



Strategic Plan

— 2025 - 2030

Training for the Local Authority by the Local Authority

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ACRONYMS / ABBREVIATIONS

CARO	Climate Action Regional Office
CCMA	County and City Management Association
CoCo	County Council
DECC	Department of Environment, Climate and Communications
DHLGH	Department of Housing, Local Government and Heritage
DOT	Department of Transport
EPA	Environmental Protection Agency
ESTG	Environmental Services Training Group
FSTG	Fire Services Training Group
LASNTG	Local Authority Services National Training Group
LAWPRO	Local Authority Waters Programme
LGMA	Local Government Management Agency
NFDEM	National Directorate for Fire and Emergency Management
NFGWS	National Federation of Group Water Schemes
NTA	National Transport Authority
OPR	Office of the Planning Regulator
PSTG	Planning Services Training Group
QA	Quality Assurance
QQI	Quality and Qualifications Ireland
RSTG	Road Services Training Group
RTC	Regional Training Centre
SEO	Senior Executive Officer
STG	Services Training Group
WSTG	Water Services Training Group

PAT DOWLING

CHAIRPERSON LASNTG

/ CHIEF EXECUTIVE

CLARE COUNTY COUNCIL



The following Strategic Plan for the Local Authority Services National Training Group 2025-2030 represents a crucial step forward in ensuring that our Local Authority network is fully equipped to meet the evolving demands of our communities and the complexities of the modern world.

The expectations of the public, the complexity of the issues we face, and the rapid advancement of technology require Local Authorities to be proactive in equipping its workforce with the skills and knowledge necessary to navigate these changes effectively. This strategy represents a commitment to excellence in public service and the LASNTG's dedication to continuous improvement.

The success of this plan lies in its comprehensive and inclusive approach, whereby it acknowledges the diverse needs of the Local Authority workforce, from outdoor and front-line staff to senior management. By investing in targeted and strategic training initiatives and in delivering this plan, the LASNTG will enhance individual capabilities but also aid in fostering a culture of innovation, collaboration and resilience across the entire national Local Authority network.

Notably, this plan is closely aligned with both local and central government strategic priorities, ensuring coherence with broader policy objectives. However, it is also designed as a dynamic document, capable of evolving to meet new challenges and mobilising opportunities. This inherent flexibility is vital, as it facilitates responsiveness and empowers the Local Authority workforce in maintaining high standards and agility. Its delivery is also evidence of Local Authorities commitment to continuous professional development and upskilling of its workforce.

"I am confident that LASNTG will continue to be a leader in public service training, delivering exceptional outcomes for our Local Authority network."

Let us move forward with confidence, knowing that the investments we make today will create lasting benefits for the communities we serve".

Pat Dowling

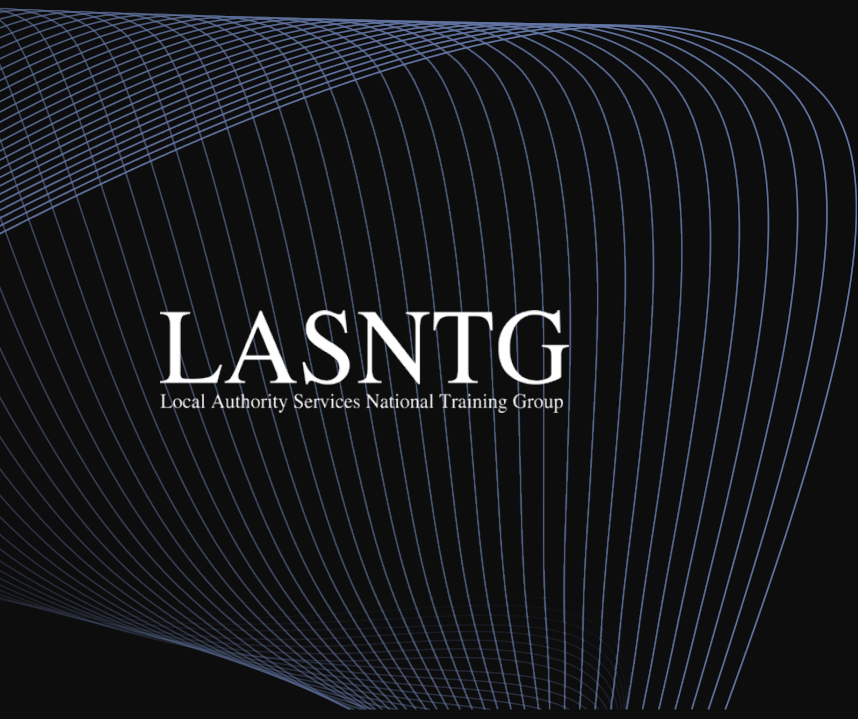
PAT DOWLING

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SECTION ONE

INTRODUCTION

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LASNTG
Local Authority Services National Training Group

LASNTG OVERVIEW

The Local Authority Services National Training Group (LASNTG) is a critical component of Ireland's public service infrastructure, providing dedicated training to staff across the Local Authority network.

It operates as a national shared service responsible for the co-ordination, development and delivery of specialist training across each of the 31 Local Authorities.

Established in 1994, LASNTG currently supports staff development across five specific training pillars, these include: Roads, Water, Environment, Fire Services and Planning. Through its delivery of high-quality training and development programmes, LASNTG actively contributes to the effective provision of public services across Ireland.



OPERATIONAL STRUCTURE

LASNTG is delivered through its host Local Authority (and promoting body) Tipperary County Council. Through this structure LASNTG benefits from a centralised staffing model that ensures streamlined decision-making and consistency across operations. This operating model also provides LASNTG with robust administrative and technical support, enabling the effective coordination and delivery of its wide range of training programmes across the country.

In fulfilling its national mandate, the LASNTG utilises a comprehensive infrastructural network anchored by five Regional Training Centres (RTCs), strategically located in:

1. Ballincollig, Co. Cork
2. Ballycoolin, Co. Dublin
3. Castlebar, Co. Mayo
4. Roscrea, Co. Tipperary
5. Stranorlar, Co. Donegal

These RTCs are integral to the LASNTG's service portfolio, offering purpose-built facilities that support a regional network of expertise. This infrastructure ensures that Local Authority staff have access to cutting-edge training and resources within their respective regions.

Together the LASNTG and RTC's empower Local Authorities to enhance their skills and effectively contribute to the maintenance and improvement of national public services.



STRATEGIC PLAN CONTEXT

DEVELOPMENT HISTORY

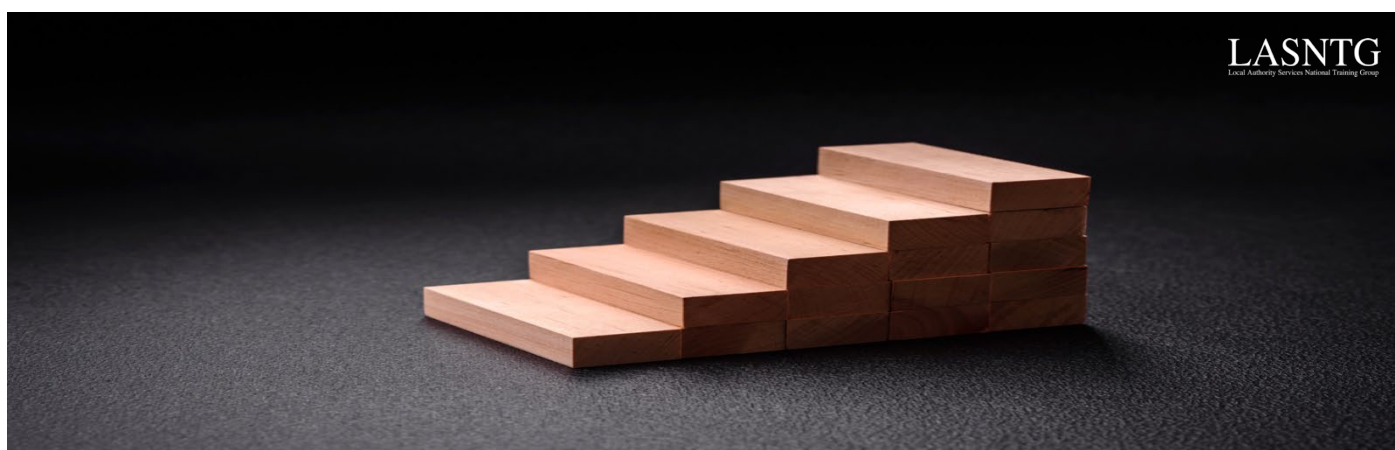
The LASNTG was originally established in 1994 as the Water Services National Training Group. Its scope has gradually expanded over a 30-year period to now encompass training for Roads, Environment, Fire and Planning services. This expansion reflects the increasing complexity of public service provision and the growing demand for specialised training across these areas. The LASNTG's evolution has led to the creation of efficient, representative and streamlined operational frameworks, accompanied by outstanding training achievements.

Established Management Structures

- LASNTG Governance Structure
- RTC Network
- QQI Standards
- Courseware Development Frameworks
- 5 x Training Services Groups
- Strategic Partnerships
- Established / Specialist Trainer Panel

Training Statistics

- 180 Training Courses currently available
- Activity Projections – currently stand at
 - avg. 5M Euro training budget annually
 - avg. 35,000 training days annually
- ~ 400,000+ total training days delivered by LASNTG



PLAN EVOLUTION

The LASNTG is committed to upholding a rigorous standard of continuous improvement and regular evaluation. The following outlines the LASNTG's most recent activity in this area, the outputs of which act as a precursor to this strategic plan and inform its strategic direction.

- 2018 **RTC Study**
- A Study of the arrangements and operations of the five Regional Training Centres was carried out in 2018. This decision was taken in the light of various changes that had occurred at the Centres since they were established over 20 years previously; and also having regard to potential for additional services to be provided by the Centres. The Study was wide ranging and covered a variety of matters including, but not limited to:

- | | | |
|--------------|--------------------------|-----------------|
| • Governance | • Training Opportunities | • Accreditation |
| • Staffing | • New Markets | • Facilities |

- 2021 **LASNTG Review**
- In 2021, a thorough review of LASNTG's structures and workforce planning was undertaken to ensure its continued responsiveness to the evolving needs of Local Authorities and other stakeholders. This review, conducted amidst the challenges of the COVID-19 pandemic, also marked the establishment and expansion of LASNTG's training pillars, including the introduction of the Planning Services Training Group. The findings underscored the necessity for ongoing adaptation and growth to address emerging challenges, particularly in response to policy changes.

