



# Northern Ireland Local Government Association - the voice of local government, championing councils in NI



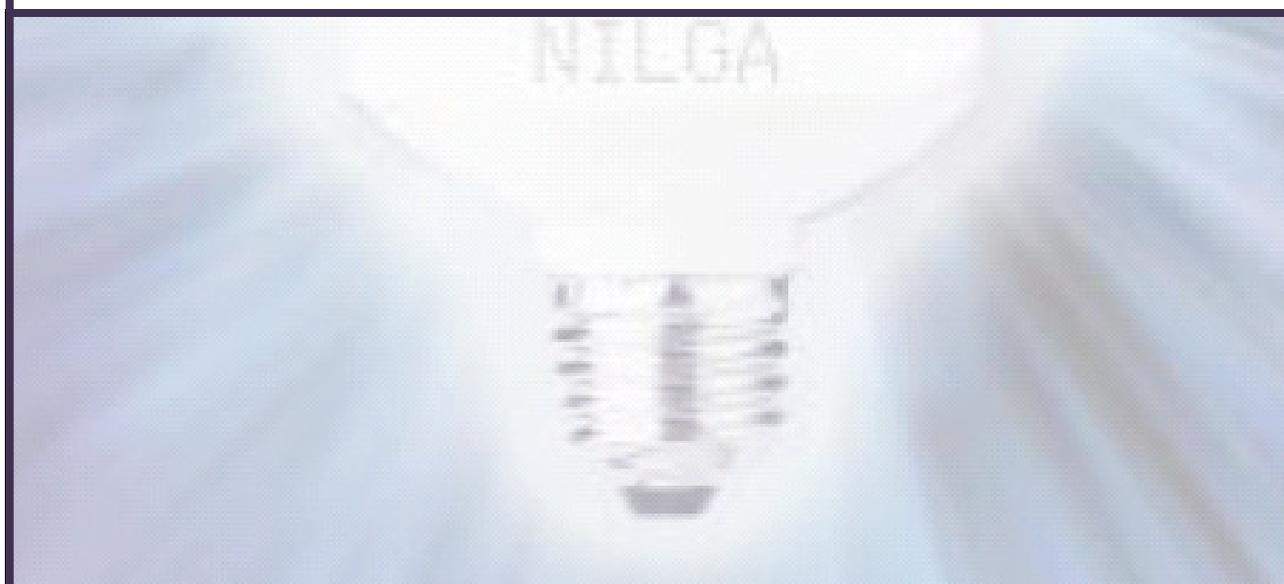
## ANNUAL BUSINESS PLAN - 2012 / 2013

*Encouraging the corporate guiding principles with the sector - contemporary, effective, efficient, value based local government, determined by the needs of councils and communities, innovatively developed and accountably delivered within a core competency framework - for elected members and officers alike.*

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## 2012/13 Business Plan – Key Themes / Actions

