



Belfast City Council

Report to:	Strategic Policy and Resources Committee
Subject:	Review of Public Administration Update
Date:	Friday 12 th December, 2008
Reporting Officer:	Mr Peter McNaney, Chief Executive
Contact Officer:	Kevin Heaney, Strategic Planning and Policy Officer (Ext. 6202)

1.0	<u>RELEVANT BACKGROUND INFORMATION</u>
1.1	The Review of Public Administration (RPA) process is now entering into the critical stage of implementation whereby primary legislation is being drafted, implementation structures established and active consideration being given to the transitional arrangements to be put in place to support local government reform within Northern Ireland.
2.0	<u>KEY ISSUES</u>
2.1	Members will accept that the challenge ahead cannot be underestimated and ensuring that the Council is engaged within the process is paramount to ensuring that the best interests of the citizen, the Council and wider local government sector is pursued throughout the process.
	<u>RPA Implementation Structures</u>
2.2	<i>Update on Policy Development Panels</i>
2.2.1	Members will note that is intended that the initial proposals emerging from the three Policy Development Panels in regard to the necessary Primary (enabling) Legislation will be submitted for the consideration of the NI Assembly in early 2009 and will subsequently be issued for formal consultation (3 months period). Attached at Appendix 1 are progress updates on each of the three Policy Development Panels which provides an update on activities and a high level project schedule setting out what are the key action areas over the coming weeks.
2.3	<i>Regional Transition Coordinating Group</i>
2.3.1	The Regional Transitional Coordinating Group (RTCG) has been established and held its inaugural meeting on Tuesday 25 th November 2008. The Group is chaired by Paul Simpson, Deputy Secretary of the DoE with the Chief Executive of Belfast City Council as Vice Chair with membership comprising of senior officers from local government and transferring Departments.
2.3.2	The Group will provide the essential interface between the strategic policy direction set by the Strategic Leadership Board and its Policy Development Panels, and the local policy set by the Transition Committees and their operational delivery teams (the Transition Management Teams). It will oversee the management and integration of the implementation stage of the local government reform programme.
2.3.4	Initial areas for action proposed by the RTCG was the need for clarity around the detail of the transferring functions and associated resources; the importance of establishing a 'Transfer of Functions Working Group' to consider the details around transfer; the establishment of a Local Government HR Coordinating Group (comprising officers from local government, the Local Government Staff Commission, transferor bodies and Trade Unions) who would advise on regional human resource and staff transfer implementation issues.
2.4	<i>Belfast City Council's Transition Committee</i>
2.4.1	The Committee agreed, at its meeting on the 14 th November 2008, that the Council be recommended to appoint the Members of the Strategic Policy and Resources Committee as the Council's RPA Transition Committee, the additional meeting of the Committee be used for the

	meetings of the Transition Committee and that a letter be forwarded to the Minister with responsibility for the Department of the Environment on this basis. <u>This had been ratified by Council at its meeting on 1st December, 2008.</u>
2.4.2	Subsequently, the Chief Executive has written to the Environment Minister and relevant central government officials outlining the Council's position in regards to the proposal that the Strategic Policy and Resources Committee be designated as the Council's RPA Transitional Committee, that that committee comprises of 20 elected Members appointed on the basis of proportionality using D'Hondt and that an additional monthly meeting of the Committee has been designated for the purpose of RPA Transition.
2.4.3	The Council has also sought for a process of engagement and discussion between relevant Department officials and officers within the Council to develop a draft Terms of Reference for the Transition Committee. Members will note that a further update report will be submitted to Committee, for consideration, on this issue.
2.4.4	Members will note further that the DoE has indicated that an amount of £150,000 would be made available to each Council to resource the change management implications, staffing and the payment of an additional allowance of £2,700 to each Member who sat on the Transition Committee which would be allocate the payment. It would be the intention that this payment would be allocated within Belfast City Council on the same basis as the allocation of Special Responsibility allowances.
2.5	<u>Resourcing RPA Implementation</u>
2.5.1	A major issue of concern in moving forward the RPA implementation process is the level and availability of resources necessary to deliver the local government reform process. An implementation plan cannot be realised without appropriate resources are made available to support its delivery
2.5.2	Deloitte has been commissioned by the Department of the Environment to develop a strategic outline business case which sets out the resources required to deliver the local government aspects of the Review of Public Administration. Early indications from Deloitte would suggest that there is a need for £60million to support the transition process (e.g. moving from 26-11 Councils with additional functions) and £60million to support the transformation (modernisation) process.
2.5.3	NILGA is currently in the process of developing, in partnership with the Society of Local Authority Chief Executives, a major 'Campaign for Resources' which seeks to ensure that necessary resources are provided by the NI Executive to support the effective implementation of the RPA. Please refer to Appendix 2 for initial proposals around 'Campaign for Resources'.
2.5.4	NILGA is seeking to enlist the support of all Council's and elected Members in taking forward this campaign in regards to lobbying on behalf of local government and ensuring a united front is provided on the need to adequately resource the RPA implementation process.

3.0 Resource Implications

There are no financial or Human Resources implications contained within this report.

