



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

**FINANCIAL STATEMENTS  
FOR THE YEAR ENDED  
31 DECEMBER 2022**

---

**THE INSTITUTE OF PUBLIC ADMINISTRATION**  
**(Company Limited by Guarantee)**

---

	Page No
TABLE OF CONTENTS	
DIRECTORS AND OTHER INFORMATION	3
GOVERNANCE STATEMENT AND DIRECTORS' REPORT	4 - 10
STATEMENT ON INTERNAL CONTROL	11 - 13
REPORT OF THE COMPTROLLER AND AUDITOR GENERAL	14 - 16
STATEMENT OF INCOME AND EXPENDITURE	17
STATEMENT OF COMPREHENSIVE INCOME	18
STATEMENT OF CHANGES IN EQUITY	19
STATEMENT OF FINANCIAL POSITION	20
STATEMENT OF CASH FLOWS	21
NOTES TO THE FINANCIAL STATEMENTS	22 - 32

---

**THE INSTITUTE OF PUBLIC ADMINISTRATION**  
**(Company Limited by Guarantee)**

**DIRECTORS AND OTHER INFORMATION**  
**For the year ended 31 December 2022**

---

<b>DIRECTORS</b>	Dr Fergal Lynch (term of office ended 24 <sup>th</sup> Nov 22) Dr Pat Gallagher (term of office ended 24 <sup>th</sup> Nov 22) Mr Tim Lucey (appointed 24 <sup>th</sup> Nov 22) Dr Marian O’Sullivan (term of office ended 30 <sup>th</sup> Sep 22) Ms Helen Brophy (appointed 19 <sup>th</sup> Oct 2022) Mr Stephen Mulvany (resigned 15 <sup>th</sup> Sep 22) Dr Colm Henry (appointed 29 <sup>th</sup> Sep 22) Ms Elizabeth Adams (re-appointed 29 <sup>th</sup> Sep 22) Mr Pat Naughton Mr George Burke (re-appointed 29 <sup>th</sup> Sep 22) Dr Pamela Byrne (re-appointed 24 <sup>th</sup> Nov 22) Dr Pat O’Leary (appointed 24 <sup>th</sup> Mar 22) Mr Greg Dempsey Ms Mary Hurley (resigned 24 <sup>th</sup> Mar 22. Re-appointed 24 <sup>th</sup> Nov 22) Ms Fiona Quinn (appointed 28 <sup>th</sup> Apr 22) Dr Stephen Weir Mr David Moloney
<b>SECRETARY &amp; REGISTERED OFFICE</b>	Mr Ray Mooney 59 Lansdowne Road Dublin 4
<b>AUDITORS</b>	The Comptroller and Auditor General 3A Mayor Street Upper Dublin 1
<b>PRINCIPAL BANKERS</b>	Allied Irish Bank 52 Upper Baggot Street Dublin 4  Bank of Ireland Lower Mayor Street Dublin 1
<b>SOLICITORS</b>	Eversheds Earlsfort Terrace Dublin 2
<b>COMPANIES REGISTRATION OFFICE NUMBER</b>	21087
<b>REGISTERED CHARITY NUMBER</b>	20008031
<b>CHY (REVENUE) NUMBER</b>	5401

## **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 2022 was as follows:**

- Dr Fergal Lynch, (Chair to Nov 2022), Secretary General, Department of Children and Youth Affairs replaced by Ms Mary Hurley, Secretary General, Department of Rural and Community Development
- Dr Pat Gallagher, Chief Executive, Westmeath County Council (Vice Chair) replaced by Mr Tim Lucey, Chief Executive, Cork County Council.
- Dr Marian O'Sullivan, Director General, IPA replaced by Ms Helen Brophy, Director General, IPA
- Mr Stephen Mulvany, Chief Financial Officer, Health Service Executive, replaced by Dr Colm Henry, Chief Clinical Officer, Health Services Executive
- Ms Elizabeth Adams, President of the European Federation of Nurses
- Mr Pat Naughton, Executive Director, Group People and Sustainability, ESB
- Mr George Burke, Deputy Secretary General, Office of the President (Chair from Nov 2022)
- Dr Pamela Byrne, CEO Food Safety Authority of Ireland
- Dr Pat O'Leary, Registrar, National University of Ireland (NUI)
- Mr Greg Dempsey, Deputy Secretary General, Department of Health
- Ms Mary Hurley, Assistant Secretary, Local Government Division, Department of Housing, Planning and Local Government replaced by Ms Fiona Quinn, Assistant Secretary, Department of Housing, Local Government and Heritage
- Dr Stephen Weir, Lecturer, IPA
- Mr David Moloney, Secretary General, Department of Public Expenditure and Reform

### **The IPA Senior Management Team**

Dr Marian O'Sullivan was the Director General of the Institute of Public Administration and as the Chief Executive Officer was ultimately responsible for all of the operations of the IPA until the end of her contract of employment on 30<sup>th</sup> September 2022. The new Director General, Ms Helen Brophy commenced her employment on 19<sup>th</sup> October 2022. In the interim period, Dr Michael Mulreany fulfilled the Director General duties. 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 until 30<sup>th</sup> September 2022 then Ms Helen Brophy from 19<sup>th</sup> October 2022, Director General
- Dr Michael Mulreany, Assistant Director General, Registrar and Head of the Whitaker School of Government and Management
- Dr. John O'Neill, Director of Research, Publications and Corporate Relations
- Ms Noreen Fahy, Director of Finance & Corporate Services
- Ms Teresa Casserly, Director, Training & Development, and International Services
- Mr Aidan Horan, Director, Training & Development and Consultancy Services
- Ms Christine McNally, Human Resources Manager (term ended 24<sup>th</sup> July 2022)
- Mr Ger Murphy, Director of HR, Organisational Development & Corporate Communications (appointed July 2022, resigned December 2022)

## **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;
- Approval of the Terms of Reference of the Board committees and
- Approval of 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 2022 give a true and fair view of the financial performance and the financial position of the Institute at 31 December 2022.

