



Local Government in Northern Ireland

People and Organisation Development Strategic Framework and Integrated Implementation Plan

March 2012

STRUCTURE AND CONTENTS

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GLOSSARY

ACRONYM	MEANING
DOE	Department of Environment
HR	Human Resource(s)
ICE	Improvement, Collaboration and Efficiency
IDS	Incomes Data Services
IIP	Investors in People
LGRJF	Local Government Reform Joint Forum
LGSC	Local Government Staff Commission
LGTG	Local Government Training Group
LRA	Labour Relations Agency
NIJC	Northern Ireland Joint Council
NILGA	Northern Ireland Local Government Association
NIPSA	Northern Ireland Public Service Alliance
NISRA	Northern Ireland Statistics and Research Agency
PDP C	Policy Development Panel C
PPMA	Public Sector People Managers' Association
SOLACE	Society of Local Authority Chief Executives
TU	Trade Union(s)

SECTION 1 INTRODUCTION

The Development of the Strategic Framework

This People and Organisation Development Strategic Framework (the Strategic Framework) has been developed as a partnership arrangement between the Local Government Staff Commission (LGSC), the Society of Local Authority Chief Executives (SOLACE), and the Public Sector People Managers' Association (PPMA), in consultation with key stakeholders, including, the 26 district councils, the Northern Ireland Local Government Association (NILGA) the Department of the Environment (DOE) and the Trade Unions. The Strategic Framework provides a common platform for workforce development across the local government sector and supports individual councils in achieving their objectives as detailed in their Corporate Plans.

Timeline for the Development of the Strategic Framework

- | | |
|----------------------------------|---|
| October 2010 | An initial outline for the Strategic Framework was developed at the LGSC “Building Collaborative Learning Organisations – Creating a People Strategy for Local Government” Conference in October 2010, which considered a number of pilot initiatives being implemented across a range of strategic improvement areas in HR services and workforce development. |
| November 2010 – July 2011 | Following the Conference, a stakeholder Steering Group was established to expand the outline Strategic Framework; by developing focussed Goals and Action Plans. A Draft Strategic Framework document incorporating this work was issued to all Councils and other stakeholders for consultation in July 2011. As a result of this consultation exercise the Draft Strategic Framework received widespread endorsement and constructive comments. |
| November 2011 | A paper detailing all stakeholder responses and suggested amendments was considered by the LGSC and the Steering Group and it was agreed that the Strategic Framework should be launched in December 2011, for implementation in January 2012. |
| December 2011 | The Strategic Framework was launched at the LGSC “Developing a Change Culture in Local Government” Conference held on 8-9 December 2011. This Conference included a series of workshops in which participants developed a comprehensive plan to implement the Strategic Framework on an ongoing basis. |

Way Forward

Having received endorsement of the Strategic Framework Document across the local government sector, this now enables the Local Government Staff Commission, the Local Government Training Group, the Society of Local Authority Chief Executives, the Public Sector People Managers' Association and key HR stakeholders to determine the best use of resources to assist councils in meeting the change challenges facing local government in the years ahead.

The remainder of this document details the **Context**; Arrangements for **Managing the Strategic Framework**; **Vision and Objective** of the Strategic Framework, and sets out **The Strategic Pillars** designed to support the Strategic Framework in detail.

SECTION 2 CONTEXT

The context for the Strategic Framework is as follows:-

The Changing Local Government Environment and Culture

Local government is facing substantial changes in the years ahead in the delivery of the reform and modernisation agenda and from continuing economic pressure.

Utilising Resources

The implementation of the reform of local government, and the difficult economic climate will mean continuing pressure on the resources available to councils for the delivery of services. This will require councils to ensure the effective deployment and utilisation of staff, in partnership with trade unions. The delivery of the change required cannot be achieved without a motivated and committed workforce, and councils will be required to put in place mechanisms to ensure the continued wellbeing and commitment of a suitably skilled workforce; focussed on providing excellent services. The implementation of this Strategic Framework across the sector will assist councils to meet the people and organisation development challenges presented by the reform of local government.

The Improvement, Collaboration and Efficiency (ICE) Agenda

In order to increase efficiencies, and maintain a focus on quality of services, the local government sector has already commenced work on the ICE Programme. The aim of the ICE Programme is to identify, share and implement opportunities for improvement, collaboration and efficiency across local government, creating opportunities for councils to engage in a variety of initiatives to deliver services in new and innovative ways on a local, sub-regional and regional basis. This Strategic Framework will help councils to deliver the goals and targets of the ICE Programme as an integral part of the overall reform process.

Risks

The structure of the local government sector, with its range of differing employing organisations, produces inbuilt vulnerability when addressing sector-wide people challenges, for example; the inconsistent application of policies and practices such as pay and reward can impede the efficient movement of talented staff and the sharing of scarce skills across the sector. This Strategic Framework provides for a comprehensive, planned response to mitigate these risks. It is recognised, however, that further difficulties in the wider economic climate may pose additional risks to the resourcing and delivery of local government services and that this Strategic Framework will require to be refocussed and updated on an annual basis.

