

Streamlining Government

fine gael 



Streamlining Government

**A Fine Gael Policy to Cut Waste, Improve Services
and Make State Agencies and Bodies Accountable**

March 2008

Policy Statement by

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Executive Summary

Over 200 new government agencies and other public bodies have been established in the past ten years. The impact of this explosion has been an increase in the cost of Government, wasteful spending and less accountability for the delivery of key services.

Fine Gael believes that it's time for a radical shift in policy. In this document, *Streamlining Government*, we set out a range of measures which will :

1. cut down on wasteful spending
2. improve the delivery of services and
3. enhance democratic accountability

In our policy document, we have identified 26 bodies that can be merged into 11, another 13 that can be abolished altogether, 4 that could share administrative and other facilities and 7 that could become obsolete at some point over the next decade.

For example we propose an Office of Fair Trading comprising the current Competition Authority and the National Consumer Agency, a single Utilities Regulator to replace two existing regulators and a single Transport Regulator.

We have conservatively estimated that these reforms could save €200 million for the tax-payer over four years. A more comprehensive review of reform across all agencies and state bodies could yield further savings.

Streamlining Government will also improve accountability by making agencies reply to Dáil Questions, have their Chairmen and CEOs confirmed by Oireachtas Committees and publish the minutes of Board meetings.



In the future new agencies should only be considered if:

1. the work carried out is of a specialised nature that cannot be done by the civil service
2. the work cannot be carried out by an existing agency
3. there is no duplication of functions with another agency or government department
4. it will be subject to a 'sundown clause' after which its mandate will have to be renewed by the Oireachtas (eg. 4 years)



Introduction - 'The Land of a Thousand Quangos'

There is a widespread acceptance that a body freed from the traditional and legal constraints imposed on the civil service can discharge an executive function more efficiently; if, in the public sector, this efficiency is purchased at the cost of a diminished response to the requirements of the legislature and the needs of the people it may be too dearly bought'

(Devlin Report, 1970)

'The Land of a Thousand Quangos'

Over the past few decades, we have witnessed phenomenal growth in the number and scope of state agencies. Boards, agencies, authorities, advisory committees, strategy groups, state-sponsored bodies, state-owned limited companies or quangos, what ever term you use, there can be no doubt that there are a lot more of them now than ever before. In fact, there are now so many state agencies and public bodies that some have even generated agencies of their own.

If one includes public bodies at local government level such as Vocational Educational Committees (VECs), County and City Development Boards and City & County Childcare Committees, executive agencies of parliament such as the Ombudsman or Comptroller and Auditor General, the tribunals and regional authorities, there are now almost one thousand state agencies in the Republic of Ireland. That's one for every four thousand people in state. In fact, there are now almost as many state agencies as there are elected politicians. In 1927, there were less than a dozen. In 2008, there are almost one thousand. Under Fianna Fail, the island of saints and scholars has been transformed into the 'land of a thousand quangos'.

Over the past few years, many important policy-making and executive functions have been transferred to control of unelected and unaccountable agencies. This happened largely without comment from the media, public or politicians.

More and more, politicians seek to avoid solving problems and even avoid being accountable for them by setting up a new government agency. This 'creeping abnegation of ministerial responsibility' to use the words of Gerald Kaufman MP means that the establishment of a new agency is the default policy option for Ministers and even Opposition politicians when they should be developing the sound policies and making sure they are implemented. The creation of the Health Service



Executive (HSE) and the refusal of the Minister for Health and Children to take responsibility for the HSE's actions is the most obvious example of this.

Fine Gael is deeply concerned at the proliferation of state agencies. In general, we believe that Ministers, not agencies, should make key policy decisions. Where agencies are created to implement policy, they should be accountable to the Oireachtas and appointments made to the boards of these agencies should be subject to proper parliamentary scrutiny.

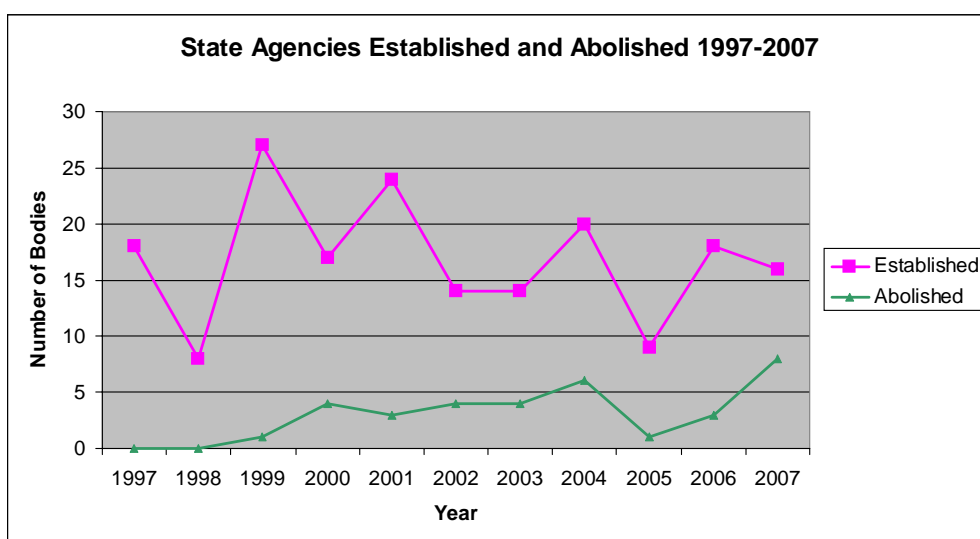
In this document, Fine Gael will set out its plans for the radical reform and rationalisation of state agencies. The objectives of our policy, entitled 'Streamlining Government', are as follows:

1. To end the waste of tax-payers' money by reducing the number of state agencies and rationalising their functions
2. To strengthen democracy by making state agencies accountable to the Oireachtas
3. To bring about greater transparency in government by introducing a system of parliamentary scrutiny of government appointments
4. To strengthen local government by devolving the functions of some government agencies back to local authorities
5. To build on the Good Friday Agreement by seeking to merge similar agencies to exist in Northern Ireland and the Republic of Ireland into single All-Ireland agencies

Proliferation of State Agencies

Over the past few years, the number of state agencies has proliferated considerably. In 1927, excluding a handful of educational institutions and hospitals there were only three government agencies. By 1970, the Devlin Report referred to eighty such bodies. Our research identified 445 state agencies operating at a national level. This does not include taskforces, boards and agencies established at local authority, regional councils and regional authorities or tribunals of inquiry. It is estimated that 60% of these have been established since 1990. Since 1997, 207 agencies have been created, while only 49 have been abolished.

In the early years of the state, there were only a small number of state agencies. This began to change with the establishment of 'semi-state' companies designed to bring industry and development to the fledgling state. These included Aer Lingus, Aer Rianta, Coras Iompar Eireann and the Electricity Supply Board (ESB). A small number of these state owned companies have been privatised. Most remain as limited companies with the share capital owned by government. Many of the original state companies have been broken up to form more small companies. For example, Aer Rianta was divided up to form the Dublin, Cork and Shannon Airport Authorities. State-owned companies such as the Bord Gais Eireann have diversified and established their own subsidiary companies (eg Platin Power and Aurora Telecoms).



For details of agencies, please see the Appendix



The Social Partnership system established in late eighties has also become a proliferator of new state agencies. The Social Partnership process is based on the idea that trade unions, business and government should come together in order to strike a national bargain on pay, taxation and employment and industrial policy. This process, however, has developed considerably in recent years giving trade unions and business federations a right of involvement in almost all areas of government. In many cases, this has given rise to the creation of new state agencies. For example, the desire of unions to show that they were using the social partnership system to assist their members who could not afford a home during the housing boom gave rise to the Affordable Housing Partnership (AHP). Unfortunately, it has not given rise to many affordable houses.

In a similar vein, business and corporate interests were given the National Competitiveness Council (NCC) so that they could tell their members that the social partnership process was being used to address Ireland's loss of economic competitiveness. In reality, our competitiveness has continued to decline. When it comes to housing and competitiveness, we do not need more agencies, what we really need is the right policies and ministers who will to implement them.

The Good Friday Agreement gave rise to six new agencies in the form of North-South bodies. Instead of taking the opportunity to merge bodies already in existence north and south of the border into one single all-Ireland, body, we now have three bodies where one would do.

The diminution of local government by Fianna Fail since 1979 has forced the creation of new state agencies to fill the vacuum created by the absence of real local government. We now have 35 City and County Development Boards, 38 Area Partnerships, 10 Regional Drug Taskforces and 14 Local Drug Taskforces.



Duplication of Functions

There are now so many agencies, that there is considerable duplication of functions among different agencies. Before 1997, FAS was the only state agency for training and apprenticeships. Today, FAS, Skillnets, 35 County & City Enterprise Boards and Enterprise Ireland are all involved in training.

Appearing before the Oireachtas Committee on Enterprise, Trade and Employment in March 2008, the Chairman of the Labour Relations Commission, Mr. Maurice Cashell admitted that the number of different state agencies involved in enforcing labour rights was causing confusion and that they were unable to agree among themselves a single set of guidelines that would point concerned employees down the right path. Among the agencies involved in protecting employees rights are: the Rights Commissioners at the Labour Relations Commission (LRC), the National Employee Rights Authority (NERA), the Employment Appeals Tribunal (EAT) and the Health and Safety Authority (HSA).

"I agree that there is a bewildering array of institutions not just on dispute resolution but across the board...At a theoretical level there is overlap and duplication between the LRC and NERA. We disseminate information, people come to us for a definition of their rights and how they can vindicate them. They do the same with NERA and the Department. In that respect there is a degree of duplication."

Maurice Cashell, Chairman of the Labour Relations Commission

The Chief Executive of the Health and Safety Authority, Martin O'Halloran, was questioned by the Economic Regulation Committee in January 2008 on the overlap of functions between his agency and NERA. Admitting that such an overlap did exist, he promised to consider any 'synergies' between the two agencies that might be identified by the public service review that was announced in Budget 2008.

Such duplication exists in many other areas, for example there are three agencies (Science Foundation Ireland, Sustainable Energy Ireland and the Environmental Protection Agency) which are responsible for allocating grants for research into green energy and alternative fuels.

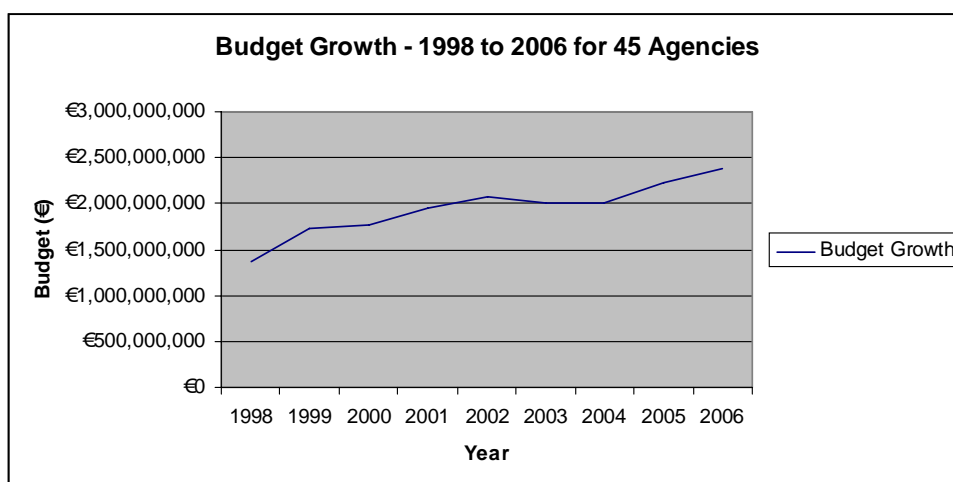


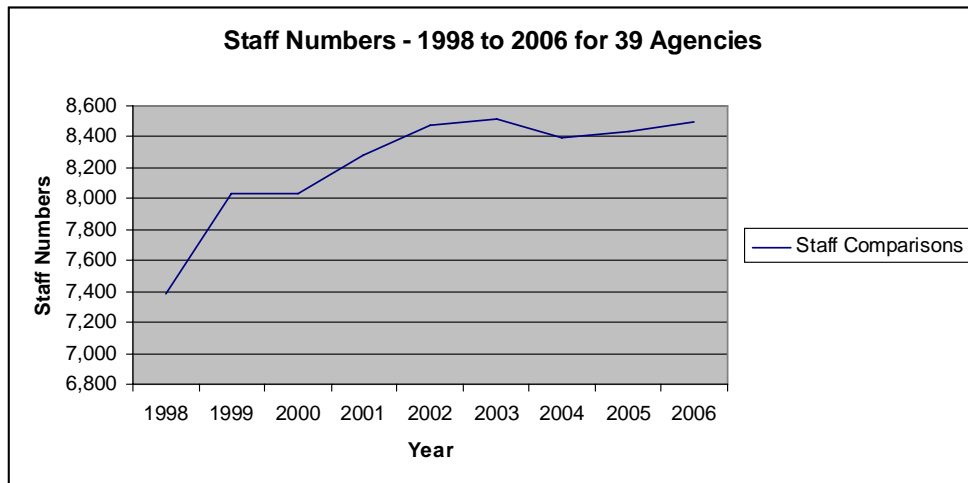
In the area of drugs, there are 27 agencies, taskforces and other bodies involved at a local, regional and national level. Other policy areas where there is considerable duplication of functions between a multiplicity of agencies and boards include company law, industrial development, and the funding of research.

Rising Costs

The proliferation of state agencies has also led to a significant rise in the cost of government which must be met by private enterprise and the individual taxpayer. While most of the work that is done by these agencies would have to be done anyway, much of it would not. Almost every agency has its own chief executive and board. Most have a headquarters and website. Almost all publish an annual report which then has to be translated into Irish. And of course, there are the ubiquitous press officers and consultants. So much of this is unnecessary and it is costing us millions.

As part of Fine Gael's research for this document, we sought information from ministers about the budgets of the agencies under their nominal control for each of the past ten years. Despite a plethora of parliamentary questions, letters and freedom of information requests, it was not possible to get the information for all of these agencies. However an analysis of the staffing levels of 39 agencies of all sizes showed a 13% increase between 1998 and 2006, while an analysis of 45 agencies shows a 74% increase in budget levels.





Note: The analysis above is limited to executive agencies with more than five staff that existed throughout the period 1998 - 2006 and for which data was provided in response to Parliamentary Questions (see appendix for details). The figures do not include the two hundred-plus additional agencies created during this period. Nor do they include the Health Service Executive or the Regional Health Boards that preceded it.



Lack of Financial Accountability

The financial budgeting and accounting process used for state agencies often lacks transparency. Indeed, while the published Exchequer Estimates includes a breakdown of the budget of many semi-state bodies and agencies, the budget for many other agencies are not included and there seems to be no clear reason as to why some agencies appear in the Estimates while others do not. According to the TASC report entitled 'Outsourcing Government' which was published in 2006, only one third of state agencies and public bodies were separately named in the estimates.

