

RPA Implementation Plan for BCC RPA TRANSITION MANAGEMENT TEAM (VERSION 1)

APPENDIX 2

The implementation plan below sets out the initial programme of work and associated schedule in regard to the RPA over the next year. Projects have been chunked and prioritised where possible and lead officers identified. Whilst the work plan is somewhat frontloaded, this is driven by the necessity for the Council to align its consideration of RPA related issues with the legislative timetable. Inevitably, the level of RPA related activity will grow in intensity and scope throughout the transition period and its management and delivery must be adequately resourced and co-ordinated. A balance must be maintained between ensuring the effective management of the change process and delivering business as usual.

It is important to recognise that planning is a process of constant review, re-prioritisation, refinement and refocusing of effort and resource in line with shifting demands and needs. Therefore, this timetable and work plan should be viewed as live documents which will be further amended to reflect potential changes to the external programme of work or to take account of important issues as they may arise of ad-hoc issues as they arise.

N.B. It is expected that this workload will only get bigger.

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DELIVERABLES			Мау	лы	July	Aug	Sep	Oct	Š	Dec	Jan	Feb	Mar	April	RAG STATUS		
	Responsibility																
	Lead	Support															
PROGRAMME MANAGEMENT																	
Draft Implementation Plan to Transition Committee for consideration and endorsement	K Heaney	CIT					4 th										
2. Draft Communications and Engagement Strategy submitted to Committee for endorsement	E. Deeny	CIT					18 th										
POLITICAL INTERFACE OUTSIDE FORMAL COMMITTEES																	
1. Legislative timetable briefings?																	
1.1 Familiarisation Workshops with new SP&R Members	COMT	CIT				17 th											
1.2 Budget and Transformation Panel Briefing re: financial implications?	СОМТ	CIT															
1.3 Party Briefings - development of programme of engagement	COMT	CIT															
LEGISLATIVE TIMETABLE																	
1. Local Government (Miscellaneous Provisions) Bill																	
1.1 Consultation on Statutory incorporation of Transition Committees	DOE																
1.2 BCC to formulate /input to consultation	C Quigley	CIT &CMS															
1.3 Report to Transition Management Team	C Quigley	CIT															
1.4 Report to Transition Committee	C Quigley	CIT															
1.5 Consultation on enabling powers to develop Members' Severance Scheme	DOE																
1.6 BCC to formulate position/input to consultation	C Quigley	CIT and CMS															
1.7 Report to Transition Management Team	C Quigley	CIT															
1.8 Report to Transition Committee	C Quigley	CIT															
1.9 Consultation on Miscellaneous Provisions Bill	C Quigley	CIT															

	2009 Pre-Transition Period											2010 Transition					
DELIVERABLES			May	Jun	July	Ang	Sep	Oct	No.	Dec	Jan	Feb	Mar	April	RAG STATUS		
	Respon	sibility															
		_															
	Lead	Support															
1.10 BCC to formulate /input to consultation	C Quigley	CIT					_										
1.11 Report to Transition Management Team seeking approval for submission of response to Environment Committee	C Quigley	CIT				7 th											
1.12 Contracts Bill Enacted	DOE								1 st								
2. Local Government (Reorganisation) Bill																	
2.1 Consultation issued on content	DOE																
2.2 BCC formulate position/input to consultation and relevant component parts eg:																	
 Transfer of assets and liabilities 	G Millar	Cathy Reynolds/CIT															
Community Planning	M T McGivern	CIT															
Power of well-being	C Quigley	CIT															
Performance Management	G Millar	R Cregan/CIT															
■ Governance	CeX	CIT															
 Codes of Conduct/ethical standards 	C Quigley	CMS /CIT															
 Identify omissions/gaps 	G Millar	CIT															
2.3 Composite report (position paper) to Transition Management Team	G. Millar / C. Quigley	CIT															
2.4 Composite report (position paper) to Transition Committee	G. Millar / C. Quigley	CIT															
4. Local Government (Finance) Bill	Quistey																
4.1 Consultation issued	DOE																
4.2 BCC to formulate position/input to Local Government (Finance) Bill consultation	T Salmon	CIT															
4.3 Commission independent advice e.g. CPFA	T Salmon	CIT															
4.4 Report to Transition Management Team	T Salmon	CIT															
4.5 Report to Transition Committee	T Salmon	CIT															
5. LG BOUNDARY CHANGES - POTENTIAL CONSEQUENCES FOR BCC																	
5.1 LG Boundaries Commissioner final Recommendations Report				30th													
5.2 Establish what the process for agreement of Boundary Commissioners Recommendations																	
5.3 Establish cross-departmental working group and agree TOR:																	
 Examination of impact/organisational consequences of agreed boundary changes 	W. Francey / A. Hassard	TMT/CIT															
 Audit of potential assets/liabilities to transfer 	W. Francey / A. Hassard	C Reynolds/CIT															
■ Examine potential impact on key front end services - inform succession planning	W. Francey / A. Hassard	CIT / SMTs															

