

# 2018

ANNUAL REPORT



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# 01

REPORT OF THE  
DIRECTOR GENERAL &  
THE CHAIR OF THE BOARD

# REPORT OF THE DIRECTOR GENERAL & THE CHAIR OF THE BOARD



*Martin O'Halloran*

Martin O'Halloran  
Chair



*Dr Marian O'Sullivan*

Dr Marian O'Sullivan  
Director General

Established in November 1957, the Institute of Public Administration is proud of its distinct mission and role in the provision of a unique mix of education, training, research, publishing, consultancy and other services for the wider public sector both in Ireland and abroad. This cross-sectoral approach ensures that the IPA applies a unique, whole-of-government perspective to everything that it does. Ensuring that our public services operate consistently to the highest standards is an ongoing challenge and often the subject of much debate. Over the years, the IPA has sought to contribute to, and inform and debate on, the performance of our public service.

The Annual Report allows time for reflection on what the IPA has achieved in the last twelve months, as we celebrated its sixtieth

year in existence. It also provides an opportunity to acknowledge the high levels of professionalism, commitment and hard work of an excellent team of people and the IPA Chair and Board. It is important that we celebrate and acknowledge what overall has been a successful year.

Between 2001 and 2011 the IPA was a recognised college of the NUI. Between 2011 and 2018 the IPA was a recognised college of UCD. In 2018 the IPA resumed as a recognised college of the NUI. Students who enrolled on education programmes from September 2018 are eligible to receive NUI-accredited qualifications. The conferring ceremony for accredited programmes took place on 14 December 2018 when 980 graduates were conferred. An additional 616 students were presented with UCD certificates. In 2018 the Institute also continued to provide programmes to international students. Over sixty students from US colleges participated in parliamentary internship programmes. Twenty students from the Seychelles completed the MA in Leadership and Strategy, and over one hundred students from Nanchang University studied on the Diploma in Business Studies programme.

Our undergraduate and postgraduate programmes aim to provide specialist skills and knowledge, a broadly based understanding of public policy, analytical skills and the opportunity for progression from level 6 awards right up to level 10 on the National Framework of Qualifications. Our programmes were offered through three delivery methods: lectures at the IPA, lectures at regional centres and distance education/blended learning. Overall, over 1,340 students were enrolled on our undergraduate programmes in 2018.

The Institute's Master of Arts programmes have a common first year, which leads to an award of Postgraduate Diploma in Public Management. In year two, students progress to a choice of seven specialist areas. In 2018 the total number of students enrolled on Master of Arts programmes was 185. The Doctorate in Governance programme commenced in 2003 and in 2018 thirty-five students were enrolled on the doctorate programme.

The IPA has a small, full-time, dedicated team of staff undertaking applied research for government departments and other public sector bodies. The year 2018 saw the continuation of the 'State of the Public Service' research series and the 'Local Government' research series. The Institute

also introduced a series of Insight Briefs. Five Insight Briefs were produced in 2018, covering aspects of public management practice. The aim of this series is to provide short, one-to-two-page briefings for busy managers on topics of interest with regard to public management and policy. The briefs are available at <https://www.ipa.ie/research-papers/insight-briefs.4014.html>

Under the 'State of the Public Service' series, two reports were published in 2018:

- *A Case Study of the EPA-RPII Merger* by Joanna O'Riordan, available for download at [https://www.ipa.ie/\\_fileUpload/Documents/EPA\\_RESEARCHREPORT\\_2018.pdf](https://www.ipa.ie/_fileUpload/Documents/EPA_RESEARCHREPORT_2018.pdf)
- *Public Sector Trends 2018* by Richard Boyle, available for download at [https://www.ipa.ie/\\_fileUpload/Documents/PUBLICSECTORTRENDS2018.pdf](https://www.ipa.ie/_fileUpload/Documents/PUBLICSECTORTRENDS2018.pdf)

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

- *Local Government as Local Service Coordinator: Case Study of Ireland's Age Friendly Cities and Counties Programme* by Laura Shannon, available for download at [https://www.ipa.ie/\\_fileUpload/Documents/LOCALGOV\\_no14.pdf](https://www.ipa.ie/_fileUpload/Documents/LOCALGOV_no14.pdf)
- *Local Economic Development: An Overview of the Economic Development Role of Local Authorities in Selected Jurisdictions* by Laura Shannon, available for download at [https://www.ipa.ie/\\_fileUpload/Documents/LocalEconomicDev\\_2018.pdf](https://www.ipa.ie/_fileUpload/Documents/LocalEconomicDev_2018.pdf)

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

These include:

- *Envoy Extraordinary: Professor Smiddy of Cork* by Eda Sagarra;
- *No Artificial Limits: Ireland's Regional Technical Colleges* by Richard Thorn;
- *Judicial Power in Ireland* by Eoin Carolan (Ed.);
- *Local Government in the Republic of Ireland* by Mark Callanan;
- *Irish Parliamentarians: Deputies and Senators 1918-2018* by Anthony White.

In the Training Division, the Institute provides a broad range of customised learning and development interventions, public courses and specialist advisory services in the areas of public sector leadership and management, human resource management, governance, accounting, financial management, auditing,





Noreen Fahy, FCCA, Senior Governance & Finance Specialist, IPA, speaking at an IPA Governance Forum event, 'Assurance Frameworks and Expectations – Sources of Assurance for Boards and Senior Executives'.