For example in the 2008 estimates many agencies are included within the departmental subheading. However, only 77 agencies have their estimates broken-down in the Agency Statement section of the Estimates. For example, under the Developmental, Consultative, Supervisory and Advisory Bodies sub-head of the Department of Health and Children, estimates are provided for 15 such bodies totalling €138m for 2008. However, a more detailed breakdown is not available for any of these bodies in the Agency Statement section of the Estimates.

In a number of cases, Departments divert substantial proportions of their budget to external agencies. The 2008 Estimates by Ministerial Vote group shows funding of €16,156m for Health and Children. Of this, €12,330m is for HSE. Of the €1,998m for the Ministerial Vote Group for Enterprise, Trade and Employment, at least €1,322m is allocated to external agencies such as FÁS, IDA Ireland, Enterprise Ireland and Forfás.

Fog of Confusion for the Public

The proliferation in state agencies has given rise to a fog of confusion in public administration. For every example of duplication there is another example of a function that seems to fall between two agencies with no one taking responsibility. Individuals, communities, businesses and even politicians are finding it evermore difficult to find out who is responsible for what and which body to contact to deal with a problem or bring about change. As far back as 1997, the Information Commissioner complained about a 'culture of secrecy' in government agencies.



Need for Civil Service Reform

The need for deep and far-reaching reform of the civil service must lie at the heart of any policy designed to rationalise and reform government in Ireland. Many state agencies are established solely to get around the restrictions and limitations of the civil service. Agencies can actively recruit senior staff from the private sector and by open competition and can sometimes offer pay and conditions outside the constraints of the civil service remuneration system.

The proliferation of agencies and regulators, together with the high turnover of key civil service staff as a result of decentralisation, has meant that Ministers for key policy areas like health, enterprise development, energy and communications have effectively delegated responsibility not only for policy implementation but also for policy development. This “deskilling” of core government departments is a theme to which Fine Gael will return in future policy papers.

Sons of Quangos

In carrying out our research for this policy paper, Fine Gael was alarmed to discover that there are now at least 35 agencies, boards and companies that have been established by another state agency. The creation of agencies by other agencies further widens the gulf between tax-payers and accountability for public service delivery. We call these the ‘sons of quangos’ and a full list of the ones we could find are listed in Appendix H.

Among these are, Tote Ireland which was established by Horse Racing Ireland which is in turn an agency of the Department of Tourism and Sport, Platin Power Ltd and Gate Power Ltd who were established as subsidiary companies of Bord Gais Eireann which is under the control of the Department of Communications, Energy and National Resources, the Loughs Agency which is an agency of the Foyle Carlingford and Irish Lights Commission, a North-South body which is itself an body under the control of the Department of Communications, Energy and National Resources and Beaumont Hospital Car Park Limited that is a company established by the Beaumont Hospital Board that is funded and partially appointed by the Minister for Health and Children.



Dubious Appointments

At present there are 2,416 people who have been appointed to serve on the board of a state agency on the direct nomination of government ministers. These do not include appointments that are formally made by a minister on the nomination of a non-governmental body such as ICTU, IBEC, an NGO, charity or university. The Minister for Arts, Tourism and Sport can make 199 appointments on his own prerogative. However, this pales into insignificance when compared to 325 appointments made by the Minister for Justice and the 472 appointments that are in the gift of the Minister for Health and Children.

Currently, there is little or no oversight of these appointments. Ministers are not required to lay them before the Dáil or even to post a notice on their department's website. There is no requirement to publish the qualifications of the appointees and the Oireachtas has no role in scrutinising the appointments.

While many of these appointees are highly qualified and capable people, the whole system is undermined by the large number of appointees who owe their position to personal connections with a particular minister or a history of logistical or financial support for a particular political party.

This system of public appointments contrasts significantly with those of other countries. For example, in the United States, major political appointments made by the executive branch of government must be ratified by the legislative branch. This usually involves an interview before a Senate committee and in over one thousand cases a vote of the Senate. Citizens of the United States can even apply to be considered for appointment and they can even do it online <http://www.whitehouse.gov/appointments>. Moreover, all nominees must undergo an FBI background check and must declare their financial interests and furnish a personal statement detailing their past and current membership of organisations, prior publications and involvement in legal or administrative hearings.



Lack of Accountability

Most state agencies are not accountable to Dáil Éireann. Deputies who ask questions of the Minister for Health and Children are routinely informed that their question is a matter for the HSE. Deputies who ask questions about the national roads programme find that their questions are disallowed by the Ceann Comhairle as this is now a matter for the National Roads Authority (NRA). While some agencies make an effort to reply directly to queries made by deputies, others do not and none of them are under any obligation to respond to queries from deputies or to do so within a reasonable timeframe.

Neither the Freedom of Information Act nor the power of the Ombudsman applies evenly to state agencies. For example, the National Pensions Reserve Fund (NPRF) and the National Development Finance Agency (NDFA) are not covered by the Act. The new system of charges introduced by Fianna Fail has discouraged many politicians and members of the public from using the act to seek the information they need.

As the Ombudsman Emily O'Reilly stated in her 2006 Annual Report;

“There are now over 450 such bodies [Single Purpose Agencies] in existence, only a handful of which come within my remit as Ombudsman even though, paradoxically, many do come within the scope of freedom of information legislation. Other accountability mechanisms are also lacking in that they are subject to little or no parliamentary oversight and there has been a diminution in Ministerial responsibility and control over functions which formerly were part of the relevant department. The need for legislation to correct this accountability deficit and to allow users of the services of these public bodies to complain to the Ombudsman is long overdue.”

This growing democratic deficit is certain to lead to financial overruns and poor services for ordinary people. The unaccountability of state agencies undermine the simple contract that forms the foundation of our democratic system namely that people elect politicians to ensure that the state and its agencies serves the interests of the people and spends their hard earned tax euros well. The growing sense and growing reality that politicians are no longer in charge is causing more and more people to lose faith in the democratic process and to come to the conclusion that their vote does not really matter.



Fianna Fáil is going to make it even worse

Indeed, this problem has even been recognised by some government ministers. The Minister for Community and Rural Affairs, the Gaeltacht and the Islands, Eamon O Cuiv has publicly complained that the HSE is unaccountable and will not respond to his queries. In the summer of 2007, addressing a summer school, Brian Lenihan, the Minister for Justice complained that the establishment of quangos represented an 'abdication of responsibility' by government. These words, however, have not been met with any action. In fact, the Department of Justice is one of the worst offenders when it comes to government agencies with no less than 55 nominally under its control.

At present, other government ministers are planning to create more agencies. . The Minister for Enterprise, Trade and Employment has published legislation to establish the National Employment Rights Authority (NERA) on a statutory basis and the Minister for Transport will introduce legislation to establish a new agency to manage transport in Dublin. There seems to be little concern about the overlap between this new body and the proposed National Transport Regulator, the Director of Dublin Traffic and the Commission for Taxi Regulation. It seems it will be yet another tier of bureaucracy.

In the Programme for Government, a commitment has been made to establish at least sixteen more state agencies including the Commission for Taxation, Ocean Energy Development Unit, Dublin Bay Taskforce, Academic Centre for Conflict Resolution and the Electoral Commission. These will go ahead regardless of the outcome of the OECD Review of the Irish Public Service or the recently announced government review.

Fine Gael's policy on the reform and rationalisation of state agencies represents a new initiative in Irish politics. In the past, all governments created new state agencies, allowed their budgets to expand unchecked and made political appointments without parliamentary scrutiny.

This policy is a new departure in Irish politics. It sets Fine Gael apart from the political parties of the past and defines Fine Gael as the only political force that is genuinely committed to reform and to change that will really improve people's lives.

Fine Gael's key policy proposals are outlined below:

- **Rationalisation of existing state agencies**

Fine Gael, in government, will carry out a full census of all government agencies. Once this census is complete, we will carry out a comprehensive strategic review of all agencies and the rationale for their existence. The review will identify agencies that can be merged where duplication exists, those that can be abolished if their have become obsolete or if they have failed in their mission, those that can be devolved to local government in accordance with our view that local government should be strengthened and also to identify bodies that could potentially at a future stage be re-established as a single All-Ireland Body rather than having two bodies north and south of the border.

As Fine Gael is currently in opposition, we do not at present have full access to the information and resources that would allow us to carry out this process. However, the research that we have done goes a long way. The appendices to this document contain a list of all identified state agencies, the number of board members of those bodies, and whom they are nominated by. In addition, we include the annual budget and staffing complement of many of over a 100 of these bodies and comparison in 39 cases of the staffing and budgets of those bodies which have existed from 1998 to 2006.

Fine Gael's Policy Proposals

The Competition Authority and National Consumer Agency (NCA)	Merge in to Office of Fair Trading (OFT)	<ul style="list-style-type: none"> Using model of the very effective agency in the United Kingdom. Exploit synergies in competition and consumer issues.
Regional Fisheries Boards	Abolish the 7 regional boards and transfer to control of Central Fisheries Board	
National Centre for Partnership and Performance (NCP)	Abolish	Promotional activities can be carried out by Enterprise Ireland, City and County Enterprise Boards and Committee for Work/Life Balance
National Council for Special Education and National Psychological Service	Merge into new body to include all special needs education including functions currently carried out by the HSE.	End overlap and duplication of functions
ComReg and Commission for Energy Regulation (CER) to merge into new Commission for Utilities Regulation	To continue to have separate commissioners but will share offices, staff and facilities.	Cut unnecessary administration and support services. Allow sharing and reallocation of scarce legal and economic resources as circumstances require.
New National Transport Regulator to absorb functions of the Commissions for Taxi Regulation, the proposed Dublin Transport Authority and the Integrated Ticketing Project Board.		Cut unnecessary administration and support services. Allow sharing and reallocation of scarce legal and economic resources as circumstances require.
Absorb Health Insurance Authority (HIA) into Irish Financial Services Regulatory Authority.(IFSRA)	Now that VHI is a regulated company, there is no need for a separate HIA.	Cut unnecessary administration and support services. Allow sharing and reallocation of scarce legal and economic resources as circumstances require.
35 City and County Enterprise Boards	Re-establish under local government structure.	Will give local government real involvement in enterprise policy and promotion. Obvious synergy with County and City Development Boards and could share offices and administrative facilities

Fine Gael's Policy Proposals

Health and Safety Authority (HSA) and National Employee Rights Authority (NERA)	Merge into Health, Safety and Labour Rights Agency (HSLRA)	Would also take in the LRC rights commissioners. End duplication and make use of obvious synergies
Affordable Housing Partnership (AHP)	Abolish	In existence for 3 years, it has failed in its mission. Over that period, it has yielded less than a thousand houses More than half of these were purchased by a direct grant from government, with only two land exchanges having taken place. The resources it gets would be more effectively spent by local authorities or housing associations
Local Government Computer Services Board and Local Government Management Board	Merge into single Board	
COFORD	Abolish	Transfer its Forest Research functions to Teagasc
Censorship of Publication Appeals Board and Censorship of Films Appeals Board	Merge into single Appeals Board	Unnecessary duplication of function and costs
15 Prison Visiting Committees	Merge into six regional panels	Role has changed since development of the office of the Inspector of Prisons and the Prisons Authority
National Crime Council	Abolish	Largely a talk shop. Resources better spent on fighting crime
Review Body on Higher Remuneration, Public Service Benchmarking Body and Committee on Performance Awards	Abolish	Have recommended massive public sector pay increases without driving reform and productivity. Have failed in their mission. May be replaced with single truly independent body to assess public sector pay
Social Welfare Benchmarking Committee	Abolish	No longer meets



Fine Gael's Policy Proposals

On the basis of these limited proposals alone, we have initially calculated a saving in excess of €50 million per annum to the exchequer or €250 million over the full term of a new government. This is based on the savings from the budgets of abolished bodies, savings from the administrative budgets of the smaller bodies which are being merged, anticipated rationalisation efficiencies and that staff will be reassigned to other parts of the public sector.

In addition to the above, we would expect the following bodies to have completed their functions or to have withered within the period of a Fine Gael government.

The Garda Complaints Boards, the Garda Complaints Appeals Board the International Monitoring Commission, Nitrigin Eireann Teoranta, the Health Repayment Schemes Office, Sealuchais Arachais Teoranta and the International Decommissioning Commission. Obviously, these bodies will remain in existence as long as they are needed.

We also see opportunities to establish genuine all-Ireland bodies in a number of areas. For example, if the current progress is maintained by the Northern Ireland Executive, there may be an opportunity to establish a single all-Ireland Food Safety Agency replacing the existing north-south body and the separate bodies in the two jurisdictions. Consideration could also be given to a single All-Ireland Human Rights Commission. However, in all these areas – as well as other areas where there may be synergies - it is far too early in the lifetime of devolution to advance such proposals, which could only be done after extensive consultation with the Northern Ireland Executive.

The reform and rationalisation of very large government agencies such as the Health Service Executive (HSE) and FAS will be the subject of future policy papers

- **Restoring Democracy and Accountability**

In government, Fine Gael will make state agencies accountable to the Oireachtas. Parliamentary questions asked of state agencies will be listed on the daily question paper and will be answered directly by the agency concerned in the same way as parliamentary questions are answered by ministers. Obviously, the Ceann Comhairle will be able to exercise his power to exclude inappropriate questions and agencies will have to be able to protect commercially sensitive information in the same way as ministers can.

The chairperson or chief executive of each state agency will be required to appear before the relevant Oireachtas committee on at least one occasion per year to discuss the agencies annual report and accounts. Oireachtas Committees will have the power to accept, note or reject the annual report or annual accounts for stated reasons. In this case, the relevant minister will be required to make a reasoned response to the committee within six weeks responding to the issues raised by the committee. The committee will then consider this response and may organise a further hearing involving the relevant minister and agency principal. Oireachtas Committees may decide by consensus to exclude small or inactive state agencies from this process.

All state agencies financed by the Exchequer with a budget of more than €1 million will appear as a separate budget line in the annual estimates.

Fine Gael will also insist that the minutes of board meetings of agencies are published within two months of those meetings.

In addition, every appointee to a public body will be issued with a letter which will clearly instruct the board member as to what is expected of them in their role.

- **Transparent Appointments**

Fine Gael will establish a new transparent system for political appointments.

In order to achieve this objective, Fine Gael will introduce legislation requiring all ministerial appointments to be laid before the relevant Oireachtas Committee stating the name of the appointee and their qualifications for the appointment. Chairpersons and CEOs will require confirmation of their appointment by the Dáil and will have to appear before the committee for interview prior to confirmation. It will be at the discretion of Oireachtas Committees to decide if they want to hold hearing to scrutinise other appointees.

