



LOCAL GOVERNMENT MANAGEMENT AGENCY ANNUAL REPORT 2017



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INTRODUCTION

The Local Government Management Agency (www.lgma.ie) is a State Agency that is primarily funded by local authorities, and operates in the local government sector, reporting on performance as required, to our parent department, the Department of Housing, Planning, and Local Government.



2017 has been a very active, productive and successful year for the LGMA. During 2017, we continued to meet the needs of local authorities and the Department of Housing, Planning and Local Government, to deliver on the public sector reform agenda in the local government sector, researched emerging and identified issues, assisted local authorities in the implementation and measurement of change and supported enhanced performance by the local government sector.

I would like to pay a special tribute to all the LGMA staff for their commitment and enthusiasm in the delivery of services to the local government sector and the Department of Housing, Planning and Local Government and I look forward to us all working together in 2018.

A handwritten signature in black ink that reads "Paul Dunne". The signature is fluid and cursive, with a long horizontal stroke at the end.

Paul Dunne

Chief Executive Officer

CHAIRMAN'S REPORT

I am pleased, on behalf of the Local Government Management Agency, to present this Annual Report for 2017.

The impact of the Local Government Reform Act 2014 continues to be embedded in the sector and the sector continues to deliver on its expanded role in economic and community development across the country. Work is ongoing in relation to the transformation of water services and the transition of these services to Irish Water. The sector also faces major new challenges especially in the delivery of the Government's Housing and Homelessness Action Plan, 'Rebuilding Ireland'.



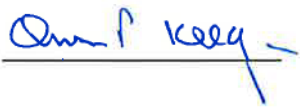
The local government sector must seek more efficient ways of delivering services and back office functions. The establishment of a range of shared services, improved systems and the implementation of business process improvements by the LGMA has delivered innovative solutions, cost savings and greater efficiencies. Over the last number of years, the local government sector implemented these reforms and efficiency measures at a time of contracted budgets and reduced staff numbers demonstrating the agility of the sector in delivering effective public services in Ireland. The resumption of recruitment across the sector is very welcome and will contribute to the delivery of improved services to the citizens and businesses.

The LGMA continues to play a central role supporting local authorities. It builds on collaboration with stakeholders, co-ordinates the sharing of knowledge and strengthens the capacity of individuals to effectively work together in pursuit of common goals. The **Programme Management Division** facilitates the delivery of shared services and common systems driving the reform programme and supporting the sector to realise efficiencies. The **Employee Engagement Division** supports local authorities in delivering reform at local level providing Industrial Relations representation, Human Resources guidance and sharing best practice policies and procedures. The **Research and Innovation Division** provides the sector with thorough research, evidence and data that helps inform decision making and in **Libraries Development** the LGMA works with the Department of Rural and Community Development and with local authorities to implement the Public Library Strategy 2013-2017 "Opportunities for All". The **Information Technology Division** supports the provision of secure and robust technical infrastructural platforms to facilitate ICT business operations and the **Water Services Transition Office** provides support to local authorities in the transition of water services to Irish Water, representing the interests of local authorities and working with the Department of Housing, Planning and Local Government, Irish Water and other stakeholders.

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The LGMA will continue to foster a 'can do' culture that will support the sector to achieve its potential. I would like to thank the Chief Executive Officer, Paul Dunne for his leadership of the LGMA during a period of continuing change and to thank the Agency staff who provide valuable support to the sector.

I would also like to express my appreciation to my colleagues on the Board of the LGMA and to the many officials who work tirelessly on the various Committees, Programme Boards and other Groups. Furthermore, I want to thank Minister Eoghan Murphy and his officials in the Department of Housing, Planning and Local Government, for their support and assistance throughout the year.

A handwritten signature in blue ink, reading "Owen Keegan", with a horizontal line underneath it.

Owen Keegan

Chairman

AT A GLANCE

ROADS



43,000 km of regional and local roads were surveyed for a visual condition rating, using the MapRoad Mobile App in 2017. The MapRoad PMS recorded statistics on over 3,800 pavement works jobs to a value of over €255m. In 2017, over 15,000 licence applications were made through MapRoad Roadworks Licensing.

LIBRARIES



Right to Read is a collaborative cross-government initiative that provides a nationally coordinated framework for literacy support and reading development in all local authorities. It is funded primarily by local authorities and implemented through Right to Read Action Plans in each city and county. Right to Read supports literacy development for individuals, families and children and provides core services, resources and initiatives for a range of user groups.

HEALTHY IRELAND



Healthy Ireland
at your Library

'Healthy Ireland at Your Library' programme was developed and implemented in autumn 2017 with the support of funding from the Department of Health, under the Healthy Ireland Fund. 'Healthy Ireland at Your Library' provides a range of resources, services and support to users in each library branch.

LIBRARIES IRELAND



The National Library Management system provides access to 12 million titles across the library network and is supported by a national delivery service that delivers and collects reserved titles – (physical books, DVDs etc) to and from libraries on a twice weekly basis. Library users can also return their borrowed items to any library branch across the country.

BCMS



100% of transactions with Building Control Authorities on-line via National Building Control Management System (BCMS). 13,489 Commencement Notices. 718 registered users.

PROCUREMENT



A suite of template documents and guidance notes for below threshold (i.e. <€221,000) was developed and have issued to all local authorities. Spend data was provided to the OGP for national statistical purposes in 2017. The development of a new Spend Data Management System was initiated in 2017 and will be developed and installed in 2018.

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DEBT MANAGEMENT



The new rates legislation is currently being drafted by the Attorney General's office. It is a priority piece of legislation and is being drafted with a view to implementation for 2019. It will provide several additional enforcement options to improve the collection of rates for the sector. The sector achieved a collection rate of 85% for 2017.

HPS & SHARED PAYROLL



29 LAs have migrated to Core Version 19. 13 LAs are live on MyPay Superannuation Service. 26 LAs are now using the Shared Service Payroll.

FINANCIAL MANAGEMENT SYSTEM



27 local authorities completed an upgrade of their Agresso FMS to a new web-based solution with workflow introduced for the new and improved purchase to pay process. A new online web-based payments application was introduced to allow local authority customers to pay for a variety of services.

ICT



The Cyber Security Subcommittee (CSSC) and the LGMA Board signed off on a template Information Security Policy document with further sub-policy templates to be worked on.

LG RETURNS



LG Returns system developed in partnership with DHPLG to support local authorities in the entry and processing of national data returns. It provides for data validation and exchange between government departments, local authorities and government agencies.

CLIMATE ACTION



PSROG approved a business case for the establishment of regional climate action offices. A bidding process has been completed and four lead authorities have been appointed.

NPPR



From the time of introduction of the NPPR charge in 2009, a total of €587,895,252 has been processed, of which €37,951,622 was processed in 2017.

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LOCAL GOVERNMENT NATIONAL SERVICE CATALOGUE **catalogue.**

PSROG approved a business case which provides for the LGMA leading the development of a Local Government National Service Catalogue.

AGE FRIENDLY IRELAND



PSROG approved a business case and peer review for the establishment of a National Coordination Office for the Age Friendly Ireland Programme. Bidding to become the lead authority commenced in 2017.

HOUSING



Strategic ICT Housing Programme Board established – function is to set a strategic path for the use of ICT services in the LG sector, in consultation with the CCMA Housing and Building Committee.

WATER



WSTO continued to work with local authorities, DHPLG and Irish Water during the year on addressing transitional issues and legacy issues. 2017 was the fourth successive year when targets were met within very constrained resource budgets.

IR REPRESENTATION



Sectoral representation continued through provision of advice to CEOs, DoS and HR Officers on Employment Law, Industrial Relations and Human Resource matters. The sector was also represented at the Public Service Agreement discussions, Irish Water Consultative Group, Fire Services National Oversight and Implementation Group and the Public Management Group.



Work commenced on the Local Authority People Strategy which will focus on the people implications of the key organisational issues facing local authorities and set out a roadmap for the management of human resources, to support business goals and outcomes, and to ensure a motivated and committed workforce equipped to provide optimum standards of service delivery.

LGMA VISION AND MISSION

The Board previously approved a new Vision and Mission for the Agency during 2015 and identified a core set of organisational Values on which the LGMA should operate. Strategic objectives and a new organisational structure to support the delivery of priority services demanded by the sector was also approved. Furthering the reform programme for the LGMA, a Corporate Plan for the period 2016-2019 was adopted by the Board in May 2016.

In accordance with this Corporate Plan, the LGMA aims to meet the needs of Local Authorities and the Department of Housing, Planning and Local Government (DHPLG) in delivering on the public sector reform agenda in the local government sector (particularly in terms of sectoral approaches to service delivery), 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.

The statutory remit of the Agency extends to include:

- The delivery of advisory services to local authorities to assist and co-ordinate the business of these local authorities;
- The delivery of such services as may be required by local authorities in the Industrial Relations (IR) and Human Resource Management (HR) domain;
- The delivery of such services as may be required by local authorities for the purpose of coordinating and securing compatibility in, the use of Information and Communications Technologies (ICT);
- The provision of advice, assistance and services to library authorities in relation to the public library service;
- The provision of such other management services as may be required by local authorities;
- The provision of such services for meetings of Local Authority Chief Executives and such other support services required by the County and City Management Association (CCMA);
- The provision of such services as required as Registrar of Public Lending Remuneration;
- The provision of such advice, information and assistance required by the Minister of Housing, Planning and Local Government.

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:

Strategic Objectives

- 1. Researching and promoting best practice 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 and City Management Association (CCMA).**
- 6. Promoting and communicating the collective achievements of the local government sector.**
- 7. Supporting the development of leadership and organisational capability in the sector.**
- 8. Promoting good governance and the highest level of Internal and Corporate services to support business requirements.**

RESEARCH AND PROMOTING BEST PRACTICE AND INNOVATION

The Employee Engagement Division delivered a number of recruitment shortlisting workshops facilitated by the IPA in the third phase of the Joint IPA/LGMA recruitment training and workshops. These shortlisting workshops for HR section staff which were facilitated by the IPA and were held in venues in Cork, Mullingar and Dublin. The workshops were delivered in the context of increased volume of recruitment and increased shortlisting. The LGMA subsequently issued Shortlisting Guidelines to all local authorities.




Policies

The Division issued a 'Template Protected Disclosures Policy and Procedure' in April 2017. The Division issued 'Policy and Procedures on the Child Safeguarding of Children and Vulnerable Persons'.

Provision of Awareness training for staff in GDPR

In preparation for the implementation of GDPR in 2018, the LGMA has co-ordinated the Local Authority Data Protection Officers Network. This network met on a number of occasions in 2017 to co-ordinate their readiness assessment and implementation plan.

The LGMA on behalf of the sector have commenced production of the following template documents: -

-  Generic privacy statement
-  Function specific privacy notices
-  Data processing agreement.

National Vetting Bureau Act 2012 to 2016

A seminar was held for local authority staff where they were addressed by staff of the National Vetting Bureau who provided advice to staff on the new e-vetting system and the obligations of local authorities under the act and the requirement under the National Vetting Bureau Act 2012 to 2016, to complete retrospective applications for vetting disclosures before 31st December 2017. The Division also issued a 'Procedure for the Management of Vetting Disclosures'.

LG Returns

LGReturns was developed in partnership between the DHPLG and LGMA to support the entry and processing of national data returns. LGReturns facilitates data validation and exchange between government departments, local authorities and government agencies. It is used for a range of departmental returns including performance management and housing statistics. The system underpins the Data Gathering project of the County and City Management

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Association (CCMA), DHPLG and LGMA and provides for more efficient data capture, analysis and stronger data governance.

Performance Indicators

The LGMA worked with the National Oversight and Audit Commission (NOAC) to collate and present the 2016 Performance Indicators for Local Government. 31 indicators provide an insight in relation to the delivery of a range of functions by local authorities. In the interest of transparency and accountability, a more succinct infographic of the results was circulated to each local authority.

Research

A wide range of research topics were undertaken by the LGMA during the year, including greenways, climate change, town centre management, national physical activity plans, rural development, debt management, broadband and rural water.

