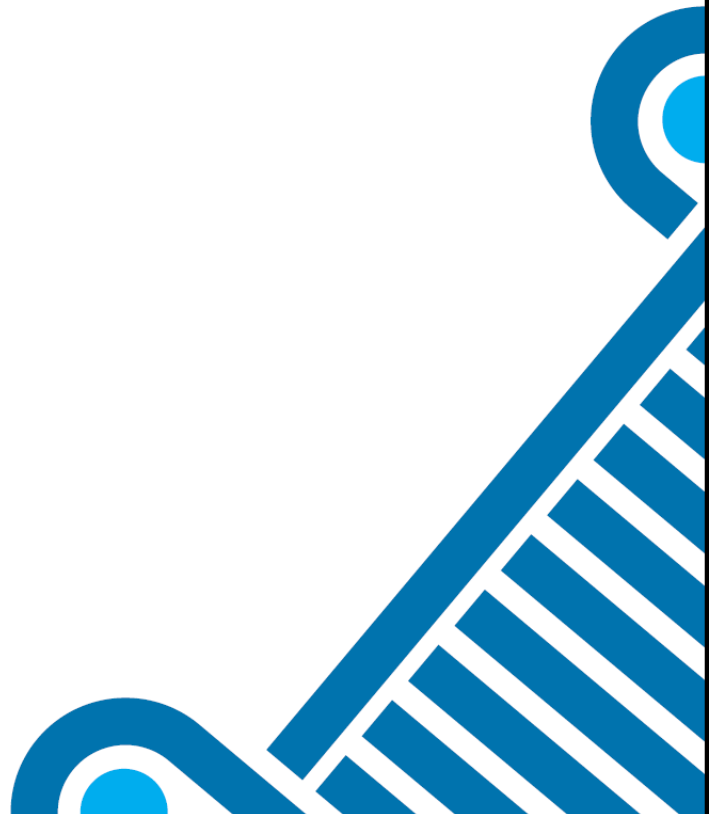


A Report on the Implementation of the Agency Rationalisation Programme



Summary

Announced as part of the Public Service Reform Plan 2011-13, the agency rationalisation programme was aimed at making a contribution to the overall reform objective of delivering a public service that was more customer focused, leaner, more efficient and integrated.

In common with many other OECD countries, the number of State agencies in Ireland – of a kind typically set up at arm’s length from central Government – has grown significantly over time to become a prominent feature of the Irish public service landscape. Driving this public service model was for the most part, according to the OECD, the growth and greater specialisation of public services and regulation.¹

However, again in common with other OECD countries, the Government recognised that given the scale of the growth in such agencies, a review to establish continued rationale and identify opportunities for reform and efficiency was necessary. Part of this was driven by a view that the State agency ‘phenomenon’ had developed in an ad hoc way and had given rise to sub-optimal governance structures in some sectors. To address this the 2011 Public Service Reform Plan set out two specific commitments in relation to the rationalisation and reform of State Bodies: to implement 48 rationalisation and reform measures; and to critically review proposals for a further 46 measures by end June 2012. This report provides analysis of the implementation of all of these measures.

The rationalisation programme was guided by a number of guiding principles – which are explained in detail at Appendix 1 – but in essence there were two main objectives of the programme: to deliver a simplified administrative landscape – with greater democratic accountability and less duplication of effort – and in doing so realise administrative efficiencies of the order of €20 million. This report assesses the delivery against these two objectives.

It finds that measures affecting more than 90% of the bodies to be merged or rationalised are completed, and when the remainder are fully completed there will be 181 fewer bodies operating in the Irish Public Service than in 2011 as a result of the measures taken in the programme.

¹ OECD (2008), Ireland: Towards an Integrated Public Service

The overall targeted savings from the rationalisation programme was €20 million in enhanced service efficiencies and value-for-money. To date, recurring annual savings of over €15 million are accruing to the Exchequer, with a further €2.8m in once-off revenue arising from the disposal of property. Further annual savings of €9m will be achieved by 2018, as the full year efficiency savings from some of the measures are realised. This reflects the simple fact – a feature of the private sector too – that some mergers have upfront costs or at least require time to fully extract efficiencies. In total over €24 m in annual savings will be achieved in Central Government when the programme is fully implemented.² Further additional annual savings of over €40m will accrue to the Local Government sector on foot of the reform and rationalisation of the local authority structures which took place in May 2014.

Together with the Haddington Road Agreement³ and the two Public Service Reform Plans in 2011⁴ and 2014⁵, the rationalisation and restructuring measures have facilitated the Government in ensuring delivery of critical public services at a time when the pay bill and staffing levels have been significantly reduced.

