COMHAIRLE | CLARE
CONTAE AN CHLÁIR | COUNTY COUNCIL

NOAC Secretariat
Custom House
Dublin 1

29th May, 2017

Public Spending Code – 2016
Quality Assurance
Summary Report

The Public Spending Code: Expenditure Planning, Appraisal & Evaluation in the Irish Public Service

This Annual Quality Assurance Report reflects Clare County Council's assessment of compliance with the Public Spending Code. It is based on the financial, organisational and performance related information available across the various areas of responsibility.

Clare County Council has completed this Quality Assurance Report as part of its on-going compliance with the Public Spending Code (PSC). The Quality Assurance procedure aims to gauge the extent to which the Council and its associated agencies are meeting the obligations set out in the Public Spending Code.

The Public Spending Code aims to ensure that the state achieves value for money in the use of all public funds.

A.   Assurance (Part A04 of the code)
The Public Spending Code requires public bodies to establish an internal, independent, quality assurance procedure involving annual reporting on how the organization is meeting its Public Spending Code obligations.
This involves a **5 step** process:

Step 1 Project Inventory
Step 2 Publish Summary Information of procurement in excess of €10m on Website
Step 3 Complete PSC Checklists for overall LA.
Step 4 In depth check on a number of selected projects
Step 5 Completion of a summary report to be submitted to NOAC (and published to the council's website).

B.   This report deals with each of the five steps of the Quality Assurance part of the code as follows:

1. Project Inventory
The Project Inventory for Clare County Council is in Appendix A of this report.
It contains 29 Capital Projects amounting to €272m and 42 Current expenditure programs amounting to €102m. The total value of the inventory is €374m.

2. Publish Summary Information of procurement in excess of €10m on Website
Summary details of all procurements (capital and current) where the value exceeds €10m are required to be published on the councils' website. This step of the code does not apply to Clare County Council in relation to 2016 as there was no individual procurement in excess of €10m.

3. Complete Public Spending Code Checklists for Clare County Council.
There are 7 Checklists, the purpose of which, are to provide a self assessment overview of the councils compliance with the Public Spending Code. The high level checks in the checklists (7) have been completed and are attached to this report in Appendix B. The completed check lists show the extent to which the council rated its compliance with the PSC. Overall, the checklists show a reasonably high level of compliance with the PSC.

4. In depth check on a small number of selected projects
This involves looking in more detail at a small subset of schemes reported on the Project Inventory. The type of checks required by the Public Spending Code Quality Assurance (A04), are being included in the annual audit plan, with a view to achieving the recommended check of items on the inventory.

For the 2015 Quality Assurance process there was a requirement to carry out an in depth check of projects amounting to an average 5% of the total inventory value per annum over 3 years; or 15% in total over the 3 years. By 2016 the council has completed in depth checks on 15.9% of project / programme inventory values over the 3 years. These checks covered both revenue programmes and capital projects.

In February 2017 the requirements for in depth checks were amended by the Department of Public Expenditure and Reform. A separate requirement was set individually for revenue and capital project/programme inventory values, (1% per annum for revenue and 5% per annum for capital). In Clare there has been high coverage of revenue programmes in the in depth checks making up the 15.9% coverage mentioned above. Thus, when looking at the new disaggregated requirement for capital, the total coverage in the 3 years to 2016 amounts to 12.25%, which is less than the new three year requirement. It is intended to bridge this gap in the value of the capital projects selected for in depth review in the coming year.

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An in depth check was carried out in the PSC QA process 2016 in respect of 1 capital project:

Capital Project – Clare County Library €8.6m

Summary of In-Depth Check (report attached in Appendix C)

This In-Depth Check report deals with the Appraisal stage of the Public Spending Code in relation to the **Clare County Library Project** at a value of €8.6 million euro. The objective of the project is to locate and develop a new county public Library incorporating an Art Gallery, Local Studies Centre and Library HQ beside the Glór Theatre in Ennis, Co Clare.
The primary input to the programme will be the capital funding of €8.6 million which will be funded by grant aid from the Department of Housing, Community & Local Government (€3 million), the ERDF (€1 million) and council own resources of €4.6 million. It is anticipated that usage will be very high and the benefits to co-location on the Glór Theatre site will bestow tangible community benefits within a short time frame. A number of site options were appraised and the final chosen site option was submitted to an in-depth appraisal.

This is an ongoing major project which is still in a relatively early stage. At this preliminary design stage one of the key activities is preliminary design development and survey and public consultation. Stage 1) preliminary sketch design was completed in October 2016 with approval granted by Clare County Council to proceed to stage ii). It is anticipated that the project will proceed to planning in Q2 of 2017. At this stage the project was broadly in compliance with the Public Spending Code.

Current/Revenue - Landfill Operations and Aftercare €1.35m
1 Current/Revenue program was reviewed from the inventory as follows:

Landfill Operations and Aftercare under the category of 'Current Expenditure (being incurred)' at a value of €1.35m – This Programme is included in the Revenue Budget on an annual basis under sub division E01.

Summary of In-Depth Check (report attached in Appendix D)

This In-Depth Check report deals with the 'Expenditure being incurred/Implementation' stage of the Public Spending Code (PSC C01) in relation to Landfill Operations and Aftercare at a value of €1.35 million euro. The objective of the 'Landfill Operation and Aftercare' current expenditure provision is to manage the sites and ensure compliance with EPA licences and Waste Management Regulations.
The key activities undertaken include managing the leachate and gas emissions and reporting same to the EPA. Sample testing and screening is carried out in order to comply with EPA licences. Activities also include Procurement and programme management. The council's procurement

section is currently in the process of reviewing procurement in relation to two contracts and thus these were not covered by this check.

The necessary data and information is available to enable the programme to be subjected to a full evaluation at a later date if required.

The controls in place for the management and governance of the programme for Landfill Operation and aftercare (of the 3 sites) provides adequate assurance that there is compliance with the Public Spending Code to-date in relation to this category of expenditure i.e. current expenditure 'being incurred' (Implementation & Periodic Review).

5. Proposals in relation to inadequacies found during the Quality Assurance process

The compilation of both the inventory and checklists for this QA process is a significant co-ordination task in terms of liaising with divisions within the council and collating of relevant information for the inventories and the checklists.
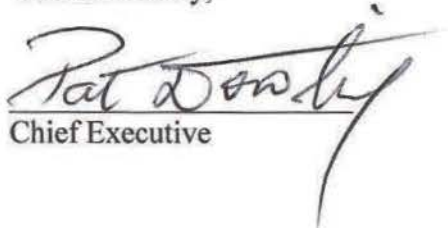
Follow up of issues that arose in the in depth checks carried out for the PSC QA review 2015:
Issues that arose in relation to Post Implementation stage (C03) in last year's QA process were considered by management who have reported that there is a process in place for Post Project Reviews which includes ensuring that all such reviews are completed by a different person than those that completed the project appraisal or managed the implementation, that such reviews will refer to the budget approved and the final cost of the project and that any Post Project Reviews completed will be circulated to appropriate staff within the Directorate and via Management Team meetings.

As mentioned previously in item 4, in order to meet the new % inventory coverage requirements for in depth checks it is intended to bridge the gap in the value of the capital projects selected for in depth check in the coming year.