4.0 Recommendations

Members are asked to:

- a) note the contents of this report;
- b) agree that the Council be fully supportive of the emerging 'Campaign for Resources' currently being developed.

Documents Attached

Appendix 1	Policy Development Panel Progress Updates
Appendix 2	NILGA's proposals regarding an RPA 'Campaign for Resources'

Appendix 1: PDP Progress Update

PDP A GOVERNANCE & RELATIONS

Classification: **Established**

Senior Responsible Owner: James Hutchinson Project/ Programme Manager: John Murphy
 Project/ Programme Director: Risk Management:
 Communications Management:

Tel: 37048
 Tel:
 Tel:

Overall Status



Overview

Policy Development Panel A (Governance, Community Planning and Central / Local relations) has been tasked with the development of recommendations on policy and implementation proposals in relation to:

- the governance arrangements for the new councils;
- the framework and guidance required for an effective council led community planning process; and,
- the development of mechanisms for effective relations between central and local government, particularly on matters of mutual interest and concern.

Latest News

01/12/2008

Policy Proposals endorsed by SLB on 7/11/08. PDP (A) met on 19 November to further develop policy proposals on governance issues in relation to a 'Call in' procedure, 'Key' Decisions for full council and Weighted majority voting arrangements.

3 Month Forward Outlook

Meeting on 17/12/08 to look at governance arrangements for Transition committees.
 Development of governance arrangements for Transition Committees to be completed by early 2009.
 Continued work on detail of outworking of policy proposals for all 3 areas of PDP (A).

Risk Profile

No of High Risk Items > 12	0
No of Medium Risk Items >= 6	0
No of Low Risk Items < 6	0

Risks have been rated on a scale of 1 to 5 (impact and probability) and multiplied together to form an overall rating

OGC Gateway Review Details

Date

Result

Review 0 - Strategic Assessment		

Next Gateway Review planned for:

Comments

High Level Project Schedule

Activity	Start Date	End Date	%Complete	RAGStatus
Policy Development				
01 develop proposals on governance, community planning & central/local govt relation	01/07/2008	31/10/2008	100	
02 submit policy proposals to the Strategic Leadership Board	07/11/2008	07/11/2008	100	
03 develop framework and criteria for community planning pilots	01/11/2008	31/03/2009	0	
04 develop concordat to underpin formalisation of central/local government relations	01/11/2008	31/03/2009	0	
05 develop guidance on governance arrangements for Transition Committees	01/11/2008	31/03/2009	0	
06 consider responses to consultation on policy proposals	01/04/2009	30/04/2009	0	
07 recommendations on amendments submitted to the Strategic Leadership Board	01/04/2009	30/04/2009	0	
08 commencement of initial planning for community planning pilots	01/04/2009	30/04/2009	0	
09 Finalise arrangements for community planning pilots	01/05/2009	30/06/2009	0	
10 Monitor community planning pilots and address emerging issues	01/07/2009	30/06/2010	0	
11 Evaluate outcomes from community planing pilots	01/07/2010	30/09/2010	0	

PDP B SERVICE DELIVERY**Classification: Established**

Senior Responsible Owner: James Hutchinson Project/ Programme Manager: John Price
 Project/ Programme Director: Risk Management:
 Communications Management:

Tel: 39786
 Tel:
 Tel:

Overall Status**Overview**

On 16 April 2008, SLB Modernisation Sub-Group B presented its End of Term Report to SLB recommending that the work started by Sub-Group B should be continued by the newly constituted Policy Development Panel B on Service Delivery.

A large number of recommendations were made on a wide range of projects, to enable the Panel to proceed with the work of the Sub-Group. This report was accepted and endorsed by SLB and has formed the work plan for Panel B.

The work of the Panel has been split into 3 main subject areas: policy and strategy relating to customer service delivery (including Customer Service Strategy) and to information systems (including IS Strategy, network infrastructure, collaborative procurement), and policy, strategy and legislation development on Performance Management.

Latest News**28/11/2008**

Initial meeting on development of sectoral Customer Service Strategy has taken place.

Sectoral IS Strategy (through NILGA E-Government Working Group) expected to be finalised in mid-November 2008.

Discussion underway with Network NI on network infrastructure potentials.

Draft Procurement Guidance and draft Performance Management papers presented to last Panel meeting.

3 Month Forward Outlook

The workplan underlying the PID needs to be further reviewed in the light of the 5 November Planning Day for what must be delivered for councils to operate from May 2011.

The IS Strategy (through the NILGA E-Government Working Group) is expected to be delivered in mid-November 2008 and, subject to consideration by the Panel, could be presented to SLB in early 2009.

Draft Performance Management proposals, subject to consideration by the Panel, could be presented to SLB in Early 2009.

