



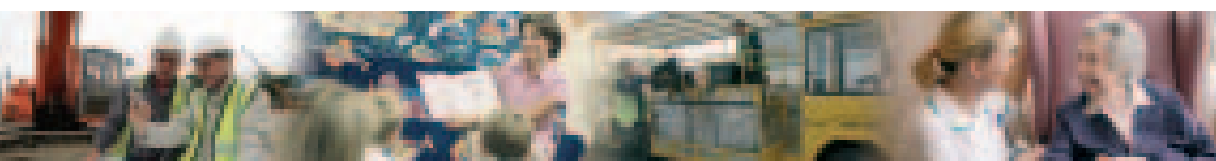
# Better Government for Northern Ireland

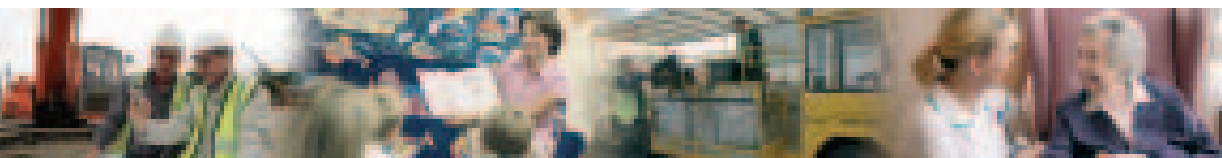
Final Decisions of the Review of Public Administration

SECURING OUR FUTURE

March 2006

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### Foreword by the Secretary of State

Northern Ireland has been transformed in the last few years with more and more people being attracted here to visit, do business or settle down. This gives us hope for the future, but to realise the vision of a world-class Northern Ireland we need to develop our economy to be less dependent on the public sector while at the same time ensuring that our public services meet the highest standards.



Ideally local politicians in a local Assembly should be taking decisions on all the key issues affecting people in Northern Ireland. We are working to achieve that, but in the meantime the increasingly competitive world around us will not stand still. If we want to enjoy a successful, prosperous, secure future we need to ensure that Northern Ireland is in a position to compete in this fast-moving environment. We need to rebalance the economy to be less dependent on the public sector, and transform the delivery of government and public services with power being exercised as close to the people as possible. We need to transform Northern Ireland from dependency to sustainability.

There is no doubt that Northern Ireland is over-administered, and to be more competitive government needs to be smaller, more efficient, ensuring taxpayers' money is spent on the front line and not on wasteful layers of bureaucracy.

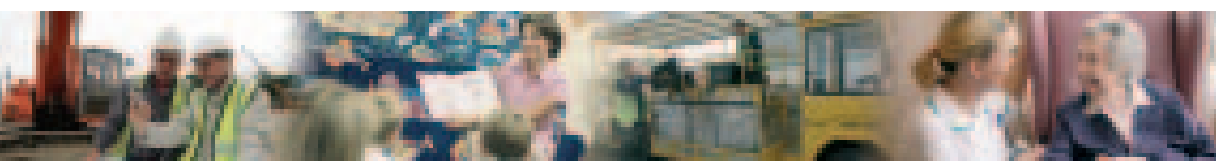
We need to develop better, smarter ways of working that reflect our changing lifestyles and our on-demand culture. Services need to be focused on the customer, and that means doing things differently.

In introducing the changes set out in this document we believe that local democracy will be strengthened through power being transferred to elected representatives working closely with communities in local areas. Communities will be empowered to become involved in the planning of services and development of their area through the community planning process, and taxpayers will get better value for their money through the savings made in reducing bureaucracy being redirected to front-line services.

A handwritten signature in black ink, which appears to read 'Peter Hain'.

**Rt Hon Peter Hain MP**

Secretary of State for Northern Ireland



## Introduction

The Review of Public Administration (RPA) will introduce the most far-reaching reform of the system of public administration in Northern Ireland for a generation. It was launched by the Northern Ireland Executive in June 2002 but due to the suspension of devolution has been taken forward by direct rule ministers. Local political parties have been consulted at various stages.



After more than three years of research and public consultation, final decisions that are focused on service delivery and meeting the needs of the people who pay for public services were announced by the Secretary of State, Peter Hain MP, in November 2005, with a further announcement on the future of QUANGOs in March 2006.

Extensive public consultation showed that people wanted a more streamlined system of public administration that allows easy access to services, is easily understood, is

fair, and has clear lines of responsibility and accountability. They wanted better integrated and co-ordinated services, which could be achieved by organising public services around the same administrative boundaries. There was an overwhelming desire to see wasteful bureaucracy reduced and scarce resources redirected to the front line.

There was also a recognition that new technology and better ways of working would improve services and reduce costs. Of course structural changes will not in themselves improve the quality of services; that will require much work by the service providers. But often the current structures have proved obstacles to service improvement, therefore, getting the structure right is the first step.

It was also clear that people feel removed from decision-making, that services are done to them rather than provided for them. And to change this, they want to have the opportunity of becoming more involved in influencing services in their area. The council-led community planning process will provide just such an opportunity.



Taking these issues and many more that were raised with the review team into account, government announced a series of reforms that are based on four guiding principles:

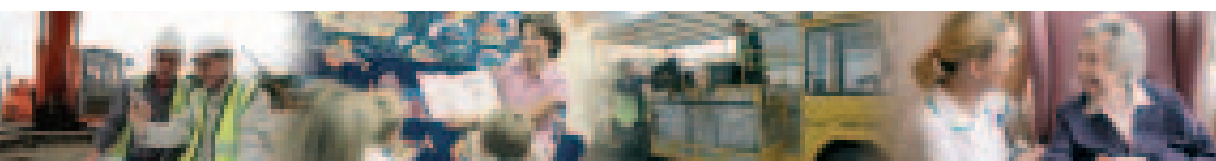
**Subsidiarity** – delivering services and exercising power as close to the people as possible. That means local councils having responsibility for the delivery of a wide range of services that affect the lives of people living in their areas;

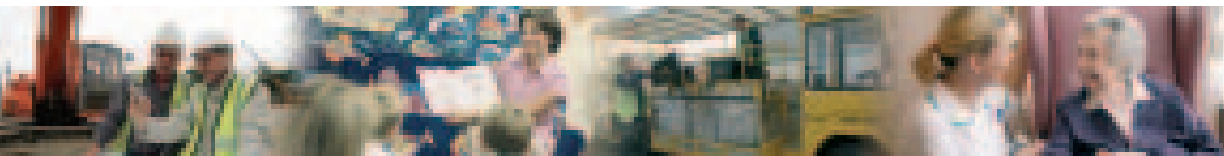
**Equality and Good Relations** – equality, social need, good relations, human rights and rural considerations have been key threads woven into both the development of the reforms and the way in which the review was conducted. The local administration arrangements will provide an anchor for ‘*A Shared Future*’ and ensure that good relations actions are earthed in the needs of local communities;

**Common Boundaries** – having public services organised within the same boundaries (the new local council boundaries) will not only make them easier to understand, but will create real opportunities for well-planned, joined-up working; and

**Strong Local Government** – councils at the heart of the local community providing civic leadership; ensuring the provision of local services, locally delivered; and working with local interests to develop their areas, addressing social, economic and environmental issues that will ensure vibrant, sustainable communities for future generations.

