



# LGMA Annual Report 2022



**LGMA**  
Local Government  
Management Agency

# Our Vision

In partnership with local authorities, the LGMA will be a shared centre of excellence in leading sectoral approaches to the development and expansion of exemplary public services at local level. Our Mission Statement To focus activities to deliver a quality customer experience to local authorities, prioritised on the development and promotion of best practice policies, systems and sectoral approaches to the business.

# Our Mission Statement

To focus activities to deliver a quality customer experience to local authorities, prioritised on the development and promotion of best practice policies, systems and sectoral approaches to the business challenges facing local authorities.

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# Highlights of our year 2022



**4** Research Reports published



**52.8%** Public Sector Energy Efficiency Performance achieved since 2009 baseline



LGMA employees took up to **141** places on **60** Training courses



**36** Recruitment Competitions, **37** Starters including **8** Secondments **91** Coaching sessions with **29** Employees



**6** Board meetings and **23** Sub-Committee meetings held



**12** bursaries to Procurement Officers



CCMA - **36** submissions to **10** Departments



**76** CCMA Committee Meetings liaised with **81** different Stakeholders



Launched **Town Centre First (TCF) Policy** and Established a National Town Centre First Office within the LGMA



All Local Authorities upgraded to **Milestone 7** of the Agresso Financial Management System



Hosted **NOAC Annual Good Practice Seminar** during Innovation Week



**56,000** children availed of the Libraries Summer Stars Initiative



**300** additional technical and administrative staff approved and funded by DHLGH



**10** HR Officers Network meetings



Over **1,300** local government sector jobs advertised on Local Gov Jobs.ie



**€300,000** seed funding from Healthy Ireland to embed Wellbeing Strategy at local level



Coordinated Child Safeguarding workshops for **55** Designated Child Protection Liaison Officers



**6,625** roads projects completed measuring **6,000km**



NPPR - **18 million** processed in 2022



**100+** attendees at HR Conference



Offer a Home - **224** Beneficiaries of Temporary Protection in **73** properties



# Reflections on our Year

## Chairperson



**It is my pleasure to present the Annual Report 2022 to the Minister for Housing, Local Government and Heritage on behalf of the Local Government Management Agency.**

This Annual Report provides a comprehensive account of the activities of the Agency during 2022 and the work of all employees in meeting the needs of the local government sector. The highlights referred to on the previous pages illustrate the extensive range of services and supports that the Agency continues to provide to the local government sector.

Over the course of the year, the Agency has continued to implement the shared service model of delivery. This year saw the launch of the Town Centre First Policy and the establishment of a National Town Centre First Office within the LGMA. The National Office is supported by the National Oversight Advisory Group (NOAG) and by the CCMA. The priority objectives for the Office in 2022 were the establishment of a Town Regeneration Officer Network, tracking progress on the development of Town Centre First Plans for the 26 national pilot locations and the development of the Town Centre First Annual Implementation Plan.

The LGMA continued to support the key areas of Housing, Building and Planning during 2022 in conjunction with the Housing Delivery Co-ordination Office (HDCO). The newly established Emergency Vacant Housing Delivery (Ukraine) Unit provided leadership and support in terms of the response to the Ukrainian humanitarian crisis, particularly in respect of accommodation for Ukrainian refugees, emergency reception centres and the co-ordination of state agencies/community responses through the community fora structures.

Work continued on the transition of water services from local authorities to Irish Water following the conclusion of discussions under the auspices of the Workplace Relations Commission and the publication of the Framework for Future Delivery of Water Services in June.

From July to December 2022, a Working Group representing the Sector, engaged with Irish Water and developed a Master Co-Operation Agreement and an accompanying Support Services Agreement.

The LGMA continued to support the [www.localgovernmentjobs.ie](http://www.localgovernmentjobs.ie) website with over 1,300 local government sector jobs advertised during 2022. Shortlisting guidelines were also finalised, and circulated to the sector, with the LGMA facilitating training on shortlisting for HR practitioners. The LGMA also coordinated a social media local government jobs campaign to promote the sector as an employer of choice and to market job vacancies.

The expansion of My Open Library has continued over the past year and by year end, the service was available in 32 libraries across 18 local authorities. Feedback from the public was extremely positive and shows there has been increased usage in those libraries who offer the service and they are attracting a broader range of customers. Work on the new National Libraries Development Strategy was advanced during the year.

In conclusion, I would like to thank the LGMA for their work and support during the year, and to acknowledge the consistent and professional level of service delivery to the sector by the Agency. I would like to thank Paul Dunne, Chief Executive Officer, for his continued support and in particular for his leadership. I would also like to thank and commend all the employees, working groups and committees and the entire LGMA team for their service and commitment to the sector and I would like to thank my fellow Board members for their support. I would like to convey my appreciation to the Minister and his Department for their continued support for the Agency.

Looking ahead to 2023 and beyond, the LGMA is committed to continuing its work in supporting the local government sector and promoting innovation and excellence in service delivery. We remain dedicated to working collaboratively with local authorities and national stakeholders to address the challenges facing the sector and to deliver the best possible outcomes for the communities we serve.

**Tom Enright**  
Chair of the Board

## Chief Executive Officer



**In 2022, the Agency experienced another challenging and busy year. Our employees returned to office-based working on a phased basis from January 2022 and the**

**Agency introduced our pilot blended working policy, supported by an online application system.**

The pilot roll out was very successful and we intend to implement a formal blended working policy next year. The Agency also worked with HR teams across the local government sector to provide support and guidance in their implementation of blended working policies and procedures.

The Housing Delivery Coordination Office (HDCO) worked with local authorities to prepare their Housing Delivery Plans based on the multi-annual social and affordable housing delivery targets for 2022 to 2026. The HDCO team also coordinated the business case to support additional resources for the delivery of social and affordable houses in local authorities resulting in the approval and funding of over 300 additional technical and administrative posts.

The Emergency Vacant Housing Delivery (Ukraine) Unit was established in the LGMA in 2022 to support the national response to the Ukraine crisis. The aim of the unit is to coordinate the refurbishment of vacant properties for use as accommodation by those fleeing Ukraine. In addition, the Central Data Unit played a key role in establishing the Offer A Home system to enable members of the public to pledge properties for use by Ukrainian refugees.

The rollout of the National Online Planning Portal also commenced in 2022 and members of the public in 12 local authorities can now register and submit planning applications online. Planning application progress updates are also available to applicants electronically. The Agency will continue with the roll of the portal to all local authorities in 2023.

Innovation Week is an important annual event in our calendar and this year the Agency focused on the National Oversight and Audit Committee (NOAC) Annual Good Practice seminar and hosted an in-person workshop in our newly renovated Phoenix House innovation space 'The Spark'. The LGMA is delighted to make the innovation hub available to all local authorities for meetings and project workshops.

The Agency also worked with local authorities to develop a user-friendly dashboard to meet the requirements of the Gender Pay Gap Reporting Information Act, 2021 and this enabled all local authorities to produce their Gender Pay Gap Reports for 2022 by the end of year deadline. The ICT Team continued to work with local authorities and rolled out upgrades on Check the Register and IReg during the year.

The first plain English guide on Public Procurement was developed by the Local Government Strategic Procurement Centre in conjunction with Local Enterprise Offices and local authority Procurement Officers. The aim of the digital guide is to encourage small and medium enterprises to take part in public procurement competitions to supply goods and services to the public sector.

Another 'first' was the Local Government Service Awareness Engagement and Sentiment report, prepared by the LGMA research team, to measure and analyse the level of public awareness of local authority services. Other research reports undertaken by the LGMA Research Unit include the Census 2022 Population Increase by local authority and the Local Government Climate Action Key Performance Indicators – in an Irish Context. The Climate Action Key Performance Indicators Report contains a review of international KPIs resulting in a list of 121 potential Climate Action indicators for consideration in an Irish Context.

The agency has commenced work on our new Corporate Plan for 2023- 2025 which will position the Agency to continue to deliver for local authorities and all our stakeholders.

I am delighted to acknowledge the support from our Board, Committees, and employees, without whom the achievements of the Agency would not be possible. I would like to thank our Chairperson Mr Tom Enright, members of the Board and our colleagues in the Department of Housing Local Government and Heritage for their continued support during 2022.

**Paul Dunne**  
Chief Executive Officer

# 2 Objectives

<b>1</b>	<b>Deliver high quality services to local government</b>
<b>2</b>	<b>Support the development and implementation of government policy</b>
<b>3</b>	<b>Support the local authorities to achieve their business goals</b>
<b>4</b>	<b>Represent the local government sector at a national level</b>
<b>5</b>	<b>Promote an open and engaging work environment and become an employer of choice</b>
<b>6</b>	<b>Act as a centre of excellence in the areas within the advisory remit of the LGMA</b>
<b>7</b>	<b>Support and strengthen good governance</b>



# Values



## LOCAL GOVERNMENT FOCUSED

The LGMA will place local government at the centre of our activities.



## STRATEGIC

The LGMA will focus on offering 3-5 year strategic planning, addressing upcoming challenges and opportunities.



## LEADERSHIP

The LGMA will lead and work with local authorities and other stakeholders to bring about positive change for the local government sector.



## COLLABORATIVE

The LGMA will promote an ethos of collaborative working.



## INNOVATIVE

The LGMA will embrace new ideas, new practices, and technologies in order to advance and develop the local government sector in a forward-thinking way.



## RESPONSIBLE

The LGMA will be accountable and responsible for all its decisions.



## PEOPLE

LGMA will value our employees and secondees and will strive to build an inclusive, flexible, knowledgeable, and resilient workforce.

# 3

# Structure, Governance and Management

## Promoting Good Governance

### Code of Practice for the Governance of State Bodies: Annex on Gender Balance, Diversity, and Inclusion

As of 31st December 2022, the Board had three (30%) female and seven (70%) male members, with zero positions vacant. Between January 2022 and October 2022, the Board had 4 (40%) females and 6 (60%) male members.

Membership of the Board is controlled by the County and City Management Association (CCMA) and Department of Housing, Local Government and Heritage (DHLGH) who nominate representatives to the Board. The CCMA nominated eight representatives and DHLGH nominated two representatives. DHLGH has the option to nominate a third representative, with the Minister also having discretion to nominate an external Board member.

The LGMA brings the gender composition of the Board to discussions with the CCMA and DHLGH when new Board members are being nominated. The LGMA recognises the importance of diversity including gender diversity and the benefits this brings to the organisation. The CEO and employees are subject to a Code of Conduct and must comply with all statutory requirements, namely the Equal Status Act 2000, Equality Act 2004, and the Disability Act 2005, to ensure that the work environment is free of discrimination based on membership of the Traveller Community, race, nationality, colour or ethnic origin, religion or belief, age, disability, sexual orientation, civil status, family status or gender in relation to employment and occupational or vocational training.

The LGMA continues to develop a values culture which is key to promoting gender balance, diversity, and inclusion in its workforce.

### 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, Local Government and Heritage 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 Board Terms of Reference which also contains a Schedule of Matters Reserved for Decision by the Board. 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.

The Board is responsible for approving the annual plan and budget. The Board approved the 2022 Budget on 23rd September 2021 and the Corporate Plan 2020-2022 on 28th November 2019.

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 31st December 2022.

## 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.
- 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 2022.

## Corporate Procurement

All LGMA procurement activity is guided by the Public Procurement Guidelines and Policies published by the Department of Finance. The LGMA avails itself of procurement frameworks established by the Office of Government Procurement 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 2022

LGMA offices occupy 34,002 square feet of office space in Dublin 8 across two 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 52.8% savings since the baseline (2009) as published in the SEAI Annual Report 2021 on Public Sector Energy Efficiency Performance. This indicates that the LGMA exceeded the baseline efficiency rate and achieved the 2022 target.

## Board Structure

The Board is comprised of 10 members (8 local authority Chief Executives nominated by the Council of the Board and up to 4 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:

## LGMA BOARD - Appointment Date and Attendance Record at Board Meetings 2022

Member	Occupation	Notes	Attended	Eligible to attend
Ms J Maguire	CE Meath County Council	Nominated 10/20	5	5
Mr O Keegan	CE Dublin City Council	CCMA Executive 10/14	5	6
Mr T Lucey	CE Cork County Council	CCMA Executive 05/14	5	6
Mr B McGrath	CE Galway City Council	Nominated 10/20	5	6
Ms C Byrne	CE Kilkenny County Council	Nominated 10/20	3	3
Mr M Walsh	CE Waterford Local Authorities	CCMA Executive 10/18	5	5
Mr E Cummins	CE Roscommon County Council	Nominated 10/20	4	5
Ms M Hurley	Assistant Secretary, DHLGH	Nominated 09/20	1	2
Ms S Neary	Principal Advisor, DHLGH	Nominated 06/19	3	6
Mr T Enright	CE Wexford County Council	Nominated 10/20	4	6
Ms F Quinn	Assistant Secretary, DHLGH	Nominated 05/23	2	4
Mr F Curran	CE Dun Laoghaire Rathdown County Council	Nominated 10/22	1	1
Mr P Daly	Limerick City & County Council	Nominated 10/22	1	1
Mr J MacGrath	Tipperary County Council	Nominated 10/22	1	1

The Board has established five committees as follows:

## Audit and Risk Committee

The Audit and Risk Committee (ARC) is comprised of five members appointed by the Board, all of who are independent non-executive members and at least one member has relevant recent financial experience. The 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 four meetings of the Audit and Risk Committee in 2022. The members are:

Member	Occupation	Attended	Eligible to Attend
<b>Mr M Walsh (Chairperson)</b>	CE Waterford Local Authorities	3	3
<b>Mr E O’Sullivan</b>	CE Monaghan County Council	0	3
<b>Mr A Connolly</b>	Non-Public Official	4	4
<b>Mr J McKeon</b>	Head of Finance, Longford County Council	1	2
<b>Ms H Cunningham</b>	Head of Finance, Dun Laoghaire Rathdown County Council	4	4
<b>Mr B McGrath</b>	CE Galway City Council	1	2
<b>M J MacGrath</b>	CE Tipperary County Council	1	1
<b>Ms F Lawless</b>	Director of Service, Meath County Council	1	1



## Change Management Committee

The Change Management Committee comprises 10 local authority Chief Executives, one DHLGH nominee and two 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 six meetings of the Change Management Committee during 2022. The members are:**

Member	Occupation	Attended	Eligible to Attend
<b>Mr T Enright (Chairperson)</b>	CE, Wexford County Council	4	6
<b>Ms C Byrne (Vice-Chairperson)</b>	CE, Kilkenny County Council	3	3
<b>Mr F Curran</b>	CE, Dun Laoghaire/Rathdown County Council	2	5
<b>Mr P Daly</b>	CE, Limerick City & County Council	3	6
<b>Ms A Doherty</b>	CE, Cork City Council	6	6
<b>Ms A Farrelly</b>	CE, Fingal County Council	5	6
<b>Mr M Lydon</b>	CE, Sligo County Council	5	5
<b>Ms J Maguire</b>	CE, Meath County Council	4	6
<b>Mr J McLaughlin</b>	CE, Donegal County Council	4	6
<b>Mr D McLoughlin</b>	CE, South Dublin County Council	1	1
<b>Ms T O’Donovan</b>	Head of Human Resource Management, Cork County Council	5	6
<b>Ms E Quinlivan</b>	Asst CE – Corporate Services, Transformation & Human Resources, Dublin City Council	6	6
<b>Ms E Reeves</b>	Principal Officer, Dept of Housing, Local Government & Heritage	3	6

## Information and Communications Technology (ICT) Committee

The information and Communications Technology Committee comprises three CEs of local authorities, one Board nominee, four Head of Information Systems (HIS) Officers, one Head of Finance, one OGCIO representative, one Chief Information Officer from DHLGH and two LGMA representatives. The Chair of the ICT Committee is a Board member of the LGMA.

The role of the ICT Committee is:

- To provide assurance to the Board that the work of the 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 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.

**There were six ICT Committee meetings during 2022. The members are:**

Member	Occupation	Attended	Eligible to Attend
<b>Mr E Cummins (Chairperson)</b>	CE Roscommon County Council	6	6
<b>Ms N McHugh*</b>	ACE LGMA	3	3
<b>Mr E Hunt</b>	ACE LGMA	4	6
<b>Mr S Brady</b>	HIS, Dun Laoghaire Rathdown County Council	6	6
<b>Mr C O'Hare</b>	HIS Monaghan County Council	6	6
<b>Ms M O'Donoghue</b>	Head of Operations, OGCIO	4	6
<b>Ms K Quinn</b>	Head of Finance for ICT, Dublin City Council	4	6
<b>Mr M Bilauca</b>	Chief Information Officer, DHLGH	4	6
<b>Mr T Ryan</b>	CE Cavan County Council	1	1
<b>Mr F Curran</b>	CE Dun Laoghaire Rathdown County Council	1	1
<b>Mr S Mullarkey</b>	A/Head of Finance IS & Digital Transformation, Roscommon County Council	5	6
<b>Mr R Hopkins</b>	New Vice Chair of HIS Group	2	2
<b>Mr E O'Loughlin</b>	ACE LGMA	2	2

*\*Mr. Eugene Cummins is the new Chair appointed in Dec 2022 until Sept 2022 and Ms Noeleen McHugh retired from the LGMA in April 2022.*

## 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, a draft budget for the following year and the apportionment of charges to each local authority, based on the approved Charging Policy.
- Recommend the Audited Financial Statements to the Board
- To consider the implications that a new strategy may have on Charging Policy/ Budgeting.
- Review and monitor the financial position of the Agency

The Chairman of the Committee is a member of the Board of the LGMA.

**There were four meetings of the Finance Committee during 2022. The members are:**

Member	Occupation	Attended	Eligible to Attend
<b>Mr B McGrath (Chairperson)</b>	CE Galway City	3	4
<b>Ms J Maguire</b>	CE Meath County Council	4	4
<b>Ms AM Delaney</b>	CE Offaly County Council	4	4
<b>Mr M Lydon</b>	CE Sligo County Council	2	4

## Public Sector Oversight Group (PSROG) Committee

The PSROG Committee comprises the Chair of the LGMA, the Chief Executive 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, Local Government and Heritage, an Assistant Secretary General of the Department of Housing, Local Government and Heritage and an external representative from the Commercial Sector.