Our system will not exclude people with political affiliations from serving on the boards of state agencies but aims to ensure that appointees will be suitably qualified for the positions they will hold and that a well designed system of parliamentary scrutiny will ensure that inappropriate appointments are not made.

Members of the public will be invited to apply to be considered for appointment.

- **Establishment of new state agencies**

Fine Gael accepts that it may be necessary in the future to establish some new state agencies. However, before doing so, we will set down clear criteria for the establishment of new agencies. These shall include the following

1. A requirement that the work carried out by the agency will be of a specialised nature that cannot be done by the civil service
2. Its functions cannot be carried out by an existing agency
3. There will be no duplication of functions with another agency or government department
4. That it will subject to a 'sundown clause' after which its mandate will have to be renewed by the Oireachtas (eg. 4 years)



Appendices

- Appendix A: List of State Agencies by Date of Establishment
- Appendix B: Breakdown of Appointments to State Boards by Department
- Appendix C: Breakdown of Appointments by Individual Bodies
- Appendix D: Breakdown of the staffing levels in 119 agencies in 2006
- Appendix E: Estimates for 101 agencies for 2008
- Appendix F: Comparison of budgets of 45 agencies from 1998 to 2006
- Appendix G: Comparison of staffing of 39 agencies from 1998 to 2006
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- Appendix I: Programme for Government – proposed new agencies and public bodies
- Appendix J: United States public application for appointment



Appendix A: List of State Agencies by Date of Establishment

Department	Body	Date Established
Agriculture, Fisheries and Food	Sea Fisheries Protection Authority	2007
Arts, Sport and Tourism	National Sports Campus Development Authority	2007
Communications, Energy & Natural Resources	National Oil Reserves Agency	2007
Communications, Energy & Natural Resources	TG4	2007
Enterprise, Trade and Employment	High Level Group on Business Regulation	2007
Enterprise, Trade and Employment	National Consumer Agency	2007
Enterprise, Trade and Employment	National Employment Rights Authority	2007
Environment, Heritage and Local Government	Limerick Northside Regeneration Agency	2007
Environment, Heritage and Local Government	Limerick Southside Regeneration Agency	2007
Health and Children	Children Acts Advisory Board	2007
Health and Children	Health & Social Care Professionals Council	2007
Health and Children	HIQA	2007
Health and Children	National Cancer Screening Services Board	2007
Health and Children	National Paediatric Hospital Development Board	2007
Transport and the Marine	Railway Safety Advisory Council	2007
Foreign Affairs	Hunger Task Force	2007
Arts, Sport and Tourism	Abbey Theatre (Amharclann na Mainistreach)	2006
Arts, Sport and Tourism	Crawford Gallery Cork	2006
Arts, Sport and Tourism	Fáilte Ireland (National Tourism Development Authority)	2006
Community, Rural and Gaeltacht Affairs	Dormant Accounts Board	2006
Communications, Energy & Natural Resources	Eirgrid	2006
Education and Sciences	Education Finance Board	2006
Education and Sciences	Grangegorman Development Agency	2006
Education and Sciences	The Teaching Council	2006
Enterprise, Trade and Employment	IAASA	2006
Health and Children	Health Repayment Scheme Appeals Office	2006
Justice, Equality and Law Reform	Local Registration of Deeds and Title Rules Committee	2006
Justice, Equality and Law Reform	Private Security Appeals Board	2006
Justice, Equality and Law Reform	Garda Síochána Ombudsman Commission	2006
Justice, Equality and Law Reform	Garda Síochána Inspectorate	2006
Justice, Equality and Law Reform	Mental Health Criminal Law Review Board	2006



Appendix A Cont'd

Department	Body	Date Established
Transport and the Marine	Railway Safety Commission	2006
Transport and the Marine	Integrated Ticketing Project Board	2006
Justice, Equality and Law Reform	Property Registration Authority	2006
Arts, Sport and Tourism	Culture Ireland	2005
Arts, Sport and Tourism	National Museum of Ireland	2005
Community, Rural and Gaeltacht Affairs	Pobal	2005
Community, Rural and Gaeltacht Affairs	Western Development Commission	2005
Enterprise, Trade and Employment	Small Business Forum - Implementation Group	2005
Environment, Heritage and Local Government	Affordable Homes Partnership	2005
Health and Children	Health Service Executive	2005
Justice, Equality and Law Reform	National Property Services Regulatory Authority	2005
Justice, Equality and Law Reform	Commission for the Support of Victims of Crime	2005
Community, Rural and Gaeltacht Affairs	Comhairle na Tuaithe	2004
Community, Rural and Gaeltacht Affairs	Oifig Choimisinéir na d'Teangacha Oifigiúla	2004
Community, Rural and Gaeltacht Affairs	Fóram na Gaeilge	2004
Enterprise, Trade and Employment	Personal Injuries Assessment Board	2004
Environment, Heritage and Local Government	Private Residential Tenancies Board	2004
Health and Children	National Haemophilia Council	2004
Health and Children	National Treatment Purchase Fund	2004
Health and Children	Irish Expert Body on Fluorides and Health	2004
Justice, Equality and Law Reform	Private Security Authority	2004
Justice, Equality and Law Reform	Independent Monitoring Commission	2004
Finance	Credit Union Advisory Committee	2004
Finance	Outside Appointments Board	2004
Finance	Irish Financial Services Appeals Tribunal	2004
Finance	Financial Services Ombudsman Council	2004
Finance	Financial Services Consultative Consumer Panel	2004
Finance	Financial Services Consultative Industry Panel	2004
Transport and the Marine	Commission for Taxi Regulation	2004
Transport and the Marine	Dublin Airport Authority	2004
Transport and the Marine	Shannon Airport Authority	2004
Transport and the Marine	Cork Airport Authority	2004
Community, Rural and Gaeltacht Affairs	Regional Drugs Taskforces (10)	2003



Appendix A Cont'd

Department	Body	Date Established
Communications, Energy & Natural Resources	Digital Hub Development Agency	2003
Defence	Civil Defence Board	2003
Education and Sciences	National Council for Special Education	2003
Education and Sciences	State Examinations Commission	2003
Foreign Affairs	Development Education Advisory Committee	2003
Justice, Equality and Law Reform	Remembrance Commission	2003
Finance	Decentralisation Implementation Group	2003
Finance	National Development Finance Agency	2003
Finance	Central Bank and Financial Services Authority of Ireland	2003
Finance	Irish Financial Services Regulatory Authority	2003
Social and Family Affairs	Family Support Agency	2003
Transport and the Marine	Advisory Council to the Commission for Taxi Regulation	2003
Social and Family Affairs	Office of the Pensions Ombudsman	2003
Agriculture, Fisheries and Food	Consumer Liaison Panel	2002
Agriculture, Fisheries and Food	Farm Animal Welfare Advisory Council	2002
Communications, Energy & Natural Resources	Commission for Communications Regulation	2002
Communications, Energy & Natural Resources	Sustainable Energy Ireland	2002
Education and Sciences	National Education Welfare Board	2002
Education and Sciences	National Adult Learning Council	2002
Enterprise, Trade and Employment	Irish Council for Bioethics	2002
Foreign Affairs	Advisory Board for Irish Aid	2002
Health and Children	Mental Health Commission	2002
Health and Children	Office for Tobacco Control	2002
Justice, Equality and Law Reform	Office of the Inspector of Prisons	2002
Finance	Ordnance Survey Ireland	2002
Finance	State Claims Agency Policy Committee	2002
Transport and the Marine	The Marine Casualty Investigation Board	2002
Agriculture, Fisheries and Food	RELAY	2001
Arts, Sport and Tourism	Horse Racing Ireland	2001
Community, Rural and Gaeltacht Affairs	National Monitoring Committee Overseeing the Operation of the Rapid Programme	2001
Education and Sciences	Further Education and Training Awards Council	2001
Education and Sciences	Higher Education and Training Awards Council	2001
Education and Sciences	Irish Research Council for Science, Engineering and Technology	2001



Appendix A Cont'd

Department	Body	Date Established
Education and Sciences	National Qualifications Authority of Ireland	2001
Education and Sciences	National Youth Work Advisory Council	2001
Enterprise, Trade and Employment	Competition Law Review Group	2001
Enterprise, Trade and Employment	Office of the Directors Corporate Enforcement	2001
Taoiseach	National Economic and Social Development Office	2001
Taoiseach	National Centre for Partnership and Performance	2001
Taoiseach	Ireland Newfoundland Partnership Board	2001
Taoiseach	National Forum on Europe	2001
Health and Children	Crisis Pregnancy Agency	2001
Health and Children	Dental Council	2001
Health and Children	Health Insurance Authority	2001
Health and Children	National Children's Advisory Council	2001
Justice, Equality and Law Reform	Parole Board	2001
Justice, Equality and Law Reform	Midlands Prison Visiting Committee	2001
Finance	Committee for Performance Awards	2001
Finance	National Pensions Reserve Commission	2001
Transport and the Marine	Railway Procurement Agency	2001
Transport and the Marine	Commission for Aviation Regulation	2001
Arts, Sport and Tourism	Tourism Ireland (North/South Body)	2000
Community, Rural and Gaeltacht Affairs	National Advisory Committee on Drugs	2000
Communications, Energy & Natural Resources	National Salmon Commission	2000
Education and Sciences	Irish Research Council for the Humanities and Social Sciences	2000
Enterprise, Trade and Employment	Advisory Science Council	2000
Enterprise, Trade and Employment	National Framework Committee for Work/Life Balance	2000
Enterprise, Trade and Employment	Science Foundation Ireland	2000
Health and Children	Pre Hospital Emergency Care Council	2000
Health and Children	Food Safety Consultative Council	2000
Health and Children	Scientific Committee of the Food Safety Authority	2000
Justice, Equality and Law Reform	National Disability Authority	2000
Justice, Equality and Law Reform	Internet Advisory Board	2000
Justice, Equality and Law Reform	Office of the Refugee Applications Commissioner	2000
Justice, Equality and Law Reform	Refugee Appeals Tribunal	2000
Justice, Equality and Law Reform	Cloverhill Prison Visiting Committee	2000



Appendix A Cont'd

Department	Body	Date Established
Finance	Public Services Benchmarking Body	2000
Social and Family Affairs	Citizens Information Board	2000
Arts, Sport and Tourism	Irish Sports Council	1999
Community, Rural and Gaeltacht Affairs	Bord o Ulst�r-Scotch	1999
Community, Rural and Gaeltacht Affairs	Foras na Gaeilge	1999
Community, Rural and Gaeltacht Affairs	Waterways Ireland	1999
Communications, Energy & Natural Resources	Commission for Energy Regulation	1999
Communications, Energy & Natural Resources	Mining Board	1999
Communications, Energy & Natural Resources	Foyle, Carlingford and Irish Lights Commission	1999
Education and Sciences	Integrated Ireland Language and Training Ltd	1999
Enterprise, Trade and Employment	InterTrade Ireland	1999
Enterprise, Trade and Employment	Skillsnet Limited	1999
Environment, Heritage and Local Government	Comhar Sustainable Development Council	1999
Environment, Heritage and Local Government	Irish Water Safety	1999
Environment, Heritage and Local Government	National Traveller Accommodation Committee	1999
Health and Children	Food Safety Authority of Ireland	1999
Health and Children	Food Safety Promotion Board	1999
Health and Children	Institute of Public Health	1999
Health and Children	National Council for the Professional Development of Nursing and Midwifery	1999
Health and Children	St Luke's Hospital Board	1999
Health and Children	National Childcare Coordinating Committee	1999
Justice, Equality and Law Reform	Equality Authority	1999
Justice, Equality and Law Reform	Independent Monitoring Committee for Refugee Legal Services	1999
Justice, Equality and Law Reform	Courts Services	1999
Justice, Equality and Law Reform	Independent Commission for the Location of Victims Remains	1999
Justice, Equality and Law Reform	Prisons Authority Interim Board	1999
Justice, Equality and Law Reform	National Crime Council	1999



Appendix A Cont'd

Department	Body	Date Established
Finance	Special EU Programmes Body	1999
Finance	Civil Service Arbitration Board	1999
Agriculture, Fisheries and Food	Aquaculture Licences Appeals	1998
Arts, Sport and Tourism	Council of National Cultural Institutions	1998
Education and Sciences	Tipperary Institute	1998
Enterprise, Trade and Employment	Enterprise Ireland	1998
Environment, Heritage and Local Government	Building Regulations Advisory Body	1998
Environment, Heritage and Local Government	Designated Areas Appeals Advisory Board	1998
Finance	Valuation Tribunal	1998
Finance	Investor Compensation Company	1998
Community, Rural and Gaeltacht Affairs	Local Drugs Taskforces (14)	1997
Defence	Defence Forces Canteen Board	1997
Education and Sciences	Léargas	1997
Education and Sciences	Institute of Art Design and Technology, Dun Laochaire	1997
Enterprise, Trade and Employment	Expert Group on Future Skills Needs	1997
Enterprise, Trade and Employment	National Competitiveness Council	1997
Enterprise, Trade and Employment	National Standards Authority of Ireland	1997
Foreign Affairs	Fulbright Commission	1997
Environment, Heritage and Local Government	Dublin Docklands Development Authority Board	1997
Environment, Heritage and Local Government	Dublin Docklands Development Council	1997
Environment, Heritage and Local Government	Local Government Management Services Board	1997
Health and Children	Consultative Council on Hepatitis C	1997
Health and Children	National Council for Aging and Older People	1997
Health and Children	National Social Work Qualifications Board	1997
Health and Children	Women's Health Council	1997
Justice, Equality and Law Reform	National Consultative Committee on Racism and Inter-Culturalism	1997
Justice, Equality and Law Reform	Independent Commission on Decommissioning	1997
Justice, Equality and Law Reform	Castlerea Prison Visiting Committee	1997
Community, Rural and Gaeltacht Affairs	National Drugs Strategy Team	1996
Enterprise, Trade and Employment	Trade Mark Agents Board	1996
Health and Children	Advisory Committee for Human Medicine	1996
Health and Children	Advisory Committee for Veterinary Medicines	1996



