Annual Report 2019



ACESA
ASSOCIATION OF CHIEF EXECUTIVES OF STATE AGENCIES

Contents

Chairperson's Letter 02

Introduction 03

ACESA Board & Secretariat 04

ACESA Membership 06

Member Testimonials 08

Membership Survey 10

ACESA Events 12

ACESA Communications 15

Association of Chief Executives of State Agencies 16

Appendix 1 – ACESA Membership Survey 2019 17

Appendix 2 – ACESA Members 2019 34

Chairperson's Letter

Dear Colleagues,

I am delighted to present you with the ACESA Annual Report, outlining what I hope you will agree has been another highly successful year for our organisation.

At the core of ACESA is networking. I am very proud of the diverse programme of events we hosted in 2019, including events focussed on leadership innovation; how we as leaders deal with bias in our work; and a very informative session towards the end of 2019 on how we 'unplug' ourselves in this ever connected world.

During the year, we also deepened our engagement further with the Department of Public Expenditure and Reform (DPER) with regard to public sector reform. As leaders of state agencies, we are all focussed on how we can best deliver for our citizens and ensure that our organisations are prepared for the future. I am really encouraged by our continued collaboration with DPER through our involvement in the Public Sector Management Group and I want to thank Dr Lucy Fallon-Byrne and her team for their commitment to engaging with ACESA in an effort to better understand the opportunities and challenges that we as non-commercial State Agencies face.

At the end of 2019, the ACESA Board took some time to reflect on where the organisation is heading, with a view to presenting a three-year strategy to this year's AGM. We engaged Peter Ryan of RA Consulting to guide us through this process, and since November there has been a great deal of work involving not just the Board, but all ACESA members. I am confident that the strategy we will present at the AGM has the potential to bring a more focussed approach to our work in the coming years.

In 2019, Mary Rose Tobin, who had been such a great support to ACESA over many years, retired. I want to thank Mary Rose and pay tribute to her commitment to our organisation. I am particularly thankful to her for her assistance to Dermot Ryan, who now provides our secretariat support. It has been a seamless transition, and Dermot is already bringing a fresh perspective to the role.

I want to thank my fellow Board members for their work and support to me and to ACESA over the past year. We are all very fortunate to have their skills, knowledge and commitment to our work. 2019 was a busy year for the Board with the transition to a new secretariat, the development of our new strategy and the ongoing engagement with Our Public Service 2020. We could not have achieved what we did without their ongoing committment. I would like to sincerely thank the outgoing Board members Tomás Ó Ruairc, Phelim Quinn and Padraig Walsh for their support, friendship and guidance over my time as Chairperson.

Finally, I want to thank you. Not just for your committment to ACESA, but for the leadership you provide every day in the execution of your roles. A strong and robust public service is crucial to our democracy, and as leaders of your organisations, you are critical to delivering for the needs of the wider community.

Pamela Byrne
ACESA Chairperson

Introduction

ACESA is the Association of Chief Executives of State Agencies in Ireland. The Association provides a forum for Chief Executives to discuss issues of mutual concern and enables them to develop and express a collective voice on issues that affect the sector.

ACESA achieves this by hosting briefing sessions on topics of common interest to CEOs, conducting an Annual Survey to learn more about the issues impacting on the work of CEOs and government agencies, and by providing support and an information network for members.

The Objectives of ACESA are:

- To create networking opportunities
- To identify and promote best management practice through information sharing and training
- To initiate and share relevant research
- To keep up to date on relevant developments
- To foster international links
- To represent CEOs collectively on relevant matters

State Agencies carry out a range of work that has a huge impact on Irish citizens. The work of our members is varied, but collectively, our member agencies:

- Protect citizens and consumers
- Uphold fundamental rights
- Provide vital services such as housing, road safety and social care
- Promote and protect culture and heritage
- Protect the environment and promote sustainable practices
- Support Irish business
- Drive Irish research and innovation
- Regulate professions
- Set and maintain standards of excellence
- Promote Ireland abroad

ACESA Board & Secretariat

ACESA is a company limited by guarantee. The work of ACESA is overseen by an elected Board, the members of which are elected at the ACESA Annual General Meeting.

ACESA Secretariat

Dermot Ryan provides support to the Board of ACESA. A public affairs professional for many years, Dermot took over from Mary Rose Tobin in 2019. Dermot provides support to the Chairperson; assists in membership development; managing ACESA's finances; manages ACESA events; the ACESA website and carries out other Company Secretary functions.

Board Meetings

The Board of ACESA met on ten occasions in 2019. Once adopted, minutes of all Board meetings are available to members in the Membership Section of the website.

2018 AGM

The seventh AGM and Dinner was held on the 13 March 2019 at the Radisson Blu Hotel, Dublin 8. The AGM was followed by the annual ACESA dinner, at which Dr Lucy Fallon-Byrne spoke about 'Our Public Service 2020'.



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ACESA Membership

At end of 2019, there were 95 members of ACESA, Membership of ACESA is open to Chief Executives of organisations that fulfill the following criteria:

1. The Agency is a public benefit entity that is established by statute or otherwise to perform public functions.
2. The Agency derives a large portion of its current revenue from the Exchequer or a Departmental budget.
3. The Agency is not an explicitly commercial body involved in the trading or sale of goods and services.
4. The Agency has a national remit.
5. The Agency is organisationally distinct from its parent Department.
6. The Agency has some discretion over personnel and financial resources.
7. The Agency has sufficient autonomy over decision-making in its policy field(s) to render it as a distinct entity within the State apparatus.
8. The Agency has an expectation of continued existence.

Current Membership

At the end of 2019, ACESA had 95 members, up from 90 at the end of 2018. A full membership list can be seen at **Appendix 2**.

New Members – Five new members joined ACESA in 2019. We were pleased to welcome

- Paul Connolly, Marine Institute
- Angela Denning, The Courts Service
- Maeve Hogan, Property Services Regulatory Authority
- Caron McCaffrey, The Prisons Service
- John McDonagh, Waterways Ireland
- David O'Flynn, The Dental Council of Ireland

Changes in Leadership in 2019

- Elaine Cassidy took over from Jacqui McCrum as Director General at the Office of the Ombudsman.
- Annie Fletcher took over from Moling Ryan at the Irish Museum of Modern Art.
- Tony Gaynor took over from Lesley Goulding at the Royal Irish Academy.
- Michael D McNaughton took over from Lorcan O'Connor at the Insolvency Service of Ireland
- Anna Shakespeare took over from Denis Leamy at Pobal
- Virginia Teehan took over from Michael Starrett at the Heritage Council.
- Alan Wall took over from Paul O'Toole at the Higher Education Authority.
- Andrew Brownlee took over from Conor Dunne at SOLAS.
- William Walsh took over from Jim Gannon at the Sustainable Energy Authority of Ireland.

ACESA Alumni

The Alumni Group now has 33 former ACESA CEOs on its roll. Together they have vast experience over a wide range of public agencies and issues. These former colleagues are an invaluable support to current Association members in various ways. Alumni members attend ACESA Briefing Sessions, continuing their engagement with us. We thank them for their contributions and ongoing support.

