



**Local  
Government  
Management  
Agency**

**Corporate  
Plan  
2016-2019**

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## 1. Foreword

This Plan has been prepared in line with the Code of Practice for the Governance of State Bodies.

The Plan details a Vision, Mission for the LGMA underpinned by a set of core organisational Values on which the Agency will operate. Additionally, the Plan identifies a set of High Level Strategic Objectives for the LGMA for the period to 2019. For each Strategic Objective the Plan also details a set of actions on which progress in achieving the objective can be measured.

The Plan provides the bedrock upon which the LGMA will operate over the coming years.

### **Joseph Nugent – Chief Executive**



A vibrant LGMA focussed on working with Local Authorities is critical in delivering on the Government's Programme for Effective Local Government 'Putting People First'.

This Corporate Plan details the direction the LGMA must take over the coming years. It places the LGMA at the heart of assisting Local Authorities in meeting the continuing challenges of delivering exemplary local public services.

The Strategic Objectives detail the specific assistance required by Local Authorities of the LGMA and set a challenge to the Agency in delivering on these Objectives over the coming years.

### **Peter Carey - Chairman**



## 2. Introduction

The Local Government Management Agency (LGMA) is a State agency established in 2012 following the merger of the Local Government Management Services Board (LGMSB), the Local Government Computer Services Board (LGCSB) and the integration of An Comhairle Leabharlanna (ACL) functions.

The LGMA is an agency of Local Authorities, primarily funded by Local Authorities, and operates in the local government sector, reporting on performance as required to the Department of Housing, Planning and Local Government.

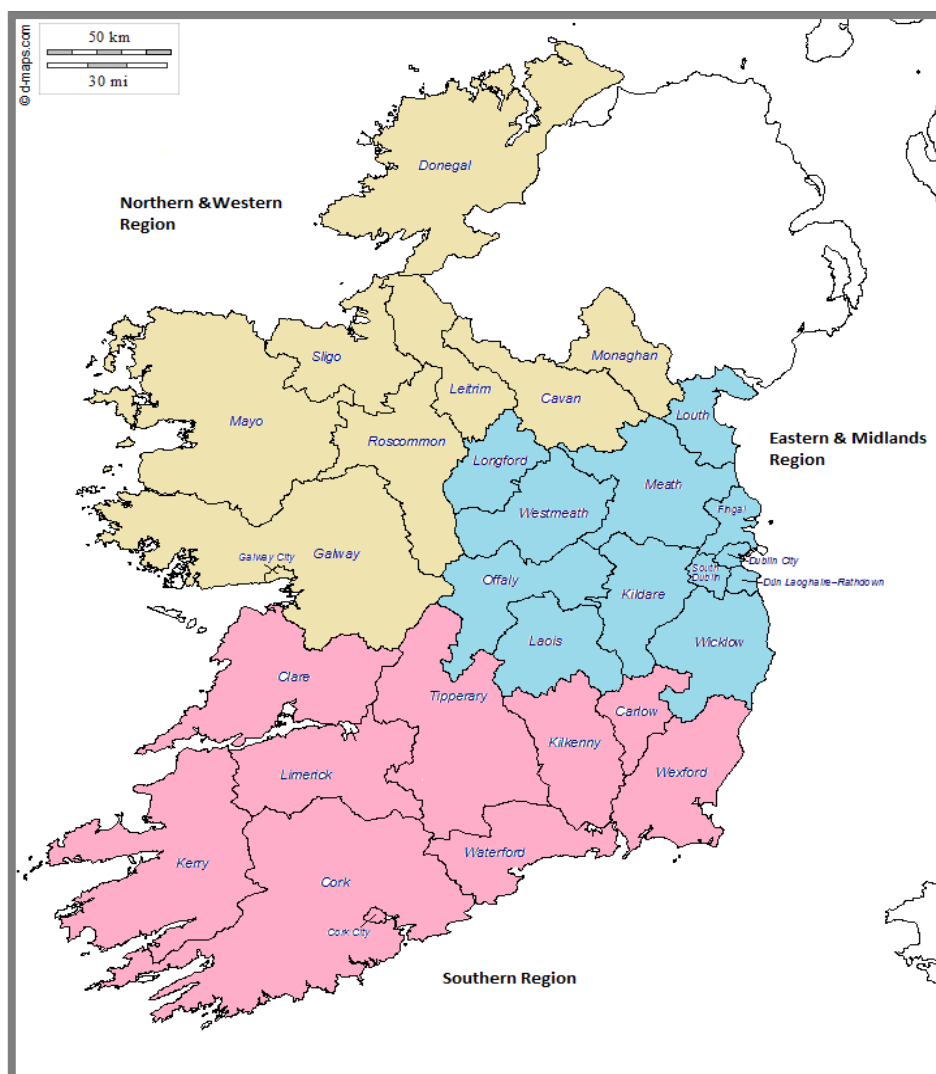
The Agency aims to meet the needs of Local Authorities and the Department of Housing, Planning and Local Government (DHPLG) in delivering on the public sector reform agenda in the local government sector (particularly in terms of sectoral approaches to service delivery), researching emerging and identified issues, assisting Local Authorities in the implementation and measurement of change, and supporting, in general, enhanced performance by the local government sector.

