



Local
Authority
National
Partnership
Advisory
Group

Partnership Activities 2006 & 2007

Local Authority National Partnership Advisory Group



Comhshaol, Oidhreacht agus Rialtas Áitiúil
Environment, Heritage and Local Government



AN ROINN OIDEACHAIS AGUS EOLAÍOCHTA
DEPARTMENT OF EDUCATION AND SCIENCE

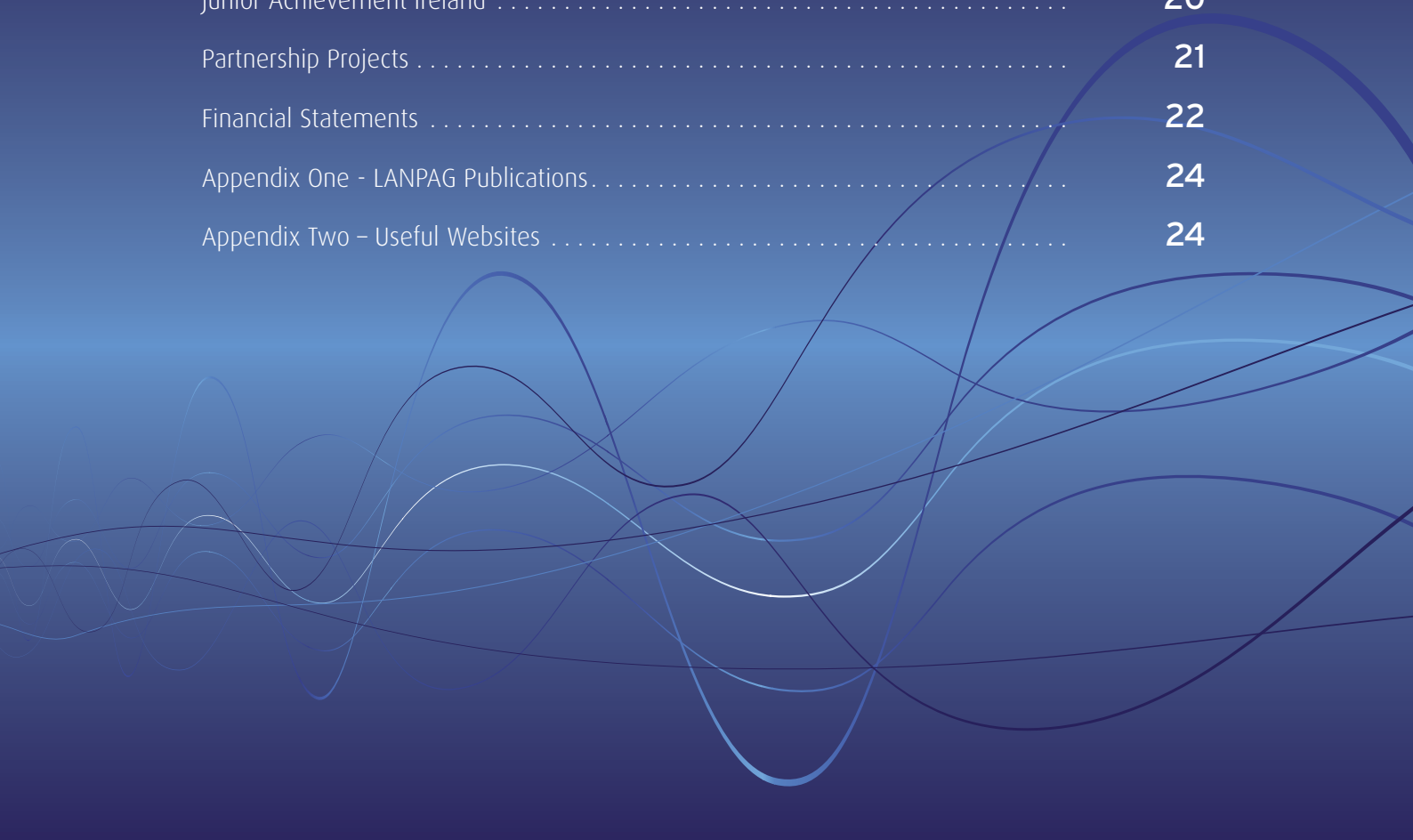
The Role of LANPAG in Local Government

In 1999 management and trade unions in the local authority sector established the Local Authority National Partnership Advisory Group (LANPAG) in response to the workplace partnership provisions of the 1997 national programme, Partnership 2000. Each local authority has a partnership structure comprising a partnership committee, a partnership facilitator and working groups. The role of LANPAG is to co-ordinate, advise and support each local authority in developing these partnership arrangements. With Government funding, LANPAG has been involved, since inception, in a wide range of activities aimed at developing partnership in the local authorities. LANPAG's activities to date have included:

- Developing and implementing multi-year strategic plans for the development of partnership in local government;
- Overseeing the implementation of partnership structures in each local authority;
- Supporting the delivery of high quality training for facilitators, partnership committees, working groups and joint chairs of partnership committees;
- Assessing and funding projects submitted by partnership committees;
- Promoting national projects such as the Return to Learning Initiative;
- Publishing information materials and guidelines for management and staff in local authorities;
- Commissioning periodic, external reviews of how partnership is progressing across the local government sector;
- Establishing and servicing national networks for partnership facilitators and joint chairs
- Intervening when requested to provide external facilitation and mediation in cases of serious breakdown or withdrawal from the partnership process;
- Working with other agencies in local government such as the Local Government Management Services Board, the City and County Managers' Association and the National Joint Council to advance partnership in local government;
- Working with the Department of the Environment, Heritage and Local Government;
- Working with the Department of Education and Science;
- Working with other national agencies such as the National Centre for Partnership and Performance to advance workplace partnership in local government;
- Working with FAS to support lifelong learning in the Local Government Sector;
- Resourcing the employment of whole-time partnership facilitators.

