National Oversight and Audit Commission

Local Government Shared Services Projects

NOAC (the National Oversight and Audit Commission) was established in July 2014 under the Local Government Reform Act to provide independent oversight of the local government sector. The statutory functions assigned to NOAC include the monitoring and evaluation of the implementation of public service reform, including enhanced efficiencies by the local government sector. The appended report was provided to NOAC by the Programme Management Office of the Local Government Management Agency and the figures in that report and referenced by NOAC have not been the subject of an independent validation process.

Local Government Shared Services Projects

A function of NOAC, the National Oversight and Audit Commission established under the Local Government Reform Act 2014, is to monitor and evaluate the implementation of public service reform, including enhanced efficiencies, by local government bodies. In the context of this function, in February 2015 NOAC decided to seek a report from the Programme Management Office (PMO) of the Local Government Management Agency (LGMA) on the business cases applying to shared services projects, which were among the initiatives implemented in the local government sector as part of the public service efficiency reforms. The PMO's report – **Delivery of Shared Services** – is appended. NOAC also sought a progress report from the PMO on the implementation of the reforms as recommended by the Local Government Efficiency Review (LGER) and that report (NOAC Report No. 5 – Local Government Efficiency Review Reforms) is also published on NOAC's website www.noac.ie.

Information Sought
NOAC's request to the PMO sought a list of all shared services projects, outlining for each information such as the lead local authority, projected and actual development costs, current status, projected and actual savings, and an explanation for projects that did not progress.

Arising from NOAC's request, subsequent discussions with the PMO and reviews of draft responses, the appended report to NOAC was reviewed by the Public Sector Reform Oversight Group (PSROG) on 17th February 2016 and considered by NOAC at its meeting on 24th March 2016 and referred to its PMO sub-group for final consideration. The sub-group reported back to NOAC's meeting of 26th April 2016 where the appended report was approved for publication.

Local Government Efficiency Review and Implementation
The Local Government Efficiency Review Group was established to carry out an independent review of the cost base of, expenditure by, and numbers employed in, local authorities. The report it presented to the then Minister for the Environment, Heritage and Local Government in July 2010 made 106 recommendations and identified a range of efficiency savings and other revenue options.

8 of the recommendations in the LGER report related to increased efficiencies that would be available from the sharing of services by local authorities and recommendation no. 34 was that a business case, either on a regional basis or on a lead authority model, should be evaluated for a shared service approach between local authorities in the case of a number of suggested fields.

A dedicated Public Sector Reform Oversight Group (PSROG) in the local government sector with the capacity and mandate to manage and deliver the reform programme through all county and city councils was established by the County and City Management Association (CCMA) in January 2012 as an important contribution to delivering and reporting on efficiency gains. The CCMA set up the PMO as the executive structure to assess and implement a range of projects aimed at advancing the local government efficiency reform agenda. 19 of the projects managed by the PMO since its establishment are classified as Shared Services. In March 2015, the PSROG was integrated into the structures of the Local Government Management Agency as a sub-committee of the Board of the LGMA and the PMO became an integral part of the LGMA.

Delivery of Shared Services – Report Summary

The appended report on the delivery of shared services through the PMO indicates the status of a number of shared services projects that are collectively known as the CCMA Shared Service Programme. Some relate to the fields suggested by LGER and others have evolved since the establishment of the PMO.

The 19 shared services projects covered in the report are MyPay, Road Management Office, Procurement, Local Government Portal, Building and Control Management System, ICT Back Office, Library Management System, FixYourStreet.ie, Internal Audit Centre of Excellence, Debt Management, Waste Enforcement Regional Local Authorities, Water Framework Directive, Housing Assistance Payment, Treasury Management, Accounts Payable, Legal Services, Veterinary Services, Laboratory Service and Motor Tax.

The report groups these projects into 5 categories – Transactional Shared Services, ICT Enablers, Collaboration, Policy Implementation and Changing Direction. It provides a summary project overview, and information on project delivery, service delivery, benefits, and resources required in relation to each project (where available). Bands of colour coding are used in the sections outlining the position regarding project and service delivery whereby green is *delivered*, orange is *on hold*, red is *not progressed* and white is *in progress*.

NOAC is glad to note that there is progress in advancing the majority of these projects, albeit in a somewhat different manner to that originally envisaged in some cases, with delivery not achieved or not progressing on 6 projects. The projects concerned and the reasons for the lack of progress as set out in the report are:

▫ *Treasury Management* – cash pooling by local authorities, which was a main objective, was unachievable due to legislative constraints

▫ *Legal Services* – resources were not available to progress as a shared service and authorities are pursuing active management of legal services through the market

▫ *Veterinary Services* – implementation of a regional shared service delivery model is delayed pending further financial analysis

▫ *Laboratory Services* – change to the current delivery of laboratory services is on hold until the impact of the establishment of Irish Water is known

▫ *Motor Tax* – a review of the transactional model with an element of outsourcing is to be undertaken on foot of a number of developments/changes in 2013, and

▫ *Accounts Payable* – the project has been deferred pending the roll out of an agreed Accounts Payable Business Process Improvement programme and update of Financial Management System.

NOAC is generally satisfied with the explanatory information provided in respect of these 6 projects.

The Table on page 10 of the report outlines €43.52m of annual operational costs and €1.302m in year one and/or capital costs incurred on the 13 projects that have advanced to date. It also highlights estimated annual savings of €5.1m in respect of MyPay and €1.4m from the ICT Back Office project, as well as €3.2m of savings enabled by the Procurement project in 2015 and a €56m reduction in cumulative rates arrears in 2015. This welcome reduction in the high level of arrears nationally exceeded the targets set under the Debt Management Project by about €10m. It should be noted,

however, that the reported reduction can be impacted by the level of write-off of arrears as well as by an increase in the collection level and the 2015 rates collection outturns will be reviewed by NOAC when audited rates collection data is available.

Arising from its review of the content of the PMO's report, NOAC has decided that its next step should be to undertake a more in-depth review of the Internal Audit function, aspects of which feature in one of the Collaboration projects. NOAC will also review periodic progress reports produced by the PSROG.

NOAC thanks the staff of the PMO for their work in preparing this report.

Delivery of Shared Services

Progress Report to the National Oversight and Audit Commission on Delivery of Shared Services through the Local Government Programme Management Office

March 2016

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1.   OVERVIEW

1.1. This report provides the National Oversight and Audit Commission (NOAC) with a progress report on the shared services advanced through the Local Government Programme Management Office (PMO). The PMO was established in 2012 by the County and City Management Association (CCMA) to assess and implement a suite of projects aimed at enhancing the efficient and effective delivery of local government services. This built on the recommendations of the 2010 report of the Local Government Efficiency Review (LGER) Group which proposed the establishment of an Innovation Fund within the Department of the Environment, Community and Local Government (DoECLG) to support efficiency measures across the sector. In addition, new policy initiatives introduced by the Government, to be delivered at either a local or regional level, have been channelled through the PMO for assessment and delivery by the sector in accordance with the robust programme management methodology as outlined below.

1.2 Since its establishment, the PMO has managed a portfolio of 40 projects of which 19 are classified as Shared Services. These are collectively known as the CCMA Shared Service Programme (CCMA SSP). Of the 19 shared service projects, 13 are operational or in transition, the remaining 6, for reasons identified in the report, are not currently operational.

1.3 Oversight of the delivery of the CCMA Shared Service programme is provided by the Public Sector Reform Oversight Group (PSROG). This Group is made up of senior representatives of the CCMA, the Local Government Management Agency (LGMA), the DoECLG and the private sector. The PSROG provides guidance, makes decisions or refers initiatives to relevant organisations, including the committees of the CCMA and LGMA, for action. In 2015 the PSROG evolved to become a sub-committee of the Board of the LGMA. In addition, the PMO became an integral part of the LGMA. This provides the PMO and the PSROG with the statutory and institutional support of the LGMA.

1.4 The PMO methodology was designed to ensure a structured and robust approach to the assessment and delivery of a shared service. In summary the methodology involves the following steps: preparation of a **Project Initiation Document** setting out the case for the shared service proposed; if there is sufficient evidence in favour of a shared service a **Business Case** is prepared; the Business Case is **Peer Reviewed** and completed; where appropriate, there is a competitive process among Local Authorities to appoint a **Lead Authority** or consortium of authorities to deliver the shared service.

1.5 Within the CCMA Shared Service Programme, five different types of shared services have evolved: I) Transactional Shared Services, II) ICT Enablers, III) Collaboration Projects, IV) Policy Implementation through a shared service model and V) Projects, that for a range of reasons took a Different Direction to that proposed in the original business case. Below is a summary of the projects that have been progressed under these different models.

I) **Transactional Shared Services: MyPay, Road Management Office and Procurement**

   Shared services that focus on streamlining repetitive back office transactions based on the development of common processes and infrastructure.

   o **MyPay:** Sectoral priority project and flagship of Local Government shared services. Laois County Council was selected as the lead authority to build and deliver a Shared Service Centre (SSC) for all local government payroll and superannuation. This is now operational and 17 Local Authorities have transitioned their payroll function to MyPay. It is forecast that all Local Authorities will transition to the service by 2017.

   o The **Road Management Office (RMO):** Led by a consortium of Donegal County Council (lead), Cork City and County Councils, and Kerry and Tipperary County Councils, the RMO provides a single point of contact for applicants for road opening licences and provides Local Authorities with a centralised office to administer Road Licensing and Pavement Management. The RMO is supported by the Department of Transport, Tourism and Sport (DTTaS).

   o The **Local Government Operational and Strategic Procurement Centres:** Operating in Kerry County Council and the LGMA respectively, the centres work in partnership with the Office for Government Procurement (OGP) to ensure Local Authorities deliver efficiencies and savings through the procurement process.

