

Causeway Coast & Glens

Shadow Council

Organisation Development Committee Thursday 21st August 2014

Table of recommendations

| No | Item | Recommendation |
|----|--|---|
| 3. | Organisation Development Committee Terms of Reference | <i>Agreed</i> |
| 4. | People Strategic Framework | <i>Agreed</i> |
| 5. | Local Government Reform Joint Forum/Causeway Coast & Glens Local Joint Consultation and Negotiation Forum | <i>Agreed</i> |
| 6. | Selection Procedure for the Appointment of Directors | <i>Procedures agreed Panel members to be agreed at Shadow Council meeting</i> |
| 7. | Consultations | |
| | 7.1 Draft Revised Code of Conduct for Local Government Employees and Draft Local Employees and Councillors Protocol | <i>Noted</i> |
| | 7.2 The Draft Local Government (Disqualification) (Prescribed Offices and Employments) Regulations (Northern Ireland) 2014 | <i>Response agreed Table at next Shadow Council meeting</i> |
| 8. | Organisation Design | <i>Option B</i> |

Organisation Development Committee

Minutes of the Meeting of Causeway Coast & Glens Shadow Council Organisation Development Committee, held in the Council Chamber, Moyle District Council on Thursday 21st August at 7.00pm.

In the Chair: Councillor Loftus (Vice Chair)

Members present: Councillors Blair, Callan, Campbell, Chivers, Douglas, Duddy, Hickey, Holmes, Hunter, McCaul, McKillop, McLean, McShane, Mulholland, Wilson

In attendance: Mr D Jackson, Chief Executive Designate
Mr D Wright, Finance Lead Officer
Ms S Kelly, Organisation Development Lead Officer
Mrs E Beattie, Head of Policy
Mr R Baker, Leisure & Development Lead
Mrs P McLaughlin, Committee Administrator

1. Apologies

Apologies were recorded from Councillors McCandless, Nicholl, Robinson & Stevenson

2. Declarations of Interest

No declarations of interest were reported.

*Councillor Hickey joined the meeting.

3. Organisation Development Committee Terms of Reference

The Chief Executive Designate presented the report, circulated, as undernoted:

1.1 Background

The Shadow Council decided to create four committees to guide the convergence of the constituent Councils, transferring functions and new powers by the 1st of April 2015. This report proposes Terms of Reference for the Organisation Development Committee.

Organisational Development (OD) is 'the practice of planned interventions to bring about significant and sustained improvement in organisational effectiveness', in the short to medium term this will involve ensuring a seamless transition into the new Council through effective people management, workforce and organisational development strategies, policies and procedures. The Committee will advise the Shadow Council on the design of the new Council structures to ensure that strategic priorities, business needs and the new powers and functions of Local Government are met.

In the medium to long term the OD Committee by committing to Organisational Development and by using OD techniques, will explore more transformational

approaches to change and ready itself for a new era of local government and greater community engagement and service user choice and involvement.

1.2 Scope

The Organisation Development Committee (“the Committee”) will be responsible for recommending the key decisions and actions, which will require to be taken as part of the transition and convergence arrangements for the establishment of the new Causeway Coast and Glens District Council (“the new Council”), specifically in relation to:

- ***The delivery of an OD Strategy***
- ***The delivery of a People Strategy***
- ***Establishing the culture and values of the organisation;***
- ***The development of organisational structures, populating structures and managing any employee relations issues;***
- ***The delivery of service strategies;***
- ***The development of an estates strategy;***
- ***Delivery of local consultative arrangements with Trade Unions;***
- ***Implementing Regional agreements and guidance locally;***
- ***The alignment of Policies and procedures across the legacy councils and the development of new policies and procedures;***
- ***Delivery of capacity building plans;***
- ***Development of new Terms and Conditions of Employment for the Causeway Coast and Glens Council;***
- ***The transfer of staff from the four legacy councils in accordance with statutory and legislative requirements;***
- ***Development of a communication plan;***
- ***Recommending to the new Council the resolution of any associated issues;***
- ***Giving consideration to the resource implications of the recommendations.***

1.3 Membership

The Committee is comprised of the twenty Elected Members appointed to the Committee at the Annual Meeting on the 12th of June 2014. Members may be required to represent the Shadow Council at pertinent consultation and capacity building events. The membership list is provided at Annex A in the report.

