



# Information Booklet

Town Centre First - National Co-ordinator

3-Year secondment

Apply by Friday 29th April @ time 5pm



**LGMA**

Local Government  
Management Agency

# About the LGMA

## The Organisation

The Local Government Management Agency (LGMA) is a state agency that provides a range of services and supports to the local government sector. We are an agency of the Department of Housing, Local Government and Heritage, primarily funded by local authorities.

Through our work with local authorities and other stakeholders, we support the co-ordinated and effective delivery of local government services and policy.

Our work is guided by the local authorities and geared towards helping them to improve efficiency across their services; to implement change; and to make use of leading practice from inside and outside the sector.

Working for the LGMA gives you the opportunity to gain experience at the heart of local government and to make a real difference for local authorities and citizens in Ireland.

## What we do

The LGMA's work extends across a number of diverse areas in order to meet the changing needs of the local government sector.

- We drive, monitor, and maintain shared services projects across the local government sector
- We advise and support on strategy and policy development across the local government sector
- We provide professional Human Resources (HR) and Industrial Relations (IR) guidance, advice, and support to local authorities
- The LGMA develops, procures, maintains, and provides support for several internal ICT systems in use in the local government sector
- Our Libraries Development section is the national advisor and development agency for public libraries in Ireland
- Our Water Services Transition Office (WSTO) supports the Water Services Reform Programme and the transition of services to Irish Water
- The LGMA provides research and communications support to the local government sector
- We provide programme management and innovation support to local authorities

Find out more about the LGMA at [www.lgma.ie](http://www.lgma.ie)

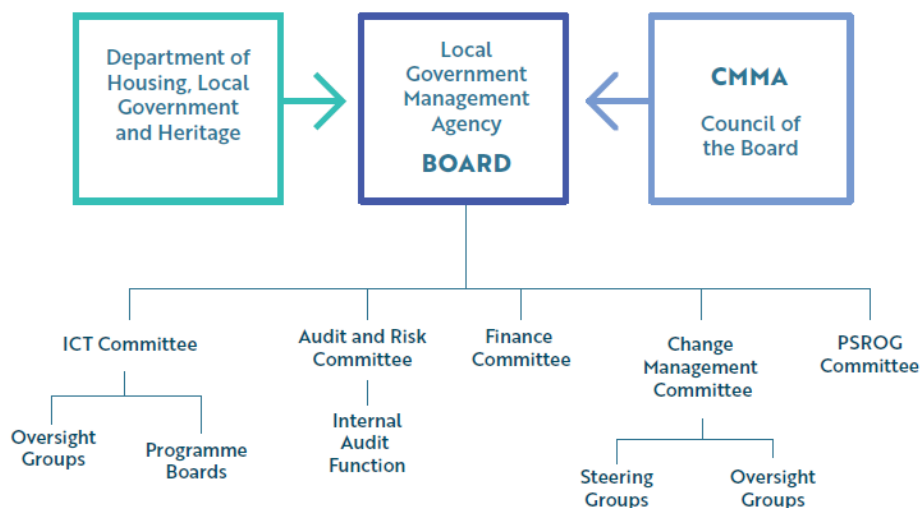
## Governance

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 to the Board and the Minister for Housing, Planning and Local Government can appoint up to 4 members. The business of the Agency is facilitated by a series of sub-committees, detailed below, recognising the obligations of the Performance Delivery Agreement with the Department of Housing Planning and Local Government.

### LGMA GOVERNANCE STRUCTURE



# Towns Centre First Policy

The recently published Town Centre First (TCF) policy recognises that Irish towns are facing significant challenges and opportunities that require a coordinated and comprehensive response both at local and national level. The implementation of this policy, the establishment of a National TCF Office, and the deployment of the associated national and local resources will facilitate and support this response by towns of all sizes across the country so that town centres can function as the sustainable and vibrant heart of the communities they serve, in ways that are adaptable and appropriate to 21st Century needs.