Risk Profile

No of High Risk Items > 12	0
No of Medium Risk Items >= 6	0
No of Low Risk Items < 6	0

Risks have been rated on a scale of 1 to 5 (impact and probability) and multiplied together to form an overall rating

OGC Gateway Review Details**Date****Result**

OGC Gateway Review Details	Date	Result
Review 0 - Strategic Assessment		

Next Gateway Review planned for:

Comments

High Level Project ScheduleActivityStart DateEnd Date%CompleteRAGStatus

01 Schedule of activities to be completed following the 5 November Planning Day

PDP C STRUCTURAL REFORMClassification: **Established**

Senior Responsible Owner: James Hutchinson Project/ Programme Manager: Brenda Mooney
 Project/ Programme Director: Risk Management:
 Communications Management:

Tel: 37054
 Tel:
 Tel:

Overall Status

**Overview**

Panel C has been charged with the development of policy and implementation proposals in relation to 8 structural reform work strands. These embrace Human Resources, Capacity Building, Finance, Estates, Transfer of Functions and Service Delivery (ie on a Regional/Sub Regional basis). It was agreed that some of the work strands naturally interlinked and for this reason 4 groups should be taken forward on the basis of 4 projects (ie Assessment of Options for Local Government Service Delivery, Human Resources, Finance/Estates and Capacity Building). The Assessment of Options for Local Government Service Delivery project, which embraces the Transfer of Functions, is to be taken forward by way of a consultancy assignment. The other 3 projects are taken forward by Working Groups comprising mainly Central and Local Government Officers.

Latest News

01/12/2008

Working Groups, established to assist PDP C, continued their deliberations. On 24 November 2008 PDP C met to sign off the final policy proposals paper.

3 Month Forward Outlook

Policy proposal paper to be presented to SLB on 5/12/08. Consultants will be appointed by mid-January to take forward Assessment of Options for Local Government Service Delivery - Phase 1 Draft report scheduled for mid March 2009. Collation of information from transferring functions departments will be completed by the Finance/Estates Working Group by the end of 2008. An options paper on the benefits or otherwise of secondment of staff from central government to the new councils will be prepared by the Human Resources Working Group for the consideration of the Panel. The Capacity Building Working Group will produce a final report early in 2009 for the Panel's consideration.

Risk Profile

No of High Risk Items > 12	0
No of Medium Risk Items >= 6	0
No of Low Risk Items < 6	0

Risks have been rated on a scale of 1 to 5 (impact and probability) and multiplied together to form an overall rating

OGC Gateway Review Details

Date

Result

Review 0 - Strategic Assessment		

Next Gateway Review planned for:

Comments

High Level Project Schedule

<u>Activity</u>	<u>Start Date</u>	<u>End Date</u>	<u>%Complete</u>	<u>RAGStatus</u>
Policy Development				
01 Preparation of PID for SLB approval and securing team resources	01/09/2008	30/09/2008	100	
02 Identify position in relation to work strands and scope of work group programmes	01/09/2008	30/09/2008	100	
03 Identify any primary legislation requirement for Human Resources Work Strand	01/10/2008	31/10/2008	100	
04 Identify any primary legislation requirement for Finance/Estates Work Strand	01/10/2008	31/10/2008	100	
05 Identify any primary legislation requirement for Capacity Building Work Strand	01/10/2008	31/10/2008	100	
06 Commence Assessment of Options for Local Govt Service Delivery - Phase 1 & 2	30/11/2008	30/04/2009	0	
07 Consideration of Assesment of Options report Phase 1	30/01/2009	28/08/2009	0	
08 Consideration of Assesment of Options report Phase 2	31/03/2009	30/04/2009	0	

Appendix 2: NILGA Campaign for Resources



Presidents Campaign

NILGA Drive for Resources

Introduction

The intention of the RPA launched in 2002 was to review the entire operation of the public sector. At an early stage Local Government indicated that it would not be appropriate for the sector to pay for the local government aspects of the RPA and this has been the stated position for some time.

The 2007 Comprehensive Spending Review was originally intended to include a modernisation fund for local government, but this funding was not included in the final budgets. It is understood that the key reason for this is that the bid for resources was not well enough developed at the time. Local Government is now faced with an unprecedented change process, which if critically underfunded will undermine the capacity of the sector to change and to become a key partner with government in enhancing public services. NILGA members have raised this issue at a political level on many occasions.

As agreed at the last Full Executive meeting on Friday 28 November, NILGA will now embark on a major Campaign for Resources, and lobby strategically for the resources needed to support RPA.

The President asks:

That the NILGA RPA Working Group designs a campaign in partnership with SOLACE, to seek to ensure that the Executive provide the necessary resources to ensure the RPA can be effectively delivered in local government.

Any campaign could include;

- An assessment of the resources required at an essential and desirable level to support delivery to ensure a balanced and professional approach. (Early indications from Deloitte would suggest £60M for transition and £60M for transformation)
- Write to all the Ministers on the Executive and all MLAs
- Organise an awareness raising event at Stormont
- Seek meetings with DFP and the Environment Committees
- Initiate a strategic press campaign on the issue, engaging all the councils to ensure regional coverage
- Provide councils with materials to campaign both in their local press and to lobby their local MLAs.
- Engage the parties - offer to meet with the party councillor associations to advise them on the critical need for funding. (Meet with Party leaders?)
- Request NILGA members and all councillors to lobby their own party hierarchies
- Engage the other local government organisations to ensure a united front is provided on resources