ACESA
ASSOCIATION OF CHIEF EXECUTIVES OF STATE AGENCIES

Annual Report 2024



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Chairperson's Letter



Dear Colleagues

On behalf of the Board of the Association of Chief Executives of State Agencies (ACESA), I am pleased to present our 2024 Annual Report.

2024 was a remarkably busy year with several significant milestones, including the development of our proposed new strategy, the delivery of a significant two-day conference, and design of our new website. But more importantly, 2024 represented a further step in our role as a collaborative partner with government and other stakeholders to deliver for Ireland's Future.

'Delivering for Ireland's Future' was the theme for our successful conference. Over two days we discussed significant challenges and opportunities for Ireland including changing demographics, risk and innovation in the public sector and the ongoing most critical climate challenge.

I was particularly pleased to see an increased number of external attendees from the wider civil and public service and our peers from the Chief Executives Forum of Northern Ireland in attendance. Our conference panels and speakers gave us the opportunity to hear from Irish and international speakers, academics and the civil, public and private sectors, including the voice of migrants who have made Ireland their home. By increasing levels of collaboration, we can ensure that we provide public services that meet the needs of people in a fast-changing environment.

We also continued to collaborate with government partners through our membership of bodies such as the Public Service Leadership Board. This means we are helping to shape discussions regarding reform and innovation and is a recognition of the importance of government using the resource that is the experience of state agencies leaders.

Continuing the theme of collaboration, we hosted our first joint event with our colleagues in the Assistant Secretaries Network in 2024. The event, which examined the challenge of leading in 'choppy waters,' provided a unique opportunity to network and learn with Civil Service Assistant Secretaries. I am delighted that this partnership will continue and grow, with our next joint event planned for late May 2025.

This was just one of ten events delivered by our Briefing & Events Subgroup last year, with a diverse range of speakers on subjects including blended working, Artificial Intelligence, corporate governance, effective service delivery and a range of high profile leadership addresses from people including David McRedmond of An Post, Garda Commissioner Drew Harris and former ComReg and Data Protection Commissioner Helen Dixon. Thanks to Garrett Blaney and other members of the Briefing & Events Subgroup for designing such a diverse programme for our members.

The redevelopment of our website was a very welcome development in 2024. Externally, the website provides a clear simple picture of the depth of the work of state agency leaders. But as, if not more important is the private members area of the website, where members and alumni can participate in discussions and access tools to assist in their work. The 'Member Queries' service continues to prove to be of significant use to members, and our new portal allows queries and responses to be collated more easily so that they can be used as a resource into the future. Thanks to ACESA Board Member John McDonagh and his fellow members of the Communications & Outreach Subgroup for leading on this work.

The demand for leadership development for our members continues to be strong, and almost a third of our members participated in a specially designed half day session 'Mastering Senior Public Service Leadership' delivered by the Irish Management Institute. The session proved hugely popular with members, and we hope to develop similar opportunities in 2025 and beyond.

We also continue to offer access to the Senior Public Service Coaching programme, and I want to thank ACESA member Helen Brophy and her team at the Institute of Public Administration who are partnering with us to offer this programme to members, and access to the SPS Leadership course. Angela Fitzgerald leads our Executive Leadership subgroup, and their work will be pivotal to our development in the coming years.

Looking to the future, Ireland faces huge challenges in the coming years, and we as government agency leaders will need to have the confidence and courage to take risks and innovate to meet them. With this in mind I am pleased to bring forward our proposed new strategy at our 8th May 2025 AGM to guide our work to the 2030 AGM.

The strategy was developed in consultation with our wider membership, the Board and external stakeholders. The Board believe it will equip us over the next five years to continue the proud ACESA tradition of providing a supportive environment for State Agency CEOs to network and excel in the delivery of public services.

Finally, I want to thank my fellow Board members and our Executive Services provider, Dermot Ryan for their work throughout the year. Apart from our Board meetings, members of the Board take on significant tasks on subgroups and other projects to deliver the ACESA Strategy. I also want to thank all of our members for their continued engagement in and support for ACESA. I hope to see you at our AGM, and at several of our events in 2025.

With every best wish,

Rosalind

Rosalind Carroll, Chairperson

Introduction

ACESA is the Association of Chief Executives of State Agencies in Ireland. The Association provides a forum for members to discuss issues of common interest, share lessons learnt and identify challenges and opportunities within the public sector. ACESA was founded in 2011, and since then has grown to a network of over 100 CEOs and CEO equivalents of state agencies, all of which carry out a range of work that has a huge impact on everyone living in the state.

The work of our members and their agencies is hugely varied, but collectively they:	
> Protect citizens and consumers	> Drive Irish research and innovation
> Uphold fundamental rights	> Regulate professions and sectors
> Provide vital services such as housing, road safety and social care	> Protect the environment and promote sustainable practices
> Promote and protect culture and heritage	> Set and maintain standards of excellence
> Support Irish business	> Promote Ireland abroad
> Provide administrative justice services	> Uphold the public service equality and human rights duty

The purpose of ACESA is to:

> Promote, develop, and optimise the value of the ACESA network of CEOs by enhancing our approach to knowledge sharing in the pursuit of best practice.

> Identify matters of interest to members, providing a forum for joint exploration and shared learning.

> Develop considered and evidenced-based positions on matters of interest to members.

ACESA achieves this through several activities including:	
Events & Networking	Hosting a wide range of both online and in-person events for members: The diverse range of events include guest speaker events, panel discussions on topics of interest, and 'Action Learning' events where members can share experiences and best practice.
Contributing to the Development of Ireland's Public Services	ACESA provides a voice for members relating to the ongoing reform and development of Ireland's public services. Through events, surveys, and other activities, we develop considered and evidenced-based positions on matters of interest to members. An Annual Membership Survey allows ACESA to track the unique experiences of CEOs for use in several forums.
Sharing Information	Through the ACESA website, www.acesa.ie, members have access to a library of information on issues such as HR, flexible working, and research from both members and external expertise.

ACESA operates in line with its Vision and Strategic Priorities, which were adopted by the membership in 2020.

The vision and strategic priorities and their implementation are reviewed regularly by the ACESA Board. We are supported in our work by Dermot Ryan, who provides a range of Executive Services to our organisation.

2024 AGM

11th April, Stephen's Green Club, Dublin

ACESA members, alumni and special guests gathered for the 2024 AGM with Special Guest Speaker, David McRedmond of An Post. In his address, David spoke about his career, in particular his time leading An Post. He spoke of the need to be clear on purpose, to be brave and make big moves and to lead, don't manage. After his address David took questions from the floor, before he joined members, alumni and special guests for the Annual ACESA Dinner.

Formal Board Business

Before David McRedmond's address, Rosalind Carrroll chaired the Annual General Meeting. Rosalind brought attendees through the Annual Report, detailing the 10 events, 10 board meetings and other activities throughout 2024.

Jim O'Toole Treasurer, presented the annual financial report which was endorsed by Auditors Devanney and Durkin.

New Board Members

Five new board members were elected to serve a three year term until the 2027 AGM:

- Angela Fitzgerald, HIQA;
- Aideen Hartney, National Disability Authority;
- Tomás Ó Siocháin, Údarás na Gaeltachta;
- Joanne Walsh, Water Safety Ireland;
- William Walsh, Sustainable Energy Authority Ireland.

Two members were endorsed to serve out the remaining two years of the term of board members who had resigned:

- Hilkka Becker, International Protection Appeals Tribunal;
- John McDonagh, Waterways Ireland.



Members of the ACESA Board at the 2024 AGM with Guest Speaker David McRedmond, An Post. l to r: John McDonagh, Brian Doherty, David McRedmond, Hilkka Becker, Rosalind Carroll, Tomás Ó Siocháin, Garrett Blaney, Joanne Walsh, Angela Fitzgerald. Board Members missing from photo: Aideen Hartney and William Walsh.

