



# ANNUAL REPORT 2023

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# 01. Chairperson's Statement

Building Capacity and Capability to Meet the Needs of Ireland's Public Service into the Future through Transformative Growth of the IPA

Fáilte chuig Tuarascáil Bhliantúil an Fhorais Riaracháin don bhliain 2023. Tá áthas orm arís an Tuarascáil Bhliantúil a roinnt. Is deis é seo sos a ghlacadh agus ár machnamh a dhéanamh ar dhul chun cinn agus ar éachtaí a rinneadh le linn 2023, agus féachaint chun cinn ar phleananna amach anseo ag an am céanna.

Welcome to the Institute of Public Administration's Annual Report for 2023. I am once again pleased to share the Annual Report, which is an opportunity to pause and reflect on progress and achievements made during 2023 while also looking ahead to future plans.

During 2023, the IPA, under the aegis of the Department of Public Expenditure, NDP Delivery and Reform (DPENDR), continued to fulfil its role in providing valued learning and development services to the Public Service workforce. The Institute has progressed the approved strategy *A New Era of Learning: Strategy 2022–2027*, which sets out the Institute's ambition in accordance with the *Public Service Transformation 2030 Strategy* and the challenges and opportunities facing the Institute within this context.

## Background

The IPA's 2023 performance has been delivered against the backdrop of broader uncertain and unstable global environments that impact more locally. Factors include the:

- consolidation of the hybrid working model with increasing demand for digitisation and new flexible ways of working;
- continuation of the competitive labour market conditions affecting both entry and retention levels across the Public Service;
- advancement of AI and the broader digitisation of public services placing demands on the need to upskill in harnessing the benefits of technology;
- growing emphasis on meeting the government's targets in climate action and sustainability; and

- an increasingly uncertain geo-political environment with conflict in Europe and the Middle East.

Complexity in the provision of public services in Ireland continues to increase to meet the significant demographic changes in Ireland and the volume and range of services required for the needs of an expanding, diverse population. The demand for the coordination of services across organisations and levels of government, digitisation of services, and remote working and learning continues at pace. Ireland is rapidly changing, as evidenced by forecasted population growth (5.2 million by 2031), the increased proportion of the population aged over sixty-five years and continuing immigration, which is creating demands for housing, healthcare and infrastructure. The Public Service challenge is developing a workforce with the capacity and capability to meet the diverse current and future needs of the changing population.

*The Public Service Transformation 2030 Strategy*, formally published in 2023, is reliant on developing workforce capability to meet a range of key strategic challenges. These include increased digitisation and key government priorities (e.g. climate change, housing, healthcare) while operating within a competitive labour market and mitigating the loss of existing capability due to significant levels of retirements amongst experienced public servants.

The Institute is a vital strategic partner to the Public Service in promoting and facilitating good government through learning and leadership development. The Institute's remit includes the central and local government sectors, as well as the wider state body and agency sector, which continue to embrace opportunities for reform, innovation and new ways of working. With a workforce of 400,000+ people, the government, DPENDR and the IPA recognise that building the capability and capacity is a critical success factor to meeting the challenge from a people, skills and resourcing perspective in enabling the *Public Service Transformation 2030 Strategy*. The strengthening of the partnership between the

IPA and DPENDR was a significant development during 2023, paving the way for transformation in both the IPA and the Public Service.

## A New Era of Learning: Strategy 2022–2027

The IPA's strategy is set out in *A New Era of Learning: Strategy 2022–2027*. This details the Institute's response to meeting the needs of senior civil and public servants; providing supports to strengthen the Public Service in dealing with emerging cross-cutting and complex issues, such as climate change and sustainability; and progressing its transformation agenda to enable it to respond effectively to the future demands of the Public Service. The Board continues to recognise that the level of risk associated with the implementation of this strategy is significant. The goals and objectives are kept under continuous review, as will be outlined in the Director General's Review to follow, and progress is assessed and reported on regularly. In support of this, the Board approved the cessation of the previous Administration Committee and created a new Board Subcommittee, the Transformation Committee, with revised Terms of Reference in May 2023.

The Board also focused on the wider transformation of the Institute as a key priority for 2023 to ensure that the organisation is fit for purpose in undertaking its strategic objectives. I am pleased with the significant progress made in what was a substantial year of change within the existing organisation structure in addition to new services, with responsibility allocated by DPENDR to the Institute for provision of senior leadership development and online learning services provided by Senior Public Service and OneLearning. The Board invested considerable time in working with the Director General and executive to ensure that this transfer of services occurred in a planned, methodical and consultative manner with the staff and key stakeholders involved. The details are provided in the Director General's Review to follow and the Board is satisfied with the extensive work undertaken in 2023 in this regard.

## Board Changes During 2023

On behalf of the Board, I want to thank Dr Pamela Byrne, Dr Colm Henry, Tim Lucey, David Moloney and Pat Naughton, who retired during 2023. I acknowledge and appreciate their significant contributions to the Board during their tenure and in laying the foundations for the IPA's transformation journey.

## Governance

The Institute has a core role in promoting and facilitating 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 citizens of Ireland. 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. Additionally, as an accredited college of the National University of Ireland (NUI), the IPA is a validated and approved provider of accredited and professional courses and programmes, as well as courses 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. I can confirm that the IPA complied with its financial and taxation obligations during 2023.

## Thank You

The IPA delivered a strong performance in 2023 benefiting from engaging a highly talented, professional and committed staff, as well as a strong body of associates. On behalf of the Board, I want to thank Helen Brophy, Director General, who, together with her Senior Management Group, has demonstrated strong leadership during 2023. I thank the Senior Management Group as well as each member of our staff and all our associates for their professionalism, commitment and diligence in delivering our high-quality services.

I also thank the 19,000 public servants who availed of our learning and development programmes in 2023, gaining professional qualifications and accreditations, and those who have built their connections through engaging in our events or requiring our client services.

On behalf of the Board, I want to thank our colleagues in DPENDR for their ongoing partnership and support, and our stakeholders in the 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, particularly during this period of transformation. 2023 was a momentous year and I recognise the tremendous effort of Board members in the time invested over the year on substantial decisions taken. I look forward to continuing to work with them as we advance the IPA's transformation journey in 2024.

## Looking to 2024

Looking ahead, our focus is on continuing to advance our transformation agenda, organising the IPA to align on delivery to the strategic agenda and workforce priorities identified in the *Public Services Transformation 2030 Strategy*. Our vision is to be Ireland's centre of excellence in building capacity and capability across the Public Service. We will focus on developing this centre of excellence, serving the wider Civil and Public Service from within the IPA.



**George Burke**  
Chairperson

# 02. Director General's Review

Moving Forward to a New Era of Learning in a Year of Transformation at the Institute



Welcome to our review of the Institute's performance and progress for 2023.

2023 was a significant year for the Institute in developing and building the foundations and momentum for transformation that is central to enabling the IPA's five-year strategy. While enabling this journey, it was also critical to sustain the continuity of learning and development services to all our stakeholders.

Given my appointment in late 2022, 2023 represents my first full year as Director General of the Institute. I am delighted to share this update, on behalf of the Board, management and staff of the IPA, which outlines significant progress in the transformation work, required to enable our agreed strategy, together with service delivery achievements for 2023. The business updates evidence the continuity in service delivery while developing and advancing organisation transformation in parallel.

In late 2022, **A New Era of Learning Strategy: 2022–2027** was developed through significant stakeholder engagement and was subsequently approved by the IPA Board. It sets the strategic ambition, vision and priorities to position the IPA as Ireland's centre of excellence in building capacity and capability across the Public Service. The learning and leadership development strategy is the IPA's response to the complex set of challenges faced across the Public Service. Our **mission** is to advance the understanding, standard and practice of public administration and public policy and to support our public servants in their capacity and capability to deliver services to the citizens of Ireland. Our **values** guide our behaviours and actions: Integrity, Client-Centred and Responsive, Openness and Accountability, Trust and Respect, Innovation and Learning, Research-Led and Practice-Led.

The **Better Public Services – Public Service Transformation 2030 Strategy** was published in May 2023 by DPENDR. This strategy sets out the ambition and roadmap to develop an inclusive, high-quality and integrated Public Service provision that meets the needs, and improves

the lives, of the people of Ireland. The development of capacity, capability and collaboration across the broader Public Service, through best in class learning and development services, is fundamental to that ambition.