This report is submitted as required by the Quality Assurance Part (A04) of the Public Spending Code and has been published on the council's website at www.clarecoco.ie. A copy has also been issued by email to noac@environ.ie

Yours sincerely,

Chief Executive

Enclosed:
A: Project Inventory for Clare County Council (Appendix A)
B: Public Spending Code Checklists 1 to 7 (Appendix B)
C: Indepth Review Report – Capital Project (Appendix C)
D: Indepth Review Report – Revenue Program (Appendix D

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Local Authority	Expenditure being considered 2016					Expenditure being incurred 2016			Expenditure recently ended 2016			Notes
Appendix A	Current	Capital				> €0.5m			> €0.5m			
	> €0.5m	Capital Grant Schemes > €0.5m	Capital Projects			Current Expenditure	Capital Grant Schemes	Capital Projects	Current Expenditure	Capital Grant Schemes	Capital Projects	
Local Authority Name			€0.5 - €5m	€5 - €20m	€20m plus							
Clare County Council												
Housing & Building												
DPG EXTENSIONS TO LA HOUSING											€0.7	
PURCHASE OF 5 HOUSES IN BEAL AN INBHER, KILRUSH											€0.6	
HP 07/2015 BALLYMONEEN, TULLA ROAD, ENNIS											€0.8	
VACANT STOCK RETURNS 2016											€1.5	
CLONLARA, 10 HOUSES			€2.1									
FEAKLE, 10 HOUSES			€2.4									
QUILTY, 18 HOUSES			€4.3									
TULLYGLASS, SHANNON, 21 HOUSES			€4.7									
HOUSING PLANNED MAINTENANCE PROGRAM				€10.0								
A01 Maintenance/Improvement of LA Housing Units						€3.2						
A02 Housing Assessment, Allocation and Transfer						€0.6						
A03 Housing Rent and Tenant Purchase Administration						€0.7						
A04 Housing Community Development Support						€0.8						
A06 Support to Housing Capital & Affordable Prog.						€1.9						
A07 RAS Programme & Leasing						€4.9						
A08 Housing Loans						€0.8						
A09 Housing Grants						€2.4						
Road Transportation and Safety												
2014 - FLOOD-STORM DAMAGE								€17.6				
FLOOD DAMAGE 2015 Municipal Districts											€3.6	
ENNIS FLOOD RELIEF SCHEME			€4.0									
SHANNON BRIDGE CROSSING 2006 ONWARDS					€40.0							
LIMERICK NORTHERN DISTRIBUTION ROAD					€140.0							
ACTIVE TRAVEL TOWNS FUNDING SCHEME 2014-2016											€0.7	
DOOLIN - MARINE DEVELOPMENT											€6.0	
FLOOD RELIEF SCHEME AT AUGHANTEEROE											€1.2	
LIHAF CLAUREEN			€4.0									
GAURANAKILLA MARKET AREA REDEVELOPMENT											€1.7	
ENNIS OFF STREET PARKING			€2.0									
B02 NS Road - Maintenance and Improvement						€1.9						
B03 Regional Road - Maintenance and Improvement						€7.0						
B04 Local Road - Maintenance and Improvement						€13.4						
B05 Public Lighting						€1.7						
B09 Maintenance & Management of Car Parking						€0.8						
Water Services												
C01 Operation and Maintenance of Water Supply						€6.0						
C02 Operation and Maintenance of Waste Water Treatment						€3.3						
C03 Collection of Water and Waste Water Charges						€1.6						
C05 Admin of Group and Private Installations						€1.1						
C06 Support to Water Capital Programme						€0.6						

Development Management					
BURREN TOURISM CONSERVATION LIFE PROJECT (Geopark Life)					€2.2
CLIFFS OF MOHER COACH PARK RECEPTION BUILDING		€0.7			
CLIFFS OF MOHER - CAR PARK UPGRADE		€1.5			
SHANNON TOWN PARK		€0.9			
HOLY ISLAND DEVELOPMENT		€4.0			
DOOLIN VISITOR FACILITIES BUILDING			€5.0		
D01 Forward Planning				€1.2	
D02 Development Management				€1.4	
D03 Enforcement				€1.0	
D05 Tourism Development and Promotion				€8.3	
D06 Community and Enterprise Function				€1.9	
D09 Economic Development and Promotion				€1.6	
Environmental Services					
QUIN ROAD CAMPUS 2016					€1.5
E01 Operation, Maintenance and Aftercare of Landfill				€1.4	
E02 Op & Mtce of Recovery & Recycling Facilities				€2.0	
E05 Litter Management				€0.9	
E06 Street Cleaning				€1.8	
E07 Waste Regulations, Monitoring and Enforcement				€0.7	
E10 Safety of Structures and Places - Part Fire /Planning/Env				€1.3	
E11 Operation of Fire Service				€5.0	
E12 Fire Prevention				€0.6	
E13 Water Quality, Air and Noise Pollution				€0.8	
Recreation and Amenity					
CLARE COUNTY LIBRARY PROJECT					€8.6
LEES ROAD ASTRO TURF FACILITY		€0.5			
F01 Operation and Maintenance of Leisure Facilities				€1.9	
F02 Operation of Library and Archival Service				€4.1	
F03 Op, Mtce & Imp of Outdoor Leisure Areas				€1.9	
F05 Operation of Arts Programme				€1.1	
Agriculture, Education, Health and Welfare					
G04 Veterinary Service				€0.7	
Miscellaneous Services					
H03 Adminstration of Rates				€6.3	
H09 Local Representation/Civic Leadership	€0.9			€1.6	
H10 Motor Taxation				€1.2	

Appendix B

Checklist 1 – To be completed in respect of general obligations not specific to individual projects/programmes

General Obligations not specific to individual projects/ programmes	Self-Assessed Compliance Rating: 1 - 3	Discussion/Action Required
1.1 Does the local authority ensure, on an on-going basis, that appropriate people within the authority and its agencies are aware of the requirements of the Public Spending Code (incl. through training)?	2	All relevant staff have been notified of their obligations under the PSC.
1.2 Has training on the Public Spending Code been provided to relevant staff within the authority?	2	In house training session held in 2015. Regional session arranged by DPER in Galway in 2016 re QA process. Individual training needs are identified via the PMDS process.
1.3 Has the Public Spending Code been adapted for the type of project/programme that your local authority is responsible for? i.e., have adapted sectoral guidelines been developed?	2	A Local Government Guidance document has been developed and circulated adapting the PSC QA process to Local Government structures and approach.
1.4 Has the local authority in its role as Sanctioning Authority satisfied itself that agencies that it funds comply with the Public Spending Code?	3	Agencies have been advised of the requirements of the PSC.
1.5 Have recommendations from previous QA reports (incl. spot checks) been disseminated, where appropriate, within the local authority and to agencies?	2	
1.6 Have recommendations from previous QA reports been acted upon?	2	
1.7 Has an annual Public Spending Code QA report been certified by the local authority's Chief Executive, submitted to NOAC and published on the authority's website?	3	Report signed and submitted
1.8 Was the required sample of projects/programmes subjected to in-depth checking as per step 4 of the QAP?	2	By 2016 the council has completed in depth checks on 15.9% of project/ programme inventory values over the 3 years covering both revenue and capital projects. This met the previous requirement prior to the February 2017 change. There has been high

		coverage of revenue programmes in the in depth checks. Thus, when looking at the new disaggregated requirement for capital, the total coverage in the 3 years to 2016 amounts to 12.25% versus the new 15% for capital projects alone.
1.9 Is there a process in place to plan for ex post evaluations/Post Project Reviews? Ex-post evaluation is conducted after a certain period has passed since the completion of a target project with emphasis on the effectiveness and sustainability of the project.	2	
1.10 How many formal Post Project Review evaluations have been completed in the year under review? Have they been issued promptly to the relevant stakeholders / published in a timely manner?	N/A	None
1.11 Is there a process to follow up on the recommendations of previous evaluations/Post project reviews?	2	
1.12 How have the recommendations of previous evaluations / post project reviews informed resource allocation decisions?	2	

