Local Government Reform Implementation Programme

Part 1 - Regional Level Tasks

	Task	Task Owner	2012	2013	2014	2015
			M A M J J A S O N D	J F M _[Statutory Transition Committees]_ A M J J A S O N D	J F M A M J _[Elections to New Councils for Shadow Period]_ J A S O N D	J F M _[New Councils Go Live]_ A M J
	Governance					
1	Issue guidance to Councils regarding re-establishment of VTCs	DOE				
2	Establish Regional Transition Committee	DOE				
3	Establish Regional Transition Operational Board	DOE				
4	Establish Political Reference Group	DOE				
5	Establish Task and Finish Working Groups	DOE				
6	Produce initial Task and Finish Working Group work plans	T&FWGs				
7	Produce 2013-14 Task and Finish Working Groups work plans	T&FWGs				
8	Produce 2014-15 Task and Finish Working Groups work plans	T&FWGs				
9	Develop Programme Plan	DPWG				
10	Develop Risk Register	DPWG				
11	Agree powers, role and composition of Statutory Transition Committees	DOE				
12	Develop model Standing Orders for Statutory Transition Committees	DOE				
13	Develop model Standing Orders for new Councils	DOE				
14	Issue Operating Guidance to Statutory Transition Committees	DPWG				
15	Seek Secretary of State's agreement to elections.	DOE				
16	[Progress work required to set DEAs]	[NIO]				
17	[Elections to new councils]	[NIO]				
18	Establish Partnership Panel	DOE				
19	New Councils assume operational powers and responsibilities	Councils				
20	Develop Planning Policy Strategy	DOE				
	Primary Legislation					
21	Seek Executive Agreement to the final policy content of the Local Government (Reorganisation) Bill and communicate policy outcomes to local government	DOE				

#	Task	Task Owner	Scheduled period (coloured bars)
22	Introduce Local Government (Reorganisation) Bill to the Assembly	DOE	red: Nov–Dec 2012, Jan–Feb 2013
23	Seek Royal Assent for Local Government (Reorganisation) Bill	DOE	red: Nov–Dec 2013
24	[DSD legislation in place] (tbc)	[DSD]	
	Subordinate Legislation and Guidance		
25	Regulations to establish Statutory Transition Committees	DOE	red: Jan–Feb 2013
26	Subordinate legislation for shadow arrangements	DOE	red: Nov 2013
27	Subordinate legislation on new governance arrangements (to include issues re City/Borough/District status)	DOE	red: Dec 2013
28	Subordinate legislation on ethical standards regime	DOE	red: Dec 2013
29	Subordinate legislation to specify bodies which must participate in community planning	DOE	red: Nov–Dec 2014
30	Local Government (Councillors' Remuneration Panel) Regulations	DOE	red: Apr–Jul 2012
31	Payments to Councillors Regulations	DOE	red: May–Jun 2014
32	Subordinate legislation on severance for councillors	DOE	red: Dec 2012, Apr 2013
33	Make asset/liability and staff transfer schemes	DOE	red: Nov 2014 – Jan 2015
34	Finalisation of key model protocols, codes and other guidance	DOE	green: Jan–Feb 2015
35	Subordinate legislation to support Planning Act (NI) in place	DOE	red: Apr 2013 – May 2015
	Finance		
36	Submit bid for Executive Funding	DOE	red: Aug–Dec 2012
37	Develop cost/benefit analysis	FWG	red: Aug 2012 – Feb 2013
38	Communicate Executive funding decision to local government	DOE	red: Dec 2012 – Jan 2013
39	Make necessary modifications to current system of Special Responsibility Allowances	FWG/DOE	green: Sep–Oct 2012
40	Agree financing model (e.g. loans, etc.)	FWG/DOE/DFP/NI Exec/Councils	red: Sep 2012 – Mar 2013
41	Develop guidance on assets, reserves, debt and capital expenditure	FWG	red: Sep 2012 – Mar 2013
42	Policy for transfer schemes for assets and liabilities developed	FWG	red: Sep–Dec 2012

