



THE LOCAL GOVERNMENT STAFF COMMISSION
FOR NORTHERN IRELAND
Achieving Excellence through People



CORPORATE PLAN – 2009/10 – 2010/2011
BUSINESS PLAN – 2009/10

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CHAIRMAN'S STATEMENT

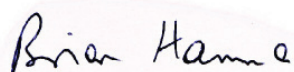
The Corporate Plan for the two years to 31 March 2011 will take the Commission to within a matter of weeks of the next local government elections and the establishment of the 11 new councils.

The Business Plan for 2009-10 therefore addresses the main Human Resource Management issues for the sector during the transition period, including:

- Implementing a Vacancy Control Scheme for the existing councils, effective from May 2009
- Developing a model Staff Transfer Scheme for implementation by the new councils from May 2011
- Drafting mechanisms for filling posts in the new councils
- Advising and assisting the Public Service Commission (PSC), Department of the Environment (DOE), Northern Ireland Local Government Association (NILGA), Society of Local Authority Chief Executives (SOLACE), Strategic Leadership Board (SLB), Policy Development Panel 'C', Regional Transition Coordinating Group and the Transition Committees.
- Enhancing capacity building through the Local Government Training Group
- Launching a major 'Disability in Local Councils' initiative.

The revised definition of the RPA Affected Group, issued for consultation by OFMDFM, moved the Staff Commission from the affected group into the list of bodies not affected. The Commission welcomed this change as it confirmed our key role in the RPA implementation process and beyond.

We look forward to working with our partner organisations in the coming year in meeting the HR Management challenges of local government reform and modernisation.



Brian Hanna CBE
Chairman

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.

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 CORPORATE PLAN

This document has been developed to guide the Commission's work for the rolling period 2009 -11 and to illustrate the action plan for Year 1, 2009-10. It is based on client/customer 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. In addition the Commission is conscious that the Department of the Environment is considering the review of the Commission's functions undertaken by Mr John Hunter. This may require some adjustment to the Commission's work programmes and priorities, and this will be reflected in next year's Corporate and Business Plan.

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 the implementation of Local Government Reform and the Modernisation Agenda, managing the transition period and during the early stages of organisation development for the new organisations.

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

REPORTING MECHANISMS

Progress on meeting the actions detailed within the Key Performance Areas is reported every six months to Commission Members by the lead officers.

SERVICES PROVIDED

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'.

The Key Performance Areas of the Commission's business 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 in an atmosphere of continuous improvement.

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

Key Performance Area 1	Local Government Reform
Key Performance Area 2	Recruitment and Selection
Key Performance Area 3	Equality and Diversity
Key Performance Area 4	Learning and Development
Key Performance Area 5	Employee Relations
Key Performance Area 6	Organisation Design and Development
Key Performance Area 7	Corporate Governance

Whilst this document groups the Commission's specific target outcomes and actions into seven Key Performance Areas, Commission officers provide ongoing services to councils and the NIHE by providing professional HR advice and assistance and supporting the sector as follows:

RECOMMENDING GOOD PRACTICE

- Making authoritative recommendations on all HR related matters within local government and across the wider public sector
- 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.

COMMUNICATIONS

- Hosting and planning events on HR related topics to inform policy developments and legislative change including arranging 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 the Association of Public Service Excellence (APSE), Northern Ireland Local Government Association (NILGA), Society of Local Authority Chief Executives (SOLACE) and the Public Sector People Managers' Association (PPMA) in developing and implementing local government reform
- Constituting and facilitating local government-specific and cross-sectoral working groups
- Providing advice and assistance to NILGA in relation to HR matters and appointment procedures
- Providing advice and support to the Public Service Commission.

CAPACITY BUILDING

- Providing direct support to the work of the Local Government Training Group (LGTG) in the design and implementation of the open course programme
- Promoting cross cutting initiatives to lead change
- Delivering training and development programmes to build capacity.

