

Issue Seventeen | May 2025

# pai review



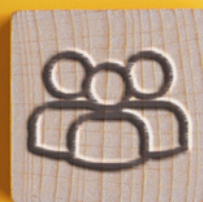
Issue Seventeen

Communicating for Impact



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# SHOULD YOU BE USING AI TO GENERATE CONTENT?

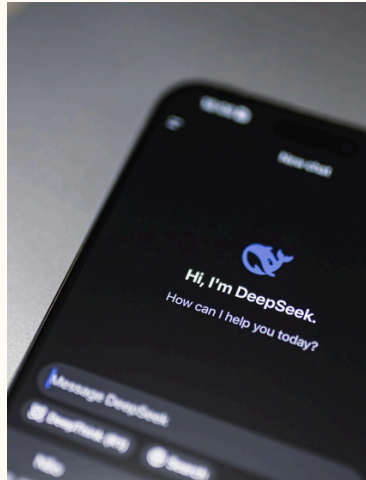
BY ELAINE BURKE

If asked to write an article on AI as a communication tool, a chatbot would likely open by expounding on the recent, rapid growth of generative AI and its content generation applications, so let's start there – but with a twist.

Writing for [Harvard Business Review](#), ed-tech entrepreneur Marc Zao-Sanders conducted extensive research on the real-life use of generative AI tools and a recent year-on-year comparison showed that content creation and editing had fallen from the top of the AI charts to run a distant second to personal and professional support, such as advice, therapy and organisation.

Though the novelty of this use case may have worn off, content generation is still one of the primary methods of applying these new and emerging AI tools, for better and for worse.

For example, [prolific online content creator Jesse Cunningham](#) uses these tools specifically to game platforms' algorithms, polluting them with fake content generated to align with user interests and trends, with the aim of making money from commercialising popular content. Cunningham is just one of many creators out there using gen-AI tools such as the nefariously named Content Goblin as a 21st century get-rich-quick scheme. It's the definition of making money from nothing, considering there is zero effort made to ensure that the content produced is of value. It just exists to be shared, viewed and thus generate money from advertisers.



This kind of low-quality content from gen-AI tools is known as 'AI slop', and its chief purveyors as 'slop farmers'. It's the old problem of 'content farms' (websites full of low-quality content designed purely to rank highly on search results to rack up pageviews for paying advertisers) reinvented for the age of AI.

This has led to a sour public sentiment on content created using AI tools, and it's easy to be caught red-handed. If the quality is off, if the text is formulaic, if a person in an image has too many fingers, slop accusations will follow.



## ONE BIG GIVEAWAY

One big giveaway spotted early on by punctuation nerds (like myself) was chatbots' predilection for the em dash, a punctuation mark that looks like an oversized hyphen wedged between two words. Popular in US publications with antiquated (but still venerated) style guides, such as the New Yorker, it's not a common punctuation mark this side of the Atlantic. In fact, most people wouldn't even know how to produce an em dash on a standard keyboard, let alone explain its usage, which makes it a sure sign it wasn't their own writing quirks that generated its inclusion.

Chatbots are, in the simplest of terms, highly sophisticated predictive text engines. And it seems that the training of their underpinning large language models perhaps involved digesting one or a number of US style manuals along with a glut of the world's written content.

While they have come to be known as generative AI tools, a more accurate name would be 'derivative AI'. They can be trained on incredibly vast datasets comprising articles, personal essays, magazines, social media musings, blog posts, scientific papers, academic texts and novels – and that's just the text-generating ones. What they create may seem new and unique but it is entirely based on these references.

In answering a prompt, a chatbot is tracing a path from one word to the next based on the correlations in its training data. This is why you will commonly see it repeat your request at the beginning of its output.

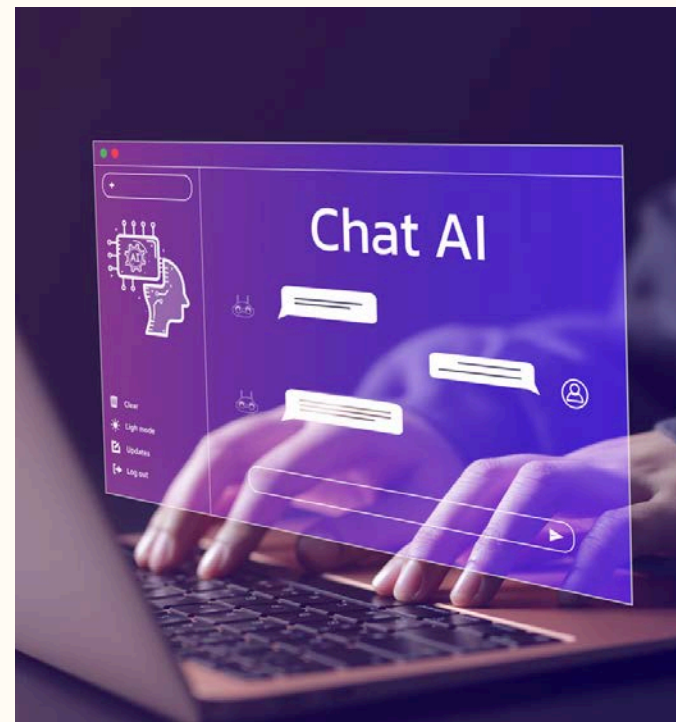
What it produces may look like an answer, with all its skill in language generation and air of authority, but it's actually more like an approximation. The machine can imitate authoritative sources based on its predictive modelling, but it is not capable of critical thinking and often lacks context.

Though they are primarily pitched as time-saving tools, considering the careful reviews required to check these outputs for accuracy, it may be more like time-shifting. You may save time in creating first drafts, but the processes of editing, proofreading, fact-checking and quality control might actually take more time than they would with work from a trustworthy human professional.



