



Achieving Excellence through People

Strategic Plan 2015-2017

Business Plan 2015-2016

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



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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 Plan 2015–2017 and Business Plan 2015-2016 which relates to the Commission's statutory mandate as stated in current legislation.

The Strategic Objectives in the Business Plan for 2015-16 link closely with the People and Organisational Development Strategic Framework, which was re-launched in November 2014 and the objectives focus on how the Commission can assist the 11 new councils to address the main human resource management and organisation development issues for the sector during this important local government reform period and beyond.

In response to the announcement made by the Environment Minister in October 2013 to 'wind up' the Commission in March 2017, this Plan includes a new Strategic Objective to 'prepare for the closure of the business to ensure that any ongoing work of the Commission is integrated into the work of councils in a timely and orderly fashion'.

The key aspects of the Business Plan for the year 2015-16 include:

- Facilitating the implementation of the re-launched People and Organisational Development Strategic Framework;
- Continuing to provide an independent secretariat to the Local Government Reform Joint Forum and assisting with the development of the new Industrial Relations Framework for the 11 councils;
- Continuing to provide an independent secretariat to the Local Government Training Group (LGTG) and ensuring the continued delivery of 'fit for purpose' capacity building through the LGTG;
- Creating awareness and generating commitment to the Diversity Agenda by implementing the Equality and Diversity Group's Strategy and Action Plan throughout local government via the network of Diversity Champions.

The Commission will continue to work closely with its partners in the sector to develop best practice human resource and organisation development solutions to ensure that local councils are 'employers of choice'.

In July 2014 I was reappointed as Chairman and look forward to working with the newly constituted Commission who took up office from 01 December 2014 until 31 March 2017.

The challenge to continue to maintain staff morale and achieve further efficiencies in the Commission during a time of economic pressure and major restructuring in the sector remains to the fore of our strategic planning.

In conclusion I want to thank colleagues in local government for their continued help in implementing the various Commission initiatives and to assure them of the Commission's continued support during the exciting and challenging year ahead as local government embraces the new 11 council structure and additional statutory responsibilities.

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.

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

Purpose of the Strategic Plan

This document has been developed to guide the Commission’s work for the 2 year period 2015 - 17 and to illustrate the Business Plan for Year 2, 2015-16. 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) 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.

STRATEGIC OBJECTIVES 2015 - 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.

Winding Up of the Local Government Staff Commission

In line with the Ministers decision of October 2013 to wind up the LGSC, it will be a specific objective of the Commission to prepare for the closure of business 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 workforce issues necessary 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.

Section 2 of this document details the Business Plan Actions for 2015/16. These are designed to implement the Key Performance Areas (Pages 6 to 14).

SECTION 2...KEY PERFORMANCE AREAS

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

TALENT STRATEGIC OBJECTIVE 2015-2017

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 2015-16				
ACTIONS 2015/16	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Implement the Strategic Framework and in particular facilitate the Strategic Pillar Working Group on Performance Culture and Learning Organisation to meet its implementation plan	Assist with the piloting and evaluation of models developed by the Pillar Working Group.	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 annual progress and support development of draft Plans for 2016-17 to support the overall programme. Report to the LGSC and the LGTG on progress as appropriate.
Maintain strategic partnering arrangements with SOLACE, LGCEG, PPMA, NILGA, trade unions and professional groups within local government	Meet regularly with the various partners and stakeholder groups regarding development needs particularly for Reform implementation 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 to inform the Commission's business planning for 2016-17.	Review the outcomes of the strategic partners' meetings and recommend further initiatives for inclusion in the LGSC Business Plan 2016-17.