Cyber Security

- ✚ The frequency of Cyber Security incidents continued to increase in 2017 with Wannacry, Petya and other Ransomware campaigns becoming more common. The Spectre/Meltdown vulnerabilities, associated with industry-wide CPU chipsets, was the most far reaching and while patches are being made available, this will continue to be an issue until such time as new CPUs become available and the old ones are replaced.
- ✚ The Cyber Security Sub-Committee (CSSC) developed 'Guidelines on Information Security Management' which are used to help guide local authorities in setting up relevant internal structures and this document has been promoted among the HR Officers Network.
- ✚ The LGMA raised awareness of cyber threats and the need for enhanced security practice during the year and held a security conference aimed at staff in Corporate Services, Finance, HR and IT to highlight the fact that security is not just a technical issue.
- ✚ Also, to raise awareness and ensure early alerts, the LGMA signed up on behalf of the sector with the Computer Security Incident Response Team (CSIRT-IE) for alerts regarding cyber security. These email alerts are automatically forwarded to relevant mailing lists in the local authorities.
- ✚ The CSSC signed off on a template Information Security Policy document with further sub-policy templates to be developed in 2018.













PROVIDING ADVICE, ASSISTANCE AND SUPPORT

Annual Human Resources Conference - 19th Annual HR Conference – October 2017

The 19th Annual Local Authority Human Resources Conference was held in October 2017 in the Knightsbrook Hotel, Trim, Co Meath with over 90 delegates in attendance. The theme of the conference was “HR Building Capacity to Deliver on the Vision for Local Government”.

The Conference was addressed by Minister Damien English who was the Keynote speaker and the conference was addressed by a number of Chief Executives and representatives from local businesses. Mr Paul Dunne, Chief Executive, LGMA outlined his vision for the future of the local authorities and how the LGMA would support local authorities going forward. Minister John Paul Phelan addressed the Conference on Friday.

Topics included:

-  Employer of Choice
-  Recruitment Challenges in today’s market
-  Ireland’s National Strategy 2015-2020 for Suicide Prevention
-  General Data Protection Regulations
-  The Future of HR
-  Managing Change
-  Communicating the business case for investing in Change Management
-  Communications and Leadership
-  Next Phase – Public Sector Reform – Our Public Service 2020
-  Local Authority New HR/People Strategy
-  Review of Key Employment issues
-  Local Authority Competency Framework (Pilot)



The Employee Engagement Division continued to support HR Officers and HR Departments across the sector. The LGMA attended regional meetings of HR Officers and facilitated a national workshop which covered a range of topics, including Public Sector Duty and GDPR from a HR perspective.

Sectoral Health and Safety - Health and Safety Conference

The Health and Safety Conference was jointly hosted by the LGMA and IPB Insurance Ltd. on behalf of local authorities and Educational Training Boards and took place in Dunboyne Castle, Co. Meath in September 2017. There were a number of keynote presentations including the Chief Executive of Pieta House, Mr. Brian Higgins, who spoke about self-harm and suicide awareness, and what we can do as individuals to help our colleagues, friends and family members going through difficult times.

Disability

The LGMA, on behalf of the Sector, participated on the Department of Housing, Planning and Local Government Disability Consultative Committee and the Employment Monitoring Committee.

The Employee Engagement Division facilitated the Local Authority Access Officers Network which met twice in 2017. The National Seminar was held in the Mullingar Park Hotel in November 2017. The IHREC presented on the implementation of the Positive Duty and feedback was provided from the Pilot site in Monaghan County Council. Mr. Fergus Finlay, Chief Executive, Barnardos and Chair of the Comprehensive Employment Strategy for People with Disabilities 2015-2024, was the keynote speaker.

WATER SERVICES TRANSITION OFFICE (WSTO)

The Water Services Transition Office (WSTO) continued to coordinate and support the local authorities' efforts to progress the transition of water services to Irish Water in 2017.

2017 was the fourth successive year when targets were met within very constrained resource budgets. This was particularly impressive in the context of a growing economy, increased inflation, severe weather events and the increasing demands of aging infrastructure which is twice as old as the EU average.

Compliance is the priority for providers of water services as public health is at stake. Efficient use of available resources is also a major target in each year's annual service plan. The following paragraphs outline some of the achievements over the year in meeting these water services priorities.

□ Compliance

Local authorities have sampling and testing teams operating throughout the country to ensure that the quality of both drinking water and treated wastewater complies with all relevant standards.

The quality of public water supplies in Ireland is very high as evidenced by the fact that microbiological compliance is better than 99.9% while chemical compliance is 99.5%.

More than a billion litres of wastewater are collected and treated at 1,100 wastewater treatment plants throughout the country and 96% of them have secondary treatment, or higher, in place.

The equipment in the treatment plants is constantly monitored and upgraded and standard operating procedures are being introduced countrywide to ensure that standards are maintained and improved where possible. This is a very significant change programme and WSTO coordinates the local authority input into the programme.

□ National Joint Laboratory Strategy (NJLS)

The samples collected as part of the sampling regime mentioned above are tested in local authority laboratories or outsourced in some cases. The NJLS is a transformation project carried out jointly between Irish Water (IW) and the local authorities to plan the future of laboratory activities for both public drinking and wastewater (IW responsibility) and all other sampling and testing (local authority responsibility) and is supported by WSTO. The project recognises that there are benefits to be gained from rationalising the number of labs to create centres of excellence and to deliver efficiencies due to economies of scale. There will also be quality benefits accruing due to the ability to invest in state of the art equipment for the reduced number of high performing labs.

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WSTO plays a lead role in coordinating the sector's input into the NJLS. This involves data gathering, serving on project boards and working groups, sourcing sectoral representatives for these groups and coordinating their views to ensure an agreed sectoral position on all elements of the strategy.

□ **Annual Service Plans (ASPs)**

WSTO continues to act as the central point of contact and co-ordination for Irish Water to ensure a consistent and coherent approach on behalf of local authorities in the planning and delivery of annual service plans under the SLA. Planning focussed on the initiatives that would enable increased efficiency and effectiveness to be achieved in future ASPs. The 'Invest to Save' initiative was an example. Here local authorities identified investments that would yield operational savings equal to the value of the investment within 12 months. Experience was shared across the country and the programme has now been extended to include investments which will pay for themselves within 36 months.

The ASP is monitored nationally over the course of the year by a group comprising IW, WSTO and LA representatives. It is a forum to address issues that affect many local authorities and also allows good practice to be identified and disseminated.

□ **Non-Domestic Billing**

The transfer to IW of all data relating to non-domestic customers was completed in early 2017. WSTO acted as a central point of contact and coordination on all issues relating to the project to ensure a successful project outcome.

□ **Water Industry Operating Framework**

WSTO and local authorities made a significant contribution to the WIOF project which aimed to design the new water industry. Large numbers of subject matter experts from all areas of the country and functions within the water industry provided their expertise via workshop and other information gathering mechanisms.

□ **Regional Capital Offices**

The proposed capital investment programme involves the investment of €5.5bn to 2021 and the saving of €0.5bn in costs. Given the profile of the investment programme, IW recommended the establishment of 11 regional capital offices as the best way to deliver the programme. The offices would become centres of excellence due to the volume of work assigned to each office. During 2017, the improved business processes for capital offices were designed and trialled in selected locations.

□ **Leakage Control**

Leakage levels in the water network are unacceptably high. This is largely attributable to the historical lack of investment in the network which has resulted in the network being twice as old as the EU average. It is recognised that significant capital

investment is required to address the problem. A number of initiatives have been undertaken in 2017 to alleviate the problem. These include the 'First Fix' scheme and the 'Find and Fix' programme. These were in addition to replacing and rehabilitating existing water mains. It is planned to increase this level of investment going forward. WSTO played a lead role on behalf of the sector in providing input to the planning process and addressing the various issues encountered during the delivery of the various elements of the programme.

□ ***Economic and Social Development***

Economic and Social Development is dependent on the availability of land with access to water infrastructure. It is one of the legacy issues identified as needing attention due to the separation of planning and water services responsibilities. A number of fact finding exercises were carried out during the year and the Scottish model was one which merited closer examination. This was deemed critical in terms of government policy relating to housing and the broader goals of the National Planning Framework. WSTO coordinated the sector's views in documenting the nature of the issues to be addressed and in assessing the options available to provide a solution.

□ ***Irish Water Consultative Group (IWCG)***

The LGMA continued to be responsible for leading the management side in consultation with the unions during 2017. The Irish Water Consultative Group (IWCG), where DHPLG and Irish Water are also represented on the management side, addressed issues relating to the implementation of change and new technology in local authority water services sections, as well as addressing concerns on employment levels in water services, both at national and local level.

□ ***Legacy Issues***

There are issues that would negatively impact local authorities, as a result of the transition of water services to Irish Water, unless addressed via policy decisions. WSTO has coordinated the sector's submission to DHPLG, and the Department has initiated a process to address same.

ePlanning

The scope of the ePlanning project was expanded and the LGMA and the Project Board carried out further analysis to map the additional functionality. The effect of this is that the complete planning application process can be carried out on-line.

It is also a requirement that the proposed ePlanning system integrate with the three existing back-end business Planning systems i.e. iPlan, APAS and Odyssey. ePlanning must also be able to integrate with nine different document management systems.

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A working group, managed by the LGMA, standardised document categorisation and these document types are being rolled out/deployed to Planning Authorities by the LGMA as part of the preparation for ePlanning.

A decision was also made to change the underlying technical environment from Community to Enterprise edition of Sugar CRM which is more modern and will expedite support and maintenance. It is expected that ePlanning will be piloted in quarter three 2018.

MapRoad Pavement Management System (PMS)

Further development and improvements to the roads information system was undertaken by the LGMA in 2017, including the move to inclusion of editing tools for the road schedule using the OSI Prime 2 dataset for roads. By the end of 2017, the MapRoad Mobile App had recorded condition ratings of 85,500 km of the regional and local roads network.

- ✚ The MapRoad Pavement Management System recorded statistics on four schemes: Restoration Improvement; Restoration Maintenance; Community involvement; Discretionary Works to a value of €255m.
- ✚ An upload facility for mechanical road data was released in 2017, so that a survey contractor can upload mechanical testing data to the centralised system along with photographs taken from the survey vehicles.

Roadworks Licensing

27 local authorities operated Road Licensing through MapRoad Roadworks Licensing (MRL) during 2017. 238 applicant organisations registered on the system by year end and users included the major telecommunications operators and Gas Networks Ireland. Key benefits of the system include:

- ✚ Over 15,000 licence applications were made using the system in 2017;
- ✚ Turnaround time of applications is within 30 days for the majority of licences;
- ✚ There is greater visibility into licensing processing stages.

Libraries Development

Libraries Development works with the Department of Rural and Community Development (DRCD) and with local authorities, to implement the public library strategy 2013-2017 'Opportunities for All'. During 2017, the following initiatives were progressed.

Library Management System and Delivery Service

Phase 3, the final phase of local authorities to go live on the shared system comprised 13 authorities: Cavan, Kilkenny, Sligo, Leitrim, Roscommon, Laois, Offaly, Cavan, Monaghan, Longford, Westmeath, Cork City and County.

These local authorities went live on a phased basis between January and March 22, 2017. The service allows users from any of the 31 local authorities to reserve and borrow any of the 12 million titles available across the shared library catalogue. This is a world leading service.

Right to Read National Campaign

Right to Read is a national initiative delivered in all local authorities via a national co-ordinated framework for literacy support and development. A National Steering Group oversees the programme, chaired by DRCD and with representation from the LGMA, local authorities and key stakeholder Departments and national agencies. In 2017, the programme was rolled out nationally, with the nomination of a Right to Read Co-ordinator from the library service in each local authority, the establishment of a Right to Read network of partners in each authority and the development of the Right to Read Action Plan 2017. A series of training and support workshops for Right to Read Co-ordinators were held in the LGMA and will continue into 2018. Right to Read Co-ordinators will submit a report on the implementation of the initiative locally in the first quarter of 2018 for review by the National Steering Group.

Work Matters

A National Steering Group chaired by the DRCD with representation from the LGMA, key stakeholder Departments and national agencies, is overseeing the development of library services to support business, enterprise and employment in the local community. Following the completion of two phases of pilots across fifteen local authorities over 2016 and the first quarter of 2017, a core Work Matters service has been identified to support job seekers, small businesses and those at early stages of exploring a business idea. Work Matters co-ordinators have been nominated in each local authority library service and are implementing the service across the library branches. Key local partners, Intreos, Education and Training Boards, Citizens Information Services and Local Enterprise Offices have been identified, with whom public libraries can complement and collaborate to provide a wider and more structured system of supports for the public.



