

Causeway Coast and Glens

Shadow Council

Organisation Development Committee Thursday 18th September 2014

Table of recommendations

No	Item	Recommendation
3.	Causeway Coast and Glens Community Development Strategy Causeway Coast and Glens Good Relations Strategy	<i>Deferred</i> <i>Arrange workshop to consider</i>
4.	Review of the Northern Ireland Tourist Board and wider Tourism Structures	<i>Comments offered</i> <i>Redraft for Council to consider</i>
5.	Capital Project Approval Juniper Hill Caravan Site Stage 3	<i>Present final business case to Shadow Council on 25th September</i>
6.	Investors in People Building Capacity in Local Government	<i>Agreed</i>
7.	Procedure for Filling of Posts in the New Council Structures and Related Local Guidance	<i>Agreed</i>
8.	Chief Executive Appraisal; and Probationary Period	<i>Agreed & Panel nomination from each of 4 main parties to be advised</i> <i>Agreed</i>
9.	Notice of Motion – Councillor P McShane – Loughgiel GAC	<i>Await review of Leisure Services & Facilities Strategy</i>
10.	10.1 Draft Location, Relocation and Expenses Policy	<i>Noted</i>
	10.2 Internal One Step Grievance Procedure to Link with RPA Independent Third Party Dispute Resolution Procedure	<i>Noted</i>

Organisation Development Committee

Minutes of the Meeting of Causeway Coast & Glens Shadow Council Organisation Development Committee, held in the Council Chamber, Limavady Borough Council on Thursday 18th September at 7.00pm.

In the Chair: Councillor Nicholl

Members present: Councillors Blair, Callan, Campbell, Chivers, Douglas, Duddy, Holmes, Hunter, Loftus, McCandless, McCaul, McKillop, McShane P, Mulholland, Robinson, 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

Valerie Richmond, Director of Development, Limavady BC
Moirá Mann, Head of Development Services, Coleraine BC
Julie Welsh, Community Development Manager Coleraine BC
Louise Scullion, Community Services Manager Moyle DC
Joanne Kinnear, Management Consultant, Quarter Chartered Accountants

Press x 1

1. Apologies

Apologies were recorded from Councillors Hickey and Stevenson.

2. Declarations of Interest

The Chief Executive Designate declared an interest in item 9 as the postholder.

3. Causeway Coast and Glens Community Development Strategy 2015-18 & Causeway Coast and Glens Good Relations Strategy 2014-17

The Draft Community Development Strategy and Draft Good Relations Strategy, previously circulated to Members, were brought to Committee with a recommendation for consideration and approval.

Following the overview given by the Leisure & Development Lead Officer it was proposed by Councillor Duddy, seconded by Councillor Holmes and **AGREED: to recommend that i) consideration of the draft Community Development Strategy and draft Good Relations Strategy be deferred until the documents can be considered with the draft PCSP Strategy and ii) to assist this process a workshop be held to give Members the opportunity to consider all 3 strategies together.**

At Councillor Holmes' suggestion Members agreed that as part of the workshop activity, the issue of building performance measures into the strategies would be discussed.

* Julie Welsh, Louise Scullion, Joanne Kinnear left the meeting.

4. Review of the Northern Ireland Tourist Board and wider Tourism Structures

The Head of Development Services, Coleraine BC, presented the report, circulated and as undernoted.

Purpose

The purpose of this report is to seek Council's view of the the DETI consultation on the Review of NITB and wider Tourism Structures.

Background

Tourism is a key sector of the Northern Ireland economy and has become increasingly important in recent years as visitor numbers and revenue have grown with tourism spend worth some £723 million in 2013. Against this backdrop the Minister for Enterprise, Trade and Investment, Arlene Foster MLA, appointed John Hunter CB in December 2013 to conduct an independent review of the Northern Ireland Tourist Board and wider Tourism Structures. The overall aim of the review is to ensure that current organisational structures are the optimum necessary to deliver the targets and actions set out in the Programme for Government and Economic Strategy.

Project Brief

The Review should identify opportunities for improvement. Specifically the Review is tasked with making recommendations designed to:

- ***Ensure that appropriate structures are in place to deliver the objectives and targets for tourism and ensure alignment with the work of Invest NI;***
- ***Identify opportunities to capitalise on NITB's working links within the NI Executive and on an east/west and north/south basis, including the relationships with Tourism Ireland and Visit Britain;***
- ***Ensure the effective delivery of integrated business support services to the tourism industry across its many sectors;***
- ***Prepare for the impact of the Review of Public Administration on tourism development in Northern Ireland; and***
- ***Rationalise, where it is cost-effective to do so, the provision and delivery of corporate services (including accommodation) within NITB & Invest NI.***

Lastly, the Reviewer is asked to comment on any other matters which may be having an impact on the delivery of the objectives and targets within the Programme for Government.