SECTION 3 MANAGING THE STRATEGIC FRAMEWORK

Governance Arrangements

Regional Governance Group

The ICE HR lead, David McCammick, Chief Executive of Antrim Borough Council, will report on progress to the ICE Regional Governance Group (see Figure 1 below).

Programme Board

The overarching strategic direction will be overseen by a representative Programme Board (the existing Steering Group).

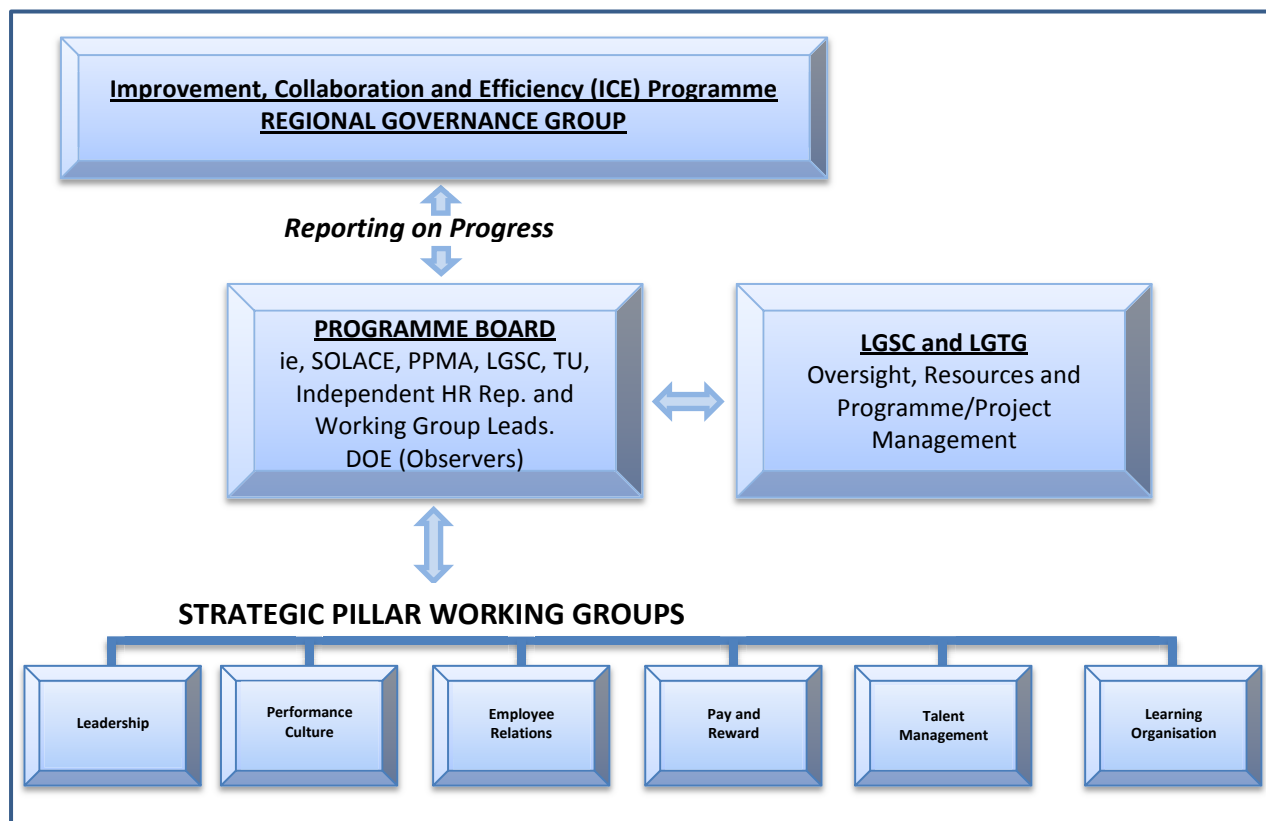
Oversight and Support

Oversight of the Strategic Framework Programme and support for Project Management will be provided by the LGSC and the LGTG.

Working Groups

Working Groups have been established to progress actions under each of the six **Strategic Pillars** (see Figure 3, in Section 4, Page 6). The Working Groups will be chaired by a representative from **SOLACE**, supported by a professional HR Lead from **PPMA**, with facilitation from an **LGSC** Director. Membership will reflect a range of appropriate stakeholders.