- 2022 Uisce Éireann**
In June 2022, a Framework for Future Delivery of Water Services was published. This Framework outlined a proposed operating model with a move to a national water utility operated by Uisce Éireann. The agreed timeframe under this framework will see all Local Authority water services fully transitioned to Uisce Éireann by end of 2026. Thereafter, Uisce Éireann will be responsible for managing and delivering water services to homes and businesses served by public water supplies and wastewater agglomerations. However, Local Authorities will retain responsibility for some water services, examples of which include group water schemes, grants, public conveniences, water safety, swimming pools and septic tanks. It is therefore noted that the transition of responsibility will occur during the lifetime of this strategic plan; and therefore consideration must be given to the terms of reference of the WSTG as part of the LASNTG's forthcoming 2025-2030 work programme.
- 2024 Climate Action Training Plan**
The Climate Action Training Plan 2024 - 2027 (and its predecessor) established a framework to deliver impactful training programmes which support climate action initiatives. The development of this plan was led by the LASNTG and CAROs. It was informed by rigorous and comprehensive research, which included:
- Survey - conducted with 31 Local Authorities, targeting Directors of Service, Climate Action Coordinators, and Training Officers to gather broad insights into organisational needs and priorities.
 - Interviews - in-depth discussions with key representatives from the Climate Action Regional Offices (CARO) and the Local Authority Services National Training Group (LASNTG) to understand regional and national perspectives.
 - Focus Group - a focused dialogue involving six Climate Action Coordinators to capture detailed feedback on specific challenges and opportunities in climate action training.
 - Government Department Survey(s) – a survey of relevant government departments to ensure alignment with strategic goals.
- The research identified critical factors such as preferred learning modalities, trends in learner diversification, and logistical considerations including staff availability.
These findings provide a solid foundation for the training programme, ensuring that future actions are tailored to meet the evolving needs and preferences of stakeholders.
- 2024 LGMA - Strategic Framework for Workforce Planning**
Strategic Workforce Planning is a dynamic and continuous process that involves regularly evaluating and restructuring workforce capacity and capabilities to address emerging challenges and evolving service demands. In 2024 the People Strategy Group. Whose work is coordinated by the LGMA, developed a strategic framework for workforce planning. The purpose of this Framework is to set out the shared strategic challenges and opportunities that are facing local government and that set the context for the future direction and development of our workforce. Through its strategic actions, the Framework will assist in ensuring that our people have the capacity and capability to respond to these shared challenges into the long term. The framework also provides the broad analysis of the external environment which each individual local authority can use to assess their local external and internal environments when developing their own individual strategic workforce plans.
- The implications of this framework development for the LASNTG are substantial, presenting a significant opportunity for collaboration with the LGMA and mechanism through which the LASNTG can be informed on future skills planning and anticipated training requirements.

PURPOSE / GOAL - LASNTG'S STRATEGIC PLAN (2025-2030)

This strategic plan represents an advancement in the LASNTG's ongoing development, with a focus on optimising Local Authority training and refining the LASNTG's national role in public sector services.
The plan is crafted to secure the LASNTG's future by aligning its resources and expertise with projected demands, ensuring the organisation remains at the forefront of delivering high-quality training and development services. Furthermore, it reflects the LASNTG's dedication to adaptability, ensuring that it not only responds to, but also anticipates the needs of its partners, stakeholders and that of the broader Local Authority network. Through this strategic plan, the LASNTG will strengthen its position as an innovative and forward-thinking leader in Local Authority training.



SECTION TWO

SITUATIONAL ANALYSIS

SITUATIONAL ANALYSIS

The following section presents an overview as to the Local Authority Services National Training Group (LASNTG), assessing its current operational environment and strategic positioning.



The analysis begins with a detailed examination of the training framework, which outlines the structure and context of training programmes across various pillars. It further delves into the LASNTG's collaboration model, highlighting the partnerships and inter-agency cooperation that are foundational to LASNTG's operations.

Additionally, this section evaluates the governance structure, focusing on the mechanisms that ensure robust oversight, accountability and alignment with broader strategic goals.

The learner profile is carefully analysed to capture the demographics, evolving needs and potential expectations of the training participants, offering valuable insights into the target audience.

Furthermore, the resource infrastructure is explored in depth, examining the physical, technological and human resources that underpin LASNTG's capabilities and sustain its extensive training network.

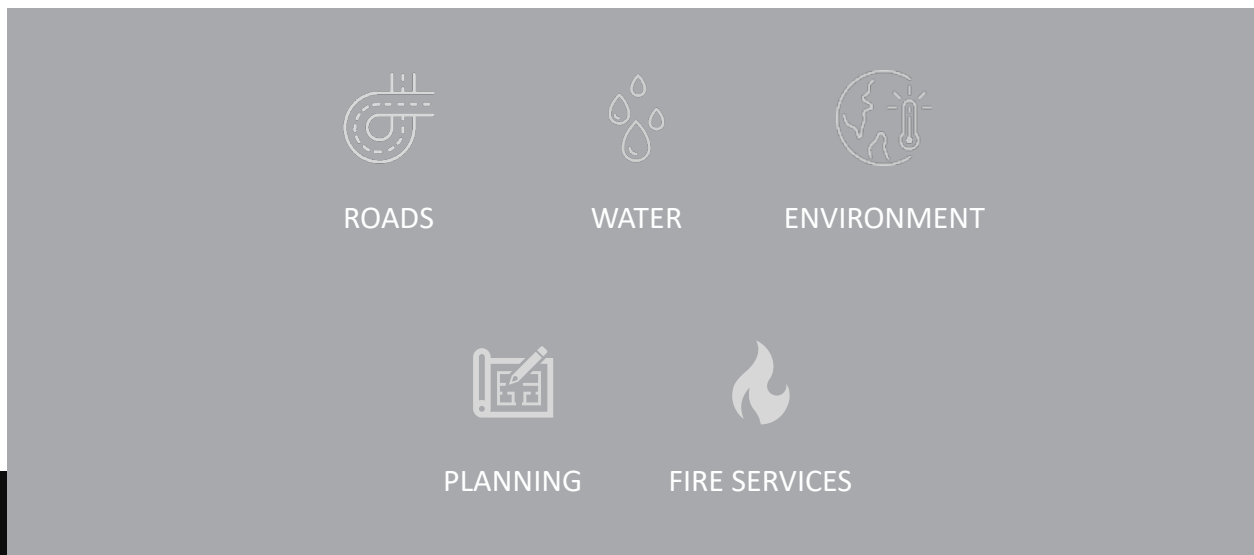
Finally, the SWOT analysis is presented, identifying key strengths that the LASNTG can leverage, weaknesses that require strategic attention, opportunities for growth and innovation, in addition to external threats that could impact future operations.

This comprehensive analysis is central to refining and sharpening the LASNTG's strategic direction over the period 2025-2030, ensuring that the organisation remains not only agile and resilient but also capable of meeting the increasingly complex and diversified training needs of Local Authorities across Ireland.

TRAINING FRAMEWORK

5 X TRAINING PILLARS

The LASTNG's training framework is currently constructed of five core pillars which reflect services that are delivered through/by its 31 Local Authorities.



TRAINING PILLAR	FUNDING PARTNER	INDICATIVE BUDGET – 2024 ALLOCATION	MANAGED THROUGH LASNTG'S
ROADS	Department of Transport	€2.1 Million	Road Services Training Group (RSTG)
WATER	UISCE Éireann	€1.5 Million	Water Services Training Group (WSTG)
ENVIRONMENT	Department of Heritage Local Government & Housing/ Department of Environment, Climate & Communications	€503,000	Environmental Services Training Group (ESTG)
I			
II	Climate Action Regional Office (CARO) Via Department of Environment, Climate & Communications	€500,000	
PLANNING	Department of Heritage Local Government & Housing	€400,000	Planning Services Training Group (PSTG)
FIRE SERVICES	National Directorate for Fire and Emergency Management	€125,000	Fire Services Training Group (FSTG)
+ MISC.	Needs based response to training in the calendar year can result in additional funds	Varies each year	FSTG/ESTG/RSTG /WSTG/PSTG

COLLABORATION MODEL

To ensure that the LASNTG adheres to the highest quality standards, facilitating training that is at the forefront of policy, innovation, pedagogy and responsiveness; it engages in open collaboration with a range of strategic partners to enhance its breadth and depth of training provision.

At the time of strategy compilation, these partnerships include but are not limited to the following:

Quality & Qualifications Ireland (QQI)

The LASNTG undertook a re-engagement application in 2020 with Quality & Qualifications Ireland (QQI) and is now an approved provider of QQI validated programmes inclusive of:

- Level 6 Fire Fighting Operations
- Level 5 Water Treatment Plant Operations
- Level 5 Wastewater Treatment Plant Operations
- Level 6 Site Suitability Assessment for on-site Wastewater Treatment Systems
- Level 5 Temporary Traffic Management Design (Level 1 & 2 Roads) & Inspection

Partnership Network

The LASNTG engages with the below partners across programme development, governance and training provision.



Third Level Qualifications

Collaboration between LASNTG, ATU Sligo campus, Department of Transport, WERLA (Waste Enforcement Regional Lead Authorities) and Uisce Éireann have resulted in the development and rollout of the following programmes.

QQI Level	Course Description
6	Certificate in Certificate in Drinking Water Treatment Operations
6	Certificate in Waste Water Treatment Operations
6	Higher Certificate in Water & Wastewater Operations
7	Certificate in Waste Regulation
9	PG Dip of Science in Water Services Management
9	Masters of Science in Water Services Management
9	Engineering in Bridge Engineering
9	Certificate in Road Maintenance Engineering & Network Management
9	Certificate in Engineering in Road Engineering and Design
9	PG Diploma in Engineering in Road and Transport Engineering
9	Master of Engineering in Road and Transport Engineering
9	Certificate in Road Safety Audit and Engineering(new offering with input from TII)

Collaboration between LASNTG, SETU Carlow campus and Department of Transport have resulted in the development and rollout of the following programmes

QQI Level	Course Description
7	Certificate in Building Control Minimum Competency
7	Certificate in Environmental and Planning Legislation
7	Certificate in Road Programme Management
9	Certificate in Leadership for Performance & Change *

GOVERNANCE

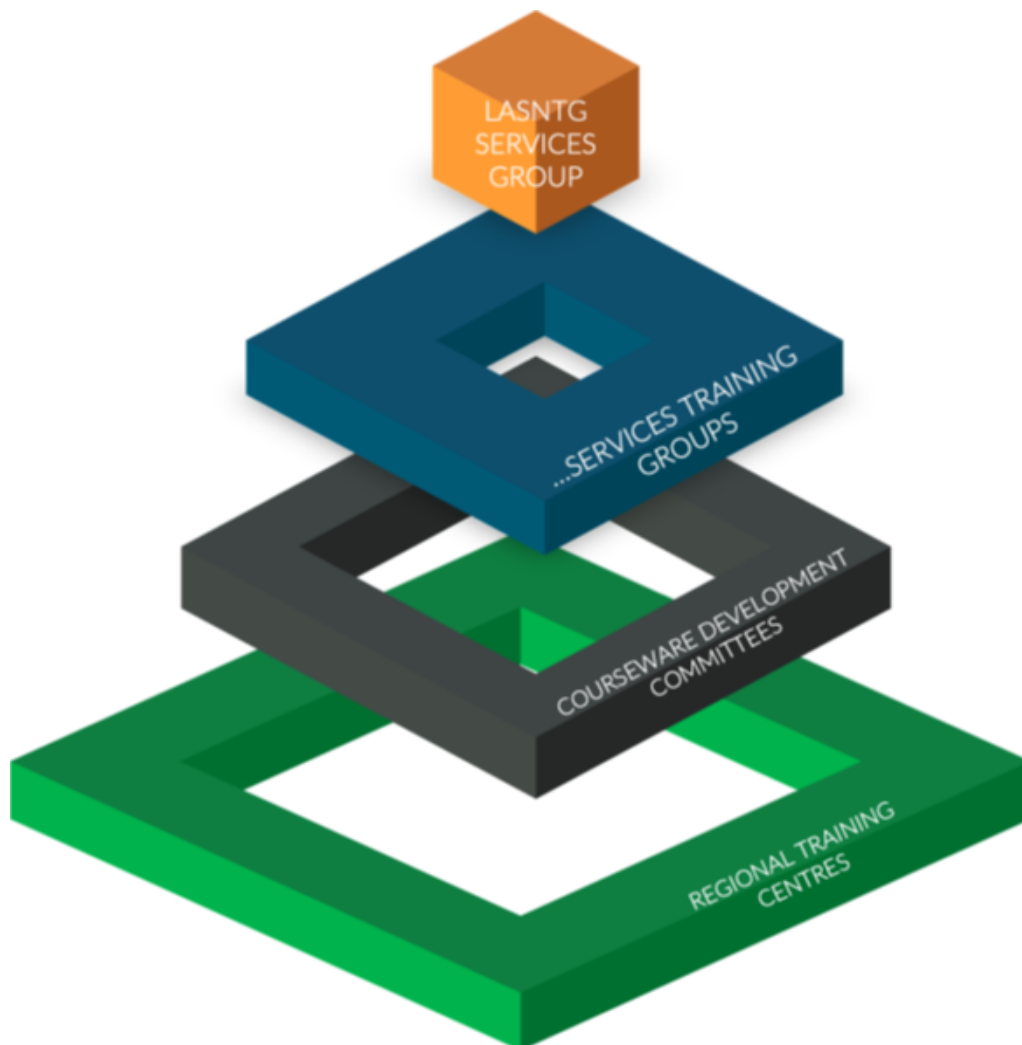
The LASNTG operates under a comprehensive and dynamic governance model designed to ensure effective oversight, strategic direction and the successful delivery of training programmes across all 31 Local Authorities. This governance structure is both adaptable and iterative, enabling the integration of new training pillars as they emerge and allowing for adjustments as needed.