Checklist 2 – To be completed in respect of capital projects/programmes & capital grant schemes that were under consideration in the past year

Capital Expenditure being Considered – Appraisal and Approval	Self-Assessed Compliance Rating: 1 - 3	Comment/Action Required
2.1 Was a preliminary appraisal undertaken for all projects > €5m?	3	
2.2 Was an appropriate appraisal method used in respect of capital projects or capital programmes/grant schemes?	3	
2.3 Was a CBA/CEA completed for all projects exceeding €20m?	3	
2.4 Was the appraisal process commenced at an early stage to facilitate decision making? (i.e. prior to the decision)	3	
2.5 Was an Approval in Principle granted by the Sanctioning Authority for all projects before they entered the planning and design phase (e.g. procurement)?	3	
2.6 If a CBA/CEA was required was it submitted to the relevant Department for their views?	3	
2.7 Were the NDFA consulted for projects costing more than €20m?	3	
2.8 Were all projects that went forward for tender in line with the Approval in Principle and, if not, was the detailed appraisal revisited and a fresh Approval in Principle granted?	3	
2.9 Was approval granted to proceed to tender?	3	
2.10 Were procurement rules complied with?	3	
2.11 Were State Aid rules checked for all supports?	3	This was checked for relevant projects
2.12 Were the tenders received in line with the Approval in Principle in terms of cost and what is expected to be delivered?	3	
2.13 Were performance indicators specified for each project/programme that will allow for a robust evaluation at a later date?	2	
2.14 Have steps been put in place to gather performance indicator data?	2	

Checklist 3 – To be completed in respect of new current expenditure under consideration in the past year

Current Expenditure being Considered – Appraisal and Approval	Self-Assessed Compliance Rating: 1 - 3	Comment/Action Required
3.1 Were objectives clearly set out?	3	The additional expenditure was agreed as part of the budget process. Proposed projects will be agreed within each of the Municipal District's with the objectives clearly identified in the Municipal District statutory meetings during 2017.
3.2 Are objectives measurable in quantitative terms?	N/A	Objectives not yet identified - the required outcomes will be set at Municipal District statutory meetings during 2017. There may be qualitative & quantitative outcomes.
3.3 Was a business case, incorporating financial and economic appraisal, prepared for new current expenditure?	N/A	
3.4 Was an appropriate appraisal method used?	N/A	
3.5 Was an economic appraisal completed for all projects exceeding €20m or an annual spend of €5m over 4 years?	N/A	
3.6 Did the business case include a section on piloting?	N/A	
3.7 Were pilots undertaken for new current spending proposals involving total expenditure of at least €20m over the proposed duration of the programme and a minimum annual expenditure of €5m?	N/A	
3.8 Have the methodology and data collection requirements for the pilot been agreed at the outset of the scheme?	N/A	
3.9 Was the pilot formally evaluated and submitted for approval to the relevant Department?	N/A	
3.10 Has an assessment of likely demand for the new scheme/scheme extension been estimated based on empirical evidence?	N/A	

3.11 Was the required approval granted?	3	As per 3.1 budget adopted by Members
3.12 Has a sunset clause (as defined in section B06, 4.2 of the Public Spending Code) been set?	2	Funding availability will be reviewed as part of Local Property Tax decision in 2017 re 2018 funding
3.13 If outsourcing was involved were procurement rules complied with?	N/A	
3.14 Were performance indicators specified for each new current expenditure proposal or expansion of existing current expenditure programme which will allow for a robust evaluation at a later date?	2	3.2 refers
3.15 Have steps been put in place to gather performance indicator data?	2	3.2 refers

Checklist 4 – To be completed in respect of capital projects/programmes & capital grants schemes incurring expenditure in the year under review

Incurring Capital Expenditure	Self-Assessed Compliance Rating: 1 - 3	Comment/Action Required
4.1 Was a contract signed and was it in line with the Approval in Principle?	3	
4.2 Did management boards/steering committees meet regularly as agreed?	2	
4.3 Were programme co-ordinators appointed to co-ordinate implementation?	3	
4.4 Were project managers, responsible for delivery, appointed and were the project managers at a suitably senior level for the scale of the project?	3	
4.5 Were monitoring reports prepared regularly, showing implementation against plan, budget, timescales and quality?	2	
4.6 Did projects/programmes/grant schemes keep within their financial budget and time schedule?	2	
4.7 Did budgets have to be adjusted?	2	
4.8 Were decisions on changes to budgets / time schedules made promptly?	3	
4.9 Did circumstances ever warrant questioning the viability of the project/programme/grant scheme and the business case incl. CBA/CEA? (exceeding budget, lack of progress, changes in the environment, new evidence, etc.)	N/A	
4.10 If circumstances did warrant questioning the viability of a project/programme/grant scheme, was the project subjected to adequate examination?	N/A	
4.11 If costs increased was approval received from the Sanctioning Authority?	3	
4.12 Were any projects/programmes/grant schemes terminated because of deviations from the plan, the budget or because circumstances in the environment changed the need for the investment?	N/A	

Checklist 5 – To be completed in respect of current expenditure programmes incurring expenditure in the year under review

Incurring Current Expenditure	Self-Assessed Compliance Rating: 1 -3	Comment/Action Required
5.1 Are there clear objectives for all areas of current expenditure?	3	Yes. Spending Programme Defined as part of the Annual Budget process. Annual Service Plans(Water), Road works programs, Regional Waste Management Plans (RWMP) etc + Legislation & Standards
5.2 Are outputs well defined?	3	National KPIs are in place for Local Government. Outputs quantified across each Service Level as part of Budget Process, Annual Service Plans (Water), Road works programs, RWMP etc. Legislation & Standards also have to be complied with.
5.3 Are outputs quantified on a regular basis?	3	KPIs are established each year for specific services. Regular management & progress meetings and implementation of PMDS are examples of monitoring efficiency tools used. Annual reports & returns.
5.4 Is there a method for monitoring efficiency on an on-going basis?	3	Yes Budget performance and monitoring is in place (as above). Annual reports & returns. Audits - including by external agencies.
5.5 Are outcomes well defined?	3	The further development of the Annual Service Plans will enhance this measurement. Also Corporate Plan/Roads plans/Budget Report/Annual Reports/Development Plan/ meetings with Dept/TII
5.6 Are outcomes quantified on a regular basis?	2	The further development of the Annual Service Plans will enhance this measurement. Also Annual reports & returns , mid-year reviews & monthly management reports to the council.
5.7 Are unit costings compiled for performance monitoring?	2	The council complies with national performance indicators in relation to cost per unit and

		costing is also carried out by service.
5.8 Are other data compiled to monitor performance?	2	Data compiled in each service area e.g. Environmental monitoring reports under licences, monthly expenditure monitoring & annual Budget and AFS processes facilitate monitoring. Returns to the relevant central government department, annual stats & RMCEI. Library data on usage of facilities
5.9 Is there a method for monitoring effectiveness on an on-going basis?	2	All expenditure is evaluated annually across these Service Levels as part of Budget Process + Also Annual reports & returns, midyear reviews, networks & external assessment of standards.
5.10 Has the organisation engaged in any other 'evaluation proofing'[1] of programmes/projects?	2	This council has co-operated in all the VFM studies and subsequent progress reviews issued by the Department of the Environments VFM unit as requested. Under 'other evaluations' there have been 13 IA reports in 2016, a LGA review & IW reviews. There is an internal audit process to follow up recommendations which will include VFM reviews. Customer surveys and external assessments.