Elaine Burke is a journalist and broadcaster who provides clear, plain-speaking commentary on science and technology developments in print, online, on TV and radio, and in podcasts. She is the resident tech expert for Ireland AM and a regular contributor to tech stories for shows across RTÉ TV and radio, TodayFM, Newstalk and others, even making appearances on international news networks such as BBC, Al Jazeera and CNN. She hosts both the For Tech's Sake and Connected AI podcasts and is a regular contributor to The Business Post. Winner of the inaugural Women in Business Journalism Award in 2022, Elaine is passionate about science communication and delivering expert-led content in accessible ways.

The salesperson's claim of doing more with AI must also be taken with a pinch of salt. They will say gen-AI can make you more productive, but really what they mean is that more can be produced, at volume and at speed. But responsible content producers should value quality over quantity. And as for AI making you more creative, it has to be said that you don't get anything when you multiply by zero so, I'm afraid, if you don't have an eye for quality content, you won't suddenly become a master with AI assistance.



When it comes to adopting any technology, I always recommend following the Dr Ian Malcolm approach. The fictional mathematician played so memorably by Jeff Goldblum in Jurassic Park reminded the scientists meddling with creation that just because you can doesn't mean you should.

Yes, you can now use AI to generate your articles, blogs, social media posts, newsletters and emails, but why should you? Will creating this content in greater quantities improve your communications strategy or simply dilute your messaging? Would personalised communications leveraging data on your clients and customers be seen as charming or creepy? Would low-quality content produced at volume help or harm your brand reputation?

Instead, content creators must think about how to use these tools responsibly and in a way that will actually support their overall values and strategic goals.

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# From *Transactional* to Transformational:

## Communicating with Impact in HR

L A U R A L A W L E S S

Want to know the fastest way to lose credibility in HR? Poor communication, and even worse than that, no communication. In a world of hybrid work, rapid technological change, and rising employee expectations, how we communicate in HR matters more than ever. Gone are the days when communication was a tick-box exercise - distributing policy updates, onboarding emails, or annual engagement surveys. Today, the most progressive HR leaders understand that communication is not an administrative function - it's a strategic lever for culture, trust, and transformation.

Yet, many organisations still struggle to shift from transactional HR communication to something more impactful. It's not about saying more; it's about saying what matters - with purpose, empathy, and precision.

So what does transformational HR communication look like in 2025? And what does it mean for Irish organisations navigating change, talent shortages, and evolving workplace values?

### Communication as Culture-Shaping

At its best, HR communication sets the tone for the employee experience. Purpose driven HR signals what's important, what's valued, and how people are expected to show up.

Think about how a company announces a restructuring. Is it a sterile, one-way memo, or a transparent, empathetic message that invites dialogue? The latter builds trust. The former breeds fear.

Every touchpoint—from job adverts to exit interviews—carries the potential to shape culture. The most impactful HR communicators are culture architects, not just content distributors. They understand the power of tone, timing, and truth.



### The Rise of Storytelling and Authenticity

HR teams often focus on clarity, but overlook resonance. Facts tell, stories sell.

Telling stories—of employees who've grown, leaders who've led through challenge, or teams who've innovated—can create emotional engagement and a sense of shared identity. In Ireland, where relationships and connection are central to how we do business, this human-centred approach carries even more weight.

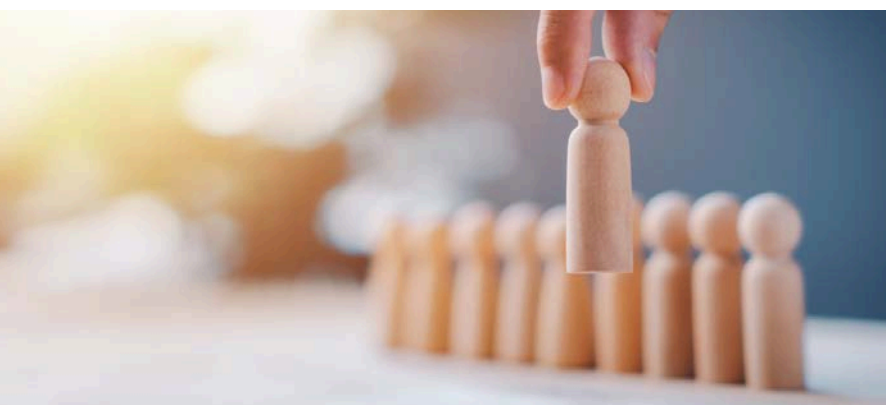
Authenticity is the currency of trust. Employees can spot spin a mile away. Communicate with humility, not perfection. Own the gaps. Celebrate the wins. Share the journey.

### Leveraging Technology Without Losing the Human Touch

The integration of AI in HR communications is no longer on the horizon—it's here. Smart chatbots answer policy questions at scale. Sentiment analysis tools gauge morale in real time. Generative AI can even draft internal communications in seconds.

But technology is only as effective as the intent behind it. The goal shouldn't be to automate empathy or replace human connection. Instead, tech should free up HR to focus more on high-impact moments—those micro-conversations and personalised messages that truly matter.

The future of HR communication isn't AI versus human—it's AI with human. Think augmented empathy, not artificial.



L E A D   Y O U R   W A Y





Laura is an experienced professional with 15 years' international experience within the HR, Beauty, Aviation, Retail & Hospitality sectors. She is an associate trainer with PAI delivering on a number of HR and professional development programmes. Laura has been extensively involved in a number of strategic training initiatives which have utilized her proven developmental and commercial acumen, delivering leading edge people efficiencies. She is an excellent communicator with strong presentation skills who is persuasive, with the ability to generate options and achieve results within fast, dynamic and technical industries. Laura works across all levels of management.