II) **ICT Enablers: Local Government Portal, Building and Control Management System, ICT Back Office, Library Management System and FixYourStreet.ie**

Where common ICT systems are developed to enable Local Authorities to optimise and standardise the deployment and support of best practice technology enablers.

o **Local Government Portal:** built by the LGMA the portal, localgov.ie, can host a range of Local Government services from one site.

o **Building and Control Management System (BCMS)** - delivered on a phased basis. The purpose of this system is to administer the mandatory certification and risk based inspection regime as required by recent building regulations. Phase 1, the electronic administration of Commencement Notices and Completion Certificates, is operational in all Local Authorities. Since its establishment in 2014, BCMS has over 39,000 registered users and has administered over 11,000 notices.

o **The ICT Back Office:** Has consolidated back office services and provides infrastructure for a range of shared services including MyPay, the Local Government Portal, Irish Water Transition Documentation, eReturns, BCMS and Accounts Payable (incorporating Agresso). Developed by the LGMA, it is estimated that this consolidation of ICT Back Office services saved the sector c. €1.4 million.

o **Library Management System:** The objective of the Library Management System is to enable a single membership for universal access to all public libraries, on-line library services and access for all to the digital library and national library catalogue.

o **FixYourStreet.ie:** Provides citizens with a web based mechanism to report non-emergency problems to their Council through a publicly accessible website. It is available to all Local Authorities. In 2015 14,878 queries were registered on FixYourStreet.ie with an average response time of 3.12 days. This system was delivered efficiently by South Dublin County Council on behalf of the sector at a cost of c. €5,000. The cost of operating the system is absorbed by South Dublin County Council.

III) Collaboration: Internal Audit and Debt Management

While all Shared Services require cooperation by the sector, two initiatives in particular have been implemented as purely collaborative projects demonstrating the sector's capacity to share approaches and benefit from best practice in a chosen subject.

o While it was originally proposed to establish an **Internal Audit Centre of Excellence**, the project was revised into sharing of knowledge and experience across the sector. This has been supported by the development of a framework for collaboration to facilitate a common approach to internal audit.

o The **Debt Management** project represents a truly collaborative model that will yield significant results for Local Government. As a result of agreeing targets, implementing a training programme and a review of the instruments available to Local Authorities to manage their debts, debt collection is set to improve by **€46 million** across the sector in 2015.

IV) Policy Implementation: WERLA, WFD and HAP

The policy environment in which Local Government operates is not static. It is a testament to the robust approach adopted by the PMO that the method of delivery of a range of new initiatives has been assessed using the rigors of the PMO methodology to ensure effective delivery of government policy.

o **The Waste Enforcement Regional Local Authorities** (WERLAs) is designed to enhance Local Authority waste enforcement performance. This will be delivered by three lead Local Authorities with responsibility for coordinating waste enforcement actions within specified regions. (Dublin City Council – East Midlands Region; Cork County Council – Southern Region; Donegal & Leitrim County Councils – Connacht Ulster Region)

o **The Water Framework Directive** (WFD) involves regional and local implementation of the WFD, particularly to ensure public engagement on water catchment management. This national shared service will be delivered by Tipperary County Council in partnership with Kilkenny County Council.

o **The Housing Assistance Payment** (HAP) is a new initiative being driven by the Department of Social Protection in partnership with the DoECLG. This is a key component of the Government's Social Housing Strategy 2020. HAP has been introduced to 19 Local Authority areas, with further rollout planned for 2016. To date over 6,905 households have been supported. This is to increase by 10,000 by the end of 2016 and 70,000 by the end of 2020. These are administered by the HAP Hub, which is a shared service hosted by Limerick City and County Council.

V) **Changing Direction: Treasury Management, Legal, Veterinary & Laboratory Services, Motor Tax and Accounts Payable**

The CCMA Shared Service Programme included the following projects that - for reasons associated with government policy, sectoral developments or legislation - did not proceed according to the proposal set out in their respective business cases.

o The PMO assessed the potential to develop centralised **Treasury Management** on behalf of the sector. As part of the assessment it was found that to implement this fully would require a significant change in legislation. However, in its place the sector implemented a Treasury Management training programme designed to manage risks, improve cash-flow and manage debt funding.

o The **Legal Services** Business Case, which proposed collaboration and sharing of best practice for Local Government legal services, did not advance as planned. This initiative has been superseded whereby the Office of Government Procurement (OGP) will put in place a framework for legal services in Q1 of 2016.

o The **Veterinary Services** Business Case has been completed and is under consideration for implementation.

o A business plan to develop a Shared **Laboratory Service** is subject to reassessment as a result of the establishment of Irish Water. The sector is working with Irish Water and the Environmental Protection Agency (EPA) to consider options that will meet the laboratory needs of all three partners.

o A project identified by LGER was the establishment of a Shared Service to deliver **Motor Tax**. This project was assessed by the PMO and, given the significant changes in the management of Motor Tax, with the establishment of the National Driver Licence Service and the use of on-line Motor Tax services, the objectives of this project were, in the main, delivered using alternative methods to those proposed in the business case.

o The objective of the **Accounts Payable** Shared Service was to introduce efficiencies by using improved Accounts Payable systems and a standardised process. This approach has been adopted with the rollout of the new financial management system, Agresso Milestone 4, to the majority of Local Authorities.

1.6 In advance of preparation of this report, a template was agreed with NOAC to facilitate comparisons between projects or over time. The projects are presented using the headings set out below where relevant.

a) **Project Overview:** This provides the project name, project type, purpose, the business case recommendation, current project status, lead agents and oversight.

b) **Project Delivery:** Using a red, amber or green system, this presents the status of each project at each stage of the PMO Process.

c) **Service Delivery:** Again using the red, amber, green and white (where white means it is in progress) system, this focuses on the delivery of the service, setting out whether it is established, in transition or fully operational.

d) **Benefit Analysis:** This section primarily focuses on a comparison between the project objectives and the benefits that are actually delivered.

e) **Project Resources:** Where applicable, this considers the budgeted versus the actual costs and the other resources.

1.7 This report, which was requested by the NOAC, provides an update in relation to the Shared Services projects delivered by the PMO. This represents 19 of the 39 projects that form the PMO portfolio. Other projects do not represent Shared Services as they:

o Evolved and are integrated into other projects, for example the National Procurement Office and External Service Delivery evolved into the Local Government Operational and Strategic Procurement Centres;

o Represent smarter procurement such as paid parking, library services and public lighting;

o Provided a cohesive suite of ICT guidance in relation to CRM Microsoft Dynamics, Spatial Information, Open Source Document Management, Knowledge Management and Open Data; or

o Are at inception stage and a business case has not yet been prepared such as Data Gathering.

Conclusion

1.8. Reforms have been delivered by the sector either by using a pure shared service model, or through business process improvements and collaborative models. The robust methodology applied by the PMO has become mainstream as the office is integrated into the LGMA. This provides the sector with an opportunity to continue to assess alternative methods of delivery of a range of services or new policy initiatives. Table 1 below provides a summary of the Shared Services that are currently in operation. Costs are based on year one costs and/or capital costs or, where marked with an asterisk (*), they are annual operational costs.

Shared Service	Cost €million	Impacts
**Table 1** **Shared Services Delivered 2010 – 2015**	
MyPay	11.6*	448,495 payments made in 2015. Estimated annual savings of €5.1 million per annum real prices.
RMO	1.9*	Co-ordinated road licensing and pavement management in all local authorities.
Procurement	2.5*	Procuring Minor Works and Plant Hire for the entire public service. €3.2 million savings enabled in 2015.
BCMS	0.25	ICT based solution for building certification and a risk building inspection regime. In 2015 30,000 registered users, 13,994 notices and €3 million fees collected.
Local Government Portal	0.025	Portal developed for all local government services. Currently designed to accommodate 100 services.
ICT Back Office	0.47	ICT back office used to accommodate a number of services such as MyPay, BCMS, Local Government Portal, eReturns, Accounts Payable, Water Services Transition Office. Estimated saving of €1.4 million.
Library Management System	0.452	Phased rollout of a system to enable universal access to library services, a single library card, and access to the digital library and the national catalogue.
Fix Your Street	0.005	Citizens have a single portal by which they can report non-emergency problems on their street. Used in all local authorities, the system handled 14,878 reports in 2015.
Internal Audit	0	Network established to provide best practice for local government internal auditors.
Debt Management	0.1	By implementing a focussed collaborative work programme, arrears in commercial rates were reduced by €56 million in 2015.
Waste Enforcement Regional Local Authorities	0.9*	Co-ordinated approach designed to improve waste enforcement performance.
Water Framework Directive	1.62*	A regional approach was identified as an efficient way of fulfilling Ireland's obligations under the Water Framework Directive.
Housing Assistance Payments	25*	In 2015 a total of 6,905 households were supported by HAP. This is targeted to increase to 70,000 households by 2020.

