

## Civil Service Management Board – 27<sup>th</sup> October 2017

The list of attendance is appended.

### **1. Whole of Government – Pathfinders (Action 5)**

The CSMB noted the progress made across the three pathfinder projects including distinct learning points from each. It also noted the recommendation to continue with the Youth Mental Health project and the potential to broaden out the work to encompass learning from other projects. It was agreed that further work would be undertaken to advance the Youth Mental Health project to implementation phase (including the section 12 element) before making any decisions about new areas of activity.

### **2. Learning and Development (Action 9)**

There has been good progress on the rollout of the new suite of 63 training programmes under the OneLearning shared model of delivering Civil Service learning and development. It was also noted that the contract for the L&D technology solution will be awarded in November for deployment in 2018. Identifying suitable premises for a learning and development centre is an urgent requirement and the CSMB has requested the heads of OPW, Department of Education and Skills and David Cagney to meet and report back to next month's meeting on possible options. The head of OneLearning will also be invited to brief the CSMB on the work and to participate in the discussion on the OneLearning premises.

### **3. Update of Renewal actions**

#### **3a. ICT Strategy (Action 19)**

The Chief Information Officer provided an update on the ICT Strategy as set out in the paper circulated. This update included the expected launch of the Government Digital Services Gateway later in 2017; the adoption of MyGovID and SAFE authentication across public services; progress on data sharing; and the Build to Share programme including rollout of common applications. Further work is also underway to strengthen ICT professional expertise, including recruitment and retention of necessary expertise and establishment of an ICT apprenticeship scheme.

#### **3b. Gender Balance (Action 8.5)**

The CSMB noted work to be undertaken by Civil Service HR in D/PER to map current flexible working practices across Departments. This work will also include the development of central guidelines on flexible working supports (including maternity leave and job sharing) in response to the recommendations of the ESRI report which is due to be published shortly.

### **3c. Talent Management (Action 10)**

Feedback is mainly positive to date on the two programmes currently nearing completion. These are now moving to the evaluation phase to determine the impact of the pilot programmes. Recent steps taken by SPS Management Committee were noted which aim to improve diversity of experience at senior levels and strengthen drivers for mobility. The difference in the SPS and P.O. cohorts were highlighted particularly in relation to the number of specialists included. In assessing whether the right people are being attracted to the programme, there was broad agreement on the value of conducting a survey with these cohorts in the future and tracking numbers applying for TLAC positions.

### **3d. Strategic Communications**

A note of Wednesday's meeting of the newly established CSMB Sub Group on Strategic Communications was circulated. This set out the scope of the work underway by the Strategic Communications Unit, including plans to migrate all website content to the new Gov.ie portal and the establishment of protocols on communications spending. An implementation plan will be developed for detailed discussion by CSMB before submission to Government for approval.

### **3e. CSMB Away Day**

It was agreed that a suitable date in January 2018 will be chosen for CSMB away day.

### **3f. Mobility (Action 15)**

The CSMB noted that the Civil Service Wide Mobility Scheme will be launched in mid November to allow additional time for further user testing.

### **3g. Civil Service Employee Engagement Survey (Action 25)**

The final response rate achieved of 56% is a good increase from the previous response rate of 39% in 2015 and the efforts of staff in all Departments was acknowledged. Work is underway to examine and extract the results which should start to become available in Q1 2018.

### **3h. HR Strategy (Action 7)**

The new People Strategy was launched on 19 October with the focus now moving to implementation of the actions which are resource dependent and subject to continuing discussions within D/PER.

#### **4. Programme Director's Monthly Report**

The Programme Director's report was noted including upcoming Town Hall events on 8 November in Dublin and 8 December in Limerick. An SPS event will be held on 17 November on "Civil Service Reform - 3 years on".

#### **5. AOB**

Following assessment by the selection committee, the list of 30 shortlisted nominees has been published with the winners to be announced at the awards ceremony in Royal Hospital Kilmainham on 27 November.

