

2019

ANNUAL REPORT

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Department of the Environment, Community and Local Government*

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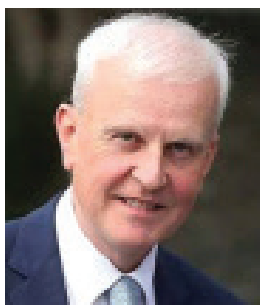


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REPORT OF THE DIRECTOR GENERAL & THE CHAIR OF THE BOARD



Established in November 1957, the Institute of Public Administration is Ireland's only public service development agency focused exclusively on public sector development. The IPA is proud of its distinct mission and role in the provision of a unique mix of education, training, research, publishing, consultancy and other support services for the wider public sector both in Ireland and abroad. We also provide services for the community and voluntary sector, where they interact with government, and for private sector clients wishing to gain a better understanding of the state, its role in Irish society, and public administration. Through our forums, seminars and publications, we also promote dialogue on the development and future direction of public services. This cross-sectoral approach ensures that the IPA applies a unique, whole-of-government perspective to everything that it delivers.



Dr Fergal Lynch
Chair



Dr Marian O'Sullivan
Director General

The Annual Report allows time for reflection on what the Institute has achieved in the last twelve months. It also provides an opportunity to acknowledge the high levels of professionalism, expertise, commitment and hard work of an excellent team of staff and the IPA Board. It is important that we celebrate and acknowledge a very successful year.

In 2019 the Institute offered undergraduate and postgraduate programmes ranging from

level 6 to level 10 on the National Framework of Qualifications. Students who enrolled on education programmes receive NUI-accredited qualifications. The conferring ceremony for accredited programmes took place on 17 December 2019 when 960 graduates were conferred with diplomas and degrees. An additional 515 students were presented with certificates.

In 2019 seven specialisms were offered on the Bachelor of Arts (Hons) and four on the Bachelor of Business Studies (Hons). The Institute also offered a wide range of certificate and diploma programmes ranging from Law to Computer Studies and from Local Government Management to Public Procurement. Some of the professional diplomas are offered in conjunction with government bodies. Overall, over 1,350 students were enrolled on our undergraduate programmes in 2019.

The Institute's Master of Arts programmes have a common first year, which leads to an award of Postgraduate Diploma in Public Management. In year two students progress to a choice of seven specialist areas. The total number of students enrolled on Master of Arts programmes was 195.

The Doctorate in Governance programme commenced in 2003 and, with an enrolment of thirteen in 2019, thirty-four students have now been enrolled on the programme. The NUI approved the IPA's proposal to take sole responsibility for the administration and delivery of this programme.

In 2019 the Institute continued to provide programmes to international students. Over seventy students from US colleges participated in parliamentary internship programmes and over sixty students from Nanchang University studied on the Diploma in Business Studies programme.

The IPA has a small, full-time, dedicated team of staff undertaking applied research for government departments and other public sector bodies. The year 2019 saw the continuation of the IPA 'State of the Public Service' research series and the 'Local Government' research series.

Under the 'State of the Public Service' series, two reports were published:

- *Workforce Planning in the Irish Public Service* by Joanna O'Riordan;
- *Public Sector Trends 2019* by Richard Boyle.

Under the 'Local Government' series, two reports were completed and published:

- *Furthering Citizen Engagement in Local Authority Budgetary Processes Through Participatory Budgeting in Ireland – Feasibility Study* by Laura Shannon, Joanna O'Riordan and Richard Boyle;
- *Local Government: Engaging and Empowering Local Communities* by Laura Shannon and Fergal O'Leary.

Other areas of work undertaken by the research team in 2019 included:

- completion of the evaluation of the Goal Programme for Public Service Reform for the Centre for Effective Services;
- production of five 'Insight Briefs';
- provision of Irish input for a second EU-commissioned project, looking at public administration reform trends across the EU 28 (European Public Administration Country Knowledge – EUPACK2);
- support work for the Department of Public Expenditure and Reform with regard to public sector reform;



Ronnie Downes, Assistant Secretary, Department of Public Expenditure and Reform, speaking at an IPA Governance Forum event.

- editorship of the Institute's journal, *Administration*, four issues of which are published each year.

In line with the publishing strategy, overseen by the Institute's Book Publishing Committee, a number of texts were either completed or approved for publication. These include:

- *Modern Management: Theory and Practice for Students in Ireland* by Siobhán Tiernan and Michael J. Morley;
- *Social Housing Policy in Ireland: New Directions* by Eddie Lewis.

Now in its fifty-fourth year, the IPA continues to publish *Ireland – A Directory*. The Directory is regarded as Ireland's most comprehensive database on public and private organisations. The Directory is also available as a phone or desktop app.

In the Training Division the Institute provides a broad range of public and customised learning and development programmes and specialist advisory services in the areas of public sector leadership and management, human resource management, governance, accounting, financial management, auditing, project and programme management, and information technology.

The Institute continued to offer programmes for formal membership of professional bodies, including the MII (Mediators' Institute of Ireland) and the CIPD (Chartered Institute of Personnel and Development), as well as an accredited audit programme with CIPFA (Chartered Institute of Public Finance and Accountancy). The CPD seminar series for public sector accountants and finance professionals, offered in conjunction with professional accountancy bodies, continued to build on the success of previous years with two events in 2019. The May event addressed the theme of 'Adapting to Change – Developments in Reporting, Data and Cybersecurity for Finance Professionals' and the November event looked at 'Financial Leadership for Sustainable Public Finances'. In addition, two conferences specifically for local authority accountants were held during April and December. Presentations were delivered by representatives of the Local Government Audit Service and the Department of Housing, Planning and Local Government, and workshops included topics such as well-being and life coaching.