COMMISSION INITIATIVES FOR 2009/10

The following major initiatives have been identified as being particularly important to local government in the coming year. The Commission will assist councils to meet the many HR challenges facing local government by co-ordinating, promoting and progressing these initiatives to make best use of the limited HR resources in local government.

LOCAL GOVERNMENT REFORM

HR Framework for Local Government

The Commission will prepare a transitional HR Framework for local government, comprising the key principles and processes to be followed by councils during RPA implementation for circulation to councils and Transition Committees. The Commission will also provide advice and assistance to the Strategic Leadership Board (SLB) and sub-groups, Transition Committees and Management Teams and the Regional Transition Co-ordinating Group, as requested.

RECRUITMENT AND SELECTION

Vacancy Control System

Following the consultation process, the Commission will finalise the Detailed Guidance on the Vacancy Control System for presentation to the Regional Transition Co-ordinating Group and Strategic Leadership Board, with a view to issuing it for implementation from 1 May 2009. The Commission will work with individual councils and Transition Committees to provide advice and assistance on implementing the Vacancy Control System with the aim of safeguarding the employment of existing council staff as a result of the decisions arising from the Review of Public Administration.

Staff Transfer Scheme and Filling Posts in the New Organisations

During the year the Commission will, within the local government reform implementation structures, develop a model Staff Transfer Scheme to transfer local government staff to the new structures in May 2011 and a mechanism for filling posts in the new council structures post May 2011. These mechanisms will be based on the PSC Guiding Principles, employment law and good practice. Detailed guidance for councils and the Transition Committees will also be developed.

EQUALITY AND DIVERSITY

Women in Local Councils – Making a Difference

The Commission will continue to drive the Women in Local Councils initiative, to ensure that each council and individual political parties are challenged and supported to make measurable progress towards addressing any gender under-representation, thereby creating a local government sector which more accurately reflects the community it serves. Key activities for this year include continuing to support the network of Champions; encouraging local government organisations to revisit their gender action plans; and encouraging councils to participate in a “Women in Work” week.

Disability in Local Councils

Following the success of the Women in Local Councils initiative, the Commission will launch an initiative “Disability in Local Councils” to work with individual councils to encourage the participation of people with disabilities at all levels.

LEARNING AND DEVELOPMENT

Framework for Addressing Capacity Building

The Commission will work with sub-groups established by Policy Development Panel C to consider the capacity building needs of officers, elected members and organisations. This will be followed by assisting the implementation of the recommendations of PDP C and the Strategic Leadership Board.

EMPLOYEE RELATIONS

Negotiating Machinery

The Commission will provide advice and support to the regional collective negotiating mechanism which will be established by the Department of the Environment specifically to deal with HR issues relating to local government reform. This will involve working with stakeholders from both local government and the transferring functions. The Commission will also provide advice and support to any local negotiating mechanisms. The Commission will continue to provide advice and assistance to the NIJC in relation to sector-specific employee relations issues.

ORGANISATION DESIGN AND DEVELOPMENT

Change Management and Continuous Improvement

The Commission will continue to work with SOLACE NI, PPMA NI and other partners to strengthen and enhance the capacity of HR practitioners, Change Management Officers and other senior staff to respond to change and meet organisational needs in an atmosphere of continuous improvement. The Commission, with its partners, will provide events and seminars throughout the year to assist with this aim, for example arranging training in the provisions of TUPE legislation for all senior HR practitioners; developing an HR future leaders/strategic HR programme; and arranging a number of events introducing organisational development and design tools and techniques for councils, Transition Committees and Transition Management Teams.

Workplace Health and Well Being

In local government, employee well-being and health is a key issue with stress, depression, mental health and fatigue collectively the largest single cause of absenteeism, representing one fifth of days lost in councils in Northern Ireland. The Commission continues to work in partnership with the Health and Safety Executive NI to oversee a programme of work to support councils. Continuing support will be provided to councils implementing the Stress Management Standards and a programme to address specific workplace health issues will be developed, including promotion and prevention, sickness absence management and support systems.