**GOVERNANCE STATEMENT AND DIRECTORS' REPORT**  
For the year ended 31 December 2022

**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**

<b>IPA Constitution Section 16 Ref</b>	<b>Name</b>	<b>Role</b>	<b>Date of appointment</b>	<b>Current term ends</b>
<b>(a) i</b>	Ms Mary Hurley	Ordinary Member	September 2020	Resigned Mar 2022
<b>(a) i</b>	Ms Fiona Quinn	Ordinary Member	April 2022	AGM 2025
<b>(a) ii</b>	Mr Greg Dempsey	Ordinary Member	October 2020	AGM 2023
<b>(b)</b>	Ms Mary Hurley	Ordinary Member	November 2022	AGM 2025
<b>(b)</b>	Dr Fergal Lynch	Chairperson	October 2019	November 2022
<b>(c)</b>	Dr Pat Gallagher	Vice Chairperson	September 2019	November 2022
<b>(c)</b>	Mr Tim Lucey	Ordinary Member	November 2022	AGM 2025
<b>(d)</b>	Mr Stephen Mulvany	Ordinary Member	June 2016	Resigned Sept 2022
<b>(d)</b>	Dr Colm Henry	Ordinary Member	September 2022	AGM 2025
<b>(e) i</b>	Mr Pat Naughton	Ordinary Member	June 2017	April 2022
<b>(e) ii</b>	Dr Pamela Byrne	Ordinary Member	Re-appointed Oct 2022	AGM 2025
<b>(f)</b>	Ms Elizabeth Adams	Ordinary Member	Re-appointed Sept 2022	AGM 2025
<b>(g)</b>	Dr Patrick O'Leary	Ordinary Member	March 2022	AGM 2025
<b>(h)</b>	Mr David Moloney	Ordinary Member	April 2021	April 2024
<b>(i)</b>	Mr George Burke	Ordinary Member	Re-appointed Sept 2022	November 2022
		Chairperson	November 2022	AGM 2025
<b>(j)</b>	Dr Stephen Weir	Ordinary Member	May 2021	May 2024
<b>(k)</b>	Dr Marian O'Sullivan	Director General Ordinary Member	October 2015	30 <sup>th</sup> September 2022
<b>(k)</b>	Ms Helen Brophy	Ordinary Member	October 2022	Sept 2029
<b>(l)</b>	Mr Pat Naughton	Ordinary Member	May 2022	June 2023

The Board has established three committees, as follows:

- The Audit and Risk Committee:** comprises three Board members and two external independent 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's 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

**THE INSTITUTE OF PUBLIC ADMINISTRATION**  
**(Company Limited by Guarantee)**

**GOVERNANCE STATEMENT AND DIRECTORS' REPORT**  
**For the year ended 31 December 2022**

committee are:

Mr Pat Naughton (Chair from May 2020), Mr George Burke (resigned November 2022), Mr Greg Dempsey (Appointed December 2020), Mr Tim Lucey (appointed December 2022), Ms Suzanne Lambe (External member appointed April 2022), Ms Patricia Orme (External member appointed April 2022).

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:

Dr Pat Gallagher, Chairperson (resigned November 2022), Ms Elizabeth Adams (Appointed October 2019), Ms Mary Hurley (Appointed November 2020, resigned in March 2022), Mr George Burke (Appointed November 2020, resigned November 2022), Mr David Moloney (Appointed April 2021), Ms Fiona Quinn (appointed April 2022). There were two unfilled vacancies at 31<sup>st</sup> December 2022.

3. **The Finance & Strategy Committee:** comprises of six 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:

Dr Fergal Lynch (Chairperson resigned November 2022) and replaced by Mr George Burke (appointed as Chairperson in November 2022). Dr Marian O'Sullivan left the committee (30<sup>th</sup> September 2022) and was replaced by Ms Helen Brophy when she commenced as Director General on 19<sup>th</sup> October 2022. Dr Stephen Weir (Appointed May 2021), Mr Stephen Mulvany (resigned in September 2022), Dr Pamela Byrne, Mr Greg Dempsey (Appointed October 2020). One Vacancy remained at 31<sup>st</sup> December 2022.

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 2022 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
Dr Fergal Lynch	9/9		2/3	
Dr Pat Gallagher	8/8			3/3
Mr Pat Naughton	9/10	5/5		

**THE INSTITUTE OF PUBLIC ADMINISTRATION  
(Company Limited by Guarantee)**

**GOVERNANCE STATEMENT AND DIRECTORS' REPORT  
For the year ended 31 December 2022**

Ms Elizabeth Adams	10/10			3/3
Mr Greg Dempsey	9/10	5/5	3/3	
Mr George Burke	10/10	5/5	1/1	1/3
Dr Pamela Byrne	8/10		2/3	
Ms Mary Hurley	1/3			0/1
Mr Stephen Mulvany	5/8		2/3	
Mr David Moloney	5/10			1/3
Dr Pat O'Leary	7/8			
Dr Marian O'Sullivan	6/8		2/2	
Dr Stephen Weir	10/10		3/3	
Ms Fiona Quinn	5/7			2/2
Dr Colm Henry	1/2			
Mr Tim Lucey	2/2			
Ms Helen Brophy	2/2		1/1	

