

LOCAL GOVERNMENT REFORM IMPLEMENTATION FRAMEWORK

Agenda Item: 8

Summary: The table attached provides members with an updated version of the Local Government Implementation Framework.

Action Required: To note the contents of the Implementation Framework

BACKGROUND

1. The local Government Reform Implementation Framework highlights the key policy / strategic priorities and milestones in the reform programme.
2. A copy of the latest version is attached as an Annex to this minute. The Framework is a living document, which will continue to be updated and presented at each Strategic Leadership Board (SLB) meeting.

DETAIL

3. Please see below a summary of the changes from the version of the document presented to the last SLB meeting:
 - the Local Government (Contracts) Bill has been renamed the Local Government (Miscellaneous Provisions) Bill
 - the dates of the policy consultation for the Local Government (Reorganisation) Bill have been moved from June to September 2009 to July to September 2009; this does not affect the rest of the legislative timetable
 - Policy Development Panel C (PDP C) Human Resources (HR) activities have been updated to reflect the latest position

- the dates of the Planning and Programme Management Strategic Adviser consultancy have been added in
- the first meeting of the reconstituted Executive Sub-committee on Local Government Reform will take place on 20 July 2009
- a Making Transition Work Seminar for Transition Committees members, organised by the DOE / NILGA Joint Secretariat with the support of SOLACE will take place on 06 July

RECOMMENDATION

4. That members note the contents of the Implementation Framework.

LOCAL GOVERNMENT REFORM IMPLEMENTATION FRAMEWORK

Local Government Reform Programme, 2009 (Quarter 2)

| | April 2009 | May 2009 | June 2009 |
|-----------------------|--|--|---|
| Main Programme | <p>(6th) Consultation on Statutory Transition Committees opens</p> <p>(6th) Consultation on Councillors Severance Scheme opens</p> <p>(10th) SLB Meeting</p> <p>Agreement of HR Working Group remaining policy programme</p> <p>Establish Local Government Human Resources Co-ordination Group</p> <p>Local Government (Finance) Bill - Preparations for instructions to OLC and legislation drafting</p> <p>Local Government (Miscellaneous Provisions) Bill legislation finalisation (including clearance with the Minister) – 1st month</p> | <p>(8th) Local Government Service Delivery Options (Phase 1) draft report issued to DOE</p> <p>(20th) Local Government Service Delivery Options (Phase 1) draft report re-issued to DOE</p> <p>(22nd) SLB Meeting</p> <p>(27th) PDP C received Phase 1 of the Local Government Service Delivery Options draft report</p> <p>(31st) Consultation on Statutory Transition Committees closes</p> <p>(31st) Consultation on Councillors Severance Scheme closes</p> <p>Local Government (Reorganisation) Bill policy consultation clearance (with Departments, Committees and Executive)</p> <p>Local Government (Finance) Bill:</p> | <p>(22nd) Phase 1 of the Local Government Service Delivery Options report - PDP C met to discuss emerging party views</p> <p>(23rd) Planning and Programme Management Strategic Adviser appointed</p> <p>(26th) Local Government Service Delivery Options (Phase 1) draft report and Panel C comments/recommendations issued for SLB meeting on 3 July</p> <p>(30th) Local Government Boundaries Commissioner final report</p> <p>Local Government (Miscellaneous Provisions) Bill: clearance and pre-introductory briefing (with Executive Committee) and introduction of the Bill to the Assembly</p> <p>Local Government (Finance) Bill – legislation clearance with the</p> |

| | April 2009 | May 2009 | June 2009 |
|------------------------|--|--|--|
| | | <p>Preparations for instructions to OLC complete and legislation drafting finish</p> <p>Local Government (Miscellaneous Provisions) Bill legislation finalisation (including clearance with the Minister) – 2nd and final month</p> | Executive |
| Panels / Groups | <p>(30th) RTCG Meeting</p> <p>Panel A: Development of programme of activities to support Community Planning (continued)</p> <p>Panel A: Commencement of development of Concordat to underpin formalisation of central / local government relations</p> <p>Panel B: Development of a Procurement Strategy for Councils (continued)</p> <p>Panel B: Finalisation of Service Delivery and Performance Improvement framework proposals</p> <p>Panel B: Network NI –</p> | <p>Panel A: Development of programme of activities to support Community Planning (continued)</p> <p>Panel A: Development of Concordat to underpin formalisation of central/local government relations (continued)</p> <p>Panel B: Development of a Terms of Reference for a consultancy assignment to develop a Procurement Strategy for Councils (continued)</p> <p>Panel B: Network NI – agreement of implementation pilots for councils (continued)</p> <p>Panel B: Development of guidance to support Service Delivery and Performance Improvement (continued)</p> | <p>Panel A: Development of programme of activities to support Community Planning (final month)</p> <p>Panel A: Development of Concordat to underpin formalisation of central/local government relations (continued)</p> <p>Panel B: Finalisation of a Terms of Reference for a consultancy assignment to develop a Procurement Strategy for Councils (last month)</p> <p>Panel B: Network NI – agreement of implementation pilots for councils (continued)</p> <p>Panel B: Development of guidance to support Service Delivery and Performance Improvement (continued)</p> |