Table of Contents

| | |
|--|----|
| Table of Contents | 2 |
| Joint Chairs' introduction. | 3 |
| LANPAG Membership and Meetings. | 4 |
| Partnership Facilitators | 5 |
| Overview of Key achievements 2006 - 2007 | 7 |
| Strategic Plan 2008 – 2012. | 8 |
| Lazes Report. | 9 |
| Partnership Conference 2006 | 10 |
| Awards for Excellence in Workplace Partnership 2006 | 10 |
| Handling Significant Change Through Partnership. | 14 |
| Promoting Performance Management and Development– PMDS. | 15 |
| Partnership Facilitators | 16 |
| Return to Learning (R2L) | 17 |
| Training and Development | 19 |
| Junior Achievement Ireland | 20 |
| Partnership Projects | 21 |
| Financial Statements | 22 |
| Appendix One - LANPAG Publications. | 24 |
| Appendix Two – Useful Websites | 24 |



Joint Chair's Introduction

Partnership in local government continued to make significant progress in 2006/2007. Our new Strategic Plan 2008-11 – *'LANPAG Strategic Plan: Enhancing Performance and Progress through Partnership'* – will set key targets for achievement over the coming years. This plan will take account of the key findings from the international review of partnership in local government conducted by Dr Peter Lazes of Cornell University, New York. Together with our colleagues in the Health Services National Partnership Forum we made a major submission – *'A Partnership Submission to the OECD Review of the Public Service'* – to the members of the OECD Review Group. The local government agreement on *'Handling Significant Change through Partnership'* has been rolled out across the local government sector and has been integrated into the terms of the national programme, *'Towards 2016'*. This agreement has provided a very useful framework for senior management, senior union representatives and partnership committees to identify issues of mutual concern and to decide how to progress such issues.

This annual report covers these developments over the period 2006/2007. It outlines the principal activities carried out by LANPAG over this period. The report is not a complete account of all of the partnership activities engaged in by management, staff and unions across the local authority system, as that would be beyond its scope.

The Handling Significant Change Protocol is proving its value by providing a structured forum within which management and trade unions can engage on significant issues.

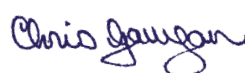
Partnership has already helped to develop a stable industrial relations climate and effective and regular management-staff communications across local government. The strength of these relationships and the capacity of management and trade unions to address differences in a problem solving

rather than a conflictual way will doubtless be challenged over the coming years.

We would like to thank the Department of the Environment, Heritage and Local Government for their continuing financial support.

We would like to thank the Department of Education and Science for their continuing financial support for the Return to Learning programme.

We would also like to thank our Partnership Officer, Geraldine Browne and the staff of the partnership office.



Chris Gavigan
Joint Chair



Matt Merrigan
Joint Chair

LANPAG Membership and Meetings

LANPAG is the joint management and trade union national steering group leading workplace partnership in the local government sector. It was established in 1999 under the terms of Partnership 2000, the national partnership agreement in place at the time. LANPAG is supported in its activities by a Partnership Officer and 35 partnership facilitators, and is assisted by the Local Government Management Services Board.

The members of LANPAG in 2006/07 were:

Management Nominees

Ms Chris Gavigan (LGMSB) – Joint Chairperson
Mr Paul Dunne (LGMSB)
Mr Ned Gleeson (Limerick County Council)
Mr Frank Kelly (Dublin City Council)
Mr Aidan Kinch (Department of the Environment, Heritage and Local Government)
Mr Michael McLoone (Donegal County Council),
Ms Norah Mason/Ms A Hanly (LGMSB)
Mr Ned O'Connor (South Tipperary County Council)
Mr Terry O Niadh (North Tipperary County Council)

Trade Union Nominees

Mr Matt Merrigan (SIPTU) – Joint Chairperson
Mr Peter Nolan (IMPACT)
Mr Brian Byrd (SIPTU)
Mr Joe Byrne (UCATT)
Mr Denis Curtin (SIPTU)
Mr Finbarr Maguire (TEEU)/Mr Paddy Coughlan
Mr Michael McCabe (IMPACT)/Ms Alice Hennessy
Mr Michael McGinty (IMPACT)/Mr Tom Murray
Mr Tony Mansfield (ATGWU)

The Trustees of LANPAG during 2006-2007 were Ms Chris Gavigan, Mr Terry O'Niadh (Management), Mr Matt Merrigan, Mr P Nolan (Union).

Mr Paddy Coughlan, Craft Group of Unions, replaced Mr Finbarr Maguire on LANPAG in September 2006. Mr Michael McCabe concluded his membership of LANPAG following his appointment as Partnership Facilitator in Louth County Council. Mr Tom Murray replaced Mr Michael McGinty on LANPAG in September 2007. LANPAG thanks Mr Maguire, Mr McCabe and Mr McGinty for their valuable contributions made to partnership over the years.

LANPAG met every second month during 2006 and 2007. Its active sub-committees included the Communications Sub-Committee and the Training Sub-Committee.

Partnership Facilitators

Each local authority employs its own partnership facilitator, whose role is to assist management and unions at individual local authority levels to develop partnership and to work effectively together. LANPAG wishes to acknowledge the key role of facilitators.