State Bodies play an important and legitimate part in implementing and advising on Government policy and delivering public services, including economic regulation, consumer protection, road safety, industrial relations and a host of other services in support of citizens and businesses. They are an established part of most modern states and will continue to feature prominently in the Irish administrative system. What is essential is that this occurs in a structured and coherent manner and does not repeat the unplanned and sporadic growth of the past; and that their impact and performance is understood, reviewed and managed. To that end, this paper proposes a number of provisions that will be set out in an updated Code of Practice for the Governance of State Bodies. These reforms include new requirements in the Code for Service Level Agreements and Periodic Critical Reviews and will ensure the smarter and more targeted use of State Bodies; enhance their management and the services they deliver; and will ensure that their ongoing existence is subject to periodic scrutiny and assessment.

² The savings are derived from a reduction in the number of public servants, which is reflected in the overall reduction in the Exchequer pay bill, and from other administrative efficiencies. Additional once-off revenues arising from the disposal of properties will be factored into the overall budgetary framework as they arise.

³ Labour Relations Commission (2013), Public Service Stability Agreement 2013-2016

⁴ Department of Public Expenditure and Reform (2011), Public Service Reform

⁵ Department of Public Expenditure and Reform (2014), Public Service Reform Plan 2014-2016

1. Introduction and Overview

In common with many other OECD countries, State Bodies operating at arm's length from Government Departments became a prominent feature of the Irish administrative landscape over the last 30 years, with growth accelerating during the 1990s. The creation of many of the agencies in Ireland during this time, as recognised by the OECD in 2008⁶, was in "developing new Public Service capacity rather than restructuring existing capacity" – and was commensurate with the expansion of the State in terms of public services provision.

The OECD found that most agencies created in Ireland during this period reflected the need to respond to the growth and greater specialisation of public services and new regulatory and service delivery challenges, as opposed to a delegation of responsibilities of existing tasks from Central Government. While these State Bodies carried out public functions across the entire ambit of the public service, the fiscal downturn necessitated the Government to review their roles, operations and structures.

Following a commitment in the Programme for Government, the first Public Service Reform Plan 2011-13, which was launched in November 2011, set out two specific commitments in relation to the rationalisation and reform of State Bodies:

- to implement 48 rationalisation and reform measures;⁷ and
- to critically review proposals for a further 46 measures by end June 2012. These reviews were completed and following detailed consideration, the Government decided in late 2012 to implement a further 25 measures.

The rationalisation and reform measures can be broadly categorised as follows:⁸

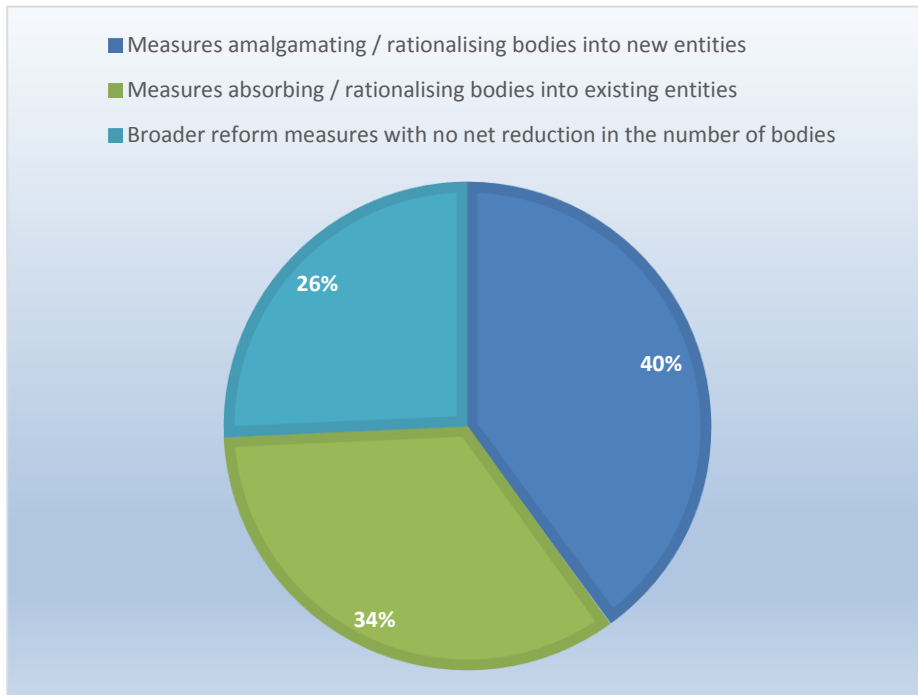
- amalgamating / rationalising bodies into new entities (details at Appendix 2 Table A);
- absorbing / rationalising bodies into existing entities (details at Appendix 2 Table B); and
- broader reforms to ensure that public services and functions can be delivered more cost-effectively, and ensure greater accountability, but do not result in a net reduction in the number of bodies (details at Appendix 2 Table C).

⁶ OECD (2008), Ireland: Towards an Integrated Public Service.

