

**RPA Stakeholders' Group  
4th Meeting  
Stormont Hotel  
23 October 2006**

**Attendees:**

Will Haire	(DE)
Eddie Rooney	(DE)
Chris Stewart	(DE)
Maura McCusker	(DE)
Liam Barr	(DE)
Greg McConnell	(DEL)
David Guilfoyle	(NIYC)
Denis Palmer	(YouthNet)
Lorna McAlpine	(NICIE)
Finbar McCallion	(GBA)
Patricia Weir	(Staff Commission)
John D'Arcy	(Assoc NI Colleges)
Mons. Liam McEntaggart	(Catholic Trustees)
Tom Hesketh	(RTU)
Irene Knox	(SEELB)
Donal Flanagan	(CCMS)
Pamela Montgomery	(IEF)
Pauline Leeson	(CiNI)
Revd Robert Herron	(TRC)
Sean O Coinn	(CnaG)
Helen McClenaghan	(SELB)
Tom Gillen	(NIC/ICTU)
Barry Mulholland	(WELB)
Eddie McArdle	(GTCNI)
David Guilfoyle	(Youth Council NI)
Gordon Topping	(NEELB)
Frank Bunting	(NITC)
Gavin Boyd	(CCEA)

**Apologies:**

David Cargo	(BELB)
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<b>No.</b>	<b>Description</b>	<b>Action</b>
<b>1.</b>	<b>Welcome and Introductions</b>	
a.	Will Haire welcomed members to the meeting and in particular welcomed new members Greg McConnell (DEL)	

	and Maura McCusker (DE).	
<b>2.</b>	<b>Minutes of the previous meeting</b>	
<b>a</b>	The amended minutes of the previous meeting were agreed.	
<b>3.</b>	<b>Update on Progress</b>	
a.	Chris Stewart provided an overview of progress to date. He stated that a series of policy papers had been forwarded to the Minister. The Minister had considered these and had asked for some additional work to be undertaken. It is anticipated that the Minister will provide feedback within the next 2-3 weeks. Once the Minister has given her approval the policy papers will be circulated to stakeholders. It will be important that these documents are discussed and retained within each organisation.	
b.	In a response to a query on the appointment of the Chief Executive Designate Will Haire stated that it is expected that the CEO designate will be appointed by the end of the year.	
<b>4</b>	<b>Gateway Review Recommendations</b>	
a.	Eddie Rooney provided an update on the Gateway process. The Review team had given a “Red” status to the Programme, which requires the Senior Responsible Owner (SRO) to take immediate action to address the areas of concern identified by the Review Team. In total there were 14 recommendations.	
b.	Eddie Rooney asked the Group to break into sub-groups to consider in detail two of the recommendations; the need for a Communications and Stakeholder manager and the need to appoint a Business Change Manager.	
c.	<p><u>Communication and Stakeholder manager</u>: The following issues were identified as requiring action:-</p> <ul style="list-style-type: none"> <li>(i) Improvements in interface between DE and other government departments, particularly DHSS&amp;PS;</li> <li>(ii) Clarity needed as to whether the post was to be an internal or external appointment;</li> <li>(iii) Recognition that communication should be both bottom-up and top-down;</li> <li>(iv) Early engagement with the “affected” groups;</li> <li>(v) Recognition that there needed to be more face-to-face communications and the need to share with staff issues emerging from the policy papers; and</li> <li>(vi) Need for consistent messages with a clear communication strategy.</li> </ul> <p>At the end of the presentations Eddie Rooney confirmed that Kim Martin, a former Press Officer has been appointed as the Communication and Stakeholder</p>	

	manager.	
d.	<p><u>Business Change Manager</u>: The following issues were identified as requiring action:-</p> <ul style="list-style-type: none"> <li>(i) need for greater vision/purpose and greater clarity as to the structure of the new organisation;</li> <li>(ii) Clarification needed on role of postholder;</li> <li>(iii) Uncertainty as to role of local change managers and how this would fit in with DE's Business Change Manager;</li> <li>(iv) Need for a consistent and clear plan for Business change management;</li> <li>(v) Recognition of the need for culture change; and</li> <li>(vi) Benefits realisation strategy needed to address issues emerging from both internal and external stakeholders.</li> <li>(vii) The Business Change Manager needs to bring added value and seek to inspire organisations to embrace change.</li> </ul> <p>At the end of presentations Eddie Rooney stated that a key role for him as SRO for the programme was the delivery of end benefits.</p>	
e.	<p>There were a number of general issues raised regarding the Gateway Review and how these should be addressed.</p> <p>It was stated that there needed to be a "road map" to show direction, setting out the connectivity between a range of strategic issues, including empowerment, accountability and service delivery.</p> <p>It was raised as to the role of the CEO designate in the change management process. It was recognised that his/her involvement would be crucial to the management of the change process.</p> <p>It would also be an important step to clarify at the earliest possible moment whether TUPE would apply to staff transferring to ESA.</p> <p>Will Haire stated that the Minister has provided direction on the way forward and it will be important for DE to lead and manage the change agenda. This will require the support and active involvement of both the CEO and the Stakeholders' Group.</p>	
f.	<p>It was stated that it would be useful to have a fuller discussion on the Gateway recommendations. Eddie Rooney explained that he would be preparing an Implementation plan on addressing the issues in the Review and what assistance would be needed to take this</p>	<b>Eddie Rooney</b>

	forward. He would provide an update at the next meeting.	
	<b>Meeting concluded at 16.00</b>	