ACESA Events

Events remain a key component of what we do as ACESA, and in 2024 ACESA delivered ten briefings to members and alumni.

Breakfast briefings generally take the form of a presentation from our guest(s); followed by a moderated Q&A and discussion. While learning from others, the informal networking that these events allow can be almost as important as the briefing itself.

Our 2024 events were moderated by Board members Rosalind Carroll, Brian Doherty and Garrett Blaney.

Events formats included:

> Guest Speaker events

These events have been a feature of ACESA since our foundation, and generally take place on the last Wednesday of the month.

> Panel Discussions

Our panel discussions bring together experts on a particular subject to discuss an issue through a moderated panel discussion.

> Best Practice Events

At these events, members from within the network share projects and experiences which other members can learn from and use in their own agency.

> Action Learning Events

In these events, members can share experiences and solutions of particular challenges in facilitated breakout discussions.

Evaluations

All registered attendees are invited to complete a very short evaluation of each event. Throughout 2024 members indicated a very high level of satisfaction for our events, and gave very useful feedback which is used to improve future events.

All ACESA events are held in line with the Chatham House Rule.



2024 AGM Special Guest David McRedmond, An Post, with John McDonagh, Waterways Ireland/ACESA Board.



ACESA 2024 Conference MC Eileen Dunne, former RTE Newscaster interviewing then Minister Roderic O'Gorman TD at 'Delivering for Ireland's Future', which took place in Athlone in October 2024.

ACESA Events continued

1. Effective Service Delivery: Lessons from Implementing Policy & Services

Date: 31st January
Speaker(s): David Kryl and Andrew Bray, The Centre for Effective Services
Location: Radisson Blu Royal Hotel, Golden Lane, Dublin 8.

David Kryl, research, intelligence and implementation expert and Andrew Bray, Senior Project specialist at The Centre for Effective services addressed ACESA members at January's breakfast briefing. Drawing on their varied experiences, the speakers shared valuable insights into implementing policy and services at the event.

The speakers spoke about implementation science and advised members on the effective methods that improve the likelihood that outcomes will be achieved.

David Kryl



Andrew Bray



2. Making Work Healthy

Date: 28th February
Speaker: John Ryan, CEO Making Work Healthy
Location: Radisson Blu Royal Hotel, Golden Lane, Dublin 8.

At this February Briefing event, John Ryan, CEO of Healthy Place to Work, addressed ACESA members with a presentation about the importance of promoting health and well-being to create a sustainable organisation with high-performing employees.

John discussed Healthy Place to Work which is the Global Standard for holistically healthy workplaces that create sustainable high performance and advised members on how to cultivate a healthy organisation with healthy individuals.

John Ryan



3. Why Corporate Governance Matters

Date: 27th March
Speaker: Prof. Niamh Brennan, UCD
Location: Radisson Blu Royal Hotel, Golden Lane, Dublin 8.

At this March Briefing event, Professor Niamh Brennan, Michael MacCormac Professor of Management at University College Dublin and Founder of the UCD Centre for Corporate Governance addressed ACESA members.

The importance of clarity of the role of board members and senior management and the importance of ongoing training in governance were among many of the topics discussed.

Prof. Niamh Brennan



4. AGM

Date: 11th April
Speaker: David McRedmond, CEO, An Post
Location: Radisson Blu Royal Hotel, Golden Lane, Dublin 8.

At our 2024 AGM, David McRedmond of An Post addressed members, alumni and special guests on the importance of making big changes and leading (not managing) as public sector leaders. David's address was followed by ACESA's annual dinner.

David McRedmond



5. Artificial Intelligence - What you need to know as Public Service Leaders

Date: 24th April
Speaker(s): Ciaran Martin, Cyber Security Expert and Mark O'Flaherty, BT
Location: BT Tower, Belfast.

ACESA members and alumni travelled to Belfast for this joint event with the Chief Executives Forum of Northern Ireland (CEF) that focused on Artificial Intelligence.

At the event, guest speakers Ciaran Martin, Cyber Security Expert and Mark O'Flaherty, Chief Information Officer for BT's Emergency Service Network delivered presentations that covered the need for public bodies to gain confidence with new technologies. Discussions at the event explored how to prepare for the future of AI without fear. The event took place at BT Tower, Belfast and special thanks were given to Sir David Sterling and Anne Dickson for their invitation.

Ciaran Martin



Mark O'Flaherty



ACESA Events continued

6. Building the boat while sailing - leading in choppy waters

Date: 29th May
Speaker(s): Moderated by Tomás Ó Ruairc, Assistant Secretary General, Department of Education
Location: Radisson Blu Royal Hotel, Golden Lane, Dublin 8.

The May Breakfast Briefing took place in partnership with the Assistant Secretaries Network.

At the briefing, Assistant Secretary General at the Department of Education, Tomás Ó Ruairc moderated a panel discussion on cooperation and innovation across the civil and public service, with insights shared by former and current State Agency CEOs and Assistant Secretaries. The theme of working collaboratively across the civil and public service was central to this joint event with the Assistant Secretaries Network.

Panel participants were Helen Hall, CEO, Policing Authority; Katherine Licken, Former Secretary General, Department of Tourism, Culture, Arts, Gaeltacht, Sport & Media; Seán Ó Foghlú, Senior Fellow in Public Policy in the Social Sciences Institute in Maynooth University and former Secretary General in the Department of Education; and Phelim Quinn, former CEO of HIQA.

Speakers at our May 2024 Breakfast Briefing



7. Department of Foreign Affairs and Trade

Date: 12th June
Speaker(s): Hosted by Joe Hackett, Secretary General, Department of Foreign Affairs
Location: Department of Foreign Affairs and Trade, Iveagh House.

ACESA members and alumni were invited to a special event in the Department of Foreign Affairs and Trade at Iveagh House. This followed an invitation from An Tánaiste Micheál Martin who spoke at the 2023 ACESA AGM. Hosted by Secretary General Joe Hackett, the role of Irish Public Sector leaders across Europe and internationally was celebrated.

Joe Hackett



8. Speed Networking Event

Date: 26th June
Speaker(s): Hosted and facilitated by Garrett Blaney, Chair of the ACESA Briefing & Events Subgroup
Location: Radisson Blu Royal Hotel, Golden Lane, Dublin 8.

At this event members had the opportunity to meet peers on a one to one basis in 10 minute slots during a facilitation session.

9. Blended Working, where are we now?

Date: 25th September
Speaker(s):Graham Love, ACESA Alumni and Mazars and William Walsh, Sustainable Energy Authority of Ireland
Location: Radisson Blu Royal Hotel, Golden Lane, Dublin 8.

ACESA Board Member William Walsh presented to members on his organisation's People Strategy.

This was followed by a presentation from ACESA Alumnus Graham Love and a discussion with members on developing organisational culture in a blended working environment.

Graham Love



William Walsh



10. In conversation with Garda Commissioner Drew Harris and Helen Dixon, ComReg

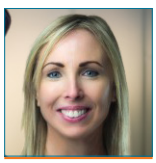
Date: 27th November
Speaker(s): Garda Commissioner Drew Harris and Helen Dixon ComReg, former Data Protection Commissioner
Location: Radisson Blu Royal Hotel, Golden Lane, Dublin 8.

At this ACESA briefing event, ComReg Commissioner Helen Dixon and An Garda Síochána Commissioner Drew Harris addressed ACESA members in a discussion moderated by ACESA Vice Chair, Brian Doherty. Both Helen and Drew spoke about what led them to a career in public service and their approach to steering organisations with important missions whilst ensuring transparency and accountability to the public.

Drew Harris



Helen Dixon



ACESA Governance

ACESA is a company limited by guarantee, and our work is overseen by an elected Board, which is elected at Annual General Meetings, with five members elected for a three year term in two of every three years.