Ref	Name	2022 Fees	2022 Expenses
1	Dr Fergal Lynch	Nil	nil
2	Dr Pat Gallagher	Nil	nil
3	Mr Pat Naughton	Nil	nil
4	Ms Elizabeth Adams	nil	nil
5	Mr Greg Dempsey	nil	nil
6	Mr George Burke	nil	nil
7	Dr Pamela Byrne	nil	nil
8	Ms Mary Hurley	nil	nil
9	Mr Stephen Mulvany	nil	nil
10	Mr David Moloney	nil	nil
11	Dr Pat O'Leary	nil	nil
12	Dr Marian O'Sullivan	nil	nil
13	Dr Stephen Weir	nil	Nil
14	Ms Fiona Quinn	Nil	Nil
15	Dr Colm Henry	Nil	Nil
16	Mr Tim Lucey	Nil	Nil
17	Ms Helen Brophy	Nil	nil

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

**Key Personnel Changes**

During 2022, three Board members retired on completion of their terms of office. These vacancies were filled during 2022. Two other Board members retired prior to the end of their terms of office and were replaced with new Board members in 2022.



**THE INSTITUTE OF PUBLIC ADMINISTRATION**  
**(Company Limited by Guarantee)**

**GOVERNANCE STATEMENT AND DIRECTORS' REPORT**  
**For the year ended 31 December 2022**

In 2022, there were two key management team changes. Mr. Ger Murphy joined the IPA Senior Management Team as Director of HR, Organisational Development and Corporate Communications. The second change was the appointment of a new Director General, Ms Helen Brophy on the 19<sup>th</sup> October 2022. Ms Brophy was also appointed to the Board to replace Dr Marian O'Sullivan whose term of office had ended on 30<sup>th</sup> September 2022.

**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.

<b>SALARY BAND (€)</b> <b>2022</b>	<b>STAFF NUMBER</b>	<b>SALARY BAND (€)</b> <b>2021</b>	<b>STAFF NUMBER</b>
60,000 – 69,999	12	60,000 – 69,999	7
70,000 – 79,999	6	70,000 – 79,999	4
80,000 – 89,999	2	80,000 – 89,999	4
90,000 – 99,999	15	90,000 – 99,999	14
100,000 – 109,999	4	100,000 – 109,999	1
110,000 – 119,999	4	110,000 – 119,999	3
120,000 – 129,999	-	120,000 – 129,999	-
130,000 – 139,999	-	130,000 – 139,999	-
140,000 – 149,999	-	140,000 – 149,999	-
150,000 – 159,999	-	150,000 – 159,999	-
160,000 – 169,999	-	160,000 – 169,999	2
170,000 – 179,999	1	170,000 – 179,999	-
180,000 – 189,999	-	180,000 – 189,999	-
190,000 – 199,999	1	190,000 – 199,999	-

**Consultancy Costs**

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

	<b>2022</b>	<b>2021</b>
	€	€
ICT development costs	67,092	62,250
<b>Total consultancy costs</b>	<b>67,092</b>	<b>62,250</b>
Consultancy costs capitalised	8,500	11,625
Consultancy costs charged to income and expenditure	58,592	50,625
<b>Total consultancy costs</b>	<b>67,092</b>	<b>62,250</b>

**THE INSTITUTE OF PUBLIC ADMINISTRATION**  
**(Company Limited by Guarantee)**

**GOVERNANCE STATEMENT AND DIRECTORS' REPORT**  
**For the year ended 31 December 2022**

**Travel and Subsistence Expenditure**

Travel and subsistence expenditure is categorised as follows:

	<b>2022</b>	<b>2021</b>
	€	€
Domestic		
• Board	-	-
• Employees	45,579	8,336
International		
• Board	-	-
• Employees	-	846
<b>Total</b>	<b>45,579</b>	<b>9,182</b>

**Hospitality Expenditure**

The income and expenditure account includes the following hospitality expenditure:

	<b>2022</b>	<b>2021</b>
	€	€
Staff hospitality	105	695
Client hospitality	-	-
<b>Total</b>	<b>105</b>	<b>695</b>

**Statement of Compliance**

The IPA has substantially complied with the requirements of the *Code of Practice for the 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 continues to oversee and seek assurances from the Director General on all matters related to compliance with the *Code of Practice for the Governance of State Bodies 2016*. Please refer to the Procurement section in the Statement of Internal control.

Throughout 2022, the Board and its subcommittees, engaged with the Director General and Senior Management Group, to ensure risks and threats posed by the impact of the Covid 19 Pandemic were managed and mitigated with minimal impact on the control environment within the IPA.

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<sup>st</sup> December 2022 having due regard to the guidance issued by the Department of Public Expenditure and Reform issued in November 2017.

**On behalf of the Board**



---

**George Burke**  
**Chairperson**  
**Date: 13 September 2023**



---

**Helen Brophy**  
**Director General**  
**Date: 13 September 2023**

**STATEMENT ON INTERNAL CONTROL**  
**For the year ended 31 December 2022**

**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 2022 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 three Board members, two external members and including members with financial and audit expertise. The ARC met five times in 2022. 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, 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. There are systems in place to safeguard the assets of the IPA
- Specific risk reporting mechanisms were implemented as part of the IPA's Covid 19 Response and this was a

**STATEMENT ON INTERNAL CONTROL**  
**For the year ended 31 December 2022**

standing item on each Board agenda throughout 2022.

**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.
- Enhanced reporting procedures were implemented as part of the Covid 19 Response plan including Health and Safety arrangements, Cyber Security and financial forecasting.

**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.

While the Covid 19 Pandemic and associated remote working had a negative impact on the procurement project timelines, the Board and the ARC continued to oversee the implementation of the Procurement project and are satisfied that progress continues to be made.

