



LGMA Corporate Plan 2023-2025



LGMA

Local Government
Management Agency

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LGMA Corporate Plan 2023-2025

The LGMA Corporate Plan 2023-2025 outlines our vision, mission and objectives for the next three years to guide our strategic direction and decision making, helping us to achieve our goals in the delivery of professional services through excellence to the local government sector.

Our Corporate Plan 2023-2025 has been prepared in compliance with the Code of Practice for the Governance of State Bodies (2016).



Foreword

The Local Government Management Agency under the aegis of the Department of Housing, Local Government and Heritage (DHLGH), works collaboratively to support local authorities in achieving their business goals.

We have consulted extensively with internal and external stakeholders to develop this Corporate Plan to ensure our work continues to meet the needs and ambitions of local authorities over the next three years and to position the Agency to continue developing for the future.

Our work focuses on providing both day-to-day and strategic support across all the services and functions of local authorities. We also have an expanded remit to manage large-scale national projects that impact on the local government sector. This is reflected in a change to our organisation structure, and the inclusion of an additional pillar, hosting an array of national projects, including the national Housing Delivery Coordination Office (HDCO), Local Authority Circular Economy Coordination Office, and the Emergency Vacant Housing Delivery (Ukraine) Unit. An office to coordinate the national Town Centre First policy implementation has also been established within this pillar, alongside the existing office supporting the transition of water services to Uisce Eireann (WSTO).

A key focus in the plan is the development & delivery of the Local Government Digital & ICT Strategy. The realignment of the existing pillar structure to include a pillar focused on sectoral Digital & ICT reflects the importance and significance of the Digital & ICT strategy as a critical step in supporting the digital transformation of public service delivery. This new pillar will be managed by an Assistant Chief Executive level post and will be fundamental in supporting local authorities and the LGMA in developing and adopting leading practices in Digital and ICT management and security.

In partnership with local authorities, the LGMA strives to be a shared centre of excellence in

leading sectoral approaches to delivering quality public services. Our Corporate Plan sets out how the Agency will achieve its objectives by becoming an employer of choice, supporting the development of employees and supporting local authorities with specialised skill sets in areas including Digital & ICT, Health & Safety, Cybersecurity, Human Resource Management, Procurement, Programme and Project Management. Our Corporate Plan also sets out our commitment to focus on supporting Climate Action plans in the sector and in the LGMA.

The LGMA recognises the value of good communications and will continue to manage and coordinate national communications on behalf of the sector. The Agency will strive to improve public awareness of the local government sector by becoming a trusted source of information and by developing and managing a single national website to showcase the work of the local government sector. The Agency will continue to support the CCMA by providing research and resources to inform the development of policy and strategy and to support its implementation across all seven CCMA Committees.

We are proud to support the local government sector and the vital work that all 31 local authorities do for their people and their areas. Consultation for this plan has shown us that local authorities, DHLGH, and all other government departments and stakeholders place value and trust in the work that we do. We are grateful for that and we look forward with ambition to continuing to build on that and to achieving the goals and objectives of this plan.




TOM ENRIGHT
Chairman

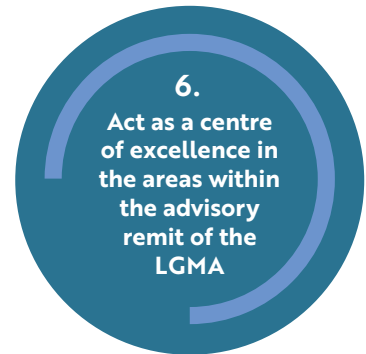



PAUL DUNNE
Chief Executive Officer

Introduction

The LGMA Corporate Plan 2023-2025 outlines our vision on how we will deliver quality services by working collaboratively with local authorities, government departments and stakeholders. Following extensive consultation, our plan sets

out the objectives and framework to guide the Agency in delivering positive outcomes in our support of local authorities. Our seven core objectives are presented here in summary format.



Values, Vision and Mission

The values, vision and mission of the Agency are key components of our Corporate Plan as they help to define our purpose and goals. Our values represent the beliefs and principles that underpin our culture, actions and decisions. Our mission statement defines our reason for existence and outlines our primary objectives, while our vision serves as a guide in decision making and strategic planning to achieve our desired outcomes.

Our Values



LOCAL GOVERNMENT FOCUSED

The LGMA will place local government at the centre of our activities.



STRATEGIC

The LGMA will focus on offering 3-5 year strategic planning, addressing upcoming challenges and opportunities.



LEADERSHIP

The LGMA will lead and work with local authorities and other stakeholders to bring about positive change for the local government sector.



COLLABORATIVE

The LGMA will promote an ethos of collaborative working.