Our Leadership Challenge Programme attracted senior managers from all sectors of the public service, including central and local government, and the semi-state sectors. Forty-five senior managers with administrative and technical roles from twenty-five local authorities and a regional

assembly participated in the Leadership in Local Government Programme.

The Governance Forum continued to evolve and expand in response to the many governance-related issues and challenges faced by forum members, and a total of fifteen events were hosted at the Institute. In addition to the programme of events, three special round-table events for board secretaries, board chairpersons, and chairs of audit and risk committees were also convened. The programme of events included the annual Governance Conference in association with CIPFA, which was held on 28 March and addressed the theme of 'Trust and Assurance'.

In partnership with the Local Government Management Agency, the Institute has continued its involvement in the three-year Local Government Graduate Programme that commenced in 2018. The 2019 programme saw graduates enter professionally accredited programmes across six streams: Economic Enterprise and Business Development; Human Resource Management; Project and Programme Management; Innovation Strategy and Change Management; Communications and Marketing; and Data Analytics and Data Metrics. The Institute also provided a series of local government courses, including courses focused specifically on housing.

During 2019 International Services continued its remit to promote and develop effective public administration internationally and to showcase best practice from the Irish public service. We deepened our relationship with existing strategic partners and also formed new alliances. We welcomed delegations from Romania and Albania, and delivered projects in Uganda, Kenya and Armenia.

Our partnership with ENA (École National d'Administration) to jointly implement a project in the National School of Public Administration, Romania, continued. The project was supported by EU Structural Reform Support Service (SRSS) funding.

Our relationship with the Office of the Civil Service Commission (OCSC) in Thailand continued to grow. Having met senior staff at the Schools of Government International Conference in Seoul, the IPA was invited to submit a proposal for delivery of a programme on leadership and strategic management for promising Thai civil servants.

The year also saw the stabilisation of Institute finances and staff numbers. A positive financial performance was recorded. The IPA is privileged to have a highly talented, professional and committed workforce, and a strong body of

associates. The IPA is committed to supporting all staff in their professional and personal development so as to allow them to excel in their work and deliver on the changing needs of the public and civil service. Institute specialists continue to support a wide range of organisations undergoing change as part of the general reform process, including organisations in central and local government, semi-state sector agencies and public interest bodies. Support is provided in the form of short learning and development interventions, expert advice, consultancy support and executive coaching.

The year 2019 was very productive and rewarding. We delivered on our Strategic Plan and continued to build our reputation at a national and international level. We thank all of our students, clients and member organisations, and we look forward to continuing our productive relationship with them in the years ahead.

Dr Fergal Lynch
Chairman

Dr Marian O'Sullivan
Director General



Eddie Lewis, author, and Dr Marian O'Sullivan, Director General, IPA, at the launch of *Social Housing Policy in Ireland – New Directions*.

02

EDUCATION



02

EDUCATION



Dr Michael Mulreany
Assistant Director General

The IPA is the primary specialist provider of education to the public service in Ireland. The education services of the IPA are particularly important at this time of renewal and change in the public service. Our programmes aim to provide specialist skills and knowledge, a broadly based understanding of public policy, analytical skills and the opportunity for progression from level 6 awards right up to level 10 on the National Framework of Qualifications. The programmes are also designed to provide a flexible and personalised service so as to facilitate and support students who are working full-time. In that context the provision of online support for students has become particularly important and is an inevitable trend. In recent years the uptake on education programmes has been steadily growing.

In 2019 the Institute continued to provide services to international students. Over seventy students from US colleges participated in parliamentary internship programmes and over sixty students from Nanchang University studied on the Diploma in Business Studies programme.

NATIONAL UNIVERSITY OF IRELAND AND UNIVERSITY COLLEGE DUBLIN ACCREDITED PROGRAMMES

Between 2001 and 2011 the IPA was a recognised college of the NUI. Between 2011 and 2018 the IPA was a recognised college of UCD. In 2018 the IPA resumed as a recognised college of the NUI. Students who enrol on education programmes from September 2018 onwards are eligible to receive NUI-accredited qualifications. The conferring ceremony for accredited programmes took place on 17 December 2019 when 960 graduates were conferred with diplomas and degrees. An additional 515 students were presented with certificates.

In 2019 the Institute offered the following suite of undergraduate and postgraduate

programmes ranging from level 6 to level 10 of the National Framework of Qualifications.

UNDERGRADUATE PROGRAMMES

The flagship programmes – the Bachelor of Arts (Hons) and the Bachelor of Business Studies (Hons) – were offered through three delivery methods: lectures at the IPA, lectures at regional centres and distance education/ blended learning. In 2019 seven specialisms were offered on the Bachelor of Arts (Hons) and four on the Bachelor of Business Studies (Hons). The Institute also offered a wide range of certificate and diploma programmes ranging from Law to Computer Studies and from Local Government Management to Public Procurement. Some of the professional diplomas are offered in conjunction with government bodies. The Professional Diploma in Official Statistics for Policy Evaluation is a one-year programme offered in conjunction with the Central Statistics Office. The Professional Diploma in Human Rights and Equality is delivered in conjunction with the Irish Human Rights and Equality Commission. The Professional Diploma in Industrial and Employment Relations is offered in conjunction with the Workplace Relations Commission and the Department of Public Expenditure and Reform. Overall, over 1,350 students were enrolled on our undergraduate programmes in 2019.

POSTGRADUATE PROGRAMMES

The Institute's Master of Arts programmes have a common first year, which leads to an award of Postgraduate Diploma in Public Management. In year two students progress to a choice of seven specialist areas. In 2019 the total number of students enrolled on Master of Arts programmes was 195.