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	Respon																
	Lead	Support															
 Review of the potential impact on the rate base 	G Millar	Finance Working Group / CIT															
5.4 Report to Transition Management Team on consequences of LG boundary changes	G Millar / K Heaney	CIT															
5.5 Report to Transition Committee on consequences of LG boundary changes	G Millar / K Heaney	CIT															
6. INFLUENCE & ENGAGEMENT	G Millar / K Heaney																
6.1 Review of established RPA Delivery Structures (e.g. SLB, PDPs, RTCG)	CeX																
6.2 Strategic Leadership Board	CeX		22 nd		3rd	14 th	25 ^t	7 th	18 ^t	9 th							
 Influencing matrix - identify key issues that BCC engage on at both political & CeX level 	K Heaney	CIT															
6.3 Regional Transition Co-ordination Group	CeX		11 th	11 th	23 rd	3 rd	3 rd										
 Influencing matrix - identify key issues that BCC engage on at both political & CeX level 	K Heaney	CIT															
6.4 PDP A	K Heaney																
 Influencing matrix - identify key issues that BCC engage on at both political & CeX level 	K Heaney	CIT															
6.5 PDP B	K Heaney																
 Influencing matrix - identify key issues that BCC engage on at both political & CeX level 6.6 PDP C 	G Millar / K Heaney	CIT												\longrightarrow			
Influencing matrix - identify key issues that BCC engage on at both political & CeX level	G Millar / K Heaney	CIT															
6.7 Transfer of Functions	C middi 7 K Hedney	CII															
	CeX	CIT															
 Establish and chair Transfer of Functions Working Group and Sub-Groups 																	
 Co-ordinate the development of detailed position papers on transferring functions 	CeX / COMT	CIT															
 Report to Transition Committee and Transition Management Team re: transfer of functions 	CeX / COMT	CIT															
 NI Executive Sub-Committee Meeting to agree final recommendations re: transfer of Functions 	CeX / COMT						7 th										
 Establish necessary engagement mechanisms with Transferring Function Departments to take forward detailed discussions in regard to the transfer of functions to Belfast City Council 	CeX / COMT																
- DoE - DSD - DRD - DCAL - DARD - DETI																	
Report to Transition Management Team re: transfer of functions - implications for Belfast																	
Report to Transition Committee re: transfer of functions - implications for Belfast																	
6.8 Reform of Planning Service - consultation document to be released	DoE																
Report to Transition Management Team re: Planning Reform	G. Millar / M T McGivern	CIT/Dev				7 th											
Report to Town Planning Committee re: Planning Reform	G. Millar / M T McGivern	CIT/Dev				6 th											
 Report to Development Committee re: Planning Reform 	G. Millar / M T McGivern	CIT/Dev				12 th											