1.4 Chair

The Committee will be Chaired by Councillor Dermot Nicholl. In the absence of the Chairperson, the Committee will be Chaired by the Deputy Chairperson, Councillor Roisin Loftus. In the absence of the Deputy Chairperson, a Chair for the meeting will be agreed by the Members present.

1.5 Meetings

The first meeting of the Committee will be held on Thursday 21st August, when the Terms of Reference will be agreed. It will continue its work until the Annual Meeting of the Shadow Council, scheduled for March 2015.

A schedule of meetings will be agreed in line with the convergence plan. All meetings of the Committee will be governed by the Interim Standing Orders and the Code of Conduct.

1.6 Sub-Committees & Working Groups

The Committee has the facility to establish and appoint any number of Sub-Committees and Working Groups, as are necessary, to consider in more detail the work of the Committee concerning specific transition and convergence issues.

1.7 Communication and Reporting

The Minutes of the Committee will be reported at each meeting of the Shadow Council by the Committee Chair.

It was recommended that the Organisation Development Committee approves the Terms of Reference as set out in the report.

It was proposed by Councillor Hunter, seconded by Councillor Duddy and **AGREED: to recommend that Council approves the Terms of Reference as set out.**

4. People Strategic Framework

The Organisation Development Lead Officer presented the report, circulated for Members' consideration.

Background

While work has been ongoing to ensure the transition to the new Council is as smooth and as seamless as is possible, work still needs to be undertaken to ensure we are 'people ready' for April 2015. To facilitate this process we would propose developing and implementing a 'People Strategic Framework' which envisions and sets out the new Council's broad aspirations and ambitions as an employer, as a positive place to work for our employees. In addition as well as providing a proposed route map as to how we might work towards this goal.

The Framework is presented to the OD Committee at this time to give a sense of what could/should be for the new Council when it comes to the critical matter of 'our people'. The ideas contained within this framework include but go beyond the proposals contained within the LGSC 'People and Organisational Development Strategic Framework and Integrated Implementation Plan'. We believe this framework will support the new Council in realising its vision and in achieving its strategic objectives, while also ensuring our approach to our people is fit for purpose, is in line with best practice while also being future proofed. We hope that the implementation of the Framework will enable key personnel and stakeholders to plan out their work, particularly in relation to capacity planning and resource management and to work on delivering on the strategic goals and aligned actions contained within the People Strategic Framework.

We believe the delivery of this framework will support the four existing Councils in being Local Government Reform people ready, while even more

importantly it will set out a vision of what we want the new organisation to be like for our people, who will be critical in delivering on the new Council's vision and strategic priorities from April 2015 onwards.

Overview of the People Strategic Framework (PSF):

The PSF is made up of 5 pillars which while being critical in their own right should be viewed as an integrating framework which sets out what best practice suggests are the critical success factors when it comes to how people are led, managed and developed.

The 5 pillars within the PSF are: -

- 1. Leadership**
- 2. High Performing Culture**
- 3. Engaging Employees and Partnership Working**
- 4. Recognition and Reward**
- 5. Learning and Talent Development**

The PSF framework provides

- A definition of each of the 5 pillars e.g. leadership**
- A strategic goal for each of the five pillars**
- A rationale as to why each pillar is important for the sustained success of the new Council**
- Benefits to the Council if the strategic goal is achieved**
- An Action Plan will be developed to which sets out how the goals will be achieved, and actions to operationalise the Strategic Framework.**

It was recommended that the Organisation Development Committee agrees to the development and implementation of the People Strategic Framework.

Councillor Holmes suggested that it would be beneficial for the Shadow Council to have some input from Investors in People in relation to the People Strategic Framework. In response the Organisation Development Lead Officer advised that Investors in People had offered assistance to the Shadow Council which would support the implementation of the Framework and that further information would be provided for Members at the next meeting of Committee.

***Councillor Douglas joined the meeting.**

It was proposed by Councillor Holmes, seconded by Councillor Campbell and **AGREED: to recommend that Council agrees to the development and implementation of the People Strategic Framework.**

5. Local Government Reform Joint Forum/Causeway Coast and Glens Local Joint Consultation and Negotiation Forum

The Organisation Development Lead Officer presented the report, circulated, for Members' information.

After discussion, during which the Organisation Development Lead Officer and the Chief Executive Designate clarified issues relating to the voluntary severance scheme and

filling of posts in the new structures, Members noted the information contained in the report.

6. Selection Procedure for the Appointment of Directors

The Organisation Development Lead Officer presented the report, circulated, as undernoted.