2.   TRANSACTIONAL SHARED SERVICES

2.1   This section provides an overview of **Transactional Shared Services** that focus on streamlining repetitive back office transactions based on the development of common processes and infrastructure. Under the model there are three Transactional Shared Services;

- MyPay;

- Road Management Office; and

- Procurement.

MYPAY

A. PROJECT OVERVIEW - MY PAY

Project Name	Project Type	Project Purpose
My Pay	Transactional Shared Service and Centre of Excellence	To build and deliver a National Shared Service Centre for payroll and superannuation (MyPay) in a lead local authority

Business Case Recommendation	Current Project Status	Delivery Agent(s)	Oversight
Based on the financial, strategic and risk analysis undertaken, the business case recommended implementing a National Payroll Shared Service operated by a single Local Authority. In January 2013 the PSROG agreed that the Transactional HR Business Case should be joined to the Shared Payroll Business Case.	**Operational** MyPay in use in the following 17 local authorities: Laois, Offaly, Longford, Roscommon, Westmeath, Leitrim, Galway County, Carlow, Cavan, Monaghan, Kildare, Meath, Kilkenny, Louth, South Dublin, Tipperary and Kerry; and the LGMA and EMRA (Eastern & Midland Regional Assembly) for payroll services. The remaining local authorities are in Wave 4 (currently in transition), Wave 5, Wave 6 and Wave 7 and are scheduled to be implemented by 2017. Work is ongoing with Dublin City Council to transition into the Shared Service Centre after Wave 7 is complete.	Laois County Council	LGMA Board HR Payroll and Shared Service (HPSS) Program Board Public Sector Reform Oversight Group (PSROG).

B. PROGRAMME MANAGEMENT - PROJECT DELIVERY MYPAY

Situational Analysis / PID	Business Case	Peer Review	Decision to Proceed	Awarding (Lead Authority / Delivery Organisation)

C. PROGRAMME MANAGEMENT - SERVICE DELIVERY MY PAY

Service Establishment	Service Transition	Fully Operational	Service Review
	In progress - 17 out of 32 sites (including LGMA/EMRA) transitioned to MyPay. Currently rolling out Wave 4	MyPay expected to be fully operational in Q4 2017	Each local authority has a review after implementation is complete into MyPay - a full service review will be completed as part of the Service Level Agreements

D. BENEFIT ANALYSIS - MYPAY

Annual Savings

Business Case Objective	Output/Outcome	Commentary
Reduce cost of payroll and superannuation administration in local authorities. Expect five year payback with cumulative savings thereafter.	Savings estimated of €5.1 million per annum. It is based on baseline costs in 2012, less the costs of the shared services. This equates to €34.1 million discounted at a rate of 4% over 15 years.	Project financials are reviewed and revised regularly, reporting to Programme Board and PSROG

Quantitative Benefits

Business Case Objective	Output/Outcome	Commentary				
Cost Reduction in Local Authority Payroll Staff Numbers	Headcount is a net 47.9 WTE reduction in staff which would result in 27.6% savings in the total WTE involved in payroll activity.	The anticipated headcount reduction will be continuously measured.				
Cost Reduction in Local Authority Superannuation Staff Numbers	Headcount is a net 19.66 WTE reduction in staff which would result in 33% savings in the total WTE involved in superannuation activity.	Superannuation payments piloted in Q4, 2015				
Manage Performance	Data Analytics	**Payroll Processes from January 2014 to December 2015**				
			Groups Paid	Payments	Amount €million	Pay runs	Incorrect Payments
		Total	1,865	448,495	359.6	777	24

Qualitative Benefits

Business Case Objective	Output/Outcome	Commentary
Create a Centre of Excellence	MyPay Service Level Agreement Adhere to industry standards Communications	The MyPay Centre of Excellence operates to the strict and measured Service Level Agreement that protects both the Shared Service Centre and its clients, namely the Local Authorities. Working to achieve the ISAE 3402 standard Facilitate enhanced relationships with the representation groups, committees etc.
Improve Customer Service	Customer Satisfaction Survey Lessons Learned Data Analytics	MyPay End Users Customer Satisfaction Survey being developed. Training manuals are regularly updated to reflect lessons learned Shared Service Centre performs data analytics on an ongoing basis to assess staff performance (e.g. number of calls/queries etc.); quality control (e.g. number of incorrect pay runs, unexpected events); review processes in order to decrease calls and improve operational efficiency etc.

E. PROJECT RESOURCES MYPAY

Investment Requirement (as per Business Case)	Forecast as per Business Case	Actual	Commentary
Year 1 full costs	€19.9 million	€4.8 million (as at end Sept. 2015)	This includes operational (staffing), finance, transition and investment costs.
Annual operational costs (by year 5)	€11.8 million	N/A	Including operational costs, finance costs, costs of staff retained in each local authority and systems costs.

ROAD MANAGEMENT OFFICE (RMO)

A. PROJECT OVERVIEW RMO

Project Name	Project Type	Project Purpose
Road Management Office (RMO)	Transactional Shared Service Technology Enabler Centre of Excellence Shared Procurement Initiative	The main objective of the RMO is to develop a more efficient and effective management of roadworks by utilities and for the management of over €200 million Exchequer funding for non-national roads. Key objectives are: • To develop and rollout new guidelines and standards for roadworks supporting consistency of approach, creating a national charging framework and centralised insurance assessment. • Develop and rollout technologies to move from a paper to an online roadworks licensing system. • Develop and implement non-national road condition surveys. • Develop and implement web-based and mobile application for recording location, extent and nature of local authority roadworks. • Development of pavement asset management strategies. This is an action set out in the 2015 Action Plan for Jobs.

Business Case Recommendation	Current Project Status	Lead Authority	Oversight
A lead Local Authority would be assigned the role of establishing a Road Management Office (RMO) to be supported in its role by all road authorities across the country, with all authorities contributing to the operation and running costs on a shared basis. The Road Management Office would initially comprise three component units: Pavement Management Unit, Road Licensing Unit, Software and Technology Unit (LGMA).	**Operational:** **Road Licensing**: - 25 Roads Authorities using MapRoad Licensing (MRL) since April 2015. - 6 urban authorities with existing system to be transferred during Q4 2015/ Q1 2016. - All Telcos, Gas Networks, ESB Networks now using system - Revised national guidelines for management of Roadworks issued to Local Authorities Sept 2015. **Pavement Management:** - Local Authorities now using MapRoad system for recording of condition rating and works programmes for restoration and resealing works. Over 3,000 projects with a value of over €175M added during 2015. **Software and Technology:** - MapRoad Road Licensing software functionality upgraded in November 2015. - Mobile apps for Road Licensing under development. - Pavement software upgrades ongoing to increase functionality including better mapping and financial integration.	Consortium of Donegal County Council (lead authority), Cork County and City Councils, Tipperary and Kerry County Councils	Road Management Board with representatives from the sector, the LGMA and DTTaS. Service Level Agreements in draft for approval by LAs, DTTaS and LGMA.

B. PROGRAMME MANAGEMENT - PROJECT DELIVERY RMO

Situational Analysis / PID	Business Case	Peer Review	Decision to Proceed	Awarding

Consortium of Donegal County Council (lead authority) Cork City, Cork County, Tipperary County and Kerry County Councils awarded RMO through bidding competition in July 2014.

C. PROGRAMME MANAGEMENT - SERVICE DELIVERY RMO

Service Establishment	Service Transition	Fully Operational	Service Review

D. BENEFIT ANALYSIS RMO

Business Case Objective (Road Licensing)	Output/Outcome	Commentary
Uniform set of standards and conditions across sector.	Revised National Guidelines issued September 2015	Further work to develop standardised conditions within national framework required over coming months with working group.
Clear policy and procedures for use of bonds.		Further work to develop charges and refunding process and tracking.
Create uniform standardised fee structure.		Further work to develop individual charges within national framework required.
Improved Quality Control in licensing.		Training to be developed during 2016 to support objectives and certification.

Business Case Objective (Road Licensing)	Output/Outcome	Commentary
Registration and management of insurance of applicants.	In place for all utilities	To be added for other licences.
Licensing of other street furniture and events.	Under development	
Allow applicant tracking of licences.	- Structures in place via online software from October 2015	Further refinement over coming months as notification process in national guidelines rolled out.

Business Case Objective (Pavement Asset Management)	Output/Outcome	Commentary
Develop structures for condition rating based on objective standards set.	- Departmental circulars issued and supporting software and training in place. - Over 65% of network surveyed.	Further refinement and auditing processes to be developed.
Create national inventory for road assets.	- Departmental circulars issued and supporting software and training in place. - Over 50% of road network surveyed. - Speed Limit app developed by LGMA and in use.	Developments underway for footways and other assets including bridges. Speed limit inventory currently under compilation by Local Authorities.
Develop pavement deterioration modelling and maintenance and rehabilitation approaches.	- Irish Pavement Asset Group Guideline documents issued. - Initial discussion documents for assessment and development of pavement management planning prepared.	