Pictured (l-r) at the launch of *Judicial Power in Ireland* were Dr Michael Mulreany, Assistant Director General & Registrar, IPA; Eoin Carolan, editor of *Judicial Power in Ireland*; guest of honour Hon Mr Justice Frank Clarke, Chief Justice; and Dr Richard Boyle, Head of Research, Publishing & Corporate Relations, IPA.

project and programme management, and information technology, including accredited programmes which lead to formal membership of professional bodies. During 2018 the Institute worked collaboratively with many government departments, local authorities, state agencies, educational bodies and the not-for-profit sector to design and deliver customised programmes, including Grade Development for Executive Officer, Higher Executive Officer and Assistant Principal Officer Grades in the Civil Service; Leadership and Management Development; Governance; Risk Management; Audit and Assurance; Internal Audit; Financial Management and Accounting; IT and Cyber Security; GDPR and Data Protection; Project Management; Administrative Law; Courtroom Skills; Personal Effectiveness; Recruitment and Selection; Grievance and Discipline; Performance Management; and Human Resource Management.

The Institute continued to offer programmes for formal membership of professional bodies, including the MII (Mediators' Institute of Ireland) and the CIPD (Chartered Institute of Personnel and Development), as well as accredited audit programmes with CIPFA (Chartered Institute of Public Finance and Accountancy). In partnership with the Local Government Management Agency, the Institute continued its mentoring role with the remaining cohort of local government graduates. Our Leadership Challenge Programme attracted senior managers from all sectors of the public service, including central and local government, and the semi-state sectors.

The Governance Forum continued to evolve and expand in response to the many governance-related issues and challenges

faced by forum members, and a total of fifteen events were hosted at the Institute. The calendar of events covered many contemporary issues in governance, and key themes included: Strategic Performance Reporting; Governance Culture, Behaviour and Ethics; Risk Management and Risk Appetite; Audit Committees and Rising Expectations; Strategy Implementation; Assurance Frameworks and Accountability Arrangements; Roles and Responsibilities of Board Members; Board Evaluations and Enhancing Board Effectiveness; Reputation Management and Media; Finance for Board Members; and Department–Agency Relations. In addition to the programme of events, two special round-table events for board secretaries and chairpersons of audit committees were also convened, and provided relevant and practical advice and an overview of contemporary developments in these key governance areas.

During 2018 International Services continued its remit to promote and develop effective public administration internationally and to showcase best practice from the Irish public service. We deepened our relationship with existing strategic partners and also formed new alliances. International Services continues to deliver on a programme of support to the Western Balkans funded by the Department of Foreign Affairs and Trade.

International Services has also formed a partnership with ÉNA (École Nationale d'Administration) to jointly implement a project in the National School of Public Administration, Romania, to enhance the overall level of its services and to build new capacities.

Following on from its work in 2017 on the EuropeAid project 'Technical Assistance on Strengthening National Civil Service Training Institutions in Myanmar', the IPA hosted a senior delegation of officials from the Union Civil Service Board to Ireland in May 2018.

The strategic relationship between the IPA and the Office of the Civil Service Commission (OCSC) of the Royal Kingdom of Thailand continued to deepen and grow during 2018. In April IPA senior management met with a senior delegation from OCSC, led by Deputy Prime Minister Mr Wissanu Krea-ngam, Royal Kingdom of Thailand. This was followed in July with the visit of fifteen Thai civil servants, who attended a two-week programme on Advanced Public Management and Leadership.

The year 2018 saw a stabilisation of Institute finances and staff numbers. A good financial performance was recorded. The IPA is privileged to have highly talented, professional and committed staff, and a strong body of associates. The staff are vitally important in delivering on our mission and vision. We are committed to supporting our staff in their professional and personal development so as to allow them to excel in their work and deliver on the changing needs of the public service. Institute specialists continued to support a wide range of organisations undergoing change as part of the general reform process, including organisations in central and local government, semi-state sector agencies and public interest bodies, in the form of short learning and development interventions, expert advice, consultancy support and executive coaching.

# 02

## EDUCATION





## EDUCATION



**Dr Michael Mulreany**  
Assistant Director General

The IPA is the primary specialist provider of education to the public service in Ireland. The education services of the IPA are particularly important at this time of renewal and change in the public service. Our programmes aim to provide specialist skills and knowledge, a broadly based understanding of public policy, analytical



*Pictured (l-r) at the 2018 IPA conferring ceremony in Dublin Castle were Claire Rowe, Postgraduate Diploma in Business and Management; Renee O'Reilly, MA Public Management; and Karen Harvey, MA Leadership and Strategy.*

skills and the opportunity for progression from level 6 awards right up to level 10 on the National Framework of Qualifications. The programmes are also designed to provide a flexible and personalised service so as to facilitate and support students who are working full-time. In that context the provision of online support for students has become particularly important. In recent years, the uptake on education programmes has been steadily growing.

In 2018 the Institute continued to provide services to international students. Over sixty students from US colleges participated in parliamentary internship programmes, twenty students from the Seychelles graduated on the MA in Leadership and Strategy programme, and over one hundred students from Nanchang University studied on the Diploma in Business Studies programme.

### NATIONAL UNIVERSITY OF IRELAND AND UNIVERSITY COLLEGE DUBLIN ACCREDITED PROGRAMMES

Between 2001 and 2011 the IPA was a recognised college of the NUI. Between 2011 and 2018 the IPA was a recognised college of UCD. In 2018 the IPA resumed as a recognised college of the NUI. Students who enrolled on education programmes from September 2018 are eligible to receive NUI-accredited qualifications. The conferring ceremony for accredited programmes took place on 14 December 2018 when 980 graduates were conferred. An additional 616 students were presented with UCD certificates.

In 2018 the Institute offered the following suite of undergraduate and postgraduate programmes ranging from level 6 to level 10 of the National Framework of Qualifications.