Paul Dunne, CEO, LGMA and Michael Moriarty, General Secretary, Education and Training Boards, Ireland, at the official signing of the national protocol agreement, Education and Training Boards, Ireland, Naas, Co. Kildare.

A national protocol agreement on actions to support co-operation between the library services and the Education and Training Boards was signed by the Chief Executive Officer of the LGMA and the General Secretary of Education and Training Boards, Ireland, in December 2017. Pilots are underway with Intreo and Citizens Information Services to identify co-operation actions with the support of the Department of Employment Affairs and Social Protection, the Citizens Information Board and the LGMA.

Healthy Ireland

The Healthy Ireland at Your Library programme aims to establish libraries as the go-to place for health information in communities. It was developed and implemented in Autumn 2017 with the support of funding from the Department of Health under the Healthy Ireland Fund. Healthy Ireland at Your Library, provides a range of resources, services and support to users in each library branch. Libraries Development, LGMA are managing the overall delivery of the programme, working with local authorities, the Department of Health and Department of Rural and Community Development and taking a cross- sectoral approach in collaboration with a wide network of existing partners at local and national level.



Launch of the Healthy Ireland Fund, National Indoor Arena in Abbotstown, with the Taoiseach, Minister Harris and Minister Byrne, Paul Dunne and librarians from Galway, Dublin City, Kildare and Longford.

Healthy Ireland at Your Library Service Elements

📖 Book Stock

A comprehensive collection of books on health and wellbeing in all public libraries.

📄 Online resources

New e-books, e-audiobooks and e-magazines accessible in every library and by remote access.

👤 Health Information Service

Staff providing information, guidance and direction to users with health and wellbeing queries and promoting health awareness in the community.

📢 Branding and Promotion

National and local campaigns, promotional materials including roll-up banners and bookmarks, and online promotion through the Libraries Ireland website and social media.

🗣️ Programmes and events

Talks, discussions and workshops with a focus on physical health, mental health and health literacy.

🤝 Partnerships

Partnerships at national and local level with relevant organisations to ensure maximum impact and sustainability of the initiative.

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Healthy Ireland Co-ordinators





A designated Healthy Ireland Co-ordinator in each library service implements and co-ordinates the service across the branches.

Protect Our Water

Since the requirement to register domestic wastewater treatment systems was introduced under the Water Services (Amendment) Act 2012, the LGMA has provided a bureau service to local authorities. A total of 2,626 registrations were processed during the year. Over 462,000 registrations have been processed to date.

Procurement

The Public Sector Reform Oversight Group, which is a sub-committee of the LGMA, agreed a Procurement Reform Programme with four core objectives:

-  To support the delivery of public services through efficient procurement processes;
-  To enhance efficiencies that can be delivered through procurement;
-  To manage risks associated with procurement and
-  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)

Actions undertaken to support the delivery of the programme in 2017 include:

Governance and Procedures

The LGSPC represents the sector on the OGP Executive and has collaborated with the OGP on a review of Category Councils. 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, 2018. A Post-Implementation Review of the Business Case was initiated in 2017.

Systems

Work commenced on the development of a Spend Data Management System in 2017. It is anticipated that this system will be developed and rolled out in 2018.

Skills

A considerable programme of procurement skills development was undertaken in 2017. Four Procurement Officers Forums were held during the year providing education, training and networking opportunities for the Procurement Officers, enhancing the professionalism of the function in the sector. In addition, bursaries were provided for Procurement Officers to undertake accredited education.

Compliance Support

The Procurement Extranet site which is hosted by the LGMA, provides essential information on procurement law, policies and frameworks that are in place for local authorities. A dedicated Compliance Support and Policy Officer assists local authorities to reduce the risks of non-compliance, both with the legal requirements of procurement and compliance with the model agreed by Government. In 2017 a Working Group of Procurement Officers, supported by the LGMA, developed a suite of template procurement documents and user guides for below threshold procurement (i.e. <€221,000). The templates will provide consistency in below threshold procurement and encourage participation in public procurement by SMEs. The documents have been circulated to each local authority and will be promoted by LEOs and InterTradeIreland.

Engagement with Public Sector Bodies

In 2017, the LGSPC has engaged with DCCA on GPP4 Growth Project, an Interreg Project, that brings together partners from nine countries, to exchange experiences and practices and improve their capacities on implementing resource efficiency policies that promote eco-innovation and green growth through Green Public Procurement (GPP). The LGSPC has also supported POBAL in the tendering process for the Social Inclusion and Community Activation Programme (SICAP).

Financial Management System (FMS)

In 2017 an upgrade of the FMS was completed in all sites and this delivered many new features such as web functionality, purchase to pay workflow and mobile approvals. A new online web-based payments application was introduced, to facilitate customer payments for local authority services.

Exit Strategy

The LGMA's exit from operational ICT continued in 2017 with outsourcing of support services where possible. Meetings with local authorities were held during the year to advance the decommissioning of the national forest. The exit of the smaller webhosting customers progressed, and the remaining large customers have met with the LGMA regarding their migration. A procurement exercise was carried out towards the end of the year to put in place a framework for a supplier to move agencies to a data centre not run by the LGMA.

ICT Shared Services

LGMA continued to offer Shared Services for the Core Payroll Infrastructure, Housing Assistance Payments (HAP), with DHPLG supported systems for all local authorities, such as Building Control, CheckTheRegister.ie and LG Returns managed by vendors.

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NPPR Bureau

The LGMA provides a bureau service to local authorities, providing assistance to those seeking to pay the charge levied on Non-Principal Private Residence (NPPR) property owners. Since the introduction of the charge in 2009, €587,895,252 has been processed of which €37,701,357 was processed in 2017.

General Data Protection Regulation (GDPR)

The General Data Protection Regulation (GDPR) comes into effect on 25th May 2018. In advance of this major EU Regulation taking effect, an audit of the readiness of the NPPR Bureau to comply with the requirements of GDPR was undertaken, in conjunction with an external consultant, and a small number of minor modifications were made. A review of the readiness of the various applications directly provided by or sourced and managed by the Business Section in the LGMA was undertaken by a team in the LGMA. This team identified all such applications and compiled details such as the legislative entitlement for the (personal) data held, retention period of such data, data exchanges with other bodies, as well as the ability to cater for subject access requests. Where gaps were identified, steps have been taken by the developers and with suppliers of such applications to have these addressed.

This work effort has placed the LGMA in a strong position to meet the demands of the new requirements of the GDPR. The output of the review has been provided to all Heads of Information to be used as a template locally if required.

Housing

The Strategic ICT Housing Programme Board sets a strategic path for the use of ICT services in the LG sector and reports to the LGMA Board, while also consulting with the Housing and Building Committee. The membership of the Strategic ICT Housing Programme Board includes local authority staff from Housing, ICT and Finance and stakeholder representation is provided by DHPLG and the Housing Agency.

A working group has been established by the Programme Board to identify a set of requirements for a national housing system.

An iHouse User Acceptance Group was established by the Programme Board to identify ways of extracting the maximum benefits from the usage of iHouse in local authorities and oversee modifications to iHouse to facilitate the delivery of improvements. The group identified a national training plan on iHouse as a requirement for delivering on the potential of the system and training was provided in 2017 to 91 members of staff.

The Department of Employment Affairs and Social Protection (DEASP) has engaged with Cork City Council in a data exchange project. This is to facilitate local authorities accessing data from the DEASP using an API service. The project looked at the interactions between all local authority functions and DEASP with a decision to initially concentrate on the housing function of local authorities.

PROMOTING LOCAL GOVERNMENT REFORM

Programme Management

Since its establishment in 2012, the role of the Programme Management Office (PMO) is to support and guide the delivery of a credible and robust Shared Service and reform programme for local government. The governance of the shared service and reform initiatives is provided by the Public Sector Reform Oversight Group who drive, monitor and maintain oversight of the projects.

New reform initiatives approved for progression through the PMO processes during 2017 included:

- Local Government National Service Catalogue
- Regional Climate Change Offices
- Local Authority Delivery of Rural Water
- National Coordination Office for Age Friendly Ireland Programme
- LEO Management Information System

Irish Local Government National Service Catalogue

The Action Programme for Effective Local Government, "Putting People First" places strong emphasis on improved customer service experience. Local authorities provide a diverse range of services (in excess of 500), to citizens and the need for standardisation and enhanced transparency relating to a repository of services and the underpinning structures and conditions prevailing, was identified. A Business Case for the catalogue was approved by the PSROG in 2017 and it was agreed that this project will be managed by the LGMA.

Regional Climate Change Offices

The PSROG approved the Business Case for the establishment of four Climate Action Regional Offices and the bidding process was completed. Four lead authorities have been appointed as lead authorities to establish regional offices and support local authorities in the development of Local Adaptation Plans.



Local Authority Delivery of Rural Water

Meeting the challenges of secure, resilient drinking water supplies and wastewater treatment in rural Ireland is problematic for the LG sector. Environmental regulation has consistently shown drinking water quality among private water supplies to be inferior to public water supplies. Domestic wastewater management in rural Ireland with virtually half of all septic tanks inspected, failing inspections was the subject of a business case in 2017. The business case which started in 2017, carried out an assessment of local authority's performance in relation to rural water services and developed a new model for delivery in which existing responsibilities under the Water Services Act 2007 and the EU (Drinking Water) regulations 2014, are met in sufficient capacity to manage future policy and delivery challenges.

National Coordination Office for Age Friendly Ireland Programme

When Dublin City Council ceased hosting the Age Friendly Ireland Programme office in December 2016, there was no coordinating body for the 31 individual local authority to lead the Age Friendly Cities and Counties Programme. It was decided that there was a need to sustain the programme's momentum, address critical gaps in respect of programme development and harness the benefits and outcomes arising from a consistently and effectively implemented national programme. The PSROG, in February 2017, approved a Business Case to appoint a lead authority to centralise co-ordination and provide leadership and co-ordination for the programme on behalf of the local government sector. Bidding to become the lead authority commenced in 2017.

LEO Management System

Local Enterprise Offices have successfully established themselves within local authorities, as a focal point for enterprise development and are central for nurturing an enterprise culture locally. They have succeeded in fostering and stimulating an environment that supports entrepreneurs in their efforts to establish quality businesses, that are sustainable and can grow to create employment. The national vision for the LEOs is that they will be client centred, delivering their range of services and supports to a high quality and consistent standard across the country. Clients engaging with the offices will receive a high and consistent level of customer service. To achieve this across the country, requires having in place systems and processes that will enhance the client experience and ensure consistent, effective and efficient delivery of services to clients. In 2017, PSROG approved the PID to develop a business case to improve delivery of the service, through the implementation of a single unified integrated system, which would support enhanced client engagement and data management.

Housing Assistance Payment (HAP)





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.

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In 2017, there were 30 authorities and the Dublin Regional Homeless Executive using the system. At the end of 2017, there were 36,146 HAP tenancies set up in the system. The remaining authorities will continue to be set up in 2018.

National Building Control Management Programme (NBCMP)








The LGMA continues to manage the National Building Control Management Programme. The NBCMP provides for oversight, support and direction for the development, standardisation and implementation of Building Control as an effective shared service in the 31 Building Control Authorities through four pillars of:

-  Training
-  Inspections
-  Compliance and Support
-  IT-Enabler/BCMS -localgov.ie

Collaboration is through the oversight board and three regional Building Control Committees i.e. Eastern and Midlands, Northern and Western and Southern.

Bidding for the Lead Local Building Control Authority took place in 2017 for implementation in 2018. The searchable [Statutory Building Control Register](#) was enabled in 2017. The Fire Safety Certificate module was commenced in 2017.

Key Statistics - 2017

-  100% of transactions with Building Control Authorities (BCA) are now online;
-  80,718 users registered with the system;
-  2,031 CRM Building queries from the stakeholders were closed in 2017;
-  A 6-module, Building Control Minimum Competency Course, was developed for the BCAs, with training delivered to 105 Building Control Officers;
-  BCMS email-Alerts were issued to all 80,000 users regarding DHPLG circulars and Part B Fire compliance issues and Grenfell Tower;
-  Presentations delivered to Irish Building Control Institute, Engineers Ireland, Regional Building Control Committees and Chief Fire Officers Association.
-  69 [Building Control Frequently Asked Questions](#) added to the BCMS site.