E. PROJECT RESOURCES RMO		
Investment Requirement (as per Business Case)	Actual	Commentary
Total RMO Office Costs €1,078,171 (Set Up Costs)	RMO Outturn 2015 €602,241	• The Business Case provided for 5.6 WTE rising to 11.6 WTE by the end of the year. Staffing complement varied from 3.5 WTE to 8.5 WTE, resulting in lower staffing costs. • The costs associated with office accommodation were reduced by using existing accommodation. • The provision of regional training was not used. Instead, training was web-based. • Reduction in IT costs, legal fees, consultancy fees. • Set up costs were fully funded by the DTTaS.
Software Development and Licensing Costs €1.9 million (Set Up Costs)	Outturn €1.9 million	• Set up costs were fully funded by the DTTaS.
Annual Costs from 2017 €1.9 million.		• This will be funded by a combination of cost recovery from utilities, the local government sector, government Departments and other agencies. A funding mechanism has been agreed for 2016.

PROCUREMENT

A. PROJECT OVERVIEW PROCUREMENT

Project Name	Project Type	Project Purpose		
Local Government Operational Procurement Centre (LGOPC)/Local Government Strategic Procurement Centre (LGSPC)	Transactional Shared Service and Centre of Excellence	To support efficient service delivery through an effective procurement process and programme in partnership with the Office of Government Procurement (OGP)		
Business Case Recommendation	**Current Project Status**	**Delivery Agent(s)**		**Oversight**
National Procurement Office supported by CCMA. Decision made by CCMA to establish LGSPC and LGOPC in February 2014. Supported by DoECLG and PSROG	Operational. Service employed in all 31 Local Authorities	Kerry County Council/PMO (LGMA)		PSROG provide oversight Procurement Programme Board

B. PROGRAMME MANAGEMENT - PROJECT DELIVERY PROCUREMENT

Situational Analysis	Business Case	Peer Review	Decision to Proceed	Awarding
		Evolution of Local Government National Procurement Office (formerly LA Quotes)		CCMA agreed Kerry Co Co should retain role in management of Framework and to establish the LGSPC as part of the PMO.

C. PROGRAMME MANAGEMENT - SERVICE DELIVERY PROCUREMENT

Service Establishment	Service Transition	Fully Operational	Service Review
			To be undertaken when service operational for two years.

D. BENEFITS PROCUREMENT

Type of Benefit	Business Case Objective	Outcome
Annual Savings	OGP set target of €58.8 million between 2014 and 2016 for Local Authority sector	According to LGER, between 2010 and 2012 the local government sector made savings through procurement of €108.8 million. In 2013 a saving of €6.13 million was made. This increased to €6.92 million in 2014. The original savings forecast was based on a combination of volume reductions and efficiencies. Since then, the OGP developed a draft methodology where procurement savings can only measure efficiencies as a result of a procurement intervention.

Business Case Objective	Output/Outcome
To act as a conduit between the local government sector, the OGP and the DoECLG in the implementation of the Public Service Reform Plan on matters relating to Procurement.	Representation on OGP Board, OGP Steering Group, OGP Executive, OGP Savings, Social Clauses Committees. Category Representatives in Place for 8 categories. Representatives for Sourcing Teams identified when needed.
Work in Partnership with OGP on the implementation of actions specified in the Government's Reform Plan.	External Service Delivery being assessed for rural development administrative checks. Local Government represented on the tender advisory service for businesses.
Oversee the work of the LGOPC for the purpose of procuring Plant Hire and Minor Works on behalf of the entire public service as part of the public sector reform of procurement.	8 Frameworks live for 2015. 17 frameworks planned for Q3 2016
Undertake detailed spend analytics.	Data returns and spend analytics provided to OGP. Specification for systems to improve the process being devised.
Embed the use of National Frameworks.	List of national frameworks updated monthly and circulated to Procurement Officers, Internal Auditors and the Local Government Audit Service.
Ensure compliance by the sector in the use of national frameworks and the application of relevant legislation and circulars.	Extranet developed for LA Procurement Officers with all relevant information. Over 11,000 hits in June and July 2015. 376 Local Government staff participated in Procurement training.
Oversee the professionalisation and development of a defined career path.	Procurement Officer Training & Education Network - 4 events in one year. 18 Education Bursaries Awarded.
Maintain a helicopter view of procurement.	Engagement with OGP for Policy on Direct Labour, Housing Strategy, Administrative Checks, Value for Money Review of IPB, Workplace Investigations.

Additional benefits	
Business Supports: Over 1,255 businesses participated in the Procurement Business Workshops through the Local Enterprise Office (LEO) network. Local Government participated in all the Meet the Buyer Events in Dublin and Belfast in 2015.	The link between the Procurement Officers and the LEOs provided an excellent infrastructure for training SMEs in the reform of procurement.

E. PROJECT RESOURCES PROCUREMENT

Investment Requirement (as per Business Case)	Forecast as per Business Case	Actual	Commentary
Year 1 full cost (2014)	€2,174,200	€916,520	The LGOPC was established in April 2014 and the LGSPC was established in September 2014. Therefore, the full budget for 2014 was not expended.
Annual operational costs (2015)	€3,432,600	€2,541,600	Scheduling of recruitment and review of requirements led to a reduction in the annual budget.
Staff	37	26	One position being recruited. Following review of the staffing requirement, the original staff complement was not required.
ICT	In budget above	In budget above	LA Quotes to be developed to ensure it is fit for purpose and rebranded SupplyGov.

3. ICT ENABLER

3.1   This section provides an overview of ICT Enabler projects where ICT systems have been developed to enable Local Authorities to optimise and standardise the deployment and support of best practice technology enablers. ICT has been used extensively to support business process improvement in the local government sector. These include:

- Local Government Portal

- Building and Control Management System (BCMS)

- ICT Back Office

- Library Management System and

- FixYourStreet.ie.

LOCAL GOVERNMENT PORTAL

A. PROJECT OVERVIEW LOCAL GOVERNMENT PORTAL

Project Name	Project Type	Project Purpose
Local Government Portal	ICT Enabler	To build a single portal for all Local Authority services for citizens.

Business Case Recommendation	Current Project Status	Delivery Agent(s)	Oversight
A centrally managed system hosted by LGMA or a third party.	Operational - **Localgov.ie** hosts a full service catalogue of all Local Government Services.	LGMA	LGMA ICT Committee

B. PROGRAMME MANAGEMENT - PROJECT DELIVERY LOCAL GOVERNMENT PORTAL

Situational Analysis / PID	Business Case	Peer Review	Decision to Proceed	Awarding (Lead Authority / Delivery Organisation)

C. PROGRAMME MANAGEMENT - SERVICE DELIVERY LOCAL GOVERNMENT PORTAL

Service Establishment	Service Transition	Fully Operational	Service Review

D. BENEFIT ANALYSIS LOCAL GOVERNMENT PORTAL		
Qualitative Benefits		
Business Case Objective	Output/Outcome	Commentary
Shared Platform for Local Government Services.	All of the Local Government Services have been identified and added to the service catalogue, where the citizen can select a service and see which authority provides it or select an authority and see which services they provide.	The catalogue has over 100 services detailed and can be scaled up for more services.
To have a shared platform with the ability for multiple services across multiple authorities.	BCMS was added seamlessly to the Portal.	The delivery of a shared portal means that there is a single place for Local Government Services and more services are possible using the original Open Source technologies to their potential. The BCMS has been developed to maximise the functionality and is operational and generating a revenue stream from the shared functionality. Using the Local Government Portal, BCMS has over 31,000 Registrations, 200,000 Documents, 12,000 Forms and over €3m fees collected.

E. PROJECT RESOURCES LOCAL GOVERNMENT PORTAL		
Investment Requirement (as per Business Case)	Actual	Commentary
€25,000	Phase 1 - €25,000	The PSROG approved of the project and it was delivered on time, within budget and the BCMS is the first complete service to be provided through the portal.

BUILDING CONTROL MANAGEMENT SYSTEM (BCMS)

A. PROJECT OVERVIEW BCMS

Project Name	Project Type	Project Purpose
Building Control Management System (BCMS)	ICT Enabler Centre of Excellence	A pillar of the Shared Services *Integrated Inspectorate Project,* the purpose of the Building Control Management System (BCMS) is to implement an effective Building Control/Regulatory Compliance Management System to administer the mandatory certification and risk-based inspection regime as required by the introduction of S.I. No. 9 of 2014, Construction 2020 and the Action Plan for Jobs. This will be delivered in three phases as outlined below:

Phase I	Building Control Forms electronically enabled - 30 forms CN, CCC, FSC etc.
Phase II	Risk Assessment - Inspection (collated from online assessment)
Phase III	Inspection (mobile) - real time reporting - Service Indicators, Register

Business Case Recommendation	Current Project Status	Delivery Agent(s)	Oversight
To develop an Open Source IT Building Control Management System to enable **electronic administration** and **regulatory oversight** of construction by Building Control Authorities	**Phase 1**: Electronic administration of CNs & Completion Certificates operational in 31 LAs. **Phase 2**: Risk Assessment and Inspection Regime is delayed due to legislative amendments issued 1 September 2015. **Phase 3:** Inspection in development.	LGMA	BCMS Project Board BCMS Steering Committee PSROG

B. PROGRAMME MANAGEMENT - PROJECT DELIVERY BCMS				
Situational Analysis / PID	Business Case	Peer Review	Decision to Proceed	Awarding (Lead Authority / Delivery Organisation)
BCMS was delivered as an emergency response to facilitate the roll out of 2014 Regulations, the Government's commitments as set out in Construction 2020, the Action Plan for Jobs and Programme for Government.		A formal peer review was not undertaken in the context of the timeframe required to implement the project.		The PMO/LGMA is the delivery organisation for the BCMS. This will be reviewed as part of the review of the Business Case.
C. PROGRAMME MANAGEMENT - SERVICE DELIVERY BCMS				
Service Establishment		Service Transition	Fully Operational	Service Review
Approximately 50% complete		Implementation	Q4 2016	The Business Case under review in Q4 of 2015/Q1 of 2016.