In this regard, the Institute plays a key role for leading the development of the IPA as a centre of excellence for learning and development for the Public Service in accordance with the ambition of this strategy. In particular, the role and services of the Institute are aligned with the three areas prioritised within the Public Service Transformation Framework 2030, with specific emphasis on supporting the strategic priorities identified under the Workforce and Organisation of the Future – see Figure 1.

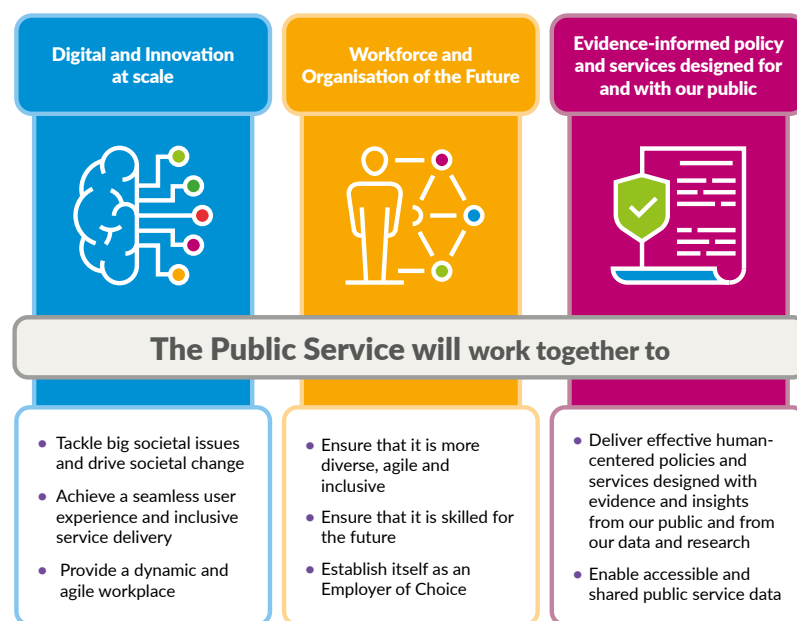
Recognising the need for transformation of the IPA to achieve this ambition, and in conjunction with key stakeholders, the Institute established a significant transformation agenda in 2023. The focus in 2023 was to develop and lay the foundations for transformation through reorganising the Institute and its services. More is shared about the approach and progress made under the headings to follow – see Phase 1 Strategy Implementation, Organisation Transformation and Integration Programme.

The Institute delivered a strong operational performance in 2023 while also progressing on this journey of transformation. Its extensive range of learning, development and research services were delivered to Public Service stakeholders, leveraging the unique capability and positioning of the Institute in Ireland.

In parallel, a significant programme of transformation commenced to work towards shaping the future centre of excellence for the broader Public Service. In reviewing the Institute's existing services, a restructuring of the organisation was progressed which is detailed under the section entitled Organisation Transformation below. Additionally, we engaged with stakeholders to progress the transition and integration of learning and development services previously managed by DPENDR for the Civil Service audience to within the IPA.

Prior to looking at the business updates, I would like to share a sense of progress in 2023 under strategy implementation and around the foundations laid through programmes of transformation and integration. These are core to setting the Institute up effectively, being both fit for purpose and future proofed so that it enables delivery and growth in 2024 and beyond.

### Inclusive, high quality and integrated Public Service provision that meets the needs and improves the lives of the people of Ireland.



**Figure 1: Public Service Transformation Framework 2030 (Better Public Services – Public Service Transformation 2030 Strategy)**



Ireland's government priorities are impacted significantly by the broader global environment. There is a growing complexity and challenge in delivering public services in Ireland and Europe. Increasing uncertainty and instability in Europe, the Middle East and globally continued to impact migration from war, famine and climate change. This instability, together with the energy and cost-of-living crises, contributed to a complex environment that influences government's priorities including housing, healthcare and climate action. A core challenge remains around developing the capabilities needed both now and in the future, alongside ensuring that the Public Service is an attractive employer of choice in what remains a highly competitive labour market.

Under the aegis of DPENDR, the Institute sought to strengthen collaboration in building the strategic approach that repositions the Institute as the centre of excellence for professional, best in class learning and leadership development for the Public Service. Under a new Performance Delivery Agreement with the Department, 2023 has been an important milestone in reimagining the services provided by the IPA to meet the overall objectives of the wider *Public Service Transformation 2030 Strategy*. The developments to date can be summarised briefly as follows.

## Phase 1 Strategy Implementation

The IPA's five-year strategy, entitled **New Era of Learning: 2022–2027**, was officially launched by the then Minister for Public Expenditure, Delivery and Reform, Mr Michael McGrath, TD, in December 2022. Following the launch, the development of the strategy implementation plan involved developing a strategic blueprint, starting with the staff strategy day in January 2023. This led to an implementation planning document charting eighteen key result areas, related workstreams, champions and timelines.

This implementation plan divides the 2023–2027 period into two key phases (Phase 1 and Phase 2)

over the duration of the strategy with a mid-term review planned in 2025. The strategy outlines four key objectives in alignment with an associated key performance indicator (KPI) and metrics plan.

Phase 1 of the implementation plan relates to the 24-month period, March 2023 to March 2025. It is divided into four cycles (Cycle 1-4) of six months in duration each to cover this two-year period. The first implementation progress report was presented to the Board in November. This demonstrated that twelve of the eighteen key result areas were progressed within Cycle 1. Equally, the associated KPIs and metrics were reported on track for the period.

As with any strategy which involves setting a new direction, this first year of implementation is crucial to establish the initial set-up phase, and the Institute is now well-placed to continue this progress in 2024 and onwards. This is testament to the commitment and efforts of all IPA staff as the Institute transitions to being future-proofed and fit for purpose to address the ever-growing needs and demands of the Public Service.

Much of the work achieved in 2023 was focused on internal actions with a heavy degree of consultation and feedback sought from stakeholders in this regard. It is planned that as the IPA continues this work, the evidence and impact will become much more visible, particularly with strengthening communication and awareness of the IPA's services.

## Organisation Transformation

Alongside the work undertaken on the strategy, 2023 also marked the commencement of a significant programme of transformation of the Institute. This programme defines key transformation projects under four key pillars:

1. Governance;
2. People;
3. Infrastructure;
4. Services.

The objective of this programme is to enable the IPA to achieve the vision set out in the strategic plan to be

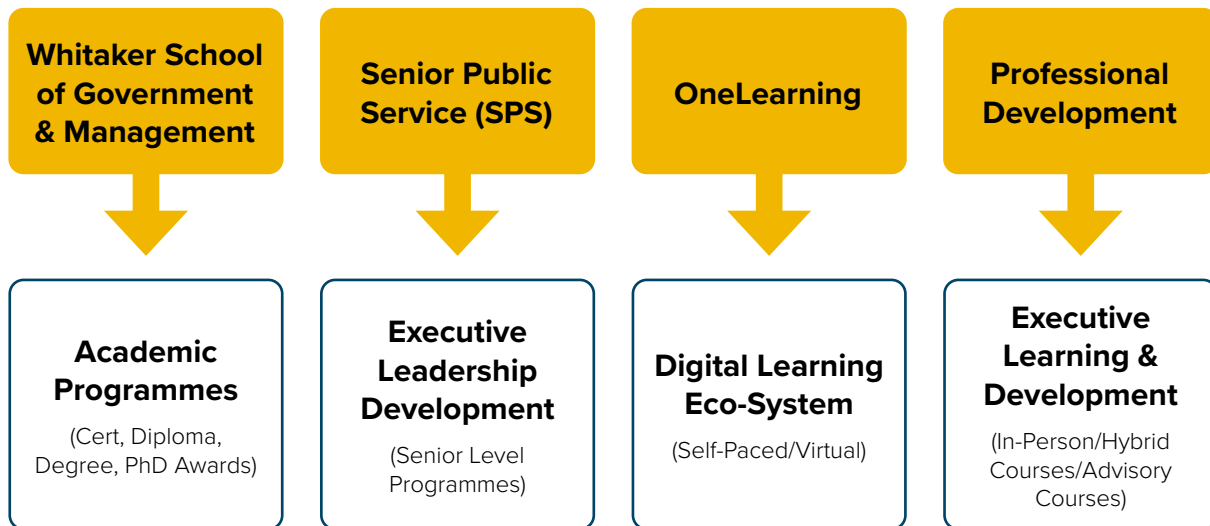
the centre of excellence for learning and leadership development for the Public Service. Whilst the strategy implementation plan was constructed around key deliverables across the IPA's services and corporate structure, the transformation programme focuses on large-scale initiatives to:

1. accelerate the modernisation of the Institute across how it can deliver services in an integrated, efficient and effective manner;
2. enable a fit for purpose infrastructure both physical and digital;
3. attract, develop and retain the required talent academically and professionally; and
4. strengthen the foundations on which the governance and management of the IPA is exemplary of excellence in learning and leadership development.

