



Comhairle Ceantair
Lár Uladh
Mid Ulster
District Council

Organisational Development

SERVICE PLAN - 2021 / 22

Date

Consulted within staff team

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1.0 OVERALL PURPOSE AND SCOPE OF THE SERVICE

1.1 Purpose and Scope of the Service

This is the Service Plan for 2021/22 for the Organisational Development department.

The Organisational Development Department supports management and staff across all Council Directorates. The services contribute to a range of crosscutting activities to enable the Council to achieve its strategic objectives. The key priorities for Organisational Development in 2021/2022 are focussed around the Council's continuing response to COVID 19 in respect of the impact on Council services and staff. The implementation plan associated with the Independent Organisational Review. The implementation of a new HR/Payroll Integrated IT system, HR Policy developments & implementation, Learning & Development for staff/Managers/Supervisors, delivery of business support services across council and continued delivery of Registration Services, a statutory service delivered by the Council.

The Organisational Development Directorate's work plan will improve the service provision through leadership capacity and capability development, ensuring that employees within the Council are supported and equipped with relevant skills for their role and ensuring that staff have the appropriate information and are engaged.

Workforce planning and review will continue to ensure the efficiencies are met by the Council without compromise on the services delivered. A schedule of new policy development is in place to ensure that the Council's HR policies and procedures remain fit for purpose within the changing local government climate.

Our approach is one where we seek to collaborate effectively with all of our stakeholders and ensure that the views and the interests of the workforce are heard and taken into account.

Organisational Development will help deliver a culture with employee engagement at its heart. This will improve productivity, responsiveness to change and enable the Council to facilitate the best possible outcomes for the people of Mid-Ulster.

This plan helps ensure that our services are accountable, planned and clear, and that our performance is measured. It also helps us deliver the Council's mission and strategic outcomes set out in Mid-Ulster District Council's Corporate Plan.

1.2 Responsibilities

Organisational Development is not a statutory service but as an employer and public body, the Council has significant obligations under employment and equality legislation.

The section is specifically responsible for the following functions:

Human Resources

- Providing a professional service to the Council to meet its obligations as an employer and progress towards the objective of being an exemplar employer and employer of choice.
- Specific areas of delivery are: Advising on Recruitment and Selection, Employee Relations, Terms and Conditions of Employment, Job Evaluation & Grading, Employee Benefits, Workforce planning, Health & Well-being, Organisational Structures and staffing numbers, HR Policy and Procedure development and implementation.
- Responsible for putting in place appropriate arrangements for an Occupational Health Service, which include medical examinations, health surveillance, etc.

Learning & Development/ Policy Development

- Supports the delivery of a range of organisational and learning and development activities for all Elected Members, Directors, Heads of Service, managers and staff.
- Responsible for developing and managing the Councils approach to learning and development in the workplace, to meet the corporate, service and individual development needs of Council and employees.
- Supports a schedule of HR policy and procedure development for the new Mid-Ulster Council to ensure policies are fit for purpose.

Organisational Development

- Advise on Organisational Design matters within departmental structures and recommend different delivery models to support the integration of services and sharing of resources.
- Responsible for the delivery of projects/ Initiatives across the Council, which aim to reduce expenditure within departments or to generate alternative income, streams.

Business Support Services

- Support the delivery of Business Support Services across Council Directorates transforming the service to standardise, align and improve processes.
- Provision of Customer Service at all of the main Council Office locations.
- Provision of Facilities Services and management at all of the main Council Office locations.

Registration Services

- Responsible for the provision of Statutory Registration Services across the Council.

1.3 Customers & Stakeholders

Customers & Stakeholders
<p><u>Internal</u></p> <ul style="list-style-type: none">• Staff• Departments• Elected Members• SMT & HOS• Local Trade Union Representatives <p><u>External</u></p> <ul style="list-style-type: none">• Public• Job Applicants• Regional Trade Union Side• Politicians (MLA's)• LGSC• Training Providers• Other Local Authorities• Education Sector• OH Provider/ Doctors• Business Sector• Equality Commission• Central Government Departments e.g. Department of Finance• Department for the Economy• Education Authority• Schools & Colleges• Media• 3rd Party Service Providers/Training Providers• GRO• Undertakers• Doctors• Religious officiants• Approved Venues• Health & Safety Executive

1.4 Performance Overview in 2020/2021

The following table provides a progress summary and the impact made by last years' Service Plan (2020/2021). It also details key successes, a summary of the end of year progress, remaining challenges for the Directorate and impact of this work across Council services.

