



ANNUAL
REPORT
2022

IPA
An Foras Riaracháin
Institute of Public Administration

57- 61 Lansdowne Road, Dublin D04 TC62

T + 353 1 240 3600
F + 353 1 668 9135
information@ipa.ie

www.ipa.ie

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01. Chairperson's Statement

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



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

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

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

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

Background

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

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

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

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

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

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

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

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

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

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

A New Era of Learning: Strategy 2022–2027

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

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

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

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

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

Board Changes During 2022

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

Senior Management Team Changes During 2022

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

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

Governance

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

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

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

Thank You

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

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

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

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

Looking to 2023

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



George Burke
Chairperson

02. Director General's Review

Delivering Today, Shaping
a New Era of Learning for
Tomorrow



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

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

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

Senior-Level Changes

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

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

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

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

A New Era of Learning: Strategy 2022–2027

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

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

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

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

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

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

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

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

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

Governance

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

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

2022 Performance – Key Highlights

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

Education

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

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

Over sixty-five programmes across a diverse portfolio were delivered

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

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

Training

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

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

organisational culture and customer service delivery.

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

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

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

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

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

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

Research and Publications

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

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

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

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

Finance and Corporate Services

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

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

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

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

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

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

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

Financial Prospects for 2023

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

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

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

People and Culture

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

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

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

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

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

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

Thank You

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

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

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

Looking Forward

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

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

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

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

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



Helen Brophy
Director General

03. Our Board and Related Committees



HONORARY MEMBERS

President

Martin O'Halloran

Vice-Presidents

John Callinan	Ray Dolan
Attracta Halpin	Niamh O'Donoghue

BOARD

George Burke (*Chairperson*) (*Appointed November 2022*)
 Dr Fergal Lynch (*Chairperson*) (*Term of office ended November 2022*)
 Helen Brophy (*Director General*) (*Appointed October 2022*)
 Dr Marian O'Sullivan (*Director General*) (*Term of office ended September 2022*)
 Elizabeth Adams (*Reappointed September 2022*)
 Dr Pamela Byrne (*Reappointed October 2022*)
 Greg Dempsey
 Dr Pat Gallagher (*Term of office ended November 2022*)
 Dr Colm Henry (*Appointed September 2022*)
 Mary Hurley (*Resigned March 2022; Reappointed November 2022*)
 David Moloney
 Stephen Mulvany (*Resigned September 2022*)
 Pat Naughton
 Dr Patrick O'Leary (*Appointed March 2022*)
 Fiona Quinn (*Appointed April 2022*)
 Dr Stephen Weir

BOARD SUBCOMMITTEES

Finance and Strategy Committee

George Burke (*Chairperson*) (*Appointed November 2022*)
 Fergal Lynch (*Chairperson*) (*Resigned November 2022*)
 Helen Brophy (*Appointed October 2022*)
 Dr Pamela Byrne
 Greg Dempsey
 Stephen Mulvany (*Resigned September 2022*)
 Dr Marian O'Sullivan (*Term of office ended September 2022*)
 Dr Stephen Weir

Administration Committee

Dr Pat Gallagher (*Chairperson*) (*Term of office ended November 2022*)
 Elizabeth Adams
 George Burke (*Resigned November 2022*)
 Mary Hurley (*Resigned March 2022*)
 David Moloney
 Fiona Quinn (*Appointed April 2022*)

**Audit and Risk
Committee**

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

IPA COMMITTEES

Education Committee

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

**Book Publishing
Committee**

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

04. Our Senior Management Team





Helen Brophy
Director General

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

Prior to joining the IPA, Helen was Director of UCD Smurfit Executive Development and Advisory Board Member at UCD Michael Smurfit Graduate Business School, Ireland's only FT-ranked provider of executive education, which she developed and led for over ten years. Previous leadership roles include CEO of the National Dairy Council; Non-Executive Director, 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 is Assistant Director General and Head of the Whitaker School of Government and Management

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



Noreen Fahy
Director of Finance and Corporate Services

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

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

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



Teresa Casserly

Director, Business Development, Leadership & Management and International Services

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

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

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



Aidan Horan

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

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

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

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



Dr John O'Neill

Head of Research and Publications

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

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

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



Dr Philip Byrne

Director (interim), Consultancy, Training and Development

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

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

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

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

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

05. 2022 – Performance at a Glance



Building Capability and Capacity Through Education and Training

Leadership & Management Development Requests

Forecast: 120-40

Received: 277



Training Events - Participant Numbers

Target Plan: 1,500

Delivered: 3,959



967 Degree and Diploma Conferings

599 Certificates Awarded



Education

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



Bespoke Training Events

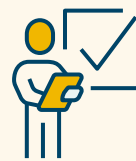
Target Plan: 165

Delivered: 270 Events/494 Days



Governance Forum

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



Public Courses Participant Numbers

Target Plan: 250

Delivered: 289



Advancing and Supporting Local Government

IPA Whitaker School of Government and Management

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



Local Government Directors Association Conference

75 Attendees



Graduate Programme for Local Government

- 147 Participants
- 3-Year Programme



Local Authority Training

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

4 Legislative Training Programmes for 190 Local Authority Management



Housing Forum

12 Events

Average 100 Attendees at Each

Housing Practitioners Conference: 253 Attendees




Our Research and Publications in 2022

Research Projects

Commissioned by:

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



Books

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



Publications

EPA: *Lessons Learned from Water Governance*

Dublin City Council: *Remunicipalisation of Waste Research*


Public Sector Trends (13th Issue)

4 editions of *Administration Journal*




Managing and Sustaining IPA Service Delivery


NUI Senate Approval of IPA QA Framework for Another 7 Years



Microsoft Secure Score 80%
(40% Average for Similar-Sized Organisations)




Microsoft Migration Project Completed



Blended Learning Programme Delivery



Firewall Preventions
606,000



2,380 IT Support Tickets Resolved
Average Resolution:
86 Minutes



Blended Working Policy and Arrangements



Cybersecurity
Zero Incidents



06. Performance: Divisional Updates



6.1 Education

Dr Michael Mulreany, Deputy Director General

Education Overview

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

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

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

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

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

Accredited Programme Delivery & Assessment

Programmes of Learning

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

In 2022, the programmes offered included:

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



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

Student Numbers

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

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

Bespoke & New Programmes

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

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

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

New Blended Delivery Model

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

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

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

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

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

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

Quality Assurance Achievements

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

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

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

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

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

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

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

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

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



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

Higher-Level Research

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

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

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

6.2 Library and Information Services

Senan Healy, Head of Library and Information Services

Library Overview

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

Services

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

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

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

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

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



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

6.3 Training

Dr Philip Byrne, Director | Teresa Casserly, Director

Training Overview

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

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

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

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

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

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

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

Leadership and Management Development

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

Focus in 2022

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

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

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

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

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

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

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

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

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

Key highlights from 2022 included:

Leadership Development in the Local Government Sector

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

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

Local Government Graduate Training

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

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

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

Public Programmes

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

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

Information Technology, Business Systems and Project Management

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

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

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

Strategic Human Resources Management

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

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

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

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

Governance Unit

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

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

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

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

Financial Management and Accounting

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

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

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

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

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

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

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

Local Government

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

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

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

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

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

Housing Forum

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

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

Business Development, Marketing and Central Bookings Office

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



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

6.4 Research and Publications

Dr John O'Neill, Director

Research and Publications Overview

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

Research

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

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

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

1. Publication by the EPA (April 2022) of *Sharing Lessons Learned from Water Governance: Report_406.pdf*. Together with a short podcast, this report is published on the EPA's website. The EPA's knowledge partners, ERINN, have also shared the report across government. A paper drawing on the research was published in the IPA's journal, *Administration* (May 2022). www.epa.ie/publications/research/water/Research_Report_406.pdf
2. Agreement reached with the EPA to extend the research programme out to 2024 on governance and implementation, covering key environmental areas including the circular economy and climate action.
3. Publication by Dublin City Council of research on the remunicipalisation of waste services. This was a complex research project including a reflection of the legal position in respect of domestic waste collection in Dublin City, which was covered in the national media: <https://www.irishtimes.com/ireland/dublin/2023/02/22/report-warns-dublin-city-council-against-resuming-bin-collections/>
4. The publication (December 2022) of the thirteenth issue of *Public Service Trends*, which continues this important research series while also introducing new areas of coverage across environment and climate in line with IPA strategic objectives.
5. Continuing ongoing local government research in line with agreed strategy for 2022–4, covering key areas for the sector, including innovation, economic development, and central and local government relations. In addition, three issues of the local government magazine, *Local Authority Times*, were published, which were shared widely across local government.
6. Consistent with both government objectives around open data and the IPA's own objectives around research, innovation and learning, four issues of the *Administration* journal were published: <https://sciendo.com/journal/ADMIN>
7. The Research Team were commissioned by DPENDR, the Department of the Environment, Climate and Communications, and the Department of the Taoiseach to carry out an assessment of the capacity of Irish government to effectively implement climate action. This research commenced in 2022 and will complete in 2023.

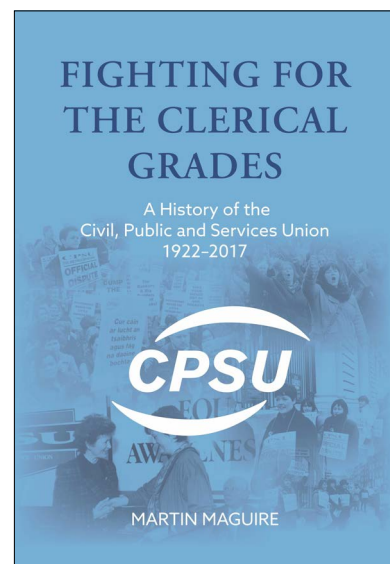
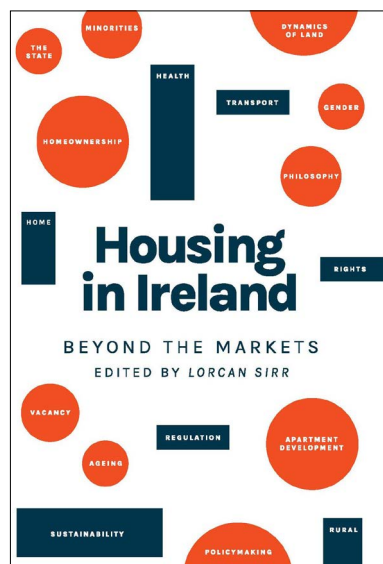
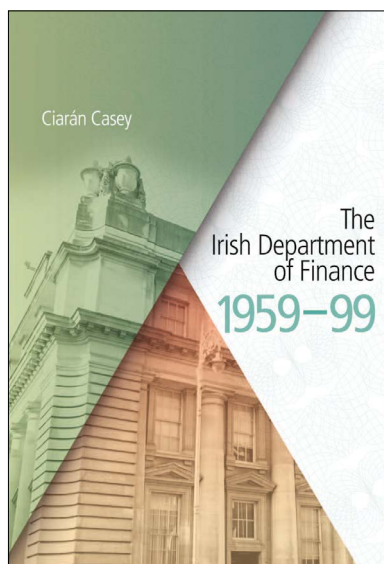
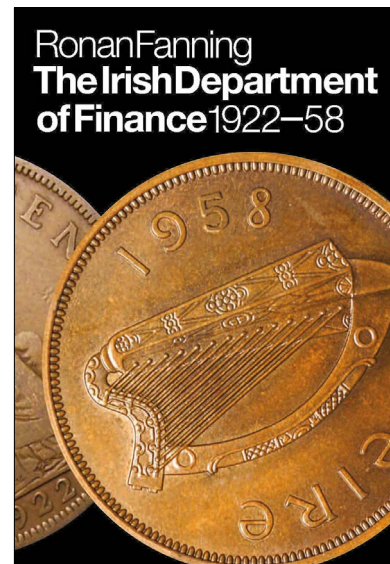
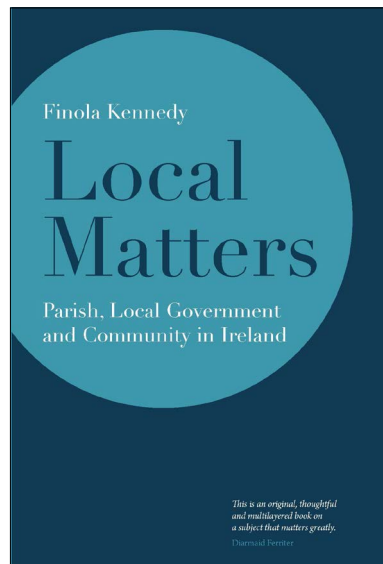
8. The team continued to deliver for the European Public Administration Knowledge (EUPACK) on behalf of DG Reform - https://commission.europa.eu/about-european-commission/departments-and-executive-agencies/structural-reform-support/european-public-administration-country-reports_en
2. *The Irish Department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

Publications

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

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

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



6.5 Finance and Corporate Services

Noreen Fahy, Director

Finance and Corporate Services Overview

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

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

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

Finance

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

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

Information and Communications Technology

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

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

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

Key highlights in ICT include:

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

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



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



- Over 1,300 sessions delivered over Zoom;



- Over 70 sessions equalling 1,200 attendees;



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

Facilities and Estates

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

Audit and Governance

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

Financial Prospects for 2023

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

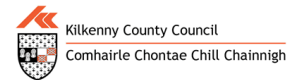
The Institute's block grant was at €2.725m for 2022 and this figure will be sustained in 2023, a positive support from its parent department, DPENDR. The IPA Board of Directors, and its subcommittees, continue to oversee the financial performance of the IPA as part of their fiduciary responsibilities.

07. Our Clients and Partners



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





IPA
An Foras Riaracháin
Institute of Public Administration

57- 61 Lansdowne Road, Dublin D04 TC62

T + 353 1 240 3600
F + 353 1 668 9135
information@ipa.ie

www.ipa.ie





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

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

THE INSTITUTE OF PUBLIC ADMINISTRATION
(Company Limited by Guarantee)

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DIRECTORS AND OTHER INFORMATION
For the year ended 31 December 2022

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

GOVERNANCE

The IPA Board

The IPA's Constitution (as amended in 2017) specifies the composition of the Board and the organisations, which are responsible for nominating members to the Board. The Articles also provide that one member may be appointed by co-option.

The Board membership for 2022 was as follows:

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

The IPA Senior Management Team

Dr Marian O'Sullivan was the Director General of the Institute of Public Administration and as the Chief Executive Officer was ultimately responsible for all of the operations of the IPA until the end of her contract of employment on 30th September 2022. The new Director General, Ms Helen Brophy commenced her employment on 19th October 2022. In the interim period, Dr Michael Mulreany fulfilled the Director General duties. Overall management of the IPA's affairs is the responsibility of the senior management group (SMG).

The members of the SMG are.

- Dr Marian O'Sullivan until 30th September 2022 then Ms Helen Brophy from 19th October 2022, Director General
- Dr Michael Mulreany, Assistant Director General, Registrar and Head of the Whitaker School of Government and Management
- Dr. John O'Neill, Director of Research, Publications and Corporate Relations
- Ms Noreen Fahy, Director of Finance & Corporate Services
- Ms Teresa Casserly, Director, Training & Development, and International Services
- Mr Aidan Horan, Director, Training & Development and Consultancy Services
- Ms Christine McNally, Human Resources Manager (term ended 24th July 2022)
- Mr Ger Murphy, Director of HR, Organisational Development & Corporate Communications (appointed July 2022, resigned December 2022)

BOARD RESPONSIBILITIES

Matters Reserved for the Board

The *Code of Practice for the Governance of State Bodies 2016*, outlines all the matters specifically reserved for Board decision. The following key matters are reserved for Board decision:

- Approval of the Annual Report, Annual Budget and Corporate Business Plan of the IPA;
- Approval of the IPA Annual Financial Statements;
- Approval of the Terms of Reference of the Board committees and
- Approval of delegated authority levels, treasury policy and risk management policies.

The Institute's Articles of Association set out the role of the Board and that of the Director General. The Articles state, "The business of the Institute shall be managed by the Board". They state that the Board shall:

1. Have power to delegate any of their business, functions and powers of management to the Director General;
2. Approve terms of major contracts;
3. Have power to appoint subcommittees (including ones with the powers of the Board) etc;
4. Determine and review the aims and objectives of the Institute and determine changes in policy;
5. Ensure that these aims are attained by formulating and reviewing policies and by supervising the carrying on of the Institute's business;
6. Determine/approve the annual budget and corporate plans; appoint the Director General; and on his/her recommendation, appoint such other officers as the Board may wish from time to time and
7. Approve significant amendments to the pension benefits of the CEO and staff.

The Chair and Board are strongly guided by the principles of the *Code of Practice for the Governance of State Bodies 2016*.

The Institute is required to prepare financial statements for each financial year in such form as may be approved by the Minister for Public Expenditure and Reform. In preparing those financial statements, the IPA is required to:

- Select suitable accounting policies and then apply them consistently;
- Ensure that any judgements and estimates that are made are reasonable and prudent;
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Ensure the financial statements present a true and fair view of IPA's financial performance and financial position at year end; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the IPA will continue in operation.

The IPA is responsible for keeping adequate accounting records which disclose with reasonable accuracy, at any time, the financial position of the Institute and which enable it to ensure that the financial statements comply with the *Code of Practice for the Governance of State Bodies 2016* obligations. The IPA is also responsible for safeguarding its assets and for taking reasonable steps for the prevention and detection of fraud or other irregularities.

The Board is responsible for approving the annual business plan and budget. The performance of the IPA against the annual business plan and budget is evaluated by the Finance & Strategy subcommittee and subsequently by the Board.

The Board considers that the annual financial statements 2022 give a true and fair view of the financial performance and the financial position of the Institute at 31 December 2022.

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

BOARD STRUCTURE

The Board's composition is outlined in the IPA Memorandum and Articles.

The Board is satisfied that its Members are free from any business or other relationship that could materially affect, or could appear to affect, the exercise of their independent judgement.

All Board Members disclose any interest and absent themselves from Board discussions and decisions where they are conflicted or have a direct or indirect interest as required by the *Code of Practice for the Governance of State Bodies 2016*.

Board membership and terms of office are detailed in Table 1 below:

Table 1: Board membership and term of office

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

The Board has established three committees, as follows:

- The Audit and Risk Committee:** comprises three Board members and two external independent members. The role of the Audit and Risk Committee (ARC) is to support the Board in their responsibilities for issues of risk, control and governance by reviewing the comprehensiveness of assurances in meeting the Board's assurance needs and reviewing the reliability and integrity of these assurances. The ARC formally reports to the Board, providing such information or advice as deemed appropriate through the ARC's Chair's regular presentations to the Board about committee activities, issues and related recommendations. The ARC provides the Board with an Annual Report, timed to support finalisation of the annual report and financial statements, summarising its conclusions from the work it has done during the year. The members of this

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

committee are:

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

2. **The Administration Committee:** comprises of five Board members. The role of the Administration Committee is to assist the Board in considering management proposals concerning the provision, acquisition and disposal of property for the Institute and their financial implications; to approve the authorised staff complement of the Institute; to approve the creation of permanent, full-time and contract posts; and to review the Director-General's reports on manpower issues, industrial relations and any other issues referred to it by the Director-General; and to ensure that best practices in personnel and management policies are carried out in the Institute. The members of this committee are:

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

3. **The Finance & Strategy Committee:** comprises of six Board members. The role of the Finance and Strategy Committee is to assist the Board in drafting the annual corporate plan and to monitor its implementation and to examine the draft annual budget and make recommendations to the Board in relation to it. When the annual operating budget is approved, the Committee reviews its implementation during the course of the year and examines the management accounts of the Institute from time to time. The members of this committee are:

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

All committees formally report to the Board, providing such information or advice as deemed appropriate, through the Committee Chairperson's presentations to the Board about committee activities, issues and related recommendations. The Audit & Risk Committee provides the Board with a report summarising its conclusions from the work it has done during the year. The two other subcommittees of the Board report to the Board at the nearest subsequent Board meeting, providing formal minutes, oral updates and reports as and when required.

Schedule of Board Members' Attendance, Fees* and Expenses

A schedule of attendance at the Board and Committee Meetings for 2022 is set out below including the fees and expenses received by each member.

Board Member	Board meeting	Audit & Risk Committee	Finance & Strategy Committee	Administration Committee
Dr Fergal Lynch	9/9		2/3	
Dr Pat Gallagher	8/8			3/3
Mr Pat Naughton	9/10	5/5		

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(Company Limited by Guarantee)

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

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

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

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

Key Personnel Changes

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

THE INSTITUTE OF PUBLIC ADMINISTRATION
(Company Limited by Guarantee)

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

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

Disclosures Required by the Code of Practice for the Governance of State Bodies (2016)

The Board is responsible for ensuring that the IPA has complied with the requirements of the *Code of Practice for the Governance of State Bodies*, as published by the Department of Public Expenditure and Reform in August 2016. The following disclosures are required by the Code:

Employee Short-Term benefits breakdown

Employees' short-term benefits in excess of €60,000 are disclosed below. Note: For the purposes of this disclosure, short-term employee benefits in relation to services rendered during the reporting period include salary, overtime and other payments made on behalf of the employee but exclude employer's PRSI.

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

Consultancy Costs

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

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

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

Travel and Subsistence Expenditure

Travel and subsistence expenditure is categorised as follows:

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

Hospitality Expenditure

The income and expenditure account includes the following hospitality expenditure:

	2022	2021
	€	€
Staff hospitality	105	695
Client hospitality	-	-
Total	105	695


Statement of Compliance

The IPA has substantially complied with the requirements of the *Code of Practice for the Governance of State Bodies 2016* as published by the Department of Public Expenditure and Reform, insofar as was possible due to the unique nature of the IPA. The IPA Board continues to oversee and seek assurances from the Director General on all matters related to compliance with the *Code of Practice for the Governance of State Bodies 2016*. Please refer to the Procurement section in the Statement of Internal control.

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

The Board is satisfied with the level of compliance in relation to the *Code of Practice for Governance of State Bodies 2016* as at year end 31st December 2022 having due regard to the guidance issued by the Department of Public Expenditure and Reform issued in November 2017.

On behalf of the Board



George Burke
Chairperson
Date: 13 September 2023



Helen Brophy
Director General
Date: 13 September 2023

STATEMENT ON INTERNAL CONTROL
For the year ended 31 December 2022

Scope of Responsibility

On behalf of the Institute of Public Administration, I acknowledge the Board's responsibility for ensuring that an effective system of internal control is maintained and operated. This responsibility takes account of the requirements of the Code of Practice for the Governance of State Bodies (2016). In preparing this statement, the Audit & Risk Committee and the Board have considered a report on assurance arrangements and the review of the effectiveness of the system of internal control.

Purpose of the System of Internal Control

The system of internal control is designed to manage risk to a tolerable level rather than to eliminate it. The system can therefore only provide reasonable and not absolute assurance that assets are safeguarded, transactions authorised and properly recorded and that material errors or irregularities are either prevented, or detected in a timely way. The system of internal control, which accords with guidance issued by the Department of Public Expenditure and Reform, has been in place in the Institute of Public Administration for the year ended 31 December 2022 and up to the date of approval of the financial statements.

Capacity to Handle Risk

The Institute has an Audit and Risk Committee (ARC) comprising three Board members, two external members and including members with financial and audit expertise. The ARC met five times in 2022. The Institute has also established an internal audit function, which is adequately resourced and conducts a programme of work agreed with the ARC.

The ARC has developed and approved a risk management policy, which sets out the risk appetite, the risk management processes in place, and details the roles and responsibilities of staff in relation to risk. This policy was informed by findings of a previous Internal Audit report and findings regarding the Institute's risk management framework. The policy was circulated to all staff who are expected to work within The Institute of Public Administration's risk management policies, to alert management on emerging risks and control weaknesses and assume responsibility for risks and controls within their own area of work. The Director of Finance and Corporate Services is the appointed Chief Risk Officer.

Risk and Control Framework

The Institute of Public Administration's risk management system identifies and reports key risks and the management actions being taken to address and, to the extent possible, mitigate those risks.

A risk register is in place, which identifies the key risks facing the Institute, and these have been identified, evaluated and graded according to their significance. The register is a standing Board and ARC agenda item and is reviewed at each meeting. The outcome of these assessments is used to plan and allocate resources to ensure risks are managed to an acceptable level. The risk register details the controls and actions needed to mitigate risks and responsibility for operation of controls assigned to specific staff. The Board confirms that a control environment containing the following elements is in place:

- Procedures for key business processes have been documented. The ARC oversees the inclusion of policy reviews in individual internal audits included in the strategic internal audit plan.
- Financial responsibilities have been assigned at management level with corresponding accountability.
- There is an appropriate budgeting system with an annual budget which is kept under review by senior management.
- The information and communication technology systems have been reviewed and strengthened. There are systems in place to safeguard the assets of the IPA
- Specific risk reporting mechanisms were implemented as part of the IPA's Covid 19 Response and this was a

STATEMENT ON INTERNAL CONTROL
For the year ended 31 December 2022

standing item on each Board agenda throughout 2022.

Ongoing Monitoring and Review

Formal procedures have been established for monitoring control processes, and identified control deficiencies are then communicated to those responsible for taking corrective action and to management and the Board, where relevant, in a timely way. The Board confirms that the following ongoing monitoring systems are in place:

- Key risks and related controls have been identified and processes have been put in place to monitor the operation of those key controls and report any identified deficiencies.
- Reporting arrangements have been established at all levels where responsibility for financial management has been assigned.
- There are regular reviews by senior management of periodic and annual performance and financial reports which indicate performance against budgets/forecasts.
- Enhanced reporting procedures were implemented as part of the Covid 19 Response plan including Health and Safety arrangements, Cyber Security and financial forecasting.

Procurement

The Board confirms that the Institute is investing in enhancing its procurement procedures to not only ensure compliance with current procurement rules and guidelines, but to support best practice procurement that will deliver on increased value for money. Matters arising regarding controls over procurement are highlighted under internal control issues below.

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

Review of Effectiveness

The Board confirms that the Institute has procedures in place to monitor the effectiveness of its risk management and control procedures. The Institute's monitoring and review of the effectiveness of the system of internal financial control is informed by the work of the internal and external auditors, the Audit and Risk Committee which oversees their work, and the senior management team within the Institute responsible for the development and maintenance of the internal financial control framework.

The Board can confirm that it undertook the annual review of the effectiveness of the system of internal controls for 2022 and the output was assessed at the ARC's meeting of the 15th February 2023 and at the subsequent Board meeting on the 23rd March 2023. This was supported by a report to the ARC on assurance arrangements and the review of the effectiveness of the system of internal control.

Internal Control Issues

Non-Compliant Procurement

The Board confirms that the Institute has procedures in place to ensure compliance with current procurement rules and guidelines. The Audit of the 2022 Financial Statements identified non-compliant procurement expenditure to the value of €144k which includes:

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

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

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

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

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

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

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

On behalf of the Board



**George Burke
Chairperson**

**Helen Brophy
Director General**

Date: 13 September 2023

Date: 13 September 2023



Ard Reachtaire Cuntas agus Ciste Comptroller and Auditor General

Report for presentation to the Houses of the Oireachtas

Institute of Public Administration (CLG)

Opinion on the financial statements

I have audited the financial statements of the Institute of Public Administration (CLG) for the year ended 31 December 2022 as required under the provisions of section 5 of the Comptroller and Auditor General (Amendment) Act 1993. The financial statements comprise the statement of income and expenditure, the statement of comprehensive income, the statement of changes in equity, the statement of financial position, the statement of cash flows and the related notes, including a summary of significant accounting policies.

In my opinion, the financial statements

- give a true and fair view of the assets, liabilities and financial position of the company at 31 December 2022 and of its income and expenditure for 2022
- have been properly prepared in accordance with Financial Reporting Standard (FRS) 102 — *The Financial Reporting Standard applicable in the UK and the Republic of Ireland*, and
- have been properly prepared in accordance with the Companies Act 2014.

Basis of opinion

I conducted my audit of the financial statements in accordance with the International Standards on Auditing (ISAs) as promulgated by the International Organisation of Supreme Audit Institutions. My responsibilities under those standards are described in the appendix to this report. I am independent of the company and have fulfilled my other ethical responsibilities in accordance with the standards.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions related to going concern

The directors have prepared the financial statements on a going concern basis. As described in the appendix to this report, I conclude on

- the appropriateness of the use of the going concern basis of accounting by the directors and
- whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern.

I have nothing to report in that regard.

Opinion on matters prescribed by the Companies Act 2014

Based solely on the work undertaken in the course of the audit, I report that in my opinion

- the information given in the governance statement and directors' report is consistent with the financial statements, and
- the governance statement and directors' report has been prepared in accordance with the Companies Act 2014.

I have obtained all the information and explanations that I consider necessary for the purposes of my audit.

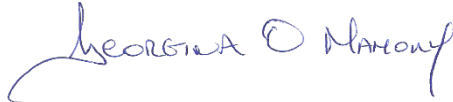
In my opinion, the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited, and the financial statements are in agreement with the accounting records.

The Companies Act 2014 also requires me to report if, in my opinion, the disclosures of directors' remuneration and transactions required by sections 305 to 312 of the Act are not made. I have nothing to report in that regard.

Report on information other than the financial statements, and on other matters

The directors have presented certain other information with the financial statements. This comprises the governance statement and directors' report and the statement on internal control. My responsibilities to report in relation to such information, and on certain other matters upon which I report by exception, are described in the appendix to this report.

I have nothing to report in that regard.

A handwritten signature in blue ink that reads "Georgina O Mahony". The signature is written in a cursive style with a large initial 'G'.

Georgina O Mahony

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

Appendix to the report

Responsibilities of the Directors

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

- the preparation of annual financial statements in the form prescribed under the Companies Act 2014
- ensuring that the annual financial statements give a true and fair view in accordance with FRS102
- ensuring the regularity of transactions
- assessing whether the use of the going concern basis of accounting is appropriate, and
- such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Responsibilities of the Comptroller and Auditor General

I am required under section 5 of the Comptroller and Auditor General (Amendment) Act 1993 to audit the financial statements of the company and to report thereon to the Houses of the Oireachtas.

My objective in carrying out the audit is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement due to fraud or error. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with the ISAs, I exercise professional judgment and maintain professional scepticism throughout the audit. In doing so,

- I identify and assess the risks of material misstatement of the financial statements whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- I obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal controls.
- I evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures.

- I conclude on the appropriateness of the use of the going concern basis of accounting and, based on the audit evidence obtained, on whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my report. However, future events or conditions may cause the company to cease being a going concern.
- I evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Information other than the financial statements

My opinion on the financial statements does not cover the other information presented with those statements, and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, I am required under the ISAs to read the other information presented and, in doing so, consider whether the other information is materially inconsistent with the financial statements or with knowledge obtained during the audit, or if it otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

Reporting on other matters

My audit is conducted by reference to the special considerations which attach to State bodies in relation to their management and operation. I report if I identify there are material matters relating to the manner in which public business has been conducted.

I seek to obtain evidence about the regularity of financial transactions in the course of audit. I report if I identify any material instance where public money has not been applied for the purposes intended or where transactions did not conform to the authorities governing them.

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STATEMENT OF INCOME AND EXPENDITURE
For the year ended 31 December 2022

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

All income and expenditure for the year relates to continuing activities at the reporting date. The Statement of Cash Flows and notes 1 to 20 form part of these Financial Statements.

On behalf of the Board



George Burke
Chairperson



Mary Hurley
Vice Chairperson

Date: 13 September 2023

Date: 13 September 2023

THE INSTITUTE OF PUBLIC ADMINISTRATION
(Company Limited by Guarantee)

STATEMENT OF COMPREHENSIVE INCOME
For the year ended 31 December 2022

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

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

On behalf of the Board:



George Burke
Chairperson

Mary Hurley
Vice Chairperson

Date: 13 September 2023

Date: 13 September 2023

THE INSTITUTE OF PUBLIC ADMINISTRATION
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STATEMENT OF CHANGES IN EQUITY
For the year ended 31 December 2022

IN RESPECT OF CURRENT YEAR

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

IN RESPECT OF PRIOR YEAR

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

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

On behalf of the Board




George Burke
Chairperson
Date: 13 September 2023

Mary Hurley
Vice Chairperson
Date: 13 September 2023


THE INSTITUTE OF PUBLIC ADMINISTRATION
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STATEMENT OF FINANCIAL POSITION
For the year ended 31 December 2022

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

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

On behalf of the Board

George Burke
Chairperson

Mary Hurley
Vice Chairperson

Date: 13 September 2023

Date: 13 September 2023

THE INSTITUTE OF PUBLIC ADMINISTRATION
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STATEMENT OF CASH FLOWS
For the year ended 31 December 2022

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

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

1. ACCOUNTING POLICIES

The basis of accounting and significant accounting policies adopted by the Institute of Public Administration are set out below. They have all been applied consistently throughout the year and for the preceding year.

(a) General Information

The Institute of Public Administration is a private company limited by guarantee without share capital incorporated in the Republic of Ireland. The Registered Office is 59 Lansdowne Road, Dublin 4, which is also the principal place of business of the company.

The Institute's primary objective, as set in its Memorandum and Articles of Association, is to advance education, promote scholarship and build capacity in public administration and public management so as to enhance public services.

(b) Statement of Compliance

The Financial Statements of the Institute of Public Administration for the year ended 31 December 2022 have been prepared in accordance with FRS 102, 'The Financial Reporting Standard Applicable in the UK and Ireland', issued by the Financial Reporting Council.

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the company's Financial Statements.

(c) Basis of Preparation

The Financial Statements have been prepared under the historical cost convention, except for certain assets and liabilities that are measured at fair values, as explained in the accounting policies below. The Financial Statements are in the form approved under the Companies Acts and the relevant generally accepted accounting principles (GAAP). The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the Institute's Financial Statements.

(i) Income (Other than Oireachtas Grant)

Income is included on a receivable basis. Course fees, which are accounted for under fee income, are taken into income during the period of the course.

(ii) Oireachtas Grant

Revenue is generally recognised on an accruals basis; one exception to this is in the case of Oireachtas grants, which are recognised on a cash receipts basis.

(iii) Capital Grants

Grants towards capital expenditure are credited to Capital and Reserves and are released to the Statement of Income and Expenditure over the expected useful life of the related assets, by equal annual instalments.

(iv) Property, Plant & Equipment and Depreciation

Property, plant and equipment, including buildings, are stated at their historical cost or valuation less accumulated depreciation. All tangible fixed assets are initially recorded at historic cost. This includes legal fees, stamp duty and other non-refundable purchase taxes, and also any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management, which can include the costs of site preparation, initial delivery and handling, installation and assembly, and testing of functionality.

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

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

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

(v) Inventory

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

(vi) Receivables

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

(vii) Retirement Benefit Costs

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

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

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

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

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

(viii) Taxation

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

(ix) Cash and Cash Equivalents

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

(x) Loans and Borrowings

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

(xi) Other Financial Liabilities

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

(xii) Capital and Reserves

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

(xiii) Judgements and Key Sources of Estimation Uncertainty

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

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

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

(xiv) Going Concern

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

(xv) Impairment of Trade Receivables

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

(xvi) Impairment of Inventory

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

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

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

2. FEE INCOME

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

3. SALE OF PUBLICATIONS

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

4. OIREACHTAS GRANT

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

5. OPERATING SURPLUS/(DEFICIT)

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

(a) Directors' Emoluments

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

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(b) Remuneration of Key Management Personnel

Outgoing Director General

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

Incoming Director General

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

Senior Management Group (SMG)

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

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

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

6. ANALYSIS OF DIRECT COSTS

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

7. EMPLOYEE INFORMATION

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

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

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

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

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

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

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

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

8. ANALYSIS OF ADMINISTRATION EXPENSES

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

2021 balances have been reclassified in line with 2022 presentation.

