



IPA Presentation

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The Secretary's Perspective

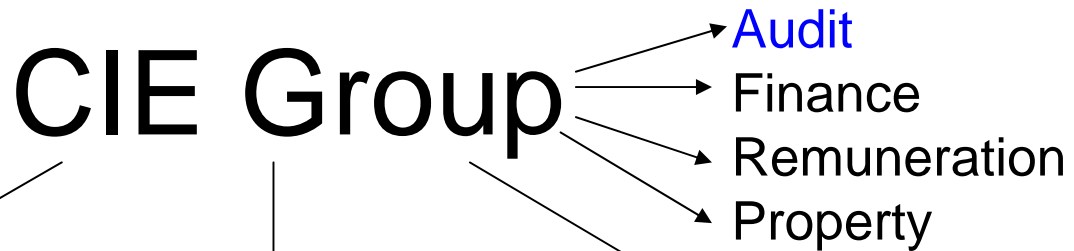
A Concrete Example



How it is done in the CIE Group

- We're not perfect
- We don't 'know it all'
- We don't have all the answers
- This is what works best for us

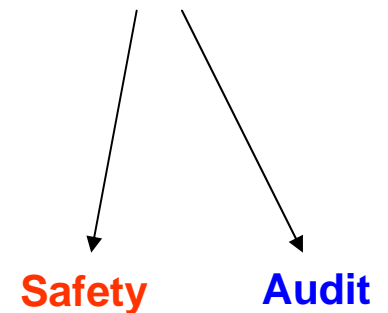
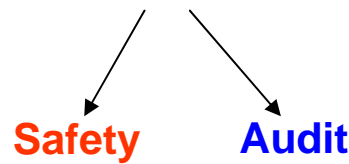
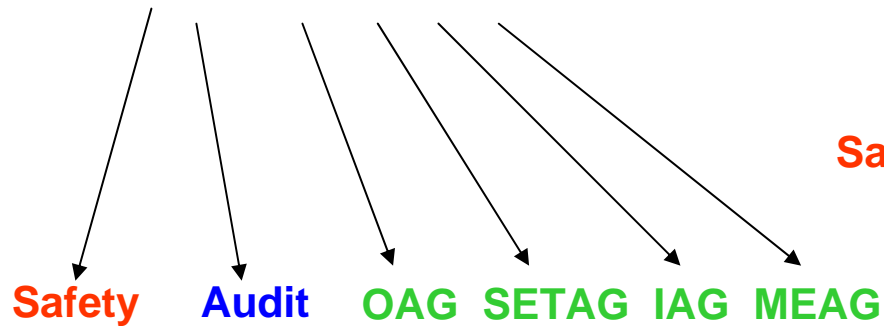
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- Structure of the Group
 - National Organisation
 - 12,000 + employees
 - High cash volumes
 - Heavy capital expenditure
 - 30 Directors
 - What gets discussed and decided where
 - Division of responsibilities between CIE and its subsidiary companies
 - Flow of information through the Group
 - Timetable
 - Problems



Irish Rail

Dublin Bus

Bus Eireann



Project Groups

Project Groups

Project Groups



Timetable and Agenda

- Monthly Items
- Yearly Items
- Other Items



Timetable and Agenda (contd.)

■ Monthly Items

- Reports from Chief Executive of the subsidiary companies
- Minutes of Committee meetings
- Report from the Group Chief Financial Officer
- Capital expenditure
- Contracts
- etc.

Timetable and Agenda (contd.)

■ Yearly Items

- Safety Items
- Risk Register
- Statutory and Administrative Items
- Annual Report
- Chairman's Letters to the Minister
(Code of Practice for the Governance of State Bodies)
- Budgets
- Policy Reviews
- Strategy Reviews



Problems

- Quorum
- Continuity
- Experience/Expertise of Directors