



Governance Forum 2016

“Promoting good governance in the public interest”

The Governance Forum at the Institute of Public Administration provides advice, training, information and a range of supports on good governance, with a particular emphasis on state, public interest and public benefit organisations.

Membership of the Forum is on an organisation basis offering board members and executives access to a relevant and high quality programme of events, advice and a network of people who are actively promoting and implementing good governance.

Governance Forum 2016

Promoting good governance in the public interest

The Governance Forum at the Institute of Public Administration provides advice, training, information and a range of supports on good governance, with a particular emphasis on state, public interest and public benefit organisations. The member organisations of the Forum include state bodies and agencies, regulatory bodies, higher education institutes, Government departments and not for profit organisations.

The Forum programme for 2016 is designed to give enhanced value to the membership. The benefits for each Forum member include invitations for board and committee members, senior executives and staff, to a series of highly relevant briefing events, conferences and round table discussions.

In addition, members can receive customised in-house governance advice, board and committee training, related consultancy services and access to advice and support from IPA governance specialists.

Since its establishment in 2007, the Forum services have grown and evolved in response to the needs of the members and in response to governance developments.

Recent topics addressed have included effective risk management, board evaluation, the role of audit committees, reputation management, communications, social media, effective regulation, board member skills and experience requirements and the link between governance, culture and ethics. The programme is kept under constant review to ensure topicality and relevance.

Each event included speakers with high levels of practical experience and responsibilities in the areas discussed. The training events were expanded to include a full day's training on Board members' roles and responsibilities while the half day course on Finance for non-financial managers was enhanced with more practical case examples.

The tone at the top sets the tune...

The influence of good governance on the culture and ethos of organisations is a central theme of the programme of events planned for 2016. The tone set by Boards, committees, chief executives, leadership teams and others with governance responsibilities can be reflected in many ways including by enhancing teamwork at the board table, focussing on performance reporting and accountability arrangements, embedding risk management across organisations or ensuring that audit and governing committees and internal audit bring an independent perspective.

Each member organisation is invited to nominate up to three participants to the briefings and conferences. There will be discounts for additional nominated participants.

The strength of the Forum is based on its membership. The network provided by the Forum gives participants an opportunity to be part of a group which can have significant influence on the agenda for good governance in the public interest. We welcome organisations with a strong commitment to good governance as members.



2016 Governance Forum - outline programme of events

DATE	TOPIC	CONTENT
29 January	Governance themes and expectations 2016 - More clarity or more complexity?	An influential panel will present their perspective on key themes for 2016.
25 February	Meeting assurance requirements- achieving the balance of autonomy and accountability	The briefing will look at how state, publicly funded and other bodies delivering public benefits can meet obligations to their funders while ensuring they deliver for service users and other stakeholders.
8 April Conference	Good Governance – promoting a strong culture and effective decision making	“The tone at the top sets the tune in the middle...” This half day conference will include presentations on leadership, boards as effective teams, and how values and codes of conduct can strengthen the performance of organisations.
28 April Full day event	Role and responsibility of the board and individual members	This will be a full day event of particular value to new State board members. It will include a review of the latest policy developments and State Body and other Governance Codes and standards.
20 May	Board Reviews and steps to enhance board effectiveness	What is the best way to carry out a board review? How is teamwork enhanced? How can a board address requirements for particular skills and experience?
16 June	Communications in a dramatically changing environment	How often can an organisation say ‘no comment’? Digital media has increased the speed with which information- rumour or fact- circulates. This briefing will discuss reputation management in the current context.
5 July Half day event	Finance for Board Members (reporting, monitoring and disclosure obligations)	This is a special half day event which will provide an overview of financial reporting developments, public sector reporting standards, accounting policies and compliance issues for Board members who have responsibility for the approval of annual reports and disclosure requirements.
16 September	Strategy - Preparation, monitoring and implementation	Why is there an implementation gap in many strategies? How should a strategy be written? How flexible should a strategy be? What is the role of the Board, Committees and executive in the strategy process? Where and when are stakeholders views heard?
13 October	Governance and Regulation	A discussion of features of effective regulation - What does the regulator need? How is the regulator regulated? What lessons have we learnt?
10 November	Risk Management – embedding best practice in organisations	How should the Board contribute and engage with the process? - clarity around accountability and risk appetite, the oversight of the risk framework and ensuring its effectiveness? how to report principal risks and uncertainties?
9 December	Audit Committees – meeting rising expectations	The discussion will provide a valuable opportunity to learn from experienced practitioners. The event will include practical examples of how the committees can add significant value while delivering on their obligations.

Special lunchtime roundtable events

A round table for **Audit Committee Chairpersons** will take place on 9 June. The annual round table for **Board Secretaries** is scheduled for 29 September

Additional topics

The Forum is committed to ensuring relevance to the members. In addition to the outline programme there will be scope to add additional events in response to feedback from members. For example, following the publication of the updated code of practice for the governance of state bodies, a special event will be convened.



Forum services to individual member organisations

The Governance team has provided advice and carried out extensive governance assignments and projects. A selection of the areas covered is set out in the following paragraphs and the governance team are available to discuss how we can assist you and your organisation during the year.