The Board of ACESA guided the work of the organisation throughout 2024, meeting ten times. This included an away day in September 2024 for deeper discussion and planning, kindly hosted by ACESA member Yvonne Shields O'Connor and the team at Irish Lights.

ACESA Board

Rosalind Carroll - ACESA Chairperson/Personal Injuries Assessment Board



Rosalind Carroll is the Chief Executive of the Injuries Resolution Board, an independent state body which resolves personal injury claims without the need for litigation. She took up her role in 2020, having previously been CEO of the Residential Tenancies Board (RTB), the regulatory body for the rental sector. Ms Carroll's experience as a senior executive has included positions at the Housing Agency as Head of Regulation and Head of Housing Services, as well as roles in the Department of the Environment and Dublin City Council, covering housing, regulation, and programme management. Rosalind holds a MS in Social Policy and Planning from the London School of Economics and a Post-Graduate Diploma in Regulatory Management from the Irish Management Institute. She also sits on a number of Boards, including the Institute of Public Administration.

Brian Doherty - ACESA Vice Chair/Legal Services Regulatory Authority



Brian Doherty is the Chief Executive Officer of the Legal Services Regulatory Authority. A former barrister, Brian was called to the Bar in Northern Ireland in 1996 and initially practised in Belfast. He joined the Office of the Police Ombudsman for Northern Ireland when it was set up in 2000 as one of the first civilian investigators, working on allegations of misconduct against the then RUC, later the PSNI. In 2007 he moved to the Garda Síochána Ombudsman Commission as a Senior Investigating Officer, later progressing to Acting Deputy Director of Investigations. He returned to the Police Ombudsman of Northern Ireland in 2014 to run the Current Investigations Directorate. Brian took up post as the CEO of the LSRA in September 2017. Brian holds a Masters in Criminology and Criminal Justice Management from Queens University Belfast and a Doctorate in Criminology from the University of Portsmouth.

Dr. Joanne Walsh - ACESA Treasurer/Water Safety Ireland



Dr. Joanne Walsh is an accomplished public service leader whose diverse career spans health, water quality and safety, and social support programmes. Throughout almost 20 years in the civil and public service, she has held roles in multiple government departments and initiatives. She began her career in the Department of Social Protection, where she supported vulnerable populations through the department's medical and pension programmes. She subsequently focused on sustainable rural water initiatives in the Department of Housing. A qualified medical doctor and general practitioner, Dr. Walsh earned her medical degree from Trinity College and holds an MBA from UCD's Smurfit Business School. She is currently the CEO of Water Safety Ireland, where she leads the organisation's national efforts in drowning prevention and community education. Dr. Walsh is widely respected for integrating her healthcare knowledge, policy development expertise, and leadership skills to create safer, healthier communities.

ACESA Governance continued

ACESA Board continued

Hilkka Becker - International Protection Appeals Tribunal



Hilkka Becker, a lawyer with over 25 years of professional experience specialising in asylum, migration, and human rights law, is the Chairperson of the International Protection Appeals Tribunal. Hilkka previously served as a part-time member of the Refugee Appeals Tribunal, was the Senior Solicitor at the Immigrant Council of Ireland, Legal Advisor with the International Organization for Migration (IOM), and worked in private practice and with the Irish Refugee Council. Hilkka is a member of the International Association of Refugee and Migration Judges (IARMJ); she is also a board member of the Irish Centre for European Law, a member of the EU and International Law Committee of the Law Society of Ireland, the Justice and Home Affairs Group and the Germany Group of the Institute of International and European Affairs (IIEA) and she is Adjunct Professor at the School of Law and Criminology, Maynooth University and a Fellow of McLaughlin College at York University, Toronto.

Garrett Blaney - ComReg



Garrett Blaney joined ComReg and became Chairperson and Commissioner from January 2019 - January 2022. He became Commissioner from February 2022 - January 2025 and resumed his Chairpersonship in January 2025. Garrett was previously a member of the Commission at the Commission for Regulation of Utilities since February 2010 and Chairperson from February 2014 to February 2017. In 2017 Garrett was elected the Chair of the ACER Board of Regulators (Agency for the Co-operation of Energy Regulators) and the President of the Council of the European Energy Regulators (CEER). Prior to becoming a Regulator, Garrett had over 20 years of experience working in the energy industry. He was previously Strategic Development Director for Viridian Power and Energy, Commercial Director for Huntstown Power, Ireland's first independent power producer, and Asian Regional Director for ESB International.

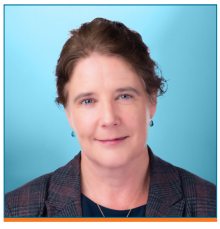
Angela Fitzgerald - HIQA



Angela Fitzgerald was appointed Chief Executive of HIQA in March 2022. Prior to this, she served in a number of senior management roles in the HSE including Regional Director of Operations and Integration, Hospital Network Manager and Deputy National Director, Acute Operations.

Angela has over 30 years management experience in the health sector with a track record of delivering results, driving service improvements and leading major change processes. She led on the development and implementation of national policy in the Department of Health and advised Government Ministers and Cabinet directly on national strategy, policy and critical patient safety issues. Angela holds a Masters Degree in Health Economics and has lectured on comparative health policy.

Aideen Hartney - National Disability Authority (NDA)



Dr Aideen Hartney became Director (Chief Executive) of the National Disability Authority (NDA) in mid-2020, having joined the organisation in 2016 as its Head of Policy, Research and Public Affairs. The National Disability Authority (NDA) is the independent statutory body, which provides evidence-based advice and research to Government on disability policy and practice and promotes Universal Design. (Universal Design is the design of digital and physical environments, products, services and systems so that they can be accessed and used by all, regardless of age, size, ability or disability).

Aideen has had a long career in overseeing research for the public good, having managed several major funded research programmes in University College Dublin, before coming to the NDA. She also has private sector experience following 7 years as a market research consultant. Aideen holds a doctorate in Ancient History and lectured for a time at the University of Bristol. She is currently enrolled in the UCD Smurfit School Professional Diploma in Organisational Change and Transformation and is also a Deputy Chairperson of the Health Research Consent Declaration Committee.

ACESA Governance continued

ACESA Board continued

John Mc Donagh - Waterways Ireland



John Mc Donagh is Chief Executive of Waterways Ireland having joined the organisation in 2019. Waterways Ireland is one of six North-South Implementation Bodies, established under the British-Irish Agreement Act of 1999. It is the cross-border navigational authority responsible for the management, maintenance, development, and restoration of 1,200 kms of inland navigable waterways principally for recreational purposes. It is the leading provider of greenways across the island of Ireland with a portfolio of 650 kms.

Prior to his appointment in Waterways Ireland, John spent much of his career in senior roles such as Retail Director and Country Manager in Shell Ireland. More latterly, John was Sales and Marketing Director with Liberty Insurance where he was responsible for the award-winning brand launch in Ireland. Throughout his long career John has also consulted across multiple sectors. John is an English & History graduate from UCD, and he holds a master's degree in finance.

Tomás Ó Síocháin - Údarás na Gaeltachta



Tomás Ó Síocháin is Príomhfheidhmeannach | CEO of Údarás na Gaeltachta [udaras.ie], the state agency that supports and develops Irish as the spoken language in the Gaeltacht region across seven counties of Ireland. Údarás supports communities and enterprise to sustain the region, language and its unique global heritage.

Tomás was, until 2022, CEO of the Western Development Commission, an Irish state agency supporting the development of Ireland's Western Region along the Atlantic coast. Prior to that he held a number of senior roles in Ollscoil na hÉireann | University of Galway and was a broadcast journalist, producer and editor with Irish national broadcasters RTÉ and TG4 between 1998 and 2013. A law graduate, he holds an MBA, a Higher Diploma in Applied Communications and is a non-executive director of GrowRemote, Ardán and Galway Culture Company.

