

EPA - RPII Merger Action Plan

Presented by the EPA / RPII Merger Working Group

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Table of Contents

Acknowledgements	
Glossary	
Chapter 1 - Introduction	1
1.1 State Agency Rationalisation	1
1.2 Environmental Protection Agency	1
1.3 Radiological Protection Institute of Ireland	2
1.4 Cooperation between EPA and RPII	2
1.5 Terms of Reference for the Merger	2
1.6 Engagement With Stakeholders	3
Chapter 2 - Assessment of Themes	6
2.1 Introduction	6
2.2 Methodology	6
2.3 Governance / Board	7
2.4 Human Resources	9
2.5 Legislative Measures	11
2.6 Financial Matters	11
2.7 Accommodation	13
2.8 ICT	14
2.9 Communications and Other Corporate Issues	15
Chapter 3 - Costs & Savings, Risks and Implementation Process	18
3.1 Potential Costs and Savings Arising from the Merger	18
3.2 Risk	19
3.3 Process for Implementation	21
3.4 Conclusion	22
Appendix 1 - Terms of Reference for the EPA-RPII Merger Working Group (MWG)	23
Appendix 2 - Terms of Reference for the EPA-RPII Merger Project Group (MPG)	27

EPA – RPII Merger Action Plan

Appendix 3 – Merger Groups & Participants _____ **29**

Appendix 4 - High Level Actions (by Theme) _____ **30**

Disclaimer

While every effort has been made in preparing this document for publication, no responsibility is accepted by or on behalf of the State for any errors, omissions or misleading statements.

EPA – RPII Merger Action Plan

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EPA – RPII Merger Action Plan

Glossary	
C & AG	Comptroller and Auditor General
CEO	Chief Executive Officer RPII
DG	Director General EPA
DECLG	Department of the Environment, Community & Local Government
DPER	Department of Public Expenditure & Reform
EPA	Environmental Protection Agency
HR	Human Resources
ICT	Information Communications Technology
IM&T	Information Management and Technology
IPA	Institute of Public Administration
LEMA	Licensing, Enforcement, Monitoring and Reporting Application (EPA)
LIMS	Laboratory Information Management System
PG	Merger Project Group
MWG	Merger Working Group
PMDS	Performance Management and Development System
RPII	Radiological Protection Institute of Ireland
RIA	Risk Impact Assessment
SLA	Service Level Agreement
TOR	Terms of Reference
T&S	Travel & Subsistence
VAT	Value Added Tax
WAN	Wide Area Network

Chapter 1 - Introduction

1.1 State Agency Rationalisation

The Government, as part of its Comprehensive Spending Review of all areas of public expenditure, considered the expenditure on State Agencies and also the separate Programme for Government commitment to reduce the number of State Bodies. A Government Decision (SI80/20/10/1136A) of 15 November 2011 provided for the rationalisation of 48 bodies (agencies) across the State by end of 2012 and the critical review of 46 other bodies by end of June 2012; the potential merger of the Environmental Protection Agency (EPA) and the Radiological Protection Institute of Ireland (RPII) was included in this list of critical reviews to be completed.

In October 2012, following the completion of a critical review, the Minister for Public Expenditure and Reform announced that the EPA and the RPII would be merged.

This Action Plan sets out the process that will be followed to achieve that merger, with a variety of actions to be delivered across a wide range of themes including Board / Governance (including legislation), Human Resources, Finance, Accommodation, ICT. Chapters 1 and 2 of this report provide some information about the EPA and RPII, outline the process followed to develop this action plan and summarise the main issues that were considered under each of the theme headings. Chapter 3 identifies risks and also estimates possible costs and savings that may arise from the merger.

1.2 Environmental Protection Agency

The Environmental Protection Agency (EPA) is the statutory body responsible for protecting the environment in Ireland. The Agency is an independent public body established in July 1993 under the Environmental Protection Agency Act, 1992. The other main instruments from which it derives its mandate are the Waste Management Act, 1996, and the Protection of the Environment Act, 2003.

The Agency has key roles in Environmental **Regulation**, provision of **Knowledge** and **Advocacy** for the Environment. The mission of the EPA is to protect and improve the environment as a valuable asset for the people of Ireland.

The EPA's primary responsibilities include:

- Environmental licensing
- Enforcement of environmental law
- Environmental planning, education and guidance
- Monitoring, analysing and reporting on the environment
- Regulating Ireland's greenhouse gas emissions
- Environmental research development
- Strategic environmental assessment
- Waste management

The EPA is financed by a combination of Exchequer funding, Environment Fund monies and earned income generated from its licensing, monitoring and enforcement activities.

1.3 Radiological Protection Institute of Ireland

The RPII is an independent regulatory authority and was established in 1992 under the Radiological Protection Act, 1991. It is the national organisation with responsibility for ensuring that people and the environment in Ireland are protected from the harmful effects of ionising radiation. The Institute fulfills its remit through regulation of all those who use radiation sources, working in partnership with other regulatory authorities. The RPII monitors people's exposure to radiation and provides advice to the public and the Government on radiation sources, and on the corresponding risks and their management. The RPII is a key actor in Ireland's emergency preparedness in the event of a nuclear accident abroad and also monitors developments in relation to nuclear installations abroad. It has no role in the promotion or otherwise of nuclear power.

The RPII is financed by a combination of Exchequer funding and earned income from licence fees and radiation measurement services.

1.4 Cooperation between EPA and RPII

While the responsibilities of both agencies are diverse, with little direct overlap on specific work issues, for a number of years the EPA and RPII have been reviewing areas where cooperation would enhance delivery and performance. In that regard, the EPA and RPII established a formal Memorandum of Understanding in 2009 that provides a focus for exchanging experience and working on joint initiatives, where appropriate. This has enabled staff in relevant areas to network and build an awareness and understanding of each other's fields of work and to maximise any synergies of operation that may have existed. Due to the proximity of the offices of both organisations in Dublin, sharing of meeting and other facilities has already been ongoing on an informal basis for a number of years. In preparation for the merger, an interim scheme for booking and sharing meeting rooms has already been established.

1.5 Terms of Reference for the Merger

In January 2013, the Minister for Environment, Community and Local Government set up a Merger Working Group (MWG) to manage the process of merging the RPII with the EPA in accordance with Government policy.

The Working Group was comprised of:

- Dr. Brian Cawley, Director General IPA, (Independent Chairperson)
- Dr. Ann McGarry, Chief Executive, RPII
- Ms. Laura Burke, Director General, EPA
- Ms. Fiona Quinn, Principal Officer, Environment Policy & Awareness Section, DECLG
- Mr. Terry Dunne, Principal Officer, Environmental Radiation Policy & Departmental Strategy Section, DECLG

The [Terms of Reference](#) for the MWG is attached at Appendix 1.

The high-level objective of the MWG is to plan for and manage to completion the merger of the RPII and the EPA, having due regard to:

- a. the timeframe and other requirements set out by the Minister in the Terms of Reference;
- b. the requirements of the Employment Control Framework;
- c. the Public Service (“Croke Park”) Agreement and any other reform plans implemented by Government;
- d. the implementation of the shared services agenda; and
- e. the need to ensure that there is no diminution, or perception of any diminution among stakeholders and the general public, as regards Ireland’s commitment to either environmental or radiological protection, arising from the merger.

