

**Transformation Programme Board Meeting,
Boardroom, Department of Justice and Equality
Monday 4th March 2019**

In Attendance:

Aidan O'Driscoll (Secretary General, DJE); Oonagh Buckley (Deputy Secretary General, DJE); Doncha O'Sullivan (Assistant Secretary, DJE); Martin Fraser (Secretary General, D/Taoiseach); Orlaigh Quinn (Secretary General, DBEI); Derek Tierney (Principal Officer, D/Taoiseach); Niamh O'Beirne (Delivery Partner, EY), Conor O'Dwyer (Programme Manager, EY); Martina Colville (Transformation Programme Manager); John Davis (Secretariat)

1. Introduction

Aidan O'Driscoll welcomed the members of the Board.

2. Draft Minutes of Meeting Held on 4th February 2019

The Chair, AOD, noted the draft minutes did not refer to an action point arising from discussions at the previous meeting in relation to revising programme risk although a revised version has been produced by the Team.

AOD reminded the Board that at the meeting in February it was agreed that the Team would look at the programme statement of risk again. If a major risk to the programme were to arise due to an unforeseen crisis within a certain area of the Department e.g., INIS or Policing, the transition of such areas to the new functional model may need to be deferred in order to mitigate the risk to the overall programme plan.

OQ enquired as to what might constitute a major risk.

OB suggested a major risk, for example, might be a sudden and dramatic rise in the number of asylum applications as a result of a no deal Brexit. There is an expectation that in the event that a crisis might impact on one particular area of the Department in particular, that there is at least, increased capacity with two Deputy Secretaries to be able to manage in a more effective way. It may be possible therefore, to mitigate a crisis to some extent by focusing a particular number of the senior leadership on the crisis, allowing other members of the senior leadership team to continue with the Programme and BAU. A crisis in a specific area may mean a hold on Transformation activity for that area until the crisis is averted.

MF was concerned how the deferral of particular areas of the Department might be perceived. It was acknowledged that any decision to hold progress of Transformation activity would have to be carefully managed and communicated.

AOD indicated that he would look again at the key risks in case further refinement was necessary and the Programme Manager will action this.

Agenda Item (5) Contract with EY and Deliverable Schedule

NO'B provided an overview of the programme progress since the meeting of 4th February 2019.

The current headcount of EY staff stands at twenty-four, with collectively 640 days worked on the programme to date. Thus far, nine of the forty-nine deliverables detailed in the programme contract have been delivered. The deliverables in relation to L&D and Work Force Transition Strategy require further detail.

Agenda Item 6 – Review of Progress

A number activities including High Level Design workshops have been held and the outputs of the workshops have been provided to the Transformation Management Board and Department Board for agreement.

The Department Activity Analysis has been issued to all staff. The closing date for returns is Tuesday, 5th March. The outputs of the activity will be sense checked at PO/ASEC grades.

The next main deliverables in the programme plan relate to completion and sign-off of HLD and the Transition Strategy.

Current State Assessment

MC provided an overview of the work to date in terms of the “as is” assessment.

The purpose of the DAA is to inform the Transformation Programme in the grouping and aligning of activities within the different units of the functional model.

The Programme Manager advised the Board that there was some disquiet amongst Staff Side Unions in relation to the DAA and concerns were expressed in relation to the DAA with the potential for non-engagement with the process. However, a number of meetings were held with a sub-group of Departmental Council and senior full time Union officials and issues were resolved.

High Level Design

MC provided an overview of the outputs of the High Level Design workshops attended by AP/PO grades.

The functional model described in the first report of the Effectiveness and Renewal group refers to five functions. The outputs of the workshops have identified two further groupings of activities (Leadership and Strategy/Service Delivery). Whilst there are differing opinions, the new organisation model is beginning to crystallise.

AOD felt the workshops had been a useful exercise, in that they have highlighted a distinction between operations and service delivery. The workshops have fuelled debate on the relationship between operations and transparency and where they should sit in the new model.

MC provided a brief summary and explanation of the RACI methodology and how it will drive accountability and responsibility in the new model.

The SMT will be provided with a full walkthrough of the High Level Design workshop outputs, by identifying a piece of work and walking through the process using stage boarding which will identify possible gaps.

MF queried the relevant staff numbers in terms of staff involved in operations and those involved in service delivery.

Implementation Options

Conor O'Dwyer gave a brief overview of the possible implementation options. The options had been drawn up following consultation with the Transformation and Department Boards and following initial analysis by ASEC/PO grades, they hope to provide the Transformation Management Board with preferred options within two weeks.

The scale of change and the Departments capacity to change are factors that must be considered. Options to consider include a phased implementation where Divisions are stood down one by one, or the setting up of entire functions in one go. There are risks involved in adopting a "big bang" approach.

AOD stated that given the timeline involved, whichever option is decided upon, the implementation of the new model must be done quickly.

MC stated that business readiness options need to be considered e.g. IT capacity.

OQ queried what is the difference between implementing a phased approach or adopting a "big bang" approach.

AOD explained that a "big bang" approach left no scope to learn or tweak implementation.

AOD suggested that his preferred approach is to implement the new model as quickly as possible.

DT said that in the midst of change, the Department will also need to maintain business as usual.

OB stated the Department will need to be afforded the time to implement the change.

MF suggested informing the Government that the Department will require a period of time to be allowed transition to the new organisational model.

AOD stated that the transition period may occur during the summer months which can be an extremely busy period for a number of areas. The Department will take on Board MF suggestion in relation to consulting around the Oireachtas schedule and any assistance that could be provided to the Department in terms of business as usual.

Change Management

MC provided an overview of the Transformation Communications and Engagement Plan, the programme Communications Plan and Stakeholder Mapping Activities.

The programme will shortly hold a meeting with the heads of the Civil/Criminal Agencies which will provide an opportunity to consider the relationship with the Department under the new model with a particular focus on policy and governance.

Work on a Change Impact Assessment has begun and challenges around business readiness issues have been identified. Discussions are ongoing with POs and meetings have been held with ICT/HR in terms of the implementation phase.

Developments on the L&D Strategy include work on two fronts; the short term – when staff are notified where they are going, they will receive a training before commencing in their new role, with a programme of learning thereafter. It is important that the L&D strategy aligns with the civil service competencies.

The transition of staff to their new roles has been discussed with the Department Board but further work is required to develop the people transition further.

OB queried whether L&D will link with the Civil Service Onelearning. MC indicated that the Programme had linked with both OneLearning and indeed OB's Department in relation to options and good practice and will continue to do so.

MF felt the new model would provide opportunity for increased variety of work for staff within each functional unit.

Status Reporting – MC advised that outputs of the DAA will be analysed and outputs of the workshops will be signed off. Developments of the programme KPI is still a work in progress. Preparations for a Transformation Collaboration Hub and a meeting with the Civil/Criminal Agencies are underway.

MF queried when a decision would be made on the transition strategy.

AOD anticipated a decision would be made towards the end of March.

AOB

With regard to risk, DT felt that a reliance and dependency on ICT should be included.

MC advised that an assessment of the current ICT landscape and the identification of potential new technologies was underway. However any new systems would not be available within the lifetime of the programme (9 months).

DOS advised that the transition to Edocs is throwing up lots of issues in terms of Lotus Notes.

The next meeting of the Board will take place on the 1st April 2019.

Actions Arising	Owner	Comment
Further look at the key risks	MC	Re-visited in the context of the Board discussion and amended.