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[1] Evaluation proofing involves checking to see if the required data is being collected so that when the time comes a programme/project can be subjected to a robust evaluation. If the data is not being collected, then a plan should be put in place to collect the appropriate indicators to allow for the completion of a robust evaluation down the line.

Checklist 6 – To be completed in respect of capital projects/programmes & capital grant schemes discontinued and/or evaluated during the year under review

Capital Expenditure Recently Completed	Self-Assessed Compliance Rating: 1 - 3	Comment/Action Required
6.1 How many post project reviews were completed in the year under review?	N/A	None
6.2 Was a post project review completed for all projects/programmes exceeding €20m?	N/A	
6.3 Was a post project review completed for all capital grant schemes where the scheme both (1) had an annual value in excess of €30m and (2) where scheme duration was five years or more?	N/A	
6.4 Aside from projects over €20m and grant schemes over €30m, was the requirement to review 5% (Value) of all other projects adhered to?	N/A	
6.5 If sufficient time has not elapsed to allow for a proper assessment, has a post project review been scheduled for a future date?	2	
6.6 Were lessons learned from post-project reviews disseminated within the Sponsoring Agency and to the Sanctioning Authority? (Or other relevant bodies)	N/A	
6.7 Were changes made to practices in light of lessons learned from post-project reviews?	N/A	
6.8 Were project reviews carried out by staffing resources independent of project implementation?	N/A	

Checklist 7 – To be completed in respect of current expenditure programmes that reached the end of their planned timeframe during the year or were discontinued

Current Expenditure that (i) reached the end of its planned timeframe or (ii) was discontinued	Self-Assessed Compliance Rating: 1 - 3	Comment/Action Required
7.1 Were reviews carried out of current expenditure programmes that matured during the year or were discontinued?	N/A	No programmes relevant to PSC in 2016
7.2 Did those reviews reach conclusions on whether the programmes were efficient?	N/A	No programmes relevant to PSC in 2016
7.3 Did those reviews reach conclusions on whether the programmes were effective?	N/A	No programmes relevant to PSC in 2016
7.4 Have the conclusions reached been taken into account in related areas of expenditure?	N/A	No programmes relevant to PSC in 2016
7.5 Were any programmes discontinued following a review of a current expenditure programme?	N/A	No programmes relevant to PSC in 2016
7.6 Were reviews carried out by staffing resources independent of project implementation?	N/A	No programmes relevant to PSC in 2016
7.7 Were changes made to the organisation's practices in light of lessons learned from reviews?	N/A	No programmes relevant to PSC in 2016

Notes:

❖ The scoring mechanism for the above checklists is as follows:
  o Scope for significant improvements = a score of 1
  o Compliant but with some improvement necessary = a score of 2
  o Broadly compliant = a score of 3

❖ For some questions, the scoring mechanism is not always strictly relevant. In these cases, it is appropriate to mark as N/A and provide the required information in the commentary box as appropriate.

❖ The focus should be on providing descriptive and contextual information to frame the compliance ratings and to address the issues raised for each question. It is also important to provide summary details of key analytical outputs covered in the sample for those questions which address compliance with appraisal/evaluation requirements i.e. the annual number of appraisals (e.g. Cost Benefit Analyses or Multi Criteria Analyses), evaluations (e.g. Post Project Reviews). Key analytical outputs undertaken but outside of the sample should also be noted in the report.

Public Spending Code -Quality Assurance 2016 – In Depth Check

Clare County Library Project under the category of 'expenditure being considered' at a value of €8.6 million euro.

Document Purpose

This document is based on the template provided by DPER on completing an in-depth check as part of the Quality Assurance Process (QAP). The document is being completed in relation to the Clare County Library Project under the category of 'expenditure being considered' at a value of €8.6 million euro.

Document Format

Section A: Introduction

Section B: Evaluation

> 1. Logic Model Mapping
>
> 2. Summary Timeline of Life Cycle
>
> 3. Analysis of Key Documents
>
> 4. Data Audit
>
> 5. Key Evaluation Questions

Section C: Summary and Conclusions

Summary and Use

This in-depth check report will be attached as an appendix to the main report i.e. Quality Assurance report. The Summary and Conclusions section is included in the main report under the In-Depth Check section.

Quality Assurance 2016 – In Depth Check

Section A: Introduction

This introductory section details the headline information on the Clare County Library Capital Project

Programme or Project Information	
Name	Clare County Library Capital Project
Detail	The construction of a new County Library for Clare County Council –provision of a new Public County Library incorporating a Local Studies Centre, Art gallery and Library HQ.
Responsible Body	Clare County Council
Current Status	Expenditure under consideration
Start Date	Consultants appointed. At sketch design stage 2(a).
End Date	2020
Overall Cost	€8.6 million (based on 2012 construction costs)

Project Description

The construction of an architect designed cultural facility adjacent to Glór theatre in Ennis Co. Clare. The building will house a new public library, art gallery, Local Studies Centre and Library HQ which have historically been accommodated over 3 separate sites i.e. county library, local studies services and library HQ.

Existing library space = 1,442 sq metres on three sites.

Proposed new floor area = 2,321 sq meters over three floors on one site.

 A design team comprising the services of a lead architectural firm, QS, Mechanical and Electrical engineering and H&S services was appointed in June 2016 after a competitive tendering process. Stage 1) preliminary sketch design was completed in October 2016 with approval granted by Clare County Council to proceed to stage ii). It is anticipated that the project will proceed to planning in mid 2017.

The county library will serve an estimated 33,623 people in 2016. It will be the lead library in the county and showcase a comprehensive range of services not duplicated elsewhere. It is therefore anticipated that usage will be very high and the benefits to co-location on the Glór theatre site will bestow tangible community benefits within a short time frame.

Section B - Step 1: Logic Model Mapping

As part of this In-Depth Check, Internal Audit have completed a Programme Logic Model (PLM) for the Clare County Library Capital Project. A PLM is a standard evaluation tool and further information on their nature is available in the Public Spending Code.

Objectives	Inputs	Activities	Outputs	Outcomes
1. Provide a new public Library, Art gallery, Local Studies Centre and Library HQ	1. - Capital funding of €8.6 million -Design construction	1. -Preliminary design development and survey. -Public consultation	1. Stage 1 report Topograph and Survey reports	1. Understanding the brief and site constraints
2. To support the digital knowledge economy	2. Provision of an Open Library	2. Technologically enabling the Library to run in self service mode outside of traditional opening hours	2. By 2020–50,000 internet sessions to be provided through a combination of **20 static PC points** and the introduction of Wi Fi capacity	2. -To enable citizens to become digitally literate -To support local and national job creation objectives
3. To support community needs and provide opportunities for social inclusion.	3. The design and creation of a new multi-purpose space for community use	3. A calendar of activities tied into national and local initiatives and collaboration with Glór	3. By 2020 –potential for hosting **125 events** with an average of **50 people per event = 6,250** participatory capacity.	3. -opportunity to generate a stronger cultural relationship between Glór and the library -Increased exposure to a wider community base for Glór.
4. To manage, preserve and make available the local and national culture of the county.	4. a rich collection of Local Studies materials	4. Provide an enhanced and expanded space dedicated to Local Studies and genealogy in the new library complex	4. By 2020 – 10,000 queries to be handled by Local Studies Centre, 150,000 visits to the website	4. -non-cash benefits to society such as intellectual gain and cultural enhancement by provision of a modern service -an improved archive and storage system for books