In relation to timeframe, the ToR stipulated that the initial element of the MWG’s activities, i.e. the completion of an action plan to give effect to the merger, should be completed by June 2013 for submission to the Minister for approval. Once the Action Plan is approved by the Minister, the MWG will be responsible for overseeing the implementation of the Action Plan. While the full implementation of the Action Plan will be subject to the necessary legislation being put in place, the aim is to have the merger completed by mid-2014.

The ToR identified a number of areas or themes where action would be necessary in order to merge the two bodies and these guided the work of the MWG. These are:

- 1. Governance / Board of the new merged Body
- 2. Human Resources Issues
- 3. Legislative Changes Required
- 4. Financial Matters
- 5. Accommodation
- 6. ICT
- 7. Engagement with Stakeholders (Communications)
- 8. Risks
- 9. Other, to include recommendations on the naming of the merged agency

Under each thematic area, the ToR further elaborated specific issues that should be considered by the MWG, where relevant.

1.6 Engagement With Stakeholders

1.6.1 Communications Strategy

At its first meeting on 12 February 2013, the MWG noted the importance of communicating effectively with all stakeholders– staff, the EPA and RPII Boards, partnership committees, external

stakeholders, unions, the Departments/Ministers. It was agreed that communication with union representatives would continue through the normal channels within both organisations.

The following actions were identified for implementation in parallel with the development of the Action Plan.

1. MWG to agree summary minutes of the MWG meetings. Summary minutes to be circulated to staff/unions and placed on EPA and RPII websites
2. Each organisation to communicate the relevant issues through its own internal channels, as appropriate, in consultation with each other.
3. Terms of Reference of the MWG to be placed on the websites of both organisations.
4. EPA and RPII to identify joint licensees and prepare a joint communications plan regarding the merger.
5. MWG representatives from the Department, EPA and RPII to manage communication with the Department, Minister and the Boards of both organisations, as appropriate.
6. Actions approved by the MWG, will be summarised for consultation with staff/unions, which should be undertaken using the normal partnership arrangements in both organisations and/or directly with staff as required. Timings of such consultation will be agreed by the CEO, RPII and the DG, EPA.
7. A full analysis of the current MOUs in place in both organisations with third party organisations to be undertaken to identify overlaps and how to achieve the optimal position.
8. Joint meetings to be held in 2013/2014, as appropriate, between the EPA/RPII and other bodies with whom MOUs are in place.

A vision for the merger was agreed, as part of the Communications Strategy, to ensure that stakeholders understood the imperative behind the Government decision. That vision sets out that the merger will bring together the committed and dedicated staff of both organisations to create a strong scientific organisation that combines the expert resources and the excellent reputations of both the EPA and the RPII and continues to deliver the same high standards of both environmental and radiological protection currently applying in Ireland.

1.6.2 Consultation

Consultation took place with staff, unions and the Department during the development of this Action Plan. As set out in the Communications Strategy above, summary papers were prepared for each theme setting out the key actions that would be included in the overall plan and views were sought from staff and unions, with amendments being made to the actions on foot of feedback received, where appropriate.

This consultation was invaluable to gain the insights of the experts in each of the work areas under consideration and to identify issues which needed to be further examined or amended to reflect practical considerations. It also enabled the MWG to ensure that awareness was raised of the work being undertaken to implement the merger across both organisations.

In addition to the Consultation Process there was active engagement between the EPA and RPII on communications with staff including a joint communication from the Director General EPA and Chief Executive RPII on the merger to all staff; a meeting of senior managers of both organisations; attendance of RPII staff at the EPA Information Management & Technology (IM&T) Annual Workshop; and attendance of RPII staff at the EPA annual 'Agency Day'. Staff in the EPA Dublin Office and RPII staff engaged in joint sports and social activities including charity events. These activities and events are essential to ensure the future integration of the staff of the two organisations.

1.6.3 Memoranda of Understanding

There are various Memoranda of Understanding (MOUs) in place by both the RPII and the EPA with other organisations to assist working arrangements with public bodies with whom work areas or obligations overlap in some way.

These MOUs are very useful and important agreements that facilitate a more effective and efficient way of working and therefore the Communications Strategy recommended that there should, post-merger, be one MOU between the merged organisation and other bodies, subject to consultation with those bodies. A full analysis of the current MOUs in place in both organisations with third party organisations will be undertaken to identify overlaps and how to achieve this integration. It is also intended that joint meetings will be held in 2013/2014, as appropriate, between the EPA/RPII and other bodies with whom MOUs are in place.

Chapter 2 - Assessment of Themes

2.1 Introduction

At its first meeting in February 2013, taking into account the overall task of merging the two organisations as well as the guiding principles and thematic areas set out in the ToR, the MWG agreed to establish a Merger Project Group (PG) to support the development of the Action Plan within the 6 month timeframe. The Terms of Reference of the PG are attached at Appendix 2. The main purpose of the PG was to provide detailed information/analysis/recommendations/and proposals for actions to the MWG as a basis for the MWG completing a draft action plan to give effect to the merger.

It was acknowledged by the MWG at the outset that, given the ambitious timeframe for the preparation of the Action Plan and the implementation of the merger, the emphasis would have to be on ensuring that the critical governance and management arrangements are established and that the key corporate functions and processes are merged. On that basis the PG was tasked with developing a detailed action plan by mid-July 2013, for approval by the MWG, with a view to commencing implementation of that plan immediately thereafter and completing the merger process in June 2014.

The Merger groups and the participants who were directly involved in the preparation of the theme papers and the overall Action Plan are set out in Appendix 3.

2.2 Methodology

In order to develop the action plan for implementing the merger, actions were identified under each of the themes listed in the ToR. The PG, in developing proposed actions under each thematic area, carried out detailed review and analysis of current arrangements in both organisations, including identifying interim and optimal arrangements for the merged organisation. The final actions in this Action Plan were also informed by feedback from the consultation process described at 1.6 above.

The process followed was to:

- consider the current arrangements under each of the headings, taking account of relevant key public sector reform requirements also identified in the ToR;
- identify the optimal arrangement(s) for the merged organisation, including identifying critical issues to achieving this optimal outcome and the timeframe and also identifying savings, including from general operational efficiencies, and any costs involved;
- recommend the most efficient and effective interim arrangement in the case that the optimal outcome will not be immediately achievable, justifying the necessity for such interim measures and identifying savings and / or costs associated with the interim arrangement; and
- identify the key actions required to give effect to the merger by 30 June 2014.

The rest of this chapter summarises the key issues and actions identified under each individual theme. The high-level actions are set out by theme in Appendix 4.

2.3 Governance / Board

2.3.1 Current Board and Governance Arrangements in the EPA and RPII

As non-commercial State Bodies, the governance arrangements in both EPA and RPII adhere to the requirements of the Code of Practice for the Governance of State Bodies. There is a distinction, however, in that the EPA is governed by a full time executive Board (called ‘the Agency’) consisting of a Director General and four Directors while the RPII is governed by a non-executive Board (called ‘the Institute’) consisting of a Chairman and a minimum of 6 and a maximum of 11 ordinary members. The founding legislation of both bodies, the EPA Act, 1992 and the RPII Act, 1991, sets out the legal frameworks for the governance arrangements and appointments to the board. The role of Chief Executive Officer of the RPII is also specifically provided for in the RPII Act.

2.3.2 Governance Arrangements for the Merged Organisation

The ToR included the following in relation to the Governance/Board of the new body:

“The Minister has decided that the bodies should be merged by creating a fifth Office within the EPA structure, bringing the total number of Offices to five, each headed by a Director. In order to provide a vehicle for continuing to harness the input/expertise currently provided by the non-executive Board of the RPII, a new Advisory Committee for radiation issues will be established by the merged organisation.”