**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 2022 and the output was assessed at the ARC's meeting of the 15th February 2023 and at the subsequent Board meeting on the 23rd March 2023. 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 2022 Financial Statements identified non-compliant procurement expenditure to the value of €144k which includes:

- Staff recruitment agency costs of €41k.
- Catering costs 27k
- Stationery costs of €28K.

**THE INSTITUTE OF PUBLIC ADMINISTRATION**  
**(Company Limited by Guarantee)**

**STATEMENT ON INTERNAL CONTROL**  
**For the year ended 31 December 2022**

- Marketing, Advertising and Promotion costs of €48k.

In all the cases above, the IPA did not engage in appropriate procurement campaigns (3 quotes or other), resulting in non-compliant expenditure. The IPA is moving to rectify this by recruiting for the vacancy in the procurement function.

The onset of the COVID-19 pandemic in early 2020, and the resulting public health advice and safety measures, rapidly and fundamentally changed the working practices of the IPA with remote and virtual working becoming the norm for most IPA staff. These arrangements continued throughout 2022 and in line with Government guidelines.

The IPA has continued to monitor the developments closely throughout 2022, looking to mitigate the risks that may affect the IPA's business operations, staff and stakeholders. Actions taken by the IPA includes: -

- Continued implementation of The IPA's Business as Usual model and continuation of the delivery of the IPA's business operations in a remote working environment.
- Continual assessment of significant risks pertaining to the COVID-19 pandemic and the agility of the IPA to respond effectively.
- Ensuring robust segregation of duties remains and adequate cover is in place should specific approving authorities be unavailable.
- Ensuring all existing data protection and records management policies and procedures continue to apply in the remote working environment and are monitored and reported on as normal.
- Ensuring that staff members access the IPA's network using the IPA's approved ICT equipment and that all staff members working remotely have been equipped with the necessary ICT equipment.
- Assessing on an ongoing basis the potential for weaknesses in internal controls resulting from COVID-19 and taking measures to monitor and update internal controls where necessary.

**On behalf of the Board**



---

**George Burke**  
**Chairperson**

---

**Helen Brophy**  
**Director General**

**Date:** 13 September 2023

**Date:** 13 September 2023



# 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 the financial statements

I have audited the financial statements of the Institute of Public Administration (CLG) for the year ended 31 December 2022 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 changes in equity, the statement of financial position, 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 2022 and of its income and expenditure for 2022
- 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 governance statement and directors' report is consistent with the financial statements, and
- the governance statement and 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 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 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 "Georgina O Mahony". The signature is written in a cursive style with a large initial 'G'.

**Georgina O Mahony**

**For and on behalf of the  
Comptroller and Auditor General  
25 September 2023**

## Appendix to the report

### Responsibilities of the Directors

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

- the preparation of annual financial statements in the form prescribed under the Companies Act 2014
- ensuring that the annual 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 2022

	Notes	2022 €	2021 €
<b>Income</b>			
Fee Income	2	9,580,446	10,142,096
Sale of Publications	3	385,184	233,614
Subscriptions		214,640	307,506
Oireachtas Grant	4	2,625,000	2,625,000
		<u>12,805,270</u>	<u>13,308,216</u>
<b>Operating Expenditure</b>			
Direct Costs	6	2,111,931	1,749,661
Salary Costs	7(b)	6,893,676	6,255,786
Administration Expenses	8	2,747,189	2,380,855
Interest Payable and Similar Charges		10,336	11,407
Retirement Benefit Cost	18(b)	1,451,954	1,323,660
		<u>13,215,086</u>	<u>11,721,369</u>
<b>Operating (Deficit)/Surplus for the Year</b>		<u><b>(409,816)</b></u>	<u><b>1,586,847</b></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 20 form part of these Financial Statements.

On behalf of the Board



George Burke  
Chairperson



Mary Hurley  
Vice Chairperson

Date: 13 September 2023

Date: 13 September 2023

**THE INSTITUTE OF PUBLIC ADMINISTRATION**  
**(Company Limited by Guarantee)**

**STATEMENT OF COMPREHENSIVE INCOME**  
**For the year ended 31 December 2022**

	<b>2022</b>	<b>2021</b>
	<b>€</b>	<b>€</b>
Surplus/ (Deficit) after Exchequer Contribution	(409,816)	1,586,847
Experience (Loss) on Retirement Benefit Obligations	(7,106,000)	(1,742,000)
Change in Assumptions Underlying the Present Value of Retirement Benefit Obligations	24,536,000	(1,906,000)
<b>Total Actuarial Gain/(Loss) in the Year</b>	<u>17,430,000</u>	<u>(3,648,000)</u>
Adjustment to Retirement Benefit Funding	(17,430,000)	3,648,000
<b>Total Comprehensive (Loss)/Income</b>	<u><b>(409,816)</b></u>	<u><b>1,586,847</b></u>

The Statement of Cash Flows and notes 1 to 20 form part of these Financial Statements.

**On behalf of the Board:**



---

**George Burke**  
**Chairperson**

---

**Mary Hurley**  
**Vice Chairperson**

**Date: 13 September 2023**

**Date: 13 September 2023**

**THE INSTITUTE OF PUBLIC ADMINISTRATION**  
(Company Limited by Guarantee)

**STATEMENT OF CHANGES IN EQUITY**  
For the year ended 31 December 2022

**IN RESPECT OF CURRENT YEAR**

	Capital Reserve	Revenue Reserve	Accumulated Surplus on Income and Expenditure	Capital Development Reserve	Total
	€	€	€	€	€
<b>At 1 January 2022</b>	<b>10,436,257</b>	<b>1,325,291</b>	<b>4,076,794</b>	<b>-</b>	<b>15,838,342</b>
Transfer to Capital Reserves	275,380	(275,380)	-	-	-
Transfer to Capital Development Reserve	-	-	(2,000,000)	2,000,000	-
Amortisation of Capital Grant	-	-	-	-	-
(Deficit) on Statement of Income and Expenditure	-	-	(409,816)	-	<b>(409,816)</b>
<b>At 31 December 2022</b>	<b>10,711,637</b>	<b>1,049,911</b>	<b>1,666,978</b>	<b>2,000,000</b>	<b>15,428,526</b>