INNOVATIVE

The LGMA will embrace new ideas, new practices and technologies in order to advance and develop the local government sector in a forward-thinking way.



RESPONSIBLE

The LGMA will be accountable and responsible for all its decisions.



PEOPLE

The LGMA will value our employees and secondees and will strive to build an inclusive, flexible, knowledgeable and resilient workforce.

Our Vision

In partnership with local authorities, the LGMA will be a shared centre of excellence in leading sectoral approaches to the development and expansion of exemplary public services at local level.

Our Mission Statement

To focus activities to deliver a quality customer experience to local authorities, prioritised on the development and promotion of best practice policies, systems and sectoral approaches to the business challenges facing local authorities.

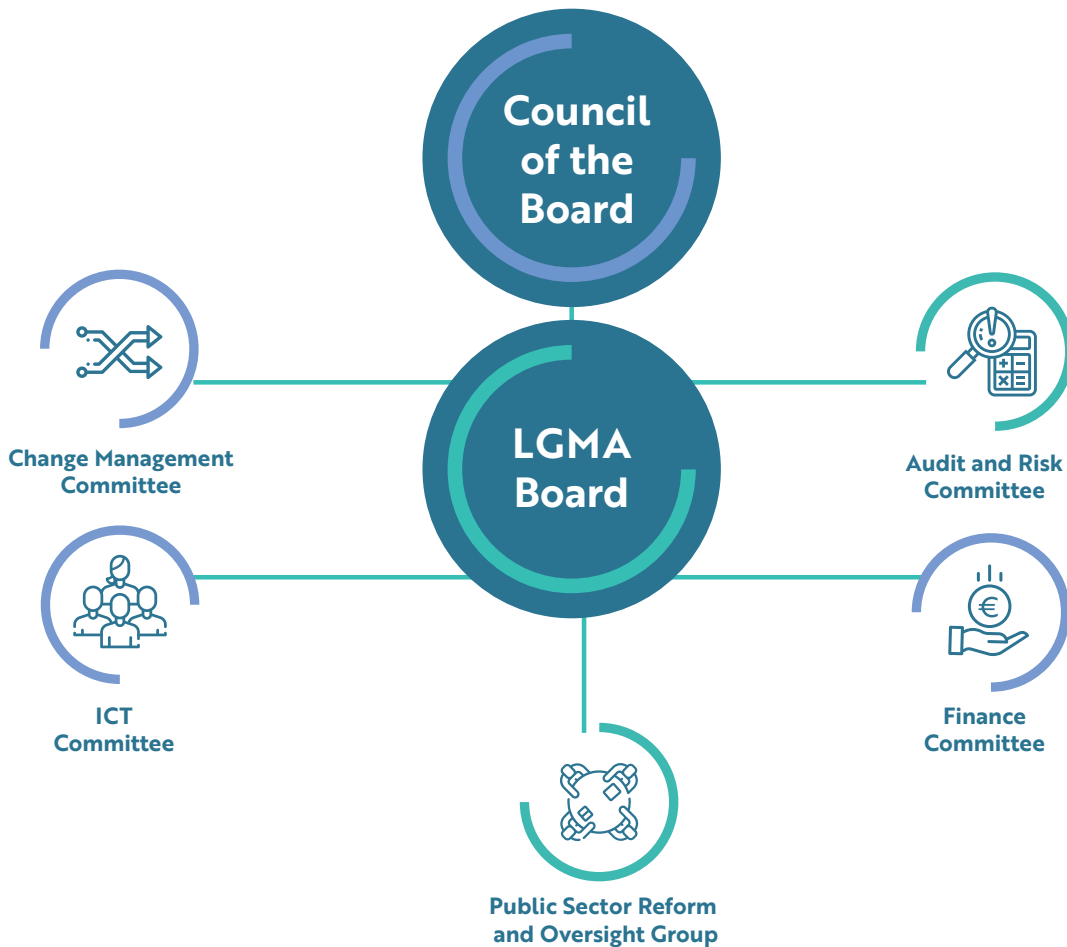
Governance

The Local Government Management Agency (LGMA) was established by the Local Government Management Agency (Establishment Order 2012) and operates in compliance with the Code of Practice for the Governance of State Bodies (2016).

While the Chief Executive Officer and Executive Team are responsible for the operational management of the Agency, the LGMA Board provides oversight to ensure that the LGMA meets the highest standards of corporate governance.

The 31 local authority Chief Executives form the Council of the Board and it meets at least annually to perform functions in relation to the LGMA Board. The Council of the Board nominates the LGMA Board Members and in turn the LGMA Board manages the membership of the five LGMA Committees.

LGMA Governance Structure



Council of the Board



31 Chief Executives form the Council of the Board.



The Council of the Board is required to meet at least once per year to carry out its functions in relation to the governance of the LGMA.