During the development of the Action Plan, the Minister further clarified that that the name of the merged organisation should be the Environmental Protection Agency but, that in order to ensure continued visibility of the radiological protection element of the merged organisation’s work, all correspondence and communications on such matters should have an “*Office of Radiological Protection*” by-line included below the Agency logo.

2.3.3 Actions Needed for Board, Governance and Senior Management Structure

I. Board

On the date of the merger, the statutory functions related to radiological protection undertaken by the RPII will transfer across to the EPA, and the RPII will be dissolved. On the same date, an Office of Radiological Protection headed by a Director with relevant expertise will be established within the EPA structure. The 6 member Board established by this process will also be known as the Environmental Protection Agency, but will now assume responsibility for all of the functions currently undertaken separately by the EPA and RPII.

The timeframe for the establishment of the Office of Radiological Protection within the EPA structure is June 2014. For this to happen, amendments to the relevant primary and secondary legislation governing both the RPII and the EPA are required.

The required arrangement for the Board and Office Structure of the merged organisation has been agreed by the Minister and is as follows:

1. A fifth office will be created within the EPA structure, bringing the total number of Offices to five.
2. Each Office will be headed by a Director, which, subject to normal sanction/approval requirements, will see the establishment of an additional Director position within the Agency and a request to the Government to appoint a fifth Director, as necessary.
3. The cessation of the role of Chief Executive Officer of the RPII.
4. The new Office and 6 member Agency/Board will come into existence by June 2014.
5. Any new reserved functions in the area of radiological protection for the 6 member Agency/Board will be determined and added to the current list of EPA reserved functions by June 2014.

II. Governance

The optimal arrangement for Governance will be the full integration of RPII activities into the EPA structure. This will require governance changes to take place by June 2014.

The EPA Act, 1992 provides for the establishment of an Advisory Committee to make recommendations to the Agency or to the Minister relating to the functions of the Agency. It also provides for the Minister to consult the Advisory Committee on any matter arising in relation to his functions with respect to environmental protection. The EPA Act also provides for the establishment of advisory committees on specific matters to advise the Agency in the performance of its functions. Taking account of the current arrangements in both organisations, and the proposed governance arrangements for the merged organisation, the proposed optimal arrangement with regard to advisory committees is as follows:

- (a) The explicit inclusion of radiological protection on the Advisory Committee currently provided for in Section 27 of the EPA Act, 1992, and
- (b) The establishment of a Radiological Protection Advisory Committee.

For Internal Audit purposes, each organisation currently has its own internal audit committee with its own programme of internal audits and implementation plans. On the merger date, the oversight role of the RPII Audit Committee will transfer across to the Audit Committee of the EPA. As internal

audit is an on-going process, a report detailing progress on the implementation of outstanding findings from RPII audits will need to be prepared and transmitted to the EPA Audit Committee.

III. Senior Management Structure

A new management structure for the merged organisation will be developed by the Director General, EPA/Chief Executive Officer, RPII and the EPA Board. In the merged organisation, the staff currently at Director level in the RPII will become Programme Managers. At present staffing levels, this will result in a Senior Management Structure which will include a Director General, 5 Directors and 12 Programme Managers.

IV. Governance Relationships between DECLG/Minister/Other Ministers and Merged Organisation/Service Level Agreement

The broad governance arrangements between the EPA/RPII and the DECLG/Minister are provided for in:

- The Code of Practice for the Governance of State Bodies,
- The founding legislation for the EPA (Environmental Protection Agency Act, 1992) and the RPII (Radiological Protection Act, 1991), and
- The Service Level Agreements (SLA) between the DECLG and EPA/RPII.

Accordingly, a composite SLA between the merged organisation and DECLG will need to be prepared to reflect the full range of functions of the merged organisation.

2.4 Human Resources

2.4.1 Background

The ToR included the following in relation to human resource issues:

The following key underlying principles should underpin the Working Group's activities in this area:

- Maximising staff welfare, including the need to ensure staff are adequately informed;
- The need to maintain continuity of efficient and professional service, both during the transition and after the organisational merger has been completed; and
- The need to ensure that the skills available to the merged organisation are appropriate and sufficiently flexible to allow it to respond to new challenges, while at the same time providing career development opportunities for staff.

HR issues in both organisations were examined and recommendations were made where changes were considered necessary or desirable to ensure consistency in the merged organisation. Issues

examined included grading and remuneration structures; Partnership arrangements; Superannuation Schemes, Trade Union representation; Travel and Subsistence policies, HR Systems Infrastructure; Time and Attendance; Leave Entitlements and Performance Management and Development (PMDS).

2.4.2 Current position

Across a range of topics there are areas where the EPA and RPII arrangements are very similar and where the development of an agreed approach is likely to be relatively straightforward. These include:

- **PMDS** - currently RPII and EPA have distinct but broadly similar and well-functioning PMDS systems.
- **Payroll management** - currently both organisations operate very similar systems and apply the same basic rules and procedures.
- **Annual leave policies**- both organisations operate similar annual leave policies.
- **Partnership** - currently RPII and EPA have partnership committees in place.
- **Work-Life Balance** - EPA and RPII both operate parental leave and work-sharing schemes.

However there are also some other areas where more significant differences exist, and which are likely to require greater consultation between both bodies, with DECLG and with union representatives to achieve common approaches and standards.

The next section sets out a summary of these issues and identifies key actions that will need to be taken to address variances where they exist.

2.4.3 Actions for Human Resources

1. Human Resources System Infrastructure

Different HR systems are in place in both organisations and, as part of the implementation of the shared services agenda, the EPA recently received sanction to avail of the Local Government Management Agency framework for an integrated HR Information System. This is currently being progressed and RPII are represented on the Project Team so that the needs of both organisations can be addressed for the merged organisation. Planning for the implementation of the new integrated system has commenced and some modules may be in place by the merger date.

2. Time and attendance

Some differences were identified in relation to core hours of attendance within the time and attendance (flexi) system and entitlement to flexi-time and Time in Lieu, which will have to be addressed as part of the merger. Implications of the Haddington Road Agreement on Time and Attendance will also need to be assessed.

3. Superannuation

Currently RPII and EPA staff have separate staff superannuation schemes; EPA administers three separate schemes while RPII administers a single scheme. While the main staff schemes in both

organisations are broadly similar, some differences in relation to contributions may need to be addressed.

4. Grading Structures / Salary scales / Annual Leave allowances

Currently the EPA has a single grading structure for technical/scientific and administrative staff (Level 1 to 6) with Technicians on a separate structure. The RPII has separate grading structures for administrative, technical and scientific grades. There are a number of common administrative grades in both organisations but there are also differences in the technical/scientific grades with differing salary scales, annual leave allowances, pay relativities, etc. This issue will be examined further, with appropriate consultation with all stakeholders, during the implementation phase of the merger.

5. Promotions policy

The EPA has generally operated a policy of open recruitment for all grades. RPII has open recruitment for selected grades and posts, but the majority of promotional posts are filled by internal competition. This issue will also be examined further as part of the implementation process.

2.5 Legislative Measures

2.5.1 Background

The group was asked to review the legislation which governs both bodies and identify the changes that will be necessary to give effect to the merger, taking into account the Board and Office Structures, and the Governance and Advisory Committees within the two organisations.

