



COMMERCIAL RATES

# Debt Management

Training Programme

FOR LOCAL AUTHORITY STAFF IN DEBT MANAGEMENT UNITS

INSTITUTE OF PUBLIC ADMINISTRATION

## Programme Structure

The Debt Management Programme is for staff working in Debt Management Units within the Local Government Sector.

Debt Management Units have been established in Irish Local Authorities to deal with many areas of debt management including debts associated with commercial rates, housing rents and housing loans. The focus of this programme centres around the management of debts associated with *commercial rates*.

The programme consists of four modules however in order to minimise time away from work for participants, the programme will be delivered over two x two days. Each of the modules will take place at the IPA Training and Education Centre on Lansdowne Road in Dublin 4. Each module will involve a variety of training/development methods including presentations from relevant and experienced facilitators, group exercises and discussions etc.

This programme is ideally suited for newcomers to the area of debt management. However this programme should also be of benefit to experienced debt management practitioners as it should consolidate and expand their knowledge and experience of

debt management. It will assist with their management of arrears and result in improved collection percentages. It will enable all participants to share their individual experiences in commercial rates arrears management and also will provide an opportunity to network with other **Debt Management Practitioners**.

Upon completion of this programme, participants will have an enhanced understanding in the complex area of Debt Management and will have developed their skills and techniques for **Effective Debt/Credit Management** and trigger alerts to higher levels of management.

*Similar to previous programmes, this programme will be offered on a first come first served basis and there will be 25 places available. It will take place at the IPA Dublin. Programme Four has been amended based on the feedback of the previous programmes. It includes additional course content.*



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Dublin Do4 TC62.

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🌐 [www.ipa.ie](http://www.ipa.ie)

Four Modules delivered over  
Two x Two Day Workshops

Modules 1& 2	18-19 February 2019
Modules 3&4	25-26 February 2019

### Cost

The full cost for this 4 day programme is €920 per person, i.e. €230 per person per module.



### Further Information

Bookings should be sent to [training@ipa.ie](mailto:training@ipa.ie)

All other queries regarding this programme should be directed to the Course Director: Dr. Philip Byrne, Senior Local Government Specialist at the IPA - [pbyrne@ipa.ie](mailto:pbyrne@ipa.ie)

# Content

## MODULE ONE

### Debt Collection Techniques

The key objective of module one is to give participants a wide variety of debt management techniques that will equip staff to maximise the arrears revenue.

The following areas will be covered during this module:

- Introduction to collections
- Policies and Procedures
- Collections Skills
- Time Management
- Account prioritisation
- Anatomy of a collections call
- Mediated negotiation
- Handling Issues
- Abusive clients
- The importance of issuing bills in a timely fashion.

**This module will be delivered by:**  
**Declan Flood, FIACP, FCICM**  
**Irish Credit Management Training**

## MODULE TWO

### Commercial Rates Law

The key objective of module two is to provide participants with a working understanding of commercial rates legislation and to enhance practitioners understanding of the existing legislation.

The following areas will be covered in this module:

- The legal process involved in collecting commercial rates.
- Issue of the 7 day notices and summons etc.
- Key provisions concerning commercial rates and Local Authorities in the following acts: Local Government Act 1946; Local Government Act 1994; Valuation Act 2001 and Local Government Reform Act 2014.
- Part 5 of the Local Government Act 2014 with a particular focus on S32 – Duty to inform rating authority of transfer of relevant property.
- Annual Rateable Valuation (ARV) and how it used to balance the revenue budget of the local authority.
- Role of the Commissioner of Valuation in the evaluation of commercial properties.

**This module will be delivered by:**  
**Tim Healy, BA, CPFA and former Head of Finance at Cork City Council**

## MODULE THREE

### Understanding Company Accounts

The key objective of this section of module three is to give participants some basic tools and techniques for reading and understanding a set of accounts and for being in a position to flag some potential problems with the accounts that could be dealt with at higher levels within the Local Authority.

The following areas will be covered in this section:

- Final accounts of companies including Income and expenditure, assets (fixed and current), liabilities (current and long term) and capital.
- Interpreting company accounts by using some best practice ratios which will enable an understanding of the profitability, management efficiency, liquidity and solvency of a business.
- Understanding a company's up to date cash flow position in order to negotiate appropriate and relevant instalment plans.

**This section will be delivered by:**  
**Declan Flood, FIACP, FCICM**  
**Irish Credit Management Training**

### Best Practice Guidelines on Debt Management for the Public Sector

This section will reference specific experiences and practical considerations in the local government sector.

The following areas will be covered in this section:

- How the Debt Management Best Practice Guide came about
- What is in the Best Practice Guide
- How to get started on Improving Debt Management

**This section will be delivered by:**  
**Niall O'Reilly, Senior Advisor, BearingPoint**

### Insolvency & Bankruptcy

The key objective of this section of module three is to provide participants with a working understanding of what corporate and personal insolvency and bankruptcy mean and what is the difference between the two areas.

The following areas will be covered in this section:

- A high level understanding of the rationale for a person or business failing to or not being in a position to pay its commercial rates debt.



- Understanding of Receivership and Examinership
- Information on what payments a LA can expect to receive under each heading – Liquidation, Bankruptcy, Receivership, Examinership and Preferential payments.

**This module will be delivered by:**  
**Tom Murray, ACCA, Partner in Friel Stafford & Leading Personal & Corporate Insolvency Practitioner**

## MODULE FOUR

### Court Preparation

The key objective of this section of module four is to equip participants with the necessary skillset required to prepare for court.

The following areas are covered in this module:

- Overview of the Irish Legal System & the Structure of the Courts.
- Sequence of events in a contested case and legal phrases explained.
- The law of evidence and legal proofs required in debt recovery.
- Preparing statements and reports for the purpose of litigation.
- Effective communication under pressure.

**This module will be delivered by:**  
**Sarah Reid, LLB, LLM, BL**  
**Practising Barrister, Author & Law Lecturer**

Between the modules the participants will be required to do some form of group work that will be presented in class to embed their learning process.

Upon successful completion of attendance (a minimum of 3 days is required) of the programme each participant will receive a certificate from the Institute.

**FOR BOOKINGS VISIT OUR WEBSITE OR COMPLETE A BOOKING FORM**



[www.ipa.ie](http://www.ipa.ie)