Examples of ACESA Alumni Activity

- Two retired agency heads are now external members of ACESA agency internal audit committees
- Another member is on an ACESA agency subcommittee charged with monitoring the Agency's inspection protocols
- Individual alumni have also responded to several ACESA agency requests, both for advice on specific issues, and for counselling of a more general kind
- Comments have been supplied by individual alumni on the draft strategy documents of a number of ACESA Agencies
- Significant inputs have also been provided to ACESA on the CEO Guide.

ACESA Alumni are also prepared to:

- Act as external members of other agency internal committees or project-related groups
- Sit on member agencies' interview boards
- Comprise a panel from whom mentors can be drawn to help new ACESA CEOs find their feet
- Provide comments on the draft strategy documents of ACESA agencies
- Be a useful resource for individual ACESA CEOs in dealing with challenges which alumni members may well have faced in their own careers.
- Advise retiring CEOs.

Member Testimonials

"ACESA is a superb networking and learning resource. It has prevented me reinventing the wheel on many occasions and I've been able to return the favour to others. "

"The value of ACESA is the network of CEOs of many diverse organisations, who all work for the public good. Being the CEO of an organisation can at times be a lonely role. ACESA provides a network of peers whom I can contact at any time."

"ACESA is an invaluable network of support and information that I can rely on when I need it."

"ACESA provides me with a safe and supportive network of peers who are willing to share their knowledge and experience."

"ACESA provides excellent opportunities to network and share innovative practice in the areas of leadership strategic management and organisational development. The meetings and initiatives in 2019 that used the Our Public Service 2020 as a framework provided a unique opportunity for learning across our respective organisations."

"The connection to and exchange with other Chief Executives through ACESA is invaluable to my work and enables me to 'do the right thing' for my organisation."

"They say it's lonely at the top but it's not when you have ACESA colleagues for support and unvarnished feedback."

A vibrant network where I am reminded that I am not alone. A space and time to share what I think I know with peers - and at the same time learn from them. A network where I can understand where I and the agency I lead fit into a bigger picture - and therefore how we can contribute more to the greater good.

"ACESA gives me the opportunity to meet with, share experiences and learn from other CEOs of State Agencies as well as hearing of emerging developments across the Public and Civil Service."

"A great network and space to share ideas, discuss issues and learn."

Membership Survey

ACESA carries out a survey of our membership annually. The on-line survey assists us in getting a snapshot of state agencies, including the breadth of work they undertake, and the challenges they face. The data gathered from the survey supplements the information held on our main database. The information is updated each year and enables us to make comparisons year on year.

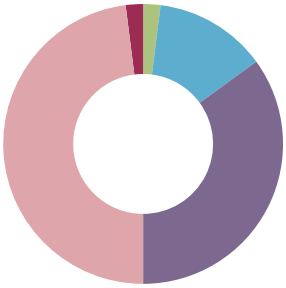
When new members join the Association, they are asked to fill out a Membership questionnaire which feeds into the survey.

We rely on a full response from our members to make the information meaningful and representative and for this reason the Association makes a big effort each year to achieve a 100% response rate.

The 2019/2020 Survey was launched in November 2019. The response rate to the survey is running at 77%.

Some key findings of the survey are highlighted in this section, and more detailed information is to be found in **Appendix 1**.

Anticipated 2020 staff numbers compared to 2019



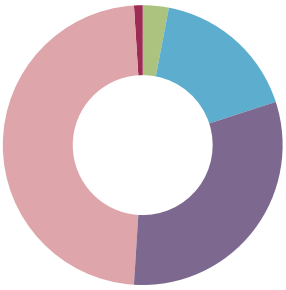
- **2%** expect to see an increase of 30% or more
- **13%** expect to see an increase of 20%
- **35%** expect to see an increase of 10%
- **48%** expect to remain the same
- **2%** expect to see a decrease of 10% or more

Number of full-time employees in member organisations during 2019



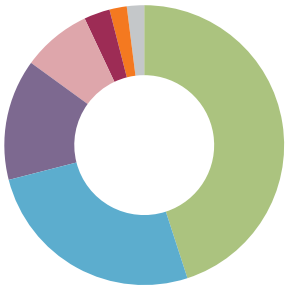
- **12%** less than 20 staff
- **3%** between 20 – 25 staff
- **16%** between 26 – 49 staff
- **22%** between 50 – 99 staff
- **23%** between 100 – 200 staff
- **5%** between 200 – 300 staff
- **5%** between 300 – 400 staff
- **6%** between 400 – 500 staff
- **8%** 500 staff or more

Anticipated 2020 budget compared to 2019 budget



- **3%** expect to see an increase of 30% or more
- **17%** expect to see an increase of 20%
- **31%** expect to see an increase of 10%
- **48%** expect their budget to remain unchanged
- **1%** expect to see a decrease of 10% or more

Agency productivity in 2019 compared to 2008



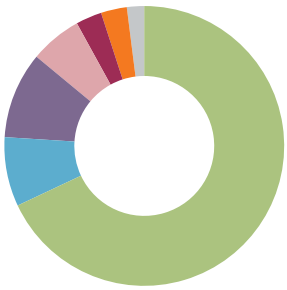
- **45%** an increase of 30% or more
- **26%** an increase of 20%
- **14%** an increase of 10%
- **8%** stayed the same
- **3%** a decrease of 10%
- **2%** a decrease of 20%
- **2%** a decrease of 30%

Expenditure Budget in member agencies in 2019 (€)



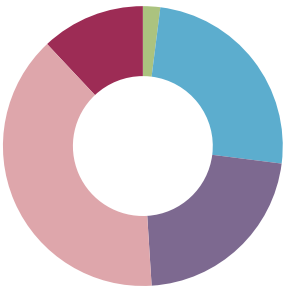
- **2%** budget between €500k – €1m
- **8%** budget between €1m – €2.5m
- **15%** budget between €2.5m – €5m
- **19%** budget between €5m – €10m
- **19%** budget between €10m – €20m
- **37%** budget more than €20m

Legal status of member agencies in 2019



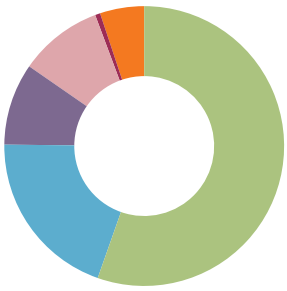
- **68%** Established under Act of the Oireachtas as a Body Corporate
- **8%** Established under Companies Acts as a Company
- **10%** Agency of a Department in another form
- **6%** Established by Statutory Instrument
- **3%** North-South Body
- **3%** Public Independent Body
- **2%** Other

CEO salaries in member agencies in 2019 (€)



- **2%** €75k – €90k
- **25%** €90k – €115k
- **22%** €115k – €140k
- **39%** €140k – €170k
- **12%** more than €170k

Agency Funding in 2019



- **55%** Line Department
- **20%** Self-generated fees, charges
- **9%** Own Vote
- **10%** Levies
- **1%** European Funding
- **5%** Other

ACESA Events

One of the most valuable parts of membership of ACESA is the frequent events we organise throughout the year. As part of our 2020 Strategy, we will expand and trial new offerings, nonetheless, the almost monthly breakfast briefings at Chester Beatty remain at the heart of our networking programme. We thank Chester Beatty for their assistance with our events. In 2019, eight such events were organised:

1

ACESA Master Class – Biases & Decision Making

Date: **15 January 2019**
Speaker: **Leslie Cuthbert**

Leslie Cuthbert came from the UK to deliver the 2019 Master Class on Decision Making. The morning focussed on inquiry type issues from the perspective of ACESA members, including recognising and dealing with bias and assumptions.