The following pages summarise the key decisions that will shape this new system and outline the challenges ahead. Copies of all the evidence that helped to inform these decisions, including the consultation documents and all of the responses received, results of surveys and focus groups, and various research and briefing papers, can be found on the review website at [www.rpani.gov.uk](http://www.rpani.gov.uk).





## Local Government

Government is committed to developing a reinvigorated local government sector, with the local council at the heart of the community transforming the social and economic life of the local area.

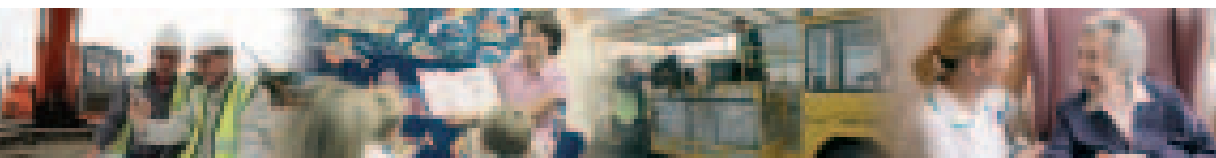
Under the new system **councils will have responsibility for a wide range of functions** and a strong power to influence a great many more. This will enable them to respond flexibly to local needs and make a real difference to

people's lives. A full list of the new or enhanced local government functions is at Annex A, but some of the key functions include planning, local roads, urban and rural regeneration, and some housing services. Funding for these additional functions will also transfer to councils.

In addition to these, councils will have a new **power of well-being**. This will allow them to take any action, not already the responsibility of another agency, linked with the community plan, that will improve the well-being of the local community or the local area. Such a power allows great flexibility and, coupled with the additional functions transferring from other parts of the public service, will enable councils to respond creatively to local needs, ensuring accessible and citizen-focused services that make a real difference to people's lives.

Councils will be required to lead a **community planning process**. This will require the council to consult all its constituents about issues that affect their lives and allow people to have a say in the way in which their area is developed. All other statutory agencies will be required to work with councils in developing and delivering these plans. The community plan will be published allowing the whole community to take ownership of it, as well as assess how well the council and others are delivering against their commitments.

Councils will not necessarily directly deliver all the services for which they are responsible. They will be encouraged to develop partnership arrangements with the voluntary and community sectors, and the private sector in developing and commissioning services. These sectors often have the flexibility to respond more quickly and creatively to the quickly changing demands of the community and could be important partners in developing customer-focused services.





In order to be able to take on this greater range of functions, and influence the way in which other agencies deliver services, councils need to be of a certain size and scale. An analysis of all of the evidence showed that, to achieve everything we hope these new councils will achieve, the optimum number of councils is seven.

Evidence used to arrive at this conclusion included:-

- research into the distribution of the property wealth base, population, socio-economic issues, and local identity; and
- consideration of equality, social need, population spread and where people live and work.

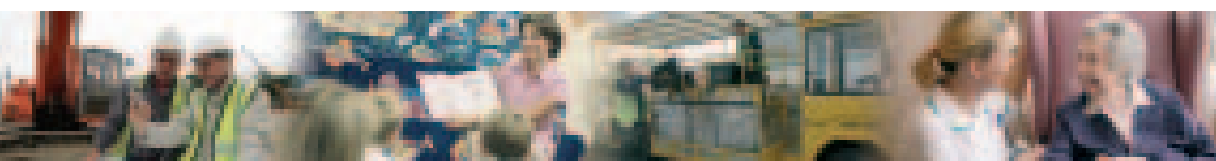
Work done to estimate potential savings indicated that the seven-council model would optimise efficiency.

Each of these **seven new councils** will have approximately **60 councillors** but, in exceptional circumstances, the Local Government Boundary Commissioner will have the flexibility to increase this to 65. To ensure that local communities do not become remote from these new councils, each council will be required to develop arrangements to ensure that local voices are heard and local needs addressed. This will challenge local councillors to develop new ways to engage with local communities.



It is vital that councils work together with central government to deliver overarching government policies. In this context the principles set out in *'A Shared Future – The Framework for Good Relations'* are central to

the vision of stronger local government. Local government will therefore have a critical role in the development of a shared, tolerant and inclusive society which embraces diversity. Stronger local government will be at the heart of building more sustainable communities – communities that have improved economic and social well-being and a better quality environment. And through community planning the opportunity exists to promote good relations, address poverty and environmental issues, and develop normal civic society.

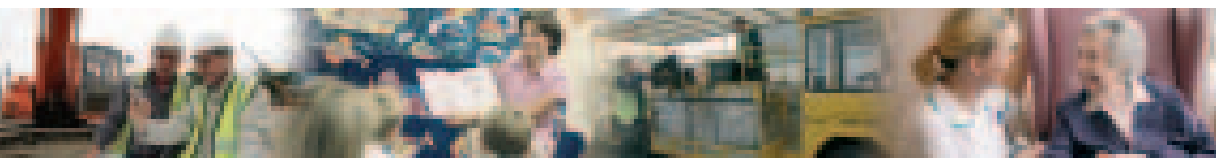


The political parties have all agreed that, once the Assembly is re-established, councillors should not also serve in the Assembly, which means your local councillor will be able to devote their time exclusively to local issues in the council.

**An independent Boundary Commissioner** will decide the exact boundaries of the new councils, but they will be based on groupings of the existing councils. A map and list of councils to be grouped is at Annex B.

It will be for the new councils to decide on the location of their headquarters and sub-offices. We invite representation on this to enable a considered analysis of options to be put to the new councils when they convene.

To enable everyone to have confidence in the councils and ensure fair and transparent decision-making processes, and protect the rights of minorities, there will be a **statutory system of safeguards**. This will be put in place before the new councils come into existence and assume their new powers.