LANPAG would like to acknowledge the work of the following former Partnership Facilitators during this period:- Dolores McKee, Clare County Council, Pat Mulcahy, Limerick County Council, James Feeney, Longford County Council, Maria Donohoe, South Dublin County Council and Una Campbell, Wicklow County Council.

LANPAG would also like to acknowledge the work of the Joint Chairs, Partnership Committees and Working Groups whose involvement is crucial to the success of partnership at local level.

Partnership Facilitators

| LOCAL AUTHORITY | FACILITATOR | EMAIL ADDRESS |
|-----------------------------|---------------------|--------------------------------|
| Carlow County Council | Paul Curran | pcurran@carlowcoco.ie |
| Cavan County Council | Pat Clarke | pclarke@cavancoco.ie |
| | Majella Sheridan | msheridan@cavancoco.ie |
| Clare County Council | Ann Griffin | agriffin@clarecoco.ie |
| Cork City | John O'Donovan | john_odonovan@corkcity.ie |
| Cork County Council | Garry Geaney | garry.geaney@corkcoco.ie |
| Donegal County Council | Patsy McHugh | pmchugh@donegalcoco.ie |
| Dublin City Council | Tony Byrne | tony.byrne@dublincity.ie |
| | Mary MacSweeney | mary.macsweney@dublincity.ie |
| Dun Laoghaire / Rathdown | John Murphy | partnership@drlrcoco.ie |
| Fingal County Council | Rachel Lindsay | rachel.lindsay@fingalcoco.ie |
| | Ann Gibson (Acting) | ann.gibson@fingalcoco.ie |
| Galway City | Brendan Fox | bfox@galwaycity.ie |
| Galway County Council | MJ Walsh | mjwalsh@galwaycoco.ie |
| Kerry County Council | Kay Sheehy | ksheehy@kerrycoco.ie |
| Kildare County Council | Patsy Mooney | pmooney@kildarecoco.ie |
| Kilkenny County Council | Adrian Waldron | adrian.waldron@kilkennycoco.ie |
| Laois County Council | Josephine Kavanagh | jkavanag@laoiscoco.ie |
| Leitrim County Council | Ann Warnock | awarnock@leitrimcoco.ie |
| Limerick City Council | Esther Ryan | eryan@limerickcity.ie |
| Limerick County Council | Louise Magner | lmagner@limerickcoco.ie |
| Longford County Council | Sylvia Kiline | skiline@longfordcoco.ie |
| Louth County Council | Michael McCabe | michael.mccabe@louthcoco.ie |
| Mayo County Council | John McHale | mcj@mayococo.ie |
| Meath County Council | Olive Falsey | ofalsey@meathcoco.ie |
| Monaghan County Council | Joan Ryan | jrryan@monaghancoco.ie |
| North Tipperary Co Council | Brian Dunne | bdunne@northtippcoco.ie |
| Offaly County Council | Gerry Bruton | gbruton@offalycoco.ie |
| Roscommon County Council | Brian Duffy | bduffy@roscommoncoco.ie |
| Sligo County Council | Emer Connolly | econnoll@sligoborough.ie |
| South Dublin County Council | Marian Leonard | mleonard@sdublincoco.ie |
| South Tipperary Co Co | Mary Carroll | mcarroll@southtippcoco.ie |
| Waterford City Council | Francie White | fwhite@waterfordcity.ie |
| Waterford County Council | Bridget Coakley | bcoakley@waterfordcoco.ie |
| Westmeath County Council | Gerry Sheridan | gsheridan@westmeathcoco.ie |
| Wexford County Council | Ann Walsh | ann.walsh@wexfordcoco.ie |
| Wicklow County Council | Cathreena Byrne | cbyrne@wicklowcoco.ie |

(List at end December 2007)

