

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

Agenda Item: 9

Summary: The table attached provides members with an updated version of the Local Government Implementation Framework and with an update on the programme management consultancy.

Action Required: To note the contents of the Implementation Framework and of the programme management consultancy update.

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 A to this minute. The Framework is a living document, which will continue to be updated and presented at each SLB meeting.
2. PA Consulting was appointed on 23rd June as strategic adviser to help further develop and deliver planning and programme management. An update on their work to date is presented at Annex B.

DETAIL

3. Please see below a summary of the changes from the version of the document presented at the last SLB meeting:
 - The timetable of the Local Government (Reorganisation) Bill has been updated and the Local Government (Finance) Bill was issued for consultation on 24 July;
 - The timetable for the HR Implementation Strand, Community Planning, Procurement Strategy and Communications has been updated to reflect the latest position;

- The date of the Executive Sub-Committee (Local Government Reform) meeting has been moved to 7 September; and
 - Updates were made to the timetable of Phase 2 of the Local Government Service Delivery Options report:
 - the 11 August RCTG update meeting has been added;
 - the draft Phase 2 report will be presented to RCTG on 31 August and to SLB on 14 September.
4. PA Consulting have been conducting meetings with key stakeholders to refine the requirements of the local government reform planning and programme management system and found the meetings with SLB members particularly useful. A workshop to gather views from Transition Committee members was held on 10th August.
5. The consultants report on the programme plan and specification for the programme management and reporting system is on track to be presented to the Department by the end of August 2009.

RECOMMENDATION

4. That members note the contents of the Implementation Framework and the programme management update.

LOCAL GOVERNMENT REFORM IMPLEMENTATION FRAMEWORK

Local Government Reform Programme, 2009 (Quarter 3)

	July 2009	August 2009	September 2009
Main Programme	<p>(3rd) SLB Meeting</p> <p>(24th) Local Government (Finance) Bill issued for consultation</p> <p>(3rd) Phase 1 of the Local Government Service Delivery Options report and Panel C (Party) comments/recommendations presented to SLB</p> <p>Planning and Programme Management Strategic Adviser consultancy commences</p> <p>(Assembly in recess)</p>	<p>(14th) SLB Meeting</p> <p>Consultation on Local Government (Finance) Bill (2nd month)</p> <p>Planning and Programme Management Strategic Adviser consultancy finishes</p> <p>(Assembly in recess)</p> <p>(11th) Local Government Service Delivery Options update meeting (workshop format) for RCTG</p> <p>(31st) Draft Phase 2 of the Local Government Service Delivery Options report presented to RCTG</p>	<p>(7th) First meeting of the reconvened Executive Sub-Committee (Local Government Reform)</p> <p>Local Government (Reorganisation) Bill: Executive clearance of policy proposals and agreement to commence consultation</p> <p>Local Government (Miscellaneous Provisions) Bill: Assembly stages (2nd month)</p> <p>Consultation on Local Government (Finance) Bill (3rd month)</p> <p>(14th) Final Phase 2 of the Local Government Service Delivery Options report presented to SLB</p>
Panels/Groups	<p>Panel A: Development of programme of activities to support Community Planning (continued)</p> <p>Panel B: Development of a Procurement Strategy for Councils (continued)</p>	<p>Panel A: Development of programme of activities to support Community Planning (continued).</p> <p>Panel B: Development of a Procurement Strategy for Councils (continued)</p>	<p>Panel A: Development of programme of activities to support Community Planning (final month) and finalisation of arrangements for Community Planning programme (continued)</p>

