

Local Government Staff Commission  
For Northern Ireland



**Strategic Plan 2012-2015**

**Business Plan 2013-2014**

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## **GLOSSARY OF TERMS**

<b>ADR</b>	Alternative Dispute Resolution
<b>APSE</b>	Association of Public Service Excellence
<b>DOE</b>	Department of the Environment
<b>HR</b>	Human Resources
<b>ICE</b>	Improvement, Collaboration and Efficiency
<b>KPA</b>	Key Performance Area
<b>LGMA</b>	Local Government Management Agency
<b>LGRJF</b>	Local Government Reform Joint Forum
<b>LGSC</b>	Local Government Staff Commission
<b>LGTG</b>	Local Government Training Group
<b>LRA</b>	Labour Relations Agency
<b>NIHE</b>	Northern Ireland Housing Executive
<b>NILGA</b>	Northern Ireland Local Government Association
<b>OD</b>	Organisational Development
<b>PPMA</b>	Public Sector People Managers' Association
<b>PSC</b>	Public Service Commission
<b>RPA</b>	Review of Public Administration
<b>SMT</b>	Senior Management Team
<b>SOLACE</b>	Society of Local Authority Chief Executives

## **CHAIRMAN'S STATEMENT**

I have pleasure in introducing the Local Government Staff Commission's Strategic and Business Plan 2012 – 2015. This plan has been prepared by the Commission to ensure that we continue to implement our statutory duties and address the main Human Resource Management issues for the sector during the important Local Government Reform period.

Key aspects of the Business Plan for the year 2013-14 include:

- Continuing to provide an independent secretariat to the Local Government Reform Joint Forum which will play a vital role in the reform and reorganisation process. The work of the Joint Forum has been recognised throughout the sector as important in taking forward issues that will allow for the fair and equal treatment of all local government staff affected by the on-going change process;
- Implementing the People and Organisational Development Strategic Framework through the six pillar Working Groups and the Programme Board. The People and OD Strategic Framework, initiated by the Commission, is the Sectors' response to a changing local government environment and culture. The Working Groups are currently implementing Year Two of their action plans;
- Implementing the Equality and Diversity Group's Strategy and Action Plan throughout local government via the network of Diversity Champions. This will create awareness and generate commitment to the Diversity Agenda;
- Enhancing capacity building through the Local Government Training Group with the development of a capacity building programme for implementation throughout the reform process.

Throughout the period covered by this Strategic Plan, work will continue with our partners in local government to assist with on-going management issues and help provide an adaptable and effective workforce prepared to face the challenges ahead.

A personal challenge for me in the year ahead is maintaining staff morale and efficiencies when the future of the Staff Commission is under review. This challenge is compounded by the current economic pressures and challenges facing public sector funding in general and local government in particular.

In conclusion I want to thank all in the local government community for their help in implementing the various Commission initiatives and wish you continuing success in the year ahead.



**MERVYN RANKIN**  
Chairman

## SECTION 1...INTRODUCTION

The Local Government Staff Commission for Northern Ireland

*“Achieving Excellence Through People”*

### Status of the Commission

The Local Government Staff Commission for Northern Ireland (The Commission) is an Executive Non-Departmental Public Body established under the Local Government Act (NI) 1972. The Commission's powers were later extended under the Housing Orders 1976 and 1981 and the Local Government (Miscellaneous Provisions) (NI) Order 1992.

The Commission is an Arm's Length Body of the Department of the Environment, and the Department determines the Staff Commission's performance framework in light of the Department's wider strategic aims and current key commitments. The objectives, targets and performance measures for the Commission are set out in its three year corporate plan and annual business plan, both of which are approved by the Minister. The Minister is accountable to the Assembly for the activities and performance of the Staff Commission. The Departmental Accounting Officer designates the Chief Executive of the Staff Commission as the Staff Commission's Accounting Officer.

In general, the terms of reference for the Commission are to exercise:

***‘general oversight of matters connected with the recruitment, training and terms and conditions of employment of officers of councils and the Northern Ireland Housing Executive and of making recommendations to councils and the Northern Ireland Housing Executive on such matters.’***

[Local Government Act (Northern Ireland) 1972 as amended by the Housing Orders (NI) 1976 and 1981]

Appendix 1 details the Commission's full statutory remit and specific functions. (On 26<sup>th</sup> October 2012 the Department of the Environment finished a review of the Commission. This Strategic Plan assumes that the Commission remains in existence for the period 2013 -15 under the above terms of reference.)