PERFORMANCE FRAMEWORK

The Commission, in common with other public sector bodies, works in an environment of performance management and continuous improvement. The following performance themes assist the Commission in achieving its performance objectives.

COMMUNICATION

The Commission has developed open and accountable internal and external communication systems relevant to the needs of the stakeholders, through:

- Effective Information Technology systems
- Information bulletins
- Freedom of Information and the Publication Scheme
- Staff and Member briefings
- Conferences and seminars
- Efficient responses to requests for advice and information.

MARKETING SERVICES

The Commission determines its objectives and targets having regard to its statutory functions and following consultation with its stakeholders, by:

- Consulting with clients to ensure proper service delivery
- Identifying and monitoring service standards
- Benchmarking and comparing against best practice to ensure continuous improvement
- Partnering other public service organisations in joint problem solving and service delivery
- Identifying opportunities to expand and enhance the work of the Commission in the wider public service context.

MEASURING SUCCESS

The Commission implements accredited success criteria to assist local government to achieve excellence, by:

- Developing best practice standards in conjunction with key partners
- Monitoring performance against standards and recommending improvement plans
- Maintaining Investors in People accreditation
- Providing advice and assistance to improve standards and continually develop best practice
- Introducing peer assessment and mentoring arrangements.

*“ACHIEVING EXCELLENCE
THROUGH PEOPLE”*

KEY PERFORMANCE AREA 1**LOCAL GOVERNMENT REFORM (LEAD OFFICER – ADRIAN KERR)****STRATEGIC OBJECTIVE**

To provide leadership within local government in relation to HR matters arising from Local Government Reform and the Modernisation Agenda.

OUTPUT AREAS

- Together with the Strategic Leadership Board and related sub-groups the Commission will assist in HR and Capacity Building initiatives
- Leading local government preparations for the HR aspects of local government reform implementation and local government modernisation
- Supporting the work of the Public Service Commission (PSC)
- Assisting NILGA in the implementation of the modernisation of local government agenda
- Contributing to specific local government or cross-sectoral implementation initiatives
- Reviewing developments in Organisation Design/Development techniques and recommending as necessary
- Addressing staff capacity building issues through the LGTG and individual personal development plans
- Promoting the HR Standards as a model for best practice in councils

*“TO PROVIDE LEADERSHIP WITHIN LOCAL
GOVERNMENT IN RELATION TO HR MATTERS...”*

ACTION PLAN 2009/10

- Continue to advise the PSC on the local government perspective on HR issues, as required, and assist councils to operationalise the PSC Guiding Principles and Recommendations
- Contribute to HR working groups and implementation groups, as required, and take the lead to develop guidance on issues such as vacancy controls, staff transfer scheme, filling posts in new structures and job specifications for senior staff in the new councils. These issues will be collated under a single HR Transition Framework document for issue to councils and Transition Committees
- Advise the Department of the Environment (DoE), NILGA and SOLACE on local government HR matters, as required
- Assist the Transition Committees, Strategic Leadership Board, Policy Development Panel C and the Regional Transition Coordinating Group on HR issues
- Research change management processes and best practice models and recommend, as appropriate
- Assist local government Change Managers in the transition process
- Promote the Commission’s HR Standards Framework as a benchmark for improving council HR services
- Provide specific support for local government HR professionals through information sessions, seminars and a development programme
- Introduce learning from the Women in Local Councils initiative into frameworks and other developments required to deliver local government reform.