Appendix A Cont'd

Department	Body	Date Established
Justice, Equality and Law Reform	Judicial Appointments Advisory Board	1996
Justice, Equality and Law Reform	Legal Aid Board	1996
Justice, Equality and Law Reform	Equality Tribunal	1996
Transport and the Marine	Dublin Port	1996
Transport and the Marine	Cork Port	1996
Transport and the Marine	Waterford Port	1996
Transport and the Marine	Dun Laoghaire Port	1996
Transport and the Marine	New Ross port	1996
Transport and the Marine	Shannon Foynes Port	1996
Transport and the Marine	Dundalk Port	1996
Transport and the Marine	Drogheda Port	1996
Transport and the Marine	Galway Port	1996
Transport and the Marine	Wicklow Port	1996
Agriculture, Fisheries and Food	National Milk Agency	1995
Environment, Heritage and Local Government	The Heritage Council	1995
Transport and the Marine	Dublin Transport Office	1995
Agriculture, Fisheries and Food	An Board Bia	1994
Enterprise, Trade and Employment	Forfás	1994
Taoiseach	National Statistics Board	1994
Transport and the Marine	National Roads Authority	1994
Transport and the Marine	Irish Aviation Authority	1994
Arts, Sport and Tourism	Irish Genealogy Limited	1993
Education and Sciences	Tralee IT	1993
Enterprise, Trade and Employment	35 City and County CEBs	1993
Taoiseach	National Economic and Social Forum	1993
Environment, Heritage and Local Government	Environmental Protection Agency	1993
Finance	Civil Service Disciplinary Code Appeal Board	1993
Agriculture, Fisheries and Food	COFORD	1992
Communications, Energy & Natural Resources	Fisheries Co-Op Societies (8)	1992
Communications, Energy & Natural Resources	Marine Institute	1992



Appendix A Cont'd

Department	Body	Date Established
Education and Sciences	Dublin IT	1992
Education and Sciences	Limerick IT	1992
Education and Sciences	Tallaght IT	1992
Enterprise, Trade and Employment	Patents Agents Board	1992
Taoiseach	Irish-American Economics Advisory Board	1992
Environment, Heritage and Local Government	Radiological Protection Institute of Ireland	1992
Finance	Independent Mediator for the Civil Service	1992
Enterprise, Trade and Employment	Labour Relations Commission	1991
Enterprise, Trade and Employment	The Competition Authority	1991
Health and Children	National Cancer Registry	1991
Social and Family Affairs	The Pensions Board	1991
Arts, Sport and Tourism	Irish Museum of Modern Art	1990
Environment, Heritage and Local Government	Environmental Information Service	1990
Finance	National Treasury Management Agency Advisory Committee	1990
Agriculture, Fisheries and Food	Coillte	1989
Enterprise, Trade and Employment	National Authority for Occupational Safety and Health	1989
Justice, Equality and Law Reform	Training Unit Place of Detention Visiting Committee	1989
Finance	Disabled Drivers Medical Board of Appeal	1989
Agriculture, Fisheries and Food	Teagasc	1988
Communications, Energy & Natural Resources	Broadcasting Commission of Ireland	1988
Enterprise, Trade and Employment	FÁS	1988
Health and Children	Drug Treatment Centre Board	1988
Justice, Equality and Law Reform	Office of the Data Protection Commissioner	1988
Justice, Equality and Law Reform	Garda Síochána Complaints Appeal Board	1987
Justice, Equality and Law Reform	Garda Síochána Complaints Board	1986
Finance	An Post National Lottery Company	1986
Social and Family Affairs	Combat Poverty Agency	1986
Education and Sciences	The President's Award - Gaisce	1985
Health and Children	An Bord Altranais - The Nursing Board	1985
Health and Children	Health Research Board	1985
Health and Children	Irish Medicines Board	1985



Appendix A Cont'd

Department	Body	Date Established
Communications, Energy & Natural Resources	An Post	1984
Foreign Affairs	Dion Advisory Committee	1984
Finance	Top Levels Appointments Committee	1984
Environment, Heritage and Local Government	Fire Services Council	1983
Environment, Heritage and Local Government	The Rent Tribunal	1983
Environment, Heritage and Local Government	Taskforce on Special Aid for the Elderly	1982
Social and Family Affairs	Social Welfare Tribunal	1982
Arts, Sport and Tourism	National Concert Hall	1981
Environment, Heritage and Local Government	Housing Finance Agency	1981
Finance	Sealuchais Arachais Teoranta	1981
Arts, Sport and Tourism	Bord Scannán na hÉireann	1980
Communications, Energy & Natural Resources	Central Fisheries Board	1980
Communications, Energy & Natural Resources	Eastern Regional Fisheries Board	1980
Communications, Energy & Natural Resources	North Western Regional Fisheries Board	1980
Communications, Energy & Natural Resources	Northern Regional Fisheries Board	1980
Communications, Energy & Natural Resources	Shannon Regional Fisheries Board	1980
Communications, Energy & Natural Resources	South Regional Fisheries Board	1980
Communications, Energy & Natural Resources	South Western Regional Fisheries Board	1980
Communications, Energy & Natural Resources	Western Regional Fisheries Board	1980
Education and Sciences	Dublin City University	1980
Community, Rural and Gaeltacht Affairs	Údarás na Gaeltachta	1979
Communications, Energy & Natural Resources	Irish National Petroleum Ltd	1979
Health and Children	Leopardstown Park Hospital Board	1979
Health and Children	Medical Council	1978
Health and Children	Postgraduate Medical and Dental Board	1978
Justice, Equality and Law Reform	St Patrick's Institution Visiting Committee	1978
Justice, Equality and Law Reform	Shelton Abbey Place of Detention Visiting Committee	1978



Appendix A Cont'd

Department	Body	Date Established
Environment, Heritage and Local Government	An Bord Pleanála	1977
Health and Children	Beaumont Hospital Board	1977
Communications, Energy & Natural Resources	Bord Gais Eireann	1976
Communications, Energy & Natural Resources	Broadcasting Complaints Commission	1976
Justice, Equality and Law Reform	Arbour Hill Prison Visiting Committee	1976
Taoiseach	Law Reform Commission	1975
Environment, Heritage and Local Government	Local Government Computer Services Board	1975
Justice, Equality and Law Reform	Forensic Science Laboratory	1975
Education and Sciences	Teachers Arbitration Board	1974
Education and Sciences	Cork IT	1974
Justice, Equality and Law Reform	Criminal Injuries Compensation Tribunal	1974
Justice, Equality and Law Reform	Wheatfield Prison Visiting Committee	1974
Justice, Equality and Law Reform	State Pathologist's Office	1974
Taoiseach	National Economic and Social Council	1973
Justice, Equality and Law Reform	Loughan Prison Visiting Committee	1973
Education and Sciences	Galway-Mayo IT	1972
Education and Sciences	University of Limerick	1972
Justice, Equality and Law Reform	Cork Prison Visiting Committee	1972
Education and Sciences	Higher Education Authority	1971
Education and Sciences	National College of Art and Design	1971
Enterprise, Trade and Employment	Crafts Council of Ireland	1971
Health and Children	St James' Hospital Board	1971
Education and Sciences	Athlone IT	1970
Education and Sciences	Waterford IT	1970
Health and Children	Board of the Adelaide and Meath Hospital	1970
Arts, Sport and Tourism	Chester Beatty Library	1969
Education and Sciences	Advisory Council for English Language Schools	1969
Education and Sciences	Tourism College Killybegs	1969
Enterprise, Trade and Employment	IDA Ireland	1969
Finance	Review Body on Higher Remuneration in the Public Sector	1969



Appendix A Cont'd

Department	Body	Date Established
Defence	Coiste an Asgard	1968
Enterprise, Trade and Employment	Employment Appeals Tribunal	1968
Transport and the Marine	Medical Bureau of Road Safety	1968
Transport and the Marine	Aer Lingus	1966
Health and Children	Irish Blood Transfusion Service Board	1965
Health and Children	Dublin Dental Hospital Board	1963
Health and Children	Poisons Council	1962
Justice, Equality and Law Reform	Committee on Court Practice and Procedure	1962
Communications, Energy & Natural Resources	RTÉ	1961
Enterprise, Trade and Employment	Nitrigin Eireann Teoranta	1961
Environment, Heritage and Local Government	National Building Agency	1960
Enterprise, Trade and Employment	Shannon Development	1959
Arts, Sport and Tourism	Bord na gCon	1958
Health and Children	Board for the Employment of the Blind	1957
Agriculture, Fisheries and Food	Animal Remedies Consultative Committee	1956
Health and Children	Opticians Board	1956
Agriculture, Fisheries and Food	Bord Iascaigh Mhara	1952
Health and Children	An Bord Uchtála	1952
Arts, Sport and Tourism	Arts Council	1951
Environment, Heritage and Local Government	An Chomhairle Leabharlanna	1947
Agriculture, Fisheries and Food	Irish National Stud	1946
Community, Rural and Gaeltacht Affairs	An Coimisiún Logainmneacha	1946
Communications, Energy & Natural Resources	Bord na Mona	1946
Enterprise, Trade and Employment	Labour Court	1946
Justice, Equality and Law Reform	Irish Legal Terms Advisory Committee	1946
Justice, Equality and Law Reform	Censorship of Publications Appeals Board	1946
Transport and the Marine	Arklow Harbour Commissioners	1946
Transport and the Marine	Bantry Bay Harbour Commissioners	1946
Transport and the Marine	Baltimore and Skibbereen Harbour Commissioners	1946
Transport and the Marine	Kilrush Urban District Council	1946



Appendix A Cont'd

Department	Body	Date Established
Transport and the Marine	Kinsale Harbour Commissioners	1946
Transport and the Marine	River Moy Commissioners	1946
Transport and the Marine	Tralee and Fenit Harbour Commissioners	1946
Transport and the Marine	Westport Harbour Commissioners	1946
Transport and the Marine	Wexford Harbour Commissioners	1946
Transport and the Marine	Youghal Urban District Council	1946
Transport and the Marine	Córas Iompair Éireann	1945
Education and Sciences	Dublin Institute for Advanced Studies	1940
Defence	The Irish Red Cross Society	1939
Health and Children	Hospital Trust Board	1938
Environment, Heritage and Local Government	Met Éireann	1936
Justice, Equality and Law Reform	District Court Rules Committee	1936
Justice, Equality and Law Reform	Circuit Court Rules Committee	1936
Justice, Equality and Law Reform	Superior Court Rules Committee	1936
Agriculture, Fisheries and Food	Veterinary Council of Ireland	1931
Justice, Equality and Law Reform	Censorship of Publications Board	1929
Arts, Sport and Tourism	Irish Manuscripts Commission	1928
Communications, Energy & Natural Resources	ESB	1927
Defence	Army Pensions Board	1927
Justice, Equality and Law Reform	Office of Film Censor	1923
Justice, Equality and Law Reform	Censorship of Films Appeal board	1923
Health and Children	National Maternity Hospital	1903
Education and Sciences	University College Dublin	1881
Arts, Sport and Tourism	National Gallery of Ireland	1877
Health and Children	Pharmaceutical Society of Ireland	1875
Arts, Sport and Tourism	National Library of Ireland	1854
Education and Sciences	University College Cork	1845
Education and Sciences	NUI Galway	1845
Education and Sciences	Trinity College Dublin	1592



Appendix A Cont'd

Department	Body	Date Established
Community, Rural and Gaeltacht Affairs	Board of the Commissioners of Charitable Donations and Bequests for Ireland	
Education and Sciences	International Education Board - Ireland	
Education and Sciences	National Council for Curriculum and Assessment	
Education and Sciences	Blanchardstown IT	
Education and Sciences	Carlow IT	
Education and Sciences	Dundalk IT	
Education and Sciences	Letterkenny IT	
Education and Sciences	National University of Ireland	
Education and Sciences	Sligo IT	
Education and Sciences	NUI Maynooth	
Health and Children	Voluntary Health Insurance Board	
Health and Children	Cork University Dental School and Hospital	
Health and Children	Advisory Committee for Medical Devices	
Justice, Equality and Law Reform	Limerick Prison Visiting Committee	
Justice, Equality and Law Reform	Mountjoy Prison Visiting Committee	
Justice, Equality and Law Reform	Portlaoise Prison Visiting Committee	
Transport and the Marine	Public Transport Partnership Forum	



Appendix B: Breakdown of appointments to State Boards by Department

Appointments to state boards & agencies by Department	Board Members	Ministerial Nominees	Government Agency or Department	VE CS	Local Government	Other Bodies	Northern Nominees
Agriculture, Fisheries and Food	145	94	5	0	0	46	0
Arts, Sport and Tourism	254	199	26	1	3	16	9
Community, Rural and Gaeltacht Affairs	779	155	0	0	0	612	12
Communications, Energy & Natural Resources	403	212	5	0	0	173	13
Defence	56	40	2	0	0	14	0
Education and Sciences	945	204	30	114	81	516	0
Enterprise, Trade and Employment	937	227	147	0	0	551	12
Foreign Affairs	64	60	0	0	0	4	0
Taoiseach	179	70	22	0	5	82	0
Environment, Heritage and Local Government	308	125	31	5	2	107	0
Health and Children	754	472	51	0	3	212	0
Justice, Equality and Law Reform	432	325	36	0	0	36	19
Finance	223	188	26	0	0	6	0
Social and Family Affairs	68	49	6	0	0	13	0
Transport and the Marine	369	184	22	0	79	84	0
	5916	2604	409	120	173	2472	65

Key

Ministerial: This relates to all nominations to boards available to all ministers - not just the Departmental Minister. We have adopted as conservative an approach as possible in estimating this figure, taking account of traditions where appropriate and known Government Agency/Department: This relates to all nominations whereby a member of a government agency or a departmental officer are automatically board members

VEC: This relates to all nominations where the VEC has discretion

County Council: This relates to all nominations where a county councillor is automatically a board member

Northern Nominees: This relates to all nominations from Northern Bodies, or where board members are appointed (in practice) jointly by the Irish Government, and the British Government

External Agencies: This relates to all not covered by the above, principally the social partners, directly elected staff positions, educational institutions amongst others



Board Members	Ministerial Nominees	Government Agency	VECS	Local Government	Other Bodies	Northern Nominees
15	14				1	
9	2				7	
13	13					
9	9					
8	1				7	
12	12					
7	7					
14	1				13	
12	9	3				
11	11					
19	5	2			12	
3	3					
6	6					
7	1				6	
11	3	8				
13	13					
7	7					
7	7					
11	4	7				
10	0	10				
16	12		1	3		
13	13					
13	13					
14	9				5	
11	3				5	3
20	20					
15	15					
11	11					
15	15					
17	10	1			6	
12	12					
13	13					
13	13					
12	6					6



Appendix C Cont'd (view as two-page spread)

