

# Civil Service Management Board

28<sup>th</sup> February 2020

## 1 National Shared Services Strategy

HMF gave a general overview of progress made to date on the NSSO. The last couple of years have been foundational for the NSSO, and while issues still arise, it is now in the position of providing professional shared services. Targets for 2019 were impacted as a result of the IT difficulty but performance overall was satisfactory. The recent customer survey conducted by the NSSO showed that over 80% of staff are very satisfied, satisfied or neutral.

The key priorities for the NSSO are to engage, enable and empower those working in the Civil Service, replacing legacy technology, and delivering excellent shared corporate services. It was noted that the NSSO now has a data analytics unit and that trend analysis and HR data are being deployed to 46 organisations. Visualisation of overpayments has been particularly helpful and has seen an improvement in 2019 with quicker recovery of overpayments.

HMF noted that the NSSO is experiencing a high demand from new organisations for provision of its services. These organisations are being assessed as to their fitness to receive support from the NSSO.

### FMSS

The Financial Management Shared Services (FMSS) project is a priority for the NSSO in 2020. 2019 focused on recovery of the programme and making changes to the end to end design and the project is now entering the transition phase. While there is no timeline yet, it is expected that deployment will commence 12 to 13 months after full re-mobilisation.

The CSMB acknowledged the hard work of those on the FMSS project team. The discussion highlighted that the lead in time to implementing Phase 1 will be very important for organisations. It was also noted that the FMSS inevitably highlighted existing legacy issues when developing a consolidated platform. It was noted that the lessons learned from the FMSS project would prove valuable for the HCMS project.

### HCMS

HMF outlined that the Civil Service is currently sitting on legacy HR and Payroll systems and this presents a risk. The market has moved from on-premise solutions and the capacity for customised adaptations and maintenance will continue to narrow. Any new platform will need to be capable of much higher levels of inbuilt functionality. It is likely that the best solution will also involve a shift to the Cloud. Site visits made to the UK have shown that while this is challenging it can be achieved.

Moving to a single platform in a Cloud environment would require greater standardisation across the system and a resolution of certain anomalies with arrangements at the design stage.

While the discussion was broadly supportive of the proposal to move to a Cloud based system some concerns were noted. Cyber security and GDPR compliance were raised as issues that will need to be addressed. HMF noted that Cloud security has shifted significantly and that GDPR requirements have been met in other Government Departments in other countries. A thorough analysis of the system will be conducted and if it fails to meet GDPR and security requirements then it cannot go forward.

It was noted that putting major shared service platform in place is very challenging. This should be considered a transformation project, not just an IT project, where expectation management, communications and assurances around safeguards and impacts will have to form part of change management.

MF thanked HMF for her presentation and that the CSMB will consider the issue further when a more fully scoped approach has been developed.

## **AOB**

### **Covid-19**

JB provided an update to the CSMB on Covid-19, noting that the situation was evolving quickly and that one case was confirmed in Northern Ireland. He outlined that the goal is to deal with sporadic cases by pursuing contact tracing and preventing community spread. While Ireland is in the containment phase there is the potential that this will not hold and may move into delay phase. A framework will need to be put in place and cover off issues such as vulnerable groups, and business continuity. A Memorandum will be brought to Government next week.

### **D/JE Award**

AOD informed the CSMB that D/JE won a Chartered Institute of Personnel Development (CIPD) HR award for Organisation Development for its Transformation Programme. It was noted that it would be useful to review programme impact at a future meeting of the CSMB.

### **Passing of David Doyle**

MF informed the CSMB that David Doyle, former Secretary General of the Department of Finance, had passed away. The CSMB expressed its sympathies to David's family.

### ***Attendance***

*Marin Fraser, D/Taoiseach (Chair)*

*Katherine Licken, D/CHG*

*Kevin McCarthy, D/RCD*

*John McCarthy, D/HPLG*

*Maurice Quinn, D/Defence*

*Jim Breslin, D/Health*

*Niall Cody, Revenue*

*Robert Watt, D/PER*

*Maurice Buckley, OPW*

*Brendan Gleeson, D/AFM*

*Mark Griffin, D/CCA*

*Fergal Lynch, D/CYA*

*Aidan O'Driscoll, D/JE*

*Niall Burgess, D/FAT*

*John McKeon, D/EASP*

*Graham Doyle, D/TTAS*

*Séan Ó Foghlú, D/ES*

*Shirley Comerford, PAS*

*Dr Orlaigh Quinn, D/BEI*

### ***Secretariat in Attendance***

*Liz Canavan, D/Taoiseach*

*Fiona Curran, D/Taoiseach*

### ***Presenting on Item 1***

*Hilary Murphy-Fagan*

### ***Apologies***

*Pádraig Dalton, CSO*

*Damien Moloney, AGO*

*Derek Moran, D/Fin*