### UNDERGRADUATE PROGRAMMES

The flagship programmes – the Bachelor of Arts (Hons) and the Bachelor of Business Studies (Hons) – were offered through three delivery methods: lectures at the IPA, lectures at regional centres and distance education/blended learning. In 2018 seven specialisms were offered on the Bachelor of Arts (Hons) and four on the Bachelor of Business Studies (Hons). The Institute also offered a wide range of certificate and diploma programmes ranging from Law to Computer Studies and from Local Government Management to Public Procurement. Some of the professional diplomas are offered in conjunction with government bodies. The Professional Diploma in Official Statistics for Policy Evaluation is a one-year programme offered in conjunction with the Central Statistics Office. The Professional Diploma in Human Rights and Equality is delivered in conjunction with the Irish Human Rights and Equality Commission. Overall, over 1,340 students were enrolled on our undergraduate programmes in 2018.

### POSTGRADUATE PROGRAMMES

The Institute's Master of Arts programmes have a common first year, which leads to an award of Postgraduate Diploma in Public Management. In year two, students progress to a choice of seven specialist areas. In 2018 the total number of students enrolled on Master of Arts programmes was 185.

The Master of Economic Science in Policy Analysis is a two-year programme with the award of Postgraduate Diploma in Policy Analysis at the end of the first year. Students study a range of policy-related subjects in the first year and they work on applied dissertations in the second year. In 2018 twenty students enrolled on year one of the programme and seven students on year two.



*Pictured at the 2018 IPA conferring ceremony in Dublin Castle were Elizabeth Smith-Dougherty, MA HR Management, and her son Jack.*

The Master of Science in Business and Management programme commenced in September 2011. This MSc is a two-year, part-time programme. The first graduates of the programme graduated in December 2013. A new intake of twelve students was enrolled on the programme in 2018.

The Professional Certificate in Governance is a one-year programme which was first offered in 2011. Over eighty students were enrolled on the programme in 2018.

The Doctorate in Governance programme commenced in 2003, and the first graduates were conferred in 2006. Between 2003 and 2011 the Doctorate in Governance programme was jointly offered with Queen's University Belfast. In 2011 the Institute embarked on a new arrangement to jointly offer the programme with UCD. The first graduate of the joint IPA-UCD doctorate was conferred in 2015. In 2018 thirty-five students were enrolled on the doctorate programme.

# 03

## RESEARCH

### LOCAL GOVERNMENT AS LOCAL SERVICE COORDINATOR Case Study of Ireland's Age Friendly Cities and Counties Programme

LAURA SHANNON

LOCAL GOVERNMENT RESEARCH SERIES | NO 14  
MAY 2018



## RESEARCH



**Dr Richard Boyle**  
Head of Research, Publishing  
and Corporate Relations

The IPA has a small, full-time, dedicated team of staff undertaking applied research for government departments and other public sector bodies. The year 2018 saw the continuation of the IPA 'State of the Public Service' research series and the 'Local Government' research series. These initiatives track public service transformation and provide an evidence-informed perspective on public service change, facilitating key media contributions and other activities by the IPA. This is in line with the strategic objective of informing discussion, debate and practice on the current and future direction of the public service.

Under the 'State of the Public Service' series, two reports were published in 2018:

### **A CASE STUDY OF THE EPA-RPII MERGER BY JOANNA O'RIORDAN**

This case study reviews the merger of the Environmental Protection Agency (EPA) with the former Radiological Protection Institute of Ireland (RPII), which took place in August 2014. The merger happened within the context of an extensive programme of public service cost reduction and agency rationalisation. It is recognised that it is too early to reach definitive conclusions with regard to the longer-term outcome of the merger. However, three years after the event it was considered appropriate to review the merger with the objectives of:

- documenting the merger process and, in particular, acknowledging the significant work involved;
- discussing the merger with EPA staff and identifying areas where consolidation is still required; and

- sharing with other public bodies the considerable learning achieved within the EPA as a result of the merger.

This report is available for download at [https://www.ipa.ie/\\_fileUpload/Documents/EPA\\_RESEARCHREPORT\\_2018.pdf](https://www.ipa.ie/_fileUpload/Documents/EPA_RESEARCHREPORT_2018.pdf)

### **PUBLIC SECTOR TRENDS 2018 BY RICHARD BOYLE**

This report examines trends in public sector development and is the ninth in our annual series. Using data gathered from a number of sources, information on the size and cost of the public sector, the quality of public administration, efficiency and performance, and levels of trust and confidence is presented in a simple but rigorous manner. This report is available for download at [https://www.ipa.ie/\\_fileUpload/Documents/PUBLICSECTORTRENDS2018.pdf](https://www.ipa.ie/_fileUpload/Documents/PUBLICSECTORTRENDS2018.pdf)

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

### **LOCAL GOVERNMENT AS LOCAL SERVICE COORDINATOR:**

#### **Case Study of Ireland's Age Friendly Cities and Counties Programme by Laura Shannon**

This report provides a case study of Ireland's Age Friendly Cities and Counties (AFCC) Programme to demonstrate the role of local government as local service coordinator. In line with international trends and a shift towards local networked governance, local authorities have been given greater responsibility for economic and community development and, as a result, their role as coordinators of local services is increasing.