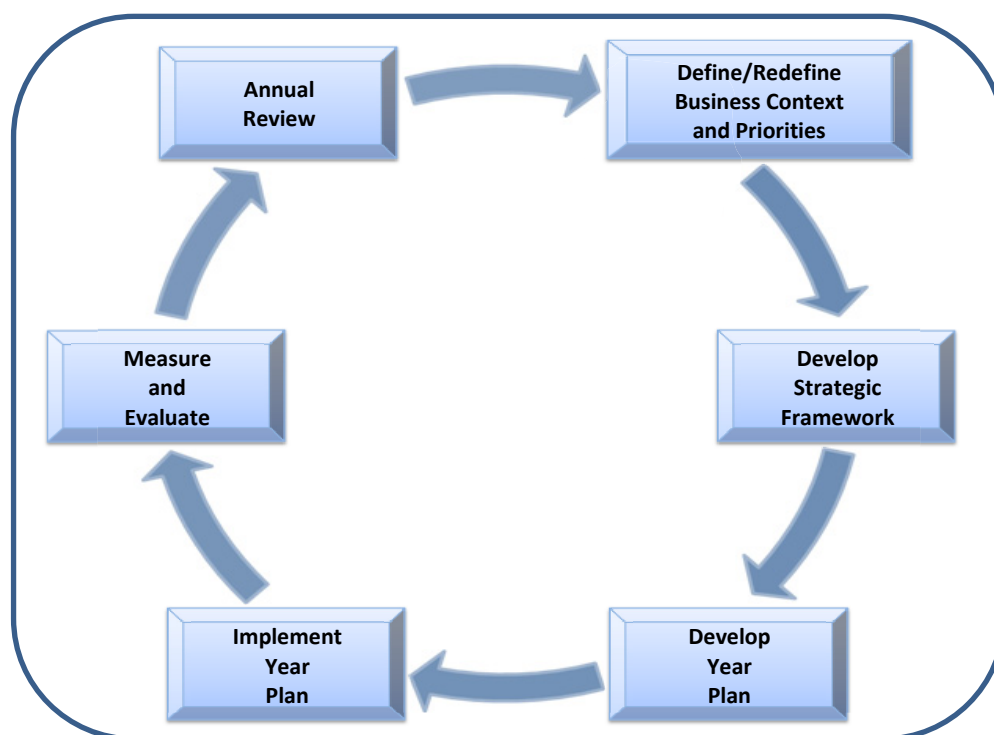
Figure 1 – Governance Arrangements



Monitoring Progress

Progress will be monitored by the **Programme Board** on an ongoing basis, in line with the Programme Management Model, in Figure 2, below:-

Figure 2 – Programme Management Model



SECTION 4 VISION AND OBJECTIVE

The Vision for Local Government

In the last number of years, various exercises were undertaken to set out a vision for local government, these included references to developing sustainable, cohesive, vibrant and inclusive communities and have been articulated as follows:-

“A strong, dynamic local government that creates vibrant, healthy, prosperous, safe and sustainable communities that have the needs of all citizens at their core.” [Former Minister of the Environment, Arlene Foster, March 2008]

The Objective of this Strategic Framework

This Strategic Framework is designed to support the above vision for local government and ensure its uniform implementation. The objective of the Strategic Framework is therefore:-

“To provide a route map to enable local government to develop it’s most valuable resource in a changing environment and ensure the ongoing provision of excellent services which are responsive to the needs of local communities.”

To support this objective six interlinked **Strategic Pillars** have been identified as shown overleaf.

The Strategic Pillars

The Strategic Pillars are:-

Pillar 1 Leadership

Pillar 2 Performance Culture

Pillar 3 Employee Relations

Pillar 4 Pay and Reward

Pillar 5 Talent Management

Pillar 6 Learning Organisation

The Leadership, Performance Culture and Employee Relations Pillars have been identified as the initial priorities, with Pay and Reward, Talent Management and the Learning Organisation Pillars seen as facilitating longer term cultural change.

The Operational Model

The Operational Model for the People and Organisation Development Strategic Framework is set out in Figure 3.

Figure 3 – The Operational Model for the People and Organisation Development Strategic Framework



SECTION 5 THE STRATEGIC PILLARS IN DETAIL

This section sets out the details of the Strategic Pillars in the following terms:

- **The Strategic Goal each Pillar is designed to achieve,**
- **Why work under the Pillar is important,**
- **How the goal will be achieved, the benefits, first year goals and actions to operationalise the Strategic Framework.**



LEADERSHIP – PILLAR 1

Strategic Goal:

Local government will be led by courageous, innovative, ambitious and proactive leaders at all levels who inspire others to maximise their potential in a strong and dynamic local government sector.

Why work under this pillar is important:

Effective leadership is the foundation for progress and should be demonstrated at all levels. Local government must therefore invest in developing current and future leaders.

How the Goal will be achieved:

- There will be a clear definition of what it means to be a leader in local government in Northern Ireland.
- There will be transparent systems and processes to identify, develop and support leaders.
- The sector will have a strong, positive reputation for attracting, growing and promoting inspirational leaders.
- Encouragement will be given to those leaders who collaborate across local government.
- Recognition will be given to those leaders who build networks beyond the sector in order to bring new thinking to the achievement of results at all levels.
- Career progression for all leaders will be measured against the leadership values, competencies and brand.
- Common leadership language, values and competence will build trusting environments that maximise discretionary effort and motivate employees.