KEY PERFORMANCE AREA 2 RECRUITMENT AND SELECTION (LEAD OFFICER – LORNA PARSONS)

STRATEGIC OBJECTIVE

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

OUTPUT AREAS

- Continuously improving the Code of Procedures on Recruitment and Selection
- Providing clear guidance and outlining best practice in recruitment and selection
- Ensuring the implementation of the Code of Procedures
- Advising on best practice in the use of assessment centres
- Independently administering recruitment processes, as requested

*“TO ENSURE EFFECTIVE
RECRUITMENT PRACTICES...”*

ACTION PLAN 2009/10

- Consider the responses to the consultation exercise on the Vacancy Control System Detailed Guidance and prepare final guidance for presentation to the Regional Transition Co-ordinating Group and Strategic Leadership Board, with a view to issuing it for implementation from 1 May 2009
- Assist councils and the NIHE to implement the Vacancy Control System Detailed Guidance with effect from 1 May 2009
- Keep under review the guidance on the Vacancy Control System and bring forward amendments for the consideration of the Regional Transition Co-ordinating Group and Strategic Leadership Board if necessary
- Consider an appropriate mechanism for filling senior posts in the new council structures and develop guidance for councils and the Transition Committees
- Assist and advise individual councils to implement the amendments to the Code of Procedures on Recruitment and Selection as set out in the revised Code with effect from the implementation date of 1 April 2009
- Continue to advise councils in relation to implementing the Code of Procedures on Recruitment and Selection, and on best practice in recruitment and selection
- Contribute to external working groups including:
 - the Equality Commission for NI roundtable discussions
 - the Safeguarding Vulnerable Groups Stakeholder Group
- Continue to implement the Observer strategy
- Continue to review the role of Observers and provide training as required.

KEY PERFORMANCE AREA 3 EQUALITY AND DIVERSITY (LEAD OFFICER – LORNA PARSONS)

STRATEGIC OBJECTIVE

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

OUTPUT AREAS

- Assisting local government to deliver best practice in equality and diversity
- Assisting councils and the NIHE to develop model policies, as required
- Giving clear guidance and outlining best practice on equality and diversity issues
- Promoting the Women in Local Councils initiative

*“TO ENSURE FAIR AND EQUITABLE
TREATMENT FOR ALL...”*

ACTION PLAN 2009/10

- Continue to advise and assist councils and the NIHE to implement their Section 75 duties
- Assist councils to develop new Equality Schemes when the revised Guidance is issued by the Equality Commission for NI
- Co-ordinate meetings of the Statutory Duty Network, as required, and disseminate relevant information on equality issues to the Equality Officers in individual councils
- Continue to co-ordinate responses on behalf of councils to equality consultation exercises through the Statutory Duty Network, as required
- Continue to develop relationships with the Commission’s Partner Consultees
- Promote the Women in Local Councils initiative throughout the wider public sector as a good practice change model
- Continue to assist councils and the NIHE to implement their Disability Action Plans
- Provide a seminar to launch an initiative “Disability in Local Councils” to work with individual councils to encourage the participation of people with disabilities at all levels in councils
- Provide an annual employment law and case law update for the Equality Network and other seminars on new legislation, as required
- Maintain links with external equality bodies and networks, such as Business in the Community and the Employers’ Forum on Disability, and consider joint working opportunities, as appropriate.

KEY PERFORMANCE AREA 4 LEARNING AND DEVELOPMENT (LEAD OFFICER – JOHN HANNA)

STRATEGIC OBJECTIVE

To enhance knowledge and skills and to build capacity through the Local Government Training Group (LGTG) as the preferred source of advice and support for learning and development.

OUTPUT AREAS

- Reviewing and developing the LGTG's strategy and resultant business plan
- Matching the provision of learning and development opportunities to identified needs
- Evaluating the benefit of development and course programmes to ensure continuous improvement and value for money
- Maintaining mutually beneficial relationships with NILGA, the Interchange Partner Group, professional bodies and other interest groups
- Continuing to support and promote secondment arrangements through the Interchange initiative

