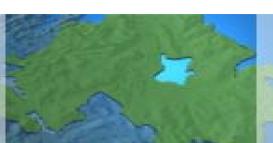# DERMOT O'HARA

Local Government Staff Commission
for Northern Ireland

USING PERFORMANCE TO DRIVE SERVICE IMPROVEMENTS IN COUNCILS IN NORTHERN IRELAND

PEOPLE AND ORGANISATION DEVELOPMENT STRATEGIC FRAMEWORK

Six "Strategic Pillars"

- **Leadership, Performance Culture, Employee Relations**

- **Talent Management, Learning Organisation, Pay and Reward**

STRATEGIC GOAL FOR THE PERFORMANCE CULTURE PILLAR

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

PERFORMANCE CULTURE TOOLKIT

- **Local Government Act (Northern Ireland) 2014, Performance Improvement – the "What"**

- **Toolkit – the "How"**

THE TOOLKIT PROVIDES

- **A comprehensive framework for Performance Management**

- **Diagnostic Tools and Guides –**
  - **Strategic/Service Based Diagnostics**
  - **Communications**
  - **Aligning Performance**
  - **Development**

The Structure of the Toolkit

Stage 1
- CE & SMT Diagnostic identifying priority development areas

Stage 2
- Set up of the Performance Culture Implementation Team

Stage 3
- Implementation of the Local Government Performance Culture Model

Stage 4
- Evaluating the impact and capturing the learning

STAGE 1
CE & SMT DIAGNOSTIC CHECKLIST

- **High level diagnostic checklist**
- **Covers the 5 key elements of the Model**
- **RAG scoring**
- **Strategic current state analysis**
- **Priority areas for action**
- **Overview against Best Practice**

STAGE 2 PROJECT TEAMS

- **Communicate need for change**
- **Cross function/Stakeholder**
- **Terms of Reference**
- **Clear Governance**

STAGE 3
MODEL TO DELIVER THE STRATEGIC GOAL

STRATEGY: Employees understand direction

PEOPLE: Values, behaviours, accountability for performance and development

PROCESS: Processes support people, and teams to understand, measure and manage performance

CULTURE: Focused on performance at all levels and at all times

STRUCTURE: The organisation is structured for optimum performance; flexibility is integral to design

STAGE 3 - STRATEGY

- The Council's strategy is aligned with the community plan

- There is clear strategic alignment between all sections of the organisation

- Individual objectives and business plans are updated as a result of dialogue with staff/members

STAGE 3 - PEOPLE

- **Teams - clear purpose, clear objectives, a plan for service delivery**

- **Track record of performance conversations - managers/teams across functions, organisation**

- **Encourage staff to continuously improve performance**

STAGE 3 - PROCESS

- **Staff see the value in the process**

- **The process reflects "what" is to be delivered and "how"**

- **The process is used to communicate, deliver and track corporate plan performance**

STAGE 3 - CULTURE

- **Clearly defined metrics to track and manage culture**

- **Linkages between core values, management practices, and metrics**

- **Processes for managing, recognising, rewarding and developing performance and dealing with poor performance**

STAGE 3 - STRUCTURE

- **Functions clustered to optimise performance**

- **Distinctions between strategic, operational and transactional functions**

- **Structures aligned to support the Governance Structures**

STAGE 4
EVALUATING THE IMPACT AND CAPTURING THE LEARNING

- **Establish a clear evaluation plan**

- **Track the agreed evaluation criteria**

- **Report on progress to Chief Executive and Senior Management Team on regular basis**

APPLICATION IN PRACTICE

- Councils can "dip in and out"

- Do not need to use all four stages

- Either the whole mode or prioritised areas

EXAMPLE

Mid and East Antrim Borough Council

- **Diagnostic Checklist Completed by SMT**

- **Project Team in place**

EXAMPLE

Newry and Mourne District Council

- **Lean Project under the "Process" strand – streamlining the new planning service and integrating it with the existing Building Control Service**

EXAMPLE

Fermanagh and Omagh District Council

- **Planning Service Review**

- **Process then rolled out to Finance**

ONGOING DEVELOPMENT

- **Available on the Learning Management System**

- **Stage 4 – Evaluation of OD Project Resource now developed and released**

- **LGTG funding for Projects**

- **Call-off framework for support**