



LOCAL GOVERNMENT MANAGEMENT AGENCY ANNUAL REPORT 2015



LGMA ANNUAL REPORT 2015

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INTRODUCTION TO LOCAL GOVERNMENT MANAGEMENT AGENCY

The Local Government Management Agency (www.lgma.ie) is a State agency established in 2012 following the merger of the Local Government Management Services Board (LGMSB), the Local Government Computer Services Board (LGCSB) and the integration of An Comhairle Leabharlanna (ACL) functions.

The Local Government Management Agency delivers on its statutory functions by providing:

- Such services as may be required by local authorities for the purposes of staff negotiations/staff development;
- Such services as may be required by local authorities for the purpose of coordinating and securing compatibility in, the use of ICT;
- Such other management services as may be required by local authorities;
- Such services for meetings of managers and such other support services required by the County and City Managers Association (CCMA);
- Provision of advice, assistance and services to library authorities in relation to the public library service;
- Such advice, information and assistance required by the Minister of Environment, Community and Local Government



The Agency aims to meet the needs of Local Authorities and the Department of the Environment, Community and Local Government (DECLG) in delivering on the public sector reform agenda in the local government sector (particularly in terms of shared services), researching emerging and identified issues, assisting Local Authorities in the implementation and measurement of change, and supporting, in general, enhanced performance by the local government sector.

A handwritten signature in black ink, appearing to read 'Joseph Nugent', written over a horizontal line.

Joseph Nugent

Chief Executive

CHAIRMAN'S REPORT

I am pleased, on behalf of the Local Government Management Agency, to present this Annual Report for 2015, a year of particular reform in the LGMA.

In 2015, the Board of the LGMA agreed a new strategic direction for the Agency. The new direction built upon Agency reform of recent years recognising the extension in service delivery to include the activities of the Project Management Office and the Water Service Transition Office. At the heart of the reform are a set of organisational values for the LGMA and a Vision, Mission and Strategic Objectives to deliver in accordance with these values. I look forward to seeing the fruits of this new approach in the years to come.

Towards the end of 2015 severe flooding across the country brought hardship and difficulty for many. Local Authorities and the LGMA worked very closely to respond to this crisis. I want to particularly recognise the efforts of LGMA staff who stood shoulder to shoulder with Local Authority staff throughout this difficult period.

In looking back on the year, I would like to recognise the work of LGMA staff who provide an invaluable contribution to the work of the Local Authority sector. I would also like to record my appreciation to former Chairman, and Chief Executive of Wicklow County Council, Mr. Eddie Sheehy, who retired over the course of the year.

Joseph Nugent joined the LGMA as Chief Executive at the start of 2015. I would like to thank him for his work over the year and wish him well in the LGMA in the years to come.

I would also like to express my appreciation to my Board colleagues who have provided vision, guidance and support through this year of continued change. Furthermore, I want to thank Minister Alan Kelly and his officials in the Department of Environment, Community and Local Government, for all the assistance provided through the year.



A handwritten signature in blue ink, reading 'Peter Carey', written over a horizontal line.

Peter Carey

Chairman

AT A GLANCE

FRANCHISE



A joint submission was made to the Oireachtas Joint Committee on Environment, Culture and the Gaeltacht on behalf of the LGMA and the CCMA in response to the consultation on the establishment of an Electoral Commission in Ireland.

WATER



Kilkenny/Tipperary Consortium were appointed to establish and manage the Local Authority National Water Framework Development Office

WASTE



The following Councils were selected as the Regional Lead Local Authorities in Waste Enforcement

Southern Region– Cork, Eastern Midlands Region – Dublin City Council, Connacht Ulster Region – Donegal and Leitrim County Council

EIRCODE



Eircodes were applied to the Register of Electors and Check the Register. Rates systems and other systems were enhanced to allow for use of Eircodes, e.g. Core and BCMS.

NATIONAL CO-ORDINATION GROUP



The National Co-Ordination Group for major emergencies, of which LGMA and CCMA are members was convened to address severe weather and flooding in the National Emergency Co-ordination Centre on 3rd December 2015 and met almost daily until 13th January 2016.

KEEPING COMMUNITIES SAFE



An agreement was reached between LGMA, DECLG, SIPTU and IMPACT to establish a Fire Service National Oversight and Implementation Group

HOUSING



The LGMA assisted the HUB, run by Limerick City and Council with their ICT requirements in the delivery of the service to all the authorities using HAP.

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ROADS



By the end of 2015, 70,000 km (out of approximately 93,000 km of regional and local roads) were surveyed for a visual condition rating using the MapRoad Mobile App.

LIBRARIES



The International 'Right to Read' conference took place on 23rd September 2015. H.R.H. Princess Laurentien of the Netherlands, UNESCO Special Envoy on Literacy for Development was the keynote speaker.

BCMS



The BCMS won the inaugural 'Excellence through Collaboration' award at the Civil Service Excellence and Innovation awards

PROCUREMENT



The Local Government Strategic Procurement Centre launched the Procurement Extranet Site – this provides essential information on procurement law, policies and frameworks that are in place for LA's.

DEBT MANAGEMENT



The Local Government sector made considerable strides in relation to improvement of Debt Management. Arrears in commercial rates reduced by €56 million.

HPS



The LGMA is co-ordinating the work of the Shared Service Centre and the DECLG Superannuation Section, to provide expert training for LA staff.

SHARED PAYROLL



By the end of 2015, 20 LA's had implemented shared payroll

POW



In 2015, a total of 3,624 registrations were processed and generated income of €179,670. Since 2012, 456,359 treatment systems have been registered and these have generated a total income of €9,468,880.

LGMA REFORM

In 2015 the Agency further expanded its brief with the integration of two additional pillars, the Project Management Office (PMO) and the Water Services Transition Office (WSTO). Recognising this new remit; and building on other recent organisational change, in September 2015 the Board approved a new Vision and Mission for the Agency and a core set of organisational Values on which the LGMA should operate. Furthermore, a new set of strategic objectives and a new organisational structure to support the delivery of priority services demanded by the sector was approved.

Vision, Mission, Values

In parallel the Board of the LGMA adopted a new Vision and Mission for the Agency and agreed a set of high level strategic objectives for the LGMA.

The Vision for the LGMA is:

“In partnership with local authorities, the LGMA will be a shared centre of excellence in leading sectoral approaches to the development and expansion of exemplary public services at local level.”

To achieve this vision the Mission of the LGMA over the next three years will be to:

“Focus activities to deliver a quality customer experience to Local Authorities prioritised on the development and promotion of best practise policies, systems and sectoral approaches to the business challenges facing Local Authorities.”

Underpinning this new approach a set of core organisational values to guide LGMA activity and additionally the relationship with customers, partners and stakeholders is in place.

Local Government Focused	Customer Centric
<i>We place Local Government at the centre of our activity</i>	<i>We recognise the customer in all that we do</i>
Strategic	Accountable
<i>We consider the big picture</i>	<i>We accept responsibility for our actions</i>
Collaborative Working	Professionalism
<i>We promote an ethos of collaborative</i>	<i>We engage, develop and value our workforce</i>

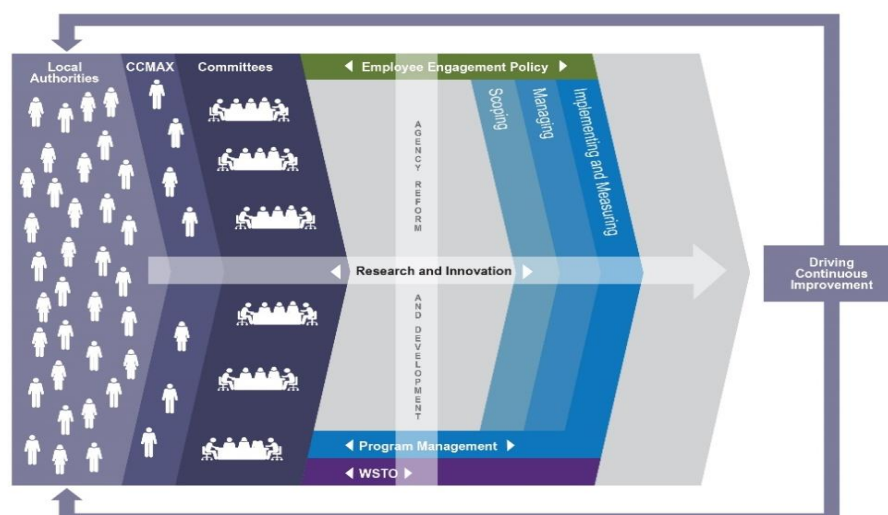
High Level Strategic Objectives

In delivering on the LGMA Mission, the Agency's aim for the local government sector is to procure, facilitate, and coordinate a range of support services which are most appropriately and efficiently delivered at national level. The primary objective of the LGMA is to be a shared repository of best practice providing research and specialist expertise for the Local Government sector. In this regard the strategic objectives of the Agency are:

1. Researching and promoting best practise policies and systems of value to the Local Government sector.
2. Providing advice, assistance and support to Local Authorities on sectoral approaches to Local Authority business activity.
3. Developing and co-ordinating the sectoral response to Local Government reform.
4. Representing the Local Authority sector on national issues when required.
5. Providing policy analysis, research and administrative support services as required by the County & City Management Association (CCMA).
6. Promoting and communicating the collective achievements of the Local Government sector.
7. Support the development of leadership & organisational capability in the sector.
8. Promoting good governance and the highest level of Internal and Corporate services to support business requirements.

Organisational Structure

To deliver on the new approach for the Agency, a five pillar structure was proposed with the focus reflecting the need for much closer engagement with local authorities; much closer engagement across the pillars; a committed customer focus ethos; providing holistic services to the Board, the CCMA and their respective committees; taking a leading role in researching sectoral trends and using this research to influence policy direction; and maximising the service return to all shareholders by concentrating activity on cross-sectoral needs.



Employee Engagement Policy Division

A new Employee Engagement Policy Division was proposed, charged with influencing, developing & supporting strategies to address HR & IR regulatory trends and facilitating the resolution of conflict within the sector. The division will have an enhanced IR focus, providing a leadership role and be the primary management voice on cross-sectoral issues with local government staff representative bodies. Additionally, the division will provide advice to the sector and arrange for sectoral approaches to HR, training and development, and compliance matters.

Research and Innovation Division

The Research and Innovation Division proposed will take responsibility for research into future sectoral needs, seeking opportunities for innovation in the sector. The division will be responsible for co-ordinating approaches to the measurement of sectoral performance indicators and communicate sectoral achievements. In addition, it will provide ICT advice to Local Authorities to ensure ICT developments are consistent with best practise and with sectoral initiatives. This division will also provide services as required by the CCMA and the CCMA Executive.

Programme Management Division

The Programme Management Division will be charged with being the provider of advice to the sector on the general business needs of the local government sector. Specifically, the division will work with CCMA business committees on building sectoral approaches to the business challenges facing the sector particularly in the areas of housing; planning; roads; the environment; community; local economic development et al. Libraries Development will be integrated in this division working with local authorities and the Department of the Planning, Housing and Local Government in the development of public library services in Ireland. The division will also be charged with developing and organising the peer review of business cases for change in the sector as requirements emerge.

Water Services Transition Office (WSTO) Division

The WSTO Division will hold responsibility for delivering a unified voice to promote a consensus across the sector over the course of the Irish Water Service Level Agreement (SLA) and in the context of the overarching Water Industry Operating Framework (WIOF) change project.

Agency Reform and Development Division

The Agency Reform and Development Division will be charged with leading the change in Agency culture; structure and practises with a view to delivering a unified LGMA focused on the provision of high quality strategic services to Local Authority customers. The division will also produce best practise organisational development guidelines for reuse in similar cases across the sector. Additionally, this division will have responsibility for the corporate services functions; governance; internal HR, internal training and development and internal finance services for the Agency.

Information Technology Services – New Approach

On foot of the decision that the Agency should exit from operational ICT, a planned approach to terminating services, support or outsourcing products commenced during 2015.

The initial phase started with documenting the many different Local Government solutions in the LGMA, gathering statistics on usage, and working with a number of private sector suppliers to outline potential support and exit strategies.

On completion of this phase, all of the LGMA products and services were detailed in a project plan with timelines and potential exit strategies. Systems were also categorised into Legacy Software Solutions, Hosted Solutions and Desktop Support culminating in a report presented to the Board.

The Board approved the approach and it was recommended that the LMGA would carry out a number of RFI market exercises in the different category areas in 2016. The RFIs would enable the LGMA to gain an appreciation of different exit strategies and how to establish partnerships, shape potential tenders, and then lead to due diligence on potential suppliers and service providers.

