

ANNUAL REPORT 2011



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FOREWORD



FOREWORD

In another very difficult and challenging year the process of adjustment required under the terms of the financial support programme for Ireland gained momentum, and this had great significance for the Irish public service. A major reduction in the costs of the public service is one of the central requirements of the €85 billion financial support programme for Ireland overseen by the EU, ECB and IMF.

The process of staff reduction across the public service continued and intensified throughout the year. It was expected that by early 2012 a further 9,000 staff would have left the public service. The reductions in staff numbers occurred across all sectors – the civil service, the health service, local authorities, the defence forces and the Garda Síochána.

This also means that the public service will have to find new ways of working, embracing innovation and collaboration, and planning to use scarce resources – particularly staff resources – as effectively as possible. These challenges underpinned the *Public Service Reform Plan* published by the Department of Public Expenditure and Reform in November 2011. That plan presented a challenging set of targets for all sectors.

In that context the Institute continued to play a very critical role in providing opportunities for dialogue and debate about the choices and challenges facing the public service. Indeed, the theme of our annual conference in 2011 was *Next Stages in Public Service Reform – Challenges and Choices*, which was addressed by Brendan Howlin, TD, Minister for Public Expenditure and Reform. The IPA's Governance Forum also provides senior managers with the opportunity to keep up to date with best practice in governance and management, and maintaining high standards of governance becomes even more critical at a time of such rapid change and 'churn' in the system. The Governance Conference focused on the theme *Setting the Tone from the Top* and was addressed by Minister Brian Hayes, TD.

Change also highlights the need for leadership, and the IPA continued to deliver leadership programmes for senior public servants across the system during the year. These programmes support managers in thinking through the challenges they face, but also help them to design interventions that will achieve the change targets set out under the reform plan. The IPA continues to see the development of leadership capacity within the public service as a priority issue, particularly with the significant changes in personnel at senior level, referred to above.



Robert Watt, Secretary General, Department of Public Expenditure and Reform, speaking at the IPA 2011 National Conference, *Next Stages in Public Service Reform – Challenges and Choices*.

FOREWORD

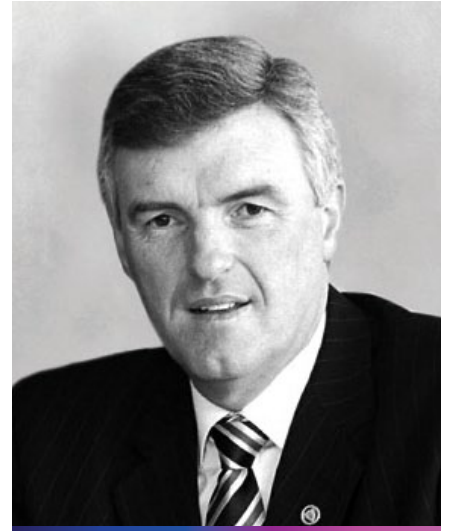
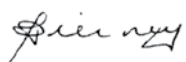
In 2011 the Institute also launched its new strategy for the period 2011-2015. The Institute was originally established to develop and improve professional standards of public service, and this remains the core mission of the Institute. Therefore, in the new strategy there is an emphasis both on the development of professional standards through education and academic research and on practical development in areas such as leadership, management, governance, financial management, human resource management and IT. The further development of capacity in all of these areas will be critical to achieving the targets in the *Public Service Reform Plan*.

In relation to the pursuit of professional standards, the Institute also announced a formal strategic alliance with University College Dublin (UCD) in 2011, and in the autumn the IPA became a recognised college of UCD. This means that public servants will have access to the progression and transfer opportunities that flow from being linked to such a large and internationally renowned university with a wide range of programmes and courses. In addition, by being linked to UCD accreditation processes, our students will also have assurances about the quality and international standing of the qualifications they gain. Already, the highest qualification offered by the Institute, the Doctorate in Governance, has become the first jointly offered IPA-UCD programme.

We hope that the new alliance will bring many advantages to existing and new students, and allow us to better pursue those goals of providing intellectual stimulus, promoting high standards of public service and developing international connections that inspired the founders of the Institute. We also hope that the IPA and UCD can support our public service through current challenges and into a new phase where we are recognised not just for the efficiency and effectiveness of our services but for having a public service that is firmly grounded in purpose.

Therefore, despite the very challenging environment, the Institute continued to make real progress during 2011 in refining its strategy and operations to meet radically changing circumstances. This has also involved significant internal organisational change. I would like to thank all of the Board members and the management and staff of the Institute for their efforts during the year, which have contributed to the Institute being better positioned to meet the challenges that lie ahead and, most importantly, to support the Irish public service in meeting those challenges.

Dr John Tierney
Chairman



John Tierney
Chairman

DIRECTOR GENERAL'S REPORT



DIRECTOR GENERAL'S REPORT

The year 2011 represented another difficult year for the Irish public service, and a challenging year for the Institute. The ongoing cutbacks in public expenditure meant further reductions in the budgets for training, education, research and other services provided by the Institute. Despite these challenges, progress was made on a number of fronts, not least with the implementation of the Institute's strategy for 2011–2015, titled *Professional Development and Public Service Renewal*, which was launched at the start of the year.

While a further fall was recorded in income from fees for services and Exchequer grant-in-aid, the Institute has put in place a major cost-reduction programme, and during the year further reductions in salaries and other costs contributed to achieving a satisfactory financial outcome by year-end. Over the past two years, and despite the economic uncertainty, the Institute has succeeded in stabilising its finances, and plans for further financial and organisational consolidation are progressing.

In the introduction to our new strategy, we put a particular emphasis on the professional development of public servants as a necessary underpinning to the renewal and development of our public service. Key to professional development is the role of education and research. In this regard during 2011 real progress was made on further developing the programmes and services of the IPA's Whitaker School of Government and Management. A new MSc in Business Studies was introduced, along with a new Professional Certificate in Governance and a Certificate in Housing. We continued with the State of the Public Service research series, which included a major review of the key challenges in Irish public administration, entitled *Fit for Purpose?*, published in April. The *Public Sector Trends 2011* report, published in November, is part of a series that compares standards of quality, efficiency and performance of the Irish public sector with those of other countries, and provides an important evidence base to inform debate and discussion on this important topic. In 2011 we also introduced a new research series for local government, which was launched with a paper on the *Review of International Local Government Efficiency Reforms*.

In publishing, an international editorial board was established for our journal *Administration* with a view to reorienting the journal and its content over time. A number of key titles, including a new text on the United Nations by Noel Dorr and the anthology *Lord of the Files*, edited by staff members Michael Mulreany and Denis O'Brien, were published during the year.



Brendan Howlin, Minister for Public Expenditure and Reform, speaking at the IPA 2011 National Conference, *Next Stages in Public Service Reform - Challenges and Choices*.

DIRECTOR GENERAL'S REPORT

In the sphere of higher education, both globally and nationally, there is a trend towards consolidation and the achievement of critical institutional mass. In particular there has been a trend towards smaller, specialist higher-education colleges developing closer links with larger universities. In recognition of these factors, but also by way of positioning the Institute as a highly credible and unique provider that builds professional capacity in the public service within recognised academic and professional frameworks, the Institute became a recognised college of UCD in Autumn 2011. The Institute has been a recognised college of the National University of Ireland (NUI) since 2001 and by now becoming a recognised college of UCD will remain within the broad NUI constituency.

The rationale and vision for a closer relationship between the IPA and UCD is that Ireland needs to ensure that its public service is leading global practice. On a very practical level, all students enrolling on IPA programmes in future will receive their awards from UCD. For new IPA students the access to pathways of learning available through a major university such as UCD will be a major bonus. A critical aspect of the continuous upgrading of public service performance is access to world-class research skills and knowledge development, and it is anticipated that the new IPA-UCD partnership will play an important role in supporting the transformation of the Irish public service. The IPA will remain an independent body with its own Board and governance arrangement, but the partnership with UCD will open up many new opportunities for clients in Ireland and internationally in the areas of joint academic programmes, joint research activities, joint delivery on international programmes and sharing of technology, library and other facilities.

It was recognised in the introduction to our new strategy that a key part of maintaining and enhancing our reputation as a professional institute was to maintain a focus on providing public service organisations and public servants with practical advice and support to help them meet current and future challenges. It is in this regard that our programme of conferences and seminars, training and development services, and various professional networks across the public service are critical. Our annual conference, held in October, addressed the theme of *Next Stages in Public Service Reform* and was addressed by Brendan Howlin, TD, Minister for Public Expenditure and Reform, and by a range of other contributors from the world of public administration and politics. Our regular breakfast seminars addressed topical issues throughout the year, such as the implications of the national budget for the public service, workforce planning and a leadership masterclass by Professor Gary Orren from Harvard University.

DIRECTOR GENERAL'S REPORT

In light of the ongoing domestic downturn, there was a significant emphasis in the Institute's strategy on further growing the potential of our international business. In May 2011 a new international strategy was approved by the Board. This strategy seeks to continue and further intensify our existing focus on capacity building and training for public administration in central and eastern Europe, but also increasingly seeks to engage potential new markets in the emerging economies. During the latter part of 2011 a number of steps were taken to further this strategy, including some preliminary contacts with the United Arab Emirates that resulted in a number of senior Emirati officials participating in our leadership programmes. We also delivered a number of our educational and training programmes internationally, including the ongoing delivery of our MA in Leadership and Strategy to the senior public service in Lesotho.

The Institute, like many other public service organisations, is going through a significant period of change. Plans were agreed in 2011 for revised organisational arrangements and reduced staff numbers under the terms of the Croke Park Agreement. This process commenced towards the end of the year and will continue in 2012. The active engagement of staff and unions in this process was, and continues to be, critically important, and I wish to not only acknowledge their cooperation and support but also thank the Board and the various Board subcommittees for providing guidance on many of the above issues.

Brian Cawley
Director General



Brian Cawley
Director General

EDUCATION



EDUCATION

NATIONAL UNIVERSITY OF IRELAND AND UNIVERSITY COLLEGE DUBLIN ACCREDITED PROGRAMMES

From 2001 to 2011 the IPA was a recognised college of the NUI. In 2011 the IPA became a recognised college of UCD. The students who enrolled on education programmes in September 2011 will, in due course, receive UCD-accredited qualifications. Students who had enrolled in prior years will complete their qualifications under NUI accreditation.

Over the academic year 2010/2011, the Institute offered a suite of undergraduate and postgraduate programmes ranging from level 6 to level 9 of the National Framework of Qualifications. The conferring ceremony for NUI graduates took place on 6-7 December 2011 in Dublin Castle when 850 graduands were conferred.

UNDERGRADUATE PROGRAMMES

The flagship programmes – the BA (Hons) and the BBS (Hons) – were offered through three delivery methods: lectures at the IPA, lectures at regional centres and distance education.

In 2010/2011 seven specialisms were offered on the BA (Hons) and four on the BBS (Hons).

At diploma level, six specialisms were offered in the field of public management and four in business studies. Five special-purpose diplomas in European Union Studies, Health Economics, Human Resource Management, Law and Management were also offered in 2010/2011. The overall number of undergraduate students in 2011 was approximately 960.

POSTGRADUATE PROGRAMMES

The Institute's MA programmes have a common first year, for which there is an award of postgraduate diploma. In year two, students progress to a choice of six specialist areas. In 2011 the total number of students on MA programmes was approximately 185.

The MEconSc in Policy Analysis is a two-year programme with an award of postgraduate diploma at the end of the first year. Students study a range of policy-related subjects in the first year and they work in their departments on applied dissertations in the second year. In 2011 seventeen students enrolled on the programme and seven students graduated, having successfully completed the programme.



Pictured at the IPA conferring of NUI awards in Dublin Castle were Noreen Naughton, prize winner, BA (Hons) (Healthcare Management), and Dr Michael Mulreaney, Assistant Director General, IPA.



Pictured (l-r) at the IPA conferring of NUI awards in Dublin Castle were Jack Keegan; Kay Keegan, BA (Hons) (Local Government); and Ava Keegan.



Pictured (l-r) at the IPA conferring of NUI awards in Dublin Castle were Brian O'Reilly, MA (Public Management); Aine McHugh, MA (Public Management); and John Harper, Master of Economic Science in Policy Analysis.

EDUCATION

The MSc in Business and Management is a new programme that commenced in September 2011. The MSc is a two-year, part-time programme and forty-five students were enrolled in the first intake.

The Professional Certificate in Governance commenced with its first intake of students in September 2011. The professional certificate is a one-year programme and twenty students were enrolled in the first intake.

The Doctorate in Governance programme commenced in 2003, and the first graduates were conferred in 2006. In 2011 approximately forty students were enrolled in the doctorate programme. Between 2003 and 2010 the Doctorate in Governance programme was jointly offered with Queen's University Belfast. In 2011 the Institute embarked on a new arrangement to jointly offer the programme with UCD. The new arrangement began in September 2011 with an enrolment of fourteen students.



Pictured (l-r) at the IPA conferring of NUI awards in Dublin Castle were Grainne McGuire, Diploma in Public Management, and Brenda Marray-Campbell, Diploma in Public Management.



Dr Michael Mulreany
Assistant Director General

RESEARCH

Research Paper N°5

Better Use of Public Money

The Contribution of Spending Reviews
and Performance Budgeting

Richard Boyle



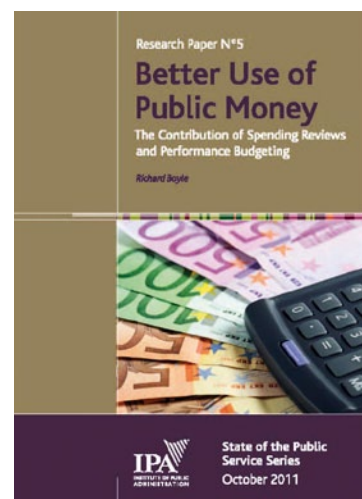
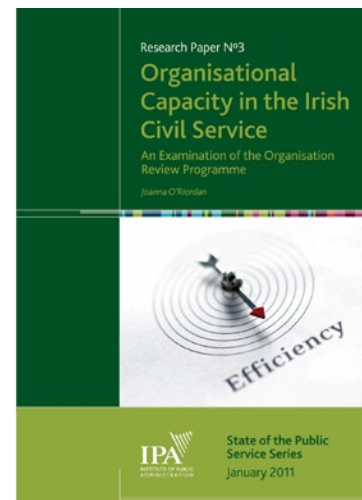
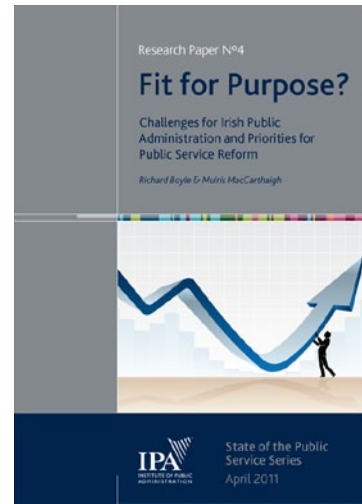
RESEARCH

The IPA has a small, full-time, dedicated team of staff undertaking applied research for government departments and other public sector bodies.

The year 2011 saw the development of the IPA State of the Public Service research series, which started in 2010. This initiative tracks public service transformation and provides an evidence-informed perspective on public service change, facilitating key media contributions and other activities by the IPA. This is in line with the strategic objectives of developing an IPA ‘voice’ on key aspects of the transformation agenda, developing an IPA position on certain key aspects of transformation and building the IPA’s reputation as a source of public sector reform expertise. Under this series, four reports were published in 2011:

- Research Paper No. 3, *Organisational Capacity in the Irish Civil Service: An Examination of the Organisation Review Programme*, outlines lessons learned for both individual organisations and the civil service as a whole from experience to date in assessing organisational capacity;
- Research Paper No. 4, *Fit for Purpose? Challenges for Irish Public Administration and Priorities for Public Service Reform*, a major examination of public sector reform, identifies key challenges for the public service and suggests priority areas for change;
- Research Paper No. 5, *Better Use of Public Money*, examines the role of spending reviews and performance budgeting in reducing waste of public money;
- Research Paper No. 6, *Public Sector Trends 2011*, draws on national and international data on the performance, size and cost of public service, developing benchmarking data that can be used to raise public service performance and productivity issues.

A further report on workforce planning was near completion at the end of the year. The reports are available to download at http://www.ipa.ie/State_of_the_Public_Service_Series.



RESEARCH

The year also saw the introduction of a new research series focused on the needs of local government. The Local Government research series provides information on national and international experience with management reforms and highlights good practice. One report was published in 2011: Report No. 1, *Review of International Local Government Efficiency Reforms*, presents a brief overview of reforms undertaken in several jurisdictions designed to improve the efficiency of local government services. Two further reports, on strategic collaboration and on the impact of austerity on local governance, were nearing completion at the end of the year.

Other areas of research work undertaken in 2011 included:

- a report on university governance for the Irish Universities Association;
- international consultancy work with the Estonian State Chancellery on agency governance and reform;
- an independent external scrutiny of reports produced for the Organisational Review Programme, set up to examine the capacity of government departments and offices for the Department of Public Expenditure and Reform;
- work with two government departments on the development of performance indicators for their statements of strategy;
- running of the Certificate and Diploma in Civil Service and State Agency Studies;
- provision of administrative and report-writing support to committees established to progress local government reorganisation in Tipperary and Waterford;
- provision of two EU policy bulletins and two editions of *Local Authority Times* as part of an information service to local authorities throughout the year;
- academic publications in international journals and contributions to international books on public management;
- participation in international conferences, including work on the organising committee for the fifteenth annual International Research Society for Public Management conference, hosted by Trinity College Dublin and the University of Ulster.



Richard Boyle
Head of Research, Publications and
Corporate Relations

TRAINING & DEVELOPMENT



TRAINING & DEVELOPMENT

The division had another successful year, with a sustained demand for relevant training and development programmes and other valued services. In addition to our advisory and support services, our externally accredited and professional body programmes attracted strong numbers and the diverse portfolio of conferences, seminars and workshop events scheduled throughout the year were also well attended.

The Leadership in Local Government Programme continues to attract a diverse group of high-potential candidates from a wide range of local authorities across Ireland. Cognisant of the current economic climate, the programme focused on delivering value to the organisation and the public through a challenging, practical and multidimensional approach. The Strategic Management Series also attracted strong numbers, with its emphasis on blended theory and practice to assist senior executives in the design and implementation of strategic management programmes in line with evolving public sector challenges.

Delivered in conjunction with Cambridge Leadership Associates, MA, incorporating senior faculty from the John F. Kennedy School of Government at Harvard, the Leadership Challenge Programme, aimed at senior public servants and designed to develop leadership capacity to support transformation and change in public administration, saw significant demand, with two programmes taking place. An evaluation of the programme in 2010 concluded that it is having a real impact on those who have participated, with clear evidence of changed behaviours and approaches.

The Governance Forum, now in its sixth year, continues to evolve and expand, and is recognised as providing a unique and important service through its particular emphasis on public and state bodies, public interest and public benefit organisations. A monthly programme of events combined core briefings on governance topics set in the context of issues that member organisations and senior management were facing. The diverse schedule of events covered many contemporary issues in governance, including *Good Governance in the Current Environment*, *Roles and Responsibilities of Board Members*, *Risk Management* and *Setting and Delivering Strategic Priorities*.

Round-table events brought together a broad network of individuals and peers to discuss the specific challenges of delivering key governance roles. A number of special events were also provided to members, including a programme on contemporary financial reporting issues and public financial procedures for board members, as well as a masterclass delivered by Harvard Professor Gary Orren on *Persuasion and the Achievement of Public Goals*.



Pictured (l-r) at the presentation of IPA Certificate Awards in Dublin Castle on 13 December 2011 were Kay Lynch, Áras an Uachtaráin; Marie Fingleton, Programme Tutor, IPA; Edwin Maguire, Programme Director, IPA; Aoife Kane, The Discovery Programme; and Catherine Scully, Radiological Protection Society of Ireland. The students received a CIPD Foundation Level Certificate in Human Resource Practice. Eighteen students received this award in 2011.

TRAINING & DEVELOPMENT

In April our annual Governance Conference focused on the theme of *Good Governance – Setting the Tone from the Top* and included an address by Minister Brian Hayes, TD, and the Scottish Commissioner for Public Appointments, Karen Carlton. Part of the agenda examined the manner in which state board appointments are made, the importance of the culture of boards in setting the tone of an organisation and the skills and experiences required by governing bodies and board members.

The forum team also assisted many organisations with independent reviews of compliance with legal and regulatory governance obligations, implementation of risk-management systems, board-evaluation systems, competency assessments and related services.

In addition to the Governance Forum events, a series of breakfast seminars aimed at senior public sector managers was developed to address the key challenges facing the public service. In conjunction with the Local Government Directors Association, the IPA also developed a new series of masterclasses specifically for directors of services.

In December, to coincide with Budget 2012, a special budget seminar on the implications for public services and the economy more generally was arranged, and included contributions from Jim Power, economist; Deirdre Hanlon, Department of Public Expenditure and Reform; Derek Moran, Department of Finance; and Dr Richard Boyle, Head of Research at the IPA.

The Institute also organised a number of special conferences for the local government sector, where various groups had opportunities to listen to and discuss current policy and implementation issues. A recurring theme was the evolving statutory and other regulatory obligations on the sector across a wide range of the local authorities' mandate. Early in 2011 general election workshops were convened to incorporate updates on election arrangements, and the Legislative Training Programme continued to be in strong demand across the local authority sector throughout the year.

In addition to the NUI-accredited programmes, we continue to offer programmes for formal membership of professional bodies, including the Mediators' Institute of Ireland (MII), the Chartered Institute of Personnel Development (CIPD) and the Chartered Institute of Public Finance and Accountancy (CIPFA). Our established programme on workplace mediation, accredited by the MII, continued to attract strong numbers, the CIPD Foundation Level Certificate in HR Practice began its second run at the end of 2011, and a number of CIPD



Pictured (l-r) at the presentation of IPA Certificate Awards in Dublin Castle on 13 December 2011 were Gillian Ryan, Department of Education and Skills; Michael McDonnell, Office of the Revenue Commissioners; Dermot O'Riordan, Programme Director, IPA; Jane Craig, Department of Health; Anne Marie McKnight, Office of the Revenue Commissioners; and Myles Hollowed, Office of the Revenue Commissioners. The students received a Certificate in Audit Skills, which is accredited by CIPFA. Eighteen students received this award at the ceremony.

TRAINING & DEVELOPMENT

certificate students continued their studies with the CIPD Foundation Level Diploma in HR Practice, which was launched this year.

Despite reductions in public sector training and development budgets, there continued to be a sustained demand for relevant and cost-effective services within the specialist areas of leadership and management, governance, finance, audit, information technology and human resource management. The CPD seminar series for public sector accountants and finance professionals, offered in conjunction with the professional accountancy bodies ACCA and CIPFA, experienced continued growth in 2011. IT training and education services, in conjunction with the School of Computer Science and Informatics, UCD, launched a second postgraduate qualification for non-computing graduates, the MSc in Computer Science by Negotiated Learning (MScNL) - Cloud Computing Stream. Both the MScNL and the original MSc in Computer Science programme have attracted national and international students. Services in areas such as virtualisation and cloud computing were also provided in addition to more traditional end-user training.

All certificate and diploma programmes continued to attract strong numbers. The Certificate in Public Procurement was supplemented by the commencement of a diploma that provides further learning pathways for students who successfully complete the certificate programme. The lectures and tutorials are delivered both centrally and in regional locations.

Consultancy included working with chief executives and senior teams from the statutory and voluntary sectors to prepare strategic plans for their organisations and conducting consultation processes with key stakeholders in relation to strategy development in voluntary organisations. On the international front, we continued to resource and deliver programmes such as provision of capacity building for an international public sector training agency, reviews of current strategies, and advice and guidelines to improve service delivery. This year we also collaborated with peer institutes across Europe on the delivery of blended learning programmes on EU financial management.



Pictured (l-r) at the presentation of IPA Certificate Awards in Dublin Castle on 13 December 2011 were Caroline Doyle, Karen Henry, Teresa Casserly, Tracey Herman and Emer McManus from the IPA.



Pictured (l-r) at the presentation of IPA Certificate Awards in Dublin Castle on 13 December 2011 were Linda Finnan, Equality Authority, and Deborah Acton, Department of Education and Skills, who both received a Certificate in Civil Service and State Agency Studies. Fifty-two students received this award in 2011.

INTERNATIONAL SERVICES



INTERNATIONAL SERVICES

In light of the ongoing domestic downturn, growing the potential of our international business has become a significant element of the Institute's strategy. In May a new international strategy was presented for discussion by the Board and subsequently agreed: this strategy seeks to continue and intensify our existing focus on capacity building/training in central and eastern Europe, but also to engage in developing new markets in emerging economies.

With the aim to adapt its structure to these new objectives, the Institute proceeded with the establishment of an International Implementation Group, tasked with reviewing, on a monthly basis, the status of our overseas work and making strategic and managerial decisions on work allocation and project delivery.

Intense tendering activity took place throughout the year, with no less than a dozen contract opportunities pursued, involving work for EU institutions, capacity-building programmes in Romania, Croatia, Macedonia and Kazakhstan, as well as support to sister institutions in Egypt and Tajikistan. Two opportunities have also been identified with the National Training Centre of the Hellenic Republic and the Regional School of Public Administration for the western Balkans (Montenegro); work with the latter was successfully delivered in the later part of the year and has led to new opportunities for 2012.

In addition, two study visits were organised in May and two international seminar/training events took place in Sofia and Bucharest in March and June. The EU Affairs programme, funded by the Department of Foreign Affairs since 2004, was completed in June with a structural fund seminar/training event in Romania, held in close collaboration with the Irish Embassy.

On the education front, new education programmes were delivered in Lesotho and enrolments in programmes in mainland China were confirmed.

The Institute continued to act in 2011 as the national contact point for twinning arrangements between Ireland and eastern, central and south-western Europe. It also took on a new role of national contact point for the EU Citizens programme, co-funded by the EU and the Department of Transport, Tourism and Sport.

Looking to new markets in emerging economies and further afield, a market-testing exercise, partly supported by Enterprise Ireland, was conducted in the Middle East region: initial contacts were made in Abu Dhabi with a

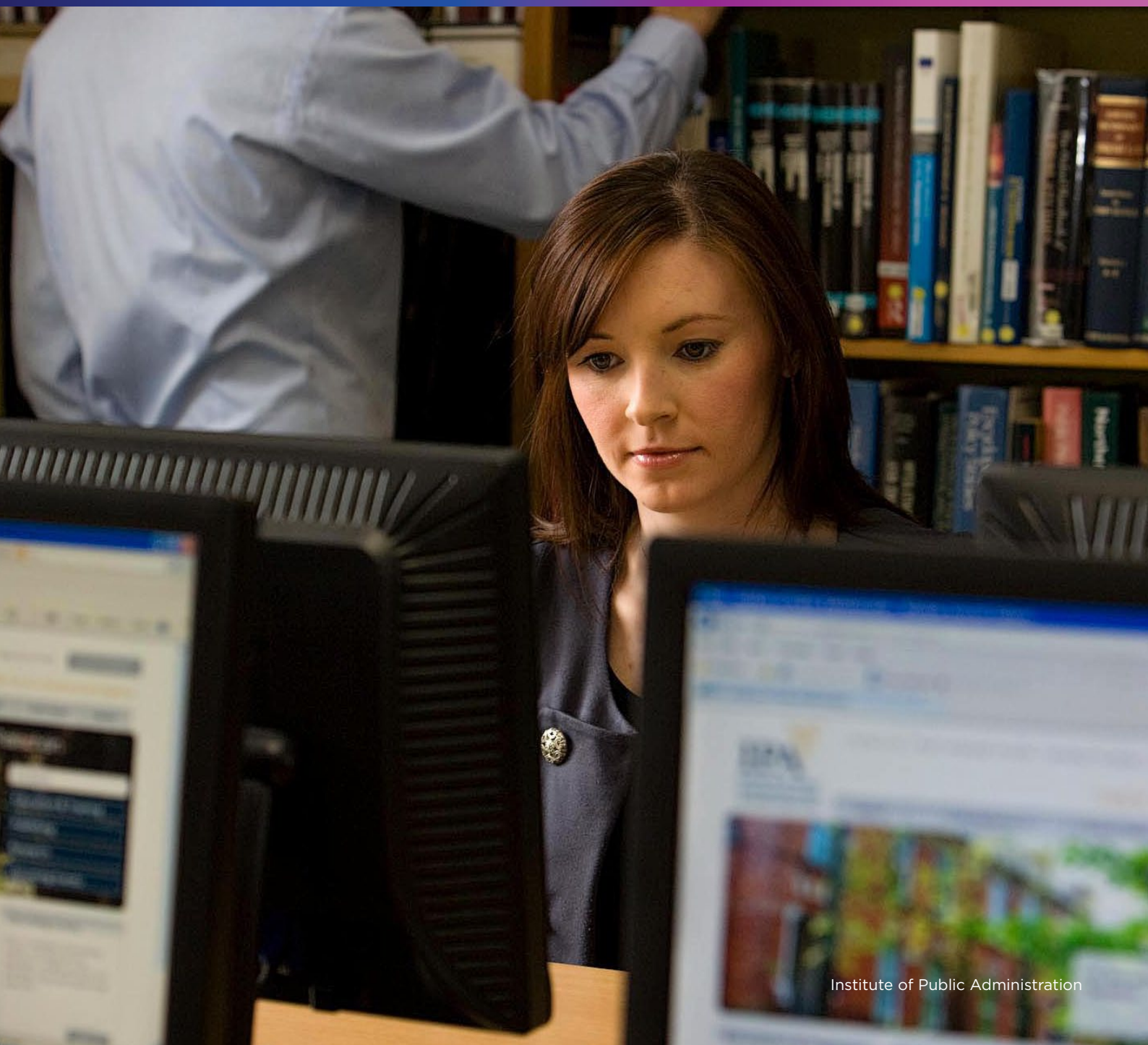


Nicolas Marcoux
Head of International Unit

INTERNATIONAL SERVICES

view to establishing concrete collaboration between the IPA and the School of Government, soon to be set up there. While currently at an initial stage, further discussions are planned for 2012 with the aim to finalise an operational partnership.

LIBRARY & INFORMATION SERVICES



LIBRARY & INFORMATION SERVICES

Supporting the Institute's education, training and research activities is the remit of the Library – a specialised public administration and public management resource extensively used by students, clients and staff. The Library provides an information, reference and lending service to a diverse and countrywide range of users, and has a comprehensive collection of material on a wide range of subjects, including law, economics, management, criminology, healthcare, finance and local government.

