

ANNUAL
REPORT
2022

IPA
An Foras Riaracháin
Institute of Public Administration

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01. Chairperson's Statement

Advancing Good Government
While Building Capacity and
Capability to Meet the Needs of
Ireland's Public Service into the
Future



Fáilte chuig Tuairisc Bhliantúil 2022 an Fhoras Riaracháin. Tá áthas orm an chéad Tuairisc Bliantúil ó cheapadh sa phost mé mar Chathaoirleach an Fhorais i mí na Samhna 2022 a roinneadh. Is deis é seo machnamh a dhéanamh ar na héachtaí a bhaintear amach agus an dul chun cinn atá déanta agus muid ag pleanáil don todhchaí.

Welcome to the Institute of Public Administration's Annual Report for 2022. I am pleased to share my first Annual Report since taking up the role of Chairperson of the Institute in November 2022. This is an opportunity to pause and reflect on the progress and achievements made while also looking to future plans.

2022 was a noteworthy year for the IPA and the Public Service. Under the aegis of the Department of Public Expenditure and Reform – now the Department of Public Expenditure, NPD Delivery and Reform (DPENDR) – the Institute continued to provide valued learning and development services to the Public Service workforce. It saw changes to the Board and the Senior Management Team and, significantly, the launch of *A New Era of Learning: Strategy 2022–2027* in December.

This strategy frames our response to the particular challenges and opportunities which face the Institute in the post-Covid environment, and at a time of both uncertainty and new initiatives in the reform of the Public Service.

Background

The IPA's performance in 2022 is set out against the backdrop of uncertainty and instability, and was influenced by the factors set out below which have shaped the environment and the IPA's response to Public Service needs.

Post-pandemic Ireland managed to bring the impacts of Covid under control, returning to a new normal while adapting to increasing digitisation and new ways of working. In Europe and globally, the war in Ukraine increased geo-political uncertainty, precipitating the energy crisis and related cost-of-living crisis.

Complexity in the provision of public services in Ireland has increased significantly over the last decade. Reflective of continuing demographic changes in Ireland, the Public Service is challenged in delivering the volume and range of services required to meet the needs of a growing population that is increasingly diverse. Additionally, the response to the pandemic has accelerated the demand for the coordination of services across organisations and levels of government, digitisation of services, and remote working and learning.

Ireland is rapidly changing, with forecasted population growth up to at least 5.2 million by 2031 alongside the increased proportion of over 65-year-olds raising pressure and demand for public services. Demographic changes linked to increasing immigration require public services that evolve to meet the needs of a changing population.

In addition, the Public Service faces a perfect 'talent storm'. Developing capacity and capability through learning and development will be integral to navigating the challenge. The following aspects help us better understand the nature of the challenges:

- With increased digitisation, the Public Service workforce must continually adapt and upskill to benefit effectively from technology advances and new ways of working.

- Key government priorities relating to climate change/sustainability, housing and healthcare require the building of key capabilities, knowledge and skills in a unified approach across government departments and agencies.
- Significant succession planning challenges at senior leadership level exist across the Public Service as large numbers near retirement.
- The competitive nature of the labour market has created a 'war for talent' with the need to attract new entrants to the Public Service, with the emphasis on diversity, inclusivity and accessibility to reflect our changing society. Staffing shortages continue to be a significant challenge in delivering services as attracting, developing and retaining staff become ever more critical.

These factors influence the complexity of delivering on Public Service requirements and how the IPA partners with DPENDR in promoting and facilitating good government through learning and education, development and research.

The Public Service workforce comprises 12% of the total workforce in Ireland at circa 400,000 people. This workforce fulfils a crucial role in the policies and programmes of government in addition to the provision of services in an effective, economic and efficient manner. The significance of this challenge in a people, skills and resourcing context has been recognised by government and DPENDR along with the IPA in numerous strategies relating to Public Service reform (*Our Public Service 2020*, *Civil Service Renewal 2030*, *Connective Government 2030* and *Making Innovation Real: Our Public Service. Delivering Today, Shaping Tomorrow*). Similar to the central and local government sectors, the wider state body and agency sector continues to embrace opportunities for reform, innovation and new ways of working.

Building capability and capacity across the Public Service is therefore a critical success factor to enabling good government and to supporting the Public Service in facing complex challenges. The IPA plays a critical role in shaping a strategic approach that provides best-in-class professional learning and leadership development across the Public Service.

A New Era of Learning: Strategy 2022–2027

The review of the IPA's strategic approach led to the development and launch of *A New Era of Learning: Strategy 2022–2027*. This was a significant and critical milestone. Building on the success and learnings from previous plans, this strategy sets out the IPA's ambition and how it will respond to emerging challenges and opportunities. The plan details an agenda of transformation for the Institute so that it can respond to the call for it to do more in the fields of innovation, strategic foresight, digitisation, climate change and data analytics.

An extensive consultation process, externally and internally, was undertaken. Consequently, the views of stakeholders from across government departments, local government, state agencies and other public bodies, as well as staff, management and the Board, have identified the nature of the challenges facing the Institute together with the responses required.

Core messages included that the Institute needed to adopt a strong focus on the needs of senior civil and public servants; provide supports to enable the Public Service in dealing with emerging cross-cutting and complex issues, such as climate and sustainability; and progress its transformation agenda to enable it to respond effectively to the future demands of the Public Service.

To respond to this, the IPA's mission, vision and values were clarified, supported by clear strategic goals that guide performance delivery.

The Board recognises that the level of risk associated with the implementation of this strategy is significant. The goals and objectives set out in the strategy will be kept under continuous review and progress will be reviewed and reported on regularly.

Board Changes During 2022

On behalf of the Board, I want to thank the outgoing Chairperson, Dr Fergal Lynch, who made a significant contribution to the Board during his tenure and has paved the way for the IPA's new chapter.

Senior Management Team Changes During 2022

On behalf of the Board, I want to thank Dr Marian O'Sullivan, Director General (2015–22), for her committed contribution to the achievements of the IPA during her tenure.

Ms Helen Brophy joined the IPA as Director General in late October, succeeding Dr O'Sullivan. On behalf of the Board, I formally welcome Helen to the IPA and look forward to working with her and her Senior Management Team and supporting the IPA as it adapts to meet the challenges of the Public Service and our new operating environment. Helen brings extensive leadership and executive education experience to this role.

Governance

At its core, the Institute acts as a promoter and facilitator of good government. We aim to educate and inform, promote good practices, generate dialogue and debate, and create connections across the Public Service so as to improve the Irish public administration system for the benefit of the public. In this context, the Institute has a complex legal and regulatory governance framework, being a company limited by guarantee, a designated body with charitable status and operating under the aegis of DPENDR. The IPA complied with its financial and taxation obligations during 2022.

In addition, as an accredited college of the National University of Ireland (NUI), it is a validated and approved provider of accredited and professional courses and programmes from national and international professional bodies.

The Institute has robust management assurance frameworks and support systems across the organisation, overseen and monitored by the Board and Board Committees. These are further complemented by the work of third-party assurance providers, internal audit, and the Comptroller and Auditor General.

Thank You

The IPA delivered a strong performance in 2022 in challenging circumstances. It is a particular strength of the IPA that it benefits from a highly talented, professional and committed staff, as well as a strong body of associates. On behalf of the Board, I want to thank each member of our staff and our associates for their professionalism, commitment and diligence in delivering high-quality services to the Public Service.

I also thank the 19,000 public servants who availed of our learning and development programmes in 2022, gaining professional qualifications and accreditations through our programmes, and those who have built their connections through engaging in our events.

On behalf of the Board, I want to thank our colleagues in DPENDR for their ongoing partnership and support, and our stakeholders in central and local government sectors and the wider state body and agency sector.

Finally, I wish to express my appreciation to the Board members and the Board Committees for their support to me and their commitment to the IPA and its work. I very much look forward to working with them as we advance a very ambitious IPA transformation agenda.

Looking to 2023

Our work in the years ahead must be based on an agenda of transformation. The IPA will continue to align to the strategic agenda and priorities identified by DPENDR for Public Service transformation. The *Public Service Transformation 2030 Strategy* is due to be launched in early 2023. It will set out the strategic priorities for the workforce and Public Service organisation of the future. I anticipate this will include the review of how services are currently provided and seek opportunities for synergies between the services provided by DPENDR and the Institute. Alongside this, the IPA will progress its own transformation agenda. We will be determined and focused in ensuring that the IPA enables best-in-class learning solutions which support good government and delivers the best solutions for the benefit of public services.



George Burke
Chairperson

02. Director General's Review

Delivering Today, Shaping
a New Era of Learning for
Tomorrow



The Institute delivered a strong operational performance during 2022. Delivery is in the context of Ireland emerging from the pandemic crisis, increasing uncertainty and instability in Europe and globally, with humanitarian disasters leading to growing migration from war, famine and climate change, and the precipitation of energy and cost-of-living crises. This has brought challenges for European countries, for Ireland and for Public Service delivery in particular.

In the first six months of 2022, the Institute was particularly focused on resuming normal service levels post pandemic, delivering learning and development solutions, and enabling a return to in-person classroom training and networking events in a safe manner for participants, staff and associates. This was managed carefully and over time, enabling a shift to a hybrid model with a blend of in-person and online training, which is now the norm for the Institute.

In pausing to reflect on 2022, there is a clear pattern across the IPA of sustaining delivery of a wide-ranging portfolio for stakeholders while also partnering with clients to meet their emerging needs through developing and delivering new solutions.