TALENT STRATEGIC OBJECTIVE 2015-2017 (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 2015-16				
ACTIONS 2015/16	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
<p>Research and promote Organisational Development (OD) tools and techniques in local government, particularly to support preparations for local government reform implementation and collaborative working approaches</p>	<p>Assist councils to implement a range of business improvement capacity building initiatives and interventions aimed at supporting performance management systems and improving service delivery.</p>	<p>Support the implementation of the Performance Culture Toolkit to enable councils to:</p> <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. 	<p>Monitor uptake and evaluate impact of initiatives and interventions and report to LGTG and LGSC as appropriate.</p>	<p>Evaluate and review progress and plan for 2016-17.</p>
<p>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</p>	<p>Assist with the design and implementation of LGRJF Agreements.</p> <p>Respond to requests for assistance and promote good practice, in accordance with employers' legal obligations.</p>	<p>Monitor the implementation of the LGRJF agreements.</p>	<p>Report to the LGRJF and LGSC on the implementation of the agreements.</p>	<p>Evaluate and review progress and plan for 2016-17.</p>
<p>Provide a secretariat service to PPMA NI</p>	<p>Assist PPMA to:</p> <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. 	<p>Implement required actions on an ongoing basis.</p>	<p>Implement required actions on an ongoing basis.</p>	<p>Review progress and plan for 2016-17 as necessary.</p>

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

DEVELOPMENT STRATEGIC OBJECTIVE 2015-2017

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 2015-16				
ACTIONS 2015/16	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
<p>Maintain 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>Ensure that LGTG remains fully engaged in the development and implementation of the Reform 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>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>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 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 2016-17.</p> <p>Plan for the implementation of outcomes as necessary.</p>
<p>Implement the central Learning Management System (LMS) for local government</p>	<p>Pilot the LMS in at least 3 councils and continue to develop content based on identified need.</p>	<p>Monitor and progress as necessary.</p>	<p>Monitor and progress as necessary.</p>	<p>Review and plan for 2016-17.</p>

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

RECRUITMENT STRATEGIC OBJECTIVE 2015-2017

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

BUSINESS PLAN 2015-16				
ACTIONS 2015/16	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	Continue to assist councils to examine ways to collaborate in their recruitment practice through the PPMA recruitment sub group.	Continue to assist councils to manage the 'Local Government Jobs NI' recruitment portal.	Consult on a revised Code of Procedures on Recruitment and Selection for the 11 Councils.	Assist councils to implement the revised 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 with the piloting and evaluation of models developed by the Pillar Working Group.	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 annual progress and support development of draft Plans for 2016-17 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	Continue to provide assistance to councils to recruit senior posts in line with the agreed procedures.	Research the recruitment procedures for senior posts in other sectors.	Review the procedures for the appointment of senior staff and recommend improvements.	Assist councils to implement the procedures for the recruitment of senior posts in the revised Code of Procedures on Recruitment and Selection.
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.	Review the role of Observers and amend the Observer strategy as required.	Provide further training for Observers, as required.	Implement the Observer strategy for recruiting to senior posts.
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.	Research assessment testing in other sectors.	Assist councils to implement any new assessment techniques.

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

EQUALITY & DIVERSITY STRATEGIC OBJECTIVE 2015-2017

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 2015-16				
ACTIONS 2015/16	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	Refresh the membership of the Statutory Duty Network in line with the new council structures.	Ensure that the Statutory Duty Network meets on a regular basis.	Encourage the Equality Officers to collaborate on equality and diversity issues, where possible.	Review the work of the Statutory Duty Network and develop a plan for 2016-17.
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 plan for 2016-17.
Act as secretariat to the Equality and Diversity Group and assist it to implement its Strategic Plan	Refresh the membership of the Equality and Diversity Group and review the Strategy and Action Plan and update.	Hold regular meetings of the Equality and Diversity Group.	Provide training and/or showcasing seminars on equality and good relations issues.	Review progress and plan for 2016-17.
Provide support the Diversity Champions to champion equality and diversity issues in individual councils	Encourage all councils to nominate Diversity Champions and provide support, as required.	Hold regular meetings of the Diversity Champions' Network.	Review the development programme for the Diversity Champions.	Review the work of the Diversity Champions' Network and develop a plan for 2016-17.