The Library in Lansdowne Road represents only a relatively small element of the Institute's Library Service. It also provides a telephone, postal and email service for distance-education students and members based outside the Dublin area. Students may, during term, contact Library staff or use the reading rooms from 9.15 a.m. until 8.30 p.m., Monday to Thursday, and until 5.30 p.m. on Friday. The Library is open on a restricted basis every Saturday and the majority of Sundays during term. Full and up-to-date information in relation to opening hours is available on the IPA website.

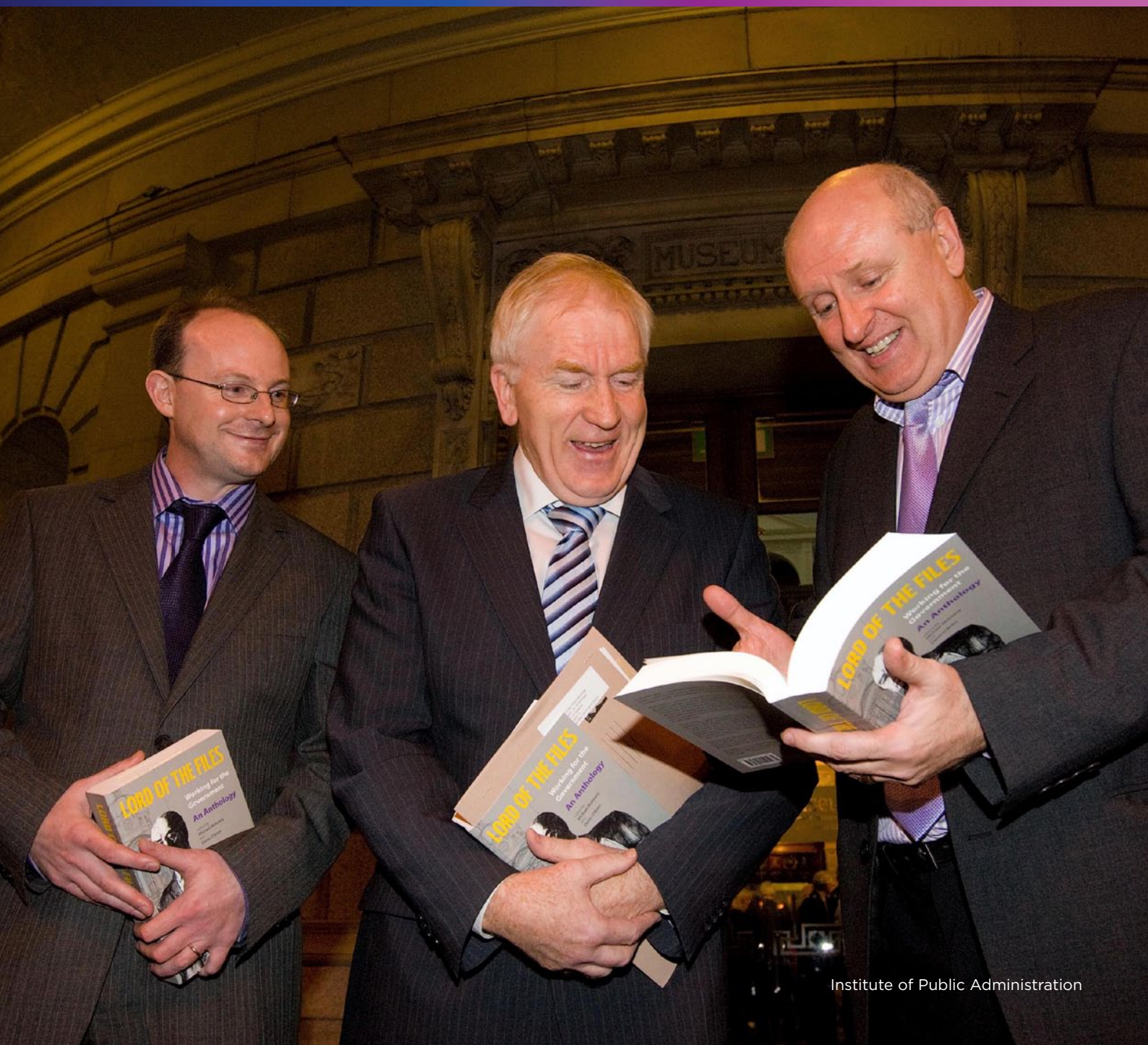
The Library contains just over 30,000 books, 150 hard-copy periodical titles, research studies, annual reports, reference sources and statistical data, and a considerable number of full-text journals are delivered electronically, together with full-text database-searching facilities.

The Library's catalogue can be accessed from the IPA website (www.ipa.ie/library). The Library provides an information and document-supply service based on its own resources and supplemented by a range of external information services to which it has access.



Patricia Trotter
Librarian

PUBLISHING



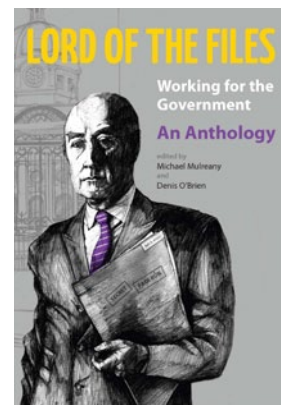
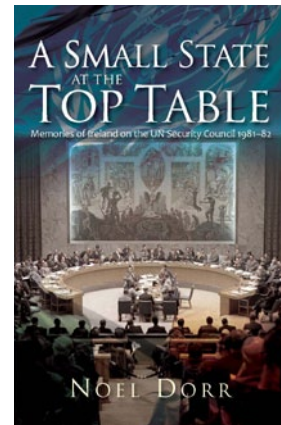
PUBLISHING

The year 2011 saw the publication of a number of books covering a wide variety of topics, together with the 46th edition of the *Administration Yearbook & Diary*. Four volumes of the Institute's quarterly journal, *Administration*, were published. The Publications Division also continued to carry out a number of consultancy projects for other public sector organisations.

BOOKS PUBLISHED IN 2011

The Institute's Book Publishing Committee had another productive year, overseeing the submission of a number of book proposals. Four main titles were published by the Institute during the course of 2011:

- *A Small State at the Top Table: Memories of Ireland on the UN Security Council, 1981-82* by Noel Dorr, which was launched in November in the Royal Irish Academy with guest of honour Mary Robinson, former President of Ireland;
- *Lord of the Files: Working for the Government, An Anthology*, edited by Michael Mulreany and Denis O'Brien, which was launched in the National Museum of Ireland with guest of honor Jimmy Deenihan, TD, Minister for Arts, Heritage and the Gaeltacht;
- *Irish Regional Policy: In Search of Coherence* (Issues in Public Administration series) by Kieran Moylan;
- *Irish Social Services* (5th edition) by John Curry.



RESEARCH REPORTS PUBLISHED

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

- Research Paper No. 3, *Organisational Capacity in the Irish Civil Service: An Examination of the Organisation Review Programme* (State of the Public Service series), by Joanna O'Riordan;
- Research Paper No. 4, *Fit for Purpose? Challenges for Irish Public Administration and Priorities for Public Service Reform* (State of the Public Service series), by Richard Boyle and Muiris MacCarthaigh;
- Research Paper No. 5, *Better Use of Public Money* (State of the Public Service series), by Richard Boyle;
- Research Paper No. 6, *Public Sector Trends 2011* (State of the Public Service series), by Richard Boyle;



PUBLISHING

- Research Report No. 1, *Review of International Local Government Efficiency Reforms* (Local Government research series), by Mark Callanan.

PERIODICALS

Administration Yearbook & Diary 2012 was published in December. The 46th edition contains innovations and improvements that enhance the Yearbook's usefulness.

Four volumes of the Institute's journal, *Administration*, were published throughout the year, and included a 'Review of Developments, Structure and Management in the Public Sector 2010'. Plans were put in place for the further development of *Administration* to coincide with the publication of volume 60 in 2012.

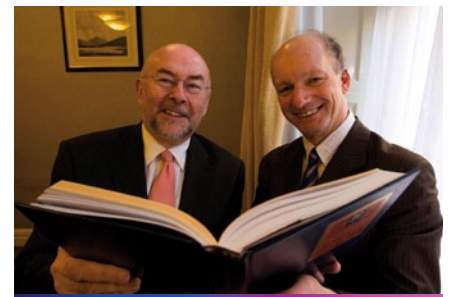
PUBLISHING CONSULTANCY

The Publications Division continued to offer its expertise in the production and management of publishing projects on behalf of other public sector organisations. The *Irish Probation Journal* was produced on behalf of The Probation Service and Probation Board, North/South Ireland.

A full list of IPA publications is available on the IPA website (www.ipa.ie). Books may be purchased through the click-pay facility on the website.



Former President of Ireland Mary Robbinson, guest of honour, and author Noel Dorr at the launch of *A Small State at the Top Table: Memories of Ireland on the UN Security Council, 1981-82* in the Royal Irish Academy.



Guest of honour Ruairí Quinn, TD, Minister for Education and Skills, and Brian Cawley, Director General, IPA, at the launch of *Administration Yearbook & Diary 2012*.

AWARDS & PRIZE WINNERS



AWARDS & PRIZE WINNERS

A total of 785 students were the recipients of diplomas, bachelor degrees and/or postgraduate degrees during 2011. These were presented to students at the NUI conferring ceremonies in Dublin Castle on Tuesday 6 December and Wednesday 7 December 2011. The awards and prize presentations for 2011 were as follows:

Whitaker School of Government and Management Postgraduate Students of the Year

Patrick Meskell, Master of Arts (Public Management)

Karl O'Sullivan, Master of Economic Science in Policy Analysis

Postgraduate Diploma in Public Management

Emma Baker

Master of Arts (Criminal Justice)

Emma Doyle

Master of Arts (Financial Management)

Tom O'Dwyer

Master of Arts (Healthcare Management)

Ozoto Rosemary Abu

Master of Arts (Human Resource Management)

Andrew Archbold

Master of Arts (Local Government Management)

Martina Campbell

Master of Arts (Public Management)

Patrick Meskell

Postgraduate Diploma in Policy Analysis

Patricia Curran

Master of Economic Science in Policy Analysis

Karl O'Sullivan

Bachelor of Arts (Hons) (Administration of Justice)

Charlie Armstrong

Bachelor of Arts (Hons) (Healthcare Management)

Noreen Naughton

Bachelor of Arts (Hons) (Human Resource Management)

Valerie Lucey

Bachelor of Arts (Hons) (Information Technology Management)

Brendan Tuohy

Bachelor of Arts (Hons) (Local Government)

Rosemary Howell

Bachelor of Arts (Hons) (Management)

Peadar Rafferty



Pictured at the IPA conferring of NUI awards in Dublin Castle were Ozoto Rosemary Abu, prize winner, MA (Healthcare Management), and Dr Maurice Manning, Chancellor, NUI.



Pictured (l-r) at the IPA conferring of NUI awards in Dublin Castle were Colette Coghlan, prize winner, Diploma in Business Studies (Accounting), and Dr Attracta Halpin, Registrar, NUI.

AWARDS & PRIZE WINNERS

Bachelor of Arts (Hons) (Public Management)

David Conroy
Deborah Hanley

CIMA Prize for best Bachelor of Business Studies (Hons) (Accounting) student

Deston Le Roux

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

Thomas Burke

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

James Plunkett

Bachelor of Business Studies (Hons) (Marketing)

John Cunningham

Diploma in Civil Service and State Agency Studies

Caoimhe Allman

Diploma in European Union Studies

Nicholas Michael

Diploma in Health Economics

Catherine Nix

Diploma in Health Services Policy

Orla McEvoy

Diploma in Healthcare Management

Evelyn Crowley

Diploma in Human Resource Management

Niall Quinn

Diploma in Law

Caoimhe Ní Chonchúir

Diploma in Local Government Studies

Edele O'Brien

Diploma in Management

Fiona McLafferty

Diploma in Project Management

Eoin Casey

Diploma in Public Management

Brenda Marray-Campbell

Eoin Swift

Diploma in Business Studies

Colette Coghlan

Aidan Hand

Diploma in Computer Studies

Deirdre Hallihan

Diploma in Finance

Brian Sheppard



Pictured (l-r) at the IPA conferring of NUI awards in Dublin Castle were Dr Frank Murray, Chairman, IPA Education Committee, and James Plunkett, prize winner, BBS (Hons) (Information Systems Management).



Pictured (l-r) at the IPA conferring of NUI awards in Dublin Castle were Karl O'Sullivan, first place, Master of Economic Science in Policy Analysis, and winner of the Whitaker School of Government and Management Postgraduate Student of the Year; Dr Michael Mulreaney, Assistant Director General, IPA; Dr Attracta Halpin, Registrar, NUI; Dr Maurice Manning, Chancellor, NUI; and Patrick Meskell, first place, MA (Public Management), and winner of the Whitaker School of Government and Management Postgraduate Student of the Year.

OUTREACH



OUTREACH

As noted in previous annual reports, the Institute is the body dedicated to the profession of public service. Consequently, the expertise of its staff is constantly called upon in ways other than the direct provision of services. From time to time, they also act in positions of leadership in the professional bodies to which they are attached. The Director General is a member of an informal network of heads of schools and institutes of public administration in the EU. During 2011 he was also a member of the adjudication panel for the Excellence in Local Government Awards, sponsored by the Chambers of Commerce of Ireland.

Dr Michael Mulreany, Assistant Director General, is a standing member of the Value for Money and Policy Review Group convened by the Department of Public Expenditure and Reform. Dr Richard Boyle is Chairman of the Irish Evaluation Network and a member of the international evaluation research group on policy and programme evaluation.

Five staff members are non-executive members of the audit committees of a number of government departments, local authorities and state-sponsored bodies; in two cases, acting as Chairman and Vice-Chairman of the committees. Several staff members play prominent officer roles in the Chartered Institute of Public Finance and Accountancy and the Chartered Institute of Management Accountants.

During 2011 the Institute hosted a number of morning seminars to promote dialogue and debate amongst senior civil and public servants on key issues. Three issues of the Institute's electronic newsletter, *eZine*, were also produced during the year.

The IPA annual conference, entitled *Next Stages in Public Service Reform – Challenges and Choices*, took place in the IPA on 12 October. The guest of honour was Brendan Howlin, TD, Minister for Public Expenditure and Reform. The conference heard presentations from a number of speakers, including John McGuinness, TD, Chairman of the Public Accounts Committee; Cathal Magee, Chief Executive of the HSE; Robert Watt, Secretary General, Department of Public Expenditure and Reform; David O'Sullivan, Chief Operating Officer, European External Action Services; and Michael Whitehouse, Chief Operating Officer, National Audit Office, UK. Full details and presentations are available at <http://www.ipa.ie/index.php?lang=en&p=page&id=48>



John McGuinness, TD, speaking at the IPA 2011 National Conference, *Next Stages in Public Service Reform – Challenges and Choices*.

INSTITUTE GOVERNANCE & ADMINISTRATION



INSTITUTE GOVERNANCE & ADMINISTRATION

INSTITUTE GOVERNANCE AND ADMINISTRATION

The IPA, which is a company limited by guarantee, was incorporated in 1963. It operates under the aegis of the Department of Public Expenditure and Reform, is a not-for-profit organisation with registered charity status and is subject to statutory audit by the Comptroller and Auditor General. It is also designated a non-commercial state agency.

It is governed by a Board – under the current chairmanship of John Tierney – comprising elected/nominated representatives of various public administration sectors, Institute management and staff, the academic world and trade union personnel, together with a student representative. The Board operates through its scheduled monthly meetings and three standing Board subcommittees: the Finance and Strategy Committee, which deals with strategic financial management issues, including capital works; the Administration Committee, which monitors day-to-day operating performance, human resource issues, etc.; and the Audit Committee, which deals with risk assessment and governance matters. In addition, there is an Education Committee, which advises on and monitors educational qualifications and courses, and a Book Publishing Committee, which advises on publications strategy.

The Institute President presides at the annual general meeting (AGM) and has the support of a number of vice-presidents. The 48th AGM of the Institute took place on 29 June 2011. The names of the honorary officers, Board members and Board subcommittee members are contained on the inside front cover of this annual report.

REPORT OF THE CHAIRMAN OF THE ADMINISTRATION COMMITTEE

Donal Connell reports:

The committee met twice during 2011. In accordance with the *Code of Practice for the Governance of State Bodies*, a review of the Board was undertaken during 2011. As part of the review a questionnaire was issued to all Board members. The Administration Committee considered the responses to the questionnaire and made recommendations to the Board in terms of the composition and size of the Board, the strategic operation of the Board and risk management. The committee advised the Board on the Institute change management programme, including the redeployment and organisation redesign programme.



Cyril Sullivan,
Director of Finance and Support Services



Dymphna Lynch
Human Resource Manager/Company
Secretary

INSTITUTE GOVERNANCE & ADMINISTRATION

REPORT OF THE CHAIRMAN OF THE AUDIT COMMITTEE

Raymond Dolan reports:

The committee met twice during 2011. It carried out its role of supporting the Board in meeting its corporate governance responsibilities. Activities during the year included reviewing the annual financial statements, internal financial controls and the corporate risk register; overseeing the internal auditor's programme; and ensuring compliance with all other relevant obligations. It also liaised with the representative of the Institute's auditors – the Comptroller and Auditor General.

REPORT OF THE CHAIRMAN OF THE FINANCE AND STRATEGY COMMITTEE

John Tierney reports:

The committee met on six occasions during the year. With the ongoing difficult economic trading environment generally, the main business transacted was to monitor the Institute's monthly financial and cash flow reports to ensure that they were performing as planned. The committee also approved the 2011 budget and, on behalf of the Board, reviewed the quarterly management accounts and financial forecasts. As stated above, given the continued difficult trading conditions for the IPA in 2011, the committee placed a particular emphasis on this work.

The committee also advised the Board on a number of key strategic issues that arose during the year, including reviewing performance against the 2011 corporate business plan. It continued to monitor the development works at the IPA's Lansdowne Road campus, principally No. 55, which culminated in the transfer of staff from the Clonskeagh office in May 2011, thereby achieving a key strategic objective of consolidating the Institute's activities onto one campus.

On behalf of the Board, the committee also considered and approved the Institute's 2011-2015 corporate strategy, which included a new international business strategy. As part of its deliberations on the strategy, the committee also examined a number of multi-annual budget scenarios for the period of the plan. Based on this analysis, the committee recommended to the Board that the Institute should continue with its cost-reduction programme, encompassing the redeployment option as set out in the Croke Park Agreement. The committee also maintained a watching brief of the Institute's pension scheme with its new public sector remit.

INSTITUTE GOVERNANCE & ADMINISTRATION

MEMBERSHIP

The Institute is the professional body for public servants. It caters for those in the civil service, local authorities, health service, state-sponsored bodies, education sector, Garda Síochána and the defence forces. Members are kept abreast of current public management issues through access to special briefings, an e-newsletter and the journal *Administration*, and enjoy discounts on publications and other services. Members are consulted on current public management issues and future IPA service provision, and thereby contribute to the professional development of the Institute. There are currently 69 corporate members of the Institute and 1,800 individual members, incorporating both students and interested members of the general public.

INSTITUTE GOVERNANCE & ADMINISTRATION

BOARD ATTENDANCE 2011

7 MEETINGS HELD IN 2011

No.	Name	Attended	Notes
1	Séan Aylward	2 meetings	Term of office ended in June 2011
2	Phyllis Behan	3 meetings	
3	John Campion	3 meetings	
4	Brian Cawley	7 meetings	
5	Donal Connell	6 meetings	
6	Gabriel D'Arcy	5 meetings	
7	Raymond Dolan	5 meetings	
8	Des Dowling	6 meetings	
9	Michael Errity	1 meeting	
10	Jim Fleming	2 meetings	Appointed in September 2011
11	Robert Galavan	5 meetings	
12	Paul Haran	3 meetings	
13	David Hughes	4 meetings	
14	Carmel Keane	3 meetings	Term of office ended in June 2011
15	Morgan McKnight	3 meetings	
16	Sinéad McNamara	6 meetings	
17	Niamh O'Donoghue	2 meetings	Appointed in September 2011
18	Frances Spillane	6 meetings	
19	John Tierney	6 meetings	

INSTITUTE GOVERNANCE & ADMINISTRATION

ADMINISTRATION COMMITTEE ATTENDANCE 2011

2 MEETINGS HELD IN 2011

No.	Name	Attended	Notes
1	Séan Aylward	0 meetings	Term of office ended in June 2011
2	Phyllis Behan	2 meetings	
3	Donal Connell	2 meetings	
4	Jim Fleming	0 meetings	Appointed in September 2011
5	Carmel Keane	1 meeting	Term of office ended in June 2011
6	Niamh O'Donoghue	1 meeting	Appointed in September 2011
7	Frances Spillane	1 meeting	

AUDIT COMMITTEE ATTENDANCE 2011

2 MEETINGS HELD IN 2011

No.	Name	Attended	Notes
1	John Campion	1 meeting	
2	Raymond Dolan	1 meeting	
3	Robert Galavan	1 meeting	
4	David Hughes	1 meeting	
5	Morgan McKnight	2 meetings	

INSTITUTE GOVERNANCE & ADMINISTRATION

FINANCE AND STRATEGY COMMITTEE ATTENDANCE 2011

6 MEETINGS HELD IN 2011

No.	Name	Attended	Notes
1	Brian Cawley	6 meetings	
2	Gabriel D'Arcy	2 meetings	
3	Des Dowling	5 meetings	
4	Michael Errity	1 meeting	
5	Paul Haran	3 meetings	
6	Sinéad McNamara	5 meetings	
7	John Tierney	6 meetings	

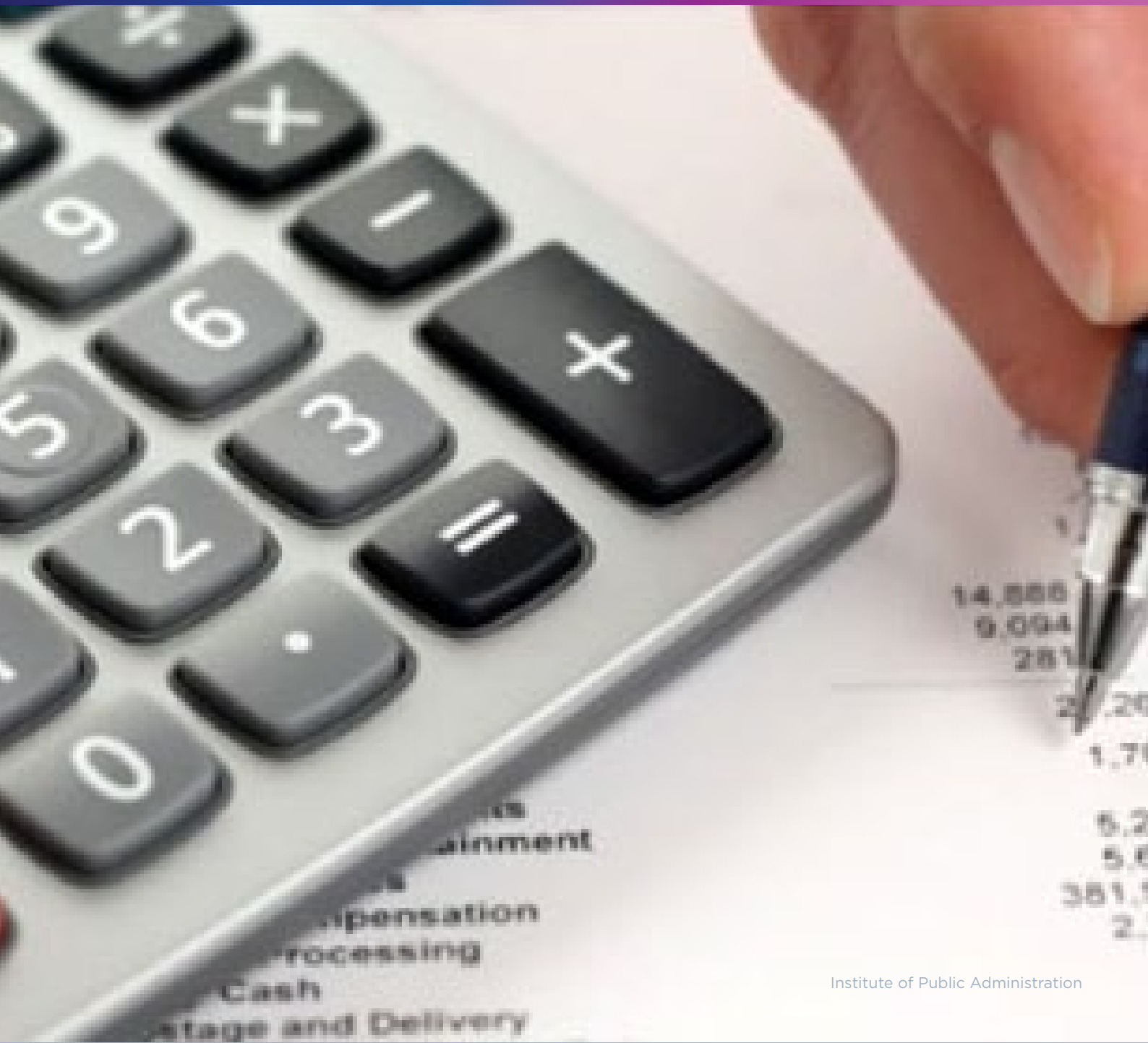
HUMAN RESOURCES MANAGEMENT

During 2011, as part of the implementation of the 2011-2015 corporate strategy, an Organisation Design Group, representative of all grades and business units, was established to consider appropriate organisational arrangements, including organisation design and allocation of staffing, that would best support the delivery of the new strategy. The Board approved a revised organisation structure with revised staff numbers based on business activity in each of the business units. This plan will be implemented in 2012.

During the year staff were supported in attending various third-level and other development programmes. Also, a series of monthly staff meetings was organised to provide updates on various internal and external developments.

A review of staff competencies was also undertaken, and this will be refined in the context of the proposed reorganisation of structures. The new alliance with UCD afforded opportunities for some joint development activities and other initiatives, which included IPA staff attending development workshops in UCD and UCD staff attending IPA courses. It is planned to further intensify this type of collaboration in coming years.

FINANCIAL PERFORMANCE



FINANCIAL PERFORMANCE

The Financial Statements that follow set out in detail the financial operation of the Institute for the year. The ongoing trading difficulties in the Irish economy, and the related contraction in government spending, continued to impact on the Institute's operating income during 2011. Compared with 2010, operating income was down at €12.2m from €13.0m, a decrease of 6%. However, as the IPA foresaw the potential impact on its 2011 turnover, it took the necessary steps to reduce both its pay and non-pay costs. The impact of this work was to reduce expenditure to €12.1m, compared to €12.6m for 2010, representing a decrease of the order of 4%. For the first time since the introduction of the pension accounting standard (FRS17) in 2005, there has been no actuarial adjustment of the IPA's pension costs in the income statement. In summary, the Institute continued to stabilise its finances during this ongoing difficult economic period.



The Institute's earnings were made up of training and international services (37%), education-fee income (31%), research income (2%), publications and membership income (6%) and a grant-in-aid (24%) paid by the Department of Public Expenditure and Reform. Overall, year-on-year decreases in income are directly related to decreases in levels of activity in a more uncertain trading environment. The IPA's cost structure, on the other hand, was primarily governed by direct and indirect costs (which decreased in line with lower income and successful value-for-money reviews), salary costs and debt-servicing costs. Salary costs were governed by three factors: namely, the number of permanent staff employed, the payment of staff salary increments (per the Croke Park Agreement) and the Institute's obligations to the staff defined-benefit pension scheme. With the public sector moratorium on staff recruitment, the Institute's staff numbers decreased slightly to 98 (from 99) in 2011, and the level of employer pension contribution continues as before (at 34.6% of salaries) following the fund transfer to the National Pension Reserve Fund (NPRF), thus leaving the payment of salary increments as the main contributor to slightly higher salary costs. In the matter of the transfer of the IPA's pension fund to the NPRF, the accounting treatment of pension contributions is reflected in the Financial Statements as a 'contribution to the Exchequer'.

The financing costs for the long-term loan facility used in the purchase of No. 55, Lansdowne Road (acquired in mid 2006), are based on inter-bank interest rates, which were also eased during 2011, resulting in a full-year interest charge of €64,143. The IPA completed a refurbishment of No. 55 during 2011, which culminated in the transfer of staff from the Clonskeagh office in May 2011, thereby achieving a key strategic objective of consolidating the Institute's activities onto one campus.

FINANCIAL PERFORMANCE

In overall financial management terms, given the ongoing straitened trading conditions, the Institute continued to stabilise its finances during 2011 with a small operating surplus achieved. In addition, the IPA's Balance Sheet reserves have also recovered positively to pre-2005 values.

INTERNAL SYSTEMS ENHANCEMENTS

In line with the Institute's information systems strategy, there were further developments in the internal IT hardware and software infrastructure. The quality of the IPA's financial management system (FMS) continues as a key support for the Institute to prepare accurate forecasts and to manage the levelling off in income levels. Internal management systems were further developed during the year, with enhanced management information system reporting facilities from the IPA's FMS being made available across the IPA, financial awareness sessions held for all staff and the embedding of the FMS business performance module. The focus on good-quality management information reporting will be a key focus during 2012.

FINANCIAL PROSPECTS FOR 2012

Given that the ongoing difficult economic trading conditions for all businesses are expected to continue until at least 2014, the Institute is focusing on maintaining a relatively stable set of finances for 2012. Turnover is expected to stabilise at €12m with a break-even budget. The IPA continues to look for new opportunities to sustain its income base (such as the collaboration with UCD) and to reduce both its pay and non-pay cost structures. The success of the process of redeployment will be key to the Institute's success in achieving its 2012 budget targets.

COMPLIANCE

The Institute complied with its financial, taxation and regulatory obligations during 2011, and continued to review and update its corporate governance structures.