Overview of Key achievements 2006 - 2007

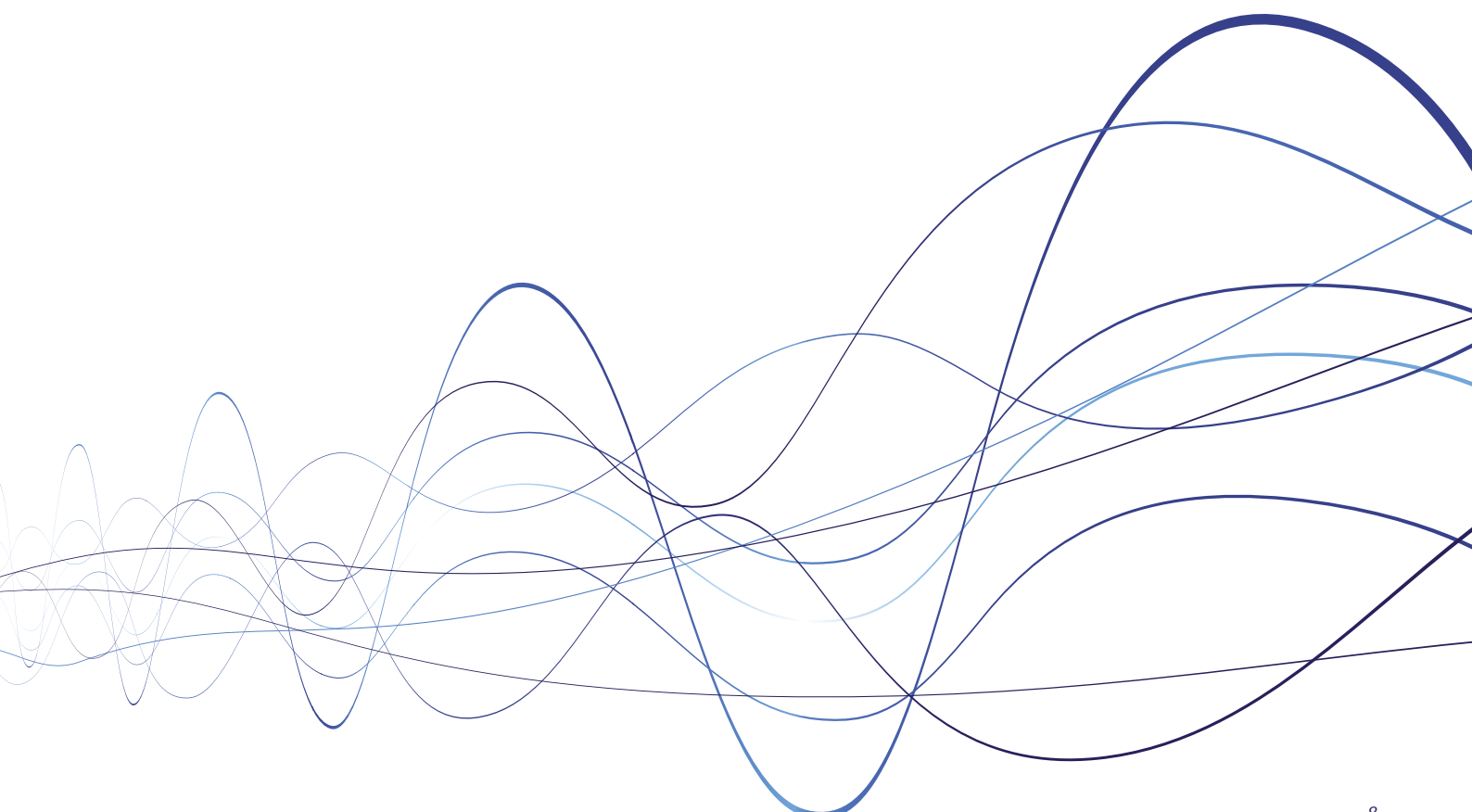
The key developments for LANPAG during 2006 - 2007 were:

- Substantial progress in developing the new Strategic Plan 2008- 2011;
- An agreement, in the form of a pre-existing agreement under the legislation, was formally signed off on the EU Information and Consultation Directive;
- Conference held in June 2006 on Handling Significant Change through Partnership, with presentations from seven pilot projects on the HSCTP protocol;
- Questionnaire issued to local authorities to establish status of PMDS (Promoting Performance Management and Development) in each local authority;
- A nationwide evaluation of PMDS by Hay Consultants/IPA, which illustrated the scale of the project in terms of numbers and cultural change, and found that the model was appropriate for local authorities, was working well but needed further supports such as training for managers and supervisors;
- The summary report of the evaluation of the Return to Learning programme was examined and disseminated. A sub-committee was set up to examine the recommendations of the reports;
- A national conference on Return to Learning took place in 2006. Partnership Facilitators and VEC Coordinators developed ideas on promoting the R2L programme;
- A training needs analysis for general operatives was undertaken in five local authorities;
- Financial provision was made available to develop an online Resource Training Pack;
- Continuation of the successful Awards for Excellence in Workplace Partnership;
- Successful continuation of the performance verification process for local authority employees in relation to pay increases under Sustaining Progress and Towards 2016;
- Advancing the health and safety agenda through partnership.

Strategic Plan 2008 – 2011

It was agreed that the recommendations from Handling Significant Change through Partnership would feed into the new Strategic Plan. Four companies were selected to tender to facilitate in the formulation of the new strategic plan. The submissions were evaluated on methodology and costings and Polaris HR Ltd was selected.

Various workshops were held with Facilitators and Joint Chairs in the three regions. Polaris met with the management and union side of LANPAG separately, followed by a joint session. A draft was formulated and national and regional seminars were held on the Strategic Plan.



Lazes Report No 2

Dr. Peter Lazes, Director of Programs for Economic Transitions, Cornell University, evaluated the partnership process in local government, which involved meetings with various groups around the country, in 2007. The aim of this evaluation was to offer advice in terms of the direction, resources, structures, and learning processes that could help achieve the next generation of partnership activities for local authorities. The evaluation built on the earlier Lazes Report from 2001.

The review noted that LANPAG provided important national leadership to encourage the development of local and regional partnership work through their oversight and monitoring responsibilities, stating: "This group provides thoughtful, timely and strategic leadership for local authorities and helps to support special projects."

In summary, some of the key recommendations of the report were:

- **Partnership committees should develop a Strategic Plan every three years and project work should be tracked and monitored;**
- **Enhance communication through regional and national meetings, the website, and video conference technology;**
- **Top union and senior managers need to take a more active role in local partnership committees;**
- **Education and coaching for joint chairs and partnership facilitators should occur;**
- **There should be a new Partnership Executive who would oversee and manage education and coaching;**
- **The Handling Significant Change protocol should be implemented in all local authorities;**
- **A Partnership Innovation Fund should be created supported by the Department of the Environment, Heritage and Local Government administrated by LANPAG to support re-training programmes;**
- **On the Information and Consultation Agreement, there should be guidelines to clarify the process and that the Partnership Executive should consult with LANPAG in developing these guidelines;**
- **Partnership committees should survey staff for their knowledge of partnership and ascertain their views on whether they believe worker participation has increased in their local authority.**

Partnership Conference 2006

A Partnership Conference was held in the Radisson SAS Hotel, Athlone, Co Westmeath on 14th November 2006 which was attended by County and City Managers, Workplace Partnership Joint Chairs and Partnership Facilitators, members from Partnership Committees, union representatives and departmental representatives. Presentations on the day included Handling Significant Change through Partnership, Health and Safety and PMDS. Presentations were also made by Dublin City Council and Kerry County Council on the Numeracy Project which was piloted in the two local authorities prior to rolling it out nationally. Awards with regard to Excellence in Workplace Partnership were also made in respect of Cavan, Kerry and Wexford local authorities.

