Report to:	Belfast Voluntary Transition Committee
Subject:	Local Government Reform (LGR) – programme and resourcing
Date:	7 June 2013
Reporting Officer:	Peter McNaney, Chief Executive
Contact Officer:	Ronan Cregan, Director of Finance and Resources (Ext. 6184)
	Kevin Heaney, Programme Manager LGR (Ext. 6202)

1.0	**Relevant Background Information**
1.1	After years of debate local government reform is now real. Key decisions have been made in regards to the new local government boundaries, funding reform, the transfer of functions to local government and the timing of elections to Shadow Councils. Major legislative and governance changes for local government are about to be introduced to the Assembly in June 2013 in the form of the Local Government Bill.
1.2	In 2015 the Council will be responsible for planning, regeneration and community planning on behalf of the city and at the same time extend its boundaries to 56,000 people and over 22,000 households. This is a once in a generation transformation programme and **we have 600 days** to deliver the foundations. In addition the Council is also committed to delivering the Investment Programme, the Leisure Transformation Programme, maintaining current service delivery standards and setting a district rate below inflation along with the £20m Efficiency Programme.
1.3	This report outlines the local government reform work programme and the resources required to deliver it. A detailed presentation will be provided to the Committee at the meeting on the programme of work ahead.
2.0	**Key Issues**
	Programme of Work
2.1	LRG will introduce substantial statutory and legislative obligations which the Council must be in a state of readiness to deliver. Set out below is a high-level summary of some of the key deliverables which the Council will need to either have in place or preparatory work well advanced by 2015:-

- Prepare services for the 56,300 people & 22,265 households coming into the city
- Establish Investment plans for the new areas transferring into Belfast
- Move staff and assets into the Council from both central and local government
- Creation of a Local Development Plan for the city which will replace BMAP
- Creation of a community plan for the city and supporting local area plans
- Work with DOE and DFP to ensure that reform has minimal impact on rate payers (current & new)
- Design and implement new governance and political management arrangements
- Deliver local government elections in May 2014 and support a dual governance process whereby the Shadow Council will operate in parallel to the current Council;
- Develop Member and officer capacity to deliver in the new operating environment.
- Deliver organisational development programme to take account of reform and the transfer and future delivery of new functions (e.g. spatial planning, regeneration, and community planning)

2.2	Attached at **Appendix 1** for Members consideration is a copy of the detailed transition (implementation) plan for local government reform. A proposed '**Committee Forward Work Plan**' is attached at **Appendix 2.**
	Resource Requirements
2.3	At present the Council has two employees working full time on local government reform. In addition, an increasing amount of time is being spent on the issue by Members, the Chief Executive and chief officers. Priority has been given to working at a regional level to influence local government reform outcomes and to engage with Lisburn and Castlereagh councils. While this work will continue for the duration of the transformation programme, there is now an urgent need to accelerate the implementation of the Council's own local government work programme.
2.4	There are four main types of resource which will be required to support delivery. These are: • **Expertise in community planning, planning and regeneration -** this will enable Members and officers to draw upon the experiences and good practice from other jurisdictions when considering how to design and deliver these new functions. • **Expertise in rates convergence and governance** – these are two areas which will be critical to the successful running of the new council in terms of finances and decision-making. • **Augmentation of existing resources** – to support the additional workload in areas such as HR, Finance, Legal, Communications and Estates. • **One-off operational costs –** to support the running of the Statutory Transition Committee and the Shadow Council.
2.5	A detailed analysis of the resource requirements and associated costs is provided below. The total cost of the resourcing requirement is £2.0m
2.6	In terms of reform, there are five key resource drivers which Members are asked to consider:- **(i) Transition** – the costs outlined below are one-off costs which will be incurred in order for the Council to manage the implications of the boundary changes and the transfer of staff and assets from central government. They also include the costs of running the Statutory Transition Committee/Shadow Council.

		COST PROFILE		
i)	**TRANSITION COSTS**	13/14 (£000)	14/15 (£000)	TOTAL (£000)
-	Statutory Transition Committee - operational costs	30	50	80
-	Shadow Council Elections - additional cost for new electoral area		100	100
-	Shadow Council – Operational and support costs e.g. Members remuneration, induction costs and ICT connectivity for new Members	100	150	250
-	Legal Fees - e.g. transfer of deeds, assets transfer etc	20	30	50
-	Boundary and Transfer of Functions Convergence – project officers to deliver: o due diligence assessments of potential transfer of assets and liabilities o the development of service delivery plans for new areas o the transfer of staff from councils and central government	100	100	200
-	Organisation Development – additional staff to support: o the design of the new organisational structure o the development of a new Medium Term Financial Plan o Legal and Estates advice to support the transfer of physical assets	100	200	300

o communications with ratepayers, existing staff and transferring staff			
- Rates convergence –external expertise to develop rate base and rates convergence models	25	25	50
		TOTAL	**1030**

(ii) Governance– as part of local government reform Members will need to agree on the political management arrangements which best suit the needs of the new council. The costs below provide for expertise in the design and implementation of the new governance arrangements and the design and roll-out of a capacity building programme for Members

	COST PROFILE		
(ii) GOVERNANCE	13/14 (£000)	14/15 (£000)	TOTAL (£000)
- Expertise to support the design of new governance and political management arrangements	20	30	50
- Capacity building – linked to new governance and operating environment	30	70	100
		TOTAL	**150**

(iii) Community Planning – The introduction of community planning is a key aspect of local government reform. There will be a statutory duty for Council to lead and facilitate the community planning process for the new council area. As highlighted at the Future City Conference, stakeholders across the city see community planning process as key to the future development and regeneration of Belfast and its neighbourhoods. Community planning will work on three levels:-

- At a **city level**, we need to create a long-term "vision" for the new Belfast CC area, linked to the creation of the statutory local development plan and giving context to future regeneration frameworks and area plans. Community planning has the potential to improve competitiveness by building partnerships around key issues such as regeneration of the city centre and neighbourhoods as well as the digital city, low carbon city and learning city; work streams which Members and partners have identified as key to future city growth. Through these, the Council and partners can help assure the future rate base, providing sustainability for service delivery and investment in communities in years to come.

- At a **thematic level**, community planning will build upon the partnerships and strategies that have already been developed in such areas as community safety, health inequalities and good relations. Other partnerships will need to be developed to take forward key economic issues identified by Members in order to create an integrated approach for Belfast. For example, the issue of **employability and skills** needs urgent interagency action in order that the resources currently, or about to become, available from a number of sources including BCC, DEL, OFMDFM and DSD can be most effectively used.

- At a **neighbourhood level,** Members have agreed that the AWGs should use the process of developing local plans for their areas to explore the potential of community planning for local people and its potential to reshape approaches to regeneration. There are potentially significant change management issues emerging from this work in terms of ensuring that the organisation, which is currently functionally structured in terms of both decision making and delivery is able to deliver not just area plans but the integrated interventions emerging from them.