By employing a standardised and proven framework, the LASNTG is well positioned to address evolving training requirements (in real-time) while maintaining the highest standards of quality and delivery.

With a legacy spanning 30 years, the LASNTG training management systems and infrastructure are unmatched in their capacity, network reach, representation, technical expertise and sector-specific customisation.

The governance model is structured into four key layers, each with a distinct role in managing and strategically guiding LASNTG's operations.

The following offers an overview of this structure



REPRESENTATION

LASNTG COMMITTEE

2-3 LGMA representatives
 3 x CCMA representatives
 1 x LASNTG representative
 3 x HR & Training Representatives from HRON Regions
 5 x Services Training Group Chairs (one to be Committee Chairperson)
 1 x People Strategy Group Representative
 3 x Government Department Representatives

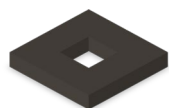
- 1 x DOT
- 1 x DHLGH
- 1 x NFDEM

SERVICES TRAINING GROUP (s)

1 x CCMA Nominee (Chairperson)
 1 x LASNTG Representative (Secretary)
 1 x LGMA Representative
 5-7 Local Authority Representatives
 1 x LASNTG Courseware Specialist
 1 x RTC Manager
 1 x Govt Dept Representative
 1 –8 Sectoral Representatives

WATER SERVICES TRAINING GROUP (WSTG)	FIRE SERVICES TRAINING GROUP (FSTG)	ENVIRONMENTAL SERVICES TRAINING GROUP (ESTG)	PLANNING SERVICES TRAINING GROUP (PSTG)	ROADS SERVICES TRAINING GROUP (RSTG)
1 x CCMA 1 x LGMA 2 x LASNTG 1 x RTC Manager 5 x Local Authority	1 x CCMA 1 x LGMA 2 x LASNTG 1 x RTC Manager 7 x Local Authority	1 x CCMA 1 x LGMA 2 x LASNTG 1 x RTC Manager 6 x Local Authority	1 x CCMA 1 x LGMA 2 x LASNTG 1 x RTC Manager 5 x Local Authority	1 x CCMA 1 x LGMA 2 x LASNTG 1 x RTC Manager 5 x Local Authority
Government Dept Rep 1 x Dept of Housing, Local Government	Government Dept Rep 1 x Dept of Housing, Local Government and Health (via NFDEM)	Government Dept Rep 1 x Dept of Environment, Climate & Communications	Government Dept Rep 1 x Dept of Housing, Local Government and Health	Government Dept Rep 1 x Dept of Transport
Sectoral Reps 3 x Uisce Éireann 1 x NFGWS 1 x HSE 1 x EPA	Sectoral Reps 1 x NFDEM	Sectoral Reps 1 x Climate Action Regional Office 1 x LAWPRO 1 x EPA	Sectoral Reps 1 x Office Planning Regulator	Sectoral Reps 1 x Transport Infrastructure Irl 1 x Health & Safety Rep 1 x National Transport Auth

COURSEWARE DEVELOPMENT COMMITTEE (OPTIONS)



Courseware Committee
 1 x LASNTG Courseware Specialist
 1 x RTC Manager (optional)
 1 x Govt Department Representative
 2-5 x Local Authority Representatives
 0-4 Sectoral Representatives
 Chair to be Subject Matter Expert from the Group

Dynamic Courseware Committee

This option is realised when a Services Training Group strategically forms specialised courseware development sub-committees to address specific needs as they arise. This dynamic and flexible approach allows for the simultaneous operation of multiple groups within a single training pillar, ensuring that targeted, high-quality courseware is developed efficiently to meet diverse requirements.

LASNTG Courseware Specialist / HSE Rep/ 2 x Uisce Éireann Reps / 2 x Local Authority Reps	-	-	-	LASNTG Courseware Specialist / Department of Transport Rep / RTC Manager/ 5 Local Authority Reps
-	Fire Courseware Development is undertaken via sectoral groups.	Courseware committees /groups are convened as required by the ESTG. CARO operates under this structure and delivers an annual work programme on behalf of the ESTG.	Courseware committees /groups are convened as required by the PSTG.	-

REGIONAL TRAINING CENTRES



LASNTG

Host Local Authority

Technical & Management. Committee

BALLYCOOLIN RTC	BALLINCOLLIG RTC	ROSCREA RTC	STRANORLAR RTC	CASTLEBAR RTC
LASNTG	LASNTG	LASNTG	LASNTG	LASNTG
Fingal County Council	Cork County Council	Tipperary County Council	Donegal County Council	Mayo County Council
Technical & Management Committee	Technical & Management Committee	Technical & Management Committee	Technical & Management Committee	Technical & Management Committee

REPRESENTATION & SCALABILITY

Representation within the LASNTG governance model is carefully balanced to ensure that diverse perspectives from various sectors, government bodies and Local Authorities are incorporated into the group's operations. This inclusiveness is evident across different layers of the organisation:

LASNTG Committee

This central body act as (i) a standing and oversight committee for all appropriate training projects and pilots of training and learning & development initiatives; and (ii) the central co-ordinating committee for all appropriate sectoral training and learning & development initiatives. The LASNTG Committee is a standing sub-committee of the Change Management of the LGMA which reports to the Board and its membership is drawn from key stakeholder groups such as the LGMA; the CCMA committee structure; the constituent training groups, the LASNTG Office itself; local authority Human Resource and Training/L&D practitioners as well government departments. The inclusion of one representative from each Services Training Group ensures that all sectors are equally represented at the highest level, allowing for coordinated decision-making that reflects the needs of all areas under LASNTG's purview. To ensure greater coordination between the People Strategy Group and the LASNTG, there's one Committee member who is nominated by the People Strategy Group.

Services Training Groups (STGs)

Each STG is structured to include a wide range of representatives:

- The Chairperson - a nominee from the County and City Management Association (CCMA), ensuring leadership comes from experienced Local Authority executives.
- LASNTG and LGMA Representatives -these individuals provide a link to the broader LASNTG strategy and ensure alignment with national objectives such as those which will be set out by LGMA's Strategic Workforce Planning Framework.
- Local Authority Representatives - multiple representatives from Local Authorities across the country contribute practical insights and ensure that the training programmes meet the actual needs of local communities.
- Sectoral Representatives - These members bring specialised knowledge from specific sectors (e.g., water services, fire safety, environmental management) and ensure that training content is relevant and up to date with industry standards.
- Government Department Representatives - Their presence ensures that the training aligns with current government policies and regulatory frameworks.
- Regional Training Centre Representatives - The governance model includes oversight of the five Regional Training Centres (RTCs), which are critical for the local delivery of training programmes. RTC Managers are integrated into the governance structure of each training group, ensuring that regional insights and needs are represented in the training strategy. This ensures alignment between national training strategies and regional implementation capabilities.

Furthermore, each STG follows a standardised composition, ensuring consistency in how the groups operate. The similar structure across STGs allows for a unified approach to decision-making, training development, and implementation across different sectors, whether it's road services, water services, fire services, environmental services, or planning services.

Courseware Development Committee(s)

Committees within each STG follow a standardised process, ensuring that training materials are developed systematically and efficiently. Whilst these committees are flexible and can be convened as 'standing' committees or specific purpose committees, their structure and function remain consistent across all STGs.

This standardisation ensures that the quality and format of courseware development meets the same high standards across all training programmes, while still allowing for sector-specific customization.

Regional Training Centres (RTC's)

The five Regional Training Centres (RTCs) operate under a standardised governance framework, supported by their respective host Local Authority and technical committee. This model ensures that each RTC can deliver the training programmes effectively whilst adhering to a consistent quality assurance process managed centrally by LASNTG.

This multi-layered representative governance model not only fosters inclusivity but also enables the LASNTG to scale as required, creating training programmes that are well-rounded, informed by practical experience and aligned with national and sectoral priorities.

LEGAL CONSIDERATIONS

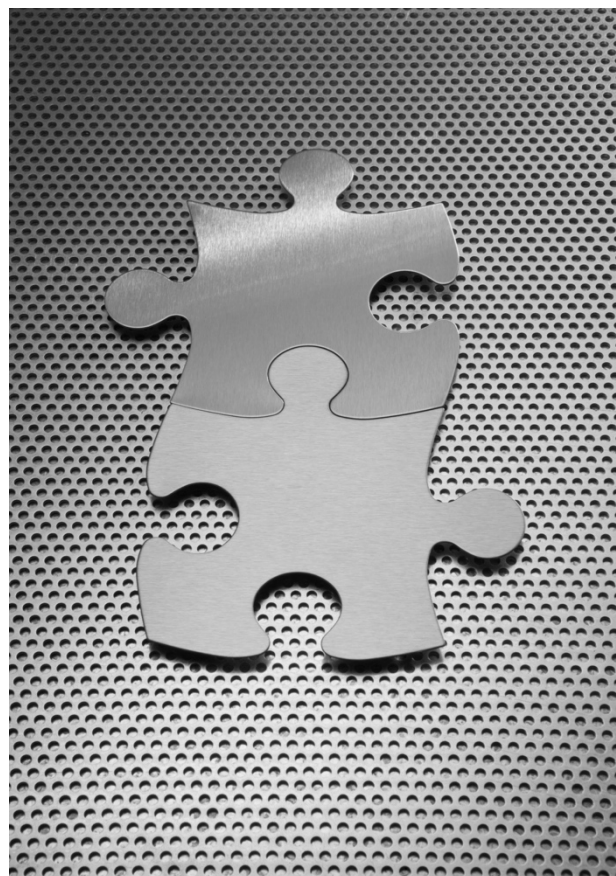
PROMOTING BODY

Tipperary County Council serves as the promoting body for the LASNTG. It acts as the legal entity responsible for entering into contracts and is the employer of LASNTG staff. This role ensures administrative and operational continuity for the LASNTG. Tipperary County Council also provides essential support services to the LASNTG, including finance, procurement, human resources (HR), information technology (IT), health and safety, corporate services etc. These ancillary services enable the LASNTG to focus on its core mission of delivering training.