Department	Body
Community, Rural and Gaeltacht Affairs	An Coimisiún Loqainmneacha
Community, Rural and Gaeltacht Affairs	Board of the Commissioners of Charitable Donations and Bequests for Ireland
Community, Rural and Gaeltacht Affairs	Bord o Ulstér-Scotch
Community, Rural and Gaeltacht Affairs	Comhairle na Tuaithe
Community, Rural and Gaeltacht Affairs	Dormant Accounts Board
Community, Rural and Gaeltacht Affairs	Foras na Gaeilqe
Community, Rural and Gaeltacht Affairs	Local Drugs Taskforces (14)
Community, Rural and Gaeltacht Affairs	National Advisory Committee on Drugs
Community, Rural and Gaeltacht Affairs	National Drugs Strategy Team
Community, Rural and Gaeltacht Affairs	National Monitoring Committee
Community, Rural and Gaeltacht Affairs	Overseeing the Operation of the Rapid Programme
Community, Rural and Gaeltacht Affairs	Oifig Choimisinéir na d'Teangacha Oifigiúla
Community, Rural and Gaeltacht Affairs	Pobal
Community, Rural and Gaeltacht Affairs	Regional Drugs Taskforces (10)
Community, Rural and Gaeltacht Affairs	Údarás na Gaeltachta
Community, Rural and Gaeltacht Affairs	Western Development Commission
Community, Rural and Gaeltacht Affairs	Waterways Ireland
Community, Rural and Gaeltacht Affairs	Fóram na Gaeilqe
Communications, Energy & Natural Resources	An Post
Communications, Energy & Natural Resources	Bord Gais Eireann
Communications, Energy & Natural Resources	Bord na Mona
Communications, Energy & Natural Resources	Broadcasting Commission of Ireland
Communications, Energy & Natural Resources	Broadcasting Complaints Commission
Communications, Energy & Natural Resources	Central Fisheries Board
Communications, Energy & Natural Resources	Commission for Communications Regulation
Communications, Energy & Natural Resources	Commission for Energy Regulation
Communications, Energy & Natural Resources	Digital Hub Development Agency
Communications, Energy & Natural Resources	Eastern Regional Fisheries Board
Communications, Energy & Natural Resources	Eirgrid
Communications, Energy & Natural Resources	ESB
Communications, Energy & Natural Resources	Fisheries Co-Op Societies (8)
Communications, Energy & Natural Resources	Irish National Petroleum Ltd
Communications, Energy & Natural Resources	Marine Institute
Communications, Energy & Natural Resources	Mining Board
Communications, Energy & Natural Resources	National Oil Reserves Agency
Communications, Energy & Natural Resources	National Salmon Commission
Communications, Energy & Natural Resources	North Western Regional Fisheries Board



Board Members	Ministerial Nominees	Government Agency	VECS	Local Government	Other Bodies	Northern Nominees
12	12					
11	11					
8	4					4
18	18					
11	11					
16	8					8
294	0				294	
18	1				17	
15	11				4	
22	22					
n/a						
16	16					
280	0				280	
20	3				17	
12	12					
n/a						
26	26					
15	8					7
9	9					
12	7	1			4	
10	10					
9	9					
9	8				1	
3	3					
3	3					
14	13	1				
21	4				17	
8	7	1				
12	8				4	
56	16				40	
11	11					
9	9					
3	3					
5	4	1				
21	5				16	
21	8				13	



Appendix C Cont'd (view as two-page spread)

Department

Body

Communications, Energy & Natural Resources	Northern Regional Fisheries Board
Communications, Energy & Natural Resources	RTÉ
Communications, Energy & Natural Resources	Shannon Regional Fisheries Board
Communications, Energy & Natural Resources	South Regional Fisheries Board
Communications, Energy & Natural Resources	South Western Regional Fisheries Board
Communications, Energy & Natural Resources	Sustainable Energy Ireland
Communications, Energy & Natural Resources	TG4
Communications, Energy & Natural Resources	Western Regional Fisheries Board
Communications, Energy & Natural Resources	Foyle, Carlingford and Irish Lights Commission
Defence	Army Pensions Board
Defence	Civil Defence Board
Defence	Coiste an Asgard
Defence	Defence Forces Canteen Board
Defence	The Irish Red Cross Society
Education and Sciences	Advisory Council for English Language Schools
Education and Sciences	Dublin Institute for Advanced Studies
Education and Sciences	Education Finance Board
Education and Sciences	Further Education and Training Awards Council
Education and Sciences	Grangequorman Development Agency
Education and Sciences	Higher Education and Training Awards Council
Education and Sciences	Higher Education Authority
Education and Sciences	Integrated Ireland Language and Training Ltd
Education and Sciences	International Education Board - Ireland
Education and Sciences	Irish Research Council for Science, Engineering and Technology
Education and Sciences	Irish Research Council for the Humanities and Social Sciences
Education and Sciences	Léargas
Education and Sciences	National Council for Curriculum and Assessment
Education and Sciences	National Council for Special Education
Education and Sciences	National Education Welfare Board
Education and Sciences	National Qualifications Authority of Ireland
Education and Sciences	State Examinations Commission
Education and Sciences	The President's Award - Gaisce
Education and Sciences	The Teaching Council
Education and Sciences	Athlone IT
Education and Sciences	Blanchardstown IT
Education and Sciences	Cork IT



Board Members	Ministerial Nominees	Government Agency	VECS	Local Government	Other Bodies	Northern Nominees
22	7				15	
9	9					
22	7				15	
23	7				16	
21	5				16	
12	11	1				
9	9					
22	6				16	
12	6					6
3	3					
14	5	2			7	
15	15					
7					7	
17	17					
11	5	3			3	
10	1				9	
9	0	5			4	
18	9	5			4	
15	10	1		1	3	
15	6	2			7	
19	19					
7	2				5	
20	2				18	
15	15					
12	10				2	
11	11					
25	2	3		1	19	
13	7				6	
13	7				6	
13	5	4			4	
5	5					
15	15					
37	3				34	
19	1		8	3	7	
19	1		8	3	7	
19	1		8	3	7	



Appendix C Cont'd (view as two-page spread)

Department

Education and Sciences
Education and Sciences
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Education and Sciences
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Enterprise, Trade and Employment

Body

Carlow IT
Dublin City University
Dublin IT
Dundalk IT
Galway-Mayo IT
Institute of Art Design and Technology, Dun Laoighaire
Letterkenny IT
Limerick IT
National College of Art and Design
National University of Ireland
Sligo IT
Tallaht IT
Tipperary Institute
Tourism College Killybegs
Tralee IT
Trinity College Dublin
University College Dublin
University College Cork
University of Limerick
NUI Maynooth
NUI Galway
Waterford IT
National Adult Learning Council
Teachers Arbitration Board
National Youth Work Advisory Council
35 City and County CEBs
Advisory Science Council
Competition Law Review Group
Crafts Council of Ireland
Employment Appeals Tribunal
Enterprise Ireland
Expert Group on Future Skills Needs
FÁS
Forfás
High Level Group on Business Regulation
IAASA



Board Members	Ministerial Nominees	Government Agency	VECS	Local Government	Other Bodies	Northern Nominees
19	1		8	3	7	
40	4			2	34	
20	1		8	3	8	
19	1		8	3	7	
19	1		8	3	7	
19	1		8	3	7	
19	1		8	3	7	
19	1		8	3	7	
11	6				5	
38	4				34	
19	1		8	3	7	
19	1		8	3	7	
11	5		2		4	
19	1	4		6	8	
19	1		8	3	7	
40	4				36	
40	4			9	27	
40	4			7	29	
40	4			2	34	
40	4				36	
40	4			7	29	
19	1		8	3	7	
3	2				1	
33	10	3		4	16	
490					490	
12	10	2				
22	22					
15	5				10	
116	3	113				
12	11	1				
21	21					
17	5				12	
12	8	4				
15	15					
15	11	1			3	



Board Members	Ministerial Nominees	Government Agency	VECS	Local Government	Other Bodies	Northern Nominees
12	10	2				
12	6					6
13	0				13	
10	0	10				
7	3				4	
12	0	6				6
15	15					
13	12	1				
n/a	n/a					
8	6				2	
13	12	1				
n/a	n/a					
5	4	1				
11	3	4			4	
12	12					
12	12					
13	3				10	
12	9				3	
5	5					
5	4	1				
16	16					
16	16					
8	8					
8	4				4	
16	16					
42	42					
8	2	3			3	
5	1	4				
5	5					
16	8				8	
30	5				25	
60	5	5		5	45	
13	2	10			1	
n/a	n/a					



Appendix C Cont'd (view as two-page spread)

Department

Environment, Heritage and Local Government
Environment, Heritage and Local Government
Environment, Heritage and Local Government
Environment, Heritage and Local Government
Environment, Heritage and Local Government
Environment, Heritage and Local Government
Environment, Heritage and Local Government

Environment, Heritage and Local Government
Environment, Heritage and Local Government
Environment, Heritage and Local Government
Environment, Heritage and Local Government

Environment, Heritage and Local Government

Environment, Heritage and Local Government
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Environment, Heritage and Local Government
Environment, Heritage and Local Government
Environment, Heritage and Local Government

Environment, Heritage and Local Government
Environment, Heritage and Local Government

Environment, Heritage and Local Government
Environment, Heritage and Local Government
Environment, Heritage and Local Government
Environment, Heritage and Local Government
Environment, Heritage and Local Government
Environment, Heritage and Local Government
Health and Children
Health and Children
Health and Children
Health and Children
Health and Children
Health and Children
Health and Children
Health and Children
Health and Children
Health and Children
Health and Children
Health and Children

Body

Affordable Homes Partnership
An Bord Pleanála
An Chomhairle Leabharlanna
Building Regulations Advisory Body
Comhar Sustainable Development Council
Designated Areas Appeals Advisory Board
Dublin Docklands Development Authority
Board
Dublin Docklands Development Council
Environmental Information Service
Environmental Protection Agency
Fire Services Council

Housing Finance Agency

Irish Water Safety
Limerick Northside Regeneration Agency
Limerick Southside Regeneration Agency
Local Government Computer Services Board
Local Government Management Services
Board
Met Éireann
National Building Agency

National Traveller Accommodation Committee
Private Residential Tenancies Board
Radiological Protection Institute of Ireland
Taskforce on Special Aid for the Elderly
The Heritage Council
The Rent Tribunal
An Bord Altranais - The Nursing Board
An Bord Uchtála
Board for the Employment of the Blind
Children Acts Advisory Board
Consultative Council on Hepatitis C
Crisis Pregnancy Agency
Dental Council
Drug Treatment Centre Board
Food Safety Authority of Ireland
Food Safety Promotion Board
Health & Social Care Professionals Council



Board Members	Ministerial Nominees	Government Agency	VECS	Local Government	Other Bodies	Northern Nominees
11	5	1			5	
10	0	1			9	
13	1				12	
21	21					
26	1				25	
5	1				4	
8	8					
26	5	7	5		9	
n/a	n/a					
17	4	5			8	
14	Breakdown Unknown					
12	Breakdown Unknown					
12	12					
15	4	8			3	
15	4	8			3	
11	3				8	
13	3				10	
n/a	n/a					
12	Breakdown Unknown					
11	3	1		2	5	
15	15					
12	6				6	
7	7					
15	15					
7	7					
29	12				17	
8	8					
8	8					
12	9				3	
16	10				6	
9	9					
19	5	2			12	
10	unknown					
10	10					
12	6				6	
25	25					



Appendix C Cont'd (view as two-page spread)

Department

Body

Health and Children
Health and Children
Health and Children
Health and Children
Health and Children
Health and Children
Health and Children
Health and Children
Health and Children
Health and Children
Health and Children
Health and Children
Health and Children

Health Insurance Authority
Health Repayment Scheme Appeals Office
Health Research Board
Health Service Executive
HIQA
Institute of Public Health
Irish Blood Transfusion Service Board
Irish Medicines Board
Medical Council
Mental Health Commission
National Cancer Registry
National Cancer Screening Services Board
National Council for Aging and Older People
National Council for the Professional Development of Nursing and Midwifery
National Haemophilia Council
National Paediatric Hospital Development Board
National Social Work Qualifications Board
National Treatment Purchase Fund
Office for Tobacco Control
Opticians Board
Pharmaceutical Society of Ireland
Postgraduate Medical and Dental Board
Pre Hospital Emergency Care Council
Women's Health Council
Hospital Trust Board

Health and Children
Health and Children
Health and Children
Health and Children
Health and Children
Health and Children
Health and Children
Health and Children
Health and Children
Health and Children

Beaumont Hospital Board
Voluntary Health Insurance Board
Board of the Adelaide and Meath Hospital
Cork University Dental School and Hospital
Dublin Dental Hospital Board
Leopardstown Park Hospital Board
National Maternity Hospital

Health and Children
Health and Children
Health and Children
Health and Children
Health and Children
Health and Children
Health and Children

Health and Children
Health and Children
Health and Children
Health and Children

St James' Hospital Board
St Luke's Hospital Board
Advisory Committee for Human Medicine
Advisory Committee for Veterinary Medicines



Board Members	Ministerial Nominees	Government Agency	VECS	Local Government	Other Bodies	Northern Nominees
5	5					
n/a	n/a					
8	unknown					
11	10	1				
12	12					
6		3			3	
12	12					
9	6				3	
25	16				9	
13	7	1			5	
9	3				6	
12	12					
30	30					
20	8	4			8	
11	4	4			3	
13	4	5			4	
16	5	3			8	
9	9					
12	12					
11	5				6	
21	9	2			10	
25	25					
17	8	3			6	
15	15					
Not enumerated by the Minister						
15	4			1	10	
11	10	1				
23	0	1			22	
n/a						
14	8				6	
9	7				2	
Not enumerated by the Minister	2					
15	3			2	10	
10	5	1			4	
12	12					
12	12					



Board Members	Ministerial Nominees	Government Agency	VECS	Local Government	Other Bodies	Northern Nominees
18	18					
24	17	7				
23	23					
31	3	10			18	
15	15					
30	2	3			25	
12	12					
21	3				18	
10	3	5			2	
7	1	4			2	
12	12					
Not enumerated by Minister	Not enumerated by Minister					
Not enumerated by Minister	Not enumerated by Minister					
Not enumerated by Minister	Not enumerated by Minister					
5	0	3			2	
9	8	1				
5	5					
7	unknown					
5	5					
5	5					
n/a	n/a					
n/a	n/a					
6	6					
13	11				2	
n/a	n/a					
12	12					
5	5					
16	2	8			6	
n/a	n/a					
9	9					
n/a	n/a					
32	32					
9	unknown					
17	2	5				10
8	4	3			1	



Board Members	Ministerial Nominees	Government Agency	VECS	Local Government	Other Bodies	Northern Nominees
4	4					
2						2
4						4
3						3
n/a	n/a					
3	3					
3	3					
3	3					
n/a						
3	3					
11	5	6				
12	12					
8	8					
12	12					
12	12					
12	12					
12	12					
12	12					
11	11					
11	11					
12	12					
12	12					
10	10					
10	10					
11	11					
n/a						
15	15					
11	7	1			3	
7	7					
7	3	1			3	
10	10					
17	17					
n/a	n/a					
14	14					
6	4	2				
7	7					



Appendix C Cont'd (view as two-page spread)