This trend is reflected in the vision set out for reform of Ireland's local government system: local government will be the main vehicle of governance and public service at local level – leading economic, social and community development; delivering efficient and good-value services; and representing citizens and local communities effectively and accountably. This report is available for download at [https://www.ipa.ie/\\_fileUpload/Documents/LOCALGOV\\_no14.pdf](https://www.ipa.ie/_fileUpload/Documents/LOCALGOV_no14.pdf)

### **LOCAL ECONOMIC DEVELOPMENT:**

#### **An Overview of the Economic Development Role of Local Authorities in Selected Jurisdictions by Laura Shannon**

This report examines the role of subnational governments in local economic development. The report provides a brief overview of the current situation in Ireland, identifies international trends and provides examples



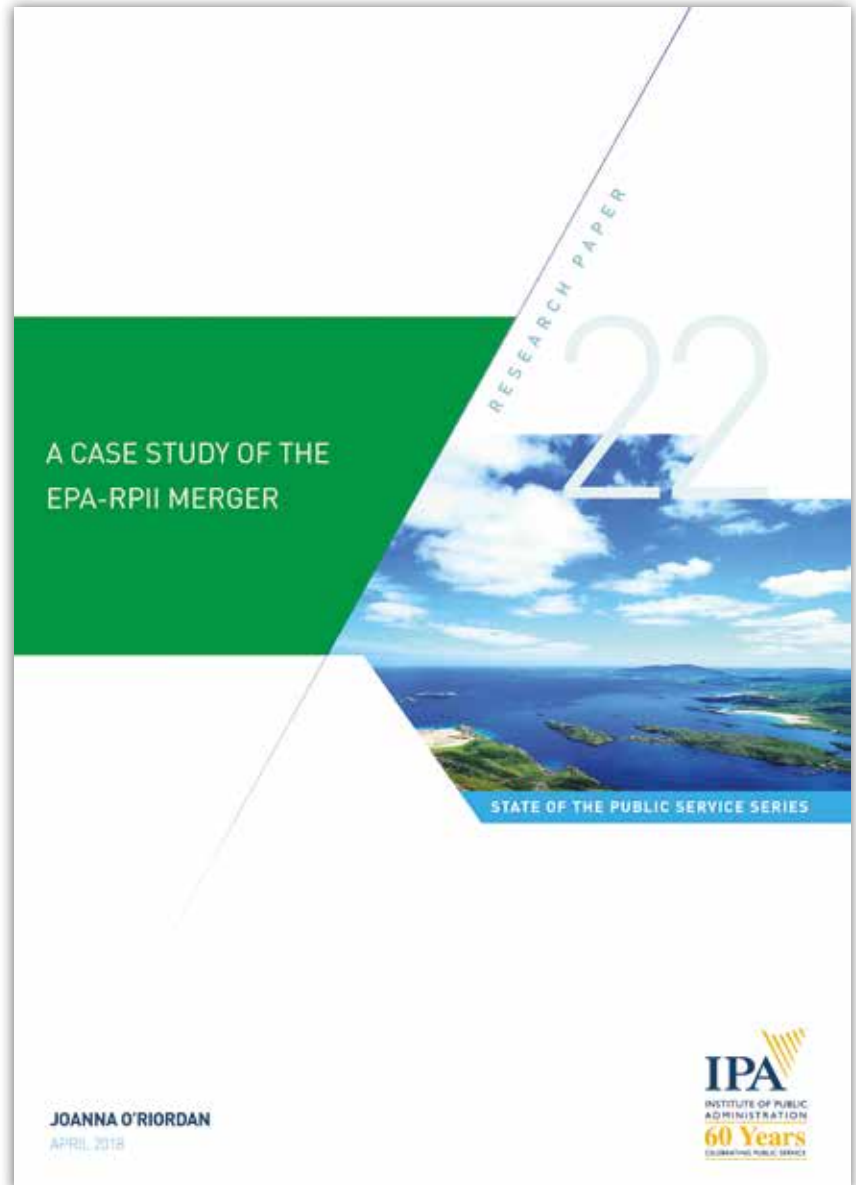
of the economic development role of local authorities in other jurisdictions. The OECD defines local economic development as 'a cross cutting and integrated activity where the physical development of a place is linked to public service, place management, and wider drivers of change such as employment, skills, investment, enterprise, innovation, productivity, quality of life, and positioning'. Local government plays a key leadership role in this kind of local integration. This report is available for download at [https://www.ipa.ie/\\_fileUpload/Documents/LocalEconomicDev\\_2018.pdf](https://www.ipa.ie/_fileUpload/Documents/LocalEconomicDev_2018.pdf)

Other areas of work undertaken by the research team in 2018 included:

- Introduction of Insight Briefs. Five Insight Briefs were produced in 2018, covering aspects of public management practice. The aim of the Insight Brief series is to provide short, one-to-two-page briefings for busy managers on topics of interest with regard to public management and policy. The briefs are available at <https://www.ipa.ie/research-papers/insight-briefs.4014.html>
- Better Together? Philanthropy and Government Lessons from The Atlantic Philanthropies and Irish Government Partnership-based Co-Investments. This report concludes a major commissioned study for The Atlantic Philanthropies on lessons from The Atlantic Philanthropies and Irish Government partnership-based co-investments. The report is available at [https://www.ipa.ie/\\_fileUpload/Documents/Better\\_Together\\_Report.pdf](https://www.ipa.ie/_fileUpload/Documents/Better_Together_Report.pdf)



- *Public Administration Characteristics and Performance in EU28: Ireland*. This publication provides the final Irish input for an EU-commissioned project, 'Support for Developing Better Country Knowledge on Public Administration and Institutional Capacity Building' (European Public Administration Country Knowledge – EUPACK).
- Evaluation of the Goal Programme for Public Service Reform for the Centre for Effective Services.
- Support work for the Department of Public Expenditure and Reform with regard to public sector reform. This included a team member being placed on the Public Service Management Group, progressing the eighteen actions in the *Our Public Service (OPS) 2020* plan and chairing the OPS 2020 indicators working group.
- Support work for local government reorganisation in Cork. The research team provided support for the Cork Local Government Implementation Oversight Group.
- Editorship of the Institute's journal, *Administration*, four issues of which are published each year. The editorial advisory committee of the journal, which includes prominent academics with a public management and politics background, meets once a year.
- Publication of two editions of *Local Authority Times* and three editions of *EU News Bulletin* as part of an information service to local authorities throughout the year.
- Contributions to IPA Education & Training programmes, and acting as thesis supervisors and markers on postgraduate programmes.
- Contributions to IPA Publications Division through involvement in *Ireland – A Directory*, journals and books.
- Academic publications in international journals and contributions to international books on public management.



