

Local Authority Corporate Plan

2015-2019

Supplementary Guidelines

November 2014

1. Background

1.1 The corporate plan is a central component of the local authority business architecture, linking key elements such as policy, organisation, operational activity, governance, and performance management. The primary purpose of these guidelines is to draw attention to matters to be addressed in corporate plans arising from the local government reform programme, and particularly requirements set out in the Local Government Reform Act 2014. These guidelines are intended to complement rather than replace existing guidelines and should, accordingly, be read in conjunction with the latter, subject to changes indicated in this document, and with the provisions of section 134 of the Local Government Act 2001, as amended by the 2014 Reform Act.

2. Role of the corporate plan in context of new governance arrangements

2.1 The corporate plan serves as the local authority's strategic framework for action during the lifetime of the council. It will, accordingly, play a key role towards realisation of the vision set out in the *Action Programme for Effective Local Government*, for local government to be "the main vehicle of governance and public service at local level – leading economic, social and community development, delivering efficient and good value services, and representing citizens and communities, as effectively and accountably as possible". Key requirements in relation to the role of the corporate plan in the context of new governance and service delivery requirements under the 2014 Reform Act are outlined under.

2.2 The value of the corporate planning process will be determined particularly by the quality and breadth of the strategic planning undertaken in its preparation and the effectiveness with which the adopted plan is used to direct the business processes and drive the performance of the authority through the lifetime of the council, especially through related processes such as annual service delivery planning and the ongoing development of performance measurement and management. Consequently, any major changes in strategic direction envisaged should be reflected in revisions to the Corporate Plan as and when such changes arise.

Annual service delivery plan

2.3 In the context of new governance arrangements under the 2014 Reform Act, a key purpose of the corporate plan will be to provide a framework within which annual service delivery plans are formulated. Many local authorities already produce annual business plans as a mechanism through which the corporate plan is implemented and monitored. Section 134A of the 2001 Act (as inserted by Section 50 of the 2014 Act) requires that, in future, local authorities prepare annual service delivery plans which will set out in greater detail the activities to be undertaken across all key function areas to deliver on the corporate plan's objectives. It is envisaged that the new service delivery plans will now replace annual business plans. The annual service delivery plan will, inter alia, identify the services to be provided and the standards to which they are to be delivered, monitored and evaluated so as to ensure that objectives for the optimum delivery of services is achieved. It will provide a new methodology whereby local authorities can gauge and be gauged on their own year-on-year performance.

2.4 The corporate plan should set out the role of the service delivery plan in translating/‘grounding’ the objectives of the corporate plan into more detailed supporting strategies and actions which link with annual departmental activities. The service delivery plan should also be linked to the budgetary process, the performance management and development system, and relevant service/performance indicators, aligning over the lifetime of the corporate plan with performance indicators developed by the National Oversight and Audit Commission (NOAC), the new national oversight body for the local government sector.

Role of NOAC

2.5 The reference in section 134(6)(c) of the 2001 Act to “service indicators” can now be taken to relate to performance indicators to be determined by NOAC (in accordance with sections 126C and 134A of the 2001 Act, as inserted by the 2014 Act) for the purpose of its function to scrutinise the performance of local government bodies. It is expected that these new output/outcome-based performance indicators will evolve and develop over time. Any changes that NOAC decides to make to the existing service level indicators for the purpose of 2014 performance reporting and for data collection requirements in respect of 2015, will be notified to local authorities before the end of 2014. This will facilitate the inclusion of relevant baseline data and high level strategic objectives in the corporate plan (see 5.4/5.5 under). Appendix 2 provides an initial orientation regarding suitable baseline metrics which local authorities are free to modify/supplement as they deem appropriate.

2.6 One of the specific functions of NOAC is to monitor the adequacy of the corporate plans and to evaluate their implementation (section 126C(1)(g) of the 2001 Act). Accordingly, when the corporate plan is adopted a copy should be forwarded to the NOAC secretariat to facilitate the Commission’s review of the adequacy of the plan. The plans should be submitted electronically to NOAC at info@noac.ie.

Service level agreements

2.7 Service level agreements entered into by the local authority should be referenced appropriately in the corporate plan as adherence to these will be subject to evaluation by NOAC.