**Wellbeing Workshop: Cultivating Positive Mental Health in the Workplace**  
24th June - 0.5 Day - €360

## Speaking to Purpose, Not Just Policy

Today's workforce—particularly younger generations—expect more than pay and perks. They want to know their work matters. They want to feel seen, heard, and valued.

HR communication that speaks only in the language of compliance or productivity misses the mark. Instead, frame messages around purpose and meaning. Why are we doing this? How does this connect to our values? What does this change mean for you, for us, for our community?

In Ireland, where SMEs and multinationals alike are grappling with ESG, inclusion, and social responsibility, HR has a powerful opportunity to connect the dots between internal communication and external impact. This additionally helps employees find meaning in their work – which increases engagement, inspires trust, and drive priorities forward.

## Designing for Inclusion and Psychological Safety

Impactful communication is inclusive by design. That means thinking beyond who reads the email, and considering how it's experienced by different people across the organisation.

Are we using language that's accessible and acronym/jargon-free? Are we accounting for neurodiverse colleagues? Are we inviting feedback—or just broadcasting?

Psychological safety doesn't come from one bold statement. It comes from consistent, respectful, and inclusive communication over time.

## What Irish Industry Can Do Next

As Irish organisations continue to compete for talent and adapt to change, the way we communicate internally will be a differentiator. Here are a few practical ways HR leaders can raise the bar:

**Audit your communication channels**—What's working? What's noise? Where's the human element missing?

**Train HR and people managers in impactful communication**—Not just in what to say, but how to listen.

**Involve employees in shaping messages**—Co-creation builds trust and relevance.

**Balance automation with authenticity**—Use tech to scale, not to disconnect.

**Measure what matters**—Engagement is not about open rates; it's about emotional response.



In the end, communication is how culture breathes. In HR, our words don't just inform—they influence, inspire, and transform.

Let's move beyond compliance and start speaking to possibility. Because when HR communicates with impact, we don't just fill inboxes—we change minds, and we move people.



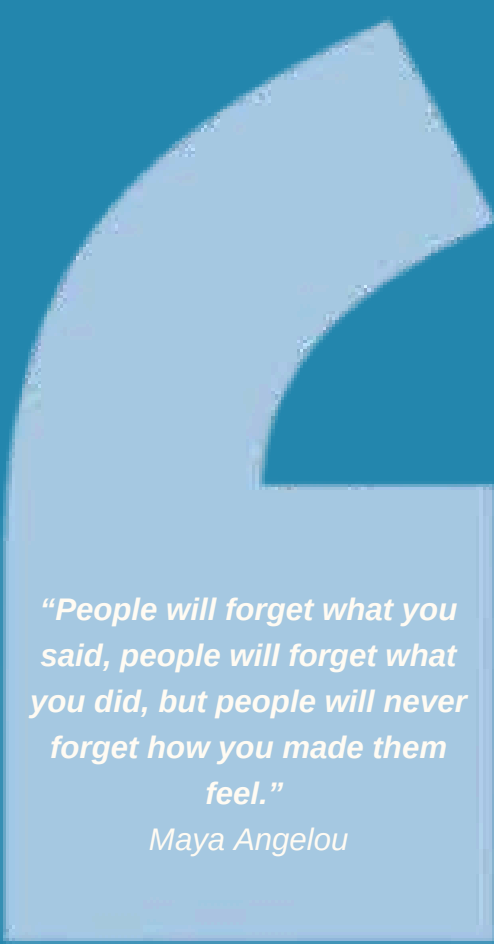
# THE POWER OF STORYTELLING: HOW TO BECOME STORIED AND SCALE YOUR CAREER



BY SALLY MURPHY







***“People will forget what you said, people will forget what you did, but people will never forget how you made them feel.”***

***Maya Angelou***

I bring this quote into almost every workshop and training I conduct because within a world that is increasingly noisy and disruptive, it can be easy to lose sight of one powerful truth: People connect with people. And nothing connects people more deeply than a good story, well told.

Whether you're briefing a senior leader, presenting a policy recommendation or navigating a job interview, your ability to engage both hearts and minds really matters. That's where storytelling comes in — not as something fluffy or fictional, but as a strategic and deliberate skill that fuels trust, clarity and career growth.

Storytelling isn't just for the stage. It's a practical, human communication tool that helps you stand out, build your personal brand and influence others. At a time when AI can produce content at speed, it's your real voice — your perspective, your lived experience, your values — that will engage audiences everywhere. Whether you're new to the concept or looking to sharpen your narrative edge, these five tips will help you become “storied” — so you can connect and lead with impact.

## **Know the story you're telling — and why it matters**

Your personal brand is not a logo, a title or a LinkedIn headline. It's the story people tell about you when you're not in the room. If you don't shape that narrative, it will be shaped for you — and with that you run the risk of incorrect perceptions or surface impressions that leave no real mark.

Becoming storied starts with clarity: What do I stand for? What do I want to be known for? Why do I do what I do? What am I made of?

In considering these points, you don't need to have all the answers, but you do need to be intentional in your search for them. You need to take the space to do this story-finding work. I coach my clients to find the through-line — a clear, coherent thread that connects their values, experiences and aspirations. This is a key first step. First you come to know your own story, deeply. Then you're able to share it with others. Because, remember - when other people understand your story and believe it, they're more likely to trust your leadership and support your growth.

## **Lead with emotion, backed by logic**

The business world prizes rationality — clear thinking, sound judgment, evidence-based decisions. But here's the paradox: our ability to reason depends on our ability to feel.

As neuroscientist Antonio Damasio put it, *“We are not thinking machines that feel; rather, we are feeling machines that think.”* His work proves that emotion gives us the internal signals we need to navigate decisions, assess value, and prioritise action.