Background

The Recruitment and Selection of Directors within the Causeway Coast and Glens District Council will be in accordance with the Local Government Staff Commission (LGSC) Code of Procedures on Recruitment and Selection.

Selection Process

In accordance with Circular LGRJF/08 – July 2014 – Procedure for Filling Posts in the New Council Structures and Related Guidance it is necessary to complete a categorisation exercise so that ‘affected posts’ across the four cluster councils can be categorised against new posts developed within the organisational structure. Following the categorisation exercise where there are posts identified to be included within a ‘ring fence’ the post holders will complete a selection process in accordance with the requirements of the Local Government Staff Commission (LGSC) Code of Procedures for Recruitment and Selection.

Composition of the Interview Panel

In accordance with the LGSC Code of Procedures on Recruitment and Selection the Interview panel for officers at Director level will comprise:

- ***Mayor/Chairperson of the Council, or the Chairperson of an appropriate appointment committee of the Council***
- ***another one member of the Council, appointed by the Council***
- ***The Chief Executive***
- ***One Chief Officer***
- ***Professional Assessor * (no voting rights)***
- ***LGSC Observer *(no voting rights)***

Following nomination, should any panel member be unable to attend a meeting of the interview panel, the Council may designate a substitute.

Training of Panel Members

All panel members must receive training to familiarise themselves with the recruitment and selection process, with particular reference to non-discriminatory recruitment and selection techniques, including awareness of the Equality Commission’s statutory Codes of Practice and Guidance documents.

In addition, the Chairperson should receive guidance on the role and responsibilities of chairing a selection panel.

Chairing of Interview Panel

The Chairperson of the Interview panel will be elected by the Panel.

Local Government Staff Commission Role at the Interview Panel

The LGSC will provide an Observer at the interview stage. The LGSC Observer does not have voting rights.

Professional Assessors

The Commission will consult with the Shadow Council to agree the appointment of a Professional Assessor who should normally have experience of the role of Director in local government in Northern Ireland and Great Britain respectively. They have four key roles at the final selection stage:

- **approving a number of core questions based on the competencies for the job and from which the interviewing panel will select those which will be put to the candidates**
- **assisting the panel members by asking follow-up and supplementary questions to elicit further information from the candidates after each presentation and interview**
- **advising the panel on the competence of the candidates in relation to the requirements of the job.**
- **Providing feedback to candidates**

Pre-Interview Meeting

Immediately prior to the first interview, the panel members, professional assessors and Staff Commission observers should meet to agree the procedures, select the core questions and review any other documentation that will be used during the selection process.

The Chairperson should also seek assurances from panel members that they have not been canvassed in respect of any candidate.

Interview

The ability to be able to communicate effectively (both internally with the new Council) and externally with external stakeholders is a critical competence for people applying for the role of Director. To test the candidates' competencies in this important facet of the job at the interview stage, they should be asked to make a formal presentation on a relevant topic which is given to them in advance.

After giving the presentation, candidates should be required to take follow-up questions from panel members and the Professional Assessors in order to provide clarification or further information.

The interview itself should be based around a number of core questions designed to test how candidates can apply their knowledge and experience in key areas of the job.

Candidates should be given a copy of the core questions to follow while the Professional Assessors, Chairperson or panel members ask each question in turn. They should not be given the core questions for a specified time in advance of the interview in order to allow them to prepare their answers, nor should they be given a copy of the questions and invited to answer them in their own time and in the order they choose.

The Professional Assessors, Chairperson and panel members should be given the opportunity to ask supplementary questions to clarify or expand on the candidates' answers to the core questions and to facilitate interaction with the candidates.

Decision

All candidates should be informed of the Council's decision as soon as possible after the interviews, although it is recognised that in some cases an appointment may not be confirmed until references have been taken up and a medical report received.

It was recommended that the Organisation Development Committee agrees to the procedures for the selection of Directors and that the Elected Members who will sit on the Interview panel agreed so that relevant training can be arranged and the selection process progressed.

Following discussion it was proposed by Councillor Hickey, seconded by Councillor McShane and **AGREED: to recommend that Council agrees to the procedures for the selection of Directors and that the Elected Members who will sit on the Interview panel, including one reserve Member, are agreed by Council at its meeting on 25th September, so that relevant training can be arranged and the selection process progressed.**

7. Consultations

7.1 Draft Revised Code of Conduct for Local Government Employees and Draft Local Government Employees and Councillors Protocol

The Chief Executive Designate advised Members that this consultation had been tabled at the Shadow Council's Governance Committee meeting on 14th August but had been tabled for Committee's information.