Department	Body
Finance	Committee for Performance Awards
Finance	Civil Service Arbitration Board
Finance	Civil Service Disciplinary Code Appeal Board
Finance	Independent Mediator for the Civil Service
Finance	Outside Appointments Board
Finance	National Treasury Management Agency Advisory Committee
Finance	National Pensions Reserve Commission
Finance	State Claims Agency Policy Committee
Finance	National Development Finance Agency
Finance	Central Bank and Financial Services Authority of Ireland
Finance	Irish Financial Services Regulatory Authority
Finance	Irish Financial Services Appeals Tribunal
Finance	Financial Services Ombudsman Council
Finance	Financial Services Consultative Consumer Panel
Finance	Financial Services Consultative Industry Panel
Finance	Investor Compensation Company
Finance	An Post National Lottery Company
Finance	Top Levels Appointments Committee
Finance	Sealuchais Arachais Teoranta
Social and Family Affairs	Family Support Agency
Social and Family Affairs	Social Welfare Tribunal
Social and Family Affairs	Office of the Pensions Ombudsman
Social and Family Affairs	The Pensions Board
Social and Family Affairs	Combat Poverty Agency
Social and Family Affairs	Citizens Information Board
Transport and the Marine	Córas Iompair Éireann
Transport and the Marine	Railway Safety Commission
Transport and the Marine	Railway Safety Advisory Council
Transport and the Marine	Railway Procurement Agency
Transport and the Marine	Commission for Taxi Regulation
Transport and the Marine	Advisory Council to the Commission for Taxi Regulation
Transport and the Marine	Dublin Transport Office
Transport and the Marine	Integrated Ticketing Project Board
Transport and the Marine	National Roads Authority
Transport and the Marine	The Marine Casualty Investigation Board



Board Members	Ministerial Nominees	Government Agency	VECS	Local Government	Other Bodies	Northern Nominees
5	3	2				
3	2				1	
3	1				2	
3	Unknown					
5	3	2				
7	7					
7	6	1				
7	7					
8	7	1				
12	7	5				
10	8	2				
7	7					
9	9					
20	20					
20	20					
12	10	2				
7	3	4				
5	1	4				
5	5					
12	7	4			1	
5	5					
n/a	n/a					
15	8				7	
16	16					
20	13	2			5	
12	8				4	
3	3					
14	8				6	
8	6				2	
3	0	3				
18	11				7	
14	1	6		7		
7		7				
14	13	1				
5	3	2				



Board Members	Ministerial Nominees	Government Agency	VECS	Local Government	Other Bodies	Northern Nominees
12	3				9	
n/a						
9	9					
9	4	1			4	
9	4	1			4	
9	4	1			4	
12	7			3	2	
12	7			3	2	
12	7			3	2	
12	8			3	1	
12	8			3	1	
12	7			3	2	
12	7			3	2	
12	7			3	2	
12	7			3	2	
12	7			3	2	
13	3			6	4	
9	3			4	2	
9	3			4	2	
9	3			4	2	
9	3			4	2	
9	3			4	2	
9	3			4	2	
11	3			4	4	
11	3			4	4	
9	3			4	2	
5	5					
Breakdown not provided by Minister						
5916	2604	409	120	173	2472	65



Appendix D: Breakdown of the staffing levels in 119 agencies in 2006

Department	Agency	Staff in 2006	
Justice, Equality and Law Reform	State Pathologist's Office	5	Department refused to provide figures for 2006 - Figures used are for 2007 Budget
Finance	Valuation Tribunal	5	
Environment, Heritage and Local Government	Irish Water Safety	5	
Health and Children	Women's Health Council	5	
Arts, Sport and Tourism	Culture Ireland	5	
Agriculture, Fisheries and Food	National Milk Agency	6	
Justice, Equality and Law Reform	National Property Services Regulatory Authority	6	Department refused to provide figures for 2006 - Figures used are for 2007 Budget
Taoiseach	National Economic and Social Council (NESC)	6	
Taoiseach	National Economic and Social Forum (NESF)	6	
Community, Rural and Gaeltacht Affairs	Western Development Commission (WDC)	15	
Community, Rural and Gaeltacht Affairs	Oifig Choimisineir dTeangacha Oifigiula	6	
Environment, Heritage and Local Government	Affordable Homes Partnership	6	
Environment, Heritage and Local Government	Fire Services Council	6	
Transport and the Marine	Railway Safety Commission	7	
Health and Children	Health Insurance Authority	8	
Community, Rural and Gaeltacht Affairs	Bord na Leabhar Gaeilge	3	
Health and Children	National Social Work Qualifications Board	8	
Community, Rural and Gaeltacht Affairs	Foras na Gaeilge	51	
Health and Children	Children Acts Advisory Board	14	
Finance	Public Service Benchmarking Body	10	
Environment, Heritage and Local Government	Housing Finance Agency	12	
Health and Children	Crisis Pregnancy Agency	13	
Health and Children	National Council for the Professional Development of Nursing and Midwifery	12	
Enterprise, Trade and Employment	Craft Council of Ireland	13	

Appendix D Cont'd

Department	Agency	Staff in 2006	
Environment, Heritage and Local Government	An Chomhairle Leabharlanna	14	
Health and Children	Pre Hospital Emergency Care Council	14	
Arts, Sport and Tourism	Crawford Gallery Cork	14	
Community, Rural and Gaeltacht Affairs	Udaras na Gaeltachta	113	
Environment, Heritage and Local Government	The Heritage Council	15	
Health and Children	National Council on Aging and Older People	16	
Arts, Sport and Tourism	Bord Scannan na hEireann	16	
Transport and the Marine	Dublin Transportation Office	17	
Health and Children	Pharmaceutical Society of Ireland	15	
Transport and the Marine	Commission for Aviation Regulation (CAR)	20	
Health and Children	Postgraduate Medical and Dental Board	21	
Justice, Equality and Law Reform	Office of Film Censor	22	Department refused to provide figures for 2006 - Figures used are for 2007 Budget
Health and Children	An Bord Uchtala (the Adoption Board)	35	
Justice, Equality and Law Reform	Office of the Data Protection Commissioner	23	Department refused to provide figures for 2006 - Figures used are for 2007 Budget
Justice, Equality and Law Reform	Private Security Authority	24	Department refused to provide figures for 2006 - Figures used are for 2007 Budget
Social and Family Affairs	The Pensions Board	39	
Social and Family Affairs	Combat Poverty Agency	24	
Enterprise, Trade and Employment	Labour Court	25	
Environment, Heritage and Local Government	Private Residential Tenancies Board	27	
Health and Children	National Cancer Registry	30	
Arts, Sport and Tourism	Irish Sports Council	30	
Arts, Sport and Tourism	Shannon Development (Tourism Division)	31	
Environment, Heritage and Local Government	Local Government Management Services Board	32	
Environment, Heritage and Local Government	National Building Agency	61	



Appendix D Cont'd

Department	Agency	Staff in 2006	
Justice, Equality and Law Reform	National Disabilities Authority	33	Department refused to provide figures for 2006 - Figures used are for 2007 Budget
Health and Children	Board for the Employment of the Blind	34	
Arts, Sport and Tourism	Chester Beatty Library	34	
Enterprise, Trade and Employment	Office of the Director of Corporate Enforcement (ODCE)	35	
Enterprise, Trade and Employment	Irish Auditing and Accounting Supervisory Authority (IAASA)	7	
Justice, Equality and Law Reform	Equality Tribunal	35	Department refused to provide figures for 2006 - Figures used are for 2007 Budget
Health and Children	Mental Health Commission	35	
Enterprise, Trade and Employment	Science Foundation Ireland	36	
Enterprise, Trade and Employment	Employment Appeals Tribunal (EAT)	27	
Social and Family Affairs	Family Support Agency	39	
Health and Children	Health Research Board	38	
Health and Children	National Treatment Purchase Fund	38	
Social and Family Affairs	Office of the Pensions Ombudsman	8	
Enterprise, Trade and Employment	InterTrade-Ireland	40	
Finance	Special EU Programmes Body (SEUPB)	41	
Environment, Heritage and Local Government	Radiological Protection Institute of Ireland (RPII)	46	
Arts, Sport and Tourism	Arts Council	49	
Health and Children	An Board Atranais- the Nursing Board	51	
Enterprise, Trade and Employment	The Competition Authority	52	
Enterprise, Trade and Employment	Labour Relations Commission	53	
Justice, Equality and Law Reform	Equality Authority	54	Department refused to provide figures for 2006 - Figures used are for 2007 Budget



Appendix D Cont'd

Department	Agency	Staff in 2006	
Enterprise, Trade and Employment	Director of Consumer Affairs	62	Became the National Consumer Agency in 2007
Arts, Sport and Tourism	Irish Museum of Modern Art	67	
Arts, Sport and Tourism	National Concert Hall	71	
Justice, Equality and Law Reform	Forensic Science Laboratory	72	Department refused to provide figures for 2006 - Figures used are for 2007 Budget
Enterprise, Trade and Employment	Personal Injuries Assessment Board	75	
Health and Children	Food Safety Authority of Ireland	87	
Agriculture, Fisheries and Food	An Bord Bia	91	
Social and Family Affairs	National Social Service Board (NSSB) / Comhairle (after June 2000)	92	
Environment, Heritage and Local Government	Local Government Computer Services Board	96	
Health and Children	Drug Treatment Centre Board	109	
Arts, Sport and Tourism	National Library of Ireland	109	
Community, Rural and Gaeltacht Affairs	Pobal-Formerly ADM	196	
Enterprise, Trade and Employment	Forfás	116	
Transport and the Marine	National Roads Authority	120	
Arts, Sport and Tourism	National Gallery of Ireland	121	
Finance	National Treasury Management Agency (NTMA)	125	
Justice, Equality and Law Reform	Refugee Appeals Tribunal	129	Department refused to provide figures for 2006 - Figures used are for 2007 Budget
Transport and the Marine	Railway Procurement Agency	139	
Arts, Sport and Tourism	Tourism Ireland (North/South)	156	
Enterprise, Trade and Employment	Shannon Development	159	
Environment, Heritage and Local Government	An Bord Pleanála	161	
Enterprise, Trade and Employment	National Standards Authority of Ireland	180	



Appendix D Cont'd

Department	Agency	Staff in 2006	
Arts, Sport and Tourism	National Museum of Ireland	184	
Health and Children	Irish Medicines Board	202	
Justice, Equality and Law Reform	Office of the Refugee Applications Commissioner	227	Department refused to provide figures for 2006 - Figures used are for 2007 Budget
Enterprise, Trade and Employment	IDA Ireland	275	
Environment, Heritage and Local Government	Environmental Protection Agency	290	
Justice, Equality and Law Reform	Legal Aid Board	384	Department refused to provide figures for 2006 - Figures used are for 2007 Budget
Arts, Sport and Tourism	Faite Ireland (National Tourism Development Authority)	419	
Transport and the Marine	The Irish Aviation Authority	650	
Arts, Sport and Tourism	Bord na gCon	137	532 Part-time
Justice, Equality and Law Reform	Property Registration Authority	705	Department refused to provide figures for 2006 - Figures used are for 2007 Budget
Arts, Sport and Tourism	Horse Racing Ireland	157	615 Part-time
Enterprise, Trade and Employment	Enterprise Ireland	921	
Justice, Equality and Law Reform	Courts Service	1,050	Department refused to provide figures for 2006 - Figures used are for 2007 Budget
Agriculture, Fisheries and Food	Coillte	1,214	
Agriculture, Fisheries and Food	Teagasc	1,598	
Enterprise, Trade and Employment	An Foras Aiseanna Saothair (FAS)	2,241	
Justice, Equality and Law Reform	An Garda Siochana	13,288	Department refused to provide figures for 2006 - Figures used are for 2007 Budget
Health and Children	Irish Blood Transfusion Service Board	541	2006 Figure unavailable - 2005 Figure used



Appendix D Cont'd

Department	Agency	Staff in 2006	
Defence	Coiste an Asgard	4	
Defence	Civil Defence Board	21	
Enterprise, Trade and Employment	National Authority for Occupational Safety and Health	185	
Enterprise, Trade and Employment	Irish Council for Bio-ethics	4	
Foreign Affairs	Advisory Board for Irish Aid	4	
Health and Children	Health Services Executive	106,273	
Health and Children	Office for Tobacco Control	11	2006 Figure unavailable - 2005 Figure used
Justice, Equality and Law Reform	Criminal Injuries Compensation Tribunal	3	Department refused to provide figures for 2006 - Figures used are for 2007 Budget
Taoiseach	National Centre for Partnership & Performance (NCPP)	9	
Transport and the Marine	The Marine Casualty Investigation Board	2	
		135,224	

Note: Information from Parliamentary Questions to various Ministers



Appendix E: Estimates for 101 agencies for 2008

Vote	Non-Commercial Semi-State Body or Agency	2008 Estimate ('000s)
Taoiseach	National Economic and Social Development Office	€6,500
Attorney General	Law Reform Commission	€4,162
Finance	Special EU Programmes Body	€13,835
Justice, Equality and Law Reform	Human Rights Commission	€2,092
Justice, Equality and Law Reform	Independent International Commission	€1,346
Justice, Equality and Law Reform	Independent Monitoring Commission	€1,318
Justice, Equality and Law Reform	Legal Aid Board	€26,988
Justice, Equality and Law Reform	Irish Naturalisation and Immigration Service	€51,413
Justice, Equality and Law Reform	Equality Authority	€5,897
Justice, Equality and Law Reform	Equality Tribunal	€2,213
Justice, Equality and Law Reform	National Disability Authority	€6,479
Justice, Equality and Law Reform	Garda Complaints Board	€1,728
Justice, Equality and Law Reform	Office of the Data Protection Commissioner	€1,414
Justice, Equality and Law Reform	Garda Ombudsman Commission	€11,645
Justice, Equality and Law Reform	Office of the Garda Inspectorate	€2,087
Garda Síochána	St. Paul's Garda Medical Aid Society	€131
Prisons	Prison Officers Medical Aid Society	€968
Environment, Heritage and Local Government	Private Residential Tenancies Board	€4,644
Environment, Heritage and Local Government	Environment Protection Agency	€39,257
Environment, Heritage and Local Government	Radiological Protection Institute of Ireland	€4,076
Environment, Heritage and Local Government	An Bord Pleanála	€15,248
Environment, Heritage and Local Government	Irish Water Safety Association	€652
Environment, Heritage and Local Government	Rent Tribunal	€40
Environment, Heritage and Local Government	Fire Services Council	€396
Environment, Heritage and Local Government	An Chomhairle Leabharlanna	€16,412
Environment, Heritage and Local Government	Building Regulations Advisory Body	€21
Environment, Heritage and Local Government	Heritage Council	€13,403
Education and Science	Royal Irish Academy of Music	€4,090
Education and Science	Commission on Child Abuse	€18,132
Education and Science	National Council for Special Education	€10,832
Education and Science	State Examinations Commission	€57,166
Education and Science	Higher Education Authority	€1,576,943
Education and Science	Dublin Institute for Advanced Studies	€7,998
Education and Science	National Education Welfare Board	€10,119