# 04

## TRAINING & DEVELOPMENT



## TRAINING & DEVELOPMENT



Seán Fleming, TD, Chairman, Public Accounts Committee, speaking at an IPA Governance Forum event, 'Assurance Frameworks and Expectations – Sources of Assurance for Boards and Senior Executives'.

The Institute provides a broad range of customised learning and development interventions, public courses and specialist advisory services in the areas of public sector leadership and management, human resource management, governance, accounting, financial management, auditing, project and programme management, and information technology, including accredited programmes which lead to formal membership of professional bodies. During 2018 the Institute worked collaboratively with many government departments, local authorities, state agencies, educational bodies and the not-for-profit sector to design and deliver customised programmes, including Grade Development for Executive Officer, Higher Executive

Officer and Assistant Principal Officer Grades in the Civil Service; Leadership and Management Development; Governance; Risk Management; Audit and Assurance; Internal Audit; Financial Management and Accounting; IT and Cyber Security; GDPR and Data Protection; Project Management; Administrative Law; Courtroom Skills; Personal Effectiveness; Recruitment and Selection; Grievance and Discipline; Performance Management; and Human Resource Management.

The Institute continued to offer programmes for formal membership of professional bodies, including the MII (Mediators' Institute of Ireland) and the CIPD (Chartered Institute of Personnel and Development), as well as an accredited audit programme

with CIPFA (Chartered Institute of Public Finance and Accountancy). Our established programme on workplace mediation, accredited by the MII, continued to attract strong numbers. The CIPD Foundation Level Certificate in HR Practice began its ninth run at the end of 2018, with the CIPD Foundation Level Diploma continuing to offer a follow-on pathway for those completing the certificate programme. The CPD seminar series for public sector accountants and finance professionals, offered in conjunction with professional accountancy bodies, continued to build on the success of previous years with a further event in 2018 that addressed the theme of 'Enhancing Performance'. Attendees were shown specific case examples and recent organisational initiatives that have been introduced across the sector to improve governance, financial and performance reporting. The day included presentations on improving organisational performance through change management and the role of oversight bodies.

In partnership with the Local Government Management Agency, the Institute launched a second Local Government Graduate Programme that commenced with an induction module during the summer of 2018.

During the year the Institute provided a series of local government courses, including courses focused specifically on housing. These included the popular A-Z of Irish Local Government Programme, Debt Management and several technical and non-technical courses, aimed specifically at local authority housing practitioners, which included Rental Sector Accommodation Standards, Social Housing Fundamentals, Preventing and Managing Rent and Mortgage Arrears, Dealing with Anti-Social Behaviour, Managing Information Systems and an interlinked series of seminars entitled New Thinking for Housing. Accredited certificate and diploma programmes specifically focused on local government continued to be in strong demand, with student numbers in excess of 340.

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



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



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



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

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

The Governance Forum continued to evolve and expand in response to the many governance-related issues and challenges faced by forum members, and a total of fifteen events were hosted at the Institute. The calendar of events covered many contemporary issues in governance, and key themes included: Strategic Performance Reporting; Governance Culture, Behaviour and Ethics; Risk Management and Risk Appetite; Audit Committees and Rising Expectations; Strategy Implementation; Assurance Frameworks and Accountability Arrangements; Roles and Responsibilities of Board Members; Board Evaluations and Enhancing Board Effectiveness; Reputation Management and Media; Finance for Board Members; and Department-Agency Relations. In addition to the programme of events, two special round-table events for board secretaries and chairpersons of audit committees were also convened, and provided relevant and practical advice and an overview of contemporary developments in these key governance areas.

The programme of events also included the annual Governance Conference, which was held on 23 March and addressed the main theme of 'Assurance Frameworks and Expectations – Sources of Assurance for Boards and Senior Executives'. This



*Pictured (l-r) at the 20th Annual Local Authority Human Resource Conference were Dave Barry, Talent/HR Management Consultant; Mary Pyne, Head of Human Resources and Corporate Services, Dublin City Council; Teresa Casserly, Director, Business Development, Leadership and Management, and International Services, IPA; and Daire Lynam, Director, Thomas International.*

thought-provoking conference included contributions from Niamh Larkin, Director of the Local Government Audit Service in the Department of Housing, Planning and Local Government; Brian Roberts, Past President of CIPFA, Director of Corporate Services and Deputy Chief Executive at Leicestershire County Council; Séan Fleming, TD, Chairman of the Public Accounts Committee; and Ross Boreland, Chair of the Institute of Internal Auditors, Ireland Branch.

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

The advisory and consultancy services included significant assignments embedding risk and business planning arrangements, project and programme management, significant organisational development and change projects. Our offerings in the IT area continued to evolve, with end-user training, social media and cyber security in demand. Bespoke supports and new programmes in project and programme management for client organisations were provided in response to evolving demands in this area. Within the HRM area, a range of consultancy and research assignments were delivered on areas including organisational and staffing reviews and sectoral pay and conditions.