It's not fluff — it's fuel.

Emotions are a crucial part of how we process information, assess risk and make decisions. They provide the signal that tells us what matters and why. Without this feeling element, we might have all the data, but no direction.

This is why storytelling is so powerful! It doesn't just inform — it moves. It turns abstract policies into lived experiences and complex initiatives into relatable journeys. When people feel something, they pay attention. They remember. And crucially, they act.

Don't worry, this doesn't mean becoming theatrical or sentimental! It simply means speaking in a way that's grounded, real and

human. My top tip is for you to create a story bank so you have plenty of source material and then choose the right stories to create a bridge – to help people feel the importance of what you’re saying. Weave in the facts and figures that bring confidence and support your message.

This combination of head and heart is where trust – and influence – is built.

### Make meaning, not just noise

In a world full of content, clarity is a competitive advantage. The best storytellers aren’t the loudest – they’re the clearest.

Being storied means going beyond information to meaning. Don’t just tell people what you did; show them *why it matters*. Use narrative structure to bring shape to your message: context, challenge, choice, change. This framework is hardwired into how humans understand the world. We recognise it instinctively and we are programmed to respond to it.

Whether you’re giving a speech, writing a bio, or explaining a decision, use this shape to make your message resonate. Cut the jargon. Honour complexity, but speak simply. You’ll find people engage more, remember more – and trust more.

### Show up with consistency and character

In an age where digital first impressions often precede real-life connections, your story isn’t just being told in meeting rooms – it’s unfolding across screens, profiles and platforms. Like it or not, your online presence is part of how people experience you.

But this isn’t about self-promotion. It’s about strategic visibility. People want to know who they’re dealing with – what you stand for, how you think and what kind of leader you are. When your voice is consistent across contexts – whether you’re speaking in a meeting, posting online or representing your organisation – you become recognisable. And in a competitive environment, recognisability builds trust. Trust builds opportunity.

Start by aligning your presence with your principles. Use your LinkedIn profile to reflect not just your CV, but your *character*. What drives you? What do you care about? What kinds of change do you champion?

Then, go further: share insights, reflections, or perspectives that demonstrate how you think, not just what you’ve done. This kind of storytelling positions you as someone with ideas, not just experience. Someone with voice, not just volume. And crucially – be human. In a world increasingly shaped by AI-generated content, your personality, tone, and lived experience are not just valuable – they’re irreplaceable. Show up with clarity and character, and people will start to seek you out for both.

### Keep evolving your story

Your story isn’t static. As you grow, it grows with you.

Too often, people wait until they’re job-hunting or presenting to senior leaders before shaping their narrative. But becoming storied is an ongoing process. Reflect regularly on what you’ve learned, how you’ve changed and where you’re headed next. I encourage the people I work with to take 15 minutes a week and reflect on what they might be able to add to their story bank. You have to take this time - no one is going to give it to you!

This reflective practice builds self-awareness, confidence and agility – all qualities that help to future-proof your career in a fast-changing world. It also prepares you for the moments that matter: the interview, the meeting, the speech, the application.

### You’ll be ready, not rehearsed.

#### The Bottom Line

You don’t need to be a natural storyteller to become storied. You do need to be intentional, emotional, meaningful, consistent and reflective. People will remember how you made them feel and therein lies the true power of story. In an AI-enhanced world, where information is abundant and time is short, what people feel when they hear from you may be the most important thing you leave behind.

So ask yourself: What story are you telling – and what kind of impact is it making?



Sally Murphy is a communications consultant, speaker and author, passionate about helping leaders tell better stories.

A TEDx speaker with a background in the creative industries, Sally is also the president of the Donegal Women in Business Network.

In 2017 she won the Northern Ireland Creative Industry Skills Award and her first book on leadership storytelling was published in 2024.

She has studied Public Narrative Leadership storytelling with Marshall Ganz at Harvard University and is a certified Public Narrative coach.

She has worked with great people in a range of organisations including The United Nations, Google, Johnson & Johnson and more.

#### Minute-Taking Made Easy – Online Workshop

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#### Mastering the Art of Successful Meeting Facilitation: From Agenda to Action

17 July - 0.5 Day - €360





# **The Evolving Corporate Governance Landscape:** *Leading the Way with Insight, Innovation, and Impact*

Thursday, 12th June 2025

9:30am - 1:15pm

The Radisson Blu Hotel, Golden Lane

**Book Now**

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# Overview

Public Affairs Ireland is delighted to announce our Public Sector Corporate Governance seminar which will take place on Thursday, 12th June, live and in person from the Radisson Blu Royal Hotel, Golden Lane.

This seminar aims to convene industry leaders, board members, policymakers, ESG professionals, and corporate governance experts to explore and exchange insights on pressing and highly relevant topics to the public sector which are shaping today's organisational and governance landscape.

The framework of corporate governance continues to evolve in response to emerging trends, challenges and regulatory changes. The recent publication in September 2024 of Ireland's first Corporate Governance Code by Euronext Dublin commenced on January 1st 2025 with the new Code establishing 'a robust benchmark for good governance in the Irish corporate sector and seeks to provide a framework that balances the expectations of transparency and accountability with the practicalities of business operations'.

Featured requirements included in the new Code also reflect key and existing issues facing corporate governance including enhancing transparency, accountability and stakeholder engagement.