  Preparing for community planning therefore represents a diverse and challenging programme of work in its own right. It is new, but there is much that can be learnt from other areas, therefore resource is required to enable expert, experienced practitioners to support the design of all aspects of the process and build the capacity of Members, officers and other stakeholders to ensure that its

potential to create real change in the city is realised. Resource is required for the intensive and sustained programme of engagement that will statutorily underpin the process and to create the significant evidence base required for effective decision making and measuring progress towards outcomes. Resource is also required to support the development and administration of the partnerships and processes needed to take forward integrated approaches to issues such as skills and employability, city centre regeneration and other key city outcomes,

	COST PROFILE		
iii) Community Planning – City-Wide Framework	13/14 (£000)	14/15 (£000)	TOTAL (£000)
Expertise/practitioner support to inform design and implementation including:- o City intelligence and evidence base o Design and develop process for City-Wide Engagement o Development of City Vision and Outcome Framework - Capacity Building – enhanced awareness and skills sets to deliver	50	100	150
Thematic Working			
Expertise/practitioner support to inform design and implementation including:- - Develop of a framework and process to facilitate an integrated, city-wide approach to taking forward a number of thematic priorities emerging from the Belfast Masterplan e.g. o skills and employability o addressing health inequalities - Develop a framework which seeks to integrate and target all available funding streams linked to such thematic priorities to greatest effect.	30	70	100
Neighbourhood Working			
Expertise/practitioner support to inform design and implementation including:- - Support the continued evolution of the Area Working Groups and development of local area plans. - Design & develop, with partners, an effective neighbourhood delivery model	30	70	100
	TOTAL		**350**

(iv) **Regeneration** – the transfer of regeneration related powers and potential budgets will further enhance the ability of the Council to help shape quality and integrated places and make a sustainable impact across the city. At the recent Future City Conference, the need to continue to improve the city's competitiveness and maximise all available funding streams to support regeneration and economic development activity was emphasised. There is an opportunity for the Council to design, with partners, new innovative approaches to regeneration which seeks to deliver benefits and opportunities for all communities across the city and such work should be informed by leading experts and practitioners in the field.

	COST PROFILE		
iv) Regeneration	13/14 (£000)	14/15 (£000)	TOTAL (£000)
Expertise/practitioner support to inform design & implementation including:- - Design and develop methodology/approach to deliver integrated regeneration	100	150	250

- Development of City Centre regeneration framework		
- Development of organisational delivery model for regeneration		
- Development of regeneration framework for the for the city building upon the Belfast Masterplan and the emerging priorities for the city e.g		
o centre city redevelopment,		
o employability		
o low carbon city		
o digital city		
o learning city		
o accessibility and connectivity		
- Examination of city delivery structures for regeneration activity		
- Expert/practitioner support and advice		
- Capacity Building		
	TOTAL	**250**

(v) **Spatial Planning** – the transfer of planning related functions will mean that the Council will become the regulatory planning authority for the city; having responsibility for drawing up its own development plans (which will inform future investment decisions in the city), determining the vast majority of planning applications for development within the city and overseeing planning enforcement. At present there is an expertise deficit within the Council around planning and if the Council is to design a fit-for-purpose planning system, it must draw upon the experiences of elsewhere and enlist the support of leading experts and practitioners in the field of planning.

	COST PROFILE		
v) Spatial Planning	13/14 (£000)	14/15 (£000)	TOTAL (£000)
Expertise/practitioner support to inform design & implementation including:-	100	150	250
- Preparatory work for creation of Local Development Plan–replace BMAP			
- Development of Local Area Plans			
- Development of local Area Planning Policies			
- Creation of Statement of Community Involvement			
- Development of Enforcement process and policies			
- Organisational Design/Delivery models			
- Capacity Building			
TOTAL			**250**

Resource Strategy

2.7	*Local Government Reform Fund*
	In summary it is estimated that the Council will require £2m of Council money to support the delivery of local government reform. The costs outlined in the report are all one-off costs and therefore should not be funded through the rate. It is proposed that the VTC recommends to the Strategic Policy and Resources Committee that it considers the request for funding in the context of the year end finance report which will presented on 21 June 2013. This report will present a favourable rates settlement for 2012/13 of sufficient value to cover the £2m costs.

| | | 2.8 | In addition the VTC is also asked to recommend to the Strategic Policy and Resources Committee that delegated authority is given to the Chief Executive to put in place appropriate capacity and staff resources to support delivery of LGR. This will be guided by normal HR practice and procedures and will be within the agreed budget limited with no impact upon the rate. Any staff resources put in place will be on a fixed-term/temporary basis and regular reports will be brought to Committee on progress. |

Central Government Funding

Whilst the NI Executive has agreed a £47.8m funding package for reform, substantial amounts of this funding has already been ring-fenced for addressing issues such rates convergence (£30m); Members' Severance (£3.5m), ICT borrowing provisions (£4m). The table below provides a high-level breakdown of the funding the Executive has agreed to provide.

	2013/14	2014/15	2015-16/ 2017-18	Total
Function	**£m**	**£m**	**£m**	**£m**
Shadow Councils		5.2		5.2
Councillors' Severance Scheme	1.75	1.75		3.5
Capacity Building	0.5	2.5		3.0
Change Management	0.5	0.5		1.0
Staff Induction	0.3	0.3		0.6
Winding Up Councils		0.5		0.5
Executive to cover borrowing for two years:				
ICT (System Convergence)	2.0	2.0		4.0
Estimated Rates Convergence Cost			30.0	30.0
			Total	47.8

Members should note that senior Council officers are working with DOE to examine how such funding could be utilised to maximum benefit and developing the thinking and delivery options relating specifically to (i) focused regional capacity building programme linked to transferring functions and governance changes; (ii) ICT and possible creation of a common network infrastructure for local government; (iii) rates convergence

3.0 Recommendations

Members are asked to:

(i) consider the contents of the report and agree the local government reform implementation plan attached at Appendix 1

(ii) agree that a report be submitted to the Council's SP&R Committee on 21 June 2013 seeking to establish a local government reform budget of £2m to deliver the outputs set out at para. 2.6 in the report;

(iii) agree that delegated authority is given to the Chief Executive to put in place appropriate capacity and staff resources to support delivery of LGR. This will be guided by normal HR practice and procedures and will be within the agreed budget limited with no impact upon the rate.

