



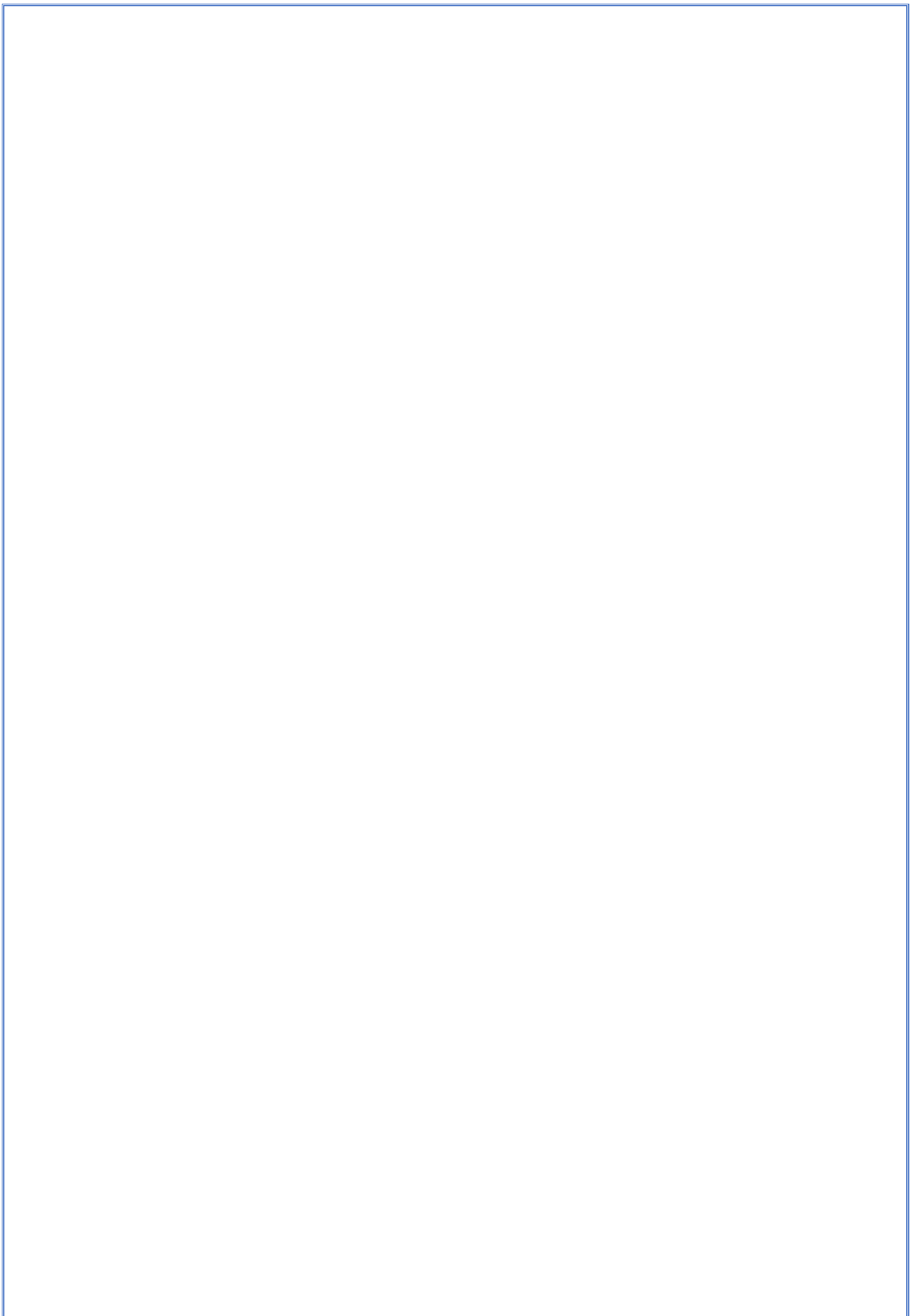
Achieving Excellence Through People

Strategic Plan 2016-2017

Business Plan 2016-2017

**The Local Government Staff Commission
for Northern Ireland**





CONTENTS

	<u>Page No.</u>
<u>GLOSSARY OF TERMS</u>	1
<u>CHAIRMAN'S STATEMENT</u>	2
<u>SECTION 1 – INTRODUCTION</u>	3
Status of the Commission	3
Planned Dissolution of Local Government Staff Commission	3
Purpose of the Strategic Plan	3
Reporting Mechanisms	3
Services Provided	4
Strategic Objectives 2016-2017	5
<u>SECTION 2 – BUSINESS PLAN 2016-2017</u>	6
Key Performance Areas:	
KPA 1 Talent and Development	6
KPA 2 Recruitment and Diversity	9
KPA 3 People Strategies	12
KPA 4 Corporate Governance	15
<u>SECTION 3 – APPENDICES</u>	17
Legislation	17
Members	18
Staff	19