The Master of Economic Science in Policy Analysis is a two-year programme with the award of Postgraduate Diploma in Policy Analysis at the end of the first year. Students study a range of policy-related subjects in the first year and they work on applied dissertations in the second year. In 2019 twenty-two students enrolled on year one of the programme and ten students on year two.

The Master of Science in Business and Management programme commenced in September 2011. This MSc is a two-year, part-time programme. The first graduates of the programme graduated in December 2013. A new intake of twelve students was enrolled on the programme in 2019.

The Professional Certificate in Governance is a one-year programme which was first offered



Pictured (l-r) at the IPA 2019 conferring ceremonies in Dublin Castle were Seán Hctor, Deborah Nash and Paul Smith, all of whom were conferred with a Diploma in Law.

in 2011. Over 165 students were enrolled on the programme in 2019.

The Doctorate in Governance programme commenced in 2003, and the first graduates were conferred in 2006. Between 2003 and 2011 the Doctorate in Governance programme was jointly offered with Queen's University Belfast. In 2011 the Institute embarked on a new arrangement to jointly offer the programme with UCD. The first graduate of the joint IPA–UCD doctorate was conferred in 2015. In 2019 the NUI approved the IPA's proposal to take sole responsibility for the administration and delivery of the programme. The new enrolment in 2019 was thirteen, bringing to thirty-four the number of students enrolled across all years of the doctorate programme.

Dr Michael Mulreany
Assistant Director General



Pictured (l-r) at the IPA 2019 conferring ceremonies in Dublin Castle were Deirdre Horgan, Diploma in Public Management; Bláithín Moran, Professional Certificate in Governance; and Gillian Daly, Diploma in Public Management.

LOCAL AUTHORITY TIMES

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IPA
AN FORAS RIARACHÁIN
INSTITUTE OF PUBLIC
ADMINISTRATION

LOCAL GOVERNMENT ELECTIONS 2019

ELECTION
SPECIAL



Inside: Dr Seán Ó'Riordáin gives us his take on the 2019 local elections and the road ahead for local government in Ireland.

03

RESEARCH

The IPA has a small, full-time, dedicated team of staff undertaking applied research for government departments and other public sector bodies. The year 2019 saw the continuation of the IPA 'State of the Public Service' research series and the 'Local Government' research series. These initiatives track public service transformation and provide an evidence-informed perspective on public service change, facilitating key media contributions and other activities by the IPA. This is in line with the strategic objective of informing discussion, debate and practice on the current and future direction of the public service.



Dr Richard Boyle
Head of Research, Publishing
and Corporate Relations

Under the 'State of the Public Service' series, two reports were published in 2019:

WORKFORCE PLANNING IN THE IRISH PUBLIC SERVICE BY JOANNA O'RIORDAN

This research paper was commissioned as part of *Our Public Service (OPS) 2020*, the current reform programme for the public service. Action 13 requires the public service to mainstream workforce planning. A decision was made by the Action 13 working group to commission an updated research paper from the IPA to support them in their key objectives of:

- advancing strategic workforce planning as a discipline within the public sector;
- ensuring the value proposition of strategic workforce planning is understood across the public sector;
- considering shared approaches to common workforce challenges.

This report is available for download at https://www.ipa.ie/_fileUpload/Documents/WORKFORCEPLANNING.pdf

PUBLIC SECTOR TRENDS 2019 BY RICHARD BOYLE

This report examines trends in public sector development and is the tenth in our annual series. Using data gathered from a number of sources, information on the size and cost of the public sector, the quality of public administration, efficiency and performance, and levels of trust and confidence is presented in a simple but rigorous manner. This report is available for download at https://www.ipa.ie/_fileUpload/Documents/PUBLIC_SECTOR_TRENDS_2019.pdf

Under the 'Local Government' research series, two reports were completed and published:

FURTHERING CITIZEN ENGAGEMENT IN LOCAL AUTHORITY BUDGETARY PROCESSES THROUGH PARTICIPATORY BUDGETING IN IRELAND – FEASIBILITY STUDY BY LAURA SHANNON, JOANNA O'RIORDAN AND RICHARD BOYLE

Enhancing engagement with citizens is at the forefront of our public services at both local and national level. Local authorities are no strangers to citizen engagement, but there is always scope to explore new ways of working and ways to enhance existing processes in order to provide the best possible outcomes for citizens. At the national level, *Ireland's Open Government Partnership National Action Plan 2016–2018* commits to increased citizen engagement to improve policies and service delivery. One commitment under this plan is to undertake a feasibility study on the possible means of enabling further citizen engagement in local authority budgetary processes. This report was commissioned by the Department of Housing, Planning and Local Government, the lead implementing organisation for the commitment, with the support of the County and City Management Association and



the Association of Irish Local Government. This report is available for download at https://www.ipa.ie/_fileUpload/Documents/CitizensEngagement_LocalGov_2019.pdf

LOCAL GOVERNMENT: ENGAGING AND EMPOWERING LOCAL COMMUNITIES BY LAURA SHANNON AND FERFAL O'LEARY

The need to involve citizens in decision-making is an issue faced by governments, both central and local, globally. This research draws on extensive national and international literature, case studies, policies, guidance and principles of engagement, as well as other research recently carried out by the IPA's research team.

Five in-depth case studies are presented to demonstrate best practice across the International Association for Public Participation's spectrum of citizen engagement. The purpose of the spectrum is to demonstrate the different levels of participation, from informing or consulting citizens to involving them in decision-making, collaborating with them and empowering them. This spectrum was used to identify best practice and case studies that reflect the diverse initiatives at local level in Ireland which aim to enhance outcomes through better informing and engaging with the public.