Members noted the contents of the consultation document.

7.2 The Draft Local Government (Disqualification) (Prescribed Offices and Employments) Regulations (Northern Ireland) 2014

The Chief Executive Designate summarised the consultation document and advised Members that the closing dates for comments was 5th September.

Following consideration of the consultation and the questions posed in the document, it was proposed by Councillor Duddy, seconded by Councillor Hickey and **AGREED: to recommend that Council agrees the responses to the consultation as undernoted.**

Question 1

Do you agree that a council employee should be prohibited from being a councillor on the council which employs them?

Yes

Question 2

Do you agree that a council employee should (subject to the restrictions on specified offices and employments) not be prohibited from being a councillor on a council other than the one which employs them?

No

Question 3

Do you agree that the holding of any of the senior offices specified should disqualify the holder for being elected or being a councillor in any council?

Yes

Question 4

Do you support the maximum level of remuneration specified by the Department as the basis for prescribing the employments that would disqualify the holder for being elected or being a councillor in any Council?

N/A

The Chief Executive Designate advised Members that the response would be prepared and tabled at the Shadow Council Meeting on 28th August 2014.

8. Organisation Design

It was proposed by Councillor Duddy, seconded by Councillor McKillop and **AGREED: that the matter be considered confidential and taken 'in committee'**.

The Chief Executive provided Members with a presentation on the high level organisation structure for Causeway Coast and Glens District Council and a report, circulated (Appendix 1).

Councillor Holmes thanked the Chief Executive for his presentation.

Councillor Holmes proposed, seconded by Councillor Wilson: **to recommend that Council approves Option B**

Some discussion ensued on the report presented and members raised queries including; the potential plan for any review of structures agreed, advantages and disadvantages of the options presented; the use of agency staff by the Council.

Following this discussion an amendment to the proposal was proposed by Councillor Hickey, seconded by Councillor McKillop: **to recommend that a workshop be held to give members a further opportunity to discuss the organisation structure.**

As the amendment was put to the meeting to vote Councillor Hickey withdrew the amendment, seconded by Councillor McKillop.

The Chair put the original motion (Councillor Holmes) to the meeting.

The motion was **AGREED: to recommend that Council approves Option B.**

The meeting closed at 8.40pm.

1.0 A high level structure for Causeway Coast and Glens District Council

1.1 Background

This report summarises work to design the high level organisation structure for Causeway Coast and Glens District Council. It provides options for Committee consideration and makes a recommendation based on the consolidated view of officials from the four preceding Councils and the transferring functions.

1.2 Aim and definition

The aim of report is to initiate the first stage of organisation design of Causeway Coast and Glens District Council. Organisation design can be defined as the alignment of structure, processes, roles and resources with the emerging strategy of Causeway Coast and Glens District Council.

1.3 Methodology

A standard project methodology has been used to develop this report. Design work considered the existing structures and aligned current service areas with transferring functions using 5 key building blocks:

- Consideration of suitable boundaries;
- Combining families of functions;
- Governance arrangements;
- Linkages between services;
- Performance and accountability.

Options have been developed with consideration to a number of design parameters:

- The geographic spread of the new Council area;
- Current Council managed estates and locations;
- Mitigating and risk to front line services
- Time available for initial convergence;
- Employment law / TUPE;
- Current structures and associated budgets.

1.4 Evaluation criteria

Best practice principles in organisation design were considered and refined to develop evaluation criteria. The criteria listed below were then used to assess and rank options. Within the limited time available, consultation has taken place with current chief executives, the convergence management team, the local forum, and the wider transition management team.

| Evaluation criteria | Weighting |
|--|-----------|
| Underpin strategic priorities | 30% |
| Strengthen vertical accountability and horizontal coordination | 10% |

| | |
|--|-----|
| Create families of functions to remove duplication, optimise service delivery, and control costs | 25% |
| Ensure no disruption to services throughout the convergence period (will it work?) | 20% |
| Be innovative to improve performance and customer satisfaction (medium term) | 15% |

