

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

In Attendance:

Aidan O'Driscoll (Secretary General, DJE); Oonagh Buckley (Deputy Secretary General, DJE); Oonagh McPhillips (Deputy Secretary General, DJE); Doncha O'Sullivan (Assistant Secretary, DJE); Martin Fraser (Secretary General, D/Taoiseach); Derek Tierney (Principal Officer, D/ Taoiseach),;Ronnie Downes (Assistant Secretary, DPER); Niamh O'Beirne (Delivery Partner, EY), Conor O'Dwyer (Programme Manager, EY); Andrew Algeo (Effectiveness and Renewal Group); Martina Colville (Transformation Programme Manager); John Davis (Secretariat)

Apologies:

Derek Tierney (Principal Officer, D/Taoiseach), Orlaigh Quinn (Secretary General, DBEI)

1. Introduction

Aidan O'Driscoll welcomed the members of the Board and guest attendee Andrew Algeo, Effectiveness and Renewal Group.

2. Minutes of Meeting Held on 7th January 2019

The draft minutes of the previous meeting were approved by the Board.

3. Actions Arising from Meeting of 7th January Open/Closed

The Chair noted that the points arising from the previous meeting had been actioned and completed.

In particular, he noted the Draft Terms of Reference and Draft Programme Charter had been redrafted in line with the recommendations made at the meeting of 7th January.

Both documents were approved by the Board.

4. Third Report of the Effectiveness and Renewal Group

Andrew Algeo informed the Board that the Effectiveness and Renewal Group (ERG) was impressed with the significant progress made by the Department in respect of its Transformation Programme since October 2018. Notwithstanding the progress made to date, the Group believes two issues need to be considered at this stage:

- (i) How will the Department source international examples of good practice and experience of different functional models?
- (ii) What mechanisms are in place to promote engagement by middle management?

Martina Colville provided an overview of the programme of engagement with senior management to date, such as the engagement at Assistant Secretary and Principal Officer level. A similar level of engagement with middle management will take place

at the appropriate juncture. A study is also being developed with a view to documenting/understanding current work activities undertaken at an individual level across the Department and this bottom up activity will be an opportunity for staff below the senior management level to directly engage with the Programme.

Niamh O'Beirne flagged the upcoming High Level Design workshops as well as the broader engagement with staff e.g. Transformation Roadshows.

Ronnie Downes queried what implications the Transformation Programme would have for HR management and whether the Transformation Programme should be reflected in PMDS/Business Plans.

Doncha O'Sullivan indicated that the Programme would be reflected when setting goals and that, in fact, a number of divisions were already incorporating the transformation programme into their PMDS Goal Setting/Business Plans.

Martina Colville identified the challenge from a PMDS perspective of staff completing forms at the outset of the year based on current BAU but the question arises as to how to manage PMDS post mid-year when staff will transition to their new role. The new structure will provide clarity of roles, in terms of PMDS, and will provide a clear outline of the skills required.

There are plans to hold discussions with key partners in relation to Business Readiness including the NSSO, the HR Directorate in DPER and all internal partners such as finance, facilities, HR and ICT. Aidan O'Driscoll noted the ERG's views that international expertise would be required however unfortunately examples of similar programmes are not readily available.

Niamh O'Beirne advised that one of EY's most senior leaders was due to visit Ireland in April 2019. Andrew Algeo felt this would be helpful.

Aidan O'Driscoll intends to engage with parallel Departments in other countries to discuss their models and that the insight gained would be useful to this programme.

Aidan felt that overall the third report of the Effectiveness and Renewal Group was positive in terms of the programme to date.

Andrew Algeo informed the Board that there is no slow careful way of implementing a transformation programme of this scale.

Aidan O'Driscoll noted the Group's concerns regarding the appointment of Heads of Units (Assistant Secretaries) but was of the view that there will be challenges on making these appointments at this stage of the programme. He further noted that the Corporate Pillar was very important and that establishing the linkages between the pillars is also very important.

Andrew Algeo suggested that the appointment of the five Heads of Units in each pillar was very important, as they will be the drivers and architects of the new organisational model.

