
Local Government: Delivering Real Savings and Meaningful Reform

Summary document of
CCMA submission to
Local Government
Efficiency Review
Implementation Group

County & City Managers'
Association (CCMA) July 2013

The CCMA Report confirms the leadership role of the CCMA working with the elected councils and staff in driving and delivering real savings, real efficiencies, and meaningful reform.

The success of the local government sector, in meeting and surpassing the recommendations proposed in the 2010 Local Government Efficiency Review, is evident from the CCMA Report to the Local Government Efficiency Review Implementation Group (July 2013), published by Minister Hogan on 11th July 2013.

This success is evident through:

- **The achievement of gross savings of €839m in the period 2008-2012**
- Local government has driven the implementation of the recommendations contained in the *Local Government Efficiency Review Report (2010)* and achieved **gross savings of €839m in the period 2008 -2012;**

Fig 1: Gross savings and efficiencies Achieved by the sector 2008 – 2012

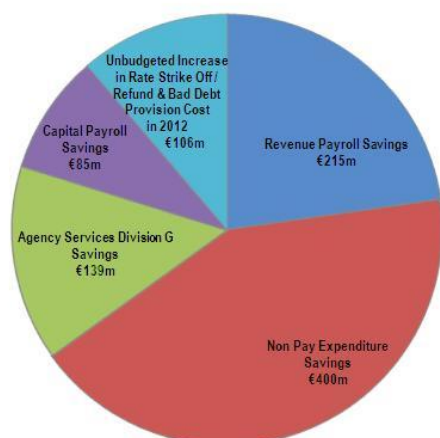
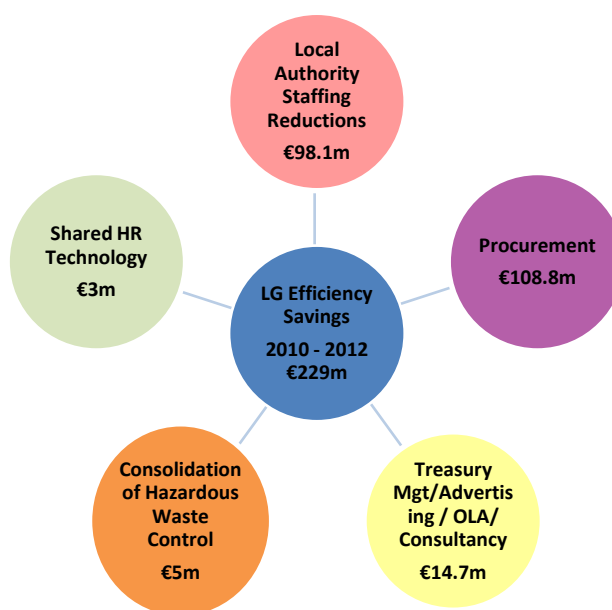


Fig 2: Efficiency Savings Achieved 2010 - 2012



- From efficiency initiatives identified in the 2010 Report, and controlled by local authorities, the sector achieved **efficiency savings of €229m between 2010 and 2012** as compared to the original LGER target of €220m. Furthermore this was achieved far more quickly than envisaged in the 2010 LGER Report;
- The CCMA projects **a further saving of €94m from efficiencies to be achieved in 2013.**

- **A reduction of 24% in local authority staffing levels since mid-2008**
 - The sector has reduced staffing levels by 24%, or 8,899 from June 2008, generating a cumulative payroll **expenditure reduction of €300m**(2008 -2012);
 - **The sector accounts for only 10% of Public Sector staffing numbers but accounts for 23% of the overall public sector staff reduction;**
 - The very significant reduction in local authority staff since 2008 has been carefully managed at local level. Local authority management and staff have continued to deliver quality services, with numerous examples of staff working well beyond the scope of their duties with no additional benefits;
 - **To date, the sector has faced significant and continuous change with the close cooperation of staff.**
- **The saving of €109m through procurement between 2010 and 2012**
 - Between 2010 and 2012, **€109m of procurement efficiency savings were achieved** by the sector, with **€30m of this being achieved in 2012;**

Fig 3: Savings achieved through Procurement 2012

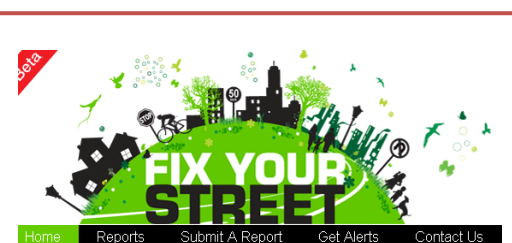


➤ The saving of €109m through greater use of procurement between 2010 and 2012 (cont'd.)

