

LOCAL GOVERNMENT REFORM

REGIONAL TRANSITION CO-ORDINATING GROUP

Making it happen – Roles, Responsibilities, Relationships

1.0 INTRODUCTION

This paper clarifies the roles, responsibilities and relationships of the Regional Transition Co-ordinating Group (RTCG), Transition Committees (TCs) and Transition Management teams (TMTs) as defined in the structure within the Programme Governance Framework set out in the PWC paper, which was approved by the Strategic Leadership Board on the 4th July 2008 and as set out in Appendix 1

2.0 STRATEGIC LEADERSHIP BOARD - SLB

The SLB, which is chaired by the Minister, was established in line with the recommendations of the IDeA in 2006. Amended terms of reference, which were agreed on the 14 May 2008, are: -

- Pinnacle and driver for the overall modernisation process
- To agree a joint overall vision and strategy for change
- To provide clarity on expected outcomes.
- To develop an overall work programme in conjunction with the Policy Development Panels
- To advise the Minister on key decisions and oversee the overall programme for modernisation
- To consider contributions and cascade questions and issues for action through the Policy Development Panels and Transition Committees

The terms of reference included the three supporting Policy Development Panels established to consider the regional policy issues and provide a policy framework for implementation.

SLB membership is drawn from the five political parties and NILGA and receives support and advice from local government and departmental officials.

The detailed terms of reference and membership are set out in Appendix 2

3.0 STRATEGIC AND OPERATIONAL CONTEXT

The RTCG, TCs and TMTs will operate within the Strategic Governance Framework led by the Strategic Leadership Board (SLB), supported by its three Policy Development Panels (PDPs). In this context, the roles of the bodies are distinguished between –

- 1) Political oversight in terms of strategic leadership and policy development undertaken by SLB and TCs

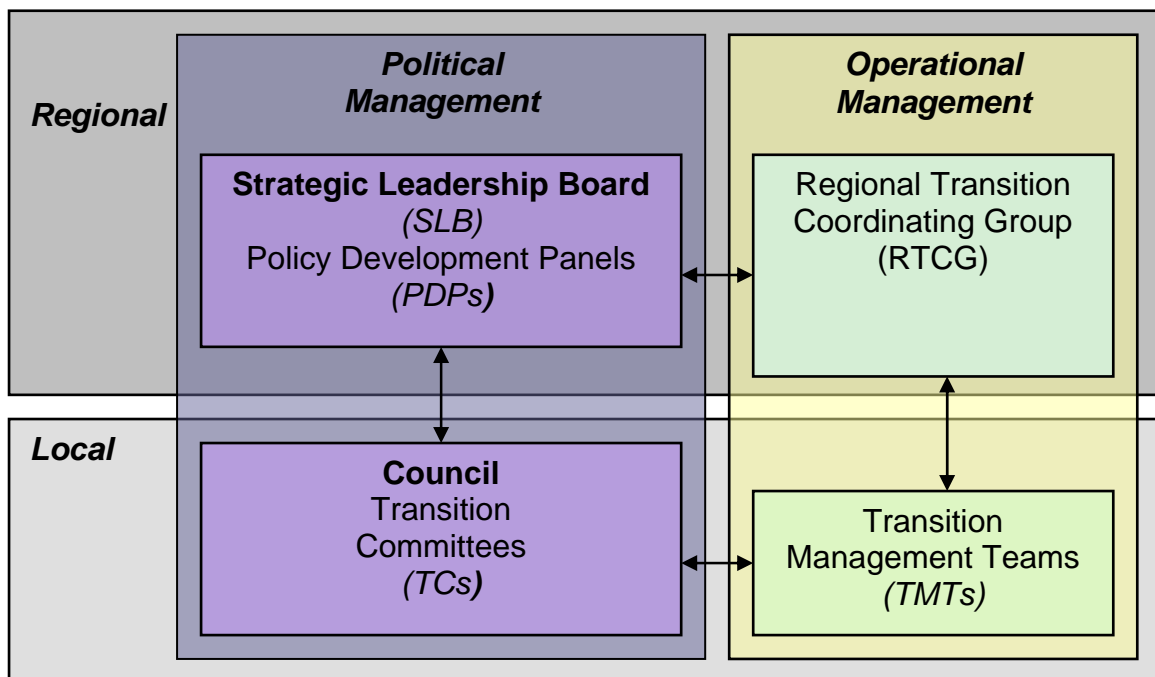
and

- 2) Operational management in terms of policy implementation and programme delivery undertaken by the RTCG and TMTs

SLB/PDPs and RTCG will function at the regional level, and TCs and TMTs at the local level.

The separate roles and operative levels are illustrated in figure 1 below.