In this first year of transformation, the Institute has undergone an organisation restructuring with four Departments resulting (see Figure 2). In response to stakeholder feedback, the research function is now integrated within the Whitaker School of Government and Management to strengthen and embed thought leadership within teaching and learning across the programme portfolio. The publications function has been restructured with the creation of a new Communications Unit to come into place from 2024 onwards. Its responsibilities will include publications on a full-cost-recovery basis.

These changes were significant for the staff concerned and indeed for the wider organisation. Much emphasis was placed on staff engagement and consultation alongside that of Forsa. All staff directly affected by the changes were redeployed either within the IPA or to another part of the Public Service.

At senior leadership level, a new Executive Leadership Team structure was developed, aligned with the services provided within the new organisation structure. This new structure will be effective from 1 January 2024.



**Figure 2: IPA's New Organisation Structure – Effective on 1 January 2024**

This reorganisation of the Institute and its services formed a major transformational change in 2023. However, in addition to the restructuring of the existing services, 2023 also saw the planning for the transfer of learning and development services from DPENDR, including Senior Public Service and OneLearning. This is outlined in more detail under the Integration Programme section below.

### Integration Programme

As part of the transformation programme, the decision was taken in February 2023 to transfer the learning and development services provided by DPENDR to the IPA. These services included Senior Public Service, which enables the leadership development of civil servants from Principal Officer level upwards. Secondly, OneLearning, the online learning platform for the Civil Service forms part of this transfer. In time, this will enable the expanded delivery of learning development solutions to the broader Public Service.

To ensure a smooth transfer of these services to the IPA while maintaining business continuity, a formal integration programme was established in March 2023 between the IPA and DPENDR. A project management plan was developed at the outset, commencing with a detailed due diligence process to the planning for the move of services and their integration within the IPA's portfolio. Over the period up to October 2023, a project team worked

to ensure that every aspect of the integration plan was implemented. In addition, a future vision and strategy was created for both the leadership development services of Senior Public Service and the provision of learning and development solutions via a centralised learning management platform.

The priority focus throughout the integration programme was ensuring business continuity whilst undertaking the necessary work and plans to allow for a seamless transition of services to the IPA. By November 2023, Senior Public Service had transferred to the IPA with prioritisation given to the planning for the programmes to be implemented in 2024. The 2023 programmes were also closed out successfully. A Director of Senior Public Service, Dr Cedric Chau, was also appointed and is due to commence in this role from 1 January 2024.

OneLearning is in transition with the aim to complete the transition to the IPA in Quarter 1, 2024. Business continuity remains the key priority for online courses provided via OneLearning, and this has been sustained.

2024 will offer an exciting opportunity to now progress forward with the new strategy for leadership development and online learning solutions. This matters in the context of the *Better Public Services – Public Service Transformation 2030 Strategy*, which encompasses the expansion of these services from the Civil Service to the wider Public Service.

### Governance

The Executive Leadership Team and I are committed to ensuring a good governance culture which inspires confidence and trust in the Institute. A sound management assurance framework is overseen by the Board and Board Committees.

We continue to evolve our governance framework to ensure it remains relevant and meets our ongoing obligations. To this end, new governance arrangements were put in place with DPENDR to support strategy implementation, including programmes of transformation and integration. Reflecting the significance of the strategic direction and transformation, the IPA Board approved a revision of the Board Administration Committee in March 2023 and the subsequent appointment of the Board Transformation Committee in May 2023 (for detail see the Board and Related Committees section).

The first budget submission requested was made in August 2023 and the Business Plan for 2024 was approved by the IPA Board in December 2023.

We are also delighted to continue our partnership with the NUI and their formal accreditation of our qualifications. We remain committed to ongoing continuous improvement and to fulfilling requirements as set out in the Institute's Quality Improvement Plan.

## 2023 Performance – Key Highlights

The key highlights demonstrating the Institute's 2023 performance are summarised here under each business area. (For the more detailed divisional updates, please see Section 6.)

### The Whitaker School of Government and Management

The Whitaker School of Government and Management delivered a diverse portfolio of 40+ academic programmes to 1,600 students. These included NUI-accredited programmes from NFQ Level 6 Certificates through to a Level 10 Doctorate in Governance. 650 graduates were conferred with degree and diploma qualifications with a further 580 receiving NUI Certificates. Responding to emerging issues in the Public Service, a new Professional Certificate in Climate Action and Sustainability Reporting was developed and delivered.

Research dissertations were completed by over sixty master-level students while over thirty students engaged in high-level research at doctoral level.

The continuous improvements actions under the Quality Improvement Plan 2022–2024 were delivered. A notable success was the survey outcomes by employer stakeholders demonstrating satisfaction levels of over 90% across a range of criteria.

Bespoke learning materials were reviewed and a programme of development of these materials defined. To deal with the potential misuse of AI in assessment, new guidance and protocols were developed and issued to lecturers.

### Library and Information Services

The Institute hosts the only specialist library in Ireland dedicated to public administration and is a key national resource in the arena of public management and administration and a valuable resource for government

and the Public Service. It developed its collection of key texts in print and eBook formats, adding 400 new items to the collection during 2023.

To improve access and services to students, the library enabled a new EBSCO Full Text Finder Service to enable easier browsing, searching and access to digital content. To promote the available library services and supports available to students, the library team provided in-person and online orientation sessions, briefings to research students as well as pop-up information stands at in-person weekend seminars.

### Training

The Division responded to demand for further professionalism to progress the standard and practice of public administration and public policy. Meeting this demand included the successful delivery of 1,322 days of bespoke training and advisory services to 13,600 participants across the Public Service, 196 public/open courses, professionally accredited programmes and conferences to 2,400 attendees and 434 days of bespoke development for a further 3,800 participants at all levels in the Civil Service and local government.

Leadership themes relating to leading adaptive change, leading in the hybrid work environment, creating energised teams and working environments were the common challenges being experienced.

The Division developed grade-specific Grade Development Programmes for the Civil Service and a Senior Management Development programme for 100 senior managers in Revenue. New in 2023 and shortlisted for the Best L&D Collaboration Category of the L&DI Awards 2023 was the 'The Civil Service in the Democratic Process' for the Department of Children, Equality, Disability, Integration and Youth and the Houses of the Oireachtas.

Two 'Leadership in Local Government' programmes for local authority leaders were completed with support from the County and City Management Association (CCMA) and the Department of Housing, Local Government and Heritage. A

particular focus for this programme was the role of leadership, overcoming challenges and resolving conflict. Participants visited Derry and met with leaders from diverse backgrounds and perspectives.

In collaboration with the Local Government Management Agency (LGMA), the Local Government Graduate Programme continued for 147 graduates, who received mentoring in specific disciplines to support professional development.

The Division delivered thirty-eight public programmes on the topic of Management Development with 420 participants attending and enjoying the opportunity for networking and building connections. A further sixteen senior public servants undertook the Leadership Challenge Programme, developing the leadership to navigate critical societal and organisational challenges.

The response for training and professional IT qualifications included delivering both the Certificate and Diploma in Computer Studies, Project Management and GDPR Training. New for 2023 included the pilot programme for MOVE2ICT, the industry recognised IT credential, aimed at new Civil Service IT recruits; a programme for Public Service Data Protection Officers; and a new programme initiated by DPENDR on the topic of artificial intelligence in the Public Service.

Reflecting the ongoing demand for human resources and people practice qualifications, ninety-seven civil and public servants achieved Foundation Status with the Chartered Institute of Personnel and Development, fifty-three people were accredited in the IPA's Mediation Programme and three Conflict Management for Manager programmes were delivered. The HR for Line Managers and PMDS programmes were delivered to 400 participants. New formats trialled in 2023 with good success included the trial of short, modular programmes at scale to large groups. These included in-person and virtual options for topics such as Dignity at Work, Managing Performance and Competency-Based Interviewee Preparation.

The demand to continually improve governance in local government

was evident again in 2023.

Sixteen events were delivered to 129 member organisations. The Governance Forum continued to be a valuable hub of advice, training and information for member organisations. It launched a new podcast series, *In the Chair*, with three episodes available.

