

Local Government Staff Commission
For Northern Ireland



Strategic Plan 2014-2017

Business Plan 2014-2015

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GLOSSARY OF TERMS

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

CHAIRMAN'S STATEMENT

I have pleasure in introducing the Local Government Staff Commission's Strategic and Business Plan 2014 – 2017 which relates to the Commission's statutory mandate as stated in current legislation. However, in an announcement made on 23rd October 2013, the Environment Minister stated that, following a public consultation, he had decided that the Commission should be wound up in April 2017 subject to a final decision being taken by the Northern Ireland Assembly.

Therefore this plan has been prepared to ensure that the Commission continues to implement its statutory duties and address the main human resource management issues for the sector during the important local government reform period and beyond.

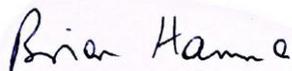
Key aspects of the Business Plan for the year 2014-15 include:

- Continuing to provide an independent secretariat to the Local Government Reform Joint Forum which plays 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;
- Ensuring the implementation of 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 Sector's response to a changing local government environment and culture;
- Enhancing capacity building through the Local Government Training Group with the development of a capacity building programme for implementation throughout the reform process;
- 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.

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.

Following the untimely death of the Commission's Chairman, Mr Mervyn Rankin, in October 2013, I was appointed to take up the position of Chairman and it is a personal challenge to me to build upon the work that has been carried out under Mervyn's chairmanship. It will be particularly important to ensure that in the year ahead staff morale is maintained and further efficiencies are achieved. This challenge is compounded by the current economic pressures facing all public sector organisations but particularly local government as it faces major restructuring and change.

In conclusion I want to thank everyone in the local government community for their help in implementing the various Commission initiatives and assure them of the Commission's support during what will undoubtedly be a momentous year for local government in Northern Ireland.



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 three 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.

Purpose of the Strategic Plan

This document has been developed to guide the Commission’s work for the rolling 3 year period 2014-17 and to illustrate the Business Plan for Year 1, 2014-15. 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 (KPAs) 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:

Key Performance Area 1	Talent & Development	Director – Linda Leahy
Key Performance Area 2	Recruitment & Diversity	Director – Lorna Parsons
Key Performance Area 3	People Strategies	Director - Dermot O’Hara
Key Performance Area 4	Corporate Governance	Chief Executive – Adrian Kerr

SECTION 2...KEY PERFORMANCE AREAS

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

TALENT STRATEGIC OBJECTIVE 2014-2017

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 2014-15				
ACTIONS 2014/15	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
<p>Implement the Strategic Framework and in particular facilitate the Strategic Pillar Working Group on Performance Culture and Learning Organisation to meet its implementation plan</p>	<p>Facilitate the amalgamation of the Performance Culture and Learning Organisation Pillar Working Groups and assist the new Working Group to achieve its Year 3 goals.</p> <p>Assist the Working Group with:</p> <ul style="list-style-type: none"> • action planning • piloting of models and tools developed for performance management and measurement in councils • evaluation and review of pilots 	<p>Assist the Working Group to agree an Action Plan for piloting the models and tools for performance management and measurement in councils.</p> <p>Report to LGTG on any required programmes of support and capacity building initiatives and seek funding support.</p>	<p>Facilitate progress in line with the agreed action plans.</p> <p>Gather any necessary monitoring data to facilitate evaluation.</p> <p>Report to LGSC and LGTG on progress as appropriate.</p>	<p>Review Year 3 outcomes and support development of the draft Plans for 2015-16.</p> <p>Report to the LGSC and the LGTG on progress as appropriate.</p>
<p>Maintain strategic partnering arrangements with SOLACE, PPMA, NILGA, trade unions and professional groups within local government</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 2015-16.</p>	<p>Review the outcomes of the strategic partners' meetings and recommend further initiatives for inclusion in the LGSC Business Plan 2015-16.</p>

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

TALENT STRATEGIC OBJECTIVE 2014-2017

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 2014-15				
ACTIONS 2014/15	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
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	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.	Support the implementation of the Improvement and Change Toolkit to enable councils to: <ul style="list-style-type: none"> • review services • manage change associated with Reform and ICE 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 plan for 2015-16.
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	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 2015-16.
Provide a secretariat service to PPMA NI	Assist PPMA to: <ul style="list-style-type: none"> • achieve its targets and objectives • prepare for Reform and encourage support for ICE 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.	Implement required actions on an ongoing basis.	Review progress and plan for 2015-16 as necessary.

