
**THE INSTITUTE OF PUBLIC ADMINISTRATION
(COMPANY LIMITED BY GUARANTEE)**

**FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 DECEMBER 2019**

THE INSTITUTE OF PUBLIC ADMINISTRATION
(Company Limited by Guarantee)

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DIRECTORS AND OTHER INFORMATION
For the year ended 31 December 2019

DIRECTORS

Ms Elizabeth Adams
Mr George Burke
Dr Pamela Byrne
Ms Teresa Cody
Mr Ray Dolan
Dr Lucy Fallon-Byrne
Dr Pat Gallagher (Vice-Chair, appointed October 2019)
Ms Carolyn Gormley
Dr Attracta Halpin
Mr Paul Lemass (retired June 2019)
Dr Fergal Lynch (Chair, appointed October 2019)
Mr Stephen Mulvany
Mr Pat Naughton
Mr Martin O'Halloran (Chair, retired October 2019)
Dr Siobhan O'Halloran (retired October 2019)
Dr Marian O'Sullivan
Mr Barry Quinlan

SECRETARY & REGISTERED OFFICE

Katherina McCaul
59 Lansdowne Road
Dublin 4

AUDITORS

The Comptroller and Auditor General
3A Mayor Street Upper
Dublin 1

PRINCIPAL BANKERS

Allied Irish Bank
52 Upper Baggot Street
Dublin 4

Bank of Ireland
Lower Mayor Street
Dublin 1

SOLICITORS

Eversheds
Earlsfort Terrace
Dublin 2

COMPANIES REGISTRATION OFFICE NUMBER

21087

REGISTERED CHARITY NUMBER

20008031

CHY (REVENUE) NUMBER

5401

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GOVERNANCE STATEMENT AND DIRECTORS' REPORT
For the year ended 31 December 2019

GOVERNANCE

The IPA Board

The IPA's Constitution (as amended in 2017) specifies the composition of the Board and the organisations which are responsible for nominating members to the Board. The Articles also provide that one member may be appointed by co-option.

The Board membership for 2019 was as follows:

- Mr Martin O'Halloran (Chair), former CEO, Health and Safety Authority (retired October 2019)
- Dr Marian O'Sullivan, Director General, IPA
- Dr Fergal Lynch (Chair, appointed October 2019), Secretary General, Department of Children and Youth Affairs
- Mr Stephen Mulvany, Chief Financial Officer, Health Service Executive (re-appointed October 2019)
- Ms Elizabeth Adams, Policy Officer, Department of Health (appointed October 2019)
- Ms Carolyn Gormley, IPA Staff Representative
- Mr Pat Naughton, Executive Director, Group People and Sustainability, ESB
- Dr Pat Gallagher, Chief Executive, Westmeath County Council (Vice-Chair, appointed October 2019)
- Dr Lucy Fallon-Byrne, Assistant Secretary, Department of Public Expenditure and Reform (re-appointed December 2019)
- Mr Ray Dolan, CEO, Safefood Ireland (re-appointed October 2019 for 1 year)
- Mr Paul Lemass, Assistant Secretary, Department of Housing, Planning and Local Government (resigned May 2019)
- Dr Siobhan O'Halloran, Chief Nursing Officer, Department of Health (retired October 2019)
- Mr George Burke, Principal Officer, Economic Infrastructure, Regulation and Climate Change Unit, Dept of An Taoiseach (appointed October 2019)
- Dr Pamela Byrne, CEO, Food Safety Authority of Ireland (appointed October 2019)
- Dr Attracta Halpin, Registrar, National University of Ireland (NUI) (appointed October 2019)
- Ms Teresa Cody, Assistant Secretary, Corporate Division, Department of Health (appointed October 2019)
- Mr Barry Quinlan, Assistant Secretary, Local Government Division, Department of Housing, Planning and Local Government (appointed October 2019)

The IPA Senior Management Team

Dr Marian O'Sullivan is the Director General of the Institute of Public Administration and, as the Chief Executive Officer, is ultimately responsible for all of the operations of the IPA. Overall management of the IPA's affairs is the responsibility of the senior management group (SMG).

The members of the SMG are

- Dr Marian O'Sullivan, Director General
- Dr Michael Mulreany, Assistant Director General, Registrar and Head of the Whitaker School of Government and Management
- Ms Teresa Casserly, Director, Training & Development and International Services
- Mr Aidan Horan, Director, Training & Development and Consultancy Services
- Dr Richard Boyle, Head of Research, Publishing and Corporate Relations
- Ms Noreen Fahy, Director of Finance & Corporate Services
- Ms Katherina McCaul, Director of Human Resources and Company Secretary

BOARD RESPONSIBILITIES

Matters Reserved for the Board

The *Code of Practice for the Governance of State Bodies 2016* outlines all the matters specifically reserved for Board decision. The following key matters are reserved for Board decision:

- Approval of the Annual Report, Annual Budget and Corporate Business Plan of the IPA;
- Approval of the IPA Annual Financial Statements;
- Terms of reference of the Board committees; and
- Delegated authority levels, treasury policy and risk management policies.

The Institute's Articles of Association set out the role of the Board and that of the Director General. The Articles state, "The business of the Institute shall be managed by the Board". They state that the Board shall:

1. Have power to delegate any of their business, functions and powers of management to the Director General;
2. Approve terms of major contracts;
3. Have power to appoint subcommittees (including ones with the powers of the Board), etc;
4. Determine and review the aims and objectives of the Institute and determine changes in policy;
5. Ensure that these aims are attained by formulating and reviewing policies and by supervising the carrying on of the Institute's business;
6. Determine/approve the annual budget and corporate plans; appoint the Director General; and, on his/her recommendation, appoint such other officers as the Board may wish from time to time; and
7. Approve significant amendments to the pension benefits of the CEO and staff.

The Chair and Board are strongly guided by the principles of the *Code of Practice for the Governance of State Bodies 2016*.

The Institute is required to prepare Financial Statements for each financial year in such form as may be approved by the Minister for Public Expenditure and Reform. In preparing those Financial Statements, the IPA is required to:

- Select suitable accounting policies and then apply them consistently;
- Ensure that any judgements and estimates that are made are reasonable and prudent;
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the Financial Statements;
- Ensure the Financial Statements present a true and fair view of IPA's financial performance and financial position at year end; and
- Prepare the Financial Statements on the going concern basis unless it is inappropriate to presume that the IPA will continue in operation.