4.0 Appendices

Appendix 1 Belfast City Council LGR Transition (Implementation) Plan

Appendix 2 Committee Forward Work Plan

BELFAST CITY COUNCIL IMPLEMENTATION PLAN

Timeline columns: 2013 (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)

Vertical band labels across timeline: **STATUTORY TRANSITION COMMITTEE** · **ELECTIONS TO SHADOW COUNCILS** · **NEW COUNCILS GO LIVE**

RAG STATUS

#	Task	SRO	Project Manager
1.0	**PROGRAMME MANAGEMENT INFRASTRUCTURE**		
1.1	Establish a critical path for Belfast City Council in relation to LG Reform and the external interdependencies which exists.	Ronan Cregan	Kevin Heaney
1.2	Review and revise the implementation plan for LG reform and submit for the approval of the Belfast VTC. This should include a Forward Work plan for the VTC.	Ronan Cregan	Kevin Heaney
1.3	Examine and identify the resource requirements (including potential external consultancy) to support the implementation of LG reform and submit a resource plan for the approval of the Belfast VTC.	Ronan Cregan	Kevin Heaney
1.4	Establish programme management framework & governance for implementation of LG reform.	Ronan Cregan	Kevin Heaney
1.5	Establish Operational Project Boards and secure agreement on Terms of Reference	Ronan Cregan	Kevin Heaney
1.6	Establish a formal reporting framework to facilitate appropriate feedback and consideration by BCC of key issues emerging from established regional implementation groups.	Ronan Cregan	Kevin Heaney
1.7	Establish an internal review and briefing process linked to established implementation structures including Regional Transition Committee and Regional Transition Operational Board.	Ronan Cregan	Kevin Heaney
1.8	Work with relevant lead project managers to ensure that departmental plans and associated project briefs give appropriate consideration to LG reform.	Ronan Cregan	Kevin Heaney
1.9	Review & update Corporate Risk Register and Action Plan as relating to LG reform	Ronan Cregan	Kevin Heaney
1.10	Review programme manageemnt framework and methodology to assess effectiveness withinthe context of pending introduction of Shadow Council period.	Ronan Cregan	Kevin Heaney
1.11	Programme progress report submitted to Belfast Transition Comittee	Ronan Cregan	Kevin Heaney
1.12	Programme progress report submitted to DOE and Regional Transition Committee	Ronan Cregan	Kevin Heaney
2.0	**GOVERNANCE AND LEGISLATION**		
2.1	Commission an independent piece of research examining the range of governance options which may be available to the Council taking into account emerging proposals in regards to local government reform.	Ronan Cregan	S. McCrory
2.2	Briefing for new Committee Chairs and Party Group Leaders on LGR and emerging governance and political management implications.	Ronan Cregan	
	DRAFT LOCAL GOVEVERNMENT BILL Introduced into NI Assembly	DOE	DOE
	Committee Stage Consideration of Local Government Bill	DOE	DOE
2.3	Review draft Local Govenrment Bill and coordiante the develoment of draft policy positions on key goverancen issues:- - Governance arrangements and Ethical Regime - Reorganisation (e.g. creation of Shadow Councils) - Partnership Panel and Supervision of Councils	Ronan Cregan	J. Walsh/ S McCrory
2.4	_Service Delivery & Performance Management	Mark McBride	Emer Husbands
2.5	_Community Planning and Power of Competence	Suzanne Wylie	S.McNicholl
2.6	Programme of Party Briefings on emerging proposals and consequences for BCC of Local Government Bill	Ronan Cregan	Kevin Heaney
2.7	Special meeting of Belfast VTC to discuss draft response to Reorganisation Bill	Ronan Cregan	Kevin Heaney
2.8	Lobby, as necessary, the NI Executive and Committee for the Environment on any areas of concern	Chief Executive	Ronan Cregan
	STATUTORY TRANSITION COMMITTEE regulations introduced into NI Assembley	DOE	DOE
2.9	Submit a report to Belfast VTC on the role, remit and Membership Belfast Statutory Transition Committee.	Ronan Cregan	S McCrory / K.Heaney
2.10	Establishment of Belfast Statutory Transition Committee and Agree Standing Orders	Ronan Cregan	S McCrory / K.Heaney
2.11	Submit Governance report for the consideration of Budget and Transformational Panel and Belfast Transition Committee and SP&R	Ronan Cregan	John Huish
2.12	Engage with DoE Legislation team in progressing the programme of subordinate legislation and guidance	Ciaran Quigley	S.McCrory
2.13	Engage with DOE Legisaltive Sub Grop to assist with the drafting of regulations and Standing Orders for the Shadow Council in 2014 and the new Council in 2015.	Ciaran Quigley	S.McCrory
2.14	Scheule programme of site visits to examine operational examples of different governace models	Ronan Cregan	S.McCrory
2.15	Capacity programme linked to emergigng goverance changes - organisational behaviours, processes and culture.	Ronan Cregan	S.McCrory
	NI EXECUTIVE AGREES LOCAL GOVEVERNMENT BILL	DOE	DOE
2.16	Develop a delivery plan to address any potential governance or operational implications emerging from LG Bill	Chief Executive	Ronan Cregan
2.17	Develop model Standing Orders for Shadow Council and new Council	Ronan Cregan	S.McCrory / J.Walsh
2.18	Adopt Standing Orders for Shadow Council	Ronan Cregan	S.McCrory / J.Walsh
2.19	Develop and implement delivery plan for Local Government Elections in May 2014.	S. McCrory	G.Quinn
	Local Government Elections to Shadow Council	S. McCrory	G.Quinn
2.20	Pilot new Governance and Political Management arrangements during Shadow period	Ronan Cregan	S. McCrory
2.21	Creation of new Corporate Plan for new Council.	Chief Executive	S.McNicholl
3.0	**BOUNDARY CHANGES**		
	SERVICE CONVERGENCE		
3.1	Establish governance arrangements, TOR and membership of Steering Panel	Suzanne Wylie	Sam Skimmin