# Agenda



09.30

## Introductions

### Emerging Trends in the Corporate Governance Landscape in 2025

Tom Ferris, Senior Economist and Governance Consultant



09.50

## The Irish Corporate Governance Code: Key Takeaways in an Evolving Corporate Landscape

Aisling McArdle, Head of Primary Markets Admissions, Euronext Dublin



10.30

## Governance in the Public Sector: The Legal Considerations

Aoiffe Moran, Partner, Mason Hayes & Curran



11.05

## Coffee Networking Break

11.30

## Sustainability governance in action: Embedding and reporting on sustainability in a shifting landscape

Níall Fitzgerald, Head of Ethics & Corporate Governance, Chartered Accountants Ireland



12.05

## Cybersecurity, Data Governance and the growing impact of AI technologies in governance

Kate Colleary, Founder and Director, Pembroke Privacy



12.40

## Governance in Action: Advancing Representation and Driving Progress

Sandra Healy, CEO, Inclusio



13.15

## Event Wraps followed by Networking Lunch

# Our Event MC



## Tom Ferris

*Consultant Economist / Event MC*

Tom Ferris is a consultant economist. He was formally the Senior Economist at the Department of Transport. He is a former president of the Chartered Institute of Transport in Ireland.

Tom has wide experience of the public sector and the private realm. He has undertaken consultancy projects for the World Bank, USAID, the OECD, a number of Irish Government Departments, as well as private and public sector companies in Ireland. He has published widely on Brexit and transport, regulatory economics and good governance.

# Our Panel of Speakers



## Aoiffe Moran

*Consulting Partner, Mason Hayes & Curran*

A Consulting Partner in MHC Public, Regulatory & Investigations team, Aoiffe helps public bodies to comply with public and administrative law requirements, with a particular focus on statutory interpretation, freedom of information, regulatory investigations and governance.

Aoiffe has specialised in public and regulatory law for over fourteen years. Aoiffe regularly works with clients providing strategic advice on key compliance and governance issues and the implementation of policies and procedures. Aoiffe has represented statutory bodies in judicial reviews and other public law litigation in the High Court and Supreme Court.



## Aisling McArdle

*Head of Primary Markets Admissions, Euronext*

Aisling McArdle is a finance professional with over twenty five years of experience in the financial and regulatory industries. Currently, she serves as the Group Head of Primary Market Admissions, overseeing the admission to listing and trading of financial instruments on Euronext markets for Equity, Debt and Funds asset classes. Aisling joined Euronext Dublin in 2002 and has held a variety of roles within the company. She became Head of Admissions in January 2021, having previously held the role of Head of Regulation, Dublin & London. Prior to this, Aisling held a number of positions in Primary Markets handling a wide range of regulatory, managerial, and operational responsibilities.

Aisling is a Licentiate of the Association of Compliance Officers in Ireland. She also serves as a non executive director on the Board of the Irish Auditing and Accounting Supervisory Authority, and the Board of Euronext Securities, Copenhagen. In addition she is a member of the Risk & Compliance Committee of the Board of Euronext Dublin and is also a member of the ESMA's Consultative Working Group on Corporate Finance.



## Níall Fitzgerald

*Chartered Accountants Ireland*

Níall has responsibility for leading the development of policy and embedding of matters relating to business ethics and governance across operations in Chartered Accountants Ireland. Níall previously worked with PwC and before progressing to work in management consulting, advising in relation to provision of professional services, policy and internal control development and corporate governance. He has worked in Europe, USA and Canada with organisations such as PwC, McKinsey & Company and PGL Travel, and holds a M.Acc from NUIG, Diploma in Corporate Governance from UCD. Níall is a Chartered Accountant (FCA) and a Chartered Tax Consultant (CTC).



# Our Panel of Speakers



**Sandra Healy**  
*CEO and founder of inclusio*

Sandra is Founder and CEO of inclusio. She is an Engineer, an Organisational Psychologist and NLP Master Practitioner. Her career spanned 20 years in the global telecoms industry and five years at Dublin City University where she established the DCU Centre of Excellence for Diversity & Inclusion. In 2020, she spun inclusio out of the University. Over the past 20 years Sandra has championed and driven diversity and inclusion practice across industry and is considered a leading expert. In 2014, she was instrumental in establishing the EU Diversity Charter Ireland. In 2020 Sandra joined the Expert Advisory Group for Ireland's Citizens Assembly on Gender Equality. In 2021 she led a Shared Island Dialogue roundtable on equality and entrepreneurship for the Government's Shared Island initiative. She is a member of the Leadership Advisory Council for Ireland's Police Force.



**Kate Colleary**  
*Founder and Director Pembroke Privacy*

Kate Colleary is Founder and Director of Pembroke Privacy, an award-winning Data Protection, Privacy & AI Governance consultancy with offices in Dublin and London. She is highly regarded worldwide as an expert in data protection and privacy. Kate is honoured to represent the International Association of Privacy Professionals (IAPP) as its Country Leader in Ireland and was awarded the prestigious Westin Emeritus Fellow title, which recognises world leaders in data protection and privacy. She was awarded 'Best in Data Protection' by the Global 100 which recognises the world's leading firms and individuals who are leaders within their chosen areas of specialisation. She has also been awarded the "Fellow of Information Privacy" (FIP) qualification by the IAPP which is reserved for seasoned professionals in the privacy world. Kate is a qualified Solicitor and a Certified Privacy Professional/Europe and Certified Information Privacy Professional. In Pembroke Privacy she leads a team of consultants providing data protection and AI services to global clients including clients developing and deploying AI. She is on the Data Protection faculty of the Incorporated Law Society of Ireland and Kings Inns and speaks on data protection and AI issues globally.

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# Delegation Principles and best practices

A close-up photograph of two hands holding a thick, red, rolled-up document or scroll. The hands are positioned on either side of the scroll, with fingers visible. The background is a solid, light gray.

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In this article, we discuss the principles and best practices that public bodies should be aware of when delegating statutory functions and powers. For the avoidance of doubt, this summary does not deal with the delegation of ministerial powers to civil servants.