9. INVENTORY

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

10. Property, Plant & Equipment

IN RESPECT OF CURRENT YEAR

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

Note (a): Schedule of Properties and Type of Holding

57–61 Lansdowne Road	Freehold
49–51 Lansdowne Road	Freehold
55 Lansdowne Road	Freehold
Vergemount Hall, Clonskeagh	License with OPW by Way of Peppercorn Rent

11. RECEIVABLES

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

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

12. PAYABLES: AMOUNTS FALLING DUE WITHIN ONE YEAR

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

13. PAYABLES: AMOUNTS FALLING DUE AFTER ONE YEAR

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

The loan is repayable in instalments over a 20-year period. There are 5 years left on the repayment period. It is subject to a variable interest rate based on Euribor + 0.5%. The weighted average interest rate during the financial year was 0.65% (2021: 0.65%). The bank holds the deeds to No. 55 Lansdowne Road as security on this facility.

13a BANK LOANS

Analysis of the maturity of loans is given below:

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

In accordance with the accounting policy, capital grants are recognised using the accrual model. These grants, which are for the purchase of the IPA's training centre, are recognised over the useful life of the assets, which is 20 years. There are no unfulfilled conditions or contingencies attaching to these grants.

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

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

Analysis in Changes of Net Cash/(Debt)

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

15. SUBSEQUENT EVENTS

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

16. CAPITAL COMMITMENTS

There were no capital commitments at the year-end.

17. CONTINGENT LIABILITY

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

18. RETIREMENT BENEFITS

(a) Retirement Benefit Obligation and Asset

As outlined in the accounting policies (see Note 1), the Institute's retirement benefit fund was transferred to the National Pension Reserve Fund on 30 June 2010 in accordance with the Financial Measures (Miscellaneous Provisions) Act, 2009. Following the transfer of scheme assets, the Institute is required to pay the Department of Public Expenditure and Reform an annual contribution after taking account of retirement benefits due for payment. The department will provide funding where the retirement benefits paid exceed the contribution. The Board has adopted the treatment and disclosures required by Section 28 of the accounting standard FRS 102 to reflect the arrangements in operation. While the funding arrangement operates on a net pay over basis with the department, the Institute believes the nature of the arrangement is akin to a full reimbursement of the retirement benefit obligation when those liabilities fall due for payment, and therefore recognises its right to the reimbursement as a separate asset in an amount equal to the obligation at the year-end.

The retirement benefit obligation at 31 December 2022 was €57,578,000 (2021: €75,283,000) based on an actuarial valuation of the retirement benefit obligations in respect of Institute staff as at 31 December 2022 carried out by a qualified independent actuary for the purposes of FRS 102. A deferred funding asset of €57,578,000 equal to the liability at 31 December 2022 is recognised as a separate asset on the Statement of Financial Position. The actuarial review for FRS102 disclosures was completed for the purposes of the 2022 Financial Statements.

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Movement in Retirement Benefit Obligation

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

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

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

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

In accordance with the arrangements set out in Note 18a, the Institute is required to make an annual contribution to the Exchequer in respect of retirement benefits. The contribution is set at 34.6% of the Institute's payroll charge and comprises the Institute's contribution of €1.45m (2021: €1.3m) and employee contributions of €27,935 (2021: €175,396). The Institute makes retirement benefit and related payments on behalf of the Exchequer and the amount payable to the Exchequer is calculated after taking account of such payments.

Amounts payable to the Exchequer are set out below:

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

Note (i): As a result of the IPA's redeployment of staff in 2012, there are a number of staff on secondment. The IPA makes the necessary pension contribution to the Exchequer on their behalf of €nil (2021: €30,536).

(d) Description of the Scheme and Actuarial Assumptions

The retirement benefit scheme is a defined-benefit final salary pension arrangement with benefits defined by reference to current public sector scheme regulations. The scheme provides a retirement benefit (in one-eightieths per year of service), a gratuity or lump sum (at three-eightieths per year of service) and spouse and children's retirement benefit. Normal retirement age is a member's 65th birthday. Retirement benefits in payment (and deferment) normally increase in line with general public sector salary inflation. The current practice of increasing retirement benefits in line with public sector salary inflation is taken into account in measuring the defined-benefit obligation.

The financial assumptions used for FRS 102 purposes were:

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

The key mortality assumptions used in estimating the actuarial value of the scheme liabilities are:

Weighted average life expectancy for mortality tables used to determine benefit obligations at 31 December:

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

The above mortality assumption is in line with the standard table allowing for projected improvements.

(e) Funding of Retirement Benefits

The IPA expects to contribute €1.3m to the Exchequer in 2023.

19. RELATED PARTY INTERESTS

The Board adopted procedures in accordance with the revised *Code of Practice for the Governance of State Bodies* (2016) in relation to the disclosure of interests by Board members, and those procedures have been adhered to in the year. There were no transactions in the year in relation to the Board's activities in which members had any beneficial interest. Key management remuneration has been disclosed in note 5 of the financial statements. There are no other related party transactions as defined by Section 33 of FRS 102.

20. APPROVAL OF FINANCIAL STATEMENTS

The Board of Directors of the Institute approved these financial statements and authorised them for issue, subject to no material change on 13 September 2023.



TUARASCÁIL
BHLIANTÚIL

2022

IPA
An Foras Riaracháin
Institute of Public Administration

57- 61 Bóthar Lansdún, Baile Átha Cliath D04 TC62

T + 353 1 240 3600
F + 353 1 668 9135
information@ipa.ie

www.ipa.ie

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01. Ráiteas an Chathaoirligh

Dea-Rialtas a chur chun cinn agus Cumas agus Acmhainn a Thógáil chun Freastal ar Riachtanais Sheirbhís Phoiblí na hÉireann Amach anseo

Fáilte chuig Tuairisc Bhliantúil 2022 an Fhoras Riaracháin. Tá áthas orm an chéad Tuarascáil Bliantúil de chuid an Fhorais Riaracháin ó ceapadh i mo phost mar Chathaoirleach mé a roinnt. Is deis é seo machnamh a dhéanamh ar na héachtaí a bhaintear amach agus an dul chun cinn atá déanta againn agus sinne ag pleanáil don am atá romhainn.

Fáilte chuig Tuarascáil Bhliantúil an Fhorais Riaracháin do 2022. Tá áthas orm mo chéad Tuarascáil Bhliantúil a roinnt ó ghlac mé le ról Chathaoirligh an Fhorais i mí na Samhna 2022. Is deis é seo chun sos a ghlacadh agus machnamh a dhéanamh ar an dul chun cinn agus ar an méid atá déanta agus féachaint ar phleananna amach anseo ag an am céanna.

Bliain spéisiúil ab ea í 2022 don IPA agus don tSeirbhís Phoiblí. Faoi choimirce na Roinne Caiteachais Phoiblí agus Athchóirithe – ar a dtugtar an An Roinn Caiteachais Phoiblí, Sheachadadh PFN agus Athchóirithe anois – lean an Foras air ag soláthar seirbhísí luachmhara foghlama agus forbartha do lucht saothair na Seirbhíse Poiblí. Tháinig athruithe ar an mBord agus ar an bhFoireann Bainistíochta Shinsearach agus, rud is díol suntais, seoladh *A New Era of Learning: Strategy 2022–2027* i mí na Nollag.

Léiríonn an straitéis seo ár bhfreagairt ar na dúshláin ar leith agus ar na deiseanna atá os comhair an Fhorais sa saol tar éis Covid, agus ag am éiginnteachta agus tionscnamh nua araon in athchóiriú na Seirbhíse Poiblí.

Cúlra

Tá feidhmíocht an IPA in 2022 leagtha amach ar chúlra na héiginnteachta agus na héagobhsaíochta, agus d'imir na tosca a leagtar síos anseo thíos air, tosca a mhúnlaigh timpeallacht agus freagairt an IPA ar riachtanais na Seirbhíse Poiblí.

D'éirigh le hÉirinn na tréimhse tar éis na paindéime iarmhairt Covid a chur faoi smacht agus filleadh ar normáltacht nua agus í ag dul in oiriúint do dhigitíú atá ag méadú de réir a chéile agus do bhealaí nua oibre ag an am céanna. San Eoraip agus ar fud an domhain, chuir an cogadh san Úcráin le héiginnteacht gheo-pholaitiúil, rud a bhrostaigh an ghéarchéim fuinnimh agus an ghéarchéim chostais mhaireachtála a bhain léi siúd.

Tá méadú suntasach tagtha ar an gcastacht a bhaineann le soláthar seirbhísí poiblí in Éirinn le deich mbliana anuas. Ar aon dul leis na hathruithe déimeagrafacha leanúnacha in Éirinn, tá dúshlán roimh an tSeirbhís Phoiblí maidir le líon agus réimse na seirbhísí a theastaíonn chun freastal ar riachtanais phobail atá ag fás agus a bhfuil agus a bhfuil a éagsúlacht ag méadú a sheachadadh. Ina theannta sin, chuir an fhreagairt ar an bpaindéim dlús leis an éileamh ar chomhordú seirbhísí ar fud eagraíochtaí agus leibhéil rialtais, le digitíú seirbhísí, agus le cianobair agus cianfhoghlaim.

Tá Éire ag athrú go tapa, agus tá fás daonra suas go 5.2 milliún ar a laghad faoi 2031 tuartha taobh leis an gcion méadaithe de dhaoine os cionn 65 bliana d'aois a ardaíonn brú agus éileamh ar sheirbhísí poiblí. Éilíonn athruithe déimeagrafacha a bhaineann le hinimirce a mhéadaíonn de réir a chéile seirbhísí poiblí a thagann chun cinn chun freastal ar riachtanais daonra atá ag athrú.

Chomh maith leis sin, tá 'stoirm tallainne' fhoirfe os comhair na Seirbhíse Poiblí. Beidh forbairt acmhainne agus cumais trí fhoghlaim agus forbairt ina chuid dhílis den bhóthar ceart a aimsiú tríd an dúshlán. Cabhraíonn na gnéithe seo a leanas linn tuiscint níos fearr a fháil ar nádúr na ndúshlán:

- Le níos mó digitithe, ní mór do lucht saothair na Seirbhíse Poiblí dul in oiriúint agus uasoiliúint a dhéanamh go leanúnach chun leas éifeachtach a bhaint as dul chun cinn na teicneolaíochta agus as bealaí nua oibre.
- Éilíonn príomhthosaíochtaí rialtais a bhaineann le hathrú aeráide/ inbhuanaitheacht, tithíocht agus cúram sláinte go dtógfar cumais thábhachtacha, eolas agus scileanna tábhachtacha i gcur chuige aontaithe ar fud ranna agus gníomhaireachtaí rialtais.
- Tá dúshlán móra maidir le pleanáil comharbais ag leibhéal na ceannaireachta sinsearaí ann ar fud na Seirbhíse Poiblí mar beidh líon mór daoine ag dul ar scor gan ró-mhoill.
- Chruthaigh nádúr iomaíoch an mhargaidh saothair 'cogadh ar son tallainne' lena ngabhann an gá iontrálaithe nua a mhealladh chuig an tSeirbhís Phoiblí. Leagtar an bhéim ar éagsúlacht, uilechuimsitheacht agus inrochtaineacht chun ár sochaí atá ag athrú a léiriú. Tá ganntanas foirne ina dhúshlán suntasach i gcónaí maidir le seirbhísí a sholáthar de réir mar a bhíonn sé níos tábhachtaí i gcónaí baill foirne a mhealladh, a fhorbairt agus a choinneáil.

Imríonn na tosca seo tionchar ar an chastacht atá i gceist don tSeirbhís Phoiblí beart a dhéanamh de réir a cuid riachtanais agus ar an gcaoi a gcomhpháirtíonn an IPA leis an DPENDR maidir le dea-rialtas a chur chun cinn agus a éascú trí fhoghlaim agus oideachas, forbairt agus taighde.

Is ionann lucht saothair na Seirbhíse Poiblí agus 12% den lucht saothair iomlán in Éirinn, is é sin, thart ar 400,000 duine. Comhlíonann an lucht saothair seo ról ríthábhachtach i mbeartais agus i gclár an rialtais sa bhreis ar seirbhísí a sholáthar ar bhealach éifeachtach, eacnamaíoch agus éifeachtúil. Tá tábhacht an dúshláin seo i gcomhthéacs daoine, scileanna agus acmhainní aitheanta ag an rialtas agus ag an DPENDR mar aon leis an IPA san iliomad straitéisí a bhaineann le hathchóiriú na Seirbhíse Poiblí (*Our Public Service 2020, Civil Service Renewal 2030, Connective Government 2030 agus Making Innovation Real: Our Public Service. Delivering Today, Shaping Tomorrow*). Cosúil le hearnálacha an rialtais láir agus an rialtais áitiúil, leanann earnáil níos leithne na gcomhlachtaí agus na gníomhaireachtaí stáit de bheith ag glacadh le deiseanna athchóirithe, nuálaíochta agus bealaí nua oibre.

Dá bhrí sin, is fachtóir ríthábhachtach ratha é cumas agus acmhainn a thógáil ar fud na Seirbhíse Poiblí chun dea-rialtas a chumasú agus chun tacú leis an tSeirbhís Phoiblí aghaidh a thabhairt ar dhúshláin chasta. Tá ról ríthábhachtach ag an IPA maidir le cur chuige straitéiseach a mhúnlú a sholáthraíonn an fhoghlaim ghairmiúil agus an fhorbairt ceannaireachta is fearr ar fud na Seirbhíse Poiblí.

A New Era of Learning: Strategy 2022–2027

Mar thoradh ar an athbhreithniú ar chur chuige straitéiseach an IPA forbraíodh agus seoladh *A New Era of Learning: Strategy 2022–2027*. Cloch mhíle shuntasach chriticiúil ab ea í seo. Agus í ag tógáil ar an rath agus ar an bhfoghlaim ó phleananna roimhe seo, leagtar amach sa straitéis seo uailmhian an IPA agus conas a fhreagróidh sé do dhúshláin agus do dheiseanna atá ag teacht chun cinn. Sonraíonn an plean clár oibre claochlaithe don bhForas ionas gur féidir leis freagairt don éileamh go ndéanfadh sé níos mó i réimsí na nuálaíochta, na fadbhreathnaitheachta straitéisí, an digitithe, an athraithe aeráide agus na hanailíseachta sonraí.

Tugadh faoi phróiseas comhairliúcháin fairsing, go seachtrach agus go himheánach. Dá bharr sin, d'aithin tuairimí na bpáirtithe leasmhara ó na ranna rialtais, ón rialtas áitiúil, ó ghníomhaireachtaí stáit agus ó chomhlachtaí poiblí eile, chomh maith leis an bhfoireann, an bhainistíocht agus an Bord, cineál na ndúshlán atá roimh an bhForas mar aon leis na freagraí a theastaíonn.

I measc na bpríomhtheachtaireachtaí bhí gur ghá don bhForas díriú go láidir ar riachtanais státseirbhíseach sinsearach agus seirbhíseach poiblí; tacaíochtaí a chur ar fáil chun an tSeirbhís Phoiblí a chumasú agus í ag déileáil le saincheisteanna casta leithne atá romhainn, ar nós athrú aeráide agus inbhuanaitheacht; agus a chlár oibre claochlaithe a chur chun cinn chun cur ar a chumas freagairt go héifeachtach d'éilimh na Seirbhíse Poiblí amach anseo.

Chun freagairt dó seo, soiléiríodh misean, fíis agus luachanna an IPA, le tacaíocht ó spriocanna straitéiseacha soiléire a threoraíonn seachadadh feidhmíochta.

Aithníonn an Bord go bhfuil an leibhéal riosca a bhaineann le cur i bhfeidhm na straitéise seo suntasach. Déanfar athbhreithniú go leanúnach ar na spriocanna agus na cuspóirí atá leagtha amach sa straitéis agus déanfar dul chun cinn a athbhreithniú agus a thuairisciú go rialta.

Athruithe Boird le linn 2022

Thar ceann an Bhoird, ba mhaith liom buíochas a ghabháil leis an gCathaoirleach atá ag dul as oifig, an Dr Fergal Lynch, a chuir go mór leis an mBord le linn a thréimhse oifige agus a réitigh an bealach do chaibidil nua an IPA.

Athruithe ar an bhFoireann Bainistíochta Shinsearach le linn 2022

Thar ceann an Bhoird, ba mhaith liom buíochas a ghabháil leis an Dr Marian O'Sullivan, Ard-Stiúrthóir (2015 -22), as an obair thiomanta ar mhaithe le héachtaí an IPA le linn a thréimhse.

Tháinig Helen Brophy Uasal isteach san IPA mar Ard-Stiúrthóir ag deireadh mhí Dheireadh Fómhair, i gcomharbacht ar an Dr O'Sullivan. Thar ceann an Bhoird, cuirim fáilte fhoirmiúil roimh Helen chuig an IPA agus táim ag tnúth le bheith ag obair léi agus lena Foireann Shinsearach Bainistíochta agus le bheith ag tacú leis an IPA agus é ag oiriúnú chun dul i ngleic leis na dúshláin atá roimh an tSeirbhís Phoiblí agus ár dtimpeallacht oibriúcháin nua. Tugann Helen taithí fhairsing ar cheannaireacht agus ar oideachas feidhmiúcháin chuig an ról seo.

Rialachas

Ag a chroílár, feidhmíonn an Foras mar thionscnóir agus mar éascaitheoir ar dhea-rialtas. Tá sé mar aidhm againn oideachas agus eolas a chur ar fáil, dea-chleachtais a chur chun cinn, idirphlé agus díospóireacht a ghiniúint, agus naisc a chruthú ar fud na Seirbhíse Poiblí ionas go bhfeabhsófar córas riaracháin phoiblí na hÉireann ar mhaithe leis an bpobal. Sa chomhthéacs seo, tá creat rialachais casta dlíthiúil agus rialála ag an bhForas ós rud é gur cuideachta faoi theorainn rátháíochta é, agus é ina chomhlacht ainmnithe a bhfuil stádas carthanúil aige a oibríonn faoi choimirce DPENDR. Chomhlíon an IPA a oibleagáidí airgeadais agus cánachais le linn 2022.

Ina theannta sin, mar choláiste creidiúnaithe de chuid Ollscoil na hÉireann (OÉ), is soláthraí bailíochtaíthe, faofa cúrsaí agus clár creidiúnaithe agus gairmiúla ó chomhlachtaí gairmiúla náisiúnta agus idirnáisiúnta é.

Tá creataí láidre dearbhaithe bainistíochta agus córais tacaíochta ag an bhForas ar fud na heagraíochta, atá á maoirsiú ag an mBord agus ag Coistí an Bhoird agus faoina monatóireacht sin. Comhlánaítear iad sin tuilleadh le hobair soláthraithe dearbhaithe tríú páirtí, le hiniúcháireacht inmheánach, agus leis an Ard-Reachtair Cuntas agus Ciste.

Buíochas

Bhí feidhmíocht láidir ag an IPA in 2022 i gcúinsí dúshlánacha. Is neart ar leith de chuid an IPA é go mbeineann sé tairbhe as foireann ardchumasach, ghairmiúil, thiomanta, chomh maith le grúpa láidir comhpháirtithe. Thar ceann an Bhoird, ba mhaith liom buíochas a ghabháil le gach ball dár bhfoireann agus lenár gcomhpháirtithe, as a ngairmiúlacht, a dtiomantas agus a ndúthracht agus seirbhísí ardchaighdeáin á soláthar acu don tSeirbhís Phoiblí.

Gabhaim buíochas freisin leis an 19,000 seirbhíseach poiblí a bhain leas as ár gclár foghlama agus forbartha le linn 2022, a fuair cáilíochtaí agus creidiúnuithe gairmiúla trínár gclár, agus leo siúd a thóg a naisc trí pháirt a ghlacadh inár gcuid imeachtaí.

Thar ceann an Bhoird, ba mhaith liom buíochas a ghabháil lenár gcomhghleacaithe sa DPENDR as a gcomhpháirtíocht agus a dtacaíocht leanúnach, agus lenár bpáirtithe leasmhara in earnálacha rialtais láir agus áitiúil agus in earnáil na gcomhlachtaí agus na ngníomhaireachtaí stáit níos leithne.

Mar fhocal scoir, is mian liom mo bhuíochas a chur in iúl do bhaill an Bhoird agus do Choistí an Bhoird as a dtacaíocht dom agus as a dtiomantas don IPA agus dá chuid oibre. Táim ag tnúth go mór le bheith ag obair leo agus clár oibre fíor-uailmhianach um claochlú an IPA á chur chun cinn againn.

Ag féachaint go 2023

Ní mór ár gcuid oibre sna blianta amach romhainn a bheith bunaithe ar chlár oibre an chlaochlaithe. Leanfaidh an IPA ag tacú leis an gclár oibre straitéiseach agus leis na tosaíochtaí atá aitheanta ag an DPENDR le haghaidh chlaochlú na Seirbhíse Poiblí. Tá an *Public Service Transformation 2030 Strategy* le seoladh go luath in 2023. Leagfar amach inti na tosaíochtaí straitéiseacha don lucht saothair agus d'eagraíocht na Seirbhíse Poiblí amach anseo. Measaim go n-áireofar leis seo an t-athbhreithniú ar an gcaoi a gcuirtear seirbhísí ar fáil faoi láthair agus go lorgófar deiseanna le haghaidh sineirgí idir na seirbhísí a sholáthraíonn an DPENDR agus an Foras. Ina theannta sin, cuirfidh an IPA a chlár oibre claochlaithe féin chun cinn. Beimid meáite agus dírithe ar a chinntiú go gcumasaíonn an IPA réitigh foghlama den scoth a thacaíonn le dea-rialtas agus a sheachadann na réitigh is fearr ar mhaithe le seirbhísí poiblí.



George Burke
Cathaoirleach

02. Athbhreithniú ón Ard-Stiúrthóir

Ag Seachadadh Inniu, Ré Nua
Foghlama a Mhúnlú don Am atá
le Teacht



Bhí feidhmíocht láidir ag an bhForas in 2022 i gcúinsí dúshlánacha. Tá seachadadh i gcomhthéacs na hÉireann ag teacht chun cinn ó ghéarchéim na paindéime, éiginnteacht agus éagobhsaíocht san Eoraip agus ar fud an domhain atá ag méadú, tubaistí daonnúla mar thoradh ar imirce mhéadaitheach ó chogadh, ó ghorta agus ó athrú aeráide, agus ó ghéarchéimeanna fuinnimh agus costas maireachtála. Thug sé seo dúshlán do thíortha na hEorpa, d'Éirinn agus do sheachadadh na Seirbhíse Poiblí go háirithe.

Sa chéad sé mhí de 2022, bhí an Foras dírithe go háirithe ar ghnáthleibhéal seirbhíse a atosú tar éis na paindéime, réitigh foghlama agus forbartha a sheachadadh, agus filleadh ar imeachtaí oiliúna agus líonraithe pearsanta sa seomra ranga a chumasú ar shlí shábháilte do rannpháirtithe, don bhfoireann agus do chomhlaigh. Rinneadh é seo a bhainistiú go cúramach agus le himeacht ama, rud a chuir ar ár gcumas aistriú chuig samhail hibrideach le meascán d'oiliúint phearsanta agus ar líne, atá anois mar an ghnáthslí oibre ag an bhForas.

Agus machnamh á dhéanamh againn ar 2022, tá patrún soiléir ar fud an IPA a thaispeánann go gcoinnítear soláthar punainne fairsinge ar siúl do pháirtithe leasmhara agus ag an am céanna go dtéitear i gcomhpháirtíocht le cliant chun freastal ar a riachtanais atá ag teacht chun cinn trí réitigh nua a fhorbairt agus a sheachadadh.

Athruithe ar an Leibhéal Sinsearach

Tharla athruithe tábhachtacha ag an leibhéal sinsearach go déanach in 2022. Ag leibhéal na bainistíochta sinsearaí, chuaigh mé isteach san IPA mar Ard-Stiúrthóir ag deireadh mhí Dheireadh Fómhair, i gcomharbacht ar an Dr Marian O'Sullivan, a raibh an ról aici ó 2015. Go gairid tar éis dom dul isteach ann, ceapadh an tUasal George Burke ina Chathaoirleach ar an mBord, i gcomharbacht ar an Dr Fergal Lynch, i mí na Samhna.

Tá an-áthas orm a bheith ceaptha san bhForas agus tá bród orm a bheith i gceannas ar Fhoireann Shinsearach Bhainistíochta an IPA agus ar an bhfoireann agus sinne ag glacadh leis na dualgais agus ag tógáil ar obair ár réamhtheachtaithe. Ba é an chéad

tosaíocht a bhí agam an próiseas forbartha straitéise a bhí beagnach críochnaithe a chur chun cinn. Tar éis teagmháil dhian le páirtithe leasmhara, fuair an IPA léargas úr ar thuairimí na bpáirtithe leasmhara faoi sheirbhísí agus éifeachtacht reatha an Fhorais agus a mbeidh riachtanach amach anseo. Cé go raibh soiléir meas ar stair, ar thraidisiún agus ar rannchuidiú an Fhorais, bhí glaoch práinneach ar an bhForas a bheith níos réamhghníomhaí agus iad ag freagairt do dhúshlán na Seirbhíse Poiblí.

Ag obair faoi choimirce an DPENDR, ba phríomhthosaíocht é comhoibriú go dlúth le ceannaireacht shinsearach an DPENDR chun tacú le cur chuige níos comhtháite, straitéiseach. Ba léir go raibh an deis ann an Foras a athbhrandáil mar lárionad barr feabhais d'fhoghlaim ghairmiúil den scoth agus do réitigh um fhorbairt ceannaireachta don tSeirbhís Phoiblí i gcoitinne. D'fhéadfadh sé a bheith ina phríomhchumasóir d'ardspríoc an DPENDR do lucht saothair na Seirbhíse Poiblí agus don gclár oibre um chlaochlú na Seirbhíse Poiblí a bhaineann léi. Déanfar an uailmhian seo a shoiléiriú sa *Straitéis um Chlaochlú na Seirbhíse Poiblí 2030* go luath in 2023. Bhí na forbairtí seo mar bhonn eolais agus mar mhúnla ag Straitéis Foghlama 2022-2027 an IPA.

A New Era of Learning: Strategy 2022–2027

D'fhaomh an Bord *A New Era of Learning: Strategy 2022–2027*. Seoladh go foirmiúil í i mí na Nollag, tá sí ag tógáil ar phleananna roimhe seo agus tá sí ag díriú ar fhás trí nuálaíocht agus rath, agus iarrann sé freisin athbhrandáil an IPA chun freastal ar éilimh shuntasacha agus ar an gcastacht a bhaineann le claochlú na Seirbhíse Poiblí amach anseo. Leagtar amach inti misean, fíis agus luachanna an Fhorais.

Ba mhaith liom buíochas a ghabháil leis an gCathaoirleach agus leis an mBord as a dtiomantas agus a dtacaíocht maidir leis an straitéis don IPA agus an clár oibre claochlaithe theicneolaíochtaí atá ríthábhachtach chun an uailmhian straitéiseach a bhaint amach a fhorbairt. Is mór againn an taithí agus an chomhairle eirimiúil a thug an Bord agus sinne ag tabhairt faoi aistear an chlaochlaithe chun fíis an Fhorais a bhaint amach ionas go mbeimid mar lárionad barr feabhais na hÉireann maidir le

hacmhainn agus cumas a fhorbairt ar fud na Seirbhíse Poiblí.

Is í an Straitéis Foghlama freagra an IPA ar na dúshlán chasta atá roimh an tSeirbhís Phoiblí, lena n-áirítear an stoirm fhoirfe tallainne – an dúshlán a bhaineann le baill foirne a mhealladh, a choinneáil agus a fhorbairt; na bearnaí ceannaireachta den chéad ghlúin eile a líonadh; agus cur ar chumas na foirne uas-sciliú agus oiriúnú do theicneolaíochtaí atá ag athrú agus do nuálaíochtaí seirbhíse ar mhaithe le daonra ilghnéitheach agus méadaitheach na hÉireann.

Chomh maith lenár gcomhthéacs straitéiseach agus oibriúcháin a bheith ag éirí níos casta, tá athrú suntasach tagtha ar fhoghlaim ghairmiúil agus ar oideachas feidhmiúcháin freisin agus tá siad á n-athshamhlú. Sáraíodh an t-aistriú chuig formáidí ar líne le linn na paindéime ag an éileamh ar eispéiris foghlama bharrfheabhaisithe nach ndéanann aon difear maidir le rannpháirtithe a bheith ag freastal orthu go pearsanta nó ar líne. Is príomhchumasóirí iad oideachas feidhmiúcháin agus foghlaim ghairmiúil chun aclaíocht agus nuálaíocht a mhéadú. Cuireann siad seo ar chumas daoine dul in oiriúint don digitiú, inbhuanaitheacht agus cuimsitheacht de réir mar a théann an lucht saothair in éagsúlacht. Tá éileamh níos mó ar mhicrea-dhintiúirí agus dámhachtainí gairmiúla. Beidh leibhéal agus doimhneacht saeolais agus eolais foghlama agus forbartha ag teastáil chun foghlaim rathúil ar feadh an tsaoil a thógáil agus a chothú a fhreastalaíonn ar riachtanais éagsúla na seirbhíseach poiblí ag gach céim dá ngairmréim sa tSeirbhís Phoiblí.

Tugann cur i bhfeidhm na straitéise seo fócas le haghaidh 2023 agus ina dhiaidh sin – caithfear an chaoi a gcuirtear foghlaim agus forbairt ar fáil don tSeirbhís Phoiblí ar fad a chomhtháthú agus a chlaochlú. Tabharfaidh an misean, an fhíis agus na luachanna compás dúinn don turas bunathraitheach atá romhainn.

Is í **an fhíis** go mbeidh an IPA mar lárionad barr feabhais na hÉireann maidir le hacmhainn agus cumas a fhorbairt ar fud na Seirbhíse Poiblí.

Is é ár **misean** tuiscint, caighdeán agus cleachtas an riaracháin poiblí agus an bheartais poiblí a chur chun cinn, agus sinne ag tacú lenár Seirbhís Phoiblí na dúshlán chasta atá roimpi a shárú.

Beidh ár **luachanna** – Ionracas, a bheith Cliantlárnach agus Freagrúil, Oscailteacht agus Cuntasacht, Iontaobhas agus Meas, Nuálaíocht agus Foghlaim, Faoi Threoir Taighde agus Cleachtais – mar threoir ag ár gcuid iompraíochtaí agus ár ngníomhartha ar an turas seo.

Rialachas

Tá an Fhoireann Shinsearach Bainistíochta agus mé féin tiomanta do chultúr maith rialachais a chinntiú a spreagann muinín agus iontaobh as an bhForas. Bunaíodh creataí dearbhaithe bainistíochta fóna agus tá siad á maoirsiú ag an mBord agus ag Coistí Boird. Táimid tiomanta i gcónaí dár gcreat rialachais a fhorbairt chun a chinntiú go mbeidh sé ábhartha i gcónaí agus go gcomhlíonann sé ár n-oibleagáidí leanúnacha.

Tá ríméad orainn leanúint lenár gcomhpháirtíocht leis OÉ agus a bheith faoifa agus formhuinthe ag Seanad OÉ go ceann seacht mbliana eile tar éis athbhreithnithe déine. Tá an ceadú seo ríthábhachtach do chreidiúnú foirmiúil ár gcáilíochtaí. Táimid tiomanta d'fheabhsú leanúnach. Tá Foireann Dearbhaithe Cáilíochta bunaithe againn agus tá na gníomhartha feabhsúcháin á gcur chun cinn acu chun an Plean Feabhsúcháin Cáilíochta faoifa a chomhlíonadh. Cuireadh sé ghníomh shuntasacha i gcrích ag deireadh na bliana.

Feidhmíocht 2022 – Buaicphointí

Thar ceann na Foirne Bainistíochta Sinsearaí agus foirne agus chomhlach uile an IPA, tá áthas orm Tuarascáil Bhliantúil an IPA a chur i láthair agus breac-chuntas a thabhairt ar na príomhéachtaí in 2022. Leanann nuashonruithe ó na Rannóga. I measc na mbuaicphointí tá:

Oideachas

Mar thoradh ar an modh bainistíochta paindéime, cuireadh formáid nua seachadta do chláir foghlama cumaisc i bhfeidhm chun foghlaim sholúbtha a chumasú. Le linn na paindéime, chumasaigh úsáid na foghlama ar líne 1,800 foghlaimeoir cláraithe, 1,300 seimineár gréasáin agus 800 léacht réamhthairfeadta gach bliain. In 2022 thaispeáin leibhéal sástachta na mac

léinn agus na léachtóirí méadú 10%, rud a léiríonn feabhsuithe a rinneadh.

Ba éacht suntasach é faomhadh foirmiúil ó OÉ dár gcur chuige éifeachtachta um dhearbhu cáilíochta (QA) go ceann seacht mbliana eile.

Seachadadh breis agus cúig chlár is seasca thar phunann ilghnéitheach le linn 2022. Áiríodh orthu sin sruthanna speisialtóireachta agus clár eárnála agus feidhm-shonracha a thugann aghaidh ar an riachtanas chun cumas na Seirbhíse Poiblí agus athchóiriú na Seirbhíse Poiblí a thógáil (*Our Public Service 2020*). Leathnaíodh an phunann foghlama chun freastal ar réimse speisialtachtaí. Ar an iomlán, chláraigh 1,800 mac léinn do chláir chreidiúnaithe, bronnadh cáilíochtaí céime agus diplóma ar 967 mac léinn, agus bronnadh teastais OÉ ar 599 mac léinn.

Lean taighde mac léinn an IPA ar aghaidh, rud a thug buntáistí soiléire d'anailís bheartais atá bunaithe ar fhianaise agus d'fheabhsuithe ar sheachadadh seirbhíse ar fud na Seirbhíse Poiblí. Chuir baill foirne le tionscadail mhóra taighde freisin, lena n-áirítear iad siúd atá urraithe ag Comhairle na hEorpa/an Coimisiún Eorpach (e.g. Seirbhísí Cúirte na Cipire).

Oiliúint

Seachadadh punann fhairsing seirbhísí oiliúna agus comhairleoireachta chomh maith le forbairt ghairmiúil leanúnach agus clár cheannaireachta do cheannairí. Áiríodh orthu sin foghlaim a éascú trí chláir, seimineáir, comhdhála, fóraim agus líonraí atá bunaithe ar eolas agus scileanna. I measc an tseachadta bhí freagairt do riachtanais eárnáil an rialtais áitiúil, ina bhfuil aon údarás áitiúil is tríocha, an Cumann Bainistíochta Contae agus Cathrach (CCMA), an Ghníomhaireacht Bainistíochta Rialtais Áitiúil (LGMA), Cumann Rialtas Áitiúil na hÉireann (AILG) agus An Ghníomhaireacht Tithíochta, i gcás ina riabh éileamh, bhí oiliúint an-láidir. Chothaigh an Rannóg a cuid comhpháirtíochtaí cliant ar fud na Seirbhíse Poiblí, lena n-áirítear an státseirbhís, rialtas áitiúil, sláinte, oideachas, comhlachtaí stáit tráchtála agus neamhthráchtála, agus an eárnáil sochair poiblí. Forbraíodh réitigh hibrideacha sholúbtha tuilleadh chun réitigh chumaisc a chumasú d'fhonn freastal ar an éileamh ar fhoghlaim

sholúbtha ó pháirtithe leasmhara atá ag méadú.