Demand for financial management and accounting and opportunities to learn and share best practice continued to grow – thirty-five public courses were delivered to 225 participants and the Conference for Local Authority Heads of Finance was also held.

The Division was the core provider of local government training, culminating in the 535 staff completing NUI-accredited Government Studies and Housing Studies certificates and diplomas. Other highlights included the delivery of eleven 'A-Z of Irish Local Government' programmes to 480 staff, two Legislative Training programmes to eighty managers and numerous public courses to 213 participants on a range of local government topics.

The Housing Forum hosted four events with an average attendance of eighty participants.

## Research and Publications

The Research Division's work supported local and national government in addressing a variety of complex, cross-cutting policy issues. Specific research projects were progressed on behalf of Dublin City Council, the Environmental Protection Agency, the Department of Housing, Local Government and Heritage, DPENDR, and the Departments of the Taoiseach and of Environment, Climate and Communications.

The Publications Division's highlights included the publication of *Windows on Welfare, Social Care Work: An Introduction for Students and Ireland – A Directory 2024*. It also contributed to the production and management of the *Irish Probation Journal*, published on behalf of The Probation Service and the Probation Board for Northern Ireland.

## Corporate Support Services

This Department delivered a strong performance through ensuring business continuity of the wide range of diverse corporate supports that are core to the enabling the Institute to fulfil its mandate, role and strategic goals. The team engaged internal and external stakeholders and technical partners in developing the strategies to implement the strategic plan and advancing the IPA's transformation programme through ensuring current frameworks and approaches are reviewed and developed to be fit for purpose for the future requirements of the Institute.

Highlights included:

- Delivery of a comprehensive review of the IPA Financial Management Framework and delivery of a full-cost-recovery model.
- IPA Governance: Centralisation of the finance functions; actioned legacy internal audit recommendations.
- Strategic Growth: Delivery of the due diligence and infrastructural accommodation for the integration of the Senior Public Service and OneLearning functions.
- ICT & Digital Strategy: Delivered key milestones including the integration of the OneLearning Learning Management System, cloud migration analysis and evolving the cyber and information security environment.
- IPA Infrastructure Project: Delivery to Phases 1 and 2 of the IPA infrastructure required for the Institute to deliver on its centre of excellence vision.
- To ensure business continuity, the team ensured core supports to the Education, Training, Consultancy and Development Services.
- The Office of the Comptroller and Auditor General (OCAG) audit file submission was completed together with the audited IPA Annual Financial Statements 2023. The team supported the Board in meeting its fiduciary obligations

and met all deadlines for Board and Board Subcommittee financial reporting.

- Budget reductions relating to facilities and estate management were successfully delivered as well as the required training for fire, health and safety compliance and a focus on the delivery of tangible benefits from a sustainability perspective.
- Key highlights from a business-as-usual perspective included an improved Microsoft secure score that again far exceeds that of similar-sized organisations; an effective firewall infrastructure preventing 800k intrusions; adopting the SharePoint Communication Platform; supporting Microsoft Teams and Zoom channels; and responding to over 3,800 IT requests.
- Audit & Governance: The IPA operates within a complex legal and regulatory framework. It complied with its requirements determined by its status as a company limited by guarantee, a registered charity obliged to comply with the Charities Code, and a body under the aegis of DPENDR and obliged to comply with the *Code of Practice for the Governance of State Bodies 2016*. It is audited by the OCAG and required to produce statutory Financial Statements in compliance with FRS 102. The team progressed its implementation of the Public Sector Equality and Human Rights Duty and has established a Working Group at IPA level which will identify the roadmap and related action plan that will be added to the IPA's strategy.
- The Institute completed its financial and taxation obligations during 2023, and the Board continued to oversee the effectiveness of the System of Internal Control.
- A block grant of €2.725m was provided to the Institute from DPENDR for 2023. Financial Performance was overseen by the IPA Board of Directors and its Board Subcommittees

as part of their fiduciary responsibilities.

- Acknowledging the learning strategy's emphasis on growth through innovation, a review of the IPA's financial and funding model was conducted in 2023 with a view to building a financially sustainable model to sustain delivery on the strategic ambition.
- The IPA Board approved the IPA Budget 2024 in December 2023. This projects a modest surplus, restoring the IPA to profitability. The IPA is on track to deliver that surplus in 2024 and liquidity remains strong.

## People and Culture

The Institute's success is reliant on the highly capable, talented and professional members of staff and a strong body of professional associates. We have shown our ability to collaborate as one team (One IPA), committed and focused on delivering our vision, our *New Era of Learning* strategy and our transformation.

I particularly want to share my appreciation of the hard work, energy and effort by everyone, which has not only delivered a strong operational performance during 2023 but also laid the foundations for the transformation journey. We continued to engage with our stakeholders, including associates, staff and staff representatives, and appreciate the valuable contributions to shaping our transformation agenda and priorities throughout 2023. I particularly understand the level of change for many people, including those impacted by the development of the revised structure and the integration of Senior Public Service and OneLearning to the IPA. These have involved both people movement and changes, the integration within the Institute, and the sourcing and onboarding of talent to create the conditions for success in 2024.

To those who have moved on to new roles whether in the Institute or elsewhere, I wish them every success in their new roles. I welcome all those who have joined the Institute in whatever capacity and look forward to leading the newly aligned organisation through 2024.

## Thank you

I want to thank our colleagues in DPENDR and local government (CCMA, LGMA) for their continued partnership, contribution and commitment to the IPA Board and Senior Management Group and the IPA's strategic plan during 2023. I also want to thank the leadership of the Senior Public Service and OneLearning services who have worked hard to maintain service delivery while developing and supporting the integration planning and transition of service to within the IPA. These services are well positioned to increase the scale of service delivery to an expanded Public Service population in 2024.

I also want to thank the Chairperson and the Board for their ongoing commitment and support in the development of the IPA strategy and transformation agenda that is critical to delivering on our strategic ambition. I appreciate their valuable experience, sage advice and support, which is critical to this transformation journey and to achieving the Institute's vision to build a centre of excellence for learning and development to build capacity and capability across the Public Service. Board support is vital to enabling the Institute to support the *Public Service Transformation 2030 Strategy* vision to deliver inclusive, high-quality and integrated Public Service provision that meets the needs and improves the lives of people in Ireland.

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

When we set out our new strategic ambition in 2022, we recognised the challenging road ahead. I particularly want to thank all our staff, associates and representatives for all their hard work, commitment and passion in progressing the work of the IPA and in advancing our programme of transformation. 2023 has been a year of sustaining the level and quality of our learning and delivery services while also planning for transformation and integration. As such, it has been a significant year and one which lays the foundations

for creating the centre of excellence envisioned in what is an ambitious learning strategy. This would not be possible without the contribution of an engaged and talented team at the Institute. To each and every one, I want to express my thanks and appreciation and look forward to continuing the great work in 2024.

Finally, I want to thank our students, participants, clients and delegates and all those who have availed of the Institute's service offering during 2023. We deeply appreciate your continued support and trust in the IPA's services.

## Looking Forward

2023 has been a significant year in positioning the Institute well to deliver on its role in building the capacity and capability of the Public Service workforce of the future. We have created solid foundations that are less visible from the outside but will be increasingly more evident in 2024 by those engaging in our learning services.

We are excited as we turn a significant corner in 2023 and look to 2024. We believe the changes underway will truly enable us to develop a centre of excellence for learning services that will serve the Public Service effectively. This is a significant journey, and it will take time, energy and commitment of all stakeholders. We are looking forward to 2024 and to leading this next chapter in our journey.