GLOSSARY OF TERMS

ADR	Alternative Dispute Resolution
DOE	Department of the Environment
EDG	Equality & Diversity Group
HR	Human Resources
INF	Interim Negotiating Forum
KPA	Key Performance Area
LGSC	Local Government Staff Commission
LGTG	Local Government Training Group
NIHE	Northern Ireland Housing Executive
NILGA	Northern Ireland Local Government Association
OD	Organisation Development
PPMA	Public Sector People Managers' Association
SOLACE	Society of Local Authority Chief Executives

CHAIRMAN'S STATEMENT

I have pleasure in introducing the Local Government Staff Commission's Strategic Plan 2016-2017 and Business Plan 2016-2017 which relates to the Commission's statutory mandate as stated in current legislation.

In response to the announcement made by the Environment Minister in October 2013 to 'wind up' the Commission in March 2017, this Plan takes into account preparation for the closure of the Commission in March 2017 while ensuring that any ongoing HR and OD work is integrated into the new 11 councils.

The Strategic Objectives in the Business Plan for 2016-2017 link closely with the People and Organisation Development Strategic Framework, which was re-launched in October 2015 and the objectives focus on how the Commission can continue to assist the 11 new councils to address the main human resource management and organisation development issues for the sector during this important period of reform and transition in local government.

In addition we wish councils and the Northern Ireland Housing Executive to note that the Commission will:

- Continue to work with and provide its statutory services to councils and the Northern Ireland Housing Executive.
- Develop models for the future delivery of its functions and consult widely on these models.
- Ensure a seamless transition of services to appropriate service deliverers in order to ensure continuity within the sector.

In conclusion I want to thank colleagues in local and central government for their continued help in implementing the various Commission initiatives and to assure them of the Commission's continued support during the year ahead as local government continues with both reform and transition as an 11 council structure with additional statutory responsibilities.

I would also like to place on record my thanks to the Chief Executive and staff of the Commission for continuing to deliver highly professional services at a time of uncertainty and change.

My thanks are also due to all my fellow Commission members for their continuing support during this period.

BRIAN HANNA
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 two year strategic 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.

Planned Dissolution of Local Government Staff Commission

In October 2013, following consultation on the future of the Commission the Environment Minister announced that the Commission would be wound up in April 2017.

Purpose of the Strategic Plan

This document has been developed to guide the Commission’s work for the period 2016-2017 and to illustrate the Business Plan for its final year of operation 2016-2017. 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 transformation agenda. These include the implementation of the People and OD Strategic Framework, providing secretariat support to the Interim Negotiating Forum (INF), 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 & OD 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) is addressed on a monthly basis at officer level and reported periodically at Commission meetings.

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.
- Ensuring that meaningful negotiation takes place between management and staff on all staffing matters.
- Providing and/or recommending independent expert consultancy support.
- Initiating HR/OD 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 development issues within the wider public sector and learning institutions.

Communication

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

Local Government Collaboration

- Facilitating collaboration in recruitment across councils through the online recruitment website, 'Local Government Jobs NI', the shared recruitment advertising project and the bank of bespoke situational judgement tests.
- Managing and leading the further development of the Learning Management System (eLearning platform) in use in councils; and facilitating the move to a blended approach to learning and development to gain efficiencies and accommodate different learning styles.
- Procuring, quality assuring and managing call-off frameworks of training providers and other specialist independent consultants, investigators etc. for use in councils.

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.

STRATEGIC OBJECTIVES 2016-2017

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.

Proposed Dissolution of the Local Government Staff Commission

In line with the Minister's decision of October 2013 to wind up the LGSC, it will be a specific objective of the Commission to ensure that any ongoing work of the Commission is integrated into the work of councils in a timely and orderly fashion.

The Key Performance Areas are as follows:

Key Performance Area 1 Talent & Development

Director – Linda Leahy

Talent

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.

Development

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.