2020/2021 Performance Overview	End of Year Progress Status: Completed/Commenced/Other
(i) To implement the Leisure Services Review.	<ul style="list-style-type: none"> • Covid 19 and associated health regulations have had a major impact on the delivery of leisure services during 2020/2021 yr. This has included including the temporary closure of leisure facilities for several months, the phased re-opening of leisure facilities and the further temporary closure of leisure facilities during Q4 of 2020/2021 yr. A number of leisure staff have been subsequently temporarily re-deployed to alternative job roles or have been temporarily placed on the Coronavirus Job retention scheme during such periods.
(ii) To manage the implementation of a new integrated HR/ Payroll IT Solution for MUDC.	<ul style="list-style-type: none"> • Project recommenced in July 2020 with a revised implementation date of 1 April 2021. Project delayed due to the impact of Covid 19 on Council services/ staffing arrangements.
(iii) To improve staff health and well-being and reduce the number of days lost through sickness absence, to reduce the impact of lost time, which affects organisation performance, productivity and workforce output.	<ul style="list-style-type: none"> • Health & Well-being of staff has been a priority for MUDC 20/21 with the following initiatives delivered in conjunction with Health and Well-being Working Group • Employees have received health surveillance checks. 111 staff received the Flu Vaccine in 2020/2021 yr. • Staff have availed of the benefits of Westfield Health Scheme including optical and dental checks. • The Cycle to work scheme was re-introduced to Council staff • Staff have access to coaching services to support development and counselling service already in place, has received encouraging positive feedback from staff
(iv) To reduce the percentage time Loss rate due to sickness absence, an indicator previously set by Council of <5% (target related to Corporate Plan extended up to 31 March 2020)	<ul style="list-style-type: none"> • Attendance Management - The Percentage Loss Rate due to sickness absence for the period 1 April 2020 – 31 March 2021 is 3.57%, below the target rate of 5% previously set by Council.

<p>(v)Develop and implement a needs based Learning & Development/ Policy Development Programme for Council</p>	<p>154 courses were held internally in the past year including the further development of e-learning courses, in response to Covid 19 circumstances.</p> <ul style="list-style-type: none"> • Further Code of Conduct training delivered to staff within Leisure Services & as part of Corporate Induction. • Statutory training delivered & included:- Fire Awareness & Warden, First Aid, Child Protection/Adult Safeguarding, IOSH Managing Safely & IOSH Refresher course for managers. Managers successfully gained accreditation in IOSH. • Managers & staff trained in ‘Dignity at Work’ Policy & Managing Poor Performance • 27 courses/conferences have been attended by staff externally in the past year, many of which were switched to on-line. • Approximately 1848 attendees having taken up in-house training & 37 staff having taken up external learning and development opportunities in past year:- 2 Manager/HOS have signed up for the QUB Senior Executive Programme, 1 HOS to the Diploma in Corporate Governance, 1 member of staff to BSC in Leisure & Management & 1 to HNC (Level 4) in Engineering <p>Achievements for in-house training included:-</p> <ul style="list-style-type: none"> - Approximately 80 staff completed & achieved World Host ‘Principles of Customer Service’ training certificate delivered by in-house staff who completed the ‘Train the Trainer’ qualification last year. • 2 further ‘E’ Learning courses have been developed which are mandatory within the Child Protection & Adult Safeguarding category on the ‘E’ Learning platform. <p>Council continues to acknowledge importance of ‘Mental Health’ particularly during COVID & as result a number of courses were organised</p>
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	<p>including “introduction to mindfulness” & personal resilience for staff and a further Mental Health First Aid course for managers with 27 Managers and staff on Health & Well-being Committee now trained up in this area.</p> <ul style="list-style-type: none"> • Due to Covid 19 a further “Leap” Supervisory Management (face-to-face) programme was not delivered this year. However, Expressions of interest were sought for I.L.M Levels 3 & 5 accredited courses to be run on-line in conjunction with “Business in the Community” & College and approximately 25 staff have signed up for the level 5 course and 16 staff for the level 3 course due to commence in April 2021. • Training continues to be offered to Councillors re: maintaining Chartered Status for Council re: Elected Member Development. • Training was organised and delivered to staff and managers, on-line in respect of the new Core HR system. • Procedure in respect of Homeworking was developed in light of Covid 19 and a number of other policies continue to be reviewed/developed in respect of Pensions Discretionary & Banding, Redundancy, Payment of Professional Fees and Flexible Working Arrangements during 2020/2021 year.
(vi) Delivery of Registration Services	<p>The most recent General Registrar’s Report was published on 16 December 2020 in respect of 2019 year; information is available for each local government district including Mid Ulster in respect of births, deaths, marriages and civil partnerships.</p> <p>https://www.nisra.gov.uk/statistics/births-deaths-and-marriages/registrar-general-annual-report</p> <p>Due to COVID 19 Registration Service has had to alter the way it works. This has been a challenging time dealing with restrictions, government guidelines, and constant changes to procedures.</p> <ul style="list-style-type: none"> • Adapting quickly to new ways of working within government guidelines