**Helen Brophy**  
Director General

# 03. Our Board and Related Committees



## HONORARY MEMBERS

### President

Martin O'Halloran

### Vice-Presidents

John Callinan

Ray Dolan

Dr Attracta Halpin

Niamh O'Donoghue

## BOARD

George Burke (*Chairperson*)

Helen Brophy (*Director General*)

Elizabeth Adams

Dr Pamela Byrne (*Retired March 2023*)

Rosalind Carroll (*Appointed May 2023*)

Shirley Comerford (*Appointed March 2023*)

Frank Curran (*Appointed November 2023*)

Greg Dempsey

Dr Colm Henry (*Retired March 2023*)

Anne Marie Hoey (*Appointed March 2023*)

Mary Hurley

Tim Lucey (*Retired August 2023*)

David Moloney (*Retired March 2023*)

Pat Naughton (*Retired June 2023*)

Dr Patrick O'Leary

Fiona Quinn

Dr Stephen Weir

## BOARD SUBCOMMITTEES

### Audit and Risk Committee

Greg Dempsey (*Chairperson*) (*Appointed June 2023*)

Pat Naughton (*Chairperson*) (*Retired June 2023*)

Anne-Marie Hoey (*Appointed October 2023*)

Suzanne Lambe

Tim Lucey (*Retired August 2023*)

Dr Patrick O'Leary (*Appointed May 2023*)

Patricia Orme

### Administration Committee

Fiona Quinn (*Chairperson*) (*Appointed January 2023*)

Elizabeth Adams

Shirley Comerford (*Appointed March 2023*)

Mary Hurley (*Appointed March 2023*)

David Moloney (*Retired March 2023*)

Following a review of the Terms of Reference and in the context of the IPA's new strategic direction and related transformation programme, the Board approved the cessation of the Administration Committee in its previous form and created a new Transformation Committee with revised Terms of Reference.

### **Transformation Committee**

Fiona Quinn (*Chairperson*) (*Appointed May 2023*)  
 Elizabeth Adams (*Appointed May 2023*)  
 Shirley Comerford (*Appointed May 2023*)  
 Frank Curran (*Appointed November 2023*)  
 Mary Hurley (*Appointed May 2023*)  
 Tim Lucey (*Retired August 2023*)

### **Finance & Strategy Committee**

George Burke (*Chairperson*)  
 Helen Brophy  
 Dr Pamela Byrne (*Retired March 2023*)  
 Rosalind Carroll (*Appointed June 2023*)  
 Greg Dempsey  
 Dr Stephen Weir

## **IPA COMMITTEES**

### **Education Committee**

Dr Moling Ryan (*Chairperson*)  
 Helen Brophy  
 Kevin Foley  
 Brian Hackett  
 Aidan Horan (*Retired March 2023*)  
 Rosarii Mannion  
 Dr Michael Mulreany  
 Chief Supt Patrick Murray  
 Dr Denis O'Brien  
 Eric Ó Cuinn (*Retired March 2023*)  
 Danny O'Sullivan  
 Doncha F. O'Sullivan  
 Eileen Quinlavin

### **Book Publishing Committee**

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



# 04. Our Senior Management Group





### **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, Ornua; 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 Mulreany 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 NUI. 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 Corporate Support 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 Group 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.



**Dr John O'Neill**

*Head of Research and Publications*

Before joining the IPA as Head of Research and Publications, 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*

Prior to his appointment as interim Director with responsibility for governance, finance, human resource management, information technology and local


government, 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. 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. 2023 – Performance at a Glance



# Building Capability and Capacity Through Education and Training


**Training Events - Participant Numbers** 

13,600 participants

**Training Events - Open Enrolment/Public Courses** 


**Delivered:** 196 events

**Attendance:** 2,400 participants


**Bespoke Training Events** 

**Target:** 380


**Delivered:** 501

**Graduates** 


- 650 Degree and Diploma Conferings
- 580 Certificates Awarded

**Governance Forum** 

- 16 Events for 129 Member Organisations
- Chairpersons' Network
- Board Secretaries' Network
- Members' Portal
- New Podcast Series


**Library** 

- 1,530 Research Queries Answered
- 228 Attendees at Online Library Information Sessions
- 10,769 eBook Downloads
- 6,300 Academic Journal Article Downloads


**Education** 

- 1,600 Registered Learners
- 900 Webinars
- 500 Pre-Recorded Lectures


# Advancing and Supporting Local Government

**IPA Whitaker School of Government and Management** 


- 372 Certificates in Local Government Studies
- 101 Diplomas in Local Government Studies
- 42 Certificates in Housing Studies
- 20 Professional Diplomas in Housing Studies

**Local Government Directors Association Conference** 

70 Attendees


**Graduate Programme for Local Government** 

- 147 Participants
- 3-Year Programme

**Local Authority Training** 

11 x 'A-Z of Irish Government' Programmes for 480 Local Authority Staff

2 Legislative Training Programmes for 80 Local Authority Management Staff

**Housing Forum** 

4 Events

Average 80 Attendees at Each

Housing Practitioners' Conference: 240 Attendees

## Consultancy/Advisory Services

### Research Projects

#### Commissioned by:

- Dublin City Council on the Implications of the Remunicipalisation of Waste Services in Dublin City
- The Environmental Protection Agency on Circular Economy and Bioeconomy Governance in Ireland
- The Department of Housing, Local Government and Heritage on the Operation of Strategic Policy Committees and Future Reform
- European Public Administration Country Knowledge (EUPACK)
- DPENDR and the Departments of the Taoiseach and of Environment, Climate and Communications, Reviewing Civil Service Capacity to Implement the Climate Action Plan



### Publications

- Four issues of *Administration*
- Three issues of *Local Authority Times*
- *Windows on Welfare* series
- *Social Care Work: An Introduction for Students in Ireland*
- *Ireland – A Directory 2024*



## Managing and Sustaining IPA Delivery

Sharepoint  
Communication  
Platform Adopted



Firewall Preventions

800k



900,000+ Logs Analysed  
by IPA Endpoint Detection  
Response  
System  
'Huntress'



Microsoft Secure  
Score 83.21%

3% Improvement  
on 2022 (43%  
Average for Similar  
-Sized Organisations)



3,814 IT  
Support Tickets  
Resolved



Cybersecurity

Zero Incidents



# 06. Performance: Divisional Updates



## 6.1 Whitaker School of Government and Management

### Overview

To fulfil the IPA's mission to progress the standard and practice of public administration and public policy, the Whitaker School of Government and Management 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 2023, the Whitaker School of Government and Management delivered a diverse portfolio of over forty programmes leading to over sixty qualifications, 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 Transformation 2030 Strategy – Better Public Services*.

As well as the successful delivery and assessment of undergraduate and postgraduate programmes, the Whitaker School of Government and Management achieved several notable milestones and pioneering achievements in 2023. These included the further diversification of the learning portfolio to accommodate the demand for accredited learning in specialist areas such as climate action and sustainability. A further notable development was the significant progress in the implementation of the Quality Improvement Plan 2022–2024, arising from the successful outcome of the Institutional Review of the IPA in 2021 by a panel of national and international experts appointed by the NUI. 2023 also saw the consolidation of the new blended learning programme delivery format to enable flexible learning.

### Accredited Programme Delivery & Assessment

#### Programmes of Learning

In 2023, the Whitaker School of Government and Management 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).

In 2023, the programmes offered included:

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

Recognising the ongoing and growing complexity within the Public Service environment, the IPA continues to respond to an increasing 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.



## Student Numbers

In 2023, a total of 1,600 students registered for education programmes. 650 graduates were conferred with degree and diploma qualifications at our 2023 annual ceremony in Dublin Castle. A further 580 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 Whitaker School of Government and Management's programme development model accommodates ongoing and specific needs arising through key governmental or departmental strategies.

Programmes developed for DPENDR staff (Professional Diploma in Public Service Innovation and Professional Certificate in Public Expenditure Management) continued during 2023, together with the launch of a new Professional Certificate in Climate Action and Sustainability Reporting.

Furthermore, the US parliamentary programme, paused during Covid due to student travel restrictions, returned to full operation from spring 2023.

## Blended Delivery Model

The consolidation of a blended education delivery model was a significant achievement of 2023. It allows the blending of online and face-to-face teaching across a range of programmes. Developed in early 2022, as the IPA emerged from Covid restrictions, this enables flexible learning for students as a standard offering and expands programme access, offering a broader range of modes to students at home and abroad.

The new delivery model blends over 1,000 in-person lectures and seminars at the IPA with approximately 900 webinars and 500 pre-recorded lectures for 1,600 registered learners annually. The transition to new modes of learning was achieved while retaining levels of student and lecturer satisfaction at over 90%.

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.

## 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.

Receiving approval by the NUI Senate in 2022 for a further seven years, the Whitaker School of Government and Management fulfilled its annual QA programme for 2023. 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.

Notable features of the QA activities in 2023 included a major employer stakeholder survey to evaluate satisfaction levels with content and effectiveness of programmes. Employers responded positively with satisfaction rates of over 90% across a range of criteria.

In 2023, we also conducted a thorough review of our bespoke learning materials and instituted a programme of further development of these materials. Importantly, we also developed new guidance and protocols for lecturers to enable them to deal with potential misuse of AI in assessed work.

