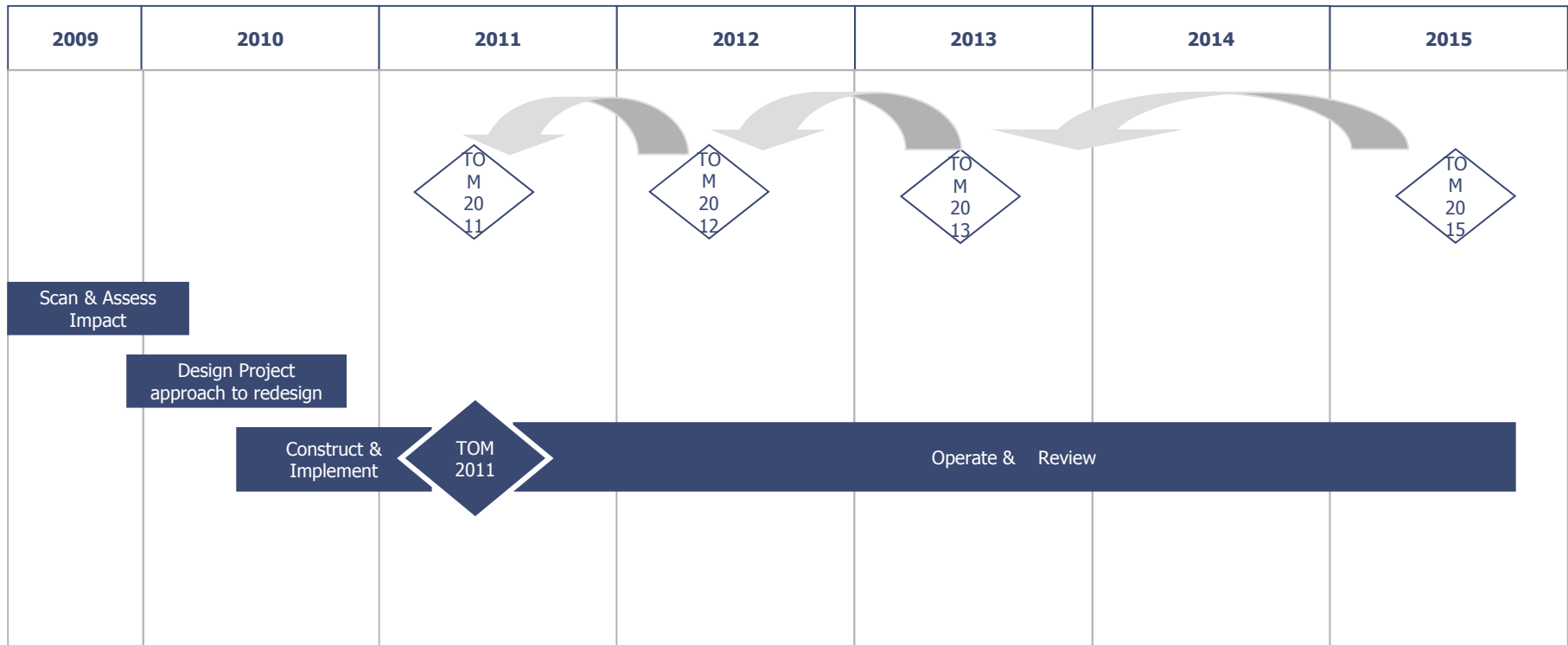
10. Progress Necessary Legislation

Description Ensure that the necessary enabling legislation is drafted and consulted upon to ensure timely adoption of agreed legislation within the NI Assembly and Westminster legal framework.	Project Resources Project Manager x 1 Project Assistant x1 Specialist SME Support from PDSU	Status Priority 1 Complexity High
		Project Issues Clear understanding of necessary legislation c.f. 2015 Vision and interim positions Timely approval of enabling legislation.