The statutory remit of the Agency extends to include:

- The delivery of advisory services to Local Authorities to assist and co-ordinate the business of these Local Authorities;
- The delivery of such services as may be required by Local Authorities in the Industrial Relations (IR) and Human Resource Management (HR) domain;
- The delivery of such services as may be required by Local Authorities for the purpose of coordinating and securing compatibility in, the use of Information and Communications Technologies (ICT);
- The provision of advice, assistance and services to Library Authorities in relation to the public library service;
- The provision of such other management services as may be required by Local Authorities;
- The provision of such services for meetings of Local Authority Chief Executives and such other support services required by the County and City Management Association (CCMA);
- The provision of such services as required as Registrar of Public Lending Remuneration;
- The provision of such advice, information and assistance required by the Minister of Housing, Planning and Local Government.

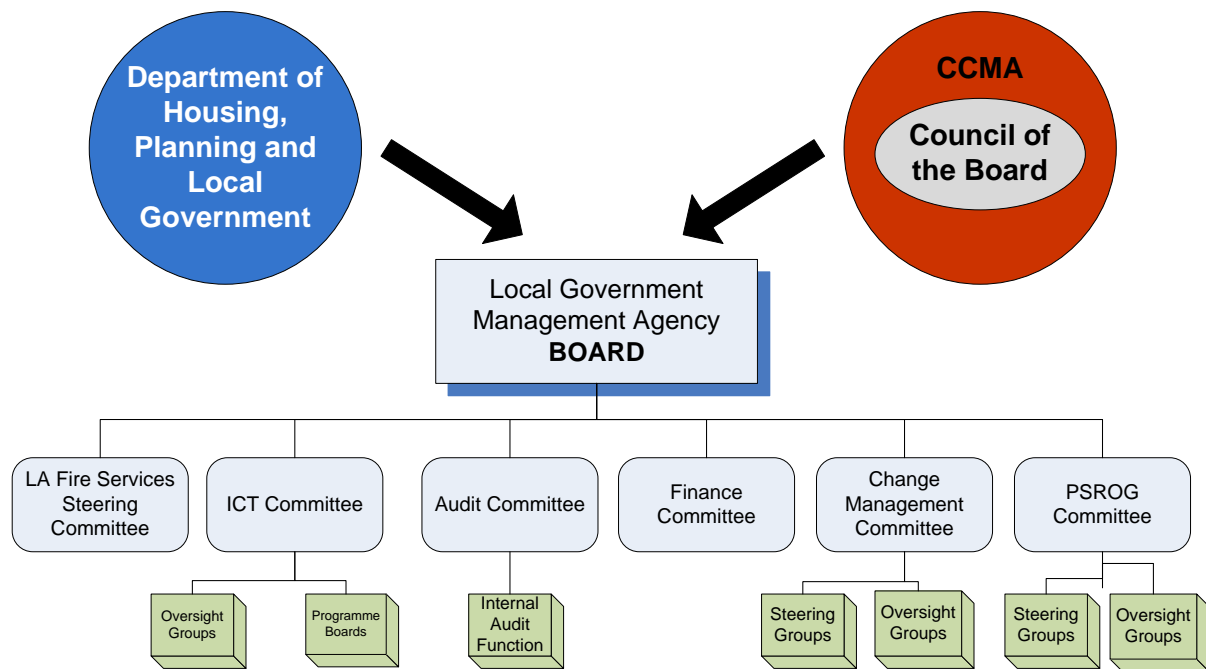
### 3. Governance

The Government's 'Action Programme for Effective Local Government – Putting People First', confirms local government as the primary means of public service at local level and identifies the sector as key to promoting local community, social and economic development. The current structure of local government in Ireland comprises 31 Local Authorities with separate responsibility for the delivery of a wide range of services in their local area with a focus on making their respective towns and cities attractive places to live, work and invest.



These services generally include housing; planning; roads; water supply; local economic development; environmental protection; provision of recreation and amenities and community infrastructure. The Local Government Management Agency is a vehicle of the local government sector, working for Local Authorities with Local Authorities.

The LGMA conducts its business in accordance with the rules, regulations and accountabilities which govern State Agencies in Ireland. In that regard a Council of the Board of the Agency has oversight through the Board and its committees. The Council of the Board, comprising the chief executives of the 31 Local Authorities appoint 8 members; and the Minister for Housing, Planning and Local Government appoint three members to the Board. The business of the Agency is facilitated by a series of sub-committees, detailed below, recognising the obligations of the Service Level Agreement with the Department of Housing, Planning and Local Government.



## 4. Vision and Mission

‘Putting People First’ outlines a vision for Local Government as *“The main vehicle of governance and public service at local level – leading economic, social and community development, delivering efficient and good value services, and representing citizens and local communities effectively and accountably.”*