### Purpose of the Strategic Plan

This document has been developed to guide the Commission's work for the rolling 3 year period 2012-15 and to illustrate the Business Plan for Year 2, 2013-14. It is based on key stakeholder requirements and takes account of the need to provide leadership within local government in relation to all human resource (HR) matters and those arising from the implementation of the local government reform programme.

The key areas of activity detailed in this document have been identified as being of importance to councils and the Northern Ireland Housing Executive (NIHE) in implementing change in local government and addressing the Improvement, Collaboration and Efficiency (ICE) Programme. These include the implementation of the People and OD Strategic Framework, providing secretariat support to the Local Government Reform Joint Forum, continuing to support the Local Government Training Group and implementing the Strategic Plan of the Equality and Diversity Group.

In focusing on these activities, continuing to work with our strategic partners and responding to stakeholder needs, the Commission aims to support and develop the HR capacity in councils and the NIHE, thereby assisting to improve organisational effectiveness within the local government sector.

### Reporting Mechanisms

Progress on meeting the actions detailed within the Key Performance Areas (KPA's) is addressed on a monthly basis by the Management Team and reported every six months to Commission Members by the officers with responsibility for development and implementation of each KPA.

## SERVICES PROVIDED

### STATEMENT OF PURPOSE

The Commission aims to be *'the strategic organisation for the development of human resource management and the promotion of excellence through people in the delivery of local government services in Northern Ireland'*.

This document groups the Commission's specific actions and target outcomes into four Key Performance Areas in order to implement its statutory duties. The Commission is also aware of its obligation to ensure that government policy is implemented at a local level as directed by the Department of the Environment (DoE) Local Government Policy Division and provide ongoing professional HR advice, assistance and support to the Local Government sector as follows:

#### RECOMMENDING GOOD PRACTICE

- Making authoritative recommendations on all HR related matters within local government and across the wider public sector
- Utilising the LGRJF to ensure that meaningful negotiation takes place between management and staff on all matters relevant to the Reform of Local Government
- Providing and/or recommending independent expert consultancy support
- Initiating HR policy development, evaluation and review
- Acting as a single point of entry to the local government sector for major consultation exercises on HR related issues
- Representing local government on HR related issues as necessary.

#### COMMUNICATION

- Planning and hosting events on HR related topics to inform policy developments and legislative change including conferences, seminars and other networking mechanisms
- Providing access to expert employment-specific legal advice and providing employment law updates
- Facilitating capacity building initiatives.

#### WIDER PUBLIC SECTOR COOPERATION

- Promoting co-operation in the Public Sector and working, where appropriate, with key strategic partners including the Society of Local Authority Chief Executives (SOLACE), the Public Sector People Managers' Association (PPMA), Association of Public Service Excellence (APSE) and the Northern Ireland Local Government Association (NILGA), in developing and implementing local government reform
- Constituting and facilitating local government-specific and cross-sectoral working groups
- Liaising with government departments and other stakeholders through the work of the LGRJF
- Providing advice and support to the Public Service Commission.

The Key Performance Areas of the Commission's business plan are supported by corporate and operational arrangements designed to ensure that the Commission provides its services to the highest public sector standards and demonstrates corporate accountability within a continuous improvement culture.

The Key Performance Areas are presented in the document as follows:

<b>Key Performance Area 1</b>	<b>Talent &amp; Development (Director – Linda Leahy)</b>
<b>Key Performance Area 2</b>	<b>Recruitment &amp; Diversity (Director – Lorna Parsons)</b>
<b>Key Performance Area 3</b>	<b>People Strategies (Director - Dermot O'Hara)</b>
<b>Key Performance Area 4</b>	<b>Corporate Governance (Chief Executive – Adrian Kerr)</b>