⁷ The Government subsequently decided that a small number of these measures should not proceed - the measures relating to the National Cancer Registry, the proposed merger of the Commission for Aviation Regulation and the Irish Aviation Authority and the proposed measure regarding the Office of An Coimisinéir Teanga and the Office of the Ombudsman.

⁸ Several of the individual measures that were set out in the Public Service Reform Plan involve multiple organisations. For instance two measures regarding the Vocational Education Committees and the City and County Enterprise Boards resulted in the rationalisation of 52 separate corporate bodies. Several other of the individual measures relate to broader reforms which do not result in a net reduction in the number of bodies. The number of measures therefore does not equate to the number of bodies.

Figure 1: Breakdown of Measures



The central guiding principles, agreed by Government in November 2011, which informed the rationalisation and reform process are outlined in Appendix 1. Progress on all measures in each of the three categories is summarised in Appendix 2.

A target of €20m in enhanced service efficiencies and value-for-money from the proposed measures was also set out in the Reform Plan. Section 2 of this Report sets out the details of these efficiencies and the other benefits of the programme. Progress on related reforms, including service level agreements, are set out in Section 3.

2. Savings and other benefits from the Programme

The primary intended benefit from the agency rationalisation programme was the creation of a less crowded administrative landscape resulting in greater democratic accountability, less duplication of effort and more streamlined service delivery. Overall, efficiency savings of €20 million were also targeted in enhanced service efficiencies and value for money.

2.1 Financial Savings

The Government set a target of €20 million from the rationalisation of State Bodies. A summary of the main savings is outlined in Appendix 3.

To date, recurring annual savings of over €15 million are accruing to the Exchequer with a further €2.8 million in once-off revenue, associated with the disposal of property. Further annual savings of €9 million will be achieved by 2018, as the full year efficiency savings from some of the measures are realised. This reflects the simple fact – a feature of the private sector too – that some mergers have upfront costs or require time to fully extract efficiencies. In total just over €24 million in annual savings will be achieved when the programme is fully implemented.

Case Study 1 - Housing Agency

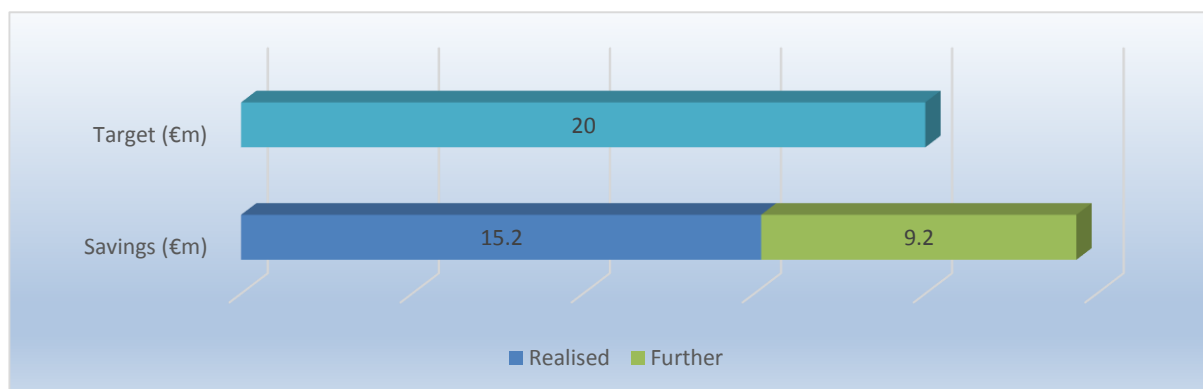


The Housing Agency was established in 2012 to:

- Assist and facilitate local authorities and approved housing bodies with their housing functions.
- Advise on and assist with policy implementation.
- Carry out research and advise on housing policy.
- Provide technical and regeneration services.
- Underwrite loans for house purchases.

The agency resulted from the merger of the Affordable Housing Partnership, National Building Agency and Centre for Housing Research. The new merged agency resulted in a saving of 42 staff and a corresponding pay saving of €2.2m. In addition to the pay savings, the headquarters of the National Building Agency, which was no longer required, was sold in March 2012.

Figure 2: Recurring Annual Savings versus Target



The savings are derived from a reduction in the number of public servants, which is reflected in the overall reduction in the Exchequer pay bill, and from other administrative efficiencies. Additional once-off revenues associated with the disposal of properties are factored into the overall budgetary framework as they arise. In addition to these direct savings to the Exchequer, further net savings of over €40m will accrue annually to the Local Authority sector on foot of the reform and rationalisation of the local authority structures, which took place in May 2014.

2.2 Non-financial

Simplifying the Landscape

Measures affecting more than 90% of the bodies to be merged or rationalised are completed, and when the remainder are fully completed this programme will have resulted in 181 fewer bodies operating in the Irish Public Service than in 2011. In the Education sector, 16 Education and Training Boards have been formed from the previous 33 Vocational Education Committees. The new structure will better align education and training provision with nationally agreed priorities and strategies; and, deliver more efficient and effective education and training services to local communities.