Key Performance Area 2 Recruitment & Diversity

Director – Lorna Parsons

Recruitment

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

Equality & Diversity

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

Key Performance Area 3 People Strategies

Director – Dermot O'Hara

People/OD Strategic Framework

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

Employee Relations

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

Key Performance Area 4 Corporate Governance

Chief Executive – Adrian Kerr

Governance

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

To agree procedures with the DoE on the final audits and preparation of accounts.

SECTION 2 – BUSINESS PLAN 2016-2017

Key Performance Areas

This section details the Business Plan Actions for 2016-2017. These are designed to implement the Key Performance Areas.

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

TALENT STRATEGIC OBJECTIVE 2016-2017

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 2016-2017				
ACTIONS 2016/2017	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Implement the agreed People & Organisation Development Strategic Framework and in particular: <ul style="list-style-type: none"> • performance culture • learning organisation 	Assist with the piloting and evaluation of models developed to date and further developments arising from the Conference held in October 2015.	Facilitate progress in line with the agreed action plans. Report to the LGSC and the LGTG on progress as appropriate.	Facilitate progress as detailed in Quarter 2.	Review annual progress and support development of a continuity plan for 2017-2018.
Maintain strategic partnering arrangements with SOLACE, LGCEG, PPMA, NILGA, trade unions, learning institutions and the professional groups within local government	Meet regularly with the various partners and stakeholder groups regarding development needs particularly for reform implementation, transformation and collaborative working. Develop, implement, review and update learning and development provision based on identified need.	Ensure that the needs of the partners and stakeholder groups are considered by the LGTG and the LGSC as appropriate.	Hold review meetings with the strategic partners for future business planning. Ensure adequate funding for any partnership working.	Review the outcomes of the strategic partners' meetings and recommend further initiatives for inclusion in business plans for the continuing provision of future collaborative HR/OD services.

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

TALENT STRATEGIC OBJECTIVE 2016-2017 (cont.)

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 2016-2017				
ACTIONS 2016/2017	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Research and promote Organisation Development (OD) tools and techniques in local government, particularly to support local government reform implementation, transformation and collaborative working approaches	Assist councils to implement a range of business improvement capacity building initiatives and interventions aimed at supporting performance management systems and improving service delivery.	Support the implementation of the Performance Culture Toolkit to enable councils to: <ul style="list-style-type: none"> • review services • manage change associated with Reform implementation • promote good practice • engage staff in the improvement and change process. 	Monitor uptake and evaluate impact of initiatives and interventions and report to LGTG and LGSC as appropriate.	Evaluate and review progress and support development of a continuity plan for 2017-2018.
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	Respond to requests for assistance and promote good practice, in accordance with employers' legal obligations.	Monitor and review the implementation of the LGRJF agreements.	Report to LGSC on the implementation of the agreements.	Evaluate and review progress and plan for 2017-2018.
Provide a secretariat service to PPMA NI	Assist PPMA to: <ul style="list-style-type: none"> • achieve its targets and objectives • prepare for Reform implementation • continue to deliver the capacity building programme for HR practitioners • advance the HR collaboration/ sharing of services agenda within local government. 	Implement required actions on an ongoing basis.	Facilitate progress as detailed in Quarter 2.	Review progress and plan for 2017-2018 as necessary.

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

DEVELOPMENT STRATEGIC OBJECTIVE 2016-2017

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

BUSINESS PLAN 2016-2017

ACTIONS 2016/2017	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
<p>Develop and maintain the Local Government Training Group (LGTG) as the shared resource for learning and organisation development in district councils</p> <p>Provide ongoing support and secretariat services</p>	<p>Ensure that LGTG remains fully engaged in the development and implementation of the Reform and Transformation Capacity Building Programme.</p> <p>Assist the Practitioners' Group (PG) and the Elected Member Development Steering Group (EMDSG) 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 LGTG capacity building programme.</p> <p>Monitor progress and report to the LGTG and LGSC as appropriate.</p>	<p>Facilitate progress as detailed in Quarter 2.</p>	<p>Assist the PG and EMDSG to evaluate performance and report to the LGTG, LGSC, NILGA and the NAC as appropriate.</p>
<p>Ensure that the LGTG's strategies and plans support the implementation of the Strategic Framework, local government reform and transformation, and ensure that the learning and development opportunities provided by LGTG meet identified needs</p>	<p>Ensure that the call-off framework of providers for the Open Course Programme and other training provision is monitored and refreshed as necessary.</p>	<p>Quality assure the Open Course Programme to ensure that provision meets the needs of local government, quality is maintained and value for money is achieved.</p> <p>Report to LGTG and LGSC on progress.</p>	<p>Continue to monitor and evaluate the operation of the Open Course Programme.</p> <p>Report to LGTG and LGSC on progress.</p>	<p>Monitor and evaluate all LGTG provision.</p> <p>Review and Plan for 2017-2018.</p> <p>Plan for the implementation of outcomes as necessary.</p>
<p>Implement the central Learning Management System (LMS) for local government</p>	<p>Oversee the strategic development of the LMS and its implementation across and within councils.</p>	<p>Continue to develop content and support materials. Monitor and progress as necessary.</p>	<p>Monitor and progress as necessary.</p>	<p>Review annual progress and support development of a continuity plan for 2017-2018.</p>