Mr Hunter's report has been completed and is now out for public consultation. Comments on the 33 recommendations made within the report are welcomed.

It is recommended that Council approves a response to the DETI consultation on the Review of NITB and wider Tourism Structures.

Councillor Duddy, on behalf of the DUP group, made comments on the responses brought before Committee, to the DETI consultation for inclusion in the proposed response. Councillor Loftus and Councillor McShane asked if Members would be given another opportunity to consider the redrafted response to the consultation and make comments.

The Chief Executive Designate advised that the redrafted strategy, incorporating the comments put forward by Councillor Duddy, would be brought before the Shadow Council for consideration and approval.

* Head of Policy & M Mann left the meeting.

5. Capital Project Approval – Juniper Hill Caravan Site Stage 3

5.1 Background

On 24th July 2014, Shadow Council approved the use of Staged Gateway Points (“go/no-go points”) for all future Capital Projects:

Stage 1. Scoping, Feasibility & Outline Business Case (1% of total costs).

Stage 2. Procurement & Final Business Case (3% of total costs).

Stage 3. Operations Contract & Management (110% of total costs).

Stage 4. Operational management (Revenue costs).

On the 24 July 2014, Shadow Council approved the progression of the Juniper Hill Infrastructure Works, specifically to undertake and complete Stage 2 at an estimated cost of £30k.

5.2 Synopsis of the Outline Business Case

5.2.1 Concept overview.

Drainage, Water supply and Electrical supply problems in recent years. The 40 years old electrical wiring and distribution systems no longer comply with the new 2011 IET wiring regulations specific to Caravan Parks.

Coleraine Borough Council propose to upgrade the Drainage and Electrical infrastructure throughout both Caravan Parks, starting at Juniper Hill winter 2014 with Carrick Dhu winter 2015.

5.2.2 Linkage to Corporate Plan.

Building Prosperity – Improving the Caravan Park infrastructure will improve the use of the facilities, retain existing jobs and help promote tourism within the district.

Planning for the Future: improving the wiring/drainage infrastructure now will ensure the sites are capable of handling larger Caravans into the future with the potential to increase revenue income.

5.2.3 Need for project identified / benefits sought.

Rainwater currently runs off Caravan roofs onto concrete/ grass areas unmanaged. This increases the ponding of water on the site, resulting in the many boggy wet areas.

At present, the majority of road gullies do not discharge to a storm drain and rely on evaporation or soak-away to empty. Remaining gullies are connected to the combined sewer system, discharging to the NI Water pumping station on site. This greatly decreases the capacity of the site to deal with adverse weather conditions and the pumping station cannot cope during heavy rainfall events.

Touring site residents are required to pull/carry heavy waste water tanks long distances uphill to the nearest gully.

5.2.4 Evidence of need.

Complaints from residents about wet patches outside Caravans.

Civil Engineering Consultants Atkins recent Report backs up these complaints.

Water logged wiring infrastructure to Caravans is beginning to break down causing numerous maintenance faults and expense.

Wiring infrastructure is reaching end of useful life and does not meet with current Electrical Regulations or Testing protocols.

5.2.5 Project options - Drainage Options

Option 1: Status Quo – “do nothing”.

Complaints will continue and the touring site usage may reduce.

Option 2: improve the drainage to improve the usage of the touring site.

Preferred option:

Option 2: Improve the drainage System.

Land drains will be installed in the grass areas at the back of the caravans where surface drainage is an issue.

A gully at each static caravan will collect surface water from the caravan roof.

Existing road gullies will be connected to surface/storm water drain pipe work.

Touring sites will have individual “hook up” points for Electricity, Potable (Drinking) water taps with waste water gullies all built into a single unit.

5.2.6 Project options - Electrical Wiring Options

Option 1: Status Quo – “do nothing”.

Complaints will continue and the site cannot be tested appropriately.

Option 2: Replace the wiring infrastructure to comply with current electrical regulations and take the opportunity to “future proof” the site to handle expected demands during the next 25yrs.

Preferred option:

Option 2: Replace the Wiring Infrastructure.

New static Caravan Hook up points will be installed fitted with local meters and safety trips.