**IN RESPECT OF PRIOR YEAR**

	Capital Reserve	Revenue Reserve	Accumulated Surplus on Income and Expenditure	Capital Development Reserve	Total
	€	€	€	€	€
<b>At 1 January 2021</b>	<b>10,162,351</b>	<b>1,599,197</b>	<b>2,489,947</b>	<b>-</b>	<b>14,251,495</b>
Transfer to Capital Reserves	273,906	(273,906)	-	-	-
Amortisation of Capital Grant	-	-	-	-	-
Surplus on Statement of Income and Expenditure	-	-	1,586,847	-	1,586,847
<b>At 31 December 2021</b>	<b>10,436,257</b>	<b>1,325,291</b>	<b>4,076,794</b>	<b>-</b>	<b>15,838,342</b>

The Statement of Cash Flows and notes 1 to 20 form part of these Financial Statements.

**On behalf of the Board**




**George Burke**  
Chairperson  
Date: 13 September 2023

**Mary Hurley**  
Vice Chairperson  
Date: 13 September 2023


**THE INSTITUTE OF PUBLIC ADMINISTRATION**  
**(Company Limited by Guarantee)**

**STATEMENT OF FINANCIAL POSITION**  
**For the year ended 31 December 2022**

	Notes	2022 €	2021 €
<b>Non-Current Assets</b>			
Property, Plant & Equipment	10	12,380,448	12,652,272
<b>Current Assets</b>			
Inventory	9	64,236	135,153
Receivables	11	2,578,080	3,082,450
Cash and Cash Equivalents		6,513,469	7,735,020
		<u>9,155,785</u>	<u>10,952,623</u>
<b>Payables</b>			
Amounts Falling Due within One Year	12	<u>(5,333,176)</u>	<u>(6,715,168)</u>
<b>Net Current Assets</b>		<u>3,822,609</u>	<u>4,237,455</u>
Total Assets Less Current Liabilities		16,203,057	16,889,727
<b>Payables</b>			
Amounts Falling Due after One Year	13	<u>(774,531)</u>	<u>(1,051,385)</u>
Total Assets Less Liabilities		15,428,526	15,838,342
Long-Term Retirement Benefit Obligation	18(a)	(57,578,000)	(75,283,000)
Deferred Retirement Benefit Asset	18(a)	57,578,000	75,283,000
<b>Net Assets</b>		<u><b>15,428,526</b></u>	<u><b>15,838,342</b></u>
<b>Representing</b>			
Capital and Revenue Reserves		11,761,548	11,761,548
Capital Development Reserves		2,000,000	-
Accumulated Surplus on Income & Expenditure Account		1,666,978	4,076,794
		<u><b>15,428,526</b></u>	<u><b>15,838,342</b></u>

The Statement of Cash Flows and notes 1 to 20 form part of these Financial Statements.

**On behalf of the Board**

**George Burke**  
**Chairperson**

**Mary Hurley**  
**Vice Chairperson**

**Date: 13 September 2023**

**Date: 13 September 2023**

**THE INSTITUTE OF PUBLIC ADMINISTRATION**  
**(Company Limited by Guarantee)**

**STATEMENT OF CASH FLOWS**  
**For the year ended 31 December 2022**

	Notes	2022 €	2021 €
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Operating (Deficit)/Surplus after Exchequer Contribution		(409,816)	1,586,847
Adjustments for:			
Interest Payable		10,336	11,407
Depreciation	10	545,200	532,561
Decrease/(Increase) in Inventories		70,917	(19,679)
(Increase)/Decrease in Receivables		504,370	(516,695)
(Decrease) in Payables		<u>(1,383,466)</u>	<u>(302,600)</u>
<b>Net Cash Flows From Operating Activities</b>		<b>(662,459)</b>	<b>1,291,841</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Payments for Property, Plant and Equipment	10	<u>(273,376)</u>	<u>(75,484)</u>
<b>Net Cash Flows From Investing Activities</b>		<u>(935,835)</u>	<u>1,216,357</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Interest Paid		(10,336)	(11,407)
Decrease in 20-Year Mortgage Facility	13a	<u>(275,380)</u>	<u>(273,906)</u>
<b>Net Cash Flows from Financing Activities</b>		<u>(285,716)</u>	<u>(285,313)</u>
<b>Net (Decrease) / Increase in Cash and Cash Equivalents</b>	14	<b><u>(1,221,551)</u></b>	<b><u>931,044</u></b>

The Statement of Cash Flows and notes 1 to 20 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 2022 have been prepared in accordance with FRS 102, 'The Financial Reporting Standard Applicable in the UK and Ireland', issued by the Financial Reporting Council.

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)**

Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write off the cost or valuation, less estimated residual value, of each asset systematically over its expected useful life, on a straight line basis, as follows:

Freehold Buildings	2% Straight Line
Leasehold Premises	2% Straight Line
Furniture and Fittings	5% Straight Line
Equipment	10% Straight Line
Library Books	20% Reducing Balance
Office Machines	25% Straight Line
Prefabricated Buildings	33.3% Straight Line

Depreciation commences in the year in which the asset is brought into use.

**(v) Inventory**

Inventories are stated at the lower of cost and net realisable value using the first in, first out method. Net realisable value is based on normal selling price, less costs expected to be incurred to completion and disposal. Provision is made, where necessary, for obsolete and slow-moving inventory.