D. BENEFIT ANALYSIS BCMS

Business Case Objective	Output/Outcome
The objective of the project is to: create a culture of compliance within the building industry, improve health and safety in or about buildings, and provide a national building control management system that will enable risk-based inspections.	One Document management system instead of previous 6 different systems. Electronically enabled registration, e-forms, document management, reporting/metrics, statutory register and standard processes.
Registration (Owners, Builders, Designers, Assigned Certifiers).	30,000 registered users.
Prescribed Certification Notification System	*(see table below)*
Guidance Templates, Good Practice & Knowledge Sharing	"*Framework for Building Control Authorities V1.0 July 2014*". The purpose of the Framework is to provide guidance for Building Control Authorities (BCAs) with respect to undertaking their functions under the Building Control Acts. 40 Frequently Asked Questions developed. Help videos on front face of BCMS.
Inspection, Monitoring & Risk Based Assessment	Practitioners Working Group to develop a risk based inspections model informed by data collated in the online assessment phase of Commencement Notice procedure.
Enforcement	Practitioners Working Group developing standardised automatically generated inspection forms; reporting template advisory letters; enforcement notices; delegations and Chief Executive Orders.
Reporting - Accessible Information	Accurate up to date metrics in relation to location, building type, builder, designer, owner, certifier, etc. Statutory Register online. Service Indicators submitted directly to the DoECLG from the BCMS.

Notice Type *1st September 2015*	Notice No.	Fee €
Commencement Notice	9,663	535,607
Short Commencement Notice	3,373	125,507
Seven Day Notice	897	2,424,047
Total	**13,933**	**3,085,161**
BCMS Cost Model 31 x €4000 fixed	**€15/CN**	**€414,545**

March, 2016: Delivery of Shared Services through the Local Government PMO

E. PROJECT RESOURCES BCMS			
Investment Requirement (as per Business Case)	Forecast as per Business Case	Actual	Commentary
Year 1 costs	€250,000	€100,000	
Annual operational costs	€250,000	€250,000	A charging model developed with €4,000 contribution from each Local Authority and activity charge of €15 per Commencement Notice
Staff	Not specified in the Business Case	1 WTE Developer. 0.5 Project Manager.	Phase I pro-bono by Fingal County Council.
ICT	Not specified in Business Case	1.5 WTE IT enabler	Recruitment for Project Coordinator. Using Local Government Portal.

ICT BACK OFFICE

A. PROJECT OVERVIEW ICT BACK OFFICE

Project Name	Project Type	Project Purpose
ICT Back Office	ICT Enabler	To consolidate technical back office services.

Business Case Recommendation	Current Project Status	Delivery Agent(s)	Oversight
To develop the existing infrastructure within the LGMA to deliver: I. The ICT infrastructure for the priority shared services, II. A recognised service management framework, and III. The flexibility to adopt emerging technology changes.	Operational. ICT Back Office forms part of the back end of the Local Government Portal and MyPay.	LGMA	LGMA ICT Committee

B. PROGRAMME MANAGEMENT - PROJECT DELIVERY ICT BACK OFFICE

Situational Analysis / PID	Business Case	Peer Review	Decision to Proceed	Awarding (Lead Authority / Delivery Organisation)
				LGMA

C. PROGRAMME MANAGEMENT - SERVICE DELIVERY ICT BACK OFFICE

Service Establishment	Service Transition	Fully Operational	Service Review
			Value For Money Statement presented to PSROG in 2014

D. BENEFIT ANALYSIS ICT BACK OFFICE	
Business Case Objective	**Output/Outcome**
€468,000 investment in a one-off shared service infrastructure.	ICT Back Office in place. The LGMA has implemented appropriate governance and management to support the delivery of the ICT BackOffice and continues to build services on the shared infrastructure.
Quantitative Benefits	
Business Case Objective	Output/Outcome
By investing in a shared infrastructure as a single back end for a wide number of systems, rather than investing individually in systems, savings are made.	Savings of €1.4 million.
Qualitative Benefits	
Business Case Objective	Output/Outcome
The project provided four key infrastructures: security, storage, traffic management/monitoring, and backup as shared resources for all of the shared services projects. These 4 areas are the backbone of every shared service across the LGMA and as such the infrastructure can be used and reused to continually deliver services and savings to the sector.	The Shared Services Infrastructure is available for - Laois Bureau, which encompasses a Shared Desktop Environment, Shared Email, Shared CRM, access to the Shared Payroll - Payroll Shared Service, MyPay - Local Government Portal, - Irish Water/Water Services Transition Office, Transition Document Management - eReturns - Live BCMS - Accounts Payable (incorporating Shared Agresso)
E. PROJECT RESOURCES ICT BACK OFFICE	
Investment Requirement (as per Business Case)	Actual
€468,000	€468,000

LIBRARY MANAGEMENT SYSTEM

A. PROJECT OVERVIEW – LIBRARY MANAGEMENT SYSTEM

Project Name	Project Type	Project Purpose
National Library Management System (LMS)	ICT Enabler	To deliver a single library management system that will maximise accessibility, cost efficiency, reach and impact enabling one single membership for universal access to all public libraries, on-line library services and access for all to the digital library and national catalogue.

Business Case Recommendation	Current Project Status	Delivery Agent(s)	Oversight
To implement a single LMS for all 30 local authority library services. (Galway City and County are one library service)	**Phase 1:** Completed rolled out to 6 libraries. **Phase 2:** In progress 11 additional libraries due to go live in July 2016. **Phase 3:** Remaining 13 due to go live in December 2016.	Dublin City Council Project Manager. LGMA managing contract.	LGMA/Libraries Development Committee

B. PROGRAMME MANAGEMENT - PROJECT DELIVERY LIBRARY MANAGEMENT SYSTEM

Situational Analysis / PID	Business Case	Peer Review	Decision to Proceed	Awarding (Lead Authority / Delivery Organisation)
Recommendation of 'Opportunities for All: A Strategy for Public Libraries 2013 – 2017'		Comments received from all City & County Librarians	Board of LGMA	LGMA

C. PROGRAMME MANAGEMENT - SERVICE DELIVERY LIBRARY MANAGEMENT SYSTEM

Service Establishment	Service Transition	Fully Operational	Service Review
		Phased as outlined above.	Phase One Under Review

D. BENEFIT ANALYSIS

Annual Savings

Benefits

Business Case Objective	Output/Outcome	Commentary
Single shared library catalogue	Phase 1 implemented and each element is being reviewed in advance of rollout of Phases 2 & 3.	Full benefits to the public and the public library sector will not be evident until all phases are implemented. This is due to the scope for citizens to access the service in all city and county libraries.
Single national library membership		
Capacity for shared acquisitions		
Management and integration of print and digital material		
Improved user experience		

E. PROJECT RESOURCES LIBRARY MANAGEMENT SYSTEM

Investment Requirement (as per Business Case)	Forecast as per Business Case	Actual	Commentary
€452,000	€452,000	Currently phased rollout in July, 2015.	Full year not yet available.

FIX YOUR STREET

A. PROJECT OVERVIEW FIX YOUR STREET

Project Name	Project Type	Project Purpose
Fix Your Street	ICT Enabler	The development and roll out of a national website to assists citizens to report non-emergency problems to their Council through a publicly accessible website with associated mobile technologies.

Business Case Recommendation	Current Project Status	Delivery Agent(s)	Oversight
Recommendation was included in the 2011 Programme for Government	Live in all 31 Local Authorities	South Dublin County Council (SDCC) host Fix Your Street for the Local Government Sector. Each Local Authority is entirely responsible for responding to reports on fixyourstreet.ie	SDCC.

B. PROGRAMME MANAGEMENT - PROJECT DELIVERY FIX YOUR STREET

Situational Analysis	Business Case	Peer Review	Decision to Proceed	Awarding
The development and roll out of Fix Your Street was included in the 2011 Programme for Government.	South Dublin County Council had developed technologies which were delivering a programme that could be adapted to meet the commitment.	Peer Review deemed unnecessary as project involved wider delivery of existing model across the local government sector.		South Dublin remained the lead authority.

C. PROGRAMME MANAGEMENT - SERVICE DELIVERY FIX YOUR STREET		
Service Establishment	Fully Operational	Service Review
	Operational in all 31 authorities. Total number of reports in 2015 was 14,878; average response time of 3.12 working days.	To be reviewed after five years of operation in 2016.

E. PROJECT RESOURCES FIX YOUR STREET		
Investment Requirement	Actual	Commentary
Year 1 full costs	Less than €5,000 initial spend, which was graphical design and template development work.	System was free to use and customise. SDCC developed a Fix Your Street Manager interface for Local Authorities without customer care system facilities.
Annual operational costs	1 Whole Time Equivalent	Customer care staff in SDCC moderate all issues irrespective of location. ICT Staff operate the technical system and provide support to other Local Authorities as may be needed. SDCC has developed interfaces to support third parties, other Local Authorities and 'partners'.