Benefits for:

- **The Sector** and councils will have competent motivated leaders who will build high performance teams.
- **Individual leaders** will have clear guidance on what is required, together with support and advice on developing their skills, and leaders will be recognised for displaying leadership competence.
- **Staff** will be supported by motivated leaders who care about their teams.
- **Customers** will have the assurance that leaders at all levels are focussed on developing, motivating and directing staff to deliver high quality services.

NOTES ON PROGRESS 2012/13

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LEADERSHIP

FIRST YEAR GOALS (January 2012 – January 2013)	ACTIONS TO OPERATIONALISE THE STRATEGIC FRAMEWORK	GROUP COMPOSITION, GOAL TIMELINES AND ANY SPECIFIC AIMS
Capability Develop competencies, language and support mechanisms which define a Local Government Leadership Capability Framework. Engage and involve future senior leaders in the development of the Leadership Capability Framework.	Establish a representative Leadership Working Group and agree governance and working parameters.	Chair: Ashley Boreland, Ards BC HR Lead: Sinead McNicholl, Derry CC LGSC Facilitation: Lorna Parsons Members: Nigel Hamilton, LGSC Member Eddy Curtis, Newry & Mourne DC Rosemary Rafferty, Omagh DC Trade Union Representatives (tbc) Voluntary consultancy support has also been offered <i>(to be completed in Quarter 1)</i>
Supporting Development Achieve full and active commitment from SOLACE NI for the development and sponsorship of a Leadership Capability Framework to support the integration of a Local Government Leadership Brand.	Agree SOLACE NI sponsorship for the development of the Local Government Leadership Capability Framework.	Ashley Boreland and Sinead McNicholl to reaffirm sponsorship at next SOLACE meeting. <i>(to be completed in Quarter 1)</i>

LEADERSHIP

FIRST YEAR GOALS (January 2012 – January 2013)	ACTIONS TO OPERATIONALISE THE STRATEGIC FRAMEWORK	GROUP COMPOSITION, GOAL TIMELINES AND ANY SPECIFIC AIMS
Gain the commitment of 5 councils to pilot this Leadership Capability Framework.	Consolidate the work already carried out on leadership capability and behaviours, eg, in Ballymena, Belfast and Limavady. Capture the learning and determine the implications. Build a comprehensive understanding of the recognised leadership models already in existence and determine their potential benefits and implications for local government. Understand and benchmark other sector approaches to Leadership Capability Development and identify the learning points. Draft an initial Leadership Capability Framework and test with key stakeholders throughout the sector. Linked to the action above, create a common language for local government leadership. Identify and engage 5 councils and work with them to prepare for the piloting of the emerging Leadership Capability Framework. Refine and retest the emerging Framework and commence pilots.	Feed in work from the previous PPMA Masterclass ‘Developing a Leadership Brand’ and seek examples across local government. (to be completed in Quarter 1) To be researched by the Working Group (to be completed in Quarters 1/2) To be researched by the Working Group (to be completed in Quarters 1/2) Framework to be agreed by Working Group (to be completed in Quarter 3) Pilots to be identified by the Working Group (to be completed in Quarter 3) To be evaluated by the Working Group (to be completed in Quarter 4)



PERFORMANCE CULTURE – PILLAR 2

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.

How the Goal will be achieved:

- Performance Management Systems will be clear, simple and transparent and all employees will have confidence in them.
- Staff will see a link between demonstrating good performance, developing their own potential and enhancing their promotional prospects.
- Individual and Organisation goals will be clearly aligned and focussed on delivering customer and community needs.
- Individual employees will have a clear understanding of the performance standards and behaviours expected from them. These standards and behaviours will be reflected in a Competence Framework for the sector.
- Performance management will be typified by appropriate and timely feedback.
- Managers will be accountable for performance and improvement, and for tackling under-performance.
- Under-performance will be effectively managed including issues of capability.
- Positive leadership behaviours in performance coaching will be recognised and embedded.

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.

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PERFORMANCE CULTURE

FIRST YEAR GOALS (January 2012 – January 2013)	ACTIONS TO OPERATIONALISE THE STRATEGIC FRAMEWORK	GROUP COMPOSITION, GOAL TIMELINES AND ANY SPECIFIC AIMS
Performance Management Significantly increase the capacity of managers across the sector to proactively manage performance.	Establish a representative Performance Culture Working Group and agree governance and working parameters.	Chair: Anne Donaghy, Ballymena BC HR Lead: Raymond Donnelly, Craigavon BC LGSC Facilitation: Linda Leahy Members: Stuart Wilson, Antrim BC Samantha Rea, Ards BC Carol Corvan, Armagh C&DC Joan Kinnaird, Ballymoney BC Heather Currie, Castlereagh BC Brenda Bradley, Coleraine BC Niamh Shannon, Craigavon BC Anthony Tohill, Derry CC Thelma Browne, Fermanagh DC Sandra Kelly, Limavady BC Catherine Sweeney, Newry & Mourne DC Rachelle Craig, Strabane DC