INSTITUTE OF PUBLIC ADMINISTRATION
(Company Limited by Guarantee)

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2011



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- 51** Statement of Accounting Policies
- 53** Financial Statements
- 58** Notes to the Financial Statements



DIRECTORS AND OTHER INFORMATION

DIRECTORS	
J. Tierney	(Chair)
D. Connell	(Vice-Chair)
B. Cawley	(Director General)
S. Aylward	(term of office ended June 2011)
P. Behan	
J. Champion	
G. D'Arcy	
R. Dolan	
D. Dowling	
M. Errity	
J. Fleming	(appointed September 2011)
R. Galavan	
P. Haran	
D. Hughes	
C. Keane	(term of office ended June 2011)
M. McKnight	
S. McNamara	
N. O'Donoghue	(appointed September 2011)
F. Spillane	

AUDITORS
The Comptroller and Auditor General
Dublin Castle
Dublin 2

SOLICITORS
O'Donnell Sweeney Eversheds Solicitors
Earlsfort Terrace
Dublin 2

SECRETARY AND REGISTERED OFFICE
Dymphna Lynch
59 Lansdowne Road
Dublin 4

PRINCIPAL BANKERS
Allied Irish Bank
Bank Centre
Ballsbridge
Dublin 4

REPORT OF THE DIRECTORS IN RESPECT OF THE YEAR ENDED 31 DECEMBER 2011

STATEMENT OF DIRECTORS' RESPONSIBILITIES

1. Company law requires the directors to prepare Financial Statements for each financial year that give a true and fair view of the state of affairs of the company and of the surplus of the company for that period. In preparing those Financial Statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the Financial Statements;
- prepare the Financial Statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the Financial Statements comply with the Companies Acts, 1963 to 2009. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

PRINCIPAL ACTIVITIES

2. The Institute is engaged in activities aimed at promoting the study of and improving the standard of public administration, developing a sense of vocation in public servants and fostering mutual understanding between the public and public servants.

REVIEW OF BUSINESS AND FUTURE DEVELOPMENTS

3. Both the level of business and the year-end financial position were satisfactory, and the directors expect that the present level of activity will be at least sustained for the foreseeable future.

RESULTS

4. The income and expenditure account for the year and the appropriation thereof are set out on page 53.

HEALTH AND SAFETY

5. The Board has developed the necessary safety statement required by the Safety, Health and Welfare at Work Act, 2005.

CORPORATE GOVERNANCE

6. In accordance with good corporate governance, the Board has established an effective committee structure to assist in the discharge of its responsibilities. Each committee has formal terms of reference approved by the Board, and each committee periodically reports to the Board on its activities. The committees in operation at 31 December 2011 were the Administration Committee, the Audit Committee, and the Finance and Strategy Committee. On behalf of the Board, management carry out an annual review of business operational risks.

RESEARCH AND DEVELOPMENT

7. The company is not involved in any research and development on its own behalf.

PROPER BOOKS OF ACCOUNT

8. In order to ensure that proper books of account are kept in accordance with Section 202 of the Companies Act, 1990, appropriately qualified personnel are employed and appropriate resources are made available to the company's finance function. The books of account are located at the company's registered office at 59 Lansdowne Road, Dublin 4.

AUDITORS

9. In accordance with Section 5 of the Comptroller and Auditor General (Amendment) Act, 1993, the Comptroller and Auditor General is responsible for the audit of the company's accounts.

On behalf of the Board,



Raymond Dolan

Sinéad McNamara

DIRECTORS

12 April 2012, Dublin

COMPTROLLER AND AUDITOR GENERAL REPORT FOR PRESENTATION TO THE HOUSES OF THE OIREACHTAS

INSTITUTE OF PUBLIC ADMINISTRATION

I have audited the Financial Statements of the Institute of Public Administration for the year ended 31 December 2011 under the Comptroller and Auditor General (Amendment) Act, 1993. The Financial Statements, which have been prepared under the accounting policies set out therein, comprise the Statement of Accounting Policies, the Statement of Income and Expenditure, the Statement of Total Recognised Gains and Losses, the Balance Sheet, the Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and Generally Accepted Accounting Practice in Ireland.

RESPONSIBILITIES OF THE DIRECTORS

The directors are responsible for the preparation of the Financial Statements, for ensuring that they give a true and fair view of the state of the company's affairs and of its income and expenditure, and for ensuring the regularity of transactions.

RESPONSIBILITIES OF THE COMPTROLLER AND AUDITOR GENERAL

My responsibility is to audit the Financial Statements and report on them in accordance with applicable law.

My audit is conducted by reference to the special considerations which attach to state bodies in relation to their management and operation.

My audit is carried out in accordance with the International Standards on Auditing (UK and Ireland) and in compliance with the Auditing Practices Board's Ethical Standards for Auditors.

SCOPE OF AUDIT OF THE FINANCIAL STATEMENTS

An audit involves obtaining evidence about the amounts and disclosures in the Financial Statements, sufficient to give reasonable assurance that the Financial Statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of:

- whether the accounting policies are appropriate to the company's circumstances, and have been consistently applied and adequately disclosed;
- the reasonableness of significant accounting estimates made in the preparation of the Financial Statements; and
- the overall presentation of the Financial Statements.

I also seek to obtain evidence about the regularity of financial transactions in the course of audit. In addition, I read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited Financial Statements. If I become aware of any apparent material misstatements or inconsistencies, I consider the implications for my report.

OPINION ON THE FINANCIAL STATEMENTS

In my opinion, the Financial Statements:

- give a true and fair view, in accordance with Generally Accepted Accounting Practice in Ireland, of the state of the company's affairs at 31 December 2011 and of its income and expenditure for the year then ended; and
- have been properly prepared in accordance with the Companies Acts, 1963 to 2009.

I have obtained all the information and explanations that I consider necessary for the purpose of my audit. In my opinion, proper books of account have been kept by the company. The Financial Statements are in agreement with the books of account.

In my opinion, the information given in the Directors' Report is consistent with the Financial Statements.

MATTERS ON WHICH I REPORT BY EXCEPTION

I report by exception if:

- my audit noted any material instance where moneys have not been applied for the purposes intended or where the transactions did not conform to the authorities governing them; or

COMPTROLLER AND AUDITOR GENERAL REPORT FOR PRESENTATION TO THE HOUSES OF THE OIREACHTAS

- the information given in the Annual Report for the year ended 31 December 2011 is not consistent with the Financial Statements; or
- the Statement on Internal Financial Control does not reflect the company's compliance with the Code of Practice for the Governance of State Bodies; or
- I find there are other material matters relating to the manner in which public business has been conducted.

I have nothing to report in regard to those matters upon which reporting is by exception.



Andrew Harkness
For and on behalf of the
Comptroller and Auditor General

17 April 2012

STATEMENT ON INTERNAL FINANCIAL CONTROL

The Board acknowledges its responsibility for the Institute of Public Administration's system of financial control. It also recognises that any system of financial control can only give a reasonable and not absolute assurance against any material errors. The internal financial controls in operation within the Institute during 2011 are outlined in the following.

The key procedures, which have been put in place by the Board, designed to provide effective financial control are:

(A) CONTROL ENVIRONMENT

The Board has taken steps to ensure an appropriate control environment is in place by:

- establishing formal procedures through various committee functions to monitor the activities and safeguard the assets of the organisation;
- clearly defining and documenting management responsibilities and powers;
- developing a strong culture of accountability across all levels of the organisation.

All staff members have been supplied with financial control procedures, including procurement, and debtor and creditor procedures.

Expenditure limits are applied rigorously to all levels of management. This control is monitored by the Institute's Finance Office by way of both manual and electronic automated checks.

There is consistent separation of function for coding and authorisation operated across the Institute's business units and monitored centrally by the Finance Office.

The procurement function for overhead expenditure operates on the basis of standards agreed with the Director of Finance and Support Services and approved by the Director General and the Board.

(B) IDENTIFICATION OF BUSINESS RISKS AND FINANCIAL IMPLICATIONS

In line with the IPA's annual processes, a business risk review was carried out during the year, involving the senior management group, highlighting the

significant risks to the IPA's business with related necessary mitigating actions. The business risks identified in the review are being addressed, in the first instance, through the implementation of the Institute's corporate plan (corporate-level risk register), and then through the business planning process. For 2012, each business division will again be embedding their risk-mitigation activities in their annual business plans. These business plans and the risk-management activities are discussed by the Board on a half-yearly basis.

(C) INFORMATION SYSTEMS

The Institute's information systems include an integrated financial and management accounting package, 'Integra'. There are integrated electronic financial control modules for income, expenditure, debtors, creditors, purchase ordering, payroll, staff travel and subsistence, and fixed assets on the system. Most of the information processing controls are automated within the electronic systems; the controls include proper authorisation, segregation of duties and scanning of original documentation and records. There is a full suite of control procedures governing the Institute's information processing.

In addition, there are a number of business support systems integrated into the financial management system (FMS). The IPA's Publication Division operates a Sales Order Processing (SOP) module, catering for the sales ordering, invoicing and stock control. The Training Division uses an integrated Training Administration and Management System (TAMS) to manage the client booking and invoicing process. For our Education programmes, an integrated Student Information and Administration System (SIAS) manages student registration and fee collection.

(D) PROCEDURES FOR MONITORING EFFECTIVENESS OF FINANCIAL CONTROL SYSTEM

Monthly management accounts are prepared comparing budgeted income and expenditure with that actually incurred. The senior management group reviews these accounts, involving a detailed examination of the underlying transactions and activities to ensure completeness and accuracy.

STATEMENT ON INTERNAL FINANCIAL CONTROL

These accounts are put before the Board on a quarterly basis.

The annual budgetary process is extensive whereby each unit produces a detailed income and direct expenditure budget, which is reviewed and approved by the Board. Detailed capital expenditure budgets are also prepared. In addition, the Institute operates a three-year rolling system of multi-annual budgeting.

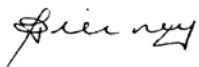
The Institute has an internal audit function that is currently outsourced. A detailed audit programme is prepared annually and approved by the Board through its Audit Committee. The internal audit plan is reviewed on an ongoing basis. The Audit Committee reviews the audit reports prepared, including the implementation of recommendations.

The Institute's Finance Office monitors income and expenditure transactions to ensure compliance by each of the business units for accuracy, validity and appropriateness.

(E) ANNUAL REVIEW

An annual review of the Institute's internal financial controls in operation during 2011 was carried out. The Institute's Board reviewed the effectiveness of the internal financial control systems at its meeting on 9 February 2012.

On behalf of the Board,



John Tierney,
Chairman



Brian Cawley,
Director General

14 April 2012

STATEMENT OF ACCOUNTING POLICIES

The Financial Statements are prepared in accordance with the historical cost convention as modified by the revaluation of land and buildings.

(A) INCOME

Income, comprising mainly fees and the state grant-in-aid, is included on a receivable basis with the exception of subscriptions, which are taken into income when received. Course fees are taken into the Statement of Income and Expenditure during the period of the course.

(B) FIXED ASSETS AND DEPRECIATION

Fixed assets, including buildings, are stated at their historical cost or valuation less accumulated depreciation. Depreciation is provided on the basis and rates stated below, which are estimated to reduce the assets to realisable values by the end of their expected working lives:

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
Leased Assets	33.3% Straight Line
Prefabricated Buildings	33.3% Straight Line

Depreciation commences in the year in which the asset is brought into use. Land is not depreciated. The Institute has not adopted a policy of revaluation; however, certain assets were revalued prior to the adoption of Financial Reporting Standard 15 'Tangible Fixed Assets'. In accordance with the provisions of the standard, the Institute has retained these valuations as set out in Note 9.

(C) STOCKS

Stocks have been valued consistently with prior years, at the lower of cost and net realisable value. Provision is made, where necessary, for obsolete and slow-moving stock.

(D) DEBTORS

Known bad debts are written off and specific provision is made for any amounts the collection of which is considered doubtful.

(E) CAPITAL GRANTS

Capital grants relating to fixed assets are treated as deferred credits and are amortised in the Statement of Income and Expenditure over the expected useful life of the assets.

(F) LEASED ASSETS

Assets held under finance leases are capitalised and included with similar owned assets in the Balance Sheet. Obligations under finance leases are included with liabilities, analysed between current liabilities and long-term liabilities. Payments made under operating leases are charged to the Statement of Income and Expenditure.

(G) PENSION COSTS

A defined-benefit pension 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 pension fund assets, which were measured at fair value, transferred to the National Pension Reserve Fund (NPRF) on 30 June 2010. The pension scheme continues in force for existing members with no impact on benefits or associated provision for members.

For the period to 30 June 2010, the scheme was funded by contributions (from the Institute and employees), which were transferred to a separate trustee administered fund net of pensioner payments and scheme expenses. From 1 July 2010, the Institute became responsible for the administration of the pension payments to pensioners on behalf of the Exchequer. Under the new arrangement the Institute's funding contribution will continue in being and is payable to the Department of Public Expenditure and Reform after taking account of pensions paid. The department will provide funding where the pensions paid exceed the contribution.

STATEMENT OF ACCOUNTING POLICIES

Pension 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 pension charge in the Income and Expenditure Account comprises the current service cost and past service cost plus the difference between the expected return on scheme assets and the interest cost on the scheme liabilities up to the date of transfer of the pension fund assets, and the Institute's contribution payable to the Department of Public Expenditure and Reform from the date of transfer in line with the funding arrangements.

Actuarial gains and losses arising from changes in actuarial assumptions and from experience surpluses and deficits up to the date of transfer are recognised in the Statement of Total Recognised Gains and Losses for the year in which they occur.

FINANCIAL STATEMENTS

STATEMENT OF INCOME AND EXPENDITURE FOR THE YEAR ENDED 31 DECEMBER 2011

	Note	2011 €	2010 €
INCOME			
Fee Income	1	8,539,224	8,888,739
Sale of Publications	2	494,422	502,427
Subscriptions		283,978	318,124
Vote 6 – Office of the Minister of Public Expenditure and Reform, Grant-in-Aid	3	2,904,000	3,304,000
		12,221,624	13,013,290
LESS:			
OPERATING EXPENDITURE			
Direct Costs	5	3,115,312	3,519,415
Salary Costs	6	5,932,496	6,475,828
Administration Expenses	7	1,239,821	1,552,080
Interest Payable and Similar Charges		64,143	64,650
		10,351,772	11,611,973
Operating Surplus for the Year		1,869,852	1,401,317
Less Contribution to Exchequer	15(c)	(1,804,323)	(1,000,000)
Surplus after Exchequer Contribution		65,529	401,317

STATEMENT OF MOVEMENTS IN ACCUMULATED SURPLUS

Accumulated Surplus at 1 January 2011		16,718	1,935,202
Surplus for the Year		65,529	401,317
Transfer to Pension Reserve	14	-	(2,319,801)
Accumulated Surplus at 31 December 2011		82,247	16,718

The surplus for the year ended 31 December 2011 relates to continuing activities.

FINANCIAL STATEMENTS

STATEMENT OF INCOME AND EXPENDITURE FOR THE YEAR ENDED 31 DEC 2011 (CONTINUED)

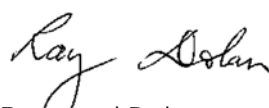
STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES

	Note	2011 €	2010 €
Surplus for the Year		65,529	401,317
Actuarial Gain/Loss on Pensions	15	-	(1,110,000)
Transfer of Pension Fund Assets to NPRF	15	-	(24,665,000)
Deferred Pension Funding	15	-	38,444,000
Total Recognised Gains/Losses in the Year		65,529	13,070,317

The accounting policies on page 51 and notes on pages 58 to 64 form part of these Financial Statements.



Sinéad McNamara
Member of the Board



Raymond Dolan
Member of the Board

FINANCIAL STATEMENTS

BALANCE SHEET AS AT 31 DECEMBER 2011

	Note	2010	2011
		€	€
FIXED ASSETS			
Tangible Assets	9	17,081,850	17,378,813
CURRENT ASSETS			
Stocks	8	187,514	171,931
Debtors	10	1,734,113	1,489,182
Cash at Bank and in Hand		1,003,230	1,686,353
		2,924,857	3,347,466
CREDITORS			
Amounts Falling Due within One Year	11	2,949,735	3,353,944
Net Current Assets/(Liabilities)		(24,878)	(6,478)
Total Assets Less Current Liabilities		17,056,972	17,372,335
20-Year Mortgage Facility	11	(3,950,571)	(4,181,640)
Total Assets Less Liabilities Excluding Pension Liability		13,106,401	13,190,695
Long-Term Pension Liability	15(a)	(40,433,000)	(38,375,000)
Pension Scheme Asset		-	-
Deferred Pension Asset	15(a)	40,433,000	38,375,000
Net Assets/(Liabilities) Including Pension Liability		13,106,401	13,190,695
CAPITAL AND RESERVES			
Reserves	14	11,761,548	11,761,548
Accumulated Surplus on Income & Expenditure Account	14	82,247	16,718
Pension Reserve	14	-	-
Capital Grants	13	1,262,606	1,412,429
		13,106,401	13,190,695

The accounting policies on page 51 and notes on pages 58 to 64 form part of these Financial Statements.

Sinead of Mae Namara

Sinead McNamara
Member of the Board

Ray Dolan

Raymond Dolan
Member of the Board

FINANCIAL STATEMENTS

CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2011

	€	2011 €	€	2010 €
RECONCILIATION OF OPERATING SURPLUS TO NET CASH INFLOW FROM OPERATING ACTIVITIES				
Operating Surplus After Exchequer Contribution		65,529		401,317
Net Interest	64,143		64,650	
Depreciation	526,481		567,743	
Amortisation of Grants	(149,823)		(149,823)	
(Increase)/Decrease in Stock	(15,583)		52,952	
(Increase)/Decrease in Debtors	(244,931)		650,608	
Increase/(Decrease) in Creditors	(404,209)		(841,052)	
FRS17/Actuarial Adjustment	-		(393,000)	
	(223,922)		(47,922)	
Net Cash Inflow from Operating Activities		(158,393)		353,395
CASH FLOW STATEMENT				
Net Cash Inflow from Operating Activities		(158,393)		353,395
RETURN ON INVESTMENTS AND SERVICING OF FINANCE				
Interest Paid		(64,143)		(64,650)
CASH FLOWS FROM INVESTING ACTIVITIES				
Payments to Acquire Tangible Fixed Assets	(229,518)		(82,239)	
Disposals	-	(229,518)	-	(82,239)
CASH FLOWS FROM FINANCING ACTIVITIES				
20-Year Mortgage Facility	(231,069)	(231,069)	(236,712)	(236,712)
Increase/(Decrease) in Cash in Year		(683,123)		(30,206)

FINANCIAL STATEMENTS

CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2011 (CONTINUED)

RECONCILIATION OF NET CASH TO MOVEMENT IN NET DEBT

	2011 €	2010 €
Increase/(Decrease) in Cash	(683,123)	(30,206)
(Increase)/Decrease 20-Year Mortgage Facility	231,069	236,712
Movement in Net Debt in Year	(452,054)	206,506
Net Funds/(Debt) at 1 January	(2,495,287)	(2,701,793)
Net Debt at 31 December	(2,947,341)	(2,495,287)

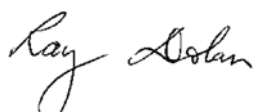
ANALYSIS IN CHANGES IN NET FUNDS/(DEBT)

	At 31 December 2010	Cash Flows	At 31 December 2011
Cash in Hand/at Bank	1,686,353	(683,123)	1,003,230
20-Year Mortgage Facility	(4,181,640)	231,069	(3,950,571)
Total	(2,495,287)	(452,054)	(2,947,341)

The accounting policies on page 51 and notes on pages 58 to 64 form part of these Financial Statements.



Sinéad McNamara
Member of the Board



Raymond Dolan
Member of the Board

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2011

1. FEE INCOME	2011 €	2010 €
Training	4,489,398	4,754,574
Education	3,749,316	3,806,053
Research	300,510	328,112
	8,539,224	8,888,739

2. SALE OF PUBLICATIONS		
Income from IPA Publications	494,422	470,229
Third Party Sales - Income	-	35,484
Related Expenditure	-	(3,286)
	-	32,198
	494,422	502,427

3. GRANT-IN-AID

The total grant-in-aid is €3,000,000, of which €96,000 went to Subscriptions. The grant-in-aid is provided by the Department of Public Expenditure and Reform towards liabilities under general non-pay expenses and is drawn down by the Institute on an annual basis.

4. OPERATING SURPLUS

The operating surplus is stated after charging or crediting.

(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 2011, only one member (R. Dolan) claimed travel and subsistence in the amount of €1,216.76.

(b) Remuneration of the Director General (including salary and contribution towards pension). The Director General's pension entitlements do not extend beyond the standard entitlements in the public sector superannuation scheme.	272,596	272,463
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The Director General's 2011 travel and subsistence expenses were €2,303.28.

(c) Auditor's Remuneration	18,000	28,905
(d) Depreciation (Net of Disposals)	526,481	567,743
(e) Interest Payable and Similar Charges (Institute has no charges)	-	-
Interest Payable on Sums Repayable within Five Years	-	-
Interest Payable on Sums Repayable Over a Period Greater than Five Years	64,143	64,650
(f) Grant Credit	(149,823)	(149,823)
(g) Increase in Provision for Bad Debts	-	-

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2011 (CONTINUED)

5. ANALYSIS OF DIRECT COSTS

	2011 €	2010 €
Training	1,157,689	1,429,535
Education	1,509,226	1,652,195
Publications	207,492	295,638
Research	42,894	28,113
General	198,011	113,934
	3,115,312	3,519,415

6. EMPLOYEE INFORMATION

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

	2011	2010
Training	42	43
Education	22	22
Publications	4	4
Research	5	5
General	25	25
	98	99

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

	2011 €	2010 €
Wages and Salaries	5,307,852	5,298,740
Pension Costs (Note 15)	-	646,000
Social Insurance Costs	553,235	531,088
	5,861,087	6,475,828

€388,383.81 of pension levy has been deducted and paid over to the Department of Public Expenditure and Reform.

During 2011, a claim in the amount of €61,244 for a European Union project was withheld due to ineligible claims submitted by a consultant operating on behalf of the Institute. The consultant is reimbursing the IPA these moneys by way of monthly payment.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2011 (CONTINUED)

7. ANALYSIS OF ADMINISTRATION EXPENSES

	2011 €	2010 €
Repairs, Cleaning, Maintenance	258,499	272,283
Depreciation Less Capital Grants Amortised	376,658	417,920
Stationery and Photocopying	148,946	149,094
Light, Heat, Phone	136,774	212,166
Postage	72,678	75,463
Insurance	27,369	30,134
Corporate Affairs and Marketing	31,460	145,168
Staff Development	45,671	65,720
General	141,766	184,132

	1,239,821	1,552,080
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8. STOCKS

Stationery and Books	187,514	171,931
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FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2011 (CONTINUED)

9. FIXED ASSETS, TANGIBLE ASSETS

	Land and Buildings ^(a)	Office Machines	Furniture, Fittings, Equipment & Library Books	Total
COST OR VALUATION				
At 1 January 2011	€	€	€	€
Cost	12,883,3255	1,613,314	2,480,758	16,977,397
Valuation 1975	177,763	-	-	177,763
Valuation 1999	7,382,114	-	-	7,382,114
	20,443,202	1,613,314	2,480,758	24,537,274

Additions	161,296	41,986	26,173	229,455
Disposals	-	(255)	-	(255)

At 31 December 2011	20,604,498	1,655,045	2,506,931	24,766,474
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DEPRECIATION

At 1 January 2011	3,706,462	1,472,516	1,979,165	7,158,143
Disposals	-	-	-	-
Charges for Year	410,310	35,810	80,361	526,481

At 31 December 2011	4,116,772	1,508,326	2,059,526	7,684,624
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NET BOOK VALUE

At 31 December 2011	16,487,726	146,719	449,039	17,081,850
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NET BOOK VALUE

At 31 December 2010	16,736,740	140,798	501,275	17,378,813
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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	Virtual Freehold by Way of Peppercorn Rent

10. DEBTORS AND PREPAYMENTS

	2011 €	2010 €
Trade Debtors	1,725,821	1,479,002
Prepayments and Accrued Income	8,292	10,180

(Trade Debtors is net of Bad Debts Provision of €77,189 (2010 - €80,000)).

	1,734,113	1,489,182
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FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2011 (CONTINUED)

11. CREDITORS AND ACCRUALS

	2011 €	2010 €
(a) Amounts Falling Due within One Year		
Trade Creditors	211,796	290,133
Deferred Fee Income		
Fee Income	2,032,268	2,271,354
Sundry Creditors and Accruals	472,049	598,319
PAYE/PRSI	233,622	194,138
	2,949,735	3,353,944
(b) Long-Term Loan Facility		
€5m 20-Year Variable Rate Facility	3,950,571	4,181,640

12. SHORT-TERM INVESTMENTS

There were no short-term investment moneys in 2011.

13. CAPITAL GRANTS

At 1 January 2011	1,412,429	1,562,252
Amount Amortised to Income in Year	(149,823)	(149,823)
At 31 December 2011	1,262,606	1,412,429

14. RESERVES

	Capital Reserve €	Revenue Reserve €	Accumulated Surplus on Income and Expenditure €	Total €
At 1 January 2011	7,579,908	4,181,640	16,718	11,778,266
Transfer to Capital Reserves	231,069			231,069
Long-Term Payments		(231,069)		(231,069)
Surplus on Income and Expenditure Account			65,529	65,529
At 31 December 2011	7,810,977	3,950,571	82,247	11,843,795

The Institute's Balance Sheet reserves comprise a capital reserve, a revenue 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.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2011 (CONTINUED)

15. PENSIONS

(a) Pension Liability and Asset

As outlined in Accounting Policy (g) above, the Institute's pension fund was transferred to the National Pension Reserve Fund (NPRF) 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 pensions due for payment. The department will provide funding where the pensions paid exceed the contribution. The Board has adapted the treatment and disclosures required by the accounting standard Financial Reporting Standard 17 (Retirement Benefits) 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 pension liability 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 liability at the year-end.

The FRS 17 pension liability at 31 December 2011 is €40,433,000 (2010: €38,374,000) based on an actuarial valuation of the pension liabilities in respect of Institute staff as at 31 December 2011, carried out by a qualified independent actuary for the purposes of FRS 17. A deferred funding asset of €40,433,000 equal to the liability at 31 December 2011 is recognised as a separate asset on the Balance Sheet.

Movement in Pension Liability

	Year to 31/12/11 € million	6 months to 31/12/10 € million
Present Value of Scheme Obligations at Beginning of Year	38.4	38.4
Current Service Cost	0.6	0.3
Interest Cost	2.1	1.0
Actuarial Gain/Loss	0.8	(0.6)
Benefits Paid	(1.5)	(0.7)
Premiums Paid	-	(0.0)
Present Value of Scheme Obligations at End of Year	40.4	38.4
Movement in Pension Asset	40.4	38.4

The net effect on Income and Expenditure of the above is nil.

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

With the transfer of the fund assets to the NPRF in 2010, there is no pension cost recognised in the Statement of Income and Expenditure for 2011 (2010: €640,000).

(c) Contribution to the Exchequer

In accordance with the Financial Measures (Miscellaneous Provisions) Act, 2009, and the arrangements set out in note (a) above, contributions payable to the Exchequer by the Institute from surplus revenue available to it amounted to €1.804m in the period 1 January to 31 December 2011. The Institute made pension and other payments of €1.77m on behalf of the Department of Public Expenditure and Reform after taking account of employee contributions of €115,904. The amount payable to the department at year-end amounted to €150,620.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2011 (CONTINUED)

(d) Description of Scheme and Actuarial Assumptions

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

The financial assumptions used for FRS17 purposes were:

	At Year-end 31/12/2011	At Year-end 31/12/2010
Rate of Increase in Salaries	3.00%	3.00%
Rate of Increase in Pensions in Payments	3.00%	3.00%
Rate of Increase in Pensions in Deferment	2.50%	2.50%
Discount Rate	5.10%	5.50%
Inflation	3.00%	2.00%

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 2011:

	Male	Female
Member age 65 (current life expectancy)	22.0	21.6
Member age 40 (life expectancy at age 65)	26.1	27.1

The above mortality assumption is in line with the standard table allowing for projected improvements. The actuary has adopted the published mortality tables '85% PMA 2015' for existing pensioners and '85% PMA 2030' for future pensioners. The above assumptions are the same as those used in last year's disclosures.

(e) Funding of Pension

The IPA expects to contribute €1.7m to the Exchequer in 2012.

16. FREEHOLD AND LEASEHOLD PROPERTIES OWNED BY IPA

57-61 Lansdowne Road	Freehold
49-51 Lansdowne Road	Freehold
55 Lansdowne Road	Freehold
Vergemount Hall, Clonskeagh	Virtual Freehold by Way of Peppercorn Rent

17. BOARD MEMBERS' INTERESTS

The Board adopted procedures in accordance with the revised *Code of Practice (2009) for the Governance of State Sponsored Bodies* 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.

18. COMPARATIVE FIGURES

Where necessary, comparative figures have been restated on the same basis as current year figures.

19. APPROVAL OF FINANCIAL STATEMENTS

The Financial Statements were approved by the Board of the Institute on 12 April 2012.

INSTITUTE SENIOR MANAGEMENT



INSTITUTE SENIOR MANAGEMENT



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Director General
bcawley@ipa.ie



Dr Michael Mulreany
Assistant Director General, Education and Research
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Director, Finance and Support Services
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TUARASCÁIL BHLIANTÚIL 2011



UACHTARÁN

An tUasal Tom Considine

Iar-Ardrúnaí

An Roinn Airgeadais

LEAS-UACHTARÁIN

Ciaran Connolly

Brendan Drumm

John Fitzgerald

Phil Furlong

Cathal Magee

Dermot McCarthy

Brian McDonnell

Padraig McManus

Michael Scanlon

Geraldine Tallon

John Tierney

Robert Watt

COMHALTAÍ AN BHOIRD

John Tierney (Cathaoireach)

Donal Connell (Leas-Chatthaoirleach)

Brian Cawley (Ard-Stiúrthóir)

Séan Aylward (chríochnaigh an téarma oifige i

Meitheamh 2011)

Phyllis Behan

John Campion

Gabriel D'Arcy

Raymond Dolan

Des Dowling

Michael Errity

Jim Fleming (ceapadh é i Meán Fómhair 2011)

Robert Galavan

Paul Haran

David Hughes

Carmel Keane (chríochnaigh an téarma oifige

i Meitheamh 2011)

Morgan McKnight

Sinéad McNamara

Niamh O'Donoghue (ceapadh í i Meán

Fómhair 2011)

Frances Spillane

FOCHOISTÍ AN BHOIRD

AN COISTE AIRGEADAIS AGUS STRAITÉISE

John Tierney (Cathaoirleach)

Brian Cawley

Gabriel D'Arcy

Des Dowling

Michael Errity

Paul Haran

Sinéad McNamara

AN COISTE INIÚCHÓIREACHTA

Raymond Dolan (Cathaoirleach)

John Campion

Robert Galavan

David Hughes

Morgan McKnight

AN COISTE RIARACHÁIN

Donal Connell (Cathaoirleach)

Séan Aylward (chríochnaigh an téarma oifige

i Meitheamh 2011)

Phyllis Behan

Jim Fleming (ceapadh é i Meán Fómhair 2011)

Carmel Keane (chríochnaigh an téarma oifige

i Meitheamh 2011)

Niamh O'Donoghue (ceapadh í i Meán Fómhair 2011)

Frances Spillane

COISTÍ AN FHORAIS RIARACHÁIN

AN COISTE OIDEACHAIS

Frank Murray (Cathaoirleach)

Brian Cawley

Tony Donohoe

Des Doyle

Pat Hall

John Harper

Aidan Horan

Finbarr Kelly

Ian McKenna

Martina Moloney

Michael Mulreany

Jack Nolan

Alice O'Flynn (chríochnaigh an téarma oifige i

Meán Fómhair 2011)

Moling Ryan

John Twomey

Orla Twomey

Noel Waters

AN COISTE FOILSITHEOIREACHTA LEABHAR

Maurice Manning (Cathaoirleach)

Richard Boyle

John Curry

Dónal de Buitléir

Tom Fennell

Paul Haran

Blathna Ruane

AN FORAS RIARACHÁIN

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BROLLACH



BROLLACH

Bliain an-chrua a bhí inti arís ina raibh go leor dúshlán le sárú againn agus an próiseas coigeartaithe atá riachtanach faoi théarmaí an chláir tacaíochta airgeadais d'Éirinn ag bailiú nirt, rud a raibh impleachtaí suntasacha aige do sheirbhís phoiblí na hÉireann. Tá sé ar cheann de na príomhcheanglais a bhaineann leis an gclár tacaíochta airgeadais €85 billiún d'Éirinn atá á maoirsiú ag an AE, ag an gCiste Airgeadaíochta Idirnáisiúnta agus ag an mBanc Ceannais Eorpach go ndéanfar laghdú mór ar chostas na seirbhíse poiblí.