STRENGTHENING LOCAL DEMOCRACY		
1.	Ensuring Councils are at the forefront of local decision making; providing an increasingly significant contribution to the development of Government policy What we will do in 2012/13:	
1.1	<b>Maintain a strong voice for local government</b>	<ul style="list-style-type: none"> <li>• Present evidence and lobby government departments, putting forward a case for the sector on any critical issue affecting NI's Councils</li> <li>• Present policy development arrangements that will deliver increased focus on Councils agreed priorities, such as more local input into and delivery of the Programme for Government 2012-2020</li> <li>• Engage actively across the sector to ensure a holistic approach to policy development and political/resource lobbying for all Councils</li> <li>• Engage actively with central government departments and other external partners to ensure local government's voice and experience are part of the policy design, planning and service delivery stages for functions which Councils perform or may be required to do</li> <li>• Communicate strongly on the Draft Programme for Government, Review of the NI Assembly, Waste, Planning, Economic and Investment Strategies and Urban/Rural Policies, as an arm of government, whilst retaining the sector's independence</li> <li>• <b>Develop a Vision for Local Government</b></li> </ul>
1.2	<b>Influence and Negotiate</b>	<ul style="list-style-type: none"> <li>• Work jointly with Councils, supporting them to develop sector wide policy positions e.g. economy, waste, planning, community, urban and rural development</li> <li>• Represent Councils regionally, nationally and in Europe on all policy areas including negotiating on EU Fines, Structural Funds, Strategic Migration, employment and workforce development issues</li> <li>• Lobby for Councils to have greater local decision making through materially influencing the development of regional, national and European policy</li> <li>• Ensure that NILGA's working groups adhere to an efficient, effective annual delivery plan, informed by and informing the sector on critical issues affecting Councils</li> <li>• Lobby for Councils to have greater power and influence on how localities and economies are developed e.g. through the Draft PfG, Area Plans, Planning and Local Government reform legislation, as well as the transfer of required functions</li> </ul>
1.3	<b>Promote and support councillors and their development</b>	<ul style="list-style-type: none"> <li>• Develop a Vision for Local Government</li> <li>• Identify and ensure delivery, in partnership, of training required for elected members, ensuring they have the skills and capacity to fulfil their roles and responsibilities (identifying and applying investment as required)</li> <li>• Provide elected members with the necessary communications to ensure they are adequately briefed on policy and other key issues to facilitate their decision making processes</li> </ul>
1.4	<b>Promote the sector in the Media</b>	<ul style="list-style-type: none"> <li>• Establish and deliver an effective media strategy to ensure the sector presents a constructive, positive image</li> <li>• Anticipate and respond to high profile issues in the media which are relevant to the Association and the Local Government sector</li> <li>• Develop improved communications through social media, sector bulletins, engagement events and Annual Conference, for and with Councils</li> <li>• Develop and implement a Communication and Engagement Strategy to ensure effective two way communication between NILGA and its partners</li> </ul>

<b>BUILDING THE REPUTATION OF THE LOCAL GOVERNMENT SECTOR</b>		
2.	<p>Ensuring the Association and its membership are seen as strong, responsive and customer focused.</p> <p>What we will do 2012/13:</p>	
2.1	<p><b>Build a sustainable, needs driven Association with a corporately aligned work plan</b></p>	<ul style="list-style-type: none"> <li>• Consult with Councils, identifying their needs and expectations as required from the Association and develop Corporate, Investment and Staff Development Plans</li> <li>• Review NILGA's Constitution to further enhance the needs of Councils; promote balance of party/council representation; and maximise engagement of all Councils, councillors and political parties</li> <li>• NILGA Working Groups working to an efficient, effective annual delivery plan, informed by and informing the sector on critical issues affecting Councils</li> <li>• Develop improved communications through social media, sector bulletins, engagement events and Annual Conference, for and with Councils</li> <li>• Develop improved contractual, resource pooling and investment arrangements with other LGAs in England, Scotland, Wales and the Republic of Ireland to maximise the value of these Associations for Councils in NI.</li> </ul>
2.2	<p><b>Build Strong Partnerships</b></p>	<ul style="list-style-type: none"> <li>• Continue to develop strong relationships to empower Local Government with political parties, SOLACE, LGSC, NAC, LGAs, DOE, NICS Departments, NI Assembly, private and community sectors</li> <li>• Bring LGA expertise into NI from England, Scotland, Wales and the Republic of Ireland</li> <li>• Identify key issues for local government, agree roles and responsibilities and develop necessary protocols to ensure effective working partnerships are developed and maintained</li> <li>• Promote Local Government through motivational events such as NILGA's Conference, Ulster in Bloom, Engagement Events and the Local Government Awards initiative</li> <li>• Develop and implement an appropriate Communication and Engagement Strategy to ensure effective two way communication between NILGA and its partners</li> <li>• Actively monitor all partnership arrangements to identify growth opportunities of relevance to Councils and minimise dissatisfaction.</li> </ul>