In 2022 chuir an Rannóg 494 lá de chláir shaincheaptha ar fáil do 3,000 rannpháirtí ar fud na n-earnálacha agus na leibhéal go léir. Bhí idir nósanna imeachta na státseirbhíse agus forbairt bunaithe ar inniúlacht, cumas ceannaireachta chun aghaidh a thabhairt ar dhúshlán eárnála agus athrú, nuálaíocht in cultúr eagraíochta agus seachadadh seirbhíse do chustaiméirí.

Chríochnaigh seacht rannpháirtí déag ó réimse údarás áitiúil an clár um Fhorbairt Ceannaireachta i Rialtas Áitiúil, le tacaíocht ón CCMA agus ón Roinn Tithíochta, Rialtais Áitiúil agus Oidhreachta.

Cuireadh Oiliúint & Forbairt larchéime ar fáil do 147 céimí sa rialtas áitiúil i gcomhar leis an LGMA.

Tairgeadh fiche clár poiblí i bhForbairt Bainistíochta, agus ghlac 300 ceannaire páirt i rith 2022.

Bhí éileamh leanúnach ann freisin ar réitigh oiliúna chun acmhainn agus cumas a thógáil i sainréimsí agus i réimsí teicniúla. Ina measc sin bhí:

- Éileamh leanúnach ar oiliúint shaincheaptha agus ar cháilíochtaí i mBainistíocht Tionscadail, RGCS agus Staidéar Ríomhaireachta araon.
- Acmhainn Daonna: Éileamh méadaitheach ar chláir Bainistíochta Straitéisí ar Acmhainn Daonna. As na trí chláir chreidiúnaithe de chuid na hInstitiúide Cairte Pearsanra & Forbartha (CIPD), bhí suim mhór sa Chlár Teastais i gCleachtas Daoine. Chuir ceithre chláir Idirghabhála ar chumas rannpháirtithe cáiliú do bhallaíocht dheimhnithe de Institiúid Eadránaithe na hÉireann (MII). Cuireadh fiche cúrsa poiblí eile cuireadh cúrsaí poiblí ar fail ábhair a bhaineann le hacmhainn daonna (e.g. Fostaíocht ag an Obair, Dínit agus Obair, Acmhainn Daonna do Bhainisteoirí Líne, Gearán agus Smacht) i measc na n-ábhar a pléadh.
- Rialachas: Bhí éileamh ard i réimse an rialachais agus meastar go leanfaidh sé ar aghaidh mar seo. D'éascaigh an tAonad Rialachais cúig chúrsa déag poiblí san iomlán. D'éascaigh sé an Fóram Rialachais,

a bhí ina fhoinsé luachmhar i gcónaí do bhaill a bhí ag forbairt agus ag cothú dea-rialachais. Seachadadh seacht n-imeacht déag do thart ar 110 balleagraíocht. D'éascaigh an Fóram roinnt líonraí freisin, lena n-áirítear, mar shampla, Líonra do Chathaoirigh agus Líonra do Rúnaithe Boird.

- Bainistíocht Airgeadais: Leanadh ar aghaidh leis an iarracht feabhas a chur ar bhainistíocht airgeadais agus ar chuntasaíocht: cuireadh fiche cúrsa poiblí ar fáil sa bhreis ar an gComhdháil do Chinn Airgeadais sna hÚdaráis Áitiúla. Seachadadh réimse clár atá creidiúnaithe ag an Institiúid Cairte Airgeadais Phoiblí agus Cuntasaíochta (CIPFA). Clúdaíodh Bainistíocht Airgeadais freisin sa churaclam ar an Dioplóma i mBainistíocht Sláinte agus Teastas sa Státseirbhís agus Gníomhaireachtaí Stáit a sheachadtar trí Scoil Rialtais agus Bainistíochta Whitaker na Fhorais.
- Ina theannta sin, chuir Foireann Oiliúna Bainistíochta Airgeadais an IPA, i gcomhar leis an Aonad Rialachais, bonn eolais ar fail do réimse Athbhreithnithe Boird agus Coiste, Athbhreithnithe ar an gCreat Rialachais agus Athbhreithnithe ar an gCreat Bainistíochta Riosca.
- Staidéar Rialtais Áitiúil: Sa rialtas áitiúil, cuireadh ocht gcinn den chlár 'A-Z of Irish Local Government' ar fáil do 400 ball foirne ó údaráis áitiúla, chomh maith le 4 Chlár Reachtaíochta do 190 ball foirne bainistíochta in údaráis áitiúla. D'fhreastail 200 ball foirne eile ó údaráis áitiúla ar réimse cúrsaí poiblí. Scoil Whitaker an IPA Lean an Rialtas agus an Fhoireann Bainistíochta orthu ag soláthar clár dioplóma agus teastais i Staidéar Rialtais Áitiúil agus Staidéar Tithíochta do 540 rannpháirtí.
- Tithíocht: I gcomhar leis an nGníomhaireacht Tithíochta, lean an Fóram Tithíochta ar aghaidh ag cur acmhainní ar fáil do bhaill trína thairseach do bhaill. Reáchtáladh dhá imeacht déag de chuid an Fhóram Tithíochta le thart ar 100 duine i láthair ag gach ceann acu, 1,200 san iomlán, i gcaitheamh na bliana. D'fhreastail 253 duine eile ar Chomhdháil na gCleachtóirí

Tithíochta agus d'fhreastail 75 duine ar chomhdháil Chumann na Stiúrthóirí Rialtais Áitiúil (LGDA).

Taighde agus Foilseacháin

Chuir an Rannóg réimse fairsing seirbhísí foilsitheoireachta ar fáil le linn 2022, lena n-áirítear leabhair a foilsíodh faoi Straitéis Foilsitheoireachta Leabhar an IPA, sainchomhairliúcháin do ranna rialtais, foilseacháin taighde a bhaineann lenár bpríomhpháirtithe leasmhara, chomh maith leis an seachtú heagrán is caoga de *Ireland – A Directory*. Mar is gnáth, mheall seoltaí leabhar suim shuntasach ó na meáin agus ón gcóras polaitiúil araon, rud a chuir le hábharthacht agus le cáil an Fhorais.

Chomh maith leis an Eolaire, ba fhoilseacháin shuntasacha iad seo a leanas in 2022:

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

Tá na foilseacháin seo luachmhar mar go ngabhann siad léargas thábhachtacha ar an am atá caite agus an lá atá inniu ann in Éirinn. Tréaslaímid le gach duine as ar chuir siad leis an taipéis seo d'Éirinn.

Seirbhísí Airgeadais agus Corparáideacha

Lean Seirbhísí Airgeadais agus Corparáideacha orthu ag ailíniú le Straitéis Chorporáideach an IPA agus ag obair i gcomhpháirtíocht lena pháirtithe leasmhara inmheánacha agus seachtracha. Le linn 2022 díriodh go háirithe ar thacaíocht don IPA i gcoitinne maidir le cur ar chumas an Fhorais seachadadh agus leanúnachas seirbhíse a chothú trí thacaíocht agus bainistíocht áiseanna bonneagair TF a sholáthar atá riachtanach do sheachadadh seirbhíse hibrideach an IPA agus chun fillleadh ar obair ar an láthair de réir mar a d'athraigh srianta Covid.

Tá ceanglais chasta dhlíthiúla, airgeadais, chánachais agus rialála comhlíonta ag an IPA a bhaineann le FRS 102, ar cuideachta í atá faoi theorainn rátháíochta le stádas carthanachta,

agus comhlacht atá faoi choimirce an DPENDR, rud lena n-áirítear oibleagáidí chun an *Cód Cleachtais um Rialachas Comhlachtaí Stáit a chomhlíonadh*. Lean an Bord ar aghaidh ag déanamh maoirseachta ar éifeachtacht an Chórais Rialaithe Inmheánaigh ar fud an Fhorais agus tá an ráiteas san áireamh i Ráitis Airgeadais Bhliantúla an IPA.

Tá riachtanais FRS 102 agus Oifig an Ard-Reachtaire Cuntas agus Ciste comhlíonta aici tríd na ráitis Airgeadais Bhliantúla Reachtúla a chur isteach in am. Bainistíodh Cuntais Bhainistíochta go míosúil agus go ráithiúil agus rinneadh gach rith párolla agus cuntas iníochta in am. Chumasaigh iniúchtaí inmheánacha agus seachtracha athbhreithnithe, measúnú agus dearbhú rialta ar an timpeallacht rialaithe.

Ó thaobh slándála TF de - bhí cibearbhagairt a chuirfeadh stop iomlán le leanúnachas gnó ann in 2022 - bhain an IPA scór slán Microsoft 80% amach (ba é 40% meán na n-eagraíochta piaraí) agus chuir an bonneagar balla dóiteáin cosc ar 606,000 cur isteach.

Ag teacht le cuspóirí straitéiseacha, lean an obair ar an mbonneagar agus ar fheabhsú leanúnach chun IPA níos éifeachtaí, níos éifeachtaí agus níos sláine a chumasú ar aghaidh:

- Cuireadh an Tionscadal um Méideanna Infhála (Receivables Project) i bhfeidhm ar fud an IPA, rud a chumasaíonn éifeachtúlacht agus éifeachtacht níos fearr i bpróisis airgeadais.
- Críochnaíodh Tionscadal Imirce Office 365 agus cuireadh tús le glacadh an Ardáin Chumarsáide SharePoint. Leanadh freisin le cur i bhfeidhm rathúil an chórais Freagartha Braite Críochphointe 'Huntress'.

Ionchais Airgeadais do 2023

Tá Samhail Airgeadais an IPA ag dul ar aghaidh trí chéim cheartúcháin le heasnamh dearbhaithe do 2023 agus easnamh tuartha do 2023. Glacadh leis an straitéis cúig bliana *A New Era of Learning*. Tá sí seo ag díriú ar fhás trí nuálaíocht. Tabharfaidh an clár claochlaithe a ghabhann leis aghaidh ar ghnéithe bunúsacha de shamhail airgeadais agus mhaoinithe an IPA.

B'ionann blocdheontas an Fhorais agus €2.725m le haghaidh 2022 agus coinneofar an méid seo in 2023. Is tacaíocht dhearfach ón DPENDR é seo. Leanann Bord Stiúrthóirí an IPA, agus a Choistí Boird, ag déanamh maoirseachta ar fheidhmíocht airgeadais an IPA mar chuid bhunúsach dá bhfreagrachtaí muiníneacha.

Daoine agus Cultúr

Baineann an IPA tairbhe as foireann ardcumasach, ghairmiúil, dhúthrachtach chomh agus as comhlacht láidir comhlach. Trí chomhoibriú mar aon fhoireann amháin geallaimid ár misean agus ár bhfís a chomhlíonadh agus ár gcroíluchanna a léiriú i ngach rud a dhéanaimid. Ba mhaith liom aitheantas a thabhairt don obair chrua ar fad agus don iarracht a chuir ar ár gcumas feidhmíocht oibríochta láidir a bheith againn le linn 2022 agus sinne ag bogadh ar aghaidh ó ghéarchéim na paindéime.

Bhí seachadadh seirbhíse an IPA ag leanúint ar aghaidh go seasmach trí shrianta na paindéime trí sheachadadh ar líne a ghlac agus socrúithe oibre hibrideacha a oiriúnú. D'fhillamar ar ghnáthshocrúithe oibre i mí Dheireadh Fómhair. Tugadh isteach Beartas Oibre Cumaisc nua chun roghanna oibre solúbtha a normalú don bhfoireann. Léiríonn an fhorbairt seo an rún atá againn an IPA a bhunú mar 'fhostóir rogha'.

Bhí dúshlán ag baint le daoine cumasacha a aimsiú agus a fháil chun poist a líonadh, rud a léirigh an margadh iomaíoch. Líonadh poist, áfach, agus mhéadaigh líon na foirne ar an iomlán ó 83 go 87.

Ag an IPA, táimid tiomanta i gcónaí d'fhorbairt phearsanta agus ghairmiúil agus d'fholláine ár ndaoine. Tá sé mar aidhm againn cumhacht a thabhairt do dhaoine rath a bhaint amach ina róil agus ár spriocanna agus ár gcuspóirí straitéiseacha a bhaint amach ag an am céanna. Is mór againn a bheith ag obair le daoine ar gairmithe iad ina réimse féin agus a dhéanann a ndícheall na torthaí is fearr dár bpáirtithe leasmhara a bhaint amach.

Tuigimid go bhfuil dúshlán ar an mbóthar amach romhainn agus sinne ag leanúint ar aghaidh ag freastal ar a bhfuil ár bpáirtithe leasmhara ag súil leis agus ár múnla oibríocháin a athrú ó bhonn. Tá a

fhios againn go mbeidh ár gcumas oibriú i gcomhpháirtíocht, a bheith aclaí agus a bheith nuálaíoch ríthábhachtach dár rath. Leagtar amach inár straitéis misean, fíis agus luachanna athnuaite chun ár bhfócas agus ár n-oibríochtaí a threorú.

Buíochas

Ba mhaith liom buíochas a ghabháil leis an mBord, leis an bhFoireann Bainistíochta Shinsearach agus leis an bhfoireann, leis na comhlaigh agus leis na hionadaithe go léir as an bhfáilte agus an tacaíocht a chuir siad romham ó chuaigh mé isteach sa bhForas i ról an Ard-Stiúrthóra. Gabhaim buíochas leis an bhfoireann ceannaireachta shinsearach san DPENDR agus leis an CCMA as a gcomhoibriú láidir agus as a dtacaíocht do phlean straitéiseach an Fhorais.

Thar ceann na Foirne Bainistíochta Sinsearaí, is mian liom ár mbuíochas a chur in iúl do bhaill an Bhoird agus do Choistí an Bhoird as a n-obair chrua leanúnach agus a dtacaíocht don IPA agus dá chuid oibre.

Táim ag tnúth le leanúint lenár ndlúthchomhpháirtíocht oibre lenár bpáirtithe leasmhara agus le bheith i gceannas ar an bhForas agus sinne ag cur ár bpleananna straitéiseacha chun cinn.

Ag Breathnú Ar Aghaidh

Ba chor cinniúnach é 2022 don IPA ar go leor slite. Tar éis dó soláthar seirbhíse a oiriúnú chun tacú leis an tSeirbhís Phoiblí le linn ghéarchéim na paindéime, chuir an Foras tús le gnáthsholáthar nua arís. Agus an t-eispéireas, an fhoghlaim agus na nuálaíochtaí ón eispéireas paindéime á gcur chun tairbhe dúinn againn, tá ár bhfoirne tar éis iad seo a fhí isteach sa chaoi a gcuirimid réitigh foghlama agus forbartha ar fáil agus a ndéanaimid iad a chothabháil agus inár mbealaí oibre chun freagairt dár gcliaint ar fud na Seirbhíse Poiblí.

Tá an straitéis do 2022 -2027, *A New Era of Learning*, tar éis an clár oibre a leagan síos nach mór dúinn a sheachadadh chun freastal go réamhghníomhach ar dhúshlán atá roimh lucht saothair na Seirbhíse Poiblí faoi láthair agus a bheidh rompu amach anseo. Leanfaimid orainn ag obair go dlúth leis an DPENDR agus beimid ag dul ar aon dul leis an *Straitéis um Chlaochlú na Seirbhíse Poiblí*.

Déanfaimid plean an IPA a nuashonrú go rialta lena chinntiú go bhfanfaidh sé ar aon dul le riachtanais na Seirbhíse Poiblí. Tuairisceoidimid don Bhord go rialta ar dhul chun cinn mar chuid dá mhonatóireacht agus athbhreithniú ar an bplean.

Tuigimid an ról atá againn chun acmhainn agus cumas lucht saothair na Seirbhíse Poiblí sa todhchaí a thógáil.

Táimid dírithe ar an IPA a athrú ó bhonn le bheith aitheanta in Éirinn mar ionad barr feabhais d'fhoghlaim agus réitigh forbartha chun ár misean a chomhlíonadh.

Agus sinne ag féachaint ar 2023 agus ina dhiaidh sin, aithnímid gur fíis uailmhianach í seo. Tuigim an obair chrua atá romhainn agus sinne ár n-ullmhú féin le go n-éireoidh linn. Tá muinín agam go n-éireoidh linn oibriú le chéile, le gairmiúlacht, dúthracht agus athléimneacht fhoireann an IPA, trí chomhoibriú lenár bpáirtithe leasmhara go léir agus le tacaíocht ónár mBord, aghaidh a thabhairt ar na dúshláin atá romhainn agus déanamh de réir ár bhfocail.



Helen Brophy
Ard-Stiúrthóir

03. Ár mBord agus Coistí Gaolmhara



COMHALTAÍ OINIGH

Uachtarán

Martin O'Halloran

Leas - Uachtaráin

John Callinan

Ray Dolan

Attracta Halpin

Niamh O'Donoghue

BORD

George Burke (*Cathaoirleach*) (*Ceaptha Samhain 2022*)

An Dr Fergal Lynch (*Cathaoirleach*) (*Tháinig deireadh leis an Téarma oifige i mí na Samhna 2022*)

Helen Brophy (*Ard-Stiúrthóir*) (*Ceaptha Deireadh Fómhair 2022*)

An Dr Marian O'Sullivan (*Ard-Stiúrthóir*) (*Tháinig deireadh le Téarma oifige Meán Fómhair 2022*)

Elizabeth Adams (*Athcheaptha i Meán Fómhair 2022*)

An Dr Pamela Byrne (*Athcheaptha i mí Dheireadh Fómhair 2022*)

Greg Dempsey

An Dr Pat Gallagher (*Tháinig deireadh le Téarma oifige i mí na Samhna 2022*)

An Dr Colm Henry (*Ceaptha Meán Fómhair 2022*)

Mary Hurley (*D'éirigh sí as Márta 2022; Athcheapadh í Samhain 2022*)

David Moloney

Stephen Mulvany (*D'éirigh sé as Meán Fómhair 2022*)

Pat Naughton

An Dr Patrick O'Leary (*Ceaptha Márta 2022*)

Fiona Quinn (*Ceaptha Aibreán 2022*)

An Dr Stephen Weir

FOCHOISTÍ BOIRD

An Coiste Airgeadais agus Straitéise

George Burke (*Cathaoirleach*) (*Ceaptha Samhain 2022*)

Fergal Lynch (*Cathaoirleach*) (*D'éirigh sé as Samhain 2022*)

Helen Brophy (*Ceaptha Deireadh Fómhair 2022*)

An Dr Pamela Byrne

Greg Dempsey

Stephen Mulvany (*D'éirigh sé as Meán Fómhair 2022*)

An Dr Marian O'Sullivan (*Tháinig deireadh le Téarma oifige Meán Fómhair 2022*)

An Dr Stephen Weir

An Coiste Riaracháin

An Dr Pat Gallagher (*Cathaoirleach*) (*Tháinig deireadh leis an Téarma oifige i mí na Samhna 2022*)

Elizabeth Adams

George Burke (*D'éirigh as Samhain 2022*)

Mary Hurley (*D'éirigh as Márta 2022*)

David Moloney

Fiona Quinn (*Ceaptha Aibreán 2022*)

An Coiste Iniúchta agus Riosca

Pat Naughton (*Cathaoirleach*)
George Burke (*D'éirigh as Samhain 2022*)
Greg Dempsey
Suzanne Lame (*Ceaptha Aibreán 2022*)
Tim Lucey (*Ceaptha Nollaig 2022*)
Patricia Orme (*Ceaptha Aibreán 2022*)

COISTÍ an IPA

An Coiste Oideachais

An Dr Moling Ryan (*Cathaoirleach*)
Helen Brophy (*Ceaptha Deireadh Fómhair 2022*)
Dermot Clynes (*Scortha Eanáir 2022*)
Kevin Foley
Brian Hackett
Aidan Horan
Rosarii Mannion (*Ceaptha Deireadh Fómhair 2022*)
An Dr Michael Mulreany
Ard-Cheannf. Patrick Murray
An Dr Denis O'Brien
Eric Ó Cuinn (*D'éirigh as Eanáir 2022*)
Danny O'Sullivan (*Ceaptha Deireadh Fómhair 2022*)
Doncha F. O'Sullivan
An Dr Marian O'Sullivan (*Scortha Meán Fómhair 2022*)
Eileen Quinlavin

An Coiste Foilsithe Leabhar

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

04. **Ár bhFoireann Bainistíochta Shinsearach**





Helen Brophy
Ard-Stiúrthóir

Tá taithí os cionn tríocha bliain ag Helen i raon leathan ról ar leibhéal an Phríomhfheidhmeannaigh, an Stiúrthóra agus an Stiúrthóra Neamhfheidhmiúcháin in earnálacha poiblí, idirnáisiúnta, príobháideacha, gnó faoi úinéireacht teaghlaigh,

neamhbhrabúis agus eagraíochtaí neamhrialtasacha. Sular thosaigh sí ag obair leis an IPA, bhí Helen ina Stiúrthóir ar Fhorbairt Feidhmiúcháin Smurfit ag COBhÁC agus Ball de Bhord Comhairleach ag Scoil Ghnó Iarchéime Michael Smurfit ag COBhÁC, an t-aon soláthraí oideachais feidhmiúcháin atá rangaithe ag FT in Éirinn. Sise a d'fhorbair an Scoil agus a bhí i gceannas uirthi ar feadh breis agus deich mbliana. I measc na ról ceannaireachta roimhe seo tá POF na Comhairle Náisiúnta Déiríochta; Stiúrthóir Neamhfheidhmiúcháin, Ornua; Ceannasaí Forbartha Margaidh agus Gnó, BIM; agus Stiúrthóir Neamhfheidhmiúcháin Gorta/Self-Help Africa. Ina theannta sin, is cóitseálaí, meantóir agus speisialtóir a bhfuil taithí fhada aici í Helen ar dhearadh agus ar sheachadadh ceannaireachta feidhmiúcháin agus cláir bhainistíochta athruithe.

Tá BA ag Helen ó OCBhÁC, MBS ó Scoil Ghnó Iarchéime Michael Smurfit COBhÁC, Máistreacht Feidhmiúcháin i gComhairliúchán agus Cóitseáil le haghaidh Athraithe ó Scoil Ghnó INSEAD, an Fhrainc, chomh maith le réimse cáilíochtaí breise iarchéime i gcóitseáil, síciméadracht agus forbairt ceannaireachta.



An Dr Michael Mulreany
Ard-Stiúrthóir Cúnta agus Ceann Scoil Rialtais agus Bainistíochta Whitaker

Tá Mícheál ina Ard-Stiúrthóir Cúnta agus ina Cheann ar Scoil Rialtais agus Bainistíochta Whitaker agus tá freagracht air as cláir chreidiúnaithe oideachais,

gníomhaíochtaí taighde agus an leabharlann. Tá cáilíochtaí Baitsiléara, Máistreacht agus PhD ag Michael ó COBhÁC. D'fhorbair sé sraith clár fochéime agus iarchéime ag an IPA suas go leibhéal dochtúireachta, atá creidiúnaithe ag Ollscoil na hÉireann. Tugann sé léachtaí agus déanann taighde i réimsí eacnamaíocht na hearnála poiblí, éifeachtúlacht na hearnála poiblí, anailís costais is tairbhe agus rialachas na hearnála poiblí, agus tá réimse leabhar agus alt foilsithe aige sna réimsí sin. Bhí Michael ina bhall de choistí éifeachtúlachta na státseirbhíse agus de ghrúpaí comhairleacha rialtais agus bhí sé i gceannas ar roinnt tionscadal idirnáisiúnta de chuid Choimisiún an Aontais Eorpaigh agus Chomhairle na hEorpa maidir le hathchóiriú na hearnála poiblí, a bhfuil athruithe suntasacha institiúideacha mar thoradh orthu.



Noreen Fahy
Stiúrthóir, Seirbhísí Airgeadais agus Corparáideacha

Cuireann Noreen taithí breis agus tríocha bliain ar fáil dúinn ar fud earnálacha náisiúnta, idirnáisiúnta, tráchtála agus neamhthráchtála. Ceannaire cruthaithe le taifead láidir feidhmíochta atá inti. Tá sí ina ball de Fhoireann Shinsearach

Bainistíochta ag an IPA, ag seachadadh spriocanna agus cuspóirí straitéiseacha go rathúil. Chuaigh Noreen isteach san IPA in 2004 agus, mar Speisialtóir Sinsearach Rialachais agus Airgeadais, d'fhorbair sí eolas agus tuiscint dhomhain ar pháirtithe leasmhara an IPA ar fud earnálacha na státseirbhíse, na n-údarás áitiúil agus na gníomhaireachta stáit, rud a imríonn tionchar ar fhorbairt agus ar chur i bhfeidhm an bheartais náisiúnta maidir le hiniúchadh agus rialachas. Mar Stiúrthóir Seirbhísí Airgeadais agus Corparáideacha, tá Nóirín spreagtha go láidir ag an deis foirne a threorú agus oibriú i gcomhar le comhghleacaithe chun athrú a threorú agus torthaí níos fearr a bhaint amach do na páirtithe leasmhara go léir. Is é barr feabhais i rialachas corparáideach a bhaint amach an rud is mó a spreagann Noreen agus aithnítear a saineolas ina ról cheannaireachta rialachais, lena n-áirítear Stiúrthóir Neamhfheidhmiúcháin agus Iontaobhaí ar Bhord Stiúrthóirí Charmichael, Cathaoirleach Choiste Iniúchóireachta Údarás Áitiúil Dhún Laoghaire - Ráth an Dúin agus Ball de Choiste Iniúchóireachta Thithe an Oireachtais.

Tá Noreen ina Comhalta de Chumann na gCuntasóirí Deimhnithe Cairte, tá Diplóma (le gradam) aici i dTreoir Cuideachta ón Institiúid Stiúrthóirí agus Diplóma Iarchéime (Onóracha) i mBainistíocht agus i bhFeidhmiú TF sa Chuntasaiocht.



Teresa Casserly

*Stiúrthóir, Forbairt Gnó,
Ceannaireacht agus Bainistíocht,
agus Seirbhísí Idirnáisiúnta*

Tá taithí os cionn tríocha bliain ag Teresa ag treorú i réimse fairsing clár d'fhorbairt ghairmiúil agus phearsanta do cheannairí agus bainisteoirí na hearnála poiblí

ag gach leibhéal, thar gach earnáil de sheirbhís phoiblí na hÉireann. Tá taifead cruthaithe aici ar ghnóthachtáil mar speisialtóir dearaidh foghlama, mar éascaitheoir agus mar chóitseálaí. Tá taithí fhairsing ag Teresa ar aiseolas measúnaithe 360° agus ar chóitseáil do cheannairí, ag leibhéal an duine aonair agus leibhéal foirne, ar mhodheolaíochtaí chun tacú le haistriú foghlama, meantóireacht agus cóitseáil. Go hidirnáisiúnta, rinne Teresa bainistíú ar thionscadail athchóirithe na hearnála poiblí don IPA san Eoraip agus san Afraic, d'oibrigh sí mar speisialtóir i bhforbairt ceannaireachta agus tionscadail forbartha acmhainne a cuireadh faoi bhráid luchtanna spéise éagsúla thar na blianta maidir le foghlaim agus forbairt na státseirbhíse agus na seirbhíse poiblí agus cur chuige taithí i leith dearadh foghlama, agus a chuir sí le tionscadail TAIEX AE i roinnt tíortha. Sular thosaigh sí sa bhForas, d'fhóin Teresa ar feadh trí bliana déag i roinnt ranna agus oifigí rialtais in Éirinn.

Tá BSc agus MEd ag Teresa ó Choláiste na Tríonóide, Baile Átha Cliath. Tá sí creidiúnaithe chun an Anailís ar Éifeachtacht Ceannaireachta MRG 360° (LEA) agus an Táscaire Cineál Myers Briggs (MBTI) a riar. Tá Teresa creidiúnaithe freisin mar Áisitheoir Foghlama Gníomhaíochta ag an Institiúid Dhomhanda um Fhoghlaim Gníomhaíochta agus tá oiliúint faighte aici sa chur chuige Timpeallacht Smaointeoireachta atá aitheanta ar fud an domhain, ar múnla é atá deartha chun na coinníollacha a chruthú do dhaoine chun smaoineamh go maith dóibh féin, rud a fhágann cinnteoireacht níos fearr agus torthaí níos fearr.



Aidan Horan

*Stiúrthóir, Rialachas, Airgeadas,
Bainistíocht Acmhainní Daonna,
Teicneolaíocht Faisnéise/Bainistíocht
Tionscadal agus Údarás Áitiúil*

Tá Aidan ina Stiúrthóir sa Stiúrthóireacht Comhairleoireachta, Oiliúna agus Forbartha ag an bhForas. Tá sé freagrach as rialachas, airgeadas, bainistíocht

acmhainní daonna, teicneolaíocht faisnéise agus rialtas áitiúil. Déanann sé speisialtóireacht i rialachas, bainistíocht riosca, iniúchadh, dearbhú agus bainistíocht airgeadais. Cuimsíonn an raon seirbhísí a chuirtear ar fáil laistigh dá réimse freagrachta cláir chomhairleoireachta, chomhairle, éascaitheoireachta, oiliúna agus forbartha gairmiúla.

Chomh maith lena phríomhról i seirbhísí rialachais, ainmníodh Aidan freisin mar chomhalta neamhfheidhmiúcháin ar roinnt ról boird agus coiste, lena n-áirítear sa Roinn Airgeadais, sa Roinn Caiteachais Phoiblí agus Athchóirithe, i gcomhlachtaí stáit agus in údarás áitiúla freisin.



An Dr John O'Neill

Ceann Taighde agus Foilseachán

Tá John ina Cheann Taighde agus Foilseachán ag an IPA faoi láthair, áit a ndíríonn sé ar phríomh-aschuir a fhorbairt chun freastal ar riachtanais an rialtais láir agus an rialtais áitiúil araon ar fud raon dúshlán maidir le beartas a chur chun feidhme.

Tugann John meascán uathúil de shaineolas teicniúil agus beartais dúinn ina ról le breis agus fiche bliain de thaithe san earnáil phoiblí agus san earnáil phríobháideach araon.

Sula ndeachaigh sé isteach san IPA, d'oibrigh John mar státseirbhíseach sinsearach ar fud roinnt ranna rialtais, lena n-áirítear an Roinn Comhshaoil, Pobail agus Rialtais Áitiúil, an Roinn Comhshaoil, Aeráide agus Cumarsáide, agus an Roinn Iompair. Mar thoradh na róil seo, bhí ról ceannasach ag John maidir le beartas casta a fhorbairt agus a chur i bhfeidhm ar fud príomhréimsí tosaíochta, lena n-áirítear an Cháin Mhaoine Áitiúil, tithíocht agus aeráid. Bhí saineolas agus taithí fhairsing John ar chlár oibre na hinbhuanaitheachta i gcoitinne rithábhachtach chun a chur ar chumas an Fhorais freastal ar riachtanais na seirbhíse poiblí maidir le haghaidh a thabhairt ar na dúshláin chasta rialachais agus cur chun feidhme a bhaineann leis an gclár oibre um ghníomhú ar son na haeráide. Sula ndeachaigh sé ag obair ar fhorbairt an bheartais phoiblí, chaith John roinnt blianta ag obair san earnáil phríobháideach do chomhairleachtaí comhshaoil agus innealtóireachta, áit a raibh roinnt post bainistíochta agus maoirseachta sinsearach aige.



An Dr Philip Byrne

*Stiúrthóir (eatramhach),
Comhairleoireacht, Oiliúint agus
Forbairt*

Ó mhí na Nollag 2022 i leith tá Philip ag feidhmiú mar Stiúrthóir eatramhach sa Stiúrthóireacht Comhairleoireachta, Oiliúna agus Forbartha sa bhForas. Tá sé freagrach as rialachas, airgeadas, bainistíocht acmhainní daonna, teicneolaíocht faisnéise agus rialtas áitiúil. Sular ceapadh é i mí na Nollag 2022, bhí Philip ina Stiúrthóir ar an aonad Rialtais Áitiúil sa bhForas, post a ghlac sé in 2001.

Déanann sé speisialtóireacht i rialachas earnála poiblí, bainistíocht riosca, iniúchadh, dearbhú agus bainistíocht airgeadais. Déanann sé speisialtóireacht ar leith i mbainistíocht airgeadais an rialtais áitiúil agus i reachtaíocht ghinearálta an rialtais áitiúil.

Cuimsíonn an raon seirbhísí a chuirtear ar fáil laistigh dá réimse freagrachta cláir chomhairleoireachta, chomhairle, éascaitheoireachta, oiliúna agus forbartha gairmiúla.

Chomh maith lena ról reatha sa bhForas, tá Philip ainmnithe freisin mar bhall neamhfheidhmiúcháin ar roinnt ról boird agus coiste, lena n-áirítear cathaoirleacht a dhéanamh ar choiste iniúchóireachta Chomhairle Contae Chorcaí faoi láthair.

