

**LOCAL GOVERNMENT REFORM PROGRAMME  
MONTHLY PROGRAMME PROGRESS REPORT  
MANAGEMENT SUMMARY**

**MONTH: APRIL, 2010**

**ISSUED: 14 APRIL, 2010**

## SECTION 1: MANAGEMENT SUMMARY PROGRESS

| ID | Programme High Level Milestones  | Owner                    | Original Date | Due Date | Status       |
|----|--|--------------------------|---------------|----------|--------------|
| 1  | <a href="#">Statutory Formation of Transition Committees in place</a>                        | DOE Leg Team             | Jan-10        | Jul-10   | * RP - Amber |
| 2  | <a href="#">Final decision on boundaries - Local Government (Boundaries) Order (NI) 2010</a> | DOE Leg Team             | Oct-09        | Apr-10   | RP - Amber   |
| 3  | <a href="#">Finalise functions to be transferred</a>   | PDP C                    | Oct-09        | Sep-10   | P - Green    |
| 4  | <a href="#">Local Government (Miscellaneous Provisions) Bill comes into force</a>            | DOE Leg Team             | Dec-09        | Mar-10   | RP - Amber   |
| 5  | <a href="#">Development of Customer Focused Approach to Service Delivery</a>                 | RTCG                     | TBC           | TBC      | TBC          |
| 6  | <a href="#">Introduction of the Local Government (Reorganisation) Bill</a>                   | DOE Leg Team             | May-10        | May-10   | P - Amber    |
| 7  | <a href="#">Local Government (Reorganisation) Bill comes into force</a>                      | DOE Leg Team             | May-11        | May-11   | P - Green    |
| 8  | <a href="#">Top Management Team In Place for All Councils</a>                                | LGRJF                    | Apr-11        | Apr-11   | P - Green    |
| 9  | <a href="#">Finance and Estates Implementation of Policy</a>                                 | Structural Reform Team   | May-11        | May-11   | P - Green    |
| 10 | <a href="#">Legislation on functions to be transferred</a>                                   | Trans Functions Leg Team | May-11        | May-11   | P - Green    |
| 11 | <a href="#">Staff Transfer Structure, Plan and arrangements agreed for all Councils</a>      | LGRJF                    | May-11        | May-11   | P - Green    |
| 12 | <a href="#">New Councils formally take office</a>  |                          | May-11        | May-11   | **P - Green  |

**Key:** P - Plan in place    RP- Recovery Plan in place    NP- No Plan in place to meet Due Date



- On target



- Uncertainty



- Behind Target

## General Commentary on progress this period

- \* **Milestone 1** (Statutory Formation of Transition Committees in place) is dependent upon the completion of Milestone 4 (Local Government (Miscellaneous Provisions) Bill comes into force) and Milestone 2 (Local Government (Boundaries) Order (NI) 2010 to be approved by Assembly).
- \*\* **Milestone 12** (New Councils formally take office) is dependent on a decision on Boundaries and the Legislative programme.
- **Milestone 2** (Final decision on boundaries - Local Government (Boundaries) Order (NI) 2010) is subject to Executive agreement, the Order will be laid in the Assembly in April 2010
- **Milestone 3** (Finalise functions to be transferred) although the suite of functions for transfer has been agreed, work is ongoing around proposed service delivery models and associated resource implications.
- **Milestone 4** (Local Government (Miscellaneous Provisions) Bill) received Royal Assent on 26 March 2010.
- **Milestone 6** (Introduction of the Local Government (Reorganisation) Bill) is awaiting Executive endorsement of policy proposals and approval to consult.
- **Milestone 10** (Legislation on functions to be transferred) covers several pieces of Legislation, namely the Planning Reform Bill, the Urban Regeneration and Housing Bill and the Local Government (Transfer of Road Functions) Bill.