Task		SRO	Project Manager	2013	2014	2015	RAG STATUS
				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	
3.2	Agree Terms of Reference and project plan	Suzanne Wylie	Sam Skimmin				
3.3	Undertake a high-level service/functional audit for BCC	Suzanne Wylie	Sam Skimmin				
3.4	Establish engagment process and methodlogy with Lisburn and Castlereagh	Suzanne Wylie	Sam Skimmin				
3.5	Develop supporting Templates & Guidance - to assist individual departments to identify the infromation requirements and cost drivers for each service area.	Suzanne Wylie	Sam Skimmin				
3.6	Undertake deatiled baseline audit of service/functional provision within BCC/ LCC/CBC	Suzanne Wylie	Sam Skimmin Dept/Service Teams				
3.7	Undertake analysis of baseline audit and undertake an future needs assessment for the new Council, considering issues such as: - differentials in services delivered - differentials in standards of services - potential operational implications - potential resource (financial & HR) implications - potential policy implications	Suzanne Wylie	Sam Skimmin Dept/Service Teams				
3.8	Submit composite scoping report to LGR Project Board and Statutory Transition Committee outlining the key service convergence issues which need to be addressed	Suzanne Wylie	Sam Skimmin				
3.9	Design and cost out options for new service delivery models.	Suzanne Wylie	Sam Skimmin				
3.10	Develop a transition and resource plan for each service/functional area - input into the departmental estimating and budget process for 2015/16	Suzanne Wylie / Ronan Cregan	Sam Skimmin				
TRANSFER OF ASSETS & LIABILITIES							
	REGIONAL PREPARATIONS						
3.11	Support the regional Assets & Liabilities Sub Group in relation to the policy, legislative and implementation issues associated with the transfer of assets & liabilities.	Gerry Millar	Cathy Reynolds				
3.12	Develop set of guiding principles to underpin the transfer of assets and liabilities from central to local government a. Linkage to the DOE Transfer of Functions Working Group and DoE Finance Working Group and DOE Legislation Group	Gerry Millar	Cathy Reynolds				
3.13	Identify legislative issues relating to the transfer of assets and liabilities and enabling asset related legislation in terms of powers, functions and service delivery - feed into considerations around Local Government Bill.	Ciaran Quigley	Cathy Reynolds				
3.14	Inform the development of a template and process for the capturing of asset data from central government department, subject to any agreed alternative arrangements arising from outworking of the RTA, RTOB, and the Working Groups. Linkage to the DOE Transfer of Functions Working Group and DoE Finance Working Group	Cathy Reynolds	Cathy Reynolds AMB				
	EXECUTIVE DECISION ON TRANSFER SCHEME FOR ASSETS & LIABILITIES	**DOE/NI Executive**	**DOE / NI Executive**				
	BOUNDARY CHANGES	Gerry Millar	C.Reynolds				
3.15	Agree guiding principles to underpin transfer of assets and liabilities from Lisburn City Council and Castlereagh Borough Council Belfast City Council	Gerry Millar	C.Reynolds				
3.16	Engagement with Lisburn and Castlereagh to seek verification of assets and liabilities in new boundary and initiate data collection exercise.	Gerry Millar	C.Reynolds				
3.17	Establish inter-departmental project team and agree terms of reference	Gerry Millar	C.Reynolds				
3.18	Provide update report to LGR Board and Belfast Transition Comitttee.	Gerry Millar	C.Reynolds				
3.19	Establish details of assets and liabilities transferring to BCC	Gerry Millar	C.Reynolds and Project Team				
3.20	Undertake site familiarisation visits.	Gerry Millar	C.Reynolds and Project Team				
3.21	Commence due diligence exercise – confirmation of location, boundary maps, GIS mapping, receipt of title details and any available condition, compliance and maintenance details.	Gerry Millar	C.Reynolds and Project Team				
3.22	Identify details of potential regeneration schemes in transferring areas	Gerry Millar	C.Reynolds				
3.23	Identify proposed capital schemes or schemes under construction	Gerry Millar	C.Reynolds				
3.24	High level assessment of accommodation requirements	Gerry Millar	C.Reynolds / HR				
3.25	Commence financial due diligence exercise.	Mark McBride	T.Wallace				
3.26	Identify Capital Expenditure plan – quantify & profile spend.	Mark McBride	T.Wallace				
3.27	Identify Capital Finance Strategy – details of strategy and conditions of funding.	Mark McBride	T.Wallace				
3.28	Identify details of loans – quantify and profile repayment / charges	Mark McBride	T.Wallace				
3.29	Provide update report to LGR Board and Belfast Transition Comitttee.	Gerry Millar	C.Reynolds and Project Team				
3.30	Progress due diligence process in relation to title, boundaries, liabilities, leases, condition compliance, and maintenance issues	Gerry Millar	C.Reynolds and Project Team				
3.31	Commence GIS mapping; Land Registry queries; updating of property database; title/lease	Gerry Millar	C.Reynolds				
3.32	Identify non-property assets	Gerry Millar	C.Reynolds / Service Convergence				
3.33	Identify details of contracts pertaining to assets	Gerry Millar	C.Campbell / V.Cupples				
3.34	Progress financial due diligence exercise	Mark McBride	T.Wallace				
3.35	Ascertain income and expenditure running costs.	Mark McBride	T.Wallace				
3.36	Running costs – balance sheet breakdown.	Mark McBride	T.Wallace				
3.37	Provide update report to LGR Board and Belfast Transition Comittee.	Gerry Millar	C.Reynolds and Project Team				

	Task	SRO	Project Manager	2013 / 2014 / 2015 (timeline)	RAG STATUS
3.38	Undertake condition and compliance reports and site investigations as required	Gerry Millar	G.McFall/Client Depts / C.Reynolds	Nov–Dec 2013	
3.39	Analysis of accommodation requirements based on staff transfer	Gerry Millar	G.McFall/Client Depts / C.Reynolds	Nov–Dec 2013	
3.40	Maintenance costs – Baseline assessment.	Gerry Millar	G.McFall/Client Depts / C.Reynolds	Nov–Dec 2013	
3.41	Contracts – details on any contracts pertaining to transferring assets eg. Maintenance contracts, franchises etc.	Gerry Millar	C.Campbell / V.Cupples	Nov–Dec 2013	
3.42	Identify grants attached to assets.	Mark McBride	T.Wallace	Nov–Dec 2013	
3.43	Report to LGR Board and Belfast Transition Comittee on key considerations regaridng transfer of assets and liabilities.	Gerry Millar	C.Reynolds	Jan 2014	
3.44	Drafting and agreement of Transfer Schemes to legally effect the transfer of assets and liabilities to Belfast City Council.	Gerry Millar	C.Reynolds / D.Thornton	2014	
3.45	Handover of assets to Belfast City Council	Gerry Millar	C.Reynolds / D.Thornton	Feb 2015	
	TRANSFER OF FUNCTION				
3.46	Establish inter-departmental project team and agree terms of reference.	Gerry Millar	C.Reynolds	M J 2013	
3.47	Identify transferring functions departments and key contacts with whom to liaise	Gerry Millar	LGR Project Team	J 2013	
3.48	Report to LGR BoardBoard and Transition Committee setting out proposed approach and methodology for taking forward detailed work around the Transfer of Assets and Liabilities from Central Government departments.	Gerry Millar	C.reynolds / LGR Project Team	Aug 2013	
3.49	Agree Guiding Principles to underpin transfer of assets and liabilities to BCC	Gerry Millar	LGR Project Team	Oct 2013	
3.50	Establish details of transferring assets and liabilities on basis of both the DOE led data collection exercise a	Gerry Millar	C.Reynolds	Nov 2013	
3.51	Commence due diligence process – confirmation of location, boundary maps, site visits, GIS mapping, recei	Gerry Millar	C.Reynolds and Project Team	2013	
3.52	Establish details of regeneration schemes and masterplans within transferring function departments.	Gerry Millar	C.Reynolds	2013	
3.53	Establish details of proposed capital schemes under construction	Gerry Millar	C.Reynolds	2013	
3.54	Identify non property assets	Gerry Millar	C.Reynolds	2013	
3.55	Identify details of contracts pertaining to transferring assets	Gerry Millar	C.Reynolds / C.Campbell / V.Cupples	2013	
3.56	High level assessment of accommodation requirements	Gerry Millar	C.Reynolds/HR	2013	
3.57	Identify proposed capital expenditure plan – quantify & profile spend.	Mark McBride	T.Wallace	2013	
3.58	Identify capital finance Strategy – details of strategy and conditions of funding.	Mark McBride	T.Wallace	2013	
3.59	Identify loan details – quantify and profile repayment / charges	Mark McBride	T.Wallace	2013	
3.60	Identify high level income and expenditure details	Mark McBride	T.Wallace	2013	
3.61	Provide update report to LGR Board and Belfast Transition Comittee.	Gerry Millar	C.Reynolds and Project Team	2013	
3.62	Progress due diligence process in relation to title, boundaries, liabilities, leases, condition, compliance and maintenance issues.	Gerry Millar	C.Reynolds and Project Team	Oct–Dec 2013	
3.63	Undertake condition and compliance surveys and site investigations as required.	Gerry Millar	G.McFall/Client Depts / C.Reynolds	Dec 2013	
3.64	Commence GIS mapping; Land Registry queries; updating of property database; title /lease queries.	Gerry Millar	C.Reynolds	2013	
3.65	Progress due diligence around contracts pertaining to transferring assets	Gerry Millar	C.Campbell / V.Cupples	2013	
3.66	Progress due diligence around non property assets	Gerry Millar	Service Converegnce Team	2014	
3.67	Analysis of accommodation requirements based on staff transfer	Gerry Millar	C.Reynolds / HR	2013	
3.68	Progress financial due diligence exercise	Mark McBride	T.Wallace/Client Depts	2013	
3.69	Ascertain detailed breakdown of income and expenditure/ running costs.	Mark McBride	T.Wallace	2013	
3.70	Running costs – balance sheet breakdown.	Mark McBride	T.Wallace	2013	
3.71	Due Diligence Assessment of **Operational Implications** • Assessment of Running Costs • Maintenance costs – Baseline assessment. • Leased Assets • Contracts and novation /assignment • Grants attached to assets. • Compliance Considerations	Gerry Millar	C.Reynolds / T.Wallace	2014	
3.72	Due Diligence Assessment of **Service Implications** • Non Property Assets (e.g. fleet) • Operational Management arrangements • Net Book Value • Service Convergence Issues	Gerry Millar	C.Reynolds / Service Convergence Team	2014	
3.73	Drafting and agreement of Transfer Schemes to legally effect the transfer of assets and liabilities to Belfast City Council.	Gerry Millar	C.Reynolds / D.Thornton	2014	
3.74	Handover of assets to Belfast City Council	Gerry Millar	C.Reynolds / D.Thornton	2015	
4.0	**FINANCE & SYSTEMS**				
	NI Executive Decision on LGR Funding	**DOE/NI Executive**	**DOE/NI Executive**	M 2013 (red)	
4.1	Undertake baseline scoping of potential transition related costs for Belfast City Council. (e.g. severance, Statutory Transition Committee, Shadow Councils etc)	Mark McBride	Paul Starkey	M J 2013	
4.2	Develop Costing and Resourcing Strategy for Local Government Reform	Ronan Cregan	Mark McBride	J 2013	
4.3	Prepare budget and secure resources for Statutory Transition Committee period	Ronan Cregan	Mark McBride	J A 2013	
	NI Executive Agreement on Members Severance Scheme			S 2013 (red)	