The COVID-19 pandemic has made us more aware of the importance of quality public realm, streets, parks, and other amenities in towns which provide space for communities to socialise and recreate. From a broader perspective, towns impact on our quality of life and should be attractive places for people of all ages, abilities, and social background to live. They remain the focus of work and enterprise, with new opportunities now presented by remote working. Towns also service the needs of visitors and tourists, as well as being an important source of community character, identity, and local pride. The Town Centre First policy aims to create town centres that function as viable, vibrant and attractive locations for people to live, work and visit, while also functioning as the service, social, cultural, and recreational hub for the local community.

## National Town Centre First Office

The National Town Centre First Office, which will be located in the LGMA, will be supported by the relevant CCMA committees and themed advisory & technical groups, and sit under a National Oversight and Advisory Group (NOAG). The role of the national office will be to convert direction, policy, and national ambition from the NOAG into a targeted Annual Implementation Plan. It will also act as the conduit between the reporting of progress and challenges of implementation at ground level to the policy making, steering, and funding at national level. The National Town Centre First Office will drive the delivery of the TCF policy nationally and implement the actions assigned to it in the Policy. The Office will co-ordinate the delivery of the Annual Implementation plan by local authorities and the Town Regeneration Officer Network which will collaborate with key stakeholders, State Agencies and Government Funding.

The national office will set standards, conduct research, identify best practice and pathways, provide supports and processes, developed through engagement with all stakeholders and interested parties. This approach will provide the town teams nationally with all the necessary tools and resources for a consistent, transparent, positive engagement with the policy, leading to the development and implementation of deliverable Town Centre First plans throughout the country.

The national office will be supported by themed advisory & technical groups and by the relevant CCMA Committees. It will also form key alliances with the relevant Government departments, developing meaningful KPI's and ensuring focus for the relevant departments to work with local authorities to ensure a steady pipeline of projects for the consideration of all available funding streams.

## Objectives

The focus of the national office will be to deliver the actions assigned to it in the recently published TCF Policy including:

1. Develop an Annual Implementation Plan to guide delivery at a national level and monitor delivery through regular progress reports for TCF alongside an on-going work plan of progress on actions in order to monitor implementation.
2. Develop a skill building programme to increase the capacity and capability of town teams nationally.
3. Establish and support a collaborative TCF network to ensure consistency and best practice in the roll-out of the TCF policy nationally from respective town teams while sharing experience and developing practice on a national level.
4. Develop a new national toolkit to support the implementation of the TCF policy framework by providing a range of examples of best practice and available resources to guide implementation. The toolkit will include:
  - I. A TCF web portal to provide accessible and central dashboard to navigate the TCF framework including the National Toolkit, National Policies, sectoral supports, available funding and specific enabling tools nationally.
  - II. Specific strands targeting key factors such as urban development, economic purpose, social function, digitalisation, sustainable mobility and climate adaptation.
  - III. A national, integrated and scaled-up Health Check Model which utilises existing progress through the Heritage Council's Collaborative Town Centre Health Check approach and builds a national database on our towns.
  - IV. A best practice model for developing a Town Centre First plan that can be adapted to suit the characteristics of all towns and inform future investment.
  - V. Communicate varied examples (pathfinder towns/case studies) of successful, vibrant, revitalised town centres.
5. Identify a number of towns to act as early priority demonstrators of the TCF process – Pathfinder Towns.
6. Develop and share exemplary /operational practices of TCF through a national TCF awards scheme and hosting events that provide networking opportunities at a national level.

7. Establish and support the alignment and mapping of existing and emerging data for towns in order to provide an on-going evidence base for towns in collaboration with key stakeholders.
8. Establish a dedicated and on-going TCF research and evidence base platform which can be co-shared at a national level by towns.
9. Identify agreed specific data measurement requirements with respect to social and economic outcomes, digitalisation skills and climate action.
10. Commission research to inform the assessment of the costs, benefits and social return of investment in town centres, which will better inform public policy interventions that impact and shape investment decisions in our towns.
11. Promote existing exemplars and current models which illustrate successful town centre living and encourage behavioural change.
12. Enable a consistent methodology for the development of TCF Plans by each town.
13. Ensure that targeted TCF funding will be provided through Government investment programmes such as the URDF and RRDF.

## About the role

Aimed at Director of Services level, the National TCF Co-Ordinator will lead the delivery of the policy/implementation plan and be the key link between the relevant Government departments, the NOAG, CCMA and the national network of Town Regeneration Officers who will lead the delivery of the policy at local level. This person will be a key resource in establishing relationships at national level and building trust at local level.