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

PEOPLE/OD STRATEGIC OBJECTIVE 2015-2017

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 2015-16				
ACTIONS 2015/16	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Lead the implementation of the People & OD Strategic Framework for local government	Ongoing support for governance of the Strategic Framework and the Working Groups. Provide assistance with programme planning and advice on Programme Management. Facilitate the further progression of the updated action plans from the Working Groups. Develop interim reports for the LGCEG and report progress at conferences and seminars as required.	Facilitate management for the implementation of the Framework, through research, support and advice.	Facilitate Programme Management for the implementation of the Framework, through research, support and advice.	Review annual outcomes and support the development of the draft Programme Plan for 2016-17. Report to the Commission and submit proposals to the HR Conference.
Following the re 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 Year 2 goals.	Facilitate progress in line with the agreed action plans.	Facilitate progress in line with the agreed action plans.	Review annual outcomes and support development of the draft Project Plan for 2016-17, 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 HR strategy, policy or practice in relation to change management and benchmarking exercises.	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 2016 - 17 Business Plan.
Implement revised procurement procedures with a view to updating select lists of consultants, providers and assessors across the full range of LGSC and LGTG services as required.	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 2015-2017

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

BUSINESS PLAN 2015-16				
ACTIONS 2015/16	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; undertaking research or benchmarking in relation to LG reform and progress on the ICE Programme. Work towards implementation of the new industrial relations framework.	Support any residual LGRJF workload prior to merging with new machinery.	Support any residual LGRJF workload prior to merging with new machinery.	Support any residual LGRJF workload prior to merging with new machinery.
Support the new industrial relations framework	Assist with developing and implementing the Work Plan for the new framework, including preparing background and policy papers and undertaking research or benchmarking.	Support the new negotiation machinery in consultation and negotiation as required. Assist in the development and implementation of specific tasks as timetabled in the Work Plan.	Support the new negotiation machinery in consultation and negotiation as required. Assist in the development and implementation of specific tasks as timetabled in the Work Plan.	Assist the new negotiation machinery to revise and update the future work plan. Assist in the development and implementation of specific tasks as timetabled in the work plan.
Assist district councils to progress 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 in parallel with any assistance regarding complaints, grievances and disciplinary matters.	Provide support on request and encourage programmes for ADR and assist councils as required.	Provide support on request and encourage programmes for ADR and assist councils as required.	Provide support on request and encourage programmes 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 2016 - 17.

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

GOVERNANCE STRATEGIC OBJECTIVE 2015-2017

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

BUSINESS PLAN 2015-16				
ACTIONS 2015/16	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 2014-15 accounts and implement agreed financial scheme for 2015-16.</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 2014-15 Annual Report and Accounts.</p> <p>Review and update the Commission's Risk Register as required.</p>	<p>Publish 2014- 15 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 2016-17.</p> <p>Prepare 2016-17 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>Carry out a Training Needs Audit based on the 2014/15 individual development plans.</p>	<p>Provide individual support necessary to implement business plan activities.</p>	<p>Ensure implementation of individual development plans.</p>	<p>Update overall staff development strategy for the incoming year.</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 2015-16 Business Plan objectives and communicate to stakeholders.</p>	<p>Continually review all communication methods and update as appropriate.</p>

GOVERNANCE STRATEGIC OBJECTIVE 2015-2017 (cont.)

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

BUSINESS PLAN 2015-16

ACTIONS 2015/16	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 and new members, 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>Examine H&S policies and procedures to ensure compliance with the recommendations arising from the 2014 Fire Risk Assessment (FRA).</p> <p>Review Website provision to ensure it meets LGSC/LGTG requirements in light of Local Government Reform.</p>	<p>Update H&S policies as appropriate in line with the recommendations arising from FRA</p> <p>Review Asset Register and update, as necessary</p> <p>Implement Website improvements, as required</p>	<p>Update H&S policies as appropriate in line with the recommendations arising from FRA.</p> <p>Review financial procedures to ensure seamless delivery in the provision of Commission services</p> <p>Implement Website improvements, as required</p>	<p>Ensure that all recommendations arising from the 2014 Fire Risk Assessment have been implemented</p> <p>Update financial procedures as appropriate</p> <p>Implement Website improvements, as required</p>