In the Enterprise sector, 35 separate bodies with responsibility for providing supports to local enterprise have been dissolved and replaced by integrated offices within local authorities (see Case Study 2).

Case Study 2 – Local Enterprise Offices



In April 2014 the nationwide system of Local Enterprise Offices (LEOs) was launched, marking the dissolution of the 35 separate independent State agencies, the County Enterprise Boards (CEBs), which previously provided supports in this area. The new Local Enterprise Offices are not independent agencies but offices within Local Authorities – although policy direction and funding will continue to be provided by Enterprise Ireland and the Minister for Jobs, Enterprise and Innovation.

The new network will deliver an improved system of local enterprise supports to start-ups and small businesses across the country. From now on, people thinking of starting or expanding a business in every part of the country will be able to access information on the full range of State supports provided by different Government bodies – for example Local Authorities, Enterprise Ireland, Revenue, the Department of Social Protection, the Credit Review Office, training bodies – in one easily accessible location within the Local Authority.

The establishment of the LEOs will mean that all categories of business will have access to Government supports and advice. Previously some businesses – for example, companies who were too large to access CEB supports but were not exporting and therefore did not qualify for Enterprise Ireland supports – fell through the cracks between different agencies. The streamlined network will ensure that the full range of State supports for all small business can be easily accessed in one place and at a local level.

In the employment arena, the reform of the State's employment rights and industrial relations structures will involve two statutorily independent bodies replacing the current five (see Case Study 3).

Case Study 3 - Workplace Relations Commission

workplace relations

Reform of the State's employment rights and industrial relations bodies has two principal goals: to deliver a better service for employers and employees, and to deliver savings for the taxpayer, businesses and workers.

The reform was driven by the recognition that the current system for resolving individual disputes related to the workplace was wasteful, both for the State and users of the system. The previous system was confusing and frustrating for employers, employees and professionals representing them.

The new workplace relations system comprises two bodies - the Workplace Relations Commission which will deal with complaints at first instance, and the Labour Court which will deal with appeals. The various responsibilities of the Labour Relations Commission (LRC), the National Employment Rights Authority (NERA), the Equality Tribunal, Employment Appeals Tribunal (EAT) and the Labour Court, which have built up over time, will be subsumed into the new Workplace Relations Commission and the Labour Court.

The cost of running the workplace relations institutions will be reduced by €2m (or 10%), while at the same time the number of staff assigned to the bodies will fall by 20% as efficiencies are generated. The enabling legislation, the Workplace Relations Bill, is due to be enacted in Q1 2015.

Centralising Responsibility for Policy Formulation

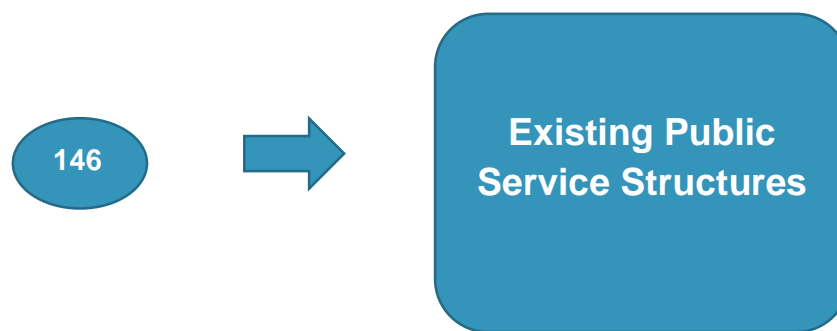
As with many other OECD countries, agencies became a prominent feature of the Irish administrative landscape over the last 30 years. Included in this was a shift, in some sectors, to move policy formulation and advice from the central arena to agencies. While there are valid instances in which this may arise, the Irish system of public administration remains that Government Departments are the primary locus of public policy formulation, evaluation and analysis.

Several measures in the rationalisation programme specifically involved centralising functions back into central Government. By far, the most significant measure in this regard was the dissolution of Forfás and the integration of its functions and staff into the Department of Jobs, Enterprise and Innovation. The overarching objective of the reform was to re-integrate and strengthen that Department's capacity to formulate and develop enterprise policy.

Streamlining

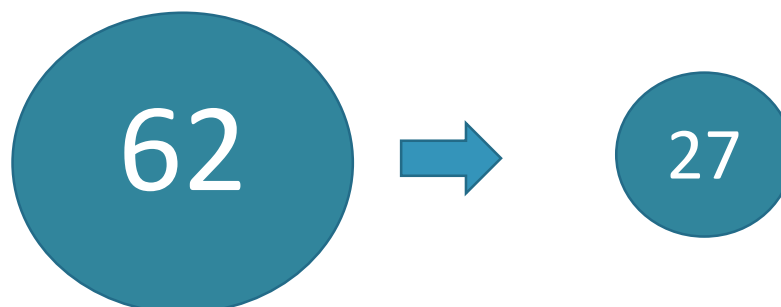
Another key principle informing the Government's approach to the rationalisation programme was to amalgamate, where possible, bodies which had duplicate, similar or overlapping functions and roles. Where possible the bodies were merged into existing public service structures.