A decision was also taken by the Board to cease hosting websites. In the growing ICT industry, the private sector has greater access to resources to deliver the nature of hosting services sought by the broad public sector external bodies; and a greater capability and capacity to manage the growing Shared Services expectations of Local Government.

ICT Shared Services

LGMA will continue to offer Shared Services for the Core Payroll Infrastructure, managed by a suitable partner, with DECLG supported systems for all Local Authorities, such as Building Control, CheckTheRegister and eReturns managed by vendors. LGMA systems will be accessed with appropriate metrics or a critical mass of authorities, as suitable to be a shared service, and to be outsourced and managed.

CHARGING APPORTIONMENT - REVIEW

The Board of the Local Government Management Agency (LGMA) established a Sub-Committee, with an independent Chair, in December 2014, to recommend a new apportionment model to govern local authority financial contributions to the LGMA annual budget. The Terms of Reference specified that the key goal of this project was to define an appropriate and equitable funding and charging mechanism to meet the expenses of the Agency. Following detailed consideration of responses received, the sub-committee unanimously agreed to recommend a population based apportionment model, to be phased into full effect over a three-year period.

FLOODING RESPONSE

Perhaps the greatest response required of the Agency through 2015 was to provide assistance and support to Local Authorities in their response to the flooding crisis at the end of 2015. The LGMA and the CCMA are members of the National Co-ordination Group (NCG) for major emergencies as set out in 'A Framework for Major Emergency Management'. The Group was convened to address severe weather and flooding in the National Emergency Coordination Centre on 3rd December 2015 and met almost daily until 13th January 2016. There was a constant presence by the Chief Executive of Galway City Council (as Chair of the CCMA Environment Climate Change Emergency Planning Committee (ECCEP)) and an LGMA representative. This was invaluable to ensure that all local conditions were reported on and response activities acknowledged. The primary purpose of these daily meetings was to assess the threat level, based on the weather forecasts and to share information on river levels and flood forecasts across all bodies, especially the local authorities.



Tramore, Co. Waterford

Detailed reports on a local authority basis were provided at every meeting and supplemented with any issues that were emerging for local authorities in their role as lead responding agencies. These daily reports provided 'real-time' conditions and were cited at the post-flood evaluation phase as being vital to present a united and capable response to the flooding. The press briefing that followed each meeting was critical

for public reassurance and again the specific local information was important. Despite challenging conditions on the ground, nearly all local authorities continued to provide very detailed daily updates to LGMA each morning.



Sandbags

It is estimated that local authorities received and responded to some 20,000 calls for assistance from the beginning of December. Approximately 550 homes were evacuated, however, it was acknowledged that without the massive and co-ordinated effort, a great many more homes and businesses would have been ruined by floodwaters. Local authority staff in the worst affected areas worked non-stop, to protect

communities, infrastructure, property and businesses in their area. At the height of the flooding around the Christmas period, up to 3,000 Local Authority and supporting staff were involved in the response to the flooding across the country. The local authority role in the validation of the Red Cross humanitarian assistance scheme (co-ordinated via LGMA), for business/community and sporting groups, was recognised and commended.

SUPPORTING LOCAL GOVERNMENT

PROGRAMME MANAGEMENT OFFICE (PMO)

Since its establishment in January 2012, the Programme Management Office (PMO) has played an important role in driving the local government reform programme and supporting the sector in its efforts to work more efficiently. During 2015 the PMO was integrated into the LGMA and three proposed shared services proceeded from business case, through to an evaluation, peer review and approval from the Public Sector Reform Oversight Group:

- Waste Enforcement
- Water Framework Directive
- Voter.ie.

Waste Enforcement

Following the Government's Waste Management Policy, 'A Resource Opportunity in 2013', the Department of the Environment, Community and Local Government (DECLG) established a group to carry out a review by examining current enforcement structures, identifying existing strengths and weaknesses and making recommendations for the future. A Business Case considered the current arrangements in waste enforcement; identified any requirements for change and proposed the optimum structures to support and deliver the best outcomes in terms of waste enforcement by local authorities.



Recycling Ireland

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Following a business case peer review, bidding and evaluation, the following Councils were selected the Regional Lead Local Authorities in Waste Enforcement:

- Southern Region: Cork County Council
- Eastern Midlands Region: Dublin City Council
- Connacht Ulster Region: Donegal County Council and Leitrim County Council

The regional leads will have responsibility for co-ordinating enforcement actions within regions, setting priorities and common objectives for waste enforcement, as well as ensuring consistency of approach on a regional basis. Local Authority personnel will remain first responders on the ground to specific breaches. The regional model will provide for an integrated national approach to enforcement of waste policy, the development of a strong enforcement network, sharing intelligence and expertise and improved levels of compliance with waste obligations, by both business and the public, realising significant cost savings to the State.

The project team is recommending the establishment of a Lead Enforcement Authority in each of the three waste management planning regions. Each of these new Lead Regional Waste Enforcement Authorities would have responsibility for co-ordinating waste enforcement actions within regions, setting priorities and common objectives for waste enforcement, ensuring consistent enforcement of waste legislation across the three existing waste management planning regions, while still leaving local authority personnel as first responders on the ground to specific breaches of waste legislation.



AERIAL VIEW OF WATERFORD WASTEWATER TREATMENT - PLANT 1

WATER FRAMEWORK DIRECTIVE

The EU Water Framework Directive 2000, is an overarching framework for directives in the water area which seeks to protect and improve our natural waters, including rivers, lakes, groundwater, coastal water and transitional water.

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In July 2014, the DECLG issued the European Union (Water Policy) Regulations 2014, which gave effect to the three tier governance framework and placed new obligations on local



authorities in co-ordinating the catchment management and public participation elements of the Water Framework Directive.

WATERFORD WATER TOWER

The 2014 regulations assigned responsibility to local authorities for regional co-ordination, public participation, and support to the EPA and Minister in the development and implementation of River Basin Management Plans (RBMPs) and Programmes of Measures (POMs). The regulations provide for the establishment of Regional Water Framework Directive Offices to deliver on these obligations.

NATIONAL WATER FRAMEWORK DIRECTIVE OFFICE

Minister for the Environment, Community and Local Government, Alan Kelly, T.D., announced the appointment of the Kilkenny/Tipperary Consortium as the lead authority/authorities to establish and manage the Local Authority National WFD Office at the EPA National Water Conference, "Working Together from Source to Sea", held in Galway on 17th June 2015.

Minister Kelly commended all the local authorities who had bid for the role saying "I have been told that they (the Evaluation Board) were very impressed with the high quality of applications and presentations. It is certainly heartening to witness the enthusiasm of the

local authority sector to engage with this area".



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The Minister's announcement followed a comprehensive programme management process facilitated by the PMO that included:

- The development of a business case for the National Water Framework Directive Office by a project team and project board
- The peer review of the Business Case by a Peer Review Group
- The endorsement of the peer reviewed business case by the PSROG
- The issuing of expressions of interest to all local authorities to bid for the establishment and management of the National Office
- The submission of detailed bids by interested parties
- The robust and systematic review of all bids by an Evaluation Board.

The establishment of a Local Authority National WFD Office enables local authorities to deliver on statutory responsibilities not currently performed. It offers an opportunity for local authorities to re-engage on WFD co-ordination initially set down in 2003 regulations, and to integrate this with their expanding statutory roles in supporting community development and local enterprise. It will provide support to local authorities in delivering on their longstanding statutory responsibilities on water protection and pollution control.



Bantry Bay Sewage Scheme

VOTER.IE

Voter.ie provides the Local Authority sector with an opportunity to provide an improved level of service to the public and to streamline back office processes. The objective of the business case was to identify a business model that would make best use of the newly developed Voter.ie system. The recommendation of the Project Team is that a national shared Register of Electors service be established and that a single local authority be responsible for the operation and management of the service on behalf of the sector.

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The LGMA/PMO facilitated the creation of the Peer Review Committee for the Voter.ie Business Case.

LGMA, NOAC and Performance Indicator Report

The establishment of the National Oversight Audit Commission (NOAC) in 2014 saw the sector transition from measuring and reporting on service indicators, to reporting on a set of performance indicators, with an emphasis on financial performance and customer service.

On behalf of the sector, the LGMA engaged with NOAC in determining and setting the 35 performance indicators. The Agency developed guidelines with DECLG, necessary for local authorities to collate the data and supported the input and verification of the data by local authorities. The LGMA analysis and report on the findings of the performance indicators in local authorities was included in the Performance Indicator Report, published by NOAC in December 2015.

HOUSING

Housing Assistance Payment

The main objective of Housing Assistance Payment (HAP) is to facilitate the movement of long term rent supplement recipients and those with a long term housing need to HAP in order to:

- provide a better integrated and more streamlined service for households seeking support from the State and to give local authorities greater flexibility to provide assistance to those in need of social housing support;
- facilitate removal of barriers to return to work, for persons who are reliant on Rent Supplement for their long term housing needs, under a progressive graduated differential rents system;
- insofar as is possible deliver HAP within determined financial constraints in order to minimise cost to the Exchequer.

The LGMA has representation on the HAP Oversight, the HAP Project Board and representation on the ICT Sub-Committee and Communication Group. The LGMA assisted Limerick City and Council (tasked with doing the centralised transaction processing on behalf of the authorities), with their ICT requirements in the delivery of the service to all the authorities using HAP.

In 2015, there were 21 authorities and the Dublin Regional Homeless Executive using the system. At the end of 2015, there were 5,853 HAP tenancies setup in the system. The remaining authorities will continue to be setup in 2016.

NPPR Bureau

The LGMA provides a bureau service to Local Authorities which provides assistance to those seeking to pay the charge levied on those in possession of a Non Principal Private Residence (NPPR). The annual NPPR charge of €200 per property applied for all years 2009-2013 and is payable online or by completing the relevant paper form. From the time of introduction of the charge, €514,202,575 has been collected of which €38,604,545 was collected in 2015.

BUILDING CONTROL MANAGEMENT SYSTEM (BCMS)

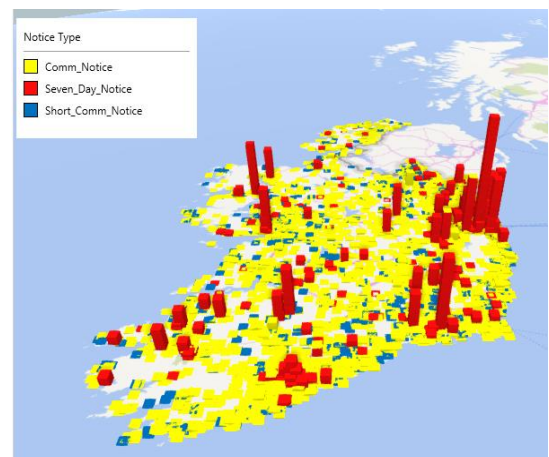
<https://www.localgov.ie/en/link-type/bcms>

The BCMS is a sectoral response by the Local Government Management Agency (LGMA), the Department of the Environment, Community and Local Government (DECLG) and Local Authorities to provide oversight of building commencements in Ireland. It facilitates the roll out of the Building Control Amendment Regulations, the commitments set out in 'Construction 2020, Action Plan for Jobs', and 'Programme for Government'. Owners, Builders, Designers, and Regulators are provided with an online, integrated, standardised BCMS operated as a shared service of people, systems and processes to prevent future re-occurrence of poorly constructed buildings and to detect rogue builders and designers across County boundaries.



Collaboration in System Design

Providing a system that responds to customer needs and successful adoption of the system by the industry requires a collaborative approach to the system design. The project oversight embraces all the stakeholders, regulators, government, construction industry, owners and professions. These include representation from the LGMA, DECLG, Building Control Officers, Fire Officers, Royal Institute of Architects of Ireland, Engineers Ireland, Society of Chartered Surveyors of Ireland, Construction Industry Federation and Irish Building Control Institute) who report to the CCMA/LGMA and PSROG. While the system is specifically designed to cater for the new Building Control Regulations, it is sufficiently responsive and flexible to allow for ease



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of amendment to cater for possible future changes in regulation or business process. During 2015 it was amended, to cater for the Building Control Amendment Regulations S.I. 365 2015, which provided for owners to opt-out of the statutory certification process and abolished the exemption from Building Control Regulations for State buildings and LA Housing Bodies.