The Council appoints, from among its members, not less than six and not more than eight members to the LGMA Board for a period not to exceed three years.



The quorum for Council of the Board meetings is one third of its members.



The Council agrees to the apportionment of charges for local authorities to cover the expenses of the Agency.

LGMA Board



The LGMA Board is made up of 8 local authority Chief Executives nominated by the Council of the Board. The Minister for Housing, Local Government and Heritage can also appoint up to 4 members.



The LGMA Board meets every 2 months.



The LGMA has a Performance Delivery Agreement with the Department of Housing Local Government and Heritage.



5 committees established by the LGMA Board carry out the business of the Board and the Agency.



The Board approves the Agency's strategic plans and budgets.



The Annual Report is submitted to the Secretary General of DHLGH and to the Houses of the Oireachtas.

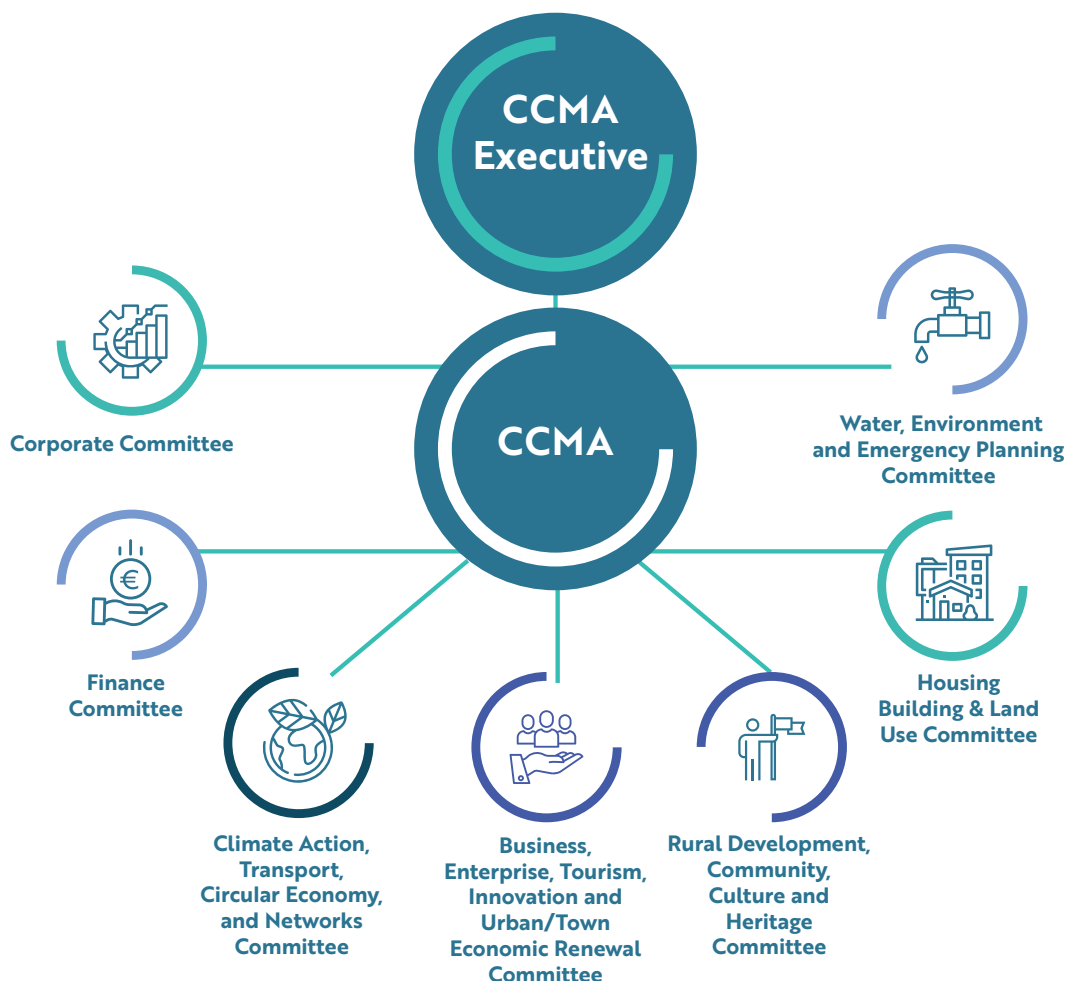
County and City Management Association (CCMA)

The CCMA is the representative voice of the local government management network. The CCMA members are Chief Executives of the County and City Councils and the Assistant Chief Executives of Dublin City Council.