The role of the PSROG is to direct, monitor and report on the reform and efficiency programme of Local Government. The Chairperson of the PSROG is a member of the Board of the LGMA.

**There were three PSROG Committee meetings during 2022. The December 2022 meeting was deferred. The members are:**

Member	Occupation	Attended	Eligible to Attend
<b>Mr O Keegan, (Chairperson)</b>	CE, Dublin City Council	3	3
<b>Mr T Lucey</b>	CE, Cork County Council & CCMA Chairperson	1	3
<b>Mr B McGrath</b>	CE, Galway City Council & CCMA (Vice Chairperson)	3	3
<b>Ms J Maguire</b>	CE, Meath County Council	2	3
<b>Mr J Harford</b>	Commercial Sector Representative	3	3
<b>Mr P Dunne</b>	CE, LGMA	3	3
<b>Ms M. Hurley*</b>	Former Asst. Sec Gen, Dept. of Housing, Local Government & Heritage	1	2
<b>Mr G. Doyle</b>	Sec Gen, Dept. of Housing, Local Government & Heritage	0	3
<b>Ms F Quinn</b>	Asst. Sec Gen, Dept. of Housing, Local Government & Heritage	1	1

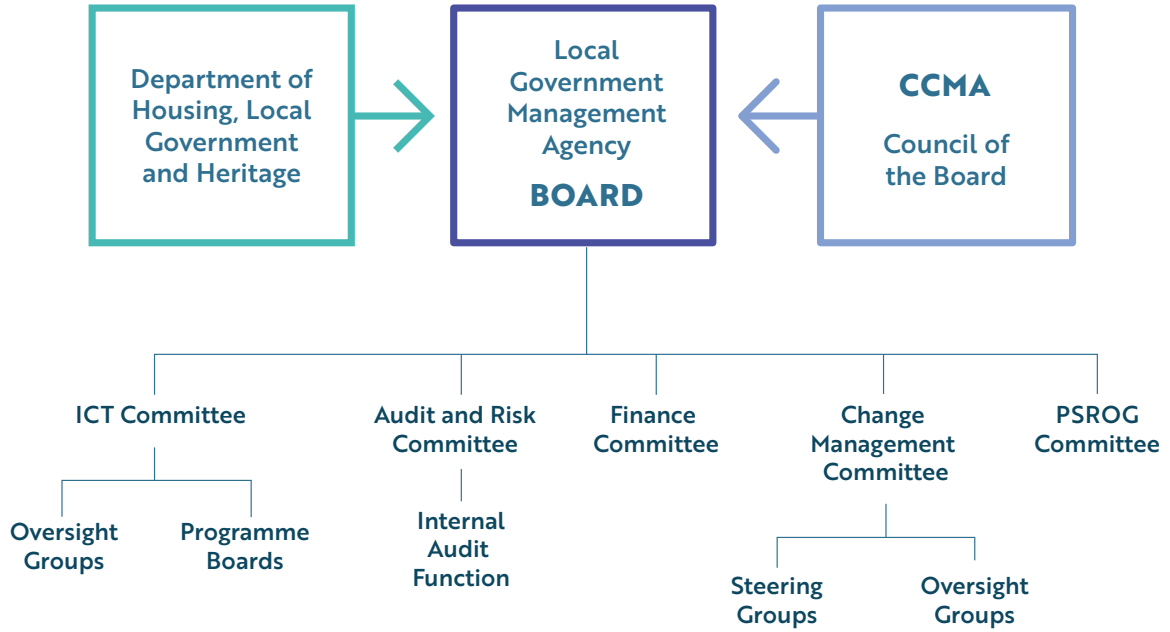
\*In March 2022, Ms Mary Hurley retired and was replaced by Ms Fiona Quinn, Asst. Secretary General.



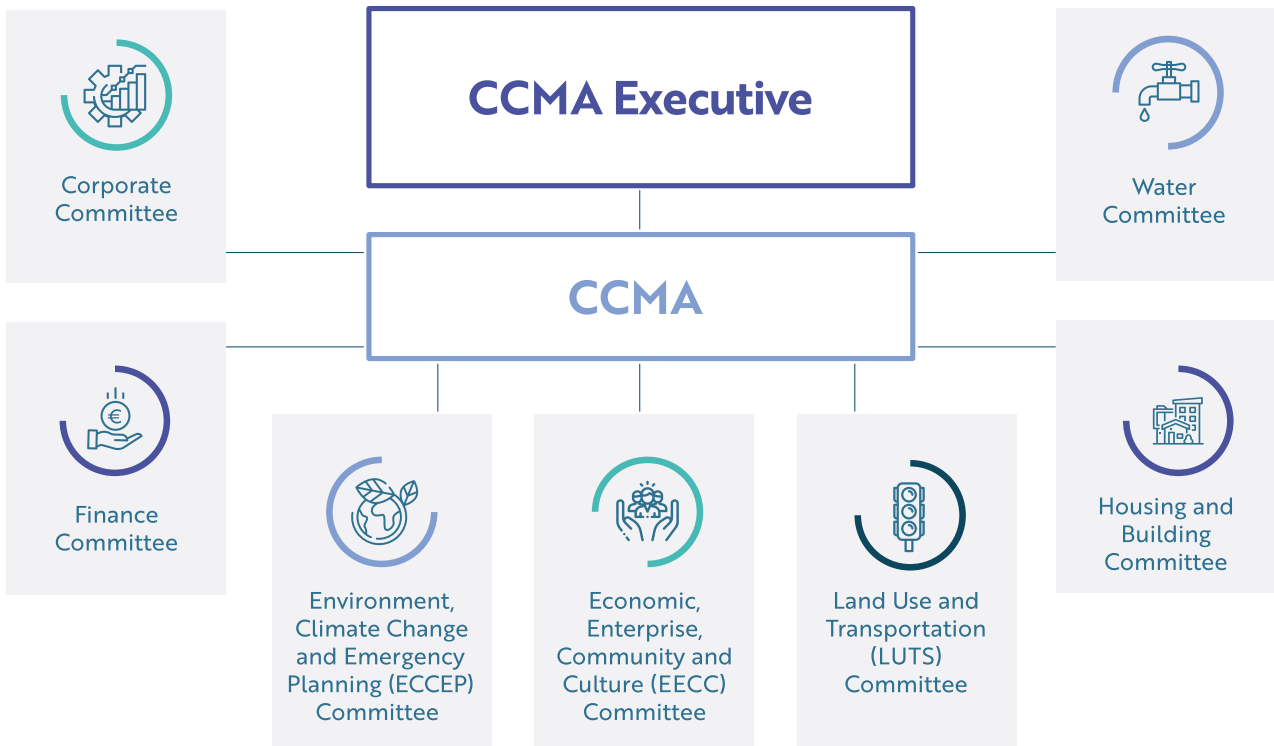
## Fees & Expenses

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 2022.

## LGMA Governance Structure



## Supporting the County and City Management Association



## Corporate Services / Human Resources



**Total Recruitment Competitions**  
36 (583 applications  
208 Interviews)



**Training Courses**  
60 Training courses  
held and 141  
employees attending



**72 in house coaching sessions completed**  
with employees  
during 2022



**Leavers**



**Graduates**



**Promotions**



**New Starters**  
37 (secondments 8)



**Educational Assistance**



**Retirements**

The LGMA Social Club ran a number of events for employees throughout the year including:

- February – Valentines Emoji Quiz
- March – Daffodil Day Step Challenge and St Patrick's Day Quiz
- April – Spring Photo competition
- May – Summer BBQ
- September – Hospice Coffee Morning
- Halloween Quiz in October
- December – Christmas Party

Employees returned to office-based working on a phased basis from January 2022. An online application system was developed to facilitate the introduction of a Blended Working Policy and Procedure which was introduced in September 2022.

### Employee Assistance Programme

- The LGMA Employee Assistance Programme continued to provide weekly series of wellbeing online sessions for employees which covered topics including sleep, mental health, fitness, and parenting.
- Healthy Eating initiatives took place during April
- The LGMA ran the following in-person Wellbeing events
  - Mindfulness workshop - June
  - Mental Health event with Brent Pope - October
  - Diwali celebration - October
  - Fitness classes - December.

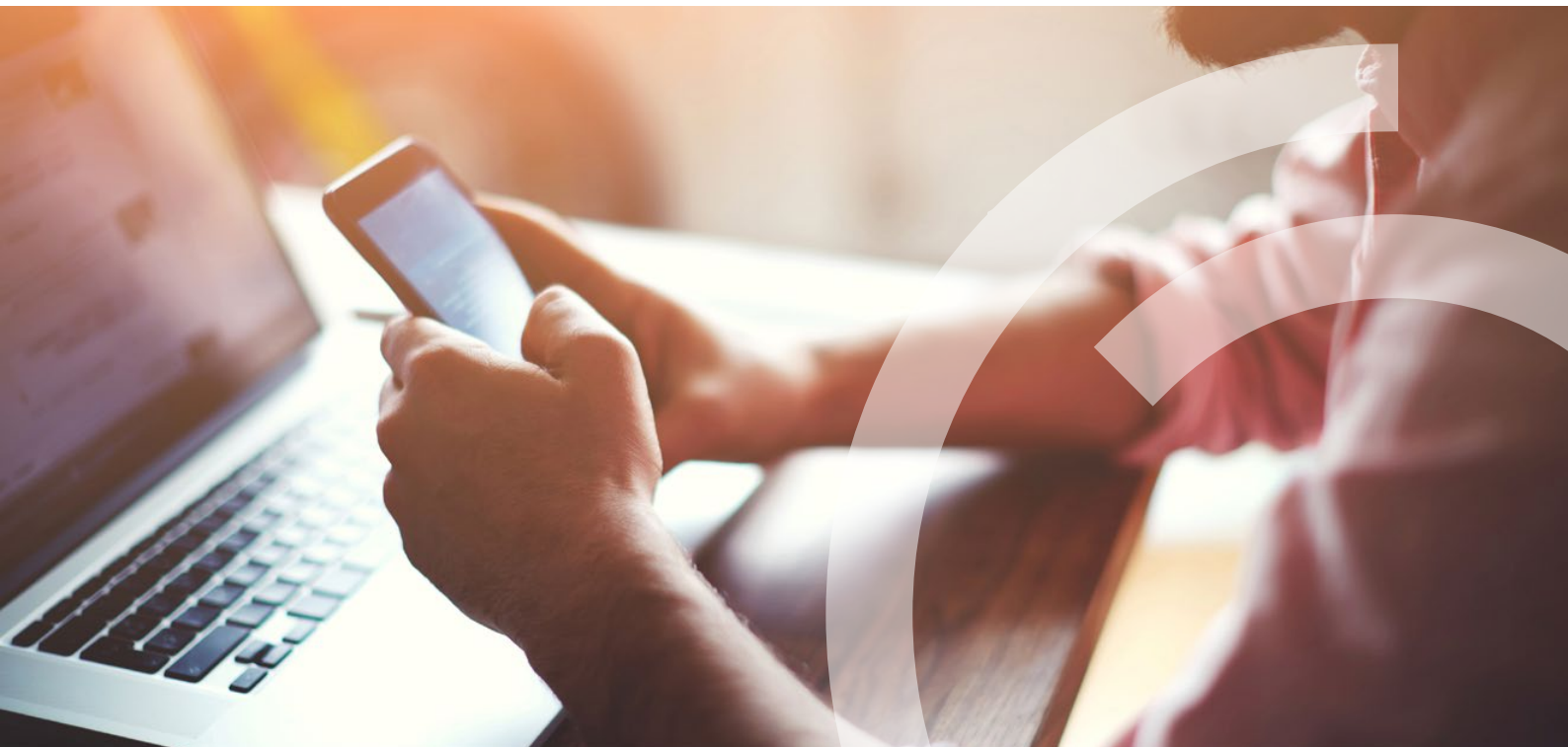
## Information Security Team

The Cyber Security Sub Committee of the agency ran two seminars for the local government sector in relation to business continuity planning and responding to Cyber-attacks, with discussions including panelists from both the public and private sector.

The Agency ran 11 training campaigns via its online platform for employees during the year, along with a monthly simulated phishing attack campaign to ensure Information Security was at the forefront of employee's minds.

The Business Continuity plan was constantly reviewed to ensure that the document reflected the changing working environment of the Agency.

The LGMA contributed to the National Cyber Security Centre (NCSC) Baseline Standards for Public Sector bodies and participated in the NCSC Coordinated Response Network, which comprises Departments and agencies from central and local government.



# 4 CCMA Committee Meetings 2022

Committee	No. of meetings	Plenary
CCMA Executive*	11	0
CCMA*	11	0
CCMA Housing, Building and Land Use Committee (HBLU)	10	0
CCMA Climate Action, Transport and Networks Committee (CATN)	6	1
CCMA Finance Committee	6	0
***CCMA Business, Enterprise, Tourism, Innovation and Urban/Town Economic Renewal Committee (BETIUER)	10	1
CCMA Corporate Committee	6	0
**CCMA Rural Development, Community, Culture and Heritage Committee (RDCCH)	9	1
CCMA Water, Waste Management, Environment and Emergency Planning Committee (WEEP)	7	1

\*The CCMA Executive and CCMA also held special meetings around the Sector’s Response to the Ukrainian Humanitarian Crisis and Irish Water matters in addition to their formal monthly meetings - to urgently progress matters of national importance.

\*\*Following the CCMA AGM in October 2022, the Committee changed its name to the CCMA Rural Development, Community, Culture and Heritage (RCCH) Committee.

\*\*\* Following the CCMA AGM in October 2022, the Committee changed its name to the CCMA Business, Enterprise, Tourism, Innovation and Urban / Town Renewal (BETIUER) Committee.



## Collaborative Working

Collaborative engagement and partnership working are central to the ethos and work of the seven CCMA committees. During 2022, work was progressed with key stakeholders across a wide range of sectors including Government Departments, agencies and many other key and diverse organisations. The key stakeholders that each committee engaged with in 2022 are provided below.

In addition to engagement with these stakeholders, the members of committees were also nominated to National Taskforces and Oversight Groups, Sectoral Working Groups and Sub-Groups over the course of the year. Committee members also represented the local government sector on many cross-sectoral government steering groups/taskforces.

### Housing and Building Committee

Government Departments	Agencies / State Bodies / Shared Services	Other Organisations
<ul style="list-style-type: none"> <li>Department of Housing, Local Government and Heritage (DHLGH)</li> <li>Department of Children, Equality, Disability, Integration and Youth (DCEDIY)</li> <li>Department of Social Protection (DSP)</li> <li>Department of Environment, Climate, and Communications (DECC)</li> <li>Department of An Taoiseach (DoT)</li> <li>Department of Justice (DoJ)</li> </ul>	<ul style="list-style-type: none"> <li>The Housing Agency</li> <li>Irish Council for Social Housing</li> <li>AHB regulator</li> <li>Land Development Agency</li> <li>National Building Control Management Project Office</li> <li>HAP Shared service Centre</li> <li>Irish Programme for Refugees</li> <li>Housing First</li> <li>Office of the Planning Regulator (OPR)</li> <li>National Disability Authority</li> <li>Irish Prison Service</li> </ul>	<ul style="list-style-type: none"> <li>Housing First</li> <li>Sex Offender Risk Assessment and Management (SORUM)</li> <li>NGOs</li> <li>International Protection Accommodation Services (IPAS)</li> <li>Irish Refugee Council</li> </ul>

### Climate Action, Transport and Networks Committee

Government Departments	Agencies / State Bodies / Shared Services	Other Organisations
<ul style="list-style-type: none"> <li>Department of Environment, Climate and Communications (DECC)</li> <li>Department of Housing, Local Government and Heritage (DHLGH)</li> <li>Department of Transport (DoT)</li> <li>Department of Community and Rural Development (DCRD)</li> </ul>	<ul style="list-style-type: none"> <li>An Garda Síochána</li> <li>Met Éireann</li> <li>Environment Protection Agency (EPA)</li> <li>Office of Public Works (OPW)</li> <li>Sustainable Energy Authority of Ireland (SEAI)</li> <li>Transport Infrastructure Ireland (TII)</li> <li>Road Management Office (RMO)</li> <li>Road Safety Authority (RSA)</li> <li>Climate Action Regional Offices (CAROs)</li> </ul>	<ul style="list-style-type: none"> <li>National Broadband Ireland (NBI)</li> <li>Climate Change Advisory Council</li> <li>Joint Utility Local Authority User Forum (JULA)</li> <li>Irish Business and Employers Confederation (IBEC)</li> </ul>

Finance Committee		
Government Departments	Agencies / State Bodies / Shared Services	Other Organisations
<ul style="list-style-type: none"> <li>• Department of Housing, Local Government and Heritage (DHLGH)</li> <li>• Local Government Audit Service and Local Government Finance</li> <li>• Department of Enterprise, Trade and Employment (DETE)</li> </ul>	<ul style="list-style-type: none"> <li>• National Oversight Audit Commission (NOAC)</li> <li>• Valuation Office</li> <li>• Revenue Commissioners</li> <li>• Office of Government Procurement (OGP)</li> <li>• Irish Public Administration (IPA)</li> </ul>	<ul style="list-style-type: none"> <li>• Irish PB Insurance</li> </ul>