**(vi) Receivables**

Receivables are initially recorded at transaction price. Known bad debts are written off and specific provision is made for any amounts the collection of which is considered doubtful.

**(vii) Retirement Benefit Costs**

A defined-benefit retirement benefit scheme is in place for all employees of the Institute of Public Administration, as appropriate. Under the provisions of the Financial Measures (Miscellaneous Provisions) Act, 2009, the Institute's retirement benefit fund assets, which were measured at fair value, transferred to the National Pension Reserve Fund on 30 June 2010. The retirement benefit scheme continues in force for existing members with no impact on benefits or associated provision for members.

The IPA also operates the Single Public Services Pension Scheme (Single Scheme), which is a defined-benefit scheme for pensionable public servants appointed on or after 1 January 2013. Single Scheme members' contributions are paid over to the Department of Public Expenditure and Reform.

Retirement benefit scheme liabilities are measured on an actuarial basis using the projected unit method and represent the present value of future pension payments earned by staff to date. In line with the pension funding arrangements, an asset equal in amount to this liability is recognised and represents the amounts to be reimbursed in future periods by way of Oireachtas grant.

The retirement benefit charge in the Statement of Income and Expenditure comprises the Institute's contribution payable to the Department of Public Expenditure and Reform from the date of transfer in line with the funding arrangements. The Institute does not make an employer pension contribution in respect of Single Scheme staff as confirmed by the DPER.

Following the transfer of the scheme assets, the Institute is funded by the Exchequer on a pay as you go basis to meet the costs of the pensions as they arise.

**(viii) Taxation**

The company is entitled to exemption from taxation under the Taxes Consolidation Act, 1997. The Charity Registration Number is CHY 5401 and the Charities Regulation Number is 2008031. Accordingly, no taxation charge has been included in the Financial Statements for the year ended 31 December 2022.

**(ix) Cash and Cash Equivalents**

Cash consists of cash on hand and demand deposits. Cash equivalents consist of short-term, highly liquid investments that are readily convertible to known amounts of cash which are subject to an insignificant risk of change in value.

**(x) Loans and Borrowings**

The Company obtained a €5hf million, 20-year loan secured by mortgage on its Lansdowne Road premises (there are 7 years remaining). The interest rate charged is Euribor + 0.5%. As required by FRS 102, the loan value and interest expense are recognised using the effective interest rate method.

**(xi) Other Financial Liabilities**

Trade payables are measured at invoice price, unless payment is deferred beyond normal business terms or is financed at a rate of interest that is not a market rate. In this case, the arrangement constitutes a financing transaction, and the financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

**(xii) Capital and Reserves**

The Institute's Balance Sheet reserves comprise a capital reserve, a revenue reserve, capital development reserve and an accumulative surplus reserve on income and expenditure. The capital reserve is held to fund the development of the IPA's building infrastructure, the revenue reserve caters for the principal on the long-term mortgage debt facility, while the accumulative surplus reserve is used to fund ongoing operating activities.

**(xiii) Judgements and Key Sources of Estimation Uncertainty**

The preparation of these Financial Statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses.

Judgements and estimates are continually evaluated and are based on historical experiences and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The directors consider the accounting estimates and assumptions below to be critical accounting estimates and judgements:

**(xiv) Going Concern**

The directors have prepared budgets and cash flows which forecast that the Institute of Public Administration will incur a deficit for the year ended 31st December 2023. IPA has accumulated surpluses and a capital development reserve at 31st December 2022. Maintaining adequate reserves demonstrates the company's sustainability and capacity to manage unforeseen financial difficulties and to give assurance to stakeholders and creditors that the IPA can meet its future financial commitments. These reserves are critical to sustain the company's financial operations for a period of at least twelve months from the date of the approval of the Financial Statements. The Institute of Public Administration is supported by the Department of Public Expenditure and Reform in its efforts to place the financing of the IPA on a robust basis that will secure the future of the organisation over the longer term. On this basis the directors consider that there is no material uncertainty regarding the company's ability to meet its liabilities as they fall due and consider it appropriate to prepare the Financial Statements on a going concern basis. Accordingly, these Financial Statements do not include any adjustments to the carrying amounts and classification of assets and liabilities that may arise if the company was unable to continue as a going concern.

**(xv) Impairment of Trade Receivables**

The company trades with a large and varied number of customers on credit terms. Some debts due will not be paid through the default of a small number of customers. The company uses estimates based on historical experience and current information in determining the level of debts for which an impairment charge is required. The level of impairment required is reviewed on an ongoing basis.

**(xvi) Impairment of Inventory**

The directors are of the view that an adequate charge has been made to reflect the possibility of inventory being sold at less than cost. However, this estimate is subject to inherent uncertainty.



**(xvii) Useful Lives of Property, Plant and Equipment**

Long-lived assets, comprising primarily of land and buildings, office machines and furniture, represent a significant portion of total assets. The annual depreciation charge depends primarily on the estimated lives of each type of asset and, in certain circumstances, estimates of residual values. The directors regularly review these useful lives and change them if necessary to reflect current conditions. In determining these useful lives, management consider technological change, patterns of consumption, physical condition and expected economic utilisation of the assets. Changes in the useful lives can have a significant impact on the depreciation charge for the financial year.

**2. FEE INCOME**

	<b>2022</b>	<b>2021</b>
	<b>€</b>	<b>€</b>
Training	4,827,504	4,423,624
Education	4,475,792	5,363,151
Research	277,150	355,321
	<u>9,580,446</u>	<u>10,142,096</u>

**3. SALE OF PUBLICATIONS**

	<b>2022</b>	<b>2021</b>
	<b>€</b>	<b>€</b>
Income from IPA Publications	<u>385,184</u>	<u>233,614</u>

**4. OIREACTHAS GRANT**

An amount of €2,725,000 (2021: €2,725,000) was received from the Department of Public Expenditure and Reform, of which €100,000 was accounted for in Subscriptions and €2,625,000 is the grant. The grant is provided by the Department of Public Expenditure and Reform (Vote No. 11, Subhead B.3) towards liabilities under general non-pay expenses and is drawn down by the Institute on an annual basis.