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

DEVELOPMENT STRATEGIC OBJECTIVE 2014-2017

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 2014-15				
ACTIONS 2014/15	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
<p>Establish the Local Government Training Group (LGTG) as the shared resource for learning and development in district councils</p> <p>Provide ongoing support and secretariat services</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>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</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>Ensure that the Open Course Programme:</p> <ul style="list-style-type: none"> reflects the outcomes of the procurement exercise makes provision to meet the identified priorities. <p>Report to LGTG and LGSC on progress.</p>	<p>Monitor and evaluate the operation of the Open Course Programme and the revised panel of providers 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>Monitor and evaluate all LGTG provision.</p> <p>Review and Plan for 2015-16.</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 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 2015-16.</p>

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

RECRUITMENT STRATEGIC OBJECTIVE 2014-2017

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

BUSINESS PLAN 2014-15				
ACTIONS 2014/15	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 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.	Continue to 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.
Implement the Strategic Framework and in particular facilitate the Strategic Pillar Working Groups on: <ul style="list-style-type: none"> • Talent Management • Leadership to meet the implementation plan 	Assist the Leadership and Talent Management Pillar Working Group to achieve its Year 3 goals. Assist with the piloting and evaluation of models developed by the Pillar Working Groups	Facilitate progress in line with the agreed action plans. Report to the LGSC and the LGTG on progress as appropriate.	Facilitate progress in line with the agreed action plans. Report to the LGSC and the LGTG on progress as appropriate.	Review progress in Year 3 and support development of draft Plans for 2015-16 to support the overall programme. Report to the LGSC and the LGTG on progress as appropriate.
Assist councils to recruit Chief Executives and other senior officers, as detailed in the Code of Procedures on Recruitment and Selection	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.	Review panel of Professional Assessors and Trainers and provide further training, if required.	Provide assistance to councils to recruit 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 2014-2017

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

BUSINESS PLAN 2014-15				
ACTIONS 2014/15	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Provide Observers to attend selection panels for senior posts in councils and the NIHE	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.
Advise on best practice in the use of assessment centres and how recruitment exercises can be made more objective and transparent	Review the best practice model for assessment centres for senior posts, based on the recommendations of the research report.	Review the use of Situational Judgement Tests in councils 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 2014-2017

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 2014-15				
ACTIONS 2014/15	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	Provide assistance to councils to implement their equality schemes and develop equality schemes for the new councils, 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 2015.
Assist councils and the NIHE to pilot and develop model employment policies, as appropriate	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.	Review seminar programme and plan seminar programme for 2015.
Act as secretariat to the Equality and Diversity Group and assist it to implement its Strategic Plan	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 review the 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 2014-2017

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 2014-15				
ACTIONS 2014/15	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Lead the implementation of the People & OD Strategic Framework for local government	Support the ongoing work of the Programme Board and Working Groups. Provide assistance with Programme Planning and advice on Programme Management. Facilitate the further progression of the action plans from the Board and Working Groups.	Facilitate Programme Management for the implementation of the Framework, through research, support and advice to the Programme Board.	Facilitate Programme Management for the implementation of the Framework, through research, support and advice to the Programme Board.	Review year three outcomes and support the development of the draft Programme Plan for 2015-16. Report to the Commission and submit proposals to the HR Conference in January 2015.
Following the launch of the People & OD Strategic Framework, facilitate the Strategic Pillar Working Groups on: <ul style="list-style-type: none"> • Employee Relations • Pay and Reward to meet the implementation plan	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 three outcomes and support development of the draft Project Plan for 2015-16, to support the overall Strategic Framework outcomes.
Partner the Local Government Management Agency (LGMA) to promote best practice examples of change management	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 2015 - 16 Business Plan.
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	Continue with the agreed programme of procurement as required and ensure all relevant procedures are adhered to. This includes agreeing priority areas for procurement to support the annual business plan.	Implement the procurements and seek feedback.	Implement the procurements and seek feedback.	Review feedback and identify any potential action required, including developing expertise in house or from external support as appropriate.