## SECTION 2: PANEL AND TRANSITION COMMITTEE SUMMARY

| Panel/Transition Committee actions completed this period<br>(Detail in Section 3) |  | Total | Planned | Overdue | Complete |
|---|--|-------|---------|---------|----------|
| <b>Transition Committees</b>  |  |       |         |         |          |
| Antrim; Newtownabbey  |  | 26    | 22      | 1       | 3        |
| Ards; North Down  |  | 26    | 22      | 2       | 2        |
| Armagh; Banbridge; Craigavon  |  | 26    | 22      | 1       | 3        |
| Ballymena; Carrickfergus; Larne   |  | 26    | 22      | 1       | 3        |
| Ballymoney; Coleraine; Limavady; Moyle  |  | 26    | 22      | 1       | 3        |
| Belfast   |  | 26    | 21      | 0       | 5        |
| Castlereagh; Lisburn  |  | 26    | 22      | 0       | 4        |
| Cookstown; Dungannon and South Tyrone; Magherafelt                                |  | 26    | 22      | 2       | 2        |
| Derry; Strabane   |  | 26    | -       | -       | -        |
| Down; Newry and Mourne  |  | 26    | 22      | 2       | 2        |
| Fermanagh; Omagh  |  | 26    | 22      | 1       | 3        |
| <b>Panels</b>   |  |       |         |         |          |
| Panel A   |  | 7     | 3       | 0       | 4        |
| Panel B   |  | 6     | 2       | 0       | 4        |
| Panel C   |  | 10    | 0       | 1       | 8        |

## General Commentary on progress this period

**Transition Committees;**

- Completed – all Transition Committees (TCs) have completed Action 1 (*Short Term Implementation Plan*) and Action 4 (*Communication – Strategy and Action Plan created*)
- Overdue – mainly relates to Action 7 (*Establish Winding-Up arrangements*) and Action 12 (*Community Planning Activity*). Most TCs have been classed as Overdue on these Actions. TCs have commented that they are awaiting guidance from the centre on Action 12 (*Community Planning Activity*).
- Planned – the majority of tasks have been rated as Planned, as these are currently within the target date for completion. This covers a range of circumstances including work in progress towards the date, and those tasks which are at an early stage or have not yet begun. Many of the tasks in the Planned category have target dates in the upcoming months

**Policy Development Panels;**

- Completed - the majority of Panel actions are now complete.
- Planned - Panel actions classed as Planned include some for which the Plan date has been adjusted.

**It is recognised that revised dates and guidance is required to progress actions**

**SECTION 3: COMMUNICATIONS UPDATE**

| Meetings and Communications this Period                    |  | Date                               |
|--|--|------------------------------------|
| Strategic Leadership Board Key Outcomes (25/02/10 meeting) |  | 12/03/2010                         |
| Strategic Leadership Board Minutes (25/02/10 meeting)      |  | 01/04/2010                         |
| Regional Transition Co-ordinating Group Meeting            |  | 25/03/2010                         |
| Local Government Reform Weekly Communications Update       |  | 22/03/2010, 29/03/2010, 12/04/2010 |

**SECTION 4: ACTIONS COMPLETING SUMMARY**

| Completing this period  |                      | Completing next period  |
|---|----------------------|---|
| Local Government (Miscellaneous Provisions) Bill received Royal Assent (March 2010) | Potential Resolution | Subject to Executive agreement, the Order will be laid in the Assembly - Local Government (Boundaries) Order (NJ) 2010 (April 2010) |

**SECTION 5: REFORM PROGRAMME ISSUES**

The following issues represent the emerging major issues. The complete Issues Log is maintained by the PMO.

| ID | Author                | Description  | Potential Resolution   | Owner               | Status (Logged, In progress, Closed) | Date identified | Last update |
|----|-----------------------|--|--|---------------------|--------------------------------------|-----------------|-------------|
| 1  | Transition Committees | Legislation delay is impeding ability to undertake convergence/transition work                       | Immediate progression of legislative timetable at Executive & Assembly level | Minister/ Executive | Logged                               | 9/2/10          | 9/2/10      |
| 2  | Transition Committees | Delay of convergence work due to final decision on boundaries  | Executive decision on boundaries legislation                                 | Executive           | Logged                               | 9/2/10          | 9/2/10      |
| 3  | Transition Committees | Delay to local transition arrangements due to uncertainty on May 2011 date                           | Confirmation of May 2011 implementation date                                 | Minister/ Executive | Logged                               | 9/2/10          | 9/2/10      |
| 4  | Transition Committees | Impact on Transition Committee decision-making due to delay in bringing into effect statutory status | Passing of the Miscellaneous Provisions Bill                                 | Assembly            | Logged                               | 9/2/10          | 9/2/10      |
| 5  | Transition            | Delay in ability to progress   | Direction/guidance from the  | Central             | Logged                               | 9/2/10          | 9/2/10      |