## SECTION 2...KEY PERFORMANCE AREAS

### KEY PERFORMANCE AREA 1 TALENT & DEVELOPMENT (DIRECTOR – LINDA LEAHY)

#### TALENT STRATEGIC OBJECTIVE 2012-2015

To ensure that local government sustains flexible, 'fit for purpose' organisations, which can respond to change and meet customer needs in an atmosphere of continuous improvement

BUSINESS PLAN 2013-14				
ACTIONS 2013/14	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
<p><b>Implement the Strategic Framework and in particular facilitate the Strategic Pillar Working Groups on:</b></p> <ul style="list-style-type: none"> <li>• Performance Culture</li> <li>• Learning Organisation</li> </ul> <p><b>to meet their implementation plans</b></p>	<p>Facilitate progress at the various governance levels within the Programme Management framework and directly facilitate the Performance Culture and Learning Organisation Pillar Working Groups to achieve their Year Two goals.</p> <p>Assist with the piloting and evaluation of any models developed by the Pillar Working Groups.</p>	<p>Facilitate progress in line with the agreed action plans.</p> <p>Report to the LGSC and the LGTG on progress as appropriate.</p>	<p>Facilitate progress in line with the agreed action plans.</p> <p>Report to LGSC and LGTG on progress as appropriate.</p>	<p>Review year two outcomes and support development of the draft Plans for 2014-15, to support the overall Programme.</p> <p>Report to the LGSC and the LGTG on progress as appropriate.</p>
<p><b>Maintain strategic partnering arrangements with SOLACE, PPMA, NILGA, trade unions and professional groups within local government</b></p>	<p>Meet with the various partners and stakeholder groups regarding development needs particularly for Reform and ICE implementation and review and update ongoing course provision.</p>	<p>Ensure that the needs of the partners and stakeholder groups are considered by the LGTG and the LGSC as appropriate.</p>	<p>Hold review meetings with the strategic partners to inform the Commission's business planning for 2014-15.</p>	<p>Review the outcomes of the strategic partners' meetings and recommend further initiatives for inclusion in the LGSC Business Plan 2014-15.</p>

**KEY PERFORMANCE AREA 1  
TALENT & DEVELOPMENT (DIRECTOR – LINDA LEAHY)**

**TALENT STRATEGIC OBJECTIVE 2012-2015**

**To ensure that local government sustains flexible, ‘fit for purpose’ organisations, which can respond to change and meet customer needs in an atmosphere of continuous improvement**

<b>BUSINESS PLAN 2013-14</b>				
<b>ACTIONS 2013/14</b>	<b>QUARTER 1</b>	<b>QUARTER 2</b>	<b>QUARTER 3</b>	<b>QUARTER 4</b>
<b>Research and promote Organisational Development (OD) tools and techniques in local government, particularly to support preparations for local government Reform and/or the ICE programme implementation</b>	Consult on, plan and arrange for the delivery of a range of business improvement capacity building initiatives and interventions aimed at supporting performance management systems and improving service delivery.	Develop the design of an “OD Toolkit” to promote good practice in local government in line with the “ideal council” model.	Monitor uptake and evaluate impact of initiatives and interventions and report to LGTG and LGSC as appropriate.	Report to, and consult with, the Performance Culture Pillar Working Group of the Strategic Framework on initiatives.  Evaluate and review progress and plan for 2014-15.
<b>Assist councils with the staffing implications of organisation design, development and change, particularly in the context of local government Reform and the pressures of the current economic climate</b>	Assist with the design and implementation of LGRJF Agreements.  Respond to requests for assistance and promote good practice, in accordance with employers’ legal obligations.	Monitor the implementation of the LGRJF agreements.	Report to the LGRJF and LGSC on the implementation of the agreements.	Evaluate and review progress and plan for 2014-15.
<b>Provide a secretariat service to PPMA NI</b>	Assist PPMA to: <ul style="list-style-type: none"> <li>• achieve its targets and objectives</li> <li>• prepare for Reform and ICE implementation</li> <li>• continue to deliver its capacity building programme for HR practitioners</li> <li>• advance the HR “shared services” agenda within local government.</li> </ul>	Implement required actions on an ongoing basis.	Implement required actions on an ongoing basis.	Review progress and plan for 2014-15 as necessary.