	<ul style="list-style-type: none"> • Use technology such as payments via virtual terminal and fillable online forms so it is easier and more convenient for public and staff • Re-arrange staff working hours to get over some difficulties with backlog of work • Update communication with public via Facebook, website, emails and arranging for appropriate interpretation/translation facilities where these are required.
(vii) Covid Related additional work completed during 2020/2021 year	A range of Covid related work was carried out by the Directorate including temporary re-deployments of staff in order to keep essential services operating, working with the Public Health Agency, line management and health and safety in managing covid positive cases and close contacts of positive cases, appropriate work arrangements for staff identified as clinically extremely vulnerable to Covid, utilisation of Coronavirus Job Retention Scheme for some staff and submitting departmental returns re covid etc. in the 20/21 year.
(viii) Parks Review	Parks Review and associated matching of posts completed during 2020/2021 year.

2.0 SERVICE WORKPLAN 2021/2022 yr.

The following tables confirm the resources, financial and people, which the Service has access to throughout 2021-22 to deliver its actions, activities and core business.

2.1 Budget 2021/22 (indicative figures – subject to final confirmation from Finance)

Service Budget Headings	£
Human Resources	508,624
Northland Row Building	20,336
Registration	(13,641)
OD Support	1,581,406
Gross Budget	2,096,725
Income	189,000
Net Budget for 2021-2022	2,285,725

2.2 Organisational Development – functional areas

- Human Resources
- Business Transformation
- Corporate Learning & Development
- Registration
- Business Support
- Facilities Support

Staffing	No. of Staff fte
Director	1
Head of Service	1
Managers	3
Officers	3
Business Support Managers	5
Registrar	1
Deputy Registrar	1.8
Business Support Administrators	25.94
Customer Services/Administration Assistant	5.8
Facilities Staff	5.88
Total fte employees	53.42

2.3 Service Work Plan – 2021/2022

This plan confirms the core activities and actions, which will form your Service Work Plan for 2021-22. This should be a high-level capture of the Service activities and work which it will focus on throughout 2021-22. The Plan links to the Council's 2020-2024 Corporate Plan priorities (the Corporate Plan, Draft Corporate Performance Improvement Objectives 2021-2022 & 2022-2023, Corporate Indicators (to be reviewed in respect of Corporate Plan 2020-2024) and Mid Ulster Sustainable Community Plan themes & outcomes).

SERVICE WORK PLAN

Link to Community Plan Theme:	Corporate Plan Theme – Theme 2 – Service Delivery Priorities – We will improve services for our citizens through the development and delivery of an innovation agenda.						
<i>CMP 3.3 Education & Skills - We are more entrepreneurial,</i>	Choose an item.						
Service Objective	How Will we measure the impact of our work (PI's)	Where are we now? (Baseline data)	What do we want to achieve? (Targets)	How Will we get there?			
				Key Actions	Dates	Owners	Outcome
To continue to implement and manage phase 1 (Employee module) of Core HR integrated employee/ Payroll/ Time & Attendance & Expenses Computing System	Baseline Data from Current systems within MUDC compared to Core HR data output	Project Plan – phase 1 (employee module) developed and Implementation ongoing.	Integrated Computerised Employee, Payroll, Time & Attendance & Expenses System	<ul style="list-style-type: none"> Parallel Run of Core HR employee module data with Payroll systems – to address identified data anomalies prior to weekly pay run and monthly payment runs. Clocking Technology operational for all staff. Development of appropriate Core HR Operating Procedures. Management Report system operational. 	April – June 2021	MC	Integrated Employee, Payroll, Time & Attendance & Expenses IT Solution.
To implement phase 2 of plan with respect to implementation of Core HR recruitment and learning and development modules	Baseline Data from current systems within MUDC available	Develop Project Plan for phase 2	Integrated Recruitment, Employee, Payroll, Time & Attendance, Learning & Development	<ul style="list-style-type: none"> Live Running of Core HR employee module and current Payroll system 	June 2021	MC	
				<ul style="list-style-type: none"> Testing of Recruitment module 	November 2021	MC	
				<ul style="list-style-type: none"> Data testing & migration – Learning & Development 	January 2022	MC	