## Health

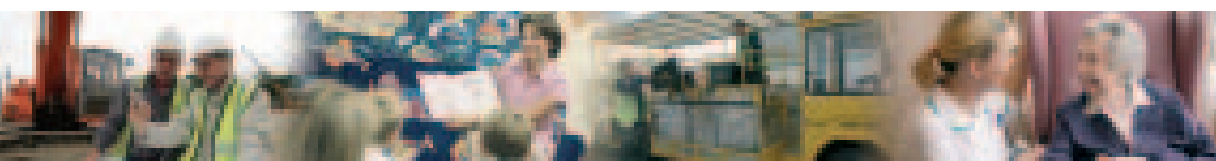


The reorganisation of the Health and Social Services (HSS) management structures is the most fundamental change to the health and social services system for decades. It is intended to support the Government's commitment to improving the health and well-being of the community and to promote better services to patients and clients. When completed, this reform agenda will have transformed the health and social services in Northern Ireland into a system which is genuinely patient-centred, well governed and continually improving.

The number of HSS bodies will be significantly reduced and the new management structures will be more compact and streamlined. While exact savings cannot be calculated until the final shape and staffing of the new structures is finally determined, they will be released and made available for front-line services.

A new **Health and Social Services Authority** will replace the four Health and Social Services Boards. It will be charged with promoting the health and well-being of the community, implementing the Government's policies for health and social services, and with managing the overall performance of the system.

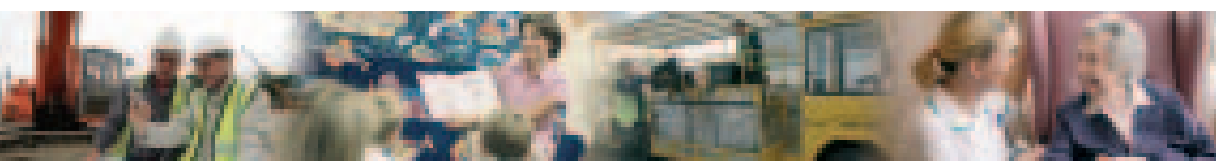
Under the new system, service provision will be driven by and built around the needs of the patient. Working through **Local Commissioning Groups** (LCGs), GPs and other primary care professionals will have a major say in how services are delivered to their patients. The LCGs will be given a substantial role in designing local services and planning how budgets are used. They will be encouraged to make changes to the way services are delivered so as to improve their responsiveness to users' needs, and they will be accountable for the decisions they take. These seven LCGs will map against the seven new councils. They will eventually commission most of the health and social care services required by their communities from a range of service providers and will work with the local council in the community planning process.



Five new **Health and Social Services Trusts** will replace the 18 existing HSS Trusts. They will all be integrated acute and community trusts, and their larger size will enable the service to strengthen the linkages between hospital and community-based services. This will be very important in the move towards the overall goal of delivering seamless services for patients and clients.

A new **Patient and Client Council** (replacing the four HSS Councils) will have a critically important role in engaging with the patient, the client and communities to ensure they get the best from the service and will provide effective advocacy when the service is not meeting an individual patient's or client's needs.

The future **Department of Health, Social Services and Public Safety** will be considerably smaller as some of its functions are moved into the new Authority or to the new Trusts. Its future role will be focused on developing policy, supporting the Minister, setting long-term standards and targets for the whole system of health and social care, and for monitoring outcomes. It will also advise the Minister on the allocation of resources at a strategic level and lead the drive for improved performance.



## Education

The education system is already in the process of transforming to meet the needs of young people in a rapidly changing world. To support this aim it is important that the education administrative structures are efficient, effective and provide value for money so that they can support front-line services effectively.

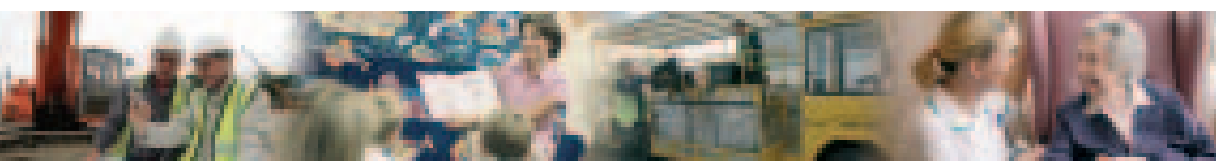


The reorganisation of existing education structures will provide a more unified approach to the delivery of education services – that means that every pupil, parent, teacher and school in Northern Ireland will have access to the same services, no matter which school they are in, what community they come from, or where they are geographically.

This also involves fundamental change to the Department of Education. In future there will be a clear separation between policy formulation and operational delivery. The Department of Education will focus more effectively on strategy, policy development and on the translation of policy into improved outcomes at the front line. The Department will set the overall strategic direction of the education and youth sector.

**An Education and Skills Authority** will be established to support the operational delivery of Education across Northern Ireland and across all sectors of Education.

- It will have responsibility for the functions performed currently by the five Education and Library Boards (ELBs), the Council for the Curriculum Examinations and Assessment, and the Regional Training Unit.
- It will also have responsibility for the front-line support and related functions currently undertaken by the Council for Catholic Maintained Schools, the Northern Ireland Council for Integrated Education and Comhairle na Gaelscolaíochta.
- It will be the employing authority for all teaching and other support staff employed in grant-aided schools, and this will result in greater coherence and consistency in how things are done.



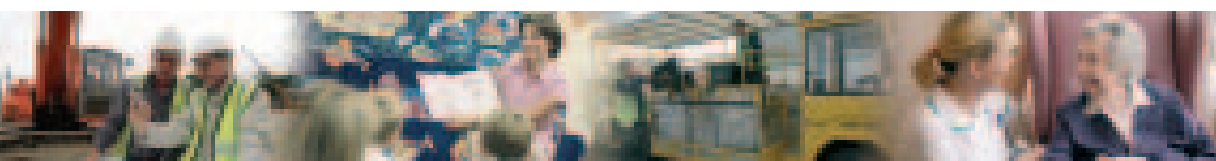
- Some of the operational functions currently performed by the Department of Education will also transfer to the new Authority.
- The ownership of the controlled schools estate, currently with the ELBs, will transfer to the new Authority.
- **A Director of Children's Services** will be appointed to co-ordinate the Authority's responsibilities for children.
- The Authority will play a key role in taking forward the curriculum for 14- to 19- year-olds.

**A new statutory Advisory Forum** will be established to act as a unified advisory interface between the Department and the education sector. Its membership will comprise representatives from the Transferors and Trustees, as well as the Integrated and Irish medium sectors and Voluntary Grammar Schools.

The new arrangements will be more streamlined and corporate, bringing together all the existing support functions under one roof.