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

RECRUITMENT STRATEGIC OBJECTIVE 2016-2017

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

BUSINESS PLAN 2016-2017				
ACTIONS 2016/2017	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
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	Assist councils to implement the revised Code of Procedures on Recruitment and Selection, and provide advice on best practice in recruitment and selection, as required.	Continue to assist councils to manage the 'Local Government Jobs NI' recruitment portal.	Continue work as detailed in Quarter 2.	Ensure continuity in the application of best practice recruitment procedures from 2017-2018 onwards.
Assist councils to recruit Chief Executives and other senior officers, as detailed in the Code of Procedures on Recruitment and Selection	Assist councils to implement the procedures for the recruitment of senior posts in the revised Code of Procedures on Recruitment and Selection.	Continue to provide assistance to councils to recruit senior posts in line with the agreed procedures.	Continue work as detailed in Quarter 2.	Ensure continuity in the application of best practice recruitment procedures from 2017-2018 onwards.
Provide Observers to attend selection panels for senior posts in councils and the NIHE	Continue to provide Observers to attend selection panels for senior posts.	Continue work as detailed in Quarter 1.	Continue work as detailed in Quarter 1.	Review Observer reports on selection panels and make recommendations to councils.
Advise on best practice in the use of assessment centres and how recruitment exercises can be made more objective and transparent	Review the use of Situational Judgement Tests in councils and consider other ways of working together on assessment testing.	Review the use of assessment centres for Chief Executive and senior posts.	Revisit the research on evaluation of assessment centre practice and implement the recommendations.	Ensure continuity in the application of best practice in assessment testing from 2017-2018 onwards.

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

RECRUITMENT STRATEGIC OBJECTIVE 2016-2017 (cont.)

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

BUSINESS PLAN 2016-2017				
ACTIONS 2016/2017	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Implement the Strategic Framework and in particular facilitate the Talent Management and Leadership Pillar	Assist with the development of a local government talent management model.	Facilitate progress in line with the agreed action plans. Report to the LGSC and the LGTG on progress as appropriate.	Ensure adequate funding is available to progress the implementation of the action plans.	Evaluate and review progress and prepare a continuity plan for 2017-2018.
Develop a local government coaching and mentoring network	Research existing resources within local government and scope best practice in coaching and mentoring.	Develop and lead a local government coaching and mentoring network.	Facilitate the extension of the coaching and mentoring network within local government and across the wider public sector.	Review the operation of the coaching and mentoring network and develop a continuity plan for 2017-2018.

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

EQUALITY & DIVERSITY STRATEGIC OBJECTIVE 2016-2017

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

BUSINESS PLAN 2016-2017				
ACTIONS 2016/2017	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Advise and assist councils and the NIHE to implement their Section 75 duties and Disability Action Plans	Ensure that the Statutory Duty Network meets on a regular basis to address common issues and collaborate on sector wide initiatives.	Continue work as detailed in Quarter 1.	Provide Equality Officers with best practice models and case studies on equality and diversity issues.	Review the work of the Statutory Duty Network and develop a continuity plan for 2017-2018.
Advise and assist councils to implement best practice in equality and diversity	Assist councils to roll-out the e-learning programme on equality and diversity for council officers and elected members.	Encourage councils to apply for part-funding for equality and diversity events from the LGTG and LGSC.	Encourage councils to develop a bank of good practice case studies and disseminate across all councils.	Review progress and develop a continuity plan for 2017-2018.
Act as secretariat to the Equality and Diversity Group (EDG) and assist it in the implementation of its Strategic Plan	<p>Hold regular meetings of the EDG to encourage networking and disseminate good practice.</p> <p>Facilitate the implementation of the EDG strategy and action plan.</p>	<p>Host an equality and diversity conference to showcase good practice.</p> <p>Report to the LGSC, EDG and LGTG on progress as appropriate.</p>	Provide training and/or showcasing seminars on equality and good relations issues.	Review progress and develop a continuity plan for 2017-2018.
Support the Diversity Champions to enhance their role in addressing equality and diversity issues at local level	Launch the Champions of Change accredited programme.	Hold regular meetings of the Diversity Champions' Network to encourage networking and disseminate best practice.	Ensure that the LGTG continue to deliver on the development programme for Diversity Champions.	<p>Review the work of the Diversity Champions' Network and develop a continuity plan for 2017-2018.</p> <p>Evaluate the accredited programme for Diversity Champions and develop a plan for future rollouts of the programme.</p>