*“TO ENHANCE KNOWLEDGE AND SKILLS
AND TO BUILD CAPACITY...”*

ACTION PLAN 2009/10

- Contribute to the implementation of the agreed local government reform capacity building programme during the transition period up to May 2011
- Prioritise training and development initiatives to maximise learning benefits
- Develop capacity within the TLO network as the primary channel for identifying learning and development needs, implementing solutions and evaluating outcomes
- Ensure that the structure of the LGTG is appropriate to the needs of councils during the transition period and ensure effective means of communicating with key stakeholders
- Continue to review the effectiveness of the LGTG's provision of staff development programmes and skills-based training and amend as necessary
- Continue to identify and disseminate examples of best practice and relevant case studies
- Identify appropriate leadership development programmes and arrange provision as required
- Issue induction templates for consultation and recommend the templates for subsequent implementation
- Ensure that web-based facilities for an information database and the evaluation of courses and trainers are appropriate to stakeholders' needs in the transition period
- Support ongoing initiatives to maximise learning and development outcomes, including Women in Local Councils, Interchange and Cross-Border networks.

KEY PERFORMANCE AREA 5 EMPLOYEE RELATIONS (LEAD OFFICER – LINDA LEAHY)

STRATEGIC OBJECTIVE

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

OUTPUT AREAS

Local government delivering effective regional collective bargaining

- Working with local government and transferring function stakeholders in establishing a regional collective negotiating mechanism specifically for local government reform implementation issues
- Providing advice and support to Transition Management Teams and any local negotiating mechanisms
- Continuing to provide advice and assistance to the Northern Ireland Joint Council for Local Government Services (NIJC) on sector-specific issues and encouraging implementation of the recommendations of the Commission's Review Report (March 2001)
- Advising the NIJC on best practice and benchmarking opportunities and on the role of the NIJC in developing a model for negotiations which confers sufficient authority on the negotiating body to make agreements binding on councils
- Assisting the NIJC to address issues arising from the local government reform programme.

Local government sustaining stable and productive working arrangements

- Introducing and promoting Alternative Dispute Resolution (ADR) mechanisms in district councils and encouraging the integration of ADR mechanisms into existing policies and procedures
- Assisting district councils with complaints, grievances and disciplinary matters as requested

***“TO ENSURE EFFECTIVE, PRODUCTIVE AND HARMONIOUS
WORKING ENVIRONMENTS...”***

ACTION PLAN 2009/10

- Facilitate the development and operation of a new regional collective negotiating mechanism established by the Department of the Environment specifically to deal with HR issues relating to local government reform and advise, assist and support any local negotiating mechanisms as required
- Recommend alternative approaches to decision making and constituent consultation as detailed in the Commission's NIJC Review Report
- Report to the Commission on the operation of any new negotiating machinery and the NIJC on an ongoing basis
- Research structures and mechanisms for negotiations aimed at establishing a robust, authoritative regional collective negotiating body for the new 11-council structure
- Arrange for training in the provisions of the TUPE legislation for all senior HR practitioners in local government; evaluate the training delivered in partnership with LGTG and PPMA NI; and consider extending the training to other groups of senior staff
- Seek to ensure that ADR mechanisms are integrated into Employee Relations policies during the review process
- Maintain and develop relationships with the Centre for Effective Dispute Resolution (CEDR); Core Solutions; Labour Relations Agency; and the panel of CEDR Accredited Mediators in local government
- Recommend and quality assure independent Employee Relations investigation processes as required.

KEY PERFORMANCE AREA 6 ORGANISATION DESIGN AND DEVELOPMENT (LEAD OFFICER – LINDA LEAHY)

STRATEGIC OBJECTIVE

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.

OUTPUT AREAS

- Assisting councils and Transition Committees with the staffing implications of organisation design, development and change particularly in the context of local government reform implementation
- Researching and promoting Organisational Development (OD) tools and techniques in local government, particularly to support preparations for local government reform implementation
- Assisting councils to develop actions and initiatives to reduce employee sickness and promote health and well being
- Partnering the Local Government Management Services Board (LGMSB) to promote best practice examples of change management