Under these changes there will be more direct access to Government. The new Advisory Forum will provide a direct link between education interests and the Minister. There will also be a stronger voice for parents and young people. The Education and Skills Authority will engage fully with councils and others in the community planning process to maximise the opportunities for providing shared services at a local level.

Responsibility for all libraries in Northern Ireland will transfer from the ELBs to a new **regional Library Authority**. This Authority will be able to develop the library service beyond purely educational needs, providing a valuable resource for the wider community and recognising that the library has cultural, recreational and community roles. The Authority will share its central services with other bodies, thus keeping administrative costs to a minimum.

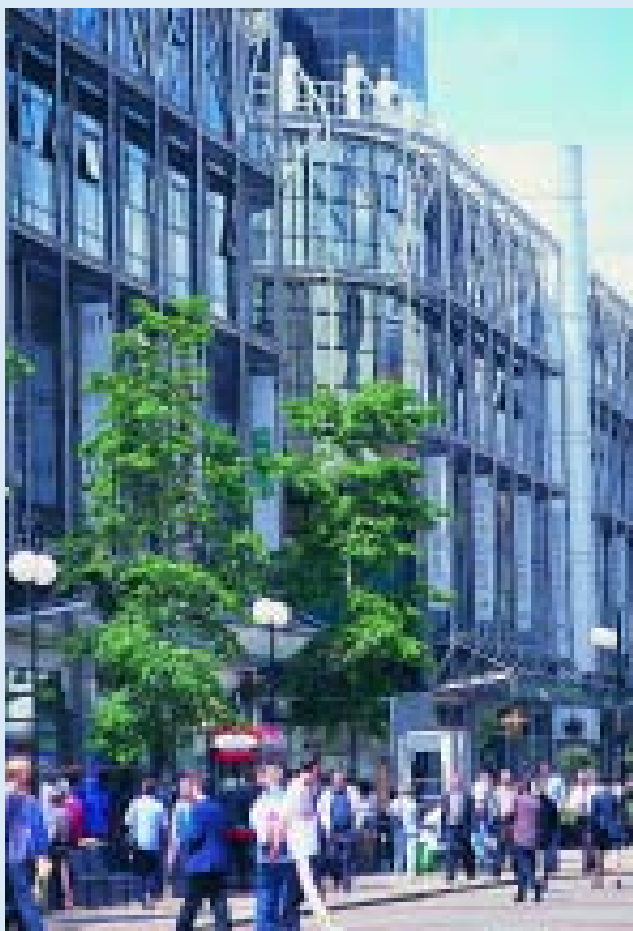


## Other Public Bodies

In addition to the major organisations in local government, Health and Education there is a plethora of other bodies that fulfil a variety of roles in the overall system of public administration. These include:

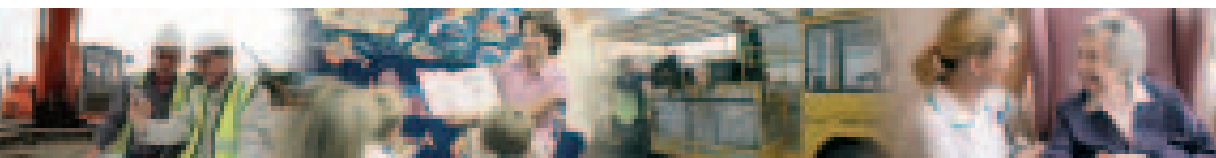
**Executive Agencies** that are part of government departments, but set up as separate agencies to allow them to operate on a business footing to deliver services directly, while at the same time retaining a direct line of accountability to the Minister and Parliament (or the Assembly). Staff in these agencies are civil servants. Examples include the Social Security Agency and the Driver and Vehicle Testing Agency.

Executive, advisory and tribunal **Non-Departmental Public Bodies** (NDPBs) or QUANGOs operate at “arms length” from government. They have boards that are made up of people appointed through the public appointments process, and also



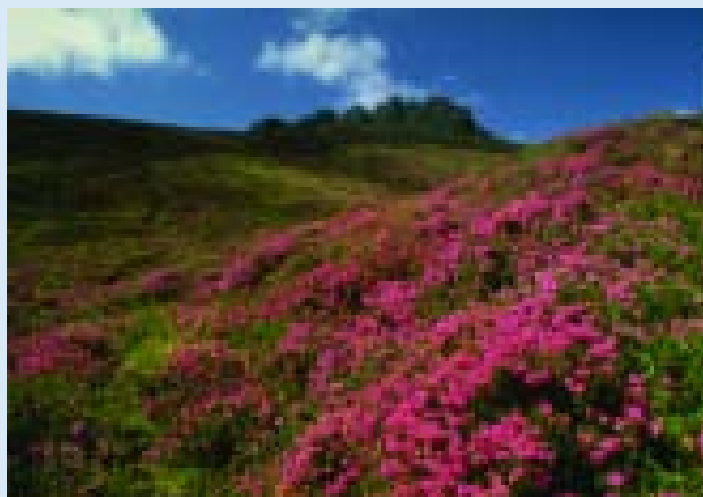
nominees from local councils, professional or industry bodies or key interest groups. Staff are employed directly by the body and the board is accountable to the relevant Minister, but this line of accountability is not as strong as for Executive Agencies. However, the advantage of the “arms-length” relationship of these bodies is that they are able to make decisions which are more independent of political influence. Examples include the Arts Council, the General Consumer Council and the Equality Commission.

In order to streamline public administration, clarify accountability, and ensure public services are easily accessible and customer-focused, the number of these bodies will go from 81 to 53. This will be achieved, in the main, by merging bodies or



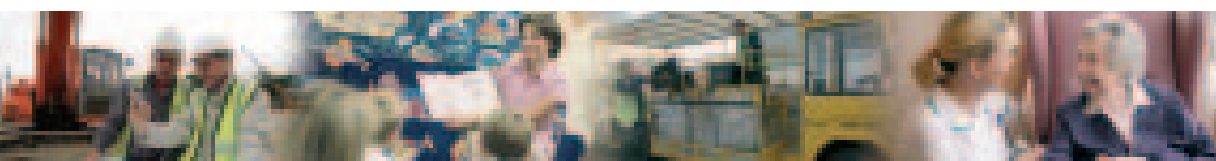
transferring complete functions to local government or central government. Many of the remaining bodies will have reduced responsibilities through some of their functions transferring to local government. All of the bodies that remain will be required to work with councils in the community planning process.