Awards for Excellence in Workplace Partnership 2006

The Awards for Excellence in Workplace Partnership is a way of recognising the achievements of managers, union representatives and employees who work together in partnership to improve services and the working environment. Some €10,000 was approved to run the awards in 2006. The three regions each submitted six projects to the Communications Sub-Committee, which selected six projects to go forward to the Conference. The six projects, both funded and non-funded by LANPAG, were presented to the Communications Sub Committee in October and finally showcased at the Partnership Conference in November when the 1st, 2nd and 3rd place were announced.



Matt Merrigan, Joint Chair (Union); Chris Gavigan, Joint Chair (Management); Frank Kelly, LANPAG & Peter Cassells, Chairman NCPP



Chris Gavigan, Joint Chair (Management)



Speakers (Return to Learning) John Mannix, Denis Curtin & Tom Harrington, Kerry



John O'Dowd, Peter Cassells, NCPP & Terry O'Niadh, LANPAG

Award Winning Projects **CRAIC – Creating Reasonable Accommodation in Cavan – 1st Place**

Five short term pilot projects were selected:

- **Finance: Motor Tax Office Accessibility**
- **Environment & Sanitary Services: Inclusive Communication**
- **Planning & Corporate Affairs: Provide accessibility information & links on website**
- **Roads, Infrastructure, Emergency Services: Ballyconnell Area Office Accessibility Audit**
- **Community Enterprise & Cultural Affairs: Signage Johnston Central Library**

The key approach taken was: “If it is good for people with disabilities, it is good for everyone.” It was solution focused, not problem focused. It focused not only on improving facilities but on addressing attitudes to disabilities. From its €500,000 budget, €350,000 was ring fenced for Capital projects such as provision of lifts, ramps etc. and €150,000 for accessibility audits, training, web improvements and consultancy fees.



Colleagues assisting at the conference

Refuse Collection Service Project – Kerry Local Authorities – 2nd Place

This project centred around three main issues: the reorganisation of routes with a customer focus; a marketing campaign to win back customers; and one man on the back of trucks to help reduce costs. Benefits to customers included: enhanced competitive service; guaranteed reliability; competitive price; waiver scheme for vulnerable customers; social and community service where private operators may be unwilling to collect; valuable feedback for operation of service; recyclable bins provided; simple modern payment system introduced. Benefits to employees included their influencing corporate policy and the future direction of the service; their input into redesigning the work environment; and security of employment.

Workplace Partnership- Change and Innovation in the Wexford Local Authorities – 3rd Place

The focus of this project was on how management, unions and staff through the workplace partnership process dealt with the introduction of Public Private Partnerships (PPPs), which are now one of the most strategic and contentious issues facing the local government sector through the Workplace Partnership Process.



Delegates attending Conference 2006



Delegates attending Conference 2006



Delegates attending Conference 2006



Delegates attending Conference 2006



Delegates attending Conference 2006



Delegates attending Conference 2006



Delegates attending Conference 2006



Delegates attending Conference 2006



Delegates attending Conference 2006



Delegates attending Conference 2006



Delegates attending Conference 2006

Handling Significant Change through Partnership

A conference was held on 26th June 2006 on Handling Significant Change through Partnership, facilitated by Dr John O'Dowd and attended by facilitators and joint chairs. The conference heard presentations from the seven pilot sites. There was a high level of interest in the pilot projects from the wider local authority system. It was clear that a number of local authorities were implementing the protocol without being part of the pilot projects.

The conference received a presentation on the background to Handling Significant Change through Partnership, an overview of the HSCTP protocol, looked at what has happened regarding implementation with implementation results to date, and provided suggestions for the future development of the protocol.

Reviews indicated the importance of the role of the Facilitator and that the full potential of Partnership had not yet been realised in all local authorities. It showed that Partnership was not yet bedded to management or union structures; and full-time officials were not yet fully engaged in the process.

The aim of the protocol is to identify important issues that need to be tackled and identify effective ways of dealing with them. They are intended to address the needs of management, staff and the public. The high level meetings two or three times a year are to share information about important challenges facing the organisation, identify priority issues for management and unions and to agree whether to go down the partnership or industrial relations routes. The key approach is joint problem solving and interest-based problem solving.

Where difficulties arise, the Facilitator will be availed of and the matter referred to senior

management-trade union meeting with joint chairs to decide how to proceed. Facilitators have a key role to play, helping to design and plan the partnership process, being up-to-date on developments throughout the system, and by actively supporting partnership among staff by sharing information, seminars and training programmes.

LANPAG helps by funding pilot sites testing the new protocol, providing support and advice and working closely with the LGMSB, City and County Managers' Association and unions at national level.