A public body may only act or exercise its functions and powers through natural persons or a group of people within the public body. In many cases the legislation establishing the body clearly confers this power on, for example, the members of the board or specific individuals such as the CEO of the public body. However, the exercise of the relevant functions and powers often need to be delegated to other persons in the public body. This is because it is not practical or possible for members of the board or the CEO to exercise all the functions or powers, either personally or as a collective, all of the time. The benefit is that delegation ensures that functions and powers are exercised efficiently, and by persons with the necessary level of expertise and knowledge.

Administrative law principles require that a function or power must be exercised by the person to whom it was given. There is a general legal presumption that statutory functions or powers cannot be delegated. However, legislation can limit how this principle is applied. If someone other than the person originally given the function or power tries to use it, there is a risk that the courts may find their actions to be ultra vires, or beyond their legal authority. To avoid this, two conditions must be met:

- The legislation must allow for delegation, and
- The delegation must be carried out properly and correctly



We set out the key considerations for public bodies when considering the delegation of functions and powers:

### 1. Does the legislation permit delegation?

The first question to ask is whether the legislation permits delegation. The legislation which establishes a public body will often include a clear provision allowing for delegation of the public body's functions and powers. In many cases the legislation will state that the public body may carry out its functions by or through its members of staff, or words to a similar effect.

Occasionally, legislation will expressly state that the delegation of a function or power is not permitted.

If the legislation does not include an express power of delegation, a public body must be cautious when delegating and consider what might be permitted based on a full reading of the legislation.

### 2. What is delegation?

A person within the public body to whom a function or power has been delegated will exercise a certain level of discretion in performing that function or power on behalf of the public body. In general, a delegate will be exercising a decision-making power on behalf of the public body. Delegation does not tend to arise where an individual is performing routine administrative or clerical tasks in the course of their employment with a public body.

### 3. Making the decision to delegate

The legislation might include specific requirements to be followed when delegating a function or power. These might include, for example, requiring the public body to authorise the delegation, make an order regarding the delegation or otherwise deem it proper.

In any event, a delegation of a statutory power or function is a decision which should be taken in accordance with any decision-making provisions and processes that apply to the body in question. Any decision taken in that regard should be properly recorded.



#### 4. Restrictions on delegation

A general ability to delegate will not necessarily extend to every function or power of a public body. For example, it is unlikely to extend to the exercise of quasi-judicial or disciplinary functions. The courts can construe a general power to delegate restrictively, based on the nature of the decision and the rights and/or interests of the parties involved.

#### 5. Requirement of reasonableness

An act of delegation is subject to administrative law principles, including reasonableness. This means that an act of delegation must be reasonable in the circumstances. For example, delegating a function or power with the aim of excluding certain decision-makers from partaking in the exercise of that function or power could be considered unreasonable.



#### 6. Clearly set out the delegation

It is important that the scope of the delegation is clearly defined. It should be limited to the specific functions and/or powers that the public body is permitted to delegate. Those exercising statutory powers as delegates must be able to demonstrate that they have the authority to do so.

Generally speaking, a delegation should be to a designated person or office holder with effect from a particular date, setting out any limitations on the circumstances and the manner in which the relevant function should be exercised. It should also include an express power of revocation.

#### 7. Sub-delegation

In general, a delegate cannot further delegate a function or power to another individual. To do so would breach the relevant administrative law principle. However, the legislation may expressly provide that a delegate can further sub-delegate their functions or powers. For example, legislation may permit the board of a public body to delegate certain of its statutory functions and powers to a CEO, who can in turn sub-delegate those functions and powers.

#### 8. Accountability is crucial

It is important to remember that a public body remains responsible for the exercise of any functions or powers by a delegate. Therefore, it is important that a delegate remains within the bounds of the power or function which has actually been delegated. They must also be accountable to the public body for the performance of the delegated functions and powers.

In summary, therefore, prior to delegating a function or power, a public body must satisfy itself that it has a legislative basis to do so, and that any act of delegation is made in a manner consistent with the principles of administrative law and good governance.



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# COMPANIES

## STILL COMMITTED TO DE&I BUT MORE TO BE DONE

Large workplaces are a reflection of society, meaning the same tensions and challenges seen in communities can also surface in work environments. If left unaddressed, this can lead to conflict, disengagement, and reduced productivity. That's why strong DE&I (Diversity, Equity & Inclusion) policies are critical. Businesses that foster inclusivity and belonging not only protect employees but also create a positive work culture where everyone feels valued, respected and supported.

In a world when DE&I efforts are facing global resistance, the benefits of creating and maintaining a diverse workforce should not be overlooked. In today's competitive job market, businesses that prioritise DE&I reduce turnover, lower recruitment costs, and improve overall employee engagement.



DE&I is also key to maintaining a strong brand reputation. Consumers, investors, and business partners increasingly expect companies to take a stand on social issues. Organisations that actively promote inclusion build trust, strengthen customer loyalty, and avoid reputational risks linked to workplace discrimination or inequality.

Despite its importance, DE&I efforts are not without criticism. Some employees and stakeholders may see these initiatives as tokenistic or driven by PR rather than genuine commitment. Others argue that policies such as diversity quotas could lead to resentment or perceptions of unfairness. Additionally, businesses may face opposition from social or political groups that challenge DE&I efforts, creating potential reputational risks.


**To navigate these challenges, companies must ensure their DE&I initiatives are authentic, transparent, and data-driven. This means:**

- Moving beyond symbolic gestures to measurable, impactful actions.
- Holding leadership accountable for diversity and inclusion goals.
- Embedding a DE&I lens into business strategy and operations.
- Implementing bias training and equitable hiring practices.
- Clearly communicating the business case for DE&I to employees and stakeholders.