Emerging trends and some practical recommendations for local authorities are outlined, aiming to aid local authorities in maximising the impact of their citizen engagement initiatives. This report is available for download at https://www.ipa.ie/_fileUpload/Documents/LocalGov_EngagingandEmpoweringLocalComm.pdf

Other areas of work undertaken by the research team in 2019 included:

- Completion of the evaluation of the Goal Programme for Public Service Reform for the Centre for Effective Services.
- 'Insight Brief' series: Five Insight Briefs were produced in 2019, covering aspects of public management practice. The aim of the 'Insight Brief' series is to provide short, one-to-two-page briefings for busy managers on topics of interest with regard to public management and policy. The briefs are available at <https://www.ipa.ie/research-papers/insight-briefs.4014.html>
- Provision of Irish input for a second EU-commissioned project, looking at public administration reform trends across the EU 28 (European Public Administration Country Knowledge – EUPACK2).
- Support work for the Department of Public Expenditure and Reform with regard to public sector reform. This included development of case studies on

citizen engagement, and a team member representing the IPA on the *OPS 2020* Public Service Management Group, progressing the eighteen actions in the *OPS 2020* plan and chairing the *OPS 2020* indicators working group.

- Editorship of the Institute's journal, *Administration*, four issues of which are published each year. The editorial advisory committee of the journal, which includes prominent academics with a public management and politics background, meets once a year.
- Publication of two editions of *Local Authority Times* and three editions of *EU News Bulletin* as part of an information service to local authorities throughout the year.
- Contributions to IPA Education & Training programmes, and acting as thesis supervisors and markers on postgraduate programmes.
- Contributions to IPA Publications Division through involvement in *Ireland – A Directory*, journals and books.
- Academic publications in international journals and contributions to international books on public management.

Dr Richard Boyle
Head of Research,
Publishing and Corporate Relations



04

TRAINING & DEVELOPMENT



The Institute provides a broad range of customised learning and development interventions, public courses and specialist advisory services in the areas of public sector leadership and management, human resource management, governance, accounting, financial management, auditing, project and programme management, and information technology, including accredited programmes which lead to formal membership of professional bodies.



Teresa Casserly
*Director, Business Development,
Leadership and Management,
and International Services*



Aidan Horan
*Director, Governance, Finance,
Human Resource Management
and Information Technology*

During 2019 the Institute worked collaboratively with many government departments, local authorities, state agencies, educational bodies and the not-for-profit sector to design and deliver customised programmes, including Grade Development for Executive Officer, Higher Executive Officer and Assistant Principal Officer Grades in the Civil Service; Leadership and Management Development; Governance; Risk Management; Audit and Assurance; Internal Audit; Financial Management and Accounting; IT; GDPR and Data Protection; Project Management; Administrative Law; Courtroom Skills;

Legislative Process; Personal Effectiveness and Business Skills; Recruitment and Selection; Grievance and Discipline; Performance Management; and Human Resource Management.

The Institute continued to offer programmes for formal membership of professional bodies, including the MII (Mediators' Institute of Ireland) and the CIPD (Chartered Institute of Personnel and Development), as well as an accredited audit programme with CIPFA (Chartered Institute of Public Finance and Accountancy). Our established programme on workplace mediation, accredited by the MII, continued to attract strong numbers. The CIPD Foundation Level Certificate in HR Practice began its tenth run at the end of 2019, with the CIPD Foundation Level Diploma continuing to offer a follow-on pathway for those completing the certificate programme. The CIPD Foundation Level Certificate in Learning and Development also ran from October 2019. The CPD seminar series for public sector accountants and finance professionals, offered in conjunction with professional accountancy bodies, continued to build on the success of previous years with two events in 2019. The May event addressed the theme of 'Adapting to Change – Developments in Reporting, Data and Cybersecurity for Finance Professionals' and the November event looked at 'Financial Leadership for Sustainable Public Finances'. In addition, two conferences specifically for local authority accountants were held during April and December 2019. Presentations were delivered by representatives of the Local Government Audit Service and the Department of Housing, Planning and Local Government, and workshops included topics such as well-being and life coaching.

Aimed at senior public servants and designed to develop leadership capacity, our Leadership Challenge Programme attracted a complement of seventeen senior managers from all sectors of the public service, including central and local government, and the semi-state sector. This programme is delivered in conjunction with Cambridge Leadership Associates, Massachusetts, USA, incorporating senior faculty from the John F. Kennedy School

of Government at Harvard University and faculty from the Warwick Business School, University of Warwick, UK. Senior leaders have the opportunity to work through an adaptive leadership approach to organisational change, make progress on current and future leadership challenges and strategic issues, develop insights into their practices and skills of leadership, and engage actively in individual coaching, using 360° leadership competency instruments.

Forty-five senior managers with administrative and technical roles from twenty-five local authorities and a regional assembly participated in the Leadership in Local Government Programme, delivered in spring and autumn in partnership with senior faculty from the Warwick Business School and senior practitioners in the local government system. The four-module, residential programme is focused on delivering public value through adaptive leadership combined with an action-learning approach to participants' leadership challenges. Participants are immersed in varied activities, teaching styles and learning approaches, have extensive peer-to-peer learning opportunities and have access to senior leaders from across the public service to widen their perspectives, understand the current nature of the leadership challenge in their sector, and seek advice and guidance on future career opportunities and challenges.

The Governance Forum continued to evolve and expand in response to the many governance-related issues and challenges faced by forum members, and a total of fifteen events were hosted at the Institute. The calendar of events covered many contemporary issues in governance, and key themes included: Department–Agency Relations; Board Effectiveness Reviews; Strategic Performance Reporting; Periodic Critical Reviews; Culture and Good Governance; Roles and Responsibilities of Board Members; Effective Communications and Stakeholder Relations; Finance and Financial Reporting; and Performance, Reporting and Accountability for Non-Profit Organisations. In addition to the programme of events, three special round-table events for board secretaries, board chairpersons, and



Pictured (l-r) at the presentation of awards for the IPA CIPD Foundation Certificate in Human Resources Practice were Mary Connaughton, Director, CIPD; Andrew Farrell, Office of the Revenue Commissioners; and Dr Marian O'Sullivan, Director General, IPA.