I rith na bliana leanadh den phróiseas chun an fhoireann a laghdú ar fud na seirbhíse poiblí agus cuireadh dlús leis. Bhíothas ag súil go mbeadh 9,000 ball foirne breise tar éis an tseirbhís phoiblí a fhágáil faoi thús na bliana 2012. Laghdaíodh líon na mball foirne ar fud na n-earnálacha ar fad – an státseirbhís, an tseirbhís sláinte, na húdaráis áitiúla, na fórsaí cosanta agus an Garda Síochána.

Fágann sé sin freisin go mbeidh ar an tseirbhís phoiblí teacht ar bhealaí nua oibre, ina mbeidh siad ar thús cadhnaíochta, ag comhoibriú agus ag pleanáil ar mhaithe le hacmhainní ganna – go háirithe acmhainní foirne – a úsáid ar bhealach chomh héifeachtúil agus is féidir. Bhí na dúshláin sin mar bhonn ag an *bPlean um Athchóiriú na Seirbhíse Poiblí* a d'fhoilsigh an Roinn Caiteachais Phoiblí agus Athchóirithe i Samhain 2011. Bhí sraith spriocanna sa phlean sin a bhí ina ndúshláin do gach earnáil.

Sa chomhthéacs sin, lean an Foras de ról rithábachtach ó thaobh deiseanna plé agus díospóireachta a chur ar fáil faoi na roghanna agus na dúshláin atá roimh an tseirbhís phoiblí. Go deimhin, ba é téama ár gcomhdhála bliantúla in 2011 ag a labhair Brendan Howlin, TD, an tAire Caiteachais Phoiblí agus Athchóirithe ná *Next Stages in Public Service Reform – Challenges and Choices*. Tugann Fóram Rialachais an Fhorais Riaracháin deis freisin do bhainisteoirí sinsearacha eolas cothrom le dáta a fháil faoin dea-chleachtas rialachais agus bainistíochta, agus tá sé níos tábhachtaí ardchaighdeán rialachais a choimeád ar bun tráth a bhfuil cúrsaí ag athrú go tobann agus ag corraí sa chóras. Labhair an tAire Brian Hayes, TD ag an gComhdháil Rialachais a bhí bunaithe ar an téama *Setting the Tone from the Top*.

Bíonn géarghá le ceannaireacht le linn athraithe, agus lean an Foras Riaracháin de chláir cheannaireachta a sholáthar le haghaidh fostaithe sinsearacha sa tseirbhís phoiblí ar fud an chórais i rith na bliana. Tacaíonn na cláir seo le bainisteoirí agus iad ag iarraidh réitigh ar na dúshláin atá le sárú acu a shamhlú, ach tacaíonn siad leo freisin chun idirghabhálacha a cheapadh lena mbainfear amach na spriocanna maidir le hathrú atá leagtha amach faoin bplean um athchóiriú. Tá an Foras Riaracháin fós den tuairim gur chóir tús áite a thabhairt



Robert Watt, Ard-Rúnaí, An Roinn Caiteachais Phoiblí agus Athchóirithe, ag labhairt ag Comhdháil Náisiúnta an Fhorais Riaracháin 2011 *Next Stages in Public Service Reform – Challenges and Choices*.

BROLLACH

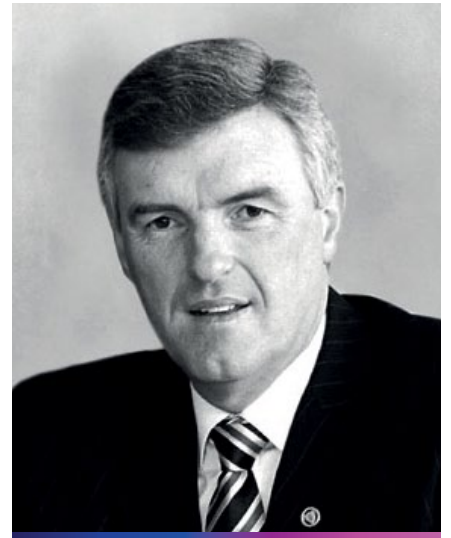
d'fhorbairt na hacmhainne ceannaireachta laistigh den tseirbhís phoiblí, go háirithe nuair atá athruithe suntasacha ag teacht ar phearsanra ar an leibhéal sinsearach, rud a dtagraítear thuas dó.

Sheol an Foras a straitéis nua don tréimhse 2011-2015 in 2011 freisin. Bunaíodh an Foras ar dtús chun caighdeán ghairmiúla seirbhíse poiblí a fhorbairt agus a fheabhsú, agus tá an sprioc sin fós mar phríomh-mhisean ag an bhForas. Mar sin, sa straitéis nua tá béim á leagan ar fhorbairt caighdeán gairmiúil trí oideachas agus trí thaighde acadúil agus ar fhorbairt phraiticiúil i réimsí amhail ceannaireacht, bainistíocht, rialachas, bainistíocht airgeadais, bainistíocht acmhainní daonna agus teicneolaíocht faisnéise. Beidh forbairt bhreise acmhainne sna réimsí seo ar fad ríthábhachtach ó thaobh na spriocanna sa *Phlean um Athchóiriú na Seirbhíse Poiblí* a bhaint amach.

Ó thaobh caighdeán ghairmiúla a shaothrú, d'fhógair an Foras freisin go mbunófaí comhghuaillíocht straitéiseach fhoirmiúil leis an gColáiste Ollscoile, Baile Átha Cliath (COBÁC) in 2011, agus san fhómhar, tháinig an Foras Riaracháin chun bheith ina choláiste aitheanta de chuid COBÁC. Fágann sé seo go mbeidh rochtain ag fostaithe sa tseirbhís phoiblí ar na deiseanna dul chun cinn agus aistriú a bhaineann le bheith nasctha le hollscoil mhór dá leithéid a bhfuil cáil uirthi ar fud an domhain agus raon leathan clár agus cúrsaí á dtairiscint aici. Ina theannta sin, trí bheith nasctha le próiseas creidiúnaithe COBÁC, beidh dearbhú ag ár mic léinn faoi sheasamh idirnáisiúnta agus faoi chaighdeán na gcáilíochtaí a fhaigheann siad. Tá an chéad chlár á thairiscint ag an bhForas Riaracháin i gcomhar le COBÁC cheana féin, an cháilíocht is airde atá á tairiscint ag an bhForas, an Dochtúireacht sa Rialachas.

Tá súil againn go mbainfidh ár mic léinn reatha agus mic léinn amach anseo leas as an gcomhghuaillíocht nua, ionas gur fearr a bheimid in ann na spriocanna seo a spreag bunaitheoirí an Fhorais a shaothrú, spreagadh intleachtúil a chur ar fáil, ardchaighdeán seirbhíse poiblí a chur chun cinn agus naisc idirnáisiúnta a fhorbairt. Tá súil againn freisin go mbeidh an Foras Riaracháin agus COBÁC in ann tacú lenár seirbhís phoiblí chun na dúshlán reatha a shárú agus dul ar aghaidh chuig céim nua ina mbeidh cáil orainn mar gheall ar éifeachtacht agus éifeachtúlacht ár seirbhísí agus mar gheall ar sheirbhís phoiblí a bheith againn atá fréamhaithe san fheidhm.

Dá bhrí sin, in ainneoin na ndúshlán ar fad a bhí rompu, lean an Foras d'fhiordhul chun cinn a dhéanamh i rith 2011 ó thaobh a straitéis agus oibríochtaí a chuíchóiriú chun aghaidh a thabhairt ar chúinsí atá ag athrú ó bhonn. Bhí



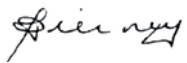
John Tierney
Cathaoireach

BROLLACH

athruithe inmheánacha suntasacha ar an eagraíocht i gceist leis sin freisin. Ba mhaith liom buíochas a ghabháil le comhaltaí an Bhoird ar fad agus le bainistíocht agus foireann an Fhorais as ucht a gcuid iarrachtaí i rith na bliana, a chabhraigh leis an bhForas a bheith in ann aghaidh a thabhairt ar na dúshláin atá romhainn, agus níos tábhachtaí fós, a chabhraigh linn tacú le seirbhís phoiblí na hÉireann chun aghaidh a thabhairt ar na dúshláin sin.

An Dr John Tierney

Cathaoireach



TUARASCÁIL AN ARD-STIÚRTHÓRA



TUARASCÁIL AN ARD-STIÚRTHÓRA

Bliain chrua a bhí sa bhliain 2011 arís do sheirbhís phoiblí na hÉireann, agus b'iomaí dúshlán a bhí le sárú ag an bhForas. De bharr na gciorruithe leanúnacha sa chaiteachas poiblí, tháinig laghdú breise ar bhuiséid le haghaidh oiliúna, oideachais, taighde, agus seirbhísí eile a chuireann an Foras ar fáil. In ainneoin na ndúshlán sin, rinneadh dul chun cinn maidir le roinnt réimsí, go háirithe cur chun feidhme straitéis an Fhorais le haghaidh 2011-2015, dar teideal, *Professional Development and Public Service Renewal*, a seoladh ag tús na bliana.

Cé gur laghdaíodh tuilleadh ioncaim ó tháillí ar sheirbhísí agus deontas i gcabhair ón Státchiste, tá clár mór laghdaithe costais curtha i bhfeidhm ag an bhForas, agus chabhraigh laghduithe breise ar thuarastail agus ar chostais eile i rith na bliana le toradh airgeadais sásúil a bhaint amach faoi dheireadh na bliana. D'éirigh leis an bhForas a chúrsaí airgeadais a chobhsú le dhá bhliain anuas agus tá dul chun cinn á dhéanamh le pleananna chun cúrsaí airgeadais agus eagraíochtúla an Fhorais a dhaingniú tuilleadh.

Sa réamhrá ar ár straitéis nua, leagamar béim faoi leith ar fhorbairt ghairmiúil fostaithe sa tseirbhís phoiblí mar rud atá riachtanach le taca a chur faoi athnuachan agus forbairt ár seirbhíse poiblí. Tá ról ríthábhachtach ag an oideachas agus ag taighde ó thaobh forbairt ghairmiúil. Maidir leis seo rinneadh fóirdhul chun cinn le linn 2011 chun forbairt bhreise a dhéanamh ar chlár agus ar sheirbhísí Scoil Whitaker um Rialtas agus Bainistíocht de chuid an Fhorais Riaracháin. Tugadh isteach MSc nua i Staidéar Gnó, mar aon le Teastas nua Gairmiúil i Rialachas agus Teastas i dTithíocht. Leanamar ar aghaidh leis an tsraith taighde faoi Staid na Seirbhíse Poiblí. Rinneadh athbhreithniú mór ar na príomhdhúshláin i riarachán poiblí na hÉireann, dar teideal *Fit for Purpose?* mar chuid den tsraith agus foilsíodh i mí Aibreáin é. Tá an tuarascáil *Public Sector Trends 2011*, a foilsíodh i mí na Samhna, mar chuid de shraith ina gcuirtear caighdeáin cháilíochta, éifeachtúlachta agus feidhmíochta earnáil phoiblí na hÉireann i gcomparáid le caighdeáin tíortha eile, agus is bonn fianaise tábhachtach é chun eolas a chur ar fáil don díospóireacht agus don phlé faoin ábhar tábhachtach seo. Thugamar isteach sraith taighde nua faoin rialtas áitiúil in 2011 freisin, a seoladh le páipéar ar an *Review of International Local Government Efficiency Reforms*.

Maidir le cúrsaí foilsitheoireachta, bunaíodh bord eagarthóireachta idirnáisiúnta dár n-iris *Administration* ar mhaithe le treo nua a thabhairt don iris agus dá bhfuil inti le himeacht ama. Foilsíodh roinnt foilseachán ríthábhachtach le linn na bliana, lena n-áirítear téacs nua faoi na Náisiúin Aontaithe le Noel Dorr agus an cnuasach *Lord of the Files*, a chuir baill foirne Michael Mulreany agus Denis O'Brien in eagar.



Brendan Howlin, Ard-Rúnaí, an tAire Caiteachais Phoiblí agus Athchóirithe, ag labhairt dó ag Comhdháil Náisiúnta an Fhorais Riaracháin 2011 *Next Stages in Public Service Reform - Challenges and Choices*.

TUARASCÁIL AN ARD-STIÚRTHÓRA

I réimse an ardoideachais, ar leibhéal náisiúnta agus domhanda, tá treocht i dtreo an chomhdhlúthaithe agus i dtreo mais chriticiúil institiúideach a bhaint amach. Tá sé de nós anois go háirithe go mbíonn naisc níos dlúithe á bhforbairt idir saincholáistí ardoideachais níos lú agus ollscoileanna níos mó. Mar aitheantas ar na tosca sin, agus chomh maith leis sin ionas go mbeidh an Foras ina sholáthraí uathúil agus fíor-inchreidte a fhorbraíonn acmhainn ghairmiúil sa tseirbhís phoiblí laistigh de chreatlacha aitheanta acadúla agus gairmiúla, tháinig an Foras chun bheith ina choláiste aitheanta de chuid COBÁC i bhFómhar na bliana 2011. Is coláiste aitheanta de chuid Ollscoil na hÉireann (OÉ) é an Foras ón mbliain 2001 i leith agus ós rud é go bhfuil sé tagtha chun bheith ina choláiste aitheanta de chuid COBÁC anois freisin beidh sé fós faoi scáth thoghlaigh leathan Ollscoil na hÉireann.

Is é an réasúnaíocht agus an fhís atá taobh thiar den dlúthchaidreamh idir an Foras Riaracháin agus COBÁC ná go gcaithfidh Éire a chinntiú go mbeidh a seirbhís phoiblí ar thús cadhnaíochta sa chleachtas domhanda. Ar leibhéal an-phraiteiciúil, gheobhaidh gach mac léinn a chláróidh ar chlár de chuid an Fhorais Riaracháin amach anseo a gcuid dámhachtainí ó COBÁC. I gcás mic léinn nua de chuid an Fhorais Riaracháin, bainfidh siad tairbhe ollmhór as a bheith in ann teacht ar na cosáin léinn atá ar fáil in ollscoil rithábhachtach ar nós COBÁC. Tá rochtain ar scileanna taighde agus forbairt eolais de scoth an domhain ina gné rithábhachtach den uasghrádú leanúnach ar fheidhmíocht na seirbhíse poiblí, agus táthar ag súil go n-imreoidh an chomhpháirtíocht nua idir an Foras Riaracháin agus COBÁC ról tábhachtach ó thaobh tacú le hathrú ó bhonn ar sheirbhís phoiblí na hÉireann. Beidh an Foras Riaracháin fós mar chomhlacht neamhspleách agus beidh a Bhord agus a shocrú rialachais féin aige, ach trí bhithin na comhpháirtíochta le COBÁC, beidh go leor deiseanna nua ar fáil do chliaint in Éirinn agus thar lear sna réimsí seo a leanas; cláir chomhpháirteacha acadúla, soláthar comhpháirteach i gcás clár idirnáisiúnta agus comhroinnt áiseanna teicneolaíochta, leabharlainne agus áiseanna eile.

Aithníodh sa réamhrá ar ár straitéis nua go raibh sé rithábhachtach ar mhaithe lenár gcáil mar fhoras gairmiúil a chothú agus a fheabhsú díriú ar chomhairle agus ar thacaíocht phraiteiciúil a sholáthar d'eagraíochtaí seirbhíse poiblí agus d'fhostaithe sa tseirbhís phoiblí chun cabhrú leo aghaidh a thabhairt ar dhúshláin reatha agus ar dhúshláin amach anseo. Tá ár gclár comhdhálacha agus seimineár, ár seirbhísí oiliúna agus forbartha, agus ár líonraí gairmiúla éagsúla ar fud na seirbhíse poiblí rithábhachtach ina thaobh sin. Ba é téama ár gcomhdhála bliantúla, a reáchtáladh i nDeireadh Fómhair, ná *Next Stages in Public Service Reform – Challenges and Choices* agus labhair Brendan Howlin, TD, an tAire Caiteachais Phoiblí agus Athchóirithe agus raon rannpháirtithe

TUARASCÁIL AN ARD-STIÚRTHÓRA

eile ó shaol an riaracháin phoiblí agus na polaitíochta ag an gcomhdháil. Ag ár seimineáir bhricfeasta rialta pléadh saincheisteanna a bhí i mbéal an phobail le linn na bliana, amhail impleachtaí an bhuiséid náisiúnta don tseirbhís phoiblí, pleanáil fórsa oibre agus réachtáladh máistir-rang ceannaireachta faoi stiúir an Ollaimh Gary Orren as Ollscoil Harvard.

I bhfianaise an choir leanúnaigh chun donais sa tír seo, leagadh béim nach beag i straitéis an Fhorais ar an ngealladh atá faoinár ngnó idirnáisiúnta a mhéadú tuilleadh. I mBealtaine 2011 d'fhaomh an Bord straitéis idirnáisiúnta nua. Tá sé mar aidhm ag an straitéis seo leanúint de bhéim a chur ar fhorbairt acmhainne agus ar oiliúint do riarachán poiblí i lár agus in oirthear na hEorpa mar atá á déanamh faoi láthair, ach chomh maith leis sin, tá sé de chuspóir aici dul i ngleic le margáí féideartha nua sna geilleagair atá ag teacht chun cinn. Rinneadh roinnt beart sa dara leath de 2011 chun dul chun cinn breise a dhéanamh maidir leis an straitéis seo, lena n-áirítear roinnt tadhall tosaigh le hAontas na nÉimírichtaí Arabacha ar ghlac roinnt oifigeach sinsearach de chuid na nÉimírichtaí páirt inár gcláir cheannaireachta mar thoradh orthu. Chomh maith leis sin, sholáthraíomar roinnt dár gcláir oideachais agus oiliúna go hidirnáisiúnta, lena n-áirítear soláthar leanúnach ár MA i gCeannaireacht agus i Straitéis don tseirbhís phoiblí shinsearach in Lesotho.

Tá an Foras, ar nós roinnt mhaith eagraíochtaí eile de chuid na seirbhíse poiblí, i mbun athruithe móra faoi láthair. Aontaíodh pleananna in 2011 chun socruithe eagraíochtúla leasaithe agus líon foirne laghdaithe a thabhairt isteach de réir théarmaí Chomhaontú Pháirc an Chrócaigh. Cuireadh tús leis an bpróiseas ag deireadh na bliana agus leanfar leis in 2012. Tá sé fós riachtanach go mbeidh baill foirne agus na ceardchumann ag gabháil go gníomhach don phróiseas, mar a bhí go dtí seo, agus ba mhaith liom aitheantas a thabhairt dá gcomhoibriú agus dá dtacaíocht agus buíochas a ghabháil freisin leis an mBord agus leis na fochoistí éagsúla de chuid an Bhoird as treoir a chur ar fáil faoi roinnt mhaith de na saincheisteanna thuas.

Brian Cawley

Ard-Stiúrthóir



Brian Cawley
Ard-Stiúrthóir

Brian Cawley

OIDEACHAS



OIDEACHAS

CLÁIR CHREIDIÚNAITHE OLLSCOIL NA hÉIREANN AGUS AN CHOLÁISTE OLLSCOILE, BAILE ÁTHA CLIATH

Ó 2001-2011 bhí an Foras Riaracháin ina choláiste aitheanta de chuid Ollscoil na hÉireann. In 2011, tháinig an Foras Riaracháin chun bheith ina choláiste aitheanta de chuid an Choláiste Ollscoile, Baile Átha Cliath. Gheobhaidh na mic léinn a chláraigh i gcláir oideachais i Meán Fómhair 2011 cáilíochtaí in am trátha a bheidh creidiúnaithe ag COBÁC. Tabharfaidh mic léinn a chláraigh sna blianta roimhe sin a gcáilíochtaí chun críche faoi chreidiúnú Ollscoil na hÉireann.

I rith na bliana acadúla 2010/2011, thairg an Foras sraith clár fochéime agus iarchéime ó leibhéal 6 go leibhéal 9 den Chreat Náisiúnta Cáilíochtaí. Bhí an searmanas bronnta le haghaidh chéimithe Ollscoil na hÉireann ar siúl ar an 6 - 7 Nollaig 2011 i gCaisleán Bhaile Átha Cliath tráth ar bronnadh céimeanna ar 850 réamhchéimí.

CLÁIR FOCHÉIME

Cuireadh na cláir shuaitheanta – an BA (Onór.) agus an BBS (Onór.) – ar fáil ar thrí mhodh soláthair: léachtaí ag an bhForas Riaracháin, léachtaí ag lárionaid réigiúnacha agus cianoideachas.

In 2010/2011 tairgeadh seacht speisialachas ar an BA (Onór.) agus ceithre cinn ar an BBS (Onór.).

Ar leibhéal an dioplóma, tairgeadh sé speisialachas i réimse na bainistíochta poiblí agus ceithre cinn i staidéar gnó. Chomh maith leis sin, tairgeadh cúig dioplóma sainfheidhme sna réimsí seo a leanas in 2010/2011; Léann an Aontais Eorpaigh, Eacnamaíocht Sláinte, Bainistíocht Acmhainní Daonna, Dlí agus Bainistíocht. Ba é líon iomlán na mac léinn fochéime in 2011 ná thart ar 960 duine.

CLÁIR IARCHÉIME

Bliain choiteann atá sa chéad bhliain de chláir MA an Fhorais, agus bronntar dioplóma iarchéime di. Sa dara bliain, roghnaíonn na mic léinn sainréimse agus sé cinn ar fáil dóibh. Ba é líon iomlán na mac léinn ar na cláir MA in 2011 ná thart ar 185 mac léinn.

Clár dhá bhliain atá sa MEconSc in Anailís Bheartais dá mbronntar dioplóma iarchéime ag deireadh na chéad bhliana. Déanann mic léinn staidéar ar roinnt ábhar a bhaineann le beartas sa chéad bhliain agus bíonn siad ag obair ar a gcuid miontráchtas feidhmeach sa dara bliain. In 2011 chláraigh seacht mac



Sa ghrianghraf ag bronnadh céimeanna Ollscoil na hÉireann de chuid an Fhorais Riaracháin tá, Noreen Naughton, buaiteoir duaise, BA (Onór.) (Bainistíocht Cúram Sláinte), agus an Dr Michael Mulreaney, Ard-Stiúrthóir Cúnta, an Foras Riaracháin.



Sa ghrianghraf (ó chlé go deas) ag bronnadh céimeanna Ollscoil na hÉireann de chuid an Fhorais Riaracháin tá, Jack Keegan; Kay Keegan, BA (Onór.) (Rialtas Áitiúil); agus Ava Keegan.



Sa ghrianghraf (ó chlé go deas) ag bronnadh céimeanna Ollscoil na hÉireann de chuid an Fhorais Riaracháin tá, Brian O'Reilly, MA (Bainistíocht Phoiblí); Aine McHugh, MA (Bainistíocht Phoiblí); agus John Harper, Máistir Eolaíochta Eacnamaíochta in Anailís Bheartais.

OIDEACHAS

léinn déag don chlár agus bhain seachtar mac léinn céim amach, tar éis dóibh an clár a chur i gcrích go sásúil.

Clár nua atá sa MSc i nGnó agus Bainistíocht ar cuireadh tús leis i Meán Fómhair 2011. Clár páirtaimseartha dhá bhliain atá sa MSc agus cláraíodh cúig mac léinn is daichead nuair a glacadh mic léinn ar an gclár den chéad uair.

Cuireadh tús leis an gcéad Teastas Gairmiúil sa Rialachas nuair a glacadh na chéad mhic léinn ar an gclár i Meán Fómhair 2011. Clár bliana atá sa teastas gairmiúil agus cláraíodh scór mac léinn nuair a bhí mic léinn á nglacadh den chéad uair.

Cuireadh tús leis an gclár Dochtúireachta sa Rialachas in 2003, agus bronnadh céimeanna ar na chéad chéimithe in 2006. Bhí tuairim is daichead mac léinn cláraithe sa chlár dochtúireachta in 2011. Idir 2003 agus 2010 tairgeadh an clár Dochtúireachta sa Rialachas i gcomhar le hOllscoil na Banríona, Béal Feirste. Ghlac an Foras le socrú nua in 2011 chun an clár a chur ar fáil i gcomhar le COBÁC. Cuireadh tús leis an socrú nua i Meán Fómhair 2011 nuair a cláraíodh ceithre mhac léinn déag.



Sa ghrianghraf (ó chlé go deas) ag bronnadh céimeanna Ollscoil na hÉireann de chuid an Fhorais Riaracháin tá, Gráinne McGuire, Diplóma i mBainistíocht Phoiblí, agus Brenda Marray-Campbell, Diplóma i mBainistíocht Phoiblí.



An Dr Michael Mulreany
Ard-Stiúrthóir Cúnta

TAIGHDE

Research Paper N°5

Better Use of Public Money

The Contribution of Spending Reviews
and Performance Budgeting

Richard Boyle



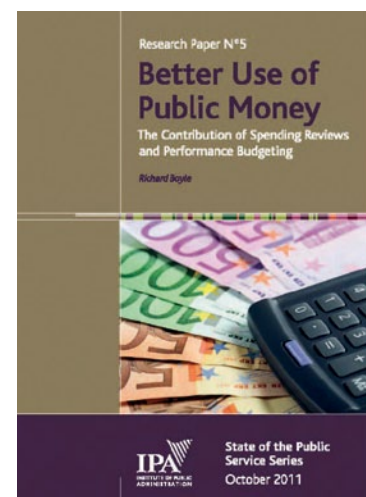
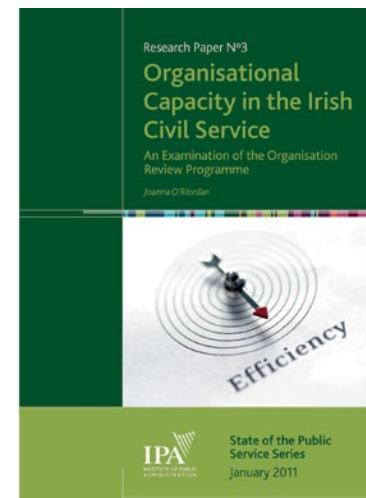
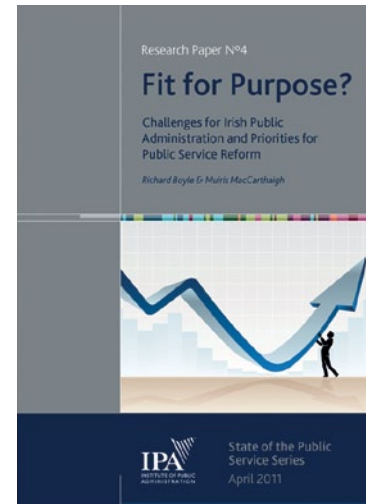
TAIGHDE

Tá foireann bheag, lánaimseartha, thiomanta ag an bhForas Riaracháin atá ag tabhairt faoi thaighde feidhmeach le haghaidh ranna rialtais agus comhlachtaí eile de chuid na hearnála poiblí.

Sa bhliain 2011 forbraíodh sraith taighde Staid na Seirbhíse Poiblí de chuid an Fhorais Riaracháin, sraith ar cuireadh tús léi in 2010. Leis an tionscnamh seo, leantar an t-athrú ó bhonn ar an tseirbhís phoiblí agus soláthraítear léargas atá bunaithe ar fhianaise ar athruithe ar an tseirbhís phoiblí, rud a éascaíonn cion ríthábhachtach an Fhorais Riaracháin sna meáin agus gníomhaíochtaí eile a dhéanann an Foras. Tá sé seo ag teacht leis na cuspóirí straitéiseacha a bhaineann le forbairt a dhéanamh ar 'ghuth' an Fhorais maidir le gnéithe lárnacha de chlár oibre an athraithe ó bhonn, seasamh an Fhorais a fhorbairt maidir le gnéithe lárnacha den athrú ó bhonn agus cur le cáil an Fhorais mar fhoirse saineolais ar athchóiriú na hearnála poiblí. Faoin tsraith seo, foilsíodh ceithre thuarascáil in 2011:

- I bPáipéar Taighde Uimh. 3, *Organisational Capacity in the Irish Civil Service: An Examination of the Organisation Review Programme*, leagtar amach an chiall cheannaithe i gcás eagraíochtaí aonair agus na státseirbhíse ina hiomláine a fuarthas ó thairbhí go dtí seo ar acmhainn eagraíochtúil a mheasúnú;
- Páipéar Taighde Uimh. 4, *Fit for Purpose? Challenges for Irish Public Administration and Priorities for Public Service Reform*, iniúchadh mór ar athchóiriú na hearnála poiblí, sainaithear dúshlán ríthábhachtacha don tseirbhís phoiblí agus moltar réimsí tosaíochta ina bhféadfaí athruithe a dhéanamh;
- I bPáipéar Taighde Uimh. 5, *Better Use of Public Money*, scrúdaítear an ról atá ag athbhreithnithe caiteachais agus ag buiséadú feidhmíochta ó thaobh laghdú a chur ar an méid den airgead poiblí a chuirtear amú;
- I bPáipéar Taighde Uimh. 6, *Public Sector Trends 2011*, baintear leas as sonraí náisiúnta agus idirnáisiúnta maidir le feidhmíocht, méid agus costas na seirbhíse poiblí, agus forbraítear sonraí tagarmharcála ann is féidir a úsáid chun saincheisteanna maidir le táirgeacht agus feidhmíocht na seirbhíse poiblí a ardú.