Debt Management

The DHPLG, in consultation with representatives from the local authority sector, developed draft legislation that will modernise and consolidate existing rates legislation. The legislation allows for changes in the way that local authorities process Rates Demands and also affords the authorities similar enforcement powers to those available to the Revenue Commissioners. The draft legislation was presented to and approved by the Minister on 11th April 2017. A Joint Oireachtas Committee decided that pre-legislative scrutiny was not necessary, and the drafting process commenced in December 2017. This work is supported by the CCMA Finance Committee and representatives from the Heads of Finance.

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The LGMA carried out a Business Process Improvement Exercise, with a view to developing a common approach to the processes, both new and existing, in the Commercial Rates sector based on the new legislation.

In 2017, the IPA, in partnership with the National Debt Management Steering Group delivered Debt Management training.

Based on the preliminary returns of the 31 authorities, the sector surpassed its ambitious collection rate target rates for 2017.

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 National Rollout Plan approved by the Programme Board continued in 2017 with a focus on MyPay Implementations, CORE Version 19 rollout and the on-boarding local authorities. The National Rollout Plan was devised as a means of co-ordinating various programmes of work underway in the sector.

Shared Payroll

The LGMA worked collaboratively with the Shared Service Centre in Laois County Council, providing project management to the Shared Payroll implementations. By the end of 2017, implementations in 26 local authority sites were completed. 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 upgrade to CORE Version 19 pilot project continued in 2017, with all remaining local authorities migrated.

Integration of Remaining Sites

There was continued engagement during 2017, with local authorities who have yet to be integrated to the system:

- Fingal County Council went live in 2017 on V19;
- LGMA have begun working with Wexford County Council and Dublin City Council to initiate the move to the national programme and a standard version of CORE.

Superannuation Data Readiness

The LGMA supported local authorities, achieved a level of readiness with their superannuation data for migration to the Shared Service Centre as part of the overall Shared Superannuation Project. At year end, 13 local authorities were live on the

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MyPay Superannuation service, with the remainder planned to go live in 2018 and 2019.

FMS Interface

The interface between the CORE System and the Financial Management System, underpins the link between two major local authority business support systems. During 2017, this interface was amended to facilitate the streamlining of Pay Groups by MyPay to increase efficiencies. 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. The system was rolled out nationally in 2017 and was overseen in the first instance by the Joint Union Management Steering Committee on Health and Safety and by LASOG, the Local Authority Safety Officers Group.

National Standards Committee (NSC)

The NSC operates on behalf of the Programme Board on matters of standardisation and continued its work in adjudicating on software change requests from participating organisations. The NSC continued its review of the configuration of the new PMDS and delivery of the software to address PMDS. The Committee also played a leading role in defining the national standard for handling sick leave and social welfare payments.

PROVIDING SECTORAL REPRESENTATION

New Public Service Agreement

The Employee Engagement division together with DHPLG, represented the sector at the Public Service Agreement discussions facilitated by the WRC in respect of the extension of the Lansdowne Road Agreement and the previous Public Service Agreements which concluded in June 2017.

Irish Water Consultative Group

This Group continued to meet throughout 2017, addressing key matters relating to the implementation of the Service Level Agreement between individual local authorities and Irish Water. Primarily, the main issue of discussion related to the numbers of employees employed by local authorities in water services, together with discussions on proposed changes to the existing structures for the delivery of Regional Water Capital Offices.

Fire Services National Oversight and implementation Group









This provides a forum for joint management and employee engagement on a number of key policy and procedural matters relevant to both retained and full-time fire services. Work continued in 2017 and a number of Joint Working Committees were established to assist in development of policies in the following areas, Equipment Testing and Servicing, Guidance for the Management of Road Risk and the Driving of Fire Service Vehicles (ESDS), Pre-Determined Attendance, Area Risk Categorisation and External Validation and Review of the Current National Incident Command System.

Public Service Management Group

The Employee Engagement Division, together with DHPLG, represented the sector on this Group, which is under the chairmanship of the Department of Public Expenditure and Reform. The Group is primarily focused on public sector pay and policy agreements but also considers other cross sectoral HR and IR issues.

SUPPORTING THE COUNTY AND CITY MANAGEMENT ASSOCIATION (CCMA)

The LGMA provides support to the County and City Management Association (CCMA) and its committees. The committees of the CCMA are:

-  Executive
-  Finance
-  Housing and Building
-  Land Use and Transportation
-  Economic, Enterprise, Community and Culture
-  Environment, Climate Change and Emergency Planning
-  Water
-  Corporate

During the year the CCMA made a range of submissions to central government on topics such as control of horses, national planning framework, corporate manslaughter, tenant purchase scheme and tax relief for renovations of local authority housing units.

A wide range of research topics were undertaken by the LGMA during the year including greenways, climate change, town centre management, national physical activity plan, rural development, debt management, broadband and rural water.

SUBMISSIONS TO OIREACTHAS COMMITTEES

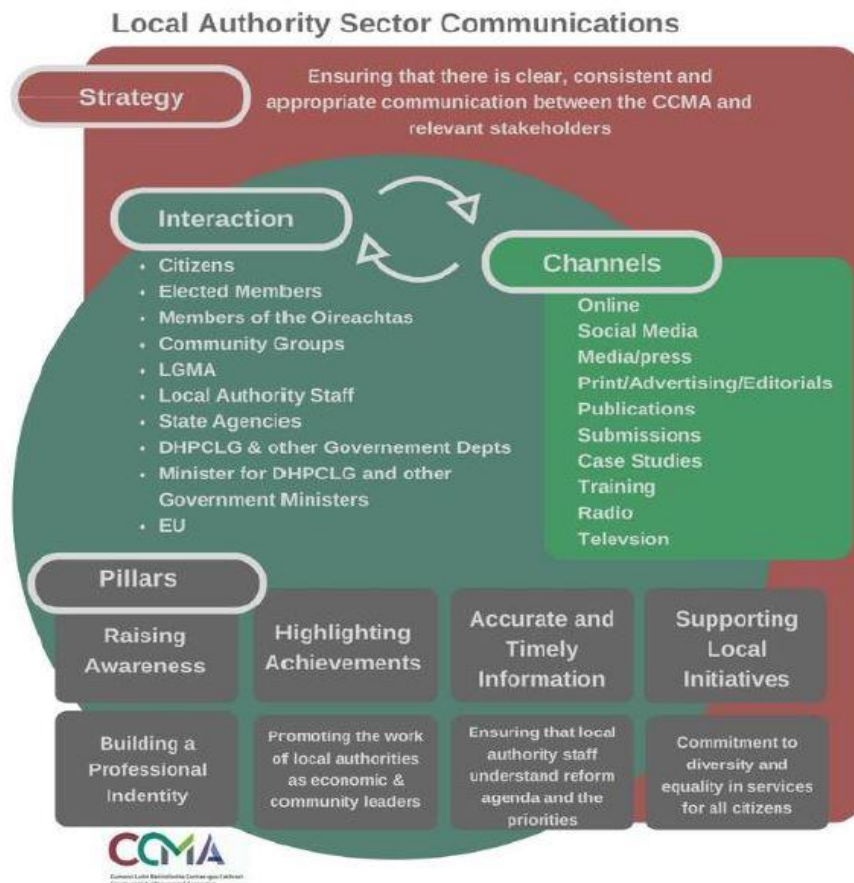


The CCMA presented a submission to the Joint Oireachtas Committee on Housing, Planning and Local Government on the issue of vacant properties. The CCMA also presented to the Joint Committee on Housing, Planning and Local Government on '*Local Government Finance – An Examination of the Funding Model*' in November 2017.

PROMOTING SECTORAL ACHIEVEMENTS

Communications

The Communications Working Group, a sub-committee of the CCMA Corporate Committee, published the Communications Strategy for the local government sector for 2017-18. Communicating local government reform and sectoral activities is an important aspect of the work of the LGMA and CCMA. The strategy identifies opportunities to promote the local government sector’s key priorities and achievements.



The LGMA coordinated the third annual twitter campaign day **#OurCouncilDay**. There were 5,473 tweets which reached 2.7 million accounts.

The LGMA co-ordinated a number of national events for the sector including a ‘*Good Practice in Local Government Seminar*’ in conjunction with the National Oversight and Advisory Committee (NOAC). A local government tourism seminar ‘*Collaborate Locally to Compete Globally-Local Authorities Supporting Tourism*’ was also organised.

The LGMA also had a presence at the National Ploughing Championships where they represented all 31 local authorities.

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The LGMA supported the National Emergency Co-ordination Group in relation to Storm Ophelia. This involved extensive two-way communications to ensure that the actions of the national response were addressed at a local level and that the actions of the local authorities to deal with the crisis on the ground were reported nationally.



County and City Management Association 2017

SUPPORTING THE DEVELOPMENT OF LEADERSHIP AND ORGANISATIONAL CAPABILITY

Sectoral Learning and Development

Harvard Business Programme

The LGMA supported four participants in 2017 to attend the Harvard Programme for Senior Executives in State and Local Government that is delivered in the JFK School of Government in Harvard University. Once again, the feedback from the course participants was overwhelmingly positive and endorses the continued support for this unique and challenging programme.

Change Management Training for Local Authority Staff Leading Public Sector Reform Projects

The Employee Engagement Division organised, on behalf of the sector, a series of Change Management training programmes, for senior local authority staff who are involved in delivering reform projects either locally or across the sector. The Change Management training was delivered by the IPA. There were two workshops delivered in total around the country in 2017, with a total of 17 staff availing of the training during the year.

Graduate Recruitment 2017

The Employee Engagement Division completed the first phase of the 2018 Graduate recruitment programme. The PAS Graduate recruitment competition which closed in October 2017 received approximately 1500 applications.

PROMOTING GOOD GOVERNANCE

Governance Statement and Board Member's Report

The Board of the LGMA was established under the Local Government Management Agency (Establishment) Order 2012. The functions of the Board are set out in S17 and S18 of the Establishment Order. The Board is accountable to the Minister for Housing, Planning and Local Government and is responsible for ensuring good governance and performs this task by setting strategic objectives and targets and taking strategic decisions on all key business issues. The regular day to day management, control and direction of the LGMA are the responsibility of the Chief Executive Officer (CEO) and the senior management team. The CEO and the senior management team must follow the broad strategic direction set by the Board and must ensure that all Board members have a clear understanding of the key activities and decisions related to the entity, and of any significant risks likely to arise. The CEO acts as a direct liaison between the Board and management of the LGMA.

Board Responsibilities

The work and responsibilities of the Board are set out in the Schedule of Matters which also contain the matters specifically reserved for Board decision. Standing items considered by the Board include:

- ✚ Update from CEO
- ✚ Declaration of interests
- ✚ Reports from committees
- ✚ Financial reports
- ✚ Risk Register
- ✚ Governance matters

Section 18(a) of the Local Government Management Agency Establishment Order 2012 requires the Board of the LGMA to keep 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 Board of the LGMA is required to:

- ✚ Select suitable accounting policies and 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 it will continue in operation; and
- ✚ State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.

The Board is responsible for keeping adequate accounting records which disclose, with reasonable accuracy at any time, its financial position and enables it to ensure that the financial statements comply with S18 (a) of the Local Government Management Agency Establishment Order 2012. The maintenance and integrity of the corporate and financial information on the LGMA's website is the responsibility of the Board.

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The Board is responsible for approving the annual plan and budget. An evaluation of the LGMA annual plan and budget was carried out on 22nd September 2017.

The Board is also responsible for safeguarding its assets and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board considers that the financial statements of the LGMA give a true and fair view of the financial performance and the financial position of the LGMA at 31 December 2017.

Board Structure

The Board is comprised of 11 members (8 local authority Chief Executives nominated by the Council of the Board and 3 Ministerial nominees). Chief Executives nominated to the Board of the LGMA simultaneously sit on the Executive of the CCMA. Ministerial appointments are generally for a period of three years.