4.   COLLABORATION PROJECTS

4.1.   While all Shared Services require cooperation by the sector, two initiatives in particular have been implemented as purely collaborative projects demonstrating the sector's capacity to share approaches and benefit from best practice in a chosen subject. This section provides an overview of two collaboration projects:

- Internal Audit Centre of Excellence, and

- Debt Management.

INTERNAL AUDIT

A. PROJECT OVERVIEW INTERNAL AUDIT

Project Name	Project Type	Project Purpose
Internal Audit	Collaboration Model	Originally considered establishment of Internal Audit Centre of Excellence. Project revised into the sharing of knowledge and experience across the sector in the area of internal audit through collaborative approaches.

Business Case Recommendation	Current Project Status	Delivery Agent(s)	Oversight
Business Case recommended Shared Service Centre. Following review it was decided that a regional collaboration model, along the lines of the existing regional structure, would be more appropriate.	Implementation	Local Government Internal Audit Network (LGIAN)	CCMA Finance Committee

B. PROGRAMME MANAGEMENT - PROJECT DELIVERY INTERNAL AUDIT

Situational Analysis	Business Case	Peer Review	Decision to Proceed

C. PROGRAMME MANAGEMENT - SERVICE DELIVERY INTERNAL AUDIT

Service Design	Fully Operational	Service Review
Collaborative model.		To be undertaken when service operational for 1 year.

D. BENEFIT ANALYSIS INTERNAL AUDIT

Objectives of Collaboration Model	Delivery	Commentary

A Collaboration of adjacent counties, regional or sub regional combinations, as appropriate, working to:
  i.   Develop audit tools and techniques;
  ii.   Share Knowledge and Insight;
  iii. Work together to procure expertise advice, assistance and/or support for specialist audits; and
  iv. Interact periodically to review, examine and discuss key audit themes and audit topics evolving.
	Local Government Internal Audit Network (LGIAN) to develop framework for collaborative model to facilitate a common approach. Counties with outsourced internal audit function to be encouraged to participate in regional structure.	In progress:
		
		  i. Regional structure agreed by CCMA Finance & LGIAN
		
		  ii. Inaugural regional meetings convened.

To develop and implement more definitive Audit Standards for Internal Audit practitioners in the Local Government sector.	To be reviewed by CCMA Finance Committee and PMO/Department of Public Expenditure and Reform (DPER).	LGIAN members undertaking initial review of Chartered Institute of Internal Auditors' *"International Professional Practices Framework"* with a view to identifying key issues for subsequent consideration.
To ensure best practice approach to collaboration model applied to incorporate learning and expertise from the sector in general.	To be included in framework as above.	In progress initial collaboration projects addressing: (i) Web-based Collaboration Portal developed and launched; (ii) 3 synergy sessions where members consolidated their learning and findings on specific audit issues, and (iii) Development of Audit Programme for use as part of quality assurance element of Public Spending Code.
To strengthen Governance Arrangements for the Internal Audit function in the local government sector.	Relevant links to be made and, where appropriate, working groups to be established.	In progress: (i) Constitution for the network was agreed in October 2015. (ii) LGIAN to forward progress reports for consideration at CCMA Finance Committee meetings.

E. RESOURCES INTERNAL AUDIT

The costs are absorbed by the individual Local Authorities and are kept to a minimum by using the expertise within the sector via the network of Internal Auditors.

DEBT MANAGEMENT

A. PROJECT OVERVIEW DEBT MANAGEMENT

Project Name	Project Type	Project Purpose
Debt Management	Collaboration	To develop policies and procedures to improve debt collection in relation to commercial rates and housing loans.

Business Case Recommendation	Current Project Status	Delivery Agent(s)	Oversight
The Business Case for Debt Collection recommended the development of a shared service for rates which was **dependent on legislative change.**	The local government debt management and recovery programme, as agreed with DPER, is operational in all 31 Local Authorities.	31 Local Authorities guided by CCMA Debt Management Project Board.	CCMA Finance Committee PSROG

B. PROGRAMME MANAGEMENT - PROJECT DELIVERY DEBT MANAGEMENT

Situational Analysis / PID	Business Case	Peer Review	Decision to Proceed	Awarding (Lead Authority / Delivery Organisation)
🟩	🟩	🟩	🟧	🟩

Progression of Business Case was paused in 2013 due to national position being developed by DPER on debt management. Following development of a national debt management programme by DPER, the CCMA established a Debt Management Project Board to develop and roll out a local government debt management programme as a collaborative project.

C. PROGRAMME MANAGEMENT - SERVICE DELIVERY DEBT MANAGEMENT

Service Establishment	Service Transition	Fully Operational	Service Review
🟩	🟩	🟩	

D. BENEFIT ANALYSIS DEBT MANAGEMENT

Quantitative Objectives		
Business Case Objective	**Output/Outcome**	**Commentary**
To set Targets for improved collection performance in 2015	The Sector's collection percentage in 2014 was 77%. The targeted collection percentage for the sector for 2015 is 79% which would have yielded a reduction in arrears of c.€46 million (11.5%) to €348 million. The accruals in commercial rates actually reduced by €56 million in 2015.	The targets were agreed with all Local Authorities in June 2015.
Qualitative Objectives		
Engagement from mentors employed by DPER to work on the Debt Management Implementation Project with Local Authorities identified for pilot to improve their debt management processes.	The initial project work has been completed with the Stream 1 pilot sites - Donegal and Louth. Work commenced with Stream 2 pilot sites - Galway County Council and Wicklow County Council - in Q4 of 2015.	A road map is being developed from the work in the pilot sites to facilitate the rollout of the project nationally in 2016.
Develop standard for Debt Management System.	A working group was established to identify the requirements of a Debt Management System.	It will work closely with DPER and the current Debt Management Software suppliers used by the sector.
Develop a Debt Management Policy for the Sector	All 31 Local Authorities have revised their Debt Management policies.	A Debt Policy Template was circulated to each Local Authority.
Develop a Procedures Guidance Manual for the Sector.	A draft document was drafted and is being finalised by DPER Consultants for use by the sector.	This is being advanced by experts provided by DPER.
To develop a Debt Management Training programme.	It is planned that a course will commence in Q2 2016.	The programme developed is a mixture of workshops, seminars and courses with professional qualifications.

E. PROJECT RESOURCES DEBT MANAGEMENT			
Investment Requirement (as per Business Case)	Forecast as per Business Case	Actual	Commentary
Project commenced in 2015	(Annual) €98,636	€98,636	As the project goes national in 2016 an increase in costs in terms of training and systems improvement is expected.
Annual operational costs	N/A	N/A	To be reviewed post July 2016.
Staff	Debt Management Analyst	Debt Management Analyst	

5.   POLICY IMPLEMENTATION

5.1   The policy environment in which Local Government operates is not static. It is a testament to the robust approach adopted by the PMO that the method of delivery of a range of new initiatives has been assessed using the rigors of the PMO methodology to ensure effective delivery of government policy. As set out in this section, projects advanced through the PMO are:

- Waste Enforcement Regional Local Authorities

- Water Framework Directive (WFD) and

- Housing Assistance Payment (HAP).

WASTE ENFORCEMENT REGIONAL LOCAL AUTHORITY

A. PROJECT OVERVIEW WERLA

Project Name	Project Type	Project Purpose
Waste Enforcement Regional Local Authority (WERLA)	Policy Implementation Regional Centres of Excellence for Waste Enforcement	To enhance Local Authority waste enforcement performance by developing best practice enforcement and operations based on agreed priorities. This measure has the capacity to improve performance, consistency and coordination of waste enforcement across the country through clearly defined structures and a coherent strategy.

Business Case Recommendation	Current Project Status	Delivery Agent(s)	Oversight
The establishment of 3 lead Local Authorities with responsibility for coordinating waste enforcement actions within regions, setting priorities and common objectives for waste enforcement and ensuring consistency of approach on a regional basis.	Bidding for WERLAs to be completed in October 2015 for: - Southern Region - Connaught Ulster Region - Eastern and Midlands Region	To be awarded through bidding process	Project Sponsor – DoECLG **WERLA Oversight**: To be established on awarding of WERLAs o National Steering Group to identify national priorities with a focus on organised and serious waste criminal activity; o Regional Steering Groups; and o Local Operations Group.

B. PROGRAMME MANAGEMENT - PROJECT DELIVERY WERLA

Situational Analysis	Business Case	Peer Review	Decision to Proceed	Awarding
				Bidding Completed, Leitrim, Donegal, Cork County and Dublin City awarded Regional Offices.

C. PROGRAMME MANAGEMENT - SERVICE DELIVERY WERLA

Service Establishment	Service Delivery		Service Review
Service established in Q4 2015	Service Delivery Q1 2016		The enforcement structure to be put in place for an initial period of five years with a review as to its effectiveness carried out after Year 2.