Business, Enterprise, Tourism, Innovation and Urban / Town Renewal (BETIUR) Committee		
Government Departments	Agencies / State Bodies / Shared Services	Other Organisations
<ul style="list-style-type: none"> <li>• Department of Enterprise, Trade and Employment (DETE)</li> <li>• Department of Housing, Local Government and Heritage (DHLGH)</li> <li>• Department of Tourism, Culture, Arts, Gaeltacht, Sport, and Media (DTCAGSM)</li> <li>• Department of Rural and Community Development (DRCD)</li> <li>• Department of Justice (DoJ)</li> <li>• Department of Foreign Affairs (DFA)</li> <li>• Department of Environment, Climate and Communications (DECC)</li> </ul>	<ul style="list-style-type: none"> <li>• National Oversight and Audit Commission (NOAC)</li> <li>• Local Enterprise Offices (LEO's)</li> <li>• Enterprise Ireland</li> <li>• IDA</li> <li>• Smart Dublin</li> <li>• All Ireland Smart Cities Forum</li> <li>• Western Development Commission</li> <li>• Climate Action Regional Office's (CARO's)</li> <li>• National Association of Community Enterprise Centres (NACE)</li> </ul>	<ul style="list-style-type: none"> <li>• Chambers Ireland</li> <li>• Institute of Public Administration (IPA)</li> </ul>

Corporate Committee		
Government Departments	Agencies / State Bodies / Shared Services	Other Organisations
<ul style="list-style-type: none"> <li>• Department of Housing, Local Government and Heritage (DHLGH)</li> <li>• Department of Justice (DoJ)</li> <li>• Department of Children, Equality, Disability, Integration and Youth (DCEIDY)</li> <li>• Department of Public Expenditure and Reform (DPER)</li> <li>• Department of Tourism, Culture, Arts, Gaeltacht, Sport, and Media (DTCAGSM)</li> <li>• An Coimisinéir Teanga</li> </ul>	<ul style="list-style-type: none"> <li>• Standards in Public Office Commission (SIPO)</li> <li>• The Office of the Ombudsman</li> <li>• National Disability Authority (NDA)</li> <li>• National Archives of Ireland</li> </ul>	

## Rural Development, Community, Tourism, Culture and Heritage Committee (RDCTCH)

Government Departments	Agencies / State Bodies / Shared Services	Other Organisations
<ul style="list-style-type: none"> <li>Department of Rural and Community Development (DRCD)</li> <li>Department of Tourism, Culture, Arts, Gaeltacht, Sport, and Media (DTCAGSM)</li> <li>Department of Children, Equality, Disability, Integration and Youth (DCEIDY)</li> <li>Department of Health</li> <li>Department of Justice (DoJ)</li> <li>Department of Housing, Local Government and Heritage (DHLGH)</li> <li>Department of Foreign Affairs (DFA)</li> <li>Department of the Environment, Climate &amp; Communications (DECC)</li> <li>Department of An Taoiseach (DoT)</li> </ul>	<ul style="list-style-type: none"> <li>Arts Council</li> <li>Fáilte Ireland</li> <li>Sport Ireland</li> <li>Health Service Executive (HSE)</li> <li>National Office for Suicide Prevention (NOSP)</li> <li>Heritage Council</li> <li>National Economic and Social Council (NESCC)</li> <li>Creative Ireland</li> <li>OECD LEED Dissemination Network</li> <li>Local Authority Archaeologists Network</li> <li>Local Authority Museums Network</li> <li>Western Development Commission</li> <li>Climate Action Regional Office's (CARO's)</li> </ul>	<ul style="list-style-type: none"> <li>Outdoor Recreation NI</li> <li>Institute of Public Administration (IPA)</li> </ul>

## Water, Waste Management, Environment and Emergency Planning Committee

Government Departments	Agencies / State Bodies / Shared Services	Other Organisations
<ul style="list-style-type: none"> <li>Department of Environment, Climate and Communications (DECC)</li> <li>Department of Housing, Local Government and Heritage (DHLGH)</li> <li>Department of Defence (DoD)</li> <li>Department of Agriculture, Food and Marine (DAFM)</li> <li>Department of Public Expenditure and Reform (DPER)</li> <li>Department of Rural and Community Development (DRCD)</li> <li>Department of Enterprise, Trade and Employment (DETE)</li> </ul>	<ul style="list-style-type: none"> <li>Office of Public Works (OPW)</li> <li>Environmental Protection Agency (EPA)</li> <li>Irish Water (IW)</li> <li>Commission for Regulation of Utilities (CRU)</li> <li>Food Safety Authority of Ireland (FSAI)</li> <li>National Directorate for Fire and Emergency Management (NDFEM)</li> <li>National Waste Collection Permit Office (NWCPO)</li> <li>Local Authority Water Programme (LAWPRO)</li> <li>Regional Waste Management Planning Offices (RWMPOs)</li> <li>Waste Enforcement Regional Lead Authorities (WERLAs)</li> <li>Water Safety Ireland</li> <li>National Emergency Coordination Group (NECG)</li> <li>National Trans-Frontier Shipment Office (NTFSO)</li> </ul>	<ul style="list-style-type: none"> <li>An Post</li> <li>Public Water Services Transformation Group</li> <li>Joint Leadership Team</li> <li>National and Regional SLA groups</li> <li>ASP and Budget group</li> <li>Change Management Network</li> <li>Irish Waste Management Association (IWMA)</li> <li>European Union Network for the Implementation and Enforcement of Environmental Law (IMPEL)</li> <li>Met Éireann</li> <li>An Garda Síochána</li> <li>Irish Coast Guard (IRCG)</li> </ul>

# 5 Innovation

## Innovation and Programme Management Office (PMO)

### Innovation Strategy

Work continued on the delivery of the LGMA Innovation Strategy. The Local Authority Innovation Representatives group was expanded, and regular communication provided by the LGMA on all elements of Innovation. The PMO continued to host quarterly interactions with this group during 2022 with focus sessions held where local authority case studies were shared with the group.

The LGMA Innovation team continued to build on the “Innovation” extranet site which is used to communicate and share content with the local authority Innovation representatives’ group. All 31 local authorities can access the site which provides weekly updates, news, and a platform for local authorities to share ideas and projects with innovation colleagues across the sector. This extranet site is also augmented by the innovation database, which allows for local authorities to upload innovative projects in their local authority, while also allowing them to search other innovative initiatives that other local authorities have initiated or completed.

### National Innovation Week:

DPERs National Innovation Week took place on the week of 24th October 2022. Many local authorities hosted local events to promote innovation. The LGMA focused on two main events; the NOAC Annual Good Practice seminar on 25th October, and an in-person workshop in ‘The Spark’ innovation space on 3rd November in the LGMA’s offices in Phoenix House, facilitated by Innovate Island.

25th October – The LGMA Programme Management Office (PMO) with support from Kilkenny County Council and the OPW, hosted the NOAC Annual Good Practice Seminar in Kilkenny Castle. This was a featured event in the National Innovation Week. The event was attended in person and also streamed live. Minister Malcolm Noonan, DHLGH opened the event which showcased exemplars of good practice across diverse areas such as climate action, digital transformation, and citizen engagement within local authorities.

Projects highlighted include:

- Cork City Council – Establishing an Irish Government Information Sharing Analysis Centre
- Limerick City and County Council – CCTV, Data Protection, and the Path to Innovation
- Dublin City Council – Accelerating the use of drones for Local Government
- Dún Laoghaire Rathdown County Council – Build to Share
- Tipperary County Council – Nenagh Centre of Excellence for Sustainable Energy
- Leitrim County Council – Leitrim Connected
- LGMA – Ukraine Humanitarian Crisis – Local Authority Response

3rd November – Innovate Island facilitated an in-person workshop with local authority innovation representatives in ‘The Spark’ innovation space in the LGMA offices. The event, “Triple A Innovation: Accessible, Approachable, Achievable” was aimed at assisting local authority representatives to develop their innovation strategy.

The event looked at the theory of innovation through sessions on strategy, methods, and problem exploration, and looked at how to apply that theory in practice, through practical sessions looking at real-problem framing, ideation, and validation. This was a highly interactive workshop with great engagement from the sectoral representatives.

### Public Service Innovation Fund 2022

The Department of Public Expenditure and Reform managed the 2022 Public Service Innovation Fund. Amounts of €25,000 to €60,000 were available. The overall fund of €725,000 was split across 17 projects. The local government sector proved very successful in securing 44% of the total fund available which amounted to €320,000. The LGMA PMO assisted with queries and application support.

High level project details are set out below:



Project Title	Organisation	Amount Awarded
<b>Establishing an Irish Local Government Information Sharing Analysis Centre (ISAC)</b>	Cork City Council	€60,000
<b>Leitrim Connected</b>	Leitrim County Council	€50,000
<b>BETAhood</b>	Dublin City Council	€38,000
<b>Smart Bring Banks</b>	Waterford City and County Council	€45,000
<b>A novel organic approach to the treatment and control of Japanese knotweed using microbial remediation as an alternative to pesticide use</b>	Donegal County Council	€47,000
<b>AI Powered Road Asset Management</b>	Louth County Council	€50,000
<b>Climate Ready Housing</b>	Dublin City Council	€30,000

### 'The Spark'

'The Spark' innovation space in Phoenix House was renovated and made available to the local government sector for project workshops. The LGMA PMO is available to support local authorities that wish to use the facility.

### PMO

The LGMA Programme Management Office (PMO) continued to develop additional tools and support's to further enhance the efficient delivery of projects through the organisation. A full suite of templates, guidance documentation and a PMO handbook was delivered.

Reform initiatives which progressed through and were supported by the PMO during 2022 include:

- Build to Share.
- Dangerous Substances Licensing.
- Town Centre First.
- ePlanning.
- Localgov.ie.
- Local Government Service Catalogue.
- Local Government Electoral Registration System.
- Local Enterprise Office CRM.
- LA Natural Water Resources.
- National Environment Management Information System.
- Housing National ICT System and Asset Management Projects.

### Shared Services Report

The PMO finalised and issued revisions to the "Local Government Shared Services Report", providing a high-level summary of the status, structure, costing and future plans for the shared services. The Report identified 41 shared services currently in operation with a cost to the local government sector of over €20m per annum. 21 of these shared services are managed by the LGMA, with the remaining 20 managed by approved single lead authority or regional structures, involving 17 different local authorities.

# 6 Knowledge

## Research Highlights

The first Local Government Awareness, Engagement and Sentiment report was published by the LGMA

Research reports published included a review of preliminary Census data and presentation of Housing Innovation Case Studies.

The second in a series of commissioned Climate Action reports was published to support the development of sectoral Climate Action Key Performance Indicators.

Support of the NOAC data collection continued in 2022 as well as the development of new sectoral climate action indicators.

## Customer Service

### Local Government Service Awareness, Engagement and Sentiment

The first LGMA report focusing on levels of service awareness, engagement sentiment was published in April 2022. The results reveal that most people are aware of some of the services provided by local authorities, however, younger people tend to be less informed. There was also a very significant shift towards using websites and social media for information and engagement, a trend that was accelerated by the pandemic.

In terms of use, the two most frequently used services were litter bins and recycling followed by public parking and motor tax. Many also used local leisure amenities such as parks, playgrounds, sport fields, open spaces, and libraries services, while use of local sports/ leisure facilities and the register of electors were very popular.

While respondents were positive about levels of access to services, they wanted to see improvements in how local authorities were communicating with the public.

Focus groups were used to explore why people aged between 25 and 55 were less likely to use libraries. All had been library users while young but identified this phase of their lives as very busy. However, most reasons for non-engagement were informed by perceptions about library stock, services, and opening hours rather than first-hand experiences of using libraries recently.

When presented with the extensive list of services available in libraries their perceptions changed.

The summary findings were published in Irish and both reports are available on the LGMA website:

[Local-government-services-awareness-engagement-and-sentiment.pdf \(lgma.ie\)](https://www.lgma.ie/local-government-services-awareness-engagement-and-sentiment.pdf)

[seirbhisi-rialtais-aitiuil-feasacht-rannphairteachas-agus-meon-achoire-feidhmiuchain.pdf \(lgma.ie\)](https://www.lgma.ie/seirbhisi-rialtais-aitiuil-feasacht-rannphairteachas-agus-meon-achoire-feidhmiuchain.pdf)



# Research Support

## Central Submissions Folder

Over the year, 40 submissions were made to 10 different government departments or agencies.

**Table 1:** Submissions made by CCMA Committees in 2022

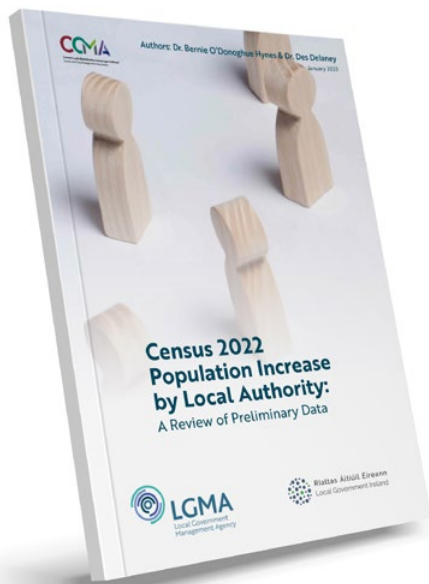
Submissions	Housing Building and Land Use (HBLU)	Business, Enterprise, Innovation and Urban/ Town Economic Renewal (BEIUTER)	Rural Development, Community, Tourism, Culture and Heritage (RDCTCH)	Climate Action, Transport and Networks (CATN)	Water, Waste Management, Environment and Emergency Planning (WWEPP)	Corporate	Finance	Total
DHLGH	2				5	1	5	13
DECC								0
DAFM								0
DCEDIY			1					1
DAG								0
DRCD			2	1				3
DETE								0
DOT				1				1
DEPR						2		2
JOC	4		1	3				8
EPA	1				6			7
HA								0
CAC								0
ABP								0
CRU					1			1
CCAC				1				1
ESB								0
RSA								0
AGS								0
SIPO								0
IPA								0
NHAC	2							2
TEGRP	1							1
<b>Total</b>	<b>10</b>	<b>0</b>	<b>4</b>	<b>6</b>	<b>12</b>	<b>3</b>	<b>5</b>	<b>40</b>

# Research Reports

## Census 2022 Population Increase by Local Authority: A Review of Preliminary Data

This report was prepared by the LGMA Research Unit and contains a review of the preliminary data released by the CSO in order to explore the details behind the population growth from 4,761,865 in 2016 to 5,123,536 in 2022 by local authority area.

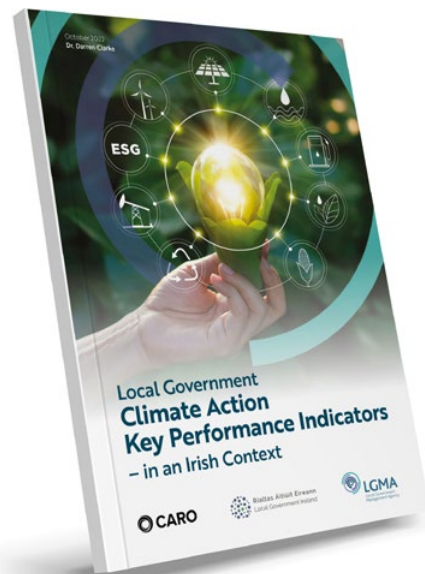
The population increase was made up of two components, a natural increase of 47% in population because births exceeded deaths and a 53% increase in net migration. However, the national figures mask a wide variation across local authorities in terms of the number of additional people in the area, the rate of growth, and the components of the growth.



## Local Government Climate Action Key Performance Indicators – in an Irish Context

This report builds upon the 2021 publication in which the key features and principles to be considered when developing climate action key performance indicators (KPIs) were identified. In this report, an international review of existing KPIs was undertaken and a list of 121 potential indicators were identified for consideration in an Irish context. The indicators focused on both adaptation and mitigation in light of the requirement for all local authorities to prepare five-year Climate Action Plans that encompass both aspects of climate action.

The report was prepared on behalf of the CCMA Climate Action, Transport and Networks Committee and overseen by the members of the Local Government Climate Action KPI Working Group.



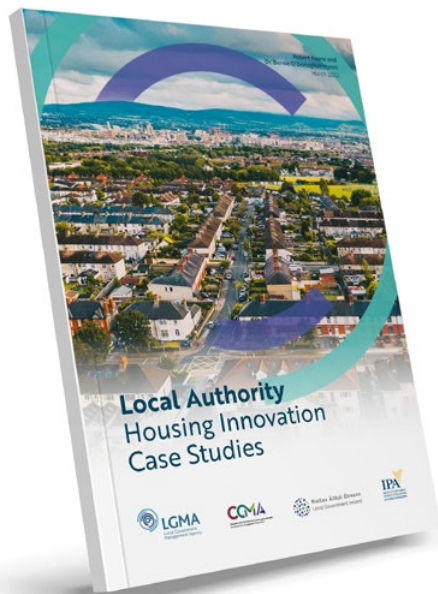
## Research Partners

The LGMA Research Unit worked in partnership with the IPA to explore innovation in housing, resulting in the publication of complementary reports.

## Local Authority Housing Innovation Case Studies

The LGMA Research Unit, on behalf of the CCMA Housing, Building and Land Use Committee, gathered 27 case studies from 17 different local authorities illustrating examples of innovation. The aim was to capture innovation in its many different forms. These included changes to administrative processes, new approaches to the provision of services, advice or guidance, and the adoption of new technologies. Nine were classified as ‘process’ innovations, 9 were ‘service’ innovations, 7 were technology innovations and 2 were regulatory innovations.

Overall, there were significant innovations illustrated, many of which had been developed to address new challenges as a result of the pandemic.



## Innovation in Housing Services: Case studies; Lessons from examples of innovative practice

The IPA report, selected five of the case studies gathered by the LGMA for a deeper exploration. A wider literature review was carried out and local authority staff were interviewed to reveal details about ‘Reimagining the Tenant Handbook’ (Dún Laoghaire-Rathdown County Council); ‘Use of 360 Camera Technology’ (Monaghan County Council); ‘Payment of Rent via a Customer App’ (Roscommon County Council); ‘Rightsizing for Older Tenants – (Meath County Council); and ‘Affordable Housing Application Portal’ (Fingal County Council).

The report concludes that it is clear that an appetite for innovative practice exists within the Housing Departments concerned, to introduce new practices and amend existing ones.



## Central Data Unit

Work to develop the Central Data Unit (CDU) continued throughout 2022. An additional 4 staff members with specialist data skills were hired, bringing the staff member count to 7. The unit focused on developing internal policies, procedures, and technologies to support the development of data collection and analysis solutions to address prioritized sectoral analytics requirements.