	July 2009	August 2009	September 2009
	<p>Panel B: Network NI – agreement of implementation pilots for councils (continued)</p> <p>Panel B: Development of guidance to support Service Delivery & Performance Improvement (continued)</p> <p>Panel C: Further policy and implementation proposals for Finance/Estates work strand presented to SLB</p> <p>Panel C (HR): (22nd) First meeting of the Local Government Reform Joint Forum</p> <p>Panel C (HR): Consultation on Staff Transfer Scheme and Guidance with Trade Unions through the Local Government Reform Joint Forum (1st month)</p> <p>Panel C (HR): Draft System for filling senior posts in new council structures finalised and considered by the Staff Commission</p> <p>Panel C (HR): Secondment of civil servants to local government - watching brief on the new Health</p>	<p>Panel B: Network NI – agreement of implementation pilots for councils (final month)</p> <p>Panel B: Development of guidance to support Service Delivery & Performance Improvement (continued)</p> <p>Panel B: Commencement of development of Customer Service Strategy (first month)</p> <p>Panel C (HR): Identify ‘at risk’ groups and consider potential severance terms in order to establish potential quantum</p> <p>Panel C (HR): Estimate costs of Severance Scheme/Compensation Arrangements prepared</p> <p>Panel C: Further policy and implementation proposals for Finance/Estates work strand presented to SLB</p> <p>Panel C (HR): Consultation on Staff Transfer Scheme and Guidance with Trade Unions through the Local Government Reform Joint Forum (2nd and final month)</p>	<p>Panel A: Commencement of development of guidance to support new governance arrangements.</p> <p>Panel B: Development of a Procurement Strategy for Councils (continued)</p> <p>Panel B: Development of guidance to support Service Delivery & Performance Improvement (continued)</p> <p>Panel B: Development of Customer Service and Shared Service Strategies (continued)</p> <p>Panel B: Development of guidance for Customer Relations Policy for Councils</p> <p>Panel C: Final policy and implementation proposals for Finance/Estates work strand presented to SLB</p> <p>Panel C (HR): Consultation on Vacancy Controls System guidance with Trade Unions through the Local Government Reform Joint Forum (1st month)</p>

	July 2009	August 2009	September 2009
	and Education Authority after the implementation of their secondment policies in April 2009 (month 1 of 3)	<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): Secondment of civil servants to local government - watching brief on the new Health and Education Authority after the implementation of their secondment policies in April 2009 (month 2 of 3)</p> <p>Panel C (HR): Further policy development on Civil service Pension Issues (month 1 of 2) and consultation with Trade Unions on Civil service Pension issues through the Local Government Reform Joint Forum</p>	<p>Panel C (HR): Location, relocation and expenses: further policy development required</p> <p>Panel C (HR): Consultation responses to Vacancy Controls System guidance considered by Staff Commission and Vacancy Controls Guidance Scheme implemented (month 1 of 2)</p> <p>Panel C (HR): Secondment of civil servants to local government - watching brief on the new Health and Education Authority after the implementation of their secondment policies in April 2009 (month 3 of 3)</p> <p>Panel C (HR): Further policy development on Civil service Pension Issues (month 2 of 2)</p>
Councils / Transition Committees / Transition Management Teams	<p>(6th) <i>Making Transition Work</i> seminar for Transition Committees members</p> <p>Development of short-term Implementation Plan: agreed short-term vision and associated aims and objectives (continued)</p>	<p>Communication - Strategy and action plan in place</p> <p>Development of short-term Implementation Plan: agreed short-term vision and associated aims and objectives (continued)</p>	<p>Short-term Implementation Plan agreed: short-term vision and associated aims and objectives in place.</p> <p>Continue to establish Winding Up Arrangements (plan & process agreed; implementation)</p>

	July 2009	August 2009	September 2009
		Begin to establish Winding Up Arrangements (plan & process agreed; implementation commences)	commenced)
Communications	Media communications on Local Government (Finance) Bill consultation	2 nd meeting of the Local Government Reform Communications Group	

Local Government Reform Programme, 2009 (Quarter 4)