The CCMA Executive is an eight member committee of local authority Chief Executives who are elected bi annually by their peers. The CCMA Executive sets the strategic objectives for the CCMA within the economic, political and legislative environment in which the association operates.

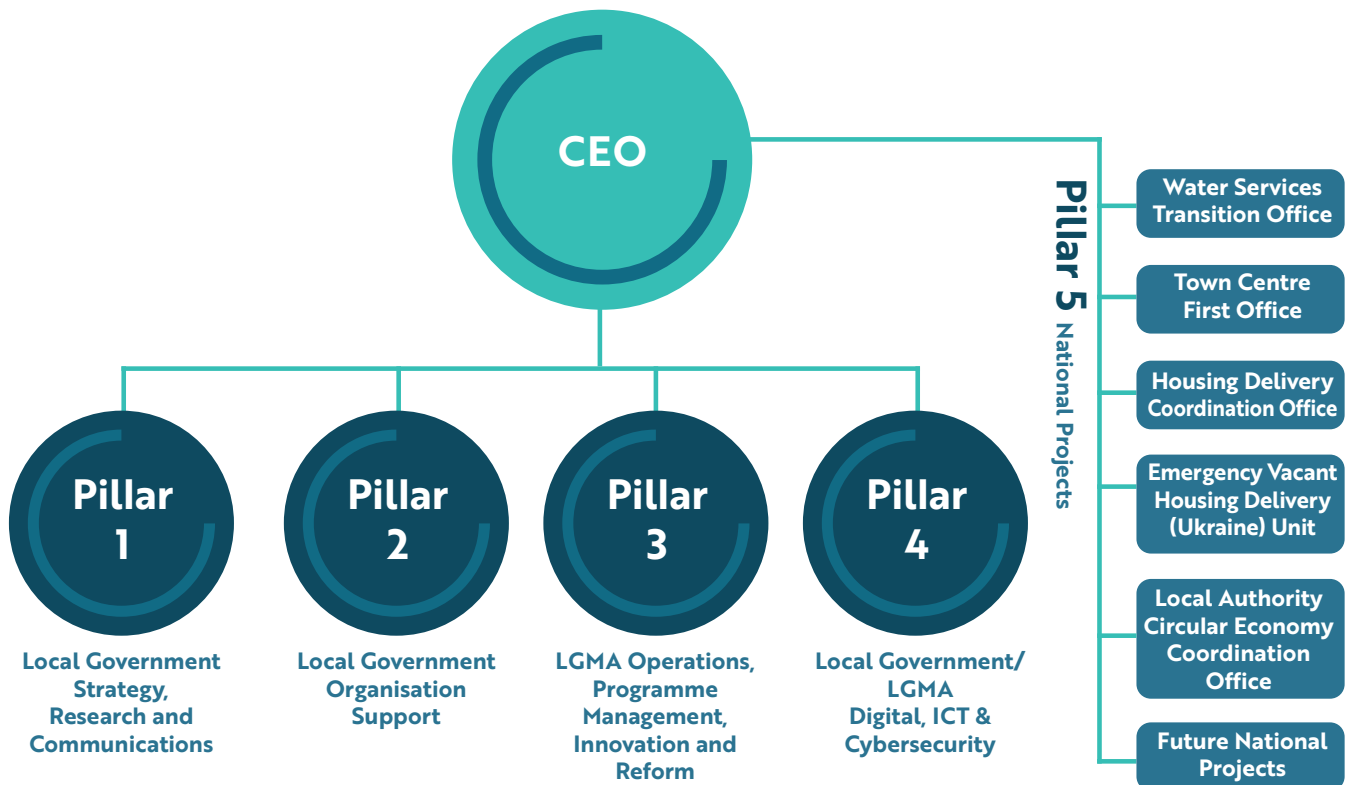
The CCMA and the CCMA Executive operate through seven established committees. The Chairperson of each committee is a member of the CCMA. The membership of each committee consists of Chief Executives, Directors of Service and/or Heads of Finance.

Through the committee structure, the Executive leads the CCMA in evaluating and disseminating the impact of specific policy measures on the local authority sector. This informs and influences the position adopted by the Association.



The LGMA Organisation

In our new Corporate Plan, the work of the agency is managed across 5 pillars as set out in the LGMA Organisation Structure. Each pillar has a series of business units within its remit.



Pillar 1, Local Government Strategy, Research & Communications is responsible for research, libraries and communications in support of local authorities. Pillar 1 also provides business and executive support to the CCMA and 5 CCMA Committees.

Pillar 2, Local Government Organisational Support is responsible for supporting the back-office services provided by local authorities in relation to people advisory, leadership development, finance, HR, health & safety and procurement. Pillar 2 also provides business and executive support to 2 CCMA Committees and 1 LGMA Committee.