SECTION 3...APPENDICES

Legislation

Appendix 1

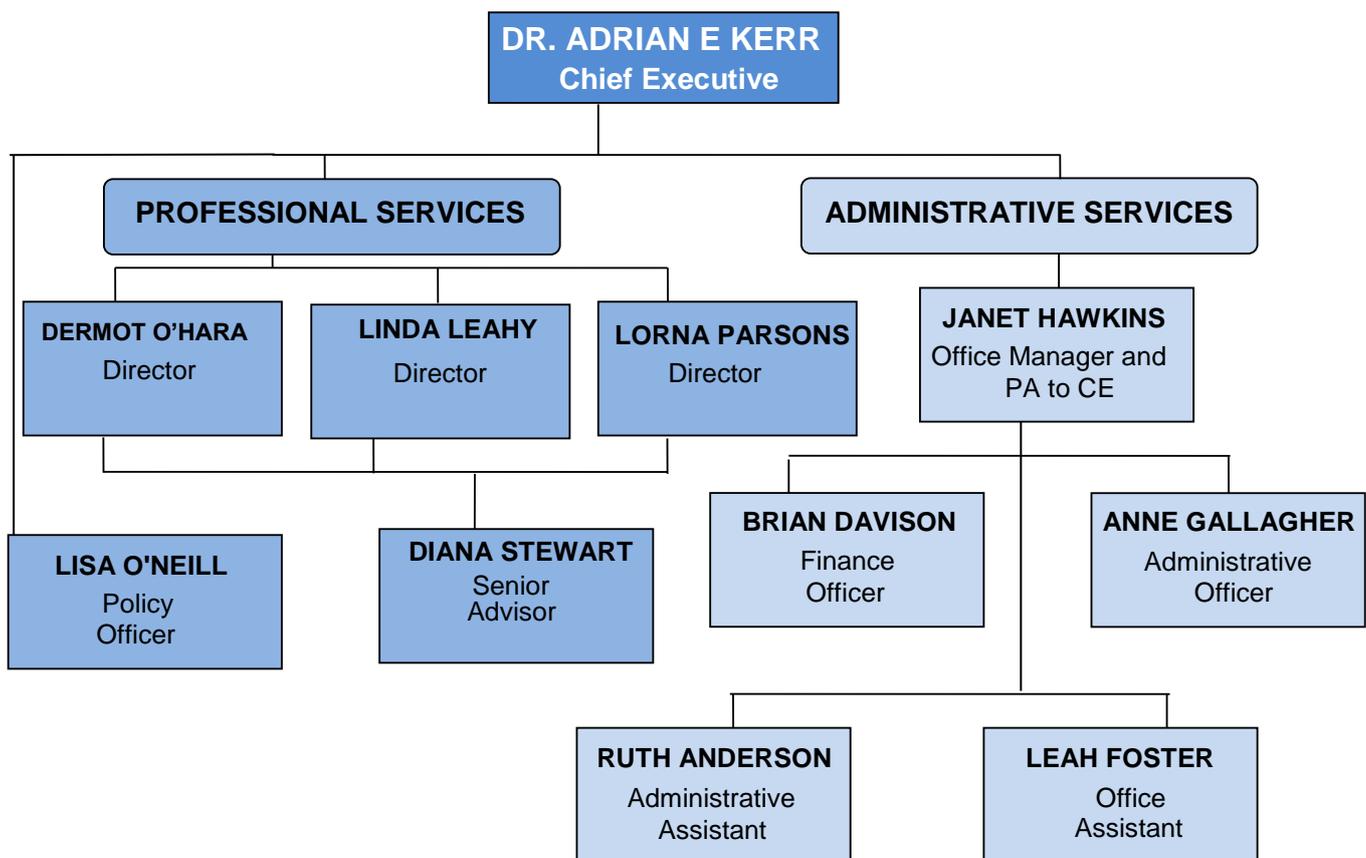
In addition to the Commission's general oversight role as detailed in the introduction of this document, the following specific functions are detailed in the Local Government Act (Northern Ireland) 1972, as amended by the Housing Orders (NI) 1976 and 1981 and the Local Government (Miscellaneous Provisions)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

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