The legislative amendments undertaken (primary and secondary) will ensure that all agreed actions for the merger are given appropriate legislative effect, where necessary, as agreed by the Minister and/or the Oireachtas (as appropriate).

2.5.2 Actions for Legislation

The key action is to ensure that the primary legislation that will be necessary to merge the two bodies would be in place in advance of the merger target date of the end of June 2014. This will require the DECLG to obtain Government agreement to the legislative approach proposed; to engage with the Office of the Attorney General to obtain advice and drafting expertise; and to progress the legislation through the Oireachtas process.

Changes will be required to both the RPII and EPA Acts and a number of statutory instruments will also be required to give effect to some actions agreed in this plan.

2.6 Financial Matters

2.6.1 Background

The ToR included the following in relation to finance issues:

- Review the financial management and reporting mechanisms in place in both agencies and recommend any changes required to ensure that a single set of robust systems is in place in the merged entity.
- Identify any binding contracts for both bodies and make recommendations for any future changes, e.g. legal advisors or other contracted providers of goods or services.
- Ensure that any future financial or contractual arrangements for the merged entity respect wider public service obligations, e.g. in relation to shared services, outsourcing, public sector reform, etc.
- Identify cost savings that will be realised from the merger, including from general operational efficiencies. (See Chapter 3).

During the review the following areas were considered:

- Financial Policies
- Financial Systems
- Processes and Procedures in each organisation
- Contracts

2.6.2 Current Position and Actions

During the course of the review it became apparent that there are many areas of commonality in relation to financial policies and procedures. The current financial policies adopted by both organisations are similar and fit for purpose and it is envisaged that only minor adjustments will be required to bring about an effective merger. It is noted that maintaining some differences in relation to the processes for revenue recognition in the accounts will be appropriate and will need to be considered in the system design.

There are currently different financial support systems in place in both organisations. In order to achieve an effective merger with properly integrated back office processes it is deemed necessary that in the merged organisation all staff would use the same financial support system. One of the key actions therefore is to identify which financial support system the merged organisation should use.

Currently, the EPA is reviewing its existing Payroll and Travel and Subsistence software as part of the planned move to CORE HR. A common Payroll and Travel and Subsistence software will be rolled out to the merged organisation.

There are many processes and procedures which are broadly similar and prior to the merger date it is proposed that these will be reviewed and a common set adopted for the merged organisation.

2.6.3 Actions for Finance

As stated earlier the optimal for the merged organisation is that there will be one system in place for all key activities. It is imperative that from a customer point of view, for both internal and external

stakeholders, that the transition process is seamless with no disruption to services. In order to achieve this, a review of all existing system in both organisations is to be undertaken.

For 2014, RPII will produce a final set of accounts to the merger date to be audited by the C & AG. All assets and liabilities of the RPII will be transferred to the merged organisation. The two organisations will collaborate in preparing separate 2014 budget submissions. Post-merger there will be one Finance Section in the merged organisation.

2.7 Accommodation

2.7.1 Background

The ToR included the following in relation to Accommodation issues:

- Examine the accommodation position of the existing bodies and make recommendations in relation to future accommodation arrangements which satisfactorily meet the needs of the single merged agency, while also seeking to maximise financial, human resource and operational efficiencies.
- Rationalise, where necessary/appropriate, contractual arrangements in relation to property/office equipment, etc.

2.7.2 Current position

RPII (Clonskeagh Square) and EPA (Richview) premises in Dublin are located within 500m of each other in Clonskeagh (RPII accommodation is split over two buildings). The functionality is similar in that both premises accommodate offices, meeting rooms and laboratories. RPII has been based in Clonskeagh Square since the late 1980's and EPA in Richview since 1998. Both premises are modern and well maintained. The location of both offices in Clonskeagh is convenient for the largely Dublin based staff.

RPII accommodation caters for 47 personnel and EPA for approx. 90. The EPA premises are subject to a licence agreement with University College Dublin (UCD). The RPII premises are subject to separate leases with expiry dates/break clauses in 2018, both from private landlords. RPII and EPA engage a similar range of service contractors in the areas of maintenance, security, waste disposal and cleaning.

2.7.3. Actions for Accommodation

Due to the proximity of the Richview and Clonskeagh Square buildings there is immediate potential for a sharing of facilities in Dublin such as meeting rooms and parking. Sharing has in fact been ongoing over the last few years on an informal basis. Both buildings have a reception desk that is manned 0900-17.00 Monday–Friday and key actions include establishing a telecoms link between both organisations' buildings to facilitate administrative efficiencies and providing for a single reception to be shared between the merged organisation's Dublin buildings, subject to resolution of additional requirements to cater for callers and deliveries, etc.

Some modest cost savings may be achievable by reviewing service providers and maximising efficiencies in this area.

It was agreed that it would be optimal if all of the Dublin staff of the merged body were housed together, but due to existing contractual commitments this is not achievable by the date of the merger. Instead it was agreed that an assessment of achieving the optimal arrangement in the longer-term be undertaken, including a full cost analysis, while further options to integrate staff in the meantime would also be undertaken, as a medium term option.

2.8 *ICT*

2.8.1 Background

ToR for ICT included:

- Examine the ICT strategies and infrastructures of both existing bodies with a view to maximising efficiencies within the merged organisation.

The goal is to merge the ICT operations of the RPII, located on a single site, and of the EPA, located over multiple sites with a wide geographical spread. In developing the actions to achieve this, the objective was to deliver a standard ICT infrastructure and functionality for all staff in the merged organisation in the most cost effective way from the perspective of initial delivery through to on-going management of the new environment.

2.8.2 Current ICT Position

The process began with an in-depth assessment and comparison of ICT in both organisations under the following headings:

- Central ICT management and systems
- Physical Infrastructure
- Organisation wide ICT operation
- Security and protections
- Printing
- Communications
- Website
- Remote Access
- Licensing
- Data
- Purchase and governance

This assessment process highlighted the fact that ICT within both organisations is somewhat similar from the perspective of both management and the choice of core systems/products. There is a significant investment in Microsoft solutions in both organisations including desktop/server

operating systems, back-end database systems and desktop applications, although the approach to licensing and deployment is different due to the differences in scale in each organisation. Other, non-Microsoft systems such as security solutions are also broadly similar.

Apart from these core ICT systems, there are differences in the solutions used for managing laboratory functions (LIMS) as well as some other business processes (e.g. bespoke environmental systems such as LEMA). The transition to a merged organisation will be greatly helped by the similarities in core systems, particularly from the perspective of staff adoption/training. The development of a uniform approach to accessing ICT services for all staff of the merged organisation was also acknowledged as an important factor in delivering a successful merger. As the realisation of savings and efficiencies is dependent on having integrated systems, the overall approach adopted is to integrate where possible as soon as possible, while balancing the need for integration against the savings achievable or the extent of any costs arising.

The process highlighted some key issues to be addressed, including:

1. The requirement to install Wide Area Network (WAN) links to deliver a single ICT network.
2. The approach to managing an ICT environment with a geographical spread that makes use of the available resources in an efficient manner. This requires additional support applications as well as the development of standardised user environments allowing for efficient rollout of systems and prompt issue resolution.
3. The requirement to communicate efficiently within an organisation spread over a large geographical area through the use of communications systems such as SharePoint and video conferencing systems.

2.8.3 Actions for ICT

The approach taken to the action plan was to develop a standard approach for the merged organisation that will ensure delivery of the most efficient and cost effective solution. It was noted that while some actions could be delivered quickly, others would need to be delivered over a longer timeframe.