1.5 Strategic themes

Fitting the structure to the emerging strategy of the new Council was a key design priority. Therefore a fundamental consideration was the linkage with strategic themes in the Shadow Council corporate plan:

| Strategic Theme | Including |
|-------------------------------|---|
| Transition and Transformation | Successful completion of all actions in the sub-group short-term implementation plans. |
| Health and Wellbeing / People | <ul style="list-style-type: none"> • External • Supporting staff. |
| Sustainability | <ul style="list-style-type: none"> • Environmental protection; • Sustaining our natural heritage; • Economically prudent; • Meet waste targets. |
| Prosperity | <ul style="list-style-type: none"> • Sustainable Development; • Tourism; • Exploit Technology. |
| Equality | <ul style="list-style-type: none"> • Good Relations; • Council Values and Policies. |
| Community | <ul style="list-style-type: none"> • Partnership working; • Community Planning – including capacity building. |

1.6 Summary of service areas

A summary list of service areas was developed and is included at **Appendix 1**. Note that this is not intended to be exhaustive; rather an overview of key services.

1.7 Structural options for Council

Structural combinations could be unlimited in number but there is some consistency across the constituent organisations. Ten alternatives were developed and the four highest scoring options are illustrated below:

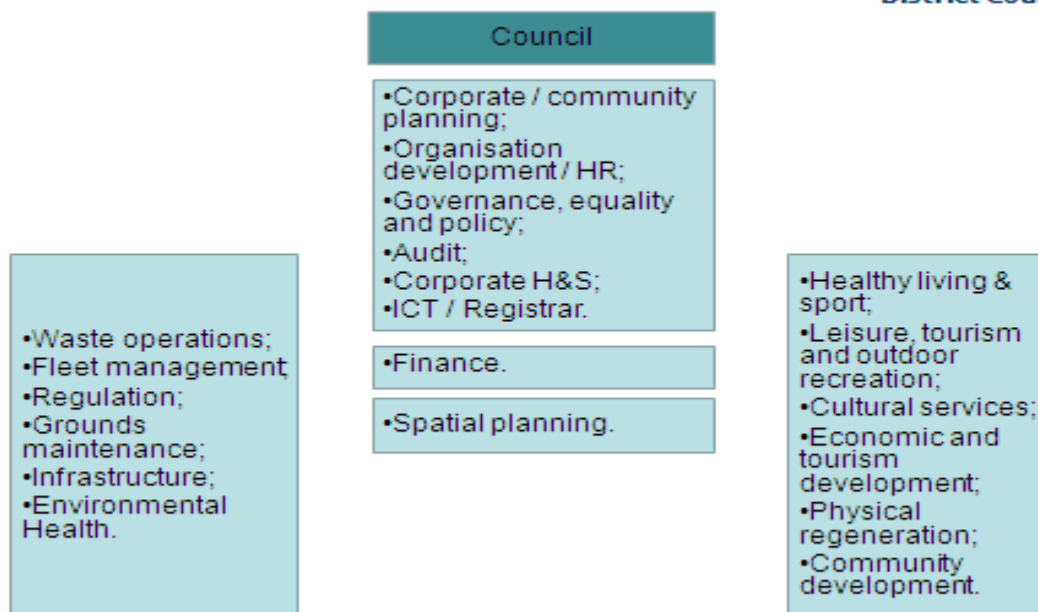
Option A

Causeway Coast and Glens District Council

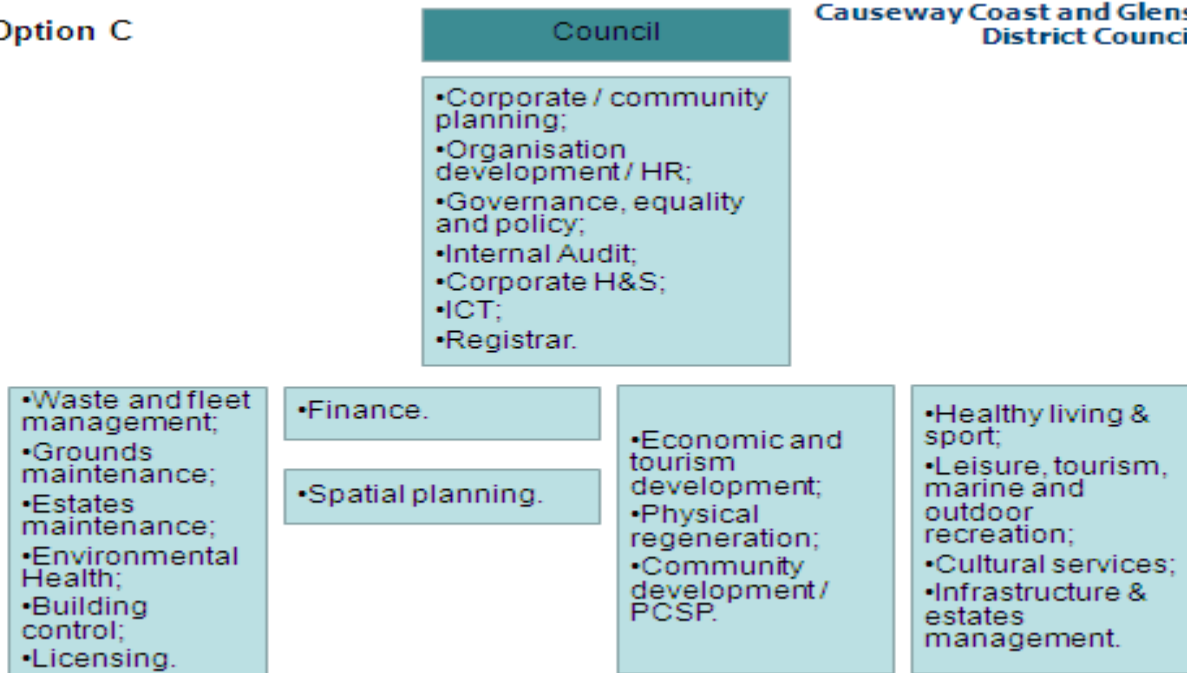


Option B

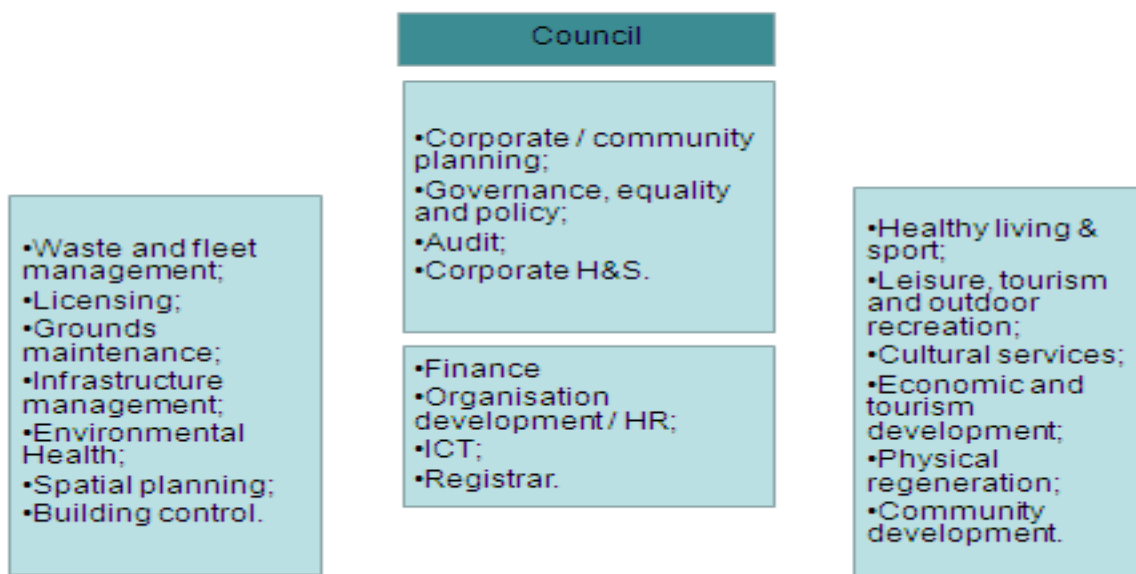
Causeway Coast and Glens District Council