Figure 3: 146 bodies absorbed into existing Public Service structures ⁹



In a smaller number of cases, where the existing structures were not an appropriate fit, it was necessary for the bodies to merge into new entities.

Figure 4: 27 new bodies carrying out the functions previously carried out by 62¹⁰



⁹ When all measures are fully implemented

¹⁰ When all measures are fully implemented

In late 2012, for instance, Quality and Qualifications Ireland (QQI) was established as a new integrated Agency replacing the Further Education and Training Awards Council, the Higher Education and Training Awards Council and the National Qualifications Authority of Ireland and incorporating the functions of the Irish Universities Quality Board. QQI is responsible for the external quality assurance of further and higher education and training and validates programmes and makes awards for certain providers in these sectors. The new Body carries out the functions previously carried out by four separate entities.

Similarly, the Local Government Management Agency (LGMA), a new agency of the Department of Environment, Community and Local Government was established to provide a range of services to the Local Government Sector. The Agency was created through the merger of the existing Local Government Computer Services Board, Local Government Management Services Board and An Comhairle Leabharlanna (the Library Board), thereby replacing three State Bodies with one.

This approach of streamlining bodies that have overlapping or similar functions is a feature of many international reform programmes. For example, in the United Kingdom (see Case study 4) mergers of bodies with similar functions has led to over 160 bodies being reduced to fewer than 70.

Case Study 4 – Agency Reform in the UK

In the UK, the Public Bodies Reform Programme was launched in 2010. The programme reviewed UK Government-sponsored public bodies to establish whether the functions a body delivered were still necessary, and if so, whether the function still needed to be delivered at arm's length from central government.

The initial assessment identified:

- over 200 bodies that no longer needed to be an arm's length public body; and
- over 170 bodies that had overlapping or similar functions and so could be reduced through merger down to fewer than 70.

By the end of the spending review period in 2015, the UK Government reports that it will have reduced the public bodies' landscape by over 300 bodies. Since the start of the reform programme:

- more than 180 public bodies have been abolished;
- more than 160 bodies have been merged into fewer than 70; and
- the total number of public bodies has been reduced by more than 280.

Sharing Services

Several of the broader reform measures listed in the November 2011 Public Service Reform programme, while not resulting in a reduction in the number of State Bodies, will ensure that public services and functions can be delivered more cost-effectively and allow bodies to focus on their core activities.

In the Culture Sector, the greater use of shared services, merged back-offices and service level agreements between the cultural institutions themselves and with the Department of Arts, Heritage and the Gaeltacht has resulted in closer co-operation between the Cultural Institutions and increased synergies across their areas of work.

A new Human Resources Shared Services Unit was established in the Department of Arts, Heritage and the Gaeltacht to provide HR support to the National Museum of Ireland. Work has also continued between the National Museum of Ireland, the National Library of Ireland and the National Archives of Ireland to improve co-operation between the Institutions and to progress shared service delivery.

The National Gallery of Ireland, the Crawford Art Gallery and the Irish Museum of Modern Art have also signed a formal Service Level Agreement that will result in greater efficiencies between the three institutions.

In the Communications Sector, the Broadcasting Authority of Ireland and the Commission for Communication Regulation have implemented joint service agreements in the areas of Internal Audit and IT.

3. Related Reforms

The Government's two Public Service Reform plans, published in 2011 and 2014, contain a comprehensive range of reforms covering the Public Service, some of which also broadly relate to the rationalisation and reform of State Bodies. These reforms will continue to be reported on as part of the ongoing regular Public Service Reform plan updates.

3.1 Governance

The Code of Practice for the Governance of State Bodies, which provides a framework for the application of best practice in corporate governance by both commercial and non-commercial State Bodies, is currently being updated to take account of recent developments and consultations, including the reforms set out in the Public Service Reform Plans in 2011 and 2014.

State Bodies are required to confirm to their relevant Minister that they comply with this Code in their governance practices and procedures.

3.2 Service Level Agreements

The updated Code of Practice will contain new provisions on the use of service level or performance agreements. The overall purpose of the new provision will be to enhance the management of public bodies and the services they deliver as well as to ensure that public resources are being used efficiently to deliver effective public services.

The approach provides an opportunity for Ministers and the State Bodies under their aegis to agree on the resources available to the body and on the clearly defined outputs expected as a result, both on an annual and multi-annual basis. The agreements will provide a basis for Departments to monitor agency performance against targets and define the expectations that the parent Department has of the body as well as clearly defining its role.