4

5. To enhance accessibility in all its forms	**5.** Access, parking, appropriate signs and building design - used to enhance the existing and new facilities.	**5.** address gaps in library membership by the disabled and elderly due to accessibility issues in DeValera library	**5.** By 2020 – 5% of library membership to comprise those with a disability/illness (in 2007 – 1.8% use of DeValera Library by those with a disability/illness)	**Re: objectives 1 to 6**. a new cultural quarter within the town centre with Glór, museum, gallery, library and local studies combining to give a unique and concentrated visitor experience.
6. To maximize staff resources.	**6.** -A well designed seamless new library and combined HQ will create a more conducive environment for interchange and integration of HQ staff with branch staff -an ability to offer longer opening hours to the public	**6.** Staff resources on site and readily available.	**6.** Opening hours of DeValera library by 2020 – 50 hours per week (Opening hours of DeValera library in 2012 – 46.5 hours per week)	**Re: objectives 1 to 6** Enhanced services to the public

Description of Programme Logic Model

Objectives:
The objective of the project is to locate and develop a new public Library incorporating an Art Gallery, Local Studies Centre and Library HQ on the site of Glór Theatre in Ennis, Co Clare. It will be the lead library in the county and showcase a comprehensive range of services not duplicated elsewhere. It is therefore anticipated that usage will be very high and the benefits to co-location on the Glór Theatre site will bestow tangible community benefits within a short time frame.

Inputs: The primary input to the programme will be the capital funding of €8.6 million which will be funded by grant aid from the Department of Housing, Community & Local Government (€3 million), the ERDF (€1 million) and council own resources of €4.6 million. The proposal allows for the construction of a new building housing a suite of services which have historically been accommodated over 3 separate sites i.e. county library, local studies services and library HQ.

Existing library space = 1,442 sq metres on three sites.
Proposed new floor area = 2,321 sq meters over three floors on one site.

Activities: There are a number of key activities that are carried out by the Project team, Design team and the Project Steering group. At this preliminary design stage one of the key activities is Preliminary design development and survey and Public consultation. Stage 1) preliminary sketch design was completed in October 2016 with approval granted by Clare County Council to proceed to stage ii). It is anticipated that the project will proceed to planning in mid 2017.

Outputs: Having carried out the identified activities using the inputs, the outputs of the project are expected to be seen in 2020 as increased services in the form of:

- 50,000 internet sessions to be provided
- the potential for hosting 125 events p.a. with an average of 50 people per event = 6,250 participatory capacity.
- 10,000 queries to be handled by Local Studies Centre, 150,000 visits to the website
- 5% of library membership to comprise those with a disability/permanently sick (2007 – 1.8% use of DeValera Library by those with a disability/permanently sick)
- Increased opening hours of the library service in 2020

Outcomes: The envisaged outcomes of the project are to provide a new cultural quarter within the town centre with the public Library, Glór Theatre, Museum, Gallery, and Local Studies combining to give a unique and concentrated visitor experience. To support local and national job creation objectives, provide an opportunity to generate a stronger relationship between Glór Theatre and the Library as well as an increased exposure to a wider community base for Glór Theatre. This should also lead to increased and new revenue streams in Glór. It is envisaged there will be non-cash benefits to society such as intellectual gain, cultural and social inclusion activity enhancement by provision of a modern service.

Section B - Step 2: Summary Timeline of Project/Programme

The following section tracks the **Clare County Library Capital Project** from inception to conclusion in terms of major project/programme milestones

2011	Tender/ Expression of Interest: Planner report on sites. Architectural report on sites. Detailed spatial analysis on a Site
2012	Background Feasibility Analysis/ Studies of Clare County Council sites
2013	Project Appraisal (Initial)
2014	Stage 1 submission for approval (Dept)
2015	Tender Consultants: Project Scope Information stages 1&2. Scope of Services (for consultants) Tender Report to Chief Executive
2016	Stage 1 Approval obtained (Dept) Architects Stage (i) Preliminary Report-report by Design team in relation to stage I design
Feb/ March 2017	Public consultation
May 2017	Stage (II) submission to the Department

Lodge Part VIII (Part 8) (REQUIREMENTS IN RESPECT OF SPECIFIED DEVELOPMENT BY, ON BEHALF OF, OR IN PARTNERSHIP WITH LOCAL AUTHORITIES) |
Q 4 2017 est	Tender
Q1 2018 est	Start on site
Q4 2019 est	Complete on site/ occupy by 2020

Section B - Step 3: Analysis of Key Documents

The following section reviews the key documentation relating to appraisal, analysis and evaluation for the **Clare County Library Capital Project**

Clare County Library Project/Programme Key Documents	
Title	**Details**
Feasibility Study	Preliminary Feasibility extended to review other additional sites
Project Appraisal	A detailed appraisal covering aspects of design, planning and financing to facilitate the consideration of approval in principle to proceed.
Stage 1 Report Approval in Principal	Application for Approval in Principle to proceed to build under the Public Library Capital Building Programme Fund 2016-2021 submitted to the Department covering all criteria as required under the application focusing on need, services and preferred options
Project Steering Committee meetings	On-Going Project Management Reports for the Library Project

Key Document 1: Feasibility Study

This report by Clare County Council dated October 2012 extended the Preliminary Feasibility study to review other additional sites and included a brief statement of need for the project. The Site location and Brief objective matrix applied a score to a list of objectives for 4 options and indicated whether there was potential capital assets release for the site options. Items for and against each option were included in the detailed analysis of the matrix in appendix 4 of the report. The Cost summary figures reflected building construction costs only (no design or professional fees, VAT etc) and various costs of financing examples were included as well as the consultants cost analysis. The report concludes that in comparing potential sites for new build, the overall cost difference was not significant. Other elements had then to be considered including the potential to create a new cultural quarter within the town centre with Glor theatre. A new build would therefore be the most desired outcome with the prospect of a complete cultural experience on one campus.

Key Document 2: Project Appraisal

This report by Clare County Council dated 20/9/13 incorporates elements of preliminary and detailed appraisals covering aspects of design, planning and financing to facilitate the consideration of 'approval in principle' to proceed with the project. It outlines the needs

and objectives of the project with a statement of need and consideration of objectives in support of the knowledge economy, community needs and social inclusion, local and national culture, enhanced accessibility in all its forms and maximisation of staff resources.

A number of options for implementing the project are deliberated from developing on various sites, refurbishment options and including the option to 'do nothing' and the pros & cons of each option is examined. Constraints such as Planning, Design and Health & Safety are outlined and financial costs examined for the various options as well as an overall cost plan budget for the project. Construction budget estimates were provided by a consultant for potential proposals. This was coupled with anticipated professional fees and services.

An analysis of options was carried out using Multi Criteria Analysis developed to review each option by reference to an explicit set of criteria and objectives. These objectives reflect council corporate plan objectives and project objectives including additional criteria such as civic presence, social (accessibility, location), environmental (built environment, conservation), and potential release of capital assets. The criteria were then scored. The outcome determined the preferred option of the Glór site. The preferred option and timescale are examined in the report as well as the uncertainty and risks associated with the project (e.g. budget over run, objections at planning stage, ground conditions). The report indicates that the appointment of a competent and experienced design team will be a key factor in relation to design risk mitigation and costs management.