### Technology Platform, Staff and Data Policies

The CDU has invested in the in-house development of a technology platform to provide for ongoing and envisaged data analysis requirements for nominated projects in the sector. The platform enables data to be collected easily through a variety of mechanisms (API, file upload, webform/survey) securely, enables bespoke software to be developed more rapidly on top of core functionality to address specific project needs, is built in the LGMA's Data Centre network within which the collected data is stored and managed securely, and incorporates a layer of market-leading analytics software and related development tools all of which contribute to enabling the CDU to quickly produce a range of data solutions.

In conjunction with the Data Protection Officer Network and solicitors for the LGMA, the CDU has developed a series of legal documentation and policies supporting secure data practices and facilitating faster engagement on data-related projects across the thirty-one local authorities, including templated privacy notices, cookie policies, and data processing agreements. All CDU staff are trained General Data Protection Regulations (GDPR) practitioners, adhering to the Data Protection By Design principle of GDPR Article 25.

### CDU Engagements

**Libraries:** Following requirements consultation between the LGMA Libraries Committee Working Group and LGMA Research Unit, the CDU provided interim analysis based on a pre-Covid survey dataset, which included descriptive statistics highlighting the impact of financial and staff resourcing on library service use across the sector, and cluster analysis highlighting potential groupings of library branches that were found to have common characteristics across a range of variables. The report also highlighted the results of exploratory geo-spatial analysis on the relationships between library activities and demographic data. Plans have been developed to extend and complete the analysis with additional survey and service-related data.

**Planning Resourcing:** The CDU has supported the Housing Building and Land Use (HBLU) Committee in its work to develop an evidenced-based paper for resource planning, by providing trend and classification analysis, using data from a Planning resource survey conducted by the HBLU, to determine current and near-term staffing/skills requirements across the sector.

**Customer Satisfaction Pilot Surveying:** Working closely with the LGMA Research Unit and CCMA Data Working Groups, the CDU has developed and managed pilot Voice-of-the-Customer surveys for the Libraries and Housing Maintenance services, delivered across the sector, using an inhouse-developed surveying tool designed specifically to support the management of surveys conducted across the 31 local authorities, automatically generating electronic and paper-based surveys, QR codes, and collecting data directly into the managed CDU database for immediate analysis.

### Offer A Home National Call Systems and Analytics:

In August 2022, the CDU was engaged to develop bespoke data collection systems and produce data analytics as part of a national call for unoccupied properties in Ireland, to support beneficiaries of the Temporary Placement Directive, which was invoked by the EU following the outbreak of war in Ukraine. The CDU has contributed to the success of the initiative through the rapid development of:

- A GDPR-compliant website, accessible only to the members of the public to provide minimal details, securely and easily, regarding their property offers.
- Development of a website, accessible only to members of the Ukraine Response Team in each of the local authorities, which supported the processing and tracking of property offers from receipts to inspection, to allocation, and by providing ongoing technical support to local authorities as they engage with the public through the website.
- Content contributing to the development of data protection agreements required to govern the data interactions between many government and third-party agents involved in the initiative.
- On-demand analytics across the range of initiative interactions designed to optimise operational activities to local authority and national levels.



# Advocacy and Local Government

## Industrial Relations Representation

The LGMA provided ongoing support to the local authorities in relation to industrial relations matters, including policies and procedures and clarification in relation to interpretation of circulars and employee related queries.

The LGMA continued to represent and support local authorities in local engagement with Trade Unions and to provide representation to them for

issues that progress to the Workplace Relations Commission and Labour Court, including Mediation, Conciliation, Adjudication and Labour Court hearings.

The LGMA also continued to engage through the Local Authority National Council (LANC) and Labour Relations Commission (LRC) Oversight Body to address both IR and HR issues successfully.

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## Water Services Transition Office (WSTO)

### Water Sector Transformation

Work continued on Water Sector Transformation following the conclusion of discussions under the auspices of the Workplace Relations Commission and the publication of the Framework for Future Delivery of Water Services on 24 June 2022. From July to December 2022, a Working Group representing the Sector, negotiated with Irish Water a replacement of the Service Level Agreement, (called a Master Co-Operation Agreement) and an accompanying Support Services Agreement. The working group had representation from six local authorities and the LGMA. Water Services, Finance, Corporate and IT Sections of the local authorities were included.

### CCMA Committee

WSTO supported the CCMA Water, Waste, Environment and Emergency Planning (WWEPEP) Committee in its work and conducted research across the sector as well as preparing statutory and non- statutory submissions on specific issues as they arose. The Agenda during 2022 was focused on the development of the WRC Framework and following that the working group developed the replacement for the SLA.

### Submissions Made

WSTO prepared a submission on behalf of the CCMA to

- the Commission for Regulation of Utilities (CRU) on the Irish Water Review Revenue Control Period 3 in July 2022 and
- in September 2022 to Department of Housing, Local Government and Heritage's Review of Water Services Policy Statement 2018-2025.

### Regional SLA Meetings

Work continued in providing support to the regions with bi-monthly meetings held in the North & West, Southern, East and Midlands and Greater Dublin Area Regions. Feedback on national issues was provided at these fora.

### Change Managers' Network

Eight virtual and two in-person Change Managers' meetings were held in 2022. These were attended by both WSTO and Irish Water. New and upcoming projects were covered by Irish Water and in addition to presenting on national issues, individual queries raised at regional level by Change Managers were addressed by WSTO.

## Local Authority Waste Programme Office

The Local Authority Waste Programme Office was set up in the LGMA in September 2021 to coordinate the existing shared waste services programmes (Regional Waste Management Planning Offices (RWMPOs), Waste Enforcement Lead Authorities (WERLAs), National Transfrontier Shipment Office (NTFSO), and National Waste Collection Permit Office (NWCPO). The office is tasked with coordinating and advising on the delivery of relevant commitments in the Waste Action Plan for a Circular Economy.

The Local Authority Waste Programme Office provides support to local authorities / local authority waste shared services, the Department of the Environment, Climate and Communications and other Government Departments, environmental NGOs, the waste industry, and other external stakeholders to ensure the efficient delivery of local, regional, and national waste targets. The office works very closely with the business unit in the LGMA responsible for supporting the Water, Waste Management, Environment and Emergency Planning Committee (WWEPP) and Climate Action, Transport, Circular Economy and Networks (CATCEN) committees.

In 2022, the Local Authority Waste Programme Office was responsible for:

- Working collaboratively with the Chair, Vice-Chair and Executive of the CCMA and CCMA CATCEN Committee.
- Coordinating the work of the existing local authority waste shared services.
- Working with the WWEPP and CATCEN committees and supporting the Regional Waste Management Planning Offices (RWMPOs) in the development of the new National Waste Management Plan for a Circular Economy.
- Operational responsibility for interactions between the waste industry and the local government sector.
- Working with all the relevant stakeholders to monitor and manage waste capacity.
- Coordination of enforcement functions on a national basis through the Water, Waste Management, Environment and Emergency Planning Committee (WWEPP).
- Working with the WWEPP and CATCEN committees and with the Regional Waste Management Planning Office (RWMPOs) on the feasibility of providing contingency treatment capacity for use in emergency conditions.

- Serving as the ongoing focal point for all local authority waste operations and representing the sector at various fora including: the National Waste Advisory Group, National Waste Enforcement Steering Committee, the National Circular Economy Programme, etc.
- Advising on the range of issues impacting on local authority waste management operations.
- Supporting the development of systems and processes to ensure appropriate data is available to inform effective decision making while driving continuous quality improvement.
- Working to provide quality policy input to the Department of Environment, Climate and Communications.
- Coordinating the local government sector's contribution to the whole of Government Circular Economy Strategy.
- Providing enhanced cooperation within the sector between the shared services and externally with other stakeholders including the EPA.
- Keeping up to date with relevant external policy and regulatory developments, trends in the waste industry, and identifying opportunities which may be beneficial to the functioning of local authority waste services.



# Finance Advisory and Support Services

## Financial Management System Upgrade

A Request for Tender for the upgrade of the Milestone 7 version of the Agresso Financial Management System was issued in February 2021 and all local authorities upgraded by December 2022. The LGMA also commenced working with Cork City Council in mid-2022 on upgrading their current financial system to Agresso.

## COVID-19 Rates Waiver

The rates waiver from 2021 was extended to Q1 2022 and was more prescriptive regarding categories of rate payers.

## Small Business Assistance Scheme for Covid (SBASC) and Restart Grant Scheme

The Department of Enterprise Trade and employment (DETE) performed an audit on both the Restart Grant Scheme and the SBASC Scheme. The audits concluded that the schemes were administered successfully, with a small number of opportunities identified to further enhance the governance and related processes.

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# Human Resources, Payroll and Superannuation (HPSS) Advisory and Support Services

## Human Resources, Payroll and Superannuation (HPSS) Programme

The Human Resources, Payroll and Superannuation (HPSS) Programme enables local authorities and other public sector organisations to provide Human Resources, Payroll, and ancillary services efficiently, accurately, and securely within the local authority sector.

## People XD Optimisations

The LGMA continue to work with the Access Group on improved optimisations of People XD for the sector. 2022 saw the move of People Management from back office to portal; and preparation commenced for the move of Work Force Management from back office to portal.

## Operational Business Reporting

In 2022, the Access Group notified users of People XD (Core) that Business Intelligence (BI) which was used for building operational reports, was at end of life and was no longer supported by Oracle. As a mitigation, the HPSS Programme Board approved the development of a standard suite of reports on Insight (People XD). The LGMA established a working group to develop and test these reports, which were rolled out in two phases to the sector.

As Insight did not have the same functionality as BI, MyPay opted to use MakoData for payroll reporting. The HPSS Programme Board approved the development of a standard set of payroll reports for MyPay, along with a further suite of MakoData standard operational reports like those developed on Insight.

The LGMA provided training to all local authorities in the use of both the Insight and MakoData reports in 2022.

## MakoData HR Data Analytics Central Server Upgrade

Two separate installations of MakoData/Tableau Reporting software were hosted on the LGMA infrastructure (MyPay operational reports and HR Data Analytics). In 2022, the HPSS Programme Board approved the proposal that these servers be combined to a single more powerful server, to allow for efficiencies with regards to costs and resources. The new upgraded server went live in July 2022.

## Gender Pay Gap Reporting

As part of the HR Data Analytics Dashboard Project, the LGMA developed a dashboard to provide local authorities with the information required to meet the requirements of the Gender Pay Gap Reporting Information Act, 2021. Three local authorities, Cork County Council, Kerry County Council and Meath County Council piloted the technical solution prior to rollout to the sector. All local authorities produced their Gender Pay Gap Reports for 2022 by the end of year deadline.

## Shared Payroll

The LGMA continued to work collaboratively with the Payroll and Superannuation Shared Service Centre (MyPay) in Laois County Council, providing project management to the ongoing shared payroll implementation in Cork County Council, which went live in June 2022.

### Superannuation Data Readiness

The LGMA continued to support local authorities to achieve a level of readiness with the superannuation data for migration to the Superannuation Shared Service Centre as part of the overall Shared Superannuation Project. Twenty local authorities were live on the MyPay Superannuation Service when the project was temporarily paused to allow the Access Group to provide the required Single Pension Scheme (SPS) functionality on People XD. In November 2022, the HPSS Programme Board approved the onboarding of two additional sites to allow MyPay test this new functionality.

### Single Pensions Scheme

MyPay continued to administer SPS on behalf of the sector; and produced the 2021 Annual Benefit Statements on behalf of the twenty onboarded local authorities. MyPay also uploaded the 2021 data for these 20 sites to the DPER databank. The LGMA continued to support MyPay with this project; as well as providing assistance to the 13 sites which have not yet onboarded to MyPay Shared Superannuation Services.

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## Local Government Service Catalogue

Services.localgov.ie is a website that provides users with information on the services provided by the local government sector in Ireland. Information on over 1,100 services is presented in a user- friendly and accessible manner in one place and is available in both English and Irish. Users can browse the catalogue in several ways and can link directly to their local authority to access a service. The project delivers on Actions 3 and 4 of Our Public Service 2020 to improve communications with the public and to make services more accessible. The website also supports the development of digital services across the local government sector. The project is contributed to and supported by 31 local authorities.

The Service Catalogue Management Committee has been established to maintain the service catalogue website and to keep the information up to date. Membership of the committee is from local authorities, the CCMA Corporate Committee and the LGMA.

In 2022, a The Service Catalogue Change Request Process was approved by the Service Catalogue Management Committee and was issued to all Directors of Corporate, the registered users of the website and the DHLGH. The submission of a completed Service Catalogue Change Request will inform the Service Catalogue Management Committee of imminent changes at national level to local government services and will enable the committee to ratify changes and keep the service catalogue website up to date.

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## Town Centre First

2022 saw the launch of the Town Centre First (TCF) policy and the establishment of a National Town Centre First Office within the LGMA.

The Office’s remit is to oversee the national implementation of the Town Centre First Policy in a consistent manner, set standards, conduct research, identify best practice and pathways, provide support and processes, developed through engagement with all stakeholders and interested parties. This approach will provide the local town teams with all the necessary tools and resources for a consistent, transparent, positive engagement with the policy, leading to the development and implementation of deliverable Town Centre First Plans throughout the country.

The National Office is supported by a National Oversight Advisory Group (NOAG) and by the relevant CCMA Committees.

It has also formed key alliances with the relevant Government departments, developing meaningful KPI’s and ensuring focus for the relevant departments to work with local authorities to ensure a steady pipeline of projects for the consideration of all available funding streams.

Recruitment for the approved resource complement began in mid-2022, with the National Town Centre First Co-Ordinator appointed in August, followed by a recruitment competition for a Project Manager and a Project Officer.

The priority objectives for the Office in 2022 were the establishment of a Town Regeneration Officer Network, tracking progress on the development of Town Centre First Plans for the 26 national pilot locations and the development of the Town Centre First Annual Implementation Plan.

## Corporate Communications

The communications team provided support across the LGMA including the Corporate Team on LGMA internal and external communications.

During 2022, a new Corporate Communications Strategy and action plan were put in place.

We continued to communicate about LGMA work, projects, and achievements across our internal and external channels, including our website and social media. During 2022, contracts were put in place for Graphic Design and Creative and Advertising services for the LGMA.

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## Communicating and Promoting the Local Government Sector

Communicating local government work, positions, and people, and coordinating communications across the sector are important aspects of the work of the LGMA, in collaboration with the County and City Management Association (CCMA) and a Communications Working Group under the CCMA Executive.

### External Engagement and Representation

The LGMA Communications Team regularly engages with contacts across local and national government, the media, and other stakeholders on behalf of the LGMA and local government sector.

### Media and Campaigns

LGMA Communications supported CCMA committees and teams across the Agency in relation to communications campaigns, media engagement and website development. This included campaigns and work in relation to local government careers, public lighting, climate action, housing, and the residential zoned land tax.

Significant resources were dedicated to supporting the local government Ukraine response, including the Offer a Home programme and communications campaign.

### Strategy

In late 2022, work commenced on developing a new Communication Strategy for the sector. The LGMA continued to implement the existing communications strategy, as well as social media strategy and brand and digital strategy for the local government sector, representing Local Government Ireland, Libraries Ireland, and the CCMA.

### Communications Network Support

The LGMA continued to provide day-to-day and strategic support to the Communications Network, which includes all those working in communications throughout the sector. As part of this, a Local Government Communications Seminar was held in November with speakers from the public and private sectors focusing on digital and social communications.

During 2022, we also initiated a series of learning and development webinars for the Communications Network focusing on areas such as video communications, social media, and branding. Additionally, to support the embedding of communications across local authorities, presentations were made at the Environmental Services Training Group Conference in April and at the Roads Services Conference in May.

During 2022, a new framework contract for PR and Communications services, available to all local authorities, was put in place following a tender process.

### Library Promotion

LGMA managed several library promotions campaigns during 2022, including supporting the switch to the new Library Management System and major public campaigns such as My Little Library Book Bags and Ireland Reads.

### LocalGov.ie

The LocalGov.ie project commenced in mid-2022. A Project Board was established, the scope of the project agreed, and project planning work undertaken. A request for tender was prepared and published to appoint a supplier for the design and development of the site. An information architecture and content strategy for the site has been established and initial drafts of the website content commenced.

# Local Government Strategic Procurement Centre (LGSPC)

## Procurement Reform Programme

The LGSPC represents the sector on the Office of Government Procurement (OGP) Executive Board and works in partnership with the OGP to embed the procurement reform programme in the local government sector. A dedicated Procurement Policy Support Officer works with local authority procurement officers to support the embedding of the procurement reform programme and facilitates sharing of best practice procurement experience in the sector. Engagement with procurement officers continued with virtual meetings of working groups and the Procurement Officers Network.

## Spend Data Management System

Spend data for 2020 was collected and collated in preparation for submission to the OGP upon request. An Application Program Interface (API) was developed for the system to facilitate expansions and communications with utility applications used during the data migration process.

## Promoting SME Engagement in Local Authority Procurement Opportunities

The LGSPC supported by LEOs and procurement officers have successfully launched a digital Public Procurement Guide for SMEs, and Sole Traders. The aim of the guide is to encourage small and medium enterprises and sole traders to get involved in supplying goods, services and works to the public sector. The guide was developed in plain English and provides an easy-to-understand introduction to public procurement processes, procedures, and vocabulary. The guide has been circulated across relevant external stakeholders, the public sector, and local authorities. It is also available on the LGMA website at [public-procurement-guide-2022.pdf](https://www.lgma.ie/public-procurement-guide-2022.pdf) (lgma.ie).

## Green Public Procurement

The CARO steering group which included representatives from the LGSPC and LGOPC have concluded the development of the Local Government Green Public Procurement (GPP) training program. The first iteration of the three strand GPP training program was successfully rolled out in 2022. Strand 1 consisted of a 40-minute webinar with an overview of GPP and details on sectoral case studies and was completed by 891 local authority employees.