The IPA is responsible for keeping adequate accounting records which disclose with reasonable accuracy, at any time, the financial position of the Institute and which enable it to ensure that the Financial Statements comply with the *Code of Practice for the Governance of State Bodies 2016* obligations. The IPA is also responsible for safeguarding its assets and for taking reasonable steps for the prevention and detection of fraud or other irregularities.

The Board is responsible for approving the annual business plan and budget. The performance of the IPA against the annual business plan and budget is evaluated by the Finance & Strategy subcommittee and subsequently by the Board.

The Board considers that the annual Financial Statements 2019 give a true and fair view of the financial performance and the financial position of the Institute at 31 December 2019.

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GOVERNANCE STATEMENT AND DIRECTORS' REPORT
For the year ended 31 December 2019

BOARD STRUCTURE

The Board's composition is outlined in the IPA Memorandum and Articles.

The Board is satisfied that its members are free from any business or other relationship that could materially affect, or could appear to affect, the exercise of their independent judgement.

All Board members disclose any interest and absent themselves from Board discussions and decisions where they are conflicted or have a direct or indirect interest as required by the *Code of Practice for the Governance of State Bodies 2016*.

Board membership and terms of office are detailed in Table 1 below:

Table 1: Board membership and term of office

Ref	Name	Role	Date of appointment	Current term ends
1	Mr Martin O'Halloran	Chairperson	November 2012	October 2019
2	Ms Elizabeth Adams	Ordinary Member	October 2019	AGM 2022
3	Mr George Burke	Ordinary Member	October 2019	AGM 2022
4	Dr Pamela Byrne	Ordinary Member	October 2019	AGM 2022
5	Ms Teresa Cody	Ordinary Member	October 2019	AGM 2022
6	Mr Ray Dolan	Ordinary Member (Co-Opted)	February 2009	AGM 2020
7	Dr Lucy Fallon Byrne	Ordinary Member	December 2016	December 2022
8	Dr Pat Gallagher	Ordinary Member (Vice-Chair from October 2019)	June 2016	AGM 2022
9	Ms Carolyn Gormley	Ordinary Member	June 2017	June 2020
10	Dr Attracta Halpin	Ordinary Member	October 2019	AGM 2022
11	Mr Paul Lemass	Ordinary Member	October 2014	May 2019
12	Dr Fergal Lynch	Ordinary Member	June 2016	AGM 2022
13	Mr Stephen Mulvany	Ordinary Member	June 2016	AGM 2022
14	Mr Pat Naughton	Ordinary Member	June 2017	June 2020
15	Dr Siobhan O'Halloran	Ordinary Member	June 2014	October 2019
16	Dr Marian O'Sullivan	Director General Ordinary Member	October 2015	
17	Mr Barry Quinlan	Ordinary Member	October 2019	AGM 2022

The Board has established three committees, as follows:

1. **The Audit and Risk Committee:** comprises of five Board members. The role of the Audit and Risk Committee (ARC) is to support the Board in their responsibilities for issues of risk, control and governance by reviewing the comprehensiveness of assurances in meeting the Board's assurance needs and reviewing the reliability and integrity of these assurances.

The ARC formally reports to the Board, providing such information or advice as deemed appropriate through the ARC Chair's regular presentations to the Board about committee activities, issues and related recommendations. The ARC provides the Board with an annual report, timed to support finalisation of the annual report and Financial Statements, summarising its conclusions from the work it has done during the year. The members of this committee are:

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Mr Ray Dolan (Chair), Dr Fergal Lynch (retired October 2019), Mr Pat Naughton, Dr Siobhan O'Halloran (retired October 2019), Mr Paul Lemass (resigned May 2019), Mr Barry Quinlan (appointed October 2019), Dr Attracta Halpin (appointed October 2019), George Burke (appointed October 2019).

2. **The Administration Committee:** comprises of five Board members. The role of the Administration Committee is to assist the Board in considering management proposals concerning the provision, acquisition and disposal of property for the Institute and their financial implications; to approve the authorised staff complement of the Institute; to approve the creation of permanent, full-time and contract posts; and to review the Director General's reports on manpower issues, industrial relations and any other issues referred to it by the Director General; and to ensure that best practices in personnel and management policies are carried out in the Institute. The members of this committee are:

Mr Martin O'Halloran (Chair) (retired October 2019), Ms Elizabeth Adams (appointed October 2019), Dr Pat Gallagher (Chair) (appointed October 2019), Mr Ray Dolan, Ms Teresa Cody (appointed October 2019), Dr Lucy Fallon-Byrne (appointed October 2019).

3. **Finance and Strategy Committee:** comprises of five Board members. The role of the Finance and Strategy Committee is to assist the Board in drafting the annual corporate plan and to monitor its implementation and to examine the draft annual budget and make recommendations to the Board in relation to it. When the annual operating budget is approved, the Committee reviews its implementation during the course of the year and examines the management accounts of the Institute from time to time. The members of this committee are:

Mr Martin O'Halloran (Chair) (retired October 2019), Ms Carolyn Gormley, Mr Stephen Mulvany, Dr Fergal Lynch (Chair) (appointed October 2019), Dr Pamela Byrne (appointed October 2019), Dr Marian O'Sullivan.

All committees formally report to the Board, providing such information or advice as deemed appropriate, through the Committee Chairperson's presentations to the Board about committee activities, issues and related recommendations. The Audit & Risk Committee provides the Board with a report summarising its conclusions from the work it has done during the year. The two other subcommittees of the Board report to the Board at the nearest subsequent Board meeting, providing formal minutes, oral updates and reports as and when required.

Schedule of Board Members' Attendance, Fees* and Expenses

A schedule of attendance at the Board and Committee Meetings for 2019 is set out below, including the fees and expenses received by each member.