RTC's

Each of the five Regional Training Centres functions under the corporate governance of its host Local Authority and is bound by the policies and procedures of that Local Authority.

In addition, each Centre has a Management/ Technical Committee whose membership comprises of representatives from each of the Local Authorities designated to that Centre. These Local Authorities are equal partners with the host Local Authority and provide support and guidance to the Centre in addition to monitoring the centre operations. The host Local Authority provides all back-office support to ensure the proper management and oversight.



LEARNER PROFILE

31 Local Authorities

- 3 City Councils
- 26 County Councils
- 2 City & County Councils

~ 32,000 Local Authority Staff

LGMA Strategic Workforce Planning Framework

It is anticipated that the LASNTG will align to the LGMA Strategic Workforce Planning Framework findings during the lifetime of this plan in terms of augmented learner profiling and Local Authority staff insights.

Contracted Training

The LASNTG primarily works with adult learners who are employed within the Local Authority sector at all grades. However, LASNTG also provides training (on a contract basis) to other public sector bodies and utilities, on a case by case basis. Whilst these organisations may have access to training opportunities, they do not influence the LASNTG's core offerings and therefore fall outside the primary focus of *strategic plan development*.



ADMINISTRATIVE & CLERICAL ROLES

These individuals lead, manage and execute administrative tasks with varying levels of responsibility, ensuring smooth operations within Local Authorities.



SENIOR MANAGEMENT ROLES

These persons represent management levels within Local Authorities, responsible for strategic decision-making and overall direction of Local Authorities.



IT & DIGITAL SERVICES ROLES

Professionals who manage digital systems, cybersecurity and the technological requirements of Local Authorities.



FINANCE & ACCOUNTING ROLES

Individuals responsible for financial oversight, budgeting, procurement and compliance within the Local Authority framework.



TECHNICAL & PROFESSIONAL ROLES

Such individuals carry out technical and specialised duties, often involving project management and expert contributions to Local Authority initiatives.



SPECIALIST & TECHNICAL GRADES

Persons with specialist and technical roles, graded according to expertise and responsibility.



OPERATIONAL & SUPERVISORY ROLES

Workers engaged in manual and supervisory tasks, categorised by their level of operational responsibility.



FIRE & EMERGENCY SERVICES ROLES

Personnel dedicated to fire safety and emergency management, ensuring public safety and crisis response.

LEARNER PROFILE Cont.

SKILLS DEVELOPMENT

To effectively enhance the training provision to staff within the Local Authority network, the LASNTG focuses on three distinct types of skills development. Each category is designed to address different aspects of professional growth, ensuring that learners are well-equipped to perform their duties efficiently and adapt to various roles within the Local Authority network.

1. Role-Specific Development

Equip employees with the essential skills and knowledge directly related to their specific roles within the Local Authority. This training targets core competencies required for employees to excel in their designated positions. The purpose of which is enhanced job performance and improved service delivery, with staff confidently handling the responsibilities and challenges of their specific roles.

2. Transferrable Skills Development

Develop a versatile skill set that allows employees to work fluidly across different departments and functions within the Local Authority. Training emphasizes the cultivation of skills that are not limited to a single role or department. This approach supports a more dynamic and resilient Local Authority structure, with staff capable of stepping into various roles and supporting different departments as needed, fostering a culture of collaboration and mutual support.

3. Core Knowledge Development

Build a solid foundation of knowledge regarding critical and essential information that all staff members are aware of, regardless of their specific roles. This training covers key policies, procedures, and organisational knowledge that are fundamental to the operation of the Local Authority.

A well-informed workforce that is aware of the important information required to maintain operational consistency and adhere to the Local Authority's standards.



HEALTH & SAFETY ROLES

Professionals responsible for ensuring workplace safety and adherence to H&S regulations across departments.



LIBRARY & CULTURAL SERVICES ROLES

Individuals who support library management and the preservation of cultural resources.



LEGAL & COMPLIANCE ROLES

Professions who provide legal guidance, representation and ensure compliance with all legal and regulatory obligations within the Local Authority.



COMMUNICATIONS & MARKETING ROLES

Persons who manage Local Authority's public relations and those who develop and implement communication strategies, including media relations, community PR and internal communications



PARKS & RECREATION ROLES

Individuals tasked with overseeing the management and upkeep of public parks and recreational facilities.



FACILITIES & MAINTENANCE ROLES

Workers who support the upkeep and repair of public buildings and facilities.



HOUSING & SOCIAL SERVICES ROLES

Professionals managing housing services and delivering social support to the community.



COMMUNITY DEVELOPMENT ROLES

Professionals contributing to community engagement, educational initiatives, youth development, and the management of sports programmes within the community.

LASNTG RESOURCE INFRASTRUCTURE

Resource infrastructure explores the components that empower the LASNTG to deliver exemplary training programmes across Ireland's 31 Local Authorities. This analysis provides a comprehensive examination of three pivotal areas:

- Human Resources, focusing on the skilled professionals who drive and implement LASNTG's strategic initiatives
- RTC Infrastructure, which details the sophisticated facilities and advanced capabilities of the Regional Training Centres that are crucial to the organisation's training delivery
- IT Infrastructure, encompassing the digital systems and technology that enable operations, data management, and service delivery.

Collectively these resources create an adaptive foundation that ensures the LASNTG can meet the dynamic needs of its 31 Local Authorities.

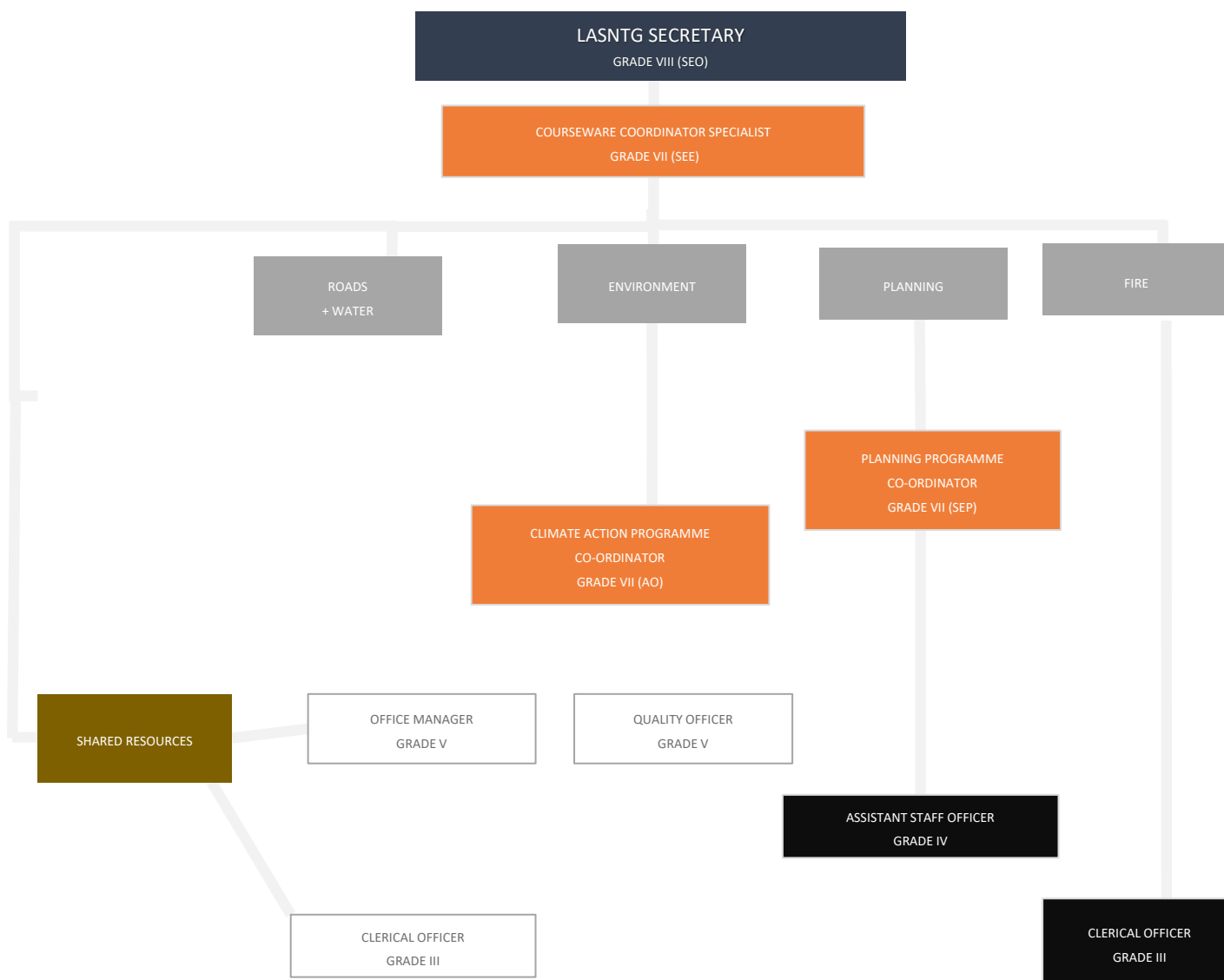


HUMAN RESOURCE STRUCTURE

The LASNTG operates with a well-defined staffing structure that ensures the efficient management and delivery of its diverse training programmes.

This structure, which integrates both full-time positions and specific-purpose contracts, is carefully designed to uphold consistency and rigorous quality assurance. It also provides the necessary flexibility and agility to swiftly adapt to the evolving needs of Local Authorities.

This ensures that LASNTG remains not only responsive but also highly effective in fulfilling its mission, maintaining operational excellence while continuously addressing the dynamic demands of Local Authority training.