Senior-Level Changes

Key changes took place at senior level in late 2022. At senior management level, I joined the IPA as Director General in late October, succeeding Dr Marian O'Sullivan, who had held the role from 2015. Shortly after my joining, Mr George Burke was appointed Chairperson of the Board, succeeding Dr Fergal Lynch, in November.

I am delighted to be appointed to the Institute and am proud to lead the IPA Senior Management Team and staff as we take up the mantle and build on the work of our predecessors. My immediate priority was to progress the strategy development process that was almost finalised. After significant stakeholder engagement, the IPA gained a fresh insight into the perspective of stakeholders about the Institute's existing services, effectiveness and future requirements. While there was clear

respect for the history, tradition and contribution of the Institute, there was an urgent call for the Institute to be more proactive in responding to Public Service challenges.

Working under the aegis of DPENDR, a key priority was to collaborate closely with DPENDR's senior leadership to support a more integrated, strategic approach. The opportunity to reposition the Institute as the centre of excellence for professional, best-in-class learning and leadership development solutions for the wider Public Service was evident. It could be a key enabler of DPENDR's ambition for the Public Service workforce and the related Public Service transformation agenda. This ambition will be clarified in the *Public Service Transformation 2030 Strategy* in early 2023. These developments have informed and shaped the IPA's 2022–2027 Learning Strategy.

A New Era of Learning: Strategy 2022–2027

The Board approved *A New Era of Learning: Strategy 2022–2027*. Formally launched in December, it builds on previous plans, focuses on growth through innovation and successes, and also invites a repositioning of the IPA to meet the significant future demands and complexity of the Public Service transformation. It sets out the Institute's mission, vision and values.

I want to thank the Chairperson and the Board for their commitment and support in the development of the strategy of the IPA and the transformation agenda that is critical to delivering on the strategic ambition. The experience and sage advice of the Board are valued as we embark on the transformation journey to achieve the Institute's vision to be Ireland's centre of excellence in building capacity and capability across the Public Service.

The Learning Strategy is the IPA's response to the Public Service's complex set of challenges, which include the perfect talent storm – the challenge of attracting, retaining and developing staff; meeting the next-generation leadership gaps; and enabling staff to upskill and adapt to

changing technologies and service innovations for Ireland's diverse and growing population.

In addition to our strategic and operating context being increasingly more complex, professional learning and executive education have also transformed significantly and are being reimagined. The move to online formats during the pandemic has been overtaken by the demand for optimal learning experiences that are agnostic to whether participants attend in person or online. Executive education and professional learning are key enablers for growing agility and innovation. These enable people to adapt to digitisation, sustainability and inclusiveness as the workforce becomes more diverse. There is greater demand for micro-credentials and professional awards. Becoming a centre of excellence will need a level and depth of learning and development expertise and knowledge to build and sustain successful lifelong learning that meets the diverse needs of public servants at every stage in their Public Service career.

The implementation of this strategy provides a focus for 2023 and beyond – how learning and development is provided to the whole Public Service will need to be integrated and transformed. The mission, vision and values will provide a compass for the transformational journey ahead.

The **vision** is for the IPA to be Ireland's centre of excellence in building capacity and capability across the Public Service.

Our **mission** is to advance the understanding, standard and practice of public administration and public policy, supporting our Public Service to deliver on the complex challenges it faces.

Our **values** – Integrity, Client-Centred and Responsive, Openness and Accountability, Trust and Respect, Innovation and Learning, Research-Led and Practice-Led – will guide our behaviours and actions on this journey.

Governance

The Senior Management Team and I are committed to ensuring a good governance culture which inspires confidence and trust in the Institute. Sound management assurance frameworks have been established and are being overseen by the Board and Board Committees. We remain committed to evolving our governance framework to ensure it remains relevant and meets our ongoing obligations.

We are delighted to continue our partnership with the NUI and to have been approved and endorsed by the NUI Senate for a further seven years following rigorous review. This approval is critical to the formal accreditation of our qualifications. We are committed to continuous improvement. We have established a Quality Assurance Team and are progressing the improvement actions to meet the approved Quality Improvement Plan. Six notable actions were completed at year end.

2022 Performance – Key Highlights

On behalf of the Senior Management Team and all the staff and associates of the IPA, I am pleased to present the IPA's Annual Report and outline the key achievements for 2022. Divisional updates follow. Key highlights include:

Education

Emerging from the pandemic management mode, a new blended learning programme delivery format was implemented to enable flexible learning. During the pandemic, the use of online learning enabled 1,800 registered learners, 1,300 webinars and 800 pre-recorded lectures annually. In 2022 student and lecturer satisfaction levels showed a 10% increase, reflecting improvements made.

A significant achievement was the formal approval by the NUI of our quality assurance (QA) effectiveness approach for a further seven years.

Over sixty-five programmes across a diverse portfolio were delivered

over 2022. These included specialist streams and sectoral and function-specific programmes addressing the requirement to build Public Service capacity and Public Service reform (*Our Public Service 2020*). The learning portfolio expanded to accommodate a range of specialisms. Overall, 1,800 students registered for accredited programmes, 967 were conferred with degree and diploma qualifications, while 599 were awarded NUI certificates.

IPA student research continued to produce clear benefits for evidence-based policy analysis and service-delivery improvements across the Public Service. Staff also contributed to large research projects, including those sponsored by the Council of Europe/European Commission (e.g. Cypriot Court Services).

Training

An extensive portfolio of training and consultancy services was delivered in addition to continuous professional development and leadership programmes for leaders. These included facilitating learning through knowledge and skills-based programmes, seminars, conferences, fora and networks. Delivery included responding to the needs of the local government sector, comprising thirty-one local authorities, the County and City Management Association (CCMA), Local Government Management Agency (LGMA), Association of Irish Local Government (AILG) and Housing Agency, where demand for training was very strong. The Division sustained its client partnerships across the Public Service, including civil service, local government, health, education, commercial and non-commercial state bodies, and the public benefit sector. Flexible hybrid solutions were further developed to enable blended solutions to meet the growing demand for flexible learning from stakeholders.

In 2022 the Division delivered 494 days of bespoke programmes to 3,000 participants across all sectors and levels. Topics ranged from civil service procedures to competency-based development, leadership capacity to address sectoral challenges and change, innovation in

organisational culture and customer service delivery.

Seventeen participants from a range of local authorities completed the Leadership Development in Local Government programme, supported by the CCMA and the Department of Housing, Local Government and Heritage.

Graduate Training & Development was delivered to 147 graduates in local government in collaboration with the LGMA.

Twenty public programmes in Management Development were offered, with 300 leaders participating during 2022.

There was also continued demand for training solutions to build capacity and capability in specialist and technical areas. These included:

- Continued demand for both bespoke training and qualifications in Project Management, GDPR and Computer Studies.
- Human Resources: Growing demand for Strategic Human Resource Management programmes. Of the three accredited Chartered Institute of Personnel & Development (CIPD) programmes, there was keen interest in the Certificate in People Practice Programme. Four Mediation programmes enabled participants to qualify for certified membership of the Mediators' Institute of Ireland (MII). A further twenty public courses were delivered on human-resources-related topics (e.g. Employment at Work, Dignity and Work, HR for Line Managers, Grievance and Discipline).
- Governance: Demand in the area of governance was high and is predicted to remain high. The Governance Unit facilitated fifteen public courses in total. It facilitated the Governance Forum, which continued to be a valuable source to members developing and sustaining good governance. Seventeen events were delivered to some 110 member organisations. The Forum also facilitated a number of networks, including,

for example, a Chairpersons' Network and a Board Secretaries' Network.

- Financial Management: The drive to improve financial management and accounting continued: twenty public courses were delivered in addition to the Conference for Local Authority Heads of Finance. A range of programmes accredited by the Chartered Institute of Public Finance and Accountancy (CIPFA) were delivered. Financial Management was also covered in the curriculum on the Diploma in Health Management and Certificate in Civil Service and State Agencies delivered through the Institute's Whitaker School of Government and Management.
- In addition, the IPA's Financial Management Training Team, in collaboration with the Governance Unit, informed a range of Board and Committee Reviews, Governance Framework Reviews and Risk Management Framework Reviews.
- Local Government Studies: In local government, eight 'A-Z of Irish Local Government' programmes were delivered to 400 local authority staff, as well as 4 Legislative Programmes to 190 local authority management. A further 200 local authority staff attended a range of public courses. The IPA's Whitaker School of Government and Management continued to deliver diploma and certificate programmes in Local Government Studies and Housing Studies to 540 participants.
- Housing: In collaboration with the Housing Agency, the Housing Forum continued to provide resources to members through its members' portal. Twelve Housing Forum events were held with approximately 100 attendees at each, totalling 1,200 over the year. A further 253 people attended the Housing Practitioners' Conference, while 75 attended the Local Government Directors Association (LGDA) conference.

Research and Publications

The Division provided an extensive range of publication services during 2022, including books published under the IPA Book Publishing Strategy, specific consultancies for government departments, research publications relevant to our key stakeholders, as well as the fifty-seventh edition of *Ireland – A Directory*. As always, book launches attracted significant interest from both media and the political system, further enhancing the relevance and reputation of the Institute.

In addition to the Directory, the following were notable publications in 2022:

Housing in Ireland: Beyond the Markets (Lorcan Sirt), *The Irish Department of Finance 1959–99* (Ciarán Casey), *Local Matters: Parish, Local Government and Community in Ireland* (Finola Kennedy), and *Fighting for the Clerical Grades: A History of the Civil, Public and Services Union 1922–2017* (Martin Maguire).