Pillar 3, LGMA Operations, Programme Management, Innovation and Reform is responsible for internal LGMA operations in conjunction with supporting local authorities with sectoral innovation and reform. Pillar 3 also provides business and executive support to the LGMA Board and 3 LGMA Committees.

Pillar 4, Local Government Digital, ICT and Cybersecurity is responsible for the development and delivery of the sectoral Digital & ICT strategy and developing leading practices in ICT Management and project delivery. Pillar 4 also provides business and executive support to 1 LGMA Committee.

Pillar 5 is the National Projects pillar with responsibility for the management and governance of large scale national projects that impact local authorities.



Pillar 1 - Local Government Strategy, Research and Communications

Supporting local authorities in the delivery of citizen services

Functions within Pillar 1

Research and Central Data Unit

Libraries Development

Sectoral Communications

Housing, Building and Land Use Committee

Climate Action, Transport, Circular Economy and Networks Committee

Rural Development, Community, Culture and Heritage Committee

Water, Environment and Emergency Planning Committee

Business, Enterprise, Tourism, Innovation and Urban / Town Economic Renewal Committee

Cross-organisational Executive CCMA Support

Executive Support and Designated Committee Support

Pillar 2 - Local Government Organisational Support

Supporting the back-office services provided by local authorities

Functions within Pillar 2

Executive Support to the Committees

People Advisory

Leadership Development & Support

Finance Committee

Human Resources, Payroll, Superannuation and Shared Services

Procurement Services

Corporate Committee

Pillar 3 - LGMA Operations, Programme Management, Innovation and Reform

Support internal operations, sectoral innovation and reform

Functions within Pillar 3

LGMA Operations

Executive support to the Board of the LGMA

Finance

Corporate Services

Human Resource including Payroll and Learning & Development

Internal and Corporate Communications

Programme Management Office

Project Management Standards, Governance & Reporting

Capacity Management and Resourcing

Continuous Improvement

Innovation and Strategic Support

Sectoral reform



Pillar 4 - Local Government Digital, ICT and Cybersecurity

Support the development and delivery of the Local Government Digital & ICT Strategy and support local authorities with developing and adopting leading practices in ICT management and project delivery

Functions within Pillar 4

Sectoral advisory

ICT Advisory and Consulting Services including Technical Architecture

Cybersecurity Advisory and Standards

Infrastructure and Applications Advisory and Standards

Technical Consulting (Input to Procurements and Projects with ICT Elements)

ICT Service Management (Local Government Services)

ICT Supplier Management (Local Government)

LGMA ICT Committee Support

LGMA ICT

LGMA Infrastructure, Hosting and Applications

LGMA ICT Supplier Management

LGMA Service Desk

LGMA ICT Service Management

Pillar 5 - National Projects

Management and governance of large scale national projects impacting multiple local authorities

National Projects

Housing Delivery Coordination Office

Emergency Vacant Housing Delivery (Ukraine) Unit

Town Centre First Office

Water Services Transition Office


Local Authority Circular Economy Coordination Office

Mobilisation, Coordination and Services for New National Projects

Future National Projects

Our People Strategy


The LGMA People Strategy is a roadmap that outlines how the Agency will attract, develop, engage and retain our workforce so we can achieve our objectives. We will review our strategy to further align HR practices with the values, vision, mission and objectives of the Agency. The strategy will encompass current and future needs of both the Agency and our people and will aim to create an environment that supports the growth and development of both. Incorporating diversity and inclusion initiatives is important for the Agency as a diverse and inclusive workforce leads to better business outcomes, increased innovation and supports a positive employee experience.



PRIORITY 1
Workforce
for the
Future

OBJECTIVE 1
Plan and deliver our organisation's workforce requirements

OBJECTIVE 2
Be an employer of choice



PRIORITY 2
Capacity &
Capability

OBJECTIVE 3
Create a culture of continuous learning and development



PRIORITY 3
Effective
Management

OBJECTIVE 4
Empower and enable our managers and supervisors

OBJECTIVE 5
Promote positive employee relations and engagement

OBJECTIVE 6
Create a fair, supportive and healthy working environment

Corporate Objectives

Our Corporate Plan objectives were developed in collaboration with our internal and external stakeholders. We engaged with the DHLGH, the CCMA, local authorities and our workforce to gain a comprehensive understanding of business needs and priorities. Our seven corporate objectives are supported by initiatives across each of the five pillars.

The objectives and pillar initiatives are key to the development of annual pillar plans, team plans and personal development plans within our Performance Management and Development System (PMDS).

C1

Deliver high quality services to local government, demonstrating value for money and continuously adapting to the changing needs of the local government sector.

C2

Actively support the development and implementation of government policy by providing research and data driven insights.