The National TCF Co-ordinator will have responsibility for the operation of the new National TCF Office, lead on the delivery of the TCF Policy in consultation with DHLGH and DRCD and have oversight of delivery of the annual implementation plan. The National TCF Co-Ordinator will report directly to the Chief Executive Officer of the Local Government Management Agency and will be required to lead a multi-disciplinary team tasked with developing, co-ordinating, and advising on the delivery of the actions assigned to the National TCF Office in the Town Centre First Policy. This team will work with all local authorities, Government departments, and other stakeholders to maximise the efficient development and delivery of the TCF policy actions.

The National TCF Co-Ordinator will also be required to work with all local authorities and various stakeholders to provide oversight and development of relevant KPIs with particular reference to the delivery, management, and data collection associated with the policy. The co-ordinator will also develop and advise on best practice approaches to TCF delivery and provide expert guidance and advice to the sector to help overcome obstacles and barriers to delivery.



## Key Objectives

Within this overall remit and under the general direction of the Chief Executive Officer of the LGMA, the key objectives of the role include:

1. Work collaboratively with the NOAG, Executive of the CCMA, and CCMA Committee's to integrate the work of the National TCF Office with the CCMA and relevant Government departments objectives, to agree and sign-off of defined project objectives to form an annual implementation plan.
2. Advise on the preparation of effective project management, project governance, risk management, financial management and budgetary controls & procedures.
3. Agree the setting of national and local targets, metrics and KPI's relating to the progress and delivery of the annual implementation plan with all relevant stakeholders.
4. Support the development of systems and processes to ensure appropriate data is available and shared to inform effective decision making and provide evidence-based input into developing policies that may impact/support the TCF policy actions delivery.
5. Provide advice and guidance on the delivery of the TCF policy locally and provide technical support/guidance.
6. Provide support and advice on the conceptual scoping of resulting projects and the potential procurement of preliminary supporting reports of a technical, socio-economic, or financial nature where necessary and any supports needed for design team services.
7. Support ongoing review of the annual implementation plan through the design and development of appropriate reporting tools and key performance indicators to further enable continuous improvement in the quality and long-term operation and management of the programme.
8. Liaise and collaborate with relevant personnel in DHLGH, DRCD, local authorities, CCMA and other stakeholders on matters of mutual interest with particular reference to streamlining the policy delivery methods and supports – in particular the co-ordination of project funding sources.
9. Have executive responsibility for the operation of the Office and manage the deployment of resources (including human and financial resources) within the area of responsibility to ensure the delivery of optimal results with the available resources.
10. Adhering to the highest corporate governance standards in line with the Code of Practice for Governance of State Bodies and to comply with the standards set down by all statutory and governance requirements.
11. Keeping abreast of relevant external developments, trends and opportunities which may be beneficial to the functions and the role of the National TCF Office, the Agency and the sector.
12. Undertaking any other duties as considered appropriate by the CEO, CCMA and/or the Board of the LGMA.

# Essential Requirements

## 1. Character

Candidates shall be of good character.

## 2. Health

Candidates shall be in a state of health such as would indicate a reasonable prospect of ability to render regular and efficient service.

## 3. Education, training, experience, etc.

Each candidate must have on the latest date for receipt of completed application forms:

- Be an existing employee of a local authority or LGMA
- Be well educated.
- Have a proven track record of Project and Programme Management, including staff and consultant management and advanced knowledge of public procurement legislation.
- A keen understanding of the Town Centre First Policy and the related challenges facing towns now and into the future.
- An understanding of Capital funding schemes that will apply to the execution and delivery of the TCF programme.
- Demonstrate excellent capability in working with democratic structures and consultative models.
- Have proven experience in management of teams and resources of significant scale.
- Knowledge and understanding of the Irish planning and building control codes including awareness of sustainable development principles and environmental and climate action prerequisites.
- Excellent data management, collation, and analytical skills.
- Ability to deliver results on time, on budget and to the highest standards.
- Experience of managing change and implementing new initiatives.
- Ability to quickly understand and engage with the technical, contextual, and socio-economic elements of a project.
- Knowledge and expertise in Project Management software and Microsoft Office programs.
- Ability to work within and lead multi-disciplinary teams.
- Will have his/her own transport with a full clean driving licence.
- Otherwise possess the requisite knowledge and ability and be suitable to discharge the duties of the position.

