Rialtas na hÉireann
Government of Ireland

Building Momentum Local Authority Action Plan

Prepared by the Department of Housing, Local Government and Heritage

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PRIORITY 1 Improving access to services and increased flexibility in our resourcing model to deliver better services			
ACTIONS	OUTCOMES	TIMEFRAME	MEASURES
1.5.2(2) Co-operation by all staff with the development and implementation of online service options for the delivery of local authority services	Improved service delivery to clients	Q1 2021 - Q4 2022	Implementation of new service delivery models
1.5.3(1), 1.5.3(2) Continued cooperation with staff reassignment where required to meet critical demands as they arise (e.g. Covid19 response). Cooperation with the retention of the temporary assignment policy and scheme to meet critical demands as they arise.	Ensuring essential service can continue to be delivered at specific times where required	Q1 2021 – Q4 2022	Staff temporarily assigned across the Public Service as required for key initiatives (e.g. contract tracing, vaccination programme support).
1.3.3, 1.3.5, 1.5.3(1), 1.5.2(1) Extending and expanding the assignment of staff within local authorities and the assignment across local authorities where required	Ensuring services can continue to be delivered at specific times where required	Q1 2021 – Q4 2022	Policy live and in operation.
1.5.2(2) Acceptance of the implementation of the My Open Library Programme across the sector as a whole	Improved service delivery to clients	Q1 2021 - Q4 2022	Implementation of Open Libraries across the sector

PRIORITY 2

The potential for technology to transform service delivery Further embrace and support the use of technology through:

- Engagement with new and emerging technology
- Streamlined processes and procedures, including automation, redesign and digitalisation. Upskilling and reskilling

ACTIONS	OUTCOMES	TIMEFRAME	MEASURES
1.4.1, 1.3.5 Shared and common services Cooperation with the continued move towards greater use of shared and common services Cooperation with move to common delivery of utility ICT services, infrastructures and applications.	Economies of scale, rationalisation, common platforms, supports collaboration, enhanced productivity, Greater levels of innovation and capacity to adopt new digital workplace tools and solutions, will be enabled through upskilling/ reskilling of staff with higher levels of ICT and digital literacy skills.	Q1 2021 - Q4 2022	Numbers of initiatives being implemented using shared or common services
1.4.1 New and emerging technology Acceptance of new ways of working that move away from traditional models of service provision in the delivery of local authority services including process redesign enabling digital service delivery and digital processing, advanced CRM and data analytics and the implementation of Robotic Process Automation	Greater levels of automation and digital innovation. Address numbers in transactional areas.	Q1 2021 - Q4 2022	Numbers of initiatives being implemented using new or emerging technology.

1.4.1 New and emerging technology Acceptance of the elimination of paper pay slips for all staff and the implementation of online pay slips for all staff	More efficient and environmentally friendly service delivery	Q4 2022	Elimination of pay slips

1.4.1 New and emerging technology Acceptance of fortnightly pay schedules for retained firefighters	Rationalisation of existing service demands	Q4 2022	New pay schedule implemented
1.4.1 New and emerging technology Co-operation by all staff with the development and implementation of online attendance and payroll systems	Rationalisation of existing service demands	Q4 2022	Significant progress to development of pilot programmes
1.4.1 New and emerging technology Implementation of handheld technology for staff engaged in service delivery external to office locations	Improvements in service delivery	Q1 2021 - Q4 2022	Implementation
1.4.1 New and emerging technology Implementation of national telematics policy and development of more efficient use of vehicles based on data provided	More efficient and climate friendly use of vehicle resources	Q1 2021 - Q4 2022	Implementation

PRIORITY 3 Flexibility and strengthening capacity			
ACTIONS	OUTCOMES	TIMEFRAME	MEASURES
1.3.1(4), 1.3.5(4), 1.5.4(5) Flexible working Agreement to work with departments/offices in relation to revised or new flexible working arrangements. This will include, but is not limited to the following: Blended working policies	Increased flexibility for employee, employer and better services to the public.	Q2 2021 Q1 2021 - Q4 2022 Q1 2021 - Q4 2022	Blending Working Policy Framework agreed. Blended working policy in place in sector Cooperation in relation to revised or new flexible working arrangements including agreement on blended working policies and associated changes to work practices.
1.3.1(4), 1.3.5(4), 1.5.4(5) Accommodation Full cooperation with any changes to property utilisation required by departments to support their business , including preparatory changes aimed at making better and/or more efficient use of office space. This specifically includes changes in office space resulting from flexible ways of working (e.g. blended working.) This may mean, but is not limited to the following: Agile, open plan accommodation (at all grades):	More efficient use of capital resources and reduction in overhead costs.	Q1 2021 - Q4 2022	Co-operation with changes to associated working practices and changes to accommodation to deliver efficiencies.
Optimising the utilisation of desks through no automatic right to a designated workstation: Optimising office floor plates through no automatic right to single occupancy office for any grade: Colocation across local authorities when required:			

1.3.3 Organisational Reviews Acceptance of mainstreaming Strategic Workforce Planning to ensure that the local government sector has the capability and capacity required to deliver on its strategic goals and objectives in the coming years. The workforce planning exercise will also reflect the development of appropriate qualifications to reflect the changing role requirements to deliver on strategic objectives of the sector		Q1 2021 - Q4 2022	
1.3.3, 1.5.2, 1.4.1(3) Professionalisation Cooperation with the development of strategies for further professionalisation of functional expertise Co-operation with the implementation of current ICT strategies in place.	Accelerate the professionalisation of functions through defined strategies, including functional career paths	Q1 2021 - Q4 2022	Number of functional development strategies across local authorities Number of defined 'specialist career paths' in local authorities Number of specialist competitions

PRIORITY 4 Business/operational/policy changes leading to internal efficiencies			
ACTIONS	OUTCOMES	TIMEFRAME	MEASURES
1.3.3 Acceptance of reassignment to new roles because of structural changes or implementation of new technology	More efficient delivery of services	Q4 2022	
1.5.4 Continuing consultation and co-operation with the implementation of CTRI in retained and full-time fire services	More efficient delivery of services	Q4 2022	
1.5.4 Continuing consultation and co-operation with the implementation of "Keeping Communities Safe- a Framework for Fire Safety in Ireland" in retained and full-time fire services	More efficient delivery of services	Q4 2022	

Sign off:

Secretary General

Date: 1 June 2021

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