Link to Community Plan Theme:	Corporate Plan Theme – Theme 2 – Service Delivery Priorities – We will invest in our people to create a customer focussed, purposeful, skilled, high performing, engaged, healthy and safe workforce						
<i>CMP 3.3 Education & Skills - We are more entrepreneurial,</i>							
Service Objective	How Will we measure the impact of our work (PI's)	Where are we now? (Baseline data)	What do we want to achieve? (Targets)	How Will we get there?			
				Key Actions	Dates	Owners	Outcome
<ul style="list-style-type: none"> To work across Council with directorates to assist with Recovery plans Post COVID 19 	% staff returned to Work	Some baseline data available re: <ul style="list-style-type: none"> % staff working from home 	More Engaged Workforce who feel safe in returning to work	<ul style="list-style-type: none"> Assist Council with staff learning & development requirements in preparation of various Council facilities gradually re-opening to the public and the gradual easing of Covid 19 health restrictions. 	April – May 2021	MC	Delivery of Training for staff to assist with the re-opening of various Council facilities in 2021
				<ul style="list-style-type: none"> To assist with Medium Term Recovery plans to COVID 19 with the reopening of outdoor tourist attractions, reopening of Leisure facilities, performance spaces and subsequent return of staff to work and updated facility risk assessments completed. 	April – July 2021	MC	Communication with Staff returning to substantive posts following a period of temporary re-deployment or following a period of furlough leave
				<ul style="list-style-type: none"> To explore and offer suitable apprenticeship opportunities within various teams within Council, as part of Council's wider investment in skills and the economy, in economic recovery phase from Covid 19 	August 2021	MC	Year 1 of Apprenticeships commenced within Council Teams.
				<ul style="list-style-type: none"> HR Policies and Procedures Review and implementation 			

				<ul style="list-style-type: none"> ○ Flexible working - hybrid working ○ Learning & Development ○ Management of organisational change ○ Pensions Discretions Policy ○ Pensions Contributions Banding Policy ○ Flexible Retirement Policy ○ Professional Body Membership Fees Policy 	April 21– March 2022	MC	Greater use of digital technology by staff, to reduce environmental impact associated with travel & more efficient use of resources – Theme 4 - Corporate Plan - Environment
<ul style="list-style-type: none"> • Implementation of Independent Organisational Review 	Evaluation of outcomes of Organisational Review to be completed in 2022/2023 yr	Development of Terms of Reference for the Organisational Review	Optimal organisational staffing structure, which will enable the Council to deliver integrated services and respond effectively to economic, health and climate challenges over the next 3-5 yr. period.	Phase 1 Independent Organisational Review commissioned, plan developed/ recommendations presented to Committee/ Council for decision purposes	September 2021	MC	Organisational Review Plan approved by Council
		Individual Discussions with SMT/ HoS		Phase 2 Organisational Review Implementation Plan	October 2021 – March 2022	MC	Organisational structure in place to deliver effective integrated services with the necessary capacity to respond to future challenges over the next 3-5 yr. period.
		Extensive Consultation with trade unions					

3.0 IMPROVING OUR SERVICE AND MANAGING PERFORMANCE

3.1 Annual Improvement Objectives and Associated Programs

The Council has set a number of annual improvement objectives and associated programs (projects and activities) for 2021/2022 and 2022/2023, which aim to bring about improvement. The improvement objectives and key improvement programs, set out Council's contribution to the sustainable Community Plan for the District; against which we can monitor and report progress.

Each Council department provides resources to assist with the improvement activities contained within each improvement project (individual service improvement contribution activity linked to corporate improvement programs can be found in 3.2 of the service plan). The annual improvement objectives also align to the Council's main corporate planning document, which contains the council's strategic direction and main priorities.