The table below, details the appointment of Board members and meetings attended:

Appointment Date and Attendance Record at Board Meetings 2017

Board Member	Occupation	Appointed	Mtgs Attended	Mtgs Eligible to attend
Mr. P. Carey	Chief Executive, Kildare County Council	CHAIRMAN from 11/15	6	6
Mr. O. Keegan	Chief Executive, Dublin City Council	Vice-Chairman: Nominated to Board 10/14 by CCMA Executive	5	6
Mr. C. Clancy	Principal Officer, DHPLG	DHPLG Nominated to Board 2/15	3	6
Mr. P. Lemass	Assistant Secretary, DHPLG	DHPLG Nominated to Board 08/14	3	6
Mr. T. Lucey	Chief Executive, Cork County Council	Appointed Cork CE 05/14	4	6
Mr. D. O'Connor	Ministerial Nominee DHPLG	DHPLG Nominated to Board 11/13	6	6
Mr. J. MacGrath	Chief Executive, Tipperary County Council	CCMA Executive 10/14	3	5
Ms. J. Maguire	Chief Executive, Meath County Council	CCMA Executive 10/16	4	6
Mr. T. Enright	Chief Executive, Wexford County Council	CCMA Executive 10/16	4	6
Mr. C. Murray	Chief Executive, Limerick City & County Council	CCMA Executive 10/16	4	6
Mr. B. McGrath	Chief Executive, Galway City Council	CCMA Executive 10/16	1	6
Mr. E. Cummins	Chief Executive, Roscommon County Council	CCMA Executive 10/17	0	1

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The Board has scheduled an external Board Effectiveness and Evaluation Review for September 2018.

The Board has established six committees as follows:

1. *Audit and Risk Committee*

The Audit and Risk Committee comprises one Board member, one local authority CEO, two CCMA nominated members and one independent member. The role of the Audit and Risk Committee (ARC) is to support the Board in relation to its responsibilities for issues of risk, control and governance and associated assurance. The ARC is independent from the financial management of the organisation. In particular, the Committee ensures that the internal control systems including audit activities are monitored actively and independently. The ARC reports to the Board after each meeting and formally in writing annually. There were three meetings of the Audit and Risk Committee in 2017. The members are:

Member	Occupation	No. of Mtgs attended
Mr. B. McGrath (Chairperson)	Chief Executive, Galway City Council	1
Mr. J. Mulholland	Chief Executive, Laois County Council	3
Ms. C. Henehan	West Cork Divisional Manager, Cork County Council	3
Mr. J. McKeon	Head of Finance, Longford County Council	2
Mr. A. Connolly	Non-Public Official	3

2. *Change Management Committee*






The Change Management Committee comprises 9 local authority Chief Executives, 1 DHPLG nominee, and 2 Heads of HR. The Chair of the Change Management Committee is a member of the Board of the LGMA. The Change Management Committee assists the Board of the LGMA in governing and overseeing the LGMA's implementation of IR and HR Strategy and related matters. Furthermore, the Committee supports the Board by advising on the alignment of the strategy to local authority emerging business needs. There were five meetings of the Change Management Committee during 2017. The members are:

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Member	Occupation	No. of Mtgs attended
Mr. C. Murray, Chairperson	Chief Executive, Limerick City & County Council	5
Mr. J. MacGrath	Chief Executive, Tipperary County Council	3
Mr. D. McLoughlin	Chief Executive, South Dublin County Council	4
Ms. J. Maguire	Chief Executive, Meath County Council	4
Ms. M. Pyne	Head of HR/Corporate Affairs, Dublin City Council	4
Mr. J. Walsh	Head of HR, Cork County Council	0
Mr. P. Dunne	Principal Officer, DHPLG	5
Mr. F. Curran	Chief Executive, Leitrim County Council	5
Mr. T. Enright	Chief Executive, Wexford County Council	3
Mr. S. Neely	Chief Executive, Donegal County Council	4
Mr. P. Reid	Chief Executive, Fingal County Council	4
Ms. Ann Doherty	Chief Executive, Cork City Council	1

3. *Information and Communications Technology (ICT) Committee*

The Information and Communications Technology Committee comprises 3 CEOs of local authorities, 1 Board nominee, 2 HIS Officers, 1 ICT representative, 1 Head of Finance, 1 OGCI representative and 2 LGMA representatives. The Chair of the ICT Committee is a member of the Board of the LGMA. The role of the ICT Committee is:

-  To provide assurance to the Board that the work of individual local government projects has proven Architecture, ICT and Standards;
-  To work with local government business projects to assure them that associated ICT programmes meet with overall Architectural approaches and use Agreed Standards for Communication and Interoperability,
-  To provide advice and guidance on ICT in any new business initiatives, how the ICT components can work with business as usual and to ensure the timely retirement of older ICT initiatives;
-  To provide technical advice in the prioritisation of local government Initiatives and challenge the optimal use of technological solutions across the sector;
-  To provide a common architectural reference, based on current practice, for all ICT systems across local government.

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There were five meetings of the ICT Committee during 2017. The members are:

Member	Occupation	No. of Mtgs attended
Mr. D. O'Connor, Chairperson	Board nominee	4
Mr. E. O'Sullivan	Chief Executive, Monaghan County Council	3
Mr. F. Curran	Chief Executive, Leitrim County Council	3
Mr. T. Ryan	Chief Executive, Cavan County Council	3
Mr. D. Lynch	HIS Chair, Longford County Council	4
Mr. D. Byrne	HIS Officer, Fingal County Council	3
Mr. C. Clancy	Head of ICT, DHPLG	3
Ms. K. Quinn	Head of Finance, Dublin City Council	1
Mr. L. Stewart	ICT Representative, OPW	0
Ms. M. O'Donohue	Head of Operations, OCGIO	2
Ms. C. Gilligan	Assistant Chief Executive, LGMA	4
Mr. J. Flanagan	Senior Consultant, LGMA	2

4. Finance Committee

The Finance Committee comprises 4 CEs of local authorities. The role of the Finance Committee is:

- ✚ To recommend, before 30th June each year, parameters for the following year's budget;
- ✚ To recommend, before 30th September each year, draft budget for the following year and the apportionment of charges to each local authority, based on the approved Charging Policy;
- ✚ To consider the implications that a new strategy may have on Charging Policy/ Budgeting.

The Chairman of the Committee is a member of the Board of the LGMA. There were 2 meetings of the Finance Committee during 2017. The members are:

Member	Occupation	No. of Mtgs Attended
Mr. P. Carey, Chairperson	Chief Executive, Kildare County Council	2
Mr. J. MacGrath	Chief Executive, Tipperary County Council	2
Ms. J. Maguire	Chief Executive, Meath County Council	1
Mr. C. Murray	Chief Executive, Limerick City & County Council	2

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5. *Public Sector Reform Oversight Group (PSROG)*

The PSROG Committee comprises the Chair of the LGMA, the Chief Executive Officer of the LGMA, the Chair of the CCMA, the Chief Executive of Cork County Council, the Chief Executive of Dublin City Council, the Secretary General of the Department of Housing, Planning and Local Government, an Assistant Secretary General of the Department of Housing, Planning and Local Government and an external representative from the Commercial Sector.

The role of the PSROG Committee is to direct, monitor and report on the reform and efficiency programme of local government.

The Chair of the PSROG is a member of the Board of the LGMA. There were five meetings of the PSROG Committee during 2017. The members are:

Member	Occupation	No. of Mtgs Attended
Mr. P. Carey, Chairman	Chair, LGMA Board	4
Mr. J. MacGrath	Chair, CCMA	2
Mr. T. Lucey	CEO, Cork County Council	5
Mr. O. Keegan	CEO, Dublin City Council	4
Mr. J. McCarthy	Secretary General, DHPLG	2
Mr. P. Lemass	Assistant Secretary General, DHPLG	4
Mr. J. Harford	Commercial Sector Representative	4
Mr. D. Singleton/Mr. P. Dunne	Acting CEO/CEO LGMA	4

6. *LA Fire Services Steering Committee*

The role of the LA Fire Services Steering Committee is to provide a discussion and decision-making forum for issues that arise at FSNOIG level.

The Chair of the Local Authority Fire Service Steering Committee is Mr. Owen Keegan, Chief Executive of Dublin City Council. There were no meetings of the committee during 2017. The members are:

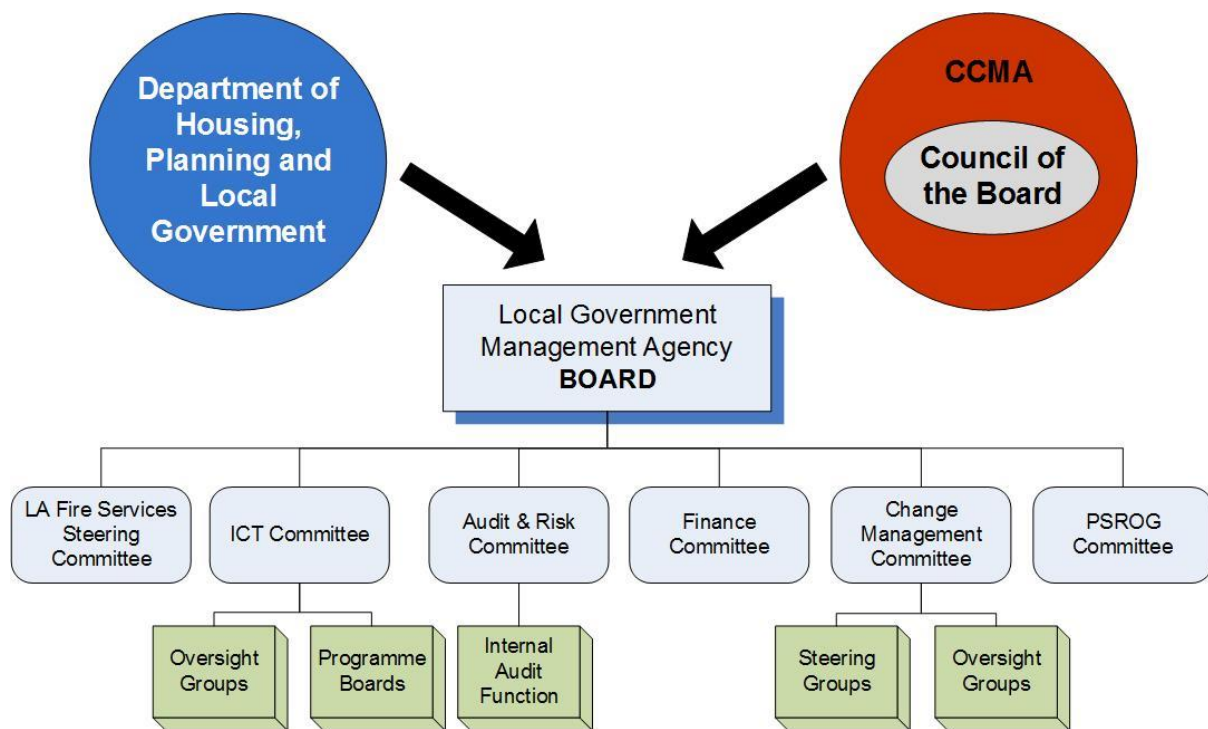
Member	Occupation
Mr. O. Keegan, Chairperson	Chief Executive, Dublin City Council
Mr. C. Murray	Chief Executive, Limerick City and County Council
Mr. J. Mulholland	Chief Executive, Laois County Council
M. D. Keeley	Assistant Chief Fire Officer, Dublin Fire Brigade
Mr. M. Raftery	Chief Fire Officer, Galway City Council
Mr. S. Coughlan	Chief Fire Officer, Cork County Council
Mr. J. McGuinness	Director of Service, Louth County Council
Mr. J. Carley	Director of Service, Wexford County Council
Mr. S. Hogan	Director NDFEM, DHPLG
Mr. P. Dunne	Principal Officer, DHPLG
Mr. B. Sweeney	Independent Consultant, County Donegal
Mr. E. Hunt	Assistant Chief Executive, LGMA

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Fees and Expenses

There were no annual fees or expenses paid to Board or Committee members who are employees of the LGMA or local authorities, in relation to attendance at Committee meetings for 2017.