For all these reasons, Business in the Community Ireland initiated our Elevate, The Inclusive Workplace Pledge in 2021. This collective action campaigns gets companies to proactively measure, disclose and profile their workforce so it mirrors the diversity within society. These companies then use this data to identify gaps and take actions to remedy it. Already over 60 large companies are signatories with a combined workforce of over 160,000 employees. By signing up to the Pledge, companies are making a public commitment to help close employment gaps and improve opportunities for diverse jobseekers who are distanced from the workforce. Afterall, employment is the single most powerful factor in breaking the cycle of poverty and enabling full participation in society. Yet, despite near full employment in Ireland, major gaps persist and certain groups continue to experience high levels of unemployment and underemployment.







The preliminary findings from the 2025 Elevate data show that signatories remain committed to making their workforce more inclusive but more action is required. The following trends were identified:

Certain diversity areas are being prioritised and targeted with KPIs over others - increasing female representation at senior levels is the most common KPI among signatories.

53% of signatories track disability but only 8% have set disability related KPIs. 7% of the Elevate workforce have identified as having a disability and 6% have disclosed they are neurodiverse.

64% of signatories partnered with employment support organisations to widen their recruitment channels resulting in over 160 hires.

While 16% of the Elevate signatories' workforce are from ethnic minority groups, there is an over representation at entry level positions resulting in an underemployment of this group given the skills, qualifications and experience they have.

Being part of this collective action campaign has helped companies evolve from one-off actions to demonstrate their commitment to inclusivity, to now pursuing a range of meaningful tangible initiatives. These include:

Employee Resource Groups for different diversity areas. 84% of signatories have at least one. Though to maximise their effectiveness, such Groups should be autonomous, have a clear accountability framework and resources to pursue a programme of work.

50% of signatories have set DE&I targets around diverse recruitment with common actions including job descriptions using neutral language and only listing necessary requirements / skills. However, only 28% set similar targets for development and progression.

General Diversity Awareness and Unconscious Bias Training are the most popular training topics offered with 80% of signatories offering at least one of these, however, only 46% of signatories offer the training to all colleagues. Training can be an excellent mechanism to instil awareness, confidence and accountability in DE&I, both internally in the workplace but also externally in wider society.

At a time when some companies are being pressured to scale back or end their DE&I initiatives it is vital to remember that DE&I is more than a trend—it's a long-term commitment to building better workplaces and a better society. We owe our future workforce the chance to work in a company where every employee feels valued, respected, and empowered to thrive.

**Supporting Neurodiversity in the Workplace**  
24 June - 0.5 Day - €360

**Dignity at Work – Half Day online seminar**  
26 June - 0.5 Day - €360

# Positive reputation and trust are essential to the public sector

In Ireland, the public service is more than a system, it is a cornerstone of our democracy and a trusted partner in the lives of every citizen. Some element of the public service touches every person in this country on a daily basis.

Communication is at the core of the work of the public service and it is not an accident when communication is carefully planned and activated, this is the basis of the foundation of a positive reputation.

But reputation is fragile and while recent controversies have tested trust in certain areas of the public sector, they have not broken it. In fact, the resilience of our public institutions speaks volumes about the underlying strength of their reputations.

From health and education to transport and local government, Heneghan has worked with a wide range of public bodies. What we have seen time and again is that reputation is not a luxury, it is a necessity. It enables policy delivery, fosters public compliance, and sustains institutional legitimacy. Most significantly it instils public confidence and trust.

And when that reputation is challenged, the most effective path to recovery is clear, strategic communication.



In an often-used quote, Warren Buffett famously said, "It takes 20 years to build a reputation and five minutes to ruin it." The Irish public sector has lived this reality. But it has also shown that with the right approach, reputational recovery is not only possible; it can have a transformative effect.



## Learning from Setbacks

There have been intermittent high-profile lapses in state-run organisations, relating to budget overruns, governance issues, delays or other matters. These events have underscored the fragility of public trust, which is often reflected in the related media or political response.

While the public response to such events might be unpalatable at the time for the organisations involved, how they respond to and manage the situation can go a long way towards a recovery of reputation. An organisation that has acknowledged there is a problem and calls it out, has in fact taken the first step on the road to reputational recovery.

A transparent approach with open and clear communication demonstrates professionalism and that in itself can serve to build confidence. Covering all stakeholder audiences is key and because we are talking about the public sector, the most important audience is the public. The other key audience is the internal one – our colleagues, at all levels.

## Reputation management in a crisis

In the public sector, reputation is a form of social capital. It enables smoother policy implementation, builds resilience in times of crisis, and reinforces the legitimacy of state institutions.

A shining example of the public sector delivering in a crisis is the Irish Government and HSE response to the Covid-19 pandemic. Good clear simple communication was essential in the delivery of the state's response and the manner in which it was delivered was exemplary. It was also an example of good political decision making. The outcome of the communications by the Government and the HSE was the establishment of public trust in a very short time frame.

To see how it should not be done, many will recollect the slower, stuttering response in the UK and more so the confusing and mixed messaging in United States, which in fact cost lives.

## The Strategic Role of Communication

Communication is not just the next press release. It is a strategic function that must be embedded across every level of an organisation. Everyone, from the clerk answering a phone call to the higher executive making policy decisions, is a reputational ambassador.

In order to maintain a positive reputation, communications from public bodies should embrace transparency, consistency and empathy.

These principles are not just for crises. They are the foundation of everyday interactions that build long-term trust.

## A Culture of Communication

The Irish public service has a solid foundation. And despite those intermittent setbacks, its reputation remains robust because it is built on a culture of service, accountability, and professionalism. But to safeguard this reputation, the sector must invest in communication as a core capability.

This means:

- Training leaders and staff in effective communication.
- Conducting regular audits to identify gaps and opportunities.
- Developing and rehearsing crisis response plans.
- Having an overarching plan in place.