Pictured (l-r) during the 2019–20 Leadership in Local Government Programme are Sylvia Kilcline, Longford County Council, and Una Ni Chuinn, Roscommon County Council.

chairs of audit and risk committees were also convened, and provided relevant and practical advice and an overview of contemporary developments in these key governance areas.

The programme of events also included the annual Governance Conference in association with CIPFA, which was held on 28 March and addressed the theme of 'Trust and Assurance'. This thought-provoking conference included contributions from Feargal Purcell, Head of Public Affairs at Edelman Ireland; Sean Pearce, Chair of CIPFA Standards and Financial Reporting Board, and Chief Operating Officer, Ofqual, UK; Orla Duane, Deputy Director at the Office of the Comptroller and Auditor General; Gerard Howlin, Public Affairs Consultant and Commentator; Dr Imelda Higgins, Senior Associate at McCann Fitzgerald; Jim Flynn, Partner at Great Place to Work; and Colin Hughes, Head of Accreditation at TU Dublin.

The IPA's Governance Team were actively involved in leading briefings and providing expert inputs and advice to a wide range of state and public interest bodies and agencies. The Governance Team and specialist units also assisted organisations with independent reviews of compliance with legal, regulatory and governance obligations, board effectiveness reviews, implementation of risk-management systems, board and board committee evaluation, competency assessments and related services, as well as advice on varied public and state sector governance issues.

In partnership with the Local Government Management Agency, the Institute has continued its involvement in the three-year Local Government Graduate Programme that commenced in 2018. The 2019 programme saw graduates enter professionally accredited programmes across six streams: Economic Enterprise and Business Development; Human Resource Management; Project and Programme Management; Innovation Strategy and Change Management; Communications and Marketing; and Data Analytics and Data Metrics.

During the year the Institute provided a series of local government courses, including courses focused specifically on housing. These included the popular A-Z of Irish Local Government Programme, Debt Management, Understanding Local Government Finance and several technical and non-technical courses, aimed specifically at local authority housing practitioners, which included Rental Sector Accommodation Standards; Preventing and Managing Rent and Mortgage Arrears; Dealing with Anti-Social Behaviour; Preventing and Managing Aggression and Violence at Work; Managing Information Systems; and an interlinked series of seminars entitled New Thinking for Housing. Accredited certificate and diploma programmes specifically focused on local government continued to be in strong demand, with student numbers in excess of 480.

The advisory and consultancy services included assignments embedding risk and

business planning arrangements, project and programme management, significant organisational development and change projects, and strategic planning. Bespoke supports and new programmes in project and programme management for client organisations were provided in response to evolving demands in this area. Within the HRM area, a range of consultancy and research assignments were delivered on areas including organisational and staffing reviews and sectoral pay and conditions.

In summary, Institute specialists continued to support a wide range of organisations undergoing change as part of the general reform process, including organisations in central and local government, semi-state sector agencies and public interest bodies, in the form of short learning and development interventions, expert advice, consultancy support and executive coaching.

Teresa Casserly
Director, Business Development, Leadership and Management, and International Services

Aidan Horan
Director, Governance, Finance, Human Resource Management and Information Technology



Edwin Maguire, Senior Specialist, IPA, speaking at the CIPD awards ceremony at the IPA.

05

INTERNATIONAL SERVICES



05

INTERNATIONAL
SERVICES

International Services has formed a partnership with ENA (École Nationale d'Administration) to jointly implement a project in the National Institute of Administration (INA), Romania, to enhance the overall level of its services and to build new capacities. The project, supported by EU Structural Reform Support Service (SRSS) funding, is assisting with the design of a new organisational strategy and the identification of innovative learning tools to support the delivery of a blended learning approach, and is an important step towards the fulfilment of the country's overarching public administration reform plans. Activities under this project for 2019 included:



Teresa Casserly

*Director, Business Development,
Leadership and Management,
and International Services*

- Technical support, over a number of months, to develop a five-year strategy and action plan for INA, 2019–24.
- A study visit to the IPA, February 2019, of a group of IT and course design staff from INA, to learn and share experiences of blended learning in both institutes. A facilitated workshop in developing a blended learning approach was delivered at the IPA.
- A study visit, June 2019, of an additional group of course design staff from INA, to explore technical and organisational challenges associated with providing online training to Romanian public servants and learn about instructional design elements of e-learning.
- Development of e-learning guidelines by the IPA for INA, containing guidelines for how blended learning content is best designed.
- Finalising agreement on INA's strategy and indicative action plan, and conducting a workshop with all INA management and staff to communicate the key elements of the new strategy and facilitate cross-departmental engagement towards strategy implementation.

In November 2019, with a change in government in Romania, it was announced that INA was to be subsumed into a central government ministry and a decision was taken by SRSS to put all project activities on hold until the situation became clearer. Subsequently, confirmation was received that INA would be rebranded as the National School of Public Administration (SNAP). Communication remained ongoing regarding the remaining project activities and when they could be implemented. SRSS agreed, in light of this, to extend the project to May 2020 and project planning recommenced in February 2020. In 2020 the IPA reconfigured the delivery of remaining project activities in light of the Covid-19 global pandemic.

OTHER INTERNATIONAL ACTIVITIES

In March 2019 the IPA welcomed a delegation of thirty civil servants from Romania on a study visit contracted by World Bank, Romania. This programme was delivered in collaboration with the Department of Public Expenditure and Reform, and addressed current human resource management practice in the Irish civil service, including recruitment, competency-based approaches to training, performance management, and the establishment and rationale for the National Shared Services Office.