05. 2022 – Sracfhéachaint ar Fheidhmíocht



Cumas agus Acmhainn a Thógáil Trí Oideachas agus Oiliúint

Forbairt Ceannaireachta & Bainistíochta - Iarratais

Réamhaisnéis: 120-40

Faighte: 277



Imeachtaí Oiliúna - Uimhreacha na Rannpháirtithe

Spríocphlean: 1,500

Seachadadh: 3,959



967 Bronnadh Céime agus Diplóma

599 Teastas Bronnta



Oideachas

- 1,800 Foghlaimeoirí Cláraithe
- 1,300 Seimineár Gréasáin
- 800 Léacht Réamhthaifeadta



Imeachtaí Oiliúna Saincheaptha

Spríocphlean: 165

Seachadadh: 270 Imeacht/494 Lá



Fóram Rialachais

- 17 Imeacht do 110 Balleagraíocht
- Lónra na gCathaoirleach
- Lónra na Rúnaithe Boird
- Tairseach na bhFeisirí



Líon Rannpháirtithe na gCúrsaí Poiblí

Spríocphlean: 250

Seachadadh: 289



Tacú leis an Rialtas Áitiúil agus é a chur chun cinn

Scoil Rialtais agus Bainistíochta Whitaker an IPA

- 540 Cáilíocht Ghairmiúla sa Rialtas Áitiúil
- 360 Teastas i Staidéar Rialtais Áitiúil
- 120 Diplóma i Staidéar Rialtais Áitiúil
- 22 Teastais i Staidéar Tithíochta
- 38 Diplóma Gairmiúla i Staidéar Tithíochta



Comhdháil Chumann na Stiúirthóirí Rialtais Áitiúil (LGDA)

75 Duine i láthair



Clár na gCéimithe don Rialtas Áitiúil

- 147 Rannpháirtí
- Clár 3 Bliana



Oiliúint Údaráis Áitiúil

8 x 'A-Z of Irish Government' Clár do 400 Ball Foirne Údaráis Áitiúil

4 Chlár Oiliúna Reachtaíochta do 190 Bainistíocht Údaráis Áitiúil



Fóram Tithíochta

12 Imeacht

100 duine ar an meán i láthair ag gach ceann díobh

Comhdháil na gCleachtóirí Tithíochta: 253 Duine i láthair



Ár dTaighde agus ár bhFoilseacháin in 2022

Tionscadail Taighde

Arna choimisiúnú ag:

1. An Ghníomhaireacht um Chaomhnú Comhshaoil (EPA) ar i. Dúshlán don Ghníomhaireacht, ii. Ceachtanna a Foghlaimíodh ó Rialachas Uisce, iii. Taighde arna leathanú ar Rialachas & Cur i bhFeidhm Príomhréimsí Comhshaoil
2. DPENDR chun Taighde a dhéanamh ar Acmhainn Gníomhaithe ar son na hAeráide ar fud na Státseirbhíse 2022-3
3. European Public Administration Knowledge (EUPACK)



Leabhair

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



Foilseacháin

EPA: *Lessons Learned*

from Water Governance

Dublin City Council: *Remunicipalisation of Waste Research*

Treochtaí na hEarnála Poiblí (13ú hEagrán)

4 eagrán de *Administration Dialann*



Seachadadh Seirbhíse IPA a Bhainistiú agus a Choinneáil

Faomhadh Sheanad OÉ maidir le Dearbhú Cáilíochta IPA Creatlach do 7 mBliana Eile



Microsoft Secure Score 80%

(Meán 40% d'Eagraíochtaí den chineál céanna)



Tionscadal Ascnaimh Microsoft Críochnaithe



Seachadadh an Chláir Foghlama Cumaisc



Coisc Balla Dóiteáin

606,000



2,380 Ticéad Tacaíochta TF Réitithe

Meánaga don Réiteach: 86 Nóiméad



Beartas agus Socruithe Oibre Cumaisc



Cibearshlándaíl

Teagmhais Nialasacha



06. Feidhmíocht: An tEolas is Deireanaí ó na Rannóga



6.1 Oideachas

An Dr Michael Mulreany, Leas-Ardstiúrthóir

Forbhreathnú ar an Oideachas

D'fhonn misean an IPA a chomhlíonadh chun caighdeán agus cleachtas an riaracháin phoiblí agus an bheartais phoiblí a chur chun cinn, lean an Rannóg Oideachais ar aghaidh ag soláthar réimse clár foghlama tríú leibhéal atá creidiúnaithe ag OÉ. Bhí siad seo idir Leibhéal 6 agus Leibhéal 10 CNC. Cuireann sé seo ar chumas an IPA caighdeán cháilíochta an eolais, na scileanna agus na hinniúlachta a chur chun cinn do cheannairí, bainisteoirí agus oifigigh sa tSeirbhís Phoiblí, trí chéim a bhaint amach ónár gcuid clár.

In 2022 chuir an Rannóg Oideachais punann ilghnéitheach de bhreis agus cúig chlár agus seasca ar fáil, lena n-áirítear sainsruthanna ceardlainne, tascanna, tráchtas sruthanna speisialtóireachta, clár earnáilsonracha agus clár a bhaineann go sonrach le feidhm. Agus an chuspóir straitéiseach á comhlíonadh againn chun freagairt do riachtanais phráinneacha agus fhadtéarmacha na Seirbhíse Phoiblí, tugadh aghaidh freisin ar an gceanglas acmhainn a thógáil agus tacú leis an Straitéis um Athchóiriú na Seirbhíse Phoiblí (*Our Public Service 2020*).

Mar aon leis an seachadadh rathúil agus measúnú ar chlár fochéime agus iarchéime, bhain an Rannóg Oideachais roinnt garspríocanna suntasacha agus éachtaí ceannródaíocha amach in 2022. Ina measc sin bhí tuilleadh éagsúlaithe ar an bpunann foghlama chun freastal ar an éileamh ar speisialtóireachtaí, seoladh formáid nua seachadta na gclár foghlama cumaisc chun foghlaim sholúbtha a chumasú, faomhadh ó OÉ ar éifeachtacht Dearbhú Cáilíochta an Fhorais, agus tionscadal taighde ardleibhéal do Chomhairle na hEorpa/an Coimisiún Eorpach.

Agus aitheantas á thabhairt don chastacht laistigh de thimpeallacht na Seirbhíse Phoiblí atá ag leanúint ar aghaidh agus ag méadú, leanann an IPA ag freagairt d'éileamh méadaitheach chun tacú le cáilíochtaí comhlántacha breise do speisialtachtaí riachtanacha. Tá a phunann ag forbairt go leanúnach, ag tairiscint réimse ilghnéitheach teastas gairmiúil agus dioplómaí gairmiúla i réimsí ar nós rialachais, anailís bheartais, airgeadais, Bainistiú AD, soláthar poiblí agus bainistíocht tionscadal.

Is é atá i gceist le seachadadh rathúil gach clár babhtaí léachtaí, seimineár i ndiaidh a chéile maoirseacht, riarachán agus comhordú clár/modúil, monatóireacht, athbhreithniú agus forbairt, measúnú, earcaíocht mac léinn agus tacaíocht, agus gníomhaíochtaí dearbhú cáilíochta/creidiúnaithe.

Seachadadh & Measúnú ar Chláir Chreidiúnaithe

Cláir Fhoghlama

Sa bhliain 2022 thairg an Rannóg Oideachais clár idir Leibhéal Teastais, is é sin, Leibhéal 6, go Leibhéal 10, is é sin, Dochtúireacht, sa Rialachas (trí dhioplómaí gairmiúla, fochéimeanna, dioplómaí iarchéime agus máistreachtaí).

In 2022, áiríodh ar na clár a cuireadh ar fáil:

Leibhéal 10 (Príomhábhar)	Dochtúireacht i Rialachas
Leibhéal 9 (Príomhábhar)	MA le 6 shruth speisialtóireachta
	MSc le 2 shruth speisialtóireachta
	MEconSC
	2 Dioplóma larchéime
Leibhéal 9 (Sainchuspóir)	6 Teastais larchéime
Leibhéal 8 & 9 (Sainchuspóir)	3 Teastais larchéime
Leibhéal 8 (Príomhábhar)	2 Bunchéimeanna – BA (Onóracha) le 6 shruth speisialtóireachta
	Céimeanna BBS (Onóracha) le 4 shruth speisialtóireachta
Leibhéal 8 (Sainchuspóir)	8 Dioplóma Gairmiúla
Leibhéal 6 & 7 (Sainchuspóir)	8 Dioplóma Gairmiúla (2 cheann le sruthanna speisialtóireachta)
Leibhéal 6 (Mionábhar & Sainchuspóir)	9 Teastas



Ag seoladh na Straitéise nua IPA, *A New Era of Learning*, bhí (c- d) an Dr John O'Neill, Ceann Taighde, Foilsitheoireachta agus Caidrimh Chorparáidigh, IPA; an Dr Michael Mulreany, an tArd-Stiúrthóir Cúnta, IPA; Noreen Fahy, Stiúrthóir Seirbhísí Airgeadais & Corparáideacha, IPA; an Dr Philip Byrne, Stiúrthóir (Gníomhach), Oiliúint, IPA; an t-aoi oinigh, an tAire Caiteachais Phoiblí agus Athchóirithe, Michael McGrath, TD; Teresa Casserly, an Stiúrthóir Oiliúna & Seirbhísí Idirnáisiúnta, IPA; Helen Brophy, an tArd-Stiúrthóir, IPA; agus Aidan Horan, an Stiúrthóir Oiliúna, IPA.

Líon na Mac Léinn

Bhí líon na mac léinn ag méadú i gcónaí agus iad ag tabhairt faoi shainoideachas trínár bpunann éagsúlaithe clár. Baineadh fás 40% amach thar thréimhse deich mbliana.

In 2022 chláraigh 1,800 mac léinn san iomlán do chlár oideachais. Bronnadh cáilíochtaí céime agus dioplóma ar 967 céimí ag ár searmanas bliantúil 2022 i gCaisleán Bhaile Átha Cliath. Fuair 599 mac léinn eile teastas ó OÉ.

Clár Saincheaptha & Nua

Agus ár misean á chomhlíonadh againn, tá an Foras freagrúil do chlár a chumasú nach bhfuil ar fáil go héasca in institiúidí eile. Lasmuigh de bheith ag dul i ngleic le ceisteanna a bhaineann le réimsí éagsúla den tSeirbhís Phoiblí, freastalaíonn samhail forbartha clár na Rannóige Oideachais ar riachtanais leanúnacha agus ar shainriachtanais a thagann chun cinn trí phríomhstraitéisí rialtais nó trí straitéisí roinne.

Mar shampla, in 2022, d'fhorbair an IPA an Teastas Gairmiúil nua in Acmhainní a fháil d'Fhostaithe agus Earcaíocht agus chumasáigh sé é i gcomhar leis an tSeirbhís um Cheapacháin Phoiblí. Thairg sé clár athnuachana Teastais san Eacnamaíocht freisin chun freagairt do riachtanais foirne na Roinne Gnóthaí Eachtracha atá lonnaithe sa bhaile agus thar lear i mbreis is crios ama amháin. Leanadh ar aghaidh le clár a forbraíodh in 2021 d'fhoireann an DPENDR (Diplóma Gairmiúil i Nuálaíocht na Seirbhíse Poiblí agus Teastas Gairmiúil i mBainistíocht Caiteachais Phoiblí) le linn 2022.

Ina theannta sin, cuireadh tús arís le clár parlaiminteach na Stát Aontaithe, a cuireadh ar sos le linn Covid mar gheall ar shrianta taistil do mhic léinn, i bhfómhar 2022.

Samhail Nua an tSeachadta Chumaisc

Ba éacht suntasach in 2022 é samhail nua um sheachadadh cumaisc oideachais a sheoladh. Cumasaíonn sé an meascán de theagasc ar líne agus duine le duine ina cláir. Forbraíodh go luath in 2022 é, de réir mar d'éirigh an IPA aníos ó shrianta Covid an rialtais agus cumasaíonn sé foghlaim sholúbtha do mhic léinn mar chaighdeán. Leathnaíonn sé rochtain ar an gclár, ag tairiscint raon níos leithne modhanna do mhic léinn sa bhaile agus thar lear.

Le linn na srianta paindéime Covid, d'éirigh leis an Rannóg Oideachais an dúshlán a bhaineann lena samhail seachadta a chur i bhfeidhm chun 1,300 seimineár gréasáin agus 800 léacht réamhthairseadta a chumasú do 1,800 foghlaimeoir cláraithe gach bliain. D'éiligh sé seo coigeartuithe a bhí dian ar acmhainní ar ábhair sa seomra ranga, úsáid teicneolaíochta nua chun ranganna ar líne a chumasú agus forbairt comhthaoibhachta físe forlíontaí. Chuir an infheistíocht seo le breis sástachta na mac léinn in 2022 i gcomparáid le 2021 (ó 80% go 90%) agus ba ionann sástacht na léachtóirí agus 90%.

D'fhreagair an Rannóg Oideachais don athrú ginearálta ar mhodhanna foghlama tar éis na paindéime. Níor dhócha go rabhthas chun filleadh go hiomlán ar fhoghlaim lánaimseartha, phearsanta sa seomra ranga ach bhí fonn ar fhoghlaimeoirí roghanna pearsanta a atosú as ar eascair tacaíocht fheabhsaithe do mhic léinn agus cairdeas. Agus na hionchais maidir le foghlaim sholúbtha a bhí ag méadú á gcur san áireamh againn aithníodh an gá a bhí le samhail foghlama cumaisc solúbtha trí fhoghlaim phearsanta agus foghlaim ar líne, agus tugadh aghaidh uirthi seo.

Forbraíodh an tsamhail foghlama cumaisc trí chomhoibriú le comhghleacaithe, lena n-áirítear oifig Chláraitheora an IPA, comhordaitheoirí cláir, léachtóirí, léachtóirí comhlacha agus foireann riaracháin. Glacadh socrúithe creidiúnaithe OÉ, tuairisceoirí cúrsa forordaithe & torthaí foghlama, castachtaí lóistíochta agus amchláir, agus infheidhmeacht acmhainní nua ar líne san áireamh sa tsamhail foghlama. Cuimhníodh ar rudaí a foghlaimíodh ó na cuir chuige sholúbtha a breithníodh roimh Covid agus le linn Covid araon. Seoladh

i bhfómhar 2022 í don bhliain acadúil 2022-3.

Trí sheachadadh clár níos solúbtha a chumasú, tugadh aghaidh ar an gcuspóir freastal ar mhic léinn na seirbhíse poiblí cibé acu atá siad lonnaithe sa tír seo nó thar lear inár n-ambasáidí nó i gciosanna ama difriúla.

Tá na mic léinn an-sásta leis an tsamhail chumaisc agus ghlac siad léi go fonnmhar in ainneoin an dúshlán inmheánaigh a bhaineann le í a bheith dian ar acmhainní. Tá gá le hullmhú agus seachadadh 2,300+ rang in aghaidh na bliana ina bhfuil 900+ seisiún teagaisc seimineár gréasáin beo ar leith, 900+ seimineár sa rang agus 500+ léacht réamhthairseadta.

Gnóthachtálacha Dearbhú Cáilíochta

Tá bonn foirmiúil agus faomhadh ollscoile na bpróiseas Dearbhú Cáilíochta mar bhonn agus mar thaca ag caighdeán agus sláine chláir an Fhorais agus is fóir sin don gcreidiúnú OÉ a chuireann siad ar fáil dá réir.

I mí Eanáir 2022 ba chloch mhíle lárnach é faomhadh Sheanad OÉ do nósanna imeachta Dearbhú Cáilíochta an Fhorais go ceann seacht mbliana eile. Tháinig an faomhadh mar thoradh ar Athbhreithniú Dian Institiúideach ar Éifeachtacht Dearbhú Cáilíochta ar an IPA, ag OÉ, in 2021. Lena linn sin, chomhlíon an Foras a riachtanas reachtúil faoin Acht um Cháilíochtaí agus Dearbhú Cáilíochta 2012.

In 2022 thug an Rannóg Oideachais faoina clár Dearbhú Cáilíochta bliantúil. Chuimsigh sé seo athbhreithnithe ar gach modúl agus suirbhé ar shásamh na mac léinn, athbhreithniú agus leasú ar bheartais agus nósanna imeachta IPA, tuarascálacha ar staitisticí scrúduithe, forbairtí teagaisc agus foghlama, anailís fostóirí agus aiseolas ó mhic léinn.

Bunaíodh Oifig um Dhearbhú Cáilíochta chun creat Dhearbhú Cáilíochta an Fhorais a thabhairt chun rialtachta agus a chothú. Tuairiscíonn an Oifig don Chláraitheoir Cúnta agus tá oifig Oifigeach Dearbhú Cáilíochta agus Oifigeach Tionscadail sealadach um Dhearbhú Cáilíochta ag obair inti. Chomhlíon an méid seo an gá atá le huas-scálú agus le freagairt do chastacht obair an Dearthaithe

Cháilíochta atá rithabhachtach do shláine chláir oideachais an IPA. Leathnaíodh freagrachtaí Dearbhú Cáilíochta do ról chláir fhocheime agus iarcheime, rud a d'fhág gur méadaíodh ualaí oibre.

Leagadh amach san Athbhreithniú ar Éifeachtacht Dearbhú Cáilíochta go leor formhuinithe dearfacha a shainithin painéal idirnáisiúnta athbhreithnitheoirí OÉ. Ar an gcéad dul síos, dhearbhaigh sé gur chomhlíon rialachas an IPA, caighdeán acadúla, rannpháirtíocht foghlaimeoirí, seachadadh cláir, Dearbhú Cáilíochta agus rannpháirtíocht páirtithe leasmhara gach ionchas. Ar an dara dul síos, mhol sé go háirithe an creat fairsing bainistíochta beartais agus an rialachas láidir 'a ndearnadh tástáil air le linn géarcheime', cáilíocht an teagaisc, díriú láidir ar mhac léinn na heagraíochta, agus na hardleibhéil spreagtha agus dúthrachta i measc na mball foirne.

Ar an tríú dul síos, mhol sé obair bhunathraithe an IPA maidir le Dearbhú Cáilíochta a bhí mar bhonn agus mar thaca ag dearadh, seachadadh agus bainistíocht clár, teagasc, tacaíocht agus measúnú.

Rinne painéal OÉ trí mholadh is fiche le breithniú i bPlean Feabhsúcháin Cáilíochta (QIP) an IPA. Is plean dhá bhliain é seo agus toradh caighdeánach ar gach athbhreithniú institiúideach tríú leibhéil. Chuir an IPA a QIP beartaithe isteach le haghaidh 2022/4 chun aghaidh a thabhairt ar na moltaí isteach lena fhaomhadh chuig OÉ. Ceadaíodh an plean i mí an Mheithimh 2022.

As trí mholadh is fiche, bhain aon mholadh déag le seachadadh clár creidiúnaithe na Rannóige Oideachais (i measc na míreanna bhí earcú foirne léachtóireachta nua, athbhreithniú ar ualaí oibre agus inniúlachtaí na foirne léachtóireachta, agus giniúint pleananna taighde agus foilseacháin aonair don fhoireann). Bhain moltaí painéil eile le rialachas, straitéis agus bonneagar corparáideach ar fud an IPA.

Tá dul chun cinn ar an bplean ar an mbóthar ceart agus ag deireadh 2022 bhí na sé ghníomh shuntasacha seo a leanas críochnaithe:

1. Atosú ar 'Issues in Public Administration', sraith mhonagraif taighde le mic léinn agus baill foirne iarcheime. (I mí na Nollag 2022 d'fhoilsigh an IPA *Understanding the Internal Audit Function in the Irish Public Sector*.)



2. Acmhainní a fhorbairt chun cabhrú le léachtóirí taithí a chur ar eilimintí teicniúla agus oideolaíocha den seachadadh agus den mheasúnú.
3. Treoir nua agus oiliúint ar líne chun tacú le léachtóirí marcanna measúnaithe a ailíniú agus tráchtairacht aiseolais le tuairisceoirí grád (béim ar ábhar, cur chuige, argóint agus cur i láthair a mheas).
4. Sraitheanna ceisteanna sannacháin fheabhsaithe (ar mhaithe le mic léinn) do gach modúl a shainaithníonn príomhthorthaí foghlama a bhfuiltear ag díriú orthu, agus a chuireann léachtóir ar fáil ionchais, amlínte treorach, naisc le dea-chleachtas tagartha agus rialacháin maidir le bradail.
5. Mol Tacaíochta nua VLE na Mac Léinn do gach mac léinn cláraithe – stór cuimsitheach ina bhfuil tacaíocht do mhic léinn agus comhairle acadúil (ar staidéar páirtaimseartha, ullmhúchán do scrúduithe); treoir agus físeáin teagaisc ar scríbhneoireacht acadúil; acmhainní d'ábhair theicniúla (m.sh. modhanna cainníochtúla); Ceisteanna Coitianta faoi chúrsaí riaracháin;

rialacha agus rialacháin; faisnéis faoi fholláine mac léinn.

6. 'Seiceáil isteach' foirne riaracháin & Dearbhú Cáilíochta le mic léinn ar an bhfón le linn na bliana acadúla mar chuid d'fheabhsuithe ar thacaíocht do mhic léinn.

Taighde Ardleibhéil

Tá fás nach beag tagtha ar chomhpháirteanna taighde na gclár iarchéime atá creidiúnaithe gag an IPA. Amhail 2022, tá ar mhic léinn ar chláir mháistreachta (MA, MSc & MEcon. Eolaíocht) tráchtas taighde idir 12,000 agus 24,000 focal a scríobh. Ag leibhéal dochtúireachta, don tráchtas ar chleachtas gairmiúil, is é an riachtanas 12,000 focal, ach i gcás éilíonn tráchtas príomhábhair ní mór 50,000 focal a scríobh.

Thug taighde mac léinn an IPA buntáistí soiléire d'anailís bheartais agus d'fheabhsuithe ar sheachadadh seirbhíse atá bunaithe ar fhianaise, ar fud na Seirbhíse Poiblí. Ag an am céanna, tá sé dian ar acmhainní ó thaobh maoirseachta de, mar cuireann sé ualach níos mó ar bhuanfhoireann léachtóireachta.

Mar sin féin, lean an IPA de bheith ag cur le tionscadail mhóra taighde. Mar shampla, i mí na Bealtaine 2022, D'éirigh le foireann na Rannóige Oideachais tionscadal taighde a chur i gcrích, thar ceann Chomhairle na hEorpa/an Choimisiúin Eorpaigh, maidir le claoclú Sheirbhísí Cúirte na Cipire.

6.2 Seirbhísí Leabharlainne agus Faisnéise

Senan Healy, Ceann Seirbhísí Leabharlainne agus Faisnéise

Forbhreathnú Leabharlainne

Is í an Foras an t-aon leabharlann speisialtóireachta sa tír atá tiomnaithe do riarachán poiblí. Cuireann an Leabharlann, atá lonnaithe i mBóthar Lansdún, seirbhís iasachta, tagartha agus faisnéise ar fáil do mhic léinn, do bhaill foirne agus do bhaill an Fhorais. Cuirtear fáilte freisin roimh cheisteanna ó thaighdeoirí ar an bhfón nó ar ríomhphost. Cuirtear rochtain ar fáil ar leabhair, ar ríomhleabhair, ar irisí, ar bhunachair sonraí leictreonacha, ar thuarascálacha, ar staitisticí agus ar fhoilseacháin oifigiúla i réimse ginearálta na bainistíochta poiblí. Clúdaíonn an tseirbhís seo raon leathan ábhar, lena n-áirítear bainistíocht, eacnamaíocht, socheolaíocht, dlí, coireolaíocht, sláinte, airgeadas, inbhuanaitheacht agus rialtas áitiúil. Dhaingnigh forbairt agus coimeádaíocht leanúnach bailiúcháin fíorspeisialta na leabharlainne tar éis a háit mar phríomhacmhainn náisiúnta i réimse na bainistíochta poiblí agus an riaracháin phoiblí, agus mar acmhainn luachmhar don rialtas agus don tSeirbhís Phoiblí.

Seirbhísí

Is í an fhís atá ag Leabharlann an IPA ná a bheith mar chuid lárnach dhílis de phobal an Fhorais a chuireann ár n-úsáideoirí i dteagmháil leis an bhfaisnéis a theastaíonn uathu chun cabhrú leo rath a bhaint amach. Tá sé mar aidhm ag an Leabharlann cultúr cleachtais agus cinnteoireachta atá bunaithe ar thaighde a chur chun cinn, seirbhísí solúbtha, sofhreagracha d'ardchaighdeán a chur ar fáil atá ar aon dul le riachtanais ár gcustaiméirí, agus cabhrú chun rath acadúil a chumasú trí scileanna riachtanacha litearthachta faisnéise a chothú. Is é príomh-mhisean na Leabharlainne rochtain ar an bhfaisnéis agus ar an taighde is fearr a chur ar fáil go tráthúil do mhic léinn, do bhaill foirne agus do bhaill an Fhorais, agus comhairle a thabhairt maidir le húsáid chúí chriticiúil eiticiúil na faisnéise.

In 2022 lean an leabharlann ar aghaidh ag forbairt a bailiúcháin trí théacsanna tábhachtacha a cheannach i bhformáidí clóite chomh maith leis an rogha ríomhleabhar rochtana oscailte atá le cur i gcatálog na leabharlainne. Cuireadh 700 mír leis an mbailiúchán. I rith an tsamhraidh chríochnaigh foireann na leabharlainne fardal de na 28,000 mír chlóite a coinníodh sa leabharlann chun seiceáil a dhéanamh ar mhíreanna nach raibh aicmithe i gceart, chun bail gach míre a sheiceáil agus chun eagrán nua a chur in ionad míreanna atá as dáta. Mar chuid den chéad chéim eile i bhforbairt an chórais bainistíochta leabharlainne, Koha, cuireadh modúl sraitheanna leis a úsáidtear chun súil a choinneáil ar irisí, nuachtáin agus míreanna eile a thagann ar sceideal rialta. Tháinig an modúl sraitheanna ar líne in ionad córas páipéarbhunaithe chun fáiltas irisí agus nuachtán a rianú agus tugann sé deis don fhoireann sceidil tuartha a chur ar bun maidir le cathain atá irisí ar fáil, foláirimh uathoibríthe a chruthú d'fhoilsitheoirí nuair nach bhfaightear irisí, chomh maith le deis a thabhairt do mhic léinn féachaint ar an bhfaisnéis is deireanaí faoi imleabhair irisí atá i seilbh an IPA.

I mí Mheán Fómhair d'oscail an leabharlann a seomraí léitheoireachta do mhic léinn den chéad uair ó Mhárta 2020 ag an am céanna a fillleadh ar an múinteoireacht phearsanta. Is é aidhm na leabharlainne an t-eolas agus na hacmhainní cearta a chur ar fáil san fhormaid is oiriúnaí agus ar bhealach tráthúil do réimse cliant atá éagsúil agus scaipthe go geografach. Úsáideann an leabharlann bealaí éagsúla cumarsáide chun a cuid seirbhísí a chur chun cinn. Cuireann leabharlannaithe seisiúin treoshuimh ar fáil do mhic léinn ag tús na bliana acadúla chomh maith le seisiúin eolais do mhic léinn aonair nó do ghrúpaí (ar líne agus go pearsanta) i gcaitheamh na bliana. Freastalaíonn an Ceann Seirbhísí Leabharlainne agus Faisnéise ar sheisiúin eolais do mhic léinn atá ag tosú ar obair thaighde le haghaidh tráchtas agus cuireann sé/sí comhairle orthu maidir leis an gcúnamh leabharlainne atá ar fáil dóibh.

Tá seomraí léitheoireachta ar fáil le haghaidh staidéir, chun féachaint ar leabhair agus iad a fháil ar iasacht, agus chun rochtain a fháil ar acmhainní leictreonacha. Is féidir le mic léinn leas a bhaint as an tseirbhís leabharlainne ar an bhfón, trí ríomhphost, trí chomhrá gréasáin nó trí rochtain a fháil ar bhunachair sonraí leictreonacha agus na mílte alt irise lán-téacs trí Moodle. Is féidir ábhair nach bhfuil sa Leabharlann a lorg tríd an tseirbhís iasachtaí idirleabharlainne agus is féidir míreanna a sheachadadh i gcóip chrua nó go leictreonach.

Le linn an téarma bíonn an leabharlann ar oscailt ó 9.15 a.m. go dtí 7.00 p.m., Luan go Déardaoin, agus go dtí 5.00 p.m. Dé hAoine. Osclaíonn sé freisin ó 9.00 a.m. go dtí 2.00 p.m. ar mórchuid na Satharn le linn an téarma. Tá faisnéis iomlán agus cothrom le dáta faoi uaireanta oscailte ar fáil ar láithreán gréasáin an IPA.



Ar an 28 Samhain seoladh an seachtú bliain is caoga d'fhoilseachán leanúnach *Ireland – A Directory*. Bhronn Helen Brophy, Ard-Stiúrthóir an IPA cóip chabhraithe de ar an Tánaiste agus Aire Fiontar, Leo Varadkar, TD.

6.3 Oiliúint

An Dr Philip Byrne, Stiúrthóir | Teresa Casserly, Stiúrthóir

Forbhreathnú ar an Oiliúint

Seachadann an Rannóg Oiliúna punann fhairsing seirbhísí oiliúna agus comhairleoireachta, ag freastal ar riachtanais oiliúna agus forbartha na Seirbhíse Poiblí ina hiomláine agus ag seachadadh torthaí a mbíonn tionchar acu. Dearann sé croíchláir a bhfuil feidhm ghinearálta acu ar fud na Seirbhíse Poiblí agus cláir shaincheaptha a thairgeann réitigh shaincheaptha mar fhreagairt ar riachtanais chliant ar leith. Chomh maith le heolas agus cláir atá bunaithe ar scileanna, áirítear leo sin seimineáir, comhdhálacha agus líonraí. I measc na gcliant tá ranna rialtais, oifigí, údarás áitiúla agus gníomhaireachtaí.

Tá sainordú uathúil ag an bhForas chun freastal ar riachtanais oiliúna agus forbartha na hearnála rialtais áitiúil, ina bhfuil aon údarás áitiúil is tríocha, an CCMA, LGMA, AILG agus an Gníomhaireacht Tithíochta.

Lean sraith foirne sainoiliúna na Rannóige ar aghaidh ag soláthar saineolais riachtanaigh chun teagmháil a dhéanamh agus dul i gcomhpháirtíocht maidir le réitigh chliant a aimsiú, chun ábhar atá cothrom le dáta a dhearadh agus a fhorbairt, agus chun

na cláir a sheachadadh agus na réitigh foghlama, lena n-áirítear a réimse clár gairmiúil creidiúnaithe. I measc fhoirne na Rannóige tá Ceannaireacht agus Bainistíocht, TF/Córais Ghnó, Bainistíocht Straitéiseach Acmhainní Daonna, Rialachas, Bainistíocht Airgeadais agus Rialtas Áitiúil. Tá nuashonruithe ó gach ceann leagtha amach thíos.

Chomh maith le hoiliúint, cuireann an Rannóg ar chumas fhoireann na Seirbhíse Poiblí nascadh, foghlaim agus líonrú níos faide ná a gceantair feidhme chun eolas a chur ar réimsí laistiar dá ngnáthréimsí eolais agus dearcadh earnála níos leithne a chothú. Thacaigh comhdhálacha sonracha agus fóraim shonracha leis an gcuspóir seo le linn 2022 – luaitear iad seo sna nuashonruithe ar an limistéar feidhme thíos.

D'oibrigh an Rannóg chun a cuid comhpháirtíochtaí cliant a chothú ar fud na Seirbhíse Poiblí, na státseirbhíse, na rialtas áitiúil, earnálacha na sláinte agus an oideachais, i gcomhlachtaí stáit tráchtála agus neamhthráchtála, agus in earnáil an tsochair phoiblí. Chomhoibrigh sé le príomhpháirtithe leasmhara maidir le dearadh agus seachadadh réimse cúrsaí poiblí agus cláir shaincheaptha. Ar an mbealach seo, choinnigh an Rannóg réitigh foghlama a bhaineann le hábhar agus atá freagrúil do riachtanais oiliúna, a thagann chun cinn go leanúnach le bheith costéifeachtach agus a bhaineann caihdeáin den scoth amach.

Ag bogadh ar aghaidh ó ghéarchéim na paidéime, tá an Rannóg tar éis an leas is fearr a bhaint as na réitigh hibrideacha solúbtha a dearadh i dtréimhsí géarchéime chun gur féidir rogha níos mó de réitigh chumaisc a thairiscint. Cuireann an tsolúbthacht mhéadaithe seo ar chumas fhoireann na Seirbhíse Poiblí in Éirinn agus thar lear rochtain a fháil ar na réitigh foghlama. Tá an Rannóg ag súil le leanúint ar aghaidh ag tairiscint réitigh chumaisc chun rochtain ar fhoghlaim agus ar fhorbairt a chumasú ag am ar bith, in áit ar bith.

Ag léiriú na n-éileamh oiliúna, d'eagraigh an Rannóg í féin ar fud roinnt foirne a léiríonn croí-chumaisc agus speisialtachtaí chun a chinntiú gur seachadadh na réitigh is fearr go héifeachtach. Bhain gach foireann úsáid as a saineolas ar leith cláir agus ábhair chun cláir phoiblí ghaolmhara agus cláir shaincheaptha a sholáthar. Thacaigh an Fhoireann Forbartha Gnó leis na foirne, dhírigh siad ar rannpháirtíocht na gcliant, gníomhaíocht mhargaíochta, deiseanna nua gnó, tairiscintí agus feabhsuithe cáilíochta a bhainistiú, agus croíphointe teagmhála a chur ar fáil do chliant.

Forbairt Ceannaireachta agus Bainistíochta

Lean an Rannóg Oiliúna ar aghaidh ag cur cumas ceannaireachta agus bainistíochta chun cinn sa tSeirbhís Phoiblí le linn 2022 agus na réitigh foghlama atá ar fáil á gcur chun cinn ag an am céanna. Tugadh dúshlán na rannpháirtithe foghlaim a aistriú go gníomhach dá dtimpeallacht oibre ar mhaithe le páirtithe leasmhara na Seirbhíse Poiblí. I bhfianaise an aistrithe chuig timpeallachtaí oibre hibrideacha, díriodh ábhar an chláir ar an gcumas agus an mhúinín a thógáil chun feidhmíocht a threorú agus a bhainistiú go héifeachtach sa ghnáthshaol nua seo.

Fócas in 2022

I gcomhar le hearnálacha na státseirbhíse, an oideachais, na sláinte agus an rialtais áitiúil agus gníomhaireachtaí stáit, rinne an IPA idirghabhálacha a dhearadh agus réitigh chumaisc a chumasú.

In 2022 seachadadh 494 lá d'fhorbairt shaincheaptha do 3,000 rannpháirtí de gach leibhéal agus earnáil. I measc na gclár bhí an réimse Leibhéal ó Chléireachas go Príomhoifigeach sa Státseirbhís agus Grád 3/Leibhéal larchéime go Stiúrthóir Leibhéal Seirbhíse sa Rialtas Áitiúil. I measc na n-ábhar bhí idir nósanna imeachta na státseirbhíse agus forbairt cumas-bhunaithe ar inniúlacht, cumas ceannaireachta chun aghaidh a thabhairt ar dhúshlán eárnála agus ar athrú, nuálaíocht ar chultúr eagraíochtúil agus seachadadh seirbhíse do chustaiméirí.

I measc na gclár do cheannairí agus do bhainisteoirí sinsearach bhí na creataí agus na teicnící ceannaireachta is déanaí chun athrú oiriúnaitheach a threorú d'fhonn na huirlisí a thabhairt do cheannairí chun gur féidir leo déileáil leis na dúshlán straitéiseacha agus oibríochtúla. Bhí deis ag na rannpháirtithe dul i mbun na smaointeoireachta is déanaí maidir le conas an fhís agus na timpeallachtaí oibre fuinniúla a chruthú ina rannóga, ina bhfoirne agus ina n-eagraíocht.

Bhí forbairt ghairmiúil leanúnach (FGL) tábhachtach i gcónaí maidir le cumas an lucht saothair a fhorbairt i réimsí na bainistíochta ginearálta, na smaointeoireachta straitéisí, agus na scileanna gairmiúla agus speisialaithe, ag cur ar chumas bainisteoirí seirbhísí poiblí a threorú agus a bhainistiú go héifeachtach agus éilimh agus dúshlán amach anseo á réamh-mheas ag an am céanna. Tá FGL ina cuid thábhachtach de thogra luacha na Seirbhíse Poiblí, a chuireann ar chumas daoine a lánacmhainneacht a bhaint amach, a ngairmeacha beatha a fhorbairt agus a n-uailmhianta pearsanta agus gairmiúla a chur chun cinn ag an am céanna.

Le linn 2022 seachadadh sainchláir forbartha chuig an Roinn Leanaí, Comhionannais, Éagsúlachta, Lánpháirtíochta agus Óige (DCEDIY), na Ranna Iompair, Díl agus Cirt agus Cosanta, Tithe an Oireachtais, Cáilíocht agus Cáilíochtaí Éireann, an tÚdarás Náisiúnta Míchumais, An tÚdarás Náisiúnta Iompair, BOOÉ agus údaráis áitiúla éagsúla.

Dearadh agus seachadadh Cláir Forbartha Grád d'fhoireann CO, EO, HEO/AO, AP agus PO. Chuige seo oibríodh as láimh a chéile le ranna rialtais, oifigí agus roinnt gníomhaireachtaí stáit. Tá roinnt clár ar siúl faoi láthair agus críochnóidh said in 2023. Chuir dlúthchomhar leis na Coimisinéirí Ioncaim ar chumas 100 bainisteoir sinsearach páirt a ghlacadh sa bhForbairt Bainistíochta Sinsearaí do APanna.