	Task	SRO	Project Manager	2013		2014		2015	RAG STATUS
				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	
4.4	Implement Members Severance scheme	Ronan Cregan	Mark McBride						
4.5	Prepare budget and secure resources for Shadow Council, as part of financial planning cycle for 2014/2015,	Ronan Cregan	Mark McBride						
4.6	Prepare budget and secure resources for new Council, as part of financial planning cycle for 2015/16.	Ronan Cregan	Mark McBride						
4.7	Develop Medium-Term financial plan for consideration and approval of new Council.	Ronan Cregan	Mark McBride						
4.8	Put in place an implementation plan for the effective management of the 'winding up' of the old council and establishment of the new council. E.G. - Prepare final a/cs and arrange for audit of same - Payroll - advise Inland Rev, NILGOSC, staff of any changes - Notify creditors and prepare final schedule of payments for new council - Notify debtors and prepare schedule of debtors for new council - Close all bank accounts and transfer balances - Notify insurers and arrange for transfer of claims	Ronan Cregan	Mark McBride						
4.9	**SYSTEMS/ INFRASTRUCTURE CONVERGENCE** - Identify and examine the potential system convergence issues attached to transferring functions and develop a convergence plan for addressing these.	Ronan Cregan	Paul Gribben						
	RATING ISSUES								
4.10	Input into the work of DOE and DFP regarding the development of aa rates convergence model to support local government reform implementation.								
	EXECUTIVE DECISION ON RATES CONVERGENCE MODEL								
4.11	Work with Land and Property Services to undertake a review of the impact of the boundary changes on the Belfast rate base. Issues which should be considered include: - the impact on rates and EPP models - impact on legacy debt and recent changes to rating policy on the EPP modelling - options as to how rates convergence can be achieved - protocol for sharing rating data between LPS and councils to enable appropriate financial modelling and planning to take place.	Ronan Cregan	Mark McBride						
4.12	Submit report to Belfast Transition Committee outlining the range of rating issues and the potential options for addressing these.	Ronan Cregan	Mark McBride						
	TRANSFER OF FUNCTIONS								
4.13	Early engagement with DoE and DFP to discuss future funding models for transferring functions.	Ronan Cregan	Mark McBride						
	EXECUTIVE DECISION ON FINANCE MODEL FOR TRANSFERRING FUNCTIONS								
4.14	Examine and detail financial implications resulting from the transfer of functions and develop a financial plan for dealing with these. *Linkages to the work of the Transfer of Functions Working Group.*	Ronan Cregan	Mark McBride						
4.15	Submit financial plan for Members consideration as part of the 2014/2015 budget setting process.	Ronan Cregan	Mark McBride						
5.0	**HUMAN RESOURCES & ORGANISATIONAL DESIGN**								
	REGIONAL PREPARATIONS								
5.1	Input into the development of the policy development process for Members and officers severance schemes	Jill Minne	Jill Minne						
5.2	Engage and inform the work of the Local Government Reform Joint Forum which has been established as a negotiation forum between central and local government on key HR issues e.g. - vacancy control procedures - staff transfer scheme - staff severance scheme - process for appointing Chief Executives and senior mgt team	Jill Minne	Jill Minne						
5.3	Engage and inform the work of the DoE HR Working Group which will prepare policy and draft guidance.	Jill Minne	Jill Minne						
5.4	Submit, as required, progress update reports to CMT and Belfast VTC to enable necessary consideration to be given to emerging proposals.	Jill Minne	Jill Minne						
	LGRJF & EXECUTIVE DECISION ON KEY HR ISSUES e.g. **- Appointment process for senior staff** **- Staff transfer scheme(including terms and conditions)** **- Severance Schemes**								
	LOCAL PREPARATIONS								
5.5	Implement vacancy control procedure within Belfast City Council.	Jill Minne	Jill Minne						
5.6	Ensure relevant HR related messages are communicated on a regular basis to both Members and staff – build into overall communications plan.	Jill Minne	Jill Minne						
5.7	Prepare detailed scoping paper outlining the potential HR transitional issues which need to be considered by the Council e.g. vacancy control, staff transfer, appointment of senior team, severance etc.	Jill Minne	Jill Minne						
5.8	Submit for the consideration of the Belfast Transition Committee a delivery & resource plan for taking forward the HR transitional issues.	Jill Minne	Jill Minne						
5.9	Undertake detailed audit of potential number of staff (including grades and conditions) transferring from Lisburn /Castlereagh.	Jill Minne	Jill Minne						
5.10	Undertake a detailed audit – linking into the work of the Transfer of Functions Working Group - to determine staff transfer numbers including grades and conditions) from Central Government	Jill Minne	Jill Minne						
5.11	Put in place appropriate recruitment processes, if necessary, including the appointment of senior staff.	Jill Minne	Jill Minne						
5.12	Establish and work with joint officer project teams (Belfast, Lisburn and Castlereagh) to take forward identified HR and OD convergence workstreams	Jill Minne	Jill Minne						
5.13	Agree and put in place staff transfer arrangements taking account of any regionally agreed Staff Transfer Scheme.	Jill Minne	Jill Minne						