Title	Purpose	FT/PT	Grade
LASNTG SECRETARY	Provides overall leadership, delivering on the strategic direction of the LASNTG as set out by the LASNTG Committee. Oversees all training pillars and staff to ensure alignment with strategic goals, quality standards and impact across the national Local Authority network.	FT / Permanent	Grade VIII /Senior Executive Officer
COURSEWARE COORDINATOR SPECIALIST	The Senior Executive Engineer appointed to this role manages the development and delivery of specialised and technical training programmes for Local Authority roads and water services. Additionally, the role provides technical expertise to other training pillars, as required.	FT / Permanent	Grade VII / Senior Executive Engineer
PLANNING PROGRAMME COORDINATOR	The Senior Executive Planner oversees the development and delivery of specialised and technical training programmes for the Local Authority planning services. This role ensures that all training content, assessments and materials are up to standard and regularly updated. The position also plays a key role in the ongoing enhancement of planning training programmes to meet the evolving needs of the sector.	FT / 3 Year Contract	Grade VII /Senior Executive Planner
CLIMATE ACTION PROGRAMME COORDINATOR	The Administrative Officer is responsible for coordinating and mobilising Climate Action training programmes under a unique inter-agency management framework. Working closely with the Climate Action Regional Offices (CAROs), this role requires significant capacity for collaboration and aids in galvanising stakeholders into climate action, driving immediate and impactful climate initiatives across agencies.	FT / 3 Year Contract	Grade VII /Administrator Officer

OFFICE MANAGER	Ensures the efficient operation of the LASNTG office by managing day-to-day administrative functions, supporting overall organisational efficiency.	FT / Permanent	Grade V
QUALITY OFFICER	Responsible for maintaining and enhancing quality across all training programmes, ensuring compliance with QQI standards and other quality initiatives. This includes monitoring, quality controls, procedure implementation, document reviews and maintaining consistency across the RTC network.	FT / Permanent	Grade V
ASSISTANT STAFF OFFICER	Supports the administration and coordination of training programmes across various pillars, assisting Programme Coordinators with clerical and organisational tasks.	FT / Permanent	Grade IV
CLERICAL OFFICER (X2)	Provides essential clerical and customer service support across all functions of the LASNTG.	FT / Permanent	Grade III

LASNTG STAFFING MODEL BENEFITS

The LASNTG staffing structure is centered around its training pillars, which currently include roads, water, planning, fire and the environment. This structure offers several core benefits inclusive of:

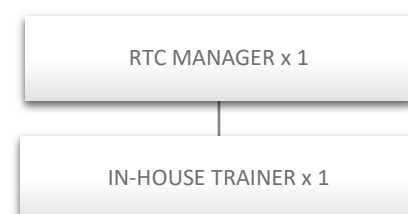
- Flexibility - the LASNTG employs a mix of permanent and fixed-term positions. Fixed-term positions facilitate the rapid introduction of specialised roles as needed; whilst permanent positions ensure continuity. This approach keeps the organisation agile, enabling it to efficiently respond to changes and emerging needs within the sector.
- Role Expansion - the staffing model is designed to support the evolution of roles. For example, the Climate Action Programme Coordinator position is structured to expand and adapt as climate action responsibilities grow and evolve within Local Authorities.
- Technical Expertise - each pillar is managed by highly skilled professionals and technically supported by LASNTG staff or expert collaborators e.g. CARO/NFDEM. LASNTG's technical staff support is evidenced in the Senior Executive Engineer for Roads & Water and the Senior Executive Planner for Planning roles. These roles ensure the development and delivery of specialised, up-to-date training programmes that meet the specific technical needs of Local Authorities.
- Quality Assurance and Administrative Efficiency - the inclusion of a dedicated Quality Officer underscores the LASNTG's commitment to maintaining high standards across all training programmes. Roles such as the Office Manager and Assistant Staff Officer are essential in ensuring the smooth operation of the organisation, supporting the efficient coordination of training activities across all pillars.
- Integrated Environmental Services Training – at present, environmental services training is not limited to its pillar due to the pervasive nature of the subject matter. Additional environmental training is proliferated across the other training pillars. This ensures that expertise of various programme coordinators is leveraged and ensures that environmental considerations are embedded throughout all of the LASNTG's training pillars.

RTC STAFFING - The operation of each RTC is governed by a Management and Technical Committee. Each RTC has a Centre Manager who is responsible for the management and administration of the centre and its activities therein.

RTC managers oversee local implementation and on-site training delivery.

Reflecting the type of training provided at each RTC, a number of centres have dedicated in-house trainers as part of their staffing structure.

Though not suited to all course delivery, it is recognised that this is an effective option for iterative QQI training with respect to cost, knowledge, experience, replicability and quality assurance. However, the linchpin staffing model evident in the RTC's also poses significant risk in terms of resource management and potential staff churn.



RTC INFRASTRUCTURE

The RTC is a critical component of Ireland's public service infrastructure, providing sector specific training for staff across the Local Government network.

	BALLINCOLLIG RTC	BALLYCOOLIN RTC	CASTLEBAR RTC	ROSCREA RTC	STRANORLAR RTC
Host Local Authority	Cork County Council	Fingal County Council	Mayo County Council	Tipperary County Council	Donegal County Council
Areas Served	Cork City Cork CoCo Kerry CoCo	Dublin City Dun Laoghaire CoCo Fingal CoCo Kildare CoCo Louth CoCo Meath CoCo South Dublin CoCo Westmeath CoCo Wicklow CoCo	Galway City Galway CoCo Leitrim CoCo Longford CoCo Mayo CoCo Roscommon CoCo	Carlow CoCo Clare CoCo Kilkenny CoCo Laois CoCo Limerick City & CoCo Offaly CoCo Tipperary CoCo Waterford City & CoCo Wexford CoCo	Cavan CoCo Donegal CoCo Monaghan CoCo Sligo CoCo
No. Training Rooms/ Boardrooms	3	3	7	4	3
Capacity of Largest Room	100 Pax	40 Pax	80 Pax	50 Pax	50 Pax
Integrated Audio- Visual Equipment Projectors/ whiteboards/ fast wireless internet/ ICT infrastructure	✓	✓	✓	✓	✓
Indoor Workshop	✓			✓	✓
Outdoor Workshop /Training Areas	✓	✓	✓	✓	✓
Canteen/ Kitchenette	✓	✓	✓	✓	✓
Reception	✓	✓	✓	✓	✓
Confined Space Unit	✓	✓	✓	✓	✓
Leak Detection Unit	✓	✓		✓	✓
Unique Features	Event Space/ Simulation Space	CALM Networks Training Rig - For Transient Surge Training/ ROAR	On-site catering, interactive touch screens, dual screen setup	Bespoke confined space and leak detection units	State-of-the-art IT Training Suite, dedicated construction plant training area, Weather Canopy for Road Reinstatement
Parking	✓	✓	✓	✓	✓

RTC BENEFITS

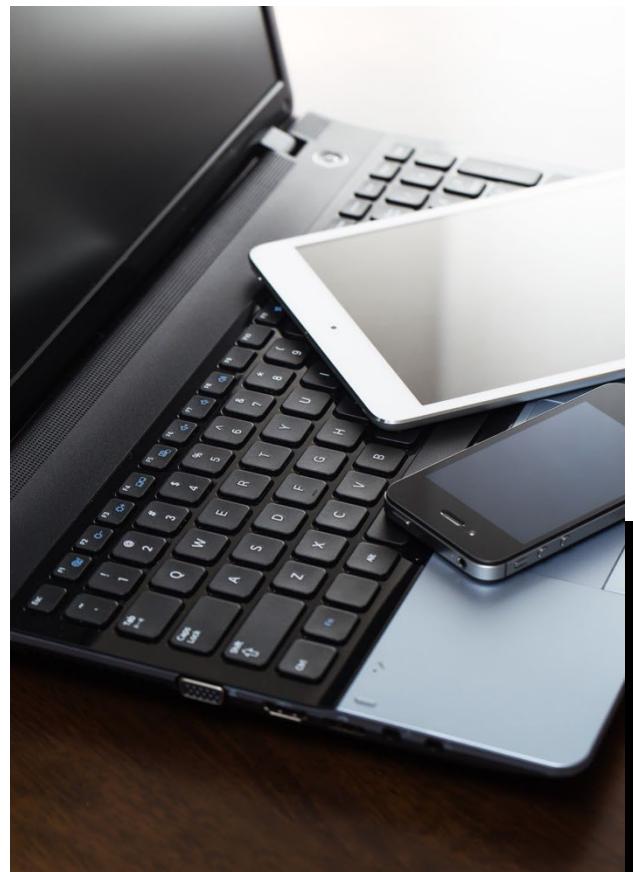
- **National Reach** - strategically positioned across Ireland, the Regional Training Centres provide widespread access, ensuring that Local Authorities in every region can benefit from tailored, accessible, high-quality training.
- **Cutting-Edge Specialist Facilities** - each centre is equipped with advanced, industry-specific facilities such as confined space units, leak detection systems and state-of-the-art IT suites, enabling the delivery of highly specialised training that meets the precise needs of learners with the Local Authority network.
- **Leading-Edge Technology Integration** - the Centres are outfitted with the latest in audio-visual technology, including interactive whiteboards, projectors, and high-speed wireless internet, enhancing the learning experience with superior, tech-enabled training environments.
- **Capacity for Large-Scale Training Events** - with the ability to host large groups (some centres can accommodate up to 100 participants) these facilities are ideal for significant training initiatives, workshops, and conferences, making them pivotal hubs for professional development.
- **Versatile Training Environments** – All centers offer unique, customisable features, such as weather canopies for road reinstatement training and bespoke confined space units. This flexibility allows for training scenarios that closely replicate real-world conditions, ensuring practical, hands-on learning.
- **Integrated Regional Network** - The RTCs function as an interconnected network, promoting the exchange of resources, expertise, and best practices across regions. This integration ensures uniformity in training quality and enhances collaborative efforts among Local Authorities.
- **Cross-County Collaboration** - serving multiple Local Authorities, each RTC facilitates collaboration and shared learning across regional counties. This collective approach enhances the effectiveness and consistency of training programme
- **Fostering a unified standard of public service delivery**



IT INFRASTRUCTURE

The LASNTG has developed its IT infrastructure gradually to support an expanded role in Local Authority training and associated administrative processes. The current (and planned) IT infrastructure of the organisation plays an important role in enabling both the operational and pedagogical aspects of LASNTG's mission.

- **Moodle Platform** – currently LASNTG's e-learning capability is centred around a standard Moodle Platform. This platform is primarily used for hosting training modules and managing basic assessments. The Moodle environment allows LASNTG to offer some online training options, which is increasingly important as the demand for blended learning continues to rise. The platform supports video hosting, which enables the delivery of pre-recorded sessions, making training more accessible to learners who require flexibility. However, it offers limited functionality in terms of interactive content, tracking learner progress and generating detailed reports.
- **Manual Booking and Data Management Systems** – document compilation, learner bookings and data management are undertaken via a combination of traditional methods, these include databases, excel sheets and email correspondence. This approach while functional, is highly manual and labor-intensive. A lack of real-time IT integration capability poses challenges in respect of monitoring grant spending, tracking course enrollments and managing other logistical aspects of training programmes. The result of which is significant administrative effort and potential risk in terms of errors, such as double bookings, record-keeping etc.
- **Online Booking System** - recognising the limitations of its current systems (referenced above), the LASNTG has been proactive and planned a significant upgrade to its IT infrastructure with the rollout of an Online Booking System in 2024. This system facilitates a more streamlined and automated booking process. It enables training officers and other stakeholders to book learners onto programmes more efficiently. It is expected that this (over the lifetime off the strategic plan) will help in reducing administrative burden, improve data accuracy and provide a more user-friendly interface.
- **Learner Management System (LMS) Deployment** – over the lifetime of this plan, the LASNTG will introduce a purpose built LMS, which will significantly enhance its IT capabilities. This transformative LMS will provide a unified platform that will streamline and elevate the management of all training activities. It will enable a blended learning environment, seamlessly integrating both online and face-to-face training, thereby catering to a broader spectrum of learning preferences and requirements. The system will also simplify the delivery and administration of training administration, offering smooth integration of pre-recorded content, interactive tools, evaluations and assessments. It is anticipated that the LMS will further improve LASNTG's ability to monitor learner progress, produce detailed analytics, and ensure rigorous quality assurance in line with the standards set by accrediting bodies such as Quality and Qualifications Ireland (QQI).
- **Integration with LGMA IT Strategies** - as part of its IT strategy, the LASNTG is committed to aligning its technology deployments with the broader IT strategies and policies of the Local Government Management Agency (LGMA). This alignment is crucial to ensure that the technologies adopted are compatible with existing systems used across the local government sector; thereby facilitating smoother integration and reducing potential technical challenges.