Appendix E Cont'd

Vote	Non-Commercial Semi-State Body or Agency	2008 Estimate ('000s)
Education and Science	National Qualifications Authority of Ireland	€2,195
Education and Science	Higher Education and Training Awards Council	€2,401
Education and Science	Further Education and Training Awards Council	€10,539
Education and Science	Advisory Council for English Language Schools/ International	
Education and Science	Education Board of Ireland	€1,000
Education and Science	National Council for Curriculum Assessment	€4,722
An Roinn Gnóthaí Pobail, Tuaithe agus Gaeltachta	Western Development Commission	€6,520
An Roinn Gnóthaí Pobail, Tuaithe agus Gaeltachta	Údarás na Gaeltachta	€40,155
An Roinn Gnóthaí Pobail, Tuaithe agus Gaeltachta	An Foras Teanga	€17,288
An Roinn Gnóthaí Pobail, Tuaithe agus Gaeltachta	The Bord o Ulster-Scotch	€940
An Roinn Gnóthaí Pobail, Tuaithe agus Gaeltachta	Waterways Ireland	€37,717
Communications, Energy and Natural Resources	Central Fisheries and Regional Fisheries Board	€31,119
Communications, Energy and Natural Resources	Loughs Agency of Foyle, Carlingford and Irish Lights Commission	€4,493
Communications, Energy and Natural Resources	Ordnance Survey of Ireland	€6,000
Communications, Energy and Natural Resources	Sustainable Energy Ireland	€80,070
Communications, Energy and Natural Resources	National Digital Research Centre	€5,000
Communications, Energy and Natural Resources	Digital Hub Development Agency	€2,223
Communications, Energy and Natural Resources	Broadcasting Commission of Ireland	€6,442
Agriculture, Fisheries and Food	Teagasc	€145,114
Agriculture, Fisheries and Food	An Bord Bia	€34,005
Agriculture, Fisheries and Food	Marine Institute	€32,339
Agriculture, Fisheries and Food	An Bord Iascaigh Mhara	€49,045
Agriculture, Fisheries and Food	Sea Fisheries Protection Authority	€14,410
Agriculture, Fisheries and Food	Aquaculture Licenses Appeals Board	€475
Transport	National Roads Authority	€1,671,525
Transport	Road Safety Authority	€39,704
Transport	Medical Bureau of Road Safety	€4,448
Transport	Dublin Transport Office	€40,604
Transport	Railway Safety Commission	€2,078



Appendix E Cont'd

Vote	Non-Commercial Semi-State Body or Agency	2008 Estimate ('000s)
Enterprise, Trade and Employment	Office of the Director of Corporate Enforcement	€4,957
Enterprise, Trade and Employment	Forfás	€37,835
Enterprise, Trade and Employment	Trade and Business Development Body/ Inter Trade Ireland	€10,682
Enterprise, Trade and Employment	IDA Ireland	€143,750
Enterprise, Trade and Employment	Enterprise Ireland	€161,831
Enterprise, Trade and Employment	SFADCo. LTD (Industrial)	€3,102
Enterprise, Trade and Employment	Science Foundation Ireland	€183,643
Enterprise, Trade and Employment	National Standards Authority of Ireland	€8,787
Enterprise, Trade and Employment	FÁS (a)	€707,789
Enterprise, Trade and Employment	Labour Relations Commission	€6,600
Enterprise, Trade and Employment	Competition Authority	€6,776
Enterprise, Trade and Employment	Office of the Director of Consumer Affairs	
Enterprise, Trade and Employment	National Consumer Agency Interim Bord	€10,000
Enterprise, Trade and Employment	Companies Registration Office and Register of Friendly Societies	€10,091
Enterprise, Trade and Employment	Irish Auditing and Accounting Supervisory Authority	€1,547
Enterprise, Trade and Employment	Health and Safety Authority	€24,440
Arts, Sports and Tourism	Failte Ireland	€111,834
Arts, Sports and Tourism	Tourism Ireland Limited	€53,695
Arts, Sports and Tourism	SFADCo (Tourism)	€870
Arts, Sports and Tourism	Irish Sports Council	€57,631
Arts, Sports and Tourism	National Sports Campus	€6,710
Arts, Sports and Tourism	Horse Racing Ireland	€61,028
Arts, Sports and Tourism	Bord na gCon	€15,257
Arts, Sports and Tourism	National Museum of Ireland	€19,058
Arts, Sports and Tourism	National Library of Ireland	€12,002
Arts, Sports and Tourism	Irish Film Board	€23,197



Appendix E Cont'd

Vote	Non-Commercial Semi-State Body or Agency	2008 Estimate ('000s)
Arts, Sports and Tourism	Irish Museum of Modern Art	€8,260
Arts, Sports and Tourism	The Chester Beatty Library and Gallery of Oriental Art	€3,467
Arts, Sports and Tourism	National Concert Hall	€3,903
Arts, Sports and Tourism	The Crawford Gallery	€1,991
Arts, Sports and Tourism	An Chomhairle Ealaíon	€32,102
Defence	Civil Defence Board	€6,248
Defence	Coiste an Asgard	€803
Social and Family Affairs	Family Support Agency	€39,380
Social and Family Affairs	Combat Poverty Agency	€4,568
Social and Family Affairs	Citizens Information Board	€30,954
Health and Children	Food Safety Authority of Ireland	€18,642
Health and Children	Food Safety Promotion Board	€7,140
Total Exchequer Expenditure		€6,052,786

Note: from 2008 Revised Estimates

Summary Table of Exchequer of Non-Commercial Semi-State Bodies and Agencies



**Appendix F: Comparison of Budgets of 45 Agencies from 1998 to 2006
(View as two-page spread)**

Ministry	Agency	1998	1999	2000
Agriculture, Fisheries and Food	An Bord Bia	€23,464,760	€28,010,422	€23,110,000
Agriculture, Fisheries and Food	Teagasc	€70,630,000	€71,390,000	€88,780,000
Agriculture, Fisheries and Food	Coillte	€104,730,000	€112,540,000	€123,290,000
Agriculture, Fisheries and Food	Council for Forest Research and Development (COFORD)	€1,345,922	€1,168,159	€1,370,000
Defence	Coiste as Asgard	€444,408	€457,106	€600,586
Defence	The Irish Red Cross Society	€704,705	€730,100	€749,146
Defence	Army Pensions Board	€55,448	€44,915	€63,859
Enterprise, Trade and Employment	An Foras Aiseanna Saothair (FAS)	€630,690,000	€675,664,000	€746,746,000
Enterprise, Trade and Employment	Director of Consumer Affairs	€2,336,000	€2,296,000	€2,753,000
Enterprise, Trade and Employment	The Competition Authority	€1,129,000	€1,310,000	€1,856,000
Enterprise, Trade and Employment	Labour Relations Commission	€2,093,000	€2,211,000	€2,085,000
Enterprise, Trade and Employment	National Standards Authority of Ireland	€11,860,000	€13,678,000	€15,713,000
Enterprise, Trade and Employment	IDA Ireland	€168,197,000	€160,510,000	€197,278,000
Enterprise, Trade and Employment	Enterprise Ireland	€143,444,000	€269,837,000	€276,145,000
Enterprise, Trade and Employment	Craft Council of Ireland	€1,221,000	€902,000	€1,535,000
Enterprise, Trade and Employment	Forfas	€13,395,737	€152,114,622	€16,288,200
Enterprise, Trade and Employment	35 City and County Enterprise Boards (CEBs)	€28,859,000	€28,129,000	€30,100,000
Enterprise, Trade and Employment	Shannon Development	€40,392,000	€39,393,000	€41,005,000
Taoiseach	National Economic and Social Council (NESC)	€384,000	€464,000	€470,000
Taoiseach	National Economic and Social Forum (NESF)	€464,000	€500,000	€351,000
Finance	Valuation Tribunal	€147,290	€159,987	€151,099
Finance	National Treasury Management Agency (NTMA)	€7,700,000	€7,900,000	€7,700,000
Social and Family Affairs	The Pensions Board	€1,750,070	€1,840,250	€1,842,739
Social and Family Affairs	Combat Poverty Agency	€2,886,115	€3,047,371	€3,225,135

Note: Budget comparisons data relates to 45 substantive government agencies or bodies in existence during the period 1998 to 2006 for which the Departments provided the budgetary information for the period in response to various parliamentary questions.



2001	2002	2003	2004	2005	2006	Change between 1998 & 2006	
€25,400,000	€26,160,000	€25,260,000	€25,220,000	€29,880,000	€32,240,000	37%	Expenditure
€105,560,000	€115,530,000	€120,380,000	€116,830,000	€123,100,000	€134,030,000	90%	Exchequer Grant Aid Only
€115,470,000	€144,130,000	€172,120,000	€184,970,000	€215,670,000	€213,790,000	104%	Turnover
€980,000	€1,710,000	€1,750,000	€2,440,000	€2,340,000	€2,700,000	101%	Expenditure
€639,948	€625,000	€657,000	€693,000	€1,123,000	€749,000	69%	Budget
€773,270	€809,000	€821,000	€866,000	€888,000	€910,000	29%	Grant Aid Only
€69,138	€82,245	€86,275	€89,944	€97,060	€100,089	81%	Budget
€834,279,000	€863,841,000	€828,357,000	€830,142,000	€948,045,000	€1,016,413,000	61%	Budget
€3,689,000	€4,362,000	€4,486,000	€3,407,000	€3,630,000	€3,603,000	54%	Budget
€2,779,000	€3,291,000	€4,354,000	€4,738,000	€5,360,000	€6,104,000	441%	Budget
€2,396,000	€2,781,000	€3,566,000	€4,308,000	€4,671,000	€4,626,000	121%	Budget
€16,802,000	€17,105,000	€17,695,000	€18,510,000	€20,475,000	€21,641,000	82%	Budget
€158,155,000	€199,979,000	€155,429,000	€123,492,000	€149,816,000	€165,611,000	-2%	Budget
€346,801,000	€303,309,000	€267,307,000	€268,008,000	€278,390,000	€295,289,000	106%	Budget
€2,371,000	€2,561,000	€2,333,000	€2,454,000	€3,005,000	€2,978,000	144%	Budget
€21,128,442	€19,945,000	€20,265,000	€22,395,000	€27,576,000	€30,181,000	125%	Budget
€29,816,000	€32,171,000	€30,406,000	€28,687,000	€30,567,000	€32,829,000	14%	Budget
€37,024,000	€34,860,000	€39,828,000	€33,335,000	€30,445,000	€43,547,000	8%	Budget
€573,000	€773,000	€697,000	€749,000	€790,000	€952,000	148%	Budget
€729,000	€773,000	€669,000	€580,000	€689,000	€704,000	52%	Budget
€156,178	€151,099	€156,178	€220,000	€268,000	€231,000	57%	Budget
€9,000,000	€13,600,000	€14,900,000	€18,900,000	€22,000,000	€29,800,000	287%	Budget
€4,114,636	€3,676,866	€4,513,464	€5,063,271	€5,656,586	€6,595,071	277%	Budget
€5,360,681	€4,771,000	€5,304,000	€3,909,000	€4,236,000	€3,688,775	28%	Budget



Appendix F Cont'd
(View as two-page spread)

Ministry	Agency	1998	1999	2000
Social and Family Affairs	National Social Service Board (NSSB) / Comhairle (after June 2000)	€5,509,811	€7,053,527	€10,592,234
Environment, Heritage and Local Government	An Bord Pleanala	€4,933,323	€6,232,331	€7,702,756
Environment, Heritage and Local Government	An Chomhairle Leabharlanna	€1,464,423	€1,611,987	€1,342,571
Environment, Heritage and Local Government	Environmental Protection Agency	€14,795,109	€15,974,235	€22,255,671
Environment, Heritage and Local Government	The Heritage Council	€5,079,000	€6,450,000	€6,980,000
Environment, Heritage and Local Government	Housing Finance Agency	€781,000	€916,999	€912,000
Environment, Heritage and Local Government	Local Government Computer Services Board	€4,971,569	€5,838,459	€8,485,915
Environment, Heritage and Local Government	Local Government Management Services Board	€936,056	€1,911,062	€5,037,114
Environment, Heritage and Local Government	National Building Agency	€2,773,000	€2,984,000	€3,356,000
Environment, Heritage and Local Government	Radiological Protection Institute of Ireland (RPII)	€1,913,890	€2,159,000	€2,217,000
Environment, Heritage and Local Government	The Rent Tribunal	€79,220	€83,110	€95,583
Transport and the Marine	Dublin Transportation Office	€13,633,000	€30,967,000	€33,941,000
Transport and the Marine	National Roads Authority	€3,617,484	€4,106,333	€4,525,347
Health and Children	Board for the Employment of the Blind	€323,000	€634,000	€634,000
Health and Children	Health Research Board	€5,890,000	€6,564,000	€8,730,000
Health and Children	Irish Blood Transfusion Service Board	€39,783,000	€50,428,000	€60,173,000
Health and Children	National Cancer Registry	€797,000	€958,000	€1,079,000
Health and Children	National Council on Aging and Older People	€584,000	€1,231,000	€754,000
Health and Children	National Social Work Qualifications Board	€262,000	€319,000	€378,000
Health and Children	Postgraduate Medical and Dental Board	€3,032,000	€3,729,000	€4,991,000
Finance	Review Body on Higher Remuneration in the Public Sector	€31,744	€31,744	€177,763
Total		€1,369,513,084	€1,724,479,719	€1,767,567,718



2001	2002	2003	2004	2005	2006	Change between 1998 & 2006	
€14,787,140	€15,317,952	€17,011,000	€17,826,000	€20,917,000	€24,362,000	342%	Budget
€10,432,447	€13,837,674	€13,233,970	€17,731,540	€18,799,861	€20,913,350	324%	Budget
€2,253,371	€2,166,515	€2,916,685	€2,285,463	€3,617,774	€2,634,189	80%	Budget
€25,825,561	€24,464,929	€29,124,882	€33,720,089	€39,754,488	€46,390,598	214%	Budget
€10,140,000	€10,498,000	€9,370,000	€10,178,000	€8,987,000	€10,970,000	116%	Budget
€1,211,000	€1,337,000	€1,606,000	€1,574,000	€1,610,000	€1,754,000	125%	Budget
€11,319,264	€19,380,215	€19,370,566	€19,796,925	€18,885,050	€15,056,158	203%	Budget
€5,105,097	€5,177,046	€6,221,420	€7,109,595	€7,695,132	€8,998,541	861%	Budget
€4,111,000	€4,343,000	€4,158,000	€4,615,000	€4,888,000	€5,374,000	94%	Budget
€2,641,000	€2,715,000	€3,068,000	€3,310,000	€3,663,000	€4,662,000	144%	Budget
€104,689	€160,842	€85,760	€99,966	€64,282	€187,661	137%	Budget
€35,983,000	€31,520,000	€42,564,000	€40,794,000	€38,131,000	€30,846,000	126%	Budget
€5,722,710	€7,139,000	€7,589,000	€8,452,000	€8,688,000	€13,080,000	262%	Budget
€634,000	€635,000	€635,000	€635,000	€696,000	€1,100,000	241%	Budget
€13,562,000	€18,653,000	€20,278,000	€20,982,000	€27,147,000	€30,353,000	415%	Budget
€78,234,000	€106,881,000	€99,323,000	€97,637,000	€101,407,000	€102,180,000	157%	Budget
€1,271,000	€1,545,000	€1,988,000	€1,879,000	€1,870,000	€1,720,000	116%	Budget
€897,000	€1,021,000	€1,055,000	€1,202,000	€1,347,000	€1,440,000	147%	Budget
€520,000	€642,000	€552,000	€549,000	€511,000	€557,000	113%	Budget
€5,433,000	€6,478,000	€7,139,000	€9,117,000	€7,088,000	€8,744,000	188%	Budget
€56,000	€19,000	€19,000	€19,000	€11,000	€438,000	1280%	Budget
€1,954,309,571	€2,070,927,383	€2,008,648,200	€1,999,518,793	€2,224,495,233	€2,381,072,432	74%	