The issue of bias and decision making is most relevant to the work of ACESA members. The high attendance was very encouraging, and it appears that the Annual Masterclass is a key part of the ACESA calendar. Overall there was a good mix of presentation material, exercises and engagement.

The contribution made by Leslie Cuthbert to the event was rated as excellent by most participants. He was a very clear and well-informed trainer who kept the attention of the audience for the full event. Leslie made a somewhat dry topic entertaining, providing lots of food for thought. There was a focus on the reality of complex decision making; open engagement with colleagues and external stakeholders; and the need to ensure decisions are well reasoned even though they may not be perfect.

The workshop highlighted the importance of taking the time to think when making decisions and to test and challenge potential decisions before making them.

2

Leadership & Influencing

Date: **27 February 2019**
Speaker: **Tom Arnold**

Tom Arnold, who, among many other roles, chairs the All Island Civic Dialogue on Brexit, addressed the February Breakfast Briefing on the topic of 'Leadership and Influencing'. His long and varied career has equipped him to provide tremendous insights into the issues concerned.

Twenty-five members attended the session and overall it was evaluated as very useful. Drawing on the benefit of his experience and wisdom, gleaned from his long and distinguished career, Tom shared his 'ten lessons' with the group. He embodies the principles of lifelong learning. His presentation was accessible and candid, as was the subsequent discussion. Overall this was a very practical and down-to-earth session. This event was hosted in the CORU offices. The venue was very suitable and the warm hospitality much appreciated.

3

ACESA AGM and Annual Dinner

Date: **13 March 2019**
Speaker: **Dr Lucy Fallon-Byrne**

The Seventh Annual General Meeting and Dinner was held in the Radisson Blu Hotel on 13 March 2019. The AGM was preceded by a very relevant presentation from Dr Lucy Fallon-Byrne who gave a stimulating talk on the current phase of the Reform Programme *'Our Public Service 2020'* with particular reference to development and innovation.

The audience was most appreciative of her openness and candour. As a one-time member of ACESA herself, she has excellent insights into the sector and a great interest in facilitating a constructive exchange of ideas between DPER and the Association. Members complimented Dr Lucy Fallon-Byrne on the work of the Reform Board, stating they were very impressed by the energy being applied to the reform process. The meeting itself went very smoothly. It was efficiently chaired and professionally presented.

The Annual Dinner was very successful. It is an integral part of the event and one of the few occasions where CEOs can

mingle and discuss – an excellent opportunity for catching up with others! There was a good take-up on the invitations to former speakers, and the guests enjoyed the evening. Including members, alumni and guests, there were 47 in attendance.

The open forum was chaired by Tomás Ó Ruairc, using Mentimeter. It was a novel method of achieving audience engagement and a great tool to work with. There was a high level of satisfaction with the event and the venue.

4

Integrity at Work

Date: **29 May 2019**

Speaker: **Stephanie Casey And John Devitt**

Stephanie Casey and John Devitt, who manage the Integrity at Work programme at Transparency International Ireland, were invited to discuss TI's work and share their insights with the ACESA membership. TI helps create supportive working environments where anyone can raise concerns of wrongdoing. Several members of ACESA are already members of IAW, including the Environmental Protection Agency, the Legal Aid Board, the Higher Education Authority, the Road Safety Authority, GSOC and the Policing Authority. It was the consensus of the meeting that creating a supportive environment for raising issues of wrongdoing is wider than just protected disclosure policy and procedures. Talking to ACESA colleagues is also a very useful resource. TI Ireland is a very good advocacy organisation and assistance provider on the general issue of protected disclosures

5

Leadership at Work

Date: **26 June 2019**

Speaker: **Frank Clarke, Chief Justice Of Ireland**

The guest speaker for our June briefing was Frank Clarke, the 12th and current Chief Justice of Ireland. He has served as a Judge of the Supreme Court since February 2012. He previously served as a Judge of the High Court from 2004 to 2012. Justice Clarke spoke about a recent case, and he noted there was a real problem with access to justice and in effect suggested that if nothing was done about it that the courts themselves would be forced to act.

It was very useful for ACESA members to hear about the 10-year strategy for reform of the courts. Bringing the courts service into the 21st century requires considerable state investment, but this is essential for a functioning society, and such investment should save the state and its agencies money in the medium- to long-term. Leadership challenges such as those the Chief Justice described are common across the public service (hence the importance of a platform like ACESA).

The audience was given insights into the Chief Justice's thinking, and his observations about the pace of change were well worth noting. Change takes time but throughout change it is essential as a leader to have your own vision, to keep pushing for change, and not to let barriers get in the way. His catchphrase 'You can't complain if you don't explain' struck a chord with many members. Justice Clarke proved to be a very interesting and engaging speaker. The majority of the audience reported that they were very happy with the event and that they found it extremely useful.

6

Our Public Service 2020

Date: **25 September 2019**

Speaker: **Dr Lucy Fallon-Byrne And Team**

The September briefing was addressed by the Dr Lucy Fallon-Byrne and the OPS 2020 team from DPER. Dr Fallon-Byrne gave a presentation to the briefing outlining:

- The future direction of Civil Service Renewal.
- The emphasis on innovation and collaboration.
- The team of over 70 people across the Public Service who are engaged.
- The Innovation fund, through which funding grants are being allocated between 10k and 100k euros.
- Upcoming dates and events of interest.

After Dr Fallon Byrne's presentation, four breakout groups discussed three topics:

- Impacts on our Public.
- Impacts on our Organisations.
- Impacts on our People.

Full summaries of the feedback from the groups are available in the members' section of **www.acesa.ie**

ACESA Events (continued)

7

Innovation in Leadership

Date: **30 October 2019**

Speaker: **Josephine Feehily**

The guest speaker at the ACESA October Breakfast Briefing at Chester Beatty was Josephine Feehily, Chairperson of the Policing Authority. Josephine shared many insights from her career, including experiences from her time as Chairman of the Office of the Revenue Commissioners, Chair of the World Customs Organisation, and Chair of the OECD Forum for Tax Administration.

Padraig Walsh, Vice Chair of ACESA chaired the briefing. He said that attendees were particularly interested to hear her views on leading an agency through significant change, and on founding a new agency from scratch in a challenging external environment.

In her address, Josephine emphasised the importance of the public having confidence in state bodies. When this confidence is dented, there can be serious implications for our judicial, political and democratic systems. All state bodies will suffer a crisis, sometimes of their own making and sometimes due to circumstances beyond their control. What is important is that they are open and transparent in how they respond, and that they learn lessons for the future. Josephine has worked for and worked with powerful institutions – An Garda Síochána, Revenue, customs etc. These organisations have significant power, and that is a big responsibility. That power must be used judiciously.

Innovation and engagement are key to success. Revenue were never more innovative than during the last two recessions, and during these periods they received significantly less complaints from the public. The determination of a small number of key people in an organisation can be enough to drive innovation. Being innovative on just one project and using that to set best practice can drive the cultural change needed.