Key findings from the pilot sites included:

- **Management and unions are willing to engage more seriously on significant change agenda;**
- **Partnership provided a formal non-adversarial process;**
- **High level meetings can be difficult but valuable for joint approach to change;**
- **Commitment from top management and union officials essential;**
- **Trust and communications vital to success;**
- **Some significant issues were tackled;**
- **Lessons could be transferred to other contexts;**
- **Ongoing supports were needed from LANPAG.**

Promoting Performance Management and Development– PMDS

The Minister allocated €500,000 to PMDS for 2006 to support the further roll out and full implementation of PMDS throughout the sector. The Performance Management Advisory and Monitoring Group (PMAMG), a steering group established to oversee the implementation of PMDS throughout the sector, allocated monies under the following headings:

- **Train the Trainer**
- **Central Electronic Resource**
- **Training Evaluation**
- **Top-up Training**

During 2006, networks commenced with the PMDS sponsors and training needs were identified. The PMDS experience in the local government sector was seen as very positive although maintaining it into the future was seen as challenging. Some €50,000 was allocated to conducting a formal independent evaluation of training and of PMDS in the third quarter of 2006.

It had been agreed by the working group on 'Handling Significant Change through Partnership' to issue a questionnaire to local authorities to establish the status of PMDS in each local authority. Once completed questionnaires were returned, a limited tendering process was undertaken to engage an independent consultant to review the implementation of PMDS in the sector.

Hay Consultants/IPA was selected to carry out a nationwide evaluation of PMDS. A number of focus groups were set up and various meetings held with the Department of the Environment, Heritage and Local Government, Craft Unions and other stakeholders.

"Properly implemented, PMDS will transform the sector by providing a clear focus on improving performance in the priority areas of the work of each Council" – Hay Consultants/IPA, Evaluation of PMDS in Local Authorities

Their report noted the implementation of PMDS in Local Authorities was a major change programme. It involved 34 authorities and 31,000 staff in administrative, technical and professional grades. It involved the preparation of 31,000 Personal Development Plans (PDPs) and over 4,000 Team Development Plans (TDPs).

The key recommendations of the evaluation were:

- **That managers should lead by example;**
- **That the process should concentrate on dialogue rather than form filling;**
- **That the system should include all service wide initiatives (e.g. health and safety, value for money and risk management);**
- **That national workshops be held to promote the process;**
- **That the PVG process should include a review of the implementation of PMDS;**
- **That the PMAMG continue to monitor the process.**

Partnership Facilitators

The Minister allocated €4.6 million to support workplace partnership in local authorities in 2006. This included €3.85 million for general LANPAG expenses and programmes, €500,000 to support the further roll out of PMDS in local authorities and €250,000 for training on information and consultation of employees. While funding for partnership facilitators' salaries was included in the 2006 budget, the Department suggested this funding was not sustainable in the long term and LANPAG should consider reducing the level of support on a phased basis.

A review of the Facilitator post took place in 2006. It was agreed that the post would continue on a permanent basis and that the appropriate grade was at Grade VII level and that the post would expand to include other duties.

The following recommendations were presented to LANPAG:

- **That the post be at Grade VII level;**
- **That the post be open to all grades of staff;**
- **That the initial filling of the post be by confined competition within each local authority. Subsequent fillings would be open to all existing staff in the local authority sector;**
- **Post holders, who were eligible at the time of appointment to be appointed to a Grade VII post, were interchangeable within all Grade VII posts. All other post holders would be eligible to apply for Grade VII posts in line with normal criteria;**
- **All matters relating to the post would be reviewed after five years.**

Those postholders who were previously eligible for Grade VII posts could be integrated into the system in terms of other Grade VII vacancies but any subsequent vacancies would be advertised as Partnership Facilitator posts/Grade VII.

The review of the Facilitator post gave rise to a Departmental Circular followed by a selection process undertaken jointly as before, the competition confined to individual authorities initially. The reporting relationships for the post were decided by the Manager of the authority. Progress was made with filling the permanent Partnership Facilitator posts throughout the country.

Return to Learning (R2L)

The Return to Learning (R2L) Programme has operated successfully in the local authority sector since 2000-2001. The summary report of the evaluation of the Return to Learning Programme, completed by Polaris and published in November 2005, was examined. A sub-committee was set up with representatives from the Department of Education & Science, the Department of Enterprise, Trade & Employment, FAS, the VEC, National Adult Literacy Association (NALA) and members of the Training Sub Committee to examine further the recommendations in the Report. The summary report was circulated to the CCMA and HR Committee of the Board to raise awareness of successes to date. It was recommended to disseminate the report to middle managers within authorities.

In short, the summary report found that “a need clearly exists to refresh the Return to Learning concept and to ensure that the next generation of the Return to Learning programme is focused specifically on workplace issues and developing life long learning for low skilled workers”. It recommended that Return to Learning “should be a mainstream activity within each local authority”, and that “this could only be achieved by ensuring Return to Learning is specifically themed and linked with local authority workplace issues, such as safe pass, performance management development system, and developing literacy skills for supervisors”. If such an approach was taken, the report anticipated that the next phase of Return to Learning would make “a significant contribution to the development of literacy skills for low skilled workers”.

A national conference on Return to Learning took place in 2006. Its aim was to explore and share the development and experience of the Return to Learning initiative and to discuss the recommendations in the Evaluation of the Return to Learning initiative. Partnership Facilitators and VEC Coordinators shared information and developed ideas collectively on promoting the Return to Learning programme, improving internal buy-in and support, and operational issues. The initiative and report were discussed, with progress noted and suggestions were made for moving the project forward. The importance of co-ordinating and facilitating the project at a local level was stressed. Delegates felt the meeting was very effective and helpful, affording opportunities to discuss implementation of the programme, share information and learn from each other.