In that context

The Vision for the LGMA is:

*“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.”*

To achieve this vision, the Mission of the LGMA over the next three years will be 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.”*

## 5. Values

LGMA activity is built on the principle of delivering exemplary services to the Local Government sector built on a set of core organisational values. These values guide LGMA activity and additionally the relationship with customers, partners and stakeholders.

### **Local Government Focused**

*We place Local Government at the centre of our activity*

### **Customer Centric**

*We recognise the customer in all that we do*

### **Strategic**

*We consider the big picture*

### **Accountable**

*We accept responsibility for our actions*

### **Collaborative Working**

*We promote an ethos of collaborative working*

### **Professionalism**

*We engage, develop and value our workforce*



## 6. LGMA High Level Strategic Objectives

In delivering on the LGMA Mission, the Agency's aim for the local government sector is to procure, facilitate, and coordinate a range of support services which are most appropriately and efficiently delivered at national level. The primary objective of the LGMA is to be a shared repository of best practice, providing research and specialist expertise for the Local Government sector. In this regard the strategic objectives of the Agency are:

### Strategic Objectives

1. Researching and promoting best practice policies and systems of value to the Local Government sector.
2. Providing advice, assistance and support to Local Authorities on sectoral approaches to Local Authority business activity.
3. Developing and co-ordinating the sectoral response to Local Government reform.
4. Representing the Local Authority sector on national issues when required.
5. Providing policy analysis, research and administrative support services as required by the County & City Management Association (CCMA).
6. Promoting and communicating the collective achievements of the Local Government sector.
7. Supporting the development of leadership & organisational capability in the sector.
8. Promoting good governance and the highest level of Internal and Corporate services to support business requirements.

## **7. Objective 1 - Research and promote good practice and innovation**

- Proactive research into the future challenges facing the local government sector
- Look for opportunities for innovation in the sector
- Develop evidence based approach to research outcomes
- Develop opportunities for the growth of management capacity within the sector
- Provide ICT research on technology opportunities that could assist the sector
- Support the sector in developing and implementing best practice and standardisation in business processes