Josephine emphasised the importance of sticking with the mission of your organisation. Live your values, review your mission and values and make sure they are pointing you in the right direction. The word 'service' is key. Never forget your role is to serve the public. Josephine put a lot of emphasis on courage. It takes courage to lead, but courage leads to real change and innovation and it pays off.

8

Taking Control of Technology in an Always Connected World

Date: **29 November 2019**

Speaker: **Aidan Healy**

Aidan Healy, Co-Founder of Unplug was the guest speaker at the November Breakfast Briefing. He presented on the topic of 'Taking Control of Technology in an Always Connected World'.

A psychologist by background, Aidan worked in healthcare in the early 2000s, prior to founding Unplug. There was a big focus at that time on the positive changes that technology would bring – positive disruption. 2007 was a big year regarding how we engage with technology as a consumer product. Very significant changes – Apple launched the iPhone at the start of the year; Google launched the Android platform towards the end of the year. 2007: 120m smartphones sold worldwide; 2017: 1.7bn.

These devices had much faster access to the internet – in 2007, average video would have taken 48 minutes to download. Now, after years of high demand for the latest technologies, we're starting to see some challenges. One of the words of the year in 2018 (Oxford Dictionary) was "techlash", i.e. growing negativity around technology. Facebook has dropped from having one of the top reputations in the world in 2016, to being in the bottom 10 today. We have more technology than ever before, but this doesn't necessarily translate into impact.

Aidan outlined three particular challenges that we see in our work as a result of technology:

1. **Technology time all of the time.**
2. **How technology can overload and distract us.**
3. **Blurred expectations around new forms of digital communication.**

Aidan outlined 3 solutions to helping teams 'unplug':

1. **Empowering people to engage with IT.**
2. **Supporting employees in creating boundaries.**
3. **Assessing your organisation's digital culture.**

ACESA Communications

The Association is a professional learning community with members dispersed across the country. So it is important to have an effective system of communication.



ACESA Communications

ACESA communications are largely conducted online.
The ACESA website **www.acesa.ie** has a dedicated private section for members only, where a number of useful pages are hosted, including:

- ACESA reports and publications, including Annual Reports and the CEO Guide.
- Reports of ACESA Breakfast briefings, including presentations and documents for downloading.
- Minutes of all ACESA Board meetings.

Information Sharing

Members frequently use the network to share information and seek support from other members. Queries can be distributed by the secretariat, and anonymised if preferred. Throughout 2019, a number of queries were distributed, covering topics such as:

- Annual Leave allowances for public servants versus civil servants
- Board Meetings: Format/Frequency and Attendees
- Buying in Security Support
- Contract Renewal Process
- Digital Services
- DPER and Staffing Issues
- Evaluation of an RFT for the Provision of Agency Staff Services
- Finding an External audit and risk committee member
- Finding an External Facilitator for Strategic Plan Staff Consultation
- Finding a facilitator to conduct a review of organisation and management structures
- In-house legal services team/division
- Legal Status of Agencies
- Office 365 purchased through government funding
- Paperless Office
- Publication of Board Minutes
- Resource and Workforce Planning
- Pay Scales
- Tax on Board Members' Travel and Subsistence claims
- Teamwork training for Senior Management Team
- Tender Evaluations

Association of Chief Executives of State Agencies

The Association's finances are overseen by the Board's Treasurer, Ginny Hanrahan, and managed day to day by the ACESA Secretariat. A report is prepared and submitted at each Board meeting for approval, ensuring full transparency and accountability in how members' fees are spent.

DETAILED PROFIT AND LOSS ACCOUNT – FINANCIAL YEAR ENDED 31 DECEMBER 2018

	2019 €	2018 €
Turnover		
Subscriptions	79,650	71,000
	79,650	71,000
Gross profit	79,650	71,000
Gross profit percentage	100.0%	100.0%
Overheads		
Administrative expenses		
Secretarial fee	34,185	30,000
Events	10,385	8,261
Communications	4,457	4,371
Printing	9,246	8,085
Company secretarial and registration fees	873	873
Training	2,049	–
Research fees	–	19,225
Stationery	305	645
Telephone	270	330
Auditors remuneration	(1,127)	(1,127)
Bank charges	81	154
	62,978	73,071
Operating profit/(loss)	16,672	2,071
Operating profit/(loss) percentage	20.9%	2.9%
Profit/(loss) before taxation	16,672	2,071

Appendix 1
ACESA Membership Survey 2019

PUBLIC SERVICE REFORM PROGRAMME

1. Compared with 2008 (in your view) are there improvements in the way public services are delivered?

1	2	3	4	5	6	7
6%	5%	10%	14%	39%	26%	0%

(1= very little improvement, 7= substantial improvement). Statistics based on 62 respondents.

2. Importance of Reform Trends in Agencies

	1	2	3	4	5	6	7
Down-sizing	46%	17%	12%	12%	3%	5%	5%
Citizen participation methods/initiatives	9%	11%	9%	14%	24%	7%	16%
External service delivery	8%	2%	2%	8%	23%	23%	34%
Focusing on outcomes and results	0%	0%	0%	5%	8%	33%	54%
Extending provision into new areas	4%	4%	6%	9%	20%	37%	20%
Treatment of service users as customers	5%	0%	2%	6%	14%	33%	40%
Collaboration and cooperation among different public sector actors	0%	2%	2%	3%	16%	34%	43%
Internal bureaucracy reduction/cutting red tape	3%	5%	12%	11%	25%	19%	25%
Flexible working important	0%	3%	8%	17%	33%	31%	8%
Privatisation	68%	15%	8%	2%	0%	5%	2%
Digital or e-Government	2%	3%	11%	9%	21%	25%	29%
External partnerships and strategic alliances	2%	2%	5%	5%	20%	36%	33%
Mergers of government organisations	38%	22%	6%	14%	5%	6%	9%
Transparency and open government	2%	0%	3%	8%	11%	34%	42%

(1= not at all important, 7= critically important). Statistics based on 64 respondents.

Appendix 1 (continued)
ACESA Membership Survey 2019

3. Impact of the Public Sector Reform Programme

	1	2	3	4	5	6	7
Cost and efficiency	5%	5%	11%	28%	33%	16%	2%
Service quality	2%	2%	11%	32%	32%	16%	5%
Innovation	0%	2%	6%	24%	46%	16%	6%
Policy effectiveness	0%	8%	13%	37%	29%	11%	2%
Policy coherence and coordination	3%	13%	18%	25%	25%	16%	0%
External transparency and openness	2%	2%	11%	19%	32%	28%	6%
Citizen participation and involvement	0%	3%	13%	29%	31%	20%	4%
Social cohesion	2%	5%	24%	37%	24%	6%	2%
Internal bureaucracy reduction and cutting red tape	3%	13%	16%	36%	20%	5%	0%
Ethical behaviour among public officials	0%	0%	2%	21%	36%	28%	13%
Equal access to services	2%	5%	13%	33%	27%	14%	6%
Fair treatment of citizens	3%	3%	12%	25%	29%	21%	7%
Better staff motivation and attitudes towards work	3%	6%	11%	30%	32%	14%	4%
Attractiveness of the public sector as an employer	10%	14%	10%	14%	39%	13%	0%
Citizen trust in government	3%	11%	14%	43%	22%	5%	2%

(1= very negative impact, 7= very positive impact). Statistics based on 63 respondents.