Statistical Analysis

The BCMS has taken on the role of statistical analysis for housing returns to DECLG. Before automation through the BCMS, there were many subtly differing interpretations of the requirements of the DECLG. The BCMS can now generate data from a single dataset in real-time, thereby omitting errors caused by individual interpretation.

Key Statistics - 2015

- 93% of transactions with Building Control Authorities are now online;
- 39,150 users registered with the system.

2015 Statistics	
Submissions to the BCMS	Number
Commencements Notices Submitted Nationally	9,580
Commencement Notices for New Domestic Dwellings	3,667
Number of New Domestic Dwellings covered by above notices	5,087
Commencement Notices for Extensions to Domestic Dwellings	3,007
Commencement Notices for Buildings containing a flat	83
Commencement Notices for other New Buildings (Offices, Shops, Industrial, Assembly, etc)	550
Commencement Notices for Extensions for other New Buildings (Offices, Shops, Industrial, Assembly, etc)	573
Certificates of Compliance on Completion	2,235
Number of Compliance Documents submitted to the BCMS	1,742

In 2015, the BCMS won the Inaugural **‘Excellence through Collaboration’** award at the Civil Service Excellence and Innovation awards, while in January 2016, the BCMS won an award in the **‘Open Source’** Category at the eGovernment Awards.



ROADS

MapRoad Pavement Management System (PMS)

This system builds on the development of MapRoad Mobile APPs, such as those for:

- Recording the condition rating of the road;
- Speed limit signposts (in line with the recommendations of the 2014 Speed Limits review) and
- Development to facilitate the grant application process for road maintenance and restoration projects.

There are approximately 93,000 km of regional and local roads in Ireland. By the end of 2015, there had been 70,000 km of this network surveyed for a visual condition rating using the MapRoad Mobile App.

The Department of Transport, Tourism & Sport provide funding for capital and maintenance works on the regional and local road network. These Works are recorded in the MapRoad Pavement Management System and in 2015 the number of schemes recorded was:

1. Restoration Improvement	2,857
2. Restoration Maintenance	1,861
3. Community Involvement	79
4. Discretionary Works	199

The total expenditure on these works in 2015 as recorded in the MapRoad PMS is in excess of €168m. This represents a length of over 4,600 km of regional and local roads that have been maintained or improved in 2015.

An APP has also been developed to record the as-constructed works.

Speed Limits

Since the introduction of the new Rural 80 km/hr Speed Sign on single lane local tertiaries, the MapRoad Speed Limit APP has been used to record their locations. To date there are over 2,000 recorded with a total number of all speed limit signs recorded in the system standing at over 21,000.

Roadworks Licensing

The system was deployed in twenty-seven Local Authorities with the remaining brought on as further centralisation processes and software enhancements are completed during 2016.

All the major telecommunications operators, Gas Networks Ireland and ESB Networks are also using the system.

The software system is supported by the Road Management Office issuing revised national guidelines for roadwork licensing.

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- Over 5,000 licence applications made through the system;
- Turnaround time of applications is now within 30 days for the vast majority of licences;
- Greater visibility into licensing processing stages.

WATER SERVICES TRANSITION OFFICE (WSTO)

The Water Services Transition Office (WSTO) was set up in 2013 by the CCMA to support the Water Services Reform Programme and in 2015, WSTO was integrated into the LGMA. The office provides support to the CCMA and local authorities in the transition of water services to Irish Water; takes an active part in managing the change process; and it works to protect the interests of local authorities and local authority staff. The office represents the sector in a co-ordinated manner working with the Dept of Environment, Community and Local Government, Irish Water and other stakeholders.

Transitional /Legacy Issues

WSTO continued to work with local authorities, DECLG and Irish Water during the year, in addressing transitional/ legacy issues, trying to agree solutions and seeking to mitigate risk/liability for the sector.

- Overall Financial impacts for Local Authorities
- Developer Lead Infrastructure
- Economic Development/ Forward Planning
- Group Water Schemes
- Small Public Supplies and other Rural Water issues

Management of the Service Level Agreement (SLA) and Annual Service Plans (ASP)

In 2015, WSTO provided advice and support to Local Authorities on an ongoing basis by regular attendance at Regional SLA Management meetings with senior staff in water services and participation in the National SLA Management Governance group with Irish Water. WSTO acted as the central point of contact and co-ordination for Irish Water to ensure a consistent and coherent approach on behalf of Local Authorities.

The Irish Water business plan 'Transforming Water Services in Ireland to 2021' contains specific targets on headcount reductions and cost savings which greatly influenced the ASP process. WSTO played a key role in co-ordinating the sector's response to the very demanding targets contained in the plan.

Review of the Service Level Agreement

As provided for in the SLA, signed by all local authorities in 2013, a two year review of the operation of the Agreement commenced in 2015. A review group undertook substantial

consultation with local authorities, negotiated with Irish Water and made significant progress in the review process. In November 2015, the CCMA and Irish Water agreed to extend the period for completion of the review up to June 2016.

Transformation of the Water Industry

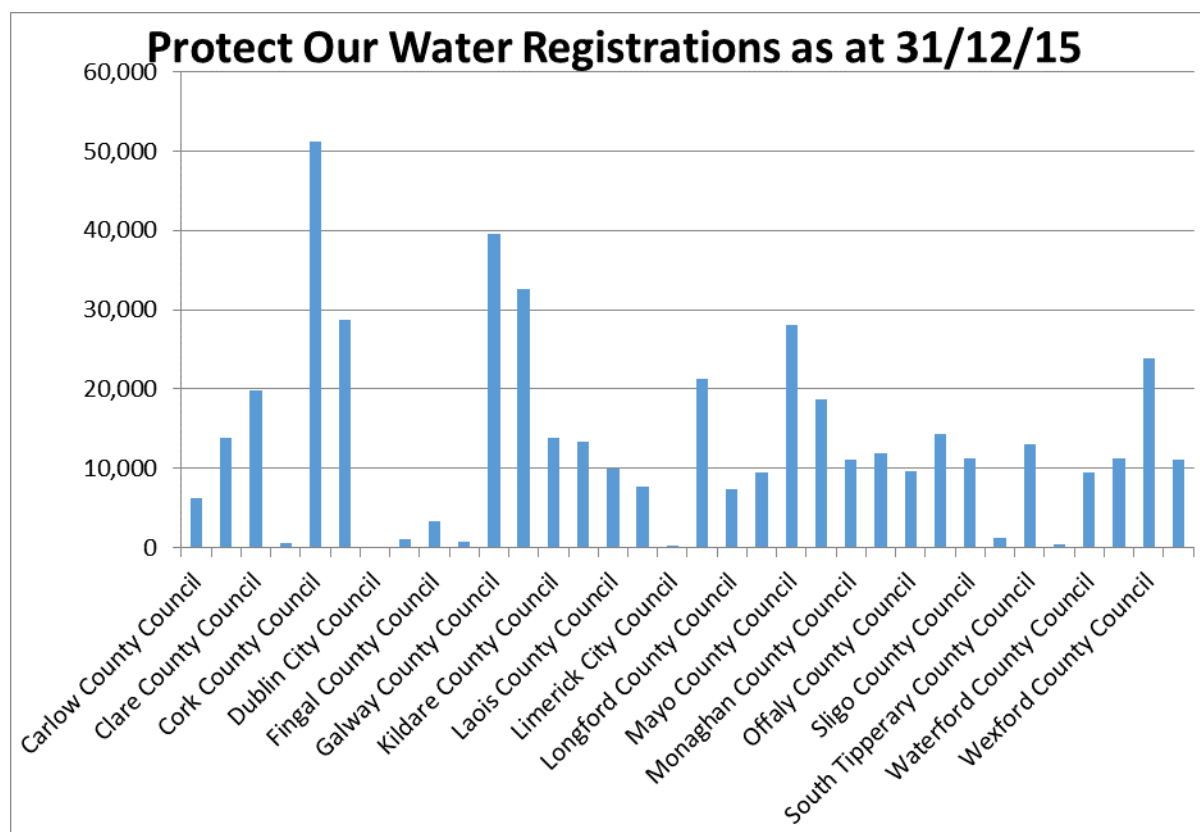
The implementation of the Three Year Transformation Plan agreed in 2014 between the CCMA and Irish Water continued in 2015 and placed significant focus on the introduction of new technology, new organisational structures and new ways of working.

WSTO and Local Authority representatives actively worked with Irish Water by participating in the agreed governance structures for the Transformation Plan - the Joint Leadership Team, the Transformation Programme Team and various Project Delivery Teams. WSTO also consulted with and provided ongoing support to, the network of Change Managers designated in the water services section of each local authority.

Irish Water Consultative Group

The LGMA continued to be responsible for leading the management side on the Irish Water Consultative Group (IWCG) which met on an ongoing basis during 2015. This forum, where DECLG and Irish Water are also represented, addressed issues relating to the implementation of change and new technology in local authority water services, as well as addressing ongoing concerns from the union side on employment levels within water services, both at national and local level.

PROTECT OUR WATER



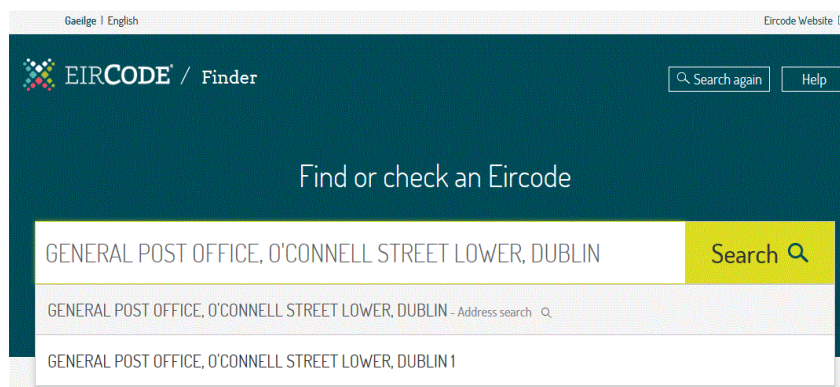
The above graph reflects the number of registrations per local authority to the end of 2015. In 2015, a total of 3,624 registrations were processed. These registrations generated a total income of €179,670 in 2015. Since the introduction of the requirement to register domestic wastewater treatment systems, introduced under the Water Services (Amendment) Act 2012, a total of 456,359 treatment systems have been registered and these have generated a total income of €9,468,880.

EIRCODES



On 13th July 2015, Ireland's National Postcode System, Eircode was launched, with every address receiving a unique Eircode. As part of the Public Sector Bodies Implementation Programme, Eircodes were applied to the Register of Electors and Rates systems and other systems were enhanced to allow for use of Eircodes, for example the CORE HPS System and

BCMS. Modifications were incorporated in new versions of the 'Register of Electors' and 'Check the Register' Systems. An Eircode Data matching exercise was undertaken and applied in the 'Register of Electors' and a Search facility for Eircodes was provided in the public facing 'Check the Register website'.



Nationally, the LGMA actively engaged with the sector through the Postcodes Working Group, with nominated co-ordinators in each Local Authority, ensuring local implementation and readiness.

Key stakeholders are the Department of Communications, Energy and Natural Resources and the Postcode Management Licence Holder, Capita. A well-attended Conference was held in May for all Local Authority Eircode Co-ordinators and the Eircodes Extranet Site was setup for collaboration amongst this group.

FIRE SERVICE / KEEPING COMMUNITIES SAFE

2015 represented a period of significant industrial relations activity and negotiations with staffing interests within the Irish Fire Service. Following the establishment of the 'Keeping Communities Safe' Discussion Forum by Minister for the Environment, Community and Local Government, Alan Kelly T.D., a series of discussions, held under the auspices of the LGMA, took place throughout the year. The negotiations concluded successfully in December 2015 and culminated in the reaching of an agreement between the LGMA, DECLG, SIPTU and IMPACT to establish a Fire Service National Oversight and Implementation Group (FSNOIG).



Signing of the KCS Discussion Forum 'Agreement relating to the implementation of change initiatives in Local Authority Fire Services'

The FSNOIG will be comprised of employers' and employee's representatives and, through its focus on oversight and implementation of fire service policy, will facilitate enhanced communication between service management and staffing interests at national and local levels. For the first time, the FSNOIG provides for enhanced working arrangements that will facilitate consultation, negotiation and dispute resolution within an agreed framework in order to implement necessary change in the fire service across Ireland. The new working arrangements will encourage and support a joint approach to maintaining and improving industrial relations practices within the fire service as a whole. The operation of the agreement and the associated co-operation between employers, employees and trade unions will provide a sound basis for effective working arrangements throughout the Irish fire service leading to a safer environment for those living within and working to keep our communities safe.