**KEY PERFORMANCE AREA 1  
TALENT & DEVELOPMENT (DIRECTOR – LINDA LEAHY)**

**DEVELOPMENT STRATEGIC OBJECTIVE 2012-2015**

**To support the development of a flexible workforce, with enhanced knowledge and skills and to build capacity in the sector to deliver strong, dynamic local government**

<b>BUSINESS PLAN 2013-14</b>				
<b>ACTIONS 2013/14</b>	<b>QUARTER 1</b>	<b>QUARTER 2</b>	<b>QUARTER 3</b>	<b>QUARTER 4</b>
<p><b>Establish the Local Government Training Group (LGTG) as the shared resource for learning and development in district councils</b></p> <p><b>Provide ongoing support and secretariat services</b></p>	<p>Implement the provisions of the revised Service Level Agreement.</p> <p>Ensure that LGTG is fully engaged in the development of the Reform Capacity Building Programme.</p> <p>Assist the Practitioners' Group (PG) and the Elected Member Development Steering Group (EMDSG), in partnership with NILGA and the NAC, to progress their Workplans.</p>	<p>Assist the PG to meet its targets and achieve its objectives.</p> <p>Ensure that the outcomes from the EMDSG are discussed with NILGA and the NAC and fed into the Reform Capacity Building Programme.</p> <p>Monitor progress and report to the LGTG and LGSC as appropriate.</p>	<p>Assist the PG to meet its targets and achieve its objectives.</p> <p>Ensure that the outcomes from the EMDSG are discussed with NILGA and the NAC and fed into the Reform Capacity Building Programme.</p> <p>Monitor progress and report to the LGTG and LGSC as appropriate.</p>	<p>Assist the PG and EMDSG to evaluate performance and report to the LGTG, LGSC, NILGA and the NAC as appropriate.</p>
<p><b>Ensure that the LGTG's strategies and plans support the implementation of the Strategic Framework, local government Reform and ICE, and ensure that the learning and development opportunities provided by LGTG meet identified needs</b></p>	<p>Ensure that the ongoing procurement exercise to refresh the panel of providers for the Open Course Programme is progressed in a timely fashion.</p> <p>Contribute to the sub-group on developing a Skills Framework for Community Planning.</p>	<p>Ensure that the Open Course Programme:</p> <ul style="list-style-type: none"> <li>• reflects the outcomes of the procurement exercise</li> <li>• makes provision to meet the identified priorities.</li> </ul> <p>Report to LGTG and LGSC on progress.</p>	<p>Monitor and evaluate the operation of the new Open Course Programme and the revised panel of providers to ensure quality improvement.</p> <p>Report to LGTG and LGSC on progress.</p>	<p>Monitor and evaluate all LGTG provision.</p> <p>Review and Plan for 2014-15.</p> <p>Plan for the implementation of outcomes as necessary.</p>
<p><b>Implement the central Learning Management System (LMS) for local government</b></p>	<p>Oversee the project management for the commissioning of the LMS.</p>	<p>Monitor and progress as necessary.</p>	<p>Monitor and progress as necessary.</p>	<p>Review and plan for 2014-15.</p>

**KEY PERFORMANCE AREA 2  
RECRUITMENT & DIVERSITY (DIRECTOR – LORNA PARSONS)**

**RECRUITMENT STRATEGIC OBJECTIVE 2012-2015**

**To ensure that councils and the Northern Ireland Housing Executive (NIHE) have effective recruitment practices which treat all applicants fairly and equitably**