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	Respons															
	Lead	Support														
 Secure BCC representation at DoE, NILGA, SOLACE consultation event 	K Heaney					26 th										
Draft corporate response to Transition Management Team	G. Millar / M T McGivern	CIT/Dev					9th									
 Draft corporate response to Transition Committee 	G. Millar / M T McGivern	CIT/Dev					18 th									
BCC representation Belfast Public Consultation Event	K Heaney	CIT/Dev					11 th									
Transformation and Reengineering																
7. Communications Plan																
7.1 Review the external communications strategy being prepared by DoE	E. Deeny	CIT														
7.2 Develop key stakeholder matrix	E. Deeny	CIT														
7.3 Identify key communication milestones	E. Deeny	CIT														
7.4 Develop communication strategy which will underpin transition process	E. Deeny	CIT														
7.5 Report to Transition Management Team re: Communications Strategy	E. Deeny	CIT					9th									
7.6 Report to Transition Committee re: Communications Strategy	E. Deeny	CIT					18 th									
8. Service Delivery Options																
8.1 Engage with and inform the ongoing work of PwC on future Service Delivery Options	CeX / G Millar	CIT														
8.2 PwC Phase I report (Service Delivery Options) released	PwC															
8.3 Report to Transition Management Team re: emerging proposals	G Millar	CIT														
8.4 Report to Transition Committee re: Phase I emerging proposals	G Millar	CIT														
8.5 PwC Phase II (Economic Business Case) released	PwC															
8.6 Report to Transition Management Team re: emerging proposals	G Millar	CIT														
8.7 Report to Transition Committee re: Phase II emerging proposals	G Millar	CIT														
9. Organisational Design/Future Blueprint																
9.1 Review existing organisation design and develop options for future organisation design/delivery models - taking account of the transfer of functions proposals	CeX / COMT	COMT / CIT														
9.2 Engagement with Planning Service - co-design working group																
9.3 Report to Transition Management Team on initial proposed options	CeX / COMT	CIT														
9.4 Report to Transition Committee testing emerging proposals and seeking political direction	CeX / COMT	TMT/ CIT														

2009

2010 Transition

	2009 Pre-Transition Period											2010 Transitio					
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	Respon	sibility															
	Lead	Support															
10. Community Planning																	
10.1 Inform the drafting of legislation and guidance	MT McGivern	CIT															
10.2 Engage in early discussion with DOE re: bidding for funding for community planning pilots	CeX /MT McGivern	CIT															
10.3 Develop proposal/bid for Belfast to undertake community planning pilot	MT McGivern	CIT															
10.4 Report to Transition Management Team on emerging proposals	CeX / MT McGivern (?)	CIT															
10.5 Report to Transition Committee on emerging proposals	CeX / MT McGivern (?)	CIT															
11. Local/Central Government Relations																	
11.1 Engage with joint secretariat in relation to establishing current status of emerging proposals	A. Hassard	CIT															
11.2 Examine emerging proposals and develop BCC position	A Hassard	CIT															
11.3 Develop influence paper in regard to the future role and relationship between local gov and DRD - connection with community planning	CeX	CIT															
11.4 Continued engagement with NILGA and inform emerging policy agenda	G Millar	CIT															
12. Performance Management																	
12.1 Ongoing engagement with the development of a Performance Management Framework for local government - examining potential organisational consequences.	R Cregan	CIT															
13. Information Technology																	
13.1BCC to respond to Draft IS Strategy for Local Government in NI released by Deloitte for consultation	Deloitte																
13.2 Report to be submitted to Information Panel for consideration re: BCC IS Strategy	R. Crozier	CIT															
13.3 Report to Transition Management Team re: BCC IS Strategy	R. Crozier	Information Panel / CIT															
13.4 Report to Transition Committee re: BCC IS Strategy	R. Crozier	Information Panel / CIT															
13.6 Workshop to scope RPA related ICT issues which need to be addressed						26 th											
13.7 Development of RPA ICT action plan/convergence plan																	
13.7 Engage with central government re: NI Direct and Direct NI	R. Crozier	Information Panel / CIT															
14. Human Resources																	
14.1 Detailed scoping paper examining RPA HR Transitional issues														-			
14.2 Ongoing engagement in the drafting of HR related policy and associated Guidance	C. Quigley / J. Minne	CIT															