<b>SUPPORTING THE DELIVERY OF STRONG AND EFFECTIVE LOCAL GOVERNMENT</b> Delivering on the reform of local government 3. What we will do 2012/13:		
3.1	<b>Lead the Implementation of Local Government Reform</b>	<ul style="list-style-type: none"> <li>• Implement reform with the sector's needs at the fore, with NILGA's Executive, Working Groups and Councils, DoE, SOLACE and the NI Assembly</li> <li>• Be an effective, valuable and relevant part of the Programme for Government, with Councils</li> <li>• Secure appropriate policy, delivery models and funding for the reform of local government, the transfer of functions, community planning and the power of well being</li> <li>• Engage with Councils on identification / communication of issues and the minimisation of associated risks – such as increased costs and resource planning issues</li> <li>• Facilitate discussion and sharing of good practice bringing new investment and products to Councils</li> <li>• Deliver a communication plan and administration support for Local Government reform</li> <li>• Engage proactively with the Assembly, Departments and MLAs, as well as communities, business and media, to advance practical, sustainable, effective, innovative, results driven reform which benefits Councils and communities</li> </ul>

<b>SUPPORTING COUNCILS TO ACHIEVE GREATER EFFICIENCY AND EFFECTIVENESS IN SERVICE DELIVERY</b> Supporting the development and implementation of the ICE Programme 4. What we will do 2012/13:		
4.1	<b>Provide political leadership, coordination and communication for the ICE Programme</b>	<ul style="list-style-type: none"> <li>• Ensure elected members have the necessary knowledge, skills and resources to undertake the roles and responsibilities required</li> <li>• Provide secretariat, co-ordination, political analysis and communication support for the ICE Programme</li> <li>• Encourage and facilitate sharing of good practice across the sector including products/initiatives brought from other jurisdictions</li> <li>• Ensure that the ICE Programme's links with wider reform are properly communicated, and that its distinctiveness is maintained</li> </ul>

<b>DELIVERING HIGH QUALITY CUSTOMER SERVICE TO COUNCILS</b> Ensuring NILGA delivers a customer focused, value for money service by improved focus on council and councillor needs 5. What we will do 2012/13:		
5.1	<b>Governance</b>	<ul style="list-style-type: none"> <li>• Enhance and simplify governance arrangements for the Association through new constitutional and enhanced corporate accounting arrangements</li> <li>• Actively monitor council, party and councillor engagement levels and customer satisfaction to identify areas of benefit, achieve positive participation and minimise areas of dissatisfaction by taking corrective action</li> <li>• Review funding arrangements as part of enhancing NILGA's value for money and sustainability requirements</li> <li>• Deliver Business Plans, reporting progress against targets as appropriate to Office Bearers, Executive, Full Members and Councils</li> </ul>

<b>5.2</b>	<b>Organisational Effectiveness</b>	<ul style="list-style-type: none"> <li>• Deliver a Corporate Plan for the period June 2012 – December 2015</li> <li>• Staff development plan implementation from 2012</li> <li>• Ensure that NILGA's working groups adhere to an efficient, effective annual delivery plan, informed by and informing the sector on critical issues affecting Councils</li> <li>• Identify financial resources required and appropriate funding streams, reporting annually through AGM, Annual Report and Councils</li> <li>• Provision of necessary staff, secondments and attachments to ensure the skills, knowledge and experience exist to deliver the Corporate Plan and engage in wider investment and product development to sustain the Association's services for Councils.</li> <li>• Ensure appropriate fiscal and related (resource planning, reporting processes and systems) are in place to deliver services in an efficient, effective manner, with due regard to value for money.</li> </ul>
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<b>INCOME</b>	<b>ESTIMATE 2012/13</b>
NILGA - council subscriptions	421,691
EU - DFP	67,270
EU - LGA	30,000
NISMP	102,798
NIJC/JNC	136,725
ULSTER IN BLOOM	8,500
<b>TOTAL INCOME</b>	<b>766,984</b>
<b>EXPENDITURE</b>	
NILGA Core Staffing	320,209
Project Salaries Total	188,410
<b>Total Salaries</b>	<b>508,619</b>
Conference, Overheads, Working Groups, non project work	177,042
Project Expenditure (excluding salaries)	81,323
Total Expenditure	<b>258,365</b>
<b>TOTAL EXPENDITURE</b>	<b>766,984</b>
<b>SURPLUS/DEFICIT</b>	<b>0</b>