	Task	SRO	Project Manager	2013	2014	2015	RAG STATUS
				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	
5.14	Develop a workforce plan for the new Council that will link with current workforce development programmes	Jill Minne	Jill Minne		F M A (green)		
5.15	Implement necessary staff trasnfer schemes	Jill Minne	Jill Minne		(green 2014 S O N D J F M)		
5.16	*Capacity Building Programme -* Assess the potential capacity requirements attached to the transfer of functions and work with the HR Working Group to develop proposals around capacity building.	Jill Minne	Jill Minne	N D (green)			
5.17	Develop a detailed plan for the transition and transfer of staff and functions aligned to the Council Organisation development programme of work which will include: • Agreeing transfer arrangements • TU consultation • Recruitment of staff • Organisation restructuring/reorganisation • Staff transfer in line with agreed schemes/processes • Induction of staff	Jill Minne	Jill Minne	N D (green)			
5.18	Develop a detailed convergence plan for the harmonisation of terms and conditions over a period. Implementation will be post the creation of new Council (i.e. April 2015 onwards)	Jill Minne	Jill Minne	N D (green)			
5.19	Submit a report to Belfast Statutory Transition Comittee regarding HR related issues	Jill Minne	Jill Minne				
	Communications & Engagement						
5.20	Take a lead role in establishing appropriate communications and engagement mechanisms e.g. • ensure relevant related messages are communicated on a regular basis to both Members and staff; • setting up staff / union consultation arrangements; • Brief line managers on personnel policy to be cascaded to all staff; • Ensure HR personnel are informed about developments; • Ensure that staff are kept informed about changes happening in the organisation; • Regularly update personnel files, HR databases, organisation charts, establishment figures, staff lists, circulation lists, and information about people moves, secondments, departures and new appointments; • Ensure that communication systems are in place (and procedures publicised) for staff regarding decisions made by the Local Government Reform Joint Forum; • Include training on communication skills in management training and development programmes.	Jill Minne	Jill Minne	N D J (green)	F M A M J (green) ... J A S O N D J F M (green)		
	Capacity and Skills Development						
5.21	Undertake a high level critical skills and training needs analysis linked to transferring functions and emerging governance changes.			N D (green)			
5.22	Ensure appropriate training modules are incorporated into the Members' Development Programme and Members' Academy and/or bespoke training/capacity programmes to take account of emerging governance, operational and functional changes.	Jill Minne	Jill Minne				
5.23	Ensure appropriate modules are incorporated within staff development and training programmes (e.g. Core Skills) and/or specific bespoke training/capacity programmes to take account of emerging governance, operational and functional changes.	Jill Minne	Jill Minne				
	Organisational Design						
5.24	Within the context of the development of an OD Framework, identify and examine potential service delivery models linked to transferring functions, taking account of best practice elsewhere. Consideration to be given to the potential OD implications and synergies between key transferring functions, community planning & existing council functions.	Jill Minne	Jill Minne	N D (green)			
5.25	Develop an options paper setting out possible new service delivery models with consequences clearly set out.			N D (green)			
5.26	Prepare initial scoping paper setting out potential options regarding future organisational design and service delivery models taking account of the transferring functions.	Jill Minne	Jill Minne	N D (green)			
6.0	**TRANSFER OF FUNCTIONS**						
	REGIONAL PREPARATIONS				F (green)		
6.1	Commission, on behalf of Transfer of Functions, expert support to validate the baseline resource costs (both budget and people) being provided by Transferring Functions Departments and to develop options around future organisational design.	P.McNaney	K. Heaney	J A S O (green)			
6.2	Planning Service Delivery Options Paper	P.McNaney	K. Heaney	J A S (green)			
6.3	Programme management support to the Transfer of Functions Working Group	P.McNaney	K. Heaney	J A S O N D J (green)	F M A M J (green)		
6.4	*LOCAL PREPARATIONS*						
6.5	Undertake a due diligence review of the functions and associated resources (both budget and staffing) as pertaining to Belfast City Council.	P.McNaney	K. Heaney	J A (green)			
	PLANNING			J (green)			
6.6	Develop implementation plan to underpin the Council's approach to integrate and deliver planning related functions.	Ronan Cregan	Neil Dunlop	M J (green)			
6.7	Submit for consideration of Belfast VTC strategic report on Transferring Functions and any key issues which may need political consideration/lobbying	Ronan Cregan	Neil Dunlop				
	BASELINING						
6.8	• Identify the Belfast CC Planning Office functions required by legislation • Identify current DoE structure • Identify new process required by 2011 Planning Act • Consider options for covering likely resource shortfall	Ronan Cregan	Neil Dunlop	M J (green)			
	ORGANISATIONAL DESIGN						
6.9	• Develop options paper outlining potential service delivery models for delivering the planning function by the Council taking account of wider governance issues being developed • Co-design work to map out the potential OD implications and synergies between key transferring functions, community planning and existing council functions. Linked to HR and OD Workstreams	Ronan Cregan	Neil Dunlop	A S (green)			