In May 2019 a fact-finding mission by the newly appointed director of the Albanian School of Public Administration to the IPA took place, supported by the Council of Europe. The objective of the visit was to share our experience of accreditation in training and education and to establish collaborative links between the two institutions. This month also saw a visiting delegation from the Office of the Prime Minister of Malta, at the request of the Department of Public Expenditure and Reform, meeting with IPA personnel to discuss education, research, training and development programmes and services. On foot of this, the IPA submitted a proposal to the Ministry of Energy and Water Management, Malta, to

deliver a week-long training programme and study visit on the topic of remote working. The ministry has been entrusted by the Office of the Prime Minister to pursue remote working with the aim of moving towards a more efficient, innovative and result-based organisational approach.

Between June and September 2019 three missions by an IPA leadership specialist were conducted in Uganda and Kenya as part of a consultancy agreement with the Danish Institute Against Torture. The aim of the missions was to facilitate initial collaborative leadership actions across urban sectors in a number of municipalities in the two countries visited.

In September 2019 a senior Albanian delegation visited the IPA to gain insight on best practice and experiences with effective implementation of reform in the civil service. The aim of the study visit was to share with the Albanian participants similar experiences from Irish public administration counterparts and to support the Albanian public administration in their efforts towards strengthening public administration, especially in the field of salaries, classification of positions in the civil service, job evaluation and performance appraisal.

The IPA is partnered with PAI, UK, on a project to improve and develop the Civil Service Training System in the Republic of Armenia, led by an Armenian consultancy, Avenue Consulting Group. This required deskwork and research by the IPA to assess and offer opinion on two papers, namely 'Concept of the Armenian Training System' and 'Draft Competency Framework for Armenia'. This work commenced in November 2019 and a report was submitted by year end.

During 2019 the IPA, as part of a consortium including HAUS, the Finnish School of Public Administration, and PAI, UK, and led by European Consulting Group, was shortlisted to submit a tender for the project 'Technical Expertise and Implementation Support Services to the National School of Government, South Africa'.

Finally, the IPA was invited to submit a proposal to the Office of the Civil Service Commission (OCSC) in Thailand for delivery of a programme on leadership and strategic management for promising Thai civil servants. The IPA has an ongoing strategic relationship with OCSC, having run a number of summer programmes for them during 2017 and 2018, and we await a decision from the proposal process.

Teresa Casserly

*Director, Business Development, Leadership
and Management, and International Services*

06

LIBRARY & INFORMATION SERVICES



06

LIBRARY &
INFORMATION
SERVICES

The Institute is unique in hosting the only specialist library in the country dedicated to public administration.

The vision for the IPA Library is to be a central and intrinsic part of the Institute community, connecting our users to the information they need to help them succeed. The Library aims to promote a culture of research-informed practice and decision-making, deliver flexible, responsive and high-quality services aligned with the needs of our customers, and help to enable academic success by fostering essential information literacy skills. The Library's core mission is to provide access to the best information and research in a timely manner to students, staff and members of the Institute, and to advise on the appropriate, critical and ethical use of information.



Senan Healy
Librarian

The Library, located in Lansdowne Road, provides a lending, reference and information service to students, staff and members of the Institute. Queries from researchers are also welcomed by phone or email. Access is provided to books, journals, electronic databases, reports, statistics and official publications in the general area of public management. This service covers a wide range of subjects, including management, economics, sociology, law, criminology, health, finance and local government. The continued development and curation of the Library's unique collection has cemented its position as a key national resource in the arena of public management and administration.

The aim of the Library is to provide the right information and resources in the most appropriate format and in a timely manner to a diverse and geographically dispersed range

of clients. Reading rooms are available for study, for consulting and borrowing books, and for accessing electronic resources. Distance education students can avail of the Library service by phone, by email or by accessing electronic databases and thousands of full-text journal articles via the IPA website. Materials not held in the Library may be requested through the inter-library loans service and items can be delivered in hard copy or electronically.

During term the Library is open from 9.15 a.m. until 8.00 p.m., Monday to Thursday, and until 5.15 p.m. on Friday. It also opens on a restricted basis on the majority of Saturdays during term. Full and up-to-date information on opening hours is available on the IPA website.

Senan Healy
Librarian

07

PUBLISHING



The work of the Publications Division, as a part of the Whitaker School of Government and Management, links with the wider education and research activities of the Institute, and provides an important knowledge and information base to inform the practice of public administration. The year 2019 saw the completion of a number of projects and commencement of some new publishing initiatives.



Dr Richard Boyle
Head of Research, Publishing
and Corporate Relations

BOOKS PUBLISHED

In line with the publishing strategy, overseen by the Institute's Book Publishing Committee, a number of texts were either completed or approved for publication. These include:

- *Modern Management: Theory and Practice for Students in Ireland* by Siobhán Tiernan & Michael J. Morley. This new edition traces the history of management thought and examines the development of Irish management policy and practice. It includes illustrative examples and case vignettes throughout, offering practical information and examples on how to apply management theory in a changing and challenging work environment.
- *Social Housing Policy in Ireland: New Directions* by Eddie Lewis. This book looks at the options available to the state as it seeks to devise a social housing policy capable of meeting the needs of a dynamic economy with a rapidly growing population. With public debate focused on the amount of available public funding and the level of output needed to address an acute shortage of affordable accommodation, it is easy to lose sight of the wider reforms needed within the supported housing sectors. As this book argues, it is not just about money – it is about the objectives and direction of housing

policy. John McCarthy, Secretary General, Department of Housing, Planning and Local Government, launched the book in February.