It is essential that, for those public bodies which remain, accountability is clear. In all cases such bodies are accountable to their sponsoring Minister. Board members must be chosen solely on the basis of the skills and expertise necessary to do the job. All appointments are to be made on merit and no one should be appointed to any position solely because they hold a particular position in another organisation. For the future, all Board members will be appointed under the guidelines laid down by the Commissioner for Public Appointments.



There are a number of tribunals in Northern Ireland which deal with employment disputes and appeals arising from certain decisions taken by Government Departments and other public bodies. These are mainly funded and provided with administrative support by the Department responsible for the relevant area of policy. These arrangements have been considered in the light of reforms in England and Wales and of concerns about the independence of Tribunals under their current administrative relationships with Departments. To secure greater independence and more streamlined administration, responsibility for the administration of those Tribunals currently sponsored by Departments will transfer to the Northern Ireland Court Service as part of a new Courts and Tribunals Service.

Annex C lists the small number of bodies that are unaffected by these decisions, and the impact of these decisions on each of the remaining public bodies. Annex D maps the public sector as it will be after these changes take effect.





## Implementation

No one underestimates the scale of the programme of change, and it will take strong leadership, both politically and within the public sector, to ensure that there is a smooth transition. It is recognised that not just anonymous organisations are being affected, but the changes will impact on individuals working in the public sector, their families and in communities. Government is sensitive to the needs of everyone involved. To ensure the smooth transfer of staff to new organisations, and to advise government on guiding principles which would apply to all sectors, an independent advisory public service commission has been established.

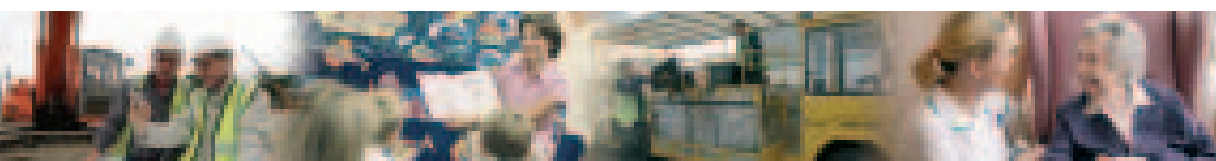
A major programme of legislation is needed in order to make these changes happen, and making and changing legislation is an unavoidably lengthy process. Therefore full implementation will take a number of years, but work has already begun and some changes will happen quickly. The key milestones in the process are as follows:

<b>May 2006</b>	Five new Health and Social Services (HSS) Trusts will have been legally established.
<b>June 2006</b>	Local Government Boundary Commissioner appointed.
<b>September 2006</b>	The Local HSS Commissioning Groups will start operating within the HSS Boards and work with stakeholder groups to develop their future role.
<b>April 2007</b>	The 18 existing HSS Trusts will be formally dissolved and the five new HSS Trusts will become fully operational.
<b>December 2007</b>	Following the Local Government Boundary Commissioner's recommendations, legislation will establish the final boundaries for the seven new councils.
<b>April 2008</b>	Existing HSS Boards and Councils cease to exist and the new HSS Authority, the Local Commissioning Groups and Patient and Client Council will assume full operational responsibility. New Education and Skills Authority and statutory Education Advisory Forum operational.
<b>2008</b>	Elections to new shadow councils.
<b>Spring 2009</b>	New councils fully operational.



**ANNEX A****LIST OF NEW OR ENHANCED LOCAL GOVERNMENT FUNCTIONS**

Application of Building Regulations  
Arts and Culture (Armagh County Museum)  
Community Development  
Community Planning  
Community Relations  
Conservation of Natural and Built Heritage  
Donaghadee Harbour  
Emergency Planning  
Environmental Health  
Environmental Services (spot listing of buildings)  
Fire and Rescue  
Fishery Harbours  
Future European Programmes  
Housing Related Functions  
Leisure and Recreation (local water recreation facilities)  
Local Arts  
Local Economic Development  
Local Events  
Local Roads functions  
Local Sports  
Local Tourism  
Maintenance of the Public Realm  
Planning  
Planning local bus services  
Rathlin Ferry  
Rural Development  
Rural Transport Fund  
Urban and Rural Regeneration  
Other services carried out in partnership with or on behalf of other bodies



## ANNEX B

## MAP OF SUGGESTED BOUNDARIES FOR NEW COUNCIL AREAS



## LIST OF COUNCILS TO BE GROUPED

**Belfast**

**In the North East:** Coleraine, Moyle, Ballymoney, Ballymena and Larne

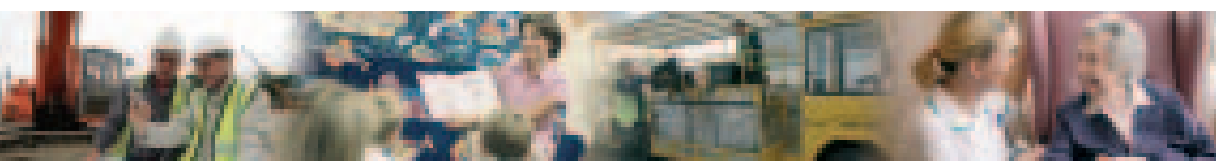
**Around Antrim:** Carrickfergus, Newtownabbey, Antrim and Lisburn

**In Down:** North Down, Newtownards, Castlereagh and Down

**In the South:** Craigavon, Armagh, Banbridge, Newry and Mourne

**In the North West:** Derry, Limavady, Strabane and Magherafelt

**In the South West:** Fermanagh, Omagh, Cookstown and Dungannon

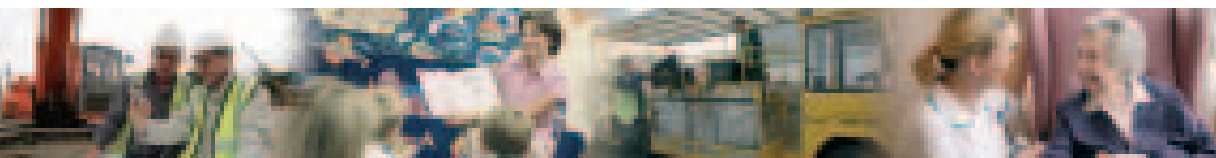


**ANNEX C****PUBLIC BODIES INCLUDED IN MARCH 2006 ANNOUNCEMENTS****BODIES UNAFFECTED****EXECUTIVE AGENCIES**

Child Support Agency  
Social Security Agency  
NI Statistics and Research Agency  
Forest Service – subject to review of environmental governance