Forbraíodh clár nua, 'The Civil Servant in the Democratic Process', i gcomhar le RLCMLÓ agus Tithe an Oireachtais. Dhírigh sé ar thacaíocht a thabhairt d'fhoireann meánleibhéil agus foireann shinsearach atá nuathagtha chuig an státseirbhís.

Sa rialtas áitiúil, leanadh den éileamh láidir ar chláir Forbartha Bainisteoir Líne in 2022 ar fud gach leibhéal foirne riaracháin, teicniúla agus gairmiúla. D'fhorbair siad seo cumas bainisteora chun a ról a chomhlíonadh maidir le foirne a threorú, feidhmíocht a bhainistiú, tionscadail phoiblí shuntasacha a sheachadadh, próisis éagsúla a chur i bhfeidhm, agus beartas poiblí agus scéimeanna a chur i bhfeidhm ar mhaithe le leas an phobail.

Chun freastal ar an ngá atá le bainisteoirí amach anseo agus bainisteoirí atá ag teacht chun cinn chun scileanna ábhartha agus praiticiúla a fhorbairt, chuir na cláir Croiscileanna réimse topaicí ar fáil, lena n-áirítear topaicí pearsanta éifeachtach, scileanna gnó, bainistíocht coinbhleachta, faisnéis mhothúchánach, athléimneacht, cur i láthair agus scileanna éascaithe.

I measc na bpríomhbhuaicphointí ó 2022 bhí:

Forbairt Ceannaireachta san Earnáil Rialtais Áitiúil

Lean an clár Ceannaireachta i Rialtas Áitiúil ar aghaidh in 2022, le tacaíocht ón CCMA agus ón Roinn Tithíochta, Rialtais Áitiúil agus Oidhreacht, d'fhoireann shinsearach ghairmiúil, theicniúil agus bhainistíochta ar fud an rialtais áitiúil. Dhírigh an clár ar qhéileáil le dúshláin cheannaireachta a bhíonn roimh cheannairí i rialtais áitiúla. Bhí croíchreataí inniúlachta ceannaireachta, piarfhoghlaim, cóitseáil aonair agus líonrú leis an mbainistíocht shinsearach mar bhonn agus mar thaca aige.

Chríochnaigh seacht rannpháirtí déag an clár in 2022 ó údarás áitiúla i gCeatharlach, sa Chabhán, sa Chlár, Cathair Chorcaí, Dún na nGall, Cathair Bhaile Átha Cliath, Fine Gall, Cill Dara, Ros Comáin, Sligeach, Tiobraid Árann, Cill Mhantáin, an Iarmhí agus Loch Garman.

Oiliúint do Chéimithe Rialtais Áitiúil

147 céimí san iomlán a bhí i mbun chlár na gCéimithe Rialtais Áitiúil. Is tionscnamh trí bliana é seo a sheachadtar i gcomhar leis an LGMA. Cuimsíonn sé forbairt inniúlachta chomh maith le meantóireacht trí bhealaí gairmiúla ábhartha chun deimhniúcháin agus creidiúnú acadúil atá aitheanta ag an tionscal a bhaint amach.

Ina theannta sin, reáchtáladh sé chlár atá creidiúnaithe go gairmiúil chun a chur ar chumas céimithe caighdeán tionscail a bhaint amach:

- Teastas in Anailísíocht Ghnó (BAAI);
- Lean Six Sigma (DCM Learning);
- Dioplóma i gCaidreamh Poiblí (PRII);
- Scileanna Sonraí do Ghairmithe/ Ardsceilanna Sonraí do Chleachtóirí (Analytics Institute of Ireland);
- Teastas i gCleachtas Daoine (CIPD);
- Dioplóma Gairmiúil i mBainistíocht Tionscadail (IPA agus PMI).

Clár Phoiblí

Cuireadh fiche clár poiblí i bhForbairt Bainistíochta ar fáil. Ghlac 300 ceannaire agus bainisteoir Seirbhíse Poiblí páirt in 2022.

Tugadh deiseanna sna cláir naisc a thógáil, líonrú agus peirspictíocht agus scileanna nua a fhorbairt agus an cumas a fhorbairt ag an am céanna dúshláin a réamh-mheas agus réitigh nuálacha a fhorbairt. Áiríodh ar an bpunann Bainistíocht Straitéiseach agus Athrú, Oiliúint Bainisteoir Líne, Forbairt Grád, Oiliúint Samhail- Bhreithiúnach, Éifeachtacht Phearsanta agus Scileanna Gnó.

Teicneolaíocht Faisnéise, Córais Ghnó agus Bainistíocht Tionscadail

Chuir an fhoireann seo réimse seirbhísí foghlama gairmiúla, oiliúna agus comhairleoireachta/comhairleacha ar fáil i dteicneolaíocht faisnéise, i gcórais faisnéise, i RGCS agus i gcosaint sonraí, i mbainistíocht tionscadail agus i réimsí gaolmhara. Le linn 2022, bhí éileamh i gcónaí ar an Teastas agus ar an Dioplóma i mBainistíocht Tionscadail agus an Dioplóma i Staidéar Ríomhaireachta agus fuair siad aiseolas dearfach. Bhí fás suntasach ar an éileamh ar Bhainistíocht Tionscadail agus ar oiliúint theicniúil Cosanta Sonraí GDPR. Mar fhreagra air sin cuireadh an Deimhniúcháin Bainistíochta Tionscadail (PRINCE2 2017® Foundation and Practitioner, Project Management Institute ACP (Agile), PMI CAPM agus PMI PMP) agus oiliúint RGCS ar fáil agus leathnaíodh í chuig eagraíochtaí na Seirbhíse Poiblí mar oiliúint shaincheaptha chun freagairt d'éileamh na gcliant.

Leanadh ar aghaidh le seachadadh Bainistíocht Cláir, Straitéis na Meán Sóisialta d'Eagraíochtaí Seirbhíse Poiblí agus oiliúint Microsoft Office mar fhreagairt ar éileamh.

Tugadh cúrsa nua Nuálaíochta Próiseas Gnó isteach le linn 2022. Ina theannta sin, éascaíodh comhdháil do chinn chórais faisnéise na n-údarás áitiúil.

Bainistíocht Acmhainní Daonna Straitéiseach

D'fhreagair an Rannóg Oiliúna don éileamh méadaitheach ar fhoghlaim ghairmiúil, oiliúint agus seirbhísí comhairliúcháin/ comhairleacha i mbainistiú agus idirghabháil acmhainní daonna. I measc na gclár bhí iad siúd atá creidiúnaithe ag CIPD agus ag MII.

Mar fhreagra ar éileamh láidir ar chlár CIPD ar fud na bpríomh - earnálacha, reáchtáladh trí chlár go lárnach d'eagraíochtaí cliant: an Dioplóma i gCleachtas Acmhainní Daonna, an Dioplóma i bhFoghlaim agus i bhForbairt agus an Teastas i gCleachtas Daoine. Tairiscint shuaitheanta ab ea é. Cháiligh rannpháirtithe ar éirigh leo do bhallraíocht bhunaidh CIPD.

Mar fhreagra ar éileamh láidir ar oiliúint idirghabhála chun tógáil cumais maidir le eagraíochtúla agus pobail coinbhleachtaí agus díospóidí san ionad oibre a bainistiú go héifeachtach, seachadadh ceithre cinn de chlár Idirghabhála Deimhnithe MII (trí chlár laistigh den IPA, ceann d'eagraíocht cliant). Cháiligh rannpháirtithe ar éirigh leo do bhallraíocht dheimhnithe den MII.

Ina theannta sin, reáchtáladh fiche cúrsa poiblí chun freastal ar éileamh ar oiliúint a bhaineann le hacmhainní daonna. I measc na gcúrsaí seo bhí Earcaíocht agus Roghnú Inniúlachta-bhunaithe, Tástáil Shíciméadrach, Acmhainní Daonna do Bhainisteoirí Líne, Gearán agus Smacht, Dínit ag an Obair, PMDS, TNA, Díl Fostaíochta, Saoráil Faisnéise do Chinnteoirí, Sábháilteacht Phearsanta ag an Obair agus Comhráite trócaireacha san Ionad Oibre.

An tAonad Rialachais

gairmiúil agus creidiúnaithe agus oiliúint ghairmiúil agus chreidiúnaithe, comhairleoireacht/tacaíocht chomhairleach do cliant i rialachas ar fáil do ranna rialtais, do chomhlachtaí stáit, d'institiúidí ardoideachais, d'údarás áitiúla agus d'eagraíochtaí neamhbhrabúis. Bhí an t-éileamh agus meastar go bhfanfaidh sé mar seo. Cuireadh tacaíocht ar fáil freisin do mhodúil rialachais laistigh de chlár iarchéime an IPA – Teastas Gairmiúil i Rialachas agus Dochtúireacht i Rialachas.

Lean an Fóram Rialachais de bheith ina fhoinsé luachmhar comhairle, oiliúna, faisnéise, comhairleachta agus tacaíochta maidir le dea-rialachas a chothú do na balleagraíochtaí, agus béim ar leith ar chomhlachtaí agus gníomhaireachtaí stáit, comhlachtaí rialála, institiúidí ardoideachais, ranna rialtais, údarás áitiúla agus eagraíochtaí neamhbhrabúis, eagraíochtaí leasa phoiblí agus eagraíochtaí sochair phoiblí. Seachadadh seacht n-imeacht déag do thart ar 110 balleagraíocht in 2022. Ar na hábhair áiríodh Athbheithnithe Boird agus Coiste, Athbheithnithe ar Chreat Rialachais agus Athbheithnithe ar an Chreat Bainistíochta Riosca. I measc an ábhair ábhartha freisin bhí rialachas agus cultúr, cibearshlándáil, fonn riosca, inbhuanaitheacht, éifeachtacht an bhoird, straitéis, agus cóid chleachtais agus caighdeán rialachais éagsúla a chur chun feidhme.

Chuir an tAonad Rialachais oideachas D'éascaigh an Fóram Lónra na gCathaoirleach agus Lónra na Rúnaithe Boird freisin, agus chumasaigh sé tacaíochtaí trí nuashonruithe agus podchraoltaí ar shuíomh gréasáin an Fhórait. Lean seirbhísí ag forbairt mar fhreagairt ar riachtanais agus forbairtí na mball-eagraíochtaí sa rialachas araon.

Ina theannta sin, cuireadh cúig chúrsa dhéag poiblí ar rialachas ar fáil d'eagraíochtaí na Seirbhíse Poiblí.

Bainistíocht Airgeadais agus Cuntasaíocht

Agus an sprioc á baint amach chun feabhas a chur ar an gcumas bainistíochta airgeadais agus cuntasaíochta ar fud na hearnála, soláthraíodh tacaíochtaí gairmiúla agus creidiúnaithe oideachais, oiliúna agus comhairleoireachta/comhairleoireachta i mbainistíocht airgeadais, rialachas, dearbhú agus iniúchadh le linn 2022.

Cuireadh fiche cúrsa poiblí ar fáil. Áiríodh orthu sin cúrsaí ar an gCód Caiteachais Phoiblí, Bainistíocht Buiséid, Airgeadas do Bhainisteoirí Neamh-Airgeadais, Cuntasaíocht Vóta, Iniúchadh Inmheánach, Feasacht Calaíse, Airgeadas do Stiúrthóirí Neamh-Airgeadais (bunúsach, idirmheánach agus ardleibhéal) agus Aibíocht Bainistíochta Airgeadais.

Reáchtáladh an Chomhdháil do Cheannairí Airgeadais na nÚdarás Áitiúil freisin.

Chuidigh trí chlár phoiblí atá creidiúnaithe ag CIPFA, le rannpháirtithe a bhain amach an Teastas Ghairmiúil i Scileanna Iniúchóireachta (CAS), le cumas iniúchóirí inmheánacha na Seirbhíse Poiblí agus éifeachtacht rialachais sa tSeirbhís Phoiblí a neartú.

Reáchtáladh dhá chlár phoiblí don Teastas CIPFA creidiúnaithe i mBainistíocht agus Cuntasaíocht Airgeadais. Dhírigh siad seo ar bharrchleachtas maidir le costáil agus buiséadú do ghairmithe airgeadais ar fud na Seirbhíse Poiblí.

Chuir an tAonad Bainistíochta Airgeadais agus Cuntasaíochta a saineolas ábhair leis na modúil airgeadais i gclár chreidiúnaithe de chuid Scoil Rialtais agus Bainistíochta Whitaker an IPA go sonrach i gcás an Dioplóma i mBainistíocht Sláinte agus san Teastas i nGníomhaireachtaí Státseirbhíse agus Stáit.

In 2022 thug an Fhoireann Bainistíochta Airgeadais, i gcomhar leis an Aonad Rialachais bonn eolais d'Athbheithnithe Boird agus Coiste, Athbheithnithe ar an gCreat Rialachais agus Athbheithnithe ar an gCreat Bainistíochta Riosca, chomh maith le hoiliúint riosca i gcoitinne. Chuir sé uirlisí do mheastóireacht feidhmíochta ar fáil freisin amhail Tuairiscíú Iniúchóireachta agus Iniúchóireachta, Cód Caiteachais Phoiblí, Bainistíocht Díoltóirí agus Forbairt Múnla Loighce Cláir ar bhonn saincheaptha.

Rialtas Áitiúil

Lean an Rannán Oiliúna de bheith mar phríomhsholáthraí seirbhísí oiliúna do rialtais áitiúla in 2022. Ar na seirbhísí áiríodh oideachas, oiliúint agus tacaíochtaí comhairliúcháin/comhairleacha a bhaineann go sonrach leis an earnáil, do gach údarás áitiúil agus don earnáil tithíochta agus earnáil an rialtais áitiúil i gcoitinne.

In 2022 seachadadh ocht gclár 'A-Z of Irish Local Government' do 400 ball foirne údarás áitiúil. Thug gach ceann acu forbheathnú ar na príomhsheirbhísí agus ar na príomhphíosáí reachtaíochta atá mar bhonn agus taca ag seirbhísí údarás áitiúil. Tá an t-ábhar curtha in oiriúint do scéimeanna agus struchtúir an údarás áitiúil.

Seachadadh ceithre chlár Oiliúna Reachtaíochta do 190 ball foirne bainistíochta in údarás áitiúla ag meánleibhéal agus ag leibhéal shinsearacha. Ina measc sin bhí sraith d'fhíseáin réamhthairfeadta agus seisiúin bheo ar líne a bhí dírithe ar chroí-eolas agus tuiscint a fhorbairt ar an reachtaíocht reatha a bhaineann le Seirbhísí Tithíochta, Pleanála, Comhshaoil, Uisce agus Bóithre & Iompair.

Ina theannta sin, d'fhreastail 200 ball foirne údarás áitiúil ar chúrsaí poiblí a bhí á dtairiscint i réimsí na hOiliúna ar Bhainistíocht Fiachais Rialtais Áitiúil, Eolas Bunúsach ar Thithíocht Shóisialta, Riaráistí Cíos Tithíochta, Déileáil le hIompair Frithshóisialta agus oiliúint i gCigireachtaí Cíos.

Seachadadh cláir chreidiúnaithe do 540 ball foirne údaráis áitiúil a cláraíodh trí Scoil Rialtais agus Bainistíochta Whitaker an IPA. Orthu sin bhí an Teastas i Staidéar Rialtais Áitiúil (360), Dioplóma i Staidéar Rialtais Áitiúil (120), Teastas i Staidéar Tithíochta (22) agus Dioplóma Gairmiúil i Staidéar Tithíochta (38).

Fóram Tithíochta

Lean an Fóram Tithíochta ar aghaidh ag soláthar ardáin chun eolas a thógáil agus a roinnt faoin Earnáil Tithíochta, i gcomhar leis an nGníomhaireacht Tithíochta. Chuir an Fóram Tithíochta tairseach na mball agus an stór ábhar acmhainne (tuarascálacha, doiciméid taighde agus litríocht ábhartha) ar fáil. Tacaíonn siad seo le líonra gníomhach cleachtóirí tithíochta ó earnálacha tithíochta poiblí, deonacha agus príobháideacha.

In 2022 reáchtáladh dhá imeacht déag de chuid an Fhórait Tithíochta, a bhí dírithe ar shaincheisteanna tithíochta reatha agus tráthúla. D'fhreastail 100 rannpháirtí ar an meán ar gach ceann díobh. Ina theannta sin, d'fhreastail 253 duine ar Chomhdháil na gCleachtóirí Tithíochta 2022 agus d'fhreastail 75 duine ar Chomhdháil LGDA 2022.

An Oifig um Fhorbairt Gnó, Margaíocht agus an Lár-Oifig Áirithintí

Le linn 2022 lean an Fhoireann Forbartha Gnó ar aghaidh ag cur chun cinn sraith na gclár Ceannaireachta agus Bainistíochta poiblí agus áitiúla, cúrsaí faoi threoir speisialtóra agus seirbhísí ar líne, lena n-áirítear seimineáir ghréasáin atá ar fáil tríd an Rannóg Oilíúna, agus bhíothas ag freagairt ar iarratais ó chliant chomh maith. Chomh maith le forbairt ghnó, margaíocht agus áirithintí, bainistíodh iarratais ó chliant ar luachálacha agus ar thairiscintí sa réimse seo agus rinne siad teagmháil le cliant agus le speisialtóirí comhlachaithe maidir le tograí gnó, gnó a fuarthas agus sceidealú ar chúrsaí áitiúla.



Ag seoladh *The Irish Department of Finance 1959–99* (c-d) bhí Ciarán Casey, údar; iar-Thaoiseach, John Bruton; iar-Aire Airgeadais, Alan Dukes; agus an tAire Airgeadais ag an am sin, Paschal Donohoe, TD.

6.4 Taighde agus Foilseacháin

An Dr John O'Neill, Stiúrthóir

Forbhreathnú ar Thaighde agus ar Fhoilseacháin

Bhí ról uathúil agus luachmhar ag Taighde agus Foilseacháin i gcónaí rud a threisigh a gcáil fhíormhaith ar fud na Seirbhíse Poiblí agus an tsaoil acadúil aron.

Taighde

Mar an t-aon ionad taighde tiomnaithe bainistíochta poiblí agus rialachais in Éirinn, bhí ról lárnach ag Foireann Taighde an IPA i gcónaí maidir le freastal ar éilimh na Seirbhíse Poiblí ó thaobh aghaidh a thabhairt ar dhúshláin thábhachtacha rialachais agus cur chun feidhme atá roimh an earnáil. Aithnítear an fhoireann mar shaineolaithe ceannródaíocha ar riarachán poiblí ar an leibhéal náisiúnta agus idirnáisiúnta aron. Lean siad dá cuid oibre le linn 2022 ag tacú leis an rialtas áitiúil agus náisiúnta chun aghaidh a thabhairt ar shaincheisteanna casta beartais leithne – mar shampla, tithíocht agus aeráid. Ina theannta sin, bhí méadú ag teacht go leanúnach ar shaineolas an IPA maidir le rialachas agus cur i bhfeidhm an bheartais chomhshaoil.

Díol suntais do 2022 ba é gur comhaontaíodh comhoibriú breise a dhéanamh leis an nGníomhaireacht um Chaomhnú Comhshaoil (EPA) maidir le taighde breise ar dhúshláin i dtaobh cur chun feidhme atá roimh an ngníomhaireacht a chur chun cinn, agus ar leithligh choimisiúnaigh an DPENDR an fhoireann chun píosa príomhthaighde a dhéanamh ar chumas gníomhú ar son na haeráide ar fud na státseirbhíse.

I measc na bpríomhbhuaiçphointí in 2022, ó thaobh tionchair de, bhí táirgí insóláthartha suntasacha ar fud an rialtais láir agus an rialtais áitiúil aron, agus socruithe oibre nua á gcur i bhfeidhm ag an am céanna chun síneadh laistiar de 2022 a chur le comhpháirtíochtaí reatha (i.e. EPA) agus chun réimsí nua oibre a fhorbairt agus a thionscnamh a fhreastalaíonn ar éilimh is práinní na státseirbhíse (i.e. an aeráid agus an inbhuanaitheacht). Cuireann na héachtaí seo, atá sa liosta thíos, tuilleadh le

hábharthacht agus cáil an Fhorais maidir le freastal ar éilimh ár bpríomhpháirtithe leasmhara.

1. Foilseachan leis an EPA (Aibreán 2022) ar *Sharing Lessons Learned from Water Governance*: www.epa.ie/publications/research/water/Research_Report_406.pdf. Mar aon le podchraoladh gairid, tá an tuarascáil seo foilsithe ar shuíomh gréasáin an EPA. Tá an tuarascáil roinnte ag comhpháirtithe eolais an EPA, ERINN freisin, ar fud an rialtais. Foilsíodh líníocht pháipéir ar an taighde in iris an IPA, Administration (Bealtaine 2022).
2. Comhaontú ar thángthas air leis an EPA chun an clár taighde a leathnú amach go 2024 maidir le rialachas agus cur chun feidhme, a phléann príomhréimsí comhshaoil lena n-áirítear an geilleagar ciorclach agus gníomhú ar son na haeráide.
3. Foilsiú taighde ag Comhairle Cathrach Bhaile Átha Cliath ar seirbhísí dramhaíola a chur ar ais faoi údarás na cathrach. Ba thionscadal casta taighde é seo lena n-áirítear léiriú ar an seasamh dlíthiúil maidir le bailiú dramhaíola tí i gCathair Bhaile Átha Cliath, a bhí clúdaithe sna meáin náisiúnta: <https://www.irishtimes.com/ireland/dublin/2023/02/22/report-warns-dublin-city-council-against-resuming-bin-collections/>
4. Foilsíodh an tríú heagrán déag de *Threochtaí Seirbhíse Poiblí*, (Nollaig 2022) a leanann ar aghaidh leis an tsraith thábhachtach taighde seo agus a thugann isteach réimsí nua cumhdaigh ag an am céanna a bhaineann le réimsí ar fud cúrsaí comhshaoil agus aeráide i gcomhréir le cuspóirí straitéiseacha an IPA.
5. Taighde rialtais áitiúil ag leanúint ar aghaidh ar aon dul le straitéis chomhaontaithe do 2022-4, a chlúdaíonn príomhréimsí don earnáil, lena n-áirítear nuálaíocht, forbairt gheilleagrach, agus caidreamh rialtais láir agus áitiúil. Ina theannta sin, foilsíodh trí eagrán den iris rialtais áitiúil, *Local Authority Times*, a roinneadh go forleathan ar fud an rialtais áitiúil.
6. Ag teacht leis an dá chuspóir rialtais maidir le sonraí oscailte agus le cuspóirí an IPA féin maidir le taighde, nuálaíocht agus foghlaim, foilsíodh ceithre eagrán den iris *Administration*. <https://sciendo.com/journal/ADMIN>
7. Choimisiúnaigh an DPENDR, an Roinn Comhshaoil, Aeráide agus Cumarsáide, agus Roinn an Taoisigh an Fhoireann Taighde chun measúnú a dhéanamh ar chumas rialtas na hÉireann gníomhú ar son na haeráide a chur i bhfeidhm go héifeachtach. Cuireadh tús leis an taighde seo in 2022 agus críochnóidh sé in 2023.
8. Lean an fhoireann uirthi ag obair ar son an European Public Administration Knowledge (EUPACK) thar ceann Ard-Stiúrthóireacht an Athchóirithe - https://commission.europa.eu/about-european-commission/departments-and-executive-agencies/structural-reform-support/european-public-administration-country-reports_en

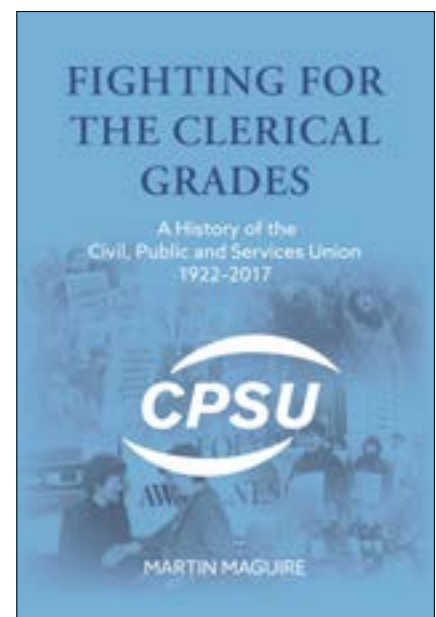
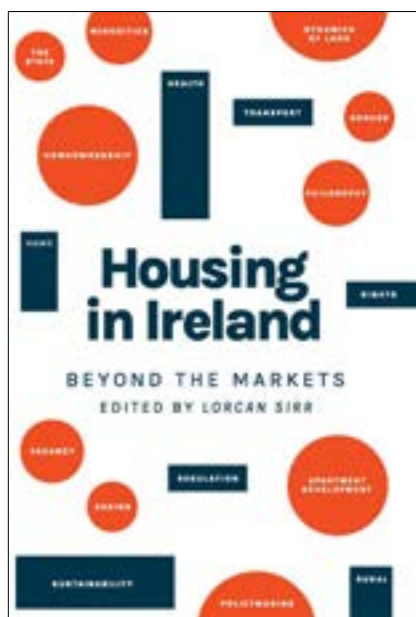
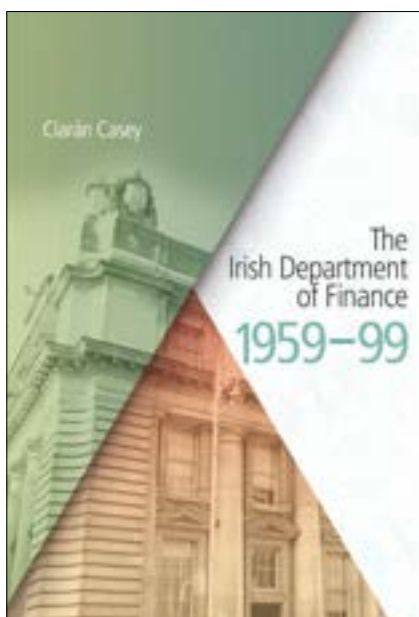
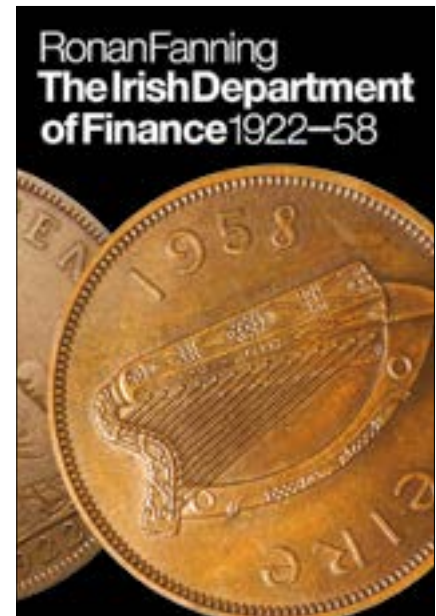
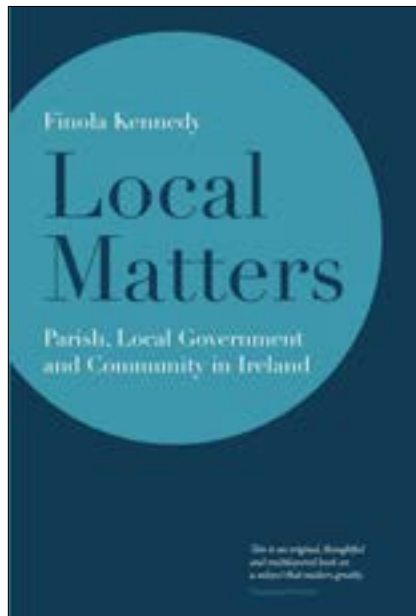
Foilseacháin

Chuir an Rannóg réimse fairsing seirbhísí foilsitheoireachta ar fáil le linn 2022, lena n-áirítear leabhair a foilsíodh faoi Straitéis Foilsitheoireachta Leabhar an IPA, sainchomhairliúcháin do ranna rialtais, foilseacháin taighde a bhaineann lenár bpríomhpháirtithe leasmhara, chomh maith leis an seachtú heagrán is caoga de *Ireland – A Directory* gan dabht, a foilsíodh in 2022. Cloch mhíle shuntasach ab ea foilsíú Ráiteas Straitéise an IPA, *A New Era of Learning*, i mí na Nollag.

Mheall seoltaí leabhar le linn 2022 suim shuntasach ó na meáin agus ón gcóras polaitiúil arson, rud a chuir le hábharthacht agus clú an Fhorais. I measc na bpríomhbhuaicphointí bhí na foilseacháin agus na seoltaí seo a leanas:

1. *Housing in Ireland: Beyond the Markets* by Lorcan Sirr, which was launched by Mick Clifford, Special Correspondent, *Irish Examiner*;
2. *The Irish Department of Finance 1959–99*, le Ciarán Casey. Ba é an tAire Airgeadais, Paschal Donohoe, TD a sheol é agus bhí an tAire Taoiseach, John Bruton agus an tAire Airgeadais, Alan Dukes i láthair freisin ag an ócáid;
3. *Local Matters: Parish, Local Government and Community in Ireland* le Finola Kennedy, a sheol an t-aoi oinigh Darragh O'Brien, TD, an tAire Tithíochta, Rialtais Áitiúil agus Oidhreachta;

4. *Fighting for the Clerical Grades: A History of the Civil, Public and Services Union 1922–2017* le Martin Maguire. Ba é an t-aoi oinigh Michael McGrath, TD, Aire Caiteachais Phoiblí agus Athchóirithe a sheol é;
5. *Ireland – A Directory 2023*, a sheol an Tánaiste agus an tAire Fiontar, Trádála agus Fostaíochta ag an am, Leo Varadkar, TD. Dúirt sé gur 'foinse faisnéise an-luachmhar é *'Ireland – A Directory* agus go bhfuil an áit is fearr aige ar mo dheasc i gcónaí. Is é an gnáth-threalamh a chaithfidh a bheith díobh siúd againn gan dabht a bhíonn i mbun seachadta ar son na sochaí ar fud speictream leathan an riaracháin phoiblí.'



6.5 Seirbhísí Airgeadais agus Corparáideacha

Noreen Fahy, Stiúrthóir

Forbhreathnú ar Sheirbhísí Airgeadais agus Corparáideacha

Tá spriocanna agus cuspóirí na Roinne Seirbhísí Airgeadais agus Corparáideacha ailínithe le Straitéis Chorporáideach an IPA agus glacann an rannóg cur chuige comhpháirtíochta i ndáil le freastal ar éilimh na bpáirtithe leasmhara, idir inmheánach agus sheachtrach araon.

Lean seachadadh seirbhísí Oideachais, Oiliúna agus Forbartha, Taighde agus Foilsitheoireachta an IPA ar aghaidh go rathúil le linn 2022. Ba dhúshlán suntasach é do Rannóg Seirbhísí Corparáideacha an IPA seachadadh rathúil gnó agus leanúnachas inár samhail oibre nua hibrideach a chumasú. Dúshlán shuntasacha ab ea earcaíocht agus coinneáil tallainne ar fud cúrsaí Airgeadais, Soláthair agus TFC. Leagann sé seo béim bhreise ar fheidhmíocht den scoth na mball foirne a léirigh arís agus arís eile solúbthacht agus aclaíocht arís maidir le tacú le comhghleacaithe.

Agus iad ag obair le comhghleacaithe ar fud an Fhorais, chinntigh pearsanra Sheirbhísí Airgeadais agus Corparáideacha an IPA gur leanadh de bheith ag baint amach spriocanna agus cuspóirí agus gur sáraíodh iad. Léirigh siad sármhaitheas agus tiomantas a d'fhís agus do mhisean an IPA. Tugtar breac-chuntas ar na príomhréimsí ardfheidhmíochta ar fud na Rannóige Airgeadais agus Seirbhísí Corparáideacha i dtaobh 2022 thíos. Buíochas ar leith le gach ball foirne, lena n-áirítear ár gcomhpháirtithe gnó teicniúla, a d'oibrigh chomh dícheallach sin i rith na bliana.

Airgeadas

Mar chuideachta atá faoi theorainn ráthaíochta le stádas carthanúil agus ina chomhlacht faoi choimirce an DPENDR agus é faoi dhualgas cloí leis an *gCód Cleachtais um Rialachas Comhlachtaí Stáit 2016*, tá stádas casta dlíthiúil agus rialála aige a chuireann bonn eolais faoin gcóras tuairiscithe airgeadais reachtúil agus bainistíochta atá i bhfeidhm. Déanann Oifig an Ard-Reachtair Cuntas agus Ciste (OCAG) iniúchadh ar an IPA agus tá air ráitis Airgeadais reachtúla a chur ar fáil i gcomhréir le FRS 102. I measc na mbuaicphointí tá:

- Cloíodh le spriocdhátaí OCAG le haghaidh Ráitis Airgeadais Bhliantúla reachtúla a chur isteach;
- Baineadh amach Ráitis Airgeadais Bhliantúla Dheimhnithe le tuairim iniúchóireachta neamhcháilithe 2022 – gabhann na cuntais seo leis an Tuarascáil Bhliantúil seo;
- Cloíodh leis na spriocdhátaí go léir do thuairisciú an Bhoird agus Fhochoiste an Bhoird;
- Ullmhaíodh cuntais bhainistíochta mhíosúla agus ráithiúla atá réitithe;
- Seachadadh tráthúil ar gach rith párolla agus cuntais iníochta;
- Feabhsuithe leanúnacha ar phróisis faoi stiúir Airgeadais ar fud cuntasáíochta bainistíochta, párolla, suimeanna iníochta agus suimeanna infhaighte, le cur i bhfeidhm breise ar thionscadal domhain maidir le suimeanna infhaighte in éineacht le comhghleacaithe sna Rannóga Oideachais agus Oiliúna;
- Leanadh le hathbhreithnithe agus measúnuithe ar ár dtimpeallacht rialaithe i rith na bliana, lena n-áirítear athbhreithnithe iniúchóireachta inmheánacha agus seachtracha.

Teicneolaíocht Faisnéise agus Cumarsáide

Le linn na tréimhse 2020 go dtí deireadh 2022, d'éirigh leis an IPA forbairt go hiomlán agus go rathúil ina shamhail ghnó fhíorúil agus phearsanta hibrideach, agus d'éirigh le Foireann TFC an IPA, agus iad ag obair le comhghleacaithe ar fud na heagraíochta, réitigh an bhonneagair theicneolaíoch a fhorbairt agus a chur i bhfeidhm chun an claochlú digiteach agus an claochlú gnó seo a chumasú. In 2022 ghlac an IPA beartas cianoibre an-chuimsitheach do phearsanra an IPA a d'éiligh ar TFC agus ar Áiseanna araon bonneagair dhúbhla a sholáthar, ar an láthair i mBóthar Lansdún agus ag Obair ón mBaile agus in áiteanna iargúlta eile, chun na cleachtais oibre nua seo a cheadú.

Thug an claochlú seo, a leanfaidh de bheith ag forbairt in 2023, neart deiseanna claochlaithe digití don Foireann TFC agus Cibear. Le linn 2022, d'oibrigh an fhoireann go dícheallach chun tacú leis an IPA a spriocanna gnó straitéiseacha a bhaint amach.

Ag teacht le spriocanna straitéiseacha TFC, leanadh d'infheistíocht agus forbairt ar ár n-acmhainní cibearshlándála agus bonneagar agus bhí torthaí rathúla ar an saothar.