- The embedding of the **National Procurement Office(NPO)**, **operating as a shared service for the sector** by Kerry County Council, has encouraged greater use of National Procurement Frameworks, sharing of best practice and facilitated communication between the sector and the Office of Government Procurement;
- Local government, through the NPO and the Programme Management Office (PMO), will continue to promote, develop and cooperate with procurement initiatives that will enable further savings in the sector and across the public service as a whole.

➤ The reform of service delivery

- Local authorities are 'doing more with less' by delivering quality services in new and innovative ways. This includes the development and implementation of shared services that will improve customer experience and outcomes through enhanced service levels while giving greater value for money;
- Local government is drawing inspiration from best practice in the private and public sector in the application of rigid, robust, and transparent procedures to assess feasibility, credibly design, and successfully build and execute the shared service projects.



Fix Your Street.ie enables members of the public to report non-emergency issues such as problems with street lighting, litter, water leaks, illegal dumping, etc., to their local authority via a central website, irrespective of where the issue or problem is located.

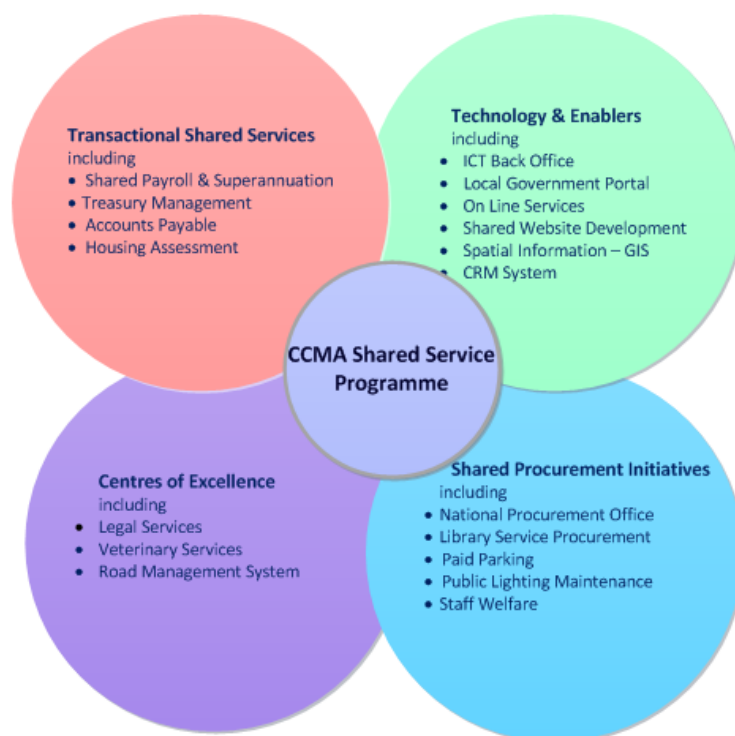
When reporting issues, customers can pinpoint it on a map, upload a photograph of the problem onto the site and be guaranteed that a local authority official will respond within two working days.

Developed by South Dublin County Council, FYS has been accessible in all Local Authorities since January 2013 and is a positive example of the smart use to ICT to enable improved work practices and improved customer service.

Implementing Reform, the Details

Strategic Direction: The delivery of 32 shared service projects across four key categories:

Fig4: CCMA
Shared Service
Programme



The Details

The implementation of the shared service projects will deliver

- ✓ **streamlined structures and processes;**
- ✓ **improved customer service;**
- ✓ **integration across services; and**
- ✓ **cost savings from improved efficiencies.**

Shared Technology and Enablers projects, such as On Line Services, Open Source Document and the Local Government Portal will deliver new choices and opportunities for citizens in the way in which they engage with their local government.

Payroll and Superannuation; Treasury Management; ICT Back Office; Accounts Payable; and National Procurement have all been identified as **priority projects** by the CCMA and the DECLG for the Local Government sector

Prioritising the delivery of Transactional Shared Services will reduce the high-volume work undertaken in these areas and will release resources to concentrate on high quality service output.

Timeframes

- **A number of Shared Service projects are already operational and delivering savings for the State and efficiencies for the customer,** e.g. The National Procurement Office; Fix Your Street; Library Service Procurement; and Shared Treasury Management Services.
- Priority Projects that are not yet operational are in the design phase and are being advanced in partnership by the CCMA and DECLG.
- Other projects will be rolled out on a timeframe agreed with the DECLG and in line with the Change Programme underway in local government.
- **Legislative / regulatory change is required** to implement a number of the elements of the shared service programme;

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