3.3 Periodic Critical Review

Building on the best practice and experience of the critical review process, carried out in 2012 as part of the agency rationalisation programme, the updated Code of Practice will also contain new provisions requiring State Bodies to be subject to Periodic Critical Review (PCR).

This provision will ensure that the ongoing business case for State Bodies, including those newly established, will be subject to periodic scrutiny and assessment. The overarching objective of the process is not simply to enable further rationalisation of the State Bodies landscape, but to secure improvements in accountability, efficiency and effectiveness. The reviews will have due regard to the guiding principles which informed the Government's agency rationalisation programme (as set out at Appendix 1).

3.4 Shared Services

The wider Shared Services Initiative in the Civil Service is also progressing. The HR and Pensions Shared Services-Centre, PeoplePoint, has been operational since March 2013 and is now serving over 26,000 employees across 21 organisations. A number of State Bodies, including the Property Registration Authority, the Road Safety Authority and the National Council for Special Education currently have their transactional HR functions provided by PeoplePoint, thereby allowing these agencies to concentrate on core, front office functions. Once the remaining Departments and Bodies have transitioned and PeoplePoint becomes fully operational, it will serve 38 organisations.

More than 20,000 payees across 21 different Public Service Bodies are now also serviced by the Civil Service Payroll Shared Service Centre (PSSC), with a total of 53 Bodies in scope. The savings from the Shared Services Initiative are separate from and will be additional to the savings associated with the agency rationalisation programme, which have been outlined in Section 2.1 of this Report. In the wider Public Service, the education, health and local government sectors are each progressing shared services strategies within their individual sectors.

Appendix 1. Central Guiding Principles on Agency Rationalisation and Reform¹¹

Citizen focus: The relationship between citizens and the State is the key relationship in any democratic society. Proposals should respect and enhance this relationship, in particular by ensuring that bodies are designed to deliver quality public services, and to contribute effectively to the business of public administration whether directly or via their parent Department.

Policy formulation: In the Irish system of public administration, Government Departments are and should be the primary locus of public policy formulation, evaluation and analysis. Policy evaluation and advisory functions should not, as a general rule, be carried on by external State-funded bodies. Specialist advice and consultancy may be availed of from time to time by Government Departments, subject to the tightened Government strictures on the budgets for external consultancies.

Clear democratic and/or cost benefit: Merging and restructuring of bodies should have a clear and demonstrable benefit in terms of delivering greater democratic control, improved service delivery and/or real cash savings.

Specialist bodies: Decisions should take into account whether it is appropriate that a separate agency carry out particular functions in areas where specialist skills may be required, and where independence in the performance of functions requires functional separation from Government Departments.

Streamlining: Decisions should be cognisant of duplication, overlapping and similarities of functions and roles of bodies, and the synergies from bringing together separate bodies within cognate areas.

Service sharing: Even where bodies should remain separate from one another, or from a parent Department, the possibility of sharing services, including back-office functions, should be explored to the maximum extent possible.

Agency life cycle: Government should consider on a regular basis whether the goal for which an Agency was originally established has been achieved (or has been found to be unachievable) and whether the original objective remains relevant today having regard to developments in society, changes in Government priorities, and the much more limited availability of resources.

Performance focus: Citizens are entitled to expect that every State agency has a clear mandate, clear benchmarks for the level of services that they are expected to deliver with their resources, and an appropriate governance structure that delivers accountability for results and performance.

Respect for staff interests: Finally, in relation to the staff employed in the various bodies, the Government will abide by the commitments given in the Croke Park Agreement in considering and implementing specific agency rationalisation proposals, subject to the necessary flexibilities, in particular on redeployment, being delivered.

¹¹ Agreed by Government in November 2011

Appendix 2. Progress on Implementation

Table A – Bodies rationalised / merged into New Bodies

Ref ¹²	Previous Body	New Body
1,2,3	Further Education and Training Awards Council; Higher Education and Training Awards Council; National Qualifications Authority of Ireland; Irish Universities Quality Board	Quality and Qualifications Ireland
4	33 Vocational Education Committees	16 Education and Training Boards
5,6	Irish Research Council for Science, Engineering and Technology; Irish Research Council for the Humanities and Social Sciences	Irish Research Council
7,8	Competition Authority; National Consumer Agency	Competition and Consumer Protection Commission
9-13	<i>Labour Relations Commission; National Employment Rights Authority; the Equality Tribunal; Employment Appeals Tribunal.</i>	<i>Workplace Relations Commission</i>
16-17,20	Local Government Computer Services Board; Local Government Management Services Board; An Comhairle Leabharlanna	Local Government Management Agency
22	Affordable Housing Partnership; National Building Agency; Centre for Housing Research	Housing and Sustainable Communities Agency
28,29	Equality Authority; Human Rights Commission	Human Rights and Equality Commission
38	<i>NRA; Railway Procurement Agency</i>	<i>Transport Infrastructure Ireland</i>
41,42	<i>National Sports Campus Development Authority; Irish Sports Council</i>	<i>Sport Ireland</i>
48	Family Support Agency	Child and Family Agency
CR 7	National Education Welfare Board	
CR 17,30-32,	<i>Valuation Office, the Property Registration Authority and Ordnance Survey Ireland</i>	<i>Táilte Éireann</i>
TOTAL	62 (11 in progress)	27 (4 in progress)

Note: Measures in italics are currently being implemented and will be fully implemented as soon as the necessary statutory changes have been made. In instances such as these where work on the legislation is still advancing, where possible the new administrative arrangements are being put in place ahead of the legislative changes. This facilitates the earlier delivery of the operational changes thus allowing the savings and other benefits to accrue.