A sensitivity analysis was included to give an indication of the project appraisals sensitivity to changes in key assumptions. This report indicates that this is effectively a non commercial investment proposal and concludes that the proposal to develop a new county library and support services on the site of Glór should be accepted for approval in principle with a view to seeking Department grant aid towards the development in tandem with the appointment of consultants to progress the design to planning stage.

Key Document 3: Stage 1 Report Approval in Principal
This report by Clare County Council dated 9/1/14 is an application for Approval in Principle to proceed to build under the Public Library Capital Building Programme Fund 2016-2021 submitted to the Department covering all criteria as required under the application focusing on need, services and preferred options.

The report gives an outline of the proposed project covering the type of facility, the nature of the proposal, preliminary schedule of accommodation and broad cost implications. It incorporates the statement of need outlining the area and population and a justification for the project considering the demand for a library service in the area to be served.

The proposal allows for the construction of a new building housing a suite of services which have historically been accommodated over 3 separate sites i.e. county library, local studies services and library HQ. Broad cost implications are also summarised. It is indicated that the main County Library structure is in poor condition due to deterioration of materials and

detailing and this coupled with limited accessibility, flood history and inability to provide and showcase modern services creates a challenging environment to meet the demands of a modern library service and the public expectations.

The report highlights that it is apparent that the library has reached its capacity potential and will not increase its usage in the present building due to the limited services now available. However, the potential to grow this service again and meet the needs of a growing population will be realized in a new county library designed with an eye to the demands and requirements of customers into the future.

In looking at alternative location options, it is stated that 16 submissions were reviewed including a range of sites, constructed buildings and proposals for development and were assessed on the basis of criteria including area available, location, costs, and planning implications. The second stage assessment narrowed the selection down to two potential sites. Following review of acquisition costs for these properties the Council undertook to further analyze its own existing property folio, including existing 'operational' sites with expansion or development potential.

A Multi Criteria Analysis was developed to review each option as outlined under Key Document 2 and the outcome determined the preferred option of the Glór site. A Certificate of priority was included in the report.
In relation to implications for existing services the report states that it is anticipated that this library will be the lead library in the county and will provide a focus for all major cultural and artist endeavours for the entire library and arts service.
An assessment of the site location and the suitability of its location, the site conditions and its suitability for building were detailed as well as the convenience and accessibility to the public and general suitability for library operation and use. Also detailed was the site compatibility with existing or proposed development in the vicinity.

This report formed the application for Approval in Principle to proceed to build the project and was submitted to the Department of Housing, Planning, Community & Local Government in 2014. Capital funding and Approval in principle were obtained in 2016.

Key Document 4: Project Steering Committee meetings
In compliance with the requirements of the Public Spending Code for projects 'under consideration' for a formal structure to be put in place, a project manager was appointed and regular reporting covering all significant developments relating to the project and its costs, a Project steering committee was set up. The Project Steering Committee meets regularly to provide on-going project management reports for the Library project and a project execution plan has been developed. The meetings are minuted and show topics discussed by the Project team, Design Team and Steering Group where relevant, that range from outline brief, procurement process, funding, design team progress reports, risk, public consultation, planning and matters arising as the project proceeds.

Section B - Step 4: Data Audit

The following section details the data audit that was carried out for the **Clare County Library Project**. It evaluates whether appropriate data is available for the future evaluation of the project/programme.

Data Required	Use	Availability
Overall Level of Project Expenditure	Measure Project Inputs	Available from Project Reports.
Objectives & parameters of the project-cost limits/targets/estimates	Measure Project Inputs	Available from Project Reports e.g. Indicative project brief
Number of Library Visits per Head of Population (based on 2016 Census)	Assess library usage	Annual KPI
Number of Library Stock Items Issued to Borrowers in the Year	Assess library usage	Annual KPI
Number of registered readers	Assess library usage	Annual in- house statistic readily available
Number of activities/events/exhibitions in year	Assess library usage	Annual in- house statistic readily available
Number of persons attending activities/events/exhibitions in library in year	Assess library usage	Annual in- house statistic readily available
Number of persons attending at library events held in Glor theatre	Assess library/Glor usage	Statistic readily available as collaborative library activities are scheduled each year
Number of visits to website	Assess library usage	Statistic readily available
Number using Local Studies center for research	Assess Local Studies center usage	Statistic readily available
Number of queries dealt with by Local Studies center	Assess Local Studies center usage	Statistic readily available
Library cost-Cost per Capita (based on 2016 Census)(€)	Assess library cost	Annual KPI
Open library hours	Library access hours	Library is not functioning in Open Library mode yet
Number of (1 hour) Internet sessions	Knowledge Economy	Statistic readily available
Number of static PC points	Knowledge Economy	82 county-wide in network, presently, 10 of these in DeValera branch, Wi Fi also available

Number of persons using Toy and Sensory Resource	Assess library accessibility aid usage	Statistic not readily available
Number of hours of Wi Fi usage	Knowledge Economy	Statistic readily available
Number of online e-resources on loan to the public	Knowledge Economy	Statistic readily available

Data Availability and Proposed Next Steps

The data required for the monitoring and evaluation of the project will be defined in the detailed planning and design phase of the project – which is the phase that the project will be at by Q4 2017. Data in relation to the usage of the library and its resources is being recorded. It is intended to collect data on the Open Library and Toy and Sensory Resource usage.

Section B - Step 5: Key Evaluation Questions

The following section looks at the key evaluation questions for **Clare County Library Project** based on the findings from the previous sections of this report.

Does the delivery of the project/programme comply with the standards set out in the Public Spending Code? (Appraisal Stage, Implementation Stage and Post-Implementation Stage)

This report deals with the Appraisal stage of the Public Spending Code (parts BO1, BO2 (and also parts of C01))

The steps 1 to 7 of part B01 of the Public Spending code (PSC) in relation to the category 'Expenditure under consideration' and the 'Standard Appraisal Process' have been addressed in the Project Appraisal Report 2013 and the Stage 1 Report 2014 which deal with the requirements to define the objectives of the project, explore options taking account of constraints, quantify the costs of viable options and specify sources of funding, analyse the Main Options, identify the risks associated with each viable option, decide on a preferred option and make a recommendation to the Sanctioning Authority.

The thresholds and methodologies for appraisal set out in the PSC indicate that projects between €5 million and €20 million should be subject to preliminary and detailed appraisal which includes at least a Multi-Criteria Analysis (MCA). On this project a MCA was undertaken to determine the benefits and risks associated with the main options identified. Cost reports were prepared at stage 1. The project however will advance into stage 2 in 2017. This is a project currently at preliminary design stage only.

Steps 1 and 2 (of 7 steps) of part B02 of the Public Spending code in relation to the category 'Expenditure under consideration' and the 'Planning Stage' have been addressed in the Start up Report 2016 and the Capital Project Steering Committee meetings which deal with the requirements to establishment a Project Management Structure and prepare a Project Brief. Step 3 in relation to the Detailed Planning and Design is in progress. Step 5 on 'Obtaining approval of the Sanctioning Authority' has been completed for the Consultants (design team) stage 1 approval) as the Project is at preliminary design stage only.

This also means that the project is not at the Pre Tender Review (Step 4), Tendering (Step 6) or a Review using Tender Prices (Step 7) stages yet. However, some EU tendering for the appointment of the design team was carried out in July 2016.