William Walsh - Sustainable Energy Authority Ireland (SEAI),



William Walsh is Chief Executive Officer in Sustainable Energy Authority Ireland (SEAI), having previously held the position of both Chief Operations Officer and Chief Financial Officer. William joined SEAI in 2013. Prior to joining SEAI he worked for Inland Fisheries Ireland (IFI) where he held a number of roles including Assistant Chief Executive Officer and Director. Prior to that he held senior management positions in the private sector. William is a Chartered Accountant, holds a Bachelor of Business Studies from Dublin City University, a Graduate Diploma in Strategy, Innovation and Change from University College Dublin and a Diploma in Company Direction from the Institute of Directors.

ACESA Governance continued

ACESA Subgroups

Several ACESA members and Alumni are active on subgroups, to assist with the implementation of ACESA's strategy. Each Subgroup is chaired by a Board member, who both chairs the group and reports back to the Board. We thank subgroup members for their commitment to delivering for ACESA members.

Current Subgroup Memberships	
Briefing & Events Subgroup	> Garrett Blaney (Subgroup Chair) > Brian Doherty > John Kearney > Marian O'Sullivan > Anna Shakespeare
Communications and Outreach	> John McDonagh (Subgroup Chair) > Andrea Feeney > Geraldine Larkin > Helen Martin > Phelim Quinn
Conference 2024	> Rosalind Carroll & Brian Doherty (Subgroup Co-Chairs) > Hilkka Becker > Helen Brophy > Ger Casey > Tomás Ó Síocháin
Executive Leadership	> Angela Fitzgerald (Subgroup Chair) > Anne Marie Caulfield > Andrea Feeney > Aideen Hartney > Richard Lodge

ACESA Membership of External Bodies

Increasingly, ACESA members are providing the perspective of State Agency leaders through membership of external bodies including:

Public Service Leadership Board
Rosalind Carroll

Board of the Institute of Public Administration
Rosalind Carroll

Public Service Apprenticeship Leadership Group
John Kearney and Niamh Lenihan

Digital Public Services - Strategy Development Group
Tomás Ó Siocháin

ACESA Executive Services

The work of the Board and subgroups is supported by Dermot Ryan, who provides executive services to ACESA.

The work of the Board, subgroups and the wider membership is supported by Dermot Ryan, who provides a range of executive services to ACESA. A public affairs practitioner for 30+ years, Dermot chairs one of Ireland's leading Public Relations agencies and has spent his career working for senior leaders in politics, the public sector and not-for-profit organisations.

Executive Leadership

In line with our current strategy, ACESA made significant progress in the area of Executive Leadership over the past year. Under the stewardship of Board Member Angela Fitzgerald, our Executive Leadership Subgroup examined a number of potential courses and partners to provide opportunities for members to acquire the necessary tools in this critical area of leadership.

The group worked closely with the Institute of Public Administration (IPA) to influence the Senior Public Service Leadership course, which a number of our members are now part of. They also worked with the Irish Management Institute (IMI) in 2024 to develop a bespoke half day course delivered by Dr Kerrie Fleming at the IMI campus in Sandyford. The course 'Mastering Senior Public Service Leadership' was delivered in January of 2025, attended by almost 30 ACESA members and was very well received.

We also continue to offer access to the Senior Public Service Coaching programme, and we want to thank ACESA member Helen Brophy and her team at the IPA who are partnering with us to offer this programme to members, and access to the SPS Leadership course.

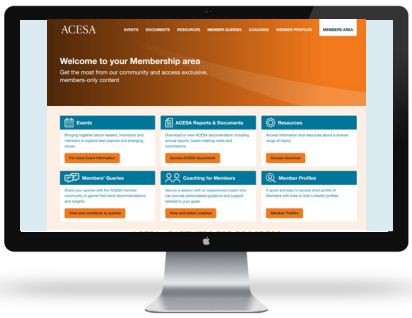
In line with the new strategy, ACESA's work on Executive Leadership will develop further in 2025. We thank Angela and the subgroup members Anne Marie Caulfield, Andrea Feeney, Aideen Hartney and Richard Lodge for their considerable work.



ACESA Members who attended the specially designed half day course 'Mastering Senior Public Service Leadership' at the Irish Management Institute in January.

ACESA Website

The Communications and Outreach Subgroup undertook an extensive review of the ACESA website. The process included surveying the members and analysing best practice conventions for professional membership organisations. The result was a significantly enhanced membership area, introducing new features to enhance knowledge sharing.



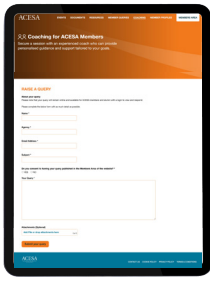
There has been a significant increase in website traffic since its launch.

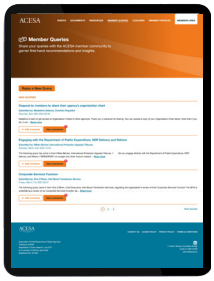
Total users	New users	Returning users
+82%	+81%	+ 23%

New features

Members Queries

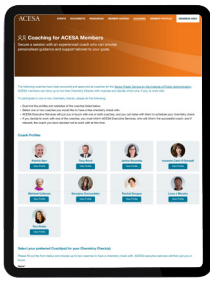
- Online form automatically shares queries with all members
- Responses are captured and published

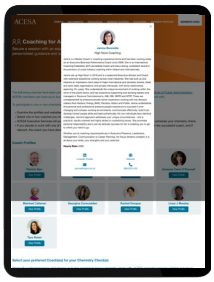




Coaching

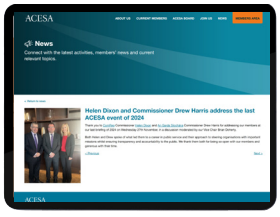
- The Coaching Section lists nine coaches and includes their biographies.
- The online form enables members to book two chemistry checks with approved coaches.

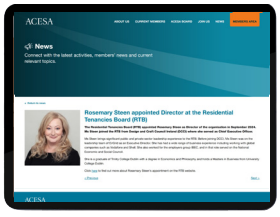




News

- The News Section provides short and long articles.
- Articles include links to additional information, including contact details for featured people.





Our thanks

Thanks to Communications and Outreach Subgroup members, John McDonagh (Subgroup Chair), Andrea Feeney, Geraldine Larkin, Helen Martin and Phelim Quinn for their guidance and contributions throughout the process.

2024 Annual Conference
Delivering for Ireland's Future

The ACESA annual conference brought together over 100 of Ireland's Chief Executives of State Agencies, senior public and civil service leaders as well as thought leaders from a broad range of sectors to explore the theme 'Delivering for Ireland's Future'.

The conference took place on the 10th and 11th of October in Athlone. It was an opportunity for a broad spectrum of public service leaders to hear from Irish and international experts, to learn from each other, and begin to collaborate on solutions to strengthen service delivery to the public.

Over two days, speakers, panel members and delegates exchanged views on:

- Workplace of the Future;
- Public Sector Value;
- Changing Demographics;
- Risk & Innovation.



Eileen Dunne MC; Roderic O'Gorman TD, Minister for Children, Equality, Disability, Integration and Youth; Rosalind Carroll, chief executive officer of the Personal Injuries Assessment Board and chair of the Association of Chief Executives of State Agencies in Ireland; Professor Mark Moore, research professor of public management at Harvard Kennedy School at Harvard University; and Brian Doherty, chief executive officer of the Legal Services Regulatory Authority. Picture: Eoin Heal

2024 Annual Conference continued

Day 1

Delegates and participants were welcomed by Rosalind Carroll, ACESA Chair and Conference Co-Chair. After Rosalind's welcome, Frances Ruane, Chair, National Competitiveness & Productivity Council and ACESA Alumnus gave a presentation on Ireland's competitiveness and its potential impact on public service delivery.

The morning panel discussion, moderated by former RTÉ Newscaster, Eileen Dunne, examined the topic of Changing Demographics and its impact on Public Service Delivery.