**5. OPERATING SURPLUS/(DEFICIT)**

The operating surplus/(deficit) is stated after charging/(crediting) the following:

(a) Directors' Emoluments

The members of the IPA Board do not receive fees. While Board members do not travel on official business as members of the Institute, they are entitled to claim travel and subsistence for their attendance at Board and subcommittee meetings. For 2022, no expenses were claimed by a Board member.

**THE INSTITUTE OF PUBLIC ADMINISTRATION**  
**(Company Limited by Guarantee)**

(b) Remuneration of Key Management Personnel

**Outgoing Director General**

	Director General 2022 (€)	Director General 2021 (€)
Salary	136,414	163,327
Employer's PRSI	13,871	16,512
Pension Contribution	47,199	56,511
Travel and Subsistence	-	744

**Incoming Director General**

	Director General 2022 (€)	Director General 2021 (€)
Salary	39,809	-
Employer's PRSI	4,006	-
Pension Contribution	13,774	-
Travel and Subsistence	-	-

**Senior Management Group (SMG)**

The SMG consists of the Assistant Director General, the Director of Finance and Corporate Services, the Director of HR and People Development, the Directors of Training and Consultancy and the Director of Research, Publishing and Corporate Relations.

	SMG 2022 (€)	SMG 2021 (€)
Salary	893,523	741,684
Allowances	-	-
Termination Benefits	-	-
Health Insurance	-	-

(c) Auditor's Remuneration	25,400	25,400
(d) Depreciation (Net of Disposals)	545,200	532,561
(e) Interest Payable on Sums Repayable Over a Period Greater than Five Years	7,724	9,396

## 6. ANALYSIS OF DIRECT COSTS

	<b>2022</b>	<b>2021</b>
	€	€
Training	765,154	654,663
Education	1,027,022	825,256
Publications	244,496	218,951
Research	75,259	50,791
	<u>2,111,931</u>	<u>1,749,661</u>

## 7. EMPLOYEE INFORMATION

(a) The average number of permanent employees of the company, including full-time directors, during the year is analysed below.

	<b>2022</b>	<b>2021</b>
Training	22	21
Education	31	32
Publications	5	5
Research	4	4
General	22	22
	<u>84</u>	<u>84</u>

(b) The company's salary costs for all employees comprise:

	<b>2022</b>	<b>2021</b>
	€	€
Wages and Salaries	5,464,039	4,973,277
Associate Staff	745,597	682,746
Social Insurance Costs	655,288	595,229
Income Continuance Plan	28,752	4,534
	<u>6,893,676</u>	<u>6,255,786</u>

All the amounts stated above were treated as an expense of the company in the financial year. No amount was capitalised into assets.

€236,890 (2021 €205,102) of ASC (pension related deduction) has been deducted and paid over to the Department of Public Expenditure and Reform.

As a result of the IPA's redeployment of staff during 2012, there are a number of staff on secondment. As the seconded salary amounts are fully recouped, the salary figures presented exclude seconded amounts of €135,629 (2021: €127,932).

Permanent staff of the Institute appointed before 2015 avail of an Income Continuance Scheme. Staff appointed after 2015 are not eligible for the scheme.

## 8. ANALYSIS OF ADMINISTRATION EXPENSES

	<b>2022</b>	<b>2021</b>
	€	€
Repairs, Cleaning and Maintenance	674,021	629,316
Depreciation	545,201	532,561
Stationery and Photocopying	116,769	75,689
Light, Heat and Phone	210,282	86,792
Postage	77,730	65,770
Insurance	44,207	60,896
Corporate Affairs	167,402	211,776
Staff Development	(8,498)	31,403
General	861,393	434,320
Provision for doubtful debts and bad debts written off	58,682	252,332
	<u>2,747,189</u>	<u>2,380,855</u>

2021 balances have been reclassified in line with 2022 presentation.

## 9. INVENTORY

	2022 €	2021 €
Stationery and Books	<u>64,236</u>	<u>135,153</u>
There are no inventories pledged as security		

## 10. Property, Plant & Equipment

### IN RESPECT OF CURRENT YEAR

	Land & Buildings <sup>(a)</sup> €	Office Machines €	Furniture, Fittings, Equipment & Library Books €	Total €
<b>COST</b>				
At 1 January 2022	20,607,256	1,674,426	2,720,478	25,002,160
Additions	-	9,566	263,810	273,376
Disposals	-	-	-	-
At 31 December 2022	<u>20,607,256</u>	<u>1,683,992</u>	<u>2,984,288</u>	<u>25,275,536</u>
<b>DEPRECIATION</b>				
At 1 January 2022	8,222,558	1,672,024	2,455,306	12,349,888
Charge for the Year	410,364	5,098	129,738	545,200
Disposals	-	-	-	-
At 31 December 2022	<u>8,632,922</u>	<u>1,677,122</u>	<u>2,585,044</u>	<u>12,895,088</u>
<b>NET BOOK VALUE</b>				
At 31 December 2022	<u><b>11,974,334</b></u>	<u><b>6,870</b></u>	<u><b>399,244</b></u>	<u><b>12,380,448</b></u>
At 1 January 2022	<u><b>12,384,698</b></u>	<u><b>2,402</b></u>	<u><b>265,172</b></u>	<u><b>12,652,272</b></u>

**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

	2022	2021
	€	€
Trade Receivables	2,499,501	3,011,936
Exchequer Pensions (Note 18c)	21,618	(4,503)
Prepayments & Other Receivables	56,961	75,017
	<u>2,578,080</u>	<u>3,082,450</u>

Trade receivables are net of a provision for doubtful debts of €258,409 (2021: €199,728).