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

# 05

## INTERNATIONAL SERVICES



## INTERNATIONAL SERVICES



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

During 2018 International Services continued its remit to promote and develop effective public administration internationally and to showcase best practice from the Irish public service. We deepened our relationship with existing strategic partners and also formed new alliances.

International Services continues to deliver on a programme of support to the Western Balkans, funded by the Department of Foreign Affairs and Trade. International Services personnel met with the Office of the Deputy Prime Minister of Albania in June 2018 and, arising from this, developed and delivered a programme in November 2018 to address the development needs of a core group of Albanian public servants, selected by the government to train as trainers and facilitators, and develop their knowledge, skills and competencies to create inspiring and participative programmes, workshops and events for civil servants in the future. The longer-term objective is to build trainer capacity within the public administration system in Albania to enable trainers and facilitators to contribute to the design and delivery of significant change initiatives under the reform agenda, including the training of public servants across public service institutions in the area of customer care and service delivery.

Following on from its work in 2017 on the EuropeAid project 'Technical Assistance on Strengthening National Civil Service Training Institutions, Myanmar', which saw an IPA HRM specialist deployed full-time between April and October 2017 to Myanmar to work in the Union Civil Service Board (UCSB), International Services welcomed a senior delegation of officials from the UCSB to Ireland in May 2018. The purpose of the week-long programme was to strengthen the UCSB team's capacity to take a lead in modernising Myanmar civil service management systems through identifying international civil service reform best practices, and to provide the UCSB with an understanding of the importance of a strong HRM function in state organisations and how to achieve it. In addition, the programme also addressed modern training management practices, particularly introducing the approaches of needs assessment, curricula development and training evaluation.

The strategic relationship between the IPA and the Office of the Civil Service Commission (OCSC) of the Royal Kingdom of Thailand continued to deepen and grow during 2018. In April IPA senior management met with a senior delegation from OCSC, led by Deputy Prime Minister Mr Wissanu Krea-ngam, Royal Kingdom of Thailand. This was followed in July with the visit of fifteen Thai civil servants, who attended a two-week programme on Advanced Public Management and Leadership. Topics covered on this programme included learning and development in the Irish civil service, core principles and methodologies of project management, leading with emotional intelligence, managing performance and developing a performance culture, and critical thinking for future leaders. A key component of the programme involved the participants identifying and working on a shared approach to their own leadership challenges, which were then presented and critiqued by a panel of peers drawn from the Irish public administration system. They also had the opportunity to meet with senior officials in the Workplace Relations Commission, Dublin City Council and Google, in addition to visiting the Houses of the Oireachtas.

International Services has formed a partnership with ÉNA (École Nationale d'Administration) to jointly implement a project in the National School of Public Administration, Romania, to enhance the overall level of its services and to build new capacities. The project, supported by funding from the Structural Reform Support Service of the EU Commission, will assist with the design of a new organisational strategy and development of a research/innovation unit, together with identifying innovative learning tools and enhancing its branding. These reform measures are seen as important steps towards the fulfilment of the country's overarching public administration reform plans.

We continue to engage in DISPA (Directors of Institutes and Schools of Public Administration) meetings and Asia Matters, a forum committed to building business links and informed understanding between Asia, the EU and Ireland to drive economic growth.



# 06

## LIBRARY & INFORMATION SERVICES



## LIBRARY & INFORMATION SERVICES



**Michelle Dalton**  
Librarian

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The Institute is unique in hosting the only specialist library in the country dedicated to public administration. The Library focuses on providing advice and access to information through books, journals and online resources.

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

The aim of the Library is to provide the right information and resources in the most appropriate format and in a timely manner to a diverse and geographically dispersed range of clients. The Library also promotes a culture of research-informed practice and decision-making. Reading rooms are available for study, for consulting and borrowing books, and for accessing electronic resources. Distance education students can avail of the Library service by phone, by email or by accessing electronic databases and thousands of full-text journal articles via the IPA website. Materials not held in the Library may be requested through the inter-library loans service and items can be delivered in hard copy or electronically.

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

# 07

## PUBLISHING





## PUBLISHING



**Dr Richard Boyle**  
Head of Research, Publishing  
and Corporate Relations

The work of the Publications Division, as a part of the Whitaker School of Government and Management, links with the wider education and research activities of the

Institute, and provides an important knowledge and information base to inform the practice of public administration. The year 2018 saw the completion of a number of projects and commencement of some new publishing initiatives.

### BOOKS PUBLISHED

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

- *Envoy Extraordinary: Professor Smiddy of Cork* by Eda Sagarra. Timothy Aloysius Smiddy (1875–1962) contributed to the political, economic, diplomatic and educational evolution of the state. Despite the many 'firsts' he achieved and his unique role as advisor to all three first heads of government of the Provisional Government and the Free State,

Smiddy remains an elusive figure in Irish historiography. This publication redresses that situation. The book was formally launched by Micheál Martin, TD, Leader, Fianna Fáil Party, in May.

- *No Artificial Limits: Ireland's Regional Technical Colleges* by Richard Thorn. This book addresses the history and development of regional technical colleges in Ireland. This is the authoritative text on the development of this important strand of public administration in the education sector. Mary Mitchell O'Connor, TD, Minister of State for Higher Education, launched the book in February.
- *Judicial Power in Ireland* by Eoin Carolan (Ed.). This is a major edited work, with contributions from a number of eminent judges and legal academics and experts. It is a complementary volume to books published by the Institute on the legislative and executive branches,



Pictured (l-r) at the launch of *Local Government in the Republic of Ireland* were Dr Richard Boyle, Head of Research, Publishing and Corporate Relations, IPA; Dr Mark Callanan, author; guest of honour John Paul Phelan, TD, Minister of State at the Department of Housing, Planning and Local Government; and Dr Marian O'Sullivan, Director General, IPA.