A number of reports were also published on behalf of the Institute's Research Division, including:

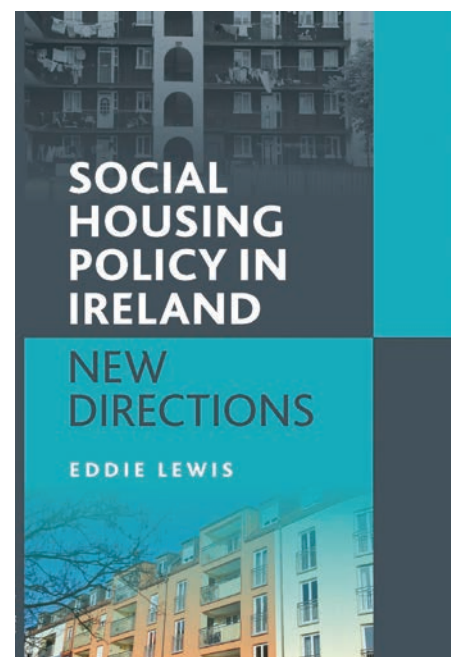
- *Workforce Planning in the Irish Public Service* [State of the Public Service Series Research Paper No. 24] by Joanna O'Riordan;
- *Public Sector Trends 2019* [State of the Public Service Series Research Paper No. 25] by Richard Boyle;
- *Furthering Citizen Engagement in Local Authority Budgetary Processes Through Participatory Budgeting in Ireland – Feasibility Study* [Local Government Research Series No. 15] by Laura Shannon, Joanna O'Riordan and Richard Boyle;
- *Local Government: Engaging and Empowering Local Communities* [Local Government Research Series No. 16] by Laura Shannon and Fergal O'Leary;
- two Issues of *Local Authority Times*.

IRELAND – A DIRECTORY

Now in its fifty-fourth year, the Directory is regarded as Ireland's most comprehensive database on public and private organisations. Approximately 9,000 organisations are included in the latest edition, including government departments, local authorities, voluntary agencies, trade and professional organisations, merchant banks, advertising agencies, third-level institutions, independent radio stations, the media and EU institutions. The Directory is also available as a phone or desktop app. The Minister for Employment Affairs and Social Protection, Regina Doherty, TD, launched the Directory in December.

ADMINISTRATION JOURNAL

Four issues of the Institute's journal, *Administration*, were published throughout the year. All issues and articles from volume



63 onwards are freely available online:
<https://content.sciendo.com/view/journals/admin/admin-overview.xml>

PUBLISHING CONSULTANCY

The Publications Division continued to offer its expertise in the production and management of publishing projects on behalf of other public sector organisations. The *Irish Probation Journal* was produced on behalf of The Probation Service and the Probation Board for Northern Ireland (North/South publication).



Guest of honour John McCarthy, Secretary General, Department of Housing, Planning and Local Government, speaking at the launch of *Social Housing Policy in Ireland: New Directions* by Eddie Lewis.

08

AWARDS & PRIZEWINNERS



08

AWARDS &
PRIZEWINNERS

The IPA conferring ceremonies took place in Dublin Castle on Tuesday, 17 December 2019. A total of 960 students were conferred with diplomas, bachelor degrees or postgraduate degrees. An additional 515 students were presented with certificates.

The prizes awarded at these ceremonies were as follows:

Whitaker School of Government & Management Postgraduate Student of the Year 2019

Colm Murray

Whitaker School of Government & Management Undergraduate Student of the Year 2019

Stuart Keegan

Diploma in Business Studies

First Place: Valerie Walsh

Diploma in Civil Service & State Agency Studies

First Place: Matthew Day

Diploma in Computer Studies

First Place: Norma O'Connell

Diploma in Healthcare Management

First Place: Emer Quigley

Diploma in Health Services Policy

First Place: Stephen Dredge

Diploma in Human Resource Management

First Place: Susan Morgan

Diploma in Law

First Place: Pat Phelan

Diploma in Local Government Studies

First Place: Sandra Twomey

Diploma in Management

First Place: Judith Giles

Diploma in Public Management

First Place: Margaret Bell

Professional Diploma in Health Economics

First Place: Jennifer McCartan

Professional Diploma in Housing Studies

First Place: Brendan White

Pictured (l-r) at the IPA 2019 conferring ceremonies in Dublin Castle were Christie Kandiwa, Diploma in Business Studies; Derek Clancy, BA (Hons) Law and Administration of Justice; and Niamh Hayden, Diploma in Business Studies.



Professional Diploma in Human Rights & Equality

First Place: Úna McInerney

Professional Diploma in Managing Change

Joint First Place: Annette Browne, Orla Maguire

Professional Diploma in Official Statistics for Policy Evaluation

First Place: Eimear Leahy

Professional Diploma in Project Management

First Place: Sarah Kennelly

Professional Diploma in Public Procurement

First Place: Lorraine Kessack

Bachelor of Arts (Hons) (Healthcare Management)

First Place: Patricia O'Brien

Bachelor of Arts (Hons) (Human Resource Management)

First Place: Denis Ellard

Bachelor of Arts (Hons) (IT Management)

First Place: Frank Brady

Bachelor of Arts (Hons) (Law & the Administration of Justice)

First Place: Philip Sullivan

Bachelor of Arts (Hons) (Local Government) & Recipient of the Annual Cork County Council Academic Achievement Award

Simon Brock

Bachelor of Arts (Hons) (Management)

First Place: Sandra McGrath

Bachelor of Arts (Hons) (Public Management)

First Place: Stuart Keegan

Bachelor of Business Studies (Hons) (Accounting) & Recipient of the Annual CIMA Prize

Padraig O'Looney

Bachelor of Business Studies (Hons) (Human Resource Management)

First Place: Jennifer Collins



Pictured (l-r) at the IPA 2019 conferring ceremonies in Dublin Castle were Keith Halley, Catherine O'Mahony and Paul Comerford, all of whom graduated with a BA (Hons).