Board Member	Board meeting	Audit & Risk Committee	Finance & Strategy Committee	Administration Committee
Ms Elizabeth Adams	1 of 2			
Mr George Burke	2 of 2	1 of 1		
Dr Pamela Byrne	1 of 2		1 of 1	
Ms Teresa Cody	2 of 2			
Mr Ray Dolan	5 of 7	4 of 4		1 of 2
Dr Lucy Fallon-Byrne	5 of 7			

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Dr Pat Gallagher	6 of 7			1 of 2
Ms Carolyn Gormley	6 of 7		1 of 2	
Dr Attracta Halpin	1 of 2	0 of 1		
Mr Paul Lemass	2 of 2	0 of 1		
Dr Fergal Lynch	6 of 7	1 of 3	2 of 2	
Mr Stephen Mulvany	5 of 7		1 of 2	
Mr Pat Naughton	5 of 7	3 of 4		
Mr Martin O'Halloran	5 of 5		1 of 1	2 of 2
Dr Siobhan O'Halloran	2 of 5	3 of 3		
Dr Marian O'Sullivan	7 of 7		2 of 2	
Mr Barry Quinlan	1 of 2	1 of 1		

<i>Ref</i>	<i>Name</i>	<i>2019 Fees</i>	<i>2019 Expenses</i>
1	Ms Elizabeth Adams	0	0
2	Mr George Burke	0	0
3	Dr Pamela Byrne	0	0
4	Ms Teresa Cody	0	0
5	Mr Ray Dolan	0	0
6	Dr Lucy Fallon-Byrne	0	0
7	Dr Pat Gallagher	0	0
8	Ms Carolyn Gormley	0	0
9	Dr Attracta Halpin	0	0
10	Mr Paul Lemass	0	0
11	Dr Fergal Lynch	0	0
12	Mr Stephen Mulvany	0	0
13	Mr Pat Naughton	0	0
14	Mr Martin O'Halloran	0	0
15	Dr Siobhan O'Halloran	0	0
16	Dr Marian O'Sullivan	0	0
17	Mr Barry Quinlan	0	0

*As per paragraph 6 of the IPA's Memorandum of Association, fees are not payable to IPA Board Members.

Key Personnel Changes

During 2019, two Board members retired, and one resigned following a move to another work role. In accordance with the IPA's Constitution (as amended in 2017), replacement Board members were appointed and ratified at the Annual General Meeting of the IPA in October 2019.

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There were no key management personnel changes during 2019.

Disclosures Required by the Code of Practice for the Governance of State Bodies (2016)

The Board is responsible for ensuring that the IPA has complied with the requirements of the *Code of Practice for the Governance of State Bodies*, as published by the Department of Public Expenditure and Reform in August 2016. The following disclosures are required by the Code:

Employee Short-Term Benefits Breakdown

Employees' short-term benefits in excess of €60,000 are disclosed below. Note: For the purposes of this disclosure, short-term employee benefits in relation to services rendered during the reporting period include salary, overtime and other payments made on behalf of the employee, but exclude employer's PRSI.

SALARY BAND (€) 2019	STAFF NUMBER	SALARY BAND (€) 2018	STAFF NUMBER
60,000 – 69,999	3	60,000 – 69,999	1
70,000 – 79,999	-	70,000 – 79,999	1
80,000 – 89,999	13	80,000 – 89,999	13
90,000 – 99,999	7	90,000 – 99,999	9
100,000 – 109,999	4	100,000 – 109,999	3
110,000 – 119,999	-	110,000 – 119,999	-
120,000 – 129,999	1	120,000 – 129,999	-
130,000 – 139,999	-	130,000 – 139,999	-
140,000 – 149,999	-	140,000 – 149,999	1
150,000 – 159,999	1	150,000 – 159,999	1
160,000 – 169,999	1	160,000 – 169,999	-

Consultancy Costs

Consultancy costs include the cost of external advice to management and exclude outsourced 'business-as-usual' functions.

	2019	2018
	€	€
Legal Advice	1,306	18,384
Financial/actuarial advice	-	-
Public Relations/marketing	-	-
Human Resources	38,820	20,294
Business improvement	8,130	1,939
Other	-	-
Total consultancy costs	48,256	40,617

No consultancy costs have been capitalised.

Legal Costs and Settlement

The table below provides a breakdown of amounts recognised as expenditure in the reporting period in relation to legal costs, settlements and conciliation and arbitration proceedings relating to contracts with third parties. This does not include expenditure incurred in relation to general legal advice received by the IPA, which is disclosed in Consultancy Costs above.

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	2019	2018
	€	€
Legal fees – legal proceedings	-	-
Conciliation and arbitration payments	-	-
Settlement	-	100,000
Total	-	100,000

Travel and Subsistence Expenditure

Travel and subsistence expenditure is categorised as follows:

	2019	2018
	€	€
Domestic		
• Board	-	-
• Employees	94,131	98,556
International		
• Board	-	-
• Employees	48,239	39,629
Total	142,370	138,185

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Hospitality Expenditure

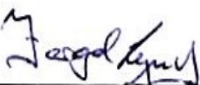
The Income and Expenditure Account includes the following hospitality expenditure:

	2019	2018
	€	€
Staff hospitality	1,453	4,267
Client hospitality	-	-
Total	1,453	4,267

Statement of Compliance

The IPA has substantially complied with the requirements of the *Code of Practice for Governance of State Bodies 2016* as published by the Department of Public Expenditure and Reform insofar as was possible due to the unique nature of the IPA. The IPA Board oversaw the development of, and subsequently adopted, the IPA Governance Manual which is compliant with the *Code of Practice for the Governance of State Bodies 2016*. The Board of the IPA continued to oversee the implementation of the IPA Governance Manual throughout 2019. Please refer to the Procurement section in the Statement of Internal Control. The Board is satisfied with the level of compliance in relation to the *Code of Practice for Governance of State Bodies 2016* as at year end 31 December 2019, having due regard to the guidance issued by the Department of Public Expenditure and Reform issued in November 2017.

On behalf of the Board



Dr Fergal Lynch
Chairperson

Date: 26 November 2020

STATEMENT ON INTERNAL CONTROL
For the year ended 31 December 2019

Scope of Responsibility

On behalf of the Institute of Public Administration, I acknowledge the Board's responsibility for ensuring that an effective system of internal control is maintained and operated. This responsibility takes account of the requirements of the *Code of Practice for the Governance of State Bodies 2016*. In preparing this statement, the Audit & Risk Committee and the Board have considered a report on assurance arrangements and the review of the effectiveness of the system of internal control.

Purpose of the System of Internal Control

The system of internal control is designed to manage risk to a tolerable level rather than to eliminate it. The system can therefore only provide reasonable and not absolute assurance that assets are safeguarded, transactions authorised and properly recorded, and that material errors or irregularities are either prevented, or detected in a timely way. The system of internal control, which accords with guidance issued by the Department of Public Expenditure and Reform, has been in place in the Institute of Public Administration for the year ended 31 December 2019 and up to the date of approval of the Financial Statements.