#	Task	Task Owner	2012	2013	2014	2015
			M A M J J A S O N D J F M	A M J J A S O N D J F M A M J	J A S O N D J F M	A M J
43	Develop proposals for long-term funding of transferred functions	FWG	███████ (red)	██ (red)		
44	Departmental/Executive agreement to funding for transferring functions	DOE		██ (red)		
45	Develop strategy for rates convergence	FWG	███████ (red)	██ (red)		
46	Confirm Executive plans for rates convergence to local government	DOE		██ (red)		
47	Develop new formula for the general grant	FWG		██████ (red)		
48	Develop regional procurement strategy	ICE (RCEG)	█████ (green)			
	Transferring Functions					
49	Submit final recommendations to the Executive	DOE	██ (red)			
50	Communicate Executive decision re transferring functions to local government	DOE	█ (red)			
51	Carry out due diligence review of transferring functions to identify financial, operational and HR implications for local government - to include production of baseline staffing and costing information.	TOFWG	██████ (red)			
52	Provide options and recommendations for new service delivery model(s)	TOFWG	█████ (red)	██ (red)		
53	Decision re new Service Delivery model(s)	Councils		██ (red)		
54	Identify approach to and criteria for establishment of pilots relating to Planning and Regeneration within a community planning approach.	PCPWG	█████ (red)			
55	Establish monitoring and evaluation framework for pilots	PCPWG	█████ (green)			
56	Establish pilots across all 11 Voluntary Transition Committees	PCPWG		████ (red)		
57	Evaluate pilots and communicate learning to relevant working groups/committees	PCPWG		██████████ (green)	██████████ (green)	██ (green)
58	Transfer functions to new Councils	Depts				█ (red)
	Human Resources and Capacity Building					
59	Develop scoping spreadsheet listing issues being addressed, current HR documents/strategies and who is dealing with them.	HRWG	████ (green)			
60	Identify and address gaps and cross-cutting issues relating to human resource.	HRWG	█████ (green)			
61	Vacancy control programme implemented	LGRJF/ Councils	█ (green)			

#	Task	Task Owner	Schedule (colour-coded Gantt bar)
62	Coordinate development of capacity building programme for members	HRWG	Red bar: ~Mar 2013 through ~Mar 2015
63	Coordinate development of capacity building programme for local government staff	HRWG	Red bar: ~Mar 2013 through ~Mar 2015
64	Coordinate development of capacity building programme for transferring civil servants	DFP/ HRWG	Red bar: ~Mar 2013 through ~Mar 2015
65	Develop LGSC staff transfer scheme (including staff transfer plan, staff mapping, system for filling posts, location)	LGRJF (DOE to report)	Red bar: ~Jan 2013 through ~Jun 2014
66	Develop Civil Service transfer scheme (including staff transfer plan, staff mapping, system for filling posts, location)	DFP/ Depts (DOE to report)	Red bar: ~Jan 2013 through ~early 2014
67	Establish Remuneration panel for elected members	DOE	Red bar: ~Oct 2012 – Mar 2013
68	Recommendations received from Remuneration Panel	DOE	Green bar: ~Oct – Nov 2013
69	Put new system of allowances, etc for members in place	DOE	Red marks: ~mid 2014
70	Develop Members' severance scheme	DOE	Red bar: ~Oct 2012 – Mar 2013 and ~Apr – Aug 2013
71	Severance scheme for officers - terms agreed	LGRJF/ Councils (DOE to report)	Red marks: ~Nov 2012, Jan – Feb 2013
72	Develop redeployment plans for any surplus civil servants	DFP/ Depts	Red bar: ~late 2014
73	Agree principles and timing for recruitment competitions for senior posts	LGRJF/ DOE	Red bar: ~Oct 2012 – Mar 2013
74	Recruitment and appointment process for senior posts begun at regional level (tbc - depends on 71)	LGSC	(text shown in red; no bar)
75	Arrangements for staff handover developed and in place (all staff transfer arrangement agreed such as appointments, post allocations, location.)	LGRJF/ Councils/ Depts	Red bar: ~mid 2014 through ~early 2015
	Community Planning		
76	Review and consult on Foundation programme in light of emerging best practice	PCPWG	Green bar: ~Jul 2012 – Mar 2013
77	Forward revised Foundation Programme Guidance to RTC for consideration and for issue to VTCs	PCPWG	Red mark: ~Mar 2013
78	Finalise the New Urban Regeneration & Community Development Framework	DSD	Green bar: ~Jul 2012 through ~early 2015