Strand 2 of the training program was undertaken by 114 employees over 5 iterations, with 90 having passed the course for 2022. This strand provided participants with at least an intermediate level of competency in the environmental aspects of sustainable procurement, as defined by the ProcurComp EU Framework. Participants learn how to include sustainable considerations in the procurement life cycle and how to use procurement tools like life cycle costing and labels. The training programme also covers research, analysis and networking activities that support sustainable procurement decisions and includes how to monitor the sustainability impact and performance of the project.

Strand 3 of the course was undertaken over 3 iterations by 58 staff with 40 of these having passed for 2022. This strand equips participants with knowledge and examples to develop a Green Public Procurement strategy for their organisation and is aimed at local authority staff engaged in the development of a Green Procurement Strategy on their behalf.

Overall, the qualitative feedback received from the course was very positive in terms of accessing the course, the structure of each strand, the use of local authority case studies, variety and quality of the information, production, presentation, and materials/resources. Progress reports were issued to all local authorities by the course provider.

## Training and Education

The professionalisation of procurement continues to be supported with twelve bursaries made available to Procurement Officers to undertake accredited third level procurement education.

## Sectoral Consultation

### Green Public Procurement Strategy and Action Plan:

The Department of the Environment, Climate and Communications (DECC) commenced the process of reviewing and updating their Green Public Procurement Strategy and Action Plan 2012 policy document, Green Tenders – An Action Plan on Public Procurement. Public Sector bodies, including local authorities, were invited to make pre consultation submissions.

### Circular 10/14 Review:

The OGP, in conjunction with the SME advisory council, has undertaken a short 2-part consultation process across the public sector to get sectoral views on the proposed changes to Circular 10/14 (Assist SME Access to Public Procurement).

**Phase 1:** Consultation on the primary proposed change to raise the threshold for quotations for supplies and services from €25,000 to €50,000 while also mandating the use of the eTenders Quick Quotes system for quotations above €25,000. Fifteen local authorities responded to the request and a collated sectoral response was submitted to the OGP for consideration.

**Phase 2:** Consultation on the proposed content on insurance requirements with an updated measure and appendix provided by the State Claims Agency (SCA) with some additional wording from OGP Construction Policy. The primary proposed changes included increasing product liability insurance to a minimum of €6.5M and including cyber security in the guide to setting insurance level requirements. The LGSPC consulted with the local government sector and IPB on the SCA proposed amendments to the Insurance requirements of Circular 10/14 and provided a collated response to the OGP.

### Procurement Reform Metrics

The National Metrics and Indicators working group developed a draft report on proposed metrics to measure progress on procurement reform in the public sector based on 6 strategic objectives:

- Transparency.
- Effectiveness of centralisation reform.
- Competition.
- Strategic Public Procurement (Environment/Social Considerations).
- SME participation.
- Spend with indigenous economic operators.

The Interim Procurement Reform Board endorsed the report as the starting point for measuring progress on procurement reform. Data collection to inform the metrics will be derived from both the OGP eTenders platform and from the sector. The Local Government Procurement Programme Board agreed to the establishment of a Local Government Metrics and Indicators Working Group to inform the development of indicators at national level. The LG working group membership includes representatives from the LGSPC, LGOPC and the Procurement Officers Network. The LG group participated in workshops with the OGP focused on developing indicators that can be collected from eTenders and Supplygov and assisted with the development of a reporting template to support the collection of data.

### Promoting Engagement with Central Procurement Arrangements

A key element of the procurement reform programme is to maximise engagement with established central procurement arrangements. The LGSPC facilitated the roll out of OGP information sessions on their central purchasing arrangements. 11 sessions were delivered as follows:

- Maintenance Service for Fire Alarm, Emergency Lighting and/or Electronic Security Systems Framework.
- Computer and Storage and Firewalls Frameworks.
- External ICT Support Services Framework.
- Open Data Frameworks.
- Minor Building Works - Tradespersons DPS – delivered by LGOPC.
- Media Strategy, Planning and Buying.
- Mobile Phones and Associated Devices & Services.
- Laboratory/Research Chemicals and Reagents – delivered by the Education Procurement Services (EPS).
- Irish Language Translation Services.
- Portable Fire Equipment Services.
- Fuel Card Services – delivered by Circle K.

Other information sessions facilitated by the LGSPC include:

- A Masterclass session on BIM – Asset Management was presented by the OGP Construction Procurement Policy Unit. The event provided attendees with an understanding of how to best prepare for the implementation of BIM through understanding their assets and business needs.
- An OGP refresher training session on the Self-Serve eTenders process.

To further promote engagement with central procurement arrangements, the LGSPC sourced sectoral nominees to assist the OGP with the development of arrangements for the Business and Management and ICT Consultancy Services Framework Renewal, Travel Management Framework Agreement Evaluation Team, and the Purchasing Card Evaluation Team along with a representative to assist with the development of an arrangement for Workplace Investigations. Sectoral representatives have also been nominated to the OGP Fleet and Plant category council and to the EPS sourcing team for the development of an arrangement for the Provision of Services for the Control of Stray, Abandoned and Unidentified Horses.

### **eTenders Migration Project Communications**

The Office of Government Procurement (OGP) selected a new supplier (European Dynamics) to develop and implement a new eTenders platform. The OGP led project to migrate to the new platform commenced and the OGP are working with all public sector stakeholders during the transition. Each public sector stakeholder was required to nominate a Sectoral Implementation Lead (SIL) to support communications between their organisation and the OGP during the transition. The LGSPC Procurement Policy Support Officer was nominated as the Local Government nominee.

In order to support the role of the SIL, the Local Government Procurement Programme Board approved the establishment of a sectoral Single Point of Contact Group consisting of the Head of Finance/Director responsible for procurement in each local authority. This Point of Contact (SPOC) group is the primary link for communication flows with the LGSPC and provides strategic oversight locally on the completion of tasks during the transition. A dedicated LGMA extranet site with access for the SPOC group has been set up to assist with communication flows from the sector.



# 8 Empowering the Sector

## Government Organisation Support – People Advisory Supports to the Sector

### Advisory Supports to the Sector

The People Advisory Section supported and provided an advisory function across a range of areas.

The People Advisory Section continued to support and provide an advisory function across a range of areas:

- Human Resources
- Industrial Relations
- Learning and Development
- Health and Safety
- Equality, Disability, and Inclusion
- Freedom of Information
- Data Protection

The People Advisory Section coordinated and supported the following LGMA Committees and Steering Groups:

- Change Management Committee
- Local Authority Sector National Training Group
- People Strategy Steering Group
- Child Safeguarding Steering Group
- Joint Union Management Health and Safety Steering Committee
- Health and Safety Operational Committee
- Water Industry Health and Safety Committee

The People Advisory Section continued to coordinate support, initiatives, and approaches to facilitate effective human resource practices across the sector and advise on compliance matters and issues such as equality, diversity, and inclusion.

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## HR Officers Network

The LGMA continued to provide guidance to the network of local authority HR Officers in relation to providing guidance and advice to local authorities on the full range of human resources issues,

including the impact of legislation and employment rights. Ten online network meetings were held to support Human Resources Officers in 2022.

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## Blended Working

The LGMA produced a sectoral template Blended Working Framework and Blended Working Policy and Procedure in 2022. The LGMA provided support documents and webinars on the implementation of Blended Working for Directors of Services and the Heads of HR in the sector.

The LGMA, in collaboration with the sector, issued a Blended Working Policy and Framework documents in May 2022.

This involved a significant amount of engagement including information sessions for Directors of Service and HR Officers and the development of a health and safety training video. The LGMA then worked with the sector in the implementation of Blended Working in the workplace, with the majority of local authorities having implemented a Blended Working programme before the end of 2022. Initial feedback indicated that the implementation overall has been positive, and the applications process efficient, with no major issues arising.

### Freedom of Information (FOI) Network

The LGMA continued to provide guidance to the network of local authority Freedom of Information Officers in relation to requests received. Support and guidance were provided through three main routes i.e.

- Hosted three Freedom of Information network meetings, remotely via MS Teams, where sectoral issues relating to FOI were discussed
- Issued guidance to all Freedom of Information Officers in relation to FOI requests received by all local authorities, and
- Directed support to individual Freedom of Information Officers on requests received.

### Ongoing Revision to Sectoral Records Retention Schedules

The revision of the LGMA's 2002 national records retention policy (available from the LGMA website) continued during 2022. As the retention schedule for each business function was completed, they were released to the sector for implementation along with implementation guidelines.

The retention schedules for 'Environment' were completed in 2022, approved by the Board of the LGMA and distributed to senior managers in the respective business units, the FOI Officers and the DPOs for implementation.

A further revision to the Records Retention Schedule for 'Housing' was issued in November 2022.

### Data Protection – Implementing GDPR

The LGMA continued to co-ordinate the network of local authority Data Protection Officers (DPOs) during 2022 with 11 meetings held during the year. All network meetings were held remotely via MS Teams. In addition to these meetings the network established a small number of task specific working groups (i.e.)

- Data agreements with External Bodies
- Development of Codes of Practice for the use of CCTV and Mobile Recording devices in the prevention, detection, and prosecution of offences under the Waste Management Act, 1996 as amended by the Circular Economy and Miscellaneous Provisions Act 2022.
- Procurement of specialised Data Protection training for specific cohorts of local authority staff.

### Training Officers / HR staff assigned responsibility for Staff Training and Learning and Development

The LGMA continued to provide guidance to the Training Officers and HR employees assigned with responsibility for employee Training and Learning and Development. Support and guidance were provided through two main routes,

- A National Workshop for Training Officers was held remotely via MS Teams on 25th May 2022, where sectoral issues relating to Employee Training and Learning, and Development were discussed.
- One-to-one direct guidance and support was provided via telephone or e-mail for Training Officers, HR employees and managers of the five regional training centres.

### Sectoral Training Committee – the Local Authority Services National Training Group (LASNTG)

The LASNTG, which is a standing sub-committee reporting to the Change Management Committee, continued to meet remotely via MS Teams during 2022.

A variety of topics and issues were addressed by the LASNTG on behalf of the sector during 2022.

1. Resumption of Employee Training during the current Covid-19 Public Health Measure Restrictions.
2. Assist CCMA appointed Planning L&D Strategy Steering Group in the development of the Office of Planning Regulators' (OPR) L&D strategy.
3. Supported and guided the LGMA in developing a proposal for the delivery of non-operational/ training group courses within the sector by means of on-line course delivery.
4. Liaised with LGMA's People Strategy Working Group to ensure consistency and complementarity in the work of the LASNTG and the L&D element of the People Strategy so that overlap, or duplication is avoided.
5. Ensure greater co-ordination between the LASNTG and the People Strategy Steering group so that overlap or duplication is avoided.
6. Provided guidance and feedback on various proposals for staff training and learning and development initiatives within the sector.



# Employees Training, Learning and Development

## Sectoral Recruitment and Selection

The LGMA continues to support the www.localgovernmentjobs.ie website which is the sector's job vacancy website. Over 1,300 local government sector jobs were advertised on the site between January and December 2022. Shortlisting guidelines were also finalised and circulated to the sector, with the LGMA facilitating training on shortlisting for HR practitioners, delivered by the Institute of Public Administration; 94 recruitment employees in the local government sector attended recruitment workshops in 2022.

The LGMA also coordinated a social media local government jobs campaign to promote the sector as an employer of choice and to market job vacancies.

## WAM and Local Authorities partnership results in internships for graduates with disabilities

The Willing, Able and Mentoring Programme (WAM) is the transition to employment initiative of AHEAD established in 2005. WAM offers graduates with disabilities the benefit of a 6-month minimum, fully paid and mentored work internship with high profile public and private sector employers.

In 2022 the LGMA supported the local government sector in launching a new public sector partnership with WAM.

In 2022, the LGMA worked closely with WAM to develop a job specification template, an information booklet and a dedicated application form used across all positions and local authorities to streamline the process and to disability proof the job specifications and provide support.

In July 2022, WAM advertised 10 positions across five local authorities with a varied geographical spread, with varied and diverse roles offered in Climate Change, Communications, Community and Sport, Environment, Health and Safety and Human Resources.

Recruitment for the roles has been successful with a number of positions filled and interviews taking place for the remaining positions.

## Gender Pay Gap Reporting

The Gender Pay Gap Information Act, 2021 required organisations with over 250 employees to report on their Gender Pay Gap for the first time in 2022.

The LGMA supported local authorities in fulfilling their obligations under the Act using a dashboard developed as part of the HR, Payroll and Shared Services Programme, agreeing a template report and assisting local authorities in producing their reports. In addition to training sessions, two online seminars were held for HR practitioners and Directors of Service, HR, on the steps required to produce and analyse the reports.

## Qualifications Working Group

Throughout 2022, the group continued to engage with the Department of Housing, Local Government and Heritage in reviewing and amending qualifications requiring change.

## Wellbeing Working Group

The sector's Wellbeing Strategy, developed by the working group, was launched by the Minister of State for Mental Health and Older People, Mary Butler on 3rd March 2022. At the end of 2022, the sector was awarded €300,000 in seed funding from Healthy Ireland to help to embed the wellbeing strategy at local level.

## Apprenticeships

Over the course of 2022, the LGMA continued to engage with the Department of Further and Higher Education, Research, Innovation and Science, in relation to its plan to increase apprenticeship numbers across the economy and specifically in the local authorities. The sector was represented on the national Steering Group for the Public Service Apprenticeship Recruitment plan with LGMA representation ongoing throughout the year with the sub-groups. On 16th February 2022, DFHERIS held a question and answers session with the sector on its apprenticeship plan.

A survey of the sector took place to establish the levels of awareness of existing apprentices, perceived barriers to engaging with these programmes and areas of potential development for future apprenticeships. All 31 local authorities responded to DFHERIS's survey and the LGMA supported this process. The LGMA attended the DFHERIS workshop on Apprenticeship on 18th July 2022. On 28th September 2022, an information session for the local authorities was held, regarding public service apprenticeships with ATI and FIT in relation to their apprenticeship programmes. Non-traditional apprenticeships in these areas of Information Technology and Accounting have continued to be supported in the sector and other areas are being explored.

### **External Workplace Investigation Services Framework**

The LGMA represented the sector on the OGP working group to develop a tender for an External Workplace Investigation Services Framework for the public and civil sector. The RFT went live in October with a closing date of 7th November 2022.

### **Child Safeguarding**

The LGMA coordinated Child Safeguarding workshops for 55 Designated Child Protection Liaison Officers in the local government sector.

### **Representation**

Throughout 2022 the LGMA represented local authorities in a number of complex employment cases at the WRC Adjudicator and Labour Court.

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## **Health and Safety Advisory and Support Services**

### **Joint Union/Management Health and Safety Steering Committee and Health and Safety Operational Committee**

Meetings of the Joint Union/Management Health and Safety Steering Committee continued regularly throughout the year to ensure the continued implementation and mainstreaming of best practice in health and safety across local authorities. In addition, the Health and Safety Operational Committee met on a regular basis to oversee the development of a number of key initiatives including a Local Authority Event Management Guidance Document, Employee Safety Handbook, and a series of supports for the implementation of the Blended Working Framework, namely an online Display Screen Equipment Awareness Module, standardised ergonomic assessment form and facilitation of training for Ergonomic Assessors across the sector.

A significant portion of the Committees work continued to focus on providing support and guidance in relation to COVID-19. This included overseeing the ongoing review of the High-Level Local Authority COVID-19 Health and Safety Guidance Document and the suite of Standard Operating Guidance Documents.

### **Water Industry Health and Safety Committee**

The Water Industry Health and Safety Committee met remotely throughout the year on a bi-monthly basis. The programme of work progressed under each of the various work streams and working groups including:

- Manual Handling Working Group
- Grid and Grating Flooring Working Group
- Construction Regulations Working Group.

### **Health and Safety Incident Tracking Tool**

The LGMA acted as the central repository for the collation of local authority employee health and safety accident incident data. Reports were presented and discussed at the Health and Safety Operational Committee and the Joint Union/ Management Health and Safety Steering Committee.

### **LASOG**

LASOG Regional Groups had meetings on a regular basis to progress projects as outlined in the LASOG Annual Programme of Work. The LGMA continued to support these groups.

# 9 Services Delivered

## ICT

The LGMA continued to deliver ICT services for local authorities and other public service departments and agencies. The LGMA continued to support Core Payroll Infrastructure, MyPay, MapRoad Roadworks Licensing (MRL), Building Control Management System (BCMS), CheckTheRegister.ie, LG Returns, iPlan, iHouse, iReg, Travel and Subsistence and Low Value Purchase Cards systems. The rollout of iPlan version 4.3 to Local Authorities continued as did work on the management, upgrading and maintenance of the LGMA shared services hosting infrastructure.

The LGMA ICT team supported and facilitated local authorities on a range of technical groups and national licensing procurements including Microsoft Office 365.

In October 2022, a significant milestone was reached in the Electoral Registration Modernisation Programme with the first phase of commencements of the Electoral Reform Act 2022. A coordinated going live of major versions of Check the Register and the Electoral Register (IReg) system was completed. A Rolling Register to replace the annual Live and Supplementary Registers, individual rather than household registration online, PPSN and Eircode API's to address the problems of inaccuracy and incompleteness in a manner compliant with Data Protection Acts and the move to shared database are provided for, thus giving effect to recommendations contained in the Oireachtas Joint Committee report on Electoral Commission 2016.

The DHLGH ran an advertising campaign in November 2022 inviting the public to update their details.

### Strategic Housing ICT Programme Board

The Strategic ICT Housing Programme Board continues to provide strategic direction for the use of ICT in the Housing function for local authorities.

### National Housing ICT Business Case

A review of the business case to examine options around the future ICT strategy for providing services in Housing commenced in Q4 2022.

### Asset Management ICT System

A Project Board for the Asset Management ICT System was established. The tender process for an Asset Management ICT system commenced.

### iHouse User Assistance Group

The group met bi-monthly to oversee the support and maintenance of the iHouse system, which is in use in 27 local authorities. A significant upgrade of iHouse i.e., version 3.8 was successfully rolled out in Q4 2022. The upgrade facilitates new items as per the SHS application form and enabled the generation of the SSHA 2022, along with further enhancements to benefit the end-user.