**EXECUTIVE PUBLIC BODIES**

NI Local Government Officers' Superannuation Committee  
NI Transport Holding Company  
Trust Ports  
General Consumer Council for NI  
Regulation and Quality Improvement Authority  
NI Social Care Council  
Health & Safety Executive for NI  
Equality Commission for NI  
NI Commissioner for Children and Young People  
Strategic Investment Board  
ILEX  
Economic Research Institute of NI  
Community Relations Council  
NI Film and Television Commission  
Museums and Galleries of NI  
Ulster Supported Employment Ltd  
Labour Relations Agency

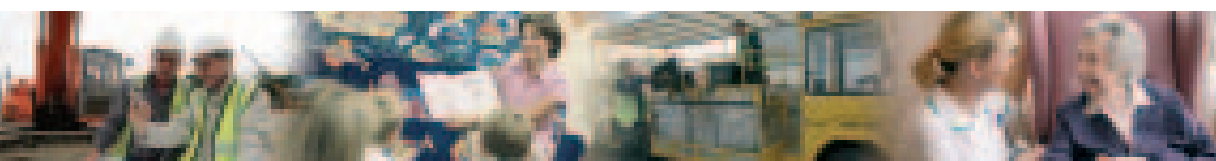


### ADVISORY PUBLIC BODIES

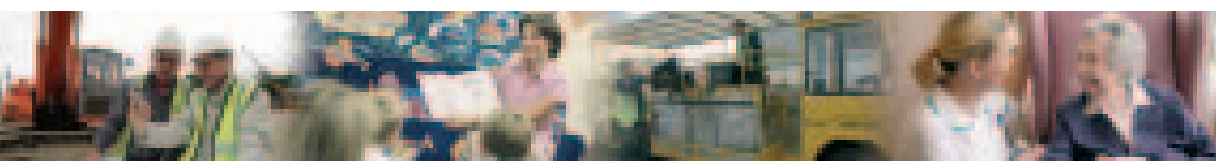
Higher Education Council  
 Research and Education Advisory Panel  
 Charities Advisory Committee  
 Office of the Social Fund Commissioner for NI  
 Statute Law Committee for NI  
 Advisory Council on Infrastructure Investment  
 Statistics Advisory Committee  
 NI Building Regulations Advisory Committee  
 The Lay Observer  
 Law Reform Advisory Committee for NI

### BODIES IMPACTED

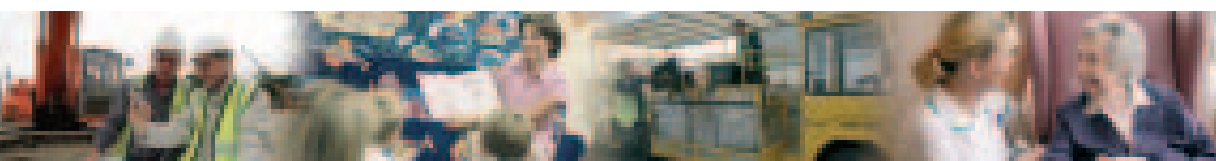
EXECUTIVE AGENCIES	FUNCTION
Driver & Vehicle Licensing	} } Merge into a single Driver & Vehicle Agency
Driver & Vehicle Testing Agency NI	} }
Health Estates Agency	Transfer functions into new HSS structures
Ordnance Survey of NI	Functions transferring to Land & Property Services Agency
Public Record Office NI	De-agentise, incorporate into Department of Culture, Arts and Leisure
Rivers Agency	Functions transferring to new Environment Agency – subject to the outcome of the review of environmental governance



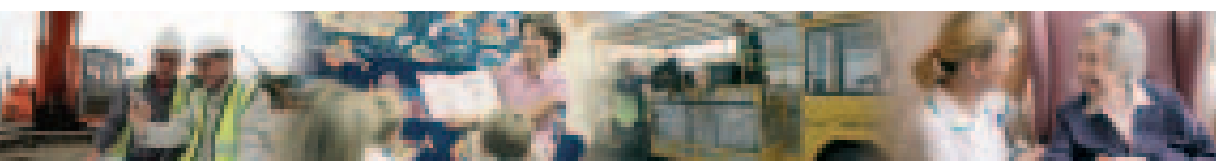
EXECUTIVE AGENCIES	FUNCTION
Environment and Heritage Service	Functions transferring to new Environment Agency – subject to the outcome of the review of environmental governance
Business Development Services	Functions transferring to Department of Finance and Personnel
Valuation and Lands Agency	Functions transferring to Land & Property Services Agency
Rate Collection Agency	Functions transferring to Land & Property Services Agency
Land Registers of NI	Functions transferring to Land & Property Services Agency
EXECUTIVE PUBLIC BODIES	
NI Housing Executive	A range of non-core functions will transfer to local government
Invest NI	Local economic development functions transferring to local government
NI Tourist Board	To incorporate the NI Events Company and local tourism functions transferring to local government
Fisheries Conservancy Board	Functions transferring to Department of Culture, Arts and Leisure
NI Museums Council	Functions transferring to local and central government
Arts Council of NI	Some funding to transfer to local government
Sports Council for NI	Some funding to become responsibility of local government



EXECUTIVE PUBLIC BODIES	
Enterprise Ulster	Abolish
Construction Industry Training Board	Amalgamate with Construction Skills Sector Skills Council
Livestock & Meat Commission	Incorporate the functions of the Pig Production Development Committee
Agricultural Research Institute of NI	Functions transferring to new Agri-food Biosciences Institute
Pig Production Development Committee	Functions transferring to Livestock & Meat Commission
NI Fishery Harbour Authority	Functions transferring to local government
Rural Development Council	Functions transferring to local government and policy role to central government
Agricultural Wages Board	Abolish
Local Government Staff Commission	Functions transferring to local government when new councils are established
Central Services Agency	Functions transferring to HSS structures
NI Practice and Education Council for Nursing and Midwifery	Functions transferring to Health and Social Services Authority
NI Medical and Dental Training Agency	Functions transferring to Health and Social Services Authority
Mental Health Commission for NI	Functions transferring to the Regulation and Quality Improvement Authority
Fire Authority for NI	Transfer to local government as a shared operational service
NI Events Company	Functions transferring to NI Tourist Board



<b>ADVISORY PUBLIC BODIES</b>	
Disability Living Allowance Advisory Board	Functions will transfer to the equivalent Board in Great Britain, whose remit will be extended
Drainage Council	}
	}
Council for Nature, Conservation and the Countryside	}
	}
	} Functions transferring to new Environment
Historic Buildings Council	} Agency – subject to the outcome of the
	} review of environmental governance
	}
Historic Monuments Council	}
	}
NI Housing Council	Abolition will precede the creation of the new councils
<b>TRIBUNALS</b>	
Tribunals	Combined Tribunal Administration Service under NI Court Service





