

**LOCAL GOVERNMENT REFORM IMPLEMENTATION FRAMEWORK AND
PROGRAMME UPDATE**

Agenda Item: 11

Summary: The table attached provides members with an updated version of the Local Government Implementation Framework and an update on the implementation of the new programme reporting templates.

Action Required: To note the changes to the Implementation Framework and the latest position on the implementation of the new programme reporting templates.

BACKGROUND

1. The local Government Reform Implementation Framework highlights the key policy/strategic priorities and milestones in the reform programme. A copy of the latest version is attached as Annex B to this minute. It is envisaged that the Framework will be replaced at the next SLB meeting by the new programme report, which will include a high level programme plan.

DETAIL

2. Annex A of this minute details the amendments from the version of the document presented at the last SLB meeting and the reasons behind the change.
3. Please note that the timetable of the Local Government (Reorganisation) Bill cannot be met in its present form as the Executive has not yet agreed the policy proposals and given its agreement to commence consultation on the Bill. A

revised timetable will be provided when available. For more details on this and other pieces of legislation please refer to paper SLB 73/2009 – Legislation Programme Update.

4. Following the approval at the last SLB meeting on 16 October of the new reporting templates prepared by PA Consulting, and at the request of councils, PA Consulting has been meeting the Transition Committees to explain the reporting process and the templates. PA Consulting and the Programme Office have also been meeting with change managers to get their feedback on the new templates and to provide training on how to complete the reports.
5. Feedback from the direct engagement with the Transition Committees and change managers has been very positive, and the templates will be adjusted as comments from the Transition Committees and change managers are gathered. The programme progress report provided to the next SLB meeting in February 2010 will be through the new reporting templates.

RECOMMENDATION

6. That members note the updates to the Implementation Framework and the progress of the implementation of the new programme reporting templates.

Joint Secretariat

December 2009

| Activity | Revised target date as of December 2009 | October 2009 target date | Reason for slippage |
|--|---|---------------------------|---|
| Minister's Statement to the Assembly on Local Government Service Delivery Options Phase 2 – Economic Appraisal (six week Stakeholder Review announced) | 20 October 2009 | * new item * | N/A |
| Local Government (Boundaries) Order (NI) 2009 made | January 2010 | November 2009 | Order not agreed by the Executive |
| District Electoral Area Commissioner Report | October 2010 | June 2010 | Boundaries Order not yet agreed by the Executive |
| Local Government (Reorganisation) Bill: Executive clearance of policy proposals and agreement to commence consultation | December 2009 | October 2009 | Bill not yet cleared by the Executive |
| Local Government (Reorganisation) Bill: consultation on policy proposals | December 2009 | October to December 2009 | Bill not yet cleared by the Executive |
| Local Government (Miscellaneous Provisions) Bill: Assembly stages | September 2009 to January 2010 | September to October 2009 | Environment Committee report issued on 6 November |
| Local Government (Miscellaneous Provisions) Bill: Royal Assent | February 2010 | November 2009 | Environment Committee report issued on 6 November; last sitting day before Assembly recess is 8 December 09 |

| Activity | Revised target date as of December 2009 | October 2009 target date | Reason for slippage |
|--|--|--------------------------|---|
| Local Government (Miscellaneous Provisions) Bill comes into force | February 2010 | November 2009 | Environment Committee report issued on 6 November; last sitting day before Assembly recess is 8 December 09 |
| Local Government Reform Executive Sub-Committee meeting | 23 November 2009 | 16 November 2009 | Meeting date changed to accommodate diaries |
| Review period for Stakeholders to provide feedback on the PwC economic appraisal ends | 30 November 2009 | * new item * | N/A |
| Stakeholder feedback on the PwC economic appraisal discussed at SLB meeting | 9 December 2009 | * new item * | N/A |
| Panel A: Development of Concordat to underpin formalisation of central/local government relations | October 2009 to January 2010 | October to December 2009 | Delay due to other work priorities |
| Panel C: Final policy and implementation proposals for Finance/Estates work strand presented to SLB | January 2010 | December 2009 | Timing dependent on discussions between DOE/DFP on the future financing of local government |
| Panel C (HR) activities | All remaining Panel C HR activities have been passed on to the Local Government Reform Joint Forum. This has now been reflected in the framework | | |
| Local Government Reform Joint Forum: Vacancy Control System guidance operational within local government | 1 st October 2009 | November 2009 | Local Government Staff Commission issued the guidance in advance of the target date |