Timeline header (left to right): 2012 (M A M J J A S O N D J F M) | 2013 (A M J J A S O N D J F M A M J) | 2014 (J A S O N D J F M) | 2015 (A M J)

#	Task	Task Owner	2012	2013	2014	2015
			M A M J J A S O N D	J F M · A M J J A S O N D	J F M A M J · J A S O N D	J F M · A M J
	Communications					
79	Hold Communications workshop	CWG	■ (Oct 2012, green)			
80	Develop Communications strategy	CWG	▬▬▬▬ (Sep–Dec, red)	▬▬▬ (J F M, red)		
81	Hold Stakeholder seminar	CWG		■ (Mar, green)		
82	Develop communications action plan Jan 2013 - Apr 2014	CWG	▬▬ (Nov–Dec, red)			
83	Develop communications action plan 2014-15	CWG		▬▬ (A M, red)		
84	Evaluate communications activity	CWG		■■■ (J F M, green)	■ … ■ (green)	
	Programme Closure					
85	Review and update all programme information and close programme	DPWG				■■■ (A M J, green)
86	Produce End Programme Report, Lessons Learned Report and Formal Review	DPWG				■ (A, green)

Part 2: Local Level Transition and Convergence Tasks

#	Task	Task Owner	2012	2013	2014	2015
			M A M J J A S O N D	J F M · A M J J A S O N D	J F M A M J · J A S O N D	J F M · A M J
	Transition and Convergence: Local Implementation					
87	Develop local project plan	VTCs	▬▬▬▬▬ (Aug–Dec, red)	▬ (J, red)		
88	Develop local communications plan	VTCs	▬▬▬▬▬ (Aug–Dec, red)	▬▬ (J F, red)		
	Transition and Convergence: Local Governance					
89	Reestablish Voluntary Transition Committee	Councils	▬▬▬ (Mar–Jun, red)			
90	Agree Standing Orders for Statutory Transition Committee (STC)	VTCs		■ (A, green)		
91	Establish STC	Councils		▬ (A, red)		
92	Develop Standing Orders for new Council	STCs		■■■■■■ (J J A S O N D, green)		
93	Adopt Standing Orders for new Council	New Councils			■ (green)	
94	Develop Governance Arrangements for new Council	STCs			■■■ (A M J, green)	
95	Adopt Governance Arrangements for new Council	New Councils			■ (green)	
96	Agree Council name and operating arrangements	New Councils			■■■■■■ (J A S O N D, green)	■■■ (A M J, green)
97	Branding and signage for new Council agreed	New Councils			■■■■■■ (J A S O N D, green)	■■■ (A M J, green)

Vertical gray-column labels: *Statutory Transition Committees*, *Elections to New Councils for Shadow Period*, *New Councils Go Live*