C3

Support local authorities to achieve their business goals through a motivated, committed and equipped workforce.

C4

Be a representative voice for the local government sector at a national level.

C5

Promote an open and engaging work environment and be an employer of choice known for developing the skills and experience to support career progression.

C6

Act as a centre of excellence in the areas within the advisory remit of the LGMA.

C7

Supporting and strengthening good governance.

Pillar 1 - Local Government Strategy, Research and Communications

Supporting local authorities in the delivery of citizen services	
Initiatives	Corporate Objective
Support the CCMA and its committees in their policy making, project delivery/oversight and representational roles regarding local authority services.	C1
Support the CCMA in the development of policy and actions supporting public sector reform, innovation and service design.	C1
Coordinate the sectoral response to emerging government priorities and the delivery of national programmes.	C1
Continue to develop relationships with various stakeholders within government departments, state agencies and other stakeholders on behalf of the CCMA and local government sector to provide a coordinated approach to the delivery of government policy.	C1
Represent the local government sector on committees, working groups, etc. to support the development and implementation of government policy to dovetail with the key strategic objectives of the sector including climate action.	C1
Attend, support and lead as required on various transformation engagement groups including Public Service Transformation (PST) 2030 implementation, Digital & ICT strategy implementation, etc.	C2
Influence the local government sector by providing high quality research and data insights to drive evidence-based decisions.	C2
Progress the development of the Central Data Unit and verify the business case for its goal to improve local government decision making.	C2
Support the sharing of information and best practices to facilitate standardisation of delivery models and operations across local authorities.	C2
Support the implementation of 'Delivering Effective Climate Action 2030'.	C2
Improve the government and public awareness of the local government sector by becoming a trusted source of information on the work of local authorities.	C4
Establish a single national website to act as a reference point on the work of local authorities and their services.	C4
Manage and coordinate national communications on behalf of the local government sector.	C4
Support sharing of leading practice in communications management for local authorities.	C4
Provide sectoral representation on multi-stakeholder fora on topics which will impact local authorities.	C4

Pillar 2 - Local Government Organisational Support

Supporting the back office services provided by local authorities

Initiatives	Corporate Objective
Continue to develop relationships with various stakeholders within government departments, state agencies and other stakeholders on behalf of the CCMA and local government sector to provide a coordinated approach to the delivery of government policy.	C1
Represent the local government sector on committees, working groups, etc. to support the development and implementation of government policy to dovetail with the key strategic objectives of the sector including climate action.	C2
Support the implementation of the Local Government People Strategy.	C3
Influence, develop and support strategies to address HR & IR regulatory trends including strategic workforce planning requirements.	C3
Provide ongoing support and development to the Health and Safety Agenda in local authorities.	C4
Represent the local government sector on working groups focused on future public sector people strategies.	C3
Provide insights to the local government sector to support strategic workforce planning and creating a supportive and inclusive working environment, which continuously adapts to meet the changing role of local authorities and the needs of the people they serve.	C3
Support the local government sector in employer branding activities to position local authorities as employers of choice and raise awareness of the social value of the work of local government.	C3
Support the adoption of leading and innovative practices in recruitment processes for the local government sector.	C3
Attend, support and lead as required on various transformation engagement groups including Public Service Transformation (PST) 2030 implementation and Digital & ICT strategy implementation.	C4
Provide sectoral representation on multi-stakeholder fora on topics which will impact local authorities.	C4
Represent the local government sector in national industrial relations negotiations.	C4
Support local authorities with specialised skill sets in projects, programme and contract management, project appraisal, digital & ICT, cybersecurity and technical advice.	C6
Provide HR & IR advice and Health & Safety training and support to local authorities. Arrange for sectoral approaches to HR and training and development including the implementation of the Local Government People Strategy.	C6