| Activity | Revised target date as of December 2009 | October 2009 target date | Reason for slippage |
|--|---|--------------------------|---|
| Local Government Reform Joint Forum: Consultation on draft job descriptions and person specifications for Chief Executives, Senior HR and Finance posts | November 2009 to January 2010 | October to December 2009 | Delay in setting up the Local Government Reform Joint Forum |
| Local Government Reform Joint Forum: Job descriptions and person specifications for Chief Executives, Senior HR and Finance posts finalised | February 2010 | December 2009 | Delay in setting up the Local Government Reform Joint Forum |
| Local Government Reform Joint Forum: Job descriptions and person specifications for Chief Executives, Senior HR and Finance posts issued to Councils and Transition Committees | February 2010 | January 2010 | Delay in setting up the Local Government Reform Joint Forum |
| Local Government Reform Joint Forum: Clearance of Civil Service Pension Issues policy by the Executive | January 2010 | November 2009 | Delay in setting up the first Local Government Reform Executive Sub-Committee meeting |
| Local Government Reform Joint Forum: Staff Transfer Scheme Guidance for councils developed | December 2009 | November 2009 | Delay by the Local Government Staff Commission in preparing the draft scheme |

| Activity | Revised target date as of December 2009 | October 2009 target date | Reason for slippage |
|---|--|---------------------------------|--|
| Local Government Reform Joint Forum: Consultation on the draft System for filling senior posts in new council structures | December 2009 to February 2010 | October to December 2009 | Still under consideration by the Local Government Reform Joint Forum |
| Local Government Reform Joint Forum: System for filling senior posts in new council structures issued to Councils and Transition Committees | March 2010 | January 2010 | Still under consideration by the Local Government Reform Joint Forum |

Local Government Reform Programme, 2009 (Quarter 4)

| | October 2009 | November 2009 | December 2009 |
|-----------------------|--|--|---|
| Main Programme | <p>(31st) Local Government (Finance) Bill consultation closes</p> <p>Local Government (Miscellaneous Provisions) Bill: Assembly stages (2nd month)</p> <p>(8th) Draft Phase 2 of the Local Government Service Delivery Options report presented to RTCG</p> <p>(16th) Final Phase 2 of the Local Government Service Delivery Options report presented to SLB</p> <p>(20th) Minister's Statement to the Assembly on Local Government</p> | <p>Local Government (Reorganisation) Bill: Executive clearance of policy proposals and agreement to commence consultation *</p> <p>Local Government (Reorganisation) Bill: Consultation on policy proposals (1st month) *</p> <p>Local Government (Miscellaneous Provisions) Bill: Assembly stages (3rd month)</p> <p>(23rd) Local Government Reform Executive Sub-Committee meeting (2nd meeting)</p> | <p>Local Government (Miscellaneous Provisions) Bill: Assembly stages (4th month)</p> <p>Local Government (Reorganisation) Bill: Consultation on policy proposals (2nd month and final month) *</p> <p>Local Government (Finance) Bill: Executive clearance for Introduction of Bill to Assembly</p> <p>Consultation on draft Model Transfer Scheme (LGSC) – 1st month</p> <p>(9th) Stakeholder feedback on the PwC economic appraisal discussed</p> |

* The legislation timetable for the Local Government (Reorganisation) Bill cannot be met in its present form as the Executive has not yet agreed the policy proposals and given its agreement to commence consultation. A revised timetable will be provided when available.