The actions identified for ICT are, by their nature, technical and detailed and implementation of the actions will require a significant amount of planning and will consume considerable staff resources from both the RPII and EPA. There are significant lead times associated with a number of the actions identified, the most critical being the IT Wide Area Network (WAN) links to join buildings.

2.9 Communications and Other Corporate Issues

2.9.1 Background

The ToR required that the MWG would:

- Ensure that key external stakeholders are kept informed of progress on the merger at regular intervals.
- Ensure that internal structures in the merged organisation will enable it to fulfil its composite range of statutory decision-making and other obligations, while harnessing operational efficiencies in, for example, corporate services functions.

As set out in section 1.6 above, a Communications Strategy was developed early in this process to ensure that stakeholders (both internal and external) were kept informed of progress on the merger. The MWG recognised that a further strategy needed to be developed for the next phase of the merger process, particularly in reference to (the non-technology aspects of) working towards a joint website by June 2014 and the development of a single co-ordinated approach to communications for the merged organisation.

They also separately identified other corporate issues (e.g. records management, library), that were not dealt with under any of the other theme headings, for inclusion in the draft Action Plan.

2.9.2 Current Communications and Other Corporate Issues Position

The communications functions and other corporate functions in both organisations were assessed and compared under a range of headings including the following:

- Website,
- Branding,
- Social Media,
- Media/External PR Consultants,
- Corporate Strategy,
- Internal Communications/Intranet,
- Queries and Customer Service
- Freedom of Information /Access to Information on the Environment,
- Building maintenance, and
- Health and Safety.

The communications functions are delivered mainly by the communications teams in RPII and EPA but both use external consultants at times, with the RPII having a greater reliance on external support.

Both organisations use the website as the primary means of communication with stakeholders. For both, the website serves multiple functions – a communications channel to raise awareness, facilitates e-business (e.g. on-line submission of licence application material, environmental complaints etc.), educate, provide access to forms and schemes, promote corporate profile, underpin core roles. The two Websites have been re-developed recently and successfully serve the needs of the organisations. Both RPII and EPA also have mobile versions of their websites to cater for the growing use of handheld devices and both have active social media presences. The intranet also plays a very important part in the internal communications in both organisations but particularly so in EPA due to its size and regional distribution.

In terms of customer services, the EPA has a central queries unit which responds to or redirects all queries from the public. In the RPII the communications team and the receptionists provide the same service with support from staff in technical areas.

2.9.3 Actions for Communications and Other Corporate Issues

The actions identified under this theme focus on planning and delivering regular proactive communications with both internal and external stakeholders throughout the merger process. By the date of the merger, this will require the development of a unified website and wider on-line presence, with appropriate branding for radiological protection matters. There should be a clear focus on high-quality customer services throughout. Other miscellaneous corporate issues, such as in relation to library, Freedom of Information/Access to Information on the Environment, building maintenance, records management and health & safety will be reviewed post-merger with a view to achieving a single set of policies and harnessing operational efficiencies.

Chapter 3 - Costs & Savings, Risks and Implementation Process

3.1 Potential Costs and Savings Arising from the Merger

3.1.1 Process

As part of the assessment of key actions required to deliver the merger, the potential costs and savings that may result were analysed. The assessment of the costs and savings is based on a four year timeframe, 2013 to 2016. This timeframe recognises that there will be up-front costs related to achieving the merger, while any savings will materialise over time. It is very difficult at this point to establish an accurate estimate of the costs/savings involved and the likely timeframe for their realization as a detailed implementation plan has not yet been prepared. In what follows, general estimates of costs/savings are set out and, as is normal in estimating future costs and savings, assumptions have been made based on past experience and knowledge.

3.1.2 Analysis of Costs and Savings

The EPA Workforce Plan, submitted to the DECLG in July 2012 identified that *“The EPA has taken significant steps to adapt to both reducing staff numbers and increasing demands through smarter use of technology, re-prioritisation, out-sourcing where possible, sharing of services and functions with other agencies and internal re-assignments to priority areas but has now reached a point where it will not be possible to reduce staff numbers any further or take on any additional demands without adversely impacting on the ability of the organisation to deliver on its mandate”*.

The RPII Workforce Plan, submitted to the DECLG in October 2012, also identified the measures taken by RPII that aim to maintain and, where possible, enhance services within the employment control framework (ECF) resource limits. These include increased delivery of services through the use of technology, withdrawal from the provision of services that can be provided by alternative suppliers, working with partner organisations to achieve radiological protection goals, implementation of more efficient business processes and investigation of shared services options. The Plan concluded that while prioritisation and continued focus on achieving efficiencies will be applied to minimise the impact of staff reductions, in the long term, such staff reductions are unsustainable against a backdrop of increasing responsibilities with regard to nuclear safety, radioactive waste, governance and compliance obligations and higher customer expectation.

A key action in the Human Resources area is that a review of corporate resources will be initiated by the EPA Board / CEO RPII; this will include a review of structures, roles and responsibilities (by March 2014). There is also a medium-term action to be completed by October 2014, which requires that a broader ‘Workforce Plan’ for the merged organisation will be developed, which will also include a review of overall structures, roles and responsibilities. Until these reviews have been completed and the outcome is known, one cannot forecast staff savings with certainty.

Merger-related costs are expected to arise mainly under the thematic areas of ICT and Finance with a lower level of cost anticipated under the Human Resources, Communications and Governance themes. The key cost items arising in the ICT category are related to achieving physical connectivity, and standards for physical connectivity, E-mail and user environment, delivering user training and redeveloping the website. The main item arising in the Finance area is the estimated cost of providing a single financial accounting support system for the merged organisation and the associated costs of upskilling staff in both organisations.

The total merger related cost for hardware, software, website, connectivity and training etc. over the period 2013 to 2016 is estimated to be in the order of €530K, with approximately €400K of this expected to be incurred in 2014. This figure does not include any human resources required for implementation. It is estimated that there will be a requirement for additional resources to implement the merger, particularly in the areas of ICT, Finance and HR, to carry out actions within the timeframe required. Because both organisations have a requirement to continue to deliver on existing statutory obligations, the total level of resource required is not available within the RPII or the EPA.

In respect of resource requirements, reprioritisation of non-statutory work already is and will continue to be implemented and the full impact of the recently agreed Haddington Road Agreement, which increases working hours for public servants, will also be assessed in the development of options to resource the merger. However, it is envisaged that there will still be a shortfall of available resources and therefore other options will have to be examined to enable implementation to be completed in the required timeframe. In the short time available, the agencies have estimated that, based on existing workloads and requirements of the action plan, this could be in the order of 6.5 people. This will be further examined and discussed with the Department. Options to address this shortfall could include secondments from other public sector bodies or engagement of external resources, or a combination thereof but, in any case, the resource requirement will be short-term during the implementation process. Each of these options has cost implications. For example, the estimated cost of engaging an external full time resource for one year for the ICT, Finance and HR areas could be in the order of €100K per person.

Savings have been identified and estimated, beginning at a low level in 2014 and increasing in 2015 and 2016. The savings arise mainly under the themes of HR, Governance (mainly arising from the dissolution of the RPII Board) and administrative cost savings forecast across the corporate services area, with smaller savings arising under the ICT and Accommodation themes. Cost savings of up to €260K per annum are anticipated from 2016 onwards. While this figure already incorporates recognition of staff efficiencies in the order of €100k per annum, further workforce planning, including a review of structures, roles and responsibilities will be completed in 2014.