The LGMA was also invited to speak at a number of national events throughout 2015 and delivered presentations to the Chief Fire Officers Technical Conference in September as well as the Senior Fire Officer Seminars during November. Furthermore, the LGMA continued to support discussions and negotiations at local level with staffing interests in individual fire authorities and provided representation before the various third party employment dispute forums across the country throughout the year.

LIBRARIES

Right to Read Conference -

The international Right to Read Conference took place on the 23rd of September 2015 in Dublin Castle. The conference was launched by the Minister of State at the Department of

LOCAL GOVERNMENT MANAGEMENT AGENCY ANNUAL REPORT 2015

Foreign Affairs and Trade, Mr. Jimmy Deenihan T.D. and H.R.H. Princess Laurentien of the Netherlands, UNESCO Special Envoy on Literacy for Development, was the keynote speaker.



PRINCESS LAURENTIEN ADDRESSING CONFERENCE

The focus of the conference was to inform and raise awareness across the local authority sector in relation to literacy in Ireland and the 'Right to Read Campaign'. This is a ground-breaking initiative to provide a national framework for literacy support and development which will be delivered to communities

and individuals through all local authorities.

The 'Right to Read Campaign' looks to complement and support existing programmes and initiatives, providing continuity and reinforcement outside of formal education, supporting children, parents and adults with low levels of literacy and developing a locally cohesive, integrated and sustainable approach, which is standard across the country. It also identifies the role of the different areas of the local authority in supporting literacy, including identifying opportunities for reading and study support facilities and developing mechanisms for supporting literacy through sport and other recreational activities. A cross-sectoral input across the local authority which includes the areas of community, housing, sports and recreation as well as libraries, will provide a more comprehensive and focused approach than has been in existence previously.

Conference speakers included Mr. Aodhán O'Riordáin, T.D., Minister of State at the Department of Justice and Equality and Arts, Heritage and the Gaeltacht; Mr. Joseph Nugent, Chief Executive, Local Government Management Agency; Mr. Tom Coughlan, Chair, Libraries Development Committee and Chief Executive, Clare County Council; Ms. Leikny Haga Indergaard, Library Director, Bergen Public Library, Norway; and Mr. Jason Vit, Communities and Local Areas, National Literacy Trust UK.



Mr. Joseph Nugent, Princess Laurentien, Throne Room, Dublin Castle

SUPPORTING LOCAL COMMUNITIES

The Transition Year Initiative “Local Transition Year Students Showcase their Creativity - ‘Enabling Access across Generations’” developed by LGMA Access Officer Network, in conjunction with the National Disability Authority presented an opportunity for TY students to engage in an interdisciplinary approach to learning with the social and economic aspects of disability, equality and diversity to the fore in an award competition. The awards were held on the 23rd April, 2015 in Dublin Castle and presentations were made by Minister Aodhan O’Riordain, Department of Justice and Equality and Arts, Heritage and the Gaeltacht, with special responsibility for equality, new communities, culture and drugs strategy.



Left to right: - Dr Ger Craddock, National Disability Authority, Maggie O’Brien, LGMA, Winning Student, Derek Dodebier, Teacher, Sean Rossiter, St Peters College, Wexford Town, Minister Aodhan O’Riordain, Caroline McHale, Professional Development Service for Teachers, with responsibility for Transition Year Students.

LOCAL AUTHORITY FINANCE

DEBT MANAGEMENT

Supported by the Programme Management Office, the Local Government sector made considerable strides in relation to improvement of Debt Management. In particular, the sector set a target to reduce arrears by €46million in 2015. Each local authority agreed a target and worked to improve debt collection techniques and reporting and by year end exceeded the target. Arrears in commercial rates reduced by **€56** million. This considerable result was achieved by mobilising the experts in the sector who, in addition to their day-to-day responsibilities, provided their expertise in relation to debt management systems, legislation, training and reporting. The programme was driven by the CCMA Finance Committee, led by a Working Group of representatives of the Heads of Finance and

supported by the PMO. Importantly, the programme was informed by practitioners on the ground who attended a series of regional workshops.

In 2015 the sector put in place the ground work for more fundamental reform of Debt Management in Local Government. As a result of the work completed in 2015, a training programme will be put in place for Debt Management practitioners; Appendix 7 of the Annual Financial Statements will be amended to more accurately reflect the true bad debt position of each local authority; and a case will be made for legislative change to strengthen the instruments available to Local Government to improve debt collection. Targets will be set for each local authority in 2016, building on the success of 2015.

This collaborative project illustrates how the sector can mobilise to yield significant results in a short period of time. These results were reported to the Debt Management Implementation Board, which is led by the Department of Public Expenditure and Reform.

PROCUREMENT

In April, 2015 the Public Sector Reform Oversight Group agreed the Procurement Reform Programme. This reform is led by the Procurement Project Board and co-ordinated by the Local Government Strategic Procurement Centre (LGSPC). In May, 2015 the LGSPC was integrated into the LGMA, which greatly enhanced the sectoral support for the office.

The Procurement Reform Programme has four core objectives:

1. To support the delivery of public services through efficient procurement processes;
2. To enhance efficiencies that can be delivered through procurement;
3. To manage risks associated with procurement and
4. To facilitate the local government sector in participating meaningfully in the reform of procurement which is being driven by the Office of Government Procurement (OGP).

The Local Government Procurement Programme is made up of the following key elements:

- **Governance and Procedures**

Guidelines were issued to each local authority on the preparation of Corporate Procurement Plans. It is anticipated that all local authorities will have a Corporate Procurement Plan in place by quarter 2, 2016.

- **Systems**

There are 130,000 product codes in the local government sector. These will be consolidated into 406 groups.

- **Skills**

A considerable programme of procurement skills development was undertaken in 2015. A total of 23 speakers addressed the forum of Procurement Officers; 18

LOCAL GOVERNMENT MANAGEMENT AGENCY ANNUAL REPORT 2015

Bursaries were provided for Procurement Officers to undertake accredited education; over 300 staff attended training seminars on the reform of procurement.

Compliance Support

In July, 2015 the LGSPC launched the Procurement Extranet site. The site provides essential information on procurement law, policies and frameworks that are in place for local authorities. The extranet site now accommodates over 580 users across the local government sector and attracted over 59,000 page views. In November, 2015 a dedicated Compliance Support Officer was recruited to help local authorities reduce the risks of non-compliance.

Local Government Operational Procurement Centre

The Local Government Operational Procurement Centre (LGOPC) which is hosted by Kerry County Council, put in place nine frameworks covering Minor Works and Plant Hire during 2015.

FINANCIAL MANAGEMENT SYSTEM

Twenty seven of the thirty one local authorities have implemented the Agresso Financial Management System (FMS). Since 2000, Local Authorities have achieved significant benefits from the original version 5.2 and the subsequent version 5.4. in 2004.

Agresso Milestone 4(MS4) which was released in January 2014 came with greatly enhanced features for the user. During a phased implementation, MS4 will allow local authorities to capitalise on an ever improving FMS and will assist in the achievement of business goals.

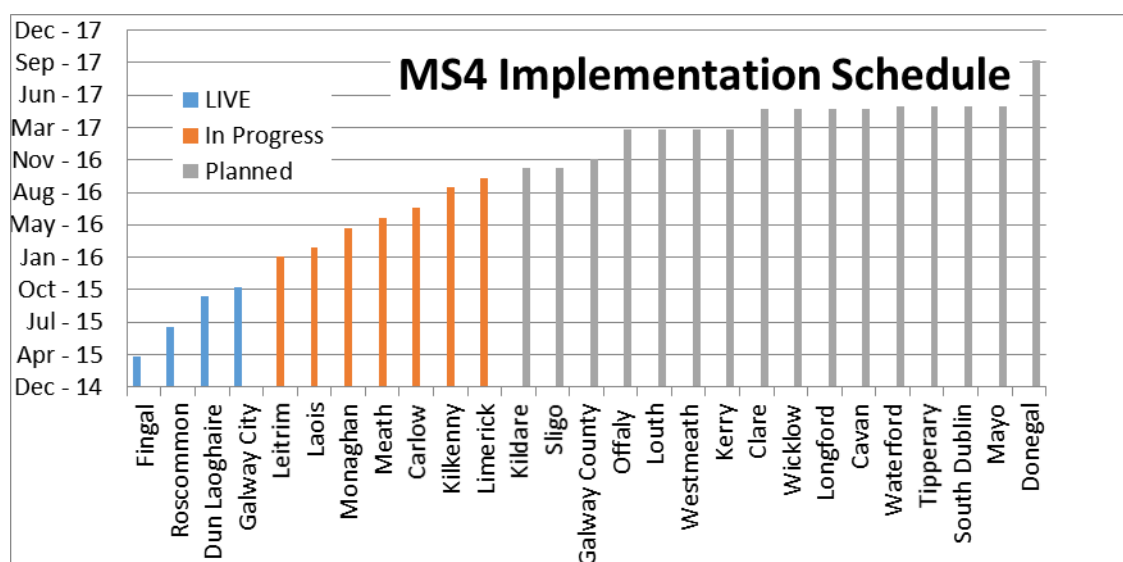


Figure 1: Agresso MS4 Implementation Schedule for 27 local authorities over the period September 2014 to Quarter 4, 2017

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The introduction of Agresso MS4 is a precursor for the business case consideration of a possible Accounts Payable shared service (APSS). The technology platform used in MS4 will also help foster a culture of greater financial awareness with real-time budget checking, Key Performance Indicators [KPIs], dashboards and commitment accounting with workflow approvals controlling the movement of money.

HUMAN RESOURCES, PAYROLL AND SUPERANNUATION

HPSS Programme

The Human Resources, Payroll and Superannuation (HPSS) programme enables Local Authorities and other Public Sector organisations to efficiently, accurately and securely provide HR, Payroll and ancillary services within the Public Sector.

The LGMA National Programme Team continued the management of the National Rollout Plan approved by the Programme Board in 2014. The main areas of focus were the MyPay Implementations, the CORE Version 19 pilot test and the On-boarding Local Authorities. The National Rollout Plan was devised by the LGMA as a means of co-ordinating various programs of work underway in the sector.



The HPSS Program Board

LOCAL GOVERNMENT MANAGEMENT AGENCY ANNUAL REPORT 2015

Shared Payroll

The National Project Team (NPT) members provided the project management expertise to the Shared Payroll implementations, in support of colleagues from the Shared Service Centre in Laois County Council.

By the end of 2015 implementation of twenty local authority sites was completed:-

Pilot Sites	Wave 1	Wave 2	Wave 3	Wave 4
Laois	Longford	Carlow	Kildare	Tipperary
Offaly	Roscommon	Galway	Kilkenny	Limerick
	Westmeath	Monaghan	Meath	Waterford
	Leitrim	Cavan	Louth	Wicklow
			South Dublin	Kerry

The Local Government Management Agency and the Eastern and Midland Regional Authority also moved to the Shared Services Payroll operation mid year.

Work continues between the LGMA, MyPay and CORE to improve the operation of the Payroll data exchange between Local Authorities and MyPay.

CORE System Upgrade

The CORE Version 19 pilot project carried through into 2015. The LGMA formally reviewed the project in May and decided to expand the pilot group to include the Wave 1 Local Authorities. The expanded pilot group strategy spread the testing and risk over a larger population and proved successful. The expanded pilot test was officially signed off in August.

This breakthrough enabled the LGMA to launch the V19 Wave 2 in the last quarter and four of the eight LAs have been migrated to CORE Version 19 by the end of the year with the remaining four well placed for completion early in 2016.

Incorporation of Independent Local Authorities

The group of independent local authorities continued their engagement with the LGMA during 2015 and a further two local authorities, Cork City and Dun Laoghaire-Rathdown (DLR) have now come into the national Programme and are moving to a standard version of the CORE software. Fingal County Council has also acceded to the National Programme and has signed the legal agreements involved. LGMA expect to have Fingal fully implemented by mid 2016. LGMA are working with both Cork County Council and CORE to harmonise a local variant of the system hierarchy with the standard CORE structure.

Special mention must be given to the project team in South Dublin County Council who worked extremely hard to successfully move to MyPay in April 2015. The move to the central system in November 2014 was followed by the fortnightly wages project in January/February and a Gap Analysis in March. This resulted in certain functions moving from Finance to HR to facilitate the move to MyPay.