# NILGA Core Working Groups and their remit

Group Name	Modernisation Communication and Reform (MCRWG)	Planning (PWG)	Inter-regional/EU Policy and Practice (IEPP)	Waste and Environment (WE)	Agriculture and Rural Development (ARD)	Workforce, Employment and People Development (WEPD)
<b>Key objectives</b>	<ul style="list-style-type: none"> <li>Developing a Vision for Local Government</li> <li>Political Support / Development of Local Government Reform Programme</li> <li>Political Support / Development of ICE Programme</li> <li>Development of the NILGA elected member role in key policy discussions</li> <li>Transfer of Functions - Cost / Impact Analysis</li> <li>Updating and implementing PDP / post PDP work</li> <li><b>Democratic Scrutiny</b></li> </ul>	<ul style="list-style-type: none"> <li>Successful transfer of a fit for purpose Planning Service</li> <li>Implementation of Planning reform</li> <li>Design and delivery of a suitable suite of planning policies</li> <li>Design and delivery of new strategic development and community planning systems and policies</li> <li>Development of the NILGA elected member role in key policy discussions</li> <li><b>Democratic Scrutiny</b></li> </ul>	<ul style="list-style-type: none"> <li>Provision of an 'early warning' system on the impact of EU policies and proposals</li> <li>Promoting sustainable economic growth and development opportunities</li> <li>NI local government representation in Europe</li> <li>Strategic Migration and related UK wide policy</li> <li>EU Structural Funds re-design to benefit Councils &amp; Communities</li> <li><b>Democratic Scrutiny</b></li> </ul>	<ul style="list-style-type: none"> <li>LG delivery of the NI Sustainable Development Strategy and Implementation Plan</li> <li>Implementation of the NI Waste Strategy against targets</li> <li>Development of policy on community planning and the power of well-being</li> <li>Relevant legislation, guidance, policy and practice on Waste, Health and Environment</li> <li><b>Democratic Scrutiny</b></li> </ul>	<ul style="list-style-type: none"> <li>The development of a Local Government section for the rural white paper action plan</li> <li>CAP reform</li> <li>Political advocacy relating to the Welfare of Animals Act as it applies to Councils</li> <li>The implementation of the NI Rural Development Programme, and exploration of new opportunities (with the NILGA IEPP)</li> <li><b>Democratic Scrutiny</b></li> </ul>	<ul style="list-style-type: none"> <li>Member development and capacity building (in partnership)</li> <li>Communication - review of NIJC/JNC</li> <li>Workforce Strategy - supporting HR Structures (I.C.E., LGSC, LGTG)</li> <li>elected member leadership and engagement</li> <li><b>Democratic Scrutiny</b></li> </ul>
<b>Wider objectives</b>	<ul style="list-style-type: none"> <li>To represent the sector as part of the mechanism to achieve Local Government Reform</li> <li>To act as a gateway / champion/ communicator for the sector on reform, improvement and transfer of functions</li> <li>To assist in designing and developing a capacity building framework and programme for the sector as part of the Vision for local government</li> <li>Investment opportunities – financing future local government</li> </ul>	<ul style="list-style-type: none"> <li>Assisting in the specification and delivery of the wider capacity building framework</li> <li>Assisting in the wider work on the new elected member role and code of conduct</li> <li>Lobbying on planning issues and a partnership role for Local Government within an integrated Government approach</li> </ul>	<ul style="list-style-type: none"> <li>Building member capacity on EU issues</li> <li>Disseminating knowledge and a menu of investment throughout the sector</li> <li>Supporting elected members and officers to influence policy, plan and deliver investment through spatial planning and lobbying/influence</li> <li>Supporting elected members on key European bodies</li> </ul>	<ul style="list-style-type: none"> <li>Successful lobbying activity on relevant issues</li> <li>Democratic Scrutiny of: <ul style="list-style-type: none"> <li>Waste, health and environment communications activity, across government</li> <li>Climate Change / Energy / Carbon Reduction activity in Councils</li> <li>Health Pilots/ Health Promotion/ Preventative Healthcare activity in partnership with Councils</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Energy efficiency in rural dwellings</li> <li>Rural planning issues (with PWG)</li> <li>Agricultural and Fishing issues as they impact on Councils (e.g. Farm and Fisheries Competitive Fund)</li> <li>Future of rural settlements, rural community cohesion and rural infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Linkage with / support for /co-ordination of complementary elected member development initiatives</li> <li>Investment in future planning for work force</li> </ul>



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