3.2 Risk

Risk is defined as the threat that an event, action or failure to act will affect an organisation's ability to achieve its objectives and to successfully execute its strategies. Risk can be thought of as arising in two ways:

- Direct threats (damaging events) which could lead to failure to achieve objectives and
- Opportunities (constructive events) which if exploited could offer an improved way of achieving objectives but which are surrounded by threats.

It is often not possible to avoid a risk completely. Effective management of the risk, however, can limit the likelihood of an adverse outcome. By identifying the key risks at the outset, avoidance and mitigation strategies can be maximised.

For the purposes of this Action Plan “risk” refers to specific risks that may arise over the course of the implementation of the merger.

3.2.1 Risks to the merger process

The following overarching risks were identified:

1. The timeframe for the merger will not be achieved due to a delay in the enactment of the necessary legislation, employee relations issues etc.
2. The resources required to deliver the merger will not be available

One of the key expectations for the merger as set out by the Minister is that arising from the merger there would be “...no diminution, or perception of any diminution among stakeholders and the general public, as regards Ireland’s commitment to either environmental or radiological protection” .

From the outset it was acknowledged by all parties to the merger that the process would be complex and would involve the enactment of legislation, and the review and revision of procedures and practices in both organisation that would have implications at both a technical and a human level. It was also acknowledged that the timetable to achieve the merger was very tight – essentially one year to make the arrangements necessary in both organisations to merge successfully in line with expectations. This combination of a challenging set of tasks to be achieved and a tight timeframe increases the level of risk.

The Action Plan sets out the actions required to achieve a successful merger by the merger date of 1st July 2014. In developing this plan it was made clear that the delivery of many actions in parallel over the same time period, while continuing to deliver core business functions, could not be achieved with the existing resources available. For this reason, throughout the development of this Action Plan, the requirement for additional resources in order to complete specific actions was identified. Elements of the Action Plan require input from external parties for example in relation to ICT systems and legislation. Slippage in any one of these elements may put the quality and timeline of the merger at risk.

In addition, any significant environmental or radiological emergency that may arise would require the deployment of resources to deal with such unplanned work, with a consequential impact on both core business and merger activities.

The resourcing issues need to be addressed before a number of actions in the implementation phase can commence. However, it should be acknowledged that the control of timelines and delivery of a quality merger is not solely dictated by resources; in addition a robust project plan is required as well as a strong project management approach to provide oversight, co-ordinate delivery, identify risks and appropriate mitigating actions in order to achieve the merger date.

The management of the risks to the merger will be a matter for all the core stakeholders in this process: EPA, RPII and also the Department of Environment, Community and Local Government and the implementation group overseeing the merger.

3.2.2 Risks to the future of the merged organisation

It is well documented that mergers have four stages: planning, implementation, integration and realising benefits. In order to ensure the success of the merger of the RPII and the EPA it is essential that there is integration through the bringing together of the systems and services of both organisations; and developing a single culture and shared understanding of the aims of the merged organisation. As part of the Action Plan a risk analysis of the merger and the potential effects on staff, service users and other stakeholders including longer term risks to the merged organisation will be undertaken.

The EPA has a comprehensive Risk Management Framework in place including a Risk Management Policy, a Chief Risk Officer and a Risk Committee which is a subcommittee of the Board. The RPII also has a risk management policy in place. The Risk Management process includes the identification, classification, evaluation, monitoring and control of risks.

Post-merger risks will be addressed as part of this risk management process and a risk register including risk ranking and mitigations will be developed. This process can commence prior to the merger by the Risk Committee of the EPA and the CEO of the RPII.

3.3 Process for Implementation

Development of this Action Plan is the first phase of the merger process. Now that the high-level actions have been identified, these will form the basis for the development of a detailed implementation plan, with specific timeframes, deliverables and task managers. Work has already commenced on the development of these detailed implementation plans and the detailed analysis and assessment carried out in the background to the preparation of this Action Plan will inform the finalisation of implementation plans for each of the themes. Implementation of these actions will, of course, be dependent on available resources, as set out at section 3.1.2 and 3.2.1 above.

It is expected that implementation will commence in September 2013, with all actions required to give effect to the merger to be implemented on or before the end of June 2014. There will be further actions to be implemented post-merger. An overall timeframe for all actions will also be developed, which will identify dependencies or overlaps between actions.

It is proposed that the current structures that have been used to develop this Action Plan will remain in place during the implementation process. A Merger Project Group will manage the delivery of the detailed actions under each thematic heading in the period from September 2013 to July 2014 (and beyond where certain actions require to be delivered beyond the merger date of 1 July 2014). Lead persons will be identified (from across the 3 organisations, EPA, RPII and DECLG, as relevant) as the 'owners' for each action and these individuals will be responsible for managing the implementation process for those actions and for providing updates to the PG, including identifying problems at as early a stage as possible to enable them to be resolved.

The PG will report periodically to the Merger Working Group who will oversee the delivery of the project generally and whose primary role will be to deliver the merger on time as efficiently as possible. In the implementation phase, DECLG will take a lead role in the MWG. The members of the MWG will remain responsible for communication to their respective organisations on progress during the implementation phase and the Department representatives will keep Government informed of progress, as required.

3.4 Conclusion

The MWG was requested by the Minister for Environment, Community and Local Government to develop an action plan to support the merger of EPA and RPII. This work is now completed and the Action Plan is submitted for the Minister's approval.

The next phase will involve the implementation of the Action Plan so as to give effect to the merger by end-June 2014. This will involve significant further work and as noted earlier, additional resources, financial and human will be required.

The Merger Working Group would like to thank all those in EPA, RPII and DECLG who have given so generously of their time and effort to complete this action plan. In particular the significant contribution of all the members of the Project Group, and related teams, is acknowledged, and we wish to thank them and all members of the Secretariat in DECLG for their support to our work.

Signed



Chairman

On behalf of Merger Working Group

22nd July 2013

Appendix 1 - Terms of Reference for the EPA-RPII Merger Working Group (MWG)

The Minister for the Environment, Community and Local Government has set up a Working Group to manage the process of merging the RPII with the EPA in accordance with Government policy.

Title of Working Group

The Working Group will be known as the EPA-RPII Merger Working Group (the “Merger Working Group (MWG)”).

Membership

The Working Group shall comprise five members, as follows;

- An independent Chair appointed by the Minister
- The Chief Executive of the RPII
- The Director General of the EPA
- A representative from the Environmental Radiation Unit of DECLG
- A representative from the Environmental Policy and Awareness Unit of DECLG

The membership may be varied by the Minister, as necessary. The Working Group may decide to establish sub-groups, where necessary, to progress specific issues; membership of these sub-groups may include other representatives of DECLG, RPII or EPA or such other experts as the Working Group deems necessary.

Term of Working Group

The Working Group will be established in January 2013 and remain in place until the completion of the merger. The initial element of the Working Group’s activities, to be completed by June 2013, will focus on completing an action plan to give effect to the merger, for submission to the Minister for approval; thereafter, the Working Group will be responsible for overseeing the implementation of the action plan, as approved by the Minister. While the full implementation of the action plan will be subject to the necessary legislation being put in place, the aim is to have the merger completed by mid-2014.