Bachelor of Business Studies (Hons) (Marketing)

First Place: Stephanie O'Halloran

Professional Certificate in Governance

Joint First Place: Emma Fortune, Goretti Sheridan

Postgraduate Diploma in Policy Analysis

Joint First Place: June Fanning, Dónal O'Mahony

Postgraduate Diploma in Public Management

First Place: Jean Usher

Master of Arts (Financial Management)

First Place: Kate O'Brien

Master of Arts (Healthcare Management)

First Place: Patricia Cummins

Master of Arts (Human Resource Management)

First Place: Sinéad Meade

Master of Arts (Leadership & Strategy)

First Place: Olive Loughnane

Master of Arts (Local Government Management)

Joint First Place: Mary Gouldsbury, Louise Kiernan

Master of Arts (Public Management)

First Place: Colm Murray

Master of Economic Science in Policy Analysis

Joint First Place: Thomas Allen, Linda O'Shea Farren

Master of Science in Business & Management (Financial Management)

First Place: John Cooney

Master of Science in Business & Management (Human Resource Management)

First Place: Amanda Manley

09

OUTREACH



09

OUTREACH

As noted in previous annual reports, the Institute is the body dedicated to developing the profession of public service. Consequently, the expertise of its staff is constantly called upon in ways other than through the direct provision of services.

Over the years, IPA specialist staff have been nominated to and co-opted onto a range of boards, governing bodies and committees within the state and wider public sector as independent non-executive members and chairpersons. These roles continued in 2019 and included positions on audit and risk committees within central and local government, and regulatory and state bodies and agencies. IPA staff also contributed to the work of the *Our Public Service 2020* Public Service Management Group. The Director General is a member of a number of European and OECD networks of heads of schools and institutes of public administration worldwide.

The Institute facilitates a number of informal networks in order to disseminate best practice and sharing of information, experience and expertise. For example, the Institute supports a network of chief executives of state bodies, a network of heads of administration in state agencies and a forum for chairpersons of various public sector groupings.

During 2019 the Institute hosted a number of morning seminars to promote dialogue and debate amongst senior civil and public servants on key topics.

IO

FINANCIAL PERFORMANCE



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FINANCIAL
PERFORMANCE

The Financial Statements that follow set out in detail the financial operation of the Institute for the year to 31 December 2019.

The year 2019 saw the Institute enjoy another strong financial performance, building on the success of 2018, to generate a surplus of €594k.

The surplus reflects increased levels of activity across the IPA's challenging and competitive trading environment, as articulated by my colleagues across the Education, Training, Research and Publications Divisions.

The Institute's earnings were made up of training and international services (31.2%, 2018 – 34.3%), education fee income (41.7%, 2018 – 37.6%), research income (2.4%, 2018 – 2.6%), publications and membership income (4.2%, 2018 – 4.6%), release of capital grants (1.1%, 2018 – 1.1%) and a government grant (19.4%, 2018 – 19.8%) paid by the Department of Public Expenditure and Reform.

The Institute's direct costs (costs that are incurred in the running of its education and training programmes) decreased slightly during 2019 as a direct consequence of the Institute's conscientious effort at reducing this spend. Salary costs decreased marginally, 0.4%, due to a decrease in the Institute's headcount. Associate costs are directly attributed to teaching and training, and therefore the 4% increase is due to the increase in the take-up of our product and service portfolio.

As the IPA now operates the pension scheme on behalf of the Exchequer, the annual pension contribution is treated as a 'contribution to the Exchequer' in the Financial Statements. The level of employer pension contribution continues as before (at 34.6% of salaries) following the fund transfer to the National Pension Reserve Fund. This contribution was €1.37m in 2019, a decrease on 2018, reflective of the headcount decrease, as identified above.

The financing costs for the long-term loan facility used in the purchase of No. 55, Lansdowne Road (acquired in mid 2006), are based on European Central Bank interbank interest rates, which continued at a low base during 2019. This resulted in a full-year interest charge of €12,989, a decrease on 2018 charges.

In overall financial management terms, the Institute continued to perform well, demonstrating growth in its financial profile throughout 2019. In addition, the IPA's Balance Sheet reserves remain steady at €14m.

FINANCIAL PROSPECTS FOR 2020

Notwithstanding the significant impact that the Covid-19 pandemic has had on the business operations of the IPA, a positive financial performance is expected for 2020. As acknowledged by the Board of the IPA, this is due to the commitment, drive and agility of the IPA management and staff in pivoting the delivery of Training and Education services to a fully online and remote working model, with minimal interruption to service. The academic cycle continued seamlessly, successfully finishing classes remotely and running all examinations online. Also, the Training and Consultancy Unit developed a suite of online offerings, to supplement and complement the existing portfolio of services.

The Institute's block grant remains at €2.725m for 2020 (the same as 2019), a positive support from its parent department. The IPA had budgeted for 2020 turnover at €12.99m with a budgeted surplus of €16k.

COMPLIANCE

The Institute complied with its financial, taxation and regulatory obligations during 2019, and continued to review and update its corporate governance structures in line with the 2016 *Code of Practice for the Governance of State Bodies*, culminating in the adoption of the IPA Governance Manual. The IPA is committed to demonstrating leadership in public sector management; to this end, an investment that commenced in 2019 is developing into a fit-for-purpose, compliant procurement function across the Institute which will deliver on value for money and support further efficiencies in the use of IPA resources.



INSTITUTE SENIOR MANAGEMENT

II

INSTITUTE SENIOR
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