Municipal districts

2.8 Section 134(6) of the Act (as amended by the 2014 Act) requires that “the corporate plan shall be prepared on the basis of an organisational wide strategic approach encompassing the various activities of the local authority concerned, including activities relating to functions of municipal district members for each municipal district”. The statutory functions of members at municipal district level are set out in section 131A of the 2001 Act (as inserted by section 21(3) and 21(4) of the 2014 Local Government Reform Act), the Local Government (Performance of Reserved Functions in Respect of Municipal District Members) Regulations 2014 and the Ministerial guidelines which issued as an appendix to circular LG 10/2014.

2.9 The municipal district system is a significant departure in sub-county governance, introducing an important new dynamic to local government, which involves an enhanced statutory decision-making role for the elected members, particularly in deciding on programmes of maintenance

works and related expenditure across the various services in the district through the adoption of the annual schedule of municipal district works following from the local authority budgetary process.

- 2.10 The corporate plan will, accordingly, need to be adequately informed by district considerations, to take account of arrangements and activities to support the performance of functions of members at district level, and to ensure that these are adequately aligned with overall local authority policy and strategy, as required by the regulations.

3. Policy matters to be reflected in corporate plan

- 3.1 Section 134(7) of the Act requires that local authorities take account of a range of matters in preparing the corporate plan, including policies and objectives in any other relevant local authority statutory plans, statements or strategies. The plan should, accordingly, link closely with, and be consistent with, other relevant processes and policy instruments such as the budgetary, performance management and development, and business planning processes, and with strategies or policies relating to the various local authority functional areas. It is not the purpose of the corporate plan to repeat material in such documents but rather to place their main elements in the context of the organisation as a whole and its overall priorities, arrangements and activities. New policy-related requirements arising from the 2014 Act are referred to under.

Local Economic and Community Plan

- 3.2 The Local Economic and Community Plan (LECP), provided for in the 2014 Reform Act, will be a key action-focused policy instrument underpinning the enhanced local government role in economic development and community/local development. This role is, in turn, an important means to advance the key overall purpose of local government, highlighted in the *Action Programme for Effective Local Government*, “to promote the well-being and quality of life of citizens and communities”. The LECP will set out objectives and supporting actions to promote economic development and local and community development in the area. Guidelines in relation to the LECPs will be issued shortly.
- 3.3 While the process of formulating the initial LECPs will extend beyond the adoption of the corporate plan, it is important that the latter is informed by, and coherent with, the high-level objectives of the LECP, including measures aimed at tackling poverty, disadvantage and social exclusion. This will involve engagement with both the Strategic Policy Committee for Economic Development and Enterprise and the Local Community Development Committee (LCDC). In summary, the corporate plan should be informed by preparatory work on the LECP and related data, and it should be reviewed in due course to reflect the contents of, and ensure full consistency with, the LECP (see 6.2 under).

Policy on matters not addressed in other local authority instruments

- 3.4 Attention is drawn to a new requirement, introduced by section 49 of the 2014 Act, which inserted a new subsection (6)(ea) in section 134 of the 2001 Act, that the policy of the local authority in relation to any functions, services and priorities for expenditure which are not

already set out in any other local authority plan, statement, strategy or other document, be included in the corporate plan. The purpose of this requirement is to ensure, in the context of strengthening the governance role of the elected council, that the latter's policy role applies comprehensively across all functions and services of the local authority.

Policies and objectives of Government and Ministers

- 3.5 Local authorities are also required to take account of policies and objectives of the Government and Ministers. An indicative list of current items which may be of relevance in this regard is provided at Appendix I. It would be appropriate to outline broadly in the corporate plan significant aspects of local authority activities of relevance in delivering on such policies or objectives at local level.

4. Content and structure of the corporate plan

- 4.1 Details regarding the composition of robust and achievable corporate plans are contained in section 134 of the 2001 Act and existing guidelines. The following further matters should also be taken into account in preparing the new corporate plan:

Local government mission and core principles

- 4.2 The overall vision and key purpose of local government, as indicated at 2.1 and 3.2 above, are set out in Chapter 1 of the *Action Programme for Local Government*, as are the main principles underlying Government policy relating to local government. It is expected that these would be closely reflected in any statements of mission or principles in the corporate plans of individual authorities.