## **8. Objective 2 - Provide advice, assistance and support to Local Authorities**

- Work with sectoral committees on managing the business challenges facing local government in Ireland
- Develop sectoral programmes, policies and procedures that promote a positive working environment and ensures fairness, respect and consistent treatment for all employees
- Develop and monitor sectoral programmes, policies and procedures relating to the legislative compliance requirements for Local Authorities
- Develop sectoral programmes, policies and procedures relating to sectoral HR issues for Local Authorities
- Identify and evolve HR strategies that support Local Authorities in the delivery of business objectives
- Work with Local Authorities and the Department of Housing, Planning and Local Government on the development of public library services in Ireland
- Provide advice on the development of an efficient water services industry within the construct of the Water Industry Operating Framework (WIOF)
- Build support and broker opportunities with individual LAs and groups of interested LAs on business areas of interest
- Arrange for the delivery of shared sectoral systems, including contract and vendor management
- Lead the development of strategic procurement reform in the sector

## 9. Objective 3 – Promote Local Government Reform

- Identify opportunities for sectoral reform and oversee the delivery of the reform programme
- Build business cases for change where required and arrange for peer reviews of those business cases
- Identify opportunities for alternative service delivery models including regional collaboration and shared services
- Monitor the achievement of sectoral performance indicators

## 10. Objective 4 – Provide Sectoral Representation

- Develop networking and other collaborative working opportunities on the areas of local government business
- Provide the leadership role in national IR negotiations and discussions
- Formulation, alignment and dissemination of LA management position on key policy and organisational issues
- Represent the sector, as required, on Inter-Departmental Working Groups
- Represent the sector, as required, with external stakeholders, including Government Departments and Agencies; the Oireachtas, European Institutions etc.
- Represent the sector, as required, with third party service providers
- Represent the sector in its dealings with Irish Water on the transformation of the water services industry
- Represent the sector at public sector reform and national pay talks
- Engage with, and represent the sector at EU institutions on matters of interest to the local government sector

## 11. Objective 5 – Support the County & City Management Association

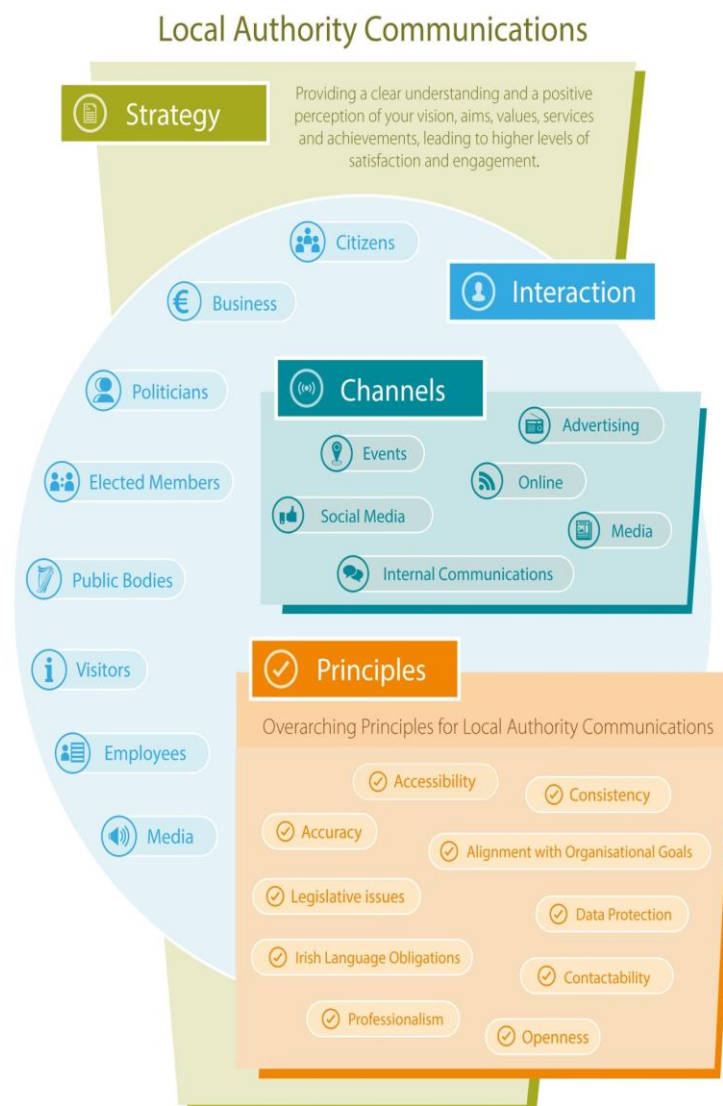
- Provide policy analysis, research and administrative support services to support the needs of the Chief Executives of the City and County Councils and the County and City Management Association (CCMA)
- Undertake research and publish papers and policy documents on key selected issues impacting the local authority sector
- Provide meeting facilities for the CCMA and associated committees as required