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

EMPLOYEE RELATIONS STRATEGIC OBJECTIVE 2014-2017

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

BUSINESS PLAN 2014-15				
ACTIONS 2014/15	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Provide an Independent Secretariat service to the Local Government Reform Joint Forum (LGRJF)	Assist the LGRJF with developing and 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 specific tasks as timetabled in the work plan 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, including identifying work required post implementation of the reform programme.
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	Report to the Commission on the progress of the Review of the NIJC and the model IR Framework developed through the Pay and Reward Working Group.	Promote the inclusion of stakeholder views to determine the IR priorities for the sector.	Report the outcomes of the Review to the Commission.	Prepare for a new Industrial Relations framework post April 2015.
Assist district councils to progress with complaints, grievances and disciplinary matters as requested Promote and encourage the integration of Alternative Dispute Resolution (ADR) mechanisms into existing policies and procedures	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.
Assist councils to develop actions and initiatives to reduce employee sickness absence and promote health and well being	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 2015 - 16.

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

GOVERNANCE STRATEGIC OBJECTIVE 2014-2017

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

BUSINESS PLAN 2014-15				
ACTIONS 2014/15	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 2013-14 accounts and implement agreed financial scheme for 2014-15.</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 2013-14 Annual Report and Accounts.</p> <p>Review and update the Commission’s Risk Register as required.</p>	<p>Publish 2013-14 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>Prepare Business and Corporate Plans 2015-16.</p> <p>Prepare 2015-16 Financial Scheme.</p> <p>Review and update the Commission’s Risk Register in line with any audit recommendations.</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>Prepare for Investors in People post recognition review to retain IIP status.</p>	<p>Undertake post recognition review to retain IIP status</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>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 that 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 2014-2017

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

BUSINESS PLAN 2014-15				
ACTIONS 2014/15	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
<p><u>Equality</u></p> <p>Advance the Commission's equality agenda</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><u>Operational Support Services</u></p> <p>Provide continuous improvement in the provision of the Commission's Administrative Support and Financial Services</p>	<p>Revisit Health & Safety (H&S) Policies and Procedures in line with Fire Risk Assessment.</p> <p>Review Website provision to ensure it meets LGSC/LGTG requirements in light of Local Government Reform.</p>	<p>Review procedures to ensure seamless service delivery in the provision of financial services.</p> <p>Keep all Dear Accounting Officer (DAO) correspondence under review to ensure compliance and implementation.</p>	<p>Provide IT, office and communication equipment solutions, as required.</p> <p>Implement Website improvements as required.</p>	<p>Evaluate Audio Visual requirements for Conference Rooms and arrange awareness sessions with AV providers, as appropriate.</p> <p>Ensure all required changes relevant to Commission accounts as detailed in DAO correspondence are implemented.</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.

Chairman

Brian Hanna CBE

Former Chief Executive, Belfast City Council

Vice-Chair

Alderman Geraldine Rice MBE

Alliance Councillor, Castlereagh Borough Council

Members

Ashley Boreland

Chief Executive, Ards Borough Council
Chair, Local Government Training Group
Chair, ALACE

Carmel Connolly

Senior Assistant Director of Corporate Services, Lisburn City Council

William Francey MBE

Former Director of Health & Environmental Services,
Belfast City Council

Bumper Graham

Assistant General Secretary, NIPSA

Nigel Hamilton

Consultant in Business and Community Development

Councillor Marion Smith MBE

Ulster Unionist Councillor, North Down Borough

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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