New wiring infrastructure will be designed to reduce the likelihood of complaints from owners and will cope with increasing site demands for the next 25 years.

Site operating and maintenance costs will be reduced and new green technology such as Solar PV can be successfully deployed.

5.2.7 Estimated Whole life costs

Drainage and Electrical Infrastructure Capital Cost estimate: £1,000,000.

Site Operational/Maintenance costs will be greatly reduced due to extensive use of new LED lighting, other green technologies and the removal of flooding risks.

Income: Sites will be more useable and therefore may be used more often generating extra income for the district.

As Operating/Maintenance costs will be reduced the pressure to increase rates will also be reduced.

5.3 Stage 2 Activities

The deadline for tenders closed at 12 noon on 11th September 2014.

16 tenders were returned from a potential 43 which expressed interest.

Tenders are opened at 10.00 am on 12th September 2014.

The tenders will be assessed based upon 60:40 cost: quality respectively. A tender report will be available for the Shadow Council on the 18th September.

The Lead Officer Leisure and Development advised that he was now recommending to Committee that the Final Business Case be presented to Members for consideration and approval at the Shadow Council Meeting on Thursday 25th September 2014.

It was proposed by Councillor McShane, seconded by Councillor Mulholland and AGREED: **to recommend that the Final Business Case for Juniper Hill Caravan Site Stage 3 be brought to Shadow Council meeting on 25th September 2014.**

6. Investors in People – Building Capacity in Local Government

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

6.1 Background

At the OD Subcommittee meeting on Thursday 21st August members asked for further information in relation to the Investors in People (IIP) standard and how it could support the implementation of the People Strategic Framework within the Council.

Investors in People is a people management standard aimed at improving business performance through the effective management and development of staff. Investors in People provides a structured framework to help manage change, inform organisational development activity and promote continuous improvement.

The use of the IIP Framework will assist the new Council to manage change and build capacity by providing a structured, best practice framework and a model for on-going sustainability. The flexible nature of the framework allows for benchmarking policies, practices, perceptions and leadership approaches using a detailed suite of evidence requirements which underpin the principles of people management and development of best practice

6.2 Key Issues

Local Government Reform will present a number of challenges to the Causeway Coast and Glens District Council. Whilst achieving operational effectiveness is a priority, building an effective culture and high performing teams will be essential to achieve the desired levels of efficiency, productivity and customer service in both the short and longer term.

Currently the IIP Framework and assessment process is being refreshed to ensure that it continues to enhance organisational performance and guide people management and development practice for the future. The focus of this is to build on the principles and ethos of the current version of the framework and strengthen its content to further drive a culture of High Performance Working.

6.3 Financial and other implications

Capacity Building within the Council is currently being assisted through a financial package of support provided by the Department of the Environment. It has been agreed by the Department of the Environment that work associated with the implementation of Investors in People can be claimed as part of these capacity monies.

A draft programme of activity and associated costs have been produced by Investors In People Northern Ireland. Attached at Appendix 1.

It is anticipated that only the first milestone listed in the process, 'situational analysis' can be completed at this time and funded prior to 1st April 2015. As detailed, this will involve five consultancy support days from a registered IIP Advisor. This money will be recouped through the DOE capacity building monies.

It is recommended that the Organisation Development Committee agree that the Council use the Investors in People Framework to support the implementation of the People Strategic Framework and the transition process as we move into the new Council structures. It is recommended that the first stage of the process the 'situational analysis' is completed and funded prior to April 2015.

It was proposed by Councillor Holmes, seconded by Councillor Robinson and
AGREED: to recommend that that the Council use the Investors in People Framework to support the implementation of the People Strategic Framework and the transition process as we move into the new Council structures. It is recommended that the first stage of the process the 'situational analysis' is completed and funded prior to April 2015.

7. Procedure for the Filling of Posts in the New Council Structures and Related Local Guidance

7.1 Background

At the OD Subcommittee meeting on Thursday 21st August members were advised that Circular LGRJF/08, July 2014, Procedure for Filling Posts in the New Council Structures and Related Guidance had been agreed by the Local Government Reform Joint Forum (regional forum) for local implementation.

The circular was issued by the Local Government Staff Commission as a statutory recommendation for adoption by councils, with immediate effect.

The procedure applies to the filling of all posts in the new local government structures arising out of the reform of local government including:

- *Direct transfers to unchanged or minimally altered/amended posts;*
- *Vacancies; and*
- *New or substantially new posts*

The Procedure is designed to facilitate, the smooth transfer of staff in unchanged or minimally altered/amended post and to detail processes to fill new or substantially new posts and vacancies in the new organisation.