Bhí tuarascáil bhreise faoi phleanáil fórsa oibre beagnach críochnaithe ag deireadh na bliana. Tá na tuarascálacha ar fáil lena n-íoslódáil ag http://www.ipa.ie/State_of_the_Public_Service_Series.



TAIGHDE

Tugadh isteach sraith taighde nua atá bunaithe ar riachtanais an rialtais áitiúil le linn na bliana freisin. Trí shraith taighde an Rialtais Áitiúil, soláthraítear eolas ar thaithí náisiúnta agus idirnáisiúnta ar athchóirithe bainistíochta agus leagtar béim ar dhea-chleachtas. Foilsíodh tuarascáil amháin in 2011: I dTuarascáil Uimh. 1, *Review of International Local Government Efficiency Reforms*, tugtar léargas gearr ar na hathchóirithe atá déanta go dtí seo i roinnt dlínsí chun éifeachtacht sheirbhísí an rialtais áitiúil a fheabhsú. Bhí dhá thuarascáil bhreise, ceann a bhaineann le comhoibriú straitéiseach agus ceann eile a bhaineann le tionchar na déine ar an rialtas áitiúil i mbéal a gcríochnaithe ag deireadh na bliana.

I measc na réimsí taighde eile ar tugadh fúthu in 2011 bhí:

- tuarascáil ar rialachas ollscoile le haghaidh Chumann Ollscoileanna Éireann;
- obair chomhairleachta idirnáisiúnta le Seansailéireacht Stáit na hEastóine maidir le rialachas agus athchóiriú gníomhaireachta;
- iniúchadh neamhspleách seachtrach ar thuarascálacha a chuireann an Clár um Athbheithniú Eagraíochtúil i gcrích, clár a bunaíodh chun iniúchadh a dhéanamh ar acmhainn na n-oifigí agus na rann rialtais ar son na Roinne Caiteachais Poiblí agus Athchóirithe;
- obair le dhá roinn rialtais maidir le forbairt táscairí feidhmíochta le haghaidh a ráitis straitéise;
- an Teastas agus an Dioplóma i Staidéar ar an Státseirbhís agus Gníomhaireachtaí Stáit a reáchtáil;
- tacaíocht riaracháin agus tacaíocht maidir le scríobh tuarascálacha le haghaidh coistí a bunaíodh chun dul chun cinn a dhéanamh maidir le hatheagrú an rialtais áitiúil i dTiobraid Árann agus i bPort Láirge;
- dhá fheasachán maidir le beartas an AE agus dhá eagrán den *Local Authority Times* a sholáthar mar chuid de sheirbhís faisnéise d'údaráis áitiúla le linn na bliana;
- foilseacháin acadúla in irisí idirnáisiúnta agus ailt i leabhair idirnáisiúnta faoin mbainistíocht phoiblí;
- rannpháirtíocht i gcomhdhálacha idirnáisiúnta, lena n-áirítear obair ar an gcoiste eagraithe don chúigiú comhdháil bhliantúil déag de chuid an *International Research Society for Public Management*, a reáchtáil Coláiste na Tríonóide, Baile Átha Cliath, agus Ollscoil Uladh.



Richard Boyle
Ceann Taighde, Foilseacháin agus
Caidreamh Corparáide

OILIÚINT & FORBAIRT



OILIÚINT & FORBAIRT

D'éirigh go geall leis an rannóg arís i mbliana, agus bhí éileamh i gcónaí ar chlár forbartha agus oiliúna ábhartha agus ar sheirbhísí tábhachtacha eile. Anuas ar ár seirbhísí tacaíochta agus comhairleacha, mheall ár gclár ó chomhlachtaí gairmiúla a bhfuil creidiúnú seachtrach acu líon mór rannpháirtithe agus bhí freastal maith freisin ar na comhdhálacha, na seimineáir agus ar na himeachtaí ceardlainne éagsúla a réachtáladh le linn na bliana.

Tá iarrthóirí fíorchumasach ó raon leathan d'údaráis áitiúla ar fud na hÉireann fós á mealladh chun tabhairt faoin gClár um Cheannaireacht i Rialtas Áitiúil. Agus tuiscint á léiriú ar chúinsí geilleagracha faoi láthair, ba é béim an chlár ná a chinntiú go mbainfeadh an pobal agus an eagraíocht tairbhe as trí chur chuige dúshlánach, praiticiúil agus ilghnéitheach. Mealladh líon mór rannpháirtithe chun páirt a ghlacadh sa tSraith um Bainistíocht Straitéiseach freisin, agus béim á leagan inti ar chleachtas agus ar theoiric i dteannta a chéile chun cabhrú le feidhmeannaigh shinsearacha clár um bainistíocht straitéiseach a cheapadh agus a chur chun feidhme a thagann leis na dúshláin atá ag teacht chun cinn san earnáil phoiblí.

Bhí ardéileamh ar an gClár um Dhúshlán Ceannaireachta atá á sholáthar i gcomhar le Cambridge Leadership Associates, MA, a bhfuil foireann teagaisc shinsearach ó Scoil Rialtais John F. Kennedy ag Harvard mar chuid de, agus réachtáladh dhá chlár. Tá an clár seo dírithe ar fhostaithe sinsearacha sa tseirbhís phoiblí agus ceapadh é chun acmhainn cheannaireachta a fhorbairt agus tacú le hathrú ó bhonn agus le hathrú i riarachán poiblí. Nuair a rinneadh meastóireacht ar a gclár in 2010, cinneadh go raibh fíorthionchar aige ar na rannpháirtithe agus fianaise shoiléir ann gur athraíodh iompar agus cineálacha cur chuige dá bharr.

Tá an Fóram Rialachais atá ar an bhfód le sé bliana anuas anois ag fás agus ag forbairt i gcónaí, agus aithnítear go soláthraíonn sé seirbhís uathúil agus tábhachtach tríd an mbéim ar leith atá aige ar chomhlachtaí poiblí agus stáit, ar leas an phobail agus ar eagraíochtaí ar son leas an phobail. Réachtáladh cruinnithe faisnéise ríthábhachtacha faoi ábhair rialachais i gcomhthéacs na saincheisteanna a raibh ar bhalleagraíochtaí agus ar lucht bainistíochta sinsearaí aghaidh a thabhairt orthu, agus iad mar chuid de chlár míosúil imeachtaí. Clúdaíodh go leor saincheisteanna reatha rialachais i sceideal ina raibh imeachtaí ilghnéitheacha ar bun, lena n-áirítear, *Good Governance in the Current Environment, Roles and Responsibilities of Board Members, Risk Management and Setting* agus *Delivering Strategic Priorities*.

Tháinig líonra leathan daoine aonair agus piaraí le chéile mar chuid d'imeachtaí comhchomhairle chun plé a dhéanamh ar na dúshláin ar leith a bhaineann



Sa phictiúr (ó chlé go deas) ag bronnadh Dámhachtainí Teastais an Fhorais Riaracháin i gCaisleán Bhaile Átha Cliath an 13 Nollaig 2011 tá Kay Lynch, Áras an Uachtaráin; Marie Fingleton, Teagascóir an Chláir, an Foras Riaracháin; Edwin Maguire, Stiúrthóir an Chláir, an Foras Riaracháin; Aoife Kane, Clár 'Discovery'; agus Catherine Scully, an Institiúid Éireannach um Chosaint Raideolaíoch. Fuair na mic léinn Bonnteastas CIPD i gCleachtas Acmhainní Daonna. Fuair ochtar mac léinn déag an dámhachtain sin in 2011

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le róil ríthábhachtacha rialachais a sholáthar. Soláthraíodh roinnt imeachtaí speisialta do chomhaltaí chomh maith, lena n-áirítear clár faoi shaincheisteanna reatha a bhaineann le tuairisciú airgeadais agus nósanna imeachta airgeadais phoiblí le haghaidh chomhaltaí an bhoird, chomh maith le máistir-rang faoi stiúir an Ollaimh Garry Orren ó Harvard ar *Persuasion and the Achievement of Public Goals*.

San Aibreán, díriodh ár gComhdháil Rialachais bhliantúil ar an téama *Good Governance - Setting the Tone from the Top* agus thug an tAire Brian Hayes, TD, aitheasc ag an gcomhdháil mar aon le Coimisinéir na hAlban le haghaidh Ceapachán Poiblí, Karen Carlton. Rinneadh iniúchadh i gcuid den chlár oibre ar an modh trína ndéantar ceapacháin ar bhoird stáit, tábhacht chultúr na mbord maidir le ton eagraíochta a leagan síos agus na scileanna agus na heispéiris atá riachtanach ag comhlachtaí rialála agus ag baill an bhoird.

Thug an fhoireann fóraim cúnamh d'an-chuid eagraíochtaí athbhreithnithe neamhspleácha a dhéanamh ar chomhlíonadh oibleagáidí rialachais dlí agus rialála, córais bainistíochta riosca, córais measúnaithe boird, measúnuithe inniúlachta agus seirbhísí gaolmhara a chur chun feidhme.

I dteannta le himeachtaí de chuid Fhóram an Rialtais, forbraíodh sraith seimineár bricfeasta dírithe ar bhainisteoirí sinsearacha na hearnála poiblí chun na príomhdhúshláin os comhair na seirbhíse poiblí a phlé. I gcomhpháirt le Cumann na Stiúrthóirí Rialtais Áitiúil, d'fhorbair an Foras Riaracháin sraith nua máistir-ranganna go sonrach do stiúrthóirí seirbhísí.

I mí na Nollag, chun a bheith i gcomhthráth le Cáinainéis 2012, socraíodh seimineár speisialta faoin gcáinainéis maidir leis na himpleachtaí le haghaidh seirbhísí poiblí agus don gheilleagar i gcoitinne, agus mar chuid de sin bhí píosaí cainte ó Jim Power, an t-eacnamaí; Deirdre Hanlon, an Roinn Caiteachais Phoiblí agus Athchóirithe; Derek Moran, an Roinn Airgeadais; agus an Dr Richard Boyle, an Ceann Taighde ag an bhForas Riaracháin.

D'eagraigh an Foras roinnt comhdhálacha speisialta d'earnáil an rialtais áitiúil, ina raibh deiseanna ag grúpaí éisteacht faoi shaincheisteanna beartais agus cur chun feidhme reatha agus iad a phlé. Tháinig oibleagáidí reachtúla agus rialacháin athraitheacha eile san earnáil ar fud raon leathan de shainordú na n-údarás áitiúil chun cinn mar théama arís is arís. Go luath in 2011 tionóladh ceardlanna faoin olltoghchán chun nuashonruithe maidir le socrúithe toghcháin a chorprú, agus bhí éileamh láidir i gcónaí ar an gClár Oiliúna Reachtúla ar fud earnáil na n-údarás áitiúil i rith na bliana.

I dteannta le cláir arna gcreidiúnú ag ONÉ, cuirimid cláir ar fáil go fóill le haghaidh



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OILIÚINT & FORBAIRT

ballraíocht ghairmiúil i gcomhlachtaí gairmiúla, lena n-áirítear *Mediators' Institute of Ireland (MII)*, an *Chartered Institute of Personnel Development (CIPD)* agus an *Chartered Institute of Public Finance and Accountancy (CIPFA)*. Bhí éileamh mór i gcónaí ar ár gclár seanbhunaithe maidir le headráin san áit oibre, arna chreidiúnú ag MII, cuireadh tús leis an dara reáchtáil de Bhonnteastas CIPD i gCleachtas Acmhainní Daonna ag deireadh 2011, agus lean roinnt mac léinn den teastas CIPD lena staidéir don Diplóma Bonnleibhéil CIPD i gCleachtas Acmhainní Daonna, a seoladh i mbliana.

In ainneoin na laghduithe sna buiséid oiliúna don eanáil poiblí agus sna buiséid forbartha, bhí éileamh leanúnach fós ann le haghaidh seirbhísí ábhartha agus cost-éifeachtúla laistigh de na réimsí speisialtóra amhail ceannaireacht agus bainistíocht, rialachas, airgeadas, iniúchadh, teicneolaíocht faisnéise agus bainistíocht acmhainní daonna. Bhí borradh leanúnach in 2011 ar shraith seimineár CPD le haghaidh cuntasóirí na hearnála poiblí agus le haghaidh gairmithe airgeadais, arna gcur ar fáil i gcomhpháirt leis na comhlachtaí cuntais gairmiúla ACCA agus CIPFA. Sheol na seirbhísí oideachais agus oiliúna TF, i gcomhpháirtíocht le Scoil na hEolaíochta Ríomhaireachta agus Faisnéisíochta, COBÁC, cáilíocht iarchéime nua do chéimithe nach bhfuil céim ríomhaireachta acu – an MSc san Eolaíocht Ríomhaireachta trí Fhoghlaim Idirbheartaithe (MScNL) – an tSraith Néalríomhaireachta. Mheall an MScNL agus an MSc bunaidh sa chlár Eolaíochta Ríomhaireachta mic léinn idirnáisiúnta agus ó Éirinn. Cuireadh seirbhísí ar fáil i réimsí amhail fíorúlú agus néalríomhaireacht chomh maith le hoiliúint úsáideora deiridh atá níos traidisiúnta.

Chuir an-chuid daoine spéis i gcónaí i ngach clár teastais agus diplóma. Anuas ar an Teastas i Soláthar Poiblí cuireadh tionscnamh diplóma ar fáil ina gcuirtear bealach foghlama eile ar fáil do mhic léinn a n-éiríonn leo an clár teastais a thabhairt chun críche go rathúil. Cuirtear na léachtaí agus na ranganna teagaisc ar fáil i láithreacha lárnacha agus réigiúnacha.

I measc an chomhairliúcháin a bhí ar bun bhí obair le príomhfheidhmeannaigh agus le foirne sinsearacha ó na hearnálacha reachtúla agus deonacha chun na pleananna straitéiseacha a ullmhú dá n-eagraíochtaí agus próisis chomhairliúcháin a reáchtáil le príomhpháirtithe leasmhara maidir le forbairt straitéise in eagraíochtaí deonacha. Ón taobh idirnáisiúnta de, leanamar ar aghaidh ag soláthar acmhainní do chláir agus iad a chur ar fáil amhail soláthar forbartha acmhainní le haghaidh gníomhaireacht idirnáisiúnta um oiliúint eanála poiblí, athbhreithnithe ar straitéisí reatha agus comhairle agus treoirlínte chun soláthar seirbhíse a fheabhsú. Chomhoibríomar i mbliana le hinstiúidí piaraí ar fud na hEorpa maidir le clár foghlama cumaisc a sholáthar maidir le bainistíocht airgeadais san AE.



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Sa phictiúr (ó chlé go deas) ag bronnadh Dámhachtainí Teastais an Fhorais Riaracháin i gCaisleán Bhaile Átha Cliath an 13 Nollaig 2011 tá Linda Finnan, an tÚdarás Comhionannais, agus Deborah Acton, an Roinn Oideachais agus Scileanna, a bhfuair an bheirt acu Teastas i Staidéar ar an Státseirbhís agus Gníomhaireachtaí Stáit. Fuair beirt mhac léinn agus caoga an dámhachtain sin in 2011.

SEIRBHÍSÍ IDIRNÁISIÚNTA



SEIRBHÍSÍ IDIRNÁISIÚNTA

I bhfianaise an choir leanúnaigh chun donais sa tír seo, is gné shuntasach i straitéis an Fhorais an fhéidearthacht ár ngnó idirnáisiúnta a mhéadú. I mBealtaine rinneadh straitéis idirnáisiúnta nua a chur faoi bhráid an Bhoird lena plé agus dá thoradh sin aontaíodh an méid seo a leanas: tá sé mar aidhm leis an straitéis seo leanúint de bhéim a chur ar fhorbairt acmhainne agus ar oiliúint do riarachán poiblí i lár agus in oirthear na hEorpa mar atá á déanamh faoi láthair, ach chomh maith leis sin, is cuspóir é dul i ngleic le margatí forbartha nua sna geilleagair éiritheacha.

D'fhonn a struchtúr a oiriúnú do na cuspóirí nua seo, lean an Foras ar aghaidh le bunú Grúpa Cur Chun Feidhme Idirnáisiúnta, a bhfuil sé de chúram air athbhreithniú a dhéanamh, ar bhonn míosúil, ar stádas ár n-oibre thar sáile agus cinntí straitéiseacha agus bainistíochta a dhéanamh maidir le dáileadh oibre agus seachadadh tionscadail.

Rinneadh obair mhór thairisceana ar feadh na bliana, gan níos lú ná dáréag deiseanna conartha á leanúint, lenar bhain obair le haghaidh institiúidí an AE, cláir forbartha acmhainne sa Rómáin, sa Chróit, sa Mhacadóin agus i gCasacstáin, mar aon le tacaíocht do chomhfhorais san Éigipt agus sa Táidsíceastáin. Sainithníodh dhá dheis le hIonad Náisiúnta Oiliúna na Poblachta Heilléinice agus le Scoil Réigiúnach an Fhorais Phoiblí le haghaidh na mBalcán thiar (Montainéagró); rinneadh obair don dara cuid níos déanaí sa bhliain agus mar gheall air sin tá deiseanna nua ann le haghaidh 2012.

Ina theannta sin, eagraíodh dhá staidéar i mí na Bealtaine agus dhá sheimineár/ imeacht oiliúna idirnáisiúnta in Sóifia agus i mBúcairist i mí an Mhárta agus i mí an Mheithimh. Tugadh clár Gnóthaí an AE, arna mhaoiniú ag an Roinn Gnóthaí Eachtracha ó 2004, chun críche i Meitheamh le seimineár/imeacht oiliúna sa Rómáin faoin gciste struchtúrach, arna reáchtáil i ndlúthchomhar le hAmbasáid na hÉireann.

Ó thaobh an oideachais de, cuireadh cláir oideachais nua ar fáil in Leosóta agus dearbhaíodh rollú i gclár i mórthír na Síne.

Lean an Foras ag feidhmiú in 2011 mar phointe teagmhála náisiúnta le haghaidh socrúithe comhcheangail idir Éirinn agus oirthear, lár agus iardheisceart na hEorpa. Ghlac sé ról nua mar phointe teagmhála náisiúnta do Chlár Saoránach an AE, cómhaoinithe ag an AE agus ag an Roinn Iompair, Turasóireachta agus Spóirt.

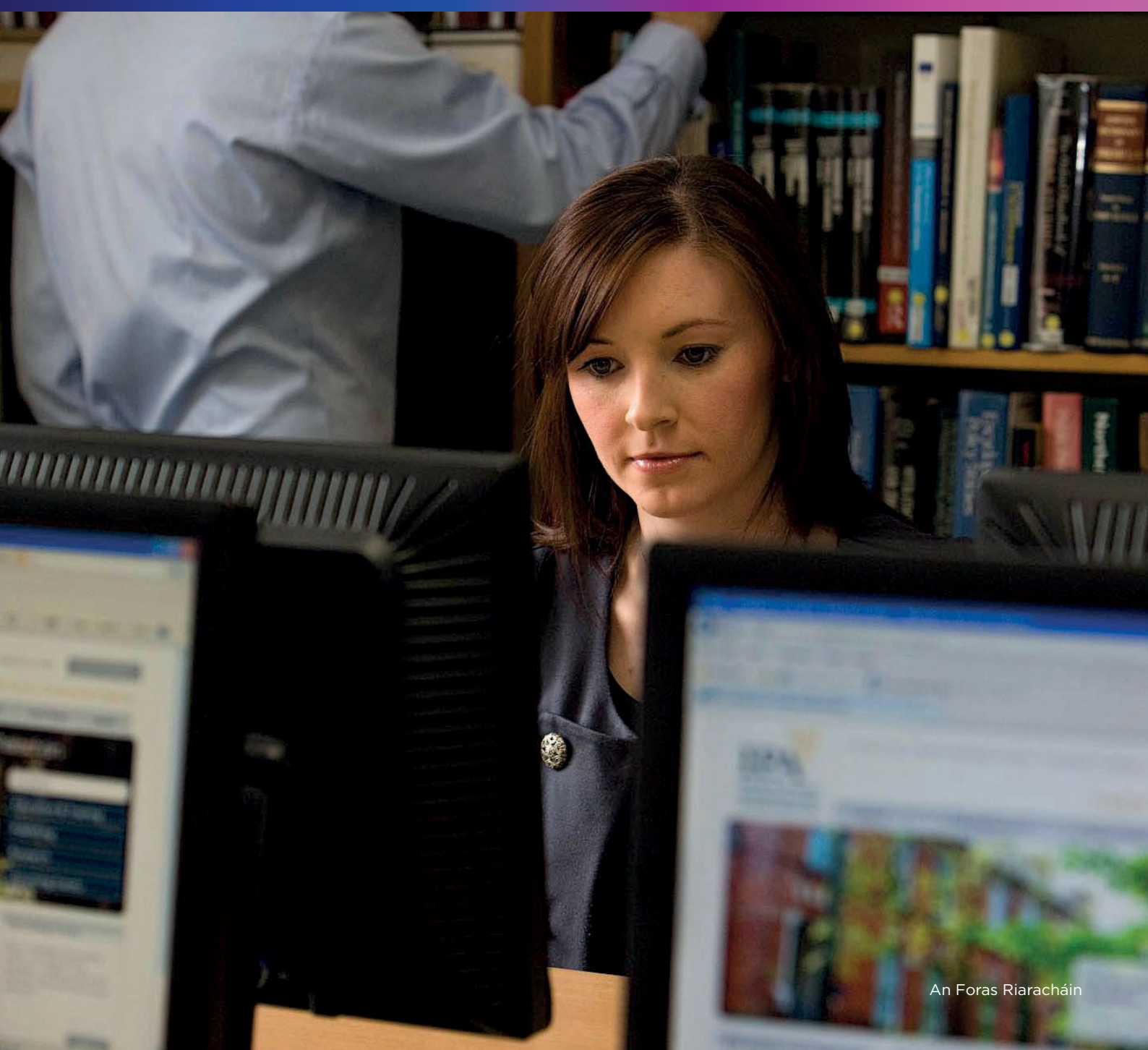


Nicolas Marcoux
Ceann an Aonaid Idirnáisiúnta

SEIRBHÍSÍ IDIRNÁISIÚNTA

Ag féachaint chuig margaí nua i ngeilleagair éiritheacha agus níos faide anonn, reáchtáladh cleachtadh tástála margaidh, a fuair tacaíocht i bpáirt ó Fhiontraíocht Éireann, i réigiún an Mheánoirthir: rinneadh teagmhálacha tosaigh in Abú Daibí d'fhonn comhoibriú níos nithiúla a bhunú idir an Foras Riaracháin agus an Scoil Rialtais, a bheidh á cur ar bun ansin go luath. Gan í fós ach ag an gcéim tosaigh, tá tuilleadh cainteanna beartaithe le haghaidh 2012 d'fhonn bailchríoch a chur ar chomhpháirtíocht oibriúcháin.

SEIRBHÍSÍ LEABHARLAINNE & FAISNÉISE



SEIRBHÍSÍ LEABHARLAINNE & FAISNÉISE

Is sainchúram de chuid na Leabharlainne é tacú le gníomhaíochtaí oideachais, oiliúna agus taighde an Fhorais – acmhainn speisialaithe um riarachán poiblí agus bainistíocht phoiblí atá á húsáid go forleathan ag mic léinn, ag cliaint, agus ag an bhfoireann. Soláthraíonn an Leabharlann seirbhís faisnéise, tagartha, agus iasachta d'úsáideoirí éagsúla atá scaipthe ar fud na tíre, agus tá bailiúchán ábhar cuimsitheach inti maidir le raon leathan ábhar, lena n-áirítear an dlí, eacnamaíocht, bainistíocht, coireolaíocht, cúram sláinte, airgeadas agus rialtas áitiúil.

Níl sa Leabharlann ar Bhóthar Lansdún ach cuid bheag, go coibhneasta, de Sheirbhís Leabharlainne an Fhorais. Soláthraítear seirbhís theileafóin, phoist, agus ríomhphoist le haghaidh mic léinn cianoideachais agus baill atá lonnaithe lasmuigh de cheantar Bhaile Átha Cliath. D'fhéadfadh mic linn dul i dteagmháil le foireann na Leabharlainne nó úsáid a bhaint as na seomraí léitheoireachta, le linn an téarma, ó 9.15 r.n. go dtí 8.30 i.n. ón Luan go Déardaoin, agus go dtí 5.30 i.n. ar an Aoine. Tá an Leabharlann oscailte ar bhonn teoranta gach Satharn agus ar an Domhnach den chuid is mó le linn an téarma. Is féidir teacht ar shonraí uaireanta oscailte atá cothrom le dáta ina n-iomlán ar shuíomh Gréasáin an Fhorais Riaracháin.

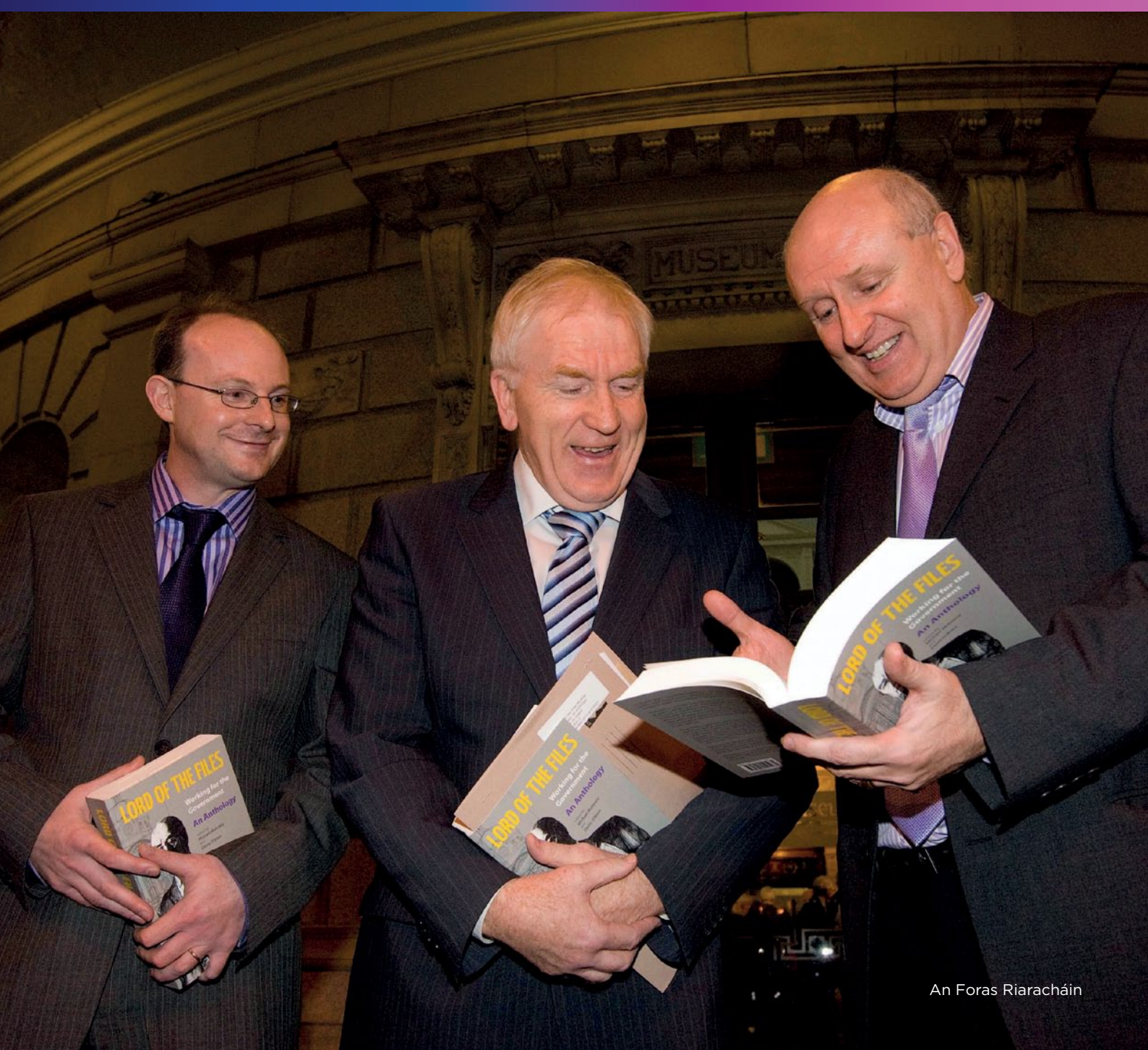
Cuimsítear sa leabharlann breis agus 30,000 leabhar, 150 cruachóip de theideal tréimhseacháin, staidéir thaighde, tuarascálacha bliantúla, foinsí tagartha agus sonraí staitistiúla, agus méadú ar líon na n-irisleabhar lántéacs á soláthar go leictreonach, i dteannta le háiseanna cuardaithe bunachar sonraí lántéacs.

Is féidir rochtain a fháil ar chatalóg na Leabharlainne ar shuíomh Gréasáin an Fhorais Riaracháin (www.ipa.ie/ga/library/). Soláthraíonn an Leabharlann seirbhís soláthair faisnéise agus doiciméad atá bunaithe ar a hacmhainní féin agus déantar seo a fhorlíonadh le raon seirbhísí faisnéise seachtracha éagsúla a bhfuil fáil aici orthu.



Patricia Trotter
Leabharlannaí

FOILSITHEOIREACHT



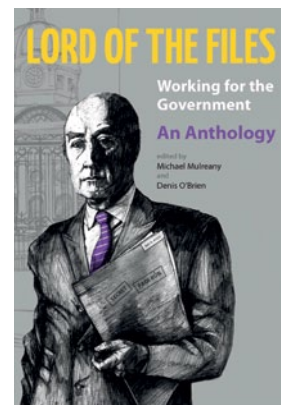
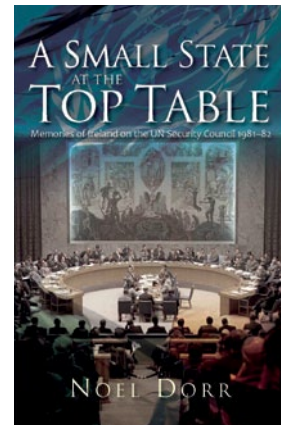
FOILSITHEOIREACHT

Sa bhliain 2011 foilsíodh roinnt leabhar, a chlúdaíonn iliomad ábhar éagsúil, i dteannta leis an 46ú eagrán den *Administration Yearbook & Diary*. Foilsíodh ceithre imleabhar de thréimhseachán ráithiúil an Fhorais, Administration. Lean an Rannóg Foilseachán chomh maith de roinnt tionscadal comhairliúcháin a dhéanamh d'eagraíochtaí eanála poiblí eile.