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

PEOPLE/OD STRATEGIC OBJECTIVE 2016-2017

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

BUSINESS PLAN 2016-2017				
ACTIONS 2016/2017	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Lead the co-ordinated implementation of the People & OD Strategic Framework for local government	<p>Ensure the provision of professional advice, assistance and research to support councils working collaboratively in respect of:</p> <ul style="list-style-type: none"> • Performance Culture Toolkit • Talent Management Model • Pay, Grading and Reward • Implementing the Leadership Academy • Employee Engagement • Learning Organisation. 	<p>Provide professional advice, assistance and research support to councils and collaborative working groups.</p> <p>Provide interim reports for the Commission, SOLACE, PPMA, and councils.</p>	Continue work as detailed in Quarter 2.	Review annual progress and develop the updated Strategic Framework for 2017-2018 to ensure continuity for stakeholders.
<p>Facilitate progress under the Strategic Framework in respect of:</p> <ul style="list-style-type: none"> • Employee Engagement • Pay, Grading and Reward 	Facilitate progress by supporting councils either collectively or individually in respect of project work in relation to Employee Engagement and Pay, Grading and Reward.	Facilitate progress in line with action plans agreed with councils and working groups.	Facilitate progress in line with action plans agreed with councils and working groups.	Review annual progress and support development of draft plans for 2017-2018 to support the overall HR and OD programme.
Update panels of providers for HR and OD support	Review the range of specialist support with councils.	Invite and appraise tenders.	Prepare and publish lists of panels.	Review panels to identify any updates required for 2017-2018 to ensure continuity of provision.

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

EMPLOYEE RELATIONS STRATEGIC OBJECTIVE 2016-2017

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

BUSINESS PLAN 2016-2017				
ACTIONS 2016/2017	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Provide an Independent Secretariat service to the Interim Negotiating Forum (INF)	Assist the INF and members as required to develop and implement the Workplan (including preparing background and policy papers; undertaking research or benchmarking).	Support INF work prior to its integration with new industrial relations machinery.	Continue work as detailed in Quarter 2.	Develop continuity plans to ensure seamless transition of service to new machinery.
Support the implementation of a new regional industrial relations framework	Assist in implementation of new framework as required following the outcome of the process of facilitated bargaining being managed by the Labour Relations Agency. Assist with developing and implementing the Workplan for a new framework, including preparing background and policy papers and undertaking research or benchmarking and providing secretariat services.	Assist with implementing the Workplan including preparing background and policy papers and undertaking research or benchmarking and providing secretariat services.	Continue work as detailed in Quarter 2.	Assist with developing the Workplan to ensure a seamless transition of HR services for 2017-2018.
Promote and encourage the use of Alternative Dispute Resolution (ADR) procedures as an alternative to formal mechanisms	Support councils as required to utilise ADR mechanisms at local level.	Provide support on request and encourage the use of ADR and assist councils as required.	Continue work as detailed in Quarter 2.	Develop continuity plan to ensure seamless transition of service for 2017-2018.
Assist district councils to progress complaints, grievances and disciplinary matters as requested	Provide professional advice and assistance regarding HR matters including providing independent oversight of the management of complaints, grievances and disciplinary matters, where it is not appropriate for these to be dealt with in-house.	Provide professional advice and assistance regarding HR matters including complaints, grievances and disciplinary matters.	Provide professional advice and assistance regarding HR matters including complaints, grievances and disciplinary matters.	Develop continuity plan to ensure seamless transition of service for 2017-2018.