March, 2016: Delivery of Shared Services through the Local Government PMO

D. BENEFIT ANALYSIS WERLA

Business Case Objectives	Delivery	Commentary
- To deliver an integrated approach to waste enforcement, which will drive consistent enforcement of legislation across the regions - To provide enhanced enforcement of waste legislation in a manner that supports economic growth - To identify, assess, respond to and address serious infraction of waste law through coordinated enforcement actions and targeted deployment of resources - To develop a strong regional enforcement network that shares intelligence and expertise across Local Authority boundaries as required - To deal with strategic national waste enforcement priorities and serious criminal offenders such as cross border diesel laundering activity or major illegal dumping in the State through intelligence led and co-ordinated multi-agency enforcement actions - To act as contact point with the EPA in terms of taking national priorities and implementing them regionally - To drive improved levels of compliance with waste obligations from business, industry and the public and by targeting operators functioning outside the framework of current waste legislation.	Q1 2016	Strong national and regional oversight arrangements will be put in place to ensure implementation of national waste enforcement priorities, effective regional enforcement and the delivery of the business case objectives by the 3 WERLAs. Furthermore, the national steering group will draw up key performance indicators required to measure the effectiveness of the enforcement system in the 3 regions

E. PROJECT RESOURCES WERLA

Investment Requirement as per Business Case	Forecast as per Business Case
Year 1 full costs	Estimated at €900,000 including 9 staff and will be 100% funded by DoECLG.

WATER FRAMEWORK DIRECTIVE

A. PROJECT OVERVIEW WFD

Project Name	Project Type	Project Purpose
Water Framework Directive Office (WFD)	Policy Implementation. Centre of Excellence	To adhere to new EU legislation in line with the establishment of (Tier-3) governance structures, for the delivery of a National Local Authority for the Water Framework Directive Office. Tier 1 Governance is National Management and Oversight (DoECLG); Tier 2 Governance is National Technical Implementation and Reporting (EPA); and Tier 3 Governance is Regional Implementation via Water Networks (Local Authorities) Business Case proposed a means of delivery of Tier-3 structures in the Local Government Sector.

Business Case Recommendation	Current Project Status	Delivery Agent(s)	Oversight
Lead Local Authority will take responsibility for the Local Authority National WFD office.	Early implementation. Relevant resources being acquired. Governance arrangements being finalised.	Consortium of Kilkenny and Tipperary County Councils	Water Policy Advisory Committee (Tier-1 Governance)

B. PROGRAMME MANAGEMENT - PROJECT DELIVERY WFD

Situational Analysis	Business Case	Peer Review	Decision to Proceed	Awarding

C. PROGRAMME MANAGEMENT – SERVICE DELIVERY WFD

Service Establishment	Service Delivery	Fully Operational	Service Review
			To be reviewed after five years of operation.

D. BENEFIT ANALYSIS WFD

Business Case Objectives	Delivery
Ensure compliance with EU and national legislation.	Tier 1, Tier 2 and Tier 3 now in situ.
To promote knowledge sharing and coordination in implementing River Basin Management Plans (RBMPs) and Programme of Measures (POM) by Local Authorities, public authorities, sectoral interests and community groups.	Commenced Q4 2015.
To coordinate/undertake statutorily required public consultation in development of the RBMPs and POMs on behalf of the Minister and a public awareness campaign in water resources management.	
To seek consistency of RBMP implementation across agencies.	
To assist the Minister and the EPA and work collaboratively with Local Authorities in the development of RBMPs and POMs.	
To mobilise and support engagement of voluntary and community groups in protecting our natural waters and to foster linkages with industry and agricultural sectors.	
To develop linkages with local sectoral representative organisations such as Chambers of Commerce, county level IFA, angling groups, tidy towns.	
A healthy water environment provides significant economic and societal benefits.	

E. PROJECT RESOURCES WFD

Investment Requirement as per Business Case	Forecast as per Business Case	Actual
Year 1 full costs	€1.632 million plus start-up costs of €81,500	To be delivered.
Annual operational costs	€1.632 million	
Staff	An initial resource of 3 coordinators, 3 support staff and 12 Community Water Officers.	

HOUSING ASSESSMENT PAYMENT

A. PROJECT OVERVIEW HOUSING ASSESSMENT

Project Name	Project Type	Project Purpose
Housing Assessment	Shared Service	The development of an online application to process initial eligibility for social housing based on local, regional and national criteria. **This recommendation was replaced by the development of Housing Assistance Payment by the DoECLG & Department of Social Protection (DSP).** The delivery of HAP is also a key component in the Government's Social Housing Strategy 2020. LGMA assisted in procurement of ICT.

Business Case Recommendation	Current Project Status (HAP)	Delivery Agent(s)	Oversight
The Business Case approved by CCMA recommended the development of a shared service for housing assessment. **This recommendation was replaced by the development of the Housing Assistance Payment (HAP) scheme by the DoECLG & DSP. LGMA assisted in procurement of ICT.**	The first phase of the statutory pilot for the Housing Assistance Payment (HAP) scheme commenced in September 2014. The project was piloted by Limerick City and County Council. The HAP Oversight Group reviewed the original business case given the experience of the pilot. In December 2015 it was decided to proceed with a shared service model for the delivery of HAP.	DoECLG & DSP	The HAP governance structure: • HAP Oversight Group co-chaired by the Secretary General of the DoECLG and the Secretary General of the DSP is responsible for the fundamental decisions in relation to the HAP project. • HAP Project Board The Project Board reports directly to the high-level Oversight Group.

B. PROGRAMME MANAGEMENT - PROJECT DELIVERY HOUSING ASSISTANCE PAYMENT				
Situational Analysis / PID	Business Case	Peer Review	Decision to Proceed	Awarding (Lead Authority / Delivery Organisation)

A business case was developed by the Local Government sector to assess the feasibility of an online application process to assess initial eligibility for social housing based on set criteria. The progression of this project stopped as it overlapped with the development of the Housing Assistance Payment which is being delivered by local authorities, DoECLG and DSP. The HAP Hub was established in Limerick City and County Council to administer HAP payments.

C. PROGRAMME MANAGEMENT - SERVICE DELIVERY HOUSING ASSESSMENT			
Service Establishment	Service Transition	Fully Operational	Service Review
	Ongoing	Review to be conducted on learning from pilot site.	

D. BENEFIT ANALYSIS HOUSING ASSESSMENT	
Business Case Objective	Output/Outcome
Rollout the HAP	HAP has been introduced to 19 Local Authority areas. HAP Homeless pilot, operating in the four Dublin Local Authority Areas, commenced in February 2015. Rollout of HAP will continue through 2016.
Use of HAP in tenancies.	As at January 2016, a total of 6,905 households have been supported by HAP since its commencement in September 2014. 36% of households supported by HAP have transferred from Rent Supplement. The Social Housing Strategy sets a target of an additional 10,000 households supported by the scheme in 2016.

E. PROJECT RESOURCES HOUSING ASSESSMENT	
Investment Requirement (as per Business Case)	Actual
Led by DoECLG and DSP, with the administration provided by HAP Hub based in Limerick City and County Council.	

6.   CHANGING DIRECTION

6.1   The CCMA Shared Service Programme included the following projects that, for reasons associated with government policy, sectoral developments or legislation, did not proceed according to the proposal set out in their respective business cases. These projects include:

- Treasury Management

- Legal Services

- Veterinary Services

- Laboratory Service

- Motor Tax and

- Accounts Payable.

6.2   Details of each of these projects are provided in the pages that follow.

TREASURY MANAGEMENT

A. PROJECT OVERVIEW TREASURY MANAGEMENT

Project Name	Project Type	Project Purpose
Treasury Management	Centre of Excellence	To promote and support more efficient and effective means of treasury management across Local Authorities.

Business Case Recommendation	Current Project Status	Delivery Agent(s)	Oversight
The business case recommended the option of Physical Pooling together with designating a "Treasury Champion" to lead the improvement effort whose role would be to inform Local Authorities of improvement areas while keeping a watching brief on what is happening, either in the market or at individual Local Authority level.	One of the main objectives of this shared service for Treasury Management was to implement cash pooling for Local Authorities; due to legislative constraints, this has not been possible to achieve. Therefore the project did not proceed as planned.	Cork County Council	Treasury Management Board PSROG

B. PROGRAMME MANAGEMENT - PROJECT DELIVERY TREASURY MANAGEMENT

Situational Analysis / PID	Business Case	Peer Review	Decision to Proceed	Awarding (Lead Authority / Delivery Organisation)

C. PROGRAMME MANAGEMENT - SERVICE DELIVERY TREASURY MANAGEMENT

Service Establishment	Service Transition	Fully Operational	Service Review

D. BENEFIT ANALYSIS TREASURY MANAGEMENT

Business Case Objective	Output/Outcome	Commentary
Treasury Management Training	Achieved	Training seminars on Treasury Management held on 1. Treasury Policy, Risk Management and Reporting 2. Cash and Liquidity Management 3. Debt Funding and Banking Documentation 4. Banking Documentation Concepts 5. Interest Rate Risk
Policies and Procedures		Templates have been finalised and completed in conjunction with Treasury Management Consultant employed on the project.
Treasury Management System (TMS)	Tender obtained and assessed.	There was no cost benefit to having the information co-ordinated centrally as it would merely be an information system, the benefits of which would not represent overall value for money for the sector. A TMS could be put in place in individual Local Authorities and there may be benefit in this; this would be a matter for each Local Authority themselves.
Cash Pooling	Unachievable	Due to legal constraints.