Ronnie Downes queried whether there are any particular items in the ERG Report that the Board should be mindful of.

Andrew Algeo felt the decisive moment would be mid-March. If there are any gaps, then there is an issue. By mid-march, the programme should be able to take stock of where it is and have a clear sense of direction. If not, then this would be concerning.

Martin Fraser queried whether there was any progress in terms of the building arrangements at 51/52 St. Stephen's Green. Aidan O'Driscoll advised that discussions were ongoing with the Office of Public Works. The front block of 52, Stephen's Green will be released to the Department in the spring of 2019. The remaining part of the building will be taken over by the Department at a later stage, however the building will require major works and realistically it could be a couple of years before the rest of the building is ready for use.

Martin Fraser reiterated the importance of the success of the transformation programme to the CSMB and that the Department should ensure that all necessary support to consolidate the speed at which issues like facilities and ICT are resolved should be leveraged including potentially continued Government support.

Aidan O'Driscoll indicated that the Office of Public Works were engaging with the Department in terms of its future building needs.

Before moving on to the next Agenda item, Oonagh Buckley pointed out that the operational services provided by INIS are a large part of the services provided by the Department and that the mapping of INIS operations against the new organisational model will require additional teasing out.

5. Detailed Programme Plan including Risks and Assumptions

Conor O'Dwyer provided an overview of the planned phases of the different work stream activities and the programme plan for the next nine months.

The High Level Design phase has commenced and is scheduled to be completed by mid-March. Thereafter, the Detailed Design phase will begin. It is envisaged the implementation of the new functional model will commence towards the end of April 2019. The implementation phase will take approximately three months to complete.

A transition strategy to assist and support staff in the transition to the new model will be in place. The programme will also involve a change impact assessment, which will identify a checklist of requirements for each of the new unit, which must be in place before transitioning. A decision when each unit is ready to go live will be required.

There then followed a discussion on the risks that may influence the timely delivery of the Programme, such as maintaining business as usual, internal HR competitions, staffing issues, Brexit and the Department's IT infrastructure and the transition to edocs.

Martin Frazer felt that further discussion in relation to the potential impact of Brexit/IT infrastructure on the programme plan. The Chair agreed that the issues would be discussed further at the next meeting.

6. Review of progress since 7th January and activity for month ahead

Martina Colville provided a presentation on progress since that last meeting of the Programme Board.

Andrew Algeo queried a case for change had been formulated. If so, he recommended it be used to promote change and encourage staff engagement. Martina Colville provided a brief overview of the programme's case for change and advised that it was further body of work that would be completed over the next four weeks.

Aidan O'Driscoll commented that the new Transformation HUB on the Justice Portal was a valuable source of information for staff.

Ronnie Downes queried whether there would be a similar external facing Hub. Martina Colville advised that the Department's external facing website will be updated and information on the Transformation Programme would be publicly available.

7. Programme Budget

The members of EY absented themselves from the meeting and Martina Colville provided the Board with details of the programme costs. The figures provided include post implementation/support costs and reflect the scope of the project as tendered.

Andrew Algeo queried whether the programme costs would change if gaps were identified. Martina Colville advised that additional work, not envisaged in the original scope, but which might be critical to programme success would have to be brought to the Programme Board to consider and approve, if appropriate.

Ronnie Downes queried whether the contract with EY was predicated on a completion date and was advised that it is a nine month timeline from 7th January 2019. Oonagh Buckley advised the figures do not include the cost of upgrading the Department's IT infrastructure or any extra staffing requirements.

Doncha O'Sullivan stated the Department intends to implement E-docs/E-PQ in parallel with the Department's restructuring programme.

Aidan O'Driscoll advised that the Department's costs in relation to COPFI had yet to crystalize.

8. AOB

Oonagh McPhillips highlighted that senior management are consistently flagging concerns in relation to the implementation of E-PQs/E-Docs and IT dependency

There then followed a brief discussion on the implementation of E-Docs/E-PQs and how the OGCIO might be made aware of the Transformation Programme's requirements.

The next meeting of the Board will take place on the 4th March 2019.

Actions Arising	Owner	Comment