The Regional Forum confirmed that Councils should engage with their Local Forums to consider the application and implementation of these arrangements.

Work has been progressing with the Causeway Coast and Glens Local Forum to agree local arrangements for the application and implementation of this circular.

Following consultation with regional and local representatives from NIPSA, UNITE and GMB a Guidance Document in respect of matters relating to this circular was agreed at the Local Forum meeting on 22nd August 2014.

The Guidance document sets out further detail in relation to the implementation of the Circular in the following areas:

Step 1 - Job Details including a new Job Description and Specification are agreed

Step 2 - Assessing the Degree of Change in Posts is established

- *Unchanged/Minimally altered/amended; 60% same*
- *Substantially altered; <60% is the same*
- *New; <40% is the same*

Step 3 – Determination of Eligibility for Posts

Step 4 – The ‘Matching Process’

Main Factors -

- Job Purpose 10%**
- Job Duties and Responsibilities 40%**
- Person specification for post 10%**
- Place in Structure/Reporting lines 15%**
- Responsibility for Financial or other resources 15%**
- Responsibility for Staff 10%**

Step 5 – Outcomes – a process to advise employee of the outcome of the matching process.

Step 6 – Review Panel – procedures to enable employees who wish to review the decision of the matching panel to proceed with this.

Step 7 – Pool of Candidates – where there is more than one employee matched to a new job description, normal selection procedures will proceed.

Step 8 – Suitable Alternative Employment – for those employees who are not successfully matched to the post or are not successful in the selection process.

As this process is implemented within Council we will continue to monitor its application and review and refine the process, in consultation with the trade union side, as necessary.

It is recommended that the Organisation Development Committee agrees to the adoption of Circular LGRJF/08, July 2014, Procedure for Filling Posts in the New Council Structures and note the Related Guidance agreed by the Causeway Coast and Glens Local Consultation and Negotiation Forum.

Following discussion, during which Members raised issues relating to the matching and sequencing process, the impact of the process on staff morale and communication with staff it was proposed by Councillor Robinson, seconded by Councillor Duddy and AGREED: **to recommend that Shadow Council agrees to the adoption of Circular LGRJF/08, July 2014, Procedure for Filling Posts in the New Council Structures and note the Related Guidance agreed by the Causeway Coast and Glens Local Consultation and Negotiation Forum.**

* The Chief Executive withdrew from the meeting during discussion of the next item.

8. Chief Executive Appraisal/Probationary Period

It was proposed by Councillor Duddy, seconded by Councillor Chivers that the item be considered ‘in committee’.

*Members of the public and press left the meeting.

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

8.1 Chief Executive Appraisal - Background

Within the terms and conditions of employment for the Chief Executive it was agreed that salary progression would be based on the attainment

of satisfactory levels of performance, rather than on a 'time served' basis. This position was confirmed in an Employers Side circular of 13th November 2013, issued by the Joint Negotiating Committee for Chief Executives of Local Authorities in Northern Ireland (JNC), which recommended that new councils should utilise a staff appraisal mechanism for Chief Executives.

The JNC have now issued Joint Guidance: Appraising the Chief Executive' details are attached at Appendix 1.

8.2 Key Issues

In the main, appraisal is a means for employees and their manager to discuss performance matters and the development needs of the individual.

In relation to the Chief Executives as they are directly accountable to the elected members, it is essential that the members are actively involved in this process. The process requires an appraisal meeting which focuses on looking at past performance as the basis for future planning and improvement. At all times there should be a clear focus on the Council's corporate objectives, reviewing what has been done well; what could have been done better; the major challenges over the next year; and identifying development needs.

The Guidance recommends that the appraisal meeting is conducted by a small group of elected member's representative of the whole Council. It is suggested that the group consists of between three and five members, however this remains a matter for the Shadow Council.

The Guidance also recommends that elected Members involved in the appraisal process receive training.

External assistance in facilitating the appraisal process is also suggested and can be provided from a wide variety of organisations or individuals from both within and outside of Local Government.

8.3 Financial and other implications

The adoption of this process may require consultancy support in relation to external facilitation of the process (½ day) and appropriate training (½ day) referred to above.

Chief Executive Appraisal - It is recommended that the Organisational Development Committee agree to adopt the appraisal process as detailed within the Joint Guidance: 'Appraising the Chief Executive'. It is recommended that Members appoint a group of Councillors to participate in this process and that a facilitator is appointed to provide training to the members and facilitate the meeting.