| | October 2009 | November 2009 | December 2009 |
|-------------------------------------|--|--|---|
| | Service Delivery Options Phase 2 – Economic Appraisal (six week Stakeholder Review announced) | (10 th & 11 th) SLB members (Local Government) tour of Scottish Councils – North Lanarkshire and Renfrewshire (30 th) Review period for Stakeholders to provide feedback on the PwC economic appraisal ends | at SLB meeting |
| RTCG/ Panels/ Groups | Panel A: Commencement of development of guidance to support new governance arrangements Panel A: Development of Concordat to underpin formalisation of central/local government relations (month 1 of 4) Panel B: Development of a Procurement Strategy for Councils (continued) | Panel A: Development of guidance to support new governance arrangements (final month) Panel A: Development of Concordat to underpin formalisation of central/local government relations (month 2 of 4) Panel B: Development of a Procurement Strategy for Councils (continued) | Panel A: Development of Concordat to underpin formalisation of central/local government relations (month 3 of 4) Panel B: Development of a Procurement Strategy for Councils (continued) Panel B: Development of Guidance to support Service Delivery and |

| | October 2009 | November 2009 | December 2009 |
|--|---|--|---|
| | <p>Panel B: Development of guidance to support Service Delivery and Performance Improvement (continued)</p> <p>Panel B: Development of Guidance to support development of Council Customer Service Strategies (continued)</p> <p>Panel B: Prioritisation of IS Projects (continued)</p> <p>Panel C: Further policy and implementation proposals for Finance/Estates work strand presented to SLB (Sept SLB meeting cancelled)</p> <p>Panel C (HR): Identify 'at risk' groups and consider potential severance</p> | <p>Panel B: Development of Guidance to support Service Delivery and Performance Improvement (continued)</p> <p>Panel B: Development of Guidance to support development of Council Customer Service Strategies (continued)</p> <p>Panel B: Prioritisation of IS Projects (final month)</p> <p>Local Government Reform Joint Forum: Consultation on draft job descriptions and person specifications for Chief Executives, Senior HR and Finance posts opens once agreed by SLB and RTCG</p> | <p>Performance Improvement (continued)</p> <p>Panel B: Development of Guidance to support development of Council Customer Service Strategies (final month)</p> <p>Panel C (HR): Consultation on the draft System for filling senior posts in new council structures (month 1 of 3)</p> <p>Panel C (HR): Staff Transfer Scheme Guidance for councils developed</p> <p>Local Government Reform Joint Forum: Consultation with Trade Unions on location, relocation and expenses</p> |

| | October 2009 | November 2009 | December 2009 |
|---|---|---|---|
| | <p>terms in order to establish potential quantum</p> <p>(1st) Panel C (HR): Vacancy Control System guidance operational within local government</p> <p>Panel C (HR): Estimate costs of Severance Scheme/Compensation Arrangements prepared. Draft of process and criteria for availing of severance produced</p> | <p>(month 1 of 3)</p> <p>Local Government Reform Joint Forum: Consultation with Trade Unions on location, relocation and expenses (month 1 of 2)</p> | <p>(month 2 of 2)</p> <p>Local Government Reform Joint Forum: Consultation on draft job descriptions and person specifications for Chief Executives, Senior HR and Finance posts (month 2 of 3)</p> |
| Councils / Transition Committees / Transition Management Teams | <p>Minister attending Transition Committee meetings in the 11 council areas (month 2 of 4)</p> <p>Continue to establish Winding Up Arrangements (plan & process agreed; implementation commenced)</p> | <p>Minister attending Transition Committee meetings in the 11 council areas (month 3 of 4)</p> <p>Continue to establish Winding Up Arrangements (plan & process agreed; implementation commenced)</p> | <p>Minister attending Transition Committee meetings in the 11 council areas (month 4 of 4)</p> <p>Continue to establish Winding Up Arrangements (plan & process agreed; implementation commenced)</p> |

| | October 2009 | November 2009 | December 2009 |
|-----------------------|---|--|--|
| Communications | <p>Media communications – Minister's Transition Committee visits.</p> <p>(20th) Media communications on the Minister's statement to the Assembly on the way forward for local government and publication of the economic appraisal</p> <p>(27th) Communications Group meeting</p> | <p>Local Government Boundaries Order (NI) 2009 – media communications</p> <p>Local Government (Reorganisation) Bill: Consultation on policy proposals – media communications. Timing dependent on Executive clearance</p> <p>Local Government (Miscellaneous Provisions) Bill comes into force – media communications</p> <p>Media communications – Minister's Transition Committee visits</p> | <p>Media communications – Minister's Transition Committee visits.</p> <p>Communications Group meeting (8th)</p> |