4. Please indicate your views on the process of public sector reform, using the scale below

		1	2	3	4	5	6	7
1 = Top Down	7 = Bottom Up	21%	31%	28%	16%	2%	2%	0%
1 = Consistent	7 = Inconsistent	2%	10%	14%	25%	22%	19%	8%
1 = Comprehensive	7 = Partial	3%	6%	11%	29%	24%	21%	6%
1 = Driven by politicians	7 = Driven by public servants	6%	0%	19%	22%	26%	21%	6%
1 = Crisis and incident driven	7 = Planned	5%	25%	21%	16%	28%	5%	0%
1 = Substantive	7 = Symbolic	0%	13%	20%	30%	22%	13%	2%
1 = Contested by unions	7 = Supported by unions	2%	10%	23%	33%	25%	7%	2%
1 = About cost cutting and savings	7 = About service improvement	3%	20%	14%	22%	32%	10%	0%
1 = No public involvement	7 = High public involvement	8%	13%	35%	31%	6%	5%	2%
1 = Unsuccessful	7 = Successful	3%	5%	14%	43%	24%	11%	0%
1 = Too much	7 = Not enough	0%	3%	8%	40%	16%	23%	10%

Statistics based on 63 respondents.

AGENCY INFORMATION

5. Under the aegis of which Government Department does your Agency operate?

	2015	2016	2017	2018	2019
Department of Health	15%	15%	12%	9%	13%
Department of Environment, Community and Local Government	13%	11%	9%	11%	6%
Department of Education and Skills	15%	12%	17%	17%	13%
Department of Jobs, Enterprise and Innovation	7%	8%	8%	6%	5%
Department of Justice and Equality	17%	16%	11%	15%	20%
Department of Arts, Heritage and the Gaeltacht	10%	10%	12%	2%	5%
Department of Communications, Energy and Natural Resources	7%	7%	9%	8%	9%
Department of Public Expenditure and Reform	5%	7%	9%	9%	8%
Department of Social Protection	2%	1%	2%	2%	2%
Department of Transport, Tourism and Sport	5%	5%	6%	8%	11%
Department of Agriculture, Fisheries and Food	0%	1%	2%	2%	2%
Department of Children and Youth Affairs	2%	1%	2%	2%	3%
Department of Finance	3%	3%	2%	2%	2%
Department of Defence	0%	0%	0%	0%	0%
Department of Foreign Affairs and Trade	0%	0%	0%	0%	0%
Department of the Taoiseach	0%	1%	2%	2%	2%

Statistics based on 63 respondents.

6. What is the legal status of your Agency?

	2015	2016	2017	2018	2019
Established under Act of the Oireachtas as a Body Corporate	63%	62%	67%	64%	68%
Established under Companies Acts as a Company	9%	9%	9%	11%	8%
Agency of a Department in another form	8%	3%	3%	8%	10%
Established by Statutory Instrument	9%	11%	10%	8%	6%
North-South Body	3%	3%	3%	2%	3%
Public Independent Body	4%	5%	4%	6%	3%
Other	4%	7%	4%	3%	2%

Statistics based on 63 respondents.

Appendix 1 (continued)
ACESA Membership Survey 2019

7. What is your service rationale?

	2015	2016	2017	2018	2019
Supporting Irish business	3%	7%	6%	8%	9%
Regulating critical industries (food, energy, aviation, pharmaceutical)	10%	14%	18%	22%	23%
Protecting the environment and promoting sustainable practices	8%	10%	12%	8%	12%
Setting and maintaining standards of excellence	30%	29%	27%	32%	28%
Driving Irish education, research and innovation	10%	11%	15%	17%	22%
Protecting citizens and consumers	33%	36%	39%	42%	45%
Promoting and protecting culture and heritage	18%	17%	16%	14%	9%
Providing vital services	17%	17%	15%	12%	16%
Regulating Professions	8%	13%	15%	9%	11%
If none of the above applies, please specify your service rationale(s)	42%	42%	45%	8%	36%

Statistics based on 64 respondents.

8. What is the policy/operational field in which your Agency operates?

	2015	2016	2017	2018	2019
Communications	8%	8%	10%	12%	12%
Culture	13%	14%	13%	12%	6%
Education	25%	22%	24%	26%	28%
Enterprise	8%	8%	7%	11%	12%
Environment	7%	7%	9%	9%	12%
Equality	5%	4%	6%	9%	9%
Finance	12%	11%	12%	15%	12%
Health	15%	17%	15%	15%	17%
Health and Safety	3%	4%	6%	6%	8%
Information	10%	10%	10%	14%	17%
Infrastructure	7%	6%	6%	6%	8%
Justice	15%	15%	15%	18%	28%
Local Development	7%	7%	9%	8%	6%
Natural Resources	2%	3%	4%	3%	3%
Research	15%	17%	19%	21%	27%
Social Services	7%	7%	7%	8%	8%
Policy Advice to Departments (drafting regulations, advice for Minister)	17%	21%	24%	26%	27%
Regulation	27%	33%	40%	38%	41%
Other Operational Fields	23%	24%	28%	26%	22%

Statistics based on 64 respondents.

9. In 2018, approximately what percentage of funding for your Agency came from each of the following sources?

	2019 (Median Figures)
Line Department	55%
Self-generated fees, charges	20%
Own Vote	9%
Levies	10%
European Funding	1%
Other	5%

Statistics based on 64 respondents.

10. How many full-time equivalent employees are there in your Agency?

	2015	2016	2017	2018	2019
Less than 20 staff	17%	18%	17%	18%	12%
20 – 25 employees	3%	5%	7%	3%	3%
26 – 49 employees	22%	22%	20%	21%	16%
50 – 99 employees	23%	20%	23%	23%	22%
100 – 200 employees	17%	20%	20%	18%	23%
200 – 300 employees	7%	5%	4%	5%	5%
300 – 400 employees	7%	5%	7%	5%	5%
400 – 500 employees	3%	3%	1%	5%	6%
500 employees or more	2%	1%	1%	3%	8%

Statistics based on 62 respondents.

Appendix 1 (continued)
ACESA Membership Survey 2019

11. To the nearest 10%, how do your current year staff numbers compare to the situation in 2008?

Staff Numbers	2019
60% of 2008 figure	4%
70% of 2008 figure	14%
80% of 2008 figure	8%
90% of 2008 figure	10%
100% of 2008 figure	15%
110% of 2008 figure	10%
120% of 2008 figure	4%
130% of 2008 figure	11%
140% of 2008 figure	12%
Other	12%

Statistics based on 62 respondents.

12. To the nearest 10%, how does your expenditure budget compare to the situation in 2008?

Expenditure Budget	2019
60% of 2008 figure	6%
70% of 2008 figure	7%
80% of 2008 figure	8%
90% of 2008 figure	10%
100% of 2008 figure	10%
110% of 2008 figure	21%
120% of 2008 figure	5%
130% of 2008 figure	5%
140% of 2008 figure	6%
Other	22%

Statistics based on 62 respondents.

