

GUIDANCE ON THE FORMATION OF TRANSITION COMMITTEES

1 ROLE OF TRANSITION COMMITTEE

The primary role of the Transition Committee is to take the key decisions necessary to ensure that there are eleven effective Councils in place on the fourth day after polling day in May 2011, in accordance with Part III of the Electoral Law (Northern Ireland) Act 1962. Transition Committees will be comprised of elected members from the existing Councils supported by Transition Management Teams of officers from those Councils together with representatives of the transferor public bodies. Transition Committees will operate to the following Terms of Reference:

1.1 Terms of Reference

(1) General

- To secure a coherent and co-ordinated approach to local decisions in line with the strategic direction and key policies developed by the Strategic Leadership Board and Policy Development Panels and the operational advice issued by the Regional Transition Co-ordinating Group.
- To action and develop the implementation template provided by the Regional Transition Co-ordinating Group through the development of a local prioritised work plan (including activity map and timeline).
- To liaise with local stakeholders to ensure that the implementation process takes account of their views.
- To direct the work of Transition Management Teams and establish working groups, as appropriate, to support the work of the Transition Committee.
- To ensure that agreed local programmes and timescales are met.

(2) Governance

- To develop a shared corporate vision for the new Council.
- To develop local governance arrangements to meet the requirements as set out by the Strategic Leadership Board, through the work of Policy Development Panel A.
- To prepare financial arrangements and draft standing orders for the operation of the new Council.
- To advance the convergence of key plans and programmes, including the capital development programmes of existing councils.
- To develop a local communication strategy, in line with and informed by the overarching Programme Communications Strategy, to inform members, staff and the public regarding the implementation process.

- To develop a local capacity building programme as necessary, based on the recommendations on capacity building agreed by the Strategic Leadership Board, as developed by Policy Development Panel C, for members and officers.
- To ensure that local winding-up arrangements are put in place for the affected public bodies.

(2) Service Delivery

- To ensure continuity of service delivery across the new Council area from the operative date.
- To integrate transferred services and new functions into the new Council's operations.
- To develop an Integrated Service Delivery Strategy and Performance Plan
- To formulate a customer service strategy for the new Council.
- To examine the potential for service delivery efficiencies and economies through service rationalisation measures.
- To plan a cohesive IT strategy for the new Council building on the output of Policy Development Panel B.

(3) Structural Reform

- To appoint a Chief Executive designate for the new Council as soon as possible.
- To design an appropriate staff structure for the new Council.
- To make early appointments of senior staff designate, especially in the finance and human resources fields.
- To address the local implications of the outworking of the staff transfer scheme and compliance with Public Service Commission Guiding Principles.
- To formulate an estates strategy and address accommodation issues for the new Council.
- To establish a corporate financial management system and prepare a budget for the new Council.
- To manage the transfer of assets and liabilities to the new Council and the associated legal and administrative issues.

1.2 Membership

Nominating Body	Member
Amalgamating Councils	Councillors (<i>Number of Councillors will vary from area to area according to size</i>)

Guidance on the Establishment of Transition Management Teams

1 ROLE OF TRANSITION MANAGEMENT TEAMS

Transition Management Teams will have responsibility for the ongoing operational management of the transition at the local level. Each Transition Management Team will work under the direction of the Transition Committee, taking account of the guidance from the Regional Transition Co-ordinating Group, to ensure that there is an effective Council in place on the operative date of the changeover. Transition Management Teams will include Chief Executives from the amalgamating Councils and Senior Officers from transferor public bodies at the local level. A Change Management Officer should be appointed by the Transition Committee to assist the transition process for both the Transition Committee and Transition Management Teams. The Change Management Officer should attend meetings, undertake associated activities and provide administrative support. Transition Management Teams will operate to the following Terms of Reference: -

1.1 Terms of Reference

(1) General

- To secure a coherent and co-ordinated approach to local operational management issues in line with the policies developed by the Strategic Leadership Board and Policy Development Panels, Transition Committees and the operational advice issued by Regional Transition Co-ordinating Group.
- To action and develop the implementation template provided by Regional Transition Co-ordinating Group through the development of a prioritised work plan (including activity map and timeline).
- To inform the Transition Committee of key issues needing policy direction.
- To inform the Regional Transition Co-ordinating Group of key issues needing regional operational guidance.
- To liaise with local officer stakeholders to ensure that their perspectives inform the implementation process.

(2) Governance

- To support the Transition Committee, where appropriate, to develop operational policies.
- To undertake, in the context of policy direction from the Transition Committee, the convergence of key plans and programmes, including the corporate plans and capital development programmes of existing councils.
- To ensure implementation of local capacity building and training programmes for affected staff, based on policy developed through Panel C, and operational guidance through the Regional Transition Co-ordinating Group, particularly those 'at risk'.
- To establish local winding-up arrangements for the affected public bodies at the local level.

(3) Service Delivery

To assist the Transition Committee in developing key Service Delivery strategies, including: -

1. *Integrated Service Delivery Strategy and Performance Plan;*
2. *Identifying the potential for service delivery efficiencies and economies through service rationalisation measures;*
3. *Formulating a customer service strategy for the new Council.*

- To prepare and execute operational plans to secure continuity of service delivery across the new Council area on the operative date.
- To help the Transition Committee ensure the smooth transfer of services and functions
- To help the Regional Transition Co-ordinating Group on associated regional transfer operational issues.
- To identify and implement improvements in key administrative and IT systems, procedures and processes through harmonisation and development of cohesive, efficient and effective management strategies for the new Council.

