

# Civil Service Management Board

29<sup>th</sup> November 2019

## 1. Minutes

Minutes of the meeting of the 27<sup>th</sup> September were agreed.

## 2. Future Work of the Civil Service Management Board

The Chair introduced the item. The discussion emphasised the success of the Civil Service Renewal Programme to date and the key role played by the CSMB in championing and giving impetus implementation of the renewal programme. However, the group also agreed that there is a need for refresh - now is the right time to reflect on the focus of the CSMB given the overall maturity of the programme. There is an opportunity to reorient around the original broader ambition for the CSMB set out in first Civil Service Renewal plan and maximise the value of SGs engagement.

The discussion referred to Action 2 of the Civil Service Renewal Plan which outlines that the role of the Civil Service Management Board is to strengthen the collective leadership of the Civil Service and ensure the Government has the support of a cohesive executive management team to manage the delivery of whole-of-Government priorities and outcomes.

The discussion reflected the requirement for CSMB to continue to evolve in an increasingly uncertain world; to find ways to collectively support the cultural shifts required across the system and lead those back in individual departments; to take stock of how Ireland is comparing against international benchmarks and the Civil Service's role in that context.

It was agreed that the CSMB will identify a small number of strategic issues which require collective thinking and direction from the CSMB. CSMB should focus on providing leadership on how the Civil Service needs to think and act differently in order to respond to new and emerging challenges.

It was agreed that three topics might be selected for trial and a sponsors' sub-group for each would be established to consider the best approaches to bringing forward each of the topics. It was proposed that the first of the topics will be discussed at the February meeting. The Chair will discuss further with individual SGs.

It was also agreed that Civil Service Renewal (including any new plan) will continue to be a key part of the work programme of the CSMB and that oversight should be evolved to reflect progress to date. It was agreed that there will be three dedicated meetings in the CSMB annual programme to focus on progress on the renewal programme and any successor programme. Existing sub-group structures e.g. People Sub-group and the Digital Leaders group etc. will continue to give guidance on a more ongoing basis to those specific programmes of work. These provide for more intensive inputs from a smaller number of SGs on a rolling basis.

### 3. Future Direction of Civil Service Renewal – Discussion Paper

RW introduced the discussion paper. There was a short discussion on the 3 and 10 year time frames proposed and the need to ensure that 10 year objectives are ambitious and reflect as much foresight thinking as possible.

It was noted that a consultation process is proposed which can commence in January with a view to reverting to CSMB with a draft plan around March.

Approval was given to the proposal relating to the preparation of the new plan. It was agreed that members would revert in 2 weeks (by 13<sup>th</sup> December) with any comments on the discussion document prior to its circulation as part of the consultation process.

### 4. Annual Report

It was noted that the Report might include in the achievements recent survey benchmarks (and graphics) in the final document.

Members to revert in 1 week (6<sup>th</sup> December) with any comments on the Report which will be published immediately after.

#### **Update: Developments since the previous meeting**

- To note that the January meeting was postponed in light of Government's decision to call a General Election.
- It is proposed that further discussions on these matters will be advanced in the context of a new Programme for Government.

## Attendance

*Martin Fraser, D/Taoiseach (Chair)*

*Maurice Buckley, OPW*

*Niall Cody, Revenue*

*Shirley Comerford, PAS*

*Mark Griffin, D/CCAE*

*Katherine Licken, D/CHG*

*Fergal Lynch, D/CYA*

*Kevin McCarthy, D/R&CD*

*John McCarthy, D/HPLG*

*Derek Moran, D/Finance*

*Maurice Quinn, D/Defence*

*Robert Watt, D/PER*

*Aidan O'Driscoll, D/JE*

*Séan Ó Foghlú, D/ES*

*Brendan Gleeson, D/AFM*

*Dr. Orlaigh Quinn, D/BEI*

### **Secretariat / in attendance**

*Liz Canavan, D/Taoiseach*

*Lucy Fallon-Byrne, D/PER*

*David Cagney*

### **Apologies**

*Jim Breslin, D/Health*

*Niall Burgess, D/FA&T*

*Pádraig Dalton, CSO*

*Graham Doyle, D/TTS*

*John McKeon, D/EASP*

*Damien Moloney, AGO*