Capacity to Handle Risk

The Institute has an Audit and Risk Committee (ARC) comprising five Board members and including members with financial and audit expertise. The ARC met four times in 2019. The Institute has also established an internal audit function, which is adequately resourced and conducts a programme of work agreed with the ARC.

The ARC has developed and approved a risk management policy, which sets out the risk appetite and the risk management processes in place, and details the roles and responsibilities of staff in relation to risk. This policy was informed by findings of a previous Internal Audit report and findings regarding the Institute's risk management framework.

The policy was circulated to all staff who are expected to work within the Institute of Public Administration's risk management policies, to alert management on emerging risks and control weaknesses and assume responsibility for risks and controls within their own area of work.

The Director of Finance and Corporate Services is the appointed Chief Risk Officer.

Risk and Control Framework

The Institute of Public Administration's risk management system identifies and reports key risks and the management actions being taken to address and, to the extent possible, mitigate those risks.

A risk register is in place, which identifies the key risks facing the Institute, and these have been identified, evaluated and graded according to their significance. The register is a standing Board and ARC agenda item and is reviewed at each meeting. The outcome of these assessments is used to plan and allocate resources to ensure risks are managed to an acceptable level.

The risk register details the controls and actions needed to mitigate risks and responsibility for operation of controls assigned to specific staff. The Board confirms that a control environment containing the following elements is in place:

- Procedures for key business processes have been documented. The ARC oversees the inclusion of policy reviews in individual internal audits included in the strategic internal audit plan.
- Financial responsibilities have been assigned at management level with corresponding accountability.
- There is an appropriate budgeting system with an annual budget which is kept under review by senior management.
- The information and communication technology systems have been reviewed and strengthened. An Internal Audit of general ICT controls was undertaken in 2019 which provided reasonable assurance on the system of control in place.
- There are systems in place to safeguard the assets of the IPA.

Ongoing Monitoring and Review

Formal procedures have been established for monitoring control processes, and identified control deficiencies are then communicated to those responsible for taking corrective action and to management and the Board, where relevant, in a timely way. The Board confirms that the following ongoing monitoring systems are in place:

- Key risks and related controls have been identified and processes have been put in place to monitor the operation of those key controls and report any identified deficiencies.
- Reporting arrangements have been established at all levels where responsibility for financial management has been assigned.
- There are regular reviews by senior management of periodic and annual performance and financial reports which indicate performance against budgets/forecasts.

Procurement

The Board confirms that the Institute is investing in enhancing its procurement procedures to not only ensure compliance with current procurement rules and guidelines, but to support best practice procurement that will deliver on increased value for money. Matters arising regarding controls over procurement are highlighted under internal control issues below.

Review of Effectiveness

The Board confirms that the Institute has procedures in place to monitor the effectiveness of its risk management and control procedures. The Institute's monitoring and review of the effectiveness of the system of internal financial control is informed by the work of the internal and external auditors, the Audit and Risk Committee which oversees their work, and the senior management team within the Institute responsible for the development and maintenance of the internal financial control framework.

The Board can confirm that it undertook the annual review of the effectiveness of the system of internal controls for 2019 and the output was assessed at the ARC's meeting of 26 February 2020 and at the subsequent Board meeting on 26 March 2020. This was supported by a report to the ARC on assurance arrangements and the review of the effectiveness of the system of internal control.

Internal Control Issues

Non-Compliant Procurement

The Board confirms that the Institute has procedures in place to ensure compliance with current procurement rules and guidelines. The Audit of the 2019 Financial Statements identified non-compliant procurement expenditure to the value of €311k, which includes:

- A facilities management contract of €180k, which was rolled over. Tendering for this contract is at stage 2.
- Staff recruitment agency costs of €21k.
- Book purchasing costs of €110k.

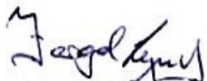
The Board is taking action to ensure full compliance with procurement rules which includes:

- Implementation of recommendations from an internal audit review of procurement procedures and compliance – Q4 2018.
- The designation of the Director of Finance and Corporate Services as Chief Procurement Officer
- Approval of outsourcing procurement expertise and supports and the initiation of competitive procurement processes in relation to key contracts. The procurement expertise to support the IPA in creating a fit for purpose and adequately resourced procurement function were procured through the OGP Framework for Procurement Services in Q1 2019 and the contract commenced in June 2019.

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The Board is satisfied that the steps being taken will bring the IPA into compliance with public procurement regulation and support the IPA in developing a procurement function which will achieve the most economically advantageous expenditure solutions.

On behalf of the Board



Dr Fergal Lynch
Chairperson

Date: 26 November 2020



Dr Marian O'Sullivan
Director General

Date: 26 November 2020



Ard Reachtaire Cuntas agus Ciste Comptroller and Auditor General

Report for presentation to the Houses of the Oireachtas

Institute of Public Administration (CLG)

Opinion on financial statements

I have audited the financial statements of the Institute of Public Administration (CLG) for the year ended 31 December 2019 as required under the provisions of section 5 of the Comptroller and Auditor General (Amendment) Act 1993. The financial statements comprise the statement of income and expenditure, the statement of comprehensive income, the statement of financial position, the statement of changes in equity, the statement of cash flows and the related notes, including a summary of significant accounting policies.

In my opinion, the financial statements

- give a true and fair view of the assets, liabilities and financial position of the company at 31 December 2019 and of its income and expenditure for 2019
- have been properly prepared in accordance with Financial Reporting Standard (FRS) 102 — *The Financial Reporting Standard applicable in the UK and the Republic of Ireland*, and
- have been properly prepared in accordance with the Companies Act 2014.

Basis of opinion

I conducted my audit of the financial statements in accordance with the International Standards on Auditing (ISAs) as promulgated by the International Organisation of Supreme Audit Institutions. My responsibilities under those standards are described in the appendix to this report. I am independent of the company and have fulfilled my other ethical responsibilities in accordance with the standards.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions related to going concern

The directors have prepared the financial statements on a going concern basis. As described in the appendix to this report, I conclude on

- the appropriateness of the use of the going concern basis of accounting by the directors and
- whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern.

I have nothing to report in that regard.

Opinion on matters prescribed by the Companies Act 2014

Based solely on the work undertaken in the course of the audit, I report that in my opinion

- the information given in the directors' report is consistent with the financial statements, and
- the directors' report has been prepared in accordance with the Companies Act 2014.