13. To the nearest 10%, how will your staff numbers change between 2019 and 2020?

Staff Numbers	2019/2020
Expect to see an increase of 30% or more	2%
Expect to see an increase of 20%	13%
Expect to see an increase of 10%	35%
Expect to remain the same	48%
Expect to see a decrease of 10% or more	2%
Expect to see a decrease of 20% or more	0%
Expect to see a decrease of 30% or more	0%

Statistics based on 63 respondents.

14. How have you filled vacancies arising over the past 12 months?

	2019
Reallocation of responsibilities amongst existing employees	50%
Reorganisation of work	45%
Internal promotion	51%
Acting up	47%
Redeployment	20%
Confined competition	42%
Open competition	95%
Other	19%

Statistics based on 63 respondents.

15. Does your Department require contracts to be sent to them for approval prior to issue?

Yes	25%
No	75%

Statistics based on 63 respondents.

Appendix 1 (continued)
ACESA Membership Survey 2019

16. What is your expenditure budget?

Expenditure	2015	2016	2017	2018	2019
Spent Less than €500,000	0%	0%	0%	0%	0%
Spent between €500k and €1m	2%	3%	3%	2%	2%
Spent between €1m and €2.5m	10%	9%	9%	3%	8%
Spent between €2.5m and €5m	13%	14%	13%	11%	15%
Spent between €5m and €10m	25%	24%	24%	12%	19%
Spent between €10m and €20m	17%	19%	23%	23%	19%
Spent more than €20m	33%	31%	28%	18%	37%

Statistics based on 64 respondents.

17. To the nearest 10%, how does your current expenditure budget compare to the situation in 2008?

Expenditure Budget	2019
60%	6%
70%	7%
80%	8%
90%	10%
100%	10%
110%	21%
120%	5%
130%	5%
140%	6%
Other	22%

Statistics based on 62 respondents.

18. To the nearest 10%, how will your expenditure budget change between 2019 and 2020?

Expenditure Budget	2019–2020
Expect to see an increase of 30% or more	3%
Expect to see an increase of 20%	17%
Expect to see an increase of 10%	31%
Expect their budget to remain unchanged	48%
Expect to see a decrease of 10%	1%

Statistics based on 64 respondents.

19. Has your Agency been involved in any significant organisational changes during 2019?

Examples	2015	2016	2017	2018	2019
Merger	10%	10%	8%	10%	7%
Absorb into Department	0%	0%	0%	0%	0%
Abolition	0%	0%	0%	0%	0%
Rationalisation	5%	6%	8%	5%	4%
Other kinds of change	85%	83%	85%	86%	89%

Statistics based on 44 respondents.

20. During 2019, did your Agency avail of redeployment?

	2019
Into your Agency?	15%
Out of your Agency?	17%
Were you satisfied with the process and the supports available?	85%

Statistics based on 34 respondents.

21. To the nearest 10%, since 2008, has the productivity of your Agency increased/decreased?

Productivity	2015	2016	2017	2018	2019
Up 30% or more	33%	34%	44%	9%	45%
Up 20%	22%	27%	22%	8%	26%
Up 10%	20%	16%	17%	35%	14%
Same	16%	13%	9%	46%	8%
Down 10%	5%	6%	6%	0%	3%
Down 20%	0%	0%	0%	0%	2%
Down 30% or more	4%	4%	2%	0%	2%

Statistics based on 62 respondents.

Appendix 1 (continued)
ACESA Membership Survey 2019

22. Can you demonstrate innovation in the delivery of public services in any of the following areas?

	2015	2016	2017	2018	2019
On-line service provision to service users	69%	74%	67%	68%	68%
Measuring service improvements through user survey, etc.	40%	39%	39%	48%	56%
Use of social media for communication with service users and stakeholder groups	53%	58%	64%	71%	73%
Use of IOS/android apps for service delivery and customer communication	20%	26%	31%	29%	32%
Mobile enabled websites through adaptive design	40%	48%	55%	50%	54%
Service delivery in multiple languages based on user needs	25%	29%	30%	32%	37%
Risk based regulation models and practices deployed based on data analysis and development of risk profiling algorithms	33%	35%	28%	27%	35%
Collaborative and partnership working with other agencies and stakeholder groups	80%	85%	83%	85%	89%
Reducing cost through deployment of technology and business process analysis and redesign	67%	68%	64%	65%	70%
In-sourcing	29%	30%	25%	26%	30%
Outsourcing	69%	65%	64%	61%	59%
Organisational mergers	16%	15%	13%	15%	11%
Other innovation measures and practices, tools, etc.	7%	11%	13%	15%	17%

Statistics based on 63 respondents.

23. Degree of Autonomy

	1	2	3	4	5	6	7
Budget allocations	24%	14%	12%	8%	14%	6%	22%
External service delivery	3%	5%	8%	8%	24%	33%	29%
Promoting staff	16%	14%	13%	21%	14%	17%	5%
Hiring staff	8%	17%	20%	20%	14%	16%	5%
Dismissing or removing staff	13%	26%	16%	13%	9%	16%	7%
Changes in the structure of the Agency	6%	16%	8%	14%	16%	31%	9%
Policy choice and design	0%	22%	6%	17%	19%	23%	13%
Policy implementation	2%	8%	6%	19%	23%	27%	15%

(1= very low autonomy, 7= high autonomy). Statistics based on 64 respondents.

AGENCY AND DEPARTMENT

24. How regularly do you, as CEO, have contact with your Department?

Contact	2015	2016	2017	2018	2019
Weekly	42%	39%	39%	44%	31%
Monthly	27%	28%	27%	21%	37%
Quarterly	18%	19%	24%	27%	22%
Every six months	2%	1%	0%	2%	2%
Other	12%	12%	10%	6%	8%

Statistics based on 64 respondents.

25. How often have you and/or your Chairperson formally met your responsible Minister, Secretary General or Departmental Management Committee in the past 12 months?

Minister	2015	2016	2017	2018	2019
Not at all	20%	31%	30%	30%	29%
Once	27%	28%	29%	29%	41%
Twice	22%	15%	18%	23%	19%
Three times	19%	15%	12%	11%	5%
Four times	3%	3%	4%	3%	1%
Five times or more	8%	8%	7%	5%	5%
Secretary General	**2015**	**2016**	**2017**	**2018**	**2019**
Not at all	20%	25%	38%	41%	44%
Once	31%	33%	24%	24%	38%
Twice	20%	13%	15%	21%	10%
Three times	15%	14%	9%	5%	5%
Four times	5%	4%	5%	0%	0%
Five times or more	8%	11%	9%	9%	3%
Departmental Management Committee	**2015**	**2016**	**2017**	**2018**	**2019**
Not at all	44%	51%	47%	42%	37%
Once	17%	15%	19%	13%	16%
Twice	12%	11%	9%	11%	12%
Three times	7%	4%	3%	9%	11%
Four times	10%	6%	8%	11%	8%
Five times or more	10%	13%	14%	14%	16%

Statistics based on 64 respondents.