Task of the Working Group

This Working Group’s high-level objective will be to plan for and manage to completion the merger of the RPII and the EPA, having due regard to:

- a. the timeframe and other requirements set out by the Minister in these Terms of Reference;
- b. the requirements of the Employment Control Framework;
- c. the Public Service (“Croke Park”) Agreement and any other reform plans implemented by Government;
- d. the implementation of the shared services agenda; and

- e. the need to ensure that there is no diminution, or perception of any diminution, among stakeholders and the general public, as regards Ireland's commitment to either environmental or radiological protection, arising from the merger.

The Working Group will report to the relevant Assistant Secretaries in DECLG on a quarterly basis, who will arrange for decisions on any critical matters which the Working Group raises in advance of the submission of its action plan to the Minister by end-June 2013. The following parameters, which can be amended from time to time, as necessary, by the Chair in consultation with DECLG, should be respected by the Working Group:

1. Governance / Board of the new body

The Minister has decided that the bodies should be merged by creating a fifth Office within the EPA structure, bringing the total number of Offices to 5, each headed by a Director. In order to provide a vehicle for continuing to harness the input/expertise currently provided by the non-executive Board of the RPII, a new Advisory Committee for radiation issues will be established by the merged organisation.

Using this as the broad governance structure, the Working Group should:

- Examine the legislative powers conferred on various office holders in both agencies, including the powers given to Board members, and clarify roles and responsibilities at Board level in the merged organisation, including accountability for statutory and governance issues, and set out the high level management structure.
- Ensure that internal structures in the merged organisation will enable it to fulfil its composite range of statutory decision-making and other obligations, while harnessing operational efficiencies in, for example, corporate services functions.
- Address other internal governance arrangements (e.g. Internal Audit Committee) appropriately.
- Make recommendations regarding the establishment of the Advisory Committee on Radiation Issues, including the appointment process for members.
- Examine and make recommendations for changes, if any, to the governance relationship between DECLG/Minister and the merged organisation.
- Prepare a Service Level Agreement for agreement between DECLG and the merged organisation.
- Ensure that all recommendations reflect best practice as set out in the Code of Practice for the Governance of State Bodies (2009).

2. Human resource issues

The following key underlying principles exist should underpin the Working Group's activities in this area:

- Maximising staff welfare, including the need to ensure staff are adequately informed;
- The need to maintain continuity of efficient and professional service, both during the transition and after the organisational merger has been completed; and

- The need to ensure that the skills available to the merged organisation are appropriate and sufficiently flexible to allow it to respond to new challenges, while at the same time providing career development opportunities for staff.

The Working Group should:

- Examine the grading and remuneration structure and staff profile (full-time/part-time, permanent/contract/secondments, etc.) in both agencies and make recommendations for any changes necessary or desirable to ensure consistency, where necessary, across the single merged organisation.
- Identify the Trade Unions represented in both agencies and develop a communications plan which will ensure that they are informed and involved in matters relating to the merger, as appropriate, as it progresses.
- Examine the 'partnership' type arrangements that are in place in both organisations and make recommendations for any changes necessary.
- Identify pension obligations for both organisations and make recommendations on how to deal with these in the merged organisation.
- Examine T&S allowances and other allowances/fees payable in both bodies and ensure a consistent set of arrangements are put in place in the single merged organisation, in line with requirements set out by the Department of Public Expenditure & Reform.
- Identify any other HR / staffing issues that will need to be addressed.

3. Legislative changes required

- Review the legislation which governs both bodies and identify the changes that will be necessary to give effect to the merger. (Note: other deliverables for the Working Group will need to be finalised prior to completing this exercise).

4. Financial matters

- Review the financial management and reporting mechanisms in place in both agencies and recommend any changes required to ensure that a single set of robust systems is in place in the merged entity.
- Identify any binding contracts for both bodies and make recommendations for any future changes, e.g. legal advisors or other contracted providers of goods or services.
- Ensure that any future financial or contractual arrangements for the merged entity respect wider public service obligations, e.g. in relation to shared services, outsourcing, public sector reform, etc.
- Identify cost savings that will be realised from the merger, including from general operational efficiencies.

5. Accommodation

- Examine the accommodation position of the existing bodies and make recommendations in relation to future accommodation arrangements which satisfactorily meet the needs of the

single merged agency, while also seeking to maximise financial, human resource and operational efficiencies.

- Rationalise, where necessary/appropriate, contractual arrangements in relation to property/office equipment, etc.

6. ICT

- Examine the ICT strategies and infrastructures of both existing bodies with a view to maximising efficiencies within the single merged organisation.

7. Engagement with stakeholders

- Ensure that key external stakeholders are kept informed of progress on the merger at regular intervals.
- Review the Memoranda of Understanding in operation in both bodies and identify any changes that the merged single agency may need to consider.

8. Risks

- Identify potential risks associated with the merger and establish a risk management plan which should be reviewed quarterly by the Working Group and reported on to the Assistant Secretaries.

9. Other

- Make recommendations in relation to the name for the new body.

Appendix 2 - Terms of Reference for the EPA-RPII Merger Project Group (MPG)

1. **Purpose:** The purpose of the Project Group (PG) is to provide detailed information/analysis/recommendations/ key actions to the MWG as a basis for the PG completing a draft action plan to give effect to the merger. The PG will also be responsible for preparing a project plan for the merger and populating the project plan with the actions to complete the merger by 30 June 2014.
2. **Role:** On receipt of a direction from the MWG, the Project Group will develop papers, as discussed at one above, for consideration by the MWG on each of the topics listed in the EPA-RPII Merger Working Group Terms of Reference. If clarification is needed on any issue, it will be sought from the Chair of the MWG, through the Department's Secretariat to the MWG.
3. **Membership:** The Project Group will consist of representatives from the EPA, the RPII and the DECLG. The members are nominated by their respective organisations and the overall membership is agreed by the MWG. A Chair of the PG will be appointed by the MWG, who may in turn designate lead person(s) from within the group to lead work on the specific work items assigned by the MWG.

While a core, identified, set of members will form the PG, it is recognised that other staff from each organisation may be called on to support particular aspects of the work, as agreed by the Chair of the PG.

4. **Responsibilities:** All Project Group members are required to engage collaboratively to ensure that the outcomes requested by the MWG are produced in a timely and professional manner and take account of efficiency and effectiveness in proposing outcomes and actions to achieve the merger of the two agencies.
5. **Term of Office:** The Project Group will remain in place until the Action Plan is developed or until the Chair of the MWG deems it no longer necessary. The remit of the Project Group may be extended or a new group formed to assist with the implementation of the merger.
6. **Meetings and Working procedures:** The PG Chair will convene meetings, arrange to have the agenda drafted and circulated to members. A minimum of one representative from the EPA, RPII and DECLG shall be present at the meetings of the full PG.

The Chair of the PG may constitute expert sub-groups as necessary to progress specific pieces of work and will determine the membership.

The PG and any sub-groups shall meet as necessary in order to complete their work. Meetings may be held in person, by video or phone conference as appropriate. The PG Chair may designate a lead member to chair the sub-group meetings. All papers forwarded to the MWG on behalf of the PG must be signed off by the Chair and submitted to the MWG Secretariat no later than three working days in advance of the MWG meeting at which they are to be discussed.

7. **Confidentiality:** All papers and discussions produced and undertaken by the project group shall remain confidential until approved for release by the MWG.