	October 2009	November 2009	December 2009
Main Programme	<p>Local Government (Reorganisation) Bill: Consultation on policy proposals (1st month)</p> <p>(31st) Local Government (Finance) Bill consultation closes</p> <p>Local Government (Miscellaneous Provisions) Bill: Assembly stages (3rd month and final month)</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: Consultation on policy proposals (2nd month)</p>	<p>Consultation on draft Model Transfer Scheme (LGSC) – 1st month</p> <p>Draft job descriptions and person specifications for Chief Executives, Senior HR and Finance posts considered by SLB and RTCG</p> <p>Local Government (Reorganisation) Bill: Consultation on policy proposals (3rd month)</p> <p>Local Government (Finance) Bill: Executive clearance for Introduction of Bill to Assembly</p>
Panels/Groups	<p>Panel A: Development of guidance to support new governance arrangements (continued)</p> <p>Panel A: Development of Concordat to underpin formalisation of central/local government relations (first month)</p> <p>Panel B: Development of guidance to support Service Delivery & Performance Improvement (final month)</p> <p>Panel B: Finalisation of Customer</p>	<p>Panel A: Development of guidance to support new governance arrangements (final month)</p> <p>Panel A: Development of Concordat to underpin formalisation of central/local government relations (continued)</p> <p>Panel C (HR): Consultation with Trade Unions on location, relocation and expenses through the Local Government Reform Joint Forum (month 2 of 2)</p>	<p>Panel A: concordat to underpin formalisation of central/local government relations developed</p> <p>Panel B: Procurement Strategy for Councils developed</p> <p>Panel C (HR): System for filling senior posts in new council structures issued to Councils and Transition Committees</p> <p>Panel C (HR): Job descriptions and person specifications for Chief</p>

	October 2009	November 2009	December 2009
	<p>Service and Shared Service Strategies</p> <p>Panel C (HR): Draft job descriptions and person specifications for Chief Executives, Senior HR and Finance posts finalised and considered by PDP C.</p> <p>Panel C (HR): Consultation with Trade Unions on location, relocation and expenses through the Local Government Reform Joint Forum (month 1 of 2)</p> <p>Panel C (HR): Consultation on Vacancy Controls System guidance with Trade Unions through the Local Government Reform Joint Forum (2nd and final month)</p> <p>Panel C (HR): Consultation on draft job descriptions and person specifications for Chief Executives, Senior HR and Finance posts opens once agreed by SLB and RTCG (month 1 of 3)</p> <p>Panel C (HR): Business Case to the Minister for a central Severance Scheme including funding</p>	<p>Panel C (HR): Consultation on the draft System for filling senior posts in new council structures (month 2 of 3)</p> <p>Panel C (HR): Consultation on draft job descriptions and person specifications for Chief Executives, Senior HR and Finance posts (month 2 of 3)</p>	<p>Executives, Senior HR and Finance posts issued to Councils and Transition Committees</p> <p>Panel C (HR): Consultation on the draft System for filling senior posts in new council structures (month 3 of 3)</p>

	October 2009	November 2009	December 2009
	<p>arrangements</p> <p>Panel C (HR): Clearance of Civil Service Pension Issues policy by the Executive</p> <p>Panel C (HR): Staff Transfer Scheme Guidance for councils developed</p> <p>Panel C (HR): Severance Scheme: draft of process and criteria for availing of severance produced</p> <p>Panel C (HR): Consultation responses to Vacancy Controls System guidance considered by Staff Commission and Vacancy Controls Guidance Scheme implemented (month 2 of 2)</p> <p>Panel C (HR): Consultation on draft job descriptions and person specifications for Chief Executives, Senior HR and Finance posts (month 3 of 3)</p> <p>Panel C (HR): Final Draft Staff Transfer Scheme and Guidance issued to councils and Transition Committees for information</p>		
Councils / Transition	Continue to establish Winding Up Arrangements (plan & process	Statutory Transition Committees in place	Continue to establish Winding Up Arrangements (plan & process

	October 2009	November 2009	December 2009
Committees / Transition Management Teams	agreed; implementation commenced)	Continue to establish Winding Up Arrangements (plan & process agreed; implementation commenced)	agreed; implementation commenced)
Communications	<p>Local Government (Reorganisation) Bill: Consultation on policy proposals (1st month) – media communications. Timing dependent on Executive clearance.</p> <p>Sept/Oct – Local Government Boundaries Order (NI) 2009 – media communications (timing subject to change)</p>	Local Government (Miscellaneous Provisions) Bill comes into force – media communications.	