IT CHALLENGES

Whilst LASNTG's planned IT infrastructure enhancements represent a significant step forward, there are inherent risks and challenges that need to be carefully managed to ensure that the infrastructure supports the organisation's long-term strategic goals. Thus, consideration should be given to the following in lieu of future ICT planning:

- **Current Systems offer Limited Functionality** - the existing Moodle platform, while effective for basic needs, is limited in its capacity to deliver a fully integrated and interactive online learning experience. The platform's basic nature limits LASNTG's ability to offer more sophisticated e-learning options, which are increasingly in demand. Though it is anticipated that this issue will be mitigated by the new LMS - in the interim courseware development and training roll out, will reflect the IT infrastructure that is available.
- **Delayed Implementation of the LMS** – it is recognised that the planned deployment of the LMS is a positive step. However, any delay in its implementation will result in the LASNTG continuing to rely on less efficient systems for an extended period. This could hinder the organisation's ability to fully capitalise on the benefits of modern e-learning technologies, reducing its market competitiveness and potentially impacting the realisation of the targets set out in this strategic plan.
- **Integration Challenges** - the potential for challenges in integrating new systems with existing structures cannot be overlooked. Ensuring that the LMS and existing Local Authority IT systems, reporting structures and administrative controls are embedded in the new infrastructure is critical. Any difficulties in this area could result in disruptions or inefficiency.
- **Cybersecurity Risks** - as with any digital system, the expansion of LASNTG's IT infrastructure increases its exposure to cybersecurity threats. Ensuring robust cybersecurity measures are in place, particularly as more sensitive data is managed online, is essential to protect against data breaches and ensure compliance with data protection regulations.

SWOT ANALYSIS



STRENGTHS

Sectoral Expertise - each training pillar is led by specialised and technical teams, ensuring programmes are relevant, targeted and aligned with industry needs.

Representative Structure – the LASNTG has a defined representative management structure, ensuring effective national delivery of training programmes across its training pillars.

Network Capacity – arising from the depth and breadth of training delivered by the LASNTG; its network is vast, ranging from technical experts to private sector corporations; in addition to central and local government.

QQI – QQI Approved Training Body

Iterative Service Training Group Model -The flexible STG structure allows quick adaptation to emerging Local Authority service training needs.

Training Capability – the LASNTG has a national network of trainers and cutting-edge facilities. This capability has been built consistently over 30 years, making the LASNTG an incumbent training provider nationally.

Quality Assurance - a dedicated Quality Officer ensures high standards across all programmes, maintaining compliance with QQI requirements.



WEAKNESSES

Fixed-Term Contracts - there exists a reliance on specific-purpose contracts for key roles which may lead to challenges in continuity and retaining expertise.

Shared Resource Model - the shared resource model, while efficient could strain resources if demands increase.

RTC Staffing Vulnerability - the current staffing model within RTCs lacks redundancy, whereby each RTC relies heavily on a single manager. While lean, this could lead to significant operational challenges if the RTC manager is unavailable. As it would result in an inability to deliver training programmes. This risk is also mirrored in the RTC in-house trainer model.

Brand – after consultation, it is understood that the LASNTG brand exhibits potential weakness owing to inconsistency, poor brand awareness, ineffective marketing strategies, weak online presence and lack of innovation. Each of which undermine its capacity for long term growth.

IT Infrastructure – there exists an inability to scale with current systems and the introduction of new systems will require support with respect to Cyber Security, IT interoperability and alignment with existing manual processing structures.



OPPORTUNITIES

New Training Pillars - Emerging needs within Local Authorities provide opportunities to expand or develop new training pillars. Engage with the LGMA and its Strategic Workforce Planning Framework to determine such needs and develop utilitarian training programmes.

Ed-Tech -Increased digital innovation (such as AR, VR, Data Analytics etc.) gives rise to more opportunity for learning development. There is opportunity to engage in ed-tech driven activities and innovation.

Collaboration Opportunity

- Cross-Function - partner with sectors like healthcare, education, and environmental services to create interdisciplinary training programs.
- International Networking – engage with international counterparts to create an internationally recognised peer to peer system.
- Private Partnerships - collaborate with private sector entities for innovative training solutions.

Brand Re-Development - The LASNTG brand has the potential to enhance its identity, improve customer perception, target marketing, boost online visibility, and innovate, leading to greater market presence, customer loyalty, and a stronger competitive edge.

Government Funding Increases

Anticipated increases in government spending present a significant opportunity for LASNTG to secure additional grants and subsidies. By strategically aligning with national policy priorities, LASNTG can leverage this potential funding to enhance training programmes, expand its offerings, and strengthen the resilience of Local Authorities.

Continued Professional Development – Increase the volume of accredited/CPD courses available through the LASNTG training portfolio.



THREATS

Policy Changes - Rapid shifts in policy and representation could require frequent updates to training content, straining resources.

Budget Constraints - Financial limitations or changes in funding could impact LASNTG's ability to maintain +/- expand its offerings.

Inflation – the cost of training provision may rise in line with economic inflation making some training options unsustainable, particularly in-person offerings.

Supplier / Partner Instability: Dependence on key trainers/ partners that face financial difficulties or operational disruptions could negatively affect the LASNTG's ability to deliver services.

Political Instability- Political changes or instability, both domestically and internationally, could affect funding, operations, or partnerships



SECTION THREE

LASNTG 2025-2030

VISION



“To be the cornerstone of Local Authority skills development in Ireland, driving innovation and resilience through agile, accessible and quality training provision.”

We envision a future where our 31 Local Authorities are equipped with the skills and knowledge to excel, setting new international benchmarks for training in public service through continuous upskilling and strategic collaboration.

MISSION

To empower Local Authority staff by delivering unparalleled, high-quality training through a robust and dynamic network.

The LASNTG will harness expertise, uphold rigorous standards and foster knowledge sharing to ensure consistency, efficiency and excellence in public service training delivery.

CORE VALUES

The following core values represent the LASNTG's commitment to fostering a highly skilled, agile and collaborative training amongst Local Authorities, ensuring continuous improvement and excellence in public service delivery.

- Knowledge Sharing & Collaboration
- Diversity & Inclusivity
- Commitment to Quality & Excellence
- Continuous Competency Development
- Consistency & Reliability
- Organisational Agility & Responsiveness
- Learner-Centered Engagement
- Regional Access & Equity
- Ongoing Upskilling & Development
- Empowerment & Leadership
- Strategic Partnerships & Collaboration
- Fostering Open Innovation
- Building Resilience
- Environmental Responsibility
- Commitment to Sustainability

The following strategic objectives have been developed to elevate the LASNTG as a leader in delivering innovative, equitable, high-quality and sustainable training for Local Authorities. Aligned with the LASNTG’s core values and strategic vision, these objectives focus on pioneering competency development, fostering collaboration and maintaining rigorous standards of quality and consistency.

The strategic goals emphasise agility and responsiveness to evolving needs while promoting sustainable growth through robust partnerships. They also prioritise equity, ensuring all 31 Local Authorities have access to top-tier training, enhancing service delivery across Ireland.

STRATEGIC OBJECTIVES & GOALS

STRATEGIC GOALS x 6

1. Drive Continuous Competency Development



Objectives

Roll out cutting-edge training programmes tailored to future skills demands, integrating emerging technologies.

Expand the range of competency-based training programmes.

Implement a structured professional development framework for trainers.

2. Ensure Quality & Training Excellence



Objectives

Implement real-time quality assurance systems that continuously monitor and enhance training outcomes.

Standardise processes across all training pillars, ensuring a unified approach to excellence.

Launch a feedback-driven improvement cycle, turning learner insights into actionable enhancements.

3. Catalyze Innovation



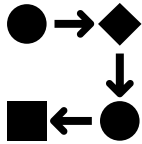
Objectives

Support interdisciplinary training initiatives that blend expertise across various sectors/operational levels, encouraging innovation.

Foster a culture of open knowledge-sharing through digital platforms and collaborative forums.

Build strategic alliances that drive shared projects and co-created training modules.

4. Pioneer Agile Learning Ecosystem(s)



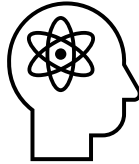
Objectives

Develop and support responsive learning ecosystems that evolve with diversified learner needs, policy shifts and technological advancements.

Introduce on-demand learning paths tailored to the unique needs of each local authority.

Continuously iterate training content to reflect the latest industry best practices and innovations.

5. Open Engagement Model to support Knowledge Diffusion & Sustainability



Objectives

Nurture impactful collaborations with private and public sectors focusing on impact, sustainability and Local Authority resilience.

Embed environmental responsibility into all aspects of training delivery and content.

Launch and promote joint ventures with key stakeholders to pioneer knowledge diffusion.

6. Champion Equity & Access Across Regions



Objectives

Maintain regional training activities to ensure every local authority has equitable access to resources.

Develop initiatives that specifically address the needs of underserved learner groups.

Leverage technology to bridge gaps, ensuring consistent access to high-quality training nationwide.

SECTION FOUR

FINANCIAL CONSIDERATIONS

FINANCE

The LASNTG is a non-profit entity, expending all financial resources annually to support training delivery across the national Local Authority network. It does so by maintaining a balanced financial model through training grants and the delivery of a limited number of commercialised services.

In delivering on this function, the LASNTG engages in a three-tier operational structure whereby

- LASNTG oversees the comprehensive development and administration of Local Authority training programmes, including the thorough verification of training materials. It also manages the drawdown of government grants, ensuring that all funds are efficiently and accurately channeled within the LASNTG, to the RTC's and Local Authorities.
- LASNTG works with and has oversight of the five Regional Training Centres (RTCs) who are engaged to deliver training and hold responsibility for the operations of same.
- LASNTG further engages in commercialised activities to support match funding requirements with respect to staff and overhead costs – these include QQI services, conferences, events and private training. Any ancillary activities undertaken in lieu of financial obligations do not form part of the core strategy set-out in this document.

REVENUE SOURCES

LASNTG – NENAGH OFFICE

The LASNTG office in Nenagh is funded through various government departments, via allocations towards salary and administration costs. Additionally, the LASNTG has commercialised its QQI Certification and Quality Assurance services as a revenue generation activity to supplement income (offsetting staff costs and overheads). Consumers of these services include

- RTC's who pay LASNTG to support the maintenance of QQI registration and QQI validation/checks
- Private Companies which lie outside of the RTC structure but are supported by the LASNTG's QQI structures e.g. Traffic Management training delivered by private companies
- Historically, conferences and events have also contributed to the LASNTG's funding streams, although their financial impact has diminished in recent years due to economic inflation and lower attendance in the post-COVID-19 environment.

REGIONAL TRAINING CENTRES (RTC's)

The RTC's are self-financing and as a result they (unlike the LASNTG) develop a ringfenced capital balance to fund upkeep, maintenance, upgrades of plant and equipment etc.

RTC's primary funding is sourced from government department training grants facilitated through the LASNTG.

This income is further supplemented by host Local Authority resources and revenue generated from room rentals and privatised training.

This diversified funding approach ensures a sustainable financial support model for training delivery and operational needs.