LGMA GOVERNANCE STRUCTURE



LGMA Schedule of Matters

Specific Responsibilities of Board Members include:

- ✚ Safeguarding the assets of the LGMA by taking reasonable steps in the prevention and detection of fraud and other irregularities;
- ✚ The disposal and retirement of assets above €70,000;
- ✚ The approval of significant acquisitions above €100,000;
- ✚ The approval of terms of major contracts (in excess of €100,000);
- ✚ The approval of Annual Budgets and Corporate Plans;
- ✚ The approval of Annual Reports and accounts;
- ✚ Compliance with statutory and administrative requirements in relation to the approval of the appointment, number, grading and conditions of appointment of all staff, including remuneration and superannuation;
- ✚ Approval of all major investments and capital projects;
- ✚ Ensuring that delegated authority levels, treasury policy and risk management policies are in place and adhered to;

LOCAL GOVERNMENT MANAGEMENT AGENCY ANNUAL REPORT 2017

- ✚ That proper books of account be maintained which disclose with reasonable accuracy at any time the financial position of the LGMA and which enable it to ensure that the financial statements comply with section 18 (a) of the Establishment Order 2012;
- ✚ The appointment, remuneration and assessment of the performance of, and succession planning, for the Chief Executive, in compliance with government policy;
- ✚ That a balanced and understandable assessment of the LGMA's position is made in presenting its Annual Report and accounts to the Minister;
- ✚ Compliance with all statutory obligations applicable to the LGMA. Where individual Board members become aware of non-compliance with any such obligation, they should immediately bring this to the attention of their fellow Board members with a view to having the matter rectified. Non-compliance should be brought to the attention of the relevant Minister whilst also informing the Board Secretary of this action;
- ✚ Bringing an independent judgement to bear on issues of strategy, performance, resources, key appointments, and standards of conduct;
- ✚ Significant amendments to the pension benefits of the Chief Executive and staff;
- ✚ The Chairman will advise the relevant Minister if a specific skill set is required on the Board.
- ✚ In line with section 3.9 of the Code of Practice for the Governance of State Bodies, attendance of 100% is expected at Board meetings.

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.

Protected Disclosures

There were no protected disclosures made to the LGMA during 2017.

Corporate Procurement

All LGMA procurement activity is guided by the Public Procurement Guidelines and Policies published by the Department of Finance. The LGMA 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 2017 (awaiting update from Facilities Management for 2017)

LGMA offices occupy 34,002 square feet of office space in Dublin 8 across 2 buildings. The annual reporting of energy data by public bodies is required under SI 426 of 2014 (and previously under SI 542 of 2009). The LGMA commenced reporting its energy usage from 2009 (the Baseline) using the M&R on-line System (developed by SEAI and the Department of Communications, Climate Action and Environment). To date, the Agency has made a 35.5%

LOCAL GOVERNMENT MANAGEMENT AGENCY ANNUAL REPORT 2017

savings since the baseline (2009) as published in the SEAI Report 2016. This indicates that the LGMA exceeded the baseline efficiency rate and is on track to achieve the 2020 target.

Appendix 1

PUBLIC LENDING REMUNERATION ANNUAL REPORT 2017



Luach Saothair ó Iasachtaí leis an bPobal
Public Lending Remuneration

Public Lending
Remuneration Scheme



Ninth Annual Report
for the year ending 31st
December 2017



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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 Rural and Community Development.

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

21,943 authors from 44 countries were registered for the PLR system at the end of PLR year 2017, and details of 386,426 titles were entered on the register.

5. PLR Payments 2017

The Department of Rural and Community Development 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 4.16 cent. The 2017 PLR payment calculation was based on a total of 5,012,251 eligible loans.

A total of 5,790 authors from 44 countries qualified for a payment in 2017, with 12 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. The PLR Office provides information on public library borrowings to the media on request.

8. Finance

The Public Lending Remuneration Scheme is funded directly by the Minister for Rural and Community Development and the costs are not levied on the local authorities.

9. Acknowledgements

The Local Government Management Agency would like to thank the Minister for Rural and Community Development, 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



Date

10. Appendices

10.1 Summary of Payments

Summary of Payments	2017
Number of authors registered for PLR in 2017	21,943
Number of authors qualifying for a payment	5,790
Total Spend (Department funding and carry over from 2016)	€200,369.97
Number of authors receiving the maximum payment	12
Rate-per-loan (RPL)	4.16 Cent
Total number of eligible loans	5,012,251

10.2 Summary of Payment Methods

Method of Payment	Number of Authors 2017	Total amount 2017
Direct e-payment into Euro/Non Sterling Accounts	498	€25,765.26
Direct e-payment into UK Sterling Accounts	5,210	€173,361.05
On Hold Payments	82	€1,243.66
Total	5,790	€200,369.97

LOCAL GOVERNMENT MANAGEMENT AGENCY ANNUAL REPORT 2017

10.3 Payment of Country of Residence

Country	Amount €	Country	Amount €
UK	174234.75	Sweden	76.63
Ireland	23547.79	Belgium	72.79
France	805.47	Denmark	43.16
Italy	341.85	Japan	11.67
Germany	286.63	Norway	11.09
Netherlands	240.09	Australia	9.11
Switzerland	231.82	New Zealand	10.98
Spain	184.62	Iceland	6.97
Canada	132.86	Bulgaria	5.89
Croatia	109.13	Romania	5.63
		South Africa	1.04
TOTAL €200,369.97			

10.4 Spread of Payment Amounts

From Amount €	To Amount €	Number of Payments 2017	Amount € in 2017
0.01	5	1803	5883.69
5.01	10	1183	8486.88
10.01	50	1881	43071.19
50.01	100	479	34263.01
100.01	300	350	57110.90
300.01	500	53	20034.72
500.01	1000	41	31519.58
TOTAL		5790	€200,369.97

Public Lending Remuneration Scheme Annual Report 2017, p.5

Appendix 2
FINANCIAL ACCOUNTS 2017

LOCAL GOVERNMENT MANAGEMENT AGENCY

Financial Statements

For year to 31st December 2017

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 2017. The financial statements, which have been prepared under the accounting policies set out therein, comprise the Statement of Comprehensive Income, the Statement of Financial Position, the Statement of Cash Flows 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 Agency'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 Agency's affairs at 31 December 2017 and of its income and expenditure for the year ended on that date.

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 Agency. The financial statements are in agreement with the books of account.

LOCAL GOVERNMENT MANAGEMENT AGENCY ANNUAL REPORT 2017

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.

Signed:



Date: 5 April 2018

Anne (N) Brennan

Local Government Auditor

Statement on System of Internal Controls

For the year ended 31 December 2017

Scope of Responsibility

On behalf of the Board of the Local Government Management Agency, I acknowledge the Board's responsibility for ensuring that an effective system of internal control is maintained and operated. This responsibility takes account of the requirements of the Code of Practice for the Governance of State Bodies 2016.

Purpose of the System of Internal Control

The system of internal control is designed to manage risk to a tolerable level rather than to eliminate it. The system can therefore only provide reasonable and not absolute assurance that assets are safeguarded, transactions authorised and properly recorded, and that material errors or irregularities are either prevented or detected in a timely way. The system of internal control, which accords with guidance issued by the Department of Public Expenditure and Reform has been in place in the Local Government Management Agency for the year ended 31 December 2017 and up to the date of the approval of the financial statements.

Capacity to Handle Risk

The LGMA has an Audit and Risk Committee (ARC), comprising one Board member (who chairs the committee), and 4 other members with financial and audit experience. The ARC met 3 times in 2017. The LGMA has an outsourced internal audit provider who conducts a programme of work agreed with the ARC.

The ARC has developed a risk management policy which sets out the risk management processes in place and details the roles and responsibilities of staff in relation to risk. The policy has been issued to all staff who are expected to work with the LGMA's risk management policies, to alert management on emerging risk and control weakness and assume responsibility for risk and controls within their own area of work.

Risk and Control Framework

LGMA has implemented a risk management system which identifies and reports key risk and the management actions being taken to address and, to the extent possible, to mitigate those risks. A risk register is in place which identifies the key risks facing LGMA and these have been identified, evaluated and graded according to their significance. The register is reviewed and updated by the ARC at each meeting. The outcome of these assessments is used to plan and allocate resources to ensure risks are managed to an acceptable level.

The risk register details the controls and actions needed to mitigate risks and responsibility for operation of controls assigned to specific staff. I confirm that a control environment containing the following elements is in place:

- Procedures for all key business processes have been documented;
- Financial responsibilities have been assigned at management level with corresponding accountability;
- There is an appropriate budgeting system with an annual budget which is kept under review by senior management;

LOCAL GOVERNMENT MANAGEMENT AGENCY ANNUAL REPORT 2017

- There are systems aimed at ensuring the security of the information and communication technology systems;
- There are systems in place to safeguard the assets.

Ongoing Monitoring and Review

Formal procedures have been established for monitoring control processes and control deficiencies are communicated to those responsible for taking corrective action and to management and the Board, where relevant, in a timely way. I confirm that the following ongoing monitoring systems are in place:

- Key risks and related controls have been identified and processes have been put in place to monitor the operation of those key controls and report any identified deficiencies;
- Reporting arrangements have been established at all levels where responsibility for financial management has been assigned, and
- There are regular reviews by senior management of periodic and annual performance and financial reports which indicate performance against budgets/forecasts.

Procurement

I confirm that the LGMA has procedures in place to ensure compliance with current procurement rules and guidelines and that during 2017 the LGMA complied with those procedures.

Review of Effectiveness

I confirm that the LGMA has procedures to monitor the effectiveness of its risk management and control procedures. LGMA's monitoring and review of the effectiveness of the system of internal financial control is informed by the work of the internal and external auditors, the Audit and Risk Committee which oversees their work, and the senior management within LGMA is responsible for the development and maintenance of the internal financial control framework.

I confirm that the Board conducted an annual review of the effectiveness of the internal controls for 2017.

Internal Control Issues

No weaknesses in internal controls were identified in relation to 2017 that require disclosure in the financial statements.

On behalf of the Board:



Chairperson of the LGMA

Date 4 April 2018

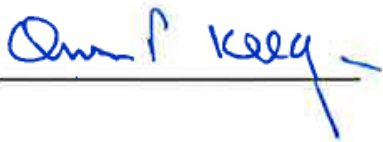
LOCAL GOVERNMENT MANAGEMENT AGENCY ANNUAL REPORT 2017

LOCAL GOVERNMENT MANAGEMENT AGENCY


STATEMENT OF COMPREHENSIVE INCOME

FOR YEAR ENDING 31 DECEMBER 2017

INCOME	Notes	Agency Services	Bureau Services	Shared Services	2017	2016	Agency Services	Bureau Services	Shared Services
Local authority contributions		10,013,382			10,013,382	10,013,372	10,013,372		
Project income	3.1	10,279,208	98,025		10,377,233	8,678,477	8,593,921	84,556	
Funded programmes	3.2			3,246,423	3,246,423	3,864,775			3,864,775
Other income	3.3	236,042			236,042	645,930	645,930		
Bureau services - collections	3.4		38,797,412		38,797,412	36,707,470		36,707,470	
Retained superannuation		294,295			294,295	312,349	312,349		
Sinking fund contributions		228,910			228,910	228,910	228,910		
Total Income		21,051,836	38,895,437	3,246,423	63,193,696	60,451,283	19,794,482	36,792,027	3,864,775
					<i><5,149></i>				
EXPENDITURE									
Staff costs	4	6,852,433		907,921	7,760,355	7,404,795	7,404,795		
Operating costs and overheads	5	12,588,399	660,852	833,635	14,082,885	13,570,412	11,870,488	371,125	1,328,798
Disbursements	6	515,955	38,234,585	1,505,098	40,255,638	39,544,278	591,366	36,421,002	2,531,910
Depreciation	7	379,592			379,592	410,789	410,789		
Travel and subsistence	5	144,583	6,164	30,314	181,062	188,336	169,916	2,681	15,739
Training		421,707	455	8,706	430,868	384,567	379,702		4,865
Operating	6	10,402,182	594,008	790,332	11,786,522	11,546,838	9,955,426	307,333	1,284,078
Establishment	7	799,098	5,904		805,002	666,530	660,257	6,273	
Administration	8	820,828	54,321	4,282	879,432	784,141	705,186	54,838	24,116
Grant funding distributed		515,955		1,505,098	2,021,053	3,123,276	591,366		2,531,910
Collections distributed			38,234,585		38,234,585	36,421,002		36,421,002	
Total Expenditure		20,336,379	38,895,437	3,246,654	62,478,470	60,930,274	20,277,437	36,792,128	3,860,709
(Deficit)/Surplus before interest		715,457		<231>	715,226	<478,990>	<482,956>	<101>	4,066
Interest receivable and similar income		5,149			5,149	8,412	8,412		
Interest payable and similar charges									
Net interest receivable		5,149			5,149	8,412	8,412		
(Deficit)/Surplus for the year		720,606		<231>	720,375	<470,579>	<474,544>	<101>	4,066
Sinking funds invested		<228,910>			<228,910>	<228,910>	<228,910>		
(Deficit)/Surplus retained for the year		491,696		<231>	491,466	<699,489>	<703,454>	<101>	4,066
					0				