A number of parts of the Public Spending code have been addressed in that a Project Manager has been appointed, a formal structure has been put in place for project expenditure monitoring against plans and expectations in the form of a Capital Project Steering Committee which meets monthly and there are regular minutes prepared covering all significant developments relating to the project and its costs.

Is the necessary data and information available such that the project/programme can be subjected to a full evaluation at a later date?
The data required for the monitoring and evaluation of the project will be defined in the detailed planning and design phase of the project – which is the due to be completed by the end of 2017. There is a list of performance related data as set out in Step 4 (Data Audit) on page 11 which will be used as a reference point in the future.

The project appraisal and application for approval set out the benefits to be gained from the project - it quantifies the benefits and indicated when they would be realised. As a consequence, it should be possible to ascertain if anticipated benefits have been realised and the majority of the data is available or can be estimated.

Monitoring and reporting on the project will also be required by the Southern Regional Assembly in relation to the ERDF funding being provided by the EU e.g. Progress Reports for the Southern and Eastern Regional Operational Programme 2014 – 2020 Monitoring Committee. The intention will be to input regular updates to a software system which is still in design stage. In the absence of this updates are put on the Council webpage where the project details are presently sitting see: https://www.clarecoco.ie/recreation-culture/clare-county-library/county-library-project/default.html

What improvements are recommended such that future processes and management are enhanced?
This is an ongoing major project which is still in a relatively early stage. Project management and the Steering committee should continue to apply a rigourous oversight throughout the duration of this project to ensure it is delivered as intended and afterwards to ensure all necessary post project evaluations are undertaken.
It is important that the initial stages are done correctly so that the implementation and post-implementation stages can be progressed effectively, efficiently and in accordance with the Public Spending Code. In any cases where significant cost increases or time delays have been identified following the appraisal of a project, there should continue to be consultation with the relevant parties to identify whether a reappraisal is necessary, in line with the Public Spending Code.

Section: In-Depth Check Summary

The following section presents a summary of the findings of this In-Depth Check on the **Clare County Library Project**

Summary of In-Depth Check

This report deals with the Appraisal stage of the Public Spending Code (parts BO1, BO2 (and also parts of C01)) in relation to the **Clare County Library Project** under the category of 'expenditure being considered' at a value of €8.6 million euro. The objective of the project is to locate and develop a new county public Library incorporating an Art Gallery, Local Studies Centre and Library HQ beside the Glór Theatre in Ennis, Co Clare.

The primary input to the programme will be the capital funding of €8.6 million which will be funded by grant aid from the Department of Housing, Community & Local Government (€3 million), the ERDF (€1 million) and council own resources of €4.6 million. It is anticipated that usage will be very high and the benefits to co-location on the Glór Theatre site will bestow tangible community benefits within a short time frame. A number of site options were appraised and the final chosen site option was submitted to an in-depth appraisal.

This is an ongoing major project which is still in a relatively early stage. At this preliminary design stage one of the key activities is preliminary design development and survey and public consultation. Stage 1) preliminary sketch design was completed in October 2016 with approval granted by Clare County Council to proceed to stage ii). It is anticipated that the project will proceed to planning in Q2 of 2017. At this stage the project was broadly in compliance with the Public Spending Code.

Public Spending Code -Quality Assurance 2016 – In Depth Check

Landfill Operations and Aftercare–Current Expenditure (being incurred) –Budget Item E01

Document Purpose

This document is based on the template provided by DPER on completing an in-depth check as part of the Quality Assurance Process (QAP). The document is being completed in relation to Revenue Budget Item E01-Landfill Operations and Aftercare under the category of Current Expenditure (being incurred) at a value of €1.35 million euro.

Document Format

Section A: Introduction

Section B: Evaluation

> 1. Logic Model Mapping
>
> 2. Summary Timeline of Life Cycle
>
> 3. Analysis of Key Documents
>
> 4. Data Audit
>
> 5. Key Evaluation Questions

Section C: Summary and Conclusions

Summary and Use

This in-depth check report will be attached as an appendix to the main report i.e. Quality Assurance report. The Summary and Conclusions section is included in the main report under the In-Depth Check section.

Summary of Section C

The objective of this Programme is to maintain closed landfill sites and comply with the Environmental Protection Agency (EPA) regulations.

The controls in place for the management of the Landfill Operations and aftercare Programme provide adequate assurance that there is compliance with the Public Spending Code to-date in relation to this category of expenditure i.e. current expenditure 'being incurred' (Implementation & Periodic Review). The council's procurement section is currently in the process of reviewing procurement in relation to two contracts and thus these were not covered by this check. This Programme is included in the category of Current expenditure and is included in the Revenue Budget on an annual basis under sub division E01.

Quality Assurance – In Depth Check

Section A: Introduction

Programme or Project Information	
Name	Landfill Operation and aftercare.
Detail	Incurring current expenditure in order to comply with the requirements associated with the Waste Licence Regulations including procurement and ultimately reporting to the EPA.
Responsible Body	Clare County Council.
Current Status	Current Expenditure - Being Incurred.
Start Date	1996.
End Date	On-going.
Overall Cost	€1,355,000 (in 2016)

Project Description

Landfill Operation and aftercare of licensed Landfill sites.

Programme Logic Model (PLM) for the Landfill Operation and Aftercare (current expenditure 'being incurred'). A PLM is a standard evaluation tool and further information on their nature is available in the **Public Spending Code**.

Objectives	Inputs	Activities	Outputs	Outcomes
• Current expenditure being incurred for Landfill Operation and Aftercare. • Comply with Waste Management Regulations. • Fulfil reporting requirements to the EPA.	• Revenue Funding of €1,355,000. • Consultant, Contractors and Specialist Contractors. • Human Resources from Clare County Council. • Plant and site office.	• Monitor leachate and gas emissions • Monitor groundwater, surface water, flare emissions, dust, noise, ecology. • Sample testing and screening. • Report emission levels. • Comply with EPA Licences requirements. • Procurement • Programme management.	Management of **3** licensed Landfill sites.	Compliance with the Waste Management Act, 1996 and associated legislation.

Description of Programme Logic Model

Objectives: The objectives of 'Landfill Operation and Aftercare' are to manage the sites and ensure compliance with EPA licences and Waste Management Regulations.

Inputs: The primary input to the programme is Current Funding of €1,355,000, which also includes historical loan charges. Other resources include

Consultants, Contractors, Specialist Contractors and staff from Clare County Council.

Activities: A number of key activities were undertaken which include managing leachate and gas emissions and reporting on same to the EPA. Sample testing and screening in order to comply with EPA licences, together with procurement and programme management.

Outputs: The outputs of the programme are the management of the sites to ensure compliance with the EPA licences.

Outcomes: The envisaged outcome of the programme is to provide compliance with the Waste Management Act, 1996 and associated legislation.

Section B - Step 2: Summary Timeline of Project/Programme

The following section tracks the Landfill Operation and Aftercare programme from inception to conclusion in terms of major project/programme milestones

Weekly

Removal of leachate for treatment in offsite wastewater treatment plants (CWMF)

Periodically

Procurement of Contractors and Consultants for the management of landfill sites.

Monthly

Monitor groundwater and surface water and report results to EPA in accordance with licence requirements

Quarterly

Monitor leachate and gas emissions. Monitor groundwater and surface water quality.
Sample testing and screening. Reporting quarterly results to EPA.

Bi Annually

Monitor Landfill gas flare emissions. Monitor noise and dust emissions.