### Network Operations Centre

The LGMA concluded the two-stage tender process for a Fully Managed ICT Infrastructure and associated Services. Eir evo were the preferred bidder. The contract will provide an enhanced service for local authorities and national shared services, with improved performance and availability and a 24/7 Security Operations Centre (SOC).

Work continued on the stabilisation of the existing infrastructure which will facilitate the transition to the new managed service provider eir evo.

Microsoft Defender for Endpoint for servers was rolled out and system center configuration manager, SCCM, was implemented for remote control, patch management, operating system deployment, network protection and various other services. LGMA NOC worked with customers throughout the year to upgrade their systems to supported platforms.

MyPay support was busy with the return to office-based work and the subsequent adoption of blended working requiring the retirement of the thin client iGels and the adoption of laptops for MyPay staff.

The SQL Server migration project saw significant migration and upgrade of all databases hosted on unsupported SQL servers to the latest versions of SQL.

# Housing

## CCMA Housing Building and Land Use Committee

The CCMA Housing Building and Land Use committee continued to support the key areas of the Housing, Building and Planning function during 2022 in conjunction with the Housing Delivery Co-ordination Office (HDCO). Leadership and support in terms of the response to the Ukrainian humanitarian crisis, particularly in respect of providing accommodation for Ukrainian refugees, through the provision of emergency reception centers and the co-ordination of state agencies/ community responses through the community fora structures was also provided through the committee in conjunction with the newly established Emergency Vacant Housing Delivery (Ukraine) (EVHDU) unit.

Ongoing collaborative engagement and partnership with the Department of Housing, Local Government and Housing (DHLGH), the Department of Children, Equality, Disability, Integration and Youth (DCEDIY), Approved Housing Bodies (AHBs), the Land Development Agency, Department of Health, Department of Rural and Community Development and Department of Education, the Housing agency, and the Office of the Planning Regulator (OPR) across a range of initiatives, policy proposals and decisions in terms of both the housing and planning function and in response to the Ukrainian Humanitarian Crisis occupied a large percentage of the work programme for 2022. The fallout from the Covid Pandemic was also a critical element of the workplan for the committee.

The committee represented the sector by presenting to Joint Oireachtas committees on the topics of disability matters, anti-social behavior in social housing arena, social and affordable delivery, construction costs in housing and pre-legislative scrutiny of the General Scheme of the Affordable Housing Bill. Submissions from the committee were also provided to various stakeholders on various topics, including the role of the HAP shared service centre, the draft planning bill, the draft circular which sets out the provisions of Part 9 of the Land Development Agency Act 2021 and the related affordability requirement, the Youth Homeless Strategy, the Housing Referendum, the working group on Housing Defects and the Croí Conailte proposal.

The members of the CCMA HBLU committee were nominated to various National Taskforces and Oversight Groups, Sectoral Working Groups and Sub-Groups over the course of the year, this included the Board of the Housing Agency, Board of the Land Development Agency, the National Traveler's Association Consultative Committee, and the National Homeless Action Committee. Committee members also represented the local government sector on many cross-sectoral government steering groups/ taskforces in relation to Housing, Building and Planning. In 2022, the CCMA HBLU committee was represented across approximately 70 cross-sectoral government steering groups/ taskforces.

The CCMA HBLU Committee worked extensively with the Department of Children, Equality, Disability, Integration and Youth to progress the local government requirements on phase 2 of the IRPP Programme and allocation model. This included the development of a draft Integration Support Worker Job Specification.

In partnership with DHLGH, the CCMA HBLU set up a working group to develop a Business Case to support a request for additional planning resources across the sector. This was a very large and complex project which required the development of a matrix to identify all planning functions and a clear yet robust report to collect the relevant data. The Business Case was drafted, and visuals produced by the Central Data Unit within the LGMA. This project was completed within a very tight timeframe (5/6 months) and sought an additional 541 resources across the sector.

Work commenced with a consultant on the business case to review the future structures of the Regional Homeless Lead Officer Role.

The AHB Code of Practice was developed to provide a consistent approach/best practice for Approved Housing Bodies and Local Authorities, in the process of nomination and allocation of homes provided by Approved Housing Bodies, while ensuring that appropriate measures are in place to accommodate most allocation types and methods, accepting that Homeless, Housing First and SORAM allocations fall outside the remit of this Code of Practice.

The CCMA HBLU Committee representatives regularly met with the OPR via an established engagement group and worked closely with the OPR to develop their Local Authority Planning Sector Learning and Development Strategy.

The CCMA HBLU Committee engaged with the DHLGH on the review of sections 2 and section 10 of the Housing Act 1988.

The CCMA HBLU Committee established a Coastal LA DOS Forum in October 2022 with a specific engagement session with DECC and DHLGH in November 2022.

The CCMA HBLU also provided sectoral representatives for the OPR review of An Bord Pleanála stakeholder engagement.

The CCMA HBLU Committee established two working groups to engage with the DHLGH on the Attorney General Planning Legislative Review:

- Senior Planners Working Group
- Directors of Service Working Group

Regular engagement with the DHLGH around the Planning Legislative Review continued throughout 2022 with the commencement of engagement on the draft Planning and Development Bill (2022) in Q4 2022. This involved input from all regions across the sector at multiple levels.

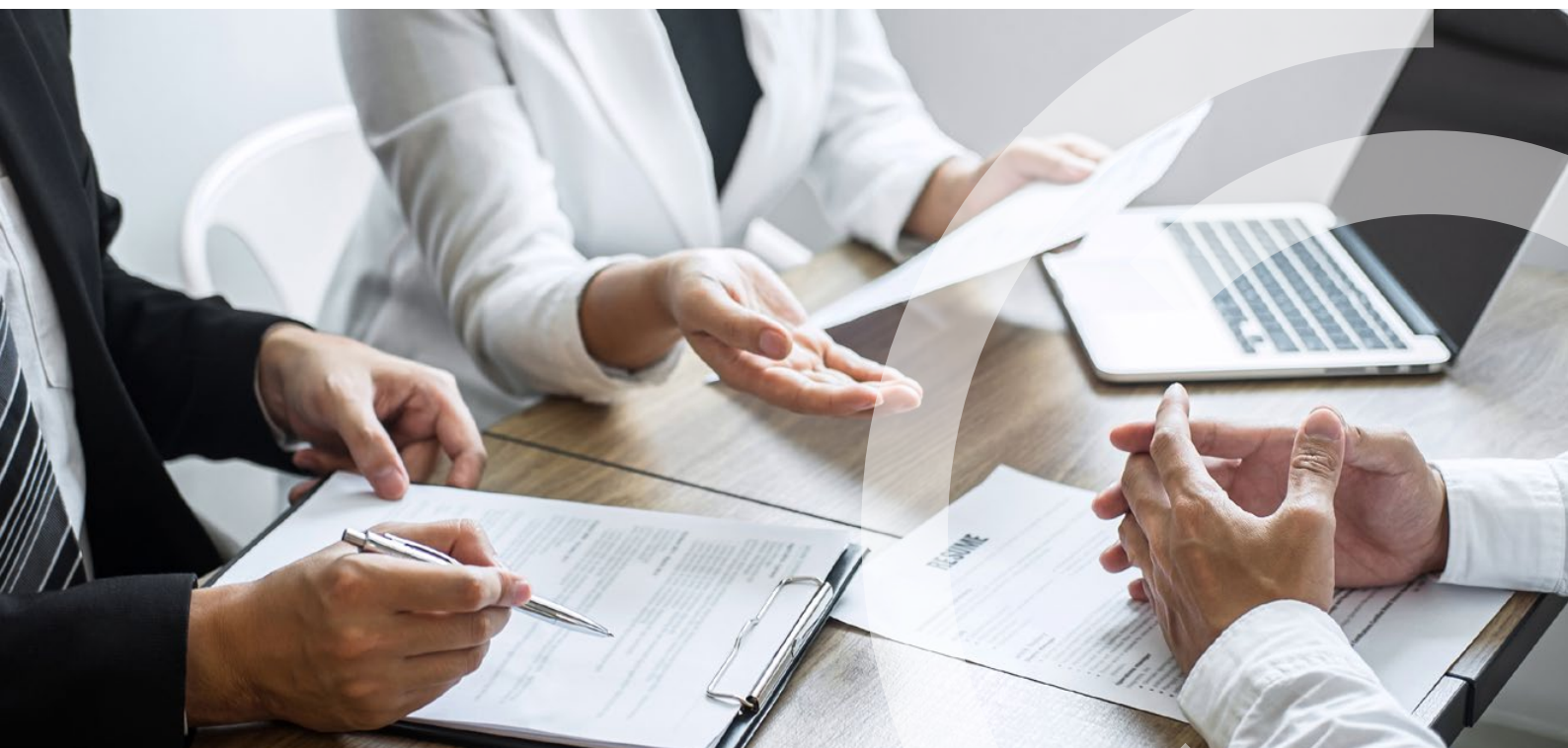
In addition to the above CCMA working groups, CCMA representatives were also involved in the Planning Advisory Forum, chaired by the Minister with representation from all planning stakeholders. The CCMA sought and provided feedback from the sector on 5 discussion papers pertaining to the Planning Legislative Review.

The following in-person sessions took place with DOS in Planning:

- Planning DOS Forum -2
- Planning Plenary - 2
- Coastal LA DOS Forum – 1
- HDCO information session - 1

There are currently 10 extranet sites supported by the CCMA HBLU Committee team including the RZLT extranet site which provides a large amount of information for the sector on the new tax. Four webinars were held in 2022.

The MPI tender was issued mid 2022 following a lengthy procurement process and resulted in the successful awarding of a contract before the existing contract expired.



## Housing Delivery Co-ordination Office

Following the expansion of the remit of the HDCO in 2021, progress continued throughout 2022 on a number of areas, including:

- Working in partnership with local authorities and DHLGH to develop various processes, template agreements and procurement strategies for development of affordable and mixed tenure housing schemes.
- Development of an additional real-time information dashboard for all aspects of affordable housing delivery - the *TRABIS-Affordable* dashboard and reporting system.
- Development of a real-time reporting and information solution for Local Authority Housing Landbank Data (LASA).
- The HDCO commenced co-ordination of the DHLGH/SEAI/Local Authority energy efficiency retrofit programme of 36,000 social dwellings and the migration towards greater use of planned maintenance of social housing stock.

2022 was the first full year of the Governments new housing strategy Housing for All. Following the publication of multi-annual social and affordable housing delivery targets for 2022 to 2026, the HDCO assisted Local Authorities in preparing their Housing Delivery Action Plans (HDAP's).

The HDCO used information from the HDAP's to quantify additional housing land requirements for each local authority and this was complemented with information on existing land loans currently held by Local Authorities. This allowed the HDCO to prepare a proposal for the establishment of land acquisition fund and advance recoupment of land loans for a number of sites, both of which were initiated by DHLGH in late 2022. This initiative will result in a reduction in land loan debt of c€200m.

The ICT team in the office continued to develop and enhance our real-time information systems throughout the year. The *"TRABIS" (Tracker Business Intelligence Solution)* reporting system continued to be rolled out to all local authorities and other stakeholders during the year and provides real time, easily accessible information on all housing delivery projects, including new build, leasing, and acquisitions.

Development began on similar systems for the affordable housing programme, the energy retrofit programme and housing landbanks. All of the above work continued to be undertaken in-house with no external development costs.

While Covid-19 restrictions were lifted in early 2022, global and local supply chain disruption significantly impacted housing construction projects both in terms of availability of building materials and products, but also resulting in very significant cost increases throughout the year. The war in Ukraine also further exasperated these impacts resulting in significant delays and uncertainty in a large number of housing projects with a consequent negative impact on overall local authority delivery. Throughout the year the HDCO continued liaising with the construction sector and local authority teams to quantify the impact and recommend mitigation measures and solutions to DHGLH.

During 2022 the HDCO continued its extensive engagement and communication with external stakeholders such as Irish Water and ESB Networks, to ensure any issues with the potential to delay the completion of housing schemes were resolved as quickly as possible.

The HDCO coordinated the business case for a significant increase in additional staff resources for local authority delivery of social and affordable housing. In total over 300 additional technical and administrative staff across all grades were approved and funded by DHLGH following the HDCO's comprehensive review of local authority staff resources.

# Ukraine

To support the State’s response to the Ukraine Crisis, Government agreed to establish a new Emergency Vacant Housing Delivery (Ukraine) (EVHDU) unit within the LGMA in June 2022. The role of the unit was initially to coordinate the work of local authorities and other state agencies that have been tasked with refurbishing vacant properties for use as accommodation by people fleeing the war in Ukraine (BOTPs) and liaise with the newly appointed Director of Services for Ukraine within each Local Authority.

In October 2022, Local Authority Sector was asked by Government to run a national call for owners of unoccupied properties to make those properties available to Ukrainian refugees under the aegis of the Department of Housing, Local Government and Heritage. The LGMA set up the Offer a Home project in August 2022, developed an ICT system and communication campaign, rolled out training to all local authority staff and ensured that the system went live on 24th November 2022. The LGMA EVHDU provides oversight, management, and support of the end-to-end process around the new national call. See Home statistics below.



**211**  
Beneficiaries  
Accommodated



**73**  
Properties  
Allocated



**94%**  
(729 of 771 offers)  
Owners Successfully  
Contacted



**56%**  
(434 of 771 offers)  
Properties Assessed



**228**  
Properties Assessed  
As Suitable



**159**  
Assessments Arranged/  
Underway



**126**  
Minor Works  
Required



**15**  
Properties  
Not Viable



**38**  
Properties  
Withdrawn

# Roads

## MapRoad Asset Management Systems

Ongoing support in association with the Roads Management Office (RMO) shared service was delivered.

Further development of the MapRoad Asset Management system was undertaken in 2022 to deliver tools to expand the system to cater for the recording of Active Travel infrastructure and projects, in line with the significant grant allocation being delivered through the National Transport Authority.

The system continues to be used to produce the statistics for the NOAC Service Indicators report as well as the monthly reports administered by the RMO to all local authorities.

The number of pavement projects completed on MapRoad PMS in 2022 numbered 6,625 with a total project length of over 6,000km. The total project costs recorded on the system was €433m.

- a. Restoration Improvement (Strengthening) – 2,722 Projects Completed and Project Costs of €287m
- b. Restoration Maintenance (Maintaining) – 2,389 Projects Completed and Project Costs €74m
- c. Community Involvement Projects – 354 Projects Completed and Project Costs €15m

Data from the systems continued to be shared with utilities and government departments and agencies to support their objectives.

As at the end of 2022 93,000km of regional and local road had been visually rated using the MapRoad PSCI APP.

## MapRoad Roadworks Licensing System

Over 30,000 road opening licenses were issued, representing c. 970,000m2 road openings across 80,000 road openings.

The system is being used by all 31 local authorities and development commenced on the delivery of a Mobile APP to record inspections on utility road openings.

## National Broadband Rollout

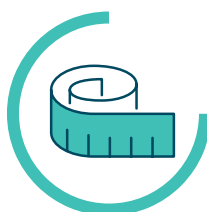
As part of the National Broadband Plan, the CCMA updated its guidance on the engagement of NBI with local authorities and the MRL system has been used to record Section 254 license applications for the erection of poles and fibre along public roads

- 422 Section 254 applications made
- 368 No. Section 254 licenses granted
- comprising 8907 new poles and 30,000 km of fibre
- 3,168 road opening licenses granted



**6,625**

Number of projects completed in 2022



**6,000km**

Length of projects completed in 2022



**€433m**

Expenditure on projects completed in 2022

# Public Lighting

The LED retrofit project progressed to procurement of services to retrofit.

To complement this, the LGMA and RMO delivered updates to the GIS portal and data collection mobile APP for an asset register of public lights that will be used to record the retrofitting of 205,000 lights with LEDs across 21 local authorities as part of climate action tasks.

In 2022:

- Inventory records for 205,000 lights completed
- Condition rating for 37,000 lights
- Contracts in place in Region 1 & 2.



# Libraries Development

## Library Management System (LMS)

The LGMA signed a five-year contract with supplier Civica UK Ltd in July 2021 for the provision of a single LMS with a single point of access for library members to the collections of public library services across the country. This comprised a largescale and complex LMS implementation process which continued into 2022. The sector went live with the new LMS Spydus system in March 2022. Throughout the implementation process, Libraries Development worked closely with the LMS project management technical team in Dublin City library and the library sector. Extensive library staff training was undertaken remotely, the training sessions were all recorded and made available to library staff.

A communications plan and pack of public information materials were developed to support the switch to the new LMS and to inform library users about the new library catalogue.

The new LMS provides new functionality and an enhanced user experience. Over the course of the contract, other services and Apps will continue to be developed to meet emerging user needs and enhance user satisfaction including the integration of a suite of eResources into the system.

The LMS service is supported via a national delivery service that delivers and collects items to and from libraries across the country.

## Digital Services

Libraries Development continued to support the sector by delivering national digital services. All public library users can access a suite of digital resources comprising e-books, e-audio books, e-magazines, online languages, e-learning courses, and online newspapers. These digital services continued to remain popular with users while e-Audio loans of the eLending service Borrowbox increased by 11.5% during 2022. Digital services supported the Ireland Reads programme and other national initiatives.

## World Library and Information Congress (WLIC) Dublin, July 2022

Following postponement due to COVID-19 pandemic restrictions, the 87th International Federation of Library Associations and Institutions (IFLA) World Library and Information Congress (WLIC) 2022 themed 'inspire, engage, enable and connect', was held at the Dublin Convention Centre in July 2022.

The IFLA WLIC is the international flagship professional and trade event for the library and information services sector. 2,000 delegates from more than 100 countries participated in networking and professional development on international librarianship and international relations. A substantial number of Irish public librarians attended and public library projects including Ireland Reads were featured in the sessions. International delegates visited public libraries across the country on a day of visits on Friday 29th July 2022.