Local Government Reform Programme, 2010 (Quarter 1)

| | January 2010 | February 2010 | March 2010 |
|-----------------------|---|--|--|
| Main Programme | <p>Local Government (Miscellaneous Provisions) Bill: Assembly stages (5th and final month)</p> <p>Local Government (Boundaries) Order (NI) 2009 Made</p> <p>Consultation on draft Model Transfer Scheme (LGSC) – 2nd and final month</p> <p>Local Government (Reorganisation) Bill: legislation drafting (1st month)*</p> <p>Local Government (Finance) Bill: introduction to the Assembly</p> | <p>Local Government (Miscellaneous Provisions) Bill: Royal Assent</p> <p>Local Government (Miscellaneous Provisions) Bill comes into force</p> <p>Local Government (Reorganisation) Bill legislation drafting (2nd month)*</p> <p>Local Government (Finance) Bill: Assembly stages (1st month)</p> | <p>Local Government (Reorganisation) Bill: legislation drafting (3rd month)*</p> <p>Local Government (Finance) Bill: Assembly stages (2nd month)</p> |
| RTCG/ | Panel A: concordat to underpin | Panel A: Monitor community | Panel A: Continue to monitor |

*The legislation timetable for the Local Government (Reorganisation) Bill cannot be met in its present form as the Executive has not yet agreed the policy proposals and given its agreement to commence consultation. A revised timetable will be provided when available.

| | January 2010 | February 2010 | March 2010 |
|---------------------------|---|--|---|
| Panels/ Groups | <p>formalisation of central/local government relations developed (month 4 of 4)</p> <p>Panel B: Development of a Procurement Strategy for Councils (continued)</p> <p>Panel B: Development of Guidance to support Service Delivery and Performance Improvement (final month)</p> <p>Panel C: Final policy and implementation proposals for Finance/Estates work strand presented to SLB– timing is dependant on the discussions between DoE/DFP on the future financing of local government</p> | <p>planning programme of activities and address emerging issues</p> <p>Panel B: Development of a Procurement Strategy for Councils (continued)</p> <p>Local Government Reform Joint Forum: Consultation on the draft System for filling senior posts in new council structures (month 3 of 3)</p> <p>Local Government Reform Joint Forum: Draft job descriptions and person specifications for Chief Executives, Senior HR and Finance posts finalised</p> <p>Local Government Reform Joint Forum: Job descriptions and person</p> | <p>community planning programme of activities and address emerging issues</p> <p>Panel B: Procurement Strategy for Councils developed</p> <p>Local Government Reform Joint Forum: Severance Scheme finalised and timing considered</p> <p>Local Government Reform Joint Forum: System for filling senior posts in new council structures issued to Councils and Transition Committees</p> |

| | January 2010 | February 2010 | March 2010 |
|--|--|--|-------------------|
| | <p>Local Government Reform Joint Forum: Final Draft Staff Transfer Scheme and Guidance issued to councils and Transition Committees for information</p> <p>Local Government Reform Joint Forum: Clearance of Civil Service Pension Issues policy by the Executive</p> <p>Local Government Reform Joint Forum: Consultation on the draft System for filling senior posts in new council structures (month 2 of 3)</p> <p>Local Government Reform Joint Forum: Consultation on draft job descriptions and person specifications for Chief Executives, Senior HR and Finance posts (month 3 of 3)</p> | <p>specifications for Chief Executives, Senior HR and Finance posts issued to Councils and Transition Committees</p> | |

| | January 2010 | February 2010 | March 2010 |
|---|---|---|---|
| Councils / Transition Committees / Transition Management Teams | Statutory Transition Committees in place Continue to establish Winding Up Arrangements (plan & process agreed; implementation commences) | Continue to establish Winding Up Arrangements (plan & process agreed; implementation commences) | Chief Executives recruited and appointed Continue to establish Winding Up Arrangements (plan & process agreed; implementation commences) |
| Communications | Media communications on Statutory Transition Committees | Striking of rates – media communications | |