¹² This column shows the link to the original proposal in Appendix IIa or IIb of the Public Service Reform Plan (November 2011).
CR: Critical Review

Table B - Bodies rationalised /absorbed into existing bodies

Ref ¹³	Previous Body	Existing Body
14	Forfás	Department of Jobs, Enterprise and Innovation
15	35 City and County Enterprise Boards	Enterprise Ireland / Local Authorities
CR 8	Advisory Council for Science, Technology and Innovation	Abolished
CR 10	Office of the Chief Scientific Adviser to the Government	Science Foundation Ireland
18,19	Limerick Northside Regeneration Agency; Limerick Southside Regeneration Agency	Local Authorities
21	Comhar	NESC
23	Dormant Accounts Board	Dept. of Environment, Community & Local Govt.
CR12	Radiological Protection Institute of Ireland	EPA
CR 13	80 Town Councils, 6 former City and County Councils and 10 regional authorities and assemblies (net reduction 90)	Existing Local and Regional Authority structures ¹⁴
24	Commission for Public Service Appointments	Ombudsman's Office
25	National Council for Professional Development of Nursing and Midwifery	An Bord Altranais
26	<i>Opticians Board</i>	<i>CORU</i>
43,	Shannon Development (Tourism)	Fáilte Ireland
CR11	Shannon Development (Enterprise)	IDA and Enterprise Ireland
44	Dublin Regional Tourism Authority	Fáilte Ireland
45	Civil Defence Board	Department of Defence
46	<i>Digital Hub Development Authority</i>	<i>Dublin City Council</i>
CR16	NDFA	NTMA
CR20	Development Education Advisory Committee	Abolished
CR29	<i>Office of the Refugee Applications Commissioner</i>	<i>Irish Naturalisation & Immigration Service</i>
CR40	Placenames Commission	D/Arts, Heritage & Gaeltacht
CR42	Culture Ireland	D/Arts, Heritage & Gaeltacht
CR44	<i>Pensions Ombudsman</i>	<i>Financial Services Ombudsman</i>
TOTAL	146 (4 in progress)	

Note: Measures in italics are currently in progress and will be fully implemented as soon as the necessary statutory changes have been made. In instances such as these where work on the legislation is still advancing, where possible the new administrative arrangements are being put in place ahead of the legislative changes. This facilitates the earlier delivery of the operational changes thus allowing the savings and other benefits to accrue.

¹³ This column shows the link to the original proposal in Appendix IIa or IIb of the Public Service Reform Plan (November 2011).

CR: Critical Review

¹⁴ With effect from the Local Elections in 2014, 80 town councils were dissolved and incorporated into surrounding County Councils. 3 City and County Councils merged (6 to 3) and 3 new assemblies will replace the previous 10 Regional Authorities and Assemblies.

Table C - Broader reforms with no net reduction in number of State Bodies

Ref ¹⁵	Bodies affected	Reform
30-32	Irish Museum of Modern Art, Crawford Art Gallery & National Gallery of Ireland	Service Level Agreement between the three Galleries while retaining separate identities
33-34, 36-37	<i>National Archives, Irish Manuscripts Commission, National Library and National Museum, National Library and National Museum</i>	<i>Shared services implemented between the Department and the National Archives, Irish Manuscripts Commission, National Library and National Museum. Reduce the number on boards and enshrine pro bono service. Deploy existing National Archives governance model to National Library and National Museum</i>
47	<i>Ombudsman for Children</i>	<i>Extend HR civil service shared services to Ombudsman for Children</i>
CR 4,5	Commission for Communication Regulation; Broadcasting Authority of Ireland	Merge back-office administrative functions between Commission for Communication Regulation and BAI
CR 6	Expert Group on Future Skills Needs	Back office administration absorbed into Department of Jobs, Enterprise and Innovation
CR9	National Competitiveness Council	Back office administration absorbed into Department of Jobs, Enterprise and Innovation
CR19	<i>Forensic Science Laboratory</i>	<i>Bring the Forensic Science Laboratory within the ambit of the State Laboratory</i>
CR34	Prison Visiting Committees	Committee membership halved in size
CR39	Chester Beatty Library	Shared services implemented between Chester Beatty Library and other cultural institutions
CR 2,45,46	Irish Maritime Development Office; Companies Registration Office and the Office of the Registrar of Friendly Societies	Reforms regarding the IMDO and the Marine Institute and the reform concerning the Companies Registration Office and the Office of the Registrar of Friendly Societies were achieved through existing arrangements.