These publications are valuable as they capture important insights on Ireland's past and present. We congratulate everyone on their contribution to this tapestry of Ireland.

Finance and Corporate Services

Finance and Corporate Services continued to align with the IPA Corporate Strategy and work in partnership with its internal and external stakeholders. A particular focus over 2022 was support to the broader IPA in enabling the Institute to sustain service delivery and continuity through providing IT infrastructure support and facilities management necessary for IPA's hybrid service delivery and for the return to working onsite as Covid restrictions changed.

The IPA has complied with complex legal, financial, taxation and regulatory requirements relating to FRS 102, being a company limited by guarantee with charitable status, and a body under the aegis of DPENDR, including obligations to meet the *Code of Practice for the Governance of State Bodies*. The Board continued

to oversee the effectiveness of the System of Internal Control across the Institute and the statement is included in the IPA Annual Financial Statements.

It has met the requirements of FRS 102 and the Office of the Comptroller and Auditor General through the on-time delivery of Statutory Annual Financial Statements. Management Accounts were managed monthly and quarterly while all payroll and accounts payable runs were made on time. Internal and external audits enabled regular reviews, assessment and assurance of the control environment.

From an IT security perspective, there were zero business continuity cyberthreats in 2022, the IPA achieved a Microsoft secure score of 80% (v peer organisation average of 40%) and the firewall infrastructure prevented 606,000 intrusions.

Aligning to strategic objectives, the infrastructure and continuous improvement work to enable a more efficient, effective and secure IPA continued:

- The Receivables Project rolled out across the IPA, enabling greater efficiency and effectiveness in financial processes.
- The Office 365 Migration Project was completed while the adoption of the SharePoint Communication Platform commenced. The successful deployment of the Endpoint Detection Response system 'Huntress' also continued.

Financial Prospects for 2023

The IPA Financial Model is progressing through a correction phase with a declared deficit for 2022 and an anticipated deficit for 2023. The adoption of the five-year strategy *A New Era of Learning* focuses on growth through innovation. The accompanying transformation programme will address fundamental elements of the IPA's financial and funding model.

The Institute's block grant was at €2.725m for 2022 and this figure

will be sustained in 2023, a positive support from DPENDR. The IPA Board of Directors, and its Board Committees, continue to oversee the financial performance of the IPA as a fundamental part of their fiduciary responsibilities.

People and Culture

The IPA benefits from a highly talented, professional and committed staff as well as a strong body of associates. Through collaborating as one team we are committed to delivering on our mission and vision and demonstrating our core values in all that we do. I want to acknowledge all the hard work and effort that has enabled a strong operational performance during 2022 as we moved beyond the pandemic crisis.

The IPA had sustained service delivery through pandemic restrictions by leveraging online delivery and adapting hybrid working arrangements. There was a return to normal working arrangements in October. A new Blended Working Policy was introduced to normalise flexible working options for staff. This development reflects our intention to establish the IPA as an 'employer of choice'.

Reflective of the competitive marketplace, sourcing and acquiring talented people to fill posts was challenging. However, posts were filled and overall staffing numbers increased from 83 to 87.

At the IPA, we continue to be committed to the personal and professional development and well-being of our people. We aim to empower people to thrive in their roles while delivering on our strategic goals and objectives. It is a pleasure to work with people who are professionals in their field and who strive to achieve the very best outcomes for our stakeholders.

We appreciate there are challenges in the road ahead as we continue to meet the expectations of our stakeholders and transform our operating model. We know that key to our success will be our ability to work in partnership, to be agile and to innovate. Our strategy sets out a

renewed mission, vision and values to guide our focus and operations.

Thank You

I want to thank the Board, the Senior Management Team and all the staff, associates and representatives for their welcome and support to me since I joined the Institute in the role of Director General. I thank the senior leadership within DPENDR and the CCMA for their strong collaboration and for their endorsement of the Institute's strategic plan.

On behalf of the Senior Management Team, I wish to express our appreciation to the Board members and the Board Committees for their ongoing hard work and support to the IPA and its work.

I am looking forward to continuing our close working partnership with our stakeholders and to leading the Institute as we progress our strategic plans.

Looking Forward

2022 was a turning point for the IPA in many ways. Having pivoted service provision to support the Public Service during the pandemic crisis, the Institute resumed a new normal. Leveraging the experience, learnings and innovations from the pandemic experience, our teams have incorporated these in how we provide and sustain learning and development solutions and in our ways of working in response to our clients across the Public Service.

The strategy for 2022–2027, *A New Era of Learning*, has set the agenda that we need to deliver to proactively meet the current and future challenges of the Public Service workforce. We will continue to work closely with DPENDR and align to the *Public Service Transformation Strategy*. We will update the IPA plan regularly to ensure it remains aligned with Public Service needs. We will report to the Board regularly on progress as part of their monitoring and reviewing of the plan.

We are clear on our role to build the capacity and capability of the Public Service workforce of the future.

We are focused on transforming the IPA to be Ireland's recognised centre of excellence for learning and development solutions to deliver on our mission.

As we look to 2023 and beyond, I recognise this is an ambitious vision. I understand the hard work that is ahead as we set ourselves up for success. I am confident that with the professionalism, commitment and resilience of the IPA team, our collaboration with all our stakeholders and the support of our Board, we will work together to meet the challenges ahead and to deliver successfully.



Helen Brophy
Director General

03. Our Board and Related Committees



HONORARY MEMBERS

President

Martin O'Halloran

Vice-Presidents

John Callinan

Ray Dolan

Attracta Halpin

Niamh O'Donoghue

BOARD

George Burke (*Chairperson*) (*Appointed November 2022*)

Dr Fergal Lynch (*Chairperson*) (*Term of office ended November 2022*)

Helen Brophy (*Director General*) (*Appointed October 2022*)

Dr Marian O'Sullivan (*Director General*) (*Term of office ended September 2022*)

Elizabeth Adams (*Reappointed September 2022*)

Dr Pamela Byrne (*Reappointed October 2022*)

Greg Dempsey

Dr Pat Gallagher (*Term of office ended November 2022*)

Dr Colm Henry (*Appointed September 2022*)

Mary Hurley (*Resigned March 2022; Reappointed November 2022*)

David Moloney

Stephen Mulvany (*Resigned September 2022*)

Pat Naughton

Dr Patrick O'Leary (*Appointed March 2022*)

Fiona Quinn (*Appointed April 2022*)

Dr Stephen Weir

BOARD SUBCOMMITTEES

Finance and Strategy Committee

George Burke (*Chairperson*) (*Appointed November 2022*)

Fergal Lynch (*Chairperson*) (*Resigned November 2022*)

Helen Brophy (*Appointed October 2022*)

Dr Pamela Byrne

Greg Dempsey

Stephen Mulvany (*Resigned September 2022*)

Dr Marian O'Sullivan (*Term of office ended September 2022*)

Dr Stephen Weir

Administration Committee

Dr Pat Gallagher (*Chairperson*) (*Term of office ended November 2022*)

Elizabeth Adams

George Burke (*Resigned November 2022*)

Mary Hurley (*Resigned March 2022*)

David Moloney

Fiona Quinn (*Appointed April 2022*)

Audit and Risk Committee

Pat Naughton (*Chairperson*)
 George Burke (*Resigned November 2022*)
 Greg Dempsey
 Suzanne Lame (*Appointed April 2022*)
 Tim Lucey (*Appointed December 2022*)
 Patricia Orme (*Appointed April 2022*)

IPA COMMITTEES

Education Committee

Dr Moling Ryan (*Chairperson*)
 Helen Brophy (*Appointed October 2022*)
 Dermot Clynes (*Retired January 2022*)
 Kevin Foley
 Brian Hackett
 Aidan Horan
 Rosarii Mannion (*Appointed October 2022*)
 Dr Michael Mulreany
 Chief Supt Patrick Murray
 Dr Denis O'Brien
 Eric Ó Cuinn (*Resigned January 2022*)
 Danny O'Sullivan (*Appointed October 2022*)
 Doncha F. O'Sullivan
 Dr Marian O'Sullivan (*Retired September 2022*)
 Eileen Quinlavin

Book Publishing Committee

Dónal de Buitléir (<i>Chairperson</i>)	Tom Fennell
John Fitzgerald	Attracta Halpin
Philip Hamell	Paul Haran
John O'Neill	Philomena Poole
Blathna Ruane	

04. Our Senior Management Team





Helen Brophy
Director General

Helen has over thirty years' experience in a wide range of Chief Executive, Director and Non-Executive Director level roles in public, international, private, family-owned business, not-for-profit and NGO sectors.

Prior to joining the IPA, Helen was Director of UCD Smurfit Executive Development and Advisory Board Member at UCD Michael Smurfit Graduate Business School, Ireland's only FT-ranked provider of executive education, which she developed and led for over ten years. Previous leadership roles include CEO of the National Dairy Council; Non-Executive Director, Ornuu; Head of Market and Business Development, BIM; and Non-Executive Director of Gorta/Self-Help Africa. In addition, Helen is an experienced coach, mentor and specialist in the design and delivery of executive leadership and change management programmes.

Helen holds a BA from DCU, an MBS from UCD Michael Smurfit Graduate Business School, an Executive Masters in Consulting and Coaching for Change from INSEAD Business School, France, in addition to a range of further graduate qualifications in coaching, psychometrics and leadership development.