	Pre-Transition Period														
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	Respor	sibility													
	Lead	Support													
14.3 Engagement within the Local Government Reform Joint Forum	J. Minne / Cllr Hartley	CIT													
14.4 Undertake a detailed review of the emerging guidance and consider the implications/impact on BCC e.g. staff transfer and TUPE; vacancy control; filling of new posts; severance scheme etc	C. Quigley / J. Minne	CIT													
14.5 Submit detailed report to Transition Management Team setting out position and consequences	C. Quigley	J. Minne / CIT													
14.6 Submit detailed report to Transition Committee setting out position and consequences	C. Quigley	J. Minne / CIT													
14.7 Preparation for the appointment of SMT by March/April 2010 -taking account of PSC Guiding Principles and guidance issued by LGRJF															
14.7 Undertake a detailed audit - building upon the work of the Transfer of Functions Working Group and HR Working Group - to determine staff transfer numbers	G Millar	J. Minne/ CIT													
14.8 Develop capacity building implementation plan (including costs) for local government - for consideration by PDPC /SLB	J. Minne	CIT		PDPC	SLB										
14.9 Undertake a high level critical skills and training needs analysis for pre and post transfer and develop relevant capacity building programme (for both Members and Officers) Linked to work emerging from PDP C re: capacity building	J. Minne	CIT													
14.10. Develop and roll-out of BCC Capacity Building Programme	J. Minne / L. Steele	CIT													
14.11 Agree and implement the Review of the Centre recommendations	CeX	CIT													
14.12 Develop capacity and support programme for potential new incoming elected Members as a consequence of severance scheme (end of 2009) and local government reform in 2011	J. Minne / L. Steele	CIT / HR													
15. Finance															
15.1 Establish Cross-Departmental RPA Finance Working Group	T Salmon /CX	CIT													
15.2 Undertake an audit of finance related issues which need to be addressed - scoping paper	T Salmon / CX	CIT													
15.3 Develop a scheduled finance implementation and resource plan	T Salmon	CIT													
15.4 Engage within the established Finance and Estates Working Group, inform emerging policy and assess organisational consequences	R. Cregan /C. Reynolds	CIT													
15.5 Examine potential future LG Financing Models / Belfast Finance Model post RPA	T Salmon /CeX	CIT													
15.6 Develop Winding Up Plan and process developed and agreed by Committee	Director of Corporate Services	CIT													
16. Customer Service															
16.1 Ongoing engagement in the development of a Customer Service Strategy/Framework for Local Government	R Crozier	T. Martin / CIT													
16.2 Develop business case and detailed implementation plan for prioritised strands of BCC Customer Focus Strategy	R Crozier	T. Martin / CIT													

2009

2010 Transition

	2009 Pre-Transition Period											201	ansiti	on	
DELIVERABLES			May	Jun	July	Aug	Sep	Oct	No.	Dec	Jan	Feb	Mar	April	RAG STATUS
	Respor	nsibility													
	Lead	Support													
17. Procurement															
17.1 Ongoing engagement in the development of a Procurement Strategy/Framework for Local Government	V. Cupples	CIT													
18. Transition Committees and Transition Management Teams															
18.1Develop initial Forward Work Programme for Transition Committee - which will change incrementally	G Millar	CIT													
18.2 Examine the governance implications resulting from the Transition Committee (i.e. SP&R) gaining a statutory basis and the future relationship with the Council	C. Quigley	CMS / CIT													
18.3 Establish appropriate reporting mechanisms with DoE - for audit purposes	G Millar	CIT													
18.4 Write formally to Transition Committee for Lisburn / Castlereagh informing them of the establishment of the BCC Transition Committee and its membership.	CeX	CIT													
18.5 Establish necessary engagement mechanisms with the Lisburn /Castlereagh Transition Committee so as to enable relevant transitional issues to be taken forward.	CeX	СІТ													
18.6 Development of BCC Constitution	C Quigley	CIT													
18.7 Prepare for local Government Elections	L Steele														

** RAG STATUS

Successful delivery of the project/programme to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly

Successful delivery appears feasible but issues in regards to, for example, funding, commitment, deliverability already exist requiring attention.

Successful delivery of the project/programme appears to be unachievable. There are major issues in regards to any firm commitment, delivery schedule, budget required and quality or benefits delivery, which at this stage do not appear to be manageable or resolvable. The project/ programme viability may need re-assessed

Version Control

Version	Date	Amended by	Principle Changes
Version 0.1	September 2009	K Heaney, RPA Co-coordinator	First cut draft for consideration of SP&R