Operating environment

- 4.3 This element of the corporate planning process enables the local authority to take account of current external and internal factors impacting local authority objectives, activities and performance, informed by relevant up-to-date data. The potential of shared services to optimise the efficiency of the organisation and the effectiveness of customer service should be fully explored as part of the corporate planning process, including engagement with the Programme Management Office on further projects with potential to achieve savings and efficiencies. Similarly, the potential of online service provision, including the effective use of modern technologies, social networking, mobile apps and Geographical Information Systems (GIS) in an interactive manner with the public, and low cost web-based solutions, should be fully exploited, having regard to the Local Government ICT Strategy Implementation Plan.
- 4.4 With regard to the internal environment, the plan should take account of new developments/initiatives within the local authority since adoption of the last corporate plan. This may include matters such as the evolving roles of local government, particularly in relation to economic, community and enterprise functions, including the establishment of LCDCs and Local Enterprise Offices (LEOs), and reconfiguration of services and organisational arrangements. Local authorities are also encouraged to identify new developments/initiatives that are particular to their own administrative area.

- 4.5 It is recommended that a rigorous and comprehensive risk assessment be carried out as a means of ensuring that all potentially relevant issues related to the external and internal operating environment can be comprehensively identified and adequately addressed in the context of the corporate plan.

Structure and terminology

- 4.6 Aspects of the corporate plan such as structure and terminology are primarily matters for each local authority and prescriptive requirements are not being set out in that regard. However, the need to ensure clarity and consistency (within, and as far as possible between, authorities) will be appreciated. It is suggested that a hierarchy of “Objectives” and “Supporting Strategies”, would provide a useful structure to maximise clarity and consistency. It is envisaged that these will, in turn, be reflected in the annual service delivery plans at an appropriately greater level of detail, with corresponding performance metrics and elaboration of “Actions” to implement the strategies and achieve the objectives of the plan. In this way, the corporate plan should act as a broad framework for local authority service delivery, for performance management at individual and team level, and for performance measurement and reporting that will be the subject of scrutiny by NOAC.

Internal capacity, resources and information on costs of services

- 4.7 The objectives in the corporate plan must be determined having regard to resource requirements (human and financial) and availability and, in that context, decisions should be made regarding re-allocation of resources or re-prioritisation of objectives, where necessary. This is an essential element of effective strategic planning underlying the formulation of an effective corporate plan.
- 4.8 The costs of providing particular services should be identified through the financial management system. Value for money reviews and audits should also assist this process by assessing expenditure programmes in local authorities. This will enable authorities, particularly through the role of the Audit Committees, which have now been put on a statutory footing, to relate input costs to outputs and provide a more rational and informed basis on which to make decisions for allocating available resources in the light of the priority areas identified.
- 4.9 In addition, local authorities are now requested to consider how an improved level and quality of information can be provided to the public regarding the cost (and related revenue-raising) implications of various options and decisions in relation to services. In this context, particular attention is drawn to the public information measure set out in paragraph 9.4.6 of the *Action Programme for Effective Local Government*, which indicated that local authorities would provide clearer, meaningful and user friendly information locally to citizens, revenue payers and service users, particularly in relation to local customer service arrangements and how resources are utilised locally. It would be desirable to outline arrangements for this purpose in the new corporate plan. This is an important and potentially valuable mechanism to communicate clearly to the public the cost and revenue implications of different choices in relation to local services, particularly in the context of the local property tax and other charges in respect of services.