Note: Measures in italics are currently in progress and will be fully implemented as soon as the necessary statutory changes have been made. In instances such as these where work on the legislation is still advancing, where possible the new administrative arrangements are being put in place ahead of the legislative changes. This facilitates the earlier delivery of the operational changes thus allowing the savings and other benefits to accrue.

¹⁵ This column shows the link to the original proposal in Appendix IIa or IIb of the Public Service Reform Plan (November 2011).
CR: Critical Review

Appendix 3. Summary of Savings from Agency Rationalisation Programme¹⁶

Department	Reform	Annual Savings
Arts, Heritage & Gaeltacht	Combine IMMA, Crawford Art Gallery & National Gallery of Ireland	103,000
	<i>Shared services agreement between the Department and the National Archives, Irish Manuscripts Commission, National Library and National Museum. Reform of board and governance structure of National Library and National Museum</i>	240,000
	Absorb functions of Placenames Commission into Department	40,000
	Merge the functions of Culture Ireland into Department	51,000
Children and Youth Affairs	<i>Extend HR civil service shared services to Office of the Ombudsman for Children</i>	20,000
	Merge Family Support Agency and NEWB into Child and Family Agency	112,000
Communications, Energy and Natural Resources	<i>Merge the Digital Hub Development Authority into Dublin City Council</i>	330,000
	Merge back-office administrative functions between Commission for Communication Regulation and BAI	21,000
Defence	Merge Civil Defence Board into Department	60,000
Education and Skills	Amalgamation of Further Education and Training Awards Council, Higher Education and Training Awards Council, National Qualifications Authority of Ireland and incorporating functions of Irish Universities Quality Board into Quality and Qualifications Ireland	1,300,000
	Dissolution of 33 VECs into 16 Education and Training Boards	2,000,000
	Merge Irish Research Council for Science, Engineering and Technology and Irish Research Council for the Humanities and Social Sciences into Irish Research Council.	100,000
	Merge Local Government Computer Services Board, Local Government Management Services Board and An Comhairle Leabharlanna into Local Government Management Agency	1,410,000
Environment, Community and Local Government	Merge two Regeneration Agencies in Limerick into Local Authorities	362,000
	Integrate Comhar into the National Economic and Social Council	350,000
	Merge the Affordable Housing Partnership, National Building Agency and Centre for Housing Research into Housing and Sustainable Communities Agency	2,490,000 ¹⁷
	Discontinue the Dormant Accounts Board	86,000
	Merge Radiological Protection Institute of Ireland into EPA	260,000
	Rationalise Local Authority structures	See ¹⁸
Finance	Absorb the NDFA into the NTMA	75,000
Foreign Affairs and Trade	Abolish Development Education Advisory Committee	11,000
Health	Subsume National Council for Professional Development of Nursing and Midwifery into An Bord Altranais.	3,500,000
Jobs, Enterprise and Innovation	Amalgamate the Competition Authority and National Consumer Agency	170,000 ¹⁹
	<i>Rationalisation of employment rights and IR bodies into new Workplace Relations Commission</i>	2,000,000
	Merge Forfás into the Department of Jobs, Enterprise and Innovation	100,000
	Abolish Advisory Council for Science, Technology and Innovation	12,000
	Absorb Office of the Chief Scientific Adviser to the Government into SFI	120,000
	Restructuring of Shannon Development	1,400,000
Justice and Equality	<i>Subsume Office of the Refugee Applications Commissioner into Irish Naturalisation and Immigration Service.</i>	80,000
Justice and Equality / PER / CENR	<i>Merge the Valuation Office, the Property Registration Authority and Ordnance Survey Ireland</i>	2,600,000
Public Expenditure & Reform	Merge Commission for Public Service Appointments with Ombudsman's Office	130,000
Social Protection	<i>Merge Pensions Ombudsman with the Financial Services Ombudsman</i>	300,000
Transport, Tourism & Sport	<i>Merge NRA with Railway Procurement Agency</i>	3,400,000
	<i>Merge National Sports Campus Development Authority with Irish Sports Council</i>	50,000
	Merge Shannon Development (Tourism functions) into Fáilte Ireland	400,000
	Merge Dublin Regional Tourism Authority into Fáilte Ireland	815,000
	TOTAL	24,498,000

¹⁶ Measures in italics are still in progress and the figure represents expected saving when the reform is fully implemented.

¹⁷ This figure does not include a once-off revenue of €2.84m following disposal of property

¹⁸ Annual savings of €42m will accrue to the Local Authority Sector on foot of the rationalisation and reform of local authorities in May 2014.

¹⁹ Savings in first full year of merger (2015).