<b>BUSINESS PLAN 2013-14</b>				
<b>ACTIONS 2013/14</b>	<b>QUARTER 1</b>	<b>QUARTER 2</b>	<b>QUARTER 3</b>	<b>QUARTER 4</b>
<b>Advise councils and the NIHE in relation to the implementation of the Code of Procedures on Recruitment and Selection, and on best practice in recruitment and selection</b>	Assist councils to design recruitment procedures for the local government reform programme which are in line with the spirit and intent of the Code of Procedures on Recruitment and Selection.	Assist councils to examine ways to collaborate in their recruitment practice through the PPMA recruitment sub group.	Assist councils to quality assure the recruitment procedures for the local government reform programme.	Review the operation of the recruitment procedures and ensure that they are in line with the spirit and intent of the Code of Procedures on Recruitment and Selection.
<b>Following the launch of the People &amp; OD Strategic Framework, facilitate the Strategic Pillar Working Groups on:</b> <ul style="list-style-type: none"> <li>• Talent Management</li> <li>• Leadership to meet the implementation plan</li> </ul>	Assist the Leadership and Talent Management Pillar Working Groups to review the progress in Year 1 and implement the Year 2 work plans.  Assist with the piloting and evaluation of models developed by the Pillar Working Groups	Assist the Working Groups to prepare feedback for the Programme Board and half year conference.	Continue to facilitate the working groups and assist them to progress the Year 2 work plans.	Review progress in Year 2 and assist the working groups to develop Year 3 work plans.
<b>Assist councils to recruit Chief Executives and other senior officers, as detailed in the Code of Procedures on Recruitment and Selection</b>	Ensure that the recruitment procedures for senior posts are fit for purpose and in line with the spirit and intent of the Code of Procedures on Recruitment and Selection.	Provide training for Professional Assessors and recruitment panel members for senior posts.  Provide joint training on recruitment procedures to Transition Committees (or Statutory Transition Committees if appropriate).	Provide assistance to councils to recruit Chief Executives and other senior posts in line with the agreed procedures.	Review the procedures for recruiting to Chief Executive and other senior posts.

**KEY PERFORMANCE AREA 2  
RECRUITMENT & DIVERSITY (DIRECTOR – LORNA PARSONS)**

**RECRUITMENT STRATEGIC OBJECTIVE 2012-2015**

**To ensure that councils and the Northern Ireland Housing Executive (NIHE) have effective recruitment practices which treat all applicants fairly and equitably**

<b>BUSINESS PLAN 2013-14</b>				
<b>ACTIONS 2013/14</b>	<b>QUARTER 1</b>	<b>QUARTER 2</b>	<b>QUARTER 3</b>	<b>QUARTER 4</b>
<b>Provide Observers to attend selection panels for senior posts in councils and the NIHE</b>	Provide refresher training for Observers.	Review the role of Observers and amend the Observer strategy as required.	Implement the Observer strategy for recruiting to senior posts in the new council structures.	Review the current and future role of Observers, and update the panel of Observers, as required.
<b>Advise on best practice in the use of assessment centres and how recruitment exercises can be made more objective and transparent</b>	Review the best practice model for assessment centres for senior posts, based on the recommendations of the research report.	Assist councils to develop a bank of Situational Judgement Tests and consider other ways of working together on assessment testing.	Review the list of assessment centre providers and update as necessary.	Review the use of assessment centres for Chief Executive and senior posts.

**KEY PERFORMANCE AREA 2  
RECRUITMENT & DIVERSITY (DIRECTOR – LORNA PARSONS)**

**EQUALITY & DIVERSITY STRATEGIC OBJECTIVE 2012-2015**

**To ensure fair and equitable treatment for all by promoting an environment free from all forms of unlawful discrimination and where diversity is valued**

<b>BUSINESS PLAN 2013-14</b>				
<b>ACTIONS 2013/14</b>	<b>QUARTER 1</b>	<b>QUARTER 2</b>	<b>QUARTER 3</b>	<b>QUARTER 4</b>
<b>Advise and assist councils and the NIHE to implement their Section 75 duties and Disability Action Plans</b>	Provide assistance to councils to implement their equality schemes, through the Statutory Duty Network.	Assist councils to develop an e-learning programme on equality and diversity for council officers and elected members.	Provide training and/or showcasing seminars on equality and good relations issues.	Review the work of the Statutory Duty Network and develop a plan for 2014.
<b>Assist councils and the NIHE to pilot and develop model employment policies, as appropriate</b>	Assist councils to develop new policies and respond to new employment legislation, as required.	Provide seminars and ongoing advice on new legislation and other employment issues, as required.	Provide seminars and ongoing advice on new legislation and other employment issues, as required.	Provide an employment law and case law update seminar for HR professionals and communicate model policies to Chief Executives and senior officers.
<b>Act as secretariat to the Equality and Diversity Group and assist it to implement its Strategic Plan</b>	Hold an Equality and Diversity conference for Diversity Champions and other stakeholders to showcase best practice, create awareness and to generate commitment.	Hold regular meetings of the Diversity Champions' Network and provide a development programme for the Champions.	Review the implementation of the Equality and Diversity Group Strategy and Action Plan and update, as appropriate.	Review the development programme for Diversity Champions and update as appropriate.