| | April 2009 | May 2009 | June 2009 |
|---|--|---|---|
| | <p>agreement of implementation pilots for councils (continued)</p> <p>Panel B: Development of guidance to support Service Delivery and Performance Improvement (continued)</p> <p>Panel C: Identification of further policy and implementation proposals for Finance/Estates work strand (continued)</p> | <p>Panel C: Identification of further policy and implementation proposals for Finance/Estates work strand (continued)</p> | <p>Panel B: Development of guidance for Customer Relations Policy for Councils</p> <p>Panel C: Completion of identification of further policy and implementation proposals for Finance/Estates work strand</p> |
| Councils / Transition Committees / Transition Management Teams | <p>Commencement of development of short-term Implementation Plan: agreed short-term vision and associated aims and objectives</p> | <p>Development of short-term Implementation Plan: agreed short-term vision and associated aims and objectives (continued)</p> | <p>Development of short-term Implementation Plan: agreed short-term vision and associated aims and objectives (continued)</p> |
| Communications | | | <p>FAQs on Staffing and Reform Programme issue</p> <p>Local Government Reform Communications Group established</p> <p>Media communications on Local Government (Reorganisation) Bill consultation</p> <p>Media communications on Boundaries Commissioner report</p> |

Local Government Reform Programme, 2009 (Quarter 3)

| | July 2009 | August 2009 | September 2009 |
|------------------------|---|--|---|
| Main Programme | <p>(3rd) SLB Meeting</p> <p>(20th) Executive Sub-Committee (Local Government Reform) meeting</p> <p>Consultation on Local Government (Reorganisation) Bill starts</p> <p>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>Consultation on Local Government (Reorganisation) Bill (2nd month)</p> <p>Consultation on Local Government (Finance) Bill (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>Planning and Programme Management Strategic Adviser consultancy finishes</p> <p>(Assembly in recess)</p> | <p>Consultation on Local Government (Reorganisation) Bill (3rd month)</p> <p>Consultation on Local Government (Finance) Bill (3rd month)</p> <p>Local Government (Boundaries) Order (NI) 2009 Made</p> <p>Consultation on draft Model Transfer Scheme (LGSC) – 2nd and final month</p> |
| Panels / Groups | <p>Panel A: Development of Concordat to underpin formalisation of central/local government relations (continued)</p> <p>Panel A: Commencement of finalisation of arrangements for</p> | <p>Panel A: concordat to underpin formalisation of central/local government relations developed</p> <p>Panel A: Finalisation of arrangements for community planning testing (continued)</p> | <p>Panel A: Consideration of responses to consultation on policy proposals</p> <p>Panel A: Finalisation of arrangements for community planning testing (continued)</p> |

| | July 2009 | August 2009 | September 2009 |
|--|---|---|--|
| | <p>community planning testing</p> <p>Panel B: Development of a Procurement Strategy for Councils (continued)</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 and 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): 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 (HR): Consultation on Vacancy Controls System guidance with Trade Unions through the Local</p> | <p>Panel B: Procurement Strategy for Councils developed</p> <p>Panel B: Development of guidance to support Service Delivery and Performance Improvement (continued)</p> <p>Panel B: Commencement of development of Customer Service and Shared Service Strategies (first month)</p> <p>Panel C: Further 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 (2nd and final month)</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 C (HR): Consultation on the</p> | <p>Panel B: Development of guidance to support Service Delivery and Performance Improvement (continued)</p> <p>Panel B: consider responses to consultation on policy proposals</p> <p>Panel B: Development of Customer Service and Shared Service Strategies (continued)</p> <p>Panel C: Final policy and implementation proposals for Finance/Estates work strand presented to SLB</p> <p>Panel C (HR): Business Case to the Minister for a central Severance Scheme including funding arrangements</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 responses to Vacancy Controls System guidance considered by Staff Commission and Vacancy Controls Guidance Scheme</p> |