Pictured (l-r) at the launch of *Irish Parliamentarians: Deputies and Senators 1918-2018* were guest of honour Ceann Comhairle Seán Ó Fearghail, TD; Dr Anthony White, author; and Dr Marian O'Sullivan, Director General, IPA.

to cover the three pillars of the state. The book was formally launched by The Hon Mr Justice Frank Clarke, Chief Justice, in June.

- *Local Government in the Republic of Ireland* by Mark Callanan. This book introduces readers to the system of local government in the Republic of Ireland. The focus in this book is for the most part on contemporary local government. The book was launched by John Paul Phelan, TD, Minister of State at the Department of Housing, Planning and Local Government, in September.
- *Irish Parliamentarians: Deputies and Senators 1918-2018* by Anthony White. This ambitious volume, to mark the centenary of the first general election to Dáil Éireann in December 1918 and the first meeting of the Dáil in January 1919, provides short biographies of all the individuals who to date have been members of the Dáil or Seanad, or both. It includes many who have been among the most significant contributors to the first century of the Irish state. This book was formally launched by Ceann Comhairle Seán Ó Fearghail, TD, in November.
- *Public Sector Trends 2018* [State of the Public Service Series Research Paper No. 23] by Richard Boyle;
- *Local Economic Development: An Overview of the Economic Development Role of Local Authorities in Selected Jurisdictions* [Local Government Research Series Paper No. 13] by Laura Shannon;
- *Local Government as Local Service Coordinator: Case Study of Ireland's Age Friendly Cities and Counties Programme* [Local Government Research Series Paper No. 14] by Laura Shannon.

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

- *A Case Study of the EPA-RPII Merger* [State of the Public Service Series Research Paper No. 22] by Joanna O'Riordan;

## IRELAND – A DIRECTORY

The Taoiseach was presented with the very first copy of the Institute's *Ireland – A Directory 2019*. Its publication was accompanied by an IPA app that included all Directory details for the first time. Now in its fifty-third year, the Directory is regarded as Ireland's most comprehensive database on public and private organisations. Approximately 9,000 organisations are included in the latest edition, including government departments, local authorities, voluntary agencies, trade and professional organisations, merchant banks, advertising agencies, third-level institutions, independent radio stations, the media and EU institutions. Heather Humphreys, TD, Minister for Business, Enterprise and Innovation, formally launched the Directory in December.

## ADMINISTRATION JOURNAL

Four issues of the Institute's journal, *Administration*, were published throughout the year. These included two special issues, on housing and on local governance in Northern Ireland. All issues and articles from volume 63 onwards are freely available online: <https://content.sciendo.com/view/journals/admin/admin-overview.xml>

## PUBLISHING CONSULTANCY

The Publications Division continued to offer its expertise in the production and management of publishing projects on behalf of other public sector organisations. On behalf of the Royal Irish Academy, we acted as publishing consultants for *Documents on Irish Foreign Policy Volume XI*. The *Irish Probation Journal* was produced on behalf of The Probation Service and the Probation Board for Northern Ireland (North/South publication).



Minister for Business, Enterprise and Innovation Heather Humphreys, TD, and Dr Richard Boyle, Head of Research, Publishing and Corporate Relations, IPA, at the launch of *Ireland – A Directory 2019*.



# 08

## AWARDS & PRIZEWINNERS





## AWARDS & PRIZEWINNERS



*Pictured (l-r) at the 2018 IPA conferring ceremonies in Dublin Castle were Ms Deirdre McCarthy, BA (Hons) Management; Mr Brian Cagney, Professional Certificate in Governance; and Ms Lynn Jackson, BA (Hons) Human Resource Management.*

A total of 980 students received diplomas, bachelor degrees or postgraduate degrees during 2018. The conferring ceremonies took place in Dublin Castle on Friday, 14 December 2018. The prizes awarded at these ceremonies were as follows:

### **Whitaker School of Government & Management Undergraduate Student of the Year 2018**

First Place: Maria Elena Costa Sa

### **Whitaker School of Government & Management Postgraduate Student of the Year 2018**

First Place: Conor Quinlan

### **Bachelor of Arts (Hons) (Healthcare Management)**

First Place: Denise Keogh

**Bachelor of Arts (Hons) (Human Resource Management)**

First Place: Seán Murray

**Bachelor of Arts (Hons) (IT Management)**

First Place: Louise Fagan

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

Joint First Place: Stephen Coleman, Michael McKenna

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

Jonathan Dunne

**Bachelor of Arts (Hons) (Management)**

First Place: Katie Hume

**Bachelor of Arts (Hons) (Public Management)**

First Place: Maria Elena Costa Sa

**Professional Certificate in Governance**

Joint First Place: Laura Galligan, Patrick Murray

**Master of Arts (Criminal Justice)**

First Place: Andrew Payne

**Master of Arts (Healthcare Management)**

Joint First Place: Andrea Marron, Maeve McCutcheon

**Master of Arts (Human Resource Management)**

First Place: Valerie Lucey

**Master of Arts (Leadership & Strategy)**

First Place: Alan Byrne

**Master of Arts (Local Government Management)**

First Place: Anita McLoughlin

**Master of Arts (Public Management)**

First Place: Conor Quinlan

**Postgraduate Diploma in Public Management**

Joint First Place: Melanie Campbell, James Maher

**Master of Economic Science in Policy Analysis**

Joint First Place: Cathal Kelly, Gráinne Roughan

## AWARDS & PRIZEWINNERS

### Postgraduate Diploma in Policy Analysis

First Place: Lynda Conlon

### Master of Science in Business & Management (Financial Management)

First Place: Aidan Mahony

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

Joint First Place: Fergus Feely, Julie O'Hara

### Professional Diploma in Health Economics

First Place: Shane Toolan

### Professional Diploma in Housing Studies

First Place: Catriona Lawlor

### Professional Diploma in Human Rights & Equality

Joint First Place: Mary Gregg, Niamh Randall

### Professional Diploma in Managing Change

First Place: Gráinne Ní Chonchúir

### Professional Diploma in Official Statistics for Policy Evaluation

First Place: Helen McHenry

### Professional Diploma in Project Management

First Place: Maurice O'Donnell

### Professional Diploma in Public Procurement

First Place: Ken Maddock

### Professional Certificate in Governance

First Place: Patricia Greaney

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

Orla Curtis

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

First Place: Martina Hoare

### Bachelor of Business Studies (Hons) (Information Systems Management)

First Place: Emily Young



*Pictured (l-r) at the IPA 2018 conferring ceremonies in Dublin Castle were Mr Ciarán Gaynor, BBS (Hons); Ms Grace McCormack Macken, Professional Diploma in Project Management; and Mr Patrick Lane, BBS (Hons).*

### Bachelor of Business Studies (Hons) (Marketing)

Joint First Place: Patrick Lane, Sharon O'Flaherty

### Diploma in Business Studies

First Place: Louise Clarke

### Diploma in Civil Service & State Agency Studies

First Place: Elizabeth Glennon

### Diploma in Computer Studies

First Place: Beth Breslin

### Diploma in Healthcare Management

First Place: Keith Durning

### Diploma in Health Services Policy

First Place: Bernadette Crowe

### Diploma in Human Resource Management

First Place: Sonya Hyland

### Diploma in Law

First Place: Janet Farrell



### Diploma in Local Government Studies

Joint First Place: Catriona Bambrick,  
Aidan Cunningham, Cathal Quaid

### Diploma in Management

First Place: Anne-Marie Kierans

### Diploma in Project Management

Joint First Place: Hilary Gibson,  
Patricia Martí Barahona

### Diploma in Public Management

First Place: Luda Connolly



*Pictured (l-r) at the IPA 2018 conferring ceremonies in Dublin Castle were Mr Robert Comerford, BA (Hons) Law and the Administration of Justice; Ms Anna O'Connor, Professional Certificate in Governance; and Ms Lora Ruth Wogu, BA (Hons) Human Resource Management.*

# 09

## OUTREACH



## OUTREACH

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

Over the years, IPA specialist staff have been nominated to and co-opted onto a range of boards, governing bodies and committees within the state and wider public sector as independent non-executive members and chairpersons. These roles continued in 2018 and included positions on audit and risk committees within central and local government, and regulatory and state bodies and agencies. IPA staff also chaired and contributed to expert committees within local government on areas such as boundary reviews. The Director General is a member of a number of European and OECD networks of heads of schools and institutes of public administration worldwide.

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

During 2018 the Institute hosted a number of morning seminars to promote dialogue and debate amongst senior civil and public servants on key topics.



# 10

## FINANCIAL PERFORMANCE



# FINANCIAL PERFORMANCE

The Financial Statements that follow set out in detail the financial operation of the Institute for the year to 31 December 2018.

The year 2018 saw the Institute enjoy another strong financial performance, building on successes of 2016 and 2017, to generate a surplus of €119k.

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

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

The Institute's direct costs (costs that are incurred in the running of its education and training programmes) increased slightly during 2018 as a direct consequence of the Institute's strong trading performance. Salary costs increased due to some pay restoration and in line with the increase in the take-up of our product and service portfolio; our associate costs also increased somewhat.

As the IPA now operates the pension scheme on behalf of the Exchequer, the annual pension contribution is treated as a 'contribution to the Exchequer' in the Financial Statements. The level of employer pension contribution continues as before (at 34.6% of salaries) following the fund transfer to the National Pension Reserve Fund. This contribution was €1.64m in 2018, a slight increase on 2017, reflective of salary increases as identified above.

The financing costs for the long-term loan facility used in the purchase of No. 55, Lansdowne Road (acquired in mid 2006), are based on European Central Bank interbank interest rates, which continued at a low base during 2018. This resulted in a full-year interest charge of €14,768, a decrease on 2017 charges.

In overall financial management terms, the Institute continued to perform well, demonstrating growth in its financial profile throughout 2018. In addition, the IPA's Balance Sheet reserves remain steady at €13.6m.

## FINANCIAL PROSPECTS FOR 2019

As stated above, there was a positive financial performance in 2018, which is expected to continue into 2019.

The Institute's block grant remains at €2.725m for 2019 (the same as 2018), a positive support from its parent department.

The IPA has budgeted for 2019 turnover at €12.5m with a budgeted surplus of €26k. The IPA plans to continue modest recruitment in key areas to continue to deliver its portfolio of products and services, and avail of potential business opportunities, both nationally and internationally.

## COMPLIANCE

The Institute complied with its financial, taxation and regulatory obligations during 2018, and continued to review and update its corporate governance structures in line with the 2016 *Code of Practice for the Governance of State Bodies*, culminating in the adoption of the IPA Governance Manual.

The IPA is committed to demonstrating leadership in public sector management, and in 2019 an investment is planned in developing a fit-for-purpose, compliant procurement function across the Institute which will deliver on value for money and support further efficiencies in the use of IPA resources.

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