Chairperson

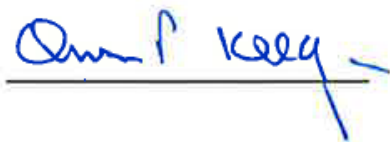


CEO

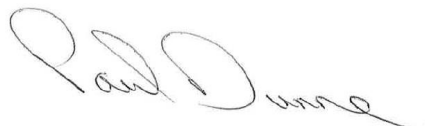
LOCAL GOVERNMENT MANAGEMENT AGENCY ANNUAL REPORT 2017

LOCAL GOVERNMENT MANAGEMENT AGENCY
 STATEMENT OF FINANCIAL POSITION (BALANCE SHEET)
 AS AT 31 DECEMBER 2017

			€	€
Fixed Assets				
Tangible Assets	7		6,697,482	6,670,381
Current Assets				
Cash & Bank	8		20,397,958	19,953,746
Debtors & Prepayments	9		3,593,900	2,248,847
Investment Account	12		3,858,071	3,974,173
			27,849,929	26,176,766
Creditors: Amounts falling due within one year	10		9,768,453	8,751,552
Net Current Assets			18,081,476	17,425,214
Total Assets less current liabilities			24,778,958	24,095,595
Creditors: Amounts falling due after more than one year	11		1,531,261	1,223,258
Net Assets			23,247,697	22,872,337
Financed by				
Reserves				
Retained Reserve	12		16,570,182	16,006,423
Special Reserve	12		3,858,071	3,974,176
Revaluation Reserve	12		2,819,444	2,891,738
			23,247,697	22,872,337



Chairperson



CEO

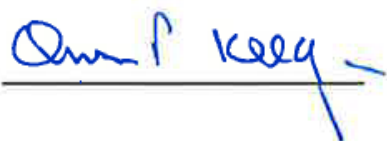
LOCAL GOVERNMENT MANAGEMENT AGENCY ANNUAL REPORT 2017

LOCAL GOVERNMENT MANAGEMENT AGENCY

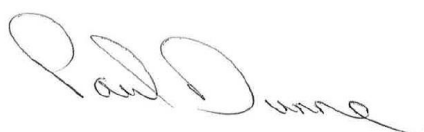
STATEMENT OF CASH FLOWS

FOR YEAR ENDING 31 DECEMBER 2017

	2017	2016
	€	€
Net Cash Inflow (Outflow) from Operating Activities		
(Deficit)/Surplus retained for the year	491,466	(699,489)
Net interest receivable	(5,149)	(8,412)
Depreciation	379,592	410,789
(Increase) Decrease in Debtors	(1,345,052)	(687,951)
Increase (Decrease) in Creditors	955,651	1,094,955
Net cash from operating activities	476,507	109,892
Cash flows from investing activities		
Purchase of Tangible Assets	(406,693)	(95,941)
Bank Interest received	5,149	8,412
Net cash used in investing activities	(401,543)	(87,529)
Cash flow from financing activities		
Proceeds from bank loan	500,000	900,000
Repayment of bank loan	(130,748)	(45,994)
Increase/(Decrease) in Sinking fund investment	(116,106)	(28,401)
Net cash flow from financing activities	253,146	825,605
Net increase/(decrease) in cash	328,109	847,968
Cash and cash equivalents at the beginning of the year	23,927,920	23,079,952
Cash and cash equivalents at the end of the year	24,256,029	23,927,920
Cash and cash equivalents consist of:		
Cash at Bank & in hand	20,397,958	19,953,746
Short Term Investments	3,858,071	3,974,174
	24,256,029	23,927,920



Chairperson



CEO

LOCAL GOVERNMENT MANAGEMENT AGENCY ANNUAL REPORT 2017

LOCAL GOVERNMENT MANAGEMENT AGENCY

NOTES TO THE ACCOUNTS

FOR YEAR ENDING 31 DECEMBER 2017

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 Housing, Planning 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 2.3 below, and in accordance with Generally Accepted Accounting Practice. The financial statements have been prepared in accordance with FRS 102, the financial reporting standard applicable in the UK and Ireland issued by the Financial Reporting Council (FRC), as promulgated by Chartered Accountants Ireland. The preparation of financial statements requires management to exercise its judgement in the process of applying accounting policies. There are no areas of the financial statements that require management judgement or estimates that are critical to the reported values.

2.2 Foreign Currency

The functional and presentation currency is the Euro (€).

Foreign currency transactions are translated into Euro at spot exchange rates at the dates of the transactions. Exchange gains and losses resulting from the settlement of these transactions at a different rate are taken to the income and expenditure account.

2.3 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.

In the Statement of Comprehensive Income both of the above categories are combined under Agency Services.

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. These collections are shown in the Statement of Comprehensive Income as Bureau Services.

The LGMA receives central funds in respect of costs incurred for certain shared services projects.

Income in respect of these projects is shown in the Statement of Comprehensive Income as Shared Services.

LOCAL GOVERNMENT MANAGEMENT AGENCY ANNUAL REPORT 2017

LOCAL GOVERNMENT MANAGEMENT AGENCY

NOTES TO THE ACCOUNTS

FOR YEAR ENDING 31 DECEMBER 2017

2.4 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 and this revaluation is used as the deemed cost. The difference between depreciation on the deemed cost and the original cost is transferred from revaluation reserve to retained reserve.

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%

No depreciation is charged in the year of disposal and a full year's depreciation is charged in the year of acquisition.

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 & 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.

Financial Reporting Standard 17 has not been applied to these accounts. 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 has oversight of the PMO where funding is provided centrally through the Department of Housing, Planning, and Local Government (DHPLG).

In 2014 the LGMA received sanction for a €7m loan facility with a 10 year term, to facilitate the roll out of the MyPay facility to all local authorities. The value of the loan drawdown is paid across to the MyPay shared services centre and is recognised as a debt from them to the LGMA.

2.7 Reserves

The LGMA Reserves are classified as follows:

- Retained 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.

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FOR YEAR ENDING 31 DECEMBER 2017

3 Total Income	2017	2016
	€	€
Income is further analysed as follows:		
3.1) Project Income		
The main projects (in excess of €100,000) funded during the year:		
Library Development Unit	3,247,201	2,079,012
Roads Projects	1,106,916	2,065,402
HR, Payroll & Superannuation	1,724,405	1,617,780
Financial Management System (FMS)	2,183,635	1,205,625
Government Data Centre	689,352	489,351
Building Control Management System	307,638	389,681
Housing	325,536	351,739
ePlanning	423,477	
eReturns		225,406
Other projects	271,048	169,924
Total for Agency Services	<u>10,279,208</u>	<u>8,593,921</u>
Funding of Household Charge Collection costs Note 3.4.c	<u>98,025</u>	<u>84,556</u>
Total Project Income	<u>10,377,233</u>	<u>8,678,477</u>
3.2) Funded Programmes		
Shared services and reform programmes have been funded by:		
Department of Housing, Planning & Local Government	3,237,198	3,864,775
Other sources of funds	9,225	
	<u>3,246,423</u>	<u>3,864,775</u>
3.3) Other Income		
Other income received in the year:		
Funding of LGMA staff seconded to other projects	198,026	620,490
Social Welfare refunds received	25,986	25,410
Rent	12,000	
Other	30	30
	<u>236,042</u>	<u>645,930</u>
3.4) Bureau Services - Income collected		
Non Principal Private Residence Charge (NPPR) See 3.4.a	38,617,606	36,541,941
Protect our Water registration fee See 3.4.b	181,250	166,455
Household Charge refunds See 3.4.c	<1,443>	<926>
	<u>38,797,412</u>	<u>36,707,470</u>

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3.4.a) 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, the LGMA continued to collect arrears due under the legislation.

	2017	2016
	€	€
Gross collections	38,617,606	36,541,941
Development and operating costs	<199,893>	<175,619>
Net collections	<u>38,417,713</u>	<u>36,366,322</u>
Disbursements to local authorities	<u>38,417,713</u>	<u>36,366,322</u>

3.4.b) 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.

Movement in the year.....

	2017	2016
	€	€
Gross collections	181,250	166,455
Development and operating costs	<364,377>	<111,775>
Net collections	<183,127>	54,680
Disbursements to local authorities	<183,127>	
Available to be disbursed	<u> </u>	<u>54,680</u>

3.4.c) 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. The LGMA continue to maintain the IT infrastructure and manage customer queries on the charge. The net cost of this service is met by the DHPLG.

	2017	2016
	€	€
Refunds during the year	<1,443>	<926>
Development and operating costs	<96,582>	<83,730>
Net cost to LGMA	<98,025>	<84,656>
Claimed/Claimable from DHPCLG	<u>98,025</u>	<u>84,656</u>

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4 Staff Costs	2017	2016
	€	€
a) Staff Costs are made up of the following:		
Wages and salaries	5,630,757	5,415,298
Social security costs	391,004	377,067
Holiday Pay accrual - change in the year	-	72
Pension costs (seconded staff only)	<u>138,987</u>	<u>11,209</u>
Cost of staff employed	6,160,748	5,803,646
Payments to pensioners	<u>1,599,607</u>	<u>1,601,149</u>
Total staff costs	<u>7,760,355</u>	<u>7,404,795</u>

The whole time equivalent number of employees for 2017 was 93

The number of employees whose total benefits were in excess of €60,000 are as follows:

	2017	2016
€60,000-€70,000	15	18
€70,001-€80,000	8	11
€80,001-€90,000	12	6
€90,001-€100,000	3	3
€100,001-€110,000	1	1
€110,001-€120,000	1	1
€120,001-€130,000	1	1
€130,001-€140,000	-	-

b) CEO Salary and benefits

The salary and benefits that were in place for the CEO in 2017 were as follows:

	€	€
Salary for a full year	150,373	146,927
Salary paid in year (incl. acting allowance)	114,566	107,684
Pension Contributions (in excess of standard scheme)	Nil	Nil
Bonus or performance related pay	Nil	Nil
Termination payment	Nil	Nil

A new CEO was recruited during 2017 and commenced with the LGMA on 3rd April 2017.

The CEO is a member of the Local Government Superannuation Scheme.

c) Key Management Compensation

The salary cost of key management in 2017 was €696,506 (2016 €723,603)

The LGMA is a member of the Local Government Superannuation Scheme (LGSS) and all LGMA staff are members of this scheme or the single public service pension scheme.

Board members do not receive any fees or other remuneration from LGMA for their work.

