

PERFORMANCE CULTURE

Strategic Goal:

Local government will create an environment where, individual, team and council goals are aligned; individuals will receive continuous development and feedback on performance and will be recognised for excellence in service delivery.

Why work under this pillar is important:

Given the pressure for efficiency, productivity and innovation; the development of a performance culture is critical. A change is required at a strategic level in local government to move the approach to performance management away from a process driven exercise, towards providing feedback on performance, coaching and developing staff, and achieving excellence in service delivery.

Benefits for:

- **The Sector** will benefit from a common understanding of managing performance.
- **Councils** will have a demonstrable link between individual performance and organisational outcomes.
- **Staff** will have a clear understanding of what is required of them and will be recognised for their input.
- **Customers** can expect that staff resources will be clearly focussed on delivering customer and community needs.

LEARNING ORGANISATION

Strategic Goal:

Local government will create a learning environment where leaders equip individuals to take ownership of their learning and development needs which supports their performance in delivering excellent service.

Why work under this pillar is important:

In previous years the focus has been on formal training interventions for staff and whilst these will continue to play an important role in the sector's learning suite, the perspective must now broaden. The overall focus needs to shift to creating a learning culture that links learning and development explicitly to performance and which supports business needs. This requires a cultural shift from a reliance on formal approaches, to a sector focussed on productivity, outcomes, capability and efficiency. Learning must now be set within this context.

Benefits for:

- **The Sector** will have the ability to plan for and support collaborative learning, to facilitate the efficient use of resources and the development of good practice.
- **Councils** will benefit from accessing opportunities for business focussed skills development.
- **Staff** will have a clear framework, within which to identify their own learning needs and opportunities.
- **Customers** will have assurance that staff are effectively skilled to deliver services.

2. Performance Culture and Learning Organisation

YEAR GOALS (January 2015 – January 2016)	AGREED ACTION POINTS	GROUP COMPOSITION
<p>Gain endorsement and support from the 11 new councils for the Performance Culture Toolkit</p> <p>Identify 3 councils to pilot the Toolkit</p> <p>Make recommendations and take actions towards achieving a shift in emphasis in the sector from Training and Development to Learning Organisations.</p>	<p>Cross reference Performance Culture Toolkit against iESE self-assessment Readiness checklist.</p> <p>Seek LGTG support for the following detailed actions:</p> <ul style="list-style-type: none"> • arrange to have the finalised Toolkit digitised for ease of use • plan awareness/training sessions to facilitate piloting of the Toolkit • arrange for support to individual councils to implement the Toolkit <p>Collate the learning and information from OD/improvement projects supported by the Staff Commission and Training Group to use as case study examples for inclusion in the Toolkit.</p> <p>Identify other benchmarking opportunities.</p> <p>Engage with key stakeholders on the findings of the pilot implementation of the Performance Culture Toolkit and the implications for learning and development in the sector.</p> <p>Define what a learning organisation looks like in local government, what processes and practices support it and how learning links to performance.</p>	<p>Chair: Anne Donaghy, Mid and East Antrim DC</p> <p>HR Lead: Sinead McNicholl, Derry CC</p> <p>LGSC Facilitation: Linda Leahy</p> <p>Members: Stuart Wilson, Antrim BC Sharon Currans, Armagh, Banbridge and Craigavon DC Joan Kinnaird, Ballymoney BC Clare McKenna, Belfast CC Niamh Shannon, Craigavon BC Paula Donnelly, Derry and Strabane DC Carla Melarkey, Fermanagh DC Sandra Kelly, Causeway Coast and Glens DC Joe McGuckin, Cookstown DC Caroline Magee, Lisburn CC Helen McElroy, Newry and Mourne DC Catrina Miskelly, Newry, Mourne and Down DC Rosemary McCullough, North Down and Ards DC Michelle Cummins, North Down BC Rachelle Craig, Strabane DC</p>