Option C

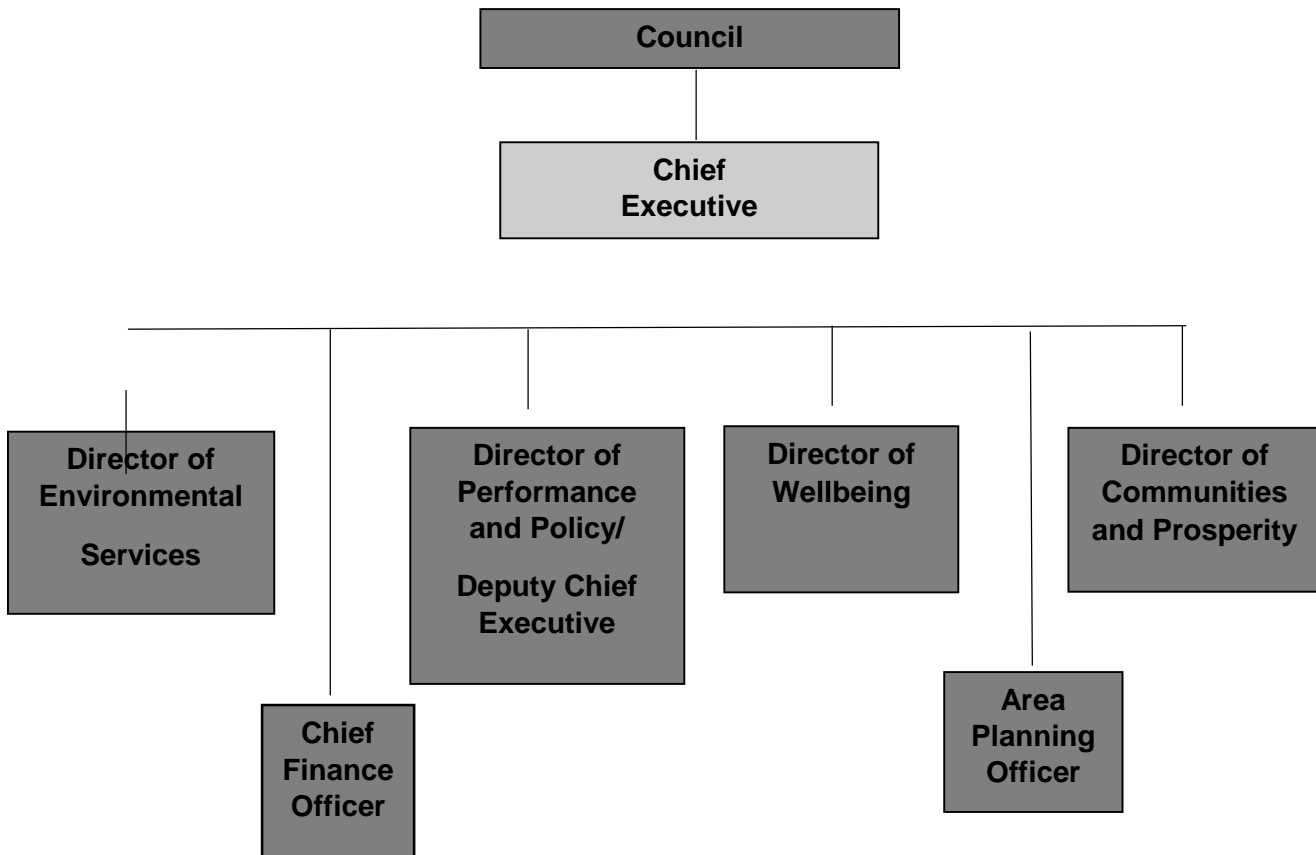


Option D



1.8 Recommendation

It is recommended that the Organisation Development Committee approves Option C for recommendation to Shadow Council. This would result in a proposed senior management structure from 1 April 2015 as illustrated below:



1.9 Proposed next steps

This report is only part of the work required to establish a new structure. An overview of immediate priorities can be summarised as follows:

- Report from Organisation Development Committee to Shadow Council;
- Matching process agreed by Local Forum / Joint Forum / Shadow Council;
- Voluntary severance process agreed by Joint Forum / Shadow Council
- Expressions of interest trawl of 'at risk' staff;
- Matching of 'at risk' posts with new roles;
- Identify and train councilor appointment panel;
- Run the recruitment and selection process, with independent oversight;
- Design the next layer of service structures;
- Prioritise the design of PCSP, Member Services & Registrar functions;
- Agree the associated estates strategy.

Appendix 1

Summary list of services

1. Healthy living & sport;
2. Leisure, tourism, events, marine and outdoor recreation;

3. Cultural services;
4. Economic and tourism development;
5. Physical regeneration;
6. Community development;
7. Grounds maintenance;
8. Waste services;
9. Building control;
10. Infrastructure management;
11. Fleet management;
12. Environmental health;
13. Support services: Finance, ICT, Registrar;
14. Corporate / community planning;
15. Planning Service;
16. Organisational development / HR;
17. Governance, equality and policy;
18. Licensing.