Appendix G: Comparison of Staffing of 39 Agencies from 1998 to 2006 (View as two-page spread)

Ministry

Agriculture, Fisheries and Food
 Agriculture, Fisheries and Food
 Agriculture, Fisheries and Food
 Agriculture, Fisheries and Food
 Defence
 Defence
 Enterprise, Trade and Employment
 Enterprise, Trade and Employment
 Enterprise, Trade and Employment
 Enterprise, Trade and Employment
 Enterprise, Trade and Employment
 Enterprise, Trade and Employment
 Enterprise, Trade and Employment
 Enterprise, Trade and Employment
 Enterprise, Trade and Employment
 Taoiseach
 Taoiseach
 Finance
 Finance
 Social and Family Affairs
 Social and Family Affairs
 Social and Family Affairs
 Environment, Heritage and Local Government
 Environment, Heritage and Local Government
 Environment, Heritage and Local Government
 Environment, Heritage and Local Government
 Environment, Heritage and Local Government
 Environment, Heritage and Local Government
 Environment, Heritage and Local Government
 Environment, Heritage and Local Government
 Environment, Heritage and Local Government
 Transport and the Marine
 Transport and the Marine
 Health and Children
 Health and Children
 Health and Children
 Health and Children
 Health and Children
 Health and Children
 Health and Children

Agency

An Bord Bia
 Teagasc
 Coillte
 Council for Forest Research and Development (COFORD)
 Coiste as Asgard
 Army Pensions Board
 An Foras Aiseanna Saothair (FAS)
 The Competition Authority
 Labour Relations Commission
 National Standards Authority of Ireland
 Enterprise Ireland
 Craft Council of Ireland
 Forfas
 Shannon Development
 National Economic and Social Council (NESC)
 National Economic and Social Forum (NESF)
 Valuation Tribunal
 National Treasury Management Agency (NTMA)
 The Pensions Board
 Combat Poverty Agency
 National Social Service Board (NSSB) / Comhairle (after June 2000)
 An Bord Pleanala
 An Chomhairle Leabharlanna
 Environmental Protection Agency
 The Heritage Council
 Housing finance Agency
 Local Government Computer Services Board
 Local Government Management Services Board
 National Building Agency
 Radiological Protection Institute of Ireland (RPII)
 Dublin Transportation Office
 National Roads Authority
 Board for the Employment of the Blind
 Health Research Board
 Irish Blood Transfusion Service Board
 National Cancer Registry
 National Council on Aging and Older People
 National Social Work Qualifications Board
 Postgraduate Medical and Dental Board

Note: Staffing levels data relates to 39 substantive government agencies or bodies in existence during the period 1998 to 2006 for which the Departments provided the staffing levels for the period in response to various parliamentary questions.



1998	1999	2000	2001	2002	2003	2004	2005	2006	Increase
68	68	65	79	79	79	89	88	91	26%
1,563	1,606	1,610	1,612	1,641	1,628	1,604	1,579	1,598	2%
1,068	1,106	1,095	1,082	1,231	1,213	1,188	1,230	1,214	12%
4	5	5	4	5	5	5	6	5	20%
3	3	3	3	3	3	3	3	4	25%
2	2	2	2	2	2	2	2	2	0%
2,087	2,075	2,235	2,297	2,358	2,387	2,305	2,294	2,241	7%
17	25	25	36	34	41	48	55	52	67%
46	39	41	45	44	45	53	54	53	13%
165	173	173	193	180	166	155	162	180	8%
826	1,038	1,079	1,091	973	986	938	920	921	10%
8	8	9	10	14	14	13	13	13	38%
113	116	117	119	119	117	115	113	116	3%
207	204	200	198	200	195	187	175	159	-30%
6	6	6	6	6	7	7	7	6	0%
6	6	6	6	6	6	6	6	6	0%
4	4	4	4	4	3	5	5	5	13%
52	45	46	59	74	80	79	104	125	58%
20	19	19	23	33	37	38	39	39	49%
20	20	20	20	22	24	23	23	24	17%
27	31	91	91	91	93	93	92	92	71%
83	95	103	138	138	138	137	147	161	49%
14	14	14	14	14	14	14	14	14	0%
179	204	220	242	242	250	250	264	290	38%
15	15	15	15	15	15	15	15	15	0%
11	11	11	11	12	12	12	12	12	8%
109	93	81	89	93	95	95	92	96	-14%
16	19	19	16	21	23	28	28	32	50%
52	51	57	61	59	56	57	57	61	15%
45	45	45	45	45	46	46	46	46	3%
14	15	15	16	16	16	17	17	17	18%
69	68	81	88	90	90	90	89	120	43%
39	39	39	36	36	36	36	36	34	-15%
20	27	27	31	31	3	31	39	39	48%
365	686	402	437	479	522	535	541	541	33%*
24	23	26	26	26	27	36	34	30	20%
7	8	12	11	12	14	13	15	16	56%
3	4	5	7	6	5	5	5	8	63%
13	15	17	21	19	22	22	19	21	37%
7,389	8,030	8,039	8,284	8,473	8,514	8,394	8,439	8,497	13%

Note: information from Parliamentary Questions to various Ministers

* 2006 figure not available, 2005 figure used



Appendix H: Sons of Quangos

Agencies which are controlled by another government agency

Body	Controlled by:	Department
National Coaching and Training Centre	Irish Sports Council	Arts, Sports and Tourism
Irish National Accreditation Board	Forfás	Enterprise, Trade and Employment
Screen Training Ireland	FÁS	Enterprise, Trade and Employment
Tote Ireland	Horse Racing Ireland	Arts, Sports and Tourism
Judicial Appointments Advisory Board	Courts Service	Justice, Equality and Law Reform
Working Group on Jurisdiction of the Courts	Courts Service	Justice, Equality and Law Reform
Aurora Telecom Limited	BGE	Communications, Energy and Natural Resources
BGE Finance Plc	BGE	Communications, Energy and Natural Resources
BGE (IOM) Plc	BGE	Communications, Energy and Natural Resources
Firmus Energy (Distribution) Ltd	BGE	Communications, Energy and Natural Resources
Firmus Energy (Supply) Ltd	BGE	Communications, Energy and Natural Resources
BGE (UK) Limited	BGE	Communications, Energy and Natural Resources
Conservation Engineering Limited	BGE	Communications, Energy and Natural Resources
Gate Power Limited	BGE	Communications, Energy and Natural Resources
Natural Gas Finance Co. Ltd	BGE	Communications, Energy and Natural Resources
Platin Power Limited	BGE	Communications, Energy and Natural Resources
Platin Power Trading Limited	BGE	Communications, Energy and Natural Resources



Appendix H Cont'd

Sudanor Limited	BGE	Communications, Energy and Natural Resources
Digital Media Development Limited	Digital Hub Development Agency	Communications, Energy and Natural Resources
ESB International	ESB	Communications, Energy and Natural Resources
Lough's Agency	Foyle Carlingford and Irish Lights Commission	Communications, Energy and Natural Resources
DTT Network Company	RTE	Communications, Energy and Natural Resources
RTE Commercial Enterprises Agency Ltd	RTE	Communications, Energy and Natural Resources
RTE Music Ltd	RTE	Communications, Energy and Natural Resources
RTE Transmission Ltd	RTE	Communications, Energy and Natural Resources
Halamar Development Limited	DAA	Transport
Bus Éireann	CIE	Transport
Bus Átha Cliath	CIE	Transport
Iarnród Éireann	CIE	Transport
Central Mental Hospital	HSE	Health and Children
Arramara Teoranta	Udaras na Gaeltachta	Community, Rural and Gaeltacht Affairs
FÁS International Consulting Limited	FÁS	Enterprise, Trade and Employment
Beaumont Hospital Car Park Company Limited	Beaumont Hospital	Health and Children
Health Protection Surveillance Centre	HSE	Health and Children
Cork University Dental Hospital	UCC/HSE	Health and Children



Appendix I: Programme for Government proposed new agencies

Bodies to be created as per the Programme for Government

Department	Body	Description
Finance	Commission on Taxation	
Transport	Dublin Transport Authority	
Transport	National Transport Regulator	<i>The Government is to examine the need for this body in the context of the fundamental review of the entire economic regulatory regime which is being established with the DTA.</i>
Environment, Local Government and Heritage	Ocean Energy Development Unit	A unit set up to develop the Ocean Energy sector
Communications, Energy & Natural Resources	Broadcasting Authority of Ireland	
Environment, Local Government and Heritage	Dublin Bay Area Task Force	A body to maximize the potential of the Bay
Agriculture, Fisheries and Food	Biosecurity Ireland	A division to be created within the Department
Health and Children	Expert Group on Personal Health Check	
Justice, Equality and Law Reform	Protection Review Tribunal	Body to replace the Refugee Appeals Tribunal
Community, Rural and Gaeltacht Affairs	Community and Development Agencies	To be set up as a 'one-stop shop' for advice on grant supports, business opportunities, training and development and grant opportunities under the new EU funds for rural development
Community, Rural and Gaeltacht Affairs	National Monitoring Committee	To be set up as a 'one-stop shop' for advice on grant supports, business opportunities, training and development and grant opportunities under the new EU funds for rural development
Arts, Sports and Tourism	Forum on Female Participation in Sport	
Justice, Equality and Law Reform	Judicial Sentencing Commission	Body to be set up under the auspices of the Courts Service compromise of Judges to set sentencing guidelines.
Justice, Equality and Law Reform	Domestic Violence Prevention Office	To provide a unified service for victims of domestic abuse
Foreign Affairs	Academic Centre for Conflict Resolution	
Community, Rural and Gaeltacht Affairs	National Monitoring Committee	To oversee the clear and consistent implementation of the protections of the linguistic identity of the Gaeltacht - building upon the existing planning laws.
Environment, Local Government and Heritage	Electoral Commission	



Appendix J: United States public application for appointment

Online Application Details for appointments by the US President

Text take from <http://www.whitehouse.gov/appointments/>

APPOINTMENTS

Please read the following and **find links below** to begin the application process.

One of President Bush's top priorities is to select men and women of the greatest ability and highest ethical and professional integrity to serve in policymaking and key administrative positions in his administration.

"The success of the Bush-Cheney administration will depend on the quality appointees we choose to join us to lead this nation in the years ahead. I will look for people who are willing to work hard to do what is best for America, who examine the facts and do what is right whether or not it is popular. I will look for people from across the country and from every walk of life. I welcome all who are ready for this great challenge to apply."

President George W. Bush

Presidential appointments are an ongoing effort. Some of President Bush's appointments will require Senate confirmation. These appointments are for positions throughout the federal government, for the Cabinet and subcabinet, for members of regulatory commissions, for ambassadorships, for judgeships and for members of numerous advisory boards.

The President will also make many other political appointments that do not require Senate confirmation.

This web site is designed to provide prospective applicants with information to help them decide whether and how to apply for a position with this administration. This on line application is the fastest and most accurate way to get your information to us.

Factors to Consider

To serve our country as a member of the Bush-Cheney administration will be both an honor and a privilege. However, government service is not for everyone. Anyone thinking about applying should be aware that:

- The hours are long and the pace intense.
- There is much public/press scrutiny, as you would expect in an open, democratic form of government such as ours.
- Most applicants under serious consideration for an appointment will go through a full FBI background check in which their employment, professional, personal, travel, medical, financial, legal, military and educational histories will be reviewed and scrutinized.



- The financial holdings and sources of income for most applicants under serious consideration must be disclosed for review for possible conflicts of interest, and any conflicts must be remedied by divestiture, the creation of special trusts, etc.
- Most appointees' dealings with the Federal government during and for a period of time after their service will be significantly restricted to prevent possible conflicts of interest.

The Process

Anyone wanting to apply for a non-career position in the Executive Office of the President or a Federal Department, Agency or Commission should proceed as follows:

- Fill out the application form provided below and submit it electronically. You will be sent an email or card indicating that your application has been received. Your information will be kept on file for as long as the President is in office, and you will be considered for the position(s) or subject area(s) in which you have expressed an interest whenever openings occur.
- If and when you are considered for a specific position, you will be asked to fill out a Personal Data Statement for White House review. At this point you will be asked about possible conflicts of interest deriving from your sources of income; all aspects of your personal and professional life, including organizations to which you belong or once belonged; speeches you may have given and books, articles, and editorials you may have written; legal, administrative and regulatory proceedings to which you may have been a party; in short, anything that might embarrass the President or you if he should choose you for a position in his administration.
- If the White House is further interested in your nomination, you will be asked to fill out FBI and financial disclosure forms for subsequent review and approval. To have a better understanding of the information you will be asked to provide, you can review the security clearance form for National Security Positions (SF86) and the financial disclosure form for higher level positions (SF278). You should know that most appointees are required to file financial disclosure statements annually during their service.
- If the position for which you are being considered requires Senate confirmation, the Senate committee that reviews nominations for that position may ask you to provide additional information.

You should assume that all the information you provide during any part of this process is ultimately subject to public disclosure, if requested, per the Freedom of Information Act.

This process is very demanding of the applicant, as the jobs and appointments are demanding of those selected for them. President Bush appreciates your willingness to serve and wants to make it as easy as possible for you to pursue your interest in joining the administration.

**Online Application**

To complete the online application your browser must support 128-bit encryption. If you have difficulties completing your online application, please check your browser capabilities.

Offline Application

Adobe Acrobat Reader required

Contact Information for Future Reference

If you are a user with disabilities who is having trouble accessing the appointments application form, please contact the Presidential Personnel Office.

Presidential Personnel Office

The White House

Washington, DC 20502

Fax: 202-456-1121

Phone: 202-456-9713