**KEY PERFORMANCE AREA 3  
PEOPLE STRATEGIES (DIRECTOR – DERMOT O'HARA)**

**PEOPLE/OD STRATEGIC OBJECTIVE 2012-2015**

**To develop and implement a People/OD Strategy for local government which will deliver on the workforce issues necessary to address the business priorities of the sector**

<b>BUSINESS PLAN 2013-14</b>				
<b>ACTIONS 2013/14</b>	<b>QUARTER 1</b>	<b>QUARTER 2</b>	<b>QUARTER 3</b>	<b>QUARTER 4</b>
<b>Lead the implementation of the People &amp; OD Strategic Framework for local government</b>	Support the ongoing work of the Programme Board and Working Groups. Facilitate the further progression of the action plans from the Board and Working Groups.	Facilitate Programme Management for the implementation of the Framework, through support and advice to the Programme Board.	Facilitate Programme Management for the implementation of the Framework, through support and advice to the Programme Board.	Review year two outcomes and support the development of the draft Programme Plan for 2014-15. Report to the Commission and submit proposals to the HR Conference in December 2014.
<b>Following the launch of the People &amp; OD Strategic Framework, facilitate the Strategic Pillar Working Groups on:</b> <ul style="list-style-type: none"> <li>• Employee Relations</li> <li>• Pay and Reward</li> </ul> <b>to meet the implementation plan</b>	Facilitate progress at the various governance levels within the Programme Management framework and directly facilitate the Employee Relations and Pay and Reward Pillar Working Groups to achieve their Year Two goals.	Facilitate progress in line with the agreed action plans.	Facilitate progress in line with the agreed action plans.	Review year two outcomes and support development of the draft Project Plan for 2014-15, to support the overall Strategic Framework outcomes.
<b>Partner the Local Government Management Agency (LGMA) to promote best practice examples of change management</b>	Meet with LGMA representatives to review and plan areas for potential co-operation.	Include the LGMA in any benchmarking exercises in relation to, HR strategy, policy, or practice in relation to change management.	Review outcomes of any benchmarking to identify potential good practice examples of change management.	Ensure any identified and agreed opportunities to promote best practice examples of change management are included in the 2014 - 15 Business Plan.
<b>Implement revised procurement procedures with a view to establishing select lists of consultants, providers and assessors across the full range of LGSC and LGTG services in accordance with the principles of the ICE programme</b>	Continue with a programme of procurement as required	Implement the procurements and seek feedback.	Implement the procurements and seek feedback.	Review feedback and identify any potential action required.

**KEY PERFORMANCE AREA 3  
PEOPLE STRATEGIES (DIRECTOR – DERMOT O'HARA)**

**EMPLOYEE RELATIONS STRATEGIC OBJECTIVE 2012-2015**

**To ensure that effective, productive and harmonious working environments and staff/management relationships are sustained within local government**

<b>BUSINESS PLAN 2013-14</b>				
<b>ACTIONS 2013/14</b>	<b>QUARTER 1</b>	<b>QUARTER 2</b>	<b>QUARTER 3</b>	<b>QUARTER 4</b>
<b>Provide an Independent Secretariat service to the Local Government Reform Joint Forum (LGRJF)</b>	Assist the LGRJF with implementing its Work Plan, including preparing background and policy papers and undertaking research or benchmarking in relation to the reform programme and in light of progress on the ICE Programme.	Continue to assist the LGRJF to develop and implement agreed work plans in preparation for the Reform of Local Government.	Support the LGRJF in consultation and negotiation as required supporting the implementation of the agreed work plans.	Assist the LGRJF to revise and update work plans.
<b>Continue to provide an Independent Secretariat service to the Northern Ireland Joint Council for Local Government Services (NIJC) and support a review of the NIJC</b>	Report to the Commission on the progress of the Review of the NIJC.	Promote the inclusion of stakeholder views to determine NIJC priorities.	Report the outcomes of the Review to the Commission.	Prepare for a new Industrial Relations framework post April 2015.
<b>Assist district councils to progress with complaints, grievances and disciplinary matters as requested</b>  <b>Promote and encourage the integration of Alternative Dispute Resolution (ADR) mechanisms into existing policies and procedures</b>	Promote and develop a programme to promote awareness and use of Alternative Dispute Resolution mechanisms in councils.	Support a programme for ADR and assist councils as required.	Support a programme for ADR and assist councils as required.	Review progress and plan for further support as required.
<b>Assist councils to develop actions and initiatives to reduce employee sickness absence and promote health and well being</b>	Continue to promote and support wellbeing initiatives, eg, emotional intelligence and emotional resilience.	Continue assistance as required.	Continue assistance as required.	Review progress and plan for 2014 - 15.