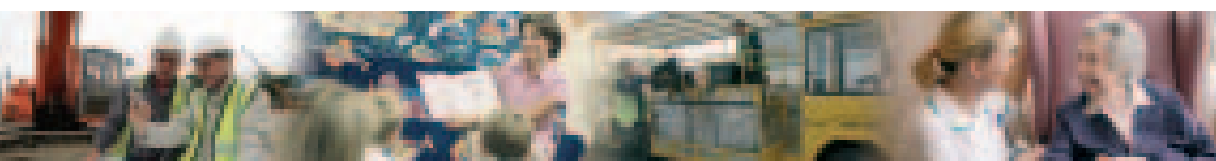
## ANNEX D

## PUBLIC ADMINISTRATION SYSTEM – POST RPA DECISIONS

	DCAL	DE	DEL	DARD	DOE
Executive Agencies [7]				Forest Service	Driver & Vehicle Agency
Executive Public Bodies [38]	Museums and Galleries of NI Arts Council of NI Sports Council for NI NI Film and Television Commission Library Authority	Education & Skills Authority General Teaching Council for Northern Ireland	Ulster Supported Employment Ltd Labour Relations Agency	Agri-food Biosciences Institute Livestock & Meat Commission	NI Local Government Officers' Superannuation Committee Environment Agency
Advisory Public Bodies [12]		Education & Skills Advisory Forum	NI Higher Education Council	Research and Education Advisory Panel	
Overall 57	5	3	3	4	3

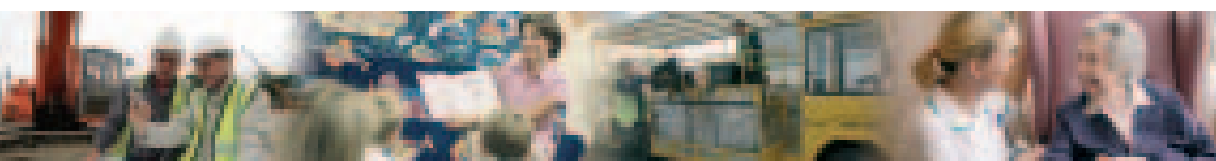


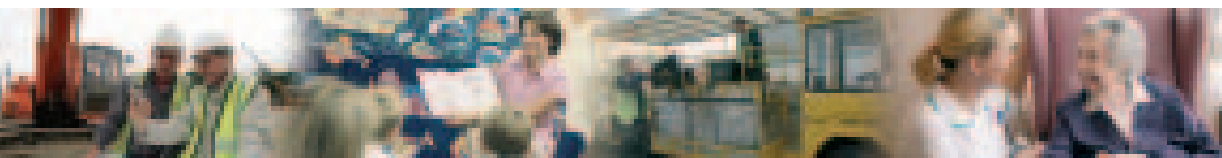
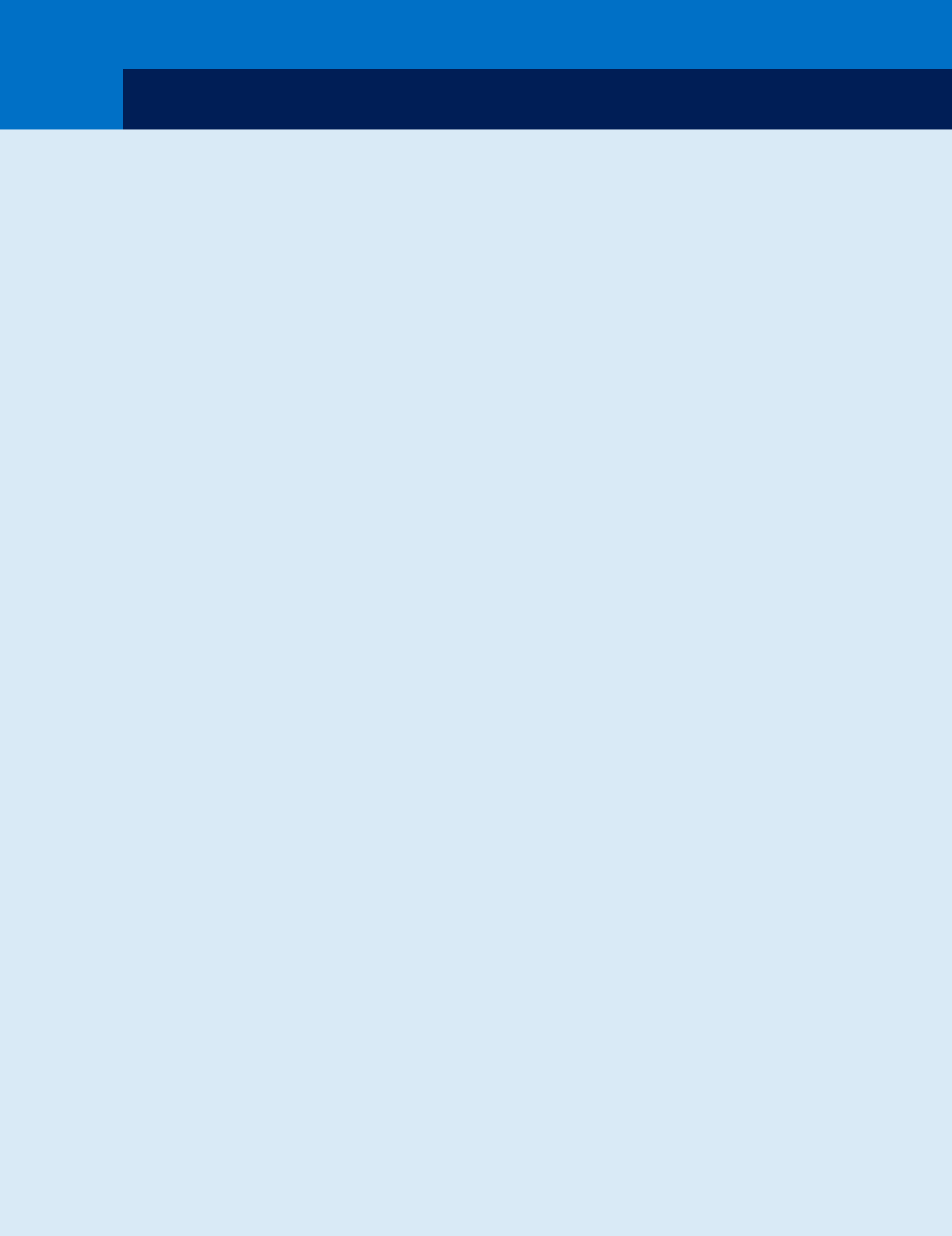
DRD	DSD	DETI	DHSSPS	OFMDFM	DFP
Roads Agency	Child Support Agency Social Security Agency				Land & Property Services Agency NI Statistics & Research Agency
NI Transport Holding Company Trust Ports NI Water Ltd	NI Housing Executive	General Consumer Council for Northern Ireland  Health & Safety Executive for Northern Ireland  Invest NI  NI Tourist Board	Health & Social Services Authority  HPSS Trusts (5)  Northern Ireland Ambulance Service  Northern Ireland Blood Transfusion Service  Northern Ireland Guardian Ad Litem Agency  The Regulation and Quality Improvement Authority  NI Social Care Council	ILEX  Equality Commission for Northern Ireland  NI Commissioner for Children and Young People  Strategic Investment Board  Economic Research Institute of Northern Ireland  Community Relations Council	
	Charities Advisory Committee  Office of the Social Fund Commissioner		Patient Client Council	Statute Law Committee for NI  Advisory Council on Infrastructure Investment	Statistics Advisory Committee  NI Building Regulations Advisory Committee  The Lay Observer  Law Reform Advisory Committee for NI
4	5	4	12	8	6