I have obtained all the information and explanations that I consider necessary for the purposes of my audit.

In my opinion, the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited, and the financial statements are in agreement with the accounting records.

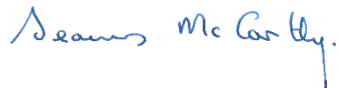
The Companies Act 2014 also requires me to report if, in my opinion, the disclosures of directors' remuneration and transactions required by sections 305 to 312 of the Act are not made. I have nothing to report in that regard.

Report of the C&AG (continued)

Report on information other than the financial statements, and on other matters

The directors have presented certain other information with the financial statements. This comprises the annual report including the governance statement and directors' report and the statement on internal control. My responsibilities to report in relation to such information, and on certain other matters upon which I report by exception, are described in the appendix to this report.

I have nothing to report in that regard.

A handwritten signature in blue ink that reads "Seamus McCarthy". The signature is written in a cursive style.

Seamus McCarthy
Comptroller and Auditor General

3 December 2020

Appendix to the report

Responsibilities of the directors

As detailed in the directors' report, the directors are responsible for

- the preparation of financial statements in the form prescribed under the Companies Act 2014
- ensuring that the financial statements give a true and fair view in accordance with FRS102
- ensuring the regularity of transactions
- assessing whether the use of the going concern basis of accounting is appropriate, and
- such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Responsibilities of the Comptroller and Auditor General

I am required under section 5 of the Comptroller and Auditor General (Amendment) Act 1993 to audit the financial statements of the company and to report thereon to the Houses of the Oireachtas.

My objective in carrying out the audit is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement due to fraud or error. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with the ISAs, I exercise professional judgment and maintain professional scepticism throughout the audit. In doing so,

- I identify and assess the risks of material misstatement of the financial statements whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- I obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal controls.
- I evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures.

- I conclude on the appropriateness of the use of the going concern basis of accounting and, based on the audit evidence obtained, on whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my report. However, future events or conditions may cause the company to cease being a going concern.
- I evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Information other than the financial statements

My opinion on the financial statements does not cover the other information presented with those statements, and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, I am required under the ISAs to read the other information presented and, in doing so, consider whether the other information is materially inconsistent with the financial statements or with knowledge obtained during the audit, or if it otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

Reporting on other matters

My audit is conducted by reference to the special considerations which attach to State bodies in relation to their management and operation. I report if I identify there are material matters relating to the manner in which public business has been conducted.

I seek to obtain evidence about the regularity of financial transactions in the course of audit. I report if I identify any material instance where public money has not been applied for the purposes intended or where transactions did not conform to the authorities governing them.

THE INSTITUTE OF PUBLIC ADMINISTRATION
(Company Limited by Guarantee)

STATEMENT OF INCOME AND EXPENDITURE
For the year ended 31 December 2019

	Notes	2019	2018
		€	€
Income			
Fee Income	2	10,195,611	9,878,248
Sale of Publications	3	324,740	324,604
Subscriptions		247,156	281,333
Oireachtas Grant	4	2,629,000	2,629,000
Amortisation of Capital Grant	14	<u>149,823</u>	<u>149,823</u>
		13,546,330	13,263,008
Operating Expenditure			
Direct Costs	6	3,134,102	3,172,827
Salary Costs	7(b)	6,139,384	6,113,116
Administration Expenses	8	2,294,960	2,202,291
Interest Payable and Similar Charges		15,043	15,662
Retirement Benefit Cost	19(b)	<u>1,368,440</u>	<u>1,639,849</u>
		12,951,929	13,143,745
Operating (Deficit)/Surplus for the Year		<u>594,401</u>	<u>119,263</u>

All income and expenditure for the year relates to continuing activities at the reporting date. The Statement of Cash Flows and notes 1 to 22 form part of these Financial Statements.

On behalf of the Board



Dr Fergal Lynch
Chairperson



Carolyn Gormiey
Director

Date: 26 November 2020

Date: 26 November 2020

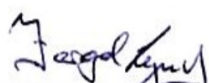
THE INSTITUTE OF PUBLIC ADMINISTRATION
(Company Limited by Guarantee)

STATEMENT OF COMPREHENSIVE INCOME
For the year ended 31 December 2019

	2019	2018
	€	€
(Deficit)/Surplus after Exchequer Contribution	594,401	119,263
Experience Gain/(Loss) on Retirement Benefit Obligations	(7,000)	861,000
Change in Assumptions Underlying the Present Value of Retirement Benefit Obligations	(5,688,000)	1,560,000
Total Actuarial Gain/(Loss) in the Year	<u>(5,695,000)</u>	<u>2,421,000</u>
Adjustment to Retirement Benefit Funding	5,695,000	(2,421,000)
Total Comprehensive (Loss)/Income	<u><u>594,401</u></u>	<u><u>119,263</u></u>

The Statement of Cash Flows and notes 1 to 22 form part of these Financial Statements.

On behalf of the Board



Dr Fergal Lynch
Chairman



Carolyn Gormley
Director

Date: 26 November 2020

Date: 26 November 2020

THE INSTITUTE OF PUBLIC ADMINISTRATION
(Company Limited by Guarantee)

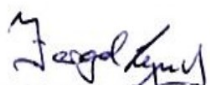
STATEMENT OF CHANGES IN EQUITY
For the year ended 31 December 2019

	IN RESPECT OF CURRENT YEAR				
	Capital Reserve	Revenue Reserve	Accumulated Surplus on Income and Expenditure	Capital Grants	Total
	€	€	€	€	€
At 1 January 2019	9,620,822	2,140,726	1,604,363	213,845	13,579,756
Transfer to Capital Reserves	270,035	(270,035)	-	-	-
Amortisation of Capital Grant	-	-	-	(149,823)	(149,823)
Surplus on Statement of Income and Expenditure	-	-	594,401	-	594,401
At 31 December 2019	9,890,857	1,870,691	2,198,764	64,022	14,024,334

	IN RESPECT OF PRIOR YEAR				
	Capital Reserve	Revenue Reserve	Accumulated Surplus on Income and Expenditure	Capital Grants	Total
	€	€	€	€	€
At 1 January 2018	9,352,539	2,409,009	1,485,100	363,668	13,610,316
Transfer to Capital Reserves	268,283	(268,283)	-	-	-
Amortisation of Capital Grant	-	-	-	(149,823)	(149,823)
Surplus on Statement of Income and Expenditure	-	-	119,263	-	119,263
At 31 December 2018	9,620,822	2,140,726	1,604,363	213,845	13,579,756

The Statement of Cash Flows and notes 1 to 22 form part of these Financial Statements.

