

**Transformation Programme Board Meeting,
Boardroom, Department of Justice and Equality
Monday 7th January 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 Frazer (Secretary General, D/Taoiseach); Derek Tierney (Principal Officer, D/ Taoiseach), Orlaigh Quinn (Secretary General, DBEI); Ronnie Downes (Assistant Secretary, DPER); Niamh O'Beirne (Delivery Partner, EY), Conor O'Dwyer (Programme Manager, EY); Laura Flynn (Project Lead), Martina Colville (Transformation Programme Manager); John Davis (Secretariat)

1. Introduction

Aidan O'Driscoll welcomed attendees.

Martina Colville provided a brief overview of the Transformation Programme Team and the work carried out to date. Aidan O'Driscoll requested details of the TPT be provided to Board members for information purposes.

Niamh O'Beirne provided overview/background information on the EY team and their governance structure.

2. Minutes of Meeting Held on 7th November 2018

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

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

Aidan O'Driscoll noted the actions points arising from the previous meeting had been actioned.

4. Programme Board Draft Terms of Reference

The Programme Board Draft Terms of Reference were considered by the Board.

Aidan O'Driscoll was of the view that the vision statement, in the draft Terms of Reference needed to be developed further.

Orlaigh Quinn enquired as to the Board's relationship with the Effectiveness and Renewal Group. Aidan O'Driscoll clarified the Board's relationship with the ERG. Whilst the ERG are not members of the Programme Board, it is envisaged that the Chair of the ERG, Padraig O'Riordain, would be invited to attend a Programme Board meeting in the near future, subject to availability.

Martin Fraser noted there was no reference to working collectively in the terms of reference.

Aidan O'Driscoll acknowledged the value of hosting meetings with a broad range of government Departments in order to provide insight on the Department's transformation programme, but also to receive external input on the programme.

Oonagh Buckley felt that an alternative wording to the word "deviations" in the vision statement would be required.

Orlaigh Quinn queried whether the Board should provide an ongoing periodical progress report to cabinet. Martina Colville suggested a review could be provided every quarter.

Given the timeframes involved, Aidan O'Driscoll felt a periodic report could be provided every three months.

The Chair requested the following final changes to the draft terms of reference:

- vision statement to be adjusted
- insert a reference to working collectively
- rephrase the word "deviations"
- insert a reference to periodic reporting to Cabinet Committee.

Martina Colville undertook to provide a revised draft Terms of Reference for agreement at the next meeting on 4th February 2019.

5. Draft Programme Charter

Aidan O'Driscoll stated that the changes mentioned above also apply to the vision statement included in the draft Programme Charter.

Martina Colville advised members that the draft Programme Charter was a working document. A further body of work was required in relation to the Programme Plan, Milestones and the Risks involved in the Transformation Programme. The Board Members were informed that the measures of success set out in the document refer specifically to the implementation of the programme.

Ronnie Downes suggested that these are inward focused to the Programme but outward performance should be considered in the formulation of the measures of success and performance objectives.

Martina Colville suggested that there is a separate body of work to be done in relation to the appropriate measures to evaluate the success of the functional model itself post implementation. The development of evaluation criteria will be included in the work of the Programme.

Orlaigh Quinn was of the view that it will be necessary to demonstrate achievements an external audience.

Ronnie Downes felt that having strategic objectives provided a good architecture to articulate the work of the programme.

Aidan O'Driscoll pointed out that the Transformation Programme includes a communications plan.

Ronnie Downes suggested the communications plan should also have an outward facing element.

Martina Colville advised that the Department's Strategic Communications Manager was developing the Department's website and information relating to the Transformation Programme will shortly begin to be made available on the Department's website and internal portal.

Orlaigh Quinn queried whether Board members could be provided with shared access to documents. Doncha O'Sullivan suggested this could be done using "HIVE".

Martina Colville undertook to provide a revised draft Programme Charter for agreement at the next meeting on 4th February 2019.

6. Update on Programme to Date and Presentation of High Level Programme Plan

Martina Colville provided an update to members on the programme to date under the following headings:

- Governance Activities
- Design Activities
- Change Activities
- Learning and Development Activities
- January Activities
- Design Principles

Orlaigh Quinn recommended the Department reach out to other Departments for input on the programme, including on training.

Conor O'Dwyer from the Team gave a high level overview of the Programme Plan.

Martina Colville acknowledged there was a considerable amount of work to do in developing the Programme Plan, incorporating the various work streams and milestones.

It was agreed that the transition approach will require careful consideration in the context of maintaining BAU, the challenges of moving people into new roles, maintaining knowledge etc. The decisions around transition will become clearer when high level design and some elements of detailed design are further advanced.

7. AOB

A brief conversation in relation to building arrangements at 51/52 St. Stephen's Green then followed.

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

Actions Arising	Owner	Comment
Terms of Reference to be redrafted	MC	Redrafted and for approval
Programme charter to be redrafted	MC	Redrafted and for approval
Details of the Transformation Programme Team to be provided to the Board	JD	Document with details of in-house team put on the HIVE
Board members to be provided shared access to documents on the HIVE	JD	Complete
Member of ERG Group to be invited to attend the next meeting of the Board	SG and MC	Complete