Dr Michael Mulreany

Assistant Director General and Head of the Whitaker School of Government and Management

Michael is Assistant Director General and Head of the Whitaker School of Government and Management

and has responsibility for accredited education programmes, research activities and the library. Michael holds Bachelor's, Master's and PhD qualifications from UCD. He has developed a suite of undergraduate and postgraduate programmes at the IPA up to doctoral level, which are accredited by the National University of Ireland. He lectures and researches in the areas of public sector economics, public sector efficiency, cost-benefit analysis and public sector governance, and has published a range of books and articles in these areas. Michael has been a member of civil service efficiency committees and government advisory groups and has led a number of EU Commission and Council of Europe international projects on public sector reform, which have resulted in significant institutional changes.



Noreen Fahy
Director of Finance and Corporate Services

Noreen offers over thirty years' experience across national, international, commercial and non-commercial sectors. A proven leader with a strong performance record, she is a member of

the Senior Management Team at the IPA, successfully delivering on strategic goals and objectives. Noreen joined the IPA in 2004 and, as a Senior Governance and Finance Specialist, developed a deep knowledge and understanding of IPA stakeholders across the civil service, local authority and state agency sectors, influencing the development and implementation of national policy on audit and governance. As the Director of Finance and Corporate Services, Noreen is strongly motivated by the opportunity to lead teams and work collaboratively with colleagues to lead change and deliver better outcomes for all stakeholders. Excellence in corporate governance is a key driver for Noreen and her expertise is acknowledged in her governance leadership roles, which include Non-Executive Director and Trustee on the Board of Directors of Carmichael, Chairperson of Dún Laoghaire–Rathdown Local Authority Audit Committee and Member of the Houses of the Oireachtas Audit Committee.

Noreen is a Fellow of the Association of Chartered Certified Accountants, holds a Diploma (with distinction) in Company Direction from the Institute of Directors and a Postgraduate Diploma (hons) in the Management and Application of IT in Accounting.



Teresa Casserly

Director, Business Development, Leadership & Management and International Services

Teresa has over thirty years' experience leading on an extensive range of professional and personal development

programmes for public sector leaders and managers at every level, across all sectors of the Irish public service. She has a proven record of accomplishment as a learning design specialist, facilitator and coach. Teresa has extensive experience in 360° assessment feedback and coaching for leaders, at individual and team level, methodologies to support learning transfer, mentoring and coaching. Internationally, Teresa has managed public sector reform projects for the IPA in Europe and Africa, worked as a specialist in leadership development and capacity building projects, presented to various audiences over the years on civil and public service learning and development and experiential approaches to learning design, and contributed to EU TAIEX projects in several countries. Prior to joining the Institute, Teresa served for thirteen years in a number of government departments and offices in Ireland.

Teresa holds a BSc and MEd from Trinity College Dublin. She is accredited to administer the MRG 360° Leadership Effectiveness Analysis (LEA) and the Myers Briggs Type Indicator (MBTI). Teresa is also accredited as an Action Learning Facilitator by the World Institute for Action Learning and has trained in the globally recognised Thinking Environment approach, which is a model designed to create the conditions for people to think well for themselves, leading to better decision-making and better outcomes.



Aidan Horan

Director, Governance, Finance, Human Resource Management, IT/Project Management and Local Authority

Aidan is Director in the Consultancy, Training and Development Directorate at

the Institute, with responsibility for governance, finance, human resource management, information technology and local government. He specialises in governance, risk management, audit, assurance and financial management. The range of services provided within his area of responsibility incorporate consultancy, advice, facilitation, training and professional development programmes.

In addition to his lead role in governance services, Aidan has also been nominated as a non-executive member to a number of board and committee roles, including within the Department of Finance, the Department of Public Expenditure and Reform, state bodies and also local authorities.



Dr John O'Neill

Head of Research and Publications

John is currently Head of Research and Publications at the IPA, where he focuses on developing key outputs to meet the needs of both central and local government across a

range of policy implementation challenges. John brings a unique blend of technical and policy expertise to this role with over twenty years' experience in both the public and private sectors.

Before joining the IPA, John worked as a senior civil servant across several government departments, including the Department of Environment, Community and Local Government, Department of Environment, Climate and Communications, and Department of Transport. Through these roles, John played a lead role in developing and implementing complex policy across key priority areas, including the Local Property Tax, housing and climate. John's extensive expertise and experience of the wider sustainability agenda have been key in enabling the Institute to meet the needs of the public service in addressing the complex governance and implementation challenges posed by the climate action agenda. Before moving to work on public policy development, John spent several years working in the private sector for environmental and engineering consultancies, where he held several senior management and supervisory positions.



Dr Philip Byrne

Director (interim), Consultancy, Training and Development

Since December 2022 Philip has acted as interim Director in the Consultancy, Training and Development Directorate at the Institute, with responsibility for governance, finance,

human resource management, information technology and local government. Prior to his appointment in December 2022, Philip was Director of the Local Government unit in the Institute, a position he took up in 2001.

He specialises in public sector governance, risk management, audit, assurance and financial management. He particularly specialises in local government financial management and general local government legislation.

The range of services provided within his area of responsibility incorporate consultancy, advice, facilitation, training and professional development programmes.

In addition to his current role in the Institute, Philip has also been nominated as a non-executive member to a number of board and committee roles, including currently chairing Cork County Council's audit committee.

05. 2022 – Performance at a Glance



Building Capability and Capacity Through Education and Training

Leadership & Management Development Requests

Forecast: 120-40

Received: 277



Training Events - Participant Numbers

Target Plan: 1,500

Delivered: 3,959



967 Degree and Diploma Conferings

599 Certificates Awarded



Education

- 1,800 Registered Learners
- 1,300 Webinars
- 800 Pre-recorded Lectures



Bespoke Training Events

Target Plan: 165

Delivered: 270 Events/494 Days



Governance Forum

- 17 Events for 110 Member Organisations
- Chairpersons' Network
- Board Secretaries' Network
- Members' Portal



Public Courses Participant Numbers

Target Plan: 250

Delivered: 289



Advancing and Supporting Local Government

IPA Whitaker School of Government and Management

- 540 Professional Qualifications in Local Government
- 360 Certificates in Local Government Studies
- 120 Diplomas in Local Government Studies
- 22 Certificates in Housing Studies
- 38 Professional Diplomas in Housing Studies



Local Government Directors Association Conference

75 Attendees



Graduate Programme for Local Government

- 147 Participants
- 3-Year Programme



Local Authority Training

8 x 'A-Z of Irish Government' Programmes for 400 Local Authority Staff

4 Legislative Training Programmes for 190 Local Authority Management



Housing Forum

12 Events

Average 100 Attendees at Each

Housing Practitioners Conference: 253 Attendees



Our Research and Publications in 2022

Research Projects

Commissioned by:

1. The Environmental Protection Agency (EPA) on i. Challenges for the Agency, ii. Lessons Learned from Water Governance, iii. Research Extended on Governance & Implementation of Key Environmental Areas
2. DPENDR to Research Climate Action Capacity Across the Civil Service 2022-3
3. European Public Administration Knowledge (EUPACK)



Books

- *Ireland – A Directory 2023*
- *Housing in Ireland: Beyond the Markets*
- *The Irish Department of Finance 1959–99*
- *Local Matters: Parish, Local Government and Community in Ireland*
- *Fighting for the Clerical Grades*



Publications

EPA: *Lessons Learned from Water Governance*

Dublin City Council: *Remunicipalisation of Waste Research*

Public Sector Trends (13th Issue)

4 editions of *Administration Journal*



Managing and Sustaining IPA Service Delivery

NUI Senate Approval of IPA QA Framework for Another 7 Years



Microsoft Secure Score 80%

(40% Average for Similar-Sized Organisations)



Microsoft Migration Project Completed



Blended Learning Programme Delivery



Firewall Preventions

606,000



2,380 IT Support Tickets Resolved

Average Resolution:
86 Minutes



Blended Working Policy and Arrangements



Cybersecurity

Zero Incidents



06. Performance: Divisional Updates



6.1 Education

Dr Michael Mulreany, Deputy Director General

Education Overview

To fulfil the IPA's mission to progress the standard and practice of public administration and public policy, the Education Division continued to provide a range of third-level, NUI-accredited programmes of learning. These ranged from NFQ Level 6 to Level 10. This enables the IPA to promote the quality standards of knowledge, skills and competence for leaders, managers and officers in the Public Service, through graduating from our programmes.

In 2022 the Education Division delivered a diverse portfolio of over sixty-five programmes, including specialist streams and sectoral and function-specific programmes. In fulfilling the strategic objective to respond to urgent and long-term Public Service needs, these also addressed the requirement to build capacity and to support the Public Service Reform Strategy (*Our Public Service 2020*).

As well as the successful delivery and assessment of undergraduate and postgraduate programmes, the Education Division achieved several notable milestones and pioneering achievements in 2022. These included the further diversification of the learning portfolio to accommodate the demand for specialisms, the launch of a new blended learning programme delivery format to enable flexible learning, the NUI's approval of the Institute's QA effectiveness, and a high-level research project for the Council of Europe/European Commission.

Accredited Programme Delivery & Assessment

Programmes of Learning

In 2022 the Education Division offered programmes from NFQ Level 6 Certificates through to a Level 10 Doctorate in Governance (via professional diplomas, undergraduate degrees, postgraduate diplomas and master qualifications).