On behalf of the Board



Dr Fergal Lynch
Chairperson

Date: 26 November 2020



Carolyn Gormley
Director

Date: 26 November 2020

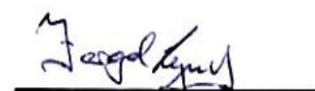
THE INSTITUTE OF PUBLIC ADMINISTRATION
(Company Limited by Guarantee)

STATEMENT OF FINANCIAL POSITION
For the year ended 31 December 2019

	Notes	2019 €	2018 €
Non-Current Assets			
Property, Plant & Equipment	10	13,578,727	14,207,353
Current Assets			
Inventory	9	97,087	107,321
Receivables	11	1,638,741	1,544,420
Cash and Cash Equivalents		6,147,978	4,829,475
		<u>7,883,806</u>	<u>6,481,216</u>
Payables			
Amounts Falling Due within One Year	12	<u>(5,837,543)</u>	<u>(5,236,370)</u>
Net Current Assets		<u>2,046,263</u>	<u>1,244,846</u>
Total Assets Less Current Liabilities		15,624,990	15,452,199
Payables			
Amounts Falling Due after One Year	13	<u>(1,600,656)</u>	<u>(1,872,443)</u>
Total Assets Less Liabilities		14,024,334	13,579,756
Long-Term Retirement Benefit Obligation	19(a)	(67,069,000)	(60,865,000)
Deferred Retirement Benefit Asset	19(a)	67,069,000	60,865,000
Net Assets		<u>14,024,334</u>	<u>13,579,756</u>
Representing			
Capital and Revenue Reserves		11,761,548	11,761,548
Accumulated Surplus on Income & Expenditure Account		2,198,764	1,604,363
Capital Grants	14	64,022	213,845
		<u>14,024,334</u>	<u>13,579,756</u>

The Statement of Cash Flows and notes 1 to 22 form part of these Financial Statements.

On behalf of the Board



Dr Fergal Lynch
Chairperson

Date: 26 November 2020



Carolyn Gormley
Director

Date: 26 November 2020

THE INSTITUTE OF PUBLIC ADMINISTRATION
(Company Limited by Guarantee)

STATEMENT OF CASH FLOWS
For the year ended 31 December 2019

	2019	2018
	€	(reclassified)* €
NET CASH FLOWS FROM OPERATING ACTIVITIES		
Operating (Deficit)/Surplus after Exchequer Contribution	594,401	119,263
Adjustments for:		
Interest Payable	12,989	14,768
Depreciation	652,616	674,285
Loss on Disposal of Fixed Assets	-	2,692
Amortisation of Grants	(149,823)	(149,823)
Decrease/(Increase) in Inventories	10,234	(19,315)
(Increase)/Decrease in Receivables	(94,321)	(252,146)
Increase /(Decrease) in Payables	<u>599,421</u>	<u>216,094</u>
Net Cash Flows From Operating Activities	1,625,517	605,818
CASH FLOWS FROM INVESTING ACTIVITIES		
Payments for Property, Plant and Equipment	<u>(23,990)</u>	<u>(179,904)</u>
Net Cash Flows from Investing Activities	1,601,527	425,914
CASH FLOWS FROM FINANCING ACTIVITIES		
Interest Paid	(12,989)	(14,768)
Decrease in 20-Year Mortgage Facility	<u>(270,035)</u>	<u>(268,283)</u>
Net Cash Flows from Financing Activities	(283,024)	(283,051)
Net Increase in Cash and Cash Equivalents	1,318,503	142,863

*2018 cashflow figures have been restated to reflect 2019 classification

The Statement of Cash Flows and notes 1 to 22 form part of these Financial Statements.

1. ACCOUNTING POLICIES

The basis of accounting and significant accounting policies adopted by the Institute of Public Administration are set out below. They have all been applied consistently throughout the year and for the preceding year.

(a) General Information

The Institute of Public Administration is a private company limited by guarantee without share capital incorporated in the Republic of Ireland. The Registered Office is 59 Lansdowne Road, Dublin 4, which is also the principal place of business of the company.

The Institute's primary objective, as set in its Memorandum and Articles of Association, is to advance education, promote scholarship and build capacity in public administration and public management so as to enhance public services.

(b) Statement of Compliance

The Financial Statements of the Institute of Public Administration for the year ended 31 December 2019 have been prepared in accordance with FRS 102, 'The Financial Reporting Standard Applicable in the UK and Ireland', issued by the Financial Reporting Council, as promulgated by Chartered Accountants Ireland.

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the company's Financial Statements.

(c) Basis of Preparation

The Financial Statements have been prepared under the historical cost convention, except for certain assets and liabilities that are measured at fair values, as explained in the accounting policies below. The Financial Statements are in the form approved under the Companies Acts and the relevant generally accepted accounting principles (GAAP). The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the Institute's Financial Statements.

(i) Income (Other than Oireachtas Grant)

Income is included on a receivable basis. Course fees, which are accounted for under fee income, are taken into income during the period of the course.

(ii) Oireachtas Grant

Revenue is generally recognised on an accruals basis; one exception to this is in the case of Oireachtas grants, which are recognised on a cash receipts basis.

(iii) Capital Grants

Grants towards capital expenditure are credited to Capital and Reserves and are released to the Statement of Income and Expenditure over the expected useful life of the related assets, by equal annual instalments.

(iv) Property, Plant & Equipment and Depreciation

Property, plant and equipment, including buildings, are stated at their historical cost or valuation less accumulated depreciation. All tangible fixed assets are initially recorded at historic cost. This includes legal fees, stamp duty and other non-refundable purchase taxes, and also any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management, which can include the costs of site preparation, initial delivery and handling, installation and assembly, and testing of functionality.