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

EMPLOYEE RELATIONS STRATEGIC OBJECTIVE 2016-2017 (cont’d.)

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

BUSINESS PLAN 2016-2017

ACTIONS 2016/2017	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Assist councils to develop actions and initiatives to reduce employee sickness absence and promote health and well being	Support wellbeing initiatives, eg, emotional intelligence and emotional resilience and the use of the Local Government Stress Management Toolkit.	Continue assistance as required.	Continue work as detailed in Quarter 2.	Develop continuity plan to ensure seamless transition of service for 2017-2018.

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

GOVERNANCE STRATEGIC OBJECTIVE 2016-2017

**To provide the highest level of public service standards in all areas of the Commission’s operation
To agree procedures with the DoE on the final audits and preparation of accounts.**

BUSINESS PLAN 2016-2017				
ACTIONS 2016/2017	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
<p><u>Accountability</u></p> <p>Continue to implement a sound system of control to support the Commission’s objectives in accordance with Government Accounting Northern Ireland</p>	<p>Arrange Audit Committee meeting.</p> <p>Finalise 2015-16 accounts and implement agreed systems for transfer of Commission assets and liabilities in March 2017.</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 and dissolution plan.</p>	<p>Facilitate Local Government Audit.</p> <p>Prepare and finalise 2015-16 Annual Report and Accounts.</p> <p>Review and update the Commission’s Risk Register as required.</p>	<p>Publish 2015-16 Annual Report and Accounts.</p> <p>Arrange Audit Committee meeting.</p> <p>Facilitate Internal Audit.</p> <p>Review and update the Commission’s Risk Register as required.</p>	<p>Implement all governance arrangements relating to the Commission’s dissolution as agreed by the DOE-LGSC Dissolution Project Board.</p>
<p><u>People Development</u></p> <p>Operate a culture of open communication and participation, where staff feel valued and involved and where innovation is encouraged within a Performance Management Framework</p>	<p>Implement the findings of the Training Needs Audit based on the individual development plans.</p>	<p>Provide individual support necessary to implement business plan activities and dissolution requirements.</p>	<p>Ensure implementation of individual development plans.</p>	<p>Provide any necessary continuity plans.</p>
<p><u>Communication and Marketing</u></p> <p>Ensure the People & OD Strategic Pillar outcomes are communicated to councils and the NIHE</p>	<p>Continue to work with Pillar Working Groups at local and central level.</p>	<p>Issue an Information Bulletin to report progress in relation to progress on all Commission activities.</p>	<p>Review progress in relation to the 2016-2017 Business Plan objectives and communicate to stakeholders.</p>	<p>Provide any necessary continuity plans.</p>

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

GOVERNANCE STRATEGIC OBJECTIVE 2016-2017 (cont.)

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

BUSINESS PLAN 2016-2017				
ACTIONS 2016/2017	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
<p><u>Equality</u></p> <p>Advance the Commission's equality agenda</p>	Provide training for Commission staff on the required equality duties.	Complete the Commission's Fair Employment Monitoring return and submit to the Equality Commission.	Prepare the annual report for submission to the Equality Commission.	Advise the Equality Commission on the LGSC's status as a public body for reporting purposes.
<p><u>Operational Support Services</u></p> <p>Provide continuous improvement in the provision of the Commission's Administrative Support and Financial Services</p>	<p>Adhere to the Dissolution Action Plan to ensure no undue burden is Placed on the Commission.</p> <p>Review website to ensure it meets LGSC/LGTG requirements.</p> <p>Liaise with the Public Records Office NI to ensure that special circumstances are agreed to enable PRONI to take delivery of files younger than 20 years old.</p>	<p>Adhere to the Dissolution Action Plan to ensure no undue burden is Placed on the Commission.</p> <p>Review website to ensure it meets LGSC/LGTG requirements.</p> <p>Review Assets and update Asset Register, as necessary.</p> <p>Prepare for NIAO Audit.</p> <p>Ensure Commission records are managed in line with the Disposal Schedule.</p>	<p>Adhere to the Dissolution Action Plan to ensure no undue burden is Placed on the Commission.</p> <p>Review website to ensure it meets LGSC/LGTG requirements.</p> <p>Review Assets and update Asset Register, as necessary.</p> <p>Prepare for Internal Audit.</p> <p>Review financial procedures and update as appropriate.</p>	<p>Adhere to the Dissolution Action Plan to ensure no undue burden is Placed on the Commission.</p> <p>Review website to ensure it meets LGSC/LGTG requirements.</p> <p>Review Assets and update Asset Register, as necessary.</p> <p>As a courtesy - notify service providers of dissolution.</p> <p>Ensure Commission records are managed in line with the Disposal Schedule.</p> <p>Prepare for handover to DOE Dissolution Group.</p>