Recognising the ongoing and growing complexity within the Public Service environment, the IPA continues to respond to a growing demand to support further complementary qualifications in support of required specialisms. Its portfolio is continually evolving, offering a diversified range of professional certificates and professional diplomas in such areas as governance, policy analysis, finance, HRM, public procurement and project management.

Delivering each programme successfully involves successive rounds of lectures, seminars, workshops, assignments, dissertation supervision, programme/module coordination and administration, monitoring, review and development, assessment, student recruitment and support, and QA/accreditation activities.

In 2022, the programmes offered included:

Level 10 (Major)	Doctorate in Governance
Level 9 (Major)	MA with 6 specialist streams
	MSc with 2 specialist streams
	MEconSC
	2 Postgraduate Diplomas
Level 9 (Special Purpose)	6 Postgraduate Certificates
Level 8 & 9 (Special Purpose)	3 Postgraduate Certificates
Level 8 (Major)	2 Primary Degrees – BA (Hons) with 6 specialist streams
	BBS (Hons) Degrees with 4 specialist streams
Level 8 (Special Purpose)	8 Professional Diplomas
Level 6 & 7 (Special Purpose)	8 Professional Diplomas (2 with specialist streams)
Level 6 (Minor & Special Purpose)	9 Certificates



At the launch of the new IPA Strategy, *A New Era of Learning*, were (l-r) Dr John O'Neill, Head of Research, Publishing and Corporate Relations, IPA; Dr Michael Mulreany, Assistant Director General, IPA; Noreen Fahy, Director of Finance & Corporate Services, IPA; Dr Philip Byrne, Director (Acting), Training, IPA; the guest of honour, Minister for Public Expenditure and Reform, Michael McGrath, TD; Teresa Casserly, Director of Training & International Services, IPA; Helen Brophy, Director General, IPA; and Aidan Horan, Director of Training, IPA.

Student Numbers

We have continued to witness increased student numbers, undertaking specialist education through our diversified programme portfolio, culminating in a 40% growth over the last decade.

In 2022 a total of 1,800 students registered for education programmes. 967 graduates were conferred with degree and diploma qualifications at our 2022 annual ceremony in Dublin Castle. A further 599 received NUI certificates.

Bespoke & New Programmes

In fulfilling our mission, the Institute is responsive to enabling programmes not readily available in other institutions. As well as addressing cross-cutting issues in the Public Service, the Education Division's programme development model accommodates ongoing and specific needs arising through key governmental or departmental strategies.

For example, in 2022, the IPA developed and enabled the new Professional Certificate in Employee Resourcing and Recruitment in conjunction with the Public Appointments Service. It also offered a refreshed Certificate in Economics programme to respond to the needs of Department of Foreign Affairs staff based at home and overseas in multiple time zones. Programmes developed in 2021 for DPENDR staff (Professional Diploma in Public Service Innovation and Professional Certificate in Public Expenditure Management) continued during 2022.

Furthermore, the US parliamentary programme, paused during Covid due to student travel restrictions, resumed in autumn 2022.

New Blended Delivery Model

The launch of a new blended education delivery model was a significant achievement of 2022. It enables the blend of online and face-to-face teaching for its programmes. Developed in early 2022, as the IPA emerged from government Covid restrictions, this enables flexible learning for students as a standard and expands programme access, offering a broader range of modes to students at home and abroad.

During Covid pandemic restrictions, the Education Division successfully met the challenge of pivoting its delivery model to enabling 1,300 webinars and 800 pre-recorded lectures for 1,800 registered learners annually. This required resource-intensive adjustments to classroom materials, the deployment of new technology to enable online classes and the development of supplementary video collateral. This investment contributed to increased student satisfaction in 2022 from 2021 (from 80% to 90%) while lecturer satisfaction was at 90%.

The Education Division responded to the general shift in modes of learning post pandemic. A full return to full-time, in-person classroom learning became unlikely while there was a desire to resume in-person options that led to enhanced student support and camaraderie. Balancing the growing expectations for flexible learning, the need for a blended flexible learning model with in-person and online learning was recognised and addressed.

The blended learning model was developed through collaboration with colleagues, including the IPA Registrar's office, programme coordinators, lecturers, associate lecturers and administrative staff. It was cognisant of NUI accreditation arrangements, prescribed course descriptors & learning outcomes, logistical and timetabling complexities, and the applicability of new online resources. Learnings from the flexible approaches both pre and during Covid were considered. It launched in autumn 2022 for the 2022–3 academic year.

Enabling more flexible programme delivery addressed the objective to accommodate public servant students, whether located nationally or internationally in our embassies or in different time zones.

The blended model has been successful and well-received by students despite the internal challenge of being resource intensive. It necessitates the annual preparation and delivery of 2,300+ classes comprising 900+ individual live webinar teaching sessions, 900+ in-class seminars and 500+ pre-recorded lectures.

Quality Assurance Achievements

The standard and integrity of the Institute's programmes are underpinned by the formalisation and university approval of QA processes and, in turn, the NUI accreditation they offer.

In January 2022 the NUI Senate's approval of the Institute's QA procedures for a further seven years was a key milestone. The approval followed a rigorous Institutional QA Effectiveness Review of the IPA, by the NUI, in 2021. In doing so, the Institute met its statutory requirement under the 2012 QQA Act.

In 2022 the Education Division undertook its annual QA programme. This spanned reviews of all modules and student satisfaction surveys, the review and amendment of IPA policies and procedures, reports on examination statistics, teaching and learning developments, employer analysis and student feedback.

A Quality Assurance Office was established to regularise and sustain the Institute's QA framework. Reporting to the Assistant Registrar, the office includes a QA Officer and temporary QA Project Officer. This met the need to up-scale and respond to the complexity of QA work central to the integrity of the IPA's education programmes. QA responsibilities expanded for undergraduate and postgraduate programme roles, increasing workloads.

The QA Effectiveness Review set out numerous positive endorsements identified by the NUI's international panel of reviewers. Firstly, it confirmed that the IPA's governance, academic standards, learner engagement, programme delivery, QA and stakeholder engagement met all expectations. Secondly, it particularly commended the extensive policy management framework and strong governance 'that was tested in a time of crisis', the quality of teaching, the student-centeredness of the organisation, and the high levels of motivation and dedication among staff. Thirdly, it commended the IPA's transformational work in QA that had underpinned programme design, delivery and management, teaching, support and assessment.

The NUI panel made twenty-three recommendations to be considered in the IPA's Quality Improvement Plan (QIP). This is a two-year plan and a standard outcome of all third-level institutional reviews. The IPA submitted its proposed QIP for 2022/4 to address the recommendations for approval to the NUI. The plan was approved in June 2022.

Of twenty-three recommendations, eleven related to the Education Division's delivery of accredited programmes (items included the recruitment of new lecturing staff, review of lecturing staff workloads and competencies, and generation of individual research and publication plans for staff). Other panel recommendations concerned IPA-wide corporate governance, strategy and infrastructure.

Progress on the plan is on track and at close of 2022 the following six notable actions were complete:

1. A re-commencement of 'Issues in Public Administration', a monograph series of research by postgraduate students and staff. (In December 2022 the IPA published *Understanding the Internal Audit Function in the Irish Public Sector*.)
2. Development of resources to help associate lecturers with technical and pedagogical elements of delivery and assessment.



3. New guidance and online training to support lecturers in aligning assessment marks and feedback commentary with grade descriptors (emphasis on evaluating content, approach, argument and presentation).
4. Enhanced assignment question-sets (for the benefit of students) for all modules which identify key learning outcomes being targeted, and provide lecturer expectations, guidance timelines, links to good referencing practice and regulations around plagiarism.
5. New VLE Student Support Hub for all registered students – a comprehensive repository containing student support and academic advice (on part-time study, exam preparation); guidance and instructional videos on academic writing; resources for technical subjects (e.g. quantitative methods); FAQs on administrative matters; rules and regulations; information on student well-being.
6. Admin & QA staff 'check-ins' with students by phone during the academic year as part of enhancements in student support.

Higher-Level Research

The research components of IPA-accredited postgraduate programmes have grown considerably. As of 2022, students on master programmes (MA, MSc & MEcon. Science) must complete research dissertations ranging from 12,000 to 24,000 words. At doctoral level, for the professional practice dissertation, the requirement is 12,000 words, while a major dissertation requires 50,000 words.

The IPA student research produced clear benefits for evidence-based policy analysis and service-delivery improvements across the Public Service. At the same time, it is resource intensive from a supervision perspective, placing more onerous demands on permanent lecturing staff.

Regardless, the IPA has continued to contribute to large research projects. For example, in May 2022, Education Divisional staff successfully completed a research project, on behalf of the Council of Europe/ European Commission, on the transformation of the Cypriot Court Services.

6.2 Library and Information Services

Senan Healy, Head of Library and Information Services

Library Overview

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

Services

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

In 2022 the library continued the development of its collection through the purchase of key texts in print and e-book formats, as well as the selection of open access e-books for inclusion in the library catalogue, which added 700 items to the collection. In the summer library staff completed an inventory of the 28,000 printed items held in the library to check for misclassified items, condition check each item and replace out-of-date items with new editions. The next phase in the development of the library management system, Koha, included the addition of a serials module used for keeping track of journals, newspapers and other items that come on a regular schedule. The online serials module replaced a paper-based system for tracking receipt of journals and newspapers and allows staff to set up prediction schedules of when journals are due to be received, create automated alerts to publishers when journals are not received, as well as allowing students to view up-to-date information on journal volumes held by the IPA.