THE INSTITUTE OF PUBLIC ADMINISTRATION
(Company Limited by Guarantee)

8. ANALYSIS OF ADMINISTRATION EXPENSES

	2019	2018
	€	€
Repairs, Cleaning and Maintenance	673,969	570,009
Depreciation	652,616	674,285
(Profit)/Loss on Disposals	-	2,692
Stationery and Photocopying	161,194	169,576
Light, Heat and Phone	129,460	141,534
Postage	77,884	77,880
Insurance	42,920	36,408
Corporate Affairs	235,912	177,874
Staff Development	109,856	129,923
General	211,149	222,110
	<u>2,294,960</u>	<u>2,202,291</u>

9. INVENTORY

	2019	2018
	€	€
Stationery and Books	<u>97,087</u>	<u>107,321</u>
There are no inventories pledged as security		

10. Property, Plant & Equipment

IN RESPECT OF CURRENT YEAR

	Land & Buildings ^(a)	Office Machines	Furniture, Fittings, Equipment & Library Books	Total
	€	€	€	€
COST				
At 1 January 2019	20,607,256	1,665,163	2,446,214	24,718,633
Additions	-	-	23,990	23,990
Disposals	-	-	-	-
At 31 December 2019	<u>20,607,256</u>	<u>1,665,163</u>	<u>2,470,204</u>	<u>24,742,623</u>
DEPRECIATION				
At 1 January 2019	6,991,464	1,628,728	1,891,088	10,511,280
Charge for the Year	410,365	7,420	234,831*	652,616
Disposals	-	-	-	-
At 31 December 2019	<u>7,401,829</u>	<u>1,636,148</u>	<u>2,125,919</u>	<u>11,163,896</u>
NET BOOK VALUE				
At 31 December 2019	<u>13,205,427</u>	<u>29,015</u>	<u>344,285</u>	<u>13,578,727</u>
At 1 January 2019	<u>13,615,792</u>	<u>36,435</u>	<u>555,126</u>	<u>14,207,353</u>

IN RESPECT OF PRIOR YEAR

	Land & Buildings ^(a)	Office Machines	Furniture, Fittings, Equipment & Library Books	Total
	€	€	€	€
COST				
At 1 January 2018	20,607,256	1,668,342	2,269,385	24,544,983
Additions	-	-	179,904	179,904
Disposals	-	(3,179)	(3,075)	(6,254)
At 31 December 2018	<u>20,607,256</u>	<u>1,665,163</u>	<u>2,446,214</u>	<u>24,718,633</u>
DEPRECIATION				
At 1 January 2018	6,580,718	1,622,103	1,637,736	9,840,557
Charge for the Year	410,746	7,420	256,119	674,285
Disposals	-	(795)	(2,767)	(3,562)
At 31 December 2018	<u>6,991,464</u>	<u>1,628,728</u>	<u>1,891,088</u>	<u>10,511,280</u>
NET BOOK VALUE				
At 31 December 2018	<u>13,615,792</u>	<u>36,435</u>	<u>555,126</u>	<u>14,207,353</u>
At 1 January 2018	<u>14,026,538</u>	<u>46,239</u>	<u>631,649</u>	<u>14,704,426</u>

*Includes a figure of €43,355 depreciation charge following a review of the useful economic life of stock of Library books.

THE INSTITUTE OF PUBLIC ADMINISTRATION
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Note (a): Schedule of Properties and Type of Holding

57–61 Lansdowne Road	Freehold
49–51 Lansdowne Road	Freehold
55 Lansdowne Road	Freehold
Vergemount Hall, Clonskeagh	License with OPW by Way of Peppercorn Rent

11. RECEIVABLES

	2019	2018
	€	€
Trade Receivables	1,592,003	1,403,760
Exchequer Pensions ^(Note 19c)	-	127,503
Prepayments & Other Receivables	46,738	13,157
	<u>1,638,741</u>	<u>1,544,420</u>

Trade receivables are net of a provision for doubtful debts of €24,400 (2018: €24,400)

12. PAYABLES: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2019	2018
	€	€
Bank Loans	270,035	268,283
Trade Payables	459,892	162,136
Deferred Fee Income	4,443,206	4,171,391
Sundry Payables and Accruals	420,879	394,587
PAYE/PRSI	243,531	239,973
	<u>5,837,543</u>	<u>5,236,370</u>

13. PAYABLES: AMOUNTS FALLING DUE AFTER ONE YEAR

	2019	2018
	€	€
€5m 20-Year Variable Rate Facility	<u>1,600,656</u>	<u>1,872,443</u>

The loan is repayable in instalments over a 20-year period. There are 7 years left on the repayment period. It is subject to a variable interest rate based on Euribor + 0.5%. The weighted average interest rate during the financial year was 0.65% (2018: 0.65%). The bank holds the deeds to No. 55 Lansdowne Road as security on this facility.

13a BANK LOANS

Analysis of the maturity of loans is given below:

	2019	2018
	€	€
Within 1 Year	270,035	268,283
Within 2–5 Years	810,105	804,849
After More Than 5 Years	790,551	1,067,594
	<u>1,870,691</u>	<u>2,140,726</u>

14. CAPITAL GRANTS

	2019	2018
	€	€
At 1 January	213,845	363,668
Amount Amortised in the Year	(149,823)	(149,823)
At 31 December	<u>64,022</u>	<u>213,845</u>

In accordance with the accounting policy, capital grants are recognised using the accrual model. These grants, which are for the purchase of the IPA's training centre, are recognised over the useful life of the assets, which is 20 years. There are no unfulfilled conditions or contingencies attaching to these grants.

15. RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN NET DEBT

	2019	2018
	€	€
Increase in Cash	1,318,503	142,863
Decrease in 20-Year Mortgage Facility	270,035	268,283
Movement in Net Debt During The Year	1,588,538	411,146
Net Debt at 1 January	2,688,749	2,277,603
Net Debt at 31 December	<u>4,277,287</u>	<u>2,688,749</u>

Analysis in Changes of Net Debt

	At 31 December 2018	Cash Flows	At 31 December 2019
	€	€	€
Cash and Cash Equivalents	4,829,475	1,318,503	6,147,978
20-Year Mortgage Facility	(2,140,726)	270,035	(1,870,691)
Total	<u>2,688,749</u>	<u>1,588,538</u>	<u>4,277,287</u>

16. SUBSEQUENT EVENTS

There were no significant events affecting the company subsequent to the Balance Sheet date.

17. CAPITAL COMMITMENTS

There were no capital commitments at the year-end.

18. CONTINGENT LIABILITY

There are no contingent liabilities at the year-end that could have a material adverse effect on the company's financial position.