The panel members were:

- Teresa Buczkowska, Migrant Political Participation Coordinator, Immigrant Council of Ireland
- Émer Deane, Assistant Secretary, British and Northern Ireland Affairs Division, Department of An Taoiseach
- Professor Patrick Paul Walsh, Professor, UCD, School of Politics and International Relations

The first panel discussion of the afternoon, moderated by Declan Hughes, Secretary General, Department of Enterprise, Trade and Employment, examined the topic of Innovation & Risk in delivering Public Services.

The panel members were:

- Marianne Cassidy, Assistant Secretary in the Department of Public Expenditure, NDP Delivery and Reform
- Denis Dullea, Head of R&D, Ericsson
- Barry Kennedy, CEO, Irish Manufacturing Research Ruth Kennedy, Commissioner, Office of the Revenue Commissioners
- Brendan Tuohy, Chair, Eirgrid PLC

This panel discussion was followed by an address by Roderic O'Gorman TD, Minister for Children, Equality, Disability, Integration and Youth.

The third and final panel discussion of Day 1, moderated by former RTÉ Newscaster, Eileen Dunne, examined the topic of Climate Change and Public Services.

The panel members were:

- Oonagh Buckley, Secretary General, Department of the Environment, Climate and Communications
- Diarmuid Torney, School of Law & Government, DCU, Mark Mellett, Vice Admiral (Rtd)
- Sabrina Dekker, Climate Action Coordinator, Dublin City Council
- William Walsh, CEO, SEAI

The After Dinner speech was delivered by David Gillick, Olympian, European Champion, Author and Health Advocate.



Eileen Dunne moderates a discussion on 'Changing Demographics' with from left to right: Émer Deane, Professor Patrick Paul Walsh and Teresa Buczkowska.



Frances Ruane addresses the ACESA Conference.



Declan Hughes (far left) moderates the panel on Innovation and Risk with (l to r) Brendan Tuohy, Ruth Kennedy, Marianne Cassidy, Barry Kennedy and Denis Dullea.



L to r: Eileen Dunne, Oonagh Buckley, Mark Mellett, Sabrina Dekker, Diarmuid Torney and William Walsh.

2024 Annual Conference continued

Day 2

The day began with Brian Doherty, ACESA Vice Chair and Conference Co-Chair, introducing Sarah Glavey, Head of Public Service Transformation Policy, Department of Public Expenditure, NDP Delivery & Reform who provided an overview of Public Service Transformation.

This presentation was followed by keynote speaker, Professor Mark Moore, Research Professor of Public Management, Harvard Kennedy School address on the topic of Public Service Value. Professor Moore also presented a case study and conducted a workshop.

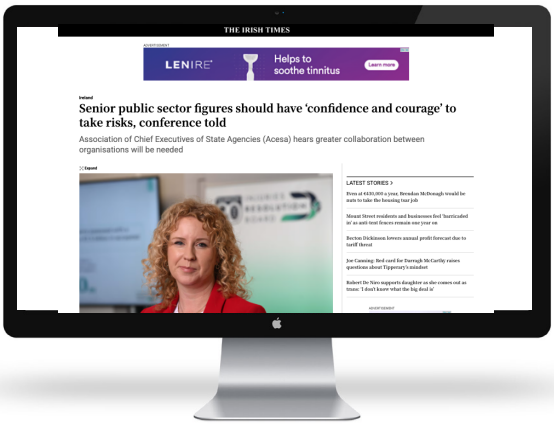
Delivering for Ireland's Future, ACESA Conference 2024



Delivering for Ireland's Future - ACESA Conference makes the news

The ACESA conference made the headlines in 2024, with coverage in The Irish Times and Eolas Magazine, Ireland's premier policy publication and digital resource for Ireland's senior decision-makers.

Senior public sector figures should have 'confidence and courage' to take risks, conference told



Click **here** to read the article on The Irish Times website

The following article, written by Martin Wall appeared in The Irish Times on 11th October 2024.

Leaders in the public sector will need to have the confidence and courage to take risks and innovate to meet the huge challenges the country faces in the coming years, chief executives in State agencies have been told.

Addressing the Association of Chief Executives of State Agencies in Ireland (Acesa) conference in Athlone, chairwoman Rosalind Carroll said that "for real change to happen, it takes courage and an appetite for risk".

She also said that senior figures in the public sector needed to lead the way in driving collaboration across the civil and public sector and across agencies, "to make sure we have public services that meet the needs of people in a fast-changing environment".

Speaking to The Irish Times, she said the need to innovate was discussed all the time, to make things better. However, "you cannot innovate without taking risk", she said. "And in some ways, we have to take risk in order to move forward."

Ms Carroll, who is chief executive of the Injuries Resolution Board, said her agency was now 20 years old and while it had the same mission, how it carries out its work had changed.

She said the public service had to keep improving. "So to do that, for me, to change the service that I deliver, I have to take risk." Ms Carroll said she believed that senior leaders believed there had to be accountability and she did not think any had fears, for example, about going before Oireachtas committees. She said that was part of the democratic process and the public sector worked for the public.

However, she said governance structures relied on volunteers giving their time to serve on boards. But, she said, where issues got personalised in the media, or where individuals' whole lives got taken over (by a controversy), it may "impact on the talent that we attract to our boardrooms".

Ms Carroll highlighted to the conference the importance of collaboration between State bodies and agencies. She said that the Injuries Resolution Board, by its remit, had access to very valuable data "on every accident that happens in Ireland where there is a claim made for it".

"So for example, we can share with the Road Safety Authority more about the accidents that are happening on our roads." She said 50 per cent of collisions involved vulnerable road users – pedestrians, cyclists and motorcyclists. She said this data could be presented to policymakers in the Road Safety Authority or local government or the Department of Transport.

Delivering for Ireland's Future - ACESA Conference makes the news

Supporting the creation of 'public value' with Ireland's senior public leaders – Professor Mark Moore



Click **here** to read the article on the Eolas website

The following article was published in Eolas Magazine Issue 67 in January 2025.

Collaboration across levels and sectors of society can create more prosperous, freer, more secure and more tolerant human societies, writes Harvard Professor Mark Moore, an international authority on strategic management by government bodies and other public enterprises.

When I received an invitation from Rosalind Carroll on behalf of the Association of Chief Executives of State Agencies to address a conference for public service leaders in Ireland in October 2024, my enthusiastic, affirmative reply went well beyond my Irish heritage. What mostly motivated me to travel from Massachusetts to Athlone was the chance to meet, hear from, and work with a broad cross section of Irish leaders.

The unique group that had come together consisted of individuals who had committed themselves to becoming "public leaders" – to use themselves, their positions, and their talents not to exercise power over others, but with and for others in collaborative efforts to imagine and concretely realise more prosperous, freer, more secure, more open, and more just societies in which to live, work, and celebrate the experience of human community.

Their "public leadership" depended critically on connecting their individually held "public spirit" – their willingness to take on the responsibility for enhancing the overall material welfare and justice of Ireland – to the existing or latent "public spirit" distributed across all individuals in the society. That connection would have to be made, I was convinced, by making appeals to the "public values" that lay within the hearts and minds of most, if not all Irish citizens.

In short, I hoped I was walking into an economic, social, and political culture that was ready to meet the challenge of creating public value, and away from my own country that seemed bent on establishing a culture of individualism, materialism, and unprincipled competition that was infecting conditions and relationships in all parts of human life.

No, this is not (at least not yet!) a request to re-patriate. But it is to say that I was hoping to take a big draught of Irish decency and commonsense before returning to the fray in the US, and to bring back the "good news" that there was some light at the end of the tunnel coming from a distant but not really foreign land.

Shift the 'public vs private' dialogue

You will be glad to hear, I hope, that the conference gave me great hope. The main reason was that the conference offered clear evidence of a palpable shift in what had become a not very useful discussion about the "competition" between the "private" and the "public" sectors, and helped keep the momentum going.