In September the library opened its reading rooms to students for the first time since March 2020 to coincide with the return of in-person teaching. The aim of the library is to provide the right information and resources in the most appropriate format and in a timely manner to a diverse and geographically dispersed range of clients. Different avenues of communication are used by the library to promote its services. Librarians provide orientation sessions to students at the start of the academic year and information sessions to individual students or to groups (online and in person) over the course of the year. The Head of Library and Information Services attends briefing sessions to students embarking on research work for dissertations and advises them on the library assistance available to them.

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

During term the library is open from 9.15 a.m. until 7.00 p.m., Monday to Thursday, and until 5.00 p.m. on Friday. It also opens from 9.00 a.m. until 2.00 p.m. on the majority of Saturdays during term. Full and up-to-date information on opening hours is available on the IPA website.



28 November saw the launch of the fifty-seventh year of continuous publication for *Ireland – A Directory*. The Tánaiste and Minister for Enterprise, Trade and Employment, Leo Varadkar, TD, was presented with an embossed copy by Helen Brophy, Director General, IPA.

6.3 Training

Dr Philip Byrne, Director | Teresa Casserly, Director

Training Overview

The Training Division delivers an extensive portfolio of training and consultancy services, meeting the training and development needs of the Public Service as a whole and delivering impactful outcomes. It designs and delivers core programmes that have general application across the Public Service and bespoke programmes that offer tailored solutions in response to particular client needs. As well as knowledge and skills-based programmes, these include seminars, conferences and networks. Clients include government departments, offices, local authorities and agencies.

The Institute has a unique mandate to serve the training and development needs of the local government sector, comprising thirty-one local authorities, the CCMA, LGMA, AILG and Housing Agency.

The Division's array of specialist training teams continued to provide necessary expertise to engage and partner on client solutions, to design and develop up-to-date content, and to deliver the programmes and learning solutions, including its range of professional accredited programmes. The Division's teams include Leadership and Management, IT/Business Systems, Strategic Human Resource Management, Governance, Financial Management and Local Government. Updates from each are set out below.

As well as training, the Division enables opportunities for Public Service staff to connect, learn and network beyond their functional areas to achieve the aim of moving beyond silos and growing a broader sector perspective. Specific conferences and fora supported this objective during 2022 – these are mentioned in the functional area updates below.

The Division invested in sustaining their client partnerships across the Public Service, the civil service, local government, health, education, commercial and non-commercial state bodies, and the public benefit sector. It collaborated with key stakeholders on the design and delivery of a range of public courses and bespoke programmes. In this way, the Division maintained learning solutions that were relevant and responsive to training needs, continually evolving to be cost-effective and achieve best-in-class standards.

Moving on from the pandemic crisis, the Division has leveraged the flexible hybrid solutions designed in crisis times to enable a greater offering of blended solutions. This increased flexibility enables Public Service staff in Ireland and abroad to access the learning solutions. The Division expects to continue offering blended solutions to enable anytime, anywhere access to learning and development.

Reflecting the training demands, the Division organised itself across a number of teams reflecting core capabilities and specialisms to ensure best solutions were delivered effectively. Each team used their specific programme and subject matter specialist knowledge to deliver related public programmes and bespoke programmes. The teams were supported by the Business Development Team, focused on managing client engagement, marketing activity, new business opportunities, tendering and quality improvements, and providing a core touchpoint for clients.

Leadership and Management Development

The Training Division continued to advance leadership and management capability in the Public Service during 2022 while promoting the learning solutions available. Participants were challenged to actively translate learning to their work environment for the practical benefit of Public Service stakeholders. Given the shift to hybrid working environments, the programme content focused on building the capability and confidence to lead and manage performance effectively in this new normal.

Focus in 2022

In collaboration with civil service, education, health, and local government sectors and state agencies, the IPA designed interventions and enabled blended solutions.

In 2022 a total of 494 days of bespoke development were delivered for 3,000 participants of all levels and sectors. Programmes included Clerical to Principal Officer Level in the Civil Service and Grade 3/Graduate Level to Director of Service Level in Local Government. Topics ranged from civil service procedures to competency-based grade development, leadership capacity to address sectoral challenges and change, innovation in organisational culture and customer service delivery.

Programmes for senior leaders and managers included the latest leadership frameworks and techniques for leading adaptive change to equip leaders in navigating strategic and operational challenges. Participants had the opportunity to engage in the latest thinking on how to create the vision and energised working environments in their sections, teams and organisation.

Continuous professional development (CPD) continued to be important to developing workforce capability in the areas of general management, strategic thinking, and professional and specialised skills, equipping managers to lead and manage public services effectively while anticipating future demands and challenges. CPD remained an important component for the Public Service's value proposition, enabling people to realise their full potential, to develop their careers while progressing their personal and professional ambitions.

During 2022 specific development programmes were delivered to the Department of Children, Equality, Diversity, Integration and Youth (DCEDIY), the Departments of Transport, Justice and Defence, the Houses of the Oireachtas, Quality and Qualifications Ireland, the National Disability Authority, the National Transport Authority, ETBI and several local authorities.

Grade Development Programmes for CO, EO, HEO/AO, AP and PO staff were designed and delivered, working closely with government departments, offices and several state agencies. Some programmes are ongoing and will complete in 2023. A close collaboration with Revenue enabled 100 senior managers to participate on the Senior Management Development for APs.

A new programme, 'The Civil Servant in the Democratic Process', was developed in conjunction with DCEDIY and the Houses of the Oireachtas. It focused on supporting middle- and senior-grade staff new to the civil service.

In local government, strong demand for Line Manager Development programmes continued in 2022 across all levels of administrative, technical and professional staff. These developed manager capability to fulfil their role in leading teams, managing performance, delivering substantial public projects, implementing various processes, and rolling out public policy and schemes for the public good.

To meet the need for future and emerging managers to develop relevant and practical skills, the Core Skills programmes delivered a range of topics, including personal effectiveness, business skills, conflict management, emotional intelligence, resilience, presentation and facilitation skills.

Key highlights from 2022 included:

Leadership Development in the Local Government Sector

The Leadership in Local Government programme continued in 2022, supported by the CCMA and the Department of Housing, Local Government and Heritage, for senior professional, technical and managerial staff across local government. The programme focused on navigating leadership challenges experienced by local government leaders. It was underpinned by core leadership competency frameworks, peer learning, individual coaching and networking with senior management.

Seventeen participants completed the programme in 2022 from local authorities in Carlow, Cavan, Clare, Cork City, Donegal, Dublin City, Fingal, Kildare, Roscommon, Sligo, Tipperary, Wicklow, Westmeath and Wexford.

Local Government Graduate Training

A total of 147 graduates engaged in the Local Government Graduate programme. Delivered in collaboration with the LGMA, this is a three-year initiative that includes competency development as well as mentoring through relevant professional routes to achieve industry-recognised certification and academic accreditation.

In addition, six professionally accredited programmes ran to enable graduates to achieve industry standards:

- Certificate in Business Analytics (BAAI);
- Lean Six Sigma (DCM Learning);
- Diploma in Public Relations (PRII);
- Data Skills for Professionals/ Advanced Data Skills for Practitioners (Analytics Institute of Ireland);
- Certificate in People Practice (CIPD);
- Professional Diploma in Project Management (IPA and PMI).

Public Programmes

Twenty public programmes in Management Development were offered. A total of 300 Public Service leaders and managers participated in 2022.

The programmes offered opportunities to build connections, to network and to develop new perspective and skills while developing the capability to anticipate challenges and develop innovative solutions. The portfolio included Strategic Management and Change, Line Manager Training, Grade Development, Quasi-Judicial Training, Personal Effectiveness and Business Skills.

Information Technology, Business Systems and Project Management

This team provided a range of professional learning, training and consultancy/advisory services in information technology, information systems, GDPR and data protection, project management and related areas. Over 2022, demand continued for the Certificate and Diploma in Project Management and the Diploma in Computer Studies with positive feedback. There was a notable growth in demand for Project Management and GDPR Data Protection technical training. In response, Project Management Certifications (PRINCE2 2017® Foundation and Practitioner, Project Management Institute ACP (Agile), PMI CAPM and PMI PMP) and GDPR training were delivered and extended to Public Service organisations on a bespoke basis to respond to client demand.

The delivery of Programme Management, Social Media Strategy for Public Service Organisations and Microsoft Office training continued in response to demand.

A new Business Process Innovation course was introduced during 2022. In addition, a conference for the local authority heads of information systems was facilitated.

Strategic Human Resources Management

The Training Division responded to the growing demand for professional learning, training and consultancy/advisory services in human resource management and mediation. Programmes included those accredited by the CIPD and the MII.

In response to strong demand for CIPD programmes across the key sectors, three programmes were run centrally for client organisations: the Diploma in HR Practice, the Diploma in Learning and Development and the Certificate in People Practice, a flagship offering. Successful participants qualified for CIPD foundational membership.

In response to strong demand for mediation training to build capability in managing workplace, organisational and community conflicts and disputes effectively, four programmes of the MII Certified Mediation programme were delivered (three within the IPA, one for a client organisation). Successful participants qualified for certified membership of the MII.

In addition, twenty public courses were run to meet demand for human-resources-related training. These courses included Competency-Based Recruitment and Selection, Psychometric Testing, HR for Line Managers, Grievance and Discipline, Dignity at Work, PMDS, TNA, Employment Law, Freedom of Information for Decision Makers, Personal Safety at Work and Compassionate Conversations in the Workplace.