Local Government Reform Programme, 2010 (Quarter 1)

	January 2010	February 2010	March 2010
Main Programme	<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 (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>
Panels/Groups		<p>Panel A: Monitor community planning programme of activities and address emerging issues</p>	<p>Panel A: Continue to monitor community planning programme of activities and address emerging issues</p> <p>Panel C (HR): Severance Scheme finalised and timing considered</p>
Councils / Transition Committees / Transition Management Teams	<p>Continue to establish Winding Up Arrangements (plan & process agreed; implementation commences)</p>	<p>Continue to establish Winding Up Arrangements (plan & process agreed; implementation commences)</p>	<p>Chief Executives recruited and appointed</p> <p>Continue to establish Winding Up Arrangements (plan & process agreed; implementation commences)</p>
Communications	<p>Media communications on Statutory Transition Committees</p>	<p>Councils strike district rates – media communications</p> <p>Media communications regarding</p>	

		Community Planning pilots/trials	
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Local Government Reform Programme, 2010 (Quarter 2)

	April 2010	May 2010	June 2010
Main Programme	<p>Local Government (Reorganisation) Bill: legislation drafting (4th and final month)</p> <p>Local Government (Finance) Bill: Assembly Stages (3rd month)</p>	<p>Local Government (Reorganisation) Bill: Executive clearance and Introduction of Bill to Assembly</p> <p>Local Government (Finance) Bill: Assembly Stages (4th month)</p>	<p>(30th) District Electoral Area Commissioner Report</p> <p>Local Government (Reorganisation) Bill: Assembly stages (1st month)</p> <p>Local Government (Finance) Bill Assembly Stages (5th month)</p>
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 Management Teams	Continue to establish Winding Up Arrangements (plan & process agreed; implementation commences)	<p>Detailed inventory of assets, list of liabilities & associated legal and administrative issues</p> <p>HR and Finance Officers recruited and appointed</p> <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>Put detailed Financial management and accounting regime in place</p> <p>Establish Staff Structure</p> <p>Put Staff transfer arrangements in 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,

	April 2010	May 2010	June 2010
			<p>Matching of Posts, etc.);</p> <ul style="list-style-type: none"> • 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 agreed; implementation commences)</p>
Communications		One year to local government reform – media communications	Media communications regarding District Electoral Area Commissioner Report

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
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 Management Teams	Bank appointed Insurance provider appointed Continue to establish Winding Up Arrangements (plan & process agreed; implementation commences)	Continue to establish Winding Up Arrangements (plan & process agreed; implementation commences)	Corporate financial management systems in place Continue to establish Winding Up 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 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)
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 Management Teams	Cohesive IT Strategy and implementation plan developed Continue to establish Winding Up Arrangements (plan & process agreed; implementation commences)	Production of a new Service Delivery Plan and associated Performance Plan (integrating transferred and 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)	Estates Strategy including detailed inventory of property and costs produced Continue to establish Winding Up Arrangements (plan & process agreed; implementation commences)

Communications	(1 st) Local Government (Finance) Bill comes into force – media communications		

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
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 completed for implementation Continue to establish Winding Up Arrangements (plan & process agreed; implementation)	Continue to establish Winding Up Arrangements (plan & process agreed; implementation)
Communications	Ongoing media campaign	Ongoing media campaign Transition Committees strike rate for new councils – media communications	Ongoing media campaign Media communications on the outcomes of community planning testing

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	
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. Implement Winding Up Arrangements	Residual Winding Up Arrangements
Communications	Ongoing media campaign	(1 st) Local Government (Reorganisation) Bill comes into force (16 th) New Councils formally take office Media campaign	

Local Government Reform Programme, 2011 (Quarter 3)

	July 2011	August 2011	September 2011
Main Programme			
Panels/Groups			
Councils / Transition Committees / Transition Management Teams	Residual Winding Up Arrangements	Residual Winding Up Arrangements	Residual Winding Up Arrangements
Communications			

Local Government Reform Programme, 2011 (Quarter 4)

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