**AND**



Demonstrate the following competencies as set out in the LGMA Competency Framework (see Appendix 1)

<b>Strategic Management and Change</b>
Strategic Ability
Bringing About Change
Influencing and Negotiating
<b>Delivering Results</b>
Problem Solving and Decision Making
<b>Performance Through People</b>
Managing Performance
Managing Conflict
<b>Personal Effectiveness</b>
Personal Motivation, Initiative and Achievement

# Application and selection

## How to apply

All applications should be emailed directly to [jobapplications@lgma.ie](mailto:jobapplications@lgma.ie) no later than **5pm on Friday 29th April**. Applications must be made on the official application form and all sections must be completed in full. When completing the application form, accuracy is essential. The information you supply in the application form will play a central part of the selection process. If you do not receive an acknowledgement of receipt of your application within two working days of applying, please check your junk/spam folders as email notifications may be filtered into your junk/spam email folders. Any other queries regarding your application form should be emailed to [jobapplications@lgma.ie](mailto:jobapplications@lgma.ie)

## Shortlisting

The Agency reserves the right to shortlist applications based on the information supplied in the application form. In the event of a shortlisting exercise being employed, the Interview Board will examine the information provided in your application, assess it against the criteria based on the requirements for the position and decide if you will be shortlisted, relative to the other candidates applying for the position.

## Interview

Admission to the interview is conditional on receipt of a completed application form by the required cut-off date. The onus is on all applicants to make themselves available for the obligatory interview on the date specified by the LGMA and to make whatever arrangements are necessary to ensure that they receive communications sent to them at the address specified on their application form. Virtual interviews may be accommodated over MS Teams. Instructions and guidance and links will be sent to you in advance of interview should you be shortlisted for interview. Interviews will be conducted by an Interview Board set up by the LGMA. The Interview Board will assess the merits of candidates. Only candidates who reach such a standard as the Interview Board consider satisfactory in the interview will be considered for selection. Candidates at interview must demonstrate relevant experience and job-related achievements and the following key competencies as set out in LGMA Competency Framework available in the Appendix. A follow-up interview may be required.

## Panels

Panels may be formed on the basis of such interview. Candidates whose names are on a panel and who satisfy the LGMA that they possess the qualifications declared for the office and that they are otherwise suitable for appointment may within the life of the panel be appointed as appropriate vacancies arise. The life of the panel will be one year.

## **Feedback & Review**

Candidates have the right to seek feedback from their interview. Should a candidate be unhappy with an action or decision in relation to their application for appointment, they have the right to seek a review of the process. This request must be made within 5 working days of receiving notification of the decision on their application.

## **Deeming of Candidate to be Withdrawn**

Candidates who do not attend for interview as requested or do not furnish such evidence as requested in regard to any matter relevant to their candidature, will have no further claim to consideration.

## **Offer of Appointment**

The LGMA shall require persons to whom an appointment is offered, to take up such appointment within a period of not more than one month. If they fail to take up the appointment within such period, or such longer period as the Agency in its absolute discretion may determine, the Agency shall not appoint them. All appointments are subject to receipt of satisfactory references and candidates may be required to produce documentary evidence of qualifications or experience claimed in their applications.

## **Probationary Period**

All new employees are required to satisfactorily complete a probationary period. In accordance with the 'Terms and Conditions of Employment' in their employment contract employees will be required to serve an initial probationary period. During this period, the employee's performance on the job and potential abilities are evaluated to determine suitability for the position. At the end of this probationary period, a formal assessment will be carried out by the employee's line manager, resulting in a decision on whether the employee has completed their probation satisfactorily.

**Candidates should note that canvassing will disqualify their application.**  
**The Local Government Management Agency is committed to a policy of equal opportunity.**

# Principal Conditions of Service

## General

The appointment is to a temporary post in the Local Government Management Agency and is subject to general terms and conditions in operation relating to appointments in the Agency.