Governance Unit

The Governance Unit provided professional and accredited education, training, consultancy/ advisory and client support in governance to government departments, state bodies, higher education institutions, local authorities and non-profits. Demand trended upwards and is forecasted to remain high. Support for governance modules within the IPA postgraduate programmes – Professional Certificate in Governance and Doctorate in Governance – was also provided.

The Governance Forum continued to be a valuable source of advice, training, information, consultancy and support to growing good governance for member organisations, with a particular emphasis on state bodies and agencies, regulatory bodies, higher education institutions, government departments, local authorities and not-for-profit, public interest and public benefit organisations. In 2022 seventeen events were delivered to some 110 member organisations. Topics spanned Board and Committee Reviews, Governance Framework Reviews and Risk Management Framework Reviews. Relevant content also included governance and culture, cybersecurity, risk appetite, sustainability, board effectiveness, strategy, and the implementation of various codes of practice and governance standards.

The Forum also facilitated the Chairpersons' Network and a Board Secretaries' Network, and enabled supports through the Forum website updates and podcasts. Services continued to evolve in response to both member organisations' needs and developments in governance.

In addition, fifteen public courses on governance were delivered to Public Service organisations.

Financial Management and Accounting

Delivering on the objective to improve financial management and accounting capability across the sector, professional and accredited education, training and consultancy/ advisory supports in financial management, governance, assurance and audit were provided throughout 2022.

Twenty public courses were delivered. These included courses on the Public Spending Code, Budget Management, Finance for Non-Finance Managers, Vote Accounting, Internal Audit, Fraud Awareness, Finance for Non-Financial Directors (basic, intermediate and advanced) and Financial Management Maturity.

The Conference for Local Authority Heads of Finance was also held.

Three public programmes accredited by CIPFA, with participants achieving the professional Certificate in Audit Skills (CAS), contributed to strengthening the capability of Public Service internal auditors and governance effectiveness in the Public Service.

Two public programmes of the accredited CIPFA Certificate in Management and Financial Accounting were delivered. These focused on the best practice of costing and budgeting for finance professionals across the Public Service.

The Financial Management and Accounting Unit contributed their subject matter expertise to the financial modules within the IPA Whitaker School of Government and Management's accredited programmes, specifically the Diploma in Health Management, and the Certificate in Civil Service and State Agencies.

In 2022 the Financial Management Team, in collaboration with the Governance Unit, informed the Board and Committee Reviews, Governance Framework Reviews and Risk Management Framework Reviews, as well as risk training in general. It also provided performance evaluation tools such as Audit and Audit Reporting, Public Spending Code, Vendor Management and Programme Logic Model Development on a bespoke basis.

Local Government

The Training Division continued to be the core provider of local government training services in 2022. Services spanned sector-specific education, training and consultancy/ advisory supports to all local authorities and the housing and wider local government sector.

In 2022 eight 'A-Z of Irish Local Government' programmes were delivered to 400 local authority staff. Each provided an overview of the key services and principal pieces of legislation underpinning local authority services. Content is tailored to the local authority's schemes and structures.

Four Legislative Training programmes were delivered to 190 local authority management at middle and senior levels. These included a series of pre-recorded videos and live online sessions focused on developing a core knowledge and understanding of current legislation pertaining to Housing, Planning, Environment, Water and Roads & Transportation Services.

In addition, 200 local authority staff attended public courses offered in the areas of Local Government Debt Management Training, Social Housing Fundamentals, Housing Rents Arrears, Dealing with Anti-Social Behaviour and Rental Inspections training.

Accredited programmes were delivered to 540 local authority staff registered through the IPA's Whitaker School of Government and Management. These included the Certificate in Local Government Studies (360), Diploma in Local Government Studies (120), Certificate in Housing Studies (22) and Professional Diploma in Housing Studies (38).

Housing Forum

The Housing Forum continued to provide, in conjunction with the Housing Agency, a platform to build and share knowledge about the Housing Sector. The Housing Forum provided the members' portal and the repository of resource material (reports, research documents and relevant literature). These support an active network of housing practitioners from public, voluntary and private housing sectors.

In 2022 twelve Housing Forum events were held, focused on current and topical housing issues. An average of 100 participants attended each. In addition, 253 people attended the 2022 Housing Practitioners' Conference while 75 people attended the 2022 LGDA Conference.

Business Development, Marketing and Central Bookings Office

Throughout 2022 the Business Development Team continued to promote the suite of public and local Leadership and Management programmes, specialist-led courses and online services, including webinars available through the Training Division, while also responding to client requests. As well as business development, marketing and bookings, they managed client requests for quotations and tenders in this area and liaised with clients and associate specialists on business proposals, business won and scheduling of local courses.



At the launch of *The Irish Department of Finance 1959–99* were (l-r) Ciarán Casey, author; former Taoiseach, John Bruton; former Minister for Finance, Alan Dukes; and then Minister for Finance, Paschal Donohoe, TD.

6.4 Research and Publications

Dr John O'Neill, Director

Research and Publications Overview

Research and Publications continued to play a unique and valuable role, leveraging their excellent reputation across both the Public Service and academia.

Research

As the only dedicated public management and governance research centre in Ireland, the IPA Research Team continued to play a key role in meeting the demands of the Public Service in terms of addressing important governance and implementation challenges for the sector. Recognised as leading experts in respect of public administration at both the national and international level, the Team's work over 2022 continued to support local and national government in addressing complex, cross-cutting policy issues – for example, housing and climate. Additionally, the IPA's expertise in governance and implementation of environmental policy continued to grow.

Of note for 2022, there was agreement to further collaborate with the Environmental Protection Agency (EPA) on advancing additional research on implementation challenges for the agency, and separately the team was commissioned by DPENDR to carry out a piece of key research on climate action capacity across the civil service.

The key highlights for 2022, in terms of impact, included significant deliverables across both central and local government, while also putting in place new work arrangements to extend current partnerships (i.e. EPA) beyond 2022 and to develop and initiate new areas of work which meet the most pressing demands of the civil service (i.e. climate and sustainability). These achievements, which are listed below, further enhance the relevance and reputation of the Institute in meeting the demands of our key stakeholders.

1. Publication by the EPA (April 2022) of *Sharing Lessons Learned from Water Governance: www.epa.ie/publications/research/water/Research_Report_406.pdf*. Together with a short podcast, this report is published on the EPA's website. The EPA's knowledge partners, ERINN, have also shared the report across government. A paper drawing on the research was published in the IPA's journal, *Administration* (May 2022).
2. Agreement reached with the EPA to extend the research programme out to 2024 on governance and implementation, covering key environmental areas including the circular economy and climate action.
3. Publication by Dublin City Council of research on the remunicipalisation of waste services. This was a complex research project including a reflection of the legal position in respect of domestic waste collection in Dublin City, which was covered in the national media: <https://www.irishtimes.com/ireland/dublin/2023/02/22/report-warns-dublin-city-council-against-resuming-bin-collections/>
4. The publication (December 2022) of the thirteenth issue of *Public Service Trends*, which continues this important research series while also introducing new areas of coverage across environment and climate in line with IPA strategic objectives.
5. Continuing ongoing local government research in line with agreed strategy for 2022–4, covering key areas for the sector, including innovation, economic development, and central and local government relations. In addition, three issues of the local government magazine, *Local Authority Times*, were published, which were shared widely across local government.
6. Consistent with both government objectives around open data and the IPA's own objectives around research, innovation and learning, four issues of the *Administration* journal were published: <https://sciendo.com/journal/ADMIN>
7. The Research Team were commissioned by DPENDR, the Department of the Environment, Climate and Communications, and the Department of the Taoiseach to carry out an assessment of the capacity of Irish government to effectively implement climate action. This research commenced in 2022 and will complete in 2023.