Appendix 1 (continued)
ACESA Membership Survey 2019

26. How would you rate the quality of your engagement with your Department?

Quality of Engagement	2015	2016	2017	2018	2019
Excellent	12%	15%	15%	15%	11%
Very Good	38%	39%	40%	42%	38%
Good	20%	20%	15%	17%	28%
Average	13%	12%	15%	15%	14%
Poor	10%	8%	6%	3%	3%
Other	7%	5%	9%	8%	6%

Statistics based on 64 respondents.

27. How does your Department share information?

My Department passes on the information I need to do my job well (e.g., finance circulars, policy documents, position and strategy papers) in a timely fashion.	2015	2016	2017	2018	2019
Always	15%	15%	16%	18%	11%
Usually	46%	56%	55%	60%	67%
Sometimes	37%	25%	27%	20%	20%
Rarely	2%	4%	1%	2%	2%
Never	0%	0%	0%	0%	0%

Statistics based on 64 respondents.

28. Do you have a Service Level Agreement (SLA), performance agreement or other formal agreement in place with your Department?

	2015	2016	2017	2018	2019
Yes	59%	57%	62%	74%	89%
Envisaged, but not in place yet	10%	13%	15%	14%	5%
No	31%	30%	23%	12%	6%

Statistics based on 64 respondents.

CEO INFORMATION

29. How long have you been in your current role?

	2015	2016	2017	2018	2019
Less than 1 year	25%	16%	21%	15%	16%
More than 1 but less than 3 years	23%	29%	15%	24%	20%
3–5 years	23%	21%	22%	24%	25%
More than 5 years	20%	27%	34%	24%	30%
More than 10 years	8%	7%	7%	12%	9%

Statistics based on 64 respondents.

30. Prior to your appointment, what did you work as?

	2015	2016	2017	2018	2019
A Civil Servant	27%	23%	19%	18%	24%
A Public Servant	43%	45%	51%	53%	46%
A health/social services professional	2%	1%	1%	2%	3%
An educationalist (teacher, lecturer)	2%	1%	1%	2%	2%
A private sector manager	13%	16%	12%	14%	11%
A legal professional	0%	0%	0%	2%	0%
Other (Please specify)	2%	1%	16%	0%	14%

Statistics based on 64 respondents.

31. For how long have you worked in the public sector?

	2015	2016	2017	2018	2019
Less than 1 year	2%	1%	1%	2%	3%
More than 1 but less than 3 years	8%	7%	1%	3%	3%
3–5 years	5%	4%	4%	8%	3%
More than 5 years	14%	14%	7%	6%	6%
More than 10 years	71%	74%	85%	82%	85%

Statistics based on 64 respondents.

Appendix 1 (continued)
ACESA Membership Survey 2019

32. Has any part of your previous career been in the private sector, and if so, how much?

	2015	2016	2017	2018	2019
None	30%	23%	23%	29%	24%
Less than 1 year	8%	10%	11%	9%	13%
More than 1 but less than 3 years	12%	15%	14%	11%	9%
3–5 years	8%	10%	12%	12%	11%
More than 5 years	10%	12%	15%	12%	11%
More than 10 years	32%	30%	26%	26%	32%

Statistics based on 64 respondents.

33. Are you:

	2015	2016	2017	2018	2019
The Accountable Officer for your Agency?	43%	47%	51%	52%	45%
The Accounting Officer for your Agency?	18%	22%	24%	25%	27%
Both of the above?	33%	27%	24%	20%	20%
None of the above?	5%	4%	1%	3%	8%

Statistics based on 64 respondents.

34. Are you a member (ex officio or otherwise) of the Board of your Agency?

	2015	2016	2017	2018	2019
Yes	36%	40%	38%	38%	31%
No	64%	60%	62%	62%	69%

Statistics based on 62 respondents.

35. Annual salary on 31 January of current year

	2015	2016	2017	2018	2019
€65k – €75	2%	1%	1%	2%	0%
€75k – €90k	13%	12%	9%	9%	2%
€90k – €115k	32%	34%	30%	26%	25%
€115k – €140k	33%	31%	34%	35%	22%
€140k – €170k	17%	19%	22%	27%	39%
More than €170k	3%	3%	3%	2%	12%

Statistics based on 64 respondents.

36. Basic Salary

Is your basic salary?	2015	2016	2017	2018	2019
The same as that of a Civil/Public Service grade?	68%	76%	77%	77%	73%
Not the same as, but nonetheless explicitly linked to, the salary of a Civil/Public Service grade?	32%	24%	23%	23%	27%

Statistics based on 62 respondents.

37. Termination of Appointment Period

When your appointment period terminates, are you most likely to:	2015	2016	2017	2018	2019
Seek re-appointment?	53%	51%	46%	48%	44%
Revert to a Civil/Public Service position?	9%	10%	5%	3%	5%
Move to another job?	25%	24%	26%	23%	24%
Retire?	13%	15%	23%	26%	27%

Statistics based on 59 respondents.

Appendix 1 (continued)
ACESA Membership Survey 2019

NETWORKS

38. Apart from ACESA, do you belong to any other formal or informal networks?

Expenditure	2015	2016	2017	2018	2019
Ageing Well Network	2%	0%	0%	2%	0%
Assistant Secretary Network	17%	17%	18%	18%	15%
Chairpersons Forum	10%	12%	12%	8%	6%
Chamber of Commerce	4%	7%	8%	14%	13%
Commercial Semi-State Consultative Group	0%	0%	0%	0%	0%
Consultative Users Committee	4%	3%	4%	6%	4%
Council of National Cultural Institutions	6%	7%	8%	6%	4%
Departmental Agencies Group	13%	15%	18%	20%	15%
EUINET	2%	2%	0%	0%	0%
Fin-Net	2%	2%	2%	2%	2%
Heads of Justice Group	6%	7%	6%	12%	12%
Health and Social Care Regulatory Forum	13%	17%	16%	12%	15%
IBEC	27%	27%	27%	32%	23%
Ombudsman's Agency	8%	7%	8%	8%	6%
Institute of Directors	27%	27%	25%	22%	17%
Economic Regulators' Network	6%	8%	10%	8%	13%
Citizen's Advocacy Groups	0%	0%	0%	0%	0%
Other Networks	33%	37%	37%	40%	42%

Statistics based on 52 respondents.

39. If you do belong to one or more networks, how do they function?

	2015	2016	2017	2018	2019
Regular meetings	82%	85%	81%	79%	83%
Internet forum	4%	3%	4%	6%	4%
Contact made only to solve problems	2%	3%	6%	4%	6%
Other (Please specify)	11%	8%	9%	12%	8%

Statistics based on 52 respondents.

40. Please rate the following ACESA activities in terms of how useful they are/could be to you in your work

	Really not useful	Not useful	Neutral	Useful	Really useful
Creating networking opportunities	0%	0%	2%	34%	54%
Identifying and promoting best management practice through information sharing and training	0%	2%	6%	39%	53%
Initiating and sharing relevant research	0%	6%	24%	41%	29%
Keeping membership up to date on relevant developments	0%	0%	11%	51%	38%
Encouraging North South co-operation	12%	16%	44%	17%	11%
Fostering international links	14%	14%	40%	24%	8%
Representing CEOs collectively on relevant matters	2%	8%	23%	31%	36%

Statistics based on 64 respondents.