I measc na bpríomhbhuaicphointí i TFC tá:

- Cibearbhagairtí leanúnachais gnó nialasacha bainte amach in 2022;
- Scór slán Microsoft 80% (i gcomparáid le meánmhéid Microsoft 40% d'eagraíochtaí den chineál céanna);
- Le linn na tréimhse ón 1 Eanáir 2022 go dtí an 31 Nollaig 2022, chuir bonneagar balla dóiteáin an IPA cosc ar níos mó ná 606k d'ionraí;
- Úsáid rathúil leanúnach ar gcóras Freagartha Brathadóireachta Críochphointe 'Huntress';
- Tús curtha le glacadh Ardán Cumarsáide SharePoint;

- Tionscadal Ascnaimh Office 365 curtha i gcrích;



- Os cionn 3,000 uair an chloig d'ábhar comhroinnte agus os cionn 2,900 cruinniú a dtacaítear leo;



- Cuireadh breis is 1,300 seisiún ar fáil thar Zoom;



- Os cionn 70 seisiún arb ionann iad agus 1,200 duine a bhí i láthair;



- 59,232 Amhairc agus íoslódálacha Panopto, arb ionann iad agus 19,200 uair an chloig d'ábhar;
- 2,380 ticéad tacaíochta réitithe le meán - am réitigh 86 nóiméad ar an meán.

Áiseanna agus Eastáit

Bliain an-ghnóthach a bhí ann do na Foirne Áiseanna agus Eastát mar cuireadh fáilte ar ais roimh bhail foirne, mic léinn agus grúpaí rannpháirtithe chuig ár n-áitreabh ag Bóthar Lansdún. Cuireadh an clár oibre bainistíochta áiseanna ar an láthair in oiriúint gan mhoill chun shocrúithe seomraí cuí a chur ar fáil d'imeachtaí, léachtaí, seimineáir, srl. ar an láthair. Rinne an Rannóg infheistíocht i dtuilleadh forbartha ar chórais bainistíochta imeachtaí agus áirithinte seomra chun freastal ar na castachtaí breise a bhaineann le timpeallacht foghlama atá cumasaithe don teicneolaíocht. Bhí an Fhoireann Áiseanna a cumasaíodh trí dheireadh a bheith tagtha le srianta an rialtais, i gceannas ar athbheochan an phlean athchóirithe cóiríochta arna ghlacadh ag an mBord agus cuireadh tús arís leis an uasghrádú beartaithe ar oifigí agus ar spásanna oibre ar fud an Fhorais, ar bhonn 'mar is gá'. Lean an Fhoireann Áiseanna uirthi ag athbhreithniú, ag forbairt agus ag cur i bhfeidhm riachtanais chúí maidir le comhlíonadh dóiteáin, sláinte agus sábháilteachta.

Iníúchadh agus Rialachas

Chomhlíon an Foras a oibleagáidí airgeadais agus cánachais le linn 2022, agus lean Bord an IPA ag déanamh maoirseachta ar éifeachtacht an Chórais Rialaithe Inmheánaigh ar fud an Fhorais. Foilsítear an Ráiteas ar Rialú Inmheánach i Ráitis Airgeadais Bhliantúla an IPA a ghabhann leis an tuarascáil seo. Lean Coiste Iníúcháireachta agus Riosca an IPA ag déanamh maoirseachta ar chur i bhfeidhm Phlean Straitéiseach Iníúcháireachta Inmheánaí an IPA i rith 2022, ag díriú ar fheidhmiú moltaí leagáide Iníúcháireachta Inmheánaí a chur chun cinn, agus chuir siad go léir go dearfach leis na socruithe dearbhaithe ar fud na heagraíochta.

Ionchais Airgeadais do 2023

Tá Samhail Airgeadais an IPA ag dul ar aghaidh trí chéim cheartúcháin le heasnamh dearbhaithe do 2022 agus le heasnamh tuartha do 2023. Díríonn glacadh straitéis cúig bliana an IPA *New Era of Learning: Strategy 2022–2027*, ar fhás trí nuálaíocht. Tabharfaidh an clár claochlaithe a ghabhann leis aghaidh ar ghnéithe bunúsacha de shamhail airgeadais agus mhaoinithe an IPA.

B'ionann blocdheontas an Fhorais agus €2.725m do 2022 agus coinneofar an méid seo in 2023. Is tacaíocht dhearfach óna máthair-roinn, an DPENDR é. Leanann Bord Stiúrthóirí an IPA, agus a fhochoistí, ag déanamh maoirseachta ar fheidhmíocht airgeadais an IPA mar chuid dá bhfreagrachtaí muiníneacha.

07. Ár gCliant agus ár gComhpháirtithe



Le linn 2022 leanamar orainn ag comhoibriú lenár gcliaint agus lenár gcomhpháirtithe luachmhara, a léirítear tríd an sampla seo a leanas:





IPA
An Foras Riaracháin
Institute of Public Administration

57- 61 Bóthar Lansdún, Baile Átha Cliath D04 TC62

T + 353 1 240 3600
F + 353 1 668 9135
information@ipa.ie

www.ipa.ie





**AN FORAS RIARACHÁIN
(CUIDEACHTA FAOI THEORAINN
RÁTHAÍOCHTA)**

**RÁITIS AIRGEADAIS
DON BHLIAIN DAR
CRÍOCH 31 NOLLAIG
2022**

AN FORAS RIARACHÁIN
(Cuideachta faoi theorainn ráthaíochta)

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AN FORAS RIARACHÁIN
(Cuideachta faoi theorainn ráthaíochta)

STIÚRTHÓIRÍ AGUS FAISNÉIS EILE
Don Bhliain dar Críoch an 31 Nollaig 2022

STIÚRTHÓIRÍ

An Dr Fergal Lynch (tháinig deireadh leis an téarma oifige ar 24 Samhain 22)
An Dr Pat Gallagher (tháinig deireadh leis an téarma oifige ar 24 Samhain 22)
An tUasal Tim Lucey (ceapadh é ar an 24 Samhain 22)
An Dr Marian O'Sullivan (tháinig deireadh leis an téarma oifige an 30 Meán Fómhair 22)
Helen Brophy Uasal (ceapadh í ar an 19 Deireadh Fómhair 2022)
An tUasal Stephen Mulvany (d'éirigh sé as an 15 Meán Fómhair 22)
An Dr Colm Henry (ceapadh é ar an 29 Meán Fómhair 22)
Elizabeth Adams Uasal (athcheapadh í ar an 29 Meán Fómhair 22)
An tUasal Pat Naughton
An tUasal George Burke (athcheapadh é ar an 29 Meán Fómhair 22)
An Dr Pamela Byrne (athcheapadh í ar an 24 Samhain 22)
An Dr Pat O'Leary (ceapadh é ar an 24 Márta 22)
An tUasal Greg Dempsey
Mary Hurley Uasal (d'éirigh sí as an 24 Márta 22. Athcheapadh í an 24 Samhain 22)
Fiona Quinn Uasal (ceapadh í an 28 Aibreán 22)
An Dr Stephen Weir
An tUasal David Moloney

RÚNAÍ & OIFIG
CHLÁRAITHE

An tUasal Ray Mooney
59 Bóthar Lansdún
Baile Átha Cliath 4

INIÚCHÓIRÍ

An Ard-Reachtair Cuntas agus Ciste,
3A Sráid an Mhéara Uachtarach
Baile Átha Cliath 1

PRÍOMHBHAINCÉIRÍ

Banc Aontas Éireann
52 Sráid Bhagóid Uachtarach
Baile Átha Cliath 4

Banc na hÉireann, Sráid an
Mhéara Íochtarach, Baile
Átha Cliath 1

ATURNAETHA

Eversheds,
Ardán Phort an Iarla
Baile Átha Cliath 2

AN OIFIG UM CHLÁRÚ
CUIDEACHTAÍ

21087

UIMHIR CHARTHANAIS
CHI ÁRAITHE

20008031

UIMHIR CHAR. (COIMISINÉIRÍ
IONCAIM)

5401

AN FORAS RIARACHÁIN

(Cuideachta faoi theorainn ráthaíochta)

RÁITEAS RIALACHAIS AGUS TUARASCÁIL NA STIÚRTHÓIRÍ

don Bhliain dar Críoch an 31 Nollaig 2022

RIALACHAS

Bord an IPA

I mBunreacht an Fhorais Riaracháin (mar a leasaíodh in 2017) sonraítear comhdhéanamh an Bhoird agus na neagraíochtaí atá freagrach as comhaltaí a ainmniú ar an mBord. Foráiltear leis na hAirteagail freisin go bhféadfar comhalta amháin a cheapadh trí chomhthoghadh.

Bhí ballraíocht an Bhoird do 2022 mar seo a leanas:

- An Dr Fergal Lynch, (Cathaoirleach go Samhain 2022), Ard-Rúnaí, an Roinn Leanaí agus Gnóthaí Óige, tháinig Mary Hurley Uasal, Ard-Rúnaí, an Roinn Forbartha Tuaithe agus Pobail ina ionad
- An Dr Pat Gallagher, Príomhfheidhmeannach, Comhairle Contae na hIarmhí (Leas-Chathaoirleach), tháinig an Uasail Tim Lucey, Príomhfheidhmeannach, Comhairle Contae Chorcaí ina ionad.
- An Dr Marian O'Sullivan, Ard-Stiúrthóir, IPA, tháinig Helen Brophy Uasal, Ard-Stiúrthóir, IPA ina hionad.
- An tUasal Stephen Mulvany, Príomhoifigeach Airgeadais, Feidhmeannacht na Seirbhíse Sláinte, tháinig an Dr Colm Henry, Príomhoifigeach Cliniciúil, Feidhmeannacht na Seirbhísí Sláinte ina ionad.
- Elizabeth Adams Uasal, Uachtarán Chónaidhm Eorpach na nAltraí
- An tUasal Pat Naughton, Stiúrthóir Feidhmiúcháin, Group People and Sustainability, BSL
- An tUasal George Burke, Leas-Ard-Rúnaí, Oifig an Uachtaráin (Cathaoirleach ó Shamhain 2022)
- An Dr Pamela Byrne, POF Údarás Sábháilteachta Bia na hÉireann
- An Dr Pat O'Leary, Cláraritheoir, Ollscoil na hÉireann (NUI)
- An tUasal Greg Dempsey, Leas-Ard-Rúnaí, An Roinn Sláinte
- Mary Hurley Uasal, Rúnaí Cúnta, An Rannóg Rialtais Áitiúil, An Roinn Tithíochta, Pleanála agus Rialtais Áitiúil, tháinig Fiona Quinn Uasal, Rúnaí Cúnta, An Roinn Tithíochta, Rialtais Áitiúil agus Oidhreacht ina hionad
- An Dr Stephen Weir, Léachtóir, IPA
- An tUasal David Moloney, Ard-Rúnaí, An Roinn Caiteachais Phoiblí agus Athchóirithe

Foireann Bainistíochta Shinsearach

Ba í an Dr Marian O'Sullivan Ard-Stiúrthóir an IPA agus mar Phríomhoifigeach Feidhmiúcháin bhí sí freagrach san iomlán as oibríochtaí uile an IPA go dtí deireadh a conartha fostaíochta ar an 30 Meán Fómhair 2022. Chuir an tArd-Stiúrthóir nua, Helen Brophy, tús lena fostaíocht ar an 19 Deireadh Fómhair 2022. San idirthréimhse, chomhlíon an Dr Michael Mulreany dualgais an Ard-Stiúrthóra. Is ar an ngrúpa bainistíochta shinsearach (SMG) atá an fhreagracht fhoriomlán as gnóthaí an IPA a bhainistiú.

Is iad seo a leanas comhaltaí an SMG:

- An Dr Marian O'Sullivan go dtí an 30 Meán Fómhair 2022, ansin Helen Brophy, Uasal ón 19 Deireadh Fómhair 2022, Ard-Stiúrthóir
- An Dr Michael Mulreany, Ard-Stiúrthóir Cúnta, Cláraritheoir agus Ceann Scoil Rialtais agus Bainistíochta Whitaker
- An Dr. John O'Neill, Stiúrthóir Taighde, Foilseachán agus Caidrimh Chorpáraidigh
- Noreen Fahy Uas., Stiúrthóir Airgeadais agus Seirbhísí Corparáideacha
- Teresa Casserly Uasal, Stiúrthóir, Oilíúint & Forbairt, agus Seirbhísí Idirnáisiúnta
- An tUasal Aidan Horan, Stiúrthóir, Seirbhísí Oilíúna & Forbartha agus Comhairleoireachta
- Christine McNally Uasal, Bainisteoir Acmhainní Daonna (chríochnaigh a téarma an 24 Iúil 2022)
- D'éirigh an tUasal Ger Murphy, Stiúrthóir Acmhainní Daonna, Forbartha Eagraíochtúla & Cumarsáide Corparáidí (a cheapadh i mí Iúil 2022, as a phost i mí na Nollag 2022)

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FREAGRACHTAÍ AN BHOIRD

Gnóthaí don Bhord

Tugann an *Cód Cleachtais um Rialachas Comhlachtaí Stáit 2016* breac-chuntas ar na hábhair go léir atá forchoimeáda go sonrach do chinneadh an Bhoird. Forchoimeádtar na príomhábhair seo a leanas le haghaidh cinnidh ón mBord:

- Faomhadh na Tuarascála Bliantúla, an Bhuiséid Bhliantúil agus Plean Gnó Corparáideach an IPA;
- Ráitis Airgeadais Bhliantúla an IPA a fhaomhadh;
- Faomhadh Théarmaí tagartha na gcoistí Boird agus
- Faomhadh na leibhéal údaráis tarmligthe, an bheartais chisteáin agus na mbeartas bainistíochta riosca.

Leagtar amach in Airteagail Chomhlachais an Fhorais ról an Bhoird agus ról an Ard-Stiúrthóra. Deirtear sna hAirteagail “Déanfaidh an Bord gnó an Fhorais a bhainistiú”. Luafaidh siad go ndéanfaidh an Bord an méid seo a leanas:

1. Cumhacht chun aon cheann dá ngnó, dá bhfeidhmeanna agus dá gcumhachtaí bainistíochta a tharmligean chuig an Ard-Stiúrthóir;
2. Téarmaí mórchonarthaí a fhaomhadh;
3. Cumhacht chun fochoistí a cheapadh (lena n-áirítear cinn ag a bhfuil cumhachtaí an Bhoird) etc.;
4. Aidhmeanna agus cuspóirí an Fhorais a chinneadh agus athbhreithniú a dhéanamh orthu agus athruithe ar pholasaí a chinneadh;
5. A chinntiú go mbainfear na haidhmeanna seo amach trí bheartais a cheapadh agus a athbhreithniú agus trí mhaoirseacht a dhéanamh ar sheoladh ghnó an Fhorais;
6. An buiséad bliantúil agus na pleananna corparáideacha a chinneadh/a fhaomhadh; an tArd-Stiúrthóir a cheapadh; agus, ar mholadh uaidh/uaithe, cibé oifigigh eile a cheapadh is mian leis an mBord ó am go ham agus
7. Leasuithe suntasacha ar shochair phinsin an POF agus na foirne a fhaomhadh.

Tá prionsabail an *Chóid Chleachtais um Rialachas Comhlachtaí Stáit 2016* mar threoir láidir ag an gCathaoirleach agus ag an mBord.

Ceanglaítear ar an bhForas ráitis airgeadais a ullmhú do gach bliain airgeadais i cibé foirm a cheadóidh an tAire Caiteachais Phoiblí agus Athchóirithe. Agus na ráitis airgeadais sin á n-ullmhú, ní mór don IPA:

- Beartais chuntasaíochta oiriúnacha a roghnú agus na beartais sin a chur i bhfeidhm go seasta;
- A chinntiú go bhfuil aon bhreithiúnais agus meastacháin a dhéantar réasúnta agus stuama;
- A chur in iúl cé acu ar cloíodh nó nár cloíodh le caighdeáin chuntasaíochta atá infheidhme, faoi réir aon imeacht ábhartha a nochtar agus a mhínítear sna ráitis airgeadais;
- A chinntiú go dtugann na ráitis airgeadais léargas fíor cothrom ar fheidhmíocht airgeadais agus staid airgeadais an Fhorais Riaracháin ag deireadh na bliana; agus
- Na ráitis airgeadais a ullmhú ar bhonn gnóthais leantaigh ach amháin mura cuí glacadh leis go leanfaidh an Foras airi i mbun oibriúcháin.

Tá an IPA freagrach as taifid chuntasaíochta chuí a choinneáil a nochtann go réasúnta cruinn, am ar bith, staid airgeadais an Fhorais agus a chuireann ar a chumas a chinntiú go gcomhlíonann na ráitis airgeadais an *Cód Cleachtais um Rialachas Comhlachtaí Stáit 2016*. Tá an IPA freagrach leis as a cuid sócmhainní a chosaint agus as céimeanna réasúnta a ghlacadh chun calaíoch agus mírialtachtaí eile a chosc agus a aimsiú.

Tá an Bord freagrach as plean agus buiséad bliantúil a fhaomhadh. Déanann an fochoiste Airgeadais & Straitéise measúnú ar fheidhmíocht an IPA in aghaidh an phlean ghnó bhliantúil agus an bhuiséid bhliantúil agus déanann an Bord é a mheasúnú ina dhiaidh sin.

Measann an Bord go dtugann na ráitis airgeadais bhliantúla 2022 léargas fíor cothrom ar fheidhmíocht airgeadais agus staid airgeadais an Fhorais amhail an 31 Nollaig 2022.

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STRUCHTÚR AN BHOIRD

Tá comhdhéanamh an Bhoird leagtha amach i Meabhrán agus Airteagail an IPA.

Is deimhin leis an mBord go bhfuil na Comhaltaí saor ó aon ghnó nó caidreamh eile a d'fhéadfadh cur isteach go hábhartha, nó a d'fhéadfadh cur isteach de réir dealraimh, ar fheidhmiú a mbreithiúnais neamhspleáigh.

Nochtann gach Ball den Bhord aon leas agus bíonn siad as láthair ó phléite nó ó chinntí an Bhoird má bhíonn coimhlínt leasa acu nó má bhíonn leas díreach nó indíreach acu mar a éilítear sa *Chód Cleachtais um Rialachas Comhlachtaí Stáit 2016*.

Tá ballraíocht an Bhoird agus téarmaí oifige sonraithe i dTábla 1 thíos:

Tábla 1: Ballraíocht an Bhoird agus téarma oifige

<i>Bunreacht an IPA Alt 16</i>	<i>Ainm</i>	<i>Ról</i>	<i>Dáta an cheapacháin</i>	<i>Tiocfaidh deireadh leis an téarma reatha</i>
(a) i	<i>Mary Hurley, Uasal</i>	<i>Gnáthbhall</i>	<i>Meán Fómhair 2020</i>	<i>D'éirigh as Márta</i>
(a) i	<i>Fiona Quinn Uasal</i>	<i>Gnáthbhall</i>	<i>Aibreán 2022</i>	<i>CCB 2025</i>
(a) ii	<i>An tUasal Greg Dempsey</i>	<i>Gnáthbhall</i>	<i>Deireadh Fómhair 2020</i>	<i>CCB 2023</i>
(b)	<i>Mary Hurley, Uasal</i>	<i>Gnáthbhall</i>	<i>Samhain 2022</i>	<i>CCB 2025</i>
(b)	<i>An Dr Fergal Lynch</i>	<i>Cathaoirleach</i>	<i>Deireadh Fómhair 2019</i>	<i>Samhain 2022</i>
(c)	<i>An Dr Pat Gallagher</i>	<i>Leaschathaoirleach</i>	<i>Meán Fómhair 2019</i>	<i>Samhain 2022</i>
(c)	<i>An tUas. Tim Lucey</i>	<i>Gnáthbhall</i>	<i>Samhain 2022</i>	<i>CCB 2025</i>
(d)	<i>An tUasal Stephen Mulvany</i>	<i>Gnáthbhall</i>	<i>Meitheamh 2016</i>	<i>D'éirigh as Meán</i>
(d)	<i>An Dr. Colm Henry</i>	<i>Gnáthbhall</i>	<i>Meán Fómhair 2022</i>	<i>CCB 2025</i>
(e) i	<i>An tUas. Pat Naughton</i>	<i>Gnáthbhall</i>	<i>Meitheamh 2017</i>	<i>Aibreán 2022</i>
(e) ii	<i>An Dr Pamela Byrne</i>	<i>Gnáthbhall</i>	<i>Athcheaptha Deireadh</i>	<i>CCB 2025</i>
(f)	<i>Elizabeth Adams, Uasal</i>	<i>Gnáthbhall</i>	<i>Athcheaptha i Meán</i>	<i>CCB 2025</i>
(g)	<i>An Dr Patrick O'Leary</i>	<i>Gnáthbhall</i>	<i>Márta 2022</i>	<i>CCB 2025</i>
(h)	<i>An tUasal David Moloney</i>	<i>Gnáthbhall</i>	<i>Aibreán 2021</i>	<i>Aibreán 2024</i>
(i)	<i>An tUasal George Burke</i>	<i>Gnáthbhall</i>	<i>Athcheaptha i Meán</i>	<i>Samhain 2022</i>
		<i>Cathaoirleach</i>	<i>Samhain 2022</i>	<i>CCB 2025</i>
(j)	<i>An Dr Stephen Weir</i>	<i>Gnáthbhall</i>	<i>Bealtaine 2021</i>	<i>Bealtaine 2024</i>
(k)	<i>An Dr Marian O'Sullivan</i>	<i>Ard-Stiúrthóir Gnáthbhall</i>	<i>Deireadh Fómhair 2015</i>	<i>30Meán Fómhair 2022</i>
(k)	<i>Helen Brophy Uasal</i>	<i>Gnáthbhall</i>	<i>Deireadh Fómhair 2022</i>	<i>Meán Fómhair 2029</i>
(l)	<i>An tUas. Pat Naughton</i>	<i>Gnáthbhall</i>	<i>Bealtaine 2023</i>	<i>Meitheamh 2023</i>

Tá dhá choiste curtha ar bun ag an mBord, mar seo a leanas:

- Tá triúr ball Boird agus beirt bhall neamhspleácha seachtracha ar an gCoiste Iniúchóireachta agus Riosca.** Is é an ról atá ag an gCoiste Iniúchóireachta agus Riosca (ARC) ná tacú leis an mBord maidir lena fhreagrachtaí as ceisteanna riosca, rialú agus rialachas trí athbhreithniú a dhéanamh ar iomláine a gcuid dearbhuithe iontaofachta i ndáil le riachtanais an Bhoird maidir le dearbhuithe iontaofachta a chomhlíonadh agus athbhreithniú a dhéanamh ar iontaofacht agus sláine na ndearbhuithe iontaofachta seo. Tuairiscíonn an ARC go foirmiúil don Bhord, agus é ag soláthar cibé faisnéise nó comhairle a mheastar a bheith cuí trí chur i láthair rialta a dhéanann Cathaoirleach an ARC don Bhord maidir le gníomhaíochtaí, saincheisteanna agus moltaí ina dtaobh sin. Cuireann an ARC Tuarascáil Bhliantúil ar fáil don Bhord in am chun tacú leis an tuarascáil bhliantúil agus na ráitis airgeadais a thabhairt chun críche. Tugann sé achoimre inti ar a chonclúidí ón obair a rinne sé i rith na bliana. Is iad baill

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an choiste seo:

An tUasal Pat Naughton (Cathaoirleach ó Bhealtaine 2020), an tUasal George Burke (d'éirigh as Samhain 2022), an tUasal Greg Dempsey (Ceapadh Nollaig 2020), an tUasal Tim Lucey (ceapadh Nollaig 2022), Suzanne Lambe Uasal (Ball seachtrach a ceapadh Aibreán 2022), Patricia Orme Uasal (Ball seachtrach a ceapadh Aibreán 2022).

2. **Coiste Riaracháin:** Tá cúigear bhall den Bord ar an gcoiste seo. Is é ról an Choiste Riaracháin cabhrú leis an mBord tograí bainistíochta a bhreithniú maidir le maoin a sholáthar, a fháil agus a dhiúscairt don bhForas agus a n-impleachtaí airgeadais; comhlánú foirne údaraithe an Fhorais a cheadú; cruthú post buan, lánaimseartha agus conartha a cheadú; agus athbhreithniú a dhéanamh ar thuarascálacha an Ard-Stiúrthóra ar shaincheisteanna daonchumhachta, caidreamh tionsclaíoch agus aon saincheisteanna eile a chuireann an tArd-Stiúrthóir faoina bhráid; agus a chinntiú go ndéantar dea-chleachtais i bpolasaithe pearsanra agus bainistíochta sa bhForas. Is iad seo baill an choiste seo:

An Dr Pat Gallagher, Cathaoirleach (d'éirigh as Samhain 2022), Elizabeth Adams Uasal (Ceapadh Deireadh Fómhair 2019), Mary Hurley Uasal (Ceapadh Samhain 2020, d'éirigh as Márta 2022), an tUasal George Burke (Ceapadh Samhain 2020, d'éirigh as Samhain 2022), an tUasal David Moloney (Ceapadh Aibreán 2021), Fiona Quinn Uasal (ceapadh Aibreán 2022). Bhí dhá fholúntas gan líonadh an 31 Nollaig 2022.

3. **Tá seisear ball Boird ar an gCoiste Airgeadais & Straitéise** . Is é ról an Choiste Airgeadais agus Straitéise cabhrú leis an mBord an plean corparáideach bliantúil a dhréachtú agus monatóireacht a dhéanamh ar a chur i bhfeidhm agus an dréachtbhuiséad bliantúil a scrúdú agus moltaí a dhéanamh ina leith. Nuair a fhaomhtar an buiséad oibriúcháin bliantúil, déanann an Coiste athbhreithniú ar a chur i bhfeidhm i rith na bliana agus scrúdaíonn sé cuntais bhainistíochta an Fhorais ó am go ham. Is iad seo baill an choiste seo:

D'éirigh an Dr Fergal Lynch (Cathaoirleach Samhain 2022) as agus tháinig an tUasal George Burke (a ceapadh mar Chathaoirleach i mí na Samhna 2022) ina ionad. D'fhág an Dr Marian O'Sullivan an coiste (ar an 30 Meán Fómhair 2022) agus tháinig Helen Brophy, Uasal ina hionad nuair a thosaigh sí mar Ard-Stiúrthóir ar an 19 Deireadh Fómhair 2022. An Dr Stephen Weir (Ceapadh Bealtaine 2021), an tUasal Stephen Mulvany (d'éirigh as Meán Fómhair 2022), an Dr Pamela Byrne, an tUasal Greg Dempsey (Ceapadh Deireadh Fómhair 2020). Bhí folúntas amháin amháin an 31 Nollaig 2022.

Tuairiscíonn gach coiste go foirmiúil don Bhord, agus é ag tabhairt cibé faisnéise nó comhairle a mheastar a bheith cuí, trí chur i láthair ó Chathaoirleach an Choiste don Bhord faoi ghníomhaíochtaí, saincheisteanna agus moltaí gaolmhara an choiste. Cuireann an Coiste Iniúcháireachta & Riosca tuairisc ar fáil don mBord ina ndéantar achoimre ar a chonclúidí ón obair atá déanta aige i gcaitheamh na bliana. Tuairiscíonn an dá fhochoiste eile den Bhord chuig an mBord ag an gcruinniú Boird is gaire dóibh ina dhiaidh sin. Cuirtear miontuairiscí foirmiúla, nuashonruithe ó bhéal agus tuarascálacha ar fáil de réir mar is gá.

Sceideal Tinrimh, Táillí* agus Speansas Bhaill an Bhoird

Tá sceideal tinrimh ag cruinnithe Boird agus Coistí i dtaobh 2022 leagtha amach anseo thíos. Luaitear táillí agus speanais a fuair gach ball, freisin.

Ball Boird	Cruinniú Boird	An Coiste Iniúcháireachta	An Coiste Airgeadais &	Coiste Riaracháin
An Dr Fergal Lynch	9/9		2/3	
An Dr Pat Gallagher	8/8			3/3
An tUas. Pat Naughton	9/10	5/5		

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

Tag	Ainm	Táillí 2022	Speansais
1	An Dr Fergal Lynch	Nialas	nialas
2	An Dr Pat Gallagher	Nialas	nialas
3	An tUas. Pat Naughton	Nialas	nialas
4	Elizabeth Adams, Uasal	nialas	nialas
5	An tUasal Greg Dempsey	nialas	nialas
6	An tUasal George Burke	nialas	nialas
7	An Dr Pamela Byrne	nialas	nialas
8	Mary Hurley, Uasal	nialas	nialas
9	An tUasal Stephen Mulvany	nialas	nialas
10	An tUasal David Moloney	nialas	nialas
11	An Dr Pat O'Leary	nialas	nialas
12	An Dr Marian O'Sullivan	nialas	nialas
13	An Dr Stephen Weir	nialas	Nialas
14	Fiona Quinn Uasal	Nialas	Nialas
15	An Dr. Colm Henry	Nialas	Nialas
16	An tUas. Tim Lucey	Nialas	Nialas
17	Helen Brophy Uasal	Nialas	nialas

* De réir mhíre 6 de Mheabhrán Comhlachais an IPA, níl táillí infíochta le Baill Bhoird an IPA.

Príomhathruithe Pearsanra

Le linn 2022, chuaigh triúr ball den Bhord ar scor nuair a chríochnaigh siad a dtéarmaí oifige. Líonadh na folúntais seo le linn 2022. D'éirigh beirt bhall eile den Bhord as oifig roimh dheireadh a dtéarmaí oifige agus cuireadh comhaltaí nua den Bhord ina n-ionad in 2022.

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In 2022, rinneadh dhá mór-athrú ar an bhfoireann bainistíochta. Chuaigh an tUasal Ger Murphy isteach i bhFoireann Bainistíochta Sinsearaí an IPA mar Stiúrthóir Acmhainní Daonna, Forbairt Eagraíochtúil agus Cumarsáid Chorpáraideach. Ba é an dara hathrú ná Ard - Stiúrthóir nua, Helen Brophy, a cheapadh an 19^{Deireadh} Fómhair 2022. Ceapadh Brophy ar an mBord freisin in ionad an Dr Marian O'Sullivan ar tháinig deireadh lena téarma oifige^{an} 30 Meán Fómhair 2022.

Nochtuithe a éilítear faoin gCód Cleachtais um Rialachas Comhlachtaí Stáit (2016)

Tá an Chomhairle freagrach as a chinntiú gur chomhall an IPA riachtanais *Chóid Chleachtais um Rialachas Comhlachtaí Stáit* de réir mar atá sé foilsithe ag an Roinn Caiteachais Phoiblí agus Athchóirithe i mí Lúnasa 2016. Tá na nochtuithe seo a leanas riachtanach de réir an Chóid:

Miondealú ar shochair ghearrthéarma fostaithe

Nochtar sochair ghearrthéarmacha fostaithe os cionn €60,000 thíos. Nóta: Chun críocha an nochtá seo, áirítear le sochair ghearrthéarmacha fostaithe maidir le seirbhísí a rinneadh le linn na tréimhse tuairiscithe tuarastal, ragobair agus íocaíochtaí eile a rinneadh thar ceann an fhostaí ach ní áirítear ÁSPC an fhostóra leis.

BANDA TUARASTAIL (€) 2022	LÍON FOIRNE	BANDA TUARASTAIL (€) 2021	LÍON FOIRNE
60,000 - 69,999	12	60,000 - 69,999	7
70,000 - 79,999	6	70,000 - 79,999	4
80,000 - 89,999	2	80,000 - 89,999	4
90,000 - 99,999	15	90,000 - 99,999	14
100,000 - 109,999	4	100,000 - 109,999	1
110,000 - 119,999	4	110,000 - 119,999	3
120,000 - 129,999	-	120,000 - 129,999	-
130,000 - 139,999	-	130,000 - 139,999	-
€140,000 - €149,999	-	€140,000 - €149,999	-
150,000 - 159,999	-	150,000 - 159,999	-
160,000 - 169,999	-	160,000 - 169,999	2
170,000 - 179,999	1	170,000 - 179,999	-
180,000 - 189,999	-	180,000 - 189,999	-
190,000 - 199,999	1	190,000 - 199,999	-

Costais Chomhairleoireachta

Ar chostais chomhairleoireachta áirítear costas comhairle seachtraí don mbainistíocht. Ní áirítear feidhmeanna seachfhoinsithe 'gnó mar is gnách' orthu.

	2022 €	2021 €
Costais Forbartha TFC	67,092	62,250
Costas Comhairleoireachta iomlán	67,092	62,250
Costas comhairleoireachta arna gcaipitliú	8,500	11,625
Costais chomhairleoireachta gearrtha ar loncam agus	58,592	50,625
Costas Comhairleoireachta iomlán	67,092	62,250

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Caiteachas Taistil agus Cothabhála

Déantar caiteachas taistil agus cothabhála a chatagóiriú mar seo a leanas:

	2022	2021
	€	€
Baile		
• Bord	-	-
• Fostaithe	45,579	8,336
Idirnáisiúnta		
• Bord	-	-
• Fostaithe	-	846
Iomlán	45,579	9,182

Caiteachas Fáilteachais

Áirítear an Caiteachas Fáilteachais seo a leanas ar an gcuntas loncaim agus Caiteachais:

	2022	2021
	€	€
Fáilteachas Foirne	105	695
Fáilteachas cliaint	-	-
Iomlán	105	695

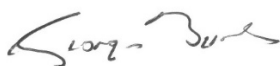
Ráiteas um Chomhlíonadh

Chomhlíon an IPA riachtanais an *Chóid Chleachtais um Rialachas Comhlachtaí Stáit 2016* mar a d'fhoilsigh an Roinn Caiteachais Phoiblí agus Athchóirithe iad a mhéid is féidir mar gheall ar an gcineál uathúil eagraíochta atá san IPA. Leanann Bord an IPA air ag déanamh maoirseachta ar gach ábhar a bhaineann le comhlíonadh an *Chóid Chleachtais um Rialachas Comhlachtaí Stáit 2016* agus ag lorg dearbhuithe ón Ard-Stiúrthóir ina leith. Féach ar an gcuid faoi Sholáthar sa Ráiteas um Rialú Inmheánach.

Le linn 2022, chuaigh an Bord agus a fhochoistí i dteagmháil leis an Ard-Stiúrthóir agus leis an nGrúpa Bainistíochta Sinsearach chun a chinntiú go ndearnadh rioscaí agus bagairtí a bhain le tionchar na Paidéime Covid 19 a bhainistiú agus a mhaolú gan cur isteach ar thimpeallacht rialaithe laistigh den IPA chomh maith agus a b'fhéidir linn.

Tá an Bord sásta leis an leibhéal comhlíonta maidir leis an *gCód Cleachtais um Rialachas Comhlachtaí Stáit 2016* amhail deireadh na bliana 31 Nollaig 2022 agus aird chuí á tabhairt ar an treoir a d'eisigh an Roinn Caiteachais Phoiblí agus Athchóirithe i mí na Samhna 2017.