19. RETIREMENT BENEFITS

(a) Retirement Benefit Obligation and Asset

As outlined in the accounting policies (see Note 1), the Institute's retirement benefit fund was transferred to the National Pension Reserve Fund on 30 June 2010 in accordance with the Financial Measures (Miscellaneous Provisions) Act, 2009. Following the transfer of scheme assets, the Institute is required to pay the Department of Public Expenditure and Reform an annual contribution after taking account of retirement benefits due for payment. The department will provide funding where the retirement benefits paid exceed the contribution. The Board has adopted the treatment and disclosures required by Section 28 of the accounting standard FRS 102 to reflect the arrangements in operation. While the funding arrangement operates on a net pay over basis with the department, the Institute believes the nature of the arrangement is akin to a full reimbursement of the retirement benefit obligation when those liabilities fall due for payment, and therefore recognises its right to the reimbursement as a separate asset in an amount equal to the obligation at the year-end.

The retirement benefit obligation at 31 December 2019 was €67,069,000 (2018: €60,865,000) based on an actuarial valuation of the retirement benefit obligations in respect of Institute staff as at 31 December 2019 carried out by a qualified independent actuary for the purposes of FRS 102. A deferred funding asset of €67,069,000 equal to the

THE INSTITUTE OF PUBLIC ADMINISTRATION
(Company Limited by Guarantee)

liability at 31 December 2019 is recognised as a separate asset on the Statement of Financial Position. The actuarial review for FRS102 disclosures was completed for the purposes of the 2019 Financial Statements.

Movement in Retirement Benefit Obligation

	2019	2018
	€'000	€'000
Present Value of Scheme Obligations at 1 January	60,865	62,981
Current Service Cost	1,152	1,247
Plan Participant Contributions	55	53
Interest Cost	1,082	1,149
Actuarial Loss/(Gain)	5,695	(2,421)
Benefits Paid	(1,655)	(2,017)
Expenses Paid	(125)	(127)
Present Value of Scheme Obligations at 31 December	<u>67,069</u>	<u>60,865</u>
Retirement Benefit Asset at 31 December	<u><u>67,069</u></u>	<u><u>60,865</u></u>

(b) Retirement Benefit Cost Recognised in the Statement of Income and Expenditure

	2019	2018
	€'000	€'000
Employer's Pension Contributions Remitted to the Exchequer	1,368	1,640
Current Service Cost	1,207	1,300
Interest Cost	1,082	1,149
Adjustment to Deferred Exchequer Pension Funding	(2,289)	(2,449)
Total Charged to Statement of Income and Expenditure	<u>1,368</u>	<u>1,640</u>

(c) Contribution to the Exchequer in Respect of Retirement Benefits

In accordance with the arrangements set out in Note 19a, the Institute is required to make an annual contribution to the Exchequer in respect of retirement benefits. The contribution is set at 34.6% of the Institute's payroll charge and comprises the Institute's contribution of €1.3m (2018: €1.6m) and employee contributions of €87,805 (2018: €88,103). The Institute makes retirement benefit and related payments on behalf of the Exchequer and the amount payable to the Exchequer is calculated after taking account of such payments.

Amounts payable to the Exchequer are set out below:

	2019 (€)	2018 (€)
Balance at 1 January	(127,503)	(8,789)
IPA Contributions (Excl. Secoded)	1,328,563	1,639,849
IPA Secoded Staff	<u>39,877</u>	<u>71,327</u>
Total Institute Contributions ⁽ⁱ⁾	1,368,440	1,711,176
Employee Contributions	87,805	88,103
Retirement Benefit and Related Payments	(1,780,454)	(2,215,237)
Refund from/(Payments to) Exchequer	451,712	297,244
Balance at 31 December	<u><u>-</u></u>	<u><u>(127,503)</u></u>

Note (i): As a result of the IPA's redeployment of staff in 2012, there are a number of staff on secondment. The IPA makes the necessary pension contribution to the Exchequer on their behalf of €39,877 (2018: €71,327).

(d) Description of the Scheme and Actuarial Assumptions

The retirement benefit scheme is a defined-benefit final salary pension arrangement with benefits defined by reference to current public sector scheme regulations. The scheme provides a retirement benefit (in one-eightieths per year of service), a gratuity or lump sum (at three-eightieths per year of service) and spouse and children's retirement benefit. Normal retirement age is a member's 65th birthday. Retirement benefits in payment (and deferment) normally increase in line with general public sector salary inflation. The current practice of increasing retirement benefits in line with public sector salary inflation is taken into account in measuring the defined-benefit obligation.

The financial assumptions used for FRS 102 purposes were:

	2019	2018
Rate of Increase in Salaries	2.40%	2.60%
Rate of Increase in Retirement Benefits in Payment	2.40%	2.60%
Rate of Increase in Retirement Benefits in Deferment	2.40%	2.60%
Discount Rate	1.10%	1.80%
Inflation	1.40%	1.60%

The key mortality assumptions used in estimating the actuarial value of the scheme liabilities are:

Weighted average life expectancy for mortality tables used to determine benefit obligations at 31 December:

	2019	2018
Male Member Age 65 (Current Life Expectancy)	21.5	21.4
Female Member Age 65 (Current Life Expectancy)	24.0	23.9
Male Member Age 45 (Life Expectancy at Age 65)	23.9	23.8
Female Member Age 45 (Life Expectancy at Age 65)	26.0	25.9

The above mortality assumption is in line with the standard table allowing for projected improvements.

(e) Funding of Retirement Benefits

The IPA expects to contribute €1.3m to the Exchequer in 2020.

20. BOARD MEMBERS' INTERESTS

The Board adopted procedures in accordance with the revised *Code of Practice for the Governance of State Bodies 2016* in relation to the disclosure of interests by Board members, and those procedures have been adhered to in the year. There were no transactions in the year in relation to the Board's activities in which members had any beneficial interest.

21. EVENTS AFTER THE REPORTING PERIOD

On 25 March 2020, in line with Government advice, the Institute of Public Administration moved to a remote working and online delivery model as a result of the Covid-19 pandemic. While the pandemic has posed significant challenges to the business operations of the IPA, forecasting indicates that the 2020 financial performance will result in breakeven. The Board is satisfied that these Financial Statements should be prepared on a going concern basis.

22. APPROVAL OF FINANCIAL STATEMENTS

The Board of Directors of the Institute approved these Financial Statements and authorised them for issue, subject to no material change on 26 March 2020.