## Remuneration

The salary scale applicable to this position is equivalent to Director of Service and is as follows (as at 1st February 2022):

Point No.	1	2	3	4	5
Salary	€97,690	€102,129	€106,571	€111,009	€115,451

The salary shall be fully inclusive and shall be as determined from time to time. The holder of the office shall pay to the LGMA any fees or other monies (other than his/her inclusive salary) payable to or received by him/her by virtue of his/her office or in respect of services which he/she is required by or under any enactment to perform. Entry will be at the minimum of the scale and the rate of remuneration will not be subject to negotiation and may be adjusted from time to time in line with Government pay policy. Different terms and conditions may apply if you are currently a serving civil or public servant. Subject to satisfactory performance increments may be payable in line with current Government Policy.

## Tenure and Contract

The contract duration for the position of National Co-ordinator is for a three-year period from date of appointment.

## Hours of Attendance

Hours of attendance will be as fixed from time to time. Typically, hours will be of the order of 37 hours per week. The position holder will be required to work a five-day week. The LGMA have a flexible working hour attendance scheme in operation. The LGMA currently operate a transitional Blended Working model pending the introduction of national policy for the sector.

## Location

At present the LGMA has offices at two locations in Dublin. When absent from home or headquarters on official duty appointees will be paid appropriate travelling expenses and subsistence allowances, subject to normal regulations.

## **Annual leave**

The Annual Leave allowance for New Entrants is 30 days. This allowance is subject to the usual conditions regarding the granting of annual leave in the LGMA, is based on a five-day week and is exclusive of the usual public holidays.

## **Confidentiality**

All enquiries, applications and all aspects of the proceedings are treated as strictly confidential and are not disclosed to anyone outside those directly involved in the recruitment process.

## **Freedom of Information**

Candidates can expect that all enquiries, applications and all aspects of the proceedings are treated as strictly confidential subject to the provisions of the Freedom of Information Act, 2014.

## **Data protection**

The information submitted with an application is used in processing the candidature and subsequent employment (if successful) and such information is held subject to the rights and obligations of the Data Protection Acts.

## **Important Notice**

The above represents the principal conditions of service and is not intended to be the comprehensive list of all terms and conditions of employment which will be set out in the employment contract to be agreed with the successful candidate(s).

# Strategic Management and Change

## 1.1 Strategic Ability

- Translates the mission and vision into clear, specific and achievable objectives.
- Incorporates opportunities into the strategic planning process and identifies potential obstacles related to the objectives.
- Analyses, reviews and evaluates the organisation's capacity to meet its objectives.
- Uses a variety of methods (including research, external expertise and environmental scanning) to understand how external factors may affect strategic objectives.
- Evaluates and improves strategic performance through the use of Service Indicators, internal Performance Indicators, benchmarking and continuous improvement.
- Develops or revises policy to support strategic objectives.
- Adjusts strategic direction and policy in response to critical new information.
- Articulates personal and collective commitment to the organisation's strategy and objectives.
- Engages in divisional and cross-divisional consultation in the development and integration of objectives.
- Identifies causes and consequences of problems.
- Identifies patterns or connections between issues or situations that may appear to be unconnected.
- Demonstrates innovation and creativity to secure successful strategic outcomes.

## 1.2 Bringing About Change

- Develops and implements a comprehensive change management strategy in consultation with key stakeholders to include objectives, timeframes, required approvals and contingency plans and identifying those who will be affected by the change.
- Develops and initiates change management programmes to meet defined end objectives.
- Demonstrates flexibility and an openness to change.
- Fosters a culture of change by encouraging improvement suggestions from employees, identifying champions and establishing teams to get things done.
- Fosters commitment to change through leadership and articulates the appropriate and positive reactions to change.
- Alters policies, practices and procedures to support change.
- Anticipates and responds proactively to the implications of change.
- Challenges the status quo to see how systems, processes and practices may be improved.
- Recognises that people react differently to change and manages this accordingly.
- Objectively evaluates the effectiveness of change initiatives in order to identify potential improvements
- Informs all relevant stakeholders of the outcomes of a change process.