PERFORMANCE CULTURE

FIRST YEAR GOALS (January 2012 – January 2013)	ACTIONS TO OPERATIONALISE THE STRATEGIC FRAMEWORK	GROUP COMPOSITION, GOAL TIMELINES AND ANY SPECIFIC AIMS
	Study and learn from existing Performance Management models. Form relationships with appropriate organisations, eg, the Centre for Competitiveness, IIP Unit, the Local Government Group, etc, to continuously benchmark and import relevant Best Practice models.	The Working Group will arrange a showcasing event where identified examples of good practice will be presented. <i>(to be completed in Quarters 1/2)</i> Models of good practice in local government have been identified including; Down, Limavady and Ards. An example of dealing with difficulties/under-performance has also been identified in Newtownabbey. <i>(to be completed in Quarters 1/2)</i> The Working Group will also benchmark against private sector performance systems and how they recognise and celebrate success and will investigate the 'Born Not Made' DEL leadership initiative. <i>(to be completed in Quarters 1/2)</i>
Performance Culture (1) Review and develop the performance culture within local government.	Design and test a common model of Performance Management Framework for the sector, which includes:- • Alignment to Council strategy • Clear performance measures • Common behavioural model • Common set of values • Common language	Identify an existing system which is simple, pared-down, flexible and user friendly (possible examples include Antrim, Ards and Limavady). <i>(to be completed in Quarters 1/2)</i> Values and indicative behaviours should be considered for inclusion in any model to help bring meaning to the system (Antrim example). <i>(to be completed in Quarter 3)</i> Consideration should be given to the branding, packaging and promoting of model/system to staff in order to ensure successful implementation. <i>(to be completed in Quarters 3/4)</i>

PERFORMANCE CULTURE

FIRST YEAR GOALS (January 2012 – January 2013)	ACTIONS TO OPERATIONALISE THE STRATEGIC FRAMEWORK	GROUP COMPOSITION, GOAL TIMELINES AND ANY SPECIFIC AIMS
Performance Culture (2)	Understand and disseminate the core cultural values and behaviours that are required to drive Performance Management in local government. Study and capture learning from existing initiatives from Antrim, Derry and Craigavon in respect of culture and values. Develop a model Capability Policy and supporting procedures. Link with the Learning Organisation Strategic Pillar on the development and roll out of innovative interventions to embed a Performance Management Culture within the sector including delivery of a series of sector Master Classes on a range of performance management frameworks. Place Performance Management on the Agenda of SOLACE NI and PPMA NI as standard item.	Investigate the potential for a regional set of core values for local government linked to the Competency Framework which is simple, pared-down, flexible and user friendly. (to be completed in Quarter 3) These councils are represented on Working Group – invite to showcasing event. (to be completed in Quarter 3) Model policy being developed by PPMA, arrange to have final draft presented to Working Group. (to be completed in Quarter 3) Working Group to feedback directly to LGTG Practitioners' Group with L&D requirements. LGTG and Practitioners' Group will support interventions on a regional basis as requested. (to be completed in Quarters 3/4) Prioritise the 'Confident Conversation' training across the sector for all managers. All consider how the learning from this training can be refreshed to ensure that managers sustain the approach. (to be completed in Quarters 3/4) Already supported by SOLACE NI and PPMA NI – keep communication link open. (Ongoing)



EMPLOYEE RELATIONS – PILLAR 3

Strategic Goal:

Local government will establish an agreed Employee Relations Framework and environment that delivers results, enables change to happen smoothly at sector and council level and provides consistency.

Why work under this pillar is important:

Growing effective employee relationships is one of the cornerstones of this Strategic Framework. Updating and development of the existing machinery and infrastructure to support an effective employer and trade union relationship is a priority to enable the required workforce changes to be achieved.

How the Goal will be achieved:

- There will be an agreed and effective model for negotiations which carries the necessary power and authority to make agreements on behalf of all councils, which will be:-
 - Professionally constituted and resourced with the right people who have the right skills, including an employee relations professional who will lead on negotiations.
 - Capable of demonstrating clear performance delivery and accountability.
 - Effective at communicating and building relationships with all key stakeholder bodies including councils, SOLACE, PPMA, LGSC and Trade Unions.
 - Designed to deliver change against the efficiency and improvement agenda within local government.
- The climate of employee relations will be operated on trust, mutual respect and co-operation and based on resolution and agreement.
- Leaders and managers at all levels within the sector will be capable of effectively resolving employee relations issues at early stages through good employee engagement and a focus on resolving disputes.

Benefits for:

- **The Sector** as a whole, as well as councils and trades unions, will benefit from a professionally constituted and resourced framework, with transparent decision making, capable of delivering the efficiency and improvement agenda.
- **Staff** will benefit from access to representation in a fair and consistent manner and a holistic approach to employee engagement.
- **Customers** will benefit from well-motivated staff implementing council objectives.