SERVICES TRAINING PILLARS

Each Services Training Pillar within the LASNTG has its own funding structure, aligned to its specific training service focus.

- Roads Services Training Group (RSTG)
Receives funding from the Department of Transport.
- Water Services Training Group (WSTG)
Funded through Uisce Éireann,
- Planning Services Training Group (PSTG)
Supported by allocations from the Department of Housing, Local Government & Heritage.
- Fire Services Training Group (FSTG)
Receives funding from the Department of Housing, Local Government (via the National Directorate for Fire and Emergency Management).
- Environmental Services Training Group (ESTG)
Funded by multiple streams from the Department of Housing, Local Government & Heritage and the Department of Environment, Climate & Communications. Climate Action Training falls under this pillar also and is funded by allocations from the Department of Environment, Climate & Communications through the Eastern & Midlands CARO.

FUNDING BODIES

It is recognised that LASNTG is in receipt of significant funding, which is provided through various partnerships/grants to support the training of Local Authority staff. The following figures offer an overview as to LASNTG's 2024 funding allocation and its respective funding partners.

Please note these figures change annually and are aligned to the LASNTG's activity as set out in a 12-month period.

Training Pillar	Training Services Group	Funding	Allocation 2024	% of total Business
Roads	RSTG	Department Of Transport -Regional and Local Roads Training Grant	€2,159,000	41.6%
Water	WSTG	Uisce Éireann	€1,500,000	29%
Environment I	ESTG	Department of Heritage Local Government & Housing (Rural Water & Housing Sections). Department of Environment, Climate & Communications	€502,968	9.7%
Environment II	ESTG	CARO (via Department of Environment, Climate & Communications)	€500,000	9.6%
Planning	PSTG	Department of Heritage Local Government & Housing	€400,000	7.7%
FIRE	FSTG	Department of Heritage Local Government & Housing (via National Directorate for Fire and Emergency Management)	€125,000	2.4%
+ Misc. Programme Specific Training	FSTG/ WSTG/ ESTG/ PSTG/ RSTG	Responsive Needs Based Training (varies year on year)		
TOTAL			€5,186,968	100.00%

FINANCIAL RISKS

The following outlines potential financial risks which the LASNTG must manage across the lifetime of this strategic plan.



Water Services - The forthcoming transition of water services from Local Authorities to Uisce Éireann (in respect of managing/ delivering water services to homes and businesses served by public water supplies and wastewater agglomerations) will have revenue implications. This will likely materialise in a reduction in the numbers of Local Authority staff requiring water services training. To mitigate this, the WSTG will undertake a strategic review and look towards opportunity for collaboration with Uisce Éireann moving forward.

Inflation – the cost of training provision may rise in line with economic inflation making some training options unsustainable, particularly in-person offerings.

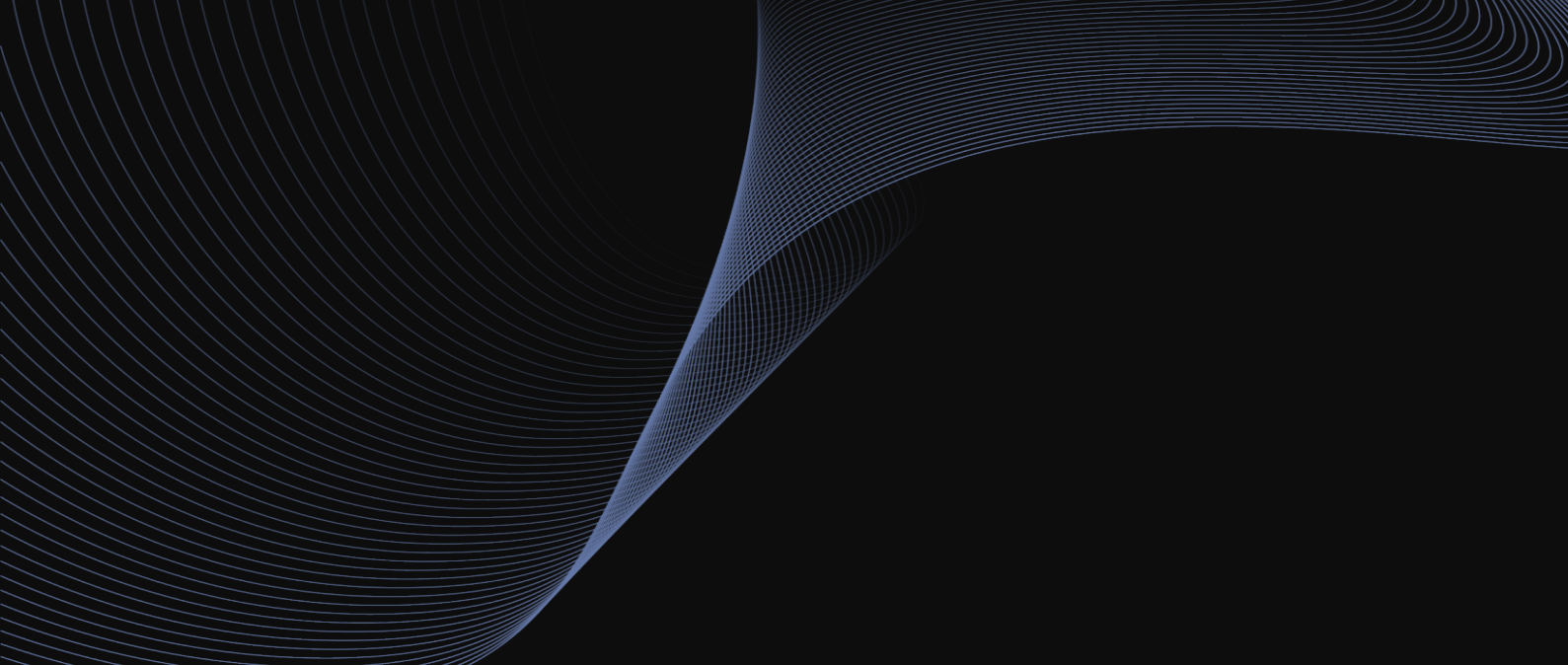
Loss of Funding from Government Sources - The heavy reliance on funding from key government departments poses a significant risk to the LASNTG. Any reduction or reallocation of these funds could severely impact LASNTG's ability to maintain its current level of training and operations.

Overdependence on Specific Grants - The variability and size of specific grants, evidenced in areas such as environmental training, create financial instability for the organisation.

Loss of QQI Certification - Maintaining QQI certification is crucial for LASNTG's credibility and income. Any failure to adhere to QQI standards or administrative lapses could result in the loss of certification, leading to a significant reduction in training opportunities and revenue.

Increased Administrative Costs - As LASNTG expands its offerings and workforce, there is a risk that administrative costs could outpace revenue growth, particularly if new income streams do not develop as expected.

Vulnerability to Market Competition - The evolving market of private training providers and third-level institutions could encroach on LASNTG's offerings, especially if these competitors can deliver similar or superior services at a lower cost, potentially diverting learner cohorts and funding away from LASNTG.



SECTION FIVE

IMPLEMENTATION PLAN

IMPLEMENTATION PLAN

The LASNTG's Implementation Plan for the period 2025-2030 has been designed to strengthen LASNTG’s position as a leading provider of Local Authority training, addressing both its current strengths and identified challenges. The following Key Performance Indicators reflect a commitment to growth, quality assurance and strategic innovation.

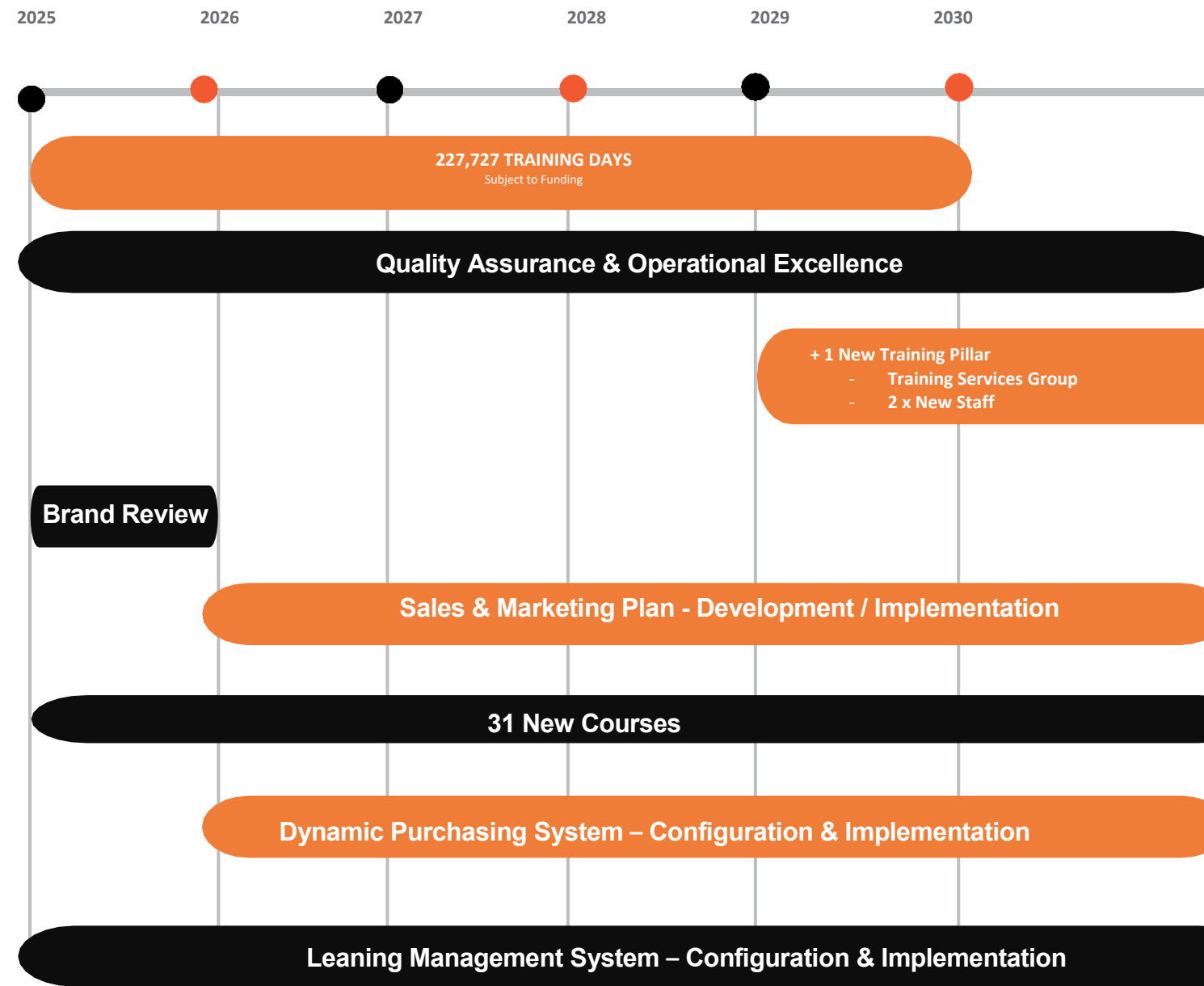
KEY PERFORMANCE INDICATOR		2023 Actual	2024 Est.	2025	2026	2027	2028	2029	2030	TOTAL Across Strategic Plan 2025-30
TRAINING DAYS Subject to Funding ↑ 5% Annual Increase	Roads	8,505	8,505	8,930	9,377	9,846	10,338	10,855	11,398	60,744
	Water	4,278	4,278	4,492	4,716	TBD	TBD	TBD	TBD	9,208
	Environment	2,204	2,204	2,314	2,430	2,551	2,679	2,813	2,954	15,741
	Fire	4,657	4,657	4,890	5,134	5,391	5,661	5,944	6,241	33,261
	Planning			900	945	992	1,042	1,149	1,206	6,234
	Other (Incl Climate Action)	14,357	14,357	15,075	15,829	16,620	17,451	18,324	19,240	102,539
	Total	34,001	34,001	36,601	38,431	35,400	37,171	39,085	41,039	227,727
New Courseware Development	One Per Training Pillar Annually	-	-	5	5	5	5	5	6	31
Training Services Groups	Number - One New STG to be added during the lifetime of the strategy	-	-	5	5	5	5	5	6	6
	Strategic Review - WSTG				1					1
QUALITY	RTC Annual Site Audits	-	-	5	5	5	5	5	5	30
	Monitoring of reported non-conformance	-	-	100%	100%	100%	100%	100%	100%	100%
	Acquire & Maintain ISO45001	-	-	Acquire	✓	✓	✓	✓	✓	-
	Spot Checks on New Trainers as part of the LASNTG framework	-	-	100%	100%	100%	100%	100%	100%	100%
	Target on Training Evaluation sheets completed by participants.	-	-	50%	60%	70%	80%	80%	80%	70% Overall
	Annual Workplan	-	-	1	1	1	1	1	1	6
	CPD Courses / Conferences	-	-	8	8	8	9	9	10	10
FINANCE & PROCUREMENT	% of Training Budget Expended	-	-	100%	100%	100%	100%	100%	100%	100%
	Dynamic Purchasing System	-	-	Configuration	Live	Live	Live	Live	Live	-
DEV-OPS	Dedicated / Bespoke LMS	-	-	Configuration	Live	Live	Live	Live	Live	-
STAFF		-	-	9	9	9	9	9	11	11
SALES & MARKETING		-	-	Brand Review	Sales & Marketing Plan		-	-	-	-