## 1.3 Influencing and Negotiating

- Establishes appropriate and productive working relationships at local, regional and national level, both within the public and the private sector.
- Meets goals by working effectively with the Chief Executive, political representatives and colleagues.
- Effectively influences other leaders and groups to achieve strategy and objectives.
- Adopts a partnership approach in reaching agreement.
- Collaborates with and supports other leaders within the Agency and across the Public Service to achieve positive outcomes.

## Delivering Results

### 2.1 Problem Solving and Decision Making

- Takes in complex information quickly and accurately, identifying the key elements within a situation and the best possible outcomes.
- Gathers and assimilates the information required to make evidence-based decisions, seeking external advice and the views of others where appropriate.
- Appropriately evaluates and challenges the available information rather than accepting evidence on face value.
- Considers all the elements and options within a scenario, including statutory frameworks, past precedent, strategic, operational and financial requirements.
- Addresses issues logically and on a step by step basis.
- Makes timely and reasoned decisions in a consistent, fair and transparent manner.
- Has the courage to be decisive and stand over the decisions made, on limited information when required.
- Is realistic and knows the limits of his or her decision-making authority and the relative importance of each decision.
- Demonstrates the validity and efficacy of decisions made.
- Demonstrates awareness and sensitivity to the context of all decisions, particularly those that may be contentious.
- Considers the implications for those affected by the decisions.
- Facilitates others to act decisively and to consider risk and contingencies in an environment of ambiguity.
- Identifies the need for inter and cross-organisational decision making and ensures the relevant organisations and departments are involved in the process.
- Conducts thorough risk analysis and appropriate contingency planning when making decisions.
- Demonstrates innovation and creativity to secure successful outcomes.

## Performance Through People

### 3.1 Managing Performance

- Fully implements the sectoral and corporate PMDS process at all levels.
- Continuously reviews and improves management structures and processes to achieve highest quality standards.
- Develops the employee competencies that are critical to the organisation's objectives.
- Establishes training and development strategies and relationships to ensure regular constructive performance feedback is given through both formal (PMDS) and informal methods, enabling all employees to perform effectively.
- Supports employees through development opportunities which contribute to their professional and career objectives.
- Encourages employees to learn and strive to continually improve their work performance through reflecting, analysing and acting on workplace experiences.
- Identifies talent in employees and facilitates further accelerated development of their strengths.
- Takes opportunities to encourage, mentor or coach employees as appropriate.
- Provides appropriate recognition when standards are achieved or exceeded.
- Manages under-performance or inappropriate behaviour effectively, openly and directly.
- Carefully analyses own workload in order to determine which tasks could be delegated and to whom.
- Delegates tasks and responsibilities to the appropriate levels and provides information, support and encouragement to enable work to be completed successfully and autonomously.
- Monitors the progress of delegated tasks.
- Delegates responsibilities and accepts accountability for their success or failure.
- Documents and provides own knowledge to others to ensure knowledge management processes are effectively maintained.

### 3.2 Managing Conflict

- Relates well to others and maintains positive working relationships.
- Demonstrates sensitivity in balancing requirements with personal commitments, preferences and issues.
- Identifies causes of conflict at an early stage and manages these to reach beneficial solutions and positive outcomes.
- Demonstrates awareness of cultural, social and individual differences which may impact on relationships in the workplace.
- Demonstrates empathy, understanding, patience and appropriate behaviour when in conflict situations.
- Is proactive in providing help or support to others.
- Uses diplomacy and tact to facilitate working relationships with dissatisfied employees or customers.

## Personal Effectiveness

### 4.1 Personal Motivation, Initiative and Achievement

- Sets challenging goals to achieve high quality outcomes.
- Is self-motivated and persistent in the face of difficulty.
- Responds positively to the challenges of the role.
- Learns from experiences and is not afraid to constantly improve.
- Is dedicated and enthusiastic about their role.
- Looks to meet the needs of the broader organisation rather than focussing on own specific responsibilities.
- Appreciates the wider societal impact of own proposals and looks to improve the quality of life/service for all.
- Demonstrates and encourages innovation and new thinking.
- Achieves or exceeds personal working objectives.
- Manages own time effectively to achieve working objectives.
- Seeks opportunities to exceed the personal, work and career goals set.