NOTES ON PROGRESS 2012/13

[illegible]

EMPLOYEE RELATIONS

FIRST YEAR GOALS (January 2012 – January 2013)	ACTIONS TO OPERATIONALISE THE STRATEGIC FRAMEWORK	GROUP COMPOSITION, GOAL TIMELINES AND ANY SPECIFIC AIMS
Negotiation Machinery (1) A new and agreed model of negotiating machinery is ready and in place for implementation at the start of Year 2. <u>Note:</u> This activity is critical to the success of the Strategic Framework. Indications from officers and practitioners are that this area requires significant and complex change if it is to be fit for purpose in facilitating the management of change.	Establish a representative Employee Relations Working Group, agree governance and working parameters. The Year 1 activity will be structured around a project management approach including establishing clear sponsorship for change and ensuring that any interim arrangements facilitate progress with the Strategic Framework. Clarify and agree key stakeholders and develop engagement plan to determine expectations and gain commitment to change. Priority activity to include gathering all relevant information to inform options and decision making including:- • The vires and authority of current arrangements. • Resource/funding arrangements and sources. • Linkages and implications of change from existing arrangements. • Activity levels and output/outcomes of current arrangements.	Chair: David McCammick, Antrim BC HR Lead: Karen Hargan, Ballymena BC LGSC Facilitation: Dermot O'Hara Members: Sharon Currans, Banbridge DC Roger Wilson, Coleraine BC Catrina Miskelly, Down DC Stephen Burns, Larne BC Catherine Sweeney, Newry & Mourne DC Wendy Monson, North Down BC John Adams, NILGA Bumper Graham, NIPSA Gareth Scott, Unite The potential use of additional support and expertise will be considered as the project is progressed. (to be completed in Quarter 1) There is a need to determine what model the sector requires and consider possible alternative models, eg, LGRJF. Use of Negotiation Machinery may have different emphasis depending on context within the sector, eg, regional or local matters. (to be completed in Quarter 2) Working Group Research is necessary initially to clarify Vires, etc, of the current arrangements. (to be completed in Quarters 2/3)

EMPLOYEE RELATIONS

FIRST YEAR GOALS (January 2012 – January 2013)	ACTIONS TO OPERATIONALISE THE STRATEGIC FRAMEWORK	GROUP COMPOSITION, GOAL TIMELINES AND ANY SPECIFIC AIMS
Negotiation Machinery (2)	Review the Terms of Reference and Operating Arrangements of the Local Government Reform Joint Forum. Benchmark NI arrangements against other existing negotiating models across sectors in GB and RoI, etc. Explore and develop alternative negotiating models and assess their effectiveness. Build an options appraisal on these models with a view to making recommendations for implementation. Develop and present recommendations, incorporating ideas generated from above activities.	Working Group <i>(to be completed in Quarters 2/3)</i> Working Group <i>(to be completed in Quarters 2/3)</i> Working Group <i>(to be completed in Quarters 3/4)</i> Working Group <i>(to be completed in Quarter 4)</i>
Supporting Formal Machinery Identify best practice models for Employee Engagement and Employee Wellbeing.	Support formal employee relations through identifying best practice models for Employee Engagement and Employee Wellbeing and in policy areas such as Grievance, Discipline and encouraging mechanisms for alternative disputes resolution.	Working Group There is a need for capacity building amongst HR staff to carry this forward. There are also potential benefits from co-ordinating with other groups and sharing information and any good practice models. (PPMA and Belfast City Council). Potential to link with Union Learning Project, with possibility of accessing funding. (Ongoing)



PAY AND REWARD – PILLAR 4

Strategic Goal:

Local government will ensure the effective management of Pay and Reward across the sector to support achievement of a flexible, motivated workforce.

Why work under this pillar is important:

A new approach to pay and reward presents the opportunity to balance the motivational aspects of reward with the need to manage workforce costs.

How the Goal will be achieved:

- There will be a unified local government framework for pay and reward.
- A standard pay and grading process will be developed to create a common structure for pay banding and job families. This will provide an efficient and equitable method for determining pay and reward and support flexibility and mobility across the local government workforce.
- There will be a proactive focus on improving productivity and motivation.
- Workforce costs will be managed in a consistent manner supporting the drive for efficiency and tighter control.
- Remuneration and non-monetary reward will be designed to support the Performance Culture and Talent Management Pillars.
- Emphasis will be on promoting a total reward package for staff including pay, personal development and working conditions.

Benefits for:

- **The Sector** will have the capacity to demonstrate efficient workforce planning supported by a unified pay and reward framework.
- **Councils** will have a consistent pay and grading process, which is accepted across local government and which will enable the sector to have effective control over workforce costs and reduce the potential for disputes in relation to individual pay related grievances.
- **Staff** will benefit from an equitable and transparent pay and grading system and related total reward package, including monetary and non-monetary factors.
- **Customers** can expect increased value for money from the management of workforce costs.