Local Government Reform Programme, 2010 (Quarter 2)

| | April 2010 | May 2010 | June 2010 |
|---|--|---|--|
| Main Programme | Local Government (Reorganisation) Bill: legislation drafting (4 th and final month) ** | Local Government (Reorganisation) Bill: Executive clearance and Introduction of Bill to Assembly * | Local Government (Reorganisation) Bill: Assembly stages (1 st month) * Local Government (Finance) Bill Assembly Stages (5 th month) |
| RTCG/ Panels/ Groups | Local Government (Finance) Bill: Assembly Stages (3 rd month) | Local Government (Finance) Bill: Assembly Stages (4 th month) | |
| | Panel A: Continue to monitor community planning programme of activities and address emerging issues | Panel A: Continue to monitor community planning programme of activities and address emerging issues | Panel A: Continue to monitor community planning programme of activities and address emerging issues |
| Councils / Transition Committees / Transition Management Teams | Continue to establish Winding Up Arrangements (plan & process agreed; implementation commences) | Detailed inventory of assets, list of liabilities & associated legal and administrative issues HR and Finance Officers recruited and appointed | Put detailed Financial management and accounting regime in place Establish Staff Structure Put Staff transfer arrangements in |

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| | April 2010 | May 2010 | June 2010 |
|--|-------------------|---|---|
| | | <p>Administrative Support for Senior Management Team recruited and appointed</p> <p>Continue to establish Winding Up Arrangements (plan & process agreed; implementation commences)</p> | <p>place, as per approved LGSC scheme, Civil Service transfer scheme and PSC Guiding Principles:</p> <ul style="list-style-type: none"> • Staff Transfer Plan; • Severance Scheme; • Staff Mapping; • System of Filling Posts in new structure (Selection Pools, Matching of Posts, etc.); • Staff location agreed. <p>Develop a Strategic Framework Plan of key priorities (policies and projects, incorporating service delivery and performance management) covering the first year of the new Council</p> <p>Continue to establish Winding Up Arrangements (plan & process</p> |

| | April 2010 | May 2010 | June 2010 |
|-----------------------|-------------------|---|-----------------------------------|
| | | | agreed; implementation commences) |
| Communications | | One year to local government reform – media communications | |

Local Government Reform Programme, 2010 (Quarter 3)

| | July 2010 | August 2010 | September 2010 |
|--|---|---|--|
| Main Programme | (Assembly in recess) | (Assembly in recess) | Local Government (Reorganisation) Bill: Assembly stages (2 nd month) ** Local Government (Finance) Bill Assembly Stages (6 th month) Local Government (Finance) Bill: Royal Assent |
| RTCG/ Panels/ Groups | Panel A: Continue to monitor community planning programme of activities and address emerging issues | Panel A: Continue to monitor community planning programme of activities and address emerging issues | Panel A: Continue to monitor community planning programme of activities and address emerging issues |
| Councils / Transition Committees / Transition | Bank appointed Insurance provider appointed | Continue to establish Winding Up Arrangements (plan & process agreed; implementation commences) | Corporate financial management systems in place Continue to establish Winding Up |

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| | | | |
|-------------------------|---|--|--|
| Management Teams | Continue to establish Winding Up Arrangements (plan & process agreed; implementation commences) | | Arrangements (plan & process agreed; implementation commences) |
| Communications | | | |

Local Government Reform Programme, 2010 (Quarter 4)

| | October 2010 | November 2010 | December 2010 |
|---|---|--|---|
| Main Programme | (1 st) Local Government (Finance) Bill comes into force (31 st) District Electoral Area Commissioner Report Local Government (Reorganisation) Bill: Assembly stages (3 rd month) * | Local Government (Reorganisation) Bill: Assembly stages (4 th month) * | Local Government (Reorganisation) Bill: Assembly stages (5 th month) * |
| RTCG/ Panels/ Groups | Panel A: Continue to monitor community planning programme of activities and address emerging issues | Panel A: Continue to monitor community planning programme of activities and address emerging issues | Panel A: Continue to monitor community planning programme of activities and address emerging issues |
| Councils / Transition Committees / | Cohesive IT Strategy and implementation plan developed | Production of a new Service Delivery Plan and associated Performance Plan (integrating transferred and | Estates Strategy including detailed inventory of property and costs produced |

* The legislation timetable for the Local Government (Reorganisation) Bill cannot be met in its present form as the Executive has not yet agreed the policy proposals and given its agreement to commence consultation. A revised timetable will be provided when available.

