

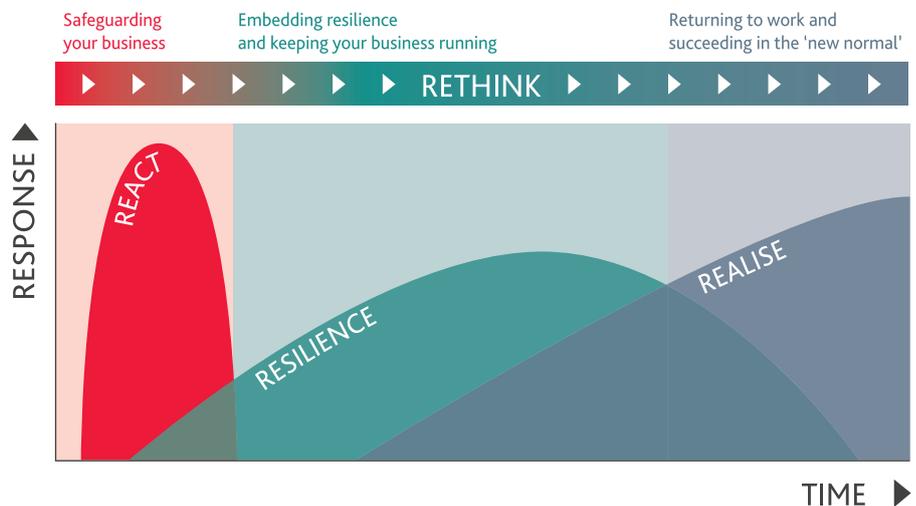
Covid-19: A Local Authority Roadmap to Respond, Renew & Recover

At BDO, we acknowledge the challenging position that local authorities are in at the moment. Sectors have experienced various scale of loss from trained staff, business model impacts, scale of reopening costs, supply chain disruption, and balance sheet rebuild to name a few. It is time to find a new pathway for all stakeholders so that no one is left behind and, in particular, our community. A vision must be set for what recovery and the future will look like for our communities.

BDO have continued to work with clients, even under these uncertain times of restructuring, to help formulate their vision into reality. We understand the importance of reaching your long term ambitions while fulfilling short-term demands through providing responsive actions, alongside ongoing professional advice. It is now time to respond to these unprecedented times - to rebuild and renew our communities.

Key Recommendation for the Public Sector

Public Sector bodies now need to consider their plans for moving forward. The first step on this process is to consider the roadmap for recovery. This will involve understanding how you plan to refine and reconfigure your existing roadmap to respond to short term goals and challenges, while also planning to meet your long term goals through ongoing advice and professional service.



Rapid Response – Version One Roadmap

The review of your roadmap will present some key objectives for you and will identify the next steps. Our responsive, fast tracked, data-based methodologies, will accelerate you on this recovery. Additionally, we will assist you in profiling the local economy, considering the macroeconomic impacts of Covid-19, and identify possible deficits by monitoring areas of low expenditure due to the termination of public events. We will also consider the proposed reliefs on authority finances. Our recommended Gap Analysis includes a RAG (Red / Amber / Green) rating of sectors that will identify a strategy you may offer to support sectors in their recovery.



Rethink

Rethink & Emerge

You may require an in-depth analysis through a process of iteration. BDO will collaborate with you to navigate solutions to find the tailor-made solution for you.

The process allows for an ongoing receptive approach to changes which we are facing nationally and therefore impacting your local authority and community. This may involve a process of restructuring to help you and your locality reach your full potential again.



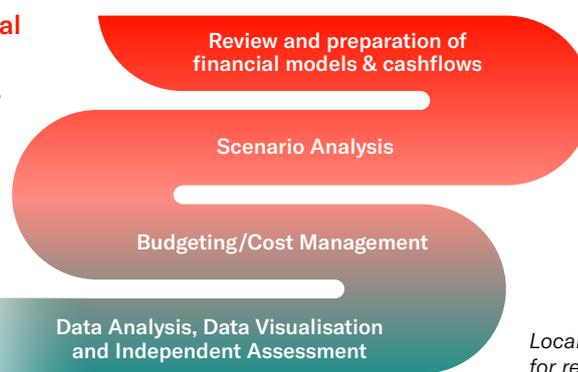
Review and Preparation of Financial Models & Cashflows to highlight shortfalls and cash under pressure.

Scenario Analysis to determine the probable impact of Covid-19 on current or subsequent budgets to support decision making for the short term and long term; considering various prospective scales of income reduction and impacts of inconstant demand in areas of service provision.

Budgeting/Cost Management - supporting with enhancement of budgeting strategies that can be deployed; whilst mindful of the impact of Covid-19 and the evolving changes as they occur through government initiatives and phasing which will be reviewed on an ongoing basis.

Data Analysis, Data Visualisation and Independent Assessment of the financial position reviewed by BDO to view feasibility, kick-start recovery and/or ensure a business case can be effectively communicated to elected members and request appropriate levels of financial support from central government.

At BDO, we have an offering which will allow for an affordable service to enable a quick-thinking turnaround for your local authority. While Covid-19 may be a one off event, we will still develop a high quality result for you.



Local Authority roadmap for recovery



Our Public Sector Team

In 2019, BDO were delighted to welcome Conn Murray to our team as Chair of the Public Sector. Conn specialises in solutions in reform, business development and business transformation. Conn has 40 years' experience, contributing to a number of local authorities and prior to joining BDO, played a leadership role as Chief Executive for the new Limerick City and County Council.

“Local authorities have successfully faced many challenges in the past but nothing to date compares to the current crisis we all face. Individual authorities and the local government sector require a well planned and sustainable roadmap for the future”

“The BDO team have the capacity, knowledge and ability to support local government at this critical time”

At BDO, we take pride in having a multi-disciplinary team which consists of an extensive network of highly trusted, qualified individuals and sector leaders. We will form a team with the right expertise and experience aligned to your objectives across our extensive array of service lines:

- Healthcare & Housing
- Economic Recovery & Development
- Leadership & Governance
- Fiscal & Accounting

Our Centre of Excellence (CoE), based in Limerick, specialises in financial modelling and data visualisations. Our team led by **Brian Mc Enery**, **Conn Murray**, **Stephen O’Flaherty** and **Brian Haugh**, have a track record in providing services to public, private and semi-state clients.

Utilising our sophisticated resources at the CoE, we can identify income or expenditure shortfalls, areas of cash under pressure and ensure that efficient communication of the financial position can be delivered to all stakeholders.

Local authorities are currently facing impacts to finances through proposed reliefs and have also witnessed below-budget expenditure levels due to the restriction of services.

BDO recommend that local authorities engage in scenario planning and an independent assessment. Our team can provide an in-depth analysis allowing you to prepare a business case for submission to your respective elected members and where appropriate to the Department of Housing, Local Government and Heritage to request appropriate levels of financial support from central government.

CONTACT



BRIAN McENERY
Partner
at bmcenery@bdo.ie
or +353 1 470 0000



CONN MURRAY
Chair, Public Sector Division
at cmurray@bdo.ie
or +353 1 470 0000



STEPHEN O’FLAHERTY
Director
at soflaherty@bdo.ie
or +353 61 464 822



BRIAN HAUGH
Senior Manager
at bhaugh@bdo.ie
or +353 61 464 855



**audit
tax
advisory
consultancy**

[bdo.ie](https://www.bdo.ie)

To speak with one of our team,
please contact us on:

061 464 822

or email:

bmccenery@bdo.ie

cmurray@bdo.ie

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