The Council will focus on the following improvement objectives for 2021-2022 and 2022-2023 (consultation recently closed in April 2021)

- 1. To seek to reduce the environmental impacts of our own activities and will contribute to the improvement of the wider environment through local action.*
- 2. To ensure a more connected Mid Ulster where new technologies and ways of working, empower citizens to get the best services that matter to them.*
- 3. To create cleaner neighbourhoods, where everyone takes responsibility for their waste and the environment.*
- 4. To contribute to the ongoing regeneration of our district by delivering a capital investment programme, enhancing facilities for local people.*

We utilise outcome based accountability methodology to manage our performance. This tells us the impact our services are having on communities. Further detailed information relating to Council's improvement objectives, associated activities, outcome indicators, projects and targets is available at www.midulstercouncil.org/Council/Performance (*Mid Ulster Council's Corporate Improvement Objectives 2021-2022 and 2022-2023*) or by contacting the Democratic Services Team on 03000 132132.

4.0 Equality

The council is committed to fulfilling its obligations under Section 75 of the Northern Ireland Act 1998. This commitment is demonstrated by allocating the appropriate time, people and resources to fulfil our equality duties. The Equality Scheme commits us to implementing our duties effectively and in a timely way alongside implementing this Service Plan. Without impacting upon our obligations, when carrying out our equality duties we will also take into

account the desirability of promoting good relations between people of different religious belief, political opinion or racial group. We are also required to take into account the need to promote positive attitudes towards people with a disability and encourage the participation of people with a disability in public life. Mid Ulster District Council are committed to fulfilling our disability duties and we set out how we intend to do this in our disability action plan.

3.2 Service Contribution to the Draft Corporate Improvement Objectives 2021/2022 & 2022/2023

Link to Community Plan Theme:		Corporate Plan Theme 2 – Service Delivery						
CMP 3.1 Education & Skills - Our People are better qualified & more skilled		We will invest in our people to create a customer focussed, purposeful, skilled, high performing, engaged, healthy and safe workforce.						
Improvement Plan Objective	Service Objective	How Will we measure the impact of our work (PI's)	Where are we now? (Baseline data)	What do we want to achieve? (Targets)	How Will we get there?			
					Key Actions	Dates	Owners	Outcome
2 We will ensure a more connected Mid Ulster where technologies and ways of working empower citizens to get the best services that matter to them.	To increase the number of staff who are engaging in E-Learning across Mid Ulster District Council	Undertake an annual audit of uptake of e-learning courses on quarterly basis.	E-Learning was launched in April 2020.	To Increase the number of staff who undertake training on Councils E-Learning platform	<ul style="list-style-type: none"> Carry out research into ways to improve how E-Learning product by feedback from staff evaluation and benchmark with other local Councils. 	June 21	MC/SMA	More staff undertaking E-Learning training.
					<ul style="list-style-type: none"> Review our current Learning & Development programme with a view to bringing more courses online particularly in light of current changing environment -Covid 19 & Climate Change. 	Sept 21	MC/SMA	
					<ul style="list-style-type: none"> Evaluate how successful the E-Learning product has been. 	June 21	MC/SMA	

3.3 RISK MANAGEMENT OF SERVICE

The purpose of risk management is to manage the barriers which prevents the Council from achieving its objectives. This section of the service plan includes space for the Service to input their key risks (in summary form), which have been identified during the business planning process. The Council uses risk management to maximize opportunities and minimize risks. This improves its ability to deliver priorities and improve outcomes. This is why the Council deems it important to link business planning and risk management. Risk Management aims to:

- Help the Council achieve its overall aims and objectives
- Manage the significant risks the Council faces to an acceptable level
- Assist with the decision making process
- Implement the most effective measures to avoid, reduce and control those risks
- Balance risk with opportunity
- Manage risk and internal controls in the most effective way.

This table illustrates some risks identified to deliver the Service in 2020-2021/ 2021-2022 yrs.

Risk Ref Number	Description of Risk	Risk Rating (Residual)	Mitigation Activity
1.	<i>Failure to meet sickness absence target of 5% as set by MUDC previously</i>	8	<ul style="list-style-type: none"> • <i>Regular monitoring on monthly basis to ensure management compliance.</i> • <i>Training of Managers in dealing with sickness absence.</i>
2	Failure to invest in and protect effective information systems and processes within budget/time	8	<ul style="list-style-type: none"> • <i>Formal Control of user access to systems</i>
3.	<i>Failure to achieve significant efficiencies and innovative ways of working</i>	12	<ul style="list-style-type: none"> • <i>Tracking of Efficiencies to be detailed</i> • <i>Innovation and Efficiency Strategy to be developed</i>

Rating	Descriptor
16 - 25	Extreme Risk (immediate action required)
10 - 15	High Risk (urgent action required)
7 - 9	Moderate Risk (action required)
1 – 6	Low Risk (keep under review)