8.4 Chief Executive – Probationary Period

Within the terms and conditions of employment for the Chief Executive it was stated that his offer of employment is subject to the successful

completion of a six month probationary period. These terms and conditions state that the probationary review meeting will be facilitated by the Chair of the STC or Shadow Council as appropriate. The Chief Executive commenced employment on 23rd April 2014 therefore the probationary review meeting is due before 23rd October 2014.

Chief Executive Probationary Period – It is recommended that the Chair of the Shadow Council conduct a probationary review meeting with the Chief Executive before 23rd October 2014.

It was proposed by Councillor Robinson, seconded by Councillor Loftus and AGREED:

Chief Executive Appraisal

to recommend that

i) the Shadow Council agrees to adopt the appraisal process as detailed within the Joint Guidance: ‘Appraising the Chief Executive and;

ii) the 4 main parties participate in this process, the names of which will be provided, and a facilitator is appointed to provide training to the members and facilitate the meeting.

Probationary Period

iii) the Chair of the Shadow Council conduct a probationary review meeting with the Chief Executive before 23rd October 2014.

It was proposed by Councillor Chivers, seconded by Councillor MA McKillop and AGREED to resolve out of committee.

***The Chief Executive and press joined the meeting following the discussion.**

9. Notice of Motion – Councillor Pdraig McShane

Councillor McShane presented the motion deferred from Shadow Council meeting on 28th August 2014.

“That this Council investigates the need for a sand-based regulation sized GAA pitch in Loughgiel. That the Council investigates the lifetime costs (25 years) of the purchase of lands, development of a facility, upkeep and maintenance of same. In addition, it also explores options that could offset the associated costs to this Council, including partnership arrangements with local sports providers with a view to meeting the local identified need in the incoming financial year.”

Speaking in support of the motion Councillor McShane referred to the current usage of the facility in Loughgiel and its shortcomings which affected the sporting fixtures scheduled. He spoke of the need in the area which his motion addressed and asked for Committee to give the motion its consideration.

Councillor Mulholland proposed, seconded by Councillor Chivers that Council works with Loughgiel GAC to develop plans to inform the Leisure Services & Facilities Strategy and that the project be placed on the rates estimates programme for consideration.

It was proposed by Councillor McKillop, seconded by Councillor Hunter that Loughgiel GAC be invited to give a presentation to Council.

In response to Councillor McKillop’s proposal, Councillor Mulholland withdrew his proposal, seconded by Councillor Chivers.

It was proposed by Councillor Duddy, seconded by Councillor Robinson that Council does not receive a presentation from Loughgiel GAC until the Leisure Services & Facilities review has been completed and a strategy agreed by Council.

Following discussion Members sought clarification and guidance from the Chief Executive during which Councillor McKillop withdrew her proposal to invite Loughgiel GAC to present to Council, seconded by Councillor Hunter.

It was AGREED: to recommend that following a workshop in October Shadow Council would have the opportunity to consider the Causeway Coast & Glens District Council Leisure Services and Facilities Strategy and the mechanism for dealing with requests from local sporting organisations for funding.

10. Consultations

10.1 Draft Location, Relocation and Expenses Policy

Committee noted the draft policy, previously circulated.

10.2 Internal One Step Grievance Procedure to Link with RPA Independent Third Party Dispute

Committee noted the procedure, previously circulated.

The meeting closed at 8.30pm.

Capacity Building through Investors in People Milestones

	Activity	Indicative Days required	Time Scales
Situational Analysis	Review of Transactional HR Processes, Harmonisation Projects, Communication and Engagement Mechanisms	5.0	TBC
Diagnostic Exercise	Organisational review utilising a 'live assessment' Style approach with a report output highlighting strengths and areas for development	12.0	TBC
Active Planning – Working With Investors in People	Review of outputs from diagnostic exercise, establishment of Active Plan and gaining of 'Working With' Investors in People Branding.	3.0	TBC
Ongoing Advisory Support	Tailored guidance to assist with Active Plan implementation	10.0	TBC
IiP HR Workshops	Facilitated sessions encouraging sharing of best practice, lessons learned across the newly formed Council structure	8.0	TBC
Preparation for Assessment	Help in guidance in preparation of external assistance using the Refreshed Investors in People Framework and Assessment Process	2.0	TBC
		40.0 days	
Budget range £15k-£30k Dependent on Daily Rate & Days required			