Superannuation Data Readiness

The LGMA team was charged with managing this project which runs in tandem with the overall Shared Superannuation project managed by the Director of Shared Services in Laois County Council. The objective was to organise the local authorities to achieve a level of readiness with their Superannuation data so that it would be suitable for transfer to the Shared Service Centre. The team organised four workshops around the country to brief the appropriate local authority Superannuation Officers on the project. The workshops introduced the new Superannuation Guide which was produced by the staff in the Shared Service Centre. This Guide provides details on handling the various scenarios that arise in determining the pension entitlements of members of the local authority superannuation schemes. The LGMA team is co-ordinating the work of the Shared Service Centre and DECLG Superannuation Section to provide expert training for local authority staff. This will enable the capture of the updated staff entitlements in the CORE System and the cut over to the Shared Service next year.

FMS Interface

The interface between the CORE System and the Financial Management System is a vital piece of glue between these two major local authority support systems. The automatic transfer of job codes from the FMS to the CORE Time & Attendance module is an essential form of code validation. Labour costs are similarly transferred automatically from CORE back to the FMS. This interface was adjusted to facilitate the streamlining of Pay Groups by MyPay to reduce the amount of work involved in running local authority payrolls. A further edition of this interface was developed to match the new data layouts of the upgraded Agresso FMS and Milestone 4.

Safety Management System (SMS)

The Safety Management System (SMS) project plan followed the implementation of Core Version 19 and was finally tested on the 'live' Waterford environment in Quarter 4. All notified issues were addressed and the specified suite of system reports have been developed and included in the standard release.

The system will be rolled nationally in early 2016 and will follow the V19 rollout plan. The system will be overseen in the first instance by the Joint Union Management Steering Committee on Health & Safety and also by LASOG, the Safety Officers Group.

Local Government Auditors

The National Programme Team developed a suite of Business Intelligence reports in collaboration with the Local Government Auditor in Wicklow. This suite of standard reports was delivered to all the CORE sites to facilitate the work of the Local Government Auditors.

Irish Water Extract

The National Programme Team also developed a special extract program to enable local authorities to provide information on water costs to Irish Water. This work was done in conjunction with the Head of Finance in Roscommon County Council and allows the provision of low level but de-identified labour costings to Irish Water.

A number of additional projects were managed by the National Programme Team including SEPA; Key Performance Indicators; CORE Mobile; Haddington Road (Sick Leave) Changes. The team members also contributed to other endeavours including Attendance Management BPI, the specification, procurement and configuration of the new technical environment, the Single Pension Scheme and the final wave implementation of the Superannuation 2012 package.

National Standards Committee (NSC)

The National Standards Committee continued its work in adjudicating on software change requests from participating organisations. The Committee operates on behalf of the Programme Board on matters of standardisation. Standardisation is the vital policy in achieving cost reductions and future streamlining of local authority operations. There were 31 submissions of which 24 were approved for further investigation by CORE and LGMA. The NSC fine tuned the configuration of the new PMDS and the delivery of the final piece of software to address the Competency Aggregate Scoring is anticipated for early 2016. The Committee has played a leading role in defining the national standard for handling sick leave and social welfare payments. New software to support these standards is imminent. Attendance Management was reviewed during the year under the auspices of the LGMA HR Division and recommendations from this review are currently with the NSC for consideration in the context of the CORE system.

LANSDOWNE ROAD AGREEMENT

The Lansdowne Road agreement (the successor to the Haddington Road Agreement) was negotiated in May/June 2015 and began the process of reversing pay and pension cuts introduced for staff in the public service since 2008. A sectoral negotiating team was established comprising the LGMA, DECLG and a representative group of Chief Executives led by the CCMA Chair. Under various cuts and emergency measures put in place over recent years, the gross public service pay bill fell from €17.2 billion in 2008 to €14.2 billion in 2013. This was achieved by means of financial emergency legislation and the introduction of a pension levy. The numbers employed in the public service were also reduced by 32,000.

SUBMISSIONS TO OIREACTHAS COMMITTEES



Electoral Register Submission

A joint submission was made on 23rd June 2015 to the Oireachtas Joint Committee on Environment, Culture and the Gaeltacht, on behalf of the Local Government Management Agency and the County and City Management Association, in response to the consultation on the establishment of an Electoral Commission in Ireland. The LGMA and CCMA presented a view that the primary focus of an Electoral Commission should be in the areas of electoral policy, oversight and audit; developing systems to enhance and maintain confidence in the electoral system; provide independent and impartial oversight of



constituency and boundary changes; deliver independent and impartial information on election matters; and proposing changes to the electoral system to the Government.

Horse Welfare Submission

A submission was made to the Joint Oireachtas Committee on Agriculture, Food and the Marine (DAFM) on Horse Welfare issues. Mr Brendan McGrath, Chair of the CCMA Environment, Climate Change and Emergency Planning Committee, addressed the Oireachtas Committee and Veterinary Staff from the sector also provided input. The thrust of the submission was on the review of the Control of Horses Act and challenges implementing this; welfare issues; role of charities; to seek greater collaboration between

state agencies; the development of an SLA between DAFM and the sector and appropriate funding streams.

Supporting the COUNTY AND CITY MANAGEMENT ASSOCIATION (CCMA)

Communications

During 2015 the CCMA Communications Working Group developed a 'Communications Strategy Guidelines' document for use by local authorities. These guidelines provide all the components that may be considered in establishing or updating a local authority's communications strategy. It addresses all communications channels and messaging considerations pertinent to ever-changing local authority business and customers. There are toolkits for developing social media policy and strategy, creating press releases and branding. The development of these guidelines involved the examination of communications best practice and input from a cross-section of local authorities.

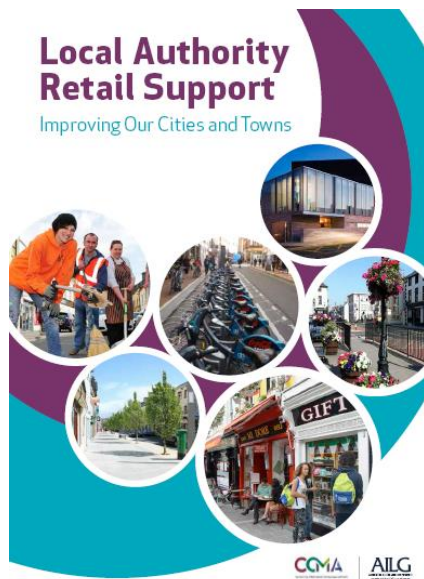


City and County Management Association 2015

The well-established network of local authority communications officers, driven by LGMA, successfully organised a national 'Twitter' day, all using #OurCouncilDay to display the range of local authority services and activities. The coordination on national press responses on areas such as social housing, economic development and tourism ensured that the sector was consistent in public messages. Media advice was provided to a large number of local authorities on press queries.

Publications

What Local Authorities are Doing to Enhance Town Centres



In response to local authorities' roles in the Government's Action Plan for Jobs, the CCMA produced a report on 'Town Centre Initiatives' showcasing thousands of local initiatives. Supplemented with photographs, the report highlights examples of best practice and offers an insight into work undertaken by local authorities in support of retail business which can be replicated by others. It provides information on local authorities' role in traffic management and parking, cleanliness, amenities, festivals and events, tourism and supports for businesses.

CORPORATE GOVERNANCE

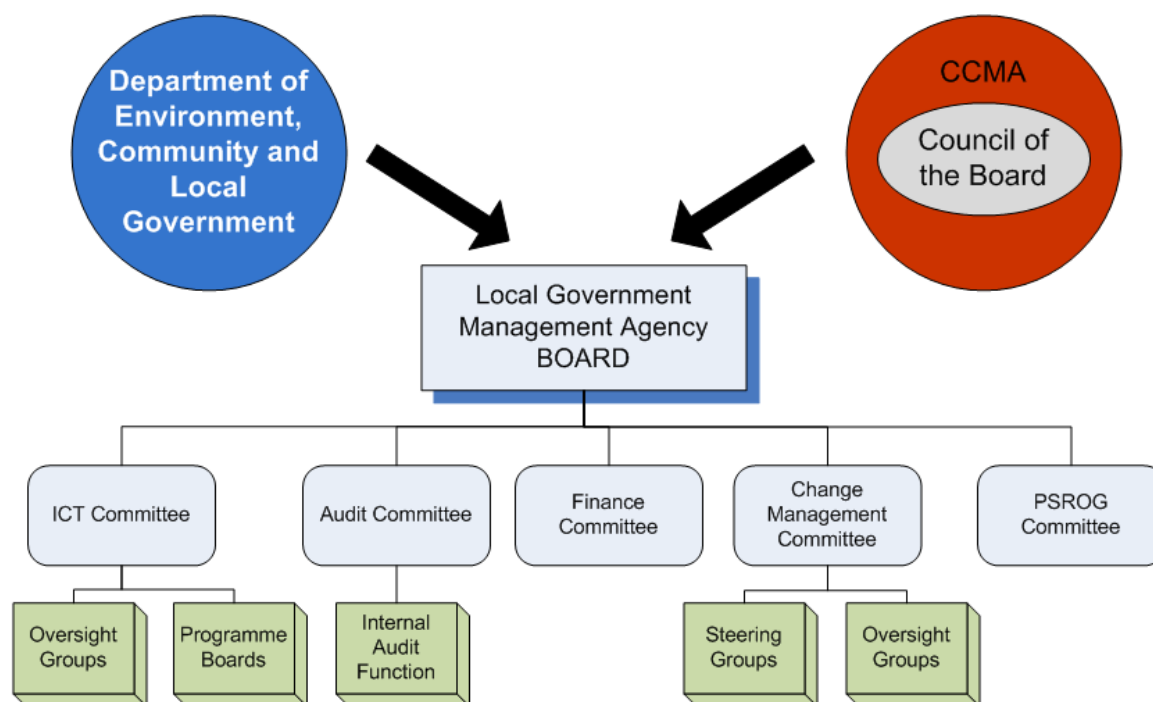
The Corporate Services division promotes good governance and provides internal and corporate support services including:

- ✓ Corporate governance
- ✓ Secretariat
- ✓ Legal Matters
- ✓ Human Resources
- ✓ Training & Development
- ✓ Pension Administration
- ✓ Facilities Management
- ✓ Health & Safety

Governance

The LGMA is committed to maintaining the highest standards of corporate governance in compliance with the Code of Practice for the Governance of State Bodies 2009.

LGMA GOVERNANCE STRUCTURE



MEMBERSHIP OF THE BOARD

The membership of the Board is comprised of ten public officials (8 Local Authority Chief Executives and 2 Civil Servants) and one Ministerial non-public official nominee. All Chief Executive nominations are ratified annually by the Council of the Board and Ministerial appointments are generally for a period of three years. Board meetings are held bi-monthly, however there were a total of nine Board meetings held in 2015. There are no annual fees paid to Board members. The majority of Board meetings are held in Local Government House (Dublin) requiring some members to travel from their respective office base. Committee meetings frequently coincide with the Board meeting schedule, to facilitate attendance at multiple meetings on a given day. Travel and Subsistence expenses incurred are reimbursed at the rates consistent with those defined in Government Policy. Expenses paid to Board members in relation to attendance at Board meetings amounted to €1,910 during the 2015.

LOCAL GOVERNMENT MANAGEMENT AGENCY ANNUAL REPORT 2015

ATTENDANCE AT BOARD MEETINGS 2015

Member	Occupation	Notes	Attended	Eligible to attend
Mr P. Carey	Chief Executive, Kildare County Council	CHAIRMAN from November 2015	9	9
Mr P. Gallagher	Chief Executive, Westmeath County Council	CHAIRMAN from 05/14 to 10/15	9	9
Mr. C. Clancy	Principal Officer, DECLG	Nominated to Board February 2015	6	7
Mr O. Keegan	Chief Executive, Dublin City Council	Nominated to Board 10/14	6	9
Mr P. Lemass	Assistant Secretary, DECLG	Nominated to Board 08/14	7	9
Mr T. Lucey	Chief Executive, Cork County Council	Appointed Cork CE 05/14	8	9
Mr R. Mulhall	Principal Officer, DECLG	Resigned January 2015	0	1
Mr C. Murray	Chief Executive, Limerick Local Authorities		6	7
Mr S. Neely	Chief Executive, Donegal County Council	CCMA Executive from October 2014	9	9
Mr D. O'Connor	Senior Responsible Officer, PMO		7	9
Ms P. Poole	Chief Executive, Dun Laoghaire Rathdown County Council	CCMA Executive from October 2014	4	9
Mr M. Walsh	Chief Executive, Waterford Local Authorities	CCMA Executive from 10/14	6	9
Mr J. MacGrath	Chief Executive, Tipperary County Council	Off CCMA Executive 10/14	1	2

AUDIT COMMITTEE

The Audit Committee provides independent governance assurance to the Board. The members of the Committee in 2015 were:-

Mr. E. Sheehy	Chief Executive, Wicklow Co. Co. (Chairperson - one meeting)
Ms. P. Poole	Chief Executive, Dunlaoghaire Rathdown County Council (Chairperson - three meetings)
Mr. P. Carey	Chief Executive, Kildare Co. Co.
Ms. C. Henahan	West Cork, Divisional Manager, Cork Co. Co.
Mr. A. Connolly	Independent non-public official

The role of the Audit Committee is:

- To monitor the effectiveness and integrity of the Agency's internal financial controls so as to give assurances to the Board in this regard;
- To act as a source of independent advice on matters relating to financial management and budgetary control and to review practices in these areas;
- To ensure compliance with accounting and legal requirements;
- To examine and monitor the implementation of the LGMA's risk management strategy, both financial and non financial;
- To review the LGMA procedure for whistleblowing, and ensure that arrangements are in place by which staff may, in confidence, raise concerns, about possible improprieties in matters of financial reporting or control, or other matters.