## 12. PAYABLES: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	€	€
Bank Loans (Note 13a)	275,380	273,906
Trade Payables	321,757	550,199
Deferred Fee Income	3,655,474	5,059,287
Sundry Payables and Accruals	780,653	545,898
PAYE/PRSI	299,912	285,878
	<u>5,333,176</u>	<u>6,715,168</u>

## 13. PAYABLES: AMOUNTS FALLING DUE AFTER ONE YEAR

	2022	2021
	€	€
€5m 20-Year Variable Rate Facility	<u>774,531</u>	<u>1,051,385</u>

The loan is repayable in instalments over a 20-year period. There are 5 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% (2021: 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:

	2022	2021
	€	€
Within 1 Year	275,380	273,906
Within 2–5 Years	774,531	841,108
After More than 5 Years	-	210,277
	<u>1,049,911</u>	<u>1,325,291</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.

#### 14. RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN NET Cash/(Debt)

	<b>2022</b>	<b>2021</b>
	€	€
(Decrease)/Increase in Cash	(1,221,551)	931,044
Decrease in 20-Year Mortgage Facility	275,380	273,906
Movement in Net Cash/(Debt) During The Year	(946,171)	1,204,950
Net Cash/(Debt) at 1 January	6,409,729	5,204,779
Net Cash/(Debt) at 31 December	<u>5,463,558</u>	<u>6,409,729</u>

#### Analysis in Changes of Net Cash/(Debt)

	<b>At 31 December</b>	<b>Cash Flows</b>	<b>At 31 December</b>
	<b>2021</b>	<b>€</b>	<b>2022</b>
	€		€
Cash and Cash Equivalents	7,735,020	(1,221,551)	6,513,469
20-Year Mortgage Facility	(1,325,291)	275,380	(1,049,911)
Total	<u>6,409,729</u>	<u>(946,171)</u>	<u>5,463,558</u>

#### 15. SUBSEQUENT EVENTS

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

#### 16. CAPITAL COMMITMENTS

There were no capital commitments at the year-end.

#### 17. CONTINGENT LIABILITY

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

#### 18. 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 2022 was €57,578,000 (2021: €75,283,000) based on an actuarial valuation of the retirement benefit obligations in respect of Institute staff as at 31 December 2022 carried out by a qualified independent actuary for the purposes of FRS 102. A deferred funding asset of €57,578,000 equal to the liability at 31 December 2022 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 2022 Financial Statements.

**THE INSTITUTE OF PUBLIC ADMINISTRATION**  
**(Company Limited by Guarantee)**

**Movement in Retirement Benefit Obligation**

	<b>2022</b>	<b>2021</b>
	<b>€'000</b>	<b>€'000</b>
Present Value of Scheme Obligations at 1 January	75,283	71,921
Current Service Cost	1,139	1,133
Plan Participant Contributions	42	141
Interest Cost	741	503
Actuarial (Gain)/Loss	(17,430)	3,648
Benefits Paid	(2,197)	(2,021)
Expenses Paid	-	(42)
Present Value of Scheme Obligations at 31 December	<u>57,578</u>	<u>75,283</u>
Retirement Benefit Asset at 31 December	<u>57,578</u>	<u>75,283</u>

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

	<b>2022</b>	<b>2021</b>
	<b>€'000</b>	<b>€'000</b>
Employer's Pension Contributions Remitted to the Exchequer	1,452	1,324
Current Service Cost	1,181	1,274
Interest Cost	741	503
Adjustment to Deferred Exchequer Pension Funding	(1,922)	(1,777)
<b>Total charged to Statement of Income and Expenditure</b>	<u>1,452</u>	<u>1,324</u>

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

In accordance with the arrangements set out in Note 18a, 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 €1.45m (2021: €1.3m) and employee contributions of €27,935 (2021: €175,396). 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:

	<b>2022 (€)</b>	<b>2021 (€)</b>
Balance at 1 January	4,503	(92,349)
IPA Contributions (Excl. Seconded)	1,451,954	1,293,124
IPA Seconded Staff	-	30,536
Total Institute Contributions <sup>(i)</sup>	<u>1,451,954</u>	<u>1,323,660</u>
Employee Contributions	27,935	175,396
Retirement Benefit and Related Payments	(2,261,224)	(2,062,867)
Refund from/(Payments to) Exchequer	755,214	660,663
Balance at 31 December	<u>(21,618)</u>	<u>4,503</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 €nil (2021: €30,536).

**(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:

	<b>2022</b>	<b>2021</b>
Rate of Increase in Salaries	2.90%	2.40%
Rate of Increase in Retirement Benefits in Payment	2.90%	2.40%
Rate of Increase in Retirement Benefits in Deferment	2.90%	2.40%
Discount Rate	1.00%	0.71%
Inflation	1.90%	1.40%

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:

	<b>2022</b>	<b>2021</b>
Male Member Age 65 (Current Life Expectancy)	21.9	21.8
Female Member Age 65 (Current Life Expectancy)	24.3	24.2
Male Member Age 45 (Life Expectancy at Age 65)	24.2	24.1
Female Member Age 45 (Life Expectancy at Age 65)	26.3	26.2

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 2023.

**19. RELATED PARTY 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. Key management remuneration has been disclosed in note 5 of the financial statements. There are no other related party transactions as defined by Section 33 of FRS 102.

**20. 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 13 September 2023.