Thar ceann an Bhoird



George Burke
Cathaoirleach
Dáta: 13 Meán Fómhair 2023



Helen Brophy
Ard-Stiúrthóir
Dáta: 13 Meán Fómhair 2023

AN FORAS RIARACHÁIN **(Cuideachta faoi theorainn ráthaíochta)**

RÁITEAS MAIDIR LE RIALÚ **INMHEÁNACH**

An Réimse Freagrachta

Thar ceann an Fhorais Riaracháin, admhaím freagracht an Bhoird as a chinntiú go gcoinnítear agus go bhfeidhmítear córas éifeachtach um rialú inmheánach. Clúdaíonn an fhreagracht úd na riachtanais atá sa Chód Chleachtais um Rialú Comhlachtaí Stáit (2016). Agus an ráiteas seo á ullmhú bhreithnigh an Coiste Iniúchóireachta & Riosca agus an Bord tuairisc ar shocruithe dearbhaithe agus ar an athbhreithniú ar éifeachtacht an chórais rialaithe inmheánaigh.

Feidhm an Chórais um Rialú Inmheánach

Leagadh amach an córas um rialú inmheánach chun riosca a bhainistiú ag leibhéal measartha seachas fáil réidh leis. Níl an córas in ann ach deimhniú réasúnta, agus ní deimhniú iomlán a thabhairt go gcosnaítear sócmhainní, go n-údaráítear idirbhearta agus go dtaifeadtar iad mar is cóir agus go seachnaítear earráidí ábhartha nó neamhrialtachtaí nó go n-aimsítear go tráthúil iad. Tá an córas um rialú inmheánach, atá ag teacht le treoir ón Roinn Caiteachais Phoiblí agus Athchóirithe, i bhfeidhm sa bhForas Riaracháin don bhliain dar críoch an 31 Nollaig 2022 agus chomh fada le dáta ceadaithe na ráiteas airgeadais.

Cumas Riosca a Láimhseáil

Tá Coiste Iniúchóireachta agus Riosca (ARC) ag an bhForas ar a bhfuil triúr bhall Boird agus lena n-áirítear baill ag a bhfuil saineolas airgeadais agus iniúchóireachta. Tháinig an ARC le chéile cúig huaire in 2022. Tá feidhm iniúchóireachta inmheánaí bunaithe ag an bhForas freisin. Tá dóthain acmhainní aici agus déanann sí clár oibre atá comhaontaithe leis an ARC.

Cheap an ARC beartas bainistíochta riosca ina leagtar amach an inghlacthacht riosca, na próisis bhainistíochta riosca atá i bhfeidhm, agus ina sonraítear ról agus freagrachtaí na foirne maidir le riosca, agus tá an beartas seo faofa aige. Bhí an beartas seo bunaithe ar thorthaí tuarascála Iniúchta Inmheánaigh roimhe seo agus ar thorthaí maidir le creat bainistíochta riosca an Fhorais. Dáileadh an beartas ar an bhfoireann iomlán a oibríonn laistigh de bheartais bainistithe riosca an Fhorais Riaracháin, chun an fhoireann bainistíochta a chur ar an eolas maidir le rioscaí agus laigí rialaithe atá ag teacht chun cinn agus chun freagracht a ghlacadh as rioscaí agus rialuithe ina réimse oibre féin. Is é an Stiúrthóir Airgeadais agus Seirbhísí Corparáideacha an Príomhoifigeach Riosca ceaptha.

Creat Riosca agus Rialaithe

Aithníonn agus tuairiscíonn córas bainistíochta riosca an Fhorais Riaracháin príomhrioscaí agus na gníomhartha bainistíochta atá á ndéanamh chun aghaidh a thabhairt ar na rioscaí sin agus chun iad a mhaolú a mhéid agus is féidir.

Tá clár riosca againn a aithníonn na rioscaí lárnacha atá roimh an bhForas agus tá siad siúd aitheanta, measta agus grádaithe de réir a dtábhachta. Is mír bhuan ar chlár oibre an Bhoird agus an ARC é an clár agus déantar athbhreithniú air ag gach cruinniú. Baintear leas as torthaí na measúnuithe chun acmhainní a phleanáil agus a leithdháileadh ionas gur féidir rioscaí a bhainistiú ag leibhéal sásúil. Sa chlár riosca léirítear an rialú agus na bearta atá riachtanach chun rioscaí a mhaolú mar aon le freagracht baill áirithe foirne as rialú a chur i bhfeidhm. Deimhníonn an Bord go bhfuil timpeallacht rialaithe i bhfeidhm ina bhfuil na gnéithe seo a leanas:

- Tá nósanna imeachta maidir leis na príomhphróiseas gnó doiciméadaithe. Déanann an ARC maoirseacht ar chuimsiú na n-athbhreithnithe beartais in iniúchtaí inmheánacha ar leith atá san áireamh sa phlean iniúchta inmheánaigh straitéiseach.
- Sannadh freagrachtaí airgeadais ag leibhéal bainistíochta mar aon le cuntasacht chomhfhreagrach.
- Tá córas cuí buiséadaithe ag gabháil leis an mbuiséad bliantúil a gcoinníonn an fhoireann bainistíochta shinsearach súil air.
- Rinneadh athbhreithniú ar na córais teicneolaíochta faisnéise agus cumarsáide agus treisíodh iad. Tá córais i bhfeidhm chun sócmhainní an IPA a chosaint.
- Cuireadh sásraí tuairiscithe riosca sonracha i bhfeidhm mar chuid de Fhreagairt Covid 19 an IPA agus ba é seo

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RÁITEAS MAIDIR LE RIALÚ **INMHEÁNACH**

buanmhír ar chlár oibre gach Boird le linn 2022.

Monatóireacht agus Athbhreithniú Leanúnach

Bunaíodh cleachtais fhoirmiúla don mhonatóireacht ar próisis rialaithe agus cuirtear easpaí sa rialú in iúl dóibh siúd atá freagrach as gníomh ceartaitheach a dhéanamh agus don Bhord, go tráthúil nuair is cuí. Deimhníonn an Bord go bhfuil na córais mhonatóireachta leanúnacha seo a leanas i bhfeidhm:

- Aithníodh rioscaí móra maraon le rialú dá réir is bunaíodh próisis mhonatóireachta ar na rialuithe lárnacha chun aon easpa aitheanta a thuairisciú.
- Bunaíodh socruithe don tuairisciú ag gach leibhéal mar ar leithdháileadh freagracht as bainistiú airgeadais, agus
- Déanann bainisteoirí sinsearacha athbhreithniú go rialta ar thuairiscí tréimhsiúla is bliantúla feidhmíochta agus airgeadais de réir buiséad/réamhaisnéisí
- Cuireadh nósanna imeachta tuairiscithe feabhsaithe i bhfeidhm mar chuid de phlean Freagartha Covid 19 lena n-áirítear socruithe Sláinte agus Sábháilteachta, Cibearshlándáil agus réamhaisnéis airgeadais.

Soláthar

Deimhníonn an Bord go bhfuil infheistíocht á déanamh ag an bhForas ina chuid nósanna imeachta soláthair, ní hamháin d'fhonn a chinntiú go gcomhlíonfar rialacha agus treoirlínte reatha soláthair, ach chun tacú le soláthar dea-chleachtais a sholáthróidh luach breise ar airgead. Faoi na ceisteanna um rialú inmheánach a mhínítear anseo thíos leagtar béim ar ghnóthaí a éiríonn maidir le rialú ar chúrsaí soláthair.

Cé go raibh tionchar diúltach ag an bPaindéim Covid 19 agus ag an gcianobair a ghabhann léi ar amlínte an tionscadail soláthair, lean an Bord agus an ARC orthu ag déanamh maoirseachta ar chur i bhfeidhm an tionscadail soláthair agus tá siad sásta go bhfuil dul chun cinn á dhéanamh i gcónaí.

Athbhreithniú ar Éifeachtacht

Deimhníonn an Bord go bhfuil nósanna imeachta i bhfeidhm ag an bhForas chun monatóireacht a dhéanamh ar éifeachtacht a nósanna imeachta um bhainistiú riosca agus rialú. Is iad obair na n-iniúcháirí idir inmheánach agus seachtrach, an Choiste Iniúcháireachta agus Riosca a mhaoirsíonn a gcuid oibre siúd agus na mbainisteoirí sinsearacha sa bhForas atá freagrach as an gcreat rialaithe airgeadais inmheánach a fhorbairt agus a chothabháil, atá mar bhonn eolais faoi mhonatóireacht agus athbhreithniú an Fhorais ar éifeachtacht córas na rialuithe airgeadais inmheánacha.

Is féidir leis an mBord a dheimhniú go ndearna sé an t-athbhreithniú bliantúil ar éifeachtacht chóras na rialuithe inmheánacha do 2022 agus gur measúnaíodh an t-aschur ag cruinniú an ARC ar an 15 Feabhra 2023 agus ag an gcruinniú Boird ina dhiaidh sin ar an 23 Márta 2023. Thacaigh tuarascáil don ARC ar shocruithe dearbhairte agus an t-athbhreithniú ar éifeachtacht an chórais rialaithe inmheánaigh leis seo.

Ceisteanna maidir le Rialú Inmheánach

Soláthar Neamhchomhlíontach

Deimhníonn an Bord go bhfuil nósanna imeachta i bhfeidhm ag an bhForas chun comhlíonadh na rialacha agus na dtreoirlínte soláthair reatha a áirithiú. D'aithin an Iniúchadh ar na Ráitis Airgeadais 2022 caiteachas soláthair neamhchomhlíontach dar luach €144k lena n-áirítear:

- Costais gníomhaíocht earcaíochta foirne €41k.
- Costais lónadóireachta 27k
- Costais stáiseanóireachta €28K.

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- Costais Margaíochta, Fógraíochta agus Cur Chun Cinn €48k.

I ngach cás thuas, níor thug an IPA faoi fheachtais soláthair iomchuí (3 luachan nó eile), rud a d'fhág go raibh caiteachas neamhchomhlíontach ann. Tá an IPA ag déanamh gnímh chun é seo a chur ina cheart trí earcú don fholúntas san fheidhm soláthair.

D'athraigh tús na paidéime COVID-19 go luath in 2020, agus an chomhairle sláinte poiblí agus na bearta sábháilteachta a tháinig as, cleachtas oibre an IPA go tapa agus go bunúsach agus bhí obair chianda agus fhíorúil ag teacht chun cinn mar ghnáth-chleachtas don chuid is mó d'fhoireann an IPA. Leanadh leis na socruithe seo le linn 2022 agus de réir threoirínte an Rialtais.

Lean an IPA de dhlúthmhonatóireacht a dhéanamh ar na forbairtí le linn 2022, ag féachaint leis na rioscaí a d'fhéadfadh difear a dhéanamh d'oibríochtaí gnó, d'fhoireann agus do gheallsealbhoirí an IPA a mhaolú. Áirítear ar bhearta a ghlac an IPA: -

- Leanúint le cur i bhfeidhm mhúnla Gnó mar is gnáth an IPA agus leanúint le seachadadh oibríochtaí gnó an IPA i dtimpeallacht chianoibre.
- Measúnú leanúnach ar rioscaí suntasacha a bhaineann le paidéim COVID-19 agus lúth an IPA freagairt go héifeachtach.
- Deimhin a dhéanamh de go bhfuil deighilt dualgas láidir ann i gcónaí agus go bhfuil cumhdach leordhóthanach i bhfeidhm i gcás nach mbeadh fáil ar údarais cheadaithe shonracha.
- A chinntiú go leanann na beartais agus na nósanna imeachta uile maidir le cosaint sonraí agus bainistiú taifead atá ann cheana de bheith i bhfeidhm sa timpeallacht chianoibre agus go ndéantar faireachán orthu agus go dtuairiscítear orthu mar is gnách.
- A chinntiú go bhfaigheann baill foirne rochtain ar líonra IPA trí úsáid a bhaint as trealamh TFC ceadaithe an IPA agus go bhfuil an trealamh TFC riachtanach ag gach ball foirne atá ag déanamh cianoibre.
- Measúnú a dhéanamh ar bhonn leanúnach ar an bhféidearthacht go bhféadfadh laigí a bheith sna rialuithe inmheánacha mar thoradh ar COVID-19 agus bearta a ghlacadh chun monatóireacht a dhéanamh ar rialuithe inmheánacha agus iad a nuashonrú nuair is gá.

Thar ceann an Bhoird



George Burke
Cathaoirleach

Helen Brophy
Ard-Stiúrthóir

Dáta: 13 Meán Fómhair 2023

Dáta: 13 Meán Fómhair 2023



Ard Reachtair Cuntas agus Ciste

An tArd-Reachtair Cuntas agus Ciste

Tuarascáil le cur faoi bhráid Thithe an Oireachtais An Foras

Riaracháin (CLG)

Tuairim maidir leis na Ráitis Airgeadais

Tá iniúchadh déanta agam ar ráitis airgeadais an Fhorais Riaracháin (CLG) don bhliain dar críoch an 31 Nollaig 2022 mar a éilítear faoi fhorálacha alt 5 d'Acht an Ard-Reachtair Cuntas agus Ciste (Leasú) 1993. Cuimsítear sna ráitis airgeadais an ráiteas ioncaim agus caiteachais, an ráiteas ar ioncam cuimsitheach, an ráiteas ar athruithe ar chothromas, an ráiteas ar staid airgeadais, an ráiteas ar shreafaí airgid agus na nótaí gaolmhara, lena n-áirítear achoimre ar bheartais chuntasaíochta shuntasacha.

Is é mo thuairim go dtugtar sna ráitis airgeadais

- léargas fíor cothrom ar shócmhainní, dliteanais agus staid airgeadais na cuideachta amháin an 31 Nollaig 2022 agus ar a ioncam agus a caiteachas do 2022
- gur ullmháodh i gceart iad de réir an Chaighdeáin um Thuairisciú Airgeadais (FRS) 102 - *An Caighdeán um Thuairisciú Airgeadais is infheidhme sa Ríocht Aontaithe agus i bPoblacht na hÉireann*, agus
- gur ullmháodh go cuí iad de réir Acht na gCuideachtaí 2014.

Bunús na tuairime

Rinne mé iniúchadh ar na ráitis airgeadais de réir na gCaighdeán Idirnáisiúnta ar Iniúchadh (ISAnna) mar atá fógartha ag an Eagraíocht Idirnáisiúnta Uasfhoras Iniúcháireachta. Tá cur síos ar mo chuid freagrachtaí faoina caighdeáin sin in aguisín na tuarascála seo. Táim neamhspleách ar an gcuideachta agus tá mo chuid freagrachtaí eiticíúla eile comhlíonta agam de réir na gcaighdeán.

Creidim go bhfuil an fhianaise iniúchta a fuair mé dóthanach agus cuí le bunús a chur ar fáil do mo thuairim.

Conclúidí maidir le gnóthas leantach

Tá na ráitis airgeadais ullmhaithe ag na stiúrthóirí ar bhonn gnóthais leantaigh. Mar a thuairiscítear san aguisín leis an tuarascáil seo, tagaim ar thuairim

- maidir le hoiriúnacht bonn cuntasaíochta an ghnóthais leantaigh a bheith á úsáid ag na stiúrthóirí agus
- cibé an bhfuil éiginnteacht ábhartha ann a bhaineann le himeachtaí nó coinníollacha a d'fhéadfadh amhras suntasach a chur ar chumas nacuideachta leanúint ar aghaidh mar ghnóthas leantach.

Níl aon rud le tuairisciú agam ina thaobh seo.

Tuairim ar nithe arna bhforordú ag Acht na gCuideachtaí 2014

Bunaithe ar an obair a rinneadh le linn an iniúchta agus uirthi sin amháin, tuairiscím é sin i mo thuairim

- go bhfuil an fhaisnéis a thugtar sa ráiteas rialachais agus i dtuarascáil na stiúrthóirí ag teacht leis na ráitis airgeadais, agus
- gur ullmháodh an ráiteas rialachais agus tuarascáil na stiúrthóirí de réir Acht na gCuideachtaí 2014.

Fuair mé an fhaisnéis agus na mínithe go léir a mheasaim a bheith riachtanach chun críocha m'iniúchta.

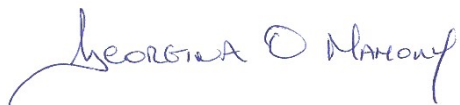
Is é mo thuairim go raibh taifid chuntasaíochta na cuideachta leordhóthanach chun go bhféadfaí na ráitis airgeadais a iniúchadh go héasca agus go cuí, agus go bhfuil na ráitis airgeadais ag teacht leis na taifid chuntasaíochta.

Ceanglaítear orm freisin le hAcht na gCuideachtaí 2014 a thuairisciú más rud é, i mo thuairim, nach ndéantar nochtadh ar luach saothair stiúrthóirí agus ar idirbhearta a cheanglaítear le hailt 305 go 312 den Acht. Níl aon rud le tuairisciú agam ina thaobh seo.

Tuairisc ar fhaisnéis seachas na ráitis airgeadais, agus ar ábhair eile

Chuir na stiúrthóirí faisnéis áirithe eile i láthair leis na ráitis airgeadais. Cuimsíonn sé seo an ráiteas rialachais agus tuarascáil na stiúrthóirí agus an ráiteas maidir le rialú inmheánach. Tá cur síos ar mo fhreagrachtaí tuairisciú maidir le heolas mar sin, agus ar ábhair áirithe eile ar a ndéanaim tuairisciú go heisceachtúil in aguisín na tuarascála seo.

Níl aon rud le tuairisciú agam ina thaobh seo.



Georgina O Mahony Ar

**sin agus thar ceann an
An Ard-Reachtair Cuntas agus
Ciste 25 Meán Fómhair 2023**

Aguisín leis an tuairisc

Freagrachtaí na Stiúrthóirí

Mar atá mionsonraithe i dtuarascáil na stiúrthóirí, tá na stiúrthóirí freagrach as

- ráitis airgeadais bhliantúla a ullmhú san fhoirm atá leagtha síos faoi Acht na gCuideachtaí, 2014
- a chinntiú go dtugann na ráitis airgeadais léargas fíor cothrom de réir FRS102
- rialtacht idirbhearta a chinntiú
- a mheas cé acu an bhfuil nó nach bhfuil úsáid an bhonn cuntasaíochta gnóthais leantaigh iomchuí agus
- an rialú inmheánach siúd a mheastar a bheith riachtanach chun ullmhú ráitis airgeadais a chumasú atá saor ó mhíríteas ábhartha, is cuma an mar thoradh ar chalaos nó earráid.

Freagrachtaí an Ard-Reachtaire Cuntas agus Ciste

Ceanglaítear orm faoi alt 5 d'Acht an Ard-Reachtaire Cuntas agus Ciste (Leasú) 1993 iniúchadh a dhéanamh ar ráitis airgeadais na cuideachta agus tuairisc a thabhairt orthu do Thithe an Oireachtais.

Is í an aidhm atá agam agus mé ag déanamh an iniúchta ná cinnteacht réasúnach a fháil ar an bhfuil na ráitis airgeadais ina n-iomláine saor ó mhíríteas ábhartha nó nach bhfuil, is cuma an mar thoradh ar chalaos nó earráid. Is ionann cinnteacht réasúnach agus leibhéal ard cinnteachta, ach ní ráthaíocht é go mbraithfidh iniúchadh a dhéantar de réir na CIlInna míshonrú ábhartha más ann dó. D'fhéadfadh míráitis teacht ó chalaos nó ó earráid agus meastar go bhfuil siad ábhartha, ina n-aonar nó go comhiomlán, má cheaptar go réasúnach go mbeadh tionchar acu ar chinntí eacnamaíochta úsáideoirí a ghlactar ar bhonn na ráitis airgeadais sin.

Bainim úsáid as breith ghairmiúil agus bíonn amhras gairmiúil orm le linn an iniúchta mar chuid den iniúchadh de réir na CIlInna. Agus mé á dhéanamh,

- Aimsím rioscaí go ndéanfaí míráiteas ábhartha sna ráitis airgeadais cibé acu, de dheasca calaoise nó earráide; ceapaim nósanna imeachta iniúchóireachta a fhreagraíonn do na rioscaí sin agus cuirim i gcrích iad; agus faighim fianaise iniúchóireachta atá leordhóthanach agus iomchuí chun bunús a thabhairt do mo thuairim. Is mó an riosca nach mbraifear míráiteas ábhartha de dheasca calaoise ná de dheasca earráide, de bhrí gur féidir go mbeadh claonpháirteachas, brionnú, faillí d'aon ghnó, mífhaisnéis, nó sárú ar rialú inmheánach i gceist i gcalaos.
- Faighim tuiscint ar rialú inmheánach a bhaineann leis an iniúchadh chun modhanna iniúchta a dhearadh a bheidh oiriúnach do na cúinsí atá ann, ach ní chun tuairim a thabhairt ar éifeachtúlacht na rialuithe inmheánacha.
- Measaim ábharthacht na bpolasaithe cuntasaíochta a úsáidtear agus réasúnacht mheastacháin chuntasaíochta agus nochtuithe a bhaineann leo.

- Tagaim ar an gconclúid maidir le hoiriúnacht úsáid bhonn cuntasaíochta an ghnóthais leantaigh agus, bunaithe ar an bhfianaise iniúchta a fuarthas, maidir le cibé an bhfuil éiginnteacht ábhartha ann a bhaineann le himeachtaí nó coinníollacha a d'fhéadfadh amhras suntasach a chaitheamh ar chumas na hInstitiúide leanúint ar aghaidh mar ghnóthas leantach. Má dhéanaim amach go bhfuil éiginnteacht ábhartha ann, ceanglaítear orm aird a dhíriú i mo thuarascáil ar na nochtaí gaolmhara sna ráitis airgeadais, nó mura leor na nochtaí sin, mo thuairim a mhionathrú. Bunaím mo chonclúidí ar an fhianaise iniúchta a fhaightear suas go dáta m'iniúchta. Mar sin féin, d'fhéadfadh imeachtaí nó coinníollacha amach anseo a bheith ina gcúis leis an gcuideachta scor de bheith ina gnóthas leantach.
- Déanaim meastóireacht ar chur i láthair, struchtúr agus ábhar iomlán na ráiteas airgeadais, lena n-áirítear na nochtaí agus cibé an dtugann na ráitis airgeadais léiriú ar na hidirbhearta agus na himeachtaí bunúsacha ar shlí a thugann léiriú cothrom.

Déanaim teagmháil leo siúd atá freagrach as rialachas maidir leis an scóip agus am atá beartaithe don iniúchadh agus torthaí iniúchta suntasacha i measc ábhair eile. Áirítear leis seo aon easnaimh shuntasacha sa rialú inmheánach a aithním le linn mo chuid iniúchóireachta.

Eolas seachas na ráitis airgeadais

Ní chluadaíonn mo thuairim ar na ráitis airgeadais an t-eolas eile a thugtar leis na ráitis sin, agus ní thugaim aon tatal chinnteachta ina thaobh.

Maidir leis m'iniúchadh ar na ráitis airgeadais, éilítear orm faoi na CIlInna eolas eile a thugtar a léamh agus, leis sin, a mheas an bhfuil an t-eolas eile ar neamhréir go ábhartha leis na ráitis airgeadais nó leis an eolas a fuarthas le linn an iniúchta, nó an mbreathnaíonn sé go bhfuil sé míshonraithe ar shlí ábhartha. Más rud é go mbainim tatal as, go bhfuil míráiteas ábhartha ar an eolas eile seo, bunaithe ar an obair atá déanta agam, tá sé de chúram orm é sin a thuairisciú.

Tuairiscí ar ábhair eile

Déantar m'iniúchadh trí thagairt a dhéanamh do na nithe ar leith a ghabhann le comhlachtaí Stáit i ndáil lena mbainistíocht agus oibriúchán. Tuairiscím má aimsím nithe ábhartha a bhaineann leis an mbealach inar cuireadh gnó poiblí i gcrích.

Féachaim le fianaise a fháil i gcúrsa an iniúchta ar rialtacht na n-idirbheart airgeadais. Tuairiscím má aimsím aon chás ábhartha nuair nach raibh airgead á úsáid chun na críche a leagadh síos ina leith nó sa chás nár chloigh na hidirbhearta leis na húdaráis a bhí á rialú.

AN FORAS RIARACHÁIN
(Cuideachta faoi theorainn ráthaíochta)

RÁITEAS IONCAIM AGUS CAITEACHAIS
Don Bhliain dar Críoch an 31 Nollaig 2022

	Nótaí	2022	2021
		€	€
Ioncam			
Ioncam ó Tháillí	2	9,580,446	10,142,096
Díol Foilseacháin	3	385,184	233,614
Síntiúis		214,640	307,506
Deontas ón Oireachtas	4	2,625,000	2,625,000
		<u>12,805,270</u>	<u>13,308,216</u>
Caiteachas Oibriúcháin			
Costais Dhíreacha	6	2,111,931	1,749,661
Costais Tuarastail	7(b)	6,893,676	6,255,786
Caiteachas Riaracháin	8	2,747,189	2,380,855
Ús is iníochta agus muirir eile dá samhail		10,336	11,407
Costas Sochair Scoir	18(b)	1,451,954	1,323,660
		<u>13,215,086</u>	<u>11,721,369</u>
(Easnamh)/Barrachas Oibriúcháin don Bhliain		<u>(409,816)</u>	<u>1,586,847</u>

Baineann gach ioncam agus caiteachas don bhliain le gníomhaíochtaí leanúnacha ar an dáta tuairiscithe. Is cuid de na ráitis airgeadais seo iad an Ráiteas ar Shreafaí Airgid agus nótaí 1 go 20

Thar ceann an Bhoird



George Burke
Cathaoirleach



Mary Hurley
Leas-Chathaoirleach

Dáta: 13 Meán Fómhair 2023

Dáta: 13 Meán Fómhair 2023

AN FORAS RIARACHÁIN
(Cuideachta faoi theorainn ráthaíochta)

RÁITEAS AR IONCAM CUIMSITHEACH
Don Bhliain dar Críoch an 31 Nollaig 2022

	2022	2021
	€	€
Barrachas /(Easnamh) tar éis Ranníocaíocht Státhiste	(409,816)	1,586,847
(Caillteanas) ó Thaithí ar Oibleagáidí Sochair Scoir	(7,106,000)	(1,742,000)
Athruithe ar thiomhdí atá mar bhonn ag Luach Reatha Oibleagáidí Sochair Scoir	24,536,000	(1,906,000)
Gnóthachan /(Caillteanas) Achtúireach Iomlán sa bhliain	17,430,000	(3,648,000)
Coigeartú ar Mhaoiniú Sochair Scoir	(17,430,000)	3,648,000
(Caillteanas)/Ioncam cuimsitheach iomlán	(409,816)	1,586,847

Is cuid de na ráitis airgeadais seo iad an Ráiteas ar Shreafaí Airgid agus nótaí 1 go 20

Thar ceann an Bhoird:



George Burke
Cathaoirleach

Mary Hurley
Leas-Chathaoirleach

Dáta: 13 Meán Fómhair 2023

Dáta: 13 Meán Fómhair 2023

AN FORAS RIARACHÁIN
(Cuideachta faoi theorainn ráthaíochta)

RÁITEAS MAIDIR LE HATHRUITHE AR CHOTHROMAS
don Bhliain dar Críoch an 31 Nollaig 2022

I LEITH NA BLIANA REATHA

	Cúlchiste Caipitil	Cúlchiste loncaim	Barrachas Carntha loncam agus ar	Cúlchiste Forbartha Chaipitil	Iomlán
	€	€	€	€	€
Amhail an 1 Eanáir 2022	10,436,257	1,325,291	4,076,794	-	15,838,342
Aistriú chuig Cúlchistí Caipitil	275,380	(275,380)	-	-	-
Aistriú chuig Cúlchiste Forbartha Chaipitil	-	-	(2,000,000)	2,000,000	-
Amúchadh an Deontais Chainitil	-	-	-	-	-
(Easnamh) ar Ráiteas loncaim agus Caiteachais	-	-	(409,816)	-	(409,816)
Amhail an 31 Nollaig 2022	10,711,637	1,049,911	1,666,978	2,000,000	15,428,526

I LEITH NA BLIANA ROIMHE SIN

	Cúlchiste Caipitil	Cúlchiste loncaim	Barrachas Carntha loncam agus ar	Cúlchiste Forbartha Caipitil	Iomlán
	€	€	€	€	€
Amhail an 1 Eanáir 2021	10,162,351	1,599,197	2,489,947	-	14,251,495
Aistriú chuig Cúlchistí Caipitil	273,906	(273,906)	-	-	-
Amúchadh an Deontais Chainitil	-	-	-	-	-
Barrachas ar Ráiteas loncaim agus Caiteachais	-	-	1,586,847	-	1,586,847
Amhail an 31 Nollaig 2021	10,436,257	1,325,291	4,076,794	-	15,838,342

Is cuid de na ráitis airgeadais seo iad an Ráiteas ar Shreafaí Airgid agus nótaí 1 go 20

Thar ceann an Bhoird



George Burke
Cathaoirleach
Dáta: 13 Meán Fómhair 2023



Mary Hurley
Leas-Chathaoirleach
Dáta: 13 Meán Fómhair 2023

AN FORAS RIARACHÁIN
(Cuideachta faoi theorainn ráthaíochta)

RÁITEAS AR STAID AIRGEADAIS
don Bhliain dar Críoch an 31 Nollaig 2022

	Nótaí	2022 €	2021 €
Sócmhainní nach sócmhainní reatha iad			
Réadmhain, Gléasra & Trealamh	10	12,380,448	12,652,272
Sócmhainní Reatha			
Fardal	9	64,236	135,153
Airgead Infhaighte	11	2,578,080	3,082,450
Airgead Tirim agus a Choibhéis		<u>6,513,469</u>	<u>7,735,020</u>
		9,155,785	10,952,623
Suimeanna iníochta			
Méideanna a bheidh dlíte laistigh de bhliain amháin	12	<u>(5,333,176)</u>	<u>(6,715,168)</u>
Glanshócmhainní Reatha		<u>3,822,609</u>	<u>4,237,455</u>
Iomlán na Sócmhainní Iúide Dlíteanais Reatha		16,203,057	16,889,727
Suimeanna iníochta			
Méideanna a bheidh dlíte tar éis bliana amháin	13	<u>(774,531)</u>	<u>(1,051,385)</u>
Iomlán na Sócmhainní Iúide Dlíteanais		15,428,526	15,838,342
Oibleagáid Sochair Scoir Fhadtéarmaigh	18(a)	(57,578,000)	(75,283,000)
Sócmhainn Iarchurtha le haghaidh Sochair Scoir	18(a)	<u>57,578,000</u>	<u>75,283,000</u>
Glanshócmhainní		<u><u>15,428,526</u></u>	<u><u>15,838,342</u></u>
Ag ionadú			
Caipiteal agus Cúlchistí Ioncaim		11,761,548	11,761,548
Cúlchistí Forbartha Caipitil		2,000,000	-
Barrachas Carntha ar Chuntas Ioncaim & Caiteachais		1,666,978	4,076,794
		<u>15,428,526</u>	<u>15,838,342</u>

Is cuid de na ráitis airgeadais seo iad an Ráiteas ar Shreafaí Airgid agus nótaí 1 go 20

Thar ceann an Bhoird



George Burke
Cathaoirleach

Dáta: 13 Meán Fómhair 2023



Mary Hurley
Leas-Chathaoirleach

Dáta: 13 Meán Fómhair 2023

AN FORAS RIARACHÁIN
(Cuideachta faoi theorainn ráthaíochta)

RÁITEAS AR SHREAFÁÍ AIRGID
don Bhliain dar Críoch an 31 Nollaig 2022

	Nótaí	2022 €	2021 €
GLANSHREAFÁÍ AIRGID AS GNÍOMHAÍOCHTAÍ OIBRIÚCHÁIN			
(Easnamh)/ Barrachas Oibriúcháin tar éis Coigeartuithe Ranniocaíochta Stáitchiste le haghaidh:		(409,816)	1,586,847
Dímheas	10	10,336	11,407
Iníochta ar Ús		545,200	532,561
Laghdú /(Méadú) ar Fhardail (Méadú)/ Laghdú ar Airgead Infhaighte (Laghdú) ar Airgead		70,917	(19,679)
		504,370	(516,695)
		<u>(1,383,466)</u>	<u>(302,600)</u>
Glanshreafaí Airgid as Gníomhaíochtaí Oibriúcháin		(662,459)	1,291,841
SREAFÁÍ AIRGID ASGNÍOMHAÍOCHTAÍ INFHEISTÍOCHTA			
Íocaíochtaí as Réadmhaoín, Gléasra agus Trealamh	10	<u>(273,376)</u>	<u>(75,484)</u>
Glanshreafaí airgid as Gníomhaíochtaí Infheistíochta		<u>(935,835)</u>	<u>1,216,357</u>
SREAFÁÍ AIRGID AS GNÍOMHAÍOCHTAÍ AIRGEADAITHE			
Ús Íochta		(10,336)	(11,407)
Laghdú ar Shaoráid Morgáiste 20 Bliain	13a	<u>(275,380)</u>	<u>(273,906)</u>
Glanshreafaí airgid as Gníomhaíochtaí Airgeadaithe		<u>(285,716)</u>	<u>(285,313)</u>
(Laghdú) / méadú glan ar airgead tirim agus a choibhéis	14	<u>(1,221,551)</u>	<u>931,044</u>

Is cuid de na ráitis airgeadais seo iad an Ráiteas ar Shreafaí Airgid agus nótaí 1 go 20

AN FORAS RIARACHÁIN **(Cuideachta faoi theorainn ráthaíochta)**

1. BEARTAIS CHUNTASAÍOCHTA

Tá bonn na cuntasáíochta agus na beartais chuntasaíochta suntasacha a ghlac an Foras Riaracháin leagtha amach thíos. Feidhmíodh iad go léir go seasmhach ar feadh na bliana ar fad agus sa bhliain roimhe sin.

(a) Eolas ginearálta

Is cuideachta phríobháideach faoi theorainn ráthaíochta gan scairchaipiteal atá corpraithe i bPoblacht na hÉireann é an Foras Riaracháin. Is é 59 Bóthar Lansdún, Baile Átha Cliath 4, an Oifig Chláraithe. Is é príomháit ghnó na cuideachta é freisin.

Is é príomhchuspóir an Fhorais, mar atá leagtha amach ina Meabhrán agus ina hAirteagail Chomhlachais, oideachas a chur chun cinn, scoláireacht a chur chun cinn agus acmhainn a thógáil i riarachán poiblí agus i mbainistíocht phoiblí chun seirbhísí poiblí a fheabhsú.

(b) Ráiteas um Chomhlíonadh

Ullmhaíodh Ráitis Airgeadais an Fhorais Riaracháin Phoiblí don bhliain dar críoch 31 Nollaig 2022 de réir FRS 102, 'An Caighdeán Tuairiscithe Airgeadais is Infheidhme sa Ríocht Aontaithe agus in Éirinn ', arna eisiúint ag an gComhairle um Thuairisciú Airgeadais.

Cuireadh na beartais cuntasáíochta seo a leanas i bhfeidhm chun déileáil le nithe a mheastar a bheith ábhartha maidir le ráitis airgeadais na Gníomhaireachta.

(c) Bunús Ullmhúcháin

Ullmhaíodh na ráitis airgeadais faoi choinbhinsiún an chostais stairiúil, ach amháin sócmhainní agus dliteanais áirithe a thomhaistear ag luachanna cothroime mar a mhínítear sna beartais chuntasaíochta thíos. Tá na Ráitis Airgeadais san fhoirm a ceadaíodh faoi Achtanna na gCuideachtaí agus na prionsabail chuntasaíochta ábhartha a nglactar leo go ginearálta (GAAP). Cuireadh na beartais cuntasáíochta seo a leanas i bhfeidhm chun déileáil le nithe a mheastar a bheith ábhartha maidir le ráitis airgeadais na Gníomhaireachta.