The Audit Committee report to the Board, liaise closely with the Internal Auditors and are responsible for planning and reviewing the annual Internal Audit programme. The Local Government Auditor presented to the Committee in June 2015 and expanded on the accounts and findings of the Local Government Audit of the financial period January to December 2014. The Committee met on four occasions during 2015.

Internal Audit

The LGMA places a high degree of importance on having systems and processes independently examined and assessed by Internal Auditors. A Request for Tender for the provision of Internal Audit services under the OGP Framework was carried out during 2015. The successful tenderer was RSM McClure Watters who carried out the following audits during the year:

Payroll – review from a HR perspective including payment for sick leave, parental leave etc.

Compliance with Code of Governance

Business Continuity for A Sectoral Business Area

RISK MANAGEMENT

The LGMA is committed to the management of risk as an integral part of its operations by implementing strategies to minimise threats to the achievement of organisational goals and objectives. Risk Management is considered an essential element of day to day management and is a standing item on Board, Audit Committee and Senior Management Team agendas. The LGMA continues to develop Risk Management processes, including the upkeep of the LGMA Risk Register. Risks are reviewed on an on-going basis and mitigating actions are taken, where feasible and as required. The Audit Committee review risk management and advises of key risks prevailing at the end of each quarter to the Board.

ETHICS IN PUBLIC OFFICE & STANDARDS IN PUBLIC OFFICE ACTS

All LGMA senior personnel, Board members and any designated post holders in the organisation are required to submit annual statements in compliance with these Acts.

SALARY - CHIEF EXECUTIVE OFFICER

The salary applied to the CEO is equivalent to the Assistant Secretary maximum and amounts to €143,535 per annum. No bonus payments apply to the post.

CORPORATE PROCUREMENT

All LGMA procurement activity is guided by the Public Procurement Guidelines and Policies published by the Department of Finance. The LGMA adheres to a Corporate Procurement Plan and avails of procurement frameworks established under the National Procurement Service for services including Stationery, Electricity and Gas. Internal procurement procedures adhere to recommended best practice including segregation of duties, regular management reporting and a system for the authorisation of expenditure. Under the LGMA Procurement Procedures, sanction is required from the Board for all expenditure above an agreed threshold.

LGMA ANNUAL ENERGY REPORT 2015

LGMA personnel occupy 34,002 square feet of office space in two locations in Dublin 8. The following table summarises energy use:

Energy Use	2014 kWh	2015 kWh
Electricity, (Lighting, ICT, Office Power, Heating Ventilation)	760,350	746,653
Natural Gas - Heating	501,813	221,795

The annual reporting of energy data by public bodies is required under SI 426 of 2014 (and previously under SI 542 of 2009). SEAI and the Department of Communications Energy & Natural Resources developed an online energy monitoring and reporting (M&R) system to facilitate this reporting process.

The LGMA reported its energy usage from 2009 to 2014 using the M&R System and our organisation made a 26.7% saving by 2014. This was achieved by a number of small initiatives over this period. The following are some of the initiatives:

- PIR's were installed throughout both of our office buildings and car parks. This means that lights are only on when people are present in the offices etc.

LOCAL GOVERNMENT MANAGEMENT AGENCY ANNUAL REPORT 2015

- We also put in place an automatic shutdown of all computers, laptops etc that have not been powered down before leaving in the evening.
- We examined the timing & temperatures of our heating systems and adjusted them accordingly to achieve optimum savings.

The next reporting cycle is April 2016.

Appendix 1

PUBLIC LENDING REMUNERATION ANNUAL REPORT 2015



Luach Saothair ó Iasachtaí leis an bPobal
Public Lending Remuneration

Public Lending
Remuneration Scheme



Seventh Annual Report
for the year ending 31st
December 2015



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1. Introduction

1.1 Legislative Basis

Public Lending Right is the exclusive right of an author to loan her/his book, and it was introduced into Irish law by the *Copyright and Related Rights (Amendment) Act 2007*. The Act brought Irish legislation into compliance with European law.¹ The Act specifies that the lending right applies unless a remuneration scheme is in place, and provided for the establishment of a remuneration scheme by the Minister of the Environment, Heritage and Local Government.

1.2 Statutory Instrument

The regulations establishing the scheme, the Copyright and Related Rights (Public Lending Remuneration Scheme) Regulations 2008 were issued on 31st December 2008.² (S.I. No. 597 of 2008). Under the Public Lending Remuneration (PLR) scheme, payment is made to authors, illustrators etc whose books are borrowed from public libraries. The Copyright and Related Rights (Public Lending Remuneration Scheme (Amendment) Regulations 2013, S.I. No. 221 of 2013 were signed on 20th June 2013.³

1.3 Management of the PLR Scheme

Under the regulations the Chief Executive Officer of the Local Government Management Agency was designated as Registrar of Public Lending Remuneration. Libraries Development manages the PLR scheme which is funded by the Department of the Environment, Community and Local Government.

The PLR Office working in cooperation with the British Library, Public Lending Right UK have developed systems to provide enhanced services resulting in more streamlined and efficient registration and related PLR services for authors.

2. The PLR Process

Under PLR, a payment will be made to registered authors, citizens of or resident in the European Economic Area (EEA), in respect of books registered with the PLR and loaned by public library authorities.

Authors are required to register with the PLR Office, providing details of the books for which they wish to claim remuneration.

¹ Directive 2006/115/EC, OJ L 376, 27.12.2006, p. 28–35.

² S.I. No. 597 of 2008.

³ S.I. No 221 of 2013.

Public library authorities provide the PLR Office with details of their loans, including the number of times each book in their collections is issued during the year.

At the end of the PLR period, the loans data from each authority is matched to the author/title data and a list of authors whose books have been loaned, and the number of issues of each, is produced. The amount that each qualifying author is to receive is calculated and payments made.

3. Collection of Loans Data

A PLR loans module is installed on the library management systems of the public library authorities and the data giving details of the number of times each book in their collections is issued during a specified period are transmitted to the PLR Office automatically.

4. Author and Title Registrations

18,526 authors from 42 countries were registered for the PLR system at the end of PLR year 2015, and details of 356,671 titles were entered on the register.

5. PLR Payments 2015

The Department of Environment, Community and Local Government provided €200,000 for payments to the authors whose works were loaned to the Irish public.

Payments are made annually and are based on loans from the preceding calendar year. Authors were eligible for payment if their PLR earnings reached a minimum of €2, while there was a maximum payment of €1,000 for the most-borrowed authors. The Rate-per-loan (RPL) was calculated at 4.09 cent. The 2015 PLR payment calculation was based on a total of 5,121,711 eligible loans.

A total of 5611 authors from 20 countries qualified for a payment in 2015, with 14 authors receiving the maximum payment.

6. British Library, Public Lending Right UK

The Responsibility for UK PLR was transferred to the British Library in October 2013. The British and Irish PLR staff discussed future joint approaches for PLR to maximise use of resources and provide enhanced services for authors.

The PLR Office appreciates the considerable assistance provided by the PLR team in supporting the PLR system.

7. Communications and Publicity

The PLR Office maintains the www.plr.ie website. The collection of loans data from all library authorities allows for an analysis of public library loans on a national basis. During 2015 the PLR Office issued provided information on public library borrowings to the media on request.

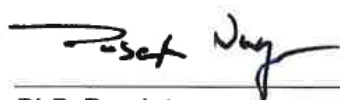
8. Finance

The Public Lending Remuneration Scheme is funded directly by the Minister for the Environment, Community and Local Government and the costs are not levied on the local authorities.

Details of the final accounts for the period January 1st to December 31st, 2015 will be set out in the Financial Statement published by the Local Government Management Agency for 2015.

9. Acknowledgements

The Local Government Management Agency would like to thank the Minister for the Environment, Community and Local Government, the Minister of State, and their officials for their ongoing support; public library authorities for their co-operation in the ongoing operation of the PLR scheme, the PLR team at the British Library for advice, support, and technical assistance.



PLR Registrar

05/04/2016

Date

10. Appendices

10.1 Summary of Payments

Summary of Payments	2015
Number of authors registered for PLR in 2015	18,526
Number of authors qualifying for a payment	5,611
Total Spend (Department funding and carry over from 2014)	€200,272.06
Number of authors receiving the maximum payment	14
Rate-per-loan (RPL)	4.09 Cent
Total number of eligible loans	5,121,711

10.2 Summary of Payment Methods

Method of Payment	Number of Authors 2015	Total amount 2015
Direct e-payment into Euro/Non Sterling Accounts	478	€ 25,154.38
Direct e-payment into UK Sterling Accounts	5077	€ 174,238.02
On Hold Payments	56	€ 897.66
Total	5611	€ 200,272.06

Appendix 2
FINANCIAL ACCOUNTS 2015

LOCAL GOVERNMENT MANAGEMENT AGENCY

Financial Statements

For year to 31st December 2015

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LOCAL GOVERNMENT MANAGEMENT AGENCY

**REPORT OF THE LOCAL GOVERNMENT AUDITOR TO THE BOARD OF THE
LOCAL GOVERNMENT MANAGEMENT AGENCY**

Introduction

I have audited the financial statements of the Local Government management Agency for the year ended 31 December 2015. The financial statements, which have been prepared under the accounting policies set out therein, comprise the Income and Expenditure Account, the Balance Sheet, the Cash Flow Statement and the notes to and forming part of the Accounts.

Respective Responsibilities of the Board and of the Local Government Auditor

The Board of the Agency is responsible for the preparation of the financial statements in accordance with the Local Government Management Agency (Establishment) Order 2012 and for ensuring the regularity of transactions. The accounting responsibilities of the Members of the Board are set out in the Statement of Board Members' Responsibilities.

My responsibility is to audit the financial statements in accordance with relevant, legal and regularity requirements and in accordance with the Code of Audit Practice.

I report my opinion as to whether the financial statements give a true and fair view, in accordance with generally accepted accounting practice. I also report whether in my opinion, proper books of account have been kept. In addition, I state whether the financial statements are in agreement with the books of accounts.

I also report on whether or not I have obtained all the information and explanations necessary for the purposes of my audit.

I review whether the Statement on Internal Financial Control reflects the Board's compliance with the Code of Practice for the Governance of State Bodies and report any material instance where it does not do so or if the statement is misleading or inconsistent with other information of which I am aware from my audit of the financial statements. I am not required to consider whether the Statement on Internal Financial Control covers all financial risks and controls, or to form an opinion on the effectiveness of the risk and control procedures.

Basis of Audit Opinion

I conducted my audit in accordance with the Code of Audit Practice. An audit includes examination on a test basis of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made in the preparation of the financial statements and of whether the accounting policies are appropriate to the Board's circumstances, consistently applied and adequately disclosed.

I planned and performed my audit so as to obtain all the information and explanations, which I considered necessary to provide sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming my opinion I also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion on the Financial Statements

In my opinion, the financial statements give a true and fair view of the state of the Board's affairs at 31 December 2015 and of its income and expenditure for the year ended on that date.

LOCAL GOVERNMENT MANAGEMENT AGENCY ANNUAL REPORT 2015

I have obtained all the information and explanations, which I considered necessary for the purpose of the audit. In my opinion, proper books of account have been kept by the Board. The financial statements are in agreement with the books of account.

I report by exception if:

- I have not received all the information and explanations I require for my audit, or
- The Statement on Internal Financial control does not reflect the Agency's compliance with the Code of Practice for the governance of State Bodies, or
- I find there are other material matters relating to the manner in which public business has been conducted.