Pillar 3 LGMA Operations, Programme Management, Innovation and Reform

Support internal operations, programme management, sectoral innovation and reform	
Initiatives	Corporate Objective
Continue to develop relationships with various stakeholders within government departments, state agencies and other stakeholders on behalf of the CCMA and local government sector to provide a coordinated approach to the delivery of government policy.	C1
Support local authorities to gain additional operational efficiencies through process improvement, process standardisation and sharing of good practices within the local government sector.	C1
Represent the local government sector on committees, working groups, etc. to support the development and implementation of government policy to dovetail with the key strategic objectives of the sector including climate action.	C2
Support the sharing of information and best practices to facilitate standardisation of delivery models and operations across local authorities.	C2
Support the rollout of an innovation promotion and support model across the local government sector.	C2
Attend, support and lead as required on various transformation engagement groups including Public Service Transformation (PST) 2030 implementation and digital & ICT strategy implementation.	C4
Provide sectoral representation on multi-stakeholder fora on topics which will impact local authorities.	C4
Review and revise our People Strategy to further improve the LGMA's employee value proposition while meeting the changing needs of the organisation by enhancing employee engagement and communications and strengthening line management support to maintain a resilient and motivated workforce.	C5
Through PDMS identify skills, competency requirements and career pathways to deliver on future service needs.	C5
Support development opportunities for senior management to build a leadership culture to best meet the changing needs of an agile organisation and increased levels of mobility within the workplace.	C5
Promote the LGMA as an 'employer of choice' by sustaining our blended working model, supporting diversity and creating a culture of continuous learning and development that reflects the increased level of mobility within the workplace.	C5
Provide ongoing support and development to the Health and Safety Agenda in the LGMA. Continue with the implementation of the Climate Action Plan and Roadmap.	C6
Adapt the LGMA organisation structure to reflect the role the LGMA will play in the development and delivery of the Local Government Digital & ICT Strategy and other projects of national importance.	C5
Continuously review recruitment practices, adopting leading practices and innovative approaches to attract talent to the organisation.	C5

Pillar 3 Continued

Support internal operations, programme management, sectoral innovation and reform	
Initiatives	Corporate Objective
Support local authorities with specialised skill sets in projects, programme and contract management, project appraisal, digital & ICT, cybersecurity and technical advice.	C6
Support the Board of the LGMA and its committees to ensure full adherence to the 'Code of Practice for the Governance of State Bodies' (2016) and 'Implementing the Public Sector Equality and Human Rights Duty' (2019) report.	C7
Provide strong executive business management, communications, risk management, finance, sustainability, procurement, audit and corporate governance structure and systems.	C7
Provide support and guidance on local government project management and governance, improving project management methodology as appropriate to ensure appropriate governance over projects.	C7



Pillar 4 - Local Government Digital, ICT and Cybersecurity

Support the development and delivery of the Local Government Digital & ICT Strategy and support local authorities with developing and adopting leading practices in ICT management and project delivery

Initiatives	Corporate Objective
Continue to develop relationships with various stakeholders within government departments, state agencies and other stakeholders on behalf of the CCMA and local government sector to provide a coordinated approach to the delivery of government policy.	C1
Develop and commence delivery of the Local Government Digital & ICT Strategy.	C1
Represent the local government sector on committees, working groups, etc. to support the development and implementation of government policy to dovetail with the key strategic objectives of the sector including climate action.	C2
Attend, support and lead as required on various transformation engagement groups including Public Service Transformation (PST) 2030 implementation, Digital & ICT strategy implementation, etc.	C4
Provide sectoral representation on multi-stakeholder fora on topics which will impact local authorities.	C4
Provide sectoral advice on digital, ICT and cyber security, engaging closely with the OGCIO, NCSC and other government CIOs.	C4
Support local authorities with specialised skill sets in projects, programme and contract management, project appraisal, digital & ICT, cybersecurity and technical advice.	C6
Establish a cybersecurity centre of excellence to support the needs of the local government sector.	C6
Support local authorities to gain additional operational efficiencies through process improvement, process standardisation and sharing of good practices within the local government sector.	C1
Support the sharing of information and best practice to facilitate standardisation of delivery models and operations across local authorities.	C2
Support the Board of the LGMA and its committees to ensure full adherence to the 'Code of Practice for the Governance of State Bodies' (2016) and 'Implementing the Public Sector Equality and Human Rights Duty' (2019) report.	C7

Pillar 5 - National Projects

Management and governance of large scale national projects impacting multiple local authorities