## Higher-Level Research

In 2023, over sixty students on master programmes (MA, MSc & MEconSc) completed research dissertations ranging from 12,000 to 24,000 words. At doctoral level, over thirty students engaged in research work through assignments of 5,000 words each, a professional practice dissertation comprising 12,000 words and a major dissertation requiring 50,000 words.

The IPA student research produced clear benefits for evidence-based policy analysis and service-delivery improvements across the Public Service. It is resource intensive from a supervision perspective given the extended components introduced in 2022, continuing to place more onerous demands on permanent lecturing staff.

## 6.2 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, eBooks, 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 2023, the library continued the development of its collection through the purchase of key texts in print and eBook formats, as well as the selection of open access eBooks for inclusion in the library catalogue, which added 400 new items to the collection. Apart from books and eBooks the library also subscribes to a range of electronic databases and online journals from a variety of providers and publishers. It can be difficult for users to navigate and search these various online platforms so, to assist with this, the library added the new EBSCO Full Text Finder service, which acts as an A-Z of the journal titles to which the IPA library subscribes across all providers, as well as being a next generation knowledge base, holdings management tool, publication finder, journal browsing interface and link resolver. Our users can browse and search the Full Text Finder by subject or title and identify content relevant to their study and get direct access to the content provider's online content.

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. At each of the undergraduate and postgraduate in-person weekend seminars in September, library staff were available at a 'pop up' library stand outside the auditorium to meet with students, introduce the library services and answer any questions they had as they embarked on their studies. 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.

## 6.3 Training

The Training Division delivers an extensive portfolio of training and advisory 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 individual client needs. As well as knowledge and skills-based programmes, these include seminars, conferences and networks. Clients include government departments and offices, local authorities, state agencies, higher education institutions and non-profits. The Institute has a unique mandate to serve the training and development needs of the local government sector, working with thirty-one local authorities, the CCMA, LGMA, AILG and relevant organisations.

In 2023, 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 programmes and learning solutions, including its range of public, bespoke and professional accredited programmes. The Division's teams include Leadership and Management, IT/Business Systems

& Digital Transformation, Strategic Human Resource Management (SHRM) & People Development, Governance, Financial Management and Local Government. Updates from each are set out below. All teams were supported by the Business Development Team, focused on managing client engagement, marketing activity, new business opportunities, tendering and quality improvements.

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 broader sector perspectives. Specific conferences and fora supported this objective during 2023, featured in the 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, achieving cost-effectiveness and best-in-class standards.

The Division has continued to leverage flexible hybrid solutions to enable anytime, anywhere access to learning and development. This enables Public Service staff in Ireland and abroad to access the learning solutions.

Throughout 2023, the Division delivered some 1,322 days of bespoke training and advisory services to our Public Service clients engaging over 13,600 participants. 196 public/open courses, professionally accredited programmes and conferences were delivered with some 2,400 participants in attendance.

### Leadership and Management Development

The Training Division continued to advance leadership and management capability in the Public Service during 2023 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. This included building the capability and confidence to lead and manage performance effectively within the hybrid working environment.



Pictured (l-r) at the L&DI Awards 2023 with the host for the evening Marty Whelan are Teresa Casserly, Director, Leadership and Management, IPA; and Aisling O'Leary, Assistant Principal, Learning and Development Unit, Department of Children, Equality, Disability, Integration and Youth.



Part of the specialist team delivering the NSSO Executive Officer Development Programme, pictured (l-r) are Frances Stephenson, HRM Specialist; Maébh O'Connor, HRM Specialist; Dr Philip Byrne, Interim Director; and Susan Hawkins, Leadership and Management Specialist.



A cohort of NSSO participants from the bespoke Executive Officer Development Programme delivered by IPA specialists.

## Focus in 2023

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

In 2023, a total of 434 days of bespoke development were delivered for some 3,800 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 current thinking on enabling energised working environments in their 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 2023 specific development programmes were delivered by the Leadership & Management team to staff of government departments, offices and state agencies, and local authorities. Grade Development Programmes for CO, EO, HEO/AO, AP and PO staff were also designed and delivered, working closely with government departments, offices and several state agencies. The close collaboration with Revenue continued throughout 2023, enabling 100 senior managers to participate on Senior Management Development for APs.

The new programme, 'The Civil Servant in the Democratic Process', developed in 2022 with the Department of Children, Equality, Disability, Integration and Youth, and the Houses of the Oireachtas, in 2023, was shortlisted as a finalist in the Best L&D Collaboration Category of the L&DI Awards 2023.

In local government, strong demand for Line Manager Development

programmes continued in 2023 across all levels of administrative, technical and professional staff. These programmes 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 2023:

### Leadership Development in the Local Government Sector

Two Leadership in Local Government programmes ran in 2023 with forty-two participants completing the programme from across twenty-two local authorities. This programme received continuous support from the CCMA and the Department of Housing, Local Government and Heritage, to build leadership capability for senior professional, technical and managerial levels across local government. The programmes focused on navigating

leadership challenges experienced by local government leaders in areas which included climate change, sustainability, community development, green tourism and economic development. It was underpinned by core leadership competency frameworks, peer learning, individual coaching and networking with senior managers.

**Local Government Graduate Training**

The Local Government Graduate programme in collaboration with the LGMA continued for 147 graduates. This was a three-year cycle that enabled competency development and mentoring through relevant professional routes to achieve industry-recognised certification.

All participants were mentored to complete their professional development in one of the following areas: Business Analytics, Lean Six Sigma, Public Relations, Data Skills, People Practice and Project Management.

**Public Programmes**

Thirty-eight public programmes in Management Development were delivered, with some 420 Public Service leaders and managers in attendance in 2023. The programmes offered opportunities to build connections, to network, and to develop new perspective and

skills while enhancing the capability to anticipate challenges and create innovative solutions. The portfolio included Management Development, Grade Development, Quasi-Judicial Training, Personal Effectiveness and Business Skills and Training for Line Managers.

Sixteen senior public servants undertook the Leadership Challenge Programme, which centred on developing strong leadership with frameworks for understanding role, purpose and nature of Public Service leadership. Drawing on the theory and practice of Adaptive Leadership, the focus was on enabling leaders to understand the complexity in Public Service leadership and developing the capability to lead with clear purpose and relentlessness in addressing critical societal and organisational challenges.

**Information Technology, Business Systems & Digital Transformation, Project Management**

This team delivered 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 2023, 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, PMI ACP (Agile), PMI CAPM and PMI PMP) and GDPR training were delivered to Public Service organisations on a bespoke basis.

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

The team also developed several initiatives in 2023: A pilot programme, Move2ICT, was developed and delivered on behalf of the Office of the Government Chief Information Officer. This qualifies new Civil Service IT recruits in CompTIA A+, the industry recognised IT credential. A second pilot will be delivered in 2024.

A new bespoke five-day programme for Public Service Data Protection Officers (DPOs), in conjunction with the Public Service DPO Network, was also developed and delivered. Aimed at public servants with responsibility for Data Protection, it provides a common shared approach and understanding of key data protection knowledge and challenges within the Public Service. Two further programmes are planned for 2024.



A cohort of graduates from the IPA's Foundation Certificate in People Practice.

In late 2023, the team worked with DPENDR to provide learning and development opportunities on artificial intelligence to the Public Service.

A conference for the local authority heads of information systems was also facilitated.

### **Strategic Human Resource Management and People Development**

The Strategic Human Resource Management team continued its professionalisation and development of the Human Resource, Learning and Development and Line Management staff in both the Public and Civil Service.

### **CIPD Foundation Certificate in People Practice**

In the first half of 2023, three CIPD Foundation Certificate cohorts 2022/23 concluded with thirty-eight students from Revenue, the National Shared Services Office (NSSO) and a number of local authorities. In the second half of 2023, four cohorts of sixty students from Revenue, the NSSO, several local authorities, other departments and private sector clients commenced.

A total of 97 civil and public servants (predominantly from Revenue and the NSSO) enrolled on the 2023/24 Chartered Institute of Personnel and Development CIPD Certificate in People Practice.

### **Mediators' Institute of Ireland Certificate in Mediation**

To meet the continued interest in the IPA's Certificate in Mediation programme, five courses in open and in-house settings were delivered, and fifty-three participants were accredited, comprising 62% from the Public Service and 38% from the private sector. Three Conflict Management for Managers programmes were also delivered.