5 Operating costs and overheads		2017	2016
		€	€
Analysed as follows:			
Travel and subsistence	5.1	181,062	188,336
Training		430,868	384,567
Operating	5.2	11,786,522	11,546,838
Establishment	5.3	805,002	666,530
Administration	5.4	<u>879,432</u>	<u>784,141</u>
		<u>14,082,885</u>	<u>13,570,412</u>

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	2017	2016
	€	€
5.1 Travel and Subsistence consists of:		
Domestic costs - Agency Services	137,830	164,379
Domestic costs - Bureau Services	6,164	2,681
Domestic costs - Shared Services	30,314	15,739
Total Domestic Costs	<u>174,308</u>	<u>182,799</u>
International costs - Agency Services	6,753	5,537
Total International costs	<u>6,753</u>	<u>5,537</u>
Total Travel and Subsistence costs	<u>181,062</u>	<u>188,336</u>

5.2 Operating costs

These are costs relating to the delivery of projects for the benefit of the Local Authority sector. The majority are for the development, implementation and maintenance of IT solutions for the sector for the following projects:

	2017	2016
	€	€
Financial Management System	2,210,933	2,439,658
Roads Projects	1,162,132	2,041,897
HR, Payroll & Superannuation	1,729,567	1,603,824
LGMA network, systems and hosted services	1,382,942	1,352,290
Library Development Unit	2,354,644	1,307,237
Shared Services	790,332	1,227,356
Building Control Management System	306,855	386,931
Housing	338,924	376,363
Bureau Services	594,008	307,333
i-Reg	119,775	
ePlanning	413,125	
LGReturns	173,882	
eReturns		260,977
Other projects and programme management	209,403	242,972
	<u>11,786,522</u>	<u>11,546,838</u>

5.3 Establishment costs

These relate to the running costs of the LGMA premises at Local Government House, 35-39 Ushers Quay, Dublin 2 and Phoenix House, 27 Conyngham Road, Dublin 8.

	2017	2016
	€	€
Rent and rates	181,619	187,560
Light and heat	137,414	147,150
Maintenance, repairs and security	485,970	331,820
	<u>805,002</u>	<u>666,530</u>

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FOR YEAR ENDING 31 DECEMBER 2017

5.4 Administration costs

These consist of office costs, insurance, staff recruitment, professional fees etc. They include:

	2017	2016
	€	€
Personnel costs including recruitment	260,687	205,539
Telephones, postage and stationery	230,059	251,428
Bank Charges and Merchant Fees	25,076	29,050
Audit Fees including internal audit	23,585	18,254
Professional fees including legal fees	219,568	176,829
Insurances	51,036	47,775
Miscellaneous	69,420	55,267
	<u>879,432</u>	<u>784,141</u>

5.5 - Professional fees and other costs

Included within Operating costs and overheads are the following:

Cost of statutory audit	14,500	14,500
Prompt payment interest and charges	1,090	799
Legal fees greater than €10,000 for the following activities:		
Advice on sectoral issues and contracts	114,367	37,587
Employment contracts and HR related matters		8,941
Property management*		63,585

*This relates to an issue with the management company for Local Government House. The LGMA remain confident of its position and intend to secure legal costs in the matter.

There have been no amounts of settlement or compensation costs paid by LGMA in relation to any legal issues.

Consultancy and professional fees greater than €10,000 for the following activities:

Advice on Local Authority sector issues**	21,655	273,310
Phoenix House Redevelopment		71,241
Public relations	128,348	29,520

** This includes advice on Insurance, Information Technology, Water Infrastructure, Land Aggregation Scheme

Staff events and social activities are managed and paid for by staff themselves with a small residual cost covered from time to time by the LGMA. The total net cost of such events in 2017 was €1,220 (2016 €1,865).

6 Disbursements of collections and funded programmes

During 2013, the LGMA became the body responsible for administering the collection of costs and making funding claims to central government, currently the Department of Housing, Planning, and Local Government (DHPLG), on behalf of those local authorities that are the lead authorities for shared services. Approved costs incurred by local authorities for provision of shared services are recouped from the LGMA who in turn receive funding from the DHPLG.

In addition LGMA is the designated agency to collect NPPR, Household Charges and Protect our Water fees as described in note 3, with net proceeds being disbursed to Local Authorities.

The main collections and grant funding for disbursement are:

	2017	2016
	€	€
Library Services*	515,955	591,366
NPPR net proceeds disbursed	38,417,713	36,366,322
Protect our Water net proceeds	<183,127>	54,680
Shared services funds	1,505,098	2,531,910
	<u>40,255,638</u>	<u>39,544,278</u>

*Library services Includes the sum of €200,000 paid to authors, illustrators etc whose books are borrowed from public libraries, under the Public Lending Remuneration Scheme'

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7 Tangible Assets

Schedule of property, plant and equipment

	Premises	Fixtures & Fittings	Computer Equipment	Office Equip & Furniture	Training Equipment	Total
COST	€	€	€	€	€	€
Accumulated Cost as at 01/01/2017	9,186,625	1,809,326	2,255,390	597,453	20,902	13,869,697
Disposals						
Additions			393,715	12,977		406,693
Accumulated Cost as at 31/12/2017	9,186,625	1,809,326	2,649,106	610,431	20,902	14,276,389
DEPRECIATION						
Accumulated Depreciation as at 01/01/2017	2,619,422	1,809,038	2,166,923	583,032	20,902	7,199,316
Disposals						
Charge for Year	183,733	289	187,726	7,844		379,592
Accumulated Depreciation as at 31/12/2017	2,803,155	1,809,327	2,354,649	590,876	20,902	7,578,908
Net Book Value as at 31/12/2017	6,383,470	0	294,457	19,555		6,697,482
31/12/2016	6,567,203	289	88,468	14,422		6,670,381

The cost for Premises includes a valuation of Local Government House of €6m made in 2007. No further valuations of either premises owned by LGMA have been reflected in the accounts.

8 Cash at bank and on hand

	2017	2016
	€	€
LGMA operational accounts	15,616,615	16,183,778
NPPR bank accounts	3,994,933	3,112,688
Household Charge	3,064	4,134
Protect our Water	783,346	653,146
	<u>20,397,958</u>	<u>19,953,746</u>

9 Debtors & Prepayments

	€	€
Debtors	829,724	279,071
Loan receivable for shared services	1,736,183	1,365,007
Prepayments & accrued income	1,027,993	604,769
	<u>3,593,900</u>	<u>2,248,847</u>

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10 Creditors and Accruals	2017	2016
	€	€
Trade creditors	945,060	317,216
Funding loan due within one year	204,922	141,749
Taxation and social security	139,153	147,891
Other creditors, accruals and prepaid income	8,479,318	8,144,696
	<u>9,768,453</u>	<u>8,751,552</u>

11 Creditors: amounts falling due after more than one year

Funding loan	1,531,261	1,223,258
	<u>1,531,261</u>	<u>1,223,258</u>

In 2014 the LGMA received sanction, on behalf of the MyPay shared service centre, for a €7m loan facility to support the roll out of a shared services initiative, the MyPay shared service, to all local authorities. A loan facility was agreed with the Housing Finance Agency in 2014 at an interest rate of 1.75%, a 10 year term and with half-yearly repayment periods. Drawdowns to date of €1,900,000 have been made. Funds drawn down are transferred to the MyPay shared services centre who reflect the liability to the LGMA in their accounts. Loan repayments and interest costs are funded by the MyPay shared services centre as they arise.

12 Analysis of Reserves

	Revaluation	Special	Retained	Total
	€	€	€	€
Opening balance at 1st January 2017	2,891,738	3,974,176	16,006,423	22,872,337
Local Authority contributions in period		228,910		228,910
Interest earned		1,781		1,781
Lump sum pensions paid in the year		<346,796>		<346,796>
(Deficit) for the year			491,466	491,466
Depreciation on revalued premises	<72,294>		72,294	
Balance at 31st December 2017	<u>2,819,444</u>	<u>3,858,071</u>	<u>16,570,182</u>	<u>23,247,697</u>

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.

The Special Reserve was 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.

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

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13 Contingent Liabilities

All potential liabilities of the LGMA have been reflected in the accounts. The Board are not aware of any material contingent liabilities at the reporting date.

14 Commitments - capital

There were no capital commitments at the year-end.

15 Events after the Reporting date

There were no events after the reporting date that would require adjustment to or disclosure in the Financial Statements.

16 Approval of Financial Statements

The Financial Statements were approved by the Board on X April 2017.

GLOSSARY

API	APPLICATION PROGRAMMING INTERFACE
APP	A SELF-CONTAINED PROGRAMME OR PIECE OF SOFTWARE
ARC	AUDIT AND RISK COMMITTEE
ASP	ANNUAL SERVICE PLAN
BCA	BUILDING CONTROL AUTHORITY
BCMS	BUILDING CONTROL MANAGEMENT SYSTEM
CCMA	COUNTY AND CITY MANAGERS ASSOCIATION
CEO	CHIEF EXECUTIVE OFFICER
CRM	CUSTOMER RELATIONSHIP MANAGEMENT
CSSC	CYBER SECURITY SUB COMMITTEE
DCC	DUBLIN CITY COUNCIL
DCCAE	DEPARTMENT OF COMMUNICATIONS, CLIMATE CHANGE AND ENVIRONMENT
DEASP	DEPARTMENT OF EMPLOYMENT AFFAIRS AND SOCIAL PROTECTION
DFB	DUBLIN FIRE BRIGADE
DHPLG	DEPARTMENT OF HOUSING, PLANNING AND LOCAL GOVERNMENT
DOS	DIRECTOR OF SERVICE
DRCD	DEPARTMENT OF RURAL AND COMMUNITY DEVELOPMENT
ESDS	EMERGENCY SERVICES DRIVING STANDARD
EU	EUROPEAN UNION
FMS	FINANCIAL MANAGEMENT SYSTEM
FSNOIG	FIRE SAFETY NATIONAL OVERSIGHT IMPLEMENTATION GROUP
GDPR	GENERAL DATA PROTECTION REGULATIONS
GPP	GREEN PUBLIC PROCUREMENT
GPP4	TREATMENT AND DISPOSAL OF WASTE WATER WHERE THERE IS NO CONNECTION TO THE PUBLIC FOUL SEWER
HAP	HOUSING ASSISTANCE PAYMENTS
HIS	HEAD OF INFORMATION SYSTEMS
HPSS	HUMAN RESOURCES, PAYROLL, SUPERANNUATION AND SHARED SERVICES
HR	HUMAN RESOURCES
ICT	INFORMATION AND COMMUNICATIONS TECHNOLOGY

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IHREC	IRISH HUMAN RIGHTS AND EQUALITY COMMISSION
IPA	INSTITUTE OF PUBLIC ADMINISTRATION
IPB	IRISH PUBLIC BODIES
IT	INFORMATION TECHNOLOGY
IR	INDUSTRIAL RELATIONS
IW	IRISH WATER
IWCG	IRISH WATER CONSULTATIVE GROUP
LA	LOCAL AUTHORITY
LASOG	LOCAL AUTHORITY SAFETY OFFICERS GROUP
LEO	LOCAL ENTERPRISE OFFICE
LG	LOCAL GOVERNMENT
LGMA	LOCAL GOVERNMENT MANAGEMENT AGENCY
LGSPC	LOCAL GOVERNMENT STRATEGIC PROCUREMENT CENTRE
M&R	MONITORING AND REPORTING
MRL	MAPROAD ROADWORKS LICENSING
NBCMP	NATIONAL BUILDING CONTROL MANAGEMENT PROJECT
NDFEM	NATIONAL DIRECTORATE FIRE AND EMERGENCY MANAGEMENT
NJLS	NATIONAL JOINT LABORATORY STRATEGY
NOAC	NATIONAL OVERSIGHT AND AUDIT COMMISSION
NPPR	NON-PRINCIPAL PRIVATE RESIDENCE
NSC	NATIONAL STANDARDS COMMITTEE
OGP	OFFICE OF GOVERNMENT PROCUREMENT
OGCIO	OFFICE OF THE GOVERNMENT CHIEF INFORMATION OFFICER
OSI	ORDNANCE SURVEY IRELAND
PID	PROJECT INITIATION DOCUMENT
PLR	PUBLIC LENDING REMUNERATION
PMDS	PERFORMANCE MANAGEMENT DEVELOPMENT SYSTEM
PMO	PROGRAMME MANAGEMENT OFFICE
PMS	PAVEMENT MANAGEMENT SYSTEM
PSROG	PUBLIC SECTOR REFORM OVERSIGHT GROUP
SEAI	SUSTAINABLE ENERGY AUTHORITY OF IRELAND

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SICAP	SOCIAL INCLUSION AND COMMUNITY ACTIVATION PROGRAMME
SLA	SERVICE LEVEL AGREEMENT
SME	SMALL, MEDIUM ENTERPRISE
SMS	SAFETY MANAGEMENT SYSTEM
WIOF	WATER INDUSTRY OPERATING FRAMEWORK
WRC	WORKPLACE RELATIONS COMMISSION
WSTO	WATER SERVICES TRANSITION OFFICE