Annually

Monitor leachate and gas emissions. Monitor aquatic and terrestrial ecology. Sample testing and screening. Reporting annual results to EPA.

Section B - Step 3: Analysis of Key Documents

The following section reviews the key documentation relating to appraisal, analysis and evaluation for Landfill Operation and aftercare.

Project/Programme Key Documents	
Title	**Details**
Waste Management Legislation	Waste Management Acts 1996 to 2005 EU Landfill Directive (1999/31/EC) Waste Management (Facility Permit & Registration) Regulations 2007 as amended Waste Management (Registration of Brokers and Dealers) Regulations 2008 (S.I. No. 113 of 2008) S.I No. 130/2010 European Communities (Public Authorities Contracts) (Review Procedures) Regulations 2010 Legislation introduced in 1996 - subsequent risk of prosecution from the EPA for non compliance with each and every condition of the Licence.
Southern Region Waste Management Plan 2015 - 2021	10 local authorities in the Southern Region of Ireland have been set a number of key targets in relation to waste prevention activities under a new plan that was launched on the 14th May 2015 – remediation of historical landfill sites and Landfill aftercare is also included.
EPA Licences	Licences issued by the EPA for **3** no. sites.
Quarterly and Annual reports	Meeting targets of EPA.

Key Document 1: Waste Management Act, 1996 etc.

Prescribed legislation

Key Document 2: Southern Region Waste Management Plan 2015 – 2021

The Waste Management Plan for the Southern Region is the framework for the prevention and management of wastes in a safe and sustainable manner. Detailed policies and targets are set out in this plan which applies to local authorities in the Southern Region of Ireland including Clare County Council. One such Policy is that 'The local authorities recognise the need to address legacy, historic and closed licensed landfills in the region over the plan period.
The plan indicates that 'the cost of remediation of closed licensed landfills is a major cost for local authorities and the remediation programme timelines are in agreement with the EPA. In most cases these costs are covered in the aftercare costs but in some cases the aftercare fund has not been sufficient to meet the total remediation costs'.
Following closure of a site the plan states that 'certain operations expenditures remain such as gas monitoring; pipe work; leachate collection, transport and treatment; security; insurance; EPA licensing; testing and sampling work; Expenditure is then undertaken for capping and closure of the landfill. These Expenditures can vary, depending on a range of factors unique to individual landfill sites; Capping and closure expenditure will cease when the work is completed, but this may take more than a year. There may be further occasional work of this nature as subsidence occurs; Operations expenditure should also reduce in time as, for example, leachate and gas emissions reduce; Eventually the landfill will become relatively inert, though ongoing monitoring and aftercare will continue for many years – potentially 30 years, as specified in current EPA licences'.

Key Document 3: EPA Licences

EPA Licences issued for each of the Landfill sites are in a prescribed format.

Key Document 4: Quarterly and Annual reports

The Quarterly and Annual Environmental Reports (AER) are prepared and submitted to the EPA as required for each Waste Licence.

Section B - Step 4: Data Audit

The following section details the data audit that was carried out for the Landfill Operation and aftercare. It evaluates whether appropriate data is available for the future evaluation of the project/programme.

Data Required	Use	Availability
LANDFILL GAS	Monitored to ensure that Landfill Gas is within regulations/guidelines	Hard copies available in Environment section. Electronic copies downloadable from EPA EDEN site
DUST	Monitored to ensure that Dust is within regulations/guidelines	Hard copies available in Environment section. Electronic copies downloadable from EPA EDEN site
SURFACE WATER	Monitored to ensure that Surface Water is within regulations/guidelines	Hard copies available in Environment section. Electronic copies downloadable from EPA EDEN site
GROUND WATER	Monitored to ensure that Ground Water is within regulations/ guidelines	Hard copies available in Environment section. Electronic copies downloadable from EPA EDEN site
FLARE EMISSIONS	Monitored to ensure compliance with EPA licence	Hard copies available in Environment section. Electronic copies downloadable from EPA EDEN site
AQUATIC AND TERRESTRIAL ECOLOGICAL MONITORING	Monitored to ensure compliance with EPA licence	Hard copies available in Environment section. Electronic copies downloadable from EPA EDEN site

LEACHATE	Monitored to ensure that Leachate is within regulations/guidelines	Hard copies available in Environment section. Electronic copies downloadable from EPA EDEN site
NOISE	Monitored to ensure compliance with EPA licence	Hard copies available in Environment section. Electronic copies downloadable from EPA EDEN site

Data Availability and Proposed Next Steps

This data is collected and maintained by the Environment Section of Clare County Council.
The monitoring and capturing of data is undertaken quarterly and annually.

Section B - Step 5: Key Evaluation Questions

The following section looks at the key evaluation questions for Landfill Operation and aftercare based on the findings from the previous sections of this report.

Does the delivery of the project/programme comply with the standards set out in the Public Spending Code? (Appraisal Stage, Implementation Stage and Post-Implementation Stage)

The controls in place for the management of Landfill Operation and aftercare at 3 Landfill sites provide adequate assurance that there is compliance with the Public Spending Code to-date in relation to this category of expenditure i.e. current expenditure 'being incurred' (Implementation & Periodic Review).

Is the necessary data and information available such that the project/programme can be subjected to a full evaluation at a later date?

The necessary data and information is available to enable the programme to be subjected to a full evaluation at a later date if required.

The Waste Management Plan for the Southern Region is the framework for the prevention and management of wastes in a safe and sustainable manner. The plan sets a number of key targets and policies to be implemented and evaluated against. A key finding from an analysis of current expenditure in the plan is that 68.5% of the expenditure is on "lower order" waste management activities such as landfill aftercare, street cleaning and litter management. Expenditure on " higher order activities in the waste hierarchy, such as waste prevention, recovery and recycling, is 31.5% of the total. The plan states that:

18.5.1 Potential Cessation of Existing Activities

While developing the plan as presented in this document, consideration was given to what potential exists to curtail or cease some current activities in the interests of operating and cost efficiency. In other words, the range of existing activities was considered to see if any opportunities for savings from these activities could be identified. These discussions are summarised as follows.

- **Landfill operation and aftercare:** Expenditure under this activity heading is not discretionary. There is a range of statutory obligations under which aftercare is required, as well as other environmental, social and other considerations;

What improvements are recommended such that future processes and management are enhanced?

The processes in place for the governance and management of the 'Landfill Operation and Aftercare' current expenditure provision were found to be satisfactory. There are two areas i.e. Environmental monitoring and Leachate removal where procurement is currently in the review process via the procurement section and this should be completed as soon as possible.

Section: In-Depth Check Summary

The following section presents a summary of the findings of this In-Depth Check on the Landfill Operation and aftercare.

Summary of In-Depth Check

The objective of the 'Landfill Operation and Aftercare' current expenditure provision is to manage the sites and ensure compliance with EPA licences and Waste Management Regulations.

The key activities undertaken include managing the leachate and gas emissions and reporting same to the EPA. Sample testing and screening is carried out in order to comply with EPA licences. Activities also include Procurement and programme management. The council's procurement section is currently in the process of reviewing procurement in relation to two contracts and thus these were not covered by this check.

The necessary data and information is available to enable the programme to be subjected to a full evaluation at a later date if required.

The controls in place for the management and governance of the programme for Landfill Operation and aftercare (of the 3 no. sites) provides adequate assurance that there is compliance with the Public Spending Code to-date in relation to this category of expenditure i.e. current expenditure 'being incurred' (Implementation & Periodic Review).