	Task	SRO	Project Manager	2013	2014	2015	RAG STATUS
6.10	Progress update report to Belfast Transition Committee on implementation of pilot initiatives	Ronan Cregan	Neil Dunlop				
6.11	Identify and examine the potential system convergence issues attached to transferring functions and develop a convergence plan for addressing these. Areas to be considered include:- • Organisational Design for Belfast (Single District model or multi-District model (if DoE imposed)) • Community Planning • Env Health – contamination, noise, smells, enforcement • Building Control – inspectors, plans, enforcement • Parks and Leisure – trees; protection, permissions, enforcement (trees) • Projects - Investment Programme • ICT – Planning Portal and Payment Engine • Legal Support – enforcement, appeals, JRs acquisition; • Development – City development, Tourism etc- integration with new local development plan policies	Ronan Cregan	Neil Dunlop				
6.12	Progress update report to Belfast Transition Committee on implementation of pilot initiatives	Ronan Cregan	Neil Dunlop				
	Planning - Capacity Building						
6.13	Identify the specific areas for building capacity required for the transfer of planning functions. • Agree timetable and procurement details • Facilitate delivery of training – Senior Officers • Agree content and delivery timetable for Planning Workshops for Members / Site Visits	Ronan Cregan	Neil Dunlop				
6.14	Facilitate delivery of training in accordance with agreed timetable • Officers • Members - Political Governance - identify best practice and timetable speakers -	Ronan Cregan	Neil Dunlop				
6.15	Agree new Political Governance model • On-going delivery of Planning Workshops for Members • Restructuring of TPC as necessary in line with new model • Agree with DoE / Local Planning Office their input to any reformed process.	Ronan Cregan	Neil Dunlop				
6.16	Delivery of capacity building seminars for DOE transferring staff– Admin support, Professional	Ronan Cregan	Neil Dunlop				
	PREPARATORY PILOTS						
6.17	• Develop, in liaison with relevant partners, detailed project briefs and resource plans for proposed pilots e.g. - research for BMAP replacement - work on Statement of Community Involvement - work on Scheme of Delegation • Establish governance and operational arrangements for taking forward the pilot initiatives • Submit report to respective political decision making bodies e.g. Council and Ministers setting out proposals for pilots and associated resource implications	Ronan Cregan	Neil Dunlop				
6.18	Progress update report to Belfast Transition Committee on implementation of pilot initiatives	Ronan Cregan	Neil Dunlop				
	COMMUNITY PLANNING						
6.19	Engage in the Pilots & Community Planning Working Group and inform the development of policy and Guidance to inform the introduction and approach to Community Planning within NI.	Suzanne Wylie	Sharon McNicholl				
6.20	Agree programme of work and **resource allocation** for 2013/14 to deliver and support community planning – taking into account regional, Belfast and internal demands.	Suzanne Wylie	Sharon McNicholl				
6.21	Agree governance and roles of AWGs (workshop 1)	Suzanne Wylie	Sharon McNicholl				
6.22	Continue to support the **Cross Party Reference Group**	Suzanne Wylie	Sharon McNicholl				
6.23	Align Community Planning with council corporate planning and emerging governance of local area working	Suzanne Wylie	Sharon McNicholl				
6.24	Continue to support DOE RPA Community Planning & Pilots working group and the roll-out of associated capacity activity and guidance	Suzanne Wylie	Sharon McNicholl				
6.25	Continue to influence the development of the formal guidance	Suzanne Wylie	Sharon McNicholl				
6.26	Continue to influence the development of an integrated outcomes based performance framework for local govt. Review / identify performance management needs and potential accountability framework	Suzanne Wylie	Sharon McNicholl				
6.27	Identify and procure additional expertise/practitioner support	Suzanne Wylie	Sharon McNicholl				
6.28	Agree and develop strategic approach to area working/planning with AWGs and identify the associated resource implications.	Suzanne Wylie	Sharon McNicholl				
6.29	Design engagement process for City vision and Area Planning in the context of emerging guidance within the CP Foundation Programme to include: • Agreement on geographies for area plans in context of extended boundaries • Audits and mapping (existing plans/strategies, partnerships, information / data sharing and performance measures etc) • Programme of engagement • Develop and explore options for a community planning framework for Belfast (utilising Foundation Programme findings) • Consideration of scope, governance, roles & responsibilities, representation, structures and resources.	Suzanne Wylie	Sharon McNicholl				
6.30	Develop and launch Council Consultation & Engagement Framework	Suzanne Wylie	Sharon McNicholl				
6.31	Identify and deploy additional administrative and technical support to deliver plans.	Suzanne Wylie	Sharon McNicholl				
6.32	Support AWGs to develop area plans– getting started (workshop 2)	Suzanne Wylie	Sharon McNicholl				
6.33	Continued implementation of engagement programme	Suzanne Wylie	Sharon McNicholl				
6.34	Establish city-wide CP "reference panel" for development of city vision process.	Suzanne Wylie	Sharon McNicholl				
6.35	Support to AWGs – ongoing development of area plans e.g. assessment of place (workshop 3)	Suzanne Wylie	Sharon McNicholl				

	Task	SRO	Project Manager	2013	2014	2015	RAG STATUS
				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	
6.36	Assess organisational development and operational implications of supporting community planning, area working and AWGs (workshop 4)	Suzanne Wylie	Sharon McNicholl				
6.37	Understanding Place – developing the evidence base – linked to Foundation Programme	Suzanne Wylie	Sharon McNicholl				
6.38	Continued implementation of engagement programme	Suzanne Wylie	Sharon McNicholl				
6.39	Develop a draft city-wide **vision and outcomes for Belfast**:	Suzanne Wylie	Sharon McNicholl				
6.40	Draft Area plans developed and aligned to city vision (or area frameworks developed)	Suzanne Wylie	Sharon McNicholl				
6.41	Agreement on Vision and Outcomes – linked to Shadow Council	Suzanne Wylie	Sharon McNicholl				
6.42	Continue to develop and support ongoing process of capacity building (linked to Foundation Programme, regional capacity building and a part of regional RPA Community Planning Pilots programme) • Programme of workshops, seminars and briefings • Case studies and Shared Learning Opportunities • Develop and implement Communications Strategy	Suzanne Wylie	Sharon McNicholl				
	REGENERATION						
6.43	Support the regional Transfer of Functions processes in relation to the policy, legislative and implementation issues associated with the future transfer of functions and responsibilities.	John McGrillen	K.Sutherland				
6.44	Extrapolate any interdependencies between this project and the other LRG and Transfer of Functions projects including planning, community planning, etc in order to ensure alignment to the strategic parent BCC project.	John McGrillen	K.Sutherland				
6.45	The identification of the resources required to Project Manage the process and to develop a model for the Regeneration functions within Council, encompassing the proposed structures, allocation models and resourcing.	John McGrillen	K.Sutherland				
6.46	Establish the approach to a Regeneration Model for Council • Develop implementation plan to support the approach to an agreed model for Regeneration that will support the delivery of the inter-related functions (Physical Regeneration, Neighbourhood Regeneration, Community Development) • Commence baseline activity to establish the current regeneration related activity and resourcing across central and local government. • Develop timeline based project plan • Identify the requirements for capacity building and any support required to develop the key stakeholders • Identify best practice examples to support proposed model for regeneration, including the approach to allocation, and inform capacity building • Identify resource requirements and link to budget availability	John McGrillen	K.Sutherland				
6.47	Establish inter-departmental project team and agree terms of reference.	John McGrillen	K.Sutherland				
6.48	Map the relationships with the other work strands to establish interdependencies.	John McGrillen	K.Sutherland				
6.49	Capture Organisational learning from the work completed on the BCIP pilot activity (processes, convergence, administrations, finance).	John McGrillen	K.Sutherland				
6.50	Formalise the ongoing discussions between the Council, DSD, BRO, BCCRD regarding the potential for pilot activity to contribute to preparation for the formal transfer.	John McGrillen	K.Sutherland				
6.51	Identify key issues and priorities for consideration at the VTC and ToF that may require formal or informal support to ensure progress.	John McGrillen	K.Sutherland				
6.52	Scope full extent of related legacy funding or resource programmes (and consider data analysis)	John McGrillen	K.Sutherland				
6.53	Complete a stakeholder analysis and design related Comms & Engagement strategy.	John McGrillen	K.Sutherland				
6.54	Based on agreed Regeneration model, design a shared outcomes framework	John McGrillen	K.Sutherland				
6.55	Consider appropriate Service Delivery options and scope any related change issues	John McGrillen	K.Sutherland				
	STATUTORY HOUSING FUNCTIONS						
6.56	Preliminary meeting with NIHE Director of Design and Property Services	Siobhan Toland	John Corkey				
6.57	Liaise with NIHE re baseline data, including number of registered and unregistered HMOs and potential numbers of transferring NIHE staff.	Siobhan Toland	John Corkey/Claire O'Neill				
6.58	Agree extra resource requirement to take forward project	Siobhan Toland	Stephen Leonard				
6.59	Arrange meeting with Michael Sands, Deputy Director of Housing, DSD, to agree outline programme for the transfer of functions	Siobhan Toland	Stephen Leonard				