5. Consultation, Implementation, monitoring and performance measurement

Additional consultation channels

- 5.1 In consulting external stakeholders on the corporate plan, local authorities should, in addition to using existing structures such as the Corporate Policy Group and Strategic Policy Committees (SPCs), consult with the newly established LCDCs and Public Participation Networks (PPNs). The representatives on these bodies are drawn from a wide range of interests in the area including, community and voluntary, business, and environmental interests, economic development agencies, regional assemblies and public service providers operating locally. Where special economic fora have been established to engage business leaders and other relevant interests with the local authority economic development role, consultation with them on the corporate plan would also be useful. Forthcoming guidance on LECs will recommend the creation of such fora generally (ideally with regional scope) in the context of economic development functions.
- 5.2 The local authority annual report should report on the implementation of the corporate plan, through a summary progress report, which should also address any relevant reports of NOAC arising from its evaluation of implementation of the Corporate Plan.
- 5.3 The plan should indicate the protocols or arrangements for monitoring progress towards achievement of the objectives of the corporate plan. It is suggested that such methodologies should reference current baseline service provision levels and the targets set by the local authority in their annual service delivery plan to provide incremental evidence of service delivery and performance.
- 5.4 In view of its role in relation to the annual service delivery plans, the corporate plan should provide relevant high level data in relation to current performance of key functions and services. Accordingly, local authorities are requested to identify specifically in the new corporate plan relevant baseline measures, based on the most recent data available, of the current actual position in relation to each key objectives identified in core functional areas. The purpose of this is to establish a common and accepted baseline of high level, output/outcome-focused, data across all local authorities. In many cases, appropriate metrics should already be in existence, if not within the existing suite of service indicators, possibly elsewhere in existing reporting arrangements at sectional or divisional level in local authorities.
- 5.5 This high level output-focused data should be presented as an appendix to the corporate plan and can be utilised as a conduit between the overarching corporate plan and the more detailed level annual service delivery plan reporting mechanism. A template containing a non-exhaustive list of possible baseline metrics is set out at Appendix 2.
- 5.6 It is emphasised that the baseline metrics suggested are not necessarily exhaustive and that the type of activities that may warrant inclusion may vary somewhat between areas (e.g. from city authorities to more rural counties). Authorities are, accordingly, to add further items with a view to ensuring a representative spread of appropriate data items for each main service area. In doing so it is important to bear in mind that the type of metric to be included must describe

output/outcome rather than input and must be contextual e.g. related to a relevant yardstick such as population or number of households or other relevant quantum and also that this data is intended to quantify factually the current position (e.g. by reference to the most recent period) rather than set a pre-determined performance target to be measured against.

6. Progress reporting, adaptation and review of the plan

- 6.1 In addition to existing reporting arrangements, details of development in corporate plan objectives as set out in the local authority's annual report should reference progress against relevant commitments/targets outlined in the local authority annual service delivery plan. Reporting on significant progress in relation to corporate plan objectives should also be included in the monthly management report to be provided by the chief executive to the elected council as required by section 136 of the 2001 Act, as amended by section 51 of the 2014 Act. Both the annual progress report (as required under existing guidelines) and the new monthly management report are the appropriate vehicles to signal any changes in direction or emphasis and any amendment to the plan which may be necessary. Any changes to the corporate plan as identified in the annual progress report can be reflected in subsequent annual service delivery plans.
- 6.2 Present indications are that the initial LECPs are not likely to be adopted until late in 2015. In view of this, local authorities are requested to carry out a review of the corporate plan as soon as practicable following the adoption of the LECP and to adjust the corporate plan as necessary to reflect the contents of the LECP. A review procedure is provided for in section 134(8) of the Local Government Act 2001 and the intention of the council to undertake such a review should be referenced in the Corporate Plan. This review should also have regard to any recommendations made by the NOAC in respect of the adequacy of Corporate Plans, either on a sector-wide or individual basis.

Appendix 1 - INDICATIVE LIST OF STRATEGIES/PLANS INFLUENCING LOCAL GOVERNMENT ACTIVITIES

This (non-exhaustive) list is indicative only, and local authorities may wish to refer to other relevant documents.

National/EU

- Role of the local authority in progressing and playing its part in existing relevant national policies
- National Spatial Strategy 2002-2020
- Homelessness Policy Statement 2013-2016 (DoECLG)
- Traveller Accommodation Programme 2014-2018 (DoECLG)
- Keeping Communities Safe – Fire Services Framework 2013 (DoECLG)
- National Climate Change Adaptation Framework 2012 (DoECLG)
- National Disability Strategy Implementation Plan 2013-2015 (Department of Health)
- National Housing Strategy for People with a Disability 2011-2016 (DoECLG)
- Social Housing Strategy 2014 (DoECLG)
- Action Programme for Effective Local Government 2012 (DoECLG)
- Implementation Plan on the State's Response to Homelessness 2014-2016 (DoECLG)
- Medium-Term Economic Strategy 2014-2020 (Department of An Taoiseach), Action Plan for Jobs (Department of Jobs, Enterprise and Innovation), Construction 2020 (Department of An Taoiseach - 2014)
- Our Sustainable Future – A Framework for Sustainable Development for Ireland 2012 (DoECLG)
- National Policy Framework for Children 2014-2020 (Department of Children and Youth Affairs)

Regional

- Southern, Connacht/Ulster, Eastern/Midlands Regional Assembly Operational Programmes
- Regional Planning Guidelines & Regional Spatial and Economic Strategies
- The Regional Indicators Report – Monitoring Framework for the Implementation of the Regional Planning Guidelines