(i) Ioncam (Seachas Deontas ón Oireachtas)

Áirítear ioncam ar bhonn suimeanna infhaighte. Cuirtear táillí cúrsa, a dtugtar cuntas orthu faoi ioncam ó tháillí, san áireamh in ioncam le linn thréimhse an chúrsa.

(ii) Deontas ón Oireachtas

Aithnítear ioncam ar bhonn fabhráithe de ghnáth; eisceacht amháin is ea Deontais ón Oireachtas. Aithnítear iad ar bhonn fáltas airgid tirim.

(iii) Deontais Chaipitil

Cuirtear deontais i leith caiteachais chaipitil chun sochair do Chaipiteal agus Cúlchistí agus scaoiltear iad chuig an Ráiteas Ioncaim agus Caiteachais thar shaolré fhóna mheasta na sócmhainní gaolmhara, i dtráthchodanna bliantúla comhionanna.

(iv) Réadmhaoin, Gléasra & Trealamh agus Dímheas

Luaitear réadmhaoin, gléasra agus trealamh, lena n-áirítear foirgnimh, ag a gcostas stairiúil nó ag a luacháil lúide dímheas carntha. Taifeadtar gach sócmhainn sheasta inlámhsithe ar dtús ag costas stairiúil. Áirítear leis seo táillí dlíthiúla, dleacht stampála agus cánacha ceannaigh neamh-inaisíochta eile, chomh maith le costais ar bith atá inchurtha go díreach i leith an tsócmhainn a thabhairt chuig an suíomh agus an coinníoll atá riachtanach chun í a bheith in ann oibriú ar an mbealach atá beartaithe ag an mbainistíocht, lena n-áirítear costais ullmhúcháin láithreáin, seachadadh agus láimhseáil tosaigh, suiteáil agus cóimeáil, agus tástáil feidhmiúlachta.

AN FORAS RIARACHÁIN (Cuideachta faoi theorainn ráthaíochta)

Soláthraítear dímheas ar gach sócmhainn inláimhsithe sheasta, seachas talamh ruilse, ag rátaí a ríomhtar chun costas nó luacháil gach sócmhainne, lúide luach iarmharach measta, a dhíscríobh go córasach thar a saolré úsáideach mheasta, ar bhonn mhéid chothroim, mar a leanas:

Foirgnimh Ruilse	2% Méid Cothrom
Áitribh Léasa	2% Méid Cothrom
Troscán agus Feistis	5% Méid Cothrom
Trealamh	10% Méid Cothrom
Leabharlanna	20% Iarmhéid Laghdaitheach
Office Meaisíní	25% Méid Cothrom
Foirgnimh Réamhdhéanta	Tosaíonn Dímheas

de réir Méid Chothroim 33.3% sa bhliain ina gcuirtear an tsócmhainn in úsáid.

(v) **Fardal**

Luaitear fardail ag an luach is ísle costais agus ag an glanluach inréadaithe ag baint úsáide as an modh is túisce isteach, is túisce amach. Tá an glanluach inréadaithe bunaithe ar ghnáthphraghas díola, lúide costais a mheastar a thabhófar go dtí críochnú agus diúscairt. Déantar soláthar, nuair is gá, d'fhardal atá imithe i léig agus ag gluaiseacht go mall.

(vi) **Airgead Infhaighte**

Déantar infháiltas a thaifeadadh ar dtús ag praghas idirbhirt. Díscríobhtar drochfhiacha aitheanta agus déantar soláthar d'aon mhéideanna a bhfuil amhras ann faoina mbailiú.

(vii) **Costas Sochair Scoir**

Tá scéim sochair scoir shainithe i bhfeidhm d'fhostaithe uile an Fhorais Riaracháin, de réir mar is cuí. Faoi fhorálacha an Achta um Bearta Airgeadais (Forálacha Ilghnéitheacha), 2009, aistríodh sócmhainní ciste sochair scoir an Fhorais, a tomhaiseadh ag luach cóir, chuig an gCúlchiste Náisiúnta Pinsean an 30 Meitheamh 2010. Leanann an scéim sochair scoir de bheith i bhfeidhm do bhaill reatha gan aon tionchar a bheith acu ar shochair ná ar sholáthar goimhar do bhaill.

Oibríonn an IPA an Scéim Pinsean Seirbhísí Phoiblí Aonair (Scéim Aonair), ar scéim sochair shainithe í d'fhostaithe inphinsin sa tseirbhís phoiblí a ceapadh an 1 Eanáir 2013 nó ina dhiaidh sin. Íoctar ranníocaíochtaí bhaill na Scéime Aonair leis an Roinn Caiteachais Phoiblí agus Athchóirithe.

Tomhaistear dliteanas na scéime sochair scoir ar bhonn achtúireach ag baint úsáide as modh an aonaid réamh-mheasta agus léiríonn siad luach reatha na n-íocaíochtaí pinsin sa todhchaí atá tuillte ag an bhfoireann go dtí seo. De réir na socrúithe maoinithe pinsin, aithnítear sócmhainn atá cothrom leis an dliteanas seo agus léiríonn sé na suimeanna atá le haisíoc i dtréimhsí amach anseo trí dheontas ón Oireachtas.

Cuimsíonn an muirear sochair scoir sa Ráiteas Ioncaim agus Caiteachais ranníocaíocht an Fhorais atá iníoctha leis an Roinn Caiteachais Phoiblí agus Athchóirithe ó dháta an aistrithe de réir na socrúithe maoinithe. Ní dhéanann an Foras ranníocaíocht pinsin fostóra maidir le foireann na Scéime Singile de réir mar a dheimhníonn an RCPA é.

Tar éis aistriú sócmhainní na scéime, maoiníonn an Stáitchiste an Foras ar bhonn pá de réir mar a úsáidtear chun íoc as costais na bpinsean de réir mar a thagann siad chun cinn.

(viii) **Cánachas**

Tá an chuideachta i dteideal díolúine ó chánachas faoin Acht Comhdhlúite Cánacha, 1997. Is í CHY 5401 an Uimhir Chlárúcháin Charthanais agus is í 2008031 an Uimhir Rialála Carthanais. Dá réir sin, níor cuireadh aon mhuirear cánach san áireamh sna Ráitis Airgeadais don bhliain dar críoch an 31 Nollaig 2022.

AN FORAS RIARACHÁIN (Cuideachta faoi theorainn ráthaíochta)

- (ix) **Airgead Tirim agus a Choibhéis**
Is é atá in airgead tirim ná airgead tirim ar láimh agus éarlaisí éilimh. Is é atá i gcoibhéisí airgid tirim infheistíochtaí gearrthéarmacha, an-leachtacha atá inchomhshóite go héasca ina méideanna airgid thirim atá ar eolas agus atá faoi réir riosca neamhshuntasach maidir le hathrú ar luach.
- (x) **Íasachtaí agus Íasachtaíochtaí**
Fuair an Chuideachta €5 mhiliún mar íasacht 20 bliain atá urraithe le morgáiste ar a háitreabh ag Bóthar Lansdún (tá 7 mbliana fágtha). Is é an ráta úis a ghearrtar ná Euribor + 0.5%. Mar a éilíonn FRS 102 aithnítear luach na hiasachta agus speansas úis ag baint úsáide as modh an ráta úis ghlain.
- (xi) **Dlíteanas Airgeadais Eile**
Déantar suimeanna iníochta trádála a thomhas ag praghas an tsonraisic, ach amháin má dhéantar an íocaíocht a iarchur thar ghnáththearmaí gnó nó má mhaoinítear iad ag ráta úis nach ráta margaidh é. Sa chás seo, is ionann an socrú agus idirbheart maoinithe, agus déantar an dlíteanas airgeadais a thomhas ag luach reatha na n-íocaíochtaí a dhéanfar sa todhchaí arna lascaíniú ag ráta úis margaidh d'ionstraim fiachais chomhchosúil.
- (xii) **Caipiteal agus Cúlchistí**
Cuimsítear i gcúlchiste Chlár Comhardaithe an Fhorais cúlchiste caipitil, cúlchiste ioncaim, cúlchiste forbartha caipitil agus cúlchiste barrachais carnach ar ioncam agus caiteachas. Coimeádtar an cúlchiste caipitil chun forbairt bhonneagar tógála an IPA a mhaoiniú, freastalaíonn an cúlchiste ioncaim ar an phríomhshuim ar an tsaoráid fiachais mhorgáiste fhadtéarmaigh, agus úsáidtear an cúlchiste barrachais carnach chun gníomhaíochtaí oibriúcháin leanúnacha a mhaoiniú.
- (xiii) **Breithiúnais agus Príomhfhoinsí Neamhchinnteacht Meastacháin**
Éilíonn ullmhúchán na Ráiteas Airgeadais seo ar an mbainistíocht breithiúnais, meastacháin agus toimhdí a dhéanamh a théann i bhfeidhm ar chur i bhfeidhm polasaithe agus méideanna tuairiscithe sócmhainní agus dlíteanas, ioncaim agus speansas.
Déantar breithiúnais agus meastacháin a mheas go leanúnach agus tá siad bunaithe ar thaithí stairiúil agus ar thosca eile, lena n-áirítear ionchais maidir le himeachtaí amach anseo a chreidtear a bheith réasúnach sna himthosca.
Déanann an chuideachta meastacháin agus boinn tuisceana maidir leis an todhchaí. Is annamh a bheidh na meastacháin chuntasaíochta a thagann as sin cothrom leis na torthaí iarbhair a bhaineann leo, de réir sainmhíneithe. Measann na stiúrthóirí gur meastacháin agus breithiúnais chuntasaíochta chriticiúla iad na meastacháin agus na toimhdí cuntasaíochta thíos:
- (xiv) **Gnóthas Leantach**
Tá buiséid agus sreafaí airgid ullmhaithe ag na stiúrthóirí ina dtuartar go dtabhóidh an Foras Riaracháin easnamh don bhliain dar críoch an 31 Nollaig 2023. Tá barrachais charntha agus cúlchiste forbartha caipitil carntha ag an IPA amháin an 31 Nollaig 2022. Trí cúlchistí leordhóthanacha a choinneáil léirítear inbhuanaitheacht agus cumas na cuideachta deacrachtaí airgeadais gan choinne a bhainistiú agus dearbhú a thabhairt do pháirtithe leasmhara agus do chreidiúnaithe gur féidir leis an IPA a ghealltanais airgeadais amach anseo a chomhlíonadh. Tá na cúlchistí sin rithábhachtach chun oibriochtaí airgeadais na cuideachta a chothú ar feadh tréimhse dhá mhí dhéag ar a laghad ón dáta ar faomhadh na Ráitis Airgeadais. Faigheann an Foras Riaracháin tacaíocht ón Roinn Caiteachais Phoiblí agus Athchóirithe ina cuid iarrachtaí maoiniú an IPA a chur ar bhonn láidir a dhaingneoidh todhchaí na heagraíochta san fhadtéarma. Ar an mbonn sin measann na stiúrthóirí nach bhfuil aon éiginnteacht ábhartha ann maidir le cumas na cuideachta a dlíteanas a chomhlíonadh de réir mar a bhíonn siad dlíte agus measann siad gurb íomchuí na Ráitis Airgeadais a ullmú ar bhonn gnóthais leantaigh. Dá réir sin, ní chuimsíonn na Ráitis Airgeadais seo aon choigeartuithe ar na suimeanna glanluacha agus ar aicmiú sócmhainní agus dlíteanas a d'fhéadfadh teacht chun cinn mura mbeadh an chuideachta in ann leanúint ar aghaidh mar gnóthas leantach.
- (xv) **Bearnúchán Suimeanna Infhaighte Trádála**
Tá an chuideachta ag trádáil le líon mór agus éagsúil custaiméirí ar théarmaí creidmheasa. Tá roinnt fiachais atá dlíte nach n-íocfar mar thoradh ar mhainneachtain líon beag custaiméirí. Úsáideann an chuideachta meastacháin bunaithe ar thaithí stairiúil agus ar fhaisnéis reatha chun leibhéal na bhfiach a bhfuil muirear bearnúcháin ag teastáil ina leith a chinneadh. Déantar athbhreithniú ar an leibhéal bearnúcháin a theastaíonn ar bhonn leanúnach.
- (xvi) **Bearnúchán an Fhardail**
Tá na stiúrthóirí den tuairim go ndearnadh muirear leordhóthanach chun an fhéidearthacht go ndíolfaí fardal ar níos lú ná an costas a léiriú. Mar sin féin, tá an meastachán seo faoi réir neamhchinnteachta bunúsáil.

AN FORAS RIARACHÁIN
(Cuideachta faoi theorainn ráthaíochta)

(xvii) Saol Úsáideach Réadmhaoine, Gléasra agus Trealamh

Is ionann sócmhainní fadsaolacha, a chuimsíonn go príomha talamh agus foirgnimh, meaisíní oifige agus troscán, agus cuid shuntasach de shócmhainní iomlána. Braitheann an muirear dímheasa bliantúil go príomha ar shaolré mheasta gach cineál sócmhainne agus, i gcúinsí áirithe, ar mheastacháin ar luachanna iarmharacha. Déanann na stiúrthóirí athbhreithniú go rialta ar na saolta úsáideacha sin agus athraíonn siad iad más gá chun na dálaí reatha a léiriú. Agus na saolta úsáideacha seo á gcinneadh, déanann an bhainistíocht machnamh ar athrú teicneolaíochta, ar phatrúin tomhaltais, ar bhail fhisiceach agus ar úsáid eacnamaíoch ionchais na sócmhainní. Is féidir tionchar suntasach a bheith ag athruithe sa saol úsáideach ar an muirear dímheasa don bhliain airgeadais.

2. IONCAM Ó THÁILLÍ

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

3. DÍOL FOILSEACHÁN

	2022	2021
	€	€
Ioncam ó Fhoilseacháin IPA	<u>385,184</u>	<u>233,614</u>

4. DEONTAS ÓN OIREACHTAS

Fuarthas €2,725,000 (2021: €2,725,000) ón Roinn Caiteachais Phoiblí agus Athchóirithe, ar tugadh €100,000 de i Síntiúis agus is é €2,625,000 an deontas. Soláthraíonn an Roinn Caiteachais Phoiblí agus Athchóirithe an deontas (Vóta Uimh. 11, Fotheideal B.3) i leith dlíteanas faoi chostais ghinearálta neamhphá agus déanann an Foras é a tharraingt anuas ar bhonn bliantúil.

5. BARRACHAS / (EASNAMH) OIBRIÚCHÁIN

Luaitear an barrachas/(easnamh) oibríochta tar éis an méid seo a leanas a ghearradh/(a chur chun sochair):

(a) Luach Saothair na Stiúrthóirí

Ní fhaigheann baill Bhord an IPA táillí. Cé nach dtaistealaíonn baill an Bhoird ar ghnó oifigiúil mar bhaill den Foras tá siad i dteideal taisteal agus cothabháil a éileamh as freastal ar chruinnithe Boird agus fochoiste. Don bhliain 2022, níor éiligh ball den Bhord aon chostais.

AN FORAS RIARACHÁIN
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(b) Luach Saothair an Phríomhphearsanra Bhainistíochta

An tArd-Stiúrthóir atá ag dul as oifig

	An tArdstiúrthóir 2022 (€)	An tArdstiúrthóir 2021 (€)
Tuarastal ÁSPC	136,414	163,327
Fostóra	13,871	16,512
Ranníocaíocht Pinsin	47,199	56,511
Taisteal agus Cothabháil	-	744

Ard-Stiúrthóir atá ag teacht isteach

	An tArdstiúrthóir 2022 (€)	An tArdstiúrthóir 2021 (€)
Tuarastal ÁSPC	39,809	-
Fostóra	4,006	-
Ranníocaíocht Pinsin	13,774	-
Taisteal agus Cothabháil	-	-

An Grúpa Bainistíochta Sinsearach (SMG)

Tá an SMG comhdhéanta den Ard-Stiúrthóir Cúnta, an Stiúrthóir Airgeadais agus Seirbhísí Corparáideacha, an Stiúrthóir Acmhainní Daonna agus Forbairt Daoine, na Stiúrthóirí Oiliúna agus Comhairleoireachta agus an Stiúrthóir Taighde, Foilsitheoireachta agus Caidrimh Chorparáidigh.

	SMG 2022 (€)	SMG 2021 (€)
Liúntais	893,523	741,684
Tuarastail	-	-
Sochair scoir	-	-
Árachas Sláinte	-	-

(c) Luach Saothair an Iníuchóra	25,400	25,400
(d) Dímhéas (Líon na nDiúscairtí)	545,200	532,561
(e) Ús is Iníochta ar shuimeanna atá le n-íoc ar ais thar Tréimhse is faide ná Cúig Bliana	7,724	9,396

AN FORAS RIARACHÁIN
(Cuideachta faoi theorainn ráthaíochta)

6. ANAILÍSAR CHOSTAIS DHÍREACHA

	2022	2021
	€	€
Oiliúint	765,154	654,663
Oideachas	1,027,022	825,256
Foilseacháin	244,496	218,951
Taighde	<u>75,259</u>	<u>50,791</u>
	<u>2,111,931</u>	<u>1,749,661</u>

7. EOLAS FAOI FHOSTAITHE

(a) Déantar anailís thíos ar mheánlíon buanfhostaithe na cuideachta i rith na bliana, stiúrthóirí lánaimseartha san áireamh.

	2022	2021
Oiliúint	22	21
Oideachas	31	32
Foilseacháin	5	5
Taighde	4	4
Eolas Ginearálta	<u>22</u>	<u>22</u>
	<u>84</u>	<u>84</u>

(b) Cuimsíonn costais tuarastail na cuideachta do gach fostaí:

	2022	2021
	€	€
Pá agus Tuarastail	5,464,039	4,973,277
Foireann Chomhlach	745,597	682,746
Costais Árachais Shóisialaigh	655,288	595,229
Plean Leanúnachais Ioncaim	<u>28,752</u>	<u>4,534</u>
	<u>6,893,676</u>	<u>6,255,786</u>

Caitheadh leis na suimeanna go léir thuasluaite mar chaiteachas de chuid na cuideachta sa bhliain airgeadais. Níor caipitlíodh suim ar bith ina sócmhainní.

Rinneadh €236,890 (2021 €205,102) den ASC (asbhaint a bhaineann le pinsean) a asbhaint agus a íoc leis an Roinn Caiteachais Phoiblí agus Athchóirithe.

Mar thoradh ar ath-implonú foirne an IPA le linn 2012, tá roinnt ball foirne ar iasacht. Ós rud é go bhfaightear méideanna tuarastail na mball foirne ar iasacht ar ais ina n-iomláine, ní thaispeántar méideanna na mball foirne ar iasacht, is é sin, €135,629 (2021: €127,932).

Baineann foireann bhuan an Fhorais a ceapadh roimh 2015 leas as Scéim Leanúnachais Ioncaim. Níl baill foirne a ceapadh i ndiaidh 2015 incháilithe don scéim.

8. ANAILÍS AR CHAITEACHAIS RIARACHÁIN

	2022	2021
	€	€
Deisiúcháin, Glanadh agus Cothabháil	674,021	629,316
Dímheas	545,201	532,561
Stáiseanóireacht agus Fótachóipeáil	116,769	75,689
Solas, Teas agus Fón	210,282	86,792
Postas	77,730	65,770
Árachas	44,207	60,896
Gnóthaí Corparáideacha	167,402	211,776
Forbairt Foirne	(8,498)	31,403
Eolas Ginearálta	861,393	434,320
Soláthar maidir le fiacha amhrasacha agus drochfhiacha a	<u>58,682</u>	<u>252,332</u>
	<u>2,747,189</u>	<u>2,380,855</u>

Rinneadh iarmhéideanna 2021 a athaicmiú i gcomhréir le cur i láthair 2022.

AN FORAS RIARACHÁIN
(Cuideachta faoi theorainn ráthaíochta)

9. FARDAL

	2022	2021
	€	€
Stáiseanóireacht agus Leabhair	<u>64,236</u>	<u>135,153</u>
Níl aon fhardal geallta mar shlándaíl		

10. Réadmhaoín, Gléasra & Trealamh

I LEITH NA BLIANA REATHA

	Talam h & Foirgnimh^(a)	Meais íní Oifige	Troscán, Feistis, Trealamh & Leabhair	Iomlán
	€	€	€	€
COSTAS				
Amhail an 1 Eanáir 2022	20,607,256	1,674,426	2,720,478	25,002,160
Breiseanna	-	9,566	263,810	273,376
Diúscairtí	-	-	-	-
Amhail an 31 Nollaig 2022	<u>20,607,256</u>	<u>1,683,992</u>	<u>2,984,288</u>	<u>25,275,536</u>
DÍMHEAS				
Amhail an 1 Eanáir 2022	8,222,558	1,672,024	2,455,306	12,349,888
Muirear don bhliain	410,364	5,098	129,738	545,200
Diúscairtí	-	-	-	-
Amhail an 31 Nollaig 2022	<u>8,632,922</u>	<u>1,677,122</u>	<u>2,585,044</u>	<u>12,895,088</u>
GLANLUACH NA LEABHAR				
Amhail an 31 Nollaig 2022	<u>11,974,334</u>	<u>6,870</u>	<u>399,244</u>	<u>12,380,448</u>
Amhail an 1 Eanáir 2022	<u>12,384,698</u>	<u>2,402</u>	<u>265,172</u>	<u>12,652,272</u>

Nóta (a): Sceideal na Réadmhaoine agus an Cineál

Sealbhaithe 57-61 Bhóthar Lansdún	Ruílse
49 -51 Bóthar Lansdún	Ruílse
55 Bóthar Lansdún	Ruílse
Vergemount Hall, Cluain Sceach	Ceadúnas le hOifig na nOibreacha Poiblí trí chíos ainmniúil

AN FORAS RIARACHÁIN
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11. INFHÁLTAIS

	2022	2021
	€	€
Infháltais Trádála	2,499,501	3,011,936
Pinsin an Stáitchiste (nóta 19c)	21,618	(4,503)
Réamhíocaíochtaí agus Infháltais Eile	<u>56,961</u>	<u>75,017</u>
	<u>2,578,080</u>	<u>3,082,450</u>

Tá suimeanna infhaighte trádála glan ó sholáthar d'fhiacha amhrasacha €258,409 (2021: € 199,728).

12. AIRGEAD INÍOCTHA: MÉIDEANNA A BHEIDH DLITE LAISTIGH DE BHLIAIN AMHÁIN

	2022	2021
	€	€
Iasachtaí Bainc (Nóta 13a)	275,380	273,906
Airgead iníochta ó thrádáil	321,757	550,199
Ioncam ó Tháillí larchurtha	3,655,474	5,059,287
Íocaíochtaí agus Fabhruithe Éagsúla	780,653	545,898
ÍMAT/ÁSPC	<u>299,912</u>	<u>285,878</u>
	<u>5,333,176</u>	<u>6,715,168</u>

13. AIRGEAD INÍOCTHA: MÉIDEANNA A BHEIDH DLITE LAISTIGH DE BHLIAIN AMHÁIN

	2022	2021
	€	€
Áis Ráta Athraithe €5m 20 Bliain	<u>774,531</u>	<u>1,051,385</u>

Tá an iasacht in-aisíochta i dtráthchodanna thar thréimhse 20 bliain. Tá 5 bliana fágtha ar an tréimhse aisíocaíochta. Tá sé faoi réir ráta úis athraithe bunaithe ar Euribor + 0.5%. Ba ionann an meánráta úis ualaithe le linn na bliana airgeadais agus 0.65% (2020: 0.65%). Coimeádann an banc na gníomhais chuig Uimh. 55 Bóthar Lansdún mar urrús ar an tsaoráid seo.

13a IASACHTAÍ BAINC

Tugtar anailís ar aibíocht na n-iasachtaí thíos:

	2022	2021
	€	€
Laistigh de 1 bhliain amháin	275,380	273,906
Laistigh de 2 -5 bliana	774,531	841,108
Tar éis níos mó ná 5 bliana	<u>-</u>	<u>210,277</u>
	<u>1,049,911</u>	<u>1,325,291</u>

De réir an bheartais chuntasaíochta aithnítear deontais chaipitil trí úsáid a bhaint as an tsamhail fhabhráithe. Aithnítear na deontais seo, atá chun ionad oiliúna an IPA a cheannach, thar shaolré úsáideach na sócmhainní, is é sin 20 bliain. Níl aon choinníollacha ná teagmhais nár comhlíonadh ag baint leis na deontais seo.

AN FORAS RIARACHÁIN
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14. RÉITEACH GLAN-SREABHADH AIRGID LE GLUISEACHT IN Airgead tirim /(Fiach) GLAN

	2022	2021
	€	€
(Laghdú)/ Méadú ar Airgead Tirim	(1,221,551)	931,044
Laghdú ar Shaoráid Morgáiste 20 Bliain	<u>275,380</u>	<u>273,906</u>
Gluaiseacht in Airgead /(Fiach) Glan Le Linn na Bliana	(946,171)	1,204,950
Airgead tirim /(Fiacha) glan amhail an 1 Eanáir	<u>6,409,729</u>	<u>5,204,779</u>
Airgead /(Fiacha) Glan amhail an 31 Nollaig	<u>5,463,558</u>	<u>6,409,729</u>

Anailís ar Athruithe ar Airgead /(Fiacha) Glan

	Amhail an 31	Sreafaí Airgid	Amhail an 31
	Nollaig	€	Nollaig
	2021		2022
Airgead Tirim agus a Choibhéis	7,735,020	(1,221,551)	6,513,469
Saoráid Morgáiste 20 Bliain	<u>(1,325,291)</u>	<u>275,380</u>	<u>(1,049,911)</u>
Iomlán	<u>6,409,729</u>	<u>(946,171)</u>	<u>5,463,558</u>

15. TEAGMHAIS INA DHIAIDH SIN

Ní raibh aon imeachtaí suntasacha ann a raibh tionchar acu ar an gcuideachta tar éis dháta an Chláir Chomhardaithe.

16. CEANGALTAIS CHAIPITIL

Ní raibh aon ghealltanais chaipitil ann ag deireadh na bliana.

17. DLITEANAS TEAGMHASACH

Níl aon dliteanais theagmhasacha ann ag deireadh na bliana a bhféadfadh drochthionchar ábhartha a bheith acu ar staid airgeadais na cuideachta.

18. SOCHAIR SCOIR

(a) Oibleagáid agus Sócmhainn Sochair Scoir

Mar atá leagtha amach sna beartais chuntasaíochta (féach Nóta 1), aistríodh ciste sochair scoir an Fhorais chuig an gCúlchiste Náisiúnta Pinsean an 30 Meitheamh 2010 de réir an Achta um Bearta Airgeadais (Forálacha Ighnéitheacha), 2009. Tar éis aistriú sócmhainní scéime, ceanglaítear ar an bhForas ranníocaíocht bhliantúil a íoc leis an Roinn Caiteachais Phoiblí agus Athchóirithe tar éis sochair scoir atá dlite le haghaidh íocaíochta a chur san áireamh. Cuirfidh an roinn maoiniú ar fáil sa chás go sáraíonn na sochair scoir a íoctar an ranníocaíocht. Tá glactha ag an mBord leis an gcóireáil agus na nochtaí a éilítear le hAlt 28 den chaighdeán cuntasaíochta FRS 102 chun na socrúithe atá i bhfeidhm a léiriú. Cé go bhfeidhmíonn an socrú maoinithe ar bhonn glanphá leis an roinn, creideann an Foras go bhfuil an cineál socráithe cosúil le haisíoc iomlán na hoibleagáide sochair scoir nuair a bhíonn na dliteanais sin dlite le híos, agus dá bhrí sin aithníonn sí a cheart chun na haisíocaíochta mar shócmhainn ar leithligh i méid atá comhionann leis an oibleagáid ag deireadh na bliana.

Ba é €57,578,000 an oibleagáid sochair scoir an 31 Nollaig 2022 (2021: €75,283,000) bunaithe ar luacháil achtúireach ar na hoibleagáidí sochair scoir i leith fhoireann an Fhorais amhail an 31 Nollaig 2022 a rinne achtúire neamhspleách cáilithe chun críocha FRS 102. Aithnítear sócmhainn maoinithe iarchurtha €57,578,000 atá cothrom leis an dliteanas amhail an 31 Nollaig 2022 mar shócmhainn ar leithligh ar an Ráiteas ar Staid Airgeadais. Críochnaíodh an t-athbhreithniú achtúireach ar nochtadh FRS102 chun críocha Ráitis Airgeadais 2022.

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Gluaiseacht in Oibleagáid Sochair Scoir

	2022 €'000	2021 €'000
Luach reatha Oibleagáidí na Scéime amhail an 1 Eanáir	75,283	71,921
Costais seirbhíse reatha	1,139	1,133
Ranníocaíochtaí Rannpháirtithe an Phlean	42	141
Costais úis	741	503
Gnóthachan/(caillteanas) achtúireach	(17,430)	3,648
Sochair a íocadh	(2,197)	(2,021)
Costais a íocadh	-	(42)
Luach Reatha Oibleagáidí na Scéime amhail an 31 Nollaig	<u>57,578</u>	<u>75,283</u>
Sócmhainní Sochair Scoir amhail an 31 Nollaig	<u>57,578</u>	<u>75,283</u>

(b) Costas Sochair Scoir a aithníodh sa Ráiteas Ioncaim agus Caiteachais

	2022 €'000	2021 €'000
Ranníocaíochtaí Pinsin Fostóra a chuirtear chuig an Stáitchiste	1,452	1,324
Costais seirbhíse reatha	1,181	1,274
Costais úis	741	503
Coigeartú ar Mhaoiniú Pinsin Iarchurtha ón Stáitchiste	<u>(1,922)</u>	<u>(1,777)</u>
Iomlán a ghearrtar chuig an Ráiteas Ioncaim agus	<u>1,452</u>	<u>1,324</u>

(c) Ranníocaíocht leis an Stáitchiste i leith Sochar Scoir

De réir na socruithe atá leagtha amach i Nóta 18a éilítear ar an bhForas ranníocaíocht bhliantúil a dhéanamh leis an Stáitchiste maidir le sochair scoir. Socraítear an ranníocaíocht ag 34.6% de mhuirear párolla an Fhorais agus cuimsíonn sí ranníocaíocht an Fhorais de €1.45m (2020: €1.3m) agus ranníocaíochtaí fostaí de €27,935 (2021: € 175,396). Déanann an Foras íocaíochtaí sochar scoir agus íocaíochtaí gaolmhara thar ceann an Stáitchiste agus ríomhtar an tsuim atá iníochta leis an Stáitchiste tar éis íocaíochtaí dá leithéid a chur san áireamh. Tá méideanna atá iníochta leis an Stáitchiste leagtha amach thíos:

	2022 (€)	2021 (€)
Iarmhéid ar an 1 Eanáir	4,503	(92,349)
Ranníocaí IPA (gan foireann ar iasacht san foireann ar iasacht an IPA	1,451,954	1,293,124
	-	30,536
Iomlán Ranníocaíochtaí an Fhorais ⁽ⁱ⁾	<u>1,451,954</u>	<u>1,323,660</u>
Ranníocaíochtaí na bhFostaithe	27,935	175,396
Sochar Scoir agus Íocaíochtaí Gaolmhara	(2,261,224)	(2,062,867)
Aisíocaíocht ón /Íocaíochtaí leis) an Iarmhéid ar an 31 Nollaig	<u>755,214</u>	<u>660,663</u>
	<u>(21,618)</u>	<u>4,503</u>

Nóta (i): Mar thoradh ar ath-implonú foirne an IPA le linn 2012, tá roinnt ball foirne ar iasacht. Déanann an IPA an ranníocaíocht phinsin riachtanach, is é sin, €nialas (2021: €30,536) leis an Stáitchiste ar a son.

AN FORAS RIARACHÁIN (Cuideachta faoi theorainn ráthaíochta)

(d) Cur síos ar an Scéim agus ar Thoimhdí Achtúireacha

Socrú pinsin tuarastail deiridh sochair shainithe is ea an scéim sochair scoir. Sainmhínítear na sochair trí thagairt do rialacháin reatha na scéime san earnáil phoiblí. Soláthraíonn an scéim sochar scoir (mar aon ochtódú in aghaidh na bliana seirbhíse), aisce nó cnapshuim (trí ochtódú in aghaidh na bliana seirbhíse ar a laghad) mar aon le sochar scoir céile agus leanaí. Is é 65ú breithlá an bhaill an ghnáthaois scoir. Méadaítear pinsin i mbun íocaíochta (agus a n-athchur) de ghnáth de réir gnáthbhoilsciú tuarastail na hearnála poiblí. Cuirtear an cleachtas reatha maidir le sochair scoir a mhéadú i gcomhréir le boilsciú tuarastail na hearnála poiblí san áireamh agus an oibleagáid sochair shainithe á tomhas.

Ba iad seo a leanas na toimhdí airgeadais a úsáideadh chun críocha FRS 102:

	2022	2021
Ráta an Mhéadaithe ar Thuarastail	2.90%	2.40%
An Ráta Méadaithe ar Shochair Scoir in Íocaíocht	2.90%	2.40%
Ráta an Mhéadaithe ar Shochair Scoir in Iarchur	2.90%	2.40%
Ráta lascaine	1.00%	0.71%
Boilsciú	1.90%	1.40%

Is iad seo a leanas na príomhbhoinn tuisceana básmhaireachta a úsáidtear chun luach achtúireach dhliteanais na scéime a mheas:

Táblaí ualaithe meánionchais saoil le haghaidh básmhaireachta a úsáidtear chun oibleagáidí sochair an 31 Nollaig a chinneadh:

	2022	2021
Ball Fireann Aois 65 (Ionchas Saoil Reatha)	21.9	21.8
Ball Baineann Aois 65 (Ionchas Saoil Reatha)	24.3	24.2
Ball Fireann Aois 45 (Ionchas saoil ag 65 bliana d'aois)	24.2	24.1
Ball Fireann Aois 45 (Ionchas saoil ag 65 bliana d'aois)	26.3	26.2

Tá an toimhde básmhaireachta thuas i gcomhréir leis an tábla caighdeánach lena gceadaítear feabhsuithe réamh-mheasta.

(e) Sochair Scoir a Mhaoiniú

Tá súil ag an IPA €1.3m a thabhairt don Stáchtiste in 2023.

19. LEASANNA PÁIRTÍ GAOLMHARA

Ghlac an Bord le nósanna imeachta *de réir an Chóid Chleachtais athbhreithnithe um Rialachas Comhlachtaí Stáit* (2016) maidir le leasanna a bheith á nochtadh ag baill an Bhoird agus cloíodh leis na nósanna imeachta sin i gcaitheamh na bliana. Ní dhearnadh aon idirbhearta sa bhliain maidir le gníomhaíochtaí an Bhoird a raibh aon leas tairbhíúil ag na baill iontu. Nochtadh luach saothair lárnach bainistíochta i nóta 5 de na ráitis airgeadais. Níl aon idirbhearta eile de chuid pháirtí ghaolmhair mar atá sainmhínithe in Alt 33 de FRS 102.

20. FAOMHADH NA RÁITIS AIRGEADAIS

D'fhaomh Bord Stiúrthóirí an Fhorais na ráitis airgeadais seo agus d'údaraigh siad iad lena n-eisiúint, faoi réir gan aon athrú ábhartha a tharlú, ar an 13 Meán Fómhair 2023.