Appendix 2
ACESA Members 2019

Agency	Name	Website
Adoption Authority of Ireland	Patricia Carey	www.aai.gov.ie
An Bord Pleanála	Dave Walsh	www.pleanala.ie
An Coimisineir Teanga	Rónán Ó Domhnaill	www.coimisineir.ie
An Comhairle um Oideachas Gaeltachta agus Gaelscolaíochta	Muireann Ní Mhóráin	www.cogg.ie
Bord Iascaigh Mhara	Jim O'Toole	www.bim.ie
Broadcasting Authority of Ireland	Michael O'Keeffe	www.bai.ie
Charities Regulatory Authority	Helen Martin	www.charitiesregulatoryauthority.ie
Chester Beatty	Fionnuala Croke	www.cbl.ie
Citizens Information Board	Angela Black	www.citizensinformationboard.ie
Commission for Railway Regulation	Brian Higgisson	www.crr.ie
Commissioner for Aviation Regulation	Cathy Mannion	www.aviationreg.ie
Commissioner for Communications Regulation	Gareth Blaney	www.comreg.ie
Commissioner for Regulation of Utilities	Paul McGowan	www.cer.ie
Commissioners of Irish Lights	Yvonne Shields	www.cil.ie
Competition and Consumer Protection Commission	Isolde Goggin	www.tca.ie
CORU	Ginny Hanrahan	www.coru.ie
Design and Crafts Council of Ireland	Karen Hennessy	www.dccoi.ie
Dublin Institute for Advanced Studies	Eucharia Meehan	www.dias.ie
Economic and Social Research Institute	Alan Barrett	www.esri.ie
Education and Training Boards Ireland	Nessa White	www.etbi.ie
Environmental Protection Agency	Laura Burke	www.epa.ie
Fáilte Ireland	Paul Kelly	www.failteireland.ie
Financial Services and Pensions Ombudsman	Ger Deering	www.financialombudsman.ie
Food Safety Authority of Ireland	Pamela Byrne	www.fsai.ie
Forensic Science Ireland	Chris Enright	www.forensicscience.ie
Garda Síochána Ombudsman Commission	Mary Ellen Ring	www.gardaombudsman.ie
Health and Safety Authority	Sharon McGuinness	www.hsa.ie
Health Products Regulatory Authority	Lorraine Nolan	www.hpra.ie
Health Research Board	Darrin Morrissey	www.hrb.ie
Heritage Council	Virginia Teehan	www.heritagecouncil.ie
Higher Education Authority	Alan Wall	www.hea.ie
HIQA	Phelim Quinn	www.hiqa.ie
Housing Agency	John O'Connor	www.housing.ie
Housing Finance Agency	Barry O'Leary	www.hfa.ie
Injuries Board	Conor O'Brien	www.injuriesboard.ie
Inland Fisheries Ireland	Ciaran Byrne	www.fisheriesireland.ie
Insolvency Service of Ireland	Michael D McNaughton	www.isi.gov.ie
Institute of Public Administration	Marian O'Sullivan	www.ipa.ie
International Protection Appeals Tribunal	Hilkka Becker	www.protectionappeals.ie
Irish Auditing and Accounting Supervisory Authority	Kevin Prendergast	www.iaasa.ie
Irish Blood Transfusion Service	Andy Kelly	www.ibts.ie
Irish Human Rights and Equality Commission	Laurence Bond	www.ihrec.ie
Irish Museum of Modern Art	Annie Fletcher	www.imma.ie
Irish Prison Service	Caron McCaffrey	www.irishprisons.ie
Irish Water Safety	John Leech	www.iws.ie
Law Reform Commission	Raymond Byrne	www.lawreform.ie
Legal Aid Board	John McDaid	www.legalaidboard.ie
Legal Services Regulatory Authority	Brian Doherty	www.lsra.ie

Agency	Name	Website
Local Government Management Agency	Paul Dunne	www.lgma.ie
Marine Institute	Paul Connolly	www.marine.ie
Mental Health Commission	John J Farrelly	www.mhcirl.ie
National Concert Hall	Simon Taylor	www.nch.ie
National Council for Curriculum and Assessment	John Hammond	www.ncca.ie
National Council for Special Education	Teresa Griffin	www.ncse.ie
National Disability Authority	Siobhan Barron	www.nda.ie
National Gallery of Ireland	Sean Rainbird	www.nationalgallery.ie
National Library of Ireland	Sandra Collins	www.nli.ie
National Museum of Ireland	Lynn Scarff	www.museum.ie
National Oil Reserves Agency	Pat Meehan	www.nora.ie
National Shared Services Office	Hilary Murphy-Fagan	www.nsso.gov.ie/home-3
National Standards Authority of Ireland	Geraldine Larkin	www.nsai.ie
National Transport Authority	Anne Graham	www.nationaltransport.ie
Nursing and Midwifery Board of Ireland	Sheila McClelland	www.nmbi.ie
Office of the Inspector of Prisons	Patricia Gilheaney	www.inspectorofprisons.gov.ie
Office of the Ombudsman	Elaine Cassidy	www.ombudsman.gov.ie
Office of the Regulator of the National Lottery	Carol Boate	www.rnl.ie
Ordnance Survey Ireland	Colin Bray	www.osi.ie
Pobal	Anna Shakespeare	www.pobal.ie
Policing Authority	Helen Hall	www.policingauthority.ie
Pre Hospital Emergency Care Council	Richard Lodge	www.phecit.ie
Private Security Authority	Paul Scallan	www.psa.gov.ie
Property Registration Authority	Liz Pope	www.prai.ie
Property Services Regulatory Authority	Maeve Hogan	www.psr.ie
Public Appointments Service	Shirley Comerford	www.publicjobs.ie
Quality and Qualifications Ireland	Padraig Walsh	www.qqi.ie
Residential Tenancies Board	Rosalind Carroll	www.prtb.ie
Road Safety Authority	Moyagh Murdock	www.rsa.ie
Royal Irish Academy	Tony Gaynor	www.ria.ie
Safefood	Ray Dolan	www.safefood.eu
Sea Fisheries Protection Authority	Susan Steele	www.sfpa.ie
Skillnet	Paul Healy	www.skillnetireland.ie
SOLAS	Andrew Brownlee	www.solas.ie
State Examinations Commission	Aidan Farrell	www.examinations.ie
Sustainable Energy Authority of Ireland	Jim Gannon	www.seai.ie
The Arts Council	Orlaith McBride	www.artscouncil.ie
The Courts Service of Ireland	Angela Denning	www.courts.ie
The Dental Council of Ireland	David O'Flynn	www.dentalcouncil.ie
The Pharmaceutical Society of Ireland	Niall Byrne	www.thepsi.ie
The Probation Service	Vivien Geiran	www.probation.ie
The State Laboratory	Ita Kinahan	www.statelab.ie
The Teaching Council	Tomás Ó Ruairc	www.teachingcouncil.ie
Tourism Ireland	Niall Gibbons	www.ireland.com
Transport Infrastructure Ireland	Michael Nolan	www.tii.ie
Waterways Ireland	John McDonagh	www.waterwaysireland.org
Western Development Commission	Tomás Ó Síocháin	www.wdc.ie

Notes

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