LEABHAIR ARNA BHFOILSIÚ IN 2011

Bhí bliain bhisiúil eile ag Coiste Foilsitheoireachta Leabhar an Fhorais, agus iad i bhfeighil chur isteach roinnt tograí leabhar. D'fhoilsigh an Foras ceithre phríomhtheideal i rith 2011:

- *A Small State at the Top Table: Memories of Ireland on the UN Security Council, 1981-82* le Noel Dorr, a seoladh i mí na Samhna in Acadamh Ríoga na hÉireann i láthair an aoi oinigh Mary Robinson, iar-Uachtarán na hÉireann;
- *Lord of the Files: Working for the Government, An Anthology*, arna chur in eagar ag Michael Mulreany agus ag Denis O'Brien, a seoladh in Ard-Mhúsaem na hÉireann i láthair an aoi oinigh Jimmy Deenihan, TD, an tAire Ealaíon, Oidhreachta agus Gaeltachta;
- *Irish Regional Policy: In Search of Coherence* (Eagrán sa tsraith maidir le Riarachán Poiblí) le Kieran Moylan;
- *Irish Social Services* (5ú heagrán) le John Curry.



TUARASCÁLACHA TAIGHDE ARNA BHFOILSIÚ

Foilsíodh roinnt tuarascálacha ar son Rannóg Taighde an Fhorais, ina measc:

- Páipéar Taighde Uimh. 3, *Organisational Capacity in the Irish Civil Service: An Examination of the Organisation Review Programme* (An tSraith maidir le Staid na Seirbhíse Poiblí), le Joanna O'Riordan;
- Páipéar Taighde Uimh. 4, *Fit for Purpose? Challenges for Irish Public Administration and Priorities for Public Service Reform* (an tSraith maidir le Staid na Seirbhíse Poiblí), le Richard Boyle agus le Muiris Mac Cárthaigh;
- Páipéar Taighde Uimh. 5, *Better Use of Public Money* (an tSraith maidir le Staid na Seirbhíse Poiblí), le Richard Boyle;
- Páipéar Taighde Uimh. 6, *Public Sector Trends 2011* (an tSraith maidir le Staid na Seirbhíse Poiblí), le Richard Boyle;
- Tuarascáil Taighde Uimh. 1, *Review of International Local Government Efficiency Reforms* (an tsraith maidir le taighde ar Rialtas Áitiúil), le Mark Callanan.



FOILSITHEOIREACHT

TRÉIMHSEACHÁIN

Foilsíodh an *Administration Yearbook & Diary 2012* i mí na Nollag. Is éard atá sa 46ú eagrán ná nuálaíochtaí agus feabhsuithe a chuireann le húsáideacht na Bliainrise.

Foilsíodh ceithre imleabhar de thréimhseachán an Fhorais, Administration, i gcaitheamh na bliana lena n-áiríodh '*Review of Developments, Structure and Management in the Public Sector 2010*'. Cuireadh pleananna i bhfeidhm le haghaidh tuilleadh forbartha ar *Administration* chun a bheith i gcomhthráth le foilsíú imleabhar 60 in 2012.

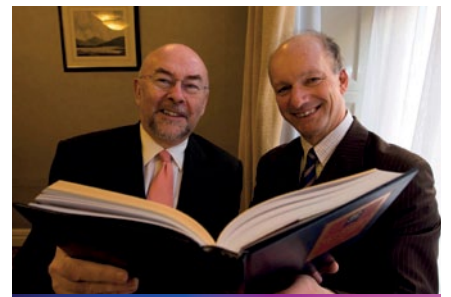
COMHAIRLEACHT FOILSITHEOIREACHTA

Lean Rannóg na bhFoilseachán ag cur saineolais ar fáil ó thaobh tionscadail foilsitheoireachta a tháirgeadh agus a bhainistiú ar son eagraíochtaí earnála poiblí eile. Foilsíodh an *Irish Probation Journal* thar ceann na *Seirbhíse Promhaidh* agus an *Probation Board*, Éire Thuaidh/Theas.

Tá liosta iomlán d'fhoilseacháin an Fhorais Riaracháin ar fáil ar shuíomh Gréasáin an Fhorais Riaracháin (www.ipa.ie). Is féidir leabhair a cheannach tríd an áis 'click-pay' atá le fáil ar an suíomh Gréasáin.

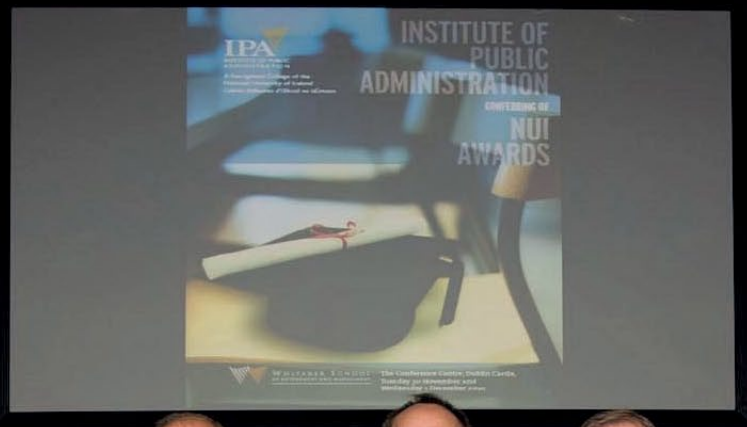


Iar-Uachtarán na hÉireann Mary Robinson, an t-aoi oinigh, agus an t-údar Noel Dorr ag seoladh *A Small State at the Top Table: Memories of Ireland on the UN Security Council, 1981-82* in Acadamh Ríoga na hÉireann.



An t-aoi oinigh Ruairí Quinn, TD, an tAire Oideachais agus Scileanna, agus Brian Cawley, an tArd-Stiúrthóir, an Foras Riaracháin, ag seoladh *Administration Yearbook & Diary 2012*.

DÁMHACHTAINÍ & BUAITEOIRÍ DUAISEANNA



DÁMHACHTAINÍ & BUAITEOIRÍ DUASEANNA

Fuair breis agus 785 mac léinn dioplómaí, céimeanna baitsiléara nó céimeanna iarchéime nó an dá rud i rith 2011. Bronnadh iad ar na mic léinn ag searmanais bhronnta céimeanna de chuid Ollscoil na hÉireann i gCaisleán Bhaile Átha Cliath ar an Máirt agus ar an gCéadaoin 6-7 Nollaig 2011. Is iad seo a leanas na dámhachtainí agus na láithreoiréachtaí duaise a bronnadh le haghaidh 2011:

Scoil Whitaker um Rialtas agus Bainistíocht, Mic Léinn Iarchéime na Bliana
Patrick Meskell, Máistir Ealaíon (Bainistíocht Phoiblí)
Karl O'Sullivan, Máistreacht in Eolaíocht Eacnamaíoch in Anailís Bheartais

Dioplóma Iarchéime i mBainistíocht Phoiblí
Emma Baker

Máistir Ealaíon (Ceartas Coiriúil)
Emma Doyle

Máistir Ealaíon (Bainistíocht Airgeadais)
Tom O'Dwyer

Máistir Ealaíon (Bainistíocht Cúram Sláinte)
Ozoto Rosemary Abu

Máistir Ealaíon (Bainistíocht Acmhainní Daonna)
Andrew Archbold

Máistir Ealaíon (Bainistíocht Rialtais Áitiúil)
Martina Campbell

Máistir Ealaíon (Bainistíocht Phoiblí)
Patrick Meskell

Dioplóma Iarchéime in Anailís Bheartais
Patricia Curran

Máistreacht in Eolaíocht Eacnamaíoch in Anailís Bheartais
Karl O'Sullivan

Baitsiléir Ealaíon (Onóracha) (Riar Ceartais)
Charlie Armstrong

Baitsiléir Ealaíon (Onóracha) (Bainistíocht Cúram Sláinte)
Noreen Naughton

Baitsiléir Ealaíon (Onóracha) (Bainistíocht Acmhainní Daonna)
Valerie Lucey

Baitsiléir Ealaíon (Onóracha) (Bainistíocht Teicneolaíocht Faisnéise)
Brendan Tuohy

Baitsiléir Ealaíon (Onóracha) (Rialtas Áitiúil)
Rosemary Howell

Baitsiléir Ealaíon (Onóracha) (Bainistíocht)
Peadar Rafferty



Sa phictiúr ag searmanais bhronnta dámhachtainí de chuid Ollscoil na hÉireann i gCaisleán Bhaile Átha Cliath tá Ozoto Rosemary Abu, buaiteoir duaise, MA (Bainistíocht Cúram Sláinte), agus an Dr Maurice Manning, Seansailéir, Ollscoil na hÉireann.



Sa phictiúr (ó chlé go deas) ag searmanas bronnta an Fhorais Riaracháin de dhámhachtainí Ollscoil na hÉireann i gCaisleán Bhaile Átha Cliath tá Colette Coghlan, buaiteoir duaise, Dioplóma i Staidéar Gnó (Cuntasafócht), an Dr Attracta Halpin, Cláraitheoir, ONÉ.

DÁMHACHTAINÍ & BUAITEOIRÍ DUaiseanna

Baitsiléir Ealaíon (Onóracha) (Bainistíocht Phoiblí)

David Conroy
Deborah Hanley

Duais CIMA don mhac léinn ab fhearr sa Bhaitiléir i Staidéar Gnó (Onóracha) (Cuntasaíocht)

Deston Le Roux

Baitsiléir i Staidéar Gnó (Onóracha) (Bainistíocht Acmhainní Daonna)

Thomas Burke

Baitsiléir i Staidéar Gnó (Onóracha) (Bainistíocht ar Chórais Faisnéise)

James Plunkett

Baitsiléir i Staidéar Gnó (Onóracha) (Margaíocht)

John Cunningham

Dioplóma i Staidéar ar an Státseirbhís agus Gníomhaireachtaí Stáit

Caoimhe Allman

Dioplóma i Staidéar faoin Aontas Eorpach

Nicholas Michael

Dioplóma in Eacnamaíocht Sláinte

Catherine Nix

Dioplóma i mBeartas na Seirbhísí Sláinte

Orla McEvoy

Dioplóma i mBainistíocht Cúram Sláinte

Evelyn Crowley

Dioplóma i mBainistíocht Acmhainní Daonna

Niall Quinn

Dioplóma sa Dlí

Caoimhe Ní Chonchúir

Dioplóma i Staidéar Rialtais Áitiúil

Edele O'Brien

Dioplóma i mBainistíocht

Fiona McLafferty

Dioplóma i mBainistíocht Tionscadail

Eoin Casey

Dioplóma i mBainistíocht Phoiblí

Brenda Marray-Campbell

Eoin Swift

Dioplóma i Staidéar Gnó

Colette Coghlan

Aidan Hand

Dioplóma i Staidéar Ríomhaireachta s

Deirdre Hallihan

Dioplóma in Airgeadas

Brian Sheppard



Sa phictiúr (ó chlé go deas) ag bronnadh dámhachtainí ONÉ an Fhorais Riaracháin i gCaisleán Bhaile Átha Cliath tá an Dr Frank Murray, Cathaoirleach, Coiste Oideachais an Fhorais Riaracháin, agus James Plunkett, buaiteoir duaise, BBS (Onóracha) (Bainistíocht ar Chórais Faisnéise).



Sa Phictiúr (ó chlé go deas) ag bronnadh dámhachtainí ONÉ an Fhorais Riaracháin i gCaisleán Bhaile Átha Cliath tá Karl O'Sullivan, sa chéad áit, Máistreacht in Eolaíocht Eacnamaíoch in Anailís Bheartais, agus buaiteoir Mac Léinn larchéime na Bliana Scoil Whitaker um Rialtas agus Bainistíocht; an Dr Michael Mulreaney, an tArd-Stiúrthóir Cúnta, an Foras Riaracháin; an Dr Attracta Halpin, an Clárathóir, ONÉ; an Dr Maurice Manning, an Seansailéir, ONÉ; agus Patrick Meskell, an chéad áit, MA (Bainistíocht Phoiblí), agus buaiteoir Mac Léinn larchéime na Bliana Scoile Whitaker um Rialtas agus Bainistíocht.

FOR-ROCHTAIN



FOR-ROCHTAIN

Mar atá sonraithe i dtuarascálacha bliantúla cheana, is é an Foras an t-eagras atá tiomnaithe don ghairmiúlacht sa tseirbhís phoiblí. Dá réir sin, bítear ag brath go leanúnach ar shaineolas fhoireann an Fhorais i slite eile seachas soláthar díreach seirbhísí. Ó am go ham, feidhmíonn siad i riochtaí ceannaireachta sna comhlachtaí gairmiúla lena mbaineann siad. Tá an tArd-Stiúrthóir ina bhall de ghréasán neamhfhoirmiúil ceannairí scoileanna agus institiúidí riaracháin poiblí san AE. Le linn 2011, bhí sé ina bhall chomh maith den phainéal breithnithe le haghaidh Dámhachtainí um Fheabhas sa Rialtas Áitiúil, arna n-urrú ag Cumainn Tráchtála na hÉireann.

Is comhalta seasta é an Dr Michael Mulreany, Ard-Stiúrthóir Cúnta ar an nGrúpa Athbhreithnithe Beartais agus Luach ar Airgead arna thionól ag an Roinn Caiteachais Phoiblí agus Athchóirithe. Is Cathaoirleach é an Dr Richard Boyle ar Líonra Measúnaithe na hÉireann agus is comhalta é den ghrúpa taighde measúnaithe idirnáisiúnta maidir le measúnú beartais agus cláir.

Tá cúigear ball foirne ina mbaill neamhfheidhmiúcháin de choistí iniúchóireachta roinnt ranna rialtais, údarás áitiúil, agus comhlachtaí státurraithe; in dhá chás; ag feidhmiú mar Chathaoirleach agus Leaschathaoirleach na gcoistí. Tá roinnt ball foirne ina n-ardoifigigh móra sa Chartered Institute of Public Finance Accountancy agus an Chartered Institute of Management Accountants.

I rith 2011, d'óstaigh an Foras roinnt seimineár maidine chun comhrá agus plé a chur chun cinn i measc státseirbhíseach sinsearach agus fostaithe sinsearacha sa tseirbhís phoiblí ar na príomhcheisteanna. Foilsíodh trí eagrán de nuachtlitir leictreonach an Fhorais, ezine, chomh maith le linn na bliana.

Reáchtáladh Comhdháil Náisiúnta an Fhorais Riaracháin, faoin teideal *Next Stages in Public Service Reform - Challenges and Choices*, san Fhoras Riaracháin an 12 Deireadh Fómhair. Bhí Brendan Howlin, TD, an tAire Caiteachais Phoiblí agus Athchóirithe mar aoi oinigh ann. Chualathas roinnt láithreoireachtaí ag an gcomhdháil ó roinnt cainteoirí, ina measc John McGuinness, TD, Cathaoirleach Choiste na gCuntas Poiblí; Cathal Magee, Príomhfheidhmeannach FSS; Robert Watt, an tArd-Rúnaí, an Roinn Caiteachais Phoiblí agus Athchóirithe; David O'Sullivan, an Príomhoifigeach Oibriúcháin, Seirbhísí Eorpacha um Ghníomhaíocht Eachtrach; agus Michael Whitehouse, an Príomhoifigeach Oibriúcháin, National Audit Office, an Ríocht Aontaithe. Tá sonraí iomlána agus láithreoireachtaí ar fáil ag <http://www.ipa.ie/index.php?lang=en&p=page&id=48>



John McGuinness, TD, ag labhairt dó ag Comhdháil Náisiúnta an Fhorais Riaracháin 2011, *Next Stages in Public Service Reform - Challenges and Choices*.

RIALACHAS & RIAR AN FHORAIS



RIALACHAS & RIAR AN FHOIRIS

RIALACHAS AGUS RIAR AN FHOIRIS

Cuideachta faoi theorainn ráthaíochta is ea an Foras Riaracháin, a ionchorpraíodh sa bhliain 1963. Feidhmíonn sé faoi choimirce na Roinne Caiteachais Poiblí agus Athchóirithe, is eagraíocht neamhbhrabúis é a bhfuil stádas carthanais aige agus é faoi réir iniúchta reachtúil ag an Ard-Reachtair Cuntas agus Ciste. Tá sé ainmnithe freisin mar ghníomhaireacht stáit neamhthráchtála.

Tá an Foras á rialú ag Bord — faoi chathaoirleacht John Tierney faoi láthair — ar a bhfuil ionadaithe tofa/ainmnithe ó earnálacha éagsúla an riaracháin phoiblí, ó bhainistíocht agus ó fhoireann an Fhorais, ó shaol an léinn agus ó phearsanra ceardchumainn, mar aon le hionadaí thar ceann mac léinn. Feidhmíonn an Bord trí chruinnithe a bhíonn sceidealta go míosúil agus trí cinn de bhuanfhochoistí Boird: An Coiste Airgeadais agus Straitéise, a phléann ceisteanna a bhaineann le saincheisteanna bainistíochta airgeadais straitéiseacha, oibreacha caipitiúla san áireamh; an Coiste Riaracháin, a dhéanann monatóireacht ar fheidhmíocht oibriúcháin ó lá go lá, ar shaincheisteanna acmhainní daonna, srl; agus an Coiste Iniúcháireachta, a phléann measúnú riosca agus cúrsaí rialachais. Ina theannta sin, tá Coiste Oideachais ann, a chuireann comhairle agus a dhéanann monatóireacht ar chúrsaí agus ar cháilíochtaí oideachais, agus Coiste Foilsitheoireachta Leabhar, a thugann comhairle ar straitéisí foilseachán.

Bíonn Uachtarán an Fhorais i gceannas ar an gcruinniú ginearálta bliantúil (AGM) agus tá tacaíocht aige ó roinnt leas-uachtarán. Reáchtáladh an 48ú AGM de chuid an Fhorais an 29 Meitheamh 2011. Tá ainmneacha na n-oifigeach oinigh, chomhaltaí an Bhoird, chomh maith le hainmneacha chomhaltaí fhochoiste an Bhoird ar an taobh istigh de chlúdach tosaigh na tuarascála bliantúla seo.

TUARASCÁIL CHATHAOIRLEACH AN CHOISTE RIARACHÁIN

Tuairisc ó Donal Connell:

Bhuail an coiste le chéile faoi dhó i rith 2011. De réir an *Chóid Chleachtais um Rialú Comhlachtaí Stáit*, rinneadh athbhreithniú ar an mBord i rith 2011. Mar chuid den athbhreithniú eisíodh ceistneoir do chomhaltaí uile an Bhoird. Rinne an Coiste Riaracháin a mhachnamh ar fhreagraí an cheistneora agus tugadh moltaí don Bhord maidir le comhdhéanamh agus méid an Bhoird, feidhmiú straitéiseach an Bhoird agus maidir le bainistíocht riosca. Thug an coiste comhairle don Bhord maidir le clár bainistíochta athraithe an Fhorais, lena n-áiríodh an clár maidir le hath-imscaradh agus maidir le athdhearadh eagrúcháin.



Cyril Sullivan
An Stiúrthóir Airgeadais agus Seirbhísi
Tacaíochta



Dymphna Lynch
An Bainisteoir Acmhainní Daonna/Rúnaí
na Cuideachta

RIALACHAS & RIAR AN FHORAIS

TUARASCÁIL CHATHAOIRLEACH AN CHOISTE INIÚCHÓIREACHTA

Tuairisc ó Raymond Dolan:

Bhuail an coiste le chéile faoi dhó i rith 2011. Chomhlíon sé an ról atá aige ó thaobh tacú leis an mBord a fhreagrachtaí rialachais chorparáidigh a chomhlíonadh. I measc na ngníomhaíochtaí le linn na bliana bhí athbhreithniú ar na ráitis airgeadais bhliantúla, rialú inmheánach airgeadais agus an clár rioscaí corparáideacha; maoirseacht ar chlár an iniúcháora inmheánaigh; agus a chinntiú go bhfuil gach dualgas ábhartha eile á chomhlíonadh. Bhí sé i dteagmháil le hionadaí iniúcháirí an Fhorais chomh maith — an tArd-Reachtaire Cuntas agus Ciste.

TUARASCÁIL CHATHAOIRLEACH AN CHOISTE AIRGEADAIS AGUS STRAITÉISE

Tuairisc ó John Tierney:

Bhuail an coiste le chéile sé huaire i rith na bliana. De bharr na timpeallachta trádála eacnamaíochta, atá deacair go fóill, ba é an príomhghnó ar tugadh faoi ná monatóireacht ar thuarascálacha airgeadais agus ar shreabhadh airgid an Fhorais chun a chinntiú go raibh siad á bhfeidhmiú mar a bhí beartaithe. D'fhaomh an coiste buiséad 2011 agus, thar ceann an Bhoird, rinneadh athbhreithniú ar na cuntais bhainistíochta ráithiúla agus ar réamh-mheastacháin airgeadais. Mar atá sonraithe thuas, toisc timpeallacht trádála a bhí deacair go fóill don Fhoras in 2011, leag an coiste béim mhór ar an obair seo.

Thug an coiste comhairle chomh maith don Bhord ar roinnt príomhsaincheisteanna straitéiseacha a tháinig aníos i rith na bliana, lena n-áiríodh athbhreithniú ar fheidhmíocht i gcomparáid le plean gnó corparáideach 2011. Lean sé ag déanamh monatóireachta ar na hoibreacha forbartha ag campas Bhóthar Lansdún an Fhorais Riaracháin, go háirithe Uimh. 55, as a dtáinig aistriú foirne ó Oifig Chluain Sceach i mBealtaine 2011 agus dá thoradh ag comhlíonadh ceann de na príomhchuspóirí straitéiseacha, is é sin comhdhlúthú a dhéanamh in aon champas amháin ar ghníomhaíochtaí an Fhorais.

Thar ceann an Bhoird, rinne an coiste straitéis chorparáideach 2011–2015 an Fhorais a bhreith agus a fhaomhadh, lena n-áiríodh straitéis gnó idirnáisiúnta nua. Mar chuid dá chinntí i dtaobh na straitéise, rinne an coiste iniúchadh freisin ar roinnt cásanna buiséid ilbhliantúla le haghaidh thréimhse an phlean. De réir na hanailíse sin, mhol an coiste don Bhord gur cheart don Fhoras leanúint ar aghaidh lena chlár laghdaithe costas, lena gcuimsítear an rogha ath-imscartha

RIALACHAS & RIAR AN FHOIRIS

faoi mar atá leagtha amach i gComhaontú Pháirc an Chrócaigh. Chomhlíon an coiste cúram faire freisin ar scéim pinsin an Fhorais de réir a shainchúraim earnála poiblí nua.

BALLRAÍOCHT

Is é an Foras an comhlacht gairmiúil le haghaidh fostaithe sa tseirbhís poiblí. Déanann sé freastal orthu siúd sa státseirbhís, sna húdaráis áitiúla, sa tseirbhís sláinte, i gcomhlachtaí státurraithe, san earnáil oideachais, sa Gharda Síochána agus sna fórsaí cosanta. Coinnítear baill ar an eolas maidir le hábhair reatha a bhaineann le bainistíocht poiblí trí sheisiúin faisnéisithe, r-nuachtlitir agus an t-irisleabhar *Administration*, agus is féidir leo lascaín a fháil ar fhoilseacháin agus ar sheirbhísí eile. Téitear i gcomhairle le baill maidir le ceisteanna bainistíochta poiblí agus soláthar seirbhíse an Fhorais amach anseo, ar an gcaoi seo cuireann siad le forbairt ghairmiúil an Fhorais. Faoi láthair tá 69 ball corparáideach ag an bhForas agus 1,800 ball aonair idir mhic léinn agus bhaill an phobail i gcoitinne a bhfuil suim acu ann.

RIALACHAS & RIAR AN FHOIRIS

TINREAMH AN BHOIRD 2011			
TIONÓLADH 7 GCRUINIÚ IN 2011			
Uimh.	Ainm	I Láthair	Nótaí
1	Séan Aylward	2 chruinniú	Chríochnaigh an Téarma oifige i Meitheamh 2011
2	Phyllis Behan	3 chruinniú	
3	John Champion	3 chruinniú	
4	Brian Cawley	7 gcruinniú	
5	Donal Connell	6 chruinniú	
6	Gabriel D'Arcy	5 chruinniú	
7	Raymond Dolan	5 chruinniú	
8	Des Dowling	6 chruinniú	
9	Michael Errity	1 chruinniú	
10	Jim Fleming	2 chruinniú	Arna cheapadh i Meán Fómhair 2011
11	Robert Galavan	5 chruinniú	
12	Paul Haran	3 chruinniú	
13	David Hughes	4 chruinniú	
14	Carmel Keane	3 chruinniú	Chríochnaigh an Téarma oifige i Meitheamh 2011
15	Morgan McKnight	3 chruinniú	
16	Sinéad McNamara	6 chruinniú	
17	Niamh O'Donoghue	2 chruinniú	Arna ceapadh i Meán Fómhair 2011
18	Frances Spillane	6 chruinniú	
19	John Tierney	6 chruinniú	

RIALACHAS & RIAR AN FHOIRIS

TINREAMH AN CHOISTE RIARACHÁIN 2011

TIONÓLADH 2 CHRUIINIÚ IN 2011

Uimh.	Ainm	I Láthair	Nótaí
1	Séan Aylward	0 chruinniú	Chríochnaigh an Téarma oifige i Meitheamh 2011
2	Phyllis Behan	2 chruinniú	
3	Donal Connell	2 chruinniú	
4	Jim Fleming	0 chruinniú	Arna cheapadh i Meán Fómhair 2011
5	Carmel Keane	1 chruinniú	Chríochnaigh an Téarma oifige i Meitheamh 2011
6	Niamh O'Donoghue	1 chruinniú	Arna ceapadh i Meán Fómhair 2011
7	Frances Spillane	1 chruinniú	

TINREAMH AN CHOISTE INIÚCHÓIREACHTA 2011

TIONÓLADH 2 CHRUIINIÚ IN 2011

Uimh.	Ainm	I Láthair	Nótaí
1	John Champion	1 chruinniú	
2	Raymond Dolan	1 chruinniú	
3	Robert Galavan	1 chruinniú	
4	David Hughes	1 chruinniú	
5	Morgan McKnight	2 chruinniú	

RIALACHAS & RIAR AN FHORAIS

TINREAMH AN CHOISTE AIRGEADAIS AGUS STRAITÉISE 2011			
TIONÓLADH 6 CHRUINNIÚ IN 2011			
Uimh.	Ainm	I Láthair	Nótaí
1	Brian Cawley	6 chruinniú	
2	Gabriel D'Arcy	2 chruinniú	
3	Des Dowling	5 chruinniú	
4	Michael Errity	1 chruinniú	
5	Paul Haran	3 chruinniú	
6	Sinéad McNamara	5 chruinniú	
7	John Tierney	6 chruinniú	

BAINISTÍOCHT ACMHAINNÍ DAONNA

I rith 2011, mar chuid de chur chun feidhme straitéis chorparáideach 2011-2015, bunaíodh Grúpa Deartha Eagrúcháin, atá ionadaíoch ar na gráid agus ar na haonaid ghnó go léir chun breithniú a dhéanamh ar na socruithe eagrúcháin iomchuí, lena n-áirítear dearadh eagrúcháin agus dáileadh an tsoláthair foirne, a bheadh ar an taca is fearr chun an straitéis nua a chur i gcrích. D'fhaomh an Bord struchtúr eagrúcháin athbheithnithe lena mbaineann líon leasaithe na foirne bunaithe ar an ngníomhaíocht ghnó i ngach ceann de na haonaid ghnó. Cuirfear an plean sin i bhfeidhm in 2012.

I rith na bliana tugadh tacaíocht don fhoireann freastal ar chláir éagsúla tríú leibhéal agus forbartha eile. Ina theannta sin, eagraíodh sraith cruinnithe foirne míosúla chun nuashonruithe a chur ar fáil ar fhorbairtí inmheánacha agus seachtracha éagsúla.

Rinneadh athbheithniú ar inniúlachtaí na foirne freisin, agus déanfar é sin a scagadh i gcomhthéacs atheagrú molta na struchtúr. Chuir an chomhghuaillíocht nua le COBÁC roinnt deiseanna ar fáil le haghaidh roinnt gníomhaíochtaí comhpháirteacha agus le haghaidh tionscnamh eile, lena n-áiríodh foireann an Fhorais Riaracháin a d'fhreastail ar cheardlanna forbartha i gCOBÁC mar aon le foireann na hOllscoile féin a d'fhreastail ar chúrsaí an Fhorais Riaracháin. Tá sé beartaithe an cineál sin comhoibríthe a threisiú sna blianta amach romhainn.

FEIDHMÍOCHT AIRGEADAIS



FEIDHMÍOCHT AIRGEADAIS

Leagtar amach sna ráitis airgeadais seo a leanas oibríocht airgeadais an Fhorais i leith na bliana. Lean na deacrachtaí trádála i ngeilleagar na hÉireann, agus an cúlú i gcaiteachas an rialtais, ag dul i bhfeidhm ar ioncam oibriúcháin an Fhorais i rith 2011. I gcomparáid le 2010, bhí an t-ioncam oibriúcháin níos lú agus €12.2m ann síos ó €13.0m, laghdú 6%. Mar sin féin, bhí a fhios ag an bhForas cheana féin go mbeadh tionchar ar a láimhdeachas i rith 2011, ghlac sé leis na céimeanna riachtanacha chun a chostais phá agus neamh-phá a laghdú. Ba é tionchar na hoibre seo caiteachas a laghdú go €12.1m i gcomparáid le €12.6m le haghaidh 2010, ag léiriú laghdaithe thart ar 4%. Den chéad uair ó tugadh isteach an caighdeán cuntasaíochta pinsin (FRS17) in 2005, ní raibh coigeartú achtúireach i ndáil le costais phinsin an Fhorais sa ráiteas ioncaim. Go hachomair, lean an Foras ar aghaidh ag cobhsú a chuid airgeadais i rith na tréimhse deacra eacnamaíochta seo a lean sa tír.