**KEY PERFORMANCE AREA 4  
CORPORATE GOVERNANCE (CHIEF EXECUTIVE – ADRIAN KERR)**

**GOVERNANCE STRATEGIC OBJECTIVE 2012-2015**

**To provide the highest level of public service standards in all areas of the Commission’s operation**

<b>BUSINESS PLAN 2013-14</b>				
<b>ACTIONS 2013/14</b>	<b>QUARTER 1</b>	<b>QUARTER 2</b>	<b>QUARTER 3</b>	<b>QUARTER 4</b>
<p><b><u>Accountability</u></b></p> <p><b>Continue to implement a sound system of control to support the Commission’s objectives in accordance with Government Accounting Northern Ireland</b></p>	<p>Arrange Audit Committee meeting.</p> <p>Finalise 2012-13 accounts and implement agreed financial scheme for 2013-14.</p> <p>Continue to implement the Commission’s Procurement Policy and Guidance and update as required.</p> <p>Update the Commission’s Risk Register in line with the Business Plan.</p>	<p>Facilitate Local Government Audit.</p> <p>Prepare and finalise 2012-13 Annual Report and Accounts.</p> <p>Disseminate the Commission and LGTG’s Procurement Policy and Guidance to staff.</p> <p>Review and update the Commission’s Risk Register as required.</p>	<p>Publish 2012-13 Annual Report and Accounts.</p> <p>Arrange Audit Committee meeting.</p> <p>Facilitate Internal Audit.</p> <p>Investigate the outsourcing of Commission/LGSC consultancy support procurement.</p> <p>Review and update the Commission’s Risk Register as required.</p>	<p>Prepare Business and Corporate Plans 2014-15.</p> <p>Prepare 2014-15 Financial Scheme.</p> <p>Review and update the Commission’s Risk Register in line with any audit recommendations.</p>
<p><b><u>People Development</u></b></p> <p><b>Operate a culture of open communication and participation, where staff feel valued and involved and where innovation is encouraged within a Performance Management Framework</b></p>	<p>Implement a revised Staff Appraisal &amp; Development Scheme for all staff.</p>	<p>Implement the revised Staff Appraisal &amp; Development Scheme.</p>	<p>Implement a planned development programme in line with emerging training needs and the outworkings of the DoE Review of the Commission.</p>	
<p><b><u>Communication and Marketing</u></b></p> <p><b>Ensure the People &amp; OD Strategic Pillar outcomes are communicated to councils and the NIHE</b></p>	<p>Develop a marketing strategy to ensure the services provided by the Commission are effectively communicated to all stakeholders.</p>	<p>Design a good practice guide consisting of policies and good practice models relating to OD and HR.</p>	<p>Integrate the models and policies devised to date by the Commission within the framework of the Commission’s website.</p>	<p>Ensure the policies and good practice guidance are integrated with the “ideal council” model.</p>