A subsequent meeting with representatives from Dublin City VEC, NALA and the NCPP also focused on Return to Learning. The following issues were considered:

- **the sector must submit a direct application to the Director General of FAS to seek exemption in relation to funding;**
- **certified training provided must be in line with FETAC levels 1, 2 and 3;**
- **providers of training must be FETAC approved and approved by the LRTC.**

The Department of Education and Science provided €150,000 for the Return to Learning Programme for 2006. An application was approved to increase the funding of Return to Learning to €6,000 for Phase 1 and €5,000 for subsequent groups. Some €20,000 was approved to provide an online Resource Training Pack. Polaris was commissioned to scope LANPAG requirements and develop a submission for FAS. Funds were available for curriculum development.

It was agreed that Facilitators should enter into discussion with the VECs to provide Pre Learning Assessments (PLAs) to employees in local authorities concerning the Return to Learning Programme. Each local authority was advised to carry out PLAs regarding the Return to Learning Programme.

The Impacts and Benefits of the Return to Learning Initiative

- *Nine out of ten participants said that their reading and writing had improved with more than half rating the improvement as 'excellent'.*
- *All agreed that prospects of promotion were improved.*
- *Seven out of ten said participation in the programme had enabled them to do a better job.*
- *Nine out of ten said that the programme had improved their personal lives and that the future now looked brighter.*

Training and Development

LANPAG oversaw the following significant training and development initiatives during 2006 and 2007:

- Further development of Return to Learning as detailed elsewhere in this report;
- Circulation of a template for trade union training by partnership facilitators;
- The numeracy programme was further piloted;
- €50,000 was allocated to conducting a formal evaluation of training and of PMDS in the third quarter of 2006;
- A Health and Safety Practices document was printed and three seminars were held around the country in 2006;
- €20,000 was approved for Facilitators to provide an online Resource Training Pack;
- Training for Trade Unions on partnership was agreed. Shop stewards and local representatives were circulated with a training template. Training for full-time officials was provided in a half-day session;
- LANPAG's proposal to FAS regarding promoting lifelong learning was favorably received. FAS agreed to provide €260,000 to support lifelong learning in the Local Government Sector;
- The LANPAG Adult Education Grant Scheme provided financial incentives, support and opportunities for employees who wished to improve their general education standard by returning to mainstream education courses outside of working hours;
- A DVD incorporating slides and back-up documentation for an Induction Training Programme for General Operatives was produced.

Junior Achievement Ireland



Volunteers from Meath County Council with Della Clancy, National Director of Junior Achievement Ireland and Tom Dowling, Meath County Manager.

A request for Junior Achievement Ireland to be included as a national project was agreed by the Trustees and €50,000 was set aside for this project in 2006. Money was allocated to 19 local authorities for the Junior Achievement Ireland project.

Local authority volunteers worked with students in schools in the delivery of Junior Achievement programmes and workshops but also worked to educate the students on the employment opportunities in the local authorities and their own career paths within the organisation.

The feedback received from the schools with regard to the local authority volunteers have been incredibly positive. The Principals of

a number of schools involved commented especially on the professionalism displayed by the volunteers and many of the teachers who worked with the local authority volunteers remarked that they had a significant impact on the students, and encouraged them to actively engage in the programmes. In many cases, the presence of the volunteer in the classroom inspired the students to ask questions regarding their own career decisions, subject choices and employment opportunities in the local authorities.

On behalf of Junior Achievement Ireland, Ms Alva O'Sullivan thanked LANPAG for co-funding the project in these local authorities. The project was very successful and feedback was very positive.

Partnership Projects

A total of €500,000 was set aside for project funding in 2006 and €500,000 in 2007 with a further €100,000 allocated in September 2007 for additional projects. All projects were co-funded by the local authorities. The following is a sample of projects funded.

- Equality Awareness Training Project
- Promotion of Irish language
- Area Partnerships
- Intranet Provision for outdoor staff
- Customer Survey
- Promotion of Corporate Image
- Fire Service Partnership Group
- Procedures Manual (PILOT)
- Extension of Development Programme for outdoor staff
- Health & Safety



Galway City Manager Joe MacGrath with members of the Workplace Partnership Committee and '20 Year Service Award Recipients'