Bhí tuillimh an Fhorais comhdhéanta de sheirbhísí oiliúna agus idirnáisiúnta (37%) agus ioncam ó tháillí oideachais (31%), ioncam ó thaighde (2%), ioncam ó fhoilseacháin agus ó bhallaíocht (6%), agus deontas i gcabhair (24%) arna íoc ag an Roinn Caiteachais Phoiblí agus Athchóirithe. Ar an iomlán, bíonn gaol díreach ag laghdaithe ioncaim bliain i ndiaidh bliana ar leibhéil ghníomhaíochta i dtimpeallacht trádála atá níos éiginnte. Ar an taobh eile, bhí struchtúr costais an Fhorais Riaracháin faoi smacht ag costais dhíreacha agus indíreacha (a laghdaíodh i gcomhréir le hioncam laghdaithe agus athbhreithnithe luach ar airgead a bhí rathúil), costais tuarastail agus seirbhísíú fiachais. Bhí costais tuarastail faoi smacht ag trí fhachtóir: eadhon, líon na foirne buaine, íoc na n-incrimintí ar thuarastail foirne (de réir Chomhaontú Pháirc an Chrócaigh) agus oibleagáidí an Fhorais Riaracháin do scéim pinsean le sochar sainithe dá fhoireann. Leis an moratóir ar earcú foirne san earnáil phoiblí, tháinig laghdú beag ar líon na bhfostaithe san Fhoras go 98 (ó 99) sa bhliain 2011, agus leanann an leibhéal ranníocaíochta pinsean ón bhfostóir mar a bhí (i. 34.6% de thuarastail) tar éis an t-aistriú ciste go dtí an Cúlchiste Náisiúnta Pinsean (NPRF), rud a d'fhág gurb é íoc na n-incrimintí tuarastail an chúis ba mhó leis an méadú beag ar chostais tuarastail. Maidir le haistriú ciste pinsean an Fhorais Riaracháin go dtí an Cúlchiste Náisiúnta Pinsean (NPRF), léirithe ar láimhseáil chuntasaíochta ar ranníocaíochtaí pinsean sna Ráitis Airgeadais mar 'ranníocaíocht don Stáitchiste'.

Tá na costais mhaoinithe le haghaidh áis na hiasachta fadtéarmaí arna húsáid chun Uimh. 55, Bóthar Lansdún a cheannach (ceannaithe in 2006), bunaithe ar rátaí úis idirbhainc, a laghdaíodh le linn 2011, a raibh táille úis €64,143 dá thoradh i leith na bliana iomláine. Rinne an Foras Riaracháin athchóiriú ar Uimh. 55 i rith 2011, as a dtáinig aistriú foirne ó Oifig Chluain Sceach i mBealtaine 2011

FEIDHMÍOCHT AIRGEADAIS

agus dá thoradh ag comhlíonadh ceann de na príomhchuspóirí straitéiseacha, is é sin comhdhlúthú a dhéanamh in aon champas amháin ar ghníomhaíochtaí an Fhorais.

I dtéarmaí foriomlána bainistíochta airgeadais, nuair a thógtar san áireamh na coinníollacha deacra trádála a lean sa tír, lean an Foras ag cobhsú a chuid airgeadais le linn 2011 i slí a d'fhág barrachas beag oibriúcháin mar thoradh. Anuas air sin, tháinig biseach ar chúlchistí an Fhorais Riaracháin ar an gClár Comhardaithe go dtí luachanna a bhí ann roimh 2005.

FEABHSÚCHÁIN AR NA CÓRAIS INMHEÁNACHA

Ar aon dul le straitéis chórais faisnéise an Fhorais, bhí tuilleadh forbairtí ar bhonneagar TF inmheánach an Fhorais idir chrua-earraí agus bhogearraí. Tá an-tábhacht ag baint i gcónaí le cáilíocht chórais bainistíochta airgeadais (FMS) an Fhorais Riaracháin mar phríomhthacaíocht don Fhoras réamh-mheastacháin chruinne a ullmhú agus an cothromú i leibhéil ioncaim a bhainistiú. Rinneadh tuilleadh forbartha ar chórais bainistíochta inmheánacha i rith na bliana, le háiseanna tuairiscithe feabhsaithe ar chórais faisnéis bhainistíochta ó FMS an Fhorais Riaracháin á chur ar fáil ar fud an Fhorais, seisiúin feasachta airgeadais arna reáchtáil don fhoireann, agus cur i bhfeidhm an mhodúil feidhmíochta gnó FMS. Beidh an phríomhbhéim ar fhaisnéis bainistíochta dea-cháilíochta i rith 2012.

IONCHAIS AIRGEADAIS LE HAGHAIGH 2012

Ós rud é go meastar go leanfaidh na deacrachtaí leanúnacha i gcúinsí trádála eacnamaíochta ar aghaidh maidir le gach cineál gnó go dtí 2014 ar a laghad, tá an Foras dírithe ar a chúrsaí airgeadais a choimeád seasmhach le haghaidh 2012. Táthar ag súil go mbeidh láimhdeachas €12m ann agus go mbainfear cóimheá airgid amach ó thaobh buiséid de. Leanann an Foras Riaracháin de bheith ag lorg deiseanna nua lena bhonn ioncaim a chothú (m.sh. comhoibriú le COBÁC) agus laghdú a dhéanamh ar a struchtúir phá agus neamhphá. Beidh rath phróiseas an imscartha ríthábhachtach do rath an Fhorais maidir le baint amach a spriocanna buiséid 2012.

COMHLÍONADH

Chomhlíon an Foras a dhualgais maidir lena oibleagáidí airgeadais, cánachais agus rialála le linn 2011 agus lean sé d'athbhreithniú agus nuashonrú a dhéanamh ar a struchtúir rialachais chorparáidigh.



AN FORAS RIARACHÁIN
(Cuideachta faoi Theorainn Ráthaíochta)

RÁITIS AIRGEADAIS I LEITH NA BLIANA DAR CRÍOCH 31 NOLLAIG 2011



CLÁR AN ÁBHAIR

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The image shows a blurred financial statement table with the following visible categories and values:

Category	Value 1	Value 2	Value 3	Value 4
Interest rate options	2,528,218	10,751,838	8,262,886	1,286,154
Interest rate products	153,287	577,440	800,178	1,380,905
Interest rate options	282,071	609,398	-	-
Interest rate products	-	-	567	89,158
Interest rate options	415,050	99,189	-	88,218
Interest rate products	155,816	13,494	-	131,702
Interest rate options	93,063	18,640	9,967,738	35,953,861
Interest rate products	13,780,263	12,205,800	-	-
Interest rate options	607,058	47,826	4,159	658,043
Interest rate products	1,797,862	569,054	379,216	2,746,132
Interest rate options	362,173	85,209	23,969	471,362
Interest rate products	382,422	88,371	25,449	496,242
Interest rate options	-	-	35	10,225
Interest rate products	-	-	-	2,816
Interest rate options	9,652	597	-	1,401
Interest rate products	2,606	10	-	-
Interest rate options	1,401	791,068	432,828	4,387,071
Interest rate products	3,183,174	-	-	-
Interest rate options	-	-	-	2,816
Interest rate products	-	-	8,633	141,538
Interest rate options	-	-	23,886	283,970
Interest rate products	-	-	26,385	311,586
Interest rate options	2,816	37,868	-	42,196
Interest rate products	88,837	83,230	-	258,931
Interest rate options	147,088	118,771	-	248,271
Interest rate products	198,430	-	-	1,298,361
Interest rate options	-	-	8,778	258,931
Interest rate products	-	-	11,967	248,271
Interest rate options	-	-	-	1,298,361
Interest rate products	-	-	-	-

STIÚRTHÓIRÍ AGUS FAISNÉIS EILE

STIÚRTHÓIRÍ	
J. Tierney	(Cathaoirleach)
D. Connell	(Leas-Chathaoirleach)
B. Cawley	(Ard-Stiúrthóir)
S. Aylward	(chríochnaigh an téarma oifige i Meitheamh 2011)
P. Behan	
J. Champion	
G. D'Arcy	
R. Dolan	
D. Dowling	
M. Errity	
J. Fleming	(ceapadh i Meán Fómhair 2011)
R. Galavan	
P. Haran	
D. Hughes	
C. Keane	(chríochnaigh an téarma oifige i Meitheamh 2011)
M. McKnight	
S. McNamara	
N. O'Donoghue	(ceapadh i Meán Fómhair 2011)
F. Spillane	

INIÚCHÓIRÍ
An tArd-Reachtair Cuntas agus Ciste
Caisleán Bhaile Átha Cliath
Baile Átha Cliath 2

RÚNAÍ AGUS OIFIG CHLÁRAITHE
Dymphna Lynch
59 Bóthar Lansdún
Baile Átha Cliath 4

ATURNAETHA
O'Donnell Sweeney Eversheds Solicitors
Ardán Phort an Iarla
Baile Átha Cliath 2

PRÍOMHBHAINCÉIRÍ
Bainc-Aontas Éireann
Ionad an Bhainc
Droichead na Dothra
Baile Átha Cliath 4

TUARASCÁIL NA STIÚRTHÓIRÍ I LEITH NA BLIANA DAR CRÍOCH 31 NOLLAIG 2011

RÁITEAS MAIDIR LE FREAGRACHTAÍ NA STIÚRTHÓIRÍ

1. Ceanglaíonn dlí cuideachtaí ar na stiúrthóirí ráitis airgeadais a ullmhú maidir le gach bliain airgeadais, ina dtugtar léargas fíorcheart ar staid chúrsaí na cuideachta agus ar bharrachas na cuideachta don tréimhse sin. Agus na Ráitis Airgeadais sin á réiteach acu, iarrtar ar na stiúrthóirí:

- beartais chuntasaíochta chuí a roghnú agus iad a chur i bhfeidhm go comhsheasmhach ansin;
- breithiúnais agus meastacháin stuama réasúnta a dhéanamh;
- sonrú arbh amhlaidh a cuireadh na caighdeáin chuntasaíochta chuí i bhfeidhm, seachas aon imeacht ábhartha a nochtfar agus a mhíneofar sna Ráitis Airgeadais;
- na Ráitis Airgeadais a réiteach ar bhonn gnóthais leantaigh ach amháin má tá cúis lena cheapadh nach leanfaidh an chuideachta ar aghaidh i mbun gnó.

Tá na stiúrthóirí freagrach as taifid chuntais chuí a choimeád ina léirítear go réasúnta cruinn ag am ar bith staid airgeadais na cuideachta agus a chuireann ar a gcumas a chinntiú go n-ullmhaítear na Ráitis Airgeadais de réir Achtanna na gCuideachtaí, 1963 go 2009. Tá siad freagrach freisin as cosaint sócmhainní na cuideachta agus dá réir as céimeanna réasúnta a thógáil chun calaois agus mírialtachtaí eile a chosc agus a aimsiú.

PRÍOMHGHNÍOMHAÍOCHTAÍ

2. Tá baint ag an bhForas le gníomhaíochtaí atá dírithe ar chaighdeán an riaracháin phoiblí a fheabhsú, agus ómós gairme a fhorbairt i bhfostaithe sa tseirbhís phoiblí, agus comhthuisicint a chothú idir an pobal agus fostaithe sa tseirbhís phoiblí.

ATHBHREITHNIÚ AR FHORBAIRTÍ GNÓ AGUS FORBAIRTÍ AMACH ANSEO

3. Bhí an leibhéal gnó agus an staid airgeadais ag deireadh na bliana sásúil agus measann na stiúrthóirí go leanfar den leibhéal reatha gníomhaíochta don tréimhse díreach amach romhainn ar a laghad.

TORTHAÍ

4. Tá an cuntas ioncaim agus caiteachais le haghaidh na bliana agus an leithghabháil ina leith leagtha amach ar leathanach 53.

SLÁINTE AGUS SÁBHÁILTEACHT

5. D'fhorbair an Bord an ráiteas sábháilteachta riachtanach a éilítear leis an Acht um Shábháilteacht, Sláinte agus Leas ag an Obair, 2005.

RIALACHAS CORPARÁIDEACH

6. Bhunaigh an Bord struchtúr coiste éifeachtúil chun cabhrú le comhlíonadh a fhreagrachtaí, de réir dea-rialachais chorparáidigh. Tá téarmaí tagartha foirmiúla atá faofa ag an mBord ag gach coiste, agus tuairiscíonn gach coiste don Bhord ar a ghníomhaíochtaí go tréimhsiúil. Ba iad na coistí a bhí ag feidhmiú an 31 Nollaig 2011 ná an Coiste Riaracháin, an Coiste Iniúcháireachta, agus an Coiste Airgeadais agus Straitéise. Déanann an bhainistíocht athbhreithniú bliantúil ar rioscaí oibriúcháin gnó, ar son an Bhoird.

TAIGHDE AGUS FORBAIRT

7. Níl baint ag an gcuideachta le forbairt ná taighde ar bith thar a cheann féin.

LEABHAIR CHUNTAIS CHUÍ

8. Lena chinntiú go gcoimeádfar leabhair chuntas chuí de réir Alt 202 d'Acht na gCuideachtaí, 1990, tá pearsanra atá cáilithe go cuí fostaithe agus cuirtear acmhainní cuí ar fáil d'fheidhm airgeadais na cuideachta. Tá na leabhair chuntas in oifig chláraithe na cuideachta ag 59 Bóthar Lansdún, Baile Átha Cliath 4.

INIÚCHÓIRÍ

9. Tá an tArd-Reachtaire Cuntas agus Ciste freagrach as cuntais na cuideachta a iniúchadh de réir Alt 5 d'Acht an Ard-Reachtaire Cuntas agus Ciste (Leasú), 1993.

Thar ceann an Bhoird,



Raymond Dolan

Sinéad McNamara

STIÚRTHÓIRÍ

12 Aibreán 2012, Baile Átha Cliath

TUARASCÁIL AN ARD-REACHTAIRE CUNTAS AGUS CISTE LE CUR FAOI BHRÁID THITHE AN OIREACHTAIS

AN FORAS RIARACHÁIN

Rinne mé iniúchadh ar ráitis airgeadais an Fhorais Riaracháin don bhliain dar críoch 31 Nollaig 2011 faoi Acht an Ard-Reachtair Cuntas agus Ciste (Leasú), 1993. Cuimsítear sna ráitis airgeadais, a ullmhaíodh faoi réir na mbeartas cuntasáíochta atá leagtha amach iontu, na Beartais Chuntasáíochta, an Cuntas Ioncaim agus Caiteachais, an Clár Comhardaithe, an Ráiteas faoi Shreabhadh Airgid agus na nótaí gaolmhara. Tá an creat tuairiscithe Airgeadais a cuireadh i bhfeidhm ina n-ullmhúchán de réir an dlí infheidhme agus an Chleachtais Cuntasáíochta a bhfuil Glacadh leis in Éirinn.

FREAGRACHTAÍ NA STIÚRTHÓIRÍ

Tá na stiúrthóirí freagrach as na ráitis airgeadais a ullmhú, as a chinntiú go dtugtar léargas fíor agus cothrom iontu ar staid ghnóthaí na cuideachta agus ar a ioncam agus a chaiteachas, agus as rialtacht na n-idirbheart a chinntiú.

FREAGRACHTAÍ AN ARD-REACHTAIRE CUNTAS AGUS CISTE

Táim freagrach as iniúchadh a dhéanamh ar na ráitis airgeadais agus tuairisc a thabhairt orthu de réir an dlí infheidhme.

Déanaim m'iniúchadh trí thagairt do na breithnithe speisialta atá ceangailte ar chomhlachtaí stáit i ndáil lena mbainistiú agus lena n-oibriú.

Rinneadh m'iniúchadh i gcomhréir leis na Cleachtais Idirnáisiúnta ar Iniúcháireacht (R.A. agus Éire) agus i gcomhréir le Caighdeáin Eiticíúla d'Iniúcháirí an Bhoird um Chleachtais Iniúcháireachta.

RAON FEIDHME AN INIÚCHTA AR NA RÁITIS AIRGEADAIS

Is éard atá i gceist le hiniúchadh ná fianaise a fháil faoi na méideanna agus faoin nochtadh sna Ráitis Airgeadais, a mhéid is gá chun dearbhú réasúnach a thabhairt go bhfuil na Ráitis Airgeadais saor ó mhíráiteas ábhartha ar bith, cibé acu trí chalaos nó trí earráid. Áirítear leis seo measúnú ar na nithe seo a leanas:

- Cibé acu an bhfuil na beartais chuntasáíochta oiriúnach do chúinsí na cuideachta nó nach bhfuil, cibé ar cuireadh i bhfeidhm go comhsheasmhach iad nó nár cuireadh, agus ar nochtadh go himleor iad nó nár nochtadh;
- réasúntacht na meastachán suntasach cuntasáíochta a rinneadh agus na ráitis airgeadais á n-ullmhú; agus
- cur i láthair foriomlán na ráiteas airgeadais.

Lorgaím fianaise le linn an iniúchta chomh maith faoi rialtacht na n-idirbheart airgeadais. Lena chois sin, léigh mé an fhaisnéis airgeadais agus neamhairgeadais uile sa Tuarascáil Bhliantúil d'fhonn neamhréireachtaí ábhartha leis na Ráitis Airgeadais iniúchta a shainiú. Má fhaighim míráiteas nó neamhréireacht ábhartha follasach ar bith breathnaím ar na himpleachtaí a bheidh i gceist do mo thuarascáil.

TUAIM MAIDIR LEIS NA RÁITIS AIRGEADAIS

Is é mo thuairim maidir leis na Ráitis Airgeadais:

- go dtugann siad léargas fírinneach cóir, de réir na gCleachtais Cuntasáíochta a bhfuil Glacadh leo in Éirinn, ar staid na cuideachta amhail an 31 Nollaig 2011 agus ar a hioncam agus a chaiteachas don bhliain sin dar críoch an dáta céanna; agus
- Gur ullmhaíodh iad i gceart i gcomhréir le hAchtanna na gCuideachtaí 1963 go dtí 2009.

Fuair mé an fhaisnéis agus na míniúcháin ar fad a mheasaim a bheith riachtanach chun críche m'iniúcháireachta. I mo thuairimse, choinnigh an cuideachta leabhair chuntais chuí. Tá na Ráitis Airgeadais ag teacht leis na leabhair chuntais.

Is é mo thuairim go bhfuil an fhaisnéis atá tugtha i dTuarascáil na Stiúrthóirí ag teacht leis na Ráitis Airgeadais.

CÚRSAÍ A DTUAIRISCÍM ORTHU TRÍ EISCEACHT

Tuairiscím trí eisceacht

- má tugadh faoi deara le linn m'iniúchta cás ábhartha ar bith nuair nár cuireadh airgead i

TUARASCÁIL AN ARD-REACHTAIRE CUNTAS AGUS CISTE LE CUR FAOI BHRÁID THITHE AN OIREACHTAIS

bhfeidhm chun na críche dá raibh sé beartaithe nó nuair nach raibh na hidirbhearta de réir na n-údarás lena rialaítear iad; nó

- nuair nach bhfuil an fhaisnéis a tugadh sa Tuarascáil Bhliantúil don bhliain dar críoch 31 Nollaig 2011 comhsheasmhach leis na ráitis airgeadais; nó
- nach léiríonn an Ráiteas maidir le Rialú Inmheánach Airgeadais gur chomhlíon an chuideachta an Cód Cleachtais um Rialú Comhlachtaí Stáit; nó
- má fhaighim cúrsaí ábhartha ar bith eile a bhaineann leis an dóigh ar cuireadh gnó poiblí i gcrích.

Níl rud ar bith le tuairisciú agam maidir leis na cúrsaí sin a ndéantar tuairisciú orthu trí eisceacht.



Andrew Harkness

Le haghaidh agus thar ceann an
ARD-REACHTAIRE CUNTAS AGUS CISTE

17 Aibreán 2012

RÁITEAS MAIDIR LE RIALÚ INMHEÁNACH AIRGEADAIS

Admhaíonn an Bord go bhfuil sé freagrach as córas rialaithe airgeadais an Fhorais Riaracháin. Admhaíonn sé freisin nach féidir le haon chóras rialaithe airgeadais ach cinnteacht réasúnta seachas cinnteacht iomlán a chur ar fáil, i gcoinne aon earráidí ábhartha. Tá na rialuithe inmheánacha airgeadais atá i bhfeidhm san Fhoras i rith 2011 leagtha amach thíos.

Is iad seo a leanas na príomhnósanna imeachta a chuir an Bord i bhfeidhm agus tá siad deartha chun rialú airgeadais éifeachtach a sholáthar:

(A) TIMPEALLACHT RIALAITHE

Is iad seo na bearta atá déanta ag an mBord le cinntiú go bhfuil timpeallacht chuí rialála i bhfeidhm:

- nósanna imeachta foirmiúla a bhunú, trí bhithin feidhmeanna éagsúla coiste, le monatóireacht a dhéanamh ar ghníomhaíochtaí agus le sócmhainní na heagraíochta a chosaint;
- freagrachtaí agus cumhachtaí an lucht bainistíochta a shainiú agus a dhoiciméadú go soiléir;
- cultúr láidir cuntasachta a fhorbairt ar gach leibhéal den eagraíocht.

Tá nósanna imeachta rialaithe airgeadais curtha ar fáil do gach ball foirne, lena n-áirítear nósanna imeachta soláthair, agus na nósanna imeachta maidir le féichiúnaithe agus creidiúnaithe.

Cuirtear teorainneacha caiteachais i bhfeidhm go docht maidir le gach leibhéal bainistíochta. Déanann Oifig Airgeadais an Fhorais monatóireacht ar an rialú seo, trí scrúduithe láimhe agus trí scrúduithe uathoibríthe leictreonacha.

Tá scaradh comhsheasmhach curtha i bhfeidhm maidir le feidhmeanna códaithe agus údaraithe ar fud aonad gnó an Fhorais agus déanann an Oifig Airgeadais monatóireacht lárnach air.

Oibríonn an fheidhm soláthair le haghaidh caiteachais ar fhorchostais ar bhonn na gcaighdeán a aontaíodh leis an Stiúrthóir Airgeadais agus leis na Seirbhísí Tacaíochta agus a d'fhaomh an tArd-Stiúrthóir agus an Bord.

(B) AITHINT RIOSCAÍ GNÓ AGUS IMPLEACHTAÍ AIRGEADAIS

Mar a dhéantar go bliantúil san Fhoras, eagraíodh athbhreithniú riosca gnó le linn na bliana, a raibh an bhainistíocht shinsearach bainteach leis, agus aibhsíodh na rioscaí suntasacha a bhí ann do gnó an Fhorais Riaracháin agus na gníomhaíochtaí maolaithe a bhí riachtanach. Tá aghaidh á thabhairt ar na rioscaí gnó a aithníodh san athbhreithniú trí chur i bhfeidhm plean corparáideach an Fhorais (clár rioscaí ar leibhéal corparáideach) ar an gcéad dul síos, agus tríd an bpróiseas pleanála gnó ina dhiaidh sin. Beidh gníomhaíochtaí maolaithe rioscaí ina gcuid lárnach de phleananna bliantúla gnó gach rannóg gnó arís in 2012. Pléann an Bord na pleananna gnó seo agus na gníomhaíochtaí bainistíochta riosca go leathbhliantúil.

(C) CÓRAIS FAISNÉISE

I measc chórais faisnéise an Fhorais tá 'Integra', pacáiste comhtháite um chuntasaíocht bhainistíochta agus airgeadais. Tá modúil chomhtháite leictreonach um rialú airgeadais ar an gcóras maidir le hioncam, caiteachas, féichiúnaithe, creidiúnaithe, ordú ceannaigh, párolla, taisteal agus liúntas cothaithe foirne agus sócmhainní seasta. Tá formhór na rialuithe próiseála faisnéise uathoibríthe laistigh de na córais leictreonacha; i measc na rialuithe tá údarú cuí, dualgais a dheighilt agus doiciméadú agus taifid bhunaidh a scanadh. Rialaítear próiseáil faisnéise an Fhorais le sraith iomlán de nósanna imeachta rialaithe.

Anuas ar sin, tá roinnt córas tacaíochta gnó lánpháirtithe sa chóras bainistíochta airgeadais (FMS). Oibríonn Rannóg Foilsitheoireachta an Fhorais Riaracháin modúl um Próiseáil Orduithe Díolachán (SOP) ina bhfreastalaítear ar ordú díolachán, sonrascú agus rialú stoic. Baineann an Rannóg Oiliúna leas as córas comhtháite Oiliúna Riaracháin agus Bainistíochta (TAMS) chun próiseas áirithintí agus sonrasc na gcliant a bhainistiú. Maidir lenár gcláir Oideachais, bainistíonn córas comhtháite Faisnéise agus Riaracháin Mac Léinn (SIAS) clárú mac léinn agus bailiú táillí.

RÁITEAS MAIDIR LE RIALÚ INMHEÁNACH AIRGEADAIS

(D) NÓSANNA IMEACHTA CHUN MONATÓIREACHT ÉIFEACHTACHT A DHÉANAMH AR AN GCÓRAS RIALAITHE AIRGEADAIS

Ullmhaítear cuntais mhíosúla bainistíochta ina gcuirtear ioncam agus caiteachas buiséadaithe i gcomparáid leis an ioncam agus caiteachas iarbhir. Déanann an grúpa bainistíochta sinsearach athbhreithniú ar na cuntais seo. Déanann siad scrúdú mionsonraithe ar na hidirbhearta agus na gníomhaíochtaí is bonn leo d'fhonn iomláine agus cruinneas a chinntiú. Cuirtear na cuntais seo faoi bhráid an Bhoird go ráithiúil.

Bíonn próiseas fairsing bliantúil buiséid i gceist, ina gceapann gach aonad buiséad mionsonraithe maidir le hioncam agus le caiteachas díreach, a ndéanann an Bord athbhreithniú agus faomhadh orthu. Ullmhaítear buiséid mhionsonraithe maidir le caiteachas caipitiúil chomh maith. Ina theannta sin, oibríonn an Foras córas forásach trí bliana de bhuiséadú ilbhliantúil.

Tá feidhm iniúcháireachta inmheánaí ag an bhForas ach déantar í a sheachfhoinsiú. Ullmhaítear clár iniúcháireachta mionsonraithe gach bhliain agus déanann an Bord é a fhaomhadh trína Choiste Iniúcháireachta. Déantar athbhreithniú ar bhonn leanúnach ar an bplean iniúchta inmheánaigh. Athbhreithníonn an Coiste Iniúcháireachta na tuarascálacha iniúcháireachta a ullmhaítear, lena n-áirítear cur i bhfeidhm moltaí.

Déanann Rannóg Airgeadais an Fhorais monatóireacht ar idirbhearta ioncaim agus caiteachais chun géilliúlacht gach ceann de na haonaid ghnó a chinntiú maidir le beachtas, bailíocht agus oiriúnacht.

(E) ATHBHREITHNIÚ BLIANTÚIL

Rinneadh athbhreithniú bliantúil ar rialuithe inmheánacha airgeadais an Fhorais a bhí i bhfeidhm i rith 2011. Rinne Bord an Fhorais athbhreithniú ar éifeachtacht na gcóras rialaithe inmheánaigh airgeadais ag a chruinniú an 9 Feabhra 2012.

Thar ceann an Bhoird,



John Tierney,
Cathaoirleach



Brian Cawley,
Ard-Stiúrthóir

14 Aibreán 2012

RÁITEAS MAIDIR LE BEARTAIS CHUNTASAÍOCHTA

Ullmhaítear na Ráitis Airgeadais de réir choinbhinsiún an chostais stairiúil arna mhodhnú le hathluacháil talún agus foirgneamh.

(A) IONCAM

Déantar ioncam, arb é táillí agus deontas i gcabhair ón stát den chuid is mó é, a chur san áireamh ar bhonn infhaighteachta seachas suibscríbhinní a chuirtear in ioncam nuair a fhaightear iad. Tugtar táillí cúrsaí isteach sa Ráiteas Ioncaim agus Caiteachais le linn thréimhse an chúrsa.

(B) SÓCMHAINNÍ SEASTA AGUS DÍMHEAS

Déantar sócmhainní seasta, foirgnimh san áireamh, a lua ag a gcostas stairiúil nó luacháil lúide dímhneas carnach. Déantar dímhneas a áireamh ar bhonn agus ar rátaí atá luaite thíos, a mheastar a laghdóidh na sócmhainní chuig luachanna inréadaithe faoi dheireadh a saolré oibre a bhfuil súil leis:

Foirgnimh Ruílse	2% Líne Dhíreach
Áitreabh Léasach	2% Líne Dhíreach
Troscán agus Feistis	5% Líne Dhíreach
Fearas	10% Líne Dhíreach
Leabhair Leabharlainne	20% Comhardú Laghdaitheach
Meaisíní Oifige	25% Líne Dhíreach
Sócmhainní Léasaithe	33.3% Líne Dhíreach
Foirgnimh Réamhdhéanta	33.3% Líne Dhíreach

Tosaíonn dímhneas sa bhliain a dtagann an tsócmhainn chun bheith in úsáid. Ní dhéantar dímhneas ar thalamh. Níor ghlac an Foras le beartas athluachála; rinneadh athluacháil ar shócmhainní mar sin féin sular glacadh le Caighdeán Tuairiscithe Airgeadais 15 ‘Sócmhainní Seasta Inláimhsithe’. I gcomhréir le forálacha an chaighdeáin, choimeád an Foras na luachálacha seo mar a léirítear i Nóta 9.

(C) STOIC

Rinneadh stoic a luacháil go seasmhach le blianta roimhe sin, ag costas nó glanluach inréadaithe, cibé acu is lú. Tá soláthar déanta, nuair is gá, do stoc atá críon agus a ghluaiseann go mall.

(D) FÉICHIÚNAITHE

Déantar drochfhiacha aitheanta a dhíscríobh agus déantar socrúithe ar leith i dtaobh aon suimeanna a measfar nach dócha go mbaileofar iad.

(E) DEONTAIS CHAIPITIL

Caitear le deontais chaipitil a bhaineann le sócmhainní seasta mar chreidmheasanna iarchurtha agus déantar iad a amúchadh sa Ráiteas Ioncaim agus Caiteachais thar shaol úsáideach measta na sócmhainní.

(F) SÓCMHAINNÍ LÉASAITHE

Déantar sócmhainní a shealbhaítear faoi léasanna airgeadais a chaipitliú agus a áireamh le sócmhainní faoi úinéireacht den chineál céanna sa Chlár Comhardaithe. Áirítear comaoineacha faoi léasanna airgeadais le dliteanais, déantar iad a anailísiú idir dliteanais reatha agus dliteanais fadtéarmacha. Cuirtear íocaíochtaí a dhéantar faoi léasanna oibriúcháin de mhúirear ar an Ráiteas Ioncaim agus Caiteachais.