SECTION 3 – APPENDICES

Legislation

Appendix 1

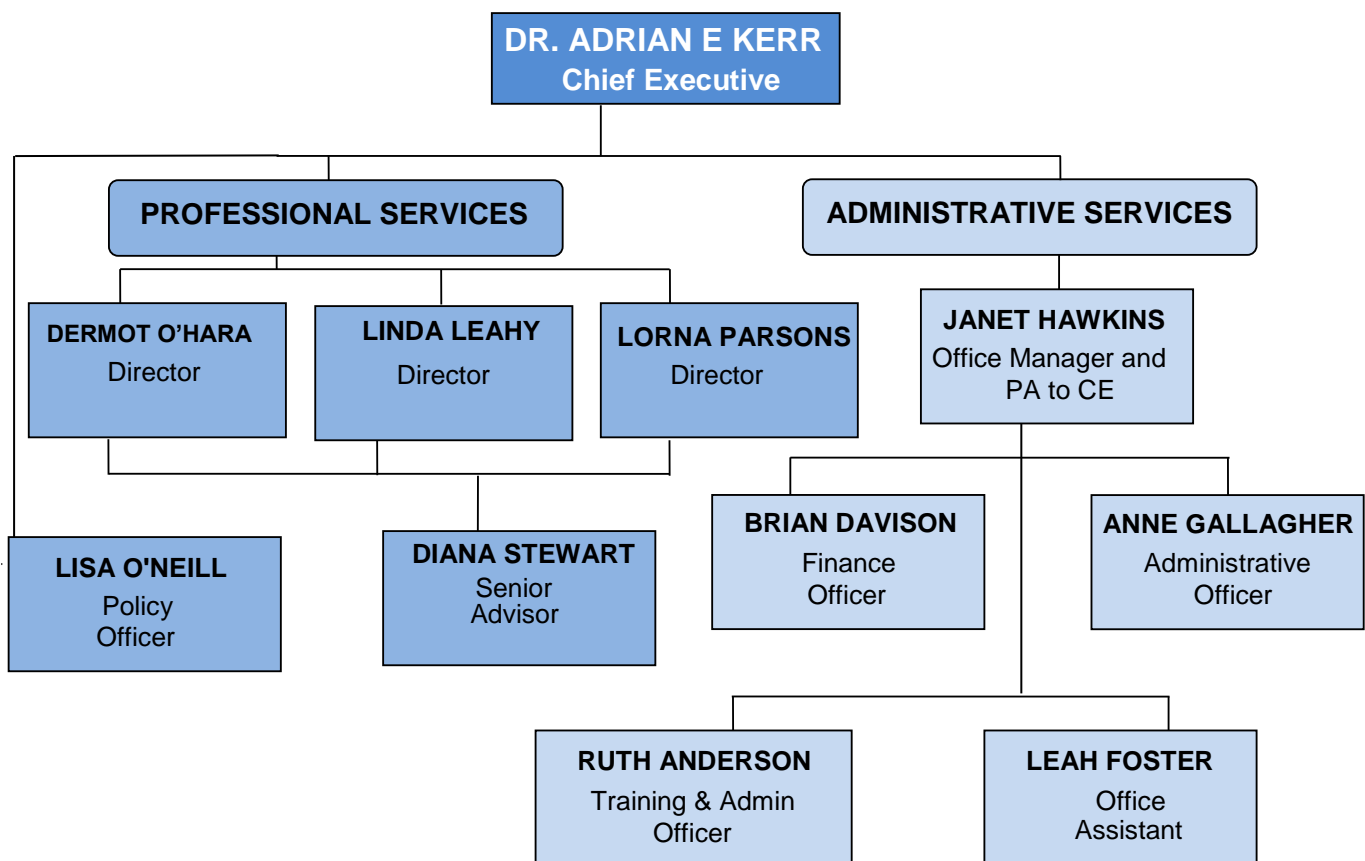
In addition to the Commission's general oversight role as detailed in the introduction of this document, the following specific functions are detailed in the Local Government Act (Northern Ireland) 1972, as amended by the Housing Orders (NI) 1976 and 1981 and the Local Government (Miscellaneous Provisions)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