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PAY AND REWARD

FIRST YEAR GOALS (January 2012 – January 2013)	ACTIONS TO OPERATIONALISE THE STRATEGIC FRAMEWORK	GROUP COMPOSITION, GOAL TIMELINES AND ANY SPECIFIC AIMS
Sector Profile To have an accurate profile of pay and reward across the sector.	Establish a representative Pay and Reward Working Group, agree governance and working parameters. Create and analyse a Workforce Profile Database which captures all elements of pay and reward (financial and non-financial) populated with data from each council.	Chair: Roger Wilson, Coleraine BC HR Lead: Catherine Sweeney, Newry & Mourne DC LGSC Facilitation: Dermot O'Hara Members: David McCammick, Antrim BC Karen Hargan, Ballymena BC Sharon Currans, Banbridge DC Philip Preen, Down DC Stephen Burns, Larne BC Wendy Monson, North Down BC John Adams, NILGA Bumper Graham NIPSA John McVeigh NIPSA Gareth Scott, Unite Voluntary consultancy support has also been offered Possible support to be identified on specialist areas:- • Statistics • Finance • IT Services • Legal (to be completed in Quarter 1) Requirements need to be scoped by the Working Group. (to be completed in Quarter 2) In areas such as pay ranges, job titles and job roles there is a need to get commonality to make the database consistent. (will continue into Year 2)

PAY AND REWARD

FIRST YEAR GOALS (January 2012 – January 2013)	ACTIONS TO OPERATIONALISE THE STRATEGIC FRAMEWORK	GROUP COMPOSITION, GOAL TIMELINES AND ANY SPECIFIC AIMS
Pay and Reward Strategy To produce a Consultation Report outlining the key components of an efficient and modernised Pay and Reward Strategy, encompassing Total Reward.	Create model options for new Pay and Reward Strategies, evaluate and test with key stakeholders. Build an optimum model accepted by Steering Group. Identify best practice organisations to inform the development of a consistent and flexible approach to pay and reward.	The Working Group will carry out benchmarking against other organisations, prior to creating model options. It needs to be made clear to all stakeholders that the “Reward Package” is beyond simply pay. Inputs may be required from, for example: Finance/HR/ Payroll/SOLACE/LGSC/TU/external expertise. There should be a clear aim to have a pay and reward framework as part of the brand for the sector. It would be beneficial to utilise Research Organisations, potentially the Labour Research Organisation and Incomes Data Services (IDS). Other Councils may have examples worth studying. <i>(will continue into Year 2)</i>



TALENT MANAGEMENT – PILLAR 5

Strategic Goal:

Local government will create the culture, systems and processes which ensure the right people with the right capabilities are in the right place at the right time to develop and support a strong and dynamic sector.

Why work under this pillar is important:

A sectoral approach to talent management will facilitate the promotion and deployment of staff throughout local government. This has clear benefits for developing both the individual and the organisation they work in.

How the Goal will be achieved:

- The performance and contribution of staff will be appraised throughout their career in local government to enable the sector to identify, utilise and develop talented people.
- Succession management will support the development of individuals, while meeting the future skills requirements of the sector.
- The reputation of the sector will be one where talented people can maximise their capability through flexible and progressive talent management policies.
- The policies, processes and systems that support talent management will be driven by the needs of the sector, and based on the values of transparency and fairness.
- Talented people will be seen as belonging to the local government sector rather than an individual council.
- Leaders will be accountable for the talent management processes, and will be supported in building their understanding and confidence to attract, identify and develop talented staff.
- The talent management culture will be developed in the managerial, technical and professional grades within the sector.

Benefits for:

- **The Sector** will have the ability to plan for and support the movement and management of skilled staff within and across councils.
- **Councils** will be able to draw on a pool of staff with up to date competencies, capable of responding flexibly to business needs.
- **Staff** will have a clear framework, which allows development throughout their working life cycle.
- **Customers** will have the assurance that staff resources are effectively managed to support service delivery.

NOTES ON PROGRESS 2012/13

[illegible]

TALENT MANAGEMENT

FIRST YEAR GOALS (January 2012 – January 2013)	ACTIONS TO OPERATIONALISE THE STRATEGIC FRAMEWORK	GROUP COMPOSITION, GOAL TIMELINES AND ANY SPECIFIC AIMS
Definition Create common language, principles and understanding of talent management for local government.	Establish a representative Talent Management Working Group, agree governance and working parameters. Research best practice, scope approaches and implications of talent management.	Chair: Theresa Donaldson, Craigavon BC HR Lead: Sinead Clarke, Lisburn CC LGSC Facilitation: Lorna Parsons Members: Karen Hargan, Ballymena BC Christine Allister, Banbridge DC Gail Wright, Belfast City Council Nigel Hamilton, LGSC Member Helen Hall, Newtownabbey BC Paula Donnelly, Strabane DC Trade Union Representatives (tbc) Voluntary consultancy support has also been offered <i>(to be completed in Quarter 1)</i> Research to be carried out by Working Group and LGSC. <i>(to be completed in Quarters 1/2)</i>
Internal Trawls Internal trawls introduced on a measured and phased basis as part of the piloting of talent management processes. Identification and agreement on the critical skills gaps across the sector.	Identify and agree the target posts/banded grades for trawling. Initiate pilot trawls and evaluate learning for inclusion in Year 2.	To be discussed and agreed by Working Group, LGSC and LGRJF. <i>(to be completed in Quarters 1/2)</i> Learning to be evaluated by the Working Group. <i>(to be completed in Quarters 3/4)</i>