*"TO ENSURE... 'FIT FOR PURPOSE'
ORGANISATIONS..."*

ACTION PLAN 2009/10

- Promote relevant and best practice OD processes including cultural change, leadership, change management, service improvement and performance improvement and arrange events specifically aimed at introducing and promoting OD tools and techniques
- Develop a mechanism and guidance for filling posts in the 11 new councils during the transition period, based on the PSC's 4th Guiding Principle and the Commission's Guidance on the Staffing Implications of Organisation Development and Change (September 2002)
- Assist the Employer Councils and Group Environmental Health Committees to effect the decision of the Environment Minister to transfer Water Quality Management field staff currently employed by councils into the NI Environment Agency
- Contribute to the Public Sector People Managers' Association (PPMA) Lead Group on OD and promote the PPMA's OD Toolkit
- Assist in the development of the Code of Conduct for Councillors and keep the Code of Conduct for Employees under review
- Contribute to the Working for Health Strategy through the 'Government Leading by Example' Programme Team
- Support a programme of initiatives to improve the management of employee health and well being within the workplace, including showcasing best practice, masterclass sessions and networking
- Promote the Commission's HR Standards as an OD tool
- Promote best practice examples of change management in partnership with the LGMSB.

KEY PERFORMANCE AREA 7 CORPORATE GOVERNANCE (LEAD OFFICER – ADRIAN KERR)

STRATEGIC OBJECTIVE

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

OUTPUT AREAS

Accountability: Continuing to implement a sound system of control to support the Commission's objectives in accordance with Government Accounting Northern Ireland

People Development: Operating a culture of open communication and participation, where staff feel valued and involved and where innovation is encouraged

Operational Support Services: Providing continuous improvement in the Commission's Administrative Support and Financial services

*"TO PROVIDE THE HIGHEST LEVEL OF
PUBLIC SERVICE STANDARDS..."*

ACTIONS 2009/10

- Continue to work with Internal Audit, the Local Government Auditor and the Commission's Audit Committee to improve the audit process, including preparing the annual accounts and updating the Risk Strategy as necessary
- Finalise the Management Statement and Financial Memorandum with the Department of the Environment (DoE) and Department of Finance and Personnel (DFP)
- Continue to present half-yearly budget reports to the Audit Committee and the Commission
- Continue to develop and update policies to meet best practice standards in corporate governance, as required
- Continue to implement the Commission's Equality Scheme in line with the agreed timetable
- Develop a Good Relations Policy statement
- Continue to implement the Disability Action Plan
- Follow guidelines from the Public Service Commission
- Continue to utilise specialist IT consultancy services and training, as appropriate
- Continue to develop the Commission's new website for internal and external users, including surveying users for improvement suggestions
- Review and amend policies and procedures for key administrative areas of operation
- Work with the Department of the Environment in its consideration of the 'Report on the Review of the Local Government Staff Commission for Northern Ireland' and in the subsequent implementation of the relevant recommendations of the Report.

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

Marion Smith UUP Councillor, North Down Borough Council

Members

Carol Ackah Part-time Lecturer and HR Consultant
Member of the Local Government Staff Commission Audit Committee

Brian Campfield Deputy General Secretary, Northern Ireland Public Service Alliance (NIPSA)

Carmel Connelly Assistant Director of Corporate Services, Lisburn City Council

Adrian Donaldson MBE Chief Executive, Northern Ireland Policing Board

Oliver Gibson Former DUP Councillor, Omagh District Council
Commission representative on the Local Government Training Group

Barbara Gilliland UUP Councillor, Newtownabbey Borough Council

Robert Hanna CBE Former Pro-Chancellor, University of Ulster
Member of the Local Government Staff Commission Audit Committee

Bronagh Hinds Consultant
Director, DemocraShe

Maurice Jennings Assistant Director of Personnel & Management Services,
Northern Ireland Housing Executive
Member of the Local Government Staff Commission Audit Committee

Thomas McCall Chief Executive, Newry and Mourne District Council

Wavell Moore Public Sector Consultant
Chair of the Local Government Staff Commission Audit Committee

Eamon Mullan Head of Governance Services, University of Ulster

Roger Wilson Chief Executive, Coleraine Borough Council

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 governance related competences.