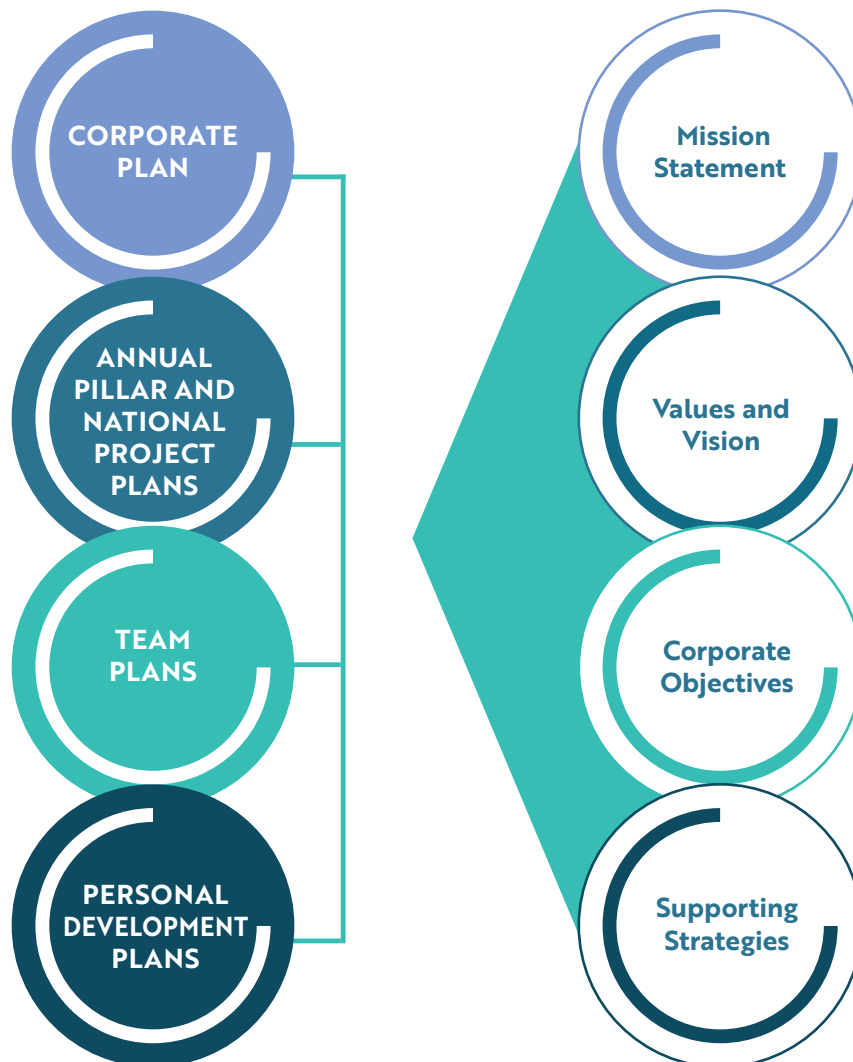
Initiatives	Corporate Objective
Continue to develop relationships with various stakeholders within government departments, state agencies and other stakeholders on behalf of the CCMA and local government sector to provide a coordinated approach to the delivery of government policy.	C1
Coordinate and support the local government sector to meet housing needs, including social and affordable housing, by investigating and advising on best practice for housing delivery, including in relation to non-traditional delivery channels and the streamlining of existing delivery methods.	C1
Coordinate and support the local government actions to identify and repurpose vacant property to meet emergency housing needs as part of the Emergency Vacant Housing Delivery (Ukraine) Unit.	C1
Support the transition of Local Authority Water Services to Irish Water.	C1
Support and coordinate the delivery of the local government commitments under the Waste Action Plan for a Circular Economy by re-aligning governance and coordinating the already established national shared services waste programmes to ensure the efficient delivery of local, regional, and national waste targets.	C1
Coordinate the local government sector delivery of 'Housing for All' and 'Our Rural Future' to tackle vacancy, combat dereliction in town centres through the Town Centre First programme.	C1
Represent the local government sector on committees, working groups, etc. to support the development and implementation of government policy to dovetail with the key strategic objectives of the sector including climate action.	C2
Attend, support and lead as required on various transformation engagement groups including Public Service Transformation (PST) 2030 implementation and Digital & ICT strategy implementation.	C4
Support local authorities to gain additional operational efficiencies through process improvement, process standardisation and sharing of good practices within the local government sector.	C1
Support the sharing of information and best practice to facilitate standardisation of delivery models and operations across local authorities.	C2

Implementing and Monitoring

To support successful implementation of our Corporate Plan, Pillars 1-4 will develop annual pillar plans. The pillar plans will be monitored and evaluated by each Assistant Chief Executive to track progress, to manage risk and to identify and focus on areas for improvement.

Each National Project in Pillar 5 will establish an annual work programme which will be managed and monitored by the lead of each National Project.

Monitoring and implementation of the Corporate Plan objectives will also be supported through our Performance Management and Development System (PMDS) and active budget management. The Agency will prepare an annual progress report for consideration by the LGMA Board and the DHLGH. The CEO will report to the LGMA Board, the DHLGH and the CCMA on progress as required.



Glossary

CCMA	County and City Management Association
CEO	Chief Executive Officer
DHLGH	Department of Housing, Local Government and Heritage
EVHDU	Emergency Vacant Housing Delivery (Ukraine) Unit
HDCO	Housing Delivery Co-ordination Office
HR	Human Resources
ICT	Information and Communications Technology
IR	Industrial Relations
LG	Local Government
LGMA	Local Government Management Agency
PMDS	Performance Management and Development System
PMO	Programme Management Office
PSROG	Public Sector Reform Oversight Group
PST (2030)	Public Service Transformation 2030
WSTO	Water Services Transition Office



LGMA
Local Government
Management Agency

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