| | October 2010 | November 2010 | December 2010 |
|------------------------------------|--|--|---|
| Transition Management Teams | Continue to establish Winding Up Arrangements (plan & process agreed; implementation commences) | new functions) Customer Service Strategy for the new council in place Implementation Plan for administrative systems developed, with identified improvements and efficiencies Continue to establish Winding Up Arrangements (plan & process agreed; implementation commences) | Continue to establish Winding Up Arrangements (plan & process agreed; implementation commences) |
| Communications | (1 st) Local Government (Finance) Bill comes into force – media communications Media communications regarding | | |

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|--|---|----------------------|----------------------|
| | October 2010 | November 2010 | December 2010 |
| | District Electoral Area Commissioner Report | | |

Local Government Reform Programme, 2011 (Quarter 1)

| | January 2011 | February 2011 | March 2011 |
|---|--|---|---|
| Main Programme | Local Government (Reorganisation) Bill: Assembly stages (6 th month) * | Local Government (Reorganisation) Bill: Assembly stages (7 th and final month) * | Local Government (Reorganisation) Bill: Royal Assent * |
| RTCG/ Panels/ Groups | | | |
| Councils / Transition Committees / Transition Management Teams | Budget agreed Continue to establish Winding Up Arrangements (plan & process agreed; implementation) | Short term budget plan (1-2 years) Rates set Estates and Accommodation transfer plan completed for implementation Assets and Liabilities transfer plan | Continue to establish Winding Up Arrangements (plan & process agreed; implementation) |

* The legislation timetable for the Local Government (Reorganisation) Bill cannot be met in its present form as the Executive has not yet agreed the policy proposals and given its agreement to commence consultation. A revised timetable will be provided when available.

| | | | |
|-----------------------|------------------------|---|------------------------|
| | | completed for implementation | |
| | | Continue to establish Winding Up Arrangements (plan & process agreed; implementation) | |
| Communications | Ongoing media campaign | Ongoing media campaign | Ongoing media campaign |
| | | Transition Committees strike rate for new councils – media communications | |

Local Government Reform Programme, 2011 (Quarter 2)

| | April 2011 | May 2011 | June 2011 |
|---|--|--|----------------------------------|
| Main Programme | | (1 st) Local Government (Reorganisation) Bill comes into force* (12 th) Local & Assembly Elections | |
| RTCG/ Panels/ Groups | | | |
| Councils / Transition Committees / Transition Management Teams | Capacity Building Programme finalised Continue to establish Winding Up Arrangements (plan & process agreed; implementation) | (16 th) New Councils formally take office All staff transfer arrangements completed: appointments, post allocations, location, etc. | Residual Winding Up Arrangements |

* The legislation timetable for the Local Government (Reorganisation) Bill cannot be met in its present form as the Executive has not yet agreed the policy proposals and given its agreement to commence consultation. A revised timetable will be provided when available.

| | | | |
|-----------------------|------------------------|--|--|
| | | Implement Winding Up Arrangements | |
| Communications | Ongoing media campaign | <p>(1st) Local Government (Reorganisation) Bill comes into force– media communications</p> <p>(16th) New Councils formally take office– media communications</p> <p>Ongoing media campaign</p> | |

Local Government Reform Programme, 2011 (Quarter 3)

| | July 2011 | August 2011 | September 2011 |
|---|----------------------------------|----------------------------------|----------------------------------|
| Main Programme | | | |
| RTCG/ Panels/ Groups | | | |
| Councils / Transition Committees / Transition Management | Residual Winding Up Arrangements | Residual Winding Up Arrangements | Residual Winding Up Arrangements |

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|-----------------------|--|--|--|--|
| Teams | | | | |
| Communications | | | | |

Local Government Reform Programme, 2011 (Quarter 4)

| | October 2011 | November 2011 | December 2011 |
|---|----------------------------------|--|----------------------|
| Main Programme | | | |
| RTCG/ Panels/ Groups | | | |
| Councils / Transition Committees / Transition Management | Residual Winding Up Arrangements | Winding Up arrangements - Residual activity to final completion | |

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|-----------------------|--|--|--|--|
| Teams | | | | |
| Communications | | | | |