Properly managed communications recognises that every interaction - every email, every phone call, every meeting, every public statement - is an opportunity to build trust.

In this digital age of instant scrutiny and ever-increasing public expectation the ability to communicate clearly, credibly, and consistently is essential.

Ireland's public service has weathered storms before. It will do so again, not by hiding, but by communicating in an open and transparent manner. And in doing so, it will continue to earn the trust of the people it serves.

**When trust is there a good reputation is not far behind.**



Nigel Heneghan is the Managing Director of Heneghan Strategic Communications. He is a trusted advisor to leading national and international organisations and provides counsel to individuals in senior corporate and leadership roles. Widely recognised as an expert in strategic communications, Nigel specialises in communications strategy, corporate and financial communications, and crisis management.

A former Chairman of the Irish Public Relations Consultants Association (PRCA), Nigel gained early career experience working in London and Dubai. Nigel is a government-appointed member of Rethink Ireland, which supports innovative non-profit organisations nationwide. Previously, he was also a ministerial appointee to the Compliance Committee of the Broadcasting Authority of Ireland. Nigel holds a diploma in Corporate Governance from the Corporate Governance Institute.







# Upcoming Learning & Development

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25th June - 0.5 Day - €360

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**FOI Essentials (Overview of FOI)**  
6 June - 0.5 Day - €360

**Securing Data: Identifying and Responding to a Data Breach**  
13 June - 1 Day - €495

**Courtroom Skills – The Expert Witness**  
19th June - 0.5 Day - €360

**Judicial Review: Core Principles & Best Practice**  
20 June - 0.5 Day - €360

**GDPR Essentials (Overview of GDPR) – Half Day Online Seminar**  
25th June - 0.5 Day - €360

**The Key Provisions of Drafting and Reading Contracts (for Non-Legal Professionals)**  
27 June - 0.5 Day - €360

**FOI for Decision Makers and Internal Reviewers**  
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16 Sept - 3 Day - €1650

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**Improving Time Management and Prioritising your Workload**  
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**Capability-Based Interview Panel Training: Mastering Recruitment in the New Framework**  
11 June - 1 Day - €495

**Preparing for a Capability-Based Interview Panel Training: Mastering Recruitment in the New Framework**  
20 June - 1 Day - €495

**Supporting Neurodiversity in the Workplace**  
24 June - 0.5 Day - €360

**Pre Retirement Two Day In Person Seminar**  
16th July - 2 Days - €895

**Managing Performance in the Workplace**  
2 July - 1 Day - €360

**Core Capabilities for Executive Officers (and equivalent grades)**  
3 July - 1 Day - 495

## Data & Digital Analytics

**AI & GDPR: Harnessing the Power of AI**  
30 June - 0.5 Day - €360

**The Evolving Corporate Governance Landscape – Leading the Way with Insight, Innovation, and Impact**  
12th June - 0.5 Day - €360

## Conference Events

**The Evolving Corporate Governance Landscape – Leading the Way with Insight, Innovation, and Impact**  
12 June - 0.5 Day - €360

## Policy, Risk & Strategic Planning

**Certificate in Policy Development, Legislative Drafting and Delivery**  
Commencing 5th June - 3 Days - €1,750

**Securing your Organisation: Navigating Cybersecurity Threats, Prevention Strategies and Incident Response**  
2 July - 0.5 Day - €360

**Audit and Risk Committees: Roles and Responsibilities for New and Existing Members**  
16 July - 0.5 Day - €360

## Sustainability & Climate Action

**Climate Action Leadership Training**  
5th June - 2 half days - €495

**The AIE Regulations – Access to Information on the Environment**  
6th June - 0.5 Day - €360

## Communication & Power Skills

**Improving Time Management and Prioritising your Workload**  
4th June - 0.5 Day - €360

**Dealing with Difficult Customers and Behaviours – One Day Interactive Workshop**  
9th June - 1 Day - €495

**Business Writing Skills**  
11th June - 0.5 Day - €360

**Wellbeing Workshop: Cultivating Positive Mental Health in the Workplace**  
24th June - 0.5 Day - €360

**Dignity at Work – Half Day online seminar**  
26 June - 0.5 Day - €360

**Minute-Taking Made Easy – Online Workshop**  
8 July - 0.5 Day - €360

**Mastering the Art of Successful Meeting Facilitation: From Agenda to Action**  
17 June - 0.5 Day - €360

*Please note programme dates can be subject to amendment.*





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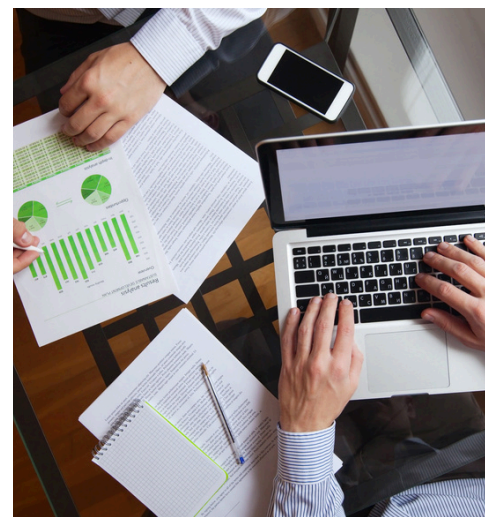
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# Notice of Appointments

## State Board Appointments

Appointments to the National Automatic Enrolment Retirement Savings Authority (NAERSA).

Appointment to the Board of the Health Information and Quality Authority.

Appointments to the Board of EirGrid plc

Appointment to the Board of the Child and Family Agency Tusla

## Appointments which do not come under the Guidelines

Risk and Audit Committee of the Adoption Authority of Ireland



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