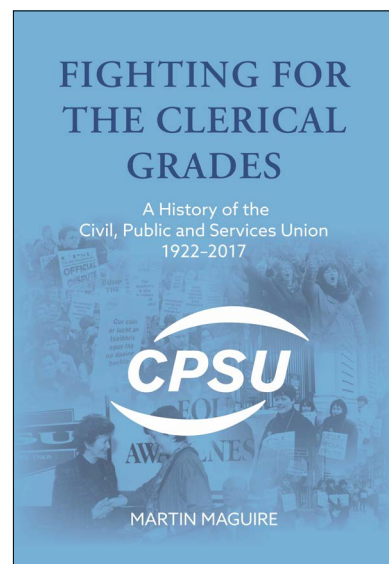
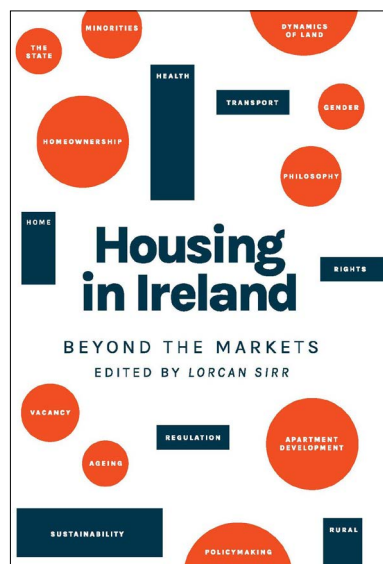
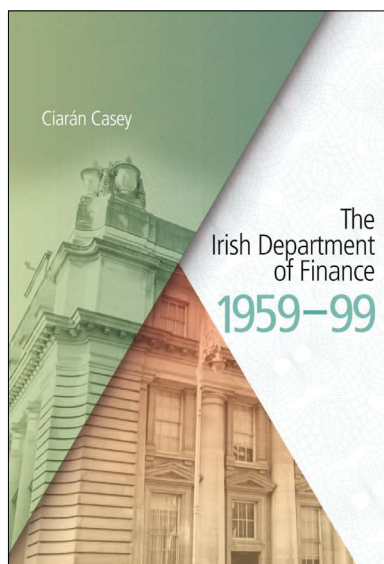
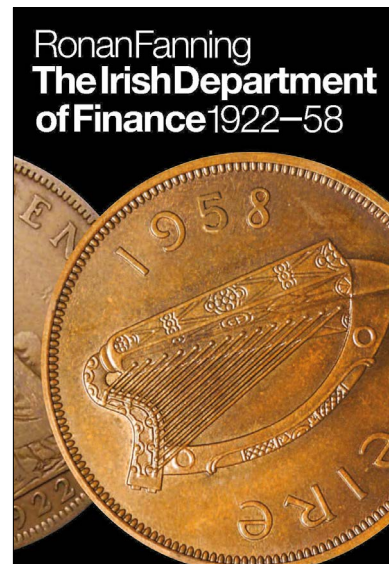
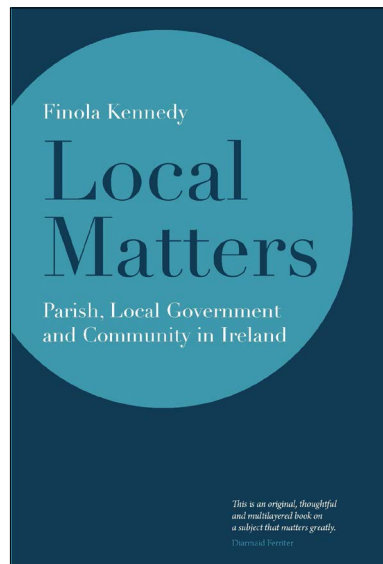
8. The team continued to deliver for the European Public Administration Knowledge (EUPACK) on behalf of DG Reform - https://commission.europa.eu/about-european-commission/departments-and-executive-agencies/structural-reform-support/european-public-administration-country-reports_en
2. *The Irish Department of Finance 1959–99*, by Ciarán Casey, which was launched by the then Minister for Finance, Paschal Donohoe, TD, with former Taoiseach John Bruton and former Minister for Finance Alan Dukes also present at the event;
3. *Local Matters: Parish, Local Government and Community in Ireland* by Finola Kennedy, which was launched by guest of honour Darragh O'Brien, TD, Minister for Housing, Local Government and Heritage;
4. *Fighting for the Clerical Grades: A History of the Civil, Public and Services Union 1922–2017* by Martin Maguire, which was launched by guest of honour Michael McGrath, TD, Minister for Public Expenditure and Reform;
5. *Ireland – A Directory 2023*, launched by the then Tánaiste and Minister for Enterprise, Trade and Employment, Leo Varadkar, TD, who commented that 'Ireland – A Directory is a hugely valuable source of information and has always had pride of place on my desk. It really is the quintessential *must-have* for those of us who are engaged in delivering for society across the wide spectrum of public administration.'

Publications

The Division provided an extensive range of publication services during 2022, including books published under the IPA Book Publishing Strategy, specific consultancies for government departments, research publications relevant to our key stakeholders and, of course, the fifty-seventh edition of *Ireland – A Directory*, which was launched late in 2022. The Institute's publication of the IPA's Strategy Statement, *A New Era of Learning*, in December was a significant milestone.

Book launches during 2022 attracted significant interest from both the media and the political system, further enhancing the relevance and reputation of the Institute. Key highlights included the following publications and launches:

1. *Housing in Ireland: Beyond the Markets* by Lorcan Sirr, which was launched by Mick Clifford, Special Correspondent, *Irish Examiner*;



6.5 Finance and Corporate Services

Noreen Fahy, Director

Finance and Corporate Services Overview

The goals and objectives of the Finance and Corporate Services Division are aligned with the IPA Corporate Strategy, and the Division adopts a business partnership approach in meeting the demands of all stakeholders, both internal and external.

The delivery of IPA Education, Training and Development, Research and Publishing services continued successfully throughout 2022. Enabling successful business delivery and continuity in our new hybrid workplace model continued to present significant challenges for the IPA's Corporate Services Division. Recruitment and talent retention were significant challenges across Finance, Procurement and ICT. This further highlights the excellent performance of the team members, who time and again demonstrated flexibility and agility in supporting fellow colleagues.

Working with colleagues across the Institute, IPA Finance and Corporate Services personnel ensured that targets and objectives continued to be achieved, and surpassed, and demonstrated excellence and commitment to the IPA's vision and mission. Key areas of high performance across the Finance and Corporate Services Division for 2022 are outlined below. Particular thanks to all team members, including our technical business partners, who worked so diligently throughout the year.

Finance

The IPA, being a company limited by guarantee with charitable status, a body under the aegis of DPENDR and obliged to comply with the *Code of Practice for the Governance of State Bodies 2016*, has a complex legal and regulatory status which informs the financial statutory and management reporting regime in place. The IPA is audited by the Office of the Comptroller and Auditor General (OCAG) and is required to produce statutory Financial Statements in compliance with FRS 102. Key highlights include:

- Successful delivery of OCAG submission deadlines for statutory Annual Financial Statements;
- Certified Annual Financial Statements achieved with unqualified audit opinion 2022 – these accounts accompany this Annual Report;
- All deadlines for Board and Board Subcommittee reporting met;
- Monthly and quarterly reconciled management accounts delivered;
- On time delivery of all payroll and accounts payable pay runs;
- Continued Finance-led process improvements across management accounting, payroll, payables and receivables, with further roll-out of an in-depth receivables project with colleagues in the Education and Training Divisions;
- Reviews and assessments of our control environment continued throughout the year, including internal and external audit reviews.

Information and Communications Technology

Over the period 2020 to end 2022, the IPA fully and successfully evolved into a hybrid virtual and in-person business model, and the IPA ICT Team, working with colleagues across the organisation, successfully developed and implemented the technological infrastructure solutions to enable this digital and business transformation. 2022 also saw the IPA adopt a very comprehensive remote working policy for IPA personnel which required both ICT and Facilities to provide duplicate infrastructures, both onsite in Lansdowne Road and at Working from Home and other remote locations, to allow for these new work practices.

This transformation, which will continue to evolve in 2023, presented a wealth of digital transformation opportunities for the ICT and Cyber Team. Throughout 2022, the team worked diligently to support the IPA in delivering on its strategic business goals.

In line with ICT strategic goals, investment and development in our cybersecurity resources and infrastructure continued with successful results.

Key highlights in ICT include:

- Zero business continuity cyberthreats realised in 2022;
- Microsoft secure score of 80% (against a Microsoft average of 40% for similar-sized organisations);
- During the period 1 January 2022 to 31 December 2022, the IPA firewall infrastructure prevented over 606k intrusions;
- Continued successful deployment of our Endpoint Detection Response system 'Huntress';

- Adoption of SharePoint Communication Platform commenced;
- Office 365 Migration project completed;



- Over 3,000 hours of shared content and over 2,900 meetings supported;



- Over 1,300 sessions delivered over Zoom;



- Over 70 sessions equalling 1,200 attendees;



- 59,232 Panopto views and downloads, equating to 19,200 hours of content;
- 2,380 support tickets resolved with an average resolution time of 86 minutes.

Facilities and Estates

It was a very busy year for the Facilities and Estates Teams as staff, students and participant groups were welcomed back to our premises at Lansdowne Road. The on-site facilities management work programme was adapted swiftly to provide appropriate room set-ups for on-site events, lectures, seminars, etc. The Division invested in further developing event management and room booking systems to cater for the added complexities of a technology-enabled learning environment. The Facilities Team, enabled by the lifting of restrictions by government, led on the reinvigoration of the Board-adopted accommodation refurbishment plan and recommenced the planned upgrading of offices and workspaces across the Institute, on an 'as-needs' basis. The Facilities Team continued to review, develop and implement appropriate fire, health and safety compliance requirements.

Audit and Governance

The Institute complied with its financial and taxation obligations during 2022, and the Board of the IPA continued to oversee the effectiveness of the System of Internal Control across the Institute. The Statement on Internal Control is published in the IPA Annual Financial Statements which accompany this report. The IPA Audit and Risk Committee continued to oversee the implementation of the IPA Strategic Internal Audit Plan throughout 2022, focusing on driving implementation of legacy Internal Audit recommendations, all of which contributed positively to the assurance arrangements across the organisation.

Financial Prospects for 2023

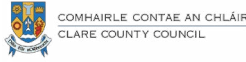
The IPA financial model is progressing through a correction phase with a declared deficit for 2022 and an anticipated deficit for 2023. The adoption of *A New Era of Learning: Strategy 2022–2027*, the IPA's five-year strategy, focuses on growth through innovation. The accompanying transformation programme will address fundamental elements of the IPA's financial and funding model.

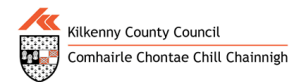
The Institute's block grant was at €2.725m for 2022 and this figure will be sustained in 2023, a positive support from its parent department, DPENDR. The IPA Board of Directors, and its subcommittees, continue to oversee the financial performance of the IPA as part of their fiduciary responsibilities.

07. Our Clients and Partners



Throughout 2022 we continued to collaborate with our valued clients and partners, illustrated through the following sample:





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