This LASNTG KPI structure has been designed as a well-rounded approach to growth, quality, and sustainability. It positions LASNTG to not only sustain its current operations but also to innovate and expand, ensuring it remains a vital and adaptive training provider in the public sector. The following offers an overview as to some of the rationale pertaining to same.

- **Growth and Expansion** - The projected 5% annual increase in training days across key sectors such as Roads, Water, Environment, Fire and Planning is a deliberate strategy to enhance LASNTG's operational sustainability. By steadily increasing the volume of training delivered, the LASNTG will reinforce its role as a key training provider, ensuring it remains indispensable to Local Authorities. The planned introduction of one new course per training pillar annually will drive innovation and ensure relevance in a rapidly evolving sector, with this expansion directly correlating to the addition of two new staff members, ensuring adequate support for these new initiatives.
- **Services Training Group Evolution** - The strategic plan acknowledges the evolving role of the Water Services Training Group (WSTG) aligned to the transition of responsibility from Local Authorities to Uisce Éireann. This transition will see Uisce Éireann take responsibility for managing and delivering water services to homes and businesses served by public water supplies and wastewater agglomerations (by the end of 2026). In parallel, Local Authorities will retain responsibility over water services which include group water schemes, grants, public conveniences, water safety, swimming pools and septic tanks. This evolution will require a review of the Terms of Reference of the WSTG; whereby its role and remit will need to be strategically examined.
- **Quality and Competitiveness** -The implementation of a Dynamic Purchasing System (DPS) will be a key enabler of flexibility in trainer procurement. By streamlining procurement processes, LASNTG will be able to quickly adapt to changes in trainer availability, ensuring continuous delivery of high-quality training without disruption. This system will also enable better cost management, contributing to the strategic goal of fully expending the training budget each year while maintaining financial efficiency. However, it is important to note that increased administration is likely due to the co-ordination and management of a larger volume of training providers.
- **Quality Assurance and Technological Advancement** - The acquisition and maintenance of ISO45001 certification, coupled with annual RTC audits and a 100% commitment to monitoring non-conformances is evidence of LASNTG's dedication to quality. The introduction of a bespoke Learning Management System (LMS) will significantly enhance operational capabilities, facilitating blended learning models, reducing manual workloads. This technological enhancement will directly address current IT infrastructure limitations, enabling scalable growth and improved service delivery. The use of web based technologies to support the delivery of the FSTG Training Programme will be deployed in 2025.
- **Brand Development and Market Positioning** - Recognising the potential weaknesses in the current LASNTG brand, the implementation plan includes a comprehensive brand review and the development of a Sales & Marketing Plan. This initiative will refine the organisation's brand identity, improve customer perception and strengthen market presence. By enhancing online visibility and marketing effectiveness, LASNTG will be better positioned to attract new clients and retain existing ones, thereby boosting overall market competitiveness.
- **Staffing and Collaboration** - The strategic plan maintains a focus on staff development, with a stable workforce of nine employees, expanding to eleven by 2030 as new training pillars are introduced. This expansion will be supported by enhanced collaboration networks, building on successful partnerships such as those with the Climate Action Regional Office (CARO), OPR and LAWPRO. By fostering inter-agency collaborations in other sectors, LASNTG will continue to broaden its impact and relevance across the public sector.
- **Risk Mitigation** -The plan also includes proactive measures to mitigate external risks such as policy changes, budget constraints, inflation, and supplier instability. By diversifying funding sources, maintaining competitive costs per trainee, and ensuring efficient local delivery of training, LASNTG is poised to navigate potential challenges effectively.

STRATEGIC PLAN TIMELINE

The following is a visual representation of strategic actions which will be undertaken by LASNTG across the lifetime of the 2025-2030 plan



SECTION SIX

MONITORING & REPORTING

MONITORING & REPORTING

The monitoring and evaluation of LASNTG's strategic plan will be anchored by a robust framework designed to ensure accountability, representation, transparency and continuous improvement.



LASNTG Committee- Annual Work Plan

Central to this process is the development of an annually approved work plan, this will be compiled by the LASNTG secretary and authorised by the LASNTG Committee. This work plan will outline specific goals, timelines, and resource allocations for the year ahead, ensuring that all activities are strategically aligned.

Services Training Groups– Empowered / Representative

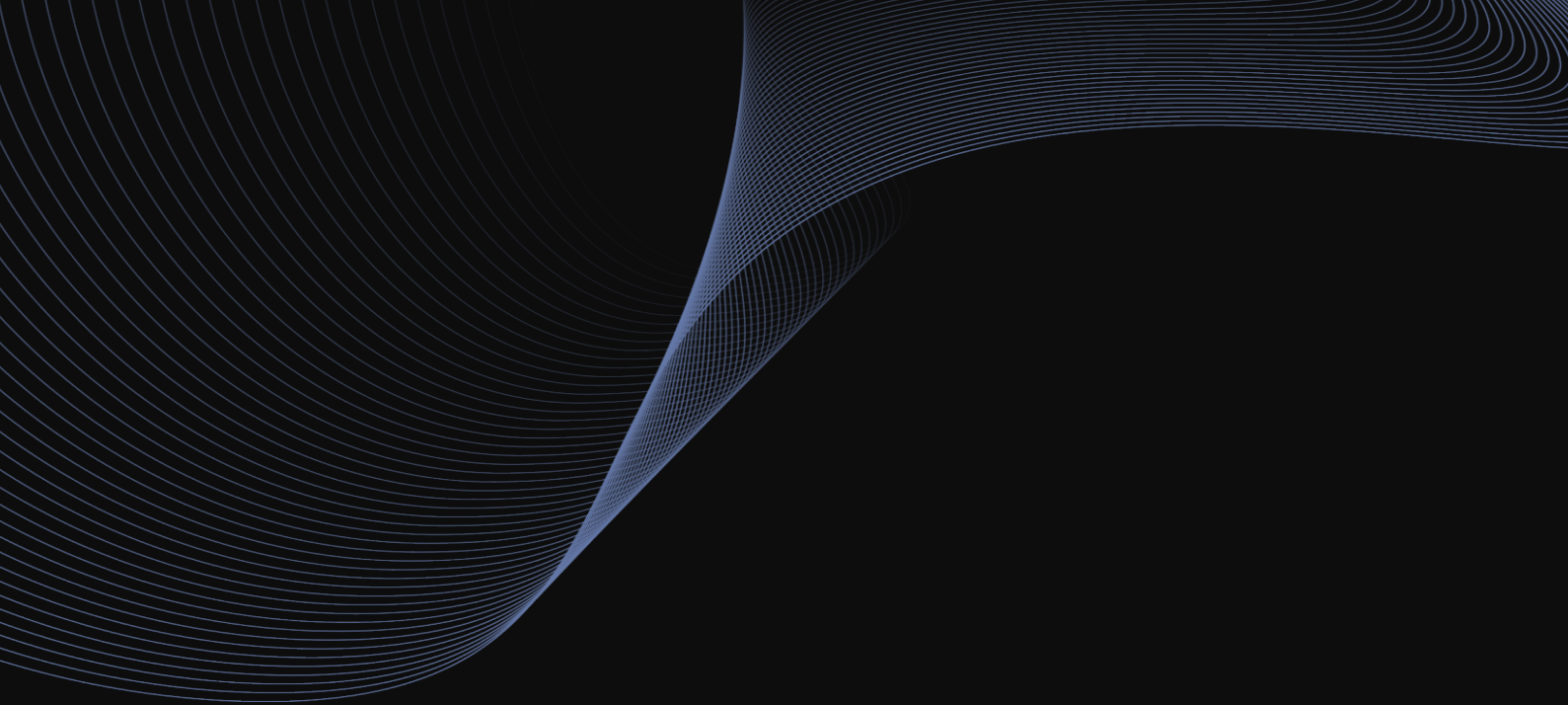
The LASNTG's Services Training Groups retain full autonomy over the management, allocation and monitoring of their respective training pillars. These grants are provided by key government departments, such as the Department of Housing, Local Government, and Heritage (DHLGH), the Department of Transport, the National Directorate for Fire and Emergency Management (NDFEM), Uisce Éireann, and the Office of the Planning Regulator (OPR).

This structure ensures that while strategic oversight is maintained by LASNTG, sector-specific training needs and grant expenditures are managed by those closest to the work, ensuring transparency, relevance and effectiveness.

Oversight – LGMA / CCMA

Progress on this strategic plan will be monitored through a combination of qualitative and quantitative metrics, with regular reporting. These reports will assess key performance indicators (KPIs) as set out in section five of this document. These include but are not limited to training delivery, courseware development, quality assurance, financial management, communications, IT and quality practices. It is anticipated that various levels of reporting will be in place to support the realisation of this strategic plan. The following offers an insight as to the role that the LGMA and CCMA will have in this process.

- The LASNTG Committee operates as a standing committee under the LGMA and reports accordingly.
- The LGMA acts as secretariate to the the County & City Managers Association (CCMA) and sits on the LASNTG Committee.
- CCMA nominees sit at various levels within the LASNTG's governance structure; whereby
 - They chair each of the Planning /Roads /Water /Environment /Fire Services Training Group
 - They sit on the LASNTG Committee
 - And a CCMA nominee acts as chair to LASNTG Committee



LASNTG

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