Exceptions:

As reported at last audit the Board should adopt a strategic plan as per paragraphs 2.12 to 2.15 of the Code of Practice for the governance of State Bodies.

Signed: 

Date: 4 May 2016

Anne (N) Brennan

Local Government Auditor

Statement on Internal Financial Control

For the year ended 31 December 2015

1. On behalf of the Board of the Local Government Management Agency, I acknowledge our responsibility for the system of internal financial control in the agency and for putting in place processes and procedures for the purpose of ensuring that the system is effective.

The system can provide only reasonable, but not absolute, assurance that assets are safeguarded, transactions authorised and properly recorded and that material errors or irregularities are either prevented or would be detected in a timely period.

2. Key Control Procedures

The Board has taken steps to ensure an appropriate control environment is in place by:

- Clearly defining management responsibilities and powers.
- Adopting the principles of corporate governance contained in the Code of Practice for the Governance of State Bodies, including:
 - Affirmation of compliance with procurement guidelines as set out in the Code.
 - Affirmation of compliance with disposal of assets and access to assets by third parties, as set out in the Code.
 - Affirmation of implementation of Government policy on the remuneration of the CEO.
- Establishing formal procedures for monitoring the activities and safeguarding the assets of the organisation.
- Developing a culture of accountability across all levels of the organisation.

The Board has established processes to identify and evaluate business risks by:

- Identifying the nature, extent and financial implication of risks facing the organisation.
- Assessing the likelihood of identified risks occurring.
- Carrying out regular reviews of strategic plans, with evaluation of risks in bringing these plans to fruition.

The system of internal financial control is based on a framework of regular management information, administrative procedures including segregation of duties and a system of delegation and accountability. In particular it includes:

- A budgeting system with an annual budget that is reviewed and agreed by the Board.
- Regular reviews by the Board of periodic and annual financial reports, which indicate financial performance against forecasts.
- Formal project management disciplines.

Statement on Internal Financial Control

For the year ended 31 December 2015

3. The LGMA has an outsourced Internal Audit function, which operates in accordance with the Framework Code of Best Practice set out in the Code of Practice on the Governing of State Bodies.

The Internal Auditors operates under the Audit Committee of the Board. The Audit Committee meets on a regular basis but not less than four times a year, to review reports prepared by the Internal Auditors. The Audit Committee reports regularly to the Board in relation to the matters it has considered.

I confirm that, for the year ended 31 December 2015, the Audit Committee, on behalf of the Board, conducted a review of the effectiveness of the system of internal financial control.

On behalf of the Board:

A handwritten signature in blue ink, appearing to read 'Danev', is written over a horizontal line.

Chairperson of the LGMA

Date 26th May 2016

Statement of the Board Responsibilities

For year ended 31 December 2015

The Local Government Management Agency (LGMA) was established by the Local Government Management Agency (Establishment) Order 2012 (SI No. 290 of 2012).

It is a statutory body charged with providing a range of services to the Local Government sector.

The Local Government Management Agency (Establishment) Order 2012, Section 18 requires the Board to keep all proper accounts of all income and expenditure of the Agency, and of the sources of such income and the subject matter of such expenditure, and of the property, credits and liabilities of the Agency. In preparing these financial statements the LGMA is required to:

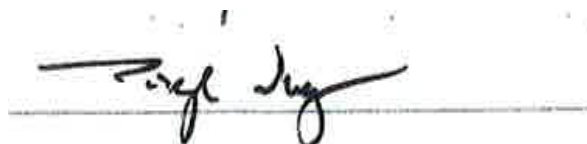
- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the LGMA will continue in operation;
- Disclose and explain any material departures from applicable accounting standards.

The Board is responsible for keeping proper books of account, which disclose with reasonable accuracy at any time the financial position of the LGMA and which enable it to ensure that the financial statement complies with Section 18 of the Local Government Agency (Establishment) Order 2012. The Board is also responsible for the safeguarding its assets and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Chairperson



CEO



Date

26th May 2016

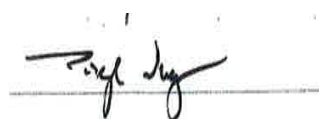
LOCAL GOVERNMENT MANAGEMENT AGENCY ANNUAL REPORT 2015

STATEMENT OF COMPREHENSIVE INCOME (INCOME & EXPENDITURE ACCOUNT) FOR YEAR ENDING 31st December 2015

INCOME	Notes	2015 €	2014 €
Local authority contributions		10,075,255	10,386,333
Retained Superannuation deductions		361,693	361,511
Sinking Fund contributions		228,906	241,501
Recoupment of costs-Household Charge		155,456	437,671
Other Income	3	9,439,368	8,970,871
NPPR receipts	4	35,261,848	83,030,875
Household Charge collections	5	-	109,004
Protect our Water Registration fee	6	181,065	219,410
Shared Services central funding	7/11	4,899,767	4,136,221
LA National Partnership Advisory Group		201,169	2,516
Total Income		60,804,526	107,895,913
EXPENDITURE			
Remuneration and other pay costs		7,715,143	8,136,288
Travel and accommodation expenses		188,645	220,507
Training & Development		237,392	219,709
Operating costs	8	8,801,985	7,143,650
Establishment costs	9	653,649	663,873
Administration costs	10	522,360	408,615
Grant funding paid out		556,750	538,809
Household Charge development & operating costs		155,456	226,615
Depreciation		649,127	789,782
Shared Services centrally funded costs	7/11	4,902,392	4,135,640
LA National Partnership Advisory Group	12	267,134	2,516
NPPR disbursements	4	35,261,848	83,030,875
Household Charge payments	5	-	148,397
Protect our Water payments	6	181,065	219,561
Total Expenditure		60,092,945	105,884,836
Surplus for period		711,581	2,011,077
Transfer to Special Reserve-Sinking Fund	19	228,906	241,501
Retained surplus for period		482,675	1,769,576



Chairperson



CEO

LOCAL GOVERNMENT MANAGEMENT AGENCY ANNUAL REPORT 2015

STATEMENT OF FINANCIAL POSITION (BALANCE SHEET) as at 31st December 2015

	Notes	2015 €	2014 €
Fixed Assets			
Tangible Assets	13	<u>6,985,228</u>	<u>7,560,836</u>
Current Assets			
Cash & Bank	14	19,077,375	27,300,528
Debtors & Prepayments	15	1,560,896	1,343,717
Investment Account		<u>4,002,578</u>	<u>4,166,856</u>
		<u>24,640,848</u>	<u>32,811,101</u>
Current Liabilities			
Creditors & Accruals	16	<u>7,511,130</u>	<u>17,005,826</u>
Net Current Assets		17,129,718	15,805,275
Total Assets less current liabilities		<u>24,114,946</u>	<u>23,366,110</u>
Creditors: Amounts falling due after more than one year	17	430,439	
Net Assets		<u>23,684,507</u>	<u>23,366,110</u>
Financed by			
Reserves			
General Reserve	18	14,621,313	14,066,343
Special Reserve	19	4,002,578	4,166,856
Revaluation Reserve	20	5,060,617	5,132,911
		<u>23,684,507</u>	<u>23,366,110</u>



Chairperson



CEO

STATEMENT OF FUNDS FLOW (FUNDS FLOW STATEMENT) AS AT 31st December 2015

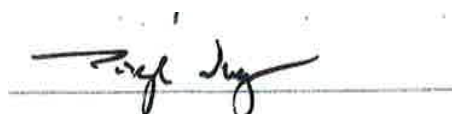
	2015 €	2014 €
Net Cash Inflow (Outflow) from Operating Activities		
Surplus for Year on General Reserve	482,675	1,769,576
Interest earned	(81,120)	(70,477)
Depreciation	649,127	789,782
(Increase) Decrease in Debtors	(217,179)	(329,857)
Increase (Decrease) in Creditors	(9,564,257)	5,337,655
Net cash from operating activities	(8,730,753)	7,496,679
Cash flows from investing activities		
Payments to acquire Tangible Fixed Assets	(73,520)	(192,432)
	(73,520)	(192,432)
Cash flow from financing activities		
Bank Interest received	81,120	70,477
Bank loan	500,000	
Increase in Sinking fund investment	(164,278)	232,981
	416,842	303,458
Total Cash Inflow / (Outflow)	(8,387,432)	7,607,705

Increase (Decrease) in Cash and Cash Equivalents

	01/01/2015 €	31/12/2015 €	Change
Cash at Bank & in hand	27,300,528	19,077,375	(8,223,153)
Short Term Investments	4,166,856	4,002,578	(164,279)
	31,467,384	23,079,952	(8,387,432)



Chairperson



CEO

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDING 31ST DECEMBER 2015

1. General Information

The Local Government Management Agency (LGMA) was established by the Local Government Management Agency (Establishment) Order 2012 (SI No. 290 of 2012).

The LGMA is a state agency of the Department of the Environment, Community and Local Government established to provide a range of services to the Local Government Sector.

The Agency was created through the merger of the Local Government Computer Services Board, Local Government Management Services Board and An Comhairle Leabharlanna.

The addresses of the LGMA offices are:

Local Government House
35-39 Ushers Quay
Dublin 8

Phoenix House
27 Conyngham Road
Dublin 8

2. Summary of Significant Accounting Policies

2.1 Basis of Preparation

The financial statements have been prepared under the historical cost convention and have been prepared on an accruals basis, except as noted at 2.2 below, and in accordance with Generally Accepted Accounting Practice.

Financial Reporting Standards are adopted as they become applicable.

The financial statements are denominated in Euro (€).

2.2 Revenue Sources and Recognition

The primary source of income for the LGMA is provided by way of contributions from local authorities. The basis of the contributions is by way of agreed allocation of the LGMA annual budget.

The LGMA also receives income from local authorities and other state bodies for undertaking specific projects on behalf of the local government sector.

Under the relevant legislation introducing the charge or registration fee, the LGMA was the agency charged with the collection and management of the following:

- Non principal private residence charge (NPPR)
- Household Charge
- Protect our Water registration fee

Collections from the public made under the above headings are recorded in the financial statements on a cash received basis.

2.3 Property, Plant & Equipment and Depreciation

Property, plant & equipment is stated at historical cost less accumulated depreciation, with the exception of Local Government House (LGH), 35-39 Ushers Quay, Dublin 8, which is shown at valuation. LGH was valued on completion of construction in 2007.

2.4 Depreciation

Depreciation is charged so as to write off the cost or valuation of the assets to residual value using the straight line method over their estimated lives on the following bases:

- | | |
|------------------------------------|--------|
| • Freehold Premises | 2% |
| • Fixtures & Fittings | 10% |
| • Computer and Ancillary Equipment | 33.33% |
| • Furniture and Office Equipment | 10% |
| • Training Equipment | 20% |

2.5 Superannuation

The LGMA is a member of the Local Government Superannuation Scheme (LGSS).

Payments in respect of pensions are charged to the Income and Expenditure Account in the period in which payments are made. The cost of salaries in the accounts include deductions in respect of superannuation (including Widows and Orphans) benefits. Such deductions are credited as receipts to the Income & Expenditure Statement. Lump sums on retirement are funded from the Agency's Special Reserve, established for that purpose. The requirements of current accounting standards relating to pensions and their application to local authority accounting is currently under consideration.

2.6 Shared Services Projects in Local Government

A number of shared service project initiatives were introduced during 2013, together with the creation of a Programme Management Office (PMO), to coordinate and direct the projects. Shared services were identified in the Local Government Efficiency Review as being capable of delivering efficiencies and cost savings.

The projects related to shared services for payroll (MyPay) and superannuation, procurement and treasury management.

In addition to providing IT and other services to some or all of these initiatives, the LGMA is an agent of the PMO where funding is provided centrally through the DECLG.

Additionally, the LGMA has opened a bank account through which the MyPay shared services payroll office receives and pays out payroll funds and has obtained an overdraft facility on the account of €1.5m.

In 2014, the LGMA has received sanction for a €7m loan facility to facilitate the roll out of the MyPay facility to all local authorities with a 10 year term. A drawdown of €500,000 was made in February 2015.

2.7 Reserves

The LGMA Reserves are classified as follows:

- General Reserves
The accumulated surpluses arising from normal operating activities of the LGMA, and prior to the creation of the LGMA, the accumulated operating reserves of the Local Government Computer Services Board and the Local Government Management Services Board.
- Special Reserve
Reserve created to make the payment of retirement lump sum amounts. This reserve is represented by the Investment Account, shown under Current Assets on the Balance Sheet.
- Revaluation Reserve
Reserve created on the valuation of the LGMA Head Office at 35-39 Ushers Quay, Dublin 8.