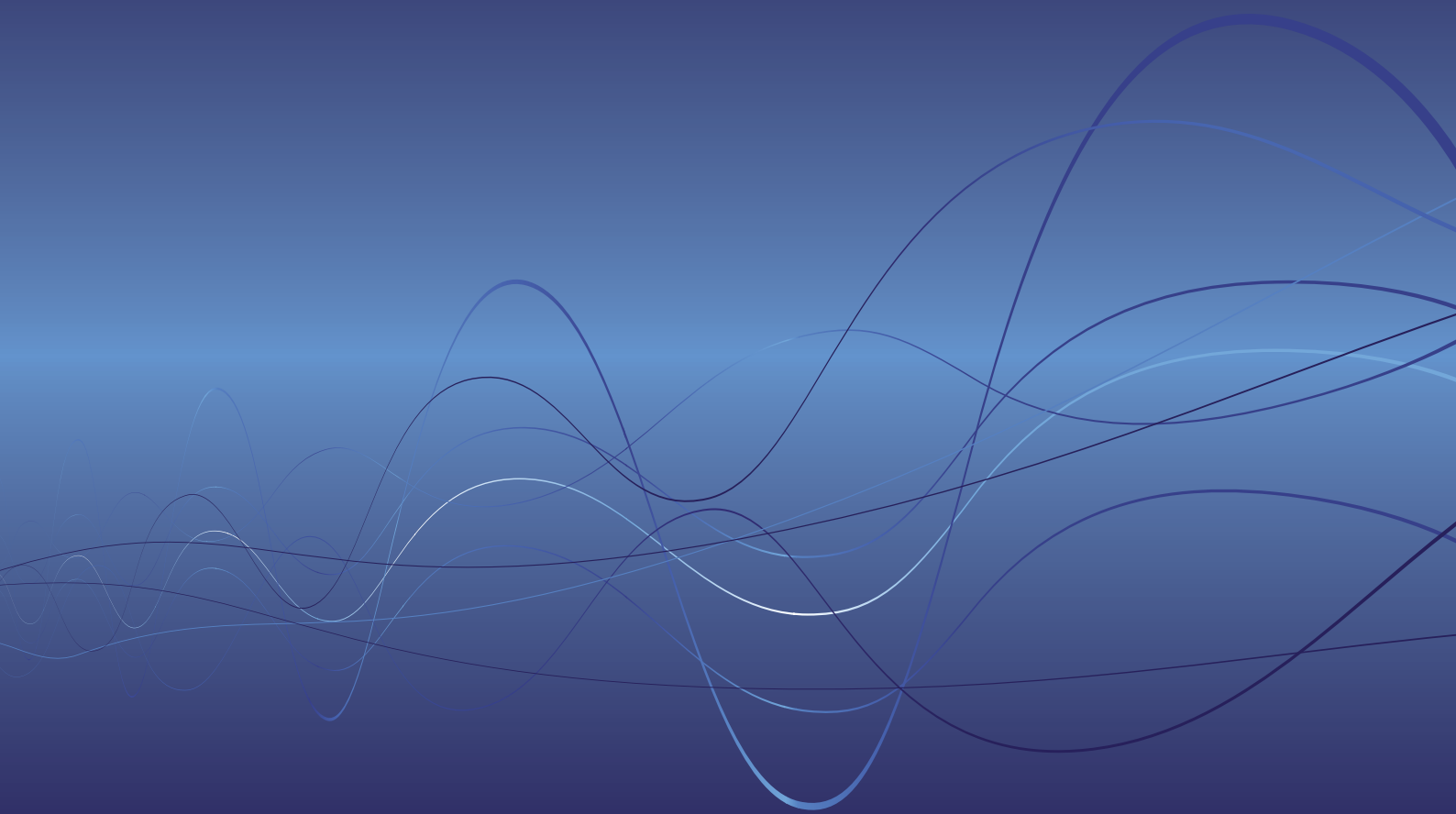


Carlow Fire and Rescue Team competing in the World Extrication Competition in 2007.



Long Service Awards - Monaghan County Council (included in the photo is Mr Declan Nelson, County Manager)

Financial Statements



Financial Statements

Local Authority National Partnership Advisory Group
Income & Expenditure Account for the
year ended 31st December 2007

| | € 2007 | € 2006 |
|--|---------------------------|---------------------------|
| Income | | |
| Dept of Environment, Heritage & Local Government | 3,000,000 | 4,537,013 |
| Deposit Interest | 9,119 | 661 |
| Dept of Education & Science | 150,000 | - |
| | <u>3,159,119</u> | <u>4,537,674</u> |
| Expenditure | | |
| Conciliation & Other Fees | 53,265 | 99,991 |
| Printing, Stationery & Advertising | 39,618 | 73,746 |
| Strategic Plan | 18,528 | - |
| Return to Learning & Training | 562,501 | 481,157 |
| Local Authority Subvention | 2,251,457 | 2,022,464 |
| Travel & Subsistence | 66,777 | 70,394 |
| National & Regional Projects | 905,413 | 875,738 |
| Audit & Accountancy Fees | 1,815 | 1,815 |
| Bank Interest & Charges | 302 | 118 |
| General Expenses | 12,199 | 16,455 |
| Awards | - | 10,550 |
| Depreciation of Office Equipment | 4,557 | 4,557 |
| | <u>(3,916,432)</u> | <u>(3,656,985)</u> |
| Excess of Expenditure over Income | <u>(757,313)</u> | <u>880,689</u> |

* An amount of €150,000 was received from the Department of Education & Science in 2006 in relation to the Return to Learning Programme. This figure is included in the overall income amount shown above from the Department of the Environment, Heritage & Local Government.

Appendices

Appendix One - LANPAG Publications

The following documents and reports were published by LANPAG during 2006 - 2007:

- **HayGroup/IPA: Evaluation of PMDS in Local Authorities (July 2007).**
- **Peter Lazes: Deepening Partnership Strategies – Creating Greater Opportunities for Innovation, Sharing Across Regions and Deepening Participation of Employees (July 2007).**
- **Report on National Conference Return to Learning into the Future (June 2006).**
- **Polaris: Summary Report from Return to Learning Workshop.**

Appendix Two – Useful Websites

| | |
|--|--|
| LANPAG | www.lanpag.ie |
| Department of Environment, Heritage & Local Government | www.environ.ie |
| Local Government Management Services Board | www.lgmsb.ie |
| SIPTU | www.siptu.ie |
| IMPACT | www.impact.ie |
| Irish Congress of Trade Unions | www.ictu.ie |
| National Centre for Partnership and Performance | www.ncpp.ie |
| Health Services National Partnership Forum | www.hsnpf.ie |



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