Cumann Lucht Bainistíochta Contae agus Cathrach  
County and City Management Association

## 12. Objective 6 – Promote Sectoral Achievements

- Promote and communicate the benefits of sectoral approaches in Local Government
- Communicate the achievements against sectoral performance indicators
- Facilitate the development of common communications strategies within the sector
- Promote cross-sectoral communications initiatives
- Communicate and promote value for money achievements in the local government sector



### 13. Objective 7 - Support the development of leadership & organisational capability

- Promote and deliver programmes to develop leadership capability in the sector
- Develop cross-sectoral leadership programmes for the local government sector
- Work with the Department of Housing, Planning and Local Government, Local Authorities and third parties to deliver organisational capability development programmes for the sector
- Foster performance management and training and development programmes that promote opportunities for employee development for the sector



#### **14. Objective 8 - Promoting good governance and the highest level of Internal and Corporate services to support business requirements.**

- Ensure appropriate governance structures are in place, embedding compliance with best practice Corporate Governance through ongoing review and implementation of the Code of Practice for the Governance of State Bodies;
- Provide a high standard of legal and administrative services to LGMA Board, Committees, Management and Staff;
- Apply the highest level of openness, transparency and access to information;
- Develop a dynamic workforce plan that will evolve to meet the changing needs of the agency;
- Align organisational structures and promote a culture of professionalism, reform and innovation;
- Develop staff capability, fostering an ethos of continuous improvement and teamwork to deliver business priorities;
- Provide the optimum working environment for staff of LGMA and our visitors.

## 15. Delivering on these Strategic Objectives



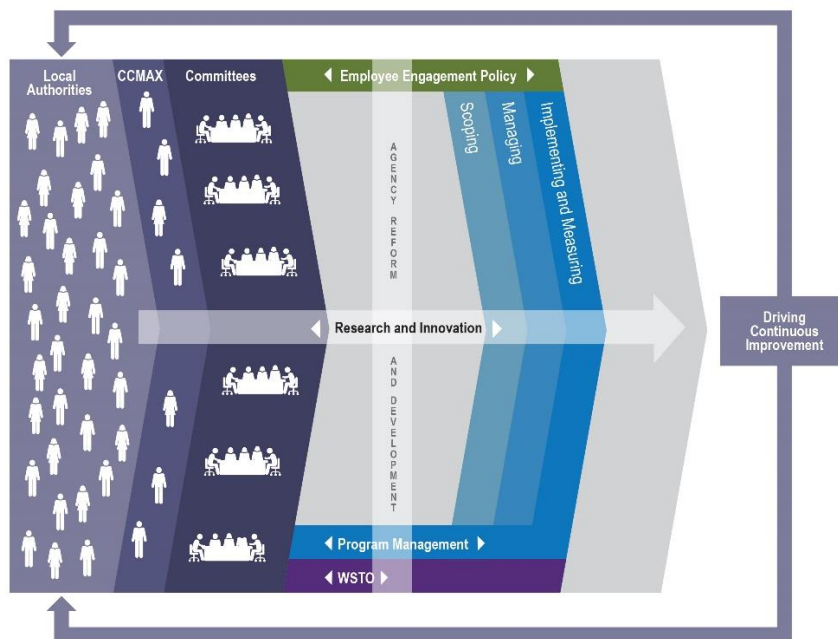
### a. LGMA Reform Programme

1. Exit from a suite of operational activity, moving to facilitate provision of, rather than directly provide, a range of existing services, e.g. in the areas of systems development and hosting;
2. Prioritise staff activity on the provision of advice and support to Local Authorities, particularly in areas of sectoral approaches to the business challenges of the sector;
3. Provide professional development opportunities for Agency staff targeted at the expertise required to address the business challenges facing the sector;
4. Seek opportunities for staff with specialised ICT skills, to continue to use these skills in the broader public service;
5. Encourage, promote and engage Local Authority staff, with expertise in the business areas of the sector, to work on medium term assignments (1-2 years);