(4) Structural Reform

To assist the Transition Committee with policy development, including:

1. *The formulation of an estates strategy and accommodation issues;*
2. *Establishment of a corporate financial management system and preparation of a draft budget;*
3. *Development of an integrated IT strategy;*
4. *The transfer of assets and liabilities to the new Council and the associated legal and administrative issues.*

- To implement the staff transfer scheme, as agreed by the Strategic Leadership Board and Transition Committee, taking account of the Public Service Commission Guiding Principles.
- To work closely with the Chief Executive designate and senior managers designate.
- To engage with Regional Transition Co-ordinating Group on potential regional solutions and establish local officer working groups to support the work of the Transition Committee and Transition Management Teams.

1.2 Information and Resources

The Terms of Reference can only be successfully addressed if:

- full details are supplied to the Transition Committees and Transition Management Teams with regard to functions transferring to the new Councils; and
- an adequate level of central resources is made available to the Transition Committees and related Transition Management Teams to fund their activities.

1.3 Membership

Nominating Body	Representative
Councils	Chief Executive (Chair rotating until Chief Executive designate is appointed)
Councils	Senior Officers

Transition Committee	Chief Executive designate (when appointed)
DOE Planning Service	1 Officer
DRD Roads Service	1 Officer
DSD	1 Officer
DETI /INI	1 Officer
Other	Co-opted as required by task (time limited)

APPENDIX 4



Clerk and Chief Executive of each District Council

Finance Branch
6th Floor
Goodwood House
44-58 May Street
BELFAST
BT1 4NN

Circular LG 19 / 08

Telephone: 028 9025 6079
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Your reference:
Our reference:

11 December 2008

Dear Chief Executive

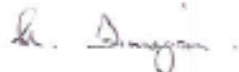
TRANSITION COMMITTEES / TRANSITION MANAGEMENT TEAMS – FUNDING PACKAGE

1. The purpose of this circular is to provide district councils with some details about the funding package to which the Minister of the Environment, Sammy Wilson, referred when he recently outlined how the transition from 26 to 11 councils would be handled. Local Government Circular, LG 16/08 issued on 28 October 2008.
2. Article 7 of the Local Government (Miscellaneous Provisions) (Northern Ireland) Order 2002, provides for "Other grants to councils". The Department has decided that up to a maximum amount of £150,000 per annum (pro rata for 2008 / 2009) will be allocated to the lead council to assist each of the eleven Transition Committees and Change Management Team carry out its change management and programme management duties. The terms and conditions of this grant have been approved by the Department of Finance and Personnel.
3. When constituent councils have -
 - nominated members of their Transition Committee – (names, parties and district councils);
 - appointed officers of their Transition Management Team (names, councils etc);
 - agreed on the lead council and nominated the contact (ie for purposes of the budget, banking, and other finance-related matters);
 - agreed on the date of their first meeting (ie date of establishment of the Transition Committee),all of these details should be forwarded to the Department by the lead councils,

without delay.

4. In recognition of the additional responsibility involved, members of the Transition Committee should be paid an allowance of £2,700 per annum (pro rata for 2008 / 2009) (which is the current rate payable to members of the Strategic Leadership Board and the Policy Development Panels). In addition, expenses may be claimed and travelling will be paid in accordance with the rates determined by the Department under the Local Government (Travelling and Subsistence Allowances to Councillors) (No 2) Regulations (Northern Ireland) 1973, as amended. No allowance has been made for substitute members.
5. As councils hold personnel details of their members, allowances and expenses should be paid, in the first instance, by individual councils. Claims should be co-ordinated by the lead council and submitted to the Department for payment.
6. The salary and expenses of the Change Management Officer and any support costs directly associated with the Change Management Team (such as secretarial or consultancy support) should be reimbursed from the grant allocation by the lead council.
7. When the lead council has confirmed establishment of the Transition Committee; the Department's Letter of Offer has been accepted; and when all necessary details have been provided, the allowances and salaries element of the grant will be paid quarterly, in advance (based on annual allowances and salaries). A claim should be forwarded to the Department for all other expenditure supported by copy invoices etc, at the end of each financial year. Every effort will be made to turn around these claims quickly.
8. The Department will reconcile actual expenditure for allowances and salaries with quarterly advances made throughout the year and any necessary adjustment will be made to the claim submitted at the end of the financial year.
9. This grant will be the subject of audit by both the Northern Ireland Audit Office and Local Government Audit. The Department and the lead council, therefore, must ensure that the grant is used for its intended purpose and will be expected to produce evidence of documentation for audit trail.
10. Should you need further details or clarification on any of the information in this circular, you should contact Marie Finnegan, Local Government Policy Division, on telephone 028 9025 6079 or email marie.finnegan@doeni.gov.uk.

Yours faithfully



MFT FINNEGAN (MISS)

cc: All Finance Officers of district councils
Mr J Buchanan, Chief Local Government Auditor

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