

Wednesday 30th May 2012

**A Governance Forum Morning Conference at the Institute of Public Administration
57-61 Lansdowne Road, Dublin 4.**



RATIONALISING STATE AGENCIES

CHALLENGES & CONSEQUENCES

Agency rationalisations form part of a wider process of administrative consolidation currently underway in Ireland, in which prominence has been given to increased sharing of services not only between state agencies, but between organisations at all levels of government. The evidence to date suggests that the benefits are not clear cut and there has been a wide variation in the returns achieved.

The special half-day Governance Forum conference will question:

- What is the current position with regard to state bodies and how is it changing?
- What can we learn from agency reform programmes in other countries?
- How much progress has been achieved on the Government's Public Service Reform Plan and what are the next steps?
- What key challenges is an agency going through a transformation likely to have to address?
- What can go wrong with shared services projects? What are the key requirements for success?

The discussions will be led by five speakers who each will bring a special perspective to the conference theme. They will make presentations and participate in an open and constructive debate with all participants.

Muiris MacCarthaigh will present new analysis of the current organisation of state agencies and discuss the level of change which has taken place.

Kutsal Yesilkagit will outline lessons learned from rationalisation programmes in Europe.

David Denny will give an update on the implementation of the Government policy on agency rationalisations and discuss next steps in the reform plan.

Paul O'Toole will speak from his experience at the centre of organisational transformation.

Sally Howes will present findings of a review of the implementation of shared services and some of the problems which arise.

This event will be of interest and value to board members, senior civil and public servants and others with an interest in the promotion of good governance within state bodies and agencies:

Participants will be provided with the opportunity to:

- be informed of developments concerning state agencies and agency rationalisations in Ireland and internationally
- hear from practitioners directly involved with agency rationalisations about their experiences and suggestions for next stages in the reform process
- discuss, in an informed forum, the challenges and the likely next steps in policy implementation
- discuss the opportunities and pitfalls associated with the design and provision of shared services

Join the Discussion

Members of the Forum are entitled to nominate up to three participants without charge. The price for non governance forum members is €225 per person.

Each participant will receive a complementary copy of the recently published book **Governing Ireland**, which offers a description and scrutiny of the full range of Ireland's national governance structures.

Conference Contributors



DR MUIRIS MacCARTHAIGH works in the Research Division in the Institute of Public Administration. He has conducted extensive research on Irish state agencies and has published a number of articles and book chapters on this topic. His most recent publication is a book (co-edited with Eoin O'Malley) titled *Governing Ireland: From Cabinet Government to Delegated Governance* (IPA: 2012)



PROF KUTSAL YESILKAGIT works in the School of Governance at Utrecht University in the Netherlands, where he lectures and conducts research on a variety of issues in public management. His main areas of interest concern the relationship between politicians and bureaucrats, administrative reforms, regulatory administration, and the Europeanisation and internationalisation of governance.



PAUL O'TOOLE became CEO of FÁS in 2009 and has been centrally involved in the establishment of the new training agency SOLAS. Paul was formerly Chief Executive of Tourism Ireland and is a Fellow of the Association of Chartered Certified Accountants.



DAVID DENNY is a Principal Officer in the Expenditure Policy Evaluation and Management Division of the Department of Public Expenditure and Reform. His responsibilities include Public Service Numbers Policy and the Government's Agency Rationalisation programme. A career civil servant in the Department of Finance and Public Expenditure and Reform. David has also worked in a number of state offices and non-commercial state agencies.



SALLY HOWES is Director of IT and Systems Analysis at the UK National Audit Office. She directed the Study Team that produced the NAO's recent report titled *'Efficiency & Reform in Government Corporate Functions through Shared Service Centres'*.

Governing Ireland (IPA, 2012) offers a fresh and detailed scrutiny of the Irish system of national government.

It provides an analysis of "...how Irish government has come to the point it is today, what the dynamics are that make it operate as it does, and what the principal issues are which require reform as part of its future development".



Conference Programme

8.30am

Registration & Morning Coffee

9.00am

Welcome & Introductions

AGENCIES IN THE CHANGED POLITICAL & ECONOMIC LANDSCAPE

Public Service Rationalisation – *Where now for state agencies?*

Muiris MacCarthaigh, IPA Research Officer

Rationalisation and Reform – *International developments & lessons*

Kutsal Yesilkagit, Professor, School of Governance, Utrecht University

Agency Reform – *A central government perspective*

David Denny, Principal Officer, Department of Public Expenditure & Reform

10.45am

Tea/Coffee

11.15am

IMPLEMENTING TRANSFORMATION & NEW POLICIES

Change: *Challenges & Opportunities*

Paul O'Toole, Chief Executive, FÁS

Shared Services Centres: *Lessons from the UK Central Government*

Sally Howes, Director, UK National Audit Office

12.30pm

Open Forum Discussion – *How is the public interest best served?*

13.00pm

Closing Comments

FORUM GOVERNANCE  www.governance.ie

The Governance Forum at the Institute of Public Administration provides advice, training, information and a range of supports on good governance, with a particular emphasis on state, public interest and public benefit organisations. The member organisations of the Forum include state bodies, public agencies, local authorities, government departments and not for profit organisations.

The benefits for each Forum member include invitations for board members and senior executives to a series of highly relevant briefing events and conferences, round table discussion and peer to peer dialogue on best practice, customised in-house governance advice, board training and related consultancy services, access as required to advice and support from IPA governance specialists and the Governance Forum web site www.governance.ie.

The Forum Specialists Team are:

Paul Turpin pturpin@ipa.ie Aidan Horan ahoran@ipa.ie

Noreen Fahy nfahy@ipa.ie Muiris MacCarthaigh mmaccarthaigh@ipa.ie

For bookings please use the attached booking form or contact Sandra Byrne at the IPA.

Email: sbyrne@ipa.ie Tel: 01 2403686