E. PROJECT RESOURCES TREASURY MANAGEMENT			
Investment Requirement (as per Business Case)	Forecast as per Business Case	Actual	Commentary
Year 1 full costs Year 2 Year 3	€25,100 €324,100 €198,500	€18,681 €151,096 €44,978	Costs under budget
Annual operational costs Year 1 Year 2 Year 3	€21,600 €147,100 €148,500	€15,720 €67,113 €24,145	Costs under budget
Staff Year 1 Year 2 Year 3	€3,500 €177,000 €50,000	€2,961 €83,983 €20,833	Costs under budget

LEGAL SERVICES

A. PROJECT OVERVIEW - LEGAL SERVICES

Project Name	Project Type	Project Purpose
Legal Services	Centre of Excellence Collaboration	To explore efficiencies that can be achieved by Local Authorities in the management of legal services and legal cost expenditure.

Business Case Recommendation	Current Project Status	Delivery Agent(s)	Oversight
That the best way forward for Local Authorities is a dual strategy. Firstly, Local Authorities should engage in a more active management of their legal services and legal cost expenditure and develop the skills and know-how to achieve this. Secondly, it recommended a range of appropriate shared service models to be considered by each Local Authority and implemented.	Project not progressed as a shared service. Local Authorities engaging in more active management of their legal services though active procurement undertaken by individual Local Authorities.	LGMA Change Management Committee	PSROG

B. PROGRAMME MANAGEMENT - PROJECT DELIVERY LEGAL SERVICES

Situational Analysis / PID	Business Case	Peer Review	Decision to Proceed	Awarding (Lead Authority / Delivery Organisation)

PSROG approved progression of project through the LGMA Change Management Committee. Resources were not available to progress the project as a shared service. Local Authorities pursuing active management of legal services through the market.

C. PROGRAMME MANAGEMENT - SERVICE DELIVERY LEGAL SERVICES

Service Establishment	Service Transition	Fully Operational	Service Review

VETERINARY SERVICES

A. PROJECT OVERVIEW VETERINARY SERVICES

Project Name	Project Type	Project Purpose
Veterinary Services	Establishment of shared services delivery model for Veterinary Services based on 3 Regions across the Country, with regionalised procurement of Temporary Veterinary Inspectors (TVIs)	To develop a more efficient, cost effective model for the management, operation and delivery of Veterinary Services for the Local Government sector

Business Case Recommendation	Current Project Status	Delivery Agent(s)	Oversight
The implementation of a Regional Shared Service delivery model with reduced resourcing and a 15% reduction in TVIs' pay rates. PSROG agreed in principle with the finding and recommendations of the business case, but concluded that further financial analysis of the delivery model was required.	Currently paused	Donegal County Council, Louth County Council and Cork County Council	CCMA Environment Committee

B. PROGRAMME MANAGEMENT - PROJECT DELIVERY VETERINARY SERVICES

Situational Analysis / PID	Business Case	Peer Review	Decision to Proceed	Awarding (Lead Authority / Delivery Organisation)

C. PROGRAMME MANAGEMENT - SERVICE DELIVERY VETERINARY SERVICES

Service Establishment	Service Delivery	Service Review	

Interim Working Group (IWG) established to develop implementation plan. Implementation of full project is delayed.

D. BENEFIT ANALYSIS VETERINARY SERVICES

Annual Savings (Business Case)	Commentary
Total projected annual cost savings over time in Food Safety of the order of €1.2m to be achieved through rationalisation of contracts with FSAI, correlating reduction in management overheads and administrative costs, and regional procurement of TVIs at rate of 15%. Total projected annual cost savings from Dog Control of €1.2m, subject to some initial investment to modernise how the service operates.	Outcomes will be measured once service is established. In the interim the CCMA is examining opportunities to progress a shared service solution in Dog Control/ Management of Dog Licences. CCMA continuing discussions with the Department of Agriculture, Food and Marine (DAFM) on the control of horses across a range of areas relative to the implementation of the project, including clarification on the respective roles and responsibilities of the sector and the Department.
Quantitative Benefits (Business Case)	
Leaner and more cost efficient management structure.	Outcomes will be measured once service is established
Service Contracts - Regional approach for managing outsource arrangement - reduction in time spent administering claims, recoupment, queries etc.	
Performance management focus through the development and implementation of key performance indicators.	
Enhanced policy and procedures standardisation across the Region.	
More efficient staffing arrangements.	

E. PROJECT RESOURCES VETERINARY SERVICES

Investment Requirement (as per Business Case)	Actual	Commentary
€500,000	Not applicable	Implementation of project is delayed.

LABORATORY SERVICES

A. PROJECT OVERVIEW LABORATORY SERVICES

Project Name	Project Type	Project Purpose
Laboratory Services	Transactional Shared Service	To optimise the use of shared laboratory services by Local Authorities and relevant agencies

Business Case Recommendation	Current Project Status	Delivery Agent(s)	Oversight
No change to current delivery of Laboratory Services until the impact of the establishment of Irish Water is known.	Business Case being re-examined following establishment of Irish Water.	Water Services Transition Office (WSTO)	CCMA Environment Committee

B. PROGRAMME MANAGEMENT - PROJECT DELIVERY LABORATORY SERVICES

Situational Analysis / PID	Business Case	Peer Review	Decision to Proceed	Awarding (Lead Authority / Delivery Organisation)
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PSROG agreed that there should be no change to current delivery of Laboratory Services until the impact of the establishment of Irish Water is known. WSTO currently examining the Laboratory Services in conjunction with Irish Water and the EPA.

C. PROGRAMME MANAGEMENT - SERVICE DELIVERY LABORATORY SERVICES

Service Establishment	Service Transition	Fully Operational	Service Review
🟥	🟥	🟥	🟥

Not applicable as business case not finalised. WSTO currently reviewing business case.

MOTOR TAX

A. PROJECT OVERVIEW MOTOR TAX

Project Name	Project Type	Project Purpose
Shared Motor Tax Office	Transactional Shared Service with potential element of outsourcing.	To examine the options for service delivery of Motor Tax to identify efficiencies post 2013, taking into account relevant recent legislative and administrative changes.

Business Case Recommendation	Current Project Status	Delivery Agent(s)	Oversight
No final business case.	Project paused by PSROG.	Examination of project progressed by Dublin City and Cork County Council.	PSROG

B. PROGRAMME MANAGEMENT - PROJECT DELIVERY MOTOR TAX

Situational Analysis	Business Case	Peer Review	Decision to Proceed	Awarding
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C. PROGRAMME MANAGEMENT - SERVICE DELIVERY MOTOR TAX

Service Establishment	Service Transition	Fully Operational	Service Review
🟥	🟥	🟥	🟥

Reason for Alternative Approach	Reason to be Re-evaluated
Given the significant changes to the motor tax business model in 2013, with the removal of driving licences from the Local Authorities, the end of retrospective gapping, the increased use of Motor Tax Online (MTOL), the consequence of the additional demand for services available on-line and the reduction in the number of Local Authorities, in 2014 the PSROG decided it was appropriate to pause the preparation of the business case until an accurate review of the model could be undertaken. This avoided inefficient allocation of resources to development of a detailed business case.	Comptroller and Auditor General and Local Government Audit Service have recently undertaken a survey to examine efficiencies in the Motor Tax Model.

Findings to be published circa Q2 2016 |

ACCOUNTS PAYABLE

A. PROJECT OVERVIEW ACCOUNTS PAYABLE

Project Name	Project Type	Project Purpose
Accounts Payable	Transactional Shared Service	To introduce efficiencies in Accounts Payable through more effective systems and standardisation of processes.

Business Case Recommendation	Current Project Status	Delivery Agent(s)	Oversight
Accounts Payable Shared Service Project proceeding on a phased implementation basis taking account of the implementation of the mergers, unifications, Irish Water, financial Business Process Improvement programme (BPI) and update of Financial Management System	Pending. Phase One deferred pending completion of: Mergers and Unifications in all 31 authorities - status complete Transition to Irish Water - status complete Implementation of BPI - status ongoing across Local Authorities Sectoral Upgrade in Financial Management System – status Pilot complete in Fingal and Roscommon County Councils. Wave 1 rolled out over Q4 2015 in Dun Laoghaire Rathdown County Council and Galway City Council and over Q1 2016 in Laois and Leitrim County Councils. Wave 2 to Wave 6 to be rolled out between Q1 2016 and Q2 2017.	Project consists of a number of component projects being implemented across the sector	Phase One Accounts Payable Board (P1AP Board) The implementation and oversight of the separate component projects remains the responsibility of their respective project/ programme board

B. PROGRAMME MANAGEMENT - PROJECT DELIVERY ACCOUNTS PAYABLE				
Situational Analysis / PID	Business Case	Peer Review	Decision to Proceed	Awarding (Lead Authority / Delivery Organisation)

P1AP Board established to maintain high level oversight and perspective on issues relevant to Accounts Payable within the component projects. The Board agreed to defer the P1AP project pending the following:

1) Merger/Abolition of certain Local Authorities – complete
2) Roll out/adoption of agreed Accounts Payable BPIs – ongoing in line with roll out of Milestone 4
3) Roll out/adoption of FMS Milestone 4 - ongoing, completion expected in Q2 2017

C. PROGRAMME MANAGEMENT - SERVICE DELIVERY ACCOUNTS PAYABLE			
Service Establishment	Service Delivery	Service Review	