Appendix 3 – Merger Groups & Participants

Group	Participants	Chair
EPA RPII Merger Working Group (MWG)	<p>Laura Burke, DG, EPA</p> <p>Dr Ann McGarry, CEO, RPII</p> <p>Fiona Quinn, PO, DECLG</p> <p>Terry Dunne, PO, DECLG</p>	Dr Brian Cawley, DG, IPA
EPA RPII Merger Project Group (MPG)	<p>EPA : Jim Hurley Majella Byrne Carl Phelan</p> <p>RPII: Dr Ann McGarry Ann Lyng Dr Barbara Rafferty Paul Fitzgerald</p> <p>DECLG : Fiona Quinn, Kevin O'Donoghue Marguerite Ryan</p>	Dr Matt Crowe, Director, EPA
Secretariat	DECLG: Beatrix Aigner Stella McKervey	

Appendix 4 - High Level Actions (by Theme)

Governance/ Board (including legislation)		
	ACTIONS	Finish Date
1.	<i>Implement the legislative changes required to achieve the merger.</i>	30 Jun 2014
2.	<i>Create an Office of Radiological Protection within the merged organisation's structure, headed by a Director with relevant expertise.</i>	30 Jun 2014
3.	<i>Amend the statutory selection committee that appoints Directors and the Director General to the EPA to include appropriate radiological protection/nuclear expertise, subject to the approval of the Minister.</i>	30 Jun 2014
4.	<i>Prepare a report for the Board of the merged organisation detailing any outstanding issues relating to past internal audits and the actions, including a timescale, to resolve them.</i>	30 Jun 2014
5.	<i>Create a new Advisory Committee for Radiological Protection for the merged organisation and include radiological protection on the Advisory Committee currently provided for in Section 27 of the EPA Act, 1992</i>	31 Dec 2014 31 Dec 2015
6.	<i>Develop and revise relevant governance policies and procedures (including in relation to reserved and delegated functions), for the merged organisation.</i>	30 Jun 2014

<i>Governance/ Board (including legislation)</i>		
	ACTIONS	<i>Finish Date</i>
7.	<i>Implement new management structure for the merged organisation.</i>	30 Jun 2014
8.	<i>Prepare a Service Level Agreement between the Department and the merged organisation.</i>	31 Dec 2014
9.	<i>An updated Risk Register will be developed by the EPA Risk Committee / CEO RPII for the merged organisation to incorporate post-merger risks.</i>	31 Jul 2014

Human Resources		
	ACTIONS	Finish Date
1.	<i>A full analysis of HR policies and procedures in both organisations will be undertaken to identify any issues or differences with a view to developing proposals on common policies and procedures:</i>	31 Mar 2014
2.	<i>A review of superannuation schemes will be undertaken and a report prepared, including FRS 17 accounting requirements.</i>	31 Dec 2013
3.	<i>A proposal on merged Partnership arrangements will be agreed in consultation with existing Partnership Committees in both organisations.</i>	31 Jul 2014
4.	<i>Existing grading structures and promotions policies in both organisations will be reviewed with the aim of harmonising these as appropriate.</i>	30 Jun 2014
5.	<i>A review of corporate resources will be initiated by the EPA Board / CEO RPII. This will include a review of structures, roles and responsibilities.</i>	31 Mar 2014
6.	<i>A 'Workforce Plan' for the merged organisation will be developed, paying particular attention to the requirements of the merged organisation and the fifth Office established by the merger. This will include a review of structures, roles and responsibilities.</i>	30 Sept 2014
7.	<i>Identify all training requirements for staff across both organisations on foot of changes arising from the merger.</i>	30 Sept 2014

Financial Matters		
	ACTIONS	Finish Date
1.	<p><i>Identify the finance system that best meets the needs of the merged organisation.</i></p> <p><i>Fully merged finance system to be in place.</i></p>	<p>31 Dec 2013</p> <p>31 Jan 2015</p>
2.	<p><i>Review current policies and procedures, identify any inconsistencies and make recommendations to address these in the following areas:</i></p> <ul style="list-style-type: none"> <i>Financial policies and procedures</i> <i>Banking and treasury management</i> <i>Credit control policy</i> <i>Prepayment policy</i> 	30 Jun 2014
3.	<i>Review the financial management and reporting requirements for the merged organisation.</i>	31 Mar 2014
4.	<i>Develop a single consolidated approach to Travel & Subsistence for the merged organisation.</i>	30 Jun 2014
5.	<i>Develop a consolidated approach to payroll for the merged organisation.</i>	30 Jun 2014
6.	<i>Fixed Asset stock take and reconciliation to be undertaken and FA Register to be updated.</i>	31 Dec 2013

Financial Matters		
	ACTIONS	Finish Date
7.	<i>Co-ordinate Budget submissions for 2014 / 2015.</i>	31 Jul 2014
8.	<i>Prepare details of how the Budget will be transitioned and how this will be managed.</i>	31 Jan 2014
9.	<i>Engage with Revenue on VAT to agree approach.</i>	31 Mar 2014
10.	<i>Review service contracts in place in both organisations and their duration and value. Ensure consolidation, value for money and reduced administration overhead are considered in relation to decision-making for future contracts for both organisations both pre and post-merger.</i>	31 Dec 2013

Accommodation		
	ACTIONS	Finish Date
1.	<i>A full analysis of requirements to be undertaken to assess cost effectiveness of achieving the single building optimal solution by 2018.</i>	31 Dec 2014
2.	<i>Analysis of options for integrating staff from June 2014 onwards to be undertaken, acknowledging that a single building will not be achievable by then.</i>	31 May 2014
3.	<i>Review, in consultation with relevant staff, of additional arrangements required for single reception.</i> <i>A single reception should be provided subject to resolution of additional arrangements required to cater for callers and deliveries, etc.</i>	31 Jan 2014 (In place by June 2014 – subject to priorities identified in broader ICT Paper)

ICT		
	ACTIONS	Finish Date
1.	<i>Investigate the options available for providing Wide Area Network (WAN) links between RPII (Clonskeagh Square) and EPA (Richview) buildings and implement a solution.</i>	31 Mar 2014
2.	<i>RPII to prepare ICT network infrastructure for integration with EPA network.</i>	31 Dec 2013
3.	<i>Standardise core activities/ technologies and rationalise core domain and security systems.</i>	30 Jun 2014
4.	<i>EPA Richview ICT Room to become main ICT Room to support Dublin Offices.</i>	30 Dec 2014
5.	<i>Expand existing EPA model for operation, support, maintenance and change management of ICT to cover the merged organisation.</i>	30 Jun 2014
6.	<i>Introduce a standardised basic user environment across the merged organisation.</i>	30 Jun 2014
7.	<i>Migrate non-core servers to new domain and centralise where appropriate.</i>	30 Jun 2014
8.	<i>Combine and rationalise software licensing for the merged organisation.</i>	31 Jul 2014
9.	<i>Integrate RPII into EPA's existing IM&T strategic and governance structure.</i>	30 Jun 2014
10.	<i>Optimise the newly combined ICT environment to ensure optimal performance and cost effectiveness.</i>	31 Dec 2014

Communications & Other Corporate Issues		
	ACTIONS	Finish Date
1.	<i>Plan and deliver regular proactive communications with both internal and external stakeholders throughout the merger process, including through on-line media and with a particular focus on high quality customer service.</i>	30 Jun 2014
2.	<i>Develop a unified website and social media presence, with appropriate branding for radiological matters, within the merged organisation.</i>	30 Jun 2014
3.	<i>Review other corporate functions including Library, Records Management, FOI/AIE, Health and Safety, Building Maintenance, Publishing, Customer Service, etc., with a view to having a single set of policies for the merged organisation</i>	31 Jul 2015