6. Seek opportunities for Agency staff to work on short term assignments within Local Authorities and the Department of Housing, Planning and Local Government, to further develop sectoral business expertise;
7. Embed a culture of Agency accountability through the operation of Body Corporate, Divisional, Team, and Personal performance evaluation;
8. Streamline Agency service delivery to provide services in a more holistic and customer focussed fashion;
9. Redevelop Phoenix House as the new single home for the Agency and as a new local government centre.

## b. LGMA Structure

The LGMA organisation structure will comprise of five Divisions – Employee Engagement Policy; Research and Innovation; Programme Management; Water Services Transition Office (WSTO); Agency Reform and Development.



### c. Employee Engagement Policy Division

The Employee Engagement Policy Division is charged with Influencing, developing & supporting strategies to address HR & IR regulatory trends and facilitating the resolution of conflict within the sector. It will be the primary management side voice on cross-sectoral issues with local government staff representative bodies. It will additionally provide advice to the sector and arrange for sectoral approaches to HR, training and development, and compliance matters.

### d. Research and Innovation Division

The Research and Innovation Division is charged with research into future sectoral needs. The Division will be responsible for co-ordinating approaches to the measurement of sectoral performance indicators and communicate sectoral achievements. The Division will also provide such services as required by the CCMA and the CCMA Executive.

### e. Programme Management Division

The Programme Management Division is charged with being the provider of advice to the sector on the general business needs of the local government sector. Specifically, the Division will work with CCMA business committees on building sectoral approaches to the business challenges facing the sector particularly in the areas of housing; planning; roads; the environment; community; local economic development et al. The Division will provide ICT advice to Local Authorities to ensure ICT developments are consistent with best practice and with sectoral initiatives. The Division will also be charged with developing and organising the peer review of business cases for change in the sector as requirements emerge.

### f. Water Services Transition Office (WSTO) Division

The WSTO Division is charged with delivering a unified voice to promote a consensus across the sector over the course of the Irish Water Service Level Agreement (SLA) and in the context of the overarching Water Industry Operating Framework (WIOF) change project.