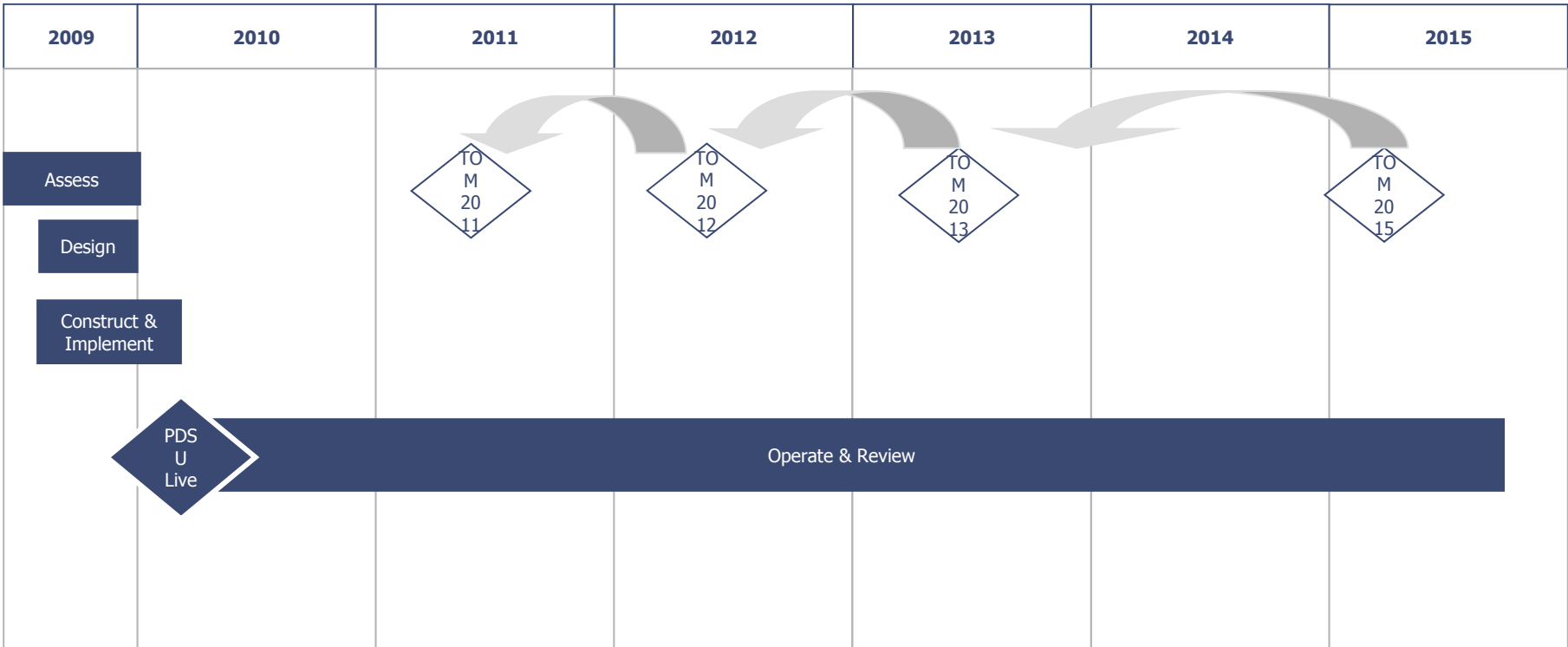
11. Identify and Progress Consequential Impacts

<p>Description</p> <p>To quantify the associated areas, structures, and organisations impacted by RPA, e.g.:-</p> <ul style="list-style-type: none"> • District Policing Partnerships • PSNI District Command Units • Local Public Health Units • Land & Property Service <p>Design and implement project activity to establish replacement structures and organisations in line with RPA timeline.</p>	<p>Project Resources</p> <p>Project Manager x 1 Change Manager x1 Project Assistant x1 Specialist SME Support from PDSU</p>	<p>Status</p> <p>Priority 1</p> <p>Complexity High</p> <hr/> <p>Project Issues</p> <p>Availability of resource to ensure thorough review and impact assessment of RPA</p> <p>Timely decision making to enable successful resign and establishment of replacement structures.</p>
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12. Design and Implement Programme Delivery Support Unit (PDSU)

<p>Description</p> <p>To provide the RPA Programme and newly configured councils with professional assistance in specific areas of transformation, including but not limited to, Organisation Transformation, Benefit Realisation, Technology, Procurement, Facilities, Organisation Design, Tax/Accounting, Communications, Benefits Management, Programme Management</p>	<p>Project Resources</p> <p>Project Manager x 1 Project Assistant x1 Specialist SME Resources as required to delivery specific elements of RPA in line with programme timeline</p>	<p>Status</p> <p>Priority 1 Complexity Low</p>
<p>Project Issues</p> <p>Agreed and compelling vision for TOM at all stages Targeted deployment of resource for best effect Knowledge transfer to department and council staff</p>		



13. Design and Implement Programme Management Office (PMO)

<p>Description</p> <p>To provide the RPA Programme with the necessary reporting, control elements to ensure successful issue resolution and ultimate success of the programme.</p>	<p>Project Resources</p> <p>Project Manager x 1 Project Assistant x1 Specialist SME Support from PDSU</p>	<p>Status</p> <p>Priority 1</p> <p>Complexity Low</p>
		<p>Project Issues</p> <p>Widespread acceptance of PMO disciplines and resources allocated to monitor and report in accordance with PMO requirements</p> <p>Forum for mitigation and resolution of issues</p>