**KEY PERFORMANCE AREA 4  
CORPORATE GOVERNANCE (CHIEF EXECUTIVE – ADRIAN KERR)**

**GOVERNANCE STRATEGIC OBJECTIVE 2012-2015**

**To provide the highest level of public service standards in all areas of the Commission's operation**

<b>BUSINESS PLAN 2013-14</b>				
<b>ACTIONS 2013/14</b>	<b>QUARTER 1</b>	<b>QUARTER 2</b>	<b>QUARTER 3</b>	<b>QUARTER 4</b>
<p><b><u>Equality</u></b></p> <p><b>Advance the Commission's equality agenda</b></p>	<p>Disseminate the Commission's revised equality scheme and action plan to staff, in accordance with the Equality Commission's requirements.</p>	<p>Complete the Commission's Fair Employment Monitoring return and submit to the Equality Commission.</p>	<p>Provide training for Commission staff on the required equality duties.</p>	<p>Prepare the annual report for submission to the Equality Commission.</p>
<p><b><u>Operational Support Services</u></b></p> <p><b>Provide continuous improvement in the provision of the Commission's Administrative Support and Financial Services</b></p>	<p>Review IT, office and communication equipment and scope future requirements.</p> <p>Introduce 'real time' PAYE returns to Inland Revenue.</p> <p>Review all Dear Accounting Officer (DAO) correspondence to ensure compliance and implementation.</p> <p>Review Website provision to ensure it meets LGSC/LGTG requirements in light of Local Government Reform</p>	<p>Investigate options for optimum working solutions.</p> <p>Investigate efficiency savings to be made in Administrative and Financial Services.</p> <p>Implement any changes relevant to Commission accounts as detailed in DAO correspondence.</p> <p>Evaluate Audio Visual requirements for Conference Rooms and arrange awareness sessions with AV providers.</p> <p>Plan an improvement schedule to website, as appropriate.</p>	<p>Progress installation of new equipment, as appropriate.</p> <p>Investigate alternative storage interventions to maximise efficient retrieval of records.</p> <p>Review AV options, if appropriate.</p> <p>Implement any improvements to be made to Website.</p>	<p>Introduce new storage interventions as appropriate.</p> <p>Implement efficiency savings in Administrative and Financial Services.</p> <p>Procure and install AV equipment, as appropriate.</p>

## SECTION 3...APPENDICES

### Legislation

### Appendix 1

In addition to the Commission's general oversight role as detailed in the introduction of this document, the following specific functions are detailed in the Local Government Act (Northern Ireland) 1972, as amended by the Housing Orders (NI) 1976 and 1981 and the Local Government (Miscellaneous Provisions) (NI) Order 1992.

The functions of the Staff Commission shall include:-

- a) *Establishing in such a manner as the Staff Commission thinks fit, bodies (to be known as "advisory appointment panels") for the purpose of giving advice to councils on the suitability of applicants for appointment to the office of clerk and to other offices for which qualifications are prescribed under section 41 (including the making of a selection of persons who may be treated as eligible for such appointments);*
- b) *Establishing a code of procedure for securing fair and equal consideration of applications to councils and to the Executive<sup>1</sup> by persons seeking to be employed by them as officers, and fair and equal treatment of persons who are so employed;*
- c) *Assessing the probable future requirements of councils and of the Executive for the recruitment of officers and securing publicity for the opportunities that are available to persons who may seek employment as such officers;*
- d) *Promoting co-operation between councils, the Executive, public bodies, government departments and educational institutions in matters connected with the recruitment, training and terms and conditions of employment of officers, and promoting the temporary transfer of officers (with their consent) in pursuance of arrangements made between councils, between councils and the Executive or between councils or the Executive and any such bodies, departments or institutions;*
- e) *Promoting or assisting the development of, or providing, facilities for the training of officers;*
- f) *Promoting or assisting the establishment of, or establishing, procedures for the negotiation between councils, the Executive and officers of councils or the Executive or associations representing any of them, of standard rates of remuneration, or other terms and conditions of employment, for officers of councils or the Executive and recommending the adoption by councils and the Executive of rates, terms and conditions so negotiated.*

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<sup>1</sup> The term 'Executive' refers to the Northern Ireland Housing Executive.



An experienced and qualified team of professional and administrative staff ensure that a professional service is provided to the Commission’s clients. The professional team consists of qualified HR specialists who also hold a range of high level post-graduate business related qualifications including Change Management, Diplomas in Business Research and Accredited Mediation and Dispute Resolution. The administrative team similarly consists of highly qualified staff who are also trained in all relevant governance related competences.





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