



**IPA**

AN FORAS RIARACHÁIN  
INSTITUTE OF PUBLIC  
ADMINISTRATION

**G**OVERNANCE FORUM

# Periodic Critical Reviews

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## OECD (2008)



### OECD

#### “Organisational Zoo”

Consistency of approach re agency creation

Performance dialogue/focus

“Agency status should be reviewed every five years to determine whether or not the [agency delivered] services are still needed and if it is the most appropriate organisational structure for delivering the services.” (OECD, 2008:260)

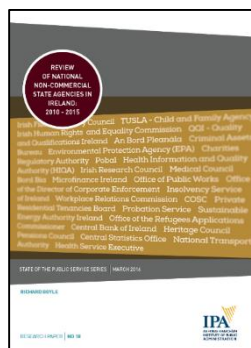
# Agency Rationalisation

- Budget 2009 (October 2008)
- McCarthy Report (mid-2009)
- Public Service Reform Plan (2011)
  - 48 rationalisation/reform measures
  - Critically Review another 46 measures
  - Obj: Deliver a simplified administrative landscape
  - Obj: Deliver administrative savings

## IPA Research

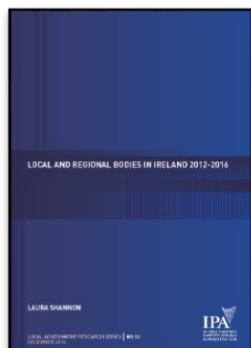
### National

- 257 national non-commercial agencies at end-2015
- 62 agencies were terminated between 2010-15 (though only 10 ceased to exist altogether) and 25 new agencies were created of which 11 were completely new



### Local and Regional

- 130 local and regional public bodies currently in operation in Ireland, down from 360 in 2007
- The alignment of community and economic development functions with LAs has resulted in significant changes to the systems of local governance





# DPER Rationalisation

## *Non-Merger Options*

- SLAs between IMMA, NGI and Crawford
  - Merge back-office admin – BAI, Comms Reg
  - Absorb back office into Dept – National Competitiveness Council, Expert Group on Future Skills Needs
  - Shared services – Chester Beatty Library + other cultural instit
- Source: DPER Agency Rationalisation Programme report (Dec 2014)

# Critical Reviews

## *Under the Rationalisation Programme*

1. Absorption of Bord Iascaigh Mhara into the Dept of Agriculture, Fisheries and Marine
2. Merger of Ordnance Survey Ireland, the Valuation Office and the Property Registration Authority
3. Review of National Educational Welfare Board in the context of the establishment of the Child and Family Support Agency



## Critical Reviews

### Working/Review Groups

- BIM – 7 persons
  - 2 Inds (incl. Chair), 4 DAFM, 1 DPER
- NEWB – 6 persons
  - 3 DCYA (incl. SG as Chair), 2 DPER, 1 NEWB
- OSi/VO/PRA – 13 persons
  - 2 DJE, 2 DCENR, 1 DPER, 3 OSi, 2 VO, 3 PRA



## High-Level Methodology

- BIM
  - WG met on 7 occasions
  - Met BIM and received relevant information/data
  - Invited stakeholder submissions (in writing)
  - Reviewed bodies/structures in other jurisdictions
- NEWB
  - Consulted with DCYA, DES and NEWB
  - Information/data from NEWB and re the CFSA
- OSi/VO/PRA
  - WG met on 4 occasions
  - Review of information received from the three agencies
  - Comparisons from other common law jurisdictions

## High-Level Scope/Focus

- BIM
  - Review of purpose, structures and processes; assessed efficiencies and org changes delivered by BIM in recent times; considered current and future activities in light of govt policy for the sector; potential for future efficiencies.
- NEWB
  - Scenario tested options – as is / abolish / merge with CFSA
  - Key issues which arise (e.g. legal, staffing, shared services)
- OSi/VO/PRA
  - Review in each case of functions, governance arrangements, funding models, financial and staffing resources etc.
  - Architecture of similar organisations in other jurisdictions
  - Considered five key public service reform principles
  - Assessment of the implications of a merger, including spectrum of options

## Observations

- Similarities and differences of the 3 reviews
- *Leading* question posed at outset...
- c250 non-commercial state agencies
  - Avg. 15.6 per department
- Consider
  - Sequencing
  - Methodology
  - Support/Capacity
- Key Questions / Data / Stakeholders



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- DPER (2014) *A Report on the Implementation of the Agency Rationalisation Programme*, December 2014
- OECD (2008) *Ireland: Towards an Integrated Public Service* (Paris, OECD)
- Shannon, L. (2016) 'Local and Regional Bodies in Ireland: 2012-2016', *Local Government Research Series*, No.12