	Task	SRO	Project Manager	2013	2014	2015	RAG STATUS
6.60	Develop implementation plan and identify potential resource and budget requirements for 2014-2015	Siobhan Toland	Stephen Leonard				
6.61	Identify organisational design implications of the new functions, where the function will sit and what potential gaps will need to be addressed.	Siobhan Toland	Stephen Leonard				
6.62	Build constructive communication arrangements with NIHE staff and establish an ongoing engagement plan.	Siobhan Toland	Stephen Leonard				
6.63	Develop potential service delivery model options for Belfast and identify potential opportunities for pilot initiatives with NIHE	Siobhan Toland	Stephen Leonard				
6.64	Consider capacity building for current staff through training options and knowledge transfer meetings with NIHE staff	Siobhan Toland	Stephen Leonard				
6.65	Consider linkages to other workstreams including accommodation, customer interface and systems convergence.	Siobhan Toland	Stephen Leonard				
6.66	Develop a proposed delivery mechanism for the regulation of HMOs and housing unfitness	Siobhan Toland	Stephen Leonard				
6.67	**LOCAL ECONOMIC DEVELOPMENT –** Develop implementation plan to underpin the Council's approach to integrate and deliver enhanced local economic development functions – will require own project plan.	John McGrillen	Shirley McCay				
7.0	**COMMUNICATIONS AND ENGAGEMENT**						
7.1	Review and update the Communications Action Plan/ Activity Planner (2012 – 2015)	Eamon Deeny	Sinead O'Neill				
7.2	Agree a Member and staff communications programme including information sessions	Eamon Deeny	Sinead O'Neill				
7.3	Continue to deliver key communication activities (e.g. Local Government Bill and STC Regulations, update interlink and BCC sites, include in Team Brief, and City Matters)	Eamon Deeny	Sinead O'Neill				
7.4	Other Key announcements from central Government – updates through all channels	Eamon Deeny	Sinead O'Neill				
7.5	Establish baseline costs for communications related activity - to inform 14/15 estimating process	Eamon Deeny	Sinead O'Neill				
7.6	Completion of communications gap analysis (including VTC, CMT, Directors, Services, Senior Managers Group, Policy Officers Group, Senior Finance Group, JNCC)	Eamon Deeny	Sinead O'Neill				
7.7	Review and update the Communications Action Plan/ Activity Planner (2012 – 2015)	Eamon Deeny	Sinead O'Neill				
7.8	Communication updates through all channels	Eamon Deeny	Sinead O'Neill				
7.9	Commence face-to-face/ information sessions in conjunction with the LGR Programme Office- for internal audience	Eamon Deeny	Sinead O'Neill				
7.12	Review and update the Communications Action Plan/ Activity Planner (2012 – 2015)	Eamon Deeny	Sinead O'Neill				
7.13	City Matters extended into new areas	Eamon Deeny	Sinead O'Neill				
7.14	Election of shadow BCC – full range of comms activity	Eamon Deeny	Sinead O'Neill				
7.15	A-Z of current councils services for new residents	Eamon Deeny	Sinead O'Neill				
7.16	100 days to go – full range of comms activity including new A-Z	Eamon Deeny	Sinead O'Neill				

BELFAST TRANSITION COMMITTEE – FORWARD WORK PLAN

	Timescale
LEGISALTION AND GOVERNANCE	
1. Committee and Party Group briefings on the Local Government Bill	June 2013
2. Committee report on Local Government Bill proposals, the associated implications for the Council and a draft corporate response. Proposals for a Member led lobby campaign on critical issues.	August 2013
3. Report on the role and remit of the Belfast Statutory Transition Committee	August 2013
4. Belfast Statutory Transition Committee established	August 2013
5. Governance and political management report submitted taking account of emerging proposals from the Local Government Bill	August 2013
6. Good practice site visits to explore alternative governance and political management arrangements	October 2013
7. Capacity programme linked to emerging governance changes emerging from Local Government Bill	October 2013
8. Report on Governance and Political Management arrangements linked to Shadow Council period.	February 2014
9. Elections to Shadow Councils	May 2014
BOUNDARY EXTERNSION & CONVERGENCE	
Transfer of Assets and Liabilities	
10. Political Engagement with Lisburn and Castlereagh	Ongoing
11. Due diligence report regarding the potential transfer of assets and liabilities from Lisburn and Castlereagh – taking account of operational and financial consequences.	September 2013
12. Recommendations report on the proposed transfer of assets and liabilities including management arrangements for formal handover.	January 2014
Service Convergence	
13. Report to Belfast Transition Committee setting out proposed approach and methodology to establishing the service convergence issues for the Council	August 2013
14. Submit composite scoping report to the Belfast Transition Committee outlining the key service convergence issues attached to the extension of the Belfast boundary and the associated transition and resource plan for addressing these.	January 2014
Rates Convergence	
15. Report on rates convergence issues and plan for addressing these.	September 2013
Service Convergence	
16. Scoping report on service convergence issues attached to extending services to new residents and households.	January 2014
Transfer of Assets and Liabilities	
17. Options & recommendation report on proposed transfer of Assets and Liabilities to BCC	January 2014

Transfer of Staff	
18. Options & recommendation report on the proposed transfer of staff to BCC including proposed transfer scheme to be applied.	December 2013
TRANSFER OF FUNCTIONS	
Planning	
19. Planning Service Delivery Options Paper – regional discussions	June 2013
20. Options paper on potential future service delivery models taking account of emerging governance changes and transferring functions.	December 2013
Regeneration	
21. Detailed implementation and resource plan for taking forward organisational design and preparatory work regarding the transfer and integration of regeneration functions into the Council.	August 2013
Community Planning and Area Working	
22. Workshop 1 - future Governance and role of Area Working Groups and linkage to community planning process	June 2013
23. Workshop 2 -preparatory work for local area plans – linked to Area Working Groups	October 2013
24. Workshop 3 –preparatory work for local area plans – understanding of Place	November 2013
25. Workshop 4 – examining the organisational implications of preparing for community planning	December 2013
26. Council draft consultation and engagement framework	December 2013
27. Draft city-wide vision and outcomes framework for Belfast	April 2014
FINANCE	
28. *Finance -* local government programme plan and resource strategy submitted to Council's SP&R Committee	June 2013
29. *Rates Convergence-* Report on rates convergence issues and plan for addressing these.	September 2013
HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT	
30. Delivery and resource plan for taking forward HR transitional issues	August 2013
31. Implement capacity building programme linked to emerging governance changes and transferring functions.	August 2013 Ongoing
COMMUNICATIONS AND ENGAGEMENT	
32. Proactive communications and engagement activity regarding local government reform with all relevant stakeholders	Ongoing.