### **Domestic Violence and Abuse (DVA) – eLearning Programme**

The DVA eLearning programme was designed and developed by the SHRM & People Development team during 2023. This is a self-paced awareness training programme

aimed at HR Managers, People Managers and all staff to contribute to the welfare and safety of colleagues in the work environment. Learners are provided with an understanding of the nature and consequences of domestic violence and abuse. The programme is available online to the Civil Service (via OneLearning) and the wider Public Service (via the IPA LMS).

### **SHRM Public Courses**

Twenty-five public courses were delivered virtually and/or in-person to meet demand for human-resource-related programmes at scale. These courses included Competency-Based Recruitment and Selection, Grievance and Discipline, Dignity at Work, Managing Performance, Employment Law seminars, Freedom of Information for Decision Makers, Personal Safety at Work and Undertaking a Learning Needs Analysis.

### **SHRM Bespoke and In-House Courses**

The SHRM and Leadership & Management teams collaborated to devise a programme underpinned by the PAS Civil Service Competency Framework for newly appointed executive officers in the NSSO. The six-day programme covered each of the six competencies, their related performance indicators, together with related HR policy and procedure know-how.

Further half-day workshops on the full range of people-related topics were delivered in response to client demand. There was particularly high demand for: Competency-Based Interviewer Preparation, Competency-Based Interviewee Training, and Personal Safety at Work/ Dealing with Difficult Clients.

In addition, the two-day HR for Line Managers programme and the PMDS suite of programmes were delivered multiple times to over 400 county council staff in different local authorities.

### **High-Volume Modular Programmes**

The SHRM team embarked on the design and delivery of a series of short, modular programmes to large audiences (50–100). These were

delivered at scale to the Civil and Public Service both virtually and in-person. The SHRM team specially prepared more than 1,700 Civil and Public Servants for external and internal competitions throughout the service through delivering Competency Based Interviewee Training.

### **Governance Team**

The Governance Team 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. The forecasted upward trend in demand continued. Support for governance modules within the IPA education postgraduate programmes – the Professional Certificate in Governance and the 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. Sixteen events were delivered to board, governing body and committee members, senior staff and officials from some 129 member organisations. Event themes included board dynamics, sustainability, organisational culture, risk management and assurances, and financial governance.

The Forum also facilitated the Chairpersons' Network and a Board Secretaries' Network, and enabled supports through the Forum website. Services continued to evolve in response to member organisations' needs and developments in governance. For example, a new podcast series, *In the Chair*, was launched, with three episodes uploaded onto streaming platforms.

Demand for public courses on governance increased in 2023 and twenty-three public courses were delivered to Public Service



Pictured (l-r) at the first Governance Forum event of 2023, 'Governance Outlook 2023: Economy, Society, Leadership', are Dr Tom Ward, Senior Governance Specialist, IPA; Patricia Liddy, Director of Services, Cork County Council; and Andrew Brownlee, CEO, SOLAS.

organisations, with some 300 participants in attendance. In addition, a range of bespoke training solutions for boards, senior teams and staff were delivered.

**Financial Management and Accounting**

Demand grew for developing financial management and accounting capability across the sector in 2023. The team provided professional and accredited education, training and consultancy/ advisory supports in financial management, governance, assurance and audit throughout 2023.

Responding to the increased demand, thirty-five public courses were delivered, with some 225 participants in attendance. 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.

In 2023, there was a continued priority focus on strengthening the professionalism, effectiveness and best practice relating to finance, accounting, auditing and governance within the Public Service. The programme delivered in 2023 included the Conference for Local Authority Heads of Finance. Two

public programmes accredited by CIPFA, with participants achieving the Professional Certificate in Audit Skills, contributed to strengthening internal audit and governance effectiveness. The accredited CIPFA Certificate in Management and Financial Accounting focused on the best practice of costing and budgeting for finance professionals across the Public Service.

The Financial Management and Accounting team provided subject matter expertise to financial modules within the Whitaker School of Government and Management's accredited programmes, including the Diploma in Health Management, and Certificate in Civil Service and State Agencies.

Throughout 2023 the Financial Management and Governance teams worked in collaboration on a number of governance assignments.

**Local Government**

The Training Division continued to be the core provider of local government training services in 2023. Services spanned sector-specific education, training and consultancy/ advisory supports to all local authorities and to the housing and wider local government sector, many noted in previous sections of this report.

NUI-accredited programmes were delivered to 535 local authority

staff registered through the Whitaker School of Government and Management. These included the Certificate in Local Government Studies (372), Diploma in Local Government Studies (101), Certificate in Housing Studies (42) and Professional Diploma in Housing Studies (20).

Eleven 'A-Z of Irish Local Government' programmes were delivered to 480 local authority staff. These provided an overview of the key services and principal pieces of legislation underpinning local authority services, and content is tailored to the local authority's schemes and structures.

Two Legislative Training programmes were delivered to eighty local authority management at middle and senior levels. These included a mix 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, 213 participants 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.



Pictured (l-r) at the Chairpersons' Network event in September 2023 are George Burke, Chairperson, IPA; Paschal Donohoe, Minister for Public Expenditure, NDP Delivery and Reform; and Helen Brophy, Director General, IPA.

### **Housing Forum**

The Housing Forum provides, in conjunction with The Housing Agency, a platform to build and share knowledge about the housing sector. A members' portal enables access on demand to webinars on topical issues and to a 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.

Four Housing Forum events were held, focused on Choice Based Letting, Local Authority Climate Action, Housing and Sustainability, Social Housing Assessment Results 2016–2022 and Regulation of Approved Housing Bodies. An average of eighty participants attended each. In addition, 240 people attended the 2023 Housing Practitioners' Conference while seventy people attended the 2023 LGDA Conference.

### **Business Development, Marketing and Central Bookings Office**

Throughout the year, the Business Development Team continued to promote the suite of specialist-led in-person and online programmes, conferences and webinars that are available across the Division. As well as business development, marketing and managing client queries and participant bookings, they managed client requests for quotations and tenders in this area and liaised with clients and associate specialists on business proposals and scheduling of bespoke courses with the Leadership and Management team.



## 6.4 Research and Publications

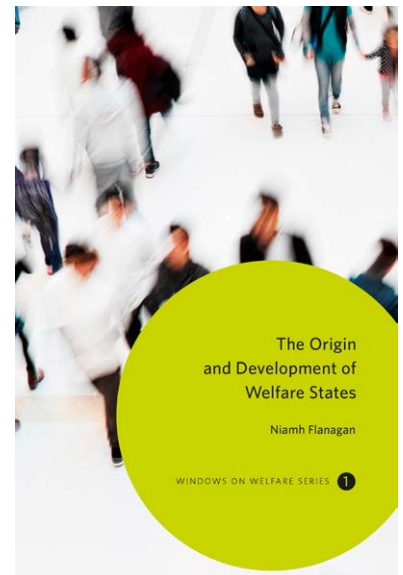
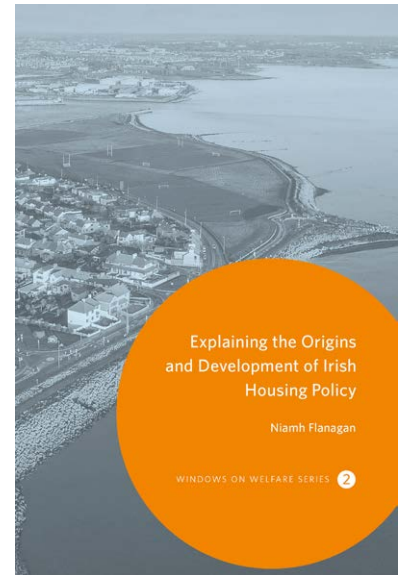
### Research and Publications Overview

A number of projects and publications were completed by the Research and Publications Division.