| | July 2009 | August 2009 | September 2009 |
|--|---|---|--|
| | <p>Government Reform Joint Forum (1st month)</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): 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): Location, relocation and expenses: further policy development required</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): Further policy</p> | <p>draft System for filling senior posts in new council structures (month 1 of 3)</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 C (HR): Further policy development on Civil service Pension Issues (month 2 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 2 of 3)</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>implemented (month 1 of 2)</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>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): Clearance of Civil Service Pension Issues policy by the Executive</p> <p>Panel C (HR): Staff Transfer Scheme Guidance for councils developed</p> |

| | July 2009 | August 2009 | September 2009 |
|---|--|--|---|
| | <p>development on Civil service Pension Issues (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 1 of 3)</p> <p>Panel C (HR): Consultation with Trade Unions on Civil service Pension issues through the Local Government RPA Joint Forum</p> | | |
| Councils / Transition Committees / Transition Management Teams | <p>(6th) Making Transition Work 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>Begin to establish Winding-Up Arrangements (plan and process agreed; implementation commences)</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 and process agreed; implementation commenced)</p> |
| Communications | | | |

Local Government Reform Programme, 2009 (Quarter 4)

| | October 2009 | November 2009 | December 2009 |
|------------------------|---|---|---|
| Main Programme | <p>Consultation on Local Government (Reorganisation) Bill closes</p> <p>Local Government (Reorganisation) Bill policy finalisation following consultation</p> <p>Local Government (Finance) Bill consultation closes</p> <p>Local Government (Miscellaneous Provisions) Bill: Royal Assent</p> | <p>(1st) Local Government (Miscellaneous Provisions) Bill comes into force</p> <p>Local Government (Reorganisation) Bill policy memorandum and clearance</p> <p>Local Government (Finance) Bill: legislation finalisation following consultation (including clearance with Minister)</p> | <p>Local Government (Reorganisation) Bill: preparation of instructions to OLC and legislation drafting (1st month)</p> <p>Local Government (Finance) Bill: Clearance and Pre-introductory Briefing (with Executive Committee) starts</p> |
| Panels / Groups | <p>Panel A: Recommendations on amendments to policy following consultation submitted to SLB</p> <p>Panel A: Finalisation of arrangements for community planning testing (final month)</p> <p>Panel B: Development of guidance to support Service Delivery and Performance Improvement (final month)</p> <p>Panel B: Recommendations on amendments to policy following consultation presented to SLB</p> | <p>Panel A: Commence to monitor community planning testing and address emerging issues</p> | <p>Panel A: Continue to monitor community planning testing and address emerging issues</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 Executives, Senior HR and Finance posts issued to Councils and Transition Committees</p> |

| | October 2009 | November 2009 | December 2009 |
|---|---|--|--|
| | <p>Panel B: Finalisation of Customer Service and Shared Service Strategies</p> <p>Panel C (HR): Severance Scheme: draft of process and criteria for availing of severance produced</p> <p>Panel C (HR): Consultation on the draft System for filling senior posts in new council structures (month 3 of 3)</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 Committees / | Continue to establish Winding-Up Arrangements (plan and process agreed; implementation commenced) | Statutory Transition Committees in place | Continue to establish Winding-Up Arrangements (plan and process agreed; implementation |

| | October 2009 | November 2009 | December 2009 |
|------------------------------------|---|---|----------------------|
| Transition Management Teams | | Continue to establish Winding-Up Arrangements (plan and process agreed; implementation commenced) | commenced) |
| Communications | Media communications regarding Community Planning pilots / trials | Media communications on Statutory Transition Committees | |

Local Government Reform Programme, 2010 (Quarter 1)

| | January 2010 | February 2010 | March 2010 |
|---|---|---|--|
| Main Programme | <p>Local Government (Reorganisation) Bill: preparation of instructions to OLC and legislation drafting (2nd month)</p> <p>Local Government (Finance) Bill: Clearance and Pre-introductory Briefing (with Executive Committee) ends</p> | <p>Local Government (Reorganisation) Bill: preparation of instructions to OLC and legislation drafting (3rd and final month)</p> <p>Local Government (Finance) Bill: introduction to Assembly and Second Stage</p> | <p>Local Government (Reorganisation) Bill: legislation finalisation (including clearance with the Minister)</p> <p>Local Government (Finance) Bill: Committee Stage (1st month)</p> |
| Panels / Groups | Panel A: Continue to monitor community planning testing and address emerging issues | Panel A: Continue to monitor community planning testing and address emerging issues | <p>Panel A: Continue to monitor community planning testing and address emerging issues</p> <p>Panel C (HR): Severance Scheme finalised and timing considered</p> |
| Councils / Transition Committees / Transition Management Teams | Continue to establish Winding-Up Arrangements (plan and process agreed; implementation commences) | Continue to establish Winding-Up Arrangements (plan and process agreed; implementation commences) | <p>Chief Executives recruited and appointed</p> <p>Continue to establish Winding-Up Arrangements (plan and process agreed; implementation commences)</p> |
| Communications | | | |

