

Management Board Meeting Minutes Tuesday 28 January 2020

Attendance: Secretary General (Fergal Lynch), Bernie McNally, Dermot Ryan, Laura McGarrigle and Conor Rowley. Miriam Kenna reporting.

FL welcomed Conor Rowley to his first MB meeting as newly appointed Assistant Secretary.

1. Minutes of Last Meeting

The minutes of meeting of 13 January 2020 were agreed.

2. Matters Arising

FL confirmed that, following the discussion at the SMT meeting of 10 January, PO rotating attendance at the MB meetings would resume from 24 February. A number of POs would be invited to attend the strategic 'away' discussion of 10 February.

3. DCYA Organisational Structures

Background

Ger Hughes and Sinead McEvoy attended for this item to discuss a paper submitted by the PMO in relation to next steps in advancing the reform project.

Project Management Office

The various roles that a PMO can play in an organisation were briefly considered. It was agreed that it is critically important that the role of this Department's PMO is clearly stated and understood from the start.

Decision:

1. The MB confirmed that the PMO's immediate role is to drive and support the successful implementation of recommendations relating to the Department's reform plan. The development of a standardised approach to project management and other typical PMO activities could be pursued at a later stage, but would not feature in the PMO's initial work.

Programme Board

The makeup of the Programme Board was discussed. The role of externs and the Head of HR was also discussed in this context. The draft Terms of Reference and chairmanship of the Programme Board were also subject to consideration.

Decision:

2. The MB confirmed that membership of the Programme Board would comprise all Management Board members.
3. The MB also agreed that there should be one or two independent externs appointed to the Programme Board with experience of (i) organisational development and (ii) practical experience in implementing organisational change in a large organisation. The MB and

PMO are to continue to reflect on possible externs that might be invited to the Programme Board.

4. The MB agreed that the Head of HR should attend at Programme Board meetings due to the scale of organisation reform involved. Further consideration will be given to whether the Head of HR should be a member of the Programme Board or be in attendance.
5. The MB agreed the draft Terms of Reference with the suggestion of one additional ToR to the effect that the Programme Board will ensure that the revised structure of the Department adequately reflects any relevant Programme for Government commitments and new Statement of Strategy due following the formation of the new Government.
6. The MB agreed that the chair of the Programme Board will be the Secretary General.
7. The MB agreed that the frequency of meetings of the Programme Board would need to be flexible. While the initial suggestion was for meetings every six weeks, this would best be determined when the reform project gets underway and under consideration of the Project Implementation Plan.

Referencing the Mazars Report

The Management Board considered the continuing reference to 'the Mazars' Report' and agreed that it is important that Departmental ownership of the reform plan is clearly established and referenced in the future.

Decision

8. The MB agreed that the process arising from the report would be described as 'Reform 2020', and would serve as the title or reference used in future project planning/communications.

4. MB agenda items: follow up discussion

Ger Hughes and Sinead McEvoy remained in attendance for this item. Following on from a discussion at MB on the 13 January and on feedback from the MB, FL circulated an updated paper on MB meetings and agenda items. In this he outlined the PO involvement, suggested dates for strategic 'away' meetings, recurring update items and other potential discussion items. It was agreed that the MB would keep the agenda list and dates under review, with the usual flexibility for amending them, depending on when they were ready for discussion. MB members will liaise with MK on dates for specific items.

The MB discussed the approach for the strategic 'away' meeting planned for Monday 10 February, which FL had outlined in a paper submitted prior to the meeting. The main components and who should attend were discussed and agreed on, and a final agenda would be circulated.

It was agreed that the meeting would take place in Brunel and that a full day should be allowed. An invitation would be extended to all colleagues working in Brunel to join the MB for a light lunch.

5. EY: Independent review of costs

Anne Marie Brooks and Nuala Connolly attended for this item. AMB presented on a paper which had been circulated prior to the meeting. It was confirmed that a copy of the full review could be circulated to MB members on a confidential basis. She gave a brief background to the review and its objectives. The key messages to note were that:

- (i) the data set, though ultimately taken from a smaller number of providers than hoped, is broadly representative of the overall picture, and can be used to make judgements about the situation nationally;
- (ii) the study has produced a very useful cost calculator that will help projections of the cost implications of any future changes proposed in the future; and
- (iii) the study illustrates the low costs per hour that are indicative of low pay and challenges to ensure good quality.

The MB commented on individual aspects of the study, including profit margins and the question of international comparability and applicability across the sector. It was noted that the peer review process had confirmed the veracity of the questions originally posed.

The MB thanked AMB, NC and their team for the work done on producing the report and agreed that the next step would be to submit the report to the Minister for consideration and preparation for publication.

6. For Noting

The following items were noted by the MB:

- (i) Internal Audit Plan 2020
- (ii) HR Monthly Metrics December 2019

7. AOB

- *Smoke free campus*

Following a letter from Jim Breslin, Secretary General, Department of Health proposing to make Miesian Plaza a smoke-free campus in 2020, MB confirmed their previous agreement to this proposal. FL would seek a coordinated notice to issue from all Departments who are tenants of Miesian Plaza, and would also raise the issue of campus-wide enforcement.

8. Next Meeting

The next meeting of the MB, be a strategic 'away' day, was confirmed for Monday 10 February 2020 at 9.30 and will be held in the Brunel Building.