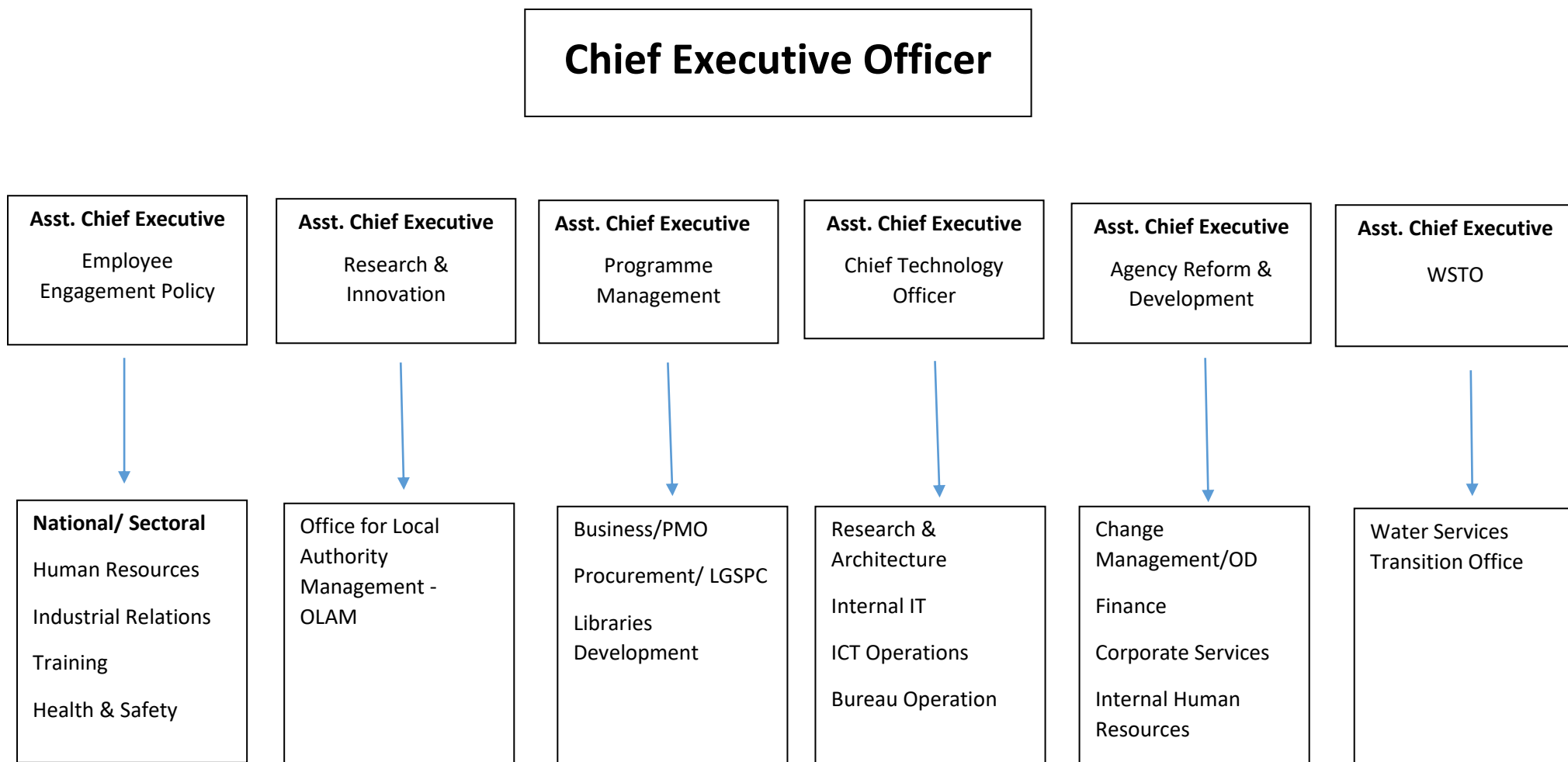
## g. Agency Reform and Development Division

The Agency Reform and Development Division will be charged with leading the change in Agency culture; structure and practices with a view to delivering a unified LGMA focused on the provision of high quality strategic services to Local Authority customers. The Division will also produce best practice organisational development guidelines for reuse in similar cases across the sector. Additionally, the Division has responsibility for the corporate services functions; governance; internal HR, internal health & safety; internal training and development and internal finance services for the Agency.

## Appendix 1 Glossary

ACL	An Comhairle Leabharlanna
CCMA	County and City Management Association
DHPLG	Department of Housing, Planning and Local Government
HR	Human Resources
ICT	Information and Communications Technologies
IR	Industrial Relations
LA	Local Authority
LGCSB	Local Government Computer Services Board
LGMA	Local Government Management Agency
LGMSB	Local Government Management Services Board
PSROG	Public Sector Reform Oversight Group
SLA	Service Level Agreement
WIOF	Water Industry Operating Framework
WSTO	Water Service Transition Office

## Appendix 2 Organisation Structure



## Appendix 3 Organisation Budget

<b>Budget 2016</b>	
<b>INCOME</b>	€
Local Authority Contributions	9,996,430
Retained Superannuation	321,452
Other Income	50,000
Pension/Sinking Fund Contributions	<u>228,910</u>
	<b><u>10,596,792</u></b>
<b>EXPENDITURE</b>	
Pay Costs	6,300,000
Pensioners	1,516,693
Intern Programme	100,000
Consultancy/Contractors	201,897
Travel and Subsistence	145,000
Training and Development	465,215
Computer Hardware	20,000
Computer Related Operational Costs	796,800
Infrastructure Move from Phoenix House	715,000
Accommodation Costs	635,334
Administration Costs	242,302
Professional Fees	100,000
Insurances	50,000
Personnel Costs	30,500
Bank Charges and Interest	2,000
Pension/Sinking – funds invested	<u>228,910</u>
	<b><u>11,549,651</u></b>
Surplus/<Deficit>	<952,859>



## Appendix 4 Local Government Reform – Progress