Figure 1 – High level Roles and Relationships



There will need to be close interaction between the various bodies and effective planning and communication will be essential to ensure that there is an integrated approach and that duplication is avoided. The clear definition of roles and the specification of relationships should address this requirement.

4.0 REGIONAL TRANSITION CO-ORDINATING GROUP

The RTCG will provide the essential interface between the strategic political level (SLB, PDPs) and the local policy vehicles (TCs) and their local operational vehicles (TMTs). RTCG will be responsible to the SLB for co-ordinating and supporting the consistent implementation of the regional reform policies across the 11 Council areas.

4.1 Terms of Reference

- To secure a coherent and coordinated approach to regional operational management issues within the implementation process and their impact at the local level.
- To identify critical regional (and sub regional) operational management issues essential to the effective delivery of services, governance and relationships, structural reform and modernisation, in line with the policy guidelines developed by SLB and PDPs.
- To develop solutions for regional issues (in context of SLB/PDP policy guidelines) and to develop an associated prioritised work plan (including activity map and timeline) to address these issues in consultation with relevant stakeholders and to deliver outcomes through agreed implementation programmes at the appropriate level – regional (e.g. shared service centre), sub regional (e.g. cluster of Councils), local (e.g. Individual Council)
- To develop ‘implementation templates’ (including timelines) and support TCs and TMTs to ensure that key regional issues are addressed consistently at the local level (e.g. individual Council) and where considered beneficial and agreed, at the sub regional level (e.g. cluster of councils) and regional level (e.g. shared service centre)
- To co-ordinate and support the consistent implementation of SLB/PDP policies, including new structures, across the 11 Council areas
- To advise SLB/PDPs on key operational management issues and seek policy direction where required
- To provide appropriate advice and support to TMTs and TCs
- To coordinate the agreed staff transfer schemes at regional level in liaison with TC and TMTs to ensure the smooth and effective transfer of staff from the transferor bodies to the new Councils.
- To support TCs and TMTs to comply with the appropriate Public Service Commission (PSC) Guiding Principles for all staff affected by the RPA LG reform process

- To liaise with key stakeholders to ensure that the RTCG view is fully informed.
- To provide, where appropriate, programme and project management advice/expertise in the development and implementation of regional and local transition arrangements
- To monitor progress on implementation by the TMTs and report accordingly to the SLB
- To ensure where possible that there is appropriate regional capacity to support the reform changes
- To establish functional and cross cutting task and finish groups where deemed appropriate to assist the work of the RTCG
- To support the affected public bodies put in place effective winding-up arrangements
- To support the operational delivery of the transition to transformation process.

4.2 Membership

As the regional operational body responsible to the SLB for implementation, it is essential that membership encapsulates senior officials, with relevant experience, from all the key stakeholder organisations.

The membership should comprise the following:

Nominating Body	Representative
DOE	Chair- Senior Officer
DOE LG	2 Senior Officers
DOE Planning Service	1 Senior Officer
DRD Roads Service	1 Senior Officer
DSD	1 Senior Officer
DETI /INI	1 Senior Officer
NILGA	3 Senior Officers 3 LG CEx Advisors (One of whom to be Vice Chair)
LGSC	1 Senior Officer
Other	Co-opted as required by task (time limited)

The membership will be supported by external advisors to be agreed by the SLB.

A senior official from DOE should chair the RTCG and it should have a CEx from the NILGA Advisory Group as vice-chair, DOE and NILGA will provide the joint secretariat role.

In summary, the relationship with SLB will be one where the SLB provides strategic and key policy direction and RTCG supports effective operational implementation at regional level and support and advice at local level.

4.3 Resources and Administrative Support

To ensure a smooth, efficient and effective implementation process, sufficient resources must be allocated to enable RTCG (and TCs and TMTs) to perform in the manner described in this paper.

4.4 Term of Office and Vacancies

The RTCG will cease activities when all functions are transferred to new councils. Nominating bodies will fill any vacancies arising as soon as possible.

4.5 Flexibility

RTCG will operate in a flexible manner to successfully manage the operational change process. Accordingly, the Terms of Reference may evolve to accommodate unforeseen policy development at SLB and PDP level and the new issues that may emerge at the local level from TCs and TMTs.

5. MANAGEMENT ARRANGEMENTS

(1) General

- Membership will consist of senior public officials as shown in paragraph 4.2 above.

(2) Secretariat

- The DOE and NILGA will provide secretariat.

(3) Meetings

- RTCG will meet at times considered appropriate and determine venues for meetings.
- RTCG may invite any other persons to attend meetings and may invite such a person or body to submit evidence and produce documents, or to speak.

(4) Agendae

- The Chair and Vice Chair of the RTCG will determine the agenda for meetings.

- 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

- Record of the proceedings of meetings will be in action format listing key decisions and actions to be taken and will be prepared by the secretariat. Copies will be forwarded to the SLB in the programme reporting format.

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