For the last 30 years or so, the public discussion has been largely about how "big" the public sector should be relative to the private. The driving force in that discussion was the idea that the private sector was society's real productive sector – the place where value was created for consumers, workers and owner/investors.

Delivering for Ireland's Future - ACESA Conference makes the news continued

Eolas Magazine continued

The government, on the other hand, was a costly burdensome, costly stagnating presence that scooped up material and human resources and provided little of value in return. On this view, everything in society would be "better" (and fairer and more just?) if we left the economy to do its magic without too much interference (except for the reliable protection of property rights and the enforcement of private economic contracts).

A bit of reflection (along with a lot of elaborate theorising!), however, suggests that a free market system left entirely to its own devices will fail in many important ways to produce even a prosperous society, let alone a free, secure, and just one. Indeed, economic theory admits that free-market economies have "imperfections" that have to be "corrected" – presumably by some unspecified (but apparently very powerful!) other social institutions.

Significantly, many of these imperfections create serious problems not only in the material, economic conditions in society, but also in the material environmental conditions, and in the realms of social, political, and even economic and ecological conditions in which each and all of us live, work, and seek satisfaction, security, and a modest degree of significance and honour.

It follows, then, that to deal with the problematic conditions that free markets create, the free markets have to be restrained, guided, and complemented by some other social institutions – powerful enough to hammer the powerful forces of a free markets system into a more rational and humanistic order.

One such is a government. But it is not any form of government. It is a government that both depends on and seeks to develop the practices of "democratic self-governance". According to political philosopher Hannah Arendt, a democratic government is the only form of government that can produce the only kind of freedom that is possible or desirable in a highly interdependent society: namely, a government committed to preserving and encouraging the use of individual rights that "allow individuals to participate in the design of the architecture of their own restraint".

The second is the broad, diverse set of voluntary, civil society and political organisations that emerge as democratic citizens exercise their collectively guaranteed individual rights to think and act on their own as individuals, associations, organisations and institutions to advance their own economic, social, and political aspirations for the society in which they live.

These civic and political organisations both functionally complement and effectively influence the structure, conduct, and performance of both market-based and governmental institutions in the collective activities that create the economic, social, political, and environmental conditions in which each and all of us lives, works, and finds meaning and significance in their lives.

Without these institutions, relying only on the profit-motivated and market-guided actions of commercial enterprises, we would be left to deal with the "gale of creative destruction" that affects not only commercial enterprises, but also existing environmental, social, and political conditions in the other sectors of society.

The important question then is what institutional structures and processes can we rely on to achieve the goals of prosperity, freedom, security, and justice in what we now recognise in a highly interdependent society?

The answer that is emerging, I think, is that we cannot rely on government to act directly to solve all the problems that our vulnerability to nature, and to one another, creates. The threats we face that come from both natural causes and from the parts of human nature that motivate some individuals and institutions to seek to harm and oppress others mean that we have to shore up and further develop the institutions, structures and processes that can cause us as individuals to choose to act in ways that make the most of our opportunities to collaborate in the creation of our shared lives, and to avoid our temptation to physically harm or oppress our fellows.

This shift in focus demands us to adopt a different view of the role of the special institution called "government", and to embrace a much wider view of how to use the government, and the other civic and political organisations that arise in democratic governments, to recover (or perhaps newly create) a broad, deep, commitment to "democratic self-governance."

If we can learn to govern ourselves – to refrain from inflicting harm on, or oppressing others, or destroying the natural environment – then we can operate with a greater capacity to produce prosperous, free, secure, tolerant, and just societies than would be possible through any single institution called government.

The capacity for "democratic self-governance" has to become a cause that includes but extends beyond the particular institution that is called the government, and is granted special powers by its citizens.

Achieving this broad cultural and institutional purpose requires two key changes in our contemporary economic, social, and political discourse.

Delivering for Ireland's Future - ACESA Conference makes the news continued

Eolas Magazine continued

Learning to collaborate in public leadership

The first focuses on the political and operational challenges that emerge as we try to accustom ourselves to thinking and acting collectively across the institutional boundaries that divide the public, from the private, from the voluntary at all levels of economic, social, and political life.

This takes a great deal of both individual and collective thought, creativity, and action among those who hold positions of public leadership across the society. It requires innovations in the operational methods we employ to deal with both stubborn, chronic problems, and emergent new ones. As important, it requires innovations in the basic structures and process of governance that can create a frame within which a sufficient coalition of actors located in different positions can assemble, deliberate, and commit to collective action that can improve the problematic conditions that are harming or oppressing their citizens.

Finally, it requires different forms of leadership and joint action that do not depend on a single individual who is granted hierarchical control over the relevant assets. This is the public leadership, and the public itself, that needs to be called into existence by circumstances that require collective public action.

Keeping the focus on the public values that animate, guide, and justify the collective effort

The second is that it is crucial for those leading such collaborations to keep their focus on the public values they seek to produce. We have named these purposes at an abstract level throughout this essay. The goals are to advance the material prosperity, the liberty, the security, and the satisfaction that comes from feeling fairly and justly treated by other individuals in their daily interactions with other individuals, and by the wider institutions with which they live and work, and which shape their individual opportunities to live with dignity, autonomy, and a sense of individual accomplishment and social significance.

It is all too easy to lose sight of the public values to be advanced through the complex, arduous, uncertain, and contested efforts of public leaders to use the structures and processes of democratic self-governance to advance these goals. Yet, if we lose sight of democratic self-governance as the apparatus that helps us find both the ends and means of our independent and interdependent public life, and fail to remain loyal to these elaborated structures as ideas that define both the ends and the appropriate means of pursuing our common purposes, we will have given up the last, best hope for creating a good and just polity, in which individuals can life prosperous, free, secure, and just lives.

About the author

Professor Mark Moore is a research professor of public management at Harvard Kennedy School at Harvard University. He played a key role in the 'Delivering for Ireland's Future' conference hosted by the Association of Chief Executives of State Agencies in Athlone in October 2024. Over two days, delegates heard from a range of civil, public, private and civic leaders on challenges, including achieving public value, climate change, changing demographics, competitiveness and productivity.



ACESA Membership

At the end of 2024, ACESA membership stood at 107 members.

Among the new members we we welcomed in 2024 were:

> Mary Blanchfield, Design and Crafts Council of Ireland
> Ciaran Buggle, Medical Council
> Audrey Cahill, Workplace Relations Commission
> Madeleine Delaney, Charities Regulator
> Lorraine Horgan, Adoption Authority of Ireland
> Bernie Kelly, National Shared Services Office
> Mark Kelly, Office of the Inspector of Prisons
> Brian Lee, Health Insurance Authority
> Graham Long, Citizens Information Board
> Fergal O'Leary, Approved Housing Bodies Regulator

Rosemary Steen took up the role of CEO at the Residential Tenancies Board, having previously been an ACESA member as CEO at Design & Crafts Council of Ireland.

Several ACESA members retired or moved on to new roles in 2024 including:

> Anne Graham
> Leo Kearns
> Helen Martin
> Barry O'Leary
> Colm O'Leary

Elected to Dáil Éireann



Sinéad Gibney, TD

Congratulations to former ACESA member Sinéad Gibney, elected to represent the Dublin Rathdown constituency at the 2024 General Election. We wish Sinéad every best wish for the future.

Membership Survey

63 ACESA members completed our Annual Survey, which captures qualitative and quantitative data on trends across member agencies. Several common themes emerged in terms of challenges and opportunities.

ACESA members are keen to bring strategic leadership to their organisations and are focused on delivering results and outcomes that improve public services for all citizens and users. Members have identified collaboration as a key driver of success and are keen to see this expanded across agencies and with central government.

Apart from collaboration, digital and technological advancement are seen as being key enablers for improved public services, and ACESA members are positive about embracing these opportunities to enhance delivery. Members are positive about innovation and have been involved in transformation projects including the use of audio-visual technology to engage users, and the provision of services in multiple languages. Several agencies have established innovation teams to drive change in their organisations.