## Workforce Development

The annual national training programme for all library staff was organised by Libraries Development and delivered online throughout 2022. The training programme included 27 online workshops delivered by professional trainers and skills-share sessions involving presentations from library staff. The demand for online training has been evident in the high attendance numbers; the total figure for library staff attendance at the training workshops in 2022 was 1,134. An online platform to support library staff skills' development was also created and includes training videos, recordings of workshops and skills-share sessions, PowerPoint presentations and other downloadable training resources.

## Prison Library Services Review

A report on a review of prison libraries, undertaken with the School of Education in Ulster University, was published in 2022, and set out overarching principles which reflect the need for a policy-driven and user-centered approach to the provision of prison library services. Key principles and recommendations are set out in terms of policies, universal access, collaboration, staffing, range and scope of provision, the library as a support and stepping-stone to re-entering society, and also in terms of review and evaluation. Work also began in 2022 on the implementation of the recommendations, the Service Level Agreements between the library services and local prisons, and the development of a national policy for prison library service provision.

## My Open Library

The My Open Library service provides library access to members from 8a.m. to 10 p.m. 365 days of the year. The expansion of My Open Library has continued over the past year, and by year end, the service was available in 32 libraries across 18 local authorities.

Feedback from the public has continued to be extremely positive this year, with users commenting that access beyond normal working hours makes the local library much more accessible, in particular for commuters, remote workers, and students. My Open Library has also brought increased usage to those libraries which offer the service, particularly at weekends, and is attracting a broader range of customers with considerably increased use from the 35–55-year-old group in the evenings and from families with young children at weekends.

### Little Library

Little Library is a programme under the cross government First 5 strategy and the public libraries' Right to Read Programme. Little Library supports early language and literacy development among young children by encouraging library usage and providing library services to Early Learning and Care (ELC) settings. The programme started in 2021 and more than 4,500 Early Learning and Care (ELC) settings, School Age Childcare (SAC) and registered Childminders were invited to collect free book bags from libraries throughout the country. In 2021, Little Library services were delivered to 4,094 Early Learning Centre's, or 81.04% of the eligible population.

For 2022, over 400 story time events themed on Friendship were held in spring during Ireland Reads and Spring into Storytime.

A special My Little Library Bag initiative offered books themed on starting school and making friends and library membership to all 4- and 5-year-olds starting school for the first time in 2022. By the closing date at the end of October, over 22,900 new members aged 4 and 5 had joined the library and a further 14,700 renewed memberships, comprising approximately 63% of the national population of this age group. My Little Library members had borrowed 414,450 books by the time the 2022 scheme ended.

### Right to Read

The Right to Read Programme includes initiatives for children and families throughout the year – Spring into Storytime, Summer Stars, Children's Book Festival and Family Time - and a range of services to support schools. In 2021, initiatives aimed specifically at preschool age were introduced under the Little Library Programme. The Right to Read Programme also focuses on support and resources for adults. Right to Read is delivered by a local Right to Read network in each local authority and is coordinated by a Right to Read Coordinator in each local library service. The programme has grown in recognition and participation every year. A new mix of online and in library branch delivery has proved very popular, with participation levels on course for the second highest year's involvement so far, including almost 56,000 children taking part in Summer Stars 2022.

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## NPPR

The NPPR Charge was introduced in 2009. A total of €742.3 million was processed to the end of December 2022 of which 18.0 million was processed in 2022. This represents a decrease from the amount processed in 2021 of €28.4 million.

This is due to the 2010 charge and penalties (1830 per unit) cease to be liable from 1st April 2022. Also, to be noted that the new upgrade of the NPPR system went live on Monday 12th December 2022.

## National Online Planning Portal Project

The National Online Planning Portal Project made good progress in 2022. Following a successful Pilot of Online Part 4 Applications in Tipperary and Galway County from January to March, development of functionality to enable Submissions and Part 8 Applications was completed between March and August, clearing the way for the rollout of Online Planning to commence.

During the period from September to December, the following 12 counties went fully live with Online Planning: - Carlow, Clare, Galway County, Kilkenny, Laois, Limerick, Louth, Mayo, Sligo, Tipperary, Waterford, and Westmeath. In each of these counties, it is now possible for agents, applicants, and members of the public to register on the portal at <https://planning.localgov.ie> and input and pay for planning applications and submissions. Agents and applicants receive updates on the progress of their application via email and, on request, can upload any further information required. Prescribed Bodies now receive their referrals electronically and use the Portal to upload their reports.

Very positive feedback has been received from applicants, agents, members of the public and planning staff. Agents have adapted well to submitting planning applications online and local authorities are very pleased with the efficiencies that have been introduced in the process.

The initial 24 local authorities to implement ePlanning are those that use the iPlan back-office planning management system.

The newest version of iPlan 5.0. was rolled out in Cavan, Clare, Donegal, Limerick, Kildare, and Sligo. This offers many benefits from reliability to faster letter generation.



# 10 Our Events – Bringing People Together to Network and Learn

## Conferences

### Health & Safety Conference

The LGMA organised the Annual Local Authority Health and Safety Conference for all Health and Safety Officers which was held on 23rd November 2022 in Athlone. The event had an impressive line-up of speakers to address a range of timely and important issues affecting safety, health and welfare which included presentations from the Health and Safety Authority, ESB and IPB.

### LGMA Annual HR Conference

The LGMA’s annual Human Resource Conference was held at the beginning of October 2022 in County Cork, with over 100 attendees. Key themes of the conference included talent management, retention, employment law updates, change and leadership, workplace wellness and people management in a blended working environment.



# Glossary

<b>ARC</b>	Audit and Risk Committee	<b>FMS</b>	Financial Management System
<b>ASP</b>	Annual Service Plan	<b>FSAI</b>	Food Safety Authority Ireland
<b>BEIUER</b>	Business, Enterprise, Innovation and Urban Town Economic Renewal Committee	<b>GDPR</b>	General Data Protection Regulations
<b>BCMS</b>	Building Control Management System	<b>GPP</b>	Green Public Procurement
<b>CARO</b>	Climate Action Regional Offices	<b>HAP</b>	Housing Assistance Payments
<b>CATCEN</b>	Climate Action, Transport, Circular Economy, and Networks	<b>HBLU</b>	Housing, Building, and Land Use Committee
<b>CATN</b>	Climate, Action, Transport and Networks Committee	<b>HIS</b>	Head of Information Systems
<b>CCMA</b>	County and City Management Association	<b>HoF</b>	Head of Finance
<b>CE</b>	Chief Executive	<b>HPSS</b>	Human Resources, Payroll, Superannuation and Shared Services
<b>CEO</b>	Chief Executive Officer	<b>HR</b>	Human Resources
<b>CRM</b>	Customer Relationship Management	<b>ICT</b>	Information and Communications Technology
<b>CRU</b>	Commission for Regulation of Utilities	<b>IHREC</b>	Irish Human Rights and Equality Commission
<b>CSSC</b>	Cyber Security Sub Committee	<b>IMPEL</b>	European Union Network for the Implementation and Enforcement of Environmental Law
<b>DCCAIE</b>	Department of Communications, Climate Change and Environment	<b>InfoSec</b>	Information Security
<b>DCU</b>	Dublin City University	<b>IPA</b>	Institute of Public Administration
<b>DAFM</b>	Department of Agriculture, Food, and Marine	<b>IPB</b>	Irish Public Bodies
<b>DCEDIY</b>	Department of Children, Equality, Disability, Integration and Youth	<b>IR</b>	Industrial Relations
<b>DOD</b>	Department of Defence	<b>ICSH</b>	Irish Council for Social Housing
<b>DEASP</b>	Department of Employment Affairs and Social Protection	<b>IPAS</b>	International Protection Accommodation Services
<b>DECC</b>	Department of Environment, Climate and Communications	<b>IW</b>	Irish Water
<b>DETE</b>	Department of Enterprise, Trade, and Employment	<b>IWCG</b>	Irish Water Consultative Group
<b>DHLGH</b>	Department of Housing, Local Government and Heritage	<b>IWMA</b>	Irish Water Management Association
<b>DPER</b>	Department of Public Expenditure and Reform	<b>LA</b>	Local Authority
<b>DRCD</b>	Department of Rural and Community Development	<b>LANC</b>	Local Authority National Council
<b>DSP</b>	Department of Social Protection	<b>LASOG</b>	Local Authority Safety Officers Group
<b>DTCAGSM</b>	Department of Tourism, Culture, Arts, Gaeltacht, Sport, and Media	<b>LAWPRO</b>	Local Authorities Waters Programme Office
<b>EPA</b>	Environment Protection Agency	<b>LDA</b>	Land Development Agency
		<b>LEO</b>	Local Enterprise Office
		<b>LG</b>	Local Government
		<b>LGSPC</b>	Local Government Strategic Procurement Centre
		<b>LRC</b>	Labour Relations Commission
		<b>MFA</b>	Multi Factor Authentication

<b>MRL</b>	MapRoad Roadworks Licensing
<b>NBCMP</b>	National Building Control Management Project
<b>NDFEM</b>	National Directorate Fire and Emergency Management
<b>NESC</b>	National Economic and Social Council
<b>NOSP</b>	National Office for Suicide Prevention
<b>NOAC</b>	National Oversight and Audit Commission
<b>NPPR</b>	Non-Principal Private Residence
<b>NSC</b>	National Standards Committee
<b>OGP</b>	Office of Government Procurement
<b>OGCIO</b>	Office of the Government Chief Information Officer
<b>OPW</b>	Office of Public Works
<b>OSI</b>	Ordnance Survey Ireland
<b>PID</b>	Project Initiation Document
<b>PLR</b>	Public Lending Remuneration
<b>PMDS</b>	Performance Management Development System
<b>PMO</b>	Programme Management Office
<b>PMS</b>	Pavement Management System
<b>PSROG</b>	Public Sector Reform Oversight Group

<b>RDCTCH</b>	Rural Development, Community, Tourism, Culture and Heritage Committee
<b>RWMPO</b>	Regional Waste Management Planning Office
<b>SEAI</b>	Sustainable Energy Authority of Ireland
<b>SICAP</b>	Social Inclusion and Community Activation Programme
<b>SIPD</b>	Standards in Public Office Commission
<b>SLA</b>	Service Level Agreement
<b>SME</b>	Small, Medium Enterprise
<b>SMS</b>	Safety Management System
<b>SORUM</b>	Sex Offender Risk Assessment and Management
<b>TRABIS</b>	Tracker Business Intelligence Solution
<b>WERLA</b>	Water, Waste Management
<b>WWEPP</b>	Water, Waste Management, Environment and Emergency Planning Committee
<b>WIOF</b>	Water Industry Operating Framework
<b>WRC</b>	Workplace Relations Commission
<b>WSTO</b>	Water Services Transition Office

# Appendix 1

## **Public Lending Remuneration Scheme**

### Thirteenth Annual Report

for the year ending 31st December 2022

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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.<sup>1</sup> 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.<sup>2</sup> (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.<sup>3</sup>

## 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.

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 system and the data giving details of the number of times each book is issued during a specified period are transmitted to the PLR Office automatically.

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.

## 4. Author Registrations

31,417 authors were registered for the PLR system at the end of PLR year 2022.

## 5. PLR Payments 2022

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 11.55 cents. The 2022 PLR payment calculation was based on a total of 5,495,240 eligible loans.

A total of 6,312 authors from 33 countries qualified for a payment in 2022, with 6 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](http://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 Paul Dunne . Date 5<sup>th</sup> May 2023

## 10. Appendices

### 10.1 Summary of Payments

Summary of Payments	2022
Number of authors registered for PLR at the end of 2022	31,417
Number of authors qualifying for a payment	6,312
Total Spend (Department funding and carry over from 2021)	201,447.45
Number of authors receiving the maximum payment	6
Rate-per-loan (RPL)	11.55 cents
<b>Total number of eligible loans</b>	<b>5,495,240</b>

### 10.2 Summary of Payment Methods

Method of Payment	Number of Authors 2022	Total amount 2022 €
Direct e-payment into Euro/Non-Sterling Accounts	274	6,721.89
Direct e-payment into UK Sterling Accounts	5,635	173,387.12
e-Payment via Collection Societies	327	19,812.41
On Hold Payments	76	1,526.03
<b>Total</b>	<b>6,312</b>	<b>201,447.45</b>

### 10.3 Payment of Country of Residence

Country	Amount €	Country	Amount €
United Kingdom	172,423.30	Japan	73.92
Ireland	24,241.44	Norway	59.71
France	761.78	Bulgaria	48.44
Italy	640.89	Luxembourg	45.32
Germany	623.50	Switzerland	27.48
Channel Islands	552.55	Isle of Man	26.80
Canada	444.85	New Zealand	12.27
Spain	436.60	South Africa	10.85
Netherlands	230.84	Denmark	10.77
United States	114.13	Romania	10.51
Australia	116.36	Austria	9.36
Croatia	100.51	Hungary	8.67
Portugal	87.01	Cyprus	5.44
Sweden	86.31	Thailand	4.97
Iceland	82.48	Brazil	4.52
Belgium	74.59	Poland	2.08
Greece	69.20		
			<b>TOTAL €201,447.45</b>

### 10.4 Spread of Payment Amounts

From Amount €	To Amount €	Number of Payments 2022	Amount € in 2022
0.01	5	1,999	6,583.67
5.01	10	1,295	9,254.83
10.01	50	2,053	47,404.89
50.01	100	514	35,958.84
100.01	300	365	58,310.83
300.01	500	56	21,555.98
500.01	1,000	30	22,378.41
<b>TOTAL</b>		<b>6,312</b>	<b>201,447.45</b>

# Appendix 2

## Audited Financial Statements

For year to 31st December 2022

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# 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 2022. The financial statements, which have been prepared under the accounting polices 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.


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.

## 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 2022 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.

Signed  \_\_\_\_\_

Date 30/05/2023

**Paul Mullen (Housing)**  
Local Government Auditor

# Statement on System of Internal Controls

For year ending 31st December 2022

## 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 2022 and up to the date of the approval of the financial statements.

## Capacity to Handle Risk

The Board of the LGMA is responsible for ensuring that the LGMA has an effective system of internal control in place. The Board is assisted in its work by the Audit and Risk Committee (ARC), which is comprised of a Board member (who chairs the committee), and 4 other members with financial and audit experience. The ARC met 4 times in 2022. The Board has delegated executive authority to the CEO who, along with the senior management team operates the LGMA's risk management framework and reports on risk at every Board meeting, Finance Committee meeting and ARC meeting.

The LGMA has an outsourced internal audit provider who conducts a programme of work agreed with the ARC. In 2022 three internal audits were performed. They were an audit of the LGMA System of Internal Control, an audit of the governance of the Research Unit and an audit of the governance of the Project Management Office and Project Management Procedures.

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 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 risks and the management actions being taken to address and, to the extent possible, to mitigate those risks.

A corporate risk register is in place which identifies the key risks facing the LGMA and these have been identified, evaluated, and graded according to their significance. The register is prepared by management and reviewed by the Board, the Finance Committee, and 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 and the Finance Committee;
- There are systems aimed at ensuring the security of the information and communication technology systems;
- There are systems in place to safeguard the assets.

## Internal Control

The LGMA has a system of internal control and risk management designed to identify and report key risks and the management actions being taken to address and where possible, to mitigate them. The key elements of the system are as follows:

- A clearly defined organisational structure with appropriate segregation of duties and limits of authority designated by the Board:
- A Corporate Plan, approved by the Board, which guides the annual team plan and budget:
- An annual budget approved by the Board:
- Documented policies and procedures covering key areas of risk which are periodically reviewed and approved by the Board:
- Defined limits and authority for financial expenditure including procurement of goods and services and capital expenditure, approved by the Board:
- Quarterly management accounts prepared and presented to the Finance Committee:
- An ARC which provides oversight and guidance in the areas of risk management, risk register review, risk reporting and policy development:
- A number of other board committees which support the Board in its oversight role. These are listed in the Governance Statement:
- Policies covering fraud, health and safety and other key risk areas as well as a Code of Conduct for the Board, Officers and staff
- Policies and procedures covering staff performance, training and continuing education:
- A procurement policy which is reviewed and approved by the Board:
- An internal audit function which reviews identified processes, systems and controls and reports on its work to the ARC:
  - The ARC which deals with any significant control issues raised by internal audit, the Local Government Auditor or other external reviews:
  - A corporate risk register which is prepared by management and reviewed regularly by the ARC and the Board. Project risk registers are also reviewed by the Executive on a regular basis and risks elevated to the corporate risk register if necessary.
  - Systems and software in place to protect the ICT environment from threats and to ensure the security of the information we hold.

## Board Committees

The Board is assisted in its oversight role by a number of Board Committees which are comprised of Board members and external members with subject matter expertise in the Committees' respective areas of responsibility. The Committees are charged by the Board with in-depth consideration of certain matters and they provide advice to help with Board decision-making. An update from each Committee is provided to the Board meeting. Details of the Committees in operation during 2022 are included in the Governance Statement and Board Member's Report.

## Ongoing Monitoring and Review

Formal procedures have been established for monitoring control processes. 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 2022 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 and the Audit and Risk Committee which oversees their work. The senior management within LGMA is responsible for the development and maintenance of the internal financial control framework.

I confirm that the Agency conducted an annual review of the effectiveness of internal control for 2022. I confirm that there have been no material weaknesses identified in the internal controls in relation to 2022 that require disclosure in the financial statements.

**Internal Control Issues**

No weaknesses in internal controls were identified in relation to 2022 that require disclosure in the financial statements.