- The relevant Regional Waste Management Plan
- Strategy Plans of other Regional Bodies, e.g. HSE, Garda Síochána

Local

- Local Economic and Community Plan
- County/ City Development Plan
- Housing Assistance Payment Programme
- Local Enterprise Development Plans
- PPN Well-Being Plans (on adoption)
- Others as appropriate

Appendix 2 – Suggested Non-Exhaustive List of Baseline Data

(Indicative only - Intended to support the broader strategic goals contained in the corporate plan and should be added to/modified as appropriate to each local authority)

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline <i>(based on most recent available data)</i>
Fire Services and Emergency Management	<ul style="list-style-type: none"> • To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies 	<ul style="list-style-type: none"> • To identify and manage risk and to prepare to respond to emergencies in accordance with the Framework for Major Emergency Management • To provide a prevention, protection and response fire service, matched to locally identified fire risk, in accordance with national guidance • Performance in relation to prevention, protection and response as set out in national norms and standards 	<ul style="list-style-type: none"> • Cost of Fire Service per capita • Time taken to mobilise fire brigades in respect of fire / other emergency incidents • Percentage of cases in respect of fire / other emergency incidents in which first attendance is at the scene within; <ul style="list-style-type: none"> ➤ 10 mins ➤ 10-20 mins ➤ after 20 mins 	
Road Transportation and Safety	<ul style="list-style-type: none"> • Improvement and restoration of the regional and local road network and the structural quality of roads for which the local authority is responsible (ref Department of Transport, Tourism and Sport (Circular RW 21/2014)) 	<ul style="list-style-type: none"> • Maintenance of History of Pavement Works; Road Pavement Surface Inventory & Surveys (Mechanical & Visual) • Pavement Surface Condition Index (PSCI) ratings for regional, local primary, and local secondary roads 	<ul style="list-style-type: none"> • Current ratings provided in the Pavement Surface Condition Index (PSCI) 	

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline <i>(based on most recent available data)</i>
Finance	<ul style="list-style-type: none"> • Maintain moderate debt levels over the medium term • Liquidity levels to be sufficient 	<ul style="list-style-type: none"> • Provide for repayment of loans payable • Rolling cash flow forecast • Budget as adopted to be sufficient to meet the expenditure arising in the year • Income collection 	<ul style="list-style-type: none"> • Value of LA loans to other Bodies that are in arrears for more than 90 days • 5 year summary of revenue a/c balance • 5 year summary of % collection levels on major revenue sources 	
Water Services	<ul style="list-style-type: none"> • Optimum level of operation of public water services 	<ul style="list-style-type: none"> • Service Level Agreement (SLA) between local authorities and Irish Water 	<ul style="list-style-type: none"> • Unaccounted for Water as a % of total volume of water supplied under supply schemes that the local authority is responsible for • % of drinking water in compliance with statutory req'ments (both Public and Private schemes) 	
Waste Management	<ul style="list-style-type: none"> • Sufficient waste collection services and facilities in place 	<ul style="list-style-type: none"> • Waste collection licences awarded (through NWCPD) within each local authority area • Grants for waste recycling facilities (provided through Env Fund) 	<ul style="list-style-type: none"> • Number of licensees operating in their area (to provide adequate competitive services) • % of households accessing 3-bin service collection 	

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline <i>(based on most recent available data)</i>
Environment	<ul style="list-style-type: none"> • Ensure a high-quality environment and take early action to protect it. 	<ul style="list-style-type: none"> • Environmental objectives in land use plans • Adherence to SEA and EIA in relation to plans, projects and developments • National Litter Monitoring Pollution Results 	<ul style="list-style-type: none"> • No of complaints lodged with EPA - Office of Env Enforcement (OEE) • % of Non-EPA (OEE) environmental complaints investigated that were closed where no further action was necessary. • Percentage of areas in the local authority that are; <ul style="list-style-type: none"> ➤ unpolluted (i.e. litter-free) ➤ slightly polluted with litter ➤ moderately polluted with litter ➤ significantly polluted with litter 	
Homelessness	<ul style="list-style-type: none"> • Addressing homelessness 	<ul style="list-style-type: none"> • Provide and oversee the delivery of homeless accommodation and related services in the context of the statutory regional Homelessness Action Plan 	<ul style="list-style-type: none"> • Number of adult individuals considered to be long-term homeless as % of the total number of adult individuals either using emergency accommodation or sleeping rough in a given period 	