Like many organisations, among the most significant barriers to progress is attracting and managing talent, with the lack of flexibility and autonomy in terms of recruitment and providing opportunities for promotion identified as issues members would like to be part of resolving in the interests of improving the delivery of public services.

Areas you see as having the most potential to improve public sector performance



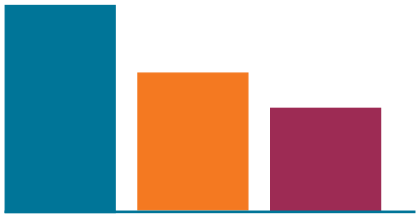
- **57%** Increased collaboration with other agencies
- **55%** Focusing on outcomes and results
- **42%** Digital or egovernment

Biggest opportunities to enhance your ability to deliver effectively for your organisation



- **70%** Technological improvements
- **50%** Increased collaboration with other agencies
- **35%** Quicker decision making

The biggest challenges that may impact on ability to deliver



- **52%** Talent management
- **34%** Under resourced in terms of staffing
- **25%** Under resourced in terms of funding

Issues that are impacting/will impact on your organisation's ability to attract and retain talent



- **60%** Remuneration packages are insufficient to attract talent
- **52%** Limited opportunities for promotion
- **27%** Lack of autonomy in hiring qualified talent

Membership Survey continued

Organisational changes during the last three years



- **71%** New strategic plan
- **54%** Staff restructuring
- **54%** IT Transformation

Types of innovation projects undertaken in the last three years



- **74%** Collaborative and partnership working with other agencies and stakeholder groups
- **70%** Use of social media for communication with service users and stakeholder group
- **54%** Measuring service improvements through user survey etc.

How your organisation could benefit from increased autonomy to improve effectiveness



- **49%** Hiring staff
- **41%** Promoting staff
- **29%** Dismissing or removing staff

Gender and Diversity initiatives in place



- **62%** Tracking our current gender balance
- **55%** Training programmes on confronting bias
- **47%** Introducing workplace measures to address barriers to progress based on gender, disability or ethnicity

Top three skills required as Chief Executive of a State Agency

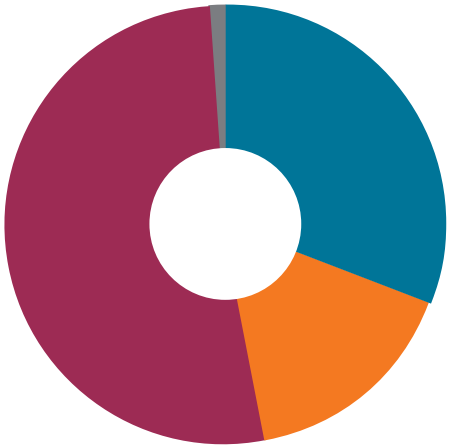


- **92%** Leadership and strategic direction
- **81%** Building relationships and communications
- **62%** Judgment and decision making

Membership Survey continued

Assessing progress in the last three years on the four pillars set out in the Code of Practice for the governance of State Bodies within your organisation.

Values – supports a culture of behaviour with integrity and ethical values



- **31%** Full adherence
- **16%** Good progress
- **52%** Significant progress
- **1%** Some progress

Developing capacity – appropriate balance of skills and knowledge within the organisation



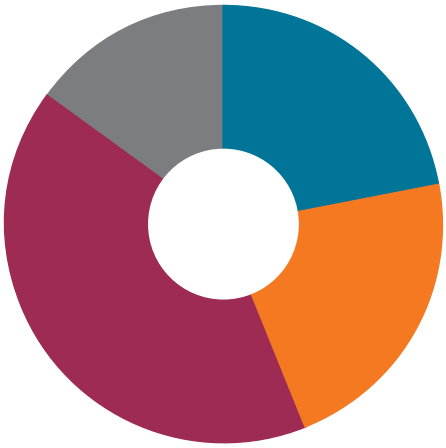
- **10%** Full adherence
- **42%** Good progress
- **28%** Significant progress
- **20%** Some progress

Purpose – each body should be clear about its mandate with clearly defined roles and responsibilities



- **42%** Full adherence
- **25%** Good progress
- **32%** Significant progress
- **1%** Some progress

Performance – defined priorities and outcomes to achieve efficient use of resources resulting in the delivery of effective public services



- **22%** Full adherence
- **22%** Good progress
- **41%** Significant progress
- **15%** Some progress

Membership Survey continued

Key benefits of ACESA membership



- **77%** Guest Speaker & Panel Discussion Events
- **60%** Providing a forum to share best practice around new/existing policy initiatives (e.g. sustainability, diversity etc.)
- **40%** Practical support from colleagues through 'Member Queries'

What members say about ACESA

Excellent events and very positive network to learn from.

ACESA provides a strong network of wise advisors, assurance that you are doing things well, a good information repository, some fantastic lectures/ discussions to get you out of the day to day and thinking about the future.

Great networking, practical advice, leading conversations with Government and civil servants about state agencies

There is nothing like it for CEOs in the public sector - this community is not available anywhere else.

ACESA provides an invaluable network for peer support and information exchange.

It's a good forum for sharing experiences and challenges, and learning from others' work and experiences.

The peer to peer support is hugely valuable in navigating the specific challenges of being a public sector CEO. There are fantastic opportunities to meet and learn from important relevant speakers and training facilitators.

Great way to learn from others at a similar level, hear what is going on in the sector, see if people have similar challenges and share solutions. Formal learning events are also very beneficial.

The support network is exceptional and the breadth and variety of events on offer on an annual basis are of immense value to any CEO.

ACESA Finances

INCOME AND EXPENDITURE – FINANCIAL YEAR ENDED 31 DECEMBER 2024

	2024 €	2023 €
Income		
Membership fees	128,900	117,275
Conference & IMI ticket fees	26,918	-
Total income	155,818	117,275
Operating expenses		
Registered office address fee	(520)	-
Executive service fee	(90,666)	(89,388)
Printing, postage and stationery	(3,985)	(2,780)
License fees	(5,976)	(5,676)
Conferences and Events	(81,971)	(11,898)
Legal and professional	-	(3,075)
Consultancy fees	-	(6,796)
Auditors remuneration	(3,650)	(3,313)
Bank charges	(79)	(97)
General expenses	-	(300)
Total operating expenses	(186,847)	(123,323)
Deficit for the financial year	(31,029)	(6,048)

Appendix 1 ACESA Members

Membership of ACESA is open to the CEO/CEO equivalent of government CEOs. Acting/Interim CEOs are entitled to membership benefits also. The following are our CEO members, (including Interim/Acting) at the time of publication:

Agency	Name	Website
Abbey Theatre	Mark O'Brien	https://www.abbeytheatre.ie/
Adoption Authority of Ireland	Lorraine Horgan	http://www.aai.gov.ie
An Rialálaí Agraibhia (Agri-Food Regulator)	Niamh Lenehan	https://www.agrifoodregulator.ie/
Approved Housing Bodies Regulatory	Fergal O'Leary	https://www.ahbregulator.ie/
The Arts Council	Maureen Kennelly	http://www.artscouncil.ie
Bord Bia	Jim O'Toole	https://www.bordbia.ie/
Bord Iascaigh Mhara	Caroline Bocquel	http://www.bim.ie
An Bord Pleanála	Peter Mullan	https://www.pleanala.ie/en-ie/home
Charities Regulatory Authority	Madeleine Delaney	http://www.charitiesregulatoryauthority.ie
Chester Beatty	Fionnuala Croke	http://www.cbl.ie
Citizens Information Board	Graham Long	http://www.citizensinformationboard.ie
Coimisiún na Meán	Jeremy Godfrey	https://www.cnam.ie/
Commission for Communications Regulation	Garrett Blaney	http://www.comreg.ie
Commission for Railway Regulation	Brian Higgisson	https://www.crr.ie/
Commission for Regulation of Utilities	Jim Gannon	http://www.cru.ie
Commissioners of Irish Lights	Yvonne Shields	http://www.cil.ie
Competition and Consumer Protection Commission	Brian McHugh	http://www.tca.ie
Corporate Enforcement Authority	Ian Drennan	https://cea.gov.ie/
CORU	Claire O'Cleary	http://www.coru.ie
The Courts Service of Ireland	Angela Denning	http://www.courts.ie
Cuan	Stephanie O'Keeffe	https://www.gov.ie/en/
The Dental Council of Ireland	David O'Flynn	http://www.dentalcouncil.ie/
Design and Crafts Council of Ireland	Mary Blanchfield	https://www.dccoi.ie/
Dublin Institute for Advanced Studies	Eucharia Meehan	https://www.dias.ie
Economic and Social Research Institute	Alan Barrett	http://www.esri.ie/
Education and Training Boards Ireland	Paddy Lavelle	http://www.etbi.ie
Educational Research Centre	John Regan	https://www.erc.ie/
Environmental Protection Agency	Laura Burke	http://www.epa.ie
Failte Ireland	Paul Kelly	http://www.failteireland.ie/
Financial Services and Pensions Ombudsman	Liam Sloyan	https://www.fspo.ie/
Food Safety Authority of Ireland	Greg Dempsey	http://www.fsai.ie
Forensic Science Ireland	Chris Enright	http://www.forensicscience.ie
Gambling Regulatory Authority of Ireland	Anne Marie Caulfield	https://www.grai.ie/
Garda Síochána Ombudsman Commission	Aileen Healy	http://www.gardaombudsman.ie
Grangegorman Development Agency	Ger Casey	https://ggda.ie

Appendix 1 ACESA Members continued

Agency	Name	Website
Health and Safety Authority	Mark Cullen	http://www.hsa.ie
Health Insurance Authority	Brian Lee	https://www.hia.ie/
Health Products Regulatory Authority	Lorraine Nolan	http://www.hpra.ie
Health Research Board	Mairéad O'Driscoll	https://www.hrb.ie/
Heritage Council	Virginia Teehan	http://www.heritagecouncil.ie
HIQA	Angela Fitzgerald	http://www.hiqa.ie
Housing Agency	Martin Whelan	http://www.housing.ie
Housing Finance Agency	Deirdre Collier	http://www.hfa.ie
Injuries Resolution Board	Rosalind Carroll	http://www.injuriesboard.ie
Insolvency Service of Ireland	Michael D McNaughton	http://www.isi.gov.ie
Institute of Public Administration	Helen Brophy	http://www.ipa.ie
Institute of Public Health	Suzanne Costello	https://publichealth.ie/
International Protection Appeals Tribunal	Hilkka Becker	http://www.protectionappeals.ie/
Irish Auditing and Accounting Supervisory Authority	Kevin Prendergast	http://www.iaasa.ie
Irish Blood Transfusion Service	Orla O'Brien	http://www.ibts.ie
Irish Human Rights and Equality Commission	Deirdre Malone	http://www.ihrec.ie
Irish Museum of Modern Art: IMMA	Annie Fletcher	https://imma.ie/
Law Reform Commission	Richard Barrett	https://www.lawreform.ie/
Legal Aid Board	Joan Crawford	http://www.legalaidboard.ie
Legal Services Regulatory Authority	Brian Doherty	http://www.lsra.ie/
Local Government Management Agency	Pauline Mulligan	http://www.lgma.ie
Marine Institute	Rick Officer	https://www.marine.ie/
Maritime Area Regulatory Authority	Laura Brien	https://www.maritimeregulator.ie/
Medical Council	Ciaran Buggle	https://www.medicalcouncil.ie/
Mental Health Commission	John J Farrelly	http://www.mhcirl.ie
National Council for Curriculum and Assessment	Arlene Forster	http://www.ncca.ie
National Council for Special Education	John Kearney	http://www.ncse.ie
National Disability Authority	Dr Aideen Hartney	http://www.nda.ie
National Library of Ireland	Audrey Whitty	http://www.nli.ie
National Museum of Ireland	Lynn Scarff	http://www.museum.ie
National Oil Reserves Agency	Frank Bergin	http://www.nora.ie
National Shared Services Office	Bernie Kelly	https://www.nsso.gov.ie/en/
National Standards Authority of Ireland	Geraldine Larkin	http://www.nsai.ie
National Transport Authority	Hugh Creegan	http://www.nationaltransport.ie/
Nursing & Midwifery Board of Ireland	Carolyn Donohue	http://www.nursingboard.ie
Oberstown Children Detention Campus	Damien Hernon	https://www.oberstown.com/
Office of the Inspector of Prisons	Mark Kelly	http://www.inspectorofprisons.gov.ie/

Appendix 1 ACESA Members continued

Agency	Name	Website
Office of the Ombudsman	Elaine Cassidy	http://www.ombudsman.gov.ie
Office of the Planning Regulator	Niall Cussen	https://www.opr.ie/
Office of the Regulator of the National Lottery	Carol Boate	http://www.rnl.ie
Ombudsman for Children	Niall Muldoon	https://www.oco.ie/
Parole Board	Ciairín de Buis	http://www.gov.ie/paroleboard
Pensions Authority	Brendan Kennedy	https://pensionsauthority.ie/
The Pharmaceutical Society of Ireland	Joanne Kissane	http://www.thepsi.ie
Pobal	Anna Shakespeare	https://www.pobal.ie/
Policing and Community Safety Authority	Helen Hall	http://www.policingauthority.ie/
Pre Hospital Emergency Care Council	Richard Lodge	http://www.phecit.ie
Private Security Authority	John Phelan	http://www.psa.gov.ie
Probation Service	Mark Wilson	http://www.probation.ie/
Property Services Regulatory Authority	Maeve Hogan	http://www.psr.ie
Public Appointments Service	Margaret McCabe	https://publicjobs.ie
Quality and Qualifications Ireland	Clíona Curley	http://www.qqi.ie
Residential Tenancies Board	Rosemary Steen	http://www.prtb.ie
Road Safety Authority	Sam Waide	http://www.rsa.ie
Safefood	Gary Kearney	https://www.safefood.eu/
Sea Fisheries Protection Authority	Paschal Hayes	http://www.sfpa.ie
SOLAS	Andrew Brownlee	http://www.solas.ie
Special EU Programmes Body	Gina McIntyre	https://www.seupb.eu/
Sport Ireland	Una May	https://www.sportireland.ie/
State Examinations Commission	Andrea Feeney	http://www.examinations.ie
State Laboratory	Barbara O'Leary	http://www.statelab.ie
Sustainable Energy Authority of Ireland	William Walsh	http://www.seai.ie
Tailte Éireann	Liam O'Sullivan	https://www.tailte.ie/
Teaching Council	Dr Lynn Ramsey	http://www.teachingcouncil.ie
Teagasc	Frank O'Mara	https://www.teagasc.ie/
Tourism Ireland	Alice Manseragh	http://www.ireland.com
Transport Infrastructure Ireland	Peter Walsh	http://www.tii.ie
Údarás na Gaeltachta	Tomás Ó Siocháin	https://udaras.ie
Uisce Éireann	Niall Gleeson	https://www.water.ie/
Veterinary Council of Ireland	Niamh Muldoon	http://vci.ie/
Water Safety Ireland	Dr Joanne Walsh	http://www.iws.ie
Waterways Ireland	John McDonagh	http://www.waterwaysireland.org
Western Development Commission	Allan Mulrooney	https://westerndevelopment.ie/
Workplace Relations Commission	Audrey Cahill	https://www.workplacerelations.ie

ACESA
ASSOCIATION OF CHIEF EXECUTIVES OF STATE AGENCIES

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