Local Government Reform Programme, 2010 (Quarter 2)

| | April 2010 | May 2010 | June 2010 |
|---|--|--|---|
| Main Programme | <p>Local Government (Reorganisation) Bill: clearance and pre-introductory briefing (with Executive Committee)</p> <p>Local Government (Finance) Bill: Committee Stage (2nd month)</p> | <p>Local Government (Reorganisation) Bill: introduction to Assembly and Second Stage</p> <p>Local Government (Finance) Bill: Committee Stage (3rd and final month)</p> | <p>(30th) District Electoral Area Commissioner Report</p> <p>Local Government (Reorganisation) Bill: Committee Stage (1st month)</p> <p>Local Government (Finance) Bill – Consideration Stage and further Consideration Stage</p> |
| Panels / Groups | Panel A: Continue to monitor community planning testing and address emerging issues | Panel A: Continue to monitor community planning testing and address emerging issues | Panel A: Continue to monitor community planning testing and address emerging issues |
| Councils / Transition Committees / Transition Management Teams | Continue to establish Winding-Up Arrangements (plan and process agreed; implementation commences) | <p>Detailed inventory of assets, list of liabilities and 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 and 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, matching of posts, etc) |

| | April 2010 | May 2010 | June 2010 |
|-----------------------|-------------------|-----------------|---|
| | | | <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 and process agreed; implementation commences)</p> |
| Communications | | | Media communications regarding District Electoral Area Commissioner Report |

Local Government Reform Programme, 2010 (Quarter 3)

| | July 2010 | August 2010 | September 2010 |
|---|---|---|--|
| Main Programme | Local Government (Finance) Bill – Final Stage and Royal Assent (1 st month) (Assembly in recess) | (Assembly in recess) | Local Government (Reorganisation) Bill: Committee Stage (2 nd month) Local Government (Finance) Bill: Final Stage and Royal Assent (2 nd and final month) |
| Panels / Groups | Panel A: Continue to monitor community planning testing and address emerging issues | Panel A: Continue to monitor community planning testing and address emerging issues | Panel A: Continue to monitor community planning testing and address emerging issues |
| Councils / Transition Committees / Transition Management Teams | Bank appointed Insurance provider appointed Continue to establish Winding-Up Arrangements (plan and process agreed; implementation commences) | Continue to establish Winding-Up Arrangements (plan and process agreed; implementation commences) | Corporate financial management systems in place Continue to establish Winding-Up Arrangements (plan and 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: Committee Stage (3 rd month) | Local Government (Reorganisation) Bill: Committee Stage (4 th month) | Local Government (Reorganisation) Bill: Committee Stage (final month) |
| Panels / Groups | Panel A: Monitor community planning testing and address emerging issues (final month) | Panel A: Start to evaluate outcomes from community planning testing | Panel A: Evaluate outcomes from community planning testing (continuing – final month) |
| Councils / Transition Committees / Transition Management Teams | Cohesive IT Strategy and implementation plan developed Continue to establish Winding-Up Arrangements (plan and 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 and process agreed; implementation commences) | Estates Strategy including detailed inventory of property and costs produced Continue to establish Winding-Up Arrangements (plan and process agreed; implementation commences) |
| Communications | | | |

Local Government Reform Programme, 2011 (Quarter 1)

| | January 2011 | February 2011 | March 2011 |
|---|--|---|--|
| Main Programme | Local Government (Reorganisation) Bill: Consideration Stage and Further Consideration Stage | Local Government (Reorganisation) Bill: Final Stage and Royal Assent (1 st month) | Local Government (Reorganisation) Bill: Final Stage and Royal Assent (2 nd and final month) |
| Panels/Groups | | | |
| Councils / Transition Committees / Transition Management Teams | Budget agreed Continue to establish Winding-Up Arrangements (plan and 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 and process agreed; implementation) | Continue to establish Winding-Up Arrangements (plan and process agreed; implementation) |
| 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 and Assembly Elections | |
| Panels / Groups | | | |
| Councils / Transition Committees / Transition Management Teams | Capacity Building Programme finalised Continue to establish Winding-Up Arrangements (plan and 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 | | | |

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 | | | |