	Task	Task Owner	2012	2013	2014	2015
			M A M J J A S O N D J F M	A M J J A S O N D J F M A M J	J A S O N D J F M	A M J
98	Corporate Plan for new Council	STCs/ New Councils				
	Transition and Convergence: Local Finance					
99	Costing and Resourcing Strategy	VTCs				
100	Identify all assets and liabilities	VTCs/ STCs				
101	Prepare budget for STC period	VTCs				
102	Secure resources for STC period	VTCs				
103	Prepare final accounts for STC period	New Councils				
104	Prepare budget for Shadow period	STCs				
105	Secure resources for Shadow period	STCs				
106	Prepare final accounts for Shadow period	New Councils				
107	Agree budget for new Council	New Councils				
108	Strike a rate for new Council	New Councils				
109	Establish financial systems for new Council	VTCs/ STCs				
110	Develop and agree strategy for dealing with current and future contracts	STCs/ New Councils				
111	Initial identification of contractual commitments	Councils				
112	Tender for new contracts for new Council as appropriate	STCs				
113	Tender for new contracts for new Council as appropriate	New Councils				
	Transition and Convergence: Local Service Delivery					
114	Collate information on existing service delivery arrangements	VTCs/ STCs/ New Councils				
115	Design new service delivery arrangements (existing functions)	STCs/ New Councils				
116	Design new service delivery arrangements (new and transferred functions)	STCs/ New Councils				

No.	Task	Task Owner
117	Plan integration of transferring and new functions	STCs/ New Councils
118	Develop service continuity plan	STCs/ New Councils
119	Develop service delivery plan and associated performance plan	New Councils
120	Gather data to underpin community plan.	STCs
121	Develop draft community plan	STCs/ New Councils
	Transition and Convergence: Local Human Resources and Capacity	
122	Audit number of staff employed, roles, grades and conditions of employment	VTCs
123	Assess capacity building needs	VTCs
124	Develop and implement local capacity building strategy (staff and members)	STCs/ New Councils
125	Set up and run local pilots in line with regional programme	STCs/ New Councils
126	Design new structures and staffing levels	STCs/ New Councils
127	Prepare Draft Equality Schemes etc	STCs/ New Councils
128	Appointment of Chief Executive (tbc)	STCs/ New Councils
129	Appointment of Directors (tbc)	STCs/ New Councils
130	Agree local staff transfer process	STCs/ New Councils
131	Implement severance scheme - members	Councils
132	Implement agreed severance scheme - officers	Councils
133	Arrangements for staff handover developed and in place	STCs/ New Councils

Timeline header: 2012 | 2013 | 2014 | 2015 (months: M A M J J A S O N D J F M | A M J J A S O N D J F M A M J | J A S O N D J F M | A M J)

	Task	Task Owner	2012	2013	2014	2015
			M A M J J A S O N D	J F M ▮ A M J J A S O N D	J F M A M J ▮ J A S O N D	J F M ▮ A M J
	Transition and Convergence: Local IT					
134	Agree and implement IT platform for new Council	VTCs/STCs	(red)	(red)		
135	Agree IT systems for service delivery (including telephony)	VTCs/STCs	(red)	(red)		
	Transition and Convergence: Winding Up					
136	Winding Up of STCs (including accounts)	New Councils			(green)	
137	Prepare final accounts	New Councils				(green)
138	Identify other winding up activities	New Councils			(green)	
139	Identify winding up team	New Councils			(green)	

Task Owners

Councils	Existing 26 Councils
CWG	Communications Working Group
Depts	NI Government Departments
DFP	Department of Finance and Personnel
DOE	Department of the Environment
DPWG	Delivery Programme Working Group
DSD	Department for Social Development
FWG	Finance Working Group
HRWG	Human Resources Working Group
ICE (RCEG)	Improvement, Collaboration and Efficiency Programme - Regional Chief Executives' Group
LGRJF	Local Government Joint Forum
LGSC	Local Government Staff Commission
LWG	Legislation Working Group
New Councils	New 11 Councils
NI Exec	NI Executive Committee
NIO	Northern Ireland Office
PCPWG	Pilots and Community Planning Working Group
PRG	Political Reference Group
RTC	Regional Transition Committee
RTOB	Regional Transition Operational Board
SCWG	Systems Convergence Working Group
STCs	Statutory Transition Committees
T&FWGs	Task and Finish Working Groups
TOFWG	Transfer of Functions Working Group
VTCs	Voluntary Transition Committees