On behalf of the Board:



**Tom Enright**

**Chairperson of the LGMA**

Date: 25th May 2023

## Statement of Board Responsibilities

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For year ended 31 December 2022

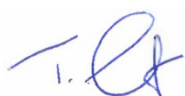
The Local Government Management Agency (LGMA) was established by the Local Government Management Agency (Establishment) Order 2012 (SI No. 290 of 2012)

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

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

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

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



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**Chairperson**

Date: 25th May 2023



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**CEO**

Date: 19th May 2023

# Statement of Comprehensive Income

For year ending 31st December 2022

	Notes	Agency Services	Bureau Services	Shared Services	2022	2021	Agency Services	Bureau Services	Shared Services
<b>INCOME</b>									
Local Authority contributions		11,363,960			<b>11,363,960</b>	<b>11,141,473</b>	11,141,473		
Project income	3.1	27,162,093	54,951		<b>27,217,044</b>	<b>23,109,540</b>	23,054,729	54,811	
Funded programmes	3.2			4,581,359	<b>4,581,359</b>	<b>3,651,327</b>			3,651,327
Other income	3.3	241,825			<b>241,825</b>	<b>5,720</b>	5,720		
Bureau services - collections	3.4		18,424,449		<b>18,424,449</b>	<b>29,209,131</b>		29,209,131	
Retained superannuation		280,993			<b>280,993</b>	<b>300,037</b>	300,037		
Sinking fund contributions		228,910			<b>228,910</b>	<b>228,910</b>	228,910		
Interest receivable and similar income		41,913			<b>41,913</b>	<b>47,192</b>	47,192		
<b>Total Income</b>		<b>39,319,694</b>	<b>18,479,400</b>	<b>4,581,359</b>	<b>62,380,453</b>	<b>67,693,330</b>	<b>34,778,061</b>	<b>29,263,942</b>	<b>3,651,327</b>
<b>EXPENDITURE</b>									
Staff costs	4	8,647,458	140,010	2,209,237	<b>10,996,705</b>	<b>9,824,621</b>	<b>8,170,260</b>	<b>101,239</b>	<b>1,553,122</b>
Operating costs and overheads	5	28,579,075	491,105	1,000,543	<b>30,070,723</b>	<b>25,331,050</b>	<b>23,920,172</b>	<b>428,992</b>	<b>981,886</b>
Disbursements	6	1,020,735	17,848,285	1,371,579	<b>20,240,599</b>	<b>31,129,530</b>	<b>1,279,501</b>	<b>28,733,711</b>	<b>1,116,318</b>
Depreciation	7	829,474			<b>829,474</b>	<b>785,226</b>	<b>785,226</b>		
<b>Total Expenditure</b>		<b>39,076,742</b>	<b>18,479,400</b>	<b>4,581,359</b>	<b>62,137,501</b>	<b>67,070,427</b>	<b>34,155,158</b>	<b>29,263,941</b>	<b>3,651,326</b>
Surplus for the year before appropriations		<b>242,952</b>	<b>0</b>	<b>0</b>	<b>242,952</b>	<b>622,903</b>	<b>622,903</b>	<b>0</b>	<b>0</b>
Transfer to special reserve		<b>(228,910)</b>			<b>(228,910)</b>	<b>(228,910)</b>	<b>(228,910)</b>		
Surplus for the year after appropriations		<b>14,042</b>	<b>0</b>	<b>0</b>	<b>14,042</b>	<b>393,993</b>	<b>393,993</b>	<b>0</b>	<b>0</b>

## Statement of Financial Position (Balance Sheet)

as at 31st December 2022

	Notes	2022 €	2021 €
<b>Non-Current Assets</b>			
Tangible Assets	7	17,509,622	18,135,877
<b>Current Assets</b>			
Receivables	9	6,807,773	6,380,907
Cash and Cash Equivalents	8	6,100,448	4,278,552
Investments		22,035,389	25,009,656
Investments - Special Reserve		2,961,430	3,511,786
		<b>37,905,040</b>	<b>39,180,901</b>
<b>Current Liabilities</b> (amounts falling due within one year)			
Payables	10	14,739,157	16,394,375
		<b>23,165,883</b>	<b>22,786,527</b>
<b>Net Current Assets</b>			
<b>Creditors:</b> (Amounts falling due after more than one year)			
Loans Payable	11	2,992,296	2,702,880
Total Net Assets		37,683,209	38,219,524
<b>Representing</b>			
Retained Revenue Reserve	12	21,190,558	20,536,038
Revaluation Reserve	12	13,531,221	14,171,699
Special Reserve	12	2,961,430	3,511,787
		37,683,209	38,219,524



Chairperson

Date: 25th May 2023



CEO

Date: 19th May 2023

# Statement of Cash Flows

For year ending 31st December 2022

	<b>2022</b>	<b>2021</b>
	€	€
<b>Cash Flows from Operating Activities</b>		
Excess Income over Expenditure	14,042	393,993
Bank Interest received	(41,913)	(47,192)
Depreciation	829,474	785,226
(Increase) in Receivables	(426,866)	(1,083,613)
(Decrease)/Increase in Payables	(1,729,693)	3,584,465
<b>Net Cash Inflow/(Outflow) from Operating Activities</b>	<b>(1,354,957)</b>	<b>3,632,880</b>
<b>Cash Flows from Investing Activities</b>		
Purchase of Tangible Assets	(203,219)	(996,606)
<b>Net Cash outflow from Investing Activities</b>	<b>(203,219)</b>	<b>(996,606)</b>
<b>Cash Flows from Financing Activities</b>		
Proceeds from bank loan	760,000	555,000
Repayment of bank loan	(396,108)	(331,708)
(Decrease) in Sinking fund investment	(550,357)	(148,305)
Bank Interest received	41,913	47,192
<b>Net Cash inflow from Financing Activities</b>	<b>(144,552)</b>	<b>122,179</b>
<b>Net (Decrease)/increase in cash and cash equivalents</b>	<b>(1,702,728)</b>	<b>2,758,453</b>
Cash and cash equivalents at 1 January	32,799,995	30,041,542
<b>Cash and cash equivalents at 31 December</b>	<b>31,097,267</b>	<b>32,799,995</b>



**Chairperson**

Date: 25th May 2023



**CEO**

Date: 19th May 2023

# Notes to the Accounts

For year ended 31st December 2022

## 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, Local Government and Heritage 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	Phoenix House
35-39 Ushers Quay	27 Conyngham Road
Dublin 8	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 and 2.5 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.

## 2.4 Property, plant & equipment and depreciation

Property, plant & equipment is stated at historical cost less accumulated depreciation, with the exception of Freehold Premises, which are shown at valuation and cost of additions.

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.

An independent valuation of Freehold premises was carried out by Colliers international valuers on 21st October 2020

	Valuation 2020	Cost
Local Government House, 35/39 Ushers Quay, Dublin 8	€9,850,000	€2,385,323
Phoenix House, 27 Conyngham Road, Dublin 8	€8,000,000	€3,186,625

## 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. The LGMA is also a member of the Single Public Service Pension Scheme ("Single Scheme") which commenced with effect from 1 January 2013. Employee contributions for the Single Scheme continue to be deducted by the LGMA but are remitted centrally to DPER. 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 and procurement. 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, Local Government and Heritage (DHLGH). 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:

<b>Retained Reserves</b>	- 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.
<b>Special Reserve</b>	- 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.
<b>Revaluation Reserve</b>	- Reserve created for Freehold property.

### 3 Total Income

	2022	2021
	€	€

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		7,435,109	6,147,112
Climate, Waste & Transport		2,275,196	1,648,328
HR, Payroll & Superannuation		3,891,895	4,197,358
Financial Management System (FMS)		2,399,749	1,365,193
LGMA Networks, data centre & digital strategy		868,528	749,172
Housing		614,512	590,946
Planning		964,728	994,181
ICT Licensing		8,381,184	7,102,336
Emergency Accommodation Response		280,040	-
Other projects		51,152	260,103
<b>Total for Agency Services</b>		<b>27,162,093</b>	<b>23,054,729</b>
	Note		
Funding of Household Charge Collection costs	3.4.c	54,951	54,811
<b>Total Project Income</b>		<b>27,217,044</b>	<b>23,109,540</b>

#### 3.2) Funded Programmes

Shared services and reform programmes have been funded by:

Department of Housing, Local Government and Heritage		3,891,918	3,212,418
Other sources of funds		689,441	438,909
		<b>4,581,359</b>	<b>3,651,327</b>

#### 3.3) Other Income

Other income received in the year:

Social Welfare refunds received		7,362	5,580
DHLGH Subsidy relating to cost of national pay agreement		234,403	-
Other		60	140
		<b>241,825</b>	<b>5,720</b>

#### 3.4) Bureau Services - Income collected

Non-Principal Private Residence Charge (NPPR)	See 3.4.a	18,137,846	28,935,505
Protect our Water registration fee	See 3.4.b	286,603	273,626
Household Charge refunds	See 3.4.c	-	-
		<b>18,424,449</b>	<b>29,209,131</b>



### 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.

	<b>2022</b>	<b>2021</b>
	€	€
Gross collections	18,137,846	28,935,505
Development and operating costs	(479,743)	(322,910)
Net collections	17,658,104	28,612,596
Disbursements to Local Authorities	17,658,104	28,612,596

### 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.

	<b>2022</b>	<b>2021</b>
	€	€
Gross collections	286,603	273,626
Development and operating costs	(96,421)	152,510
Net collections	190,182	121,115
Disbursements to Local Authorities	-	-
Available to be disbursed	190,182	121,115

### 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 DHLGH.

	<b>2022</b>	<b>2021</b>
	€	€
Refunds during the year		
Development and operating costs	(54,951)	(54,811)
Net cost to LGMA	(54,951)	(54,811)
Claimed/Claimable from DHPCLG	54,951	54,811

## 4 Staff Costs

	<b>2022</b>	<b>2021</b>
	€	€
<b>a) Staff Costs are made up of the following:</b>		
Wages and salaries	7,663,266	6,984,413
Social security costs	660,030	579,656
Holiday Pay accrual - change in the year	(2,097)	(43,769)
Pension costs (seconded staff only)	316,263	227,937
Cost of staff employed	8,637,462	7,748,237
Payments to pensioners	2,359,243	2,076,384
<b>Total staff costs</b>	<b>10,996,705</b>	<b>9,824,621</b>

The whole time equivalent number of employees for 2022 was 120.

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

	<b>2022</b>	<b>2021</b>
€60,000-€70,000	13	11
€70,001-€80,000	18	15
€80,001-€90,000	5	12
€90,001-€100,000	8	4
€100,001-€110,000	5	2
€110,001-€120,000	1	2
€120,001-€130,000	-	0
€130,001-€140,000	1	0
€140,001-€150,000	1	1
€150,001-€160,000	-	0
€160,001-€170,000	-	1
€170,001-€180,000	1	1

### b) CEO Salary and benefits

The salary and benefits that were in place for the CEO in 2022 were as follows:

	€	€
Salary paid in year (incl. allowances)	173,418	166,802
Pension Contributions (in excess of standard scheme)	Nil	Nil
Bonus or performance related pay	Nil	Nil
Termination payment	Nil	Nil

### c) Key Management Compensation

The salary cost of key management in 2022 was €759,345 (2021 €726,171). Key management is comprised of the executive management team. 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

		<b>2022</b>	<b>2021</b>
		€	€
Analysed as follows:			
Travel and subsistence	5.1	153,558	25,102
Training		330,562	281,070
Operating	5.2	27,008,463	23,006,719
Establishment	5.3	1,109,530	654,560
Administration	5.4	1,468,610	1,363,599
		<b>30,070,723</b>	<b>25,331,050</b>

		<b>2022</b>	<b>2021</b>
		€	€
<b>5.1 Travel and Subsistence consists of:</b>			
Domestic costs - Agency Services		100,573	14,135
Domestic costs - Bureau Services		473	1,732
Domestic costs - Shared Services		50,894	9,235
Total Domestic Costs		151,941	25,102
International costs - Agency Services		1,334	-
International costs - Shared Services		284	-
Total International costs		1,617	-
Total Travel and Subsistence costs		153,558	25,102

## 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:

	<b>2022</b>	<b>2021</b>
	<b>€</b>	<b>€</b>
Financial Management System	2,390,848	1,363,354
Climate, Waste & Transport	2,265,253	1,645,898
HR, Payroll & Superannuation	3,786,673	4,146,304
LGMA Networks, data centre & digital strategy	1,188,457	941,142
Library Development Unit	5,819,881	4,296,915
Shared Services	630,061	652,288
Phoenix House Refurbishment	-	116,174
Housing	596,219	574,079
Bureau Services	436,170	378,795
i-Reg	159,613	194,153
Planning	904,114	1,097,153
LGReturns	166,087	88,117
ICT Licensing	8,381,080	7,102,480
Research	23,381	-
Other projects and programme management	260,626	409,867
	<b>27,008,463</b>	<b>23,006,719</b>

## 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.

	<b>2022</b>	<b>2021</b>
	<b>€</b>	<b>€</b>
Rent and Rates & Service Charges	187,628	205,122
Light and heat	162,769	101,935
Maintenance, repairs, cleaning and security	759,133	347,504
	<b>1,109,530</b>	<b>654,560</b>

## 5.4 Administration costs

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

	<b>2022</b>	<b>2021</b>
	<b>€</b>	<b>€</b>
Personnel costs including recruitment	162,219	365,560
Telephones, postage and stationery	768,033	389,832
Bank Charges and Merchant Fees	60,513	53,375
Audit Fees including internal audit	42,949	44,542
Professional fees including legal fees	294,249	441,671
Insurances	116,361	59,687
Miscellaneous	24,286	8,932
	<b>1,468,610</b>	<b>1,363,599</b>

## 5.5 Professional fees and other costs

Included within Operating costs and overheads are the following:

	2022 €	2021 €
Cost of statutory audit	15,500	14,461
Cost of Internal audit	25,184	30,081
Prompt payment interest and charges	1,324	358
Legal fees greater than €10,000 for the following activities:		
Advice on sectoral issues and contracts	49,845	145,926
LGMA corporate costs	19,126	25,335

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**	561,530	782,451
Public relations	43,604	31,258
LGMA corporate costs	102,445	152,427

\*\* This includes advice on Information Technology, Water Infrastructure, Housing, Library and research.

The total cost of contributions to staff social activities and events in 2022 was €2,012 (2021 €1,266).

## 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, Local Government and Heritage (DHLGH), 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 DHLGH.

In addition, the 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:

	2022 €	2021 €
Library Services*	1,020,735	1,279,501
NPPR net proceeds disbursed	17,658,104	28,612,595
Protect our Water net proceeds	190,181	121,116
Shared services funds	1,371,579	1,116,318
	20,240,599	31,129,530

\*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'

## 7 Non-Current Assets - Tangible Assets

### Schedule of property, plant and equipment

	Premises	Fixtures & Fittings	Computer Equipment	Office Equip & Furniture	Training Equipment	Total
<b>COST</b>	€	€	€	€	€	€
Accumulated Cost as at 01/01/2022	18,778,047	1,809,326	3,183,625	617,423	20,902	24,409,323
Disposals	-	-	-	-	-	-
Additions	-	-	184,288	18,931	-	203,219
Revaluation	-	-	-	-	-	-
Accumulated Cost as at 31/12/2021	18,778,047	1,809,326	3,367,913	636,354	20,902	24,612,542
<b>DEPRECIATION</b>						
Accumulated Depreciation as at 01/01/2021	738,895	1,809,326	3,097,585	606,738	20,902	6,273,446
Disposals	-	-	-	-	-	-
Charge for Year	700,966	-	124,618	3,890	-	829,474
Revaluation	-	-	-	-	-	-
Accumulated Depreciation as at 31/12/2022	1,439,861	1,809,326	3,222,203	610,628	20,902	7,102,920
Net Book Value as at 31/12/2021	17,338,186	-	145,710	25,726	-	17,509,622
31/12/2020	18,039,151	-	86,040	10,685	-	18,135,877

## 8 Cash and Cash Equivalents

	2022 €	2021 €
LGMA operational accounts	2,732,300	518,847
NPPR bank accounts	1,631,813	2,262,129
Household Charge	16,017	15,943
Protect our Water	1,720,318	1,481,633
	6,100,448	4,278,552

## 9 Receivables

		<b>2022</b>	<b>2021</b>
		€	€
Debtors		388,720	691,794
Loan receivable for shared services	Note 11	2,992,296	2,702,880
Prepayments & accrued income		3,426,757	2,986,233
		<b>6,807,773</b>	<b>6,380,907</b>

## 10 Payables

		<b>2022</b>	<b>2021</b>
		€	€
Trade creditors		1,035,478	883,737
Funding loan due within one year	Note 11	505,421	430,944
Taxation and social security		320,963	306,211
Other creditors, accruals*** and prepaid income		12,877,295	14,773,483
		<b>14,739,157</b>	<b>16,394,375</b>

\*\*\* Included in accruals is a provision for restructuring LGMA ICT services of €152,579 (2021; €271,643).

The programme of work to address inherent issues and risks associated the operation of the current ICT estate is ongoing.

## 11 Creditors: amounts falling due after more than one year

	<b>2022</b>	<b>2021</b>
	€	€
Funding loan payable	2,992,296	2,702,880
	<b>2,992,296</b>	<b>2,702,880</b>

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 €5,075,000 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 Reserve €	Retained Reserve €	Retained Revenue Reserve €	Special Reserve €	Total €
Opening balance at 1st January 2022	14,171,699	20,536,038	34,707,737	3,511,787	38,219,524
Local Authority contributions in period	-	-	-	228,910	228,910
Other Contributions in period	-	-	-	139,373	139,373
Interest earned	-	-	-	7,101	7,101
Lump sum pensions paid in the year	-	-	-	(925,741)	(925,741)
Surplus / (Deficit) for the year	-	14,042	14,042	-	14,042
Depreciation on revalued premises	(640,478)	640,478	-	-	-
Property revaluation	-	-	-	-	-
Balance at 31st December 2022	13,531,221	21,190,558	34,721,779	2,961,430	37,683,209

The Revaluation Reserve is in respect of Local Government House, 35-39 Ushers Quay, Dublin 8 and Phoenix House, 27 Conyngham Road, Dublin 8.

The Board of the LGMA has resolved to move the agency out of its current office space and purchase a larger single building that would house all staff and meeting facility requirements. This is proving difficult in the current market, however we will continue to accumulate General Reserves to fund this objective.

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.

## 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 May 24th, 2023.





**LGMA**

Local Government  
Management Agency