|    | Committees            | recruitment process for Chief Executives and senior management teams  | centre                                  | Government                          |        |        |
|----|-----------------------|---|---|-------------------------------------|--------|--------|
| 6  | Transition Committees | Design of new Council structures, service delivery arrangements and winding-up programmes is impeded by lack of clarity on transferring functions | Direction/guidance from the centre      | Central Government                  | Logged | 9/2/10 |
| 7  | Transition Committees | Local programme planning being disrupted due to unrealistic plan dates/milestones from the centre   | Revision of programme plan & milestones | DOE                                 | Logged | 9/2/10 |
| 8  | Transition Committees | Delay of local capacity building progress due to absence of information/guidance/funding on Capacity Building Programme                           | Guidance on implementing programme      | PDP C                               | Logged | 9/2/10 |
| 9  | Transition Committees | Unable to progress with transfer of staff due to guidance not being published yet   | Recommendation on an agreed way forward | Local Government Reform Joint Forum | Logged | 9/2/10 |
| 10 | Transition Committees | Delay in IS/ICT strategy due to absence of information/guidance e.g. decision on Network NI   | Guidance/decisions issued from centre   | Central Government                  | Logged | 9/2/10 |

**SECTION 6: REFORM PROGRAMME RISKS**

The following risks represent the emerging major risks. The complete Risk Log is maintained by the PMO.

| ID | Risk Description  | Probability (1-5) | Impact (1-5) | Risk Rating | Category    | Owner                      | Counter Measures  |
|----|---|-------------------|--------------|-------------|-------------|----------------------------|---|
| 1  | Failure to complete programme by May 2011   | 3                 | N/A          | N/A         | Political   | Executive & SLB            | Political decision made on implementation; robust programme management including milestones   |
| 2  | Insufficient funding to deliver programme.  | 4                 | 5            | 20          | Financial   | Minister & DOE             | Ensure availability of sufficient funding   |
| 3  | Delay of convergence and harmonisation work due to absence of final decision on boundaries  | 4                 | 5            | 20          | Political   | Executive                  | Executive decision on Boundaries Legislation  |
| 4  | Lack of staff involvement in change activities/initiatives due to uncertainty over the programme  | 4                 | 3            | 12          | Operational | Local Government           | Information to and engagement of staff; preparation for change training as appropriate  |
| 5  | Failure to appoint/delay in appointing Chief Executives & senior management teams   | 3                 | 3            | 9           | Operational | Central Government         | Guidance issued from Central Government   |
| 6  | Failure to integrate transferring functions into new Councils   | 2                 | 2            | 4           | Operational | Central & Local government | Guidance from the centre on supporting integration; proactive engagement between councils and transferring functions.   |
| 7  | Failure of or adverse affect on service delivery during and post implementation   | 2                 | 1            | 2           | Operational | Local Government           | Put appropriate plans, governance, programme management and support structures in place to ensure service continuity; agreement on post-implementation services |
| 8  | Work of Panels adversely affected by lack of availability of elected members or lack of availability/continuity of project team personnel | 3                 | 3            | 9           | Operational | Panel A & B                | Sufficient notice (where possible) of input required.<br>Reasonable efforts to accommodate elected members.   |

|    |  |   |   |   |             |             |  |
|----|--|---|---|---|-------------|-------------|--|
| 9  | Work of Panels adversely affected by lack of effective relationships (with Joint Secretariat and elected representatives | 2 | 3 | 6 | Operational | Panel A & B | Management of interpersonal relationships  |
| 10 | Panel C unable to make recommendations to SLB on the transfer of funding from central government                         | 1 | 3 | 3 | Operational | Panel C     | Work with DFP to identify pros and cons related to methods for transferring funding from central government                                  |
| 11 | Panel C unable to make recommendations to SLB on the rates convergence issues  | 1 | 4 | 4 | Operational | Panel C     | Central Government explore extent of issue and potential options for resolution. Discussion between local and central government on options. |