TALENT MANAGEMENT

FIRST YEAR GOALS (January 2012 – January 2013)	ACTIONS TO OPERATIONALISE THE STRATEGIC FRAMEWORK	GROUP COMPOSITION, GOAL TIMELINES AND ANY SPECIFIC AIMS
Understanding Talent Management Key stakeholders across the sector understand and accept the principles and processes of talent management.	Widely engage with key groups within the sector to determine the level of understanding of the concepts and benefits of talent management and relate this to a Competence Framework. Determine and agree a concise draft definition and consult on this. Establish and test the key principles with key stakeholders. Develop a succession management policy and determine the implications for councils. Test in a pilot council or group of councils.	Working Group Members to scope the understanding and develop a definition. <i>(to be completed in Quarters 1/2)</i> Workforce database/GIS software could assist with succession planning. <i>(to be completed in Quarter 2)</i> Working Group to identify pilot councils. <i>(to be completed in Quarters 3/4)</i>



LEARNING ORGANISATION – PILLAR 6

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.

How the Goal will be achieved:

- The sector will move from a training solution focus to a performance and learning focus.
- A continuous learning culture focussed on individual, team and organisation development and growth will be created.
- Leaders will create, and be recognised for creating, team environments where individuals want to learn and develop.
- Leaders will have motivational conversations with individuals in relation to their learning and development.
- Individuals will understand how their learning and performance supports the achievement of individual, team and organisation goals.
- The learning culture will support flexibility and encourage discretionary effort to continuously improve performance.
- The link between learning, development and performance management will be clear and return on investment in people will be evident.

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.

NOTES ON PROGRESS 2012/13

[illegible]

LEARNING ORGANISATION

FIRST YEAR GOALS (January 2012 – January 2013)	ACTIONS TO OPERATIONALISE THE STRATEGIC FRAMEWORK	GROUP COMPOSITION, GOAL TIMELINES AND ANY SPECIFIC AIMS
Local Government Training Group Have a fully representative effective Practitioners' Group of LGTG.	Establish a representative Learning Organisation Working Group, agree governance and working parameters. Analyse and evaluate current Learning and Development provision, taking account of the ICE Agenda and the Reform of local government.	Chair: Liam Flanigan, Limavady BC HR Lead: Elaine Magee, Antrim BC LGSC Facilitation: Linda Leahy Members: Brenda Bradley, Coleraine BC Joanne Cox, Newry & Mourne DC Helen Hall, Newtownabbey BC Briege Woods, Omagh DC Stephanie McCaig, GMB, Belfast CC Dooley Harte, NIPSA Consider mechanism for seeking representatives from Professional Groups (perhaps through Chairs of PGs meeting?) Receive regular reports from LGTG Practitioners' Group on review of provision and needs analysis. (Ongoing) Consider PDP C Capacity Building Report – invite Jill Minne to present. (to be completed in Quarter 1)

LEARNING ORGANISATION

FIRST YEAR GOALS (January 2012 – January 2013)	ACTIONS TO OPERATIONALISE THE STRATEGIC FRAMEWORK	GROUP COMPOSITION, GOAL TIMELINES AND ANY SPECIFIC AIMS
New Emphasis contd. Make recommendations and take actions towards achieving a shift in emphasis in the sector from Training and Development to Learning Organisations.	Research and understand what a learning organisation is. Engage key stakeholders on the findings of the research and the implications for the sector. Define what a learning organisation looks like in local government, what processes and practices support it and how learning links to performance. Identify 2/3 pilot councils or groups of councils and introduce processes and practices that support a learning culture. Capture the learning from the pilots and refine the approach for Year 2 Game Plan.	Identify examples of good practice within the sector or within specific services in councils and in particular seek a perspective from those who have ‘come through the ranks’. <i>(to be completed in Quarters 2/3)</i> Consider offer of assistance from Consultancy to secure a best practice example at appropriate time. <i>(to be completed in Quarter 2)</i> Research the definition of learning organisation, establish broad principles then link to action below. <i>(to be completed in Quarters 2/3)</i> Identify pilot councils, design a programme and consider possible sources of assistance including: • Centre for Competitiveness • IIP Unit <i>(to be completed in Quarter 4)</i> Working Group to feedback directly to LGTG Practitioners’ Group with L&D requirements. LGTG and Practitioners’ Group will support interventions on a regional basis as requested. <i>(to be completed in Quarters 3/4)</i>

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