### Research

The Research Team's work over 2023 continued to support local and national government in addressing complex, cross-cutting policy issues. Key highlights for 2023 included:

1. Completion of a research project reviewing the implications of the remunicipalisation of waste services in Dublin City on behalf of Dublin City Council: <https://councilmeetings.dublincity.ie/ieListDocuments.aspx?Cid=152&Mid=4938&Ver=4>
2. Ongoing research as part of the two-year research programme for the Environmental Protection Agency reviewing circular economy and bioeconomy governance in Ireland. A review of governance arrangements in other comparable countries, carried out as part of the research programme, was published in October: [www.ipa.ie/\\_fileUpload/Documents/GovernanceoftheCircularEconomy3.pdf](http://www.ipa.ie/_fileUpload/Documents/GovernanceoftheCircularEconomy3.pdf)
3. Commencement of a research project for the Department of Housing, Local Government and Heritage to review the operation of Strategic Policy Committees and to make recommendations for future reform.
4. Researching and writing the Ireland country brief as part of DG Reform's research programme, European Public Administration Country Knowledge (EUPACK): [https://reform-support.ec.europa.eu/public-administration-and-governance-coordination/european-public-administration-country-reports\\_en](https://reform-support.ec.europa.eu/public-administration-and-governance-coordination/european-public-administration-country-reports_en)
5. Research for DPENDR and the Departments of the Taoiseach and of Environment, Climate and Communications, reviewing Civil Service capacity to implement the *Climate Action Plan*.
6. Editing four issues of the journal *Administration*, including special issues marking the centenary of the Office of the Comptroller and Auditor General and seventy years of the journal: <https://sciendo.com/journal/admin>
7. Editing three issues of the magazine *Local Authority Times*, which is shared widely across local government: [www.ipa.ie/research-papers/local-authority-times.4494.html](http://www.ipa.ie/research-papers/local-authority-times.4494.html)

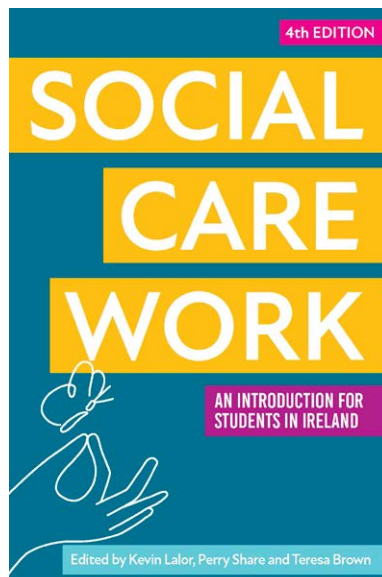


## Publications

The Division provided a range of publication services during 2023, including books published under the IPA Book Publishing Strategy, specific consultancies for government departments and research publications relevant to our key stakeholders. Key highlights included the following publications:

- *Windows on Welfare*, a series of three books on major policy arenas in the Irish welfare state, by Dr Niamh Flanagan, Maynooth University;
- *Social Care Work: An Introduction for Students in Ireland*, fourth edition, by Kevin Lalor, Perry Share and Teresa Brown;
- *Ireland – A Directory 2024*.

The Publications Division also offered its expertise in the production and management of publishing projects on behalf of other Public Service organisations, including the *Irish Probation Journal*, which was produced on behalf of The Probation Service and the Probation Board for Northern Ireland (North/South publication).



## 6.5 Corporate Support Services

### Overview

The Corporate Support Services Division (CSSD) encapsulates Finance, ICT, Cyber and Information Security, Payroll, Procurement, Estates and Facilities, Audit and Governance.

### 2023: A New Strategic Direction and Ambitious Transformation Programme

The CSSD work programme for 2023 was framed by the goals and objectives set out in the IPA strategy for 2022–2027, *A New Era of Learning*, and the ambitious transformation programme enabling the strategic implementation plan. The CSSD Teams embraced the challenge and, working collaboratively with internal and external stakeholders in partnership with our technical support service partners, delivered a very strong performance across a number of key areas and projects, including but not limited to:

- **IPA Financial Sustainability:** A comprehensive review of the IPA Financial Management Framework (FMF) was undertaken, which focused on pricing structures, cost containment and the implementation of a full-cost-recovery model.
- **IPA Governance:** Phase 1 delivery of centralisation of finance functions within the IPA System of Internal Financial Control and a focused campaign on implementation of legacy internal audit recommendations.
- **Strategic Growth:** Delivery of key inputs to the due diligence and infrastructural accommodation of successful onboarding of new business activities of Senior Public Service (SPS) and OneLearning Divisions.

- **ICT & Digital Strategy:** Key milestones delivered included integration of the OneLearning LMS, cloud migration analysis, successful systems migration to the cloud, and evolution in our cyber and information security environment.
- **IPA Infrastructure Project:** Successful delivery of contribution to Phase 1 and 2 of the IPA Infrastructure Project, focusing on the campus of the future for the IPA to deliver on its Centre of Excellence vision.

### Business as Usual

In addition to the Strategy and Transformation Work Programme of 2023, the staff of the CSSD ensured business continuity on business as usual supports to IPA Education, Training, Consultancy and Development Services. Building on the success of previous years, zero cybersecurity threats were realised in 2023 and risk-mitigation strategies in relation to cybersecurity continued to be effective.

The Finance Team ensured a successful delivery of the Office of the Comptroller and Auditor General (OCAG) audit file submission, and the audited IPA Annual Financial Statements 2023 accompany this Annual Report. To support the Board in exercising their fiduciary responsibility, the Finance Team met all deadlines for Board and Board Subcommittee financial performance reporting, including monthly and quarterly reconciled management accounts. Throughout the year, continuous business process improvements were devised and implemented, enhancing the IPA control environment and further enhancing the IPA Assurance Framework.

The Facilities and Estates Teams focused on successful delivery of budget reductions, continuing the roll-out of appropriate fire, health and safety compliance requirements, and working with the Sustainability Working Group to deliver tangible benefits for the IPA's green credentials.

Working with colleagues across the Institute, the CSSD 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 CSSD for 2023 are outlined below. Particular thanks to all team members, including our technical business partners, who worked so diligently throughout the year.

## Performance Highlights at a Glance



86 separate payroll runs successfully processed.



Centros transactions proceeded: 4,201 payables ledger, 8,482 sales ledger.



Microsoft secure score of 83.21% – a 3% improvement on 2022 (global Microsoft average of 43% for similar-sized organisations).



During the period 1 January 2023 to 31 December 2023, the IPA firewall infrastructure prevented over 800k intrusions.



Over 900,000 logs analysed by the IPA Endpoint Detection Response system 'Huntress'.



SharePoint Communication Platform adopted.



Over 2,606 meetings and 3,100 hours of video supported on Microsoft Teams.



219 programmes delivered over 8,180 hours on Zoom.



31 hours of programme delivery.



61,325 views and downloads equating to 21,340 hours of content over Panopto.



3,814 support tickets resolved.

## Audit and Governance

The IPA is a company limited by guarantee, a registered charity obliged to comply with the Charities Code, and a body under the aegis of DPENDR and obliged to comply with the *Code of Practice for the Governance of State Bodies 2016*. The legal and regulatory framework is complex, and it informs the financial statutory and management reporting regime in place. The IPA is audited by the OCAG and is required to produce statutory Financial Statements in compliance with FRS 102.

The Institute comes under the remit of the Official Languages Act 2003 and subsequently the Official Languages (Amendment) Act 2021. The Institute continues to work

towards fulfilling its obligations under the Acts. In accordance with these Acts, this Annual Report is published in Irish and English.

In quarter four, we took steps to prepare for our implementation of the Public Sector Equality and Human Rights Duty. An internal core steering group was established to lead on the issue. This group then progressed to the setting up of a wider IPA Public Sector Duty Working Group with representation from a range of divisions across the organisation. Its focus in 2024 will be the identification and prioritisation of equality and human rights issues of relevance to the purpose of the Institute and the drafting of an action plan, which will be published as an appendix to the IPA's strategy.

The Institute complied with its financial and taxation obligations during 2023, 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 2023, focusing on driving implementation of legacy Internal Audit recommendations, all of which contributed positively to the assurance arrangements across the organisation.

## Financial Prospects for 2024

*A New Era of Learning: Strategy 2022–2027*, the IPA's five-year strategy, focuses on growth through innovation. A priority strategic focus for the IPA for 2023 was a review and remodel of the fundamental elements of the IPA's financial and funding model, with the goal of building a financially sustainable model to support the successful delivery of the IPA Strategy into the future.

In December, the IPA Board approved the IPA Budget 2024, which is projecting a modest surplus, restoring the IPA to profitability. The IPA is on track to deliver that surplus for 2024 and liquidity remains strong.

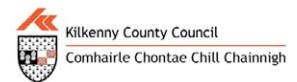
The Institute received a block grant for 2023 of €2.725m from DPENDR. The IPA Board of Directors, and its Subcommittees, continue to oversee the financial performance of the IPA as part of their fiduciary responsibilities.

# 07. Our Clients and Partners



Throughout 2023 we continued to collaborate with our valued clients and partners, illustrated through the following sample:





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