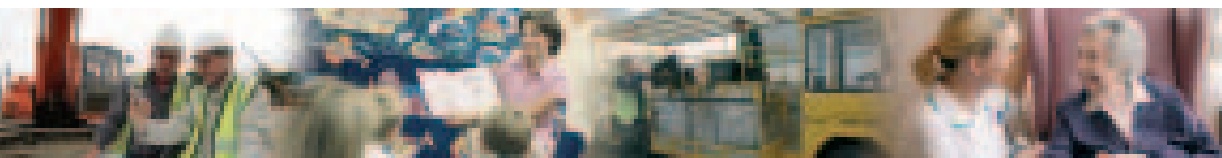
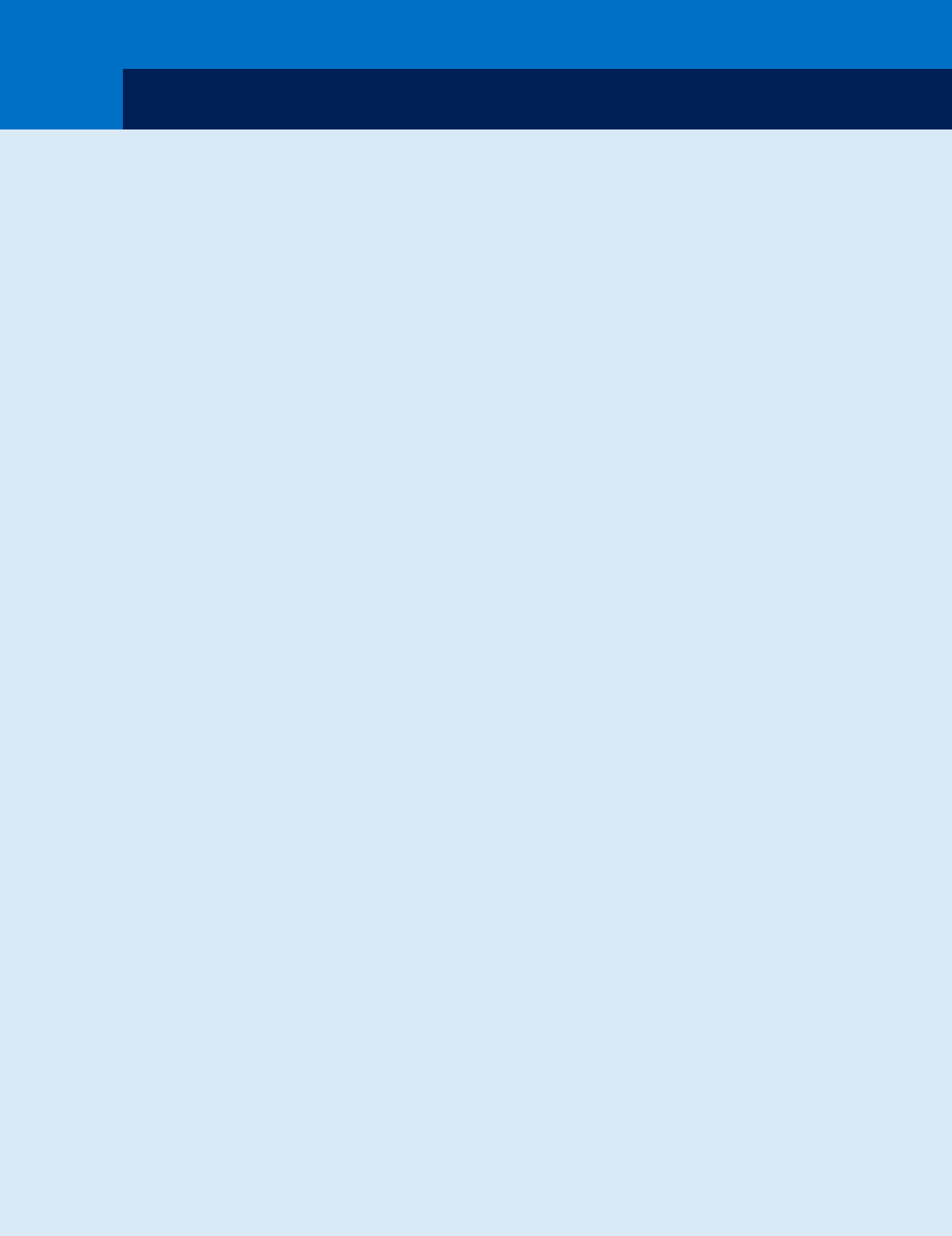


**ANNEX E****LIST OF ABBREVIATIONS**

<b>DARD</b>	Department of Agriculture and Rural Development
<b>DCAL</b>	Department of Culture, Arts and Leisure
<b>DE</b>	Department of Education
<b>DEL</b>	Department of Employment and Learning
<b>DETI</b>	Department of Enterprise, Trade and Investment
<b>DFP</b>	Department of Finance and Personnel
<b>DHSSPS</b>	Department of Health, Social Services and Public Safety
<b>DOE</b>	Department of the Environment
<b>DRD</b>	Department for Regional Development
<b>DSD</b>	Department for Social Development
<b>ELB</b>	Education and Library Board
<b>HSS</b>	Health and Social Services
<b>LCG</b>	Local Commissioning Group
<b>OFMDFM</b>	Office of the First Minister and Deputy First Minister
<b>RPA</b>	Review of Public Administration











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