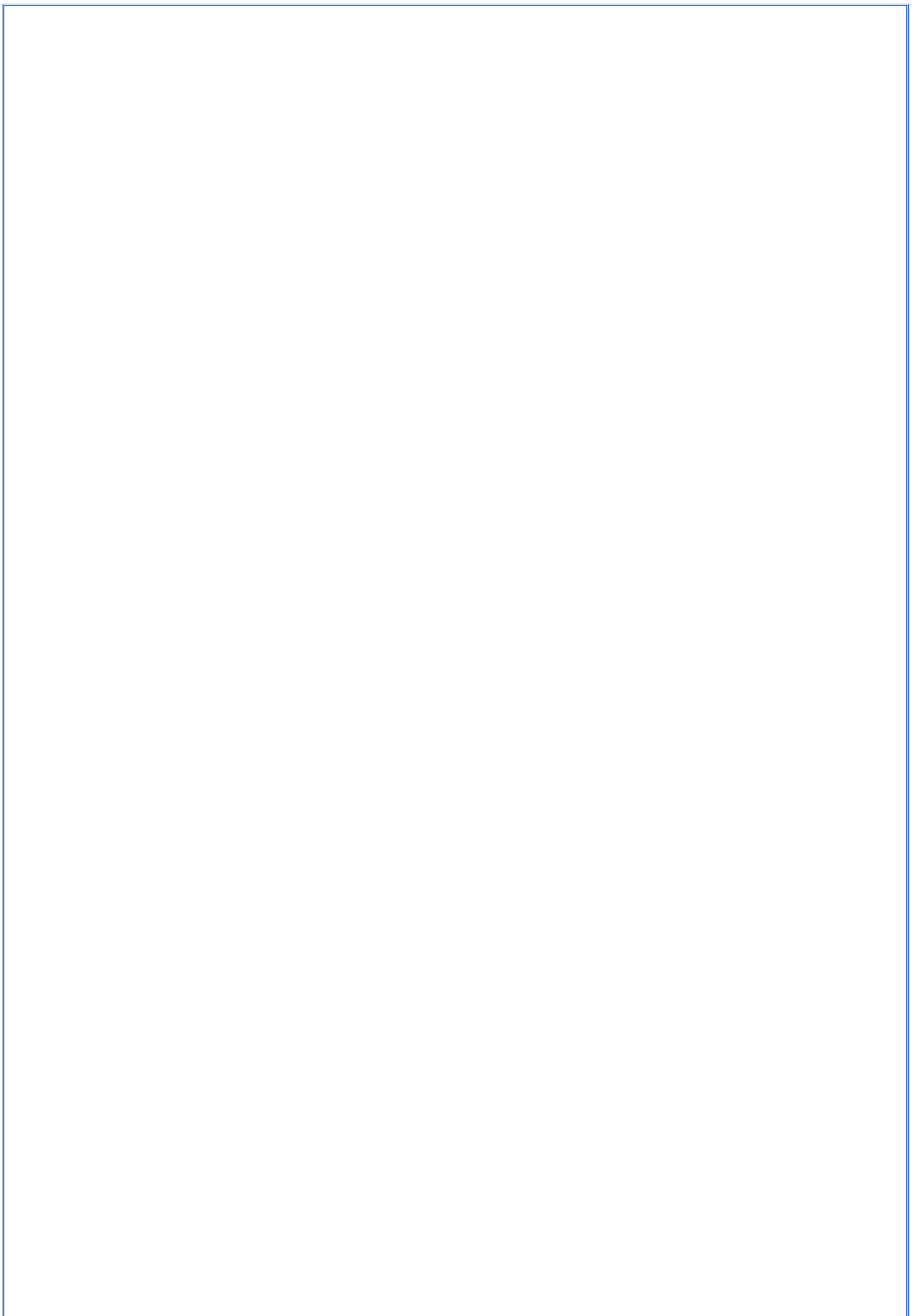
The functions of the Staff Commission shall include:-

- 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 Executive¹ 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.*

¹ 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.







**THE LOCAL GOVERNMENT STAFF COMMISSION
FOR NORTHERN IRELAND**

**Commission House
18-22 Gordon Street
Belfast BT1 2LG**

**Tel: 028 9031 3200
Fax: 028 9031 3151
Typetalk: 18001 028 9031 3200
Web: www.lgsc.org.uk**