(G) COSTAIS PINSIN

Tá scéim pinsin sochair shainithe i bhfeidhm do gach fostaí de chuid an Fhorais Riaracháin, mar is cuí. I gcomhréir le forálacha an Achta um Bearta Airgeadais (Forálacha Ilghnéitheacha), 2009, aistríodh sócmhainní chiste pinsin an Fhorais, a bhí tomhaiste ag luach cóir, go dtí an Cúlchiste Náisiúnta Pinsean (NPRF) ar an 30 Meitheamh 2010. Tá an scéim pinsin i bhfeidhm i gcónaí le haghaidh na mball reatha gan aon tionchar ar a leasa ná ar soláthar gaolmhar do bhaill.

Maidir leis an tréimhse go dtí 30 Meitheamh 2010, rinneadh an scéim a mhaoiniú le ranníocaíochtaí (ón bhForas agus ó fhostaithe) a aistríodh go ciste ar leith atá á riar ag iontaobhaí ar leith agus atá glan ó íocaíochtaí pinsinéirí agus costais na scéime. Ón 1 Iúil 2010, thóg an Foras Riaracháin freagracht as bainistiú a dhéanamh ar íocaíochtaí a dhéanamh do phinsinéirí thar ceann an státchiste. Faoin socrú nua beidh ranníocaíocht maoinithe an Fhorais fós ann agus beidh sí iníochta leis an Roinn Caiteachais Phoiblí agus Athchóirithe nuair a bheidh na pinsin a íocadh curtha san áireamh. Cuirfidh an Roinn maoiniú ar fáil sa chás go mbíonn na pinsin íochta níos mó ná an ranníocaíocht.

RÁITEAS MAIDIR LE BEARTAIS CHUNTASAÍOCHTA

Déantar dliteanais na scéime pinsin a luacháil ar bhonn achtúireach agus modh an aonaid fhortheilgthe á úsáid, agus léiríonn dliteanais phinsin amach anseo an luach íocaíochtaí go dáta agus a bheidh le híoc amach anseo. Ag teacht leis an gcur chuige ginearálta maidir le socruithe maoinithe, aithnítear mar shócmhainn atá cothrom ó thaobh suime don dliteanas seo mar shuimeanna atá le haisíoc sa todhchaí i bhfoirm deontais Oireachtais.

Tá an táille pinsean sa Chuntas Ioncaim agus Caiteachais comhdhéanta den chostas seirbhíse reatha agus an costas seirbhíse roimhe seo móide an difríocht idir an toradh ionchais ar shócmhainní na scéime agus costas an úis ar dhliteanais na scéime go dáta aistrithe shócmhainní an chiste pinsean, agus ranníocaíocht an Fhorais atá iníoctha don Roinn Caiteachais Phoiblí agus Athchóirithe ó dháta an aistrithe i gcomhréir leis na socruithe maoinithe.

Aithnítear gnóthachain agus cailteanais achtúireacha a eascraíonn ó athruithe ar thiomhdí achtúireacha agus ó thaithí barrachais agus ó easnaimh go dáta an aistrithe sa Ráiteas ar lomlán na nGnóthachan agus na gCailteanas Aitheanta don bhliain sin ina dtarlaíonn siad.

RÁITIS AIRGEADAIS

RÁITEAS MAIDIR LE HIONCAM AGUS CAITEACHAS DON BHLIAIN DAR CRÍOCH AN 31 NOLLAIG 2011

	Nóta	2011 €	2010 €
IONCAM			
Ioncam ó Tháillí	1	8,539,224	8,888,739
Díol Foilseachán	2	494,422	502,427
Síntiúis		283,978	318,124
Vóta 6 - Oifig an Aire Caiteachais Phoiblí agus Athchóirithe, Deontas i gCabhair	3	2,904,000	3,304,000
		12,221,624	13,013,290

LÚIDE:

CAITEACHAS OIBRIÚCHÁIN

Costais Dhíreacha	5	3,115,312	3,519,415
Costais Tuarastail	6	5,932,496	6,475,828
Costais Riaracháin	7	1,239,821	1,552,080
Ús Iníoctha agus Táillí dá Leithéid		64,143	64,650
		10,351,772	11,611,973
Barrachas Oibriúcháin don Bhliain		1,869,852	1,401,317
Lúide Ranníocaíocht leis an Stáitchiste	15(c)	(1,804,323)	(1,000,000)
Barrachas tar éis Ranníocaíocht leis an Stáitchiste		65,529	401,317

RÁITEAS AR GHLUAISEACHTAÍ I BARRACHAS CARNTHA

Barrachas Carntha amhail an 1 Eanáir 2011		16,718	1,935,202
Barrachas don Bhliain		65,529	401,317
Aistriú chuig Cúlchiste Pinsin	14	-	(2,319,801)
Barrachas Carntha amhail an 31 Nollaig 2011		82,247	16,718

Baineann an barrachas don bhliain dar críoch 31 Nollaig 2011 le gníomhaíochtaí leantacha.

RÁITIS AIRGEADAIS

RÁITEAS MAIDIR LE HIONCAM AGUS CAITEACHAS DON BHLIAIN DAR CRÍOCH 31 NOLLAIG, 2011 (AR LEAN)

RÁITEAS AR IOMLÁN NA NGNÓTHACHAN AGUS NA GCAILLTEANAS AITHEANTA

	Nóta	2011 €	2010 €
Barrachas don Bhliain		65,529	401,317
Gnóthachan/Caillteanas Achtúireach ar Phinsin	15	-	(1,110,000)
Aistriú Sócmhainní an Chiste Pinsean chuig an NPRF	15	-	(24,665,000)
Maoiniú Pinsin iarchurtha	15	-	38,444,000
Iomlán na nGnóthachan/na gCaillteanas Aitheanta sa Bhliain		65,529	13,070,317

Is cuid de na Ráitis Airgeadais seo iad na beartais chuntasaíochta ar leathanach 51 agus na nótaí ar leathanaigh 58 go dtí 64.



Sinéad McNamara
Ball den Bhord



Raymond Dolan
Ball den Bhord

RÁITIS AIRGEADAIS

CLÁR COMHARDAITHE AMHAIL AN 31 NOLLAIG 2011

	Nóta	2010	2011
		€	€
SÓCMHAINNÍ SEASTA			
Sócmhainní Inláimhsithe	9	17,081,850	17,378,813

SÓCMHAINNÍ REATHA

Stoic	8	187,514	171,931
Féichiúnaithe	10	1,734,113	1,489,182
Airgead tirim sa Bhanc agus ar Láimh		1,003,230	1,686,353

2,924,857 3,347,466

CREIDIÚNAITHE

Suimeanna a bheidh Dlíte laistigh de Bhliain Amháin 11		2,949,735	3,353,944
Glansócmhainní/(Dlíteanas) Reatha		(24,878)	(6,478)

lomlán na Sócmhainní Lúide Dlíteanas Reatha		17,056,972	17,372,335
Áis Morgáiste 20 Bliain	11	(3,950,571)	(4,181,640)

Sócmhainní lomlána Lúide Dlíteanas Pinsin		13,106,401	13,190,695
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Dlíteanas Pinsin Fadtéarmach	15(a)	(40,433,000)	(38,375,000)
Sócmhainn na Scéime Pinsin		-	-
Sócmhainn Pinsin larchurtha	15(a)	40,433,000	38,375,000

Glansócmhainní/(Dlíteanas) Lena n-áirítear Dlíteanas Pinsin		13,106,401	13,190,695
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CAIPITEAL AGUS CÚLCHISTÍ

Cúlchistí	14	11,761,548	11,761,548
Barrachas Carntha ar Chuntas Ioncaim & Caiteachais	14	82,247	16,718
Cúlchiste Pinsin	14	-	-
Deontais Chaipitil	13	1,262,606	1,412,429

13,106,401 13,190,695

Is cuid de na Ráitis Airgeadais seo iad na beartais chuntasaíochta ar leathanach 51 agus na nótaí ar leathanaigh 58 go dtí 64.

Sinéad Mc Namara

Sinéad McNamara
Ball den Bhord

Ray Dolan

Raymond Dolan
Ball den Bhord

RÁITIS AIRGEADAIS

RÁITEAS AR SHREABHADH AIRGID DON BHLIAIN DAR CRÍOCH 31 NOLLAIG 2011

	€	2011 €	€	2010 €
RÉITEACH AN BHARRACHAIS OIBRIÚCHÁIN LE GLAN-INSREABHADH AIRGID Ó GHNÍOMHAÍOCHTAÍ OIBRIÚCHÁIN				
Barrachas tar éis Ranníocaíocht leis an Státchiste		65,529		401,317
Glan-ús	64,143		64,650	
Dímheas	526,481		567,743	
Amúchadh Deontas	(149,823)		(149,823)	
(Méadú)/Laghdú ar Stoic	(15,583)		52,952	
(Méadú)/Laghdú ar Fhéichiúnaithe	(244,931)		650,608	
Méadú/(Laghdú) ar Chreidiúnaithe	(404,209)		(841,052)	
FRS17/Coigeartú Achtúireach	-		(393,000)	
	(223,922)		(47,922)	
Glan-Insreabhadh Airgid ó Ghníomhaíochtaí Oibriúcháin		(158,393)		353,395

RÁITEAS FAOI SHREABHADH AIRGID

Glan-Insreabhadh Airgid ó Ghníomhaíochtaí Oibriúcháin		(158,393)		353,395
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FÁLTAIS AR INFHEISTÍOCHTAÍ AGUS AR FHÓNAMH AIRGEADAIS

Ús a Íocadh		(64,143)		(64,650)
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SREABHADH AIRGID Ó GHNÍOMHAÍOCHTAÍ INFHEISTÍOCHTA

Íocaíochtaí chun Sócmhainní Seasta Inláimhsithe a Cheannach	(229,518)		(82,239)	
Diúscairtí	-	(229,518)	-	(82,239)

SREABHADH AIRGID Ó GHNÍOMHAÍOCHTAÍ MAOINITHE

Áis Morgáiste 20 bliain	(231,069)	(231,069)	(236,712)	(236,712)
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Méadú/ (Laghdú) ar Airgead sa Bhliain		(683,123)		(30,206)
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RÁITIS AIRGEADAIS

RÁITEAS AR SHREABHADH AIRGID DON BHLIAIN DAR CRÍOCH 31 NOLLAIG 2011 (AR LEAN)

RÉITEACH AN GHLANSREAFÁ AIRGID LE GLUISEACHT I NGLANFHIACHAS

	2011 €	2010 €
Méadú/ (Laghdú) ar Airgead	(683,123)	(30,206)
(Méadú)/Laghdú ar Áis Morgáiste 20 Bliain	231,069	236,712
Gluaiseachtaí i nGlanfhiachas sa Bhliain	(452,054)	206,506
Glanchistí/(Fiachas) amhail an 1 Eanáir	(2,495,287)	(2,701,793)
Glanfhiachas amhail an 31 Nollaig	(2,947,341)	(2,495,287)

ANILÍS IN ATHRUITHE I NGLANCHISTÍ/(FIACHAS)

	Amhail an 31 Nollaig 2010	Sreabhadh Airgid	Amhail an 31 Nollaig 2011
Airgead ar Láimh/sa Bhanc	1,686,353	(683,123)	1,003,230
Áis Morgáiste 20 Bliain	(4,181,640)	231,069	(3,950,571)
Iomlán	(2,495,287)	(452,054)	(2,947,341)

Is cuid de na Ráitis Airgeadais seo iad na beartais chuntasaíochta ar leathanach 51 agus na nótaí ar leathanaigh 58 go dtí 64.



Sinéad McNamara
Ball den Bhord



Raymond Dolan
Ball den Bhord

RÁITIS AIRGEADAIS

NÓTAÍ A GHABHANN LEIS NA RÁITIS AIRGEADAIS – 31 NOLLAIG 2011

1. IONCAM Ó THÁILLÍ	2011 €	2010 €
Oiliúint	4,489,398	4,754,574
Oideachas	3,749,316	3,806,053
Taighde	300,510	328,112

8,539,224 8,888,739

2. DÍOL FOILSEACHÁIN

Ioncam ó Fhoilseacháin an Fhorais	494,422	470,229
Díolacháin Tríú Páirtí - Ioncam	-	35,484
Caiteachas Gaolmhar	-	(3,286)

- 32,198

494,422 502,427

3. DEONTAS I GCABHAIR

Is é €3,000,000 an deontas i gcabhair iomlán ar caitheadh €96,000 de ar Suibscríbhinní. Cuireann an Roinn Caiteachais Phoiblí agus Athchóirithe an deontas i gcabhair ar fáil le cur i dtreo dliteanais ghinearálta neamhphá agus tarraingíonn an Foras anuas é uair sa bhliain.

4. BARRACHAS OIBRIÚCHÁIN

Luaitear an barrachas oibriúcháin tar éis na nithe seo a leanas a chur chun sochair nó chun dochair.

(a) Luach Saothair na Stiúrthóirí

Ní íoctar táillí le baill Bhord an Fhorais Riaracháin. Cé nach ndéanann baill an Bhoird taisteal ar ghnó oifigiúil mar bhaill den Fhoras, tá siad i dteideal costais taistil agus cothú a fháil as a bheith i láthair ag cruinnithe Boird agus fochoistí. Maidir le 2011, níor éiligh ach ball amháin (R. Dolan) costais €1,216.76 maidir le taisteal agus cothabháil.

(b) Luach Saothair an Ard-Stiúrthóra (lena n-áirítear tuarastail agus ranníocaíocht i leith pinsin). Ní théann teidlíochtaí an Ard-Stiúrthóra thar ghnáth-theidlíochtaí scéim aoisliúntais na hearnála poiblí.	272,596	272,463
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Ba é €2,303.28 costais taistil agus cothabhála an Ard-Stiúrthóra in 2011.

(c) Luach Saothair an Iníúcháin	18,000	28,905
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(d) Dímhéas (Tar éis Diúscairtí)	526,481	567,743
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(e) Ús Iníochta agus Táillí dá Leithéid (Níl aon táillí ag an bhForas)	-	-
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Ús Iníochta ar Suimeanna Inaisíochta laistigh de Cúig Bliana	-	-
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Ús Iníochta ar Suimeanna Inaisíochta Thar Thréimhse Níos Faide ná Cúig Bliana	64,143	64,650
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(f) Creidmheas Deontais	(149,823)	(149,823)
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(g) Méadú i Soláthar do Dhrochfhiacha	-	-
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RÁITIS AIRGEADAIS

NÓTAÍ A GHABHANN LEIS NA RÁITIS AIRGEADAIS – 31 NOLLAIG 2011 (AR LEAN)

5. ANAILÍS AR CHOSTAIS DHÍREACHA

	2011 €	2010 €
Oiliúint	1,157,689	1,429,535
Oideacha	1,509,226	1,652,195
Foilseacháin	207,492	295,638
Taighde	42,894	28,113
Ginearálta	198,011	113,934
	3,115,312	3,519,415

6. FAISNÉIS FAOI FHOSTAITHE

(a) Déantar anailís thíos ar mheánlíon na bhfostaithe buana sa chuideachta le linn na bliana, lena n-áirítear stiúrthóirí lánaimseartha.

	2011	2010
Oiliúint	42	43
Oideachas	22	22
Foilseacháin	4	4
Taighde	5	5
Ginearálta	25	25
	98	99

(b) Tá costais tuarastail na bhfostaithe go léir comhdhéanta díobh seo a leanas:

	2011 €	2010 €
Pá agus Tuarastail	5,307,852	5,298,740
Costais Phinsin (Nóta 15)	-	646,000
Costais Árachais Shóisialaigh	553,235	531,088
	5,861,087	6,475,828

Baineadh tobhach pinsin de €388,383.81 as agus íocadh leis an Roinn Caiteachais Phoiblí agus Athchóirithe é.

Coinníodh siar éileamh ar €61,244 in 2011 maidir le tionscadal de chuid an Aontais Eorpaigh. Tharla sé sin mar gheall ar éilimh neamh-incháilithe a chuir comhairleoir a bhí ag feidhmiú ar son an Fhorais isteach. Tá an comhairleoir ag aisíoc na suimeanna airgid sin leis an bhForas Riaracháin trí íocaíochtaí míosúla.

RÁITIS AIRGEADAIS

NÓTAÍ A GHABHANN LEIS NA RÁITIS AIRGEADAIS – 31 NOLLAIG 2011 (AR LEAN)

7. ANAILÍS AR CHOSTAIS RIARACHÁIN

	2011 €	2010 €
Deisiúcháin, Glanadh, Cothabháil	258,499	272,283
Deontais Chaipitil Lúide Dímheas Amúchta	376,658	417,920
Stáiseanóireacht agus Fótachóipeáil	148,946	149,094
Solas, Teas, Teileafón	136,774	212,166
Postas	72,678	75,463
Árachas	27,369	30,134
Gnóthaí Corparáideacha agus Margaíocht	31,460	145,168
Forbairt Foirne	45,671	65,720
Ginearálta	141,766	184,132
	1,239,821	1,552,080

8. STOIC

Stáiseanóireacht agus Leabhair	187,514	171,931
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RÁITIS AIRGEADAIS

NÓTAÍ A GHABHANN LEIS NA RÁITIS AIRGEADAIS – 31 NOLLAIG 2011 (AR LEAN)

9. SÓCMHAINNÍ SEASTA, SÓCMHAINNÍ INLÁIMHSITHE

COSTAS NÓ LUACHÁIL

Amhail an 1 Eanáir 2011

	Talamh agus Foirgnimh ^(a)	Meaisíní Oifige	Troscán, Feistis, Trealamh & Leabhair Leabharlainne	Iomlán
	€	€	€	€
Costas	12,883,3255	1,613,314	2,480,758	16,977,397
Luacháil 1975	177,763	-	-	177,763
Luacháil 1999	7,382,114	-	-	7,382,114
	20,443,202	1,613,314	2,480,758	24,537,274

Breisiithe	161,296	41,986	26,173	229,455
Diúscairtí	-	(255)	-	(255)

Amhail an 31 Nollaig 2011	20,604,498	1,655,045	2,506,931	24,766,474
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DÍMHEAS

Amhail an 1 Eanáir 2011	3,706,462	1,472,516	1,979,165	7,158,143
Diúscairtí	-	-	-	-
Muirir don Bhliain	410,310	35,810	80,361	526,481
Amhail an 31 Nollaig 2011	4,116,772	1,508,326	2,059,526	7,684,624

GLANLUACH DE RÉIR NA LEABHAR

Amhail an 31 Nollaig 2011	16,487,726	146,719	449,039	17,081,850
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GLANLUACH DE RÉIR NA LEABHAR

Amhail an 31 Nollaig 2010	16,736,740	140,798	501,275	17,378,813
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Nóta (a) Sceideal Réadmhaoine agus Cineál Sealúchais

57-61 Bóthar Lansdún

Ruipse

49-51 Bóthar Lansdún

Ruipse

55 Bóthar Lansdún

Ruipse

Halla Vergemount, Cluain Seach

Ruipse i nDáiríre ach Cíos Ainmniúil a Íoc

10. FÉICHIÚNAITHE AGUS RÉAMHÍOCAÍOCHTAÍ

	2011	2010
	€	€
Féichiúnaithe Trádála	1,725,821	1,479,002
Réamhíocaíochtaí agus Ioncam Fabhráithe	8,292	10,180

(Áirítear Féichiúnaithe Trádála glan ó Sholáthar Drochfhiacha €77,189 (2010 - €80,000)).

	1,734,113	1,489,182
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RÁITIS AIRGEADAIS

NÓTAÍ A GHABHANN LEIS NA RÁITIS AIRGEADAIS – 31 NOLLAIG 2011 (AR LEAN)

11. CREIDIÚNAITHE AGUS FABHRUITHE

	2011 €	2010 €
(a) Suimeanna a Bheidh Dlíte in Imeacht Bliana		
Creidiúnaithe Trádála	211,796	290,133
Ioncam ó Tháillí Iarchurtha		
Ioncam ó Tháillí	2,032,268	2,271,354
Ilchreidiúnaithe agus Fabhruithe	472,049	598,319
ÍMAT/ÁSPC	233,622	194,138
	2,949,735	3,353,944
(b) Áis Iasachta Fadtéarmaí		
Áis €5m ar Ráta Athraithe 20-Bliain	3,950,571	4,181,640

12. INFHEISTÍOCHTAÍ GEARRTHÉARMACHA

Ní raibh aon airgead infheistíochta gearrthéarmach ann in 2011.

13. DEONTAIS CHAIPITIL

Amhail an 1 Eanáir 2011	1,412,429	1,562,252
Méid Amúchta chuig Ioncam sa Bhliain	(149,823)	(149,823)
Amhail an 31 Nollaig 2011	1,262,606	1,412,429

14. CÚLCHISTÍ

	Cúlchiste Caipitil €	Cúlchiste Ioncaim €	Barrachas Carntha ar Ioncam agus Caiteachas €	Iomlán €
Amhail an 1 Eanáir 2011	7,579,908	4,181,640	16,718	11,778,266
Aistriú chuig Cúlchistí Caipitil	231,069			231,069
Íocaíochtaí Fadtéarmacha		(231,069)		(231,069)
Barrachas ar an gCuntas Ioncaim agus Caiteachais			65,529	65,529
Amhail an 31 Nollaig 2011	7,810,977	3,950,571	82,247	11,843,795

Cuimsíonn Clár Comhardaithe an Fhorais cúlchiste caipitil, cúlchiste ioncaim agus cúlchiste carnach barrachais ar ioncam agus caiteachas. Coinnítear an cúlchiste caipitil chun maoiniú a dhéanamh ar fhorbairt bhonneagair tógála an Fhorais Riaracháin. Freastalaíonn an cúlchiste ioncaim ar phríomhshuim na háise fadtéarmaí fiachais morgáiste, agus úsáidtear an cúlchiste carnach barrachais chun maoiniú a dhéanamh ar ghníomhaíochtaí oibriúcháin leanúnacha.

RÁITIS AIRGEADAIS

NÓTAÍ A GHABHANN LEIS NA RÁITEAS AIRGEADAIS – 31 NOLLAIG 2011 (AR LEAN)

15. PINSIN

(a) Dliteanas agus Sócmhainn Pinsin

Faoi mar atá mínithe sa Ráiteas ar Bheartas Cuntasaíochta (g) thuas, aistríodh ciste pinsean an Fhorais go dtí an Cúlchiste Náisiúnta Pinsean (NPRF) ar 30 Meitheamh 2010 i gcomhréir leis an Acht um Bearta Airgeadais (Forálacha Éagsúla), 2009. Tar éis aistriú shócmhainní na scéime, ní mór don Fhoras ranníocaíocht bhliantúil a íoc leis an Roinn Caiteachais Phoiblí agus Athchóirithe tar éis na pinsin atá dlite le haghaidh íocaíochta a chur san áireamh. Cuirfidh an Roinn maoiniú ar fáil sa chás go mbíonn na pinsin íoctha níos mó ná an ranníocaíocht. Ghlac an Bord le láimhseáil agus nochtadh mar is gá faoin gcaighdeán cuntasaíochta Caighdeán Tuairiscithe Airgeadais 17 (Sochair Scoir) chun na socruithe atá i bhfeidhm a léiriú. Cé go bhfeidhmíonn an socrú maoinithe i dtéarmaí glanphá thar bonn leis an Roinn, creideann an Foras gurb ionann nádúr an tsocraithe agus aisíocaíocht iomlán na ndliteanas pinsin nuair a thagann an t-am chun na dliteanas sin a íoc, agus ar an ábhar sin aithníonn sé an ceart atá aige i leith na haisíocaíochta mar shócmhainn ar leith a bheadh cothrom leis an dliteanas ag deireadh na bliana.

Is é an dliteanas pinsin FRS17 a bhí ann an 31 Nollaig 2011 ná €40,433,000 (2010: €38,374,000) bunaithe ar luacháil achtúireach na ndliteanas pinsin maidir le foireann an Fhorais an 31 Nollaig 2011, a rinne achtúire cáilithe neamhspleách chun críche FRS 17. Tá sócmhainn mhaoinithe iarchurtha luach €40,433,000 ann atá cothrom leis an dliteanas an 31 Nollaig 2011 agus aithnítear í mar shócmhainn ar leith sa Chlár Comhardaithe.

Gluaiseacht i ndliteanas Pinsin

	Bliain go dtí 31/12/11 € milliún	6 mhí go dtí 31/12/10 € milliún
Luach Reatha na Scéime Oibleagáidí ag Tús na Bliana	38.4	38.4
Costas Seirbhíse Reatha	0.6	0.3
Costas Úis	2.1	1.0
Gnóthachan/Caillteanas Achtúireach	0.8	(0.6)
Sochair Íoctha	(1.5)	(0.7)
Préimheanna Íoctha	-	(0.0)
Luach Reatha Oibleagáidí na Scéime ag Deireadh na Bliana	40.4	38.4
Gluaiseacht i Sócmhainn Pinsin	40.4	38.4

Is é nialas glantoradh an mhéid thuas ar Ioncam agus Caiteachas.

(b) Costas Pinsin Aitheanta sa Ráiteas Ioncaim agus Caiteachais

Ós rud é gur aistríodh sócmhainní an chiste chuig an CNP in 2010, níl aon chostas pinsin aitheanta sa Ráiteas Ioncaim agus Caiteachais do 2011 (2010: €640,000).

(c) Ranníocaíocht leis an Stáitchiste

I gcomhréir leis an Acht um Bearta Airgeadais (Forálacha Ilghnéitheacha), 2009, agus na socruithe atá leagtha amach i nóta (a) thuas, ba é €1.804m na ranníocaíochtaí a bhí iníoctha ag an bhForas leis an Stáitchiste ó ioncam barrachais a bhí ar fáil aige sa tréimhse 1 Eanáir go dtí 31 Nollaig 2011. Rinne an Foras íocaíochtaí pinsin agus íocaíochtaí eile de €1.77m thar ceann na Roinne Caiteachais Poiblí agus Athchóirithe tar éis ranníocaíochtaí fostaithe de €115,904 a chur san áireamh. Ba é €150,620 an méid a bhí iníoctha leis an roinn ag deireadh na bliana.

RÁITIS AIRGEADAIS

NÓTAÍ A GHABHANN LEIS NA RÁITIS AIRGEADAIS – 31 NOLLAIG 2011 (AR LEAN)

(d) Cur síos ar an Scéim agus Boinn Tuisceana Achtúireacha

Is éard atá sa scéim pinsean ná scéim ina bhfuil socruithe sochair sainithe faoi thuarastal an phinsin deiridh inti agus ina sainítear na sochair trí thagairt do rialacháin reatha scéim na hearnála poiblí. Soláthraíonn an scéim pinsean (ochtóduithe in aghaidh na bliana seirbhíse), aisce nó cnapshuim (trí ochtóid in aghaidh na bliana seirbhíse) agus pinsean do chéilí agus do leanaí. Is é an gnáthaois scoir ná 65ú breithlá an bhaill. Téann pinsin atá á n-íoc (agus á n-iarchur) i méid de ghnáth i gcomhréir le boilsciú ginearálta tuarastail san earnáil phoiblí. Agus an oibleagáid maidir le sochar sainithe á meas, cuirtear an cleachtas reatha san áireamh maidir le méadú tuarastail i gcomhréir le boilsciú san earnáil phoiblí.

Ba iad na toimhdí airgeadais a úsáideadh chun críche FRS17 ná:

	Ag deireadh na bliana 31/12/2011	Ag deireadh na bliana 31/12/2010
Ráta Méadaithe i dTuarastail	3.00%	3.00%
Ráta méadaithe in Íocaíochtaí Pinsin	3.00%	3.00%
Ráta méadaithe i bPinsin á nIarchur	2.50%	2.50%
Ráta Lascaine	5.10%	5.50%
Boilsciú	3.00%	2.00%

Is iad na príomhthoimhdí básmhairachta a úsáideadh agus meastachán á dhéanamh ar luach achtúireach dhliteanais na scéime ná:

Meánionchas saoil ualaithe do tháblaí básmhairachta a úsáideadh chun oibleagáidí sochair a chinneadh amhail an 31 Nollaig 2011

	Fireann	Baineann
Baill atá 65 bliain d'aois (ionchas saoil reatha)	22.0	21.6
Baill atá 40 bliain d'aois (ionchas saoil ag 65 bliain d'aois)	26.1	27.1

Tá an toimhde mortlaíochta thuas i gcomhréir leis an tábla caighdeánach, rud a cheadaíonn feabhsuithe réamh-mheasta. Ghlac an t-achtúire leis na táblaí básmhairachta foilsithe '85% PMA 2015' do phinsinéirí atá ann cheana féin agus '85% PMA 2030' do phinsinéirí sa toidhcháil. Is ionann na boinn tuisceana thuas agus na cinn a úsáideadh i nochtadh na bliana seo caite.

(e) Maoiniú Pinsin

Measann an Foras go dtabharfaidh siad €1.7m don Státchiste in 2012

16. RÉADMHAOIN RUÍLSE AGUS RÉADMHAOIN AR LÉAS DE CHUID AN FHOIRIS RIARACHÁIN

57-61 Bóthar Lansdún

Ruílse

49-51 Bóthar Lansdún

Ruílse

55 Bóthar Lansdún

Ruílse

Halla Vergemount, Cluain Sceach

Ruílse i nDáiríre ach Cíos Ainmniúil a Íoc

17. LEASANNA CHOMHALTAÍ AN BHOIRD

Ghlac an Bord le nósanna imeachta de réir an *Chóid Chleachtais 2009 um Rialú Comhlachtaí Státurraithe* arna leasú maidir le nochtadh leasanna chomhaltaí an Bhoird agus cloíodh leis na nósanna imeachta sin i gcaitheamh na bliana. Ní raibh aon idirbhearta ann le linn na bliana maidir le gníomhaíochtaí an Bhoird ina raibh aon leas tairbhiúil ag na comhaltaí.

RÁITIS AIRGEADAIS

NÓTAÍ A GHABHANN LEIS NA RÁITIS AIRGEADAIS – 31 NOLLAIG 2011 (AR LEAN)

18. FIGIÚIRÍ COMPARÁIDEACHA

Tugadh figiúirí comparáideacha arís ar an mbonn céanna le figiúirí na bliana reatha, nuair ba ghá é sin.

19. FAOMHADH NA RÁITEAS AIRGEADAIS

D'fhaomh Bord an Fhorais na Ráitis Airgeadais an 12 Aibreán 2012.

BAINISTÍOCHT SHINSEARACH AN FHORAIS



BAINISTÍOCHT SHINSEARACH AN FHORAIS



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