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline <i>(based on most recent available data)</i>
Housing	<ul style="list-style-type: none"> • Deliver social housing to meet identified needs • Increase social housing construction in order to deliver built units • Build on better utilisation of existing stock to increase the availability of units available for social housing • Rollout of Housing Assistance Payment Scheme (HAP) 	<ul style="list-style-type: none"> • Social Housing Strategy (national) • Housing Services Plan (local) • Land Use Strategy • National Funded Programme for Vacant Stock • HAP Implementation Plan 	<ul style="list-style-type: none"> • Combined total number of dwellings provided (i.e. through direct provision + RAS + HAP+ leasing etc) • Maintenance cost for direct provision housing (= Total maintenance spend / Total no. of Direct Provision Dwellings) • % of private rented tenancies inspected • % local authority housing vacant ; Number of Voids • Average re-letting time & cost 	
Economic Development <i>(Additional Operational Baseline Metric to be inserted on adoption of LECP)</i>	<ul style="list-style-type: none"> • To promote entrepreneurship, foster business start-ups and develop existing micro & small businesses • To drive job creation and to provide accessible high quality supports for new business ideas 	<ul style="list-style-type: none"> • Use a range of measures and supports working in collaboration with other public and/or private organisations that support enterprise development through the use of the Local Enterprise Development Plans (LEDP) 	<ul style="list-style-type: none"> • Economic Impact - Number of jobs created • Financial Activity – Number of grants approved • Training – Number of participants on Start your Own Business Courses 	

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline <i>(based on most recent available data)</i>
Corporate	<ul style="list-style-type: none"> • Optimum management of resources within the local authority • Development of ICT based customer friendly initiatives 	<ul style="list-style-type: none"> • Workforce Plan • Annual Budget • Putting People First • E-Government Policy 	<ul style="list-style-type: none"> • Total Number of WTEs • % of Working Days lost to Sickness (certified / uncertified) • Average no. of Training Days per WTE • Number of Page Visits to the local authority website • Percentage of motor tax transactions dealt with online • Overall cost of ICT provision per WTE 	
Library Service	<ul style="list-style-type: none"> • Development of public libraries to promote community cohesion and well-being, economic growth, cultural identity. 	<ul style="list-style-type: none"> • <i>Opportunities for All Public Libraries Strategy 2013-2017</i> 	<ul style="list-style-type: none"> • No. of visits to libraries per 1,000 population • Total cost of operating library service (premises/staffing/stock, etc.) per 1,000 population 	

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline <i>(based on most recent available data)</i>
Planning / Building Control	<ul style="list-style-type: none"> • To ensure effective, proper planning and sustainable, balanced development of urban and rural areas 	<ul style="list-style-type: none"> • Adopt and implement quality development plans consistent with regional and national policies • Implement Ministerial policy direction on enforcement • Monitor compliance of conditions associated with grants of planning permission 	<ul style="list-style-type: none"> • % of planning enforcement cases closed (against the number of cases that were investigated) • % of applications where the decision was confirmed (with or without variation) by An Bord Pleanala • Buildings inspected as a percentage of new buildings notified to the local authority • Cost of the Planning Service per capita 	

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline <i>(based on most recent available data)</i>
<p>(Community) Social Inclusion and Community Activation Programme (SICAP)</p> <p><i>(Additional Operational Baseline Metric to be inserted on adoption of LECP)</i></p>	<ul style="list-style-type: none"> To reduce poverty, promote social inclusion and equality through local, regional and national engagement and collaboration 	<ul style="list-style-type: none"> Action Plan for Jobs / Pathways to Work / Gateway Initiative Putting People First Report on Citizen Engagement To support and resource disadvantaged communities and marginalised target groups to engage with relevant local and national stakeholders in identifying and addressing social exclusion and equality issues To move them closer to the labour market and improve work readiness, and support them in accessing employment and self-employment and creating social enterprise opportunities. 	<ul style="list-style-type: none"> No. of Gateway staff employed as a % of target. Number of Groups associated with the PPN Number of individuals from the most marginalised SICAP target groups who are nominated to LCDC membership via the PPN structure and who take up their positions on the Committees. No. of individuals (15 years upwards) progressing to part-time or full-time employment or self-employment up to 6 months after receiving a Goal 3 employment support 	