Board evaluation

Over 2015 the team undertook board evaluations for many state body, public sector and non-profit organisations. With the wide acceptance that reviews should be carried out, increasingly the real value is in the identification of steps to enhance the contribution of Boards as a team and in the identification of development opportunities.

Risk management

The services in risk management include assisting with the adoption of risk management policies and the implementation of risk management frameworks to suit the specific needs of larger and smaller bodies and agencies.

Audit and other board committees

The role and responsibility of audit and other committees continue to evolve. The governance team assist audit committees with their annual audit programme and other professional support as deemed necessary. In addition periodic briefings and updates are available and provided to full committees or chairpersons of committees.

Reviews of governance policies and documentation

The specialist team support organisations with the development and updating of bespoke governance manuals and documentation including quality assurance reviews of governance frameworks and related policies.

Control effectiveness and assurance reviews

The Governance Team supports boards in determining the effectiveness of the systems of internal control and risk management as required in governance statements, the Statement on Internal Financial Control and the Annual Report.

Other services

In addition the team has used its experience and skills to advise on several other topics including effective chairing, compliance with standards and board work shop facilitations. We are available to provide advice and to discuss how we can assist with issues which arise in the governance of organisations. The contact details of the team are on the final page of this brochure or can be accessed via the website www.governance.ie.

The benefits of Forum membership

Membership is on an annual basis and as a member of the Forum, Boards leadership teams and executives of organisations will be joining a network of people who are actively promoting and implementing good governance. Each organisation may nominate Board Members and senior managers to receive documentation and to have access to the Forum team and website. The range of benefits for participating Forum members includes:

- Three complimentary invitations to each briefing event and conference
- A day of governance specialist time for training and/ or advice
- Access to an expert Governance team and a network of contacts comprising sectoral and specialist personnel;
- Opportunity to participate in and set the agenda for special issues within the Forum;
- Access, through the forum, to key influencers who will be shaping the Governance agenda;
- Preferential rates for governance consultancy and advisory services;

The Governance Forum is designed to be a highly cost effective and quality driven service focused on state, public interest, publicly funded and not for profit organisations and agencies.

“Real corporate responsibility can only be constructed on the foundation of an acute sense of personal responsibility”.

Archbishop Diarmuid Martin speaking at the Forum

International Framework

Principles for Good Governance in the Public Sector

- Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
- Ensuring openness and comprehensive stakeholder engagement
- Defining outcomes in terms of sustainable economic, social, and environmental benefits
- Determining the interventions necessary to optimize the achievement of the intended outcomes
- Developing the entity’s capacity, including the capability of its leadership and the individuals within it
- Managing risks and performance through robust internal control and strong public financial management
- Implementing good practices in transparency, reporting, and audit to deliver effective accountability



The Governance Specialist Team



Paul Turpin is a Governance Specialist at the IPA providing corporate governance advice and training to Boards and Management. Previously he worked at a senior level in investment management, as an economic adviser to Government Departments and with the National Economic and Social Council. He has served as a director of commercial companies, as member of the Health Insurance Authority, The Pharmaceutical Society of Ireland and the Audit Committee of An Garda Síochána.



Noreen Fahy, is a qualified accountant who worked for several years in the private sector before joining the IPA where she has responsibility for training and development services in financial reporting, financial management and internal audit. She has been nominated to a number of non-executive roles on audit and other board committees.



Philip Byrne has a Doctorate in Business Administration and specialises in public sector financial management, public sector legislation, and audit and risk management. He has been nominated to a number of boards and audit committees and is currently a non executive chair and member of several local authority audit committees.



Nicolas Marcoux has a Doctorate in Governance from Queens University Belfast and his initial qualifications were in the areas of constitutional, administrative and European Law. Before joining the IPA he worked for the European Commission in various development roles in Eastern Europe and in the Balkans.



Aidan Horan is a qualified accountant with a diploma in International Financial Reporting and Auditing. He is a director in the consultancy, training and development directorate at the IPA specialising in governance, audit, assurance and risk management systems. He is a non-executive member of several boards and audit committees.

Corporate Governance Standard for the Civil Service.

In November the Minister for Public Expenditure and Reform, Mr Brendan Howlin, T.D announced the publication of a Corporate Governance Standard for the Civil Service.

The purpose of the standard is to set out the key elements of governance that Departments and Offices must now document and publish. The corporate governance standard and the principles are consistent with other sectoral governance codes and standards nationally and internationally. In addition to documenting governance arrangements, the standard aims to provide clarity on leadership and governance roles and responsibilities while emphasising the importance of culture, behaviour and values.

An updated version of the **Code of Practice for the Governance of State Bodies** is due for release and takes into account recent corporate governance developments, current authoritative guidance and best practice national and international governance standards, reports and related documentation as appropriate to state bodies and agencies. The draft code includes sections on leadership, effectiveness, codes of conduct, accountability, risk management and internal control, and relationship with department and minister.

In addition, updated **central guidance on risk management** will be published shortly.



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The annual cost per organisation is €4,500. A further discount of €500 is given for corporate members of the IPA.

To join the Forum please fill out the subscription form or contact one of the team listed below.

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The Forum is administered by

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