*30 October 2017*

**Attendance**

Martin Fraser, D\Taoiseach (Chair)  
Robert Watt, D\PER  
Jim Breslin, D\Health  
Maurice Buckley, OPW  
Elizabeth Canavan, D\RCD  
Niall Cody, Revenue  
Graham Doyle, D\TTS  
Mark Griffin, D\CCA  
Fergal Lynch, D\CYA  
Damien Moloney, AGO  
John McCarthy, D\HPLG  
John McKeon, D\EASP  
Derek Moran, D\Finance  
Seán Ó Foghlú, D\ES  
Orlaigh Quinn, D\BEI  
Fiona Tierney, PAS  
Noel Waters, D\JE

**Apologies**

Niall Burgess, D\FA&T  
Pádraig Dalton, CSO  
Katherine Licken, D\CHG  
Aidan O'Driscoll, D\AFM  
Maurice Quinn, D\Defence

**Other/Secretariat**

Lucy Fallon-Byrne, D\PER  
Denis Breen, D\Taoiseach  
David Cagney, D\PER  
Barry Lowry, OGCI



## CSMB Strategic Communications Subgroup Meeting 25<sup>th</sup> October 2017

### **Attendance**

**Members:** Martin Fraser (Chair), Robert Watt, Jim Breslin, Liz Canavan, Katherine Licken, Graham Doyle, Aidan O'Driscoll, Orlaigh Quinn

**Apologies:** Niall Burgess

**Secretariat/Support:** John Concannon, Lucy Fallon-Byrne, Ciara Reynolds

**Report:** A meeting of the CSMB Strategic Communications Subgroup was held on Wednesday 25th October. Included at Appendix 1 is a note capturing the work of the Strategic Communications Unit which was circulated for the Subgroup meeting.

### **1. Operating principles of the Strategic Communications Unit**

The operating principles of the Unit and for broader Government-wide strategic communications, as agreed by Government on 6th September, were noted.

### **2. Streamlined government identity to be rolled out**

John Concannon gave a short update of the work undertaken to date to simplify Government communications for Irish citizens to one, unified Government identity, for example during Budget '18 media. Over 200 individual offices, agencies and departments have been identified, each with unique branding. International best practice has demonstrated that a move to a single, unified Government identity creates efficiencies of cost and clarity for citizens. Some departments are anxious to implement the new identity as soon as possible as current branding plans are on hold, so it was agreed these would be progressed as a priority.

It was agreed that the Strategic Communications Unit will revert to the CSMB with an implementation plan for full roll-out across Government which will also be brought to Government for approval.

### **3. Prioritisation of new Gov.ie portal, incorporating all Government websites**

Gov.ie will be the new Government portal through which all Government websites are accessed (over 450 have currently been identified). A new single platform will provide information on the leading services that citizens are interested in as well as general policy information. Phase 1, to be completed before the end of the year, will focus on Government services.

Phase 2 will encompass all Government departments. An implementation plan will be developed for Phase 2. All RFTs for new Government websites are put on hold while an implementation plan is developed. A request will be made to CSMB members to ascertain how many departments are affected by this.

It was noted that this project, while a relatively simple technology project, will be a huge change management project for departments and the Assistant Secretaries on the Communications Strategy Network will be actively involved in managing this. Concerns were noted about the capacity and capability of departments to do this work and the need for consistency of content and quality across departmental websites. Website content, management and editorial control will remain the responsibility of Secretaries General.

#### **4. Establishment of protocols for Government communication spending**

It was agreed that the Irish Government adopt international best practice in the co-ordination of communications campaigns and media spend in order to streamline communications to citizens and ensure best possible return for the taxpayer (e.g. the UK model requires the submission of a 'Professional Assurance' form, for all expenditure over £100,000 on a campaign, which outlines the communications' objectives, audience insight and evaluation criteria for use post-campaign). In Ireland 200 campaigns have been identified with little co-ordination or control across Government creating inefficiencies of costs and occasionally competing priorities.

It was agreed to further investigate a model format which will enhance the quality of communications and cognisant of cross-departmental issues. The specific model for overseeing this spend and activity will be brought to the CSMB and Government for approval as required.

Departments are also requested, through the Assistant Secretary Communications Strategy Network, to provide a list of their proposed campaigns for 2018, and those campaign objectives and spend, including those of agencies. This group will meet on 7th November.

John Concannon concluded the meeting with a brief update on upcoming Government communications campaigns.