2.8 Critical Accounting Estimates and Judgements

No accounting estimates or judgements are made in the preparation of these financial statements.

	2015	2014
3 Other Income	€	€
Building Control Management System	99,259	365,207
Deposit Interest	81,120	70,477
eHEG	55,870	103,920
ePayments	531,324	506,104
Financial Management System (FMS)	1,577,651	1,568,795
Government Data Centre	770,189	1,360,635
Housing	280,777	300,780
HR, Payroll & Superannuation	1,884,869	1,753,736
Library Development Unit	921,055	690,967
Recharged Expenditure & other income	353,708	166,210
Roads Projects	2,228,069	1,438,263
Seconded Staff Income	591,123	573,047
Training & Conferences	34,938	41,231
Web Technologies	29,417	31,500
	<u>9,439,368</u>	<u>8,970,871</u>

4 Non Principal Private Residence Charge (NPPR)

The Local Government (Charges) Act 2009 imposed an annual charge in respect of certain residential properties. The annual charge of €200 applied between 2009 and 2013. Property owners were obliged to register any property falling within the charge and to pay the charge together with any penalty applicable for late payment.

The LGMA is the designated board identified to collect the annual charge on behalf of local Authorities. Though the last charge year was 2013, during 2015, the LGMA continued to collect arrears due under the legislation.

Gross collections	<u>35,261,848</u>	<u>83,030,875</u>
Disbursements to local authorities	35,018,031	82,555,235
Development and operating costs	243,817	475,641
sub total	<u>35,261,848</u>	<u>83,030,875</u>
Equipment purchased	-	-
	<u>35,261,848</u>	<u>83,030,875</u>

5 Household Charge

The Household Charge was a charge of €100 on each residential property in the State, introduced by the Local Government (Household Charge) Act 2011.

The charge applied only for 2012 and was abolished on the introduction of the Local Property Tax in 2013. The LGMA was the relevant Board designated to collect and administer The Household Charge on behalf of local authorities.

The Revenue Commissioners are responsible for the administration of the Local Property Tax (LPT) and for any arrears in respect of the Household Charge.

	2015 €	2014 €
Collections during year, net of refunds		109,004
Previous year collections processed		39,392
		<u>148,397</u>
Remitted/to be remitted to Local Local Government Fund		<u>148,397</u>
Development and operating costs	<u>155,456</u>	<u>226,615</u>
Claimed/Claimable from DECLG	<u>155,456</u>	<u>437,671</u>

6 Protect Our Water Registration Fee

The Water Services (Amendment) Act 2012 amended the Water Services Act 2007 in introducing a registration process for domestic waste water treatment systems.

The registration process commenced on 26 June 2012. For an initial three month period the Registration charge was €5 rising to €50 thereafter. Owners who register are issued with a Certificate of Registration. The registration is valid for a period of five years.

The LGMA was appointed as the agency to administer the registration process, known as Protect Our Water.

	2015 €	2014 €
Gross collections	<u>181,065</u>	<u>219,410</u>
Disbursements to local authorities	-	0
Development and operating costs	<u>178,937</u>	<u>154,311</u>
sub total	<u>178,937</u>	<u>154,311</u>
Increase in net funds available	2,128	65,250

LOCAL GOVERNMENT MANAGEMENT AGENCY ANNUAL REPORT 2015

		<u>181,065</u>	<u>219,561</u>
		2015	2014
7 Shared Services central funding		€	€
Central Funding received		<u>4,899,767</u>	<u>4,136,221</u>
Costs incurred	Current Capital	4,899,767	4,135,640
	Total Costs	<u>4,899,767</u>	<u>4,135,640</u>
Net Non claimable costs		<u>2,625</u>	<u>581</u>
EXPENDITURE		2015	2014
8 Operating costs		€	€
Consultancy		219,366	177,322
Software Development, Support & Licences		7,607,571	5,919,116
Infrastructure Costs		442,896	546,286
Online Payment Costs		<u>532,153</u>	<u>500,925</u>
		<u>8,801,985</u>	<u>7,143,650</u>
9 Establishment Costs			
Rent and Rates		179,517	174,759
Light and heat		172,849	157,902
Maintenance, repairs and security		301,283	331,212
		<u>653,649</u>	<u>663,873</u>
10 Administration Costs		2015	2014
		€	€
Personnel		94,633	15,466
Telephones, postage and stationery		189,677	220,671
Interest and charges		2,696	1,659
Audit fees		26,287	35,941
Professional fees		105,168	42,028
Insurances		47,433	46,549
Miscellaneous		56,465	46,301
		<u>522,360</u>	<u>408,615</u>

11. Shared Services Centrally Funded Costs

During 2013, the LGMA became the body responsible for administering the collection of costs and making funding claims to the Department of the Environment, Community and Local Government on behalf of those local authorities that are the lead authorities for shared services. The Programme Management Office was the co-ordinating body. To facilitate the operation of MyPay, the payroll and superannuation shared service, the LGMA opened a bank account in its name, to which payroll funding and payment files are applied by MyPay staff.

12. Local Authority National Partnership Advisory Group (LANPAG)

	2015	2014
	€	€
Income:		
Grant income	201,150	2,386
Deposit Interest	18	130
	<u>201,169</u>	<u>2,516</u>
Expenditure		
Travel & Subsistence	995	342
National and Regional Projects	30,075	1,950
Bank Interest & Charges	142	224
Repayment of Grants received	235,923	-
	<u>267,134</u>	<u>2,516</u>
Surplus/(Deficit) for year	<u><65,966></u>	<u><0></u>

LOCAL GOVERNMENT MANAGEMENT AGENCY ANNUAL REPORT 2015

13 Schedule of property, plant and equipment

	Premises	Fixtures & Fittings	Computer Equipment	Office Equip & Furniture	Training Equipment	Total
COST	€	€	€	€	€	€
Accumulated Cost as at 1/1/2015	9,186,625	1,809,326	2,085,929	597,453	20,902	13,700,235
Disposals						
Additions			73,520			73,520
Accumulated Cost as at 31/12/2015	9,186,625	1,809,326	2,159,449	597,453	20,902	13,773,755
DEPRECIATION						
Accumulated Depreciation as at 1/1/2015	2,251,957	1,539,629	1,760,902	566,010	20,902	6,139,400
Disposals						
Charge for Year	183,733	171,494	285,390	8,511		649,127
Accumulated Depreciation as at 31/12/2015	2,435,689	1,711,123	2,046,291	574,521	20,902	6,788,527
Net Book Value as at 31/12/2015	6,750,936	95,203	113,157	22,933	0	6,985,228
31/12/2014	6,934,668	269,697	325,027	31,444	0	7,560,836

14 Cash at bank and on hand

	2015	2014
	€	€
LGMA bank accounts	15,796,072	15,384,657
NPPR bank accounts	2,566,067	10,975,501
Household Charge	113,949	14,700
Protect our Water	601,287	549,978
LANPAG	-	375,692
	<u>19,077,375</u>	<u>27,300,528</u>

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	2015	2014
	€	€
15 Debtors & Prepayments		
Debtors	470,632	788,871
Prepayments & Accrued Income	1,090,264	554,846
	<u>1,560,896</u>	<u>1,343,717</u>
	0	0

16 Creditors and Accruals		
Creditors - Trade	108,350	16,124
Sundry Creditors, Accruals and Prepaid Income	7,402,780	16,989,702
	<u>7,511,130</u>	<u>17,005,826</u>
	0	

17 Creditors: amounts falling due after more than one year

Funding loan	430,439	-
	<u>430,439</u>	<u>-</u>

18 General Reserve

The General Reserve represents the accumulated surpluses of the Agency and of the former Local Government Computer Services Board and Local Government Management Services Board.

	2015	2014
	€	€
19 Special Reserve		
Opening Balance	4,166,856	3,933,874
Local authority contributions in period	228,906	241,501
Interest earned	23,852	29,037
Lump sum pension payments	<417,036>	<37,557>
	<u>4,002,578</u>	<u>4,166,856</u>

20 Revaluation Reserve

The Revaluation Reserve was created in respect of Local Government House, 35-39 Ushers Quay, Dublin 8. In 2007 this new building replaced the premises on the Ushers Quay site that was owned and occupied by the Local Government Management Services Board.

It is now the headquarters of the Local Government Management Agency.

GLOSSARY

APP	A SELF CONTAINED PROGRAMME OR PIECE OF SOFTWARE
APSS	ACCOUNTS PAYABLE SHARED SERVICE
ASP	ANNUAL SERVICE PLAN
BCMS	BUILDING CONTROL MANAGEMENT SYSTEM
BPI	BUSINESS PROCESS IMPROVEMENT
CCMA	COUNTY AND CITY MANAGERS ASSOCIATION
CEO	CHIEF EXECUTIVE OFFICER
CRM	CUSTOMER RELATIONSHIP MANAGEMENT
CTO	CHIEF TECHNICAL OFFICER
DAFM	DEPARTMENT OF AGRICULTURE, FOOD AND THE MARINE
DDOS	DISTRIBUTED DENIAL OF SERVICE
DJEI	DEPARTMENT OF JUSTICE AND EQUALITY
DECLG	DEPARTMENT OF ENVIRONMENT, COMMUNITY & LOCAL GOVERNMENT
DSP	DEPARTMENT OF SOCIAL PROTECTION
ECCEP	ENVIRONMENT, CLIMATE CHANGE AND ENERGY PLANNING COMMITTEE
EPA	ENVIRONMENTAL PROTECTION AGENCY
EU	EUROPEAN UNION
FMS	FINANCIAL MANAGEMENT SYSTEM
FSNOIG	FIRE SERVICE NATIONAL OVERSIGHT IMPLEMENTATION GROUP
HAP	HOUSING ASSISTANCE PAYMENTS
HPSS	HUMAN RESOURCES, PAYROLL, SUPERANNUATION AND SHARED SERVICES
HR	HUMAN RESOURCES
HUB	Group of LA's tasked with doing the centralised transaction processing on behalf of the Pilot & Wave 1 authorities
ICT	INFORMATION AND COMMUNICATIONS TECHNOLOGY
IR	INDUSTRIAL RELATIONS
IW	IRISH WATER
IWCG	IRISH WATER CONSULTATIVE GROUP
KPI'S	KEY PERFORMANCE INDICATORS
LA	LOCAL AUTHORITY

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LASOG	LOCAL AUTHORITY SAFETY OFFICERS GROUP
LGCSB	LOCAL GOVERNMENT COMPUTER SERVICES BOARD
LGMA	LOCAL GOVERNMENT MANAGEMENT AGENCY
LGMSB	LOCAL GOVERNMENT MANAGEMENT SERVICES BOARD
LGOPC	LOCAL GOVERNMENT OPERATIONAL PROCUREMENT CENTRE
LGSPC	LOCAL GOVERNMENT STRATEGIC PROCUREMENT CENTRE
M&R	MONITORING AND REPORTING
NCG	NATIONAL CO-ORDINATING GROUP
NOAC	NATIONAL OVERSIGHT AND AUDIT COMMISSION
NOC	NETWORK OPERATIONS CENTRE
NSC	NATIONAL STANDARDS COMMITTEE
NPT	NATIONAL PROJECT TEAM
OGP	OFFICE OF GOVERNMENT PROCUREMENT
PCSI	PAVEMENT CONDITION SURVEY INDEX
PMDS	PERFORMANCE MANAGEMENT DEVELOPMENT SYSTEM
PMIS	PROJECT MANAGEMENT INFORMATION SYSTEM
PMO	PROGRAMME MANAGEMENT OFFICE
PMS	PAVEMENT MANAGEMENT SYSTEM
POMS	PROGRAMME OF MEASURES
PSROG	PUBLIC SECTOR REFORM OVERSIGHT GROUP
RBMPs	RIVER BASIN MANAGEMENT PLANS
RFI	REQUEST FOR INFORMATION
SEPA	SINGLE EURO PAYMENTS AREA
SDR	SUPERANNUATION DATA READINESS
SIPTU	SERVICES INDUSTRIAL TECHNICAL AND PROFESSIONAL UNION
SLA	SERVICE LEVEL AGREEMENT
SMS	SAFETY MANAGEMENT SYSTEM
WFD	WATER FRAMEWORK DIRECTIVE
WIFO	WATER INDUSTRY OPERATING FRAMEWORK
WSTO	WATER SERVICES TRANSITION OFFICE
WTE	WHOLE TIME EQUIVALENT