



An Ghníomhaireacht um
Leanaí agus an Teaghlach
Child and Family Agency

CHILD AND FAMILY AGENCY			
MINUTES OF BOARD MEETING HELD ON 27 September 2019 at 10.30am			
BRUNEL BUILDING, HSQ, DUBLIN			
Attendance	Name	Initials	Role
Present	Pat Rabbitte	Chair / PR	Chairperson
Present	Anne O'Gara	AOG	Deputy Chair
Present	Rory O'Ferrall	ROF	Board Member/ Chair of Audit & Risk Committee
Present	Liam Irwin	LI	Board Member
Present	Deirdre Kiely	DK	Board Member
Present	Avril McDermott	AMcD	Board Member
Present	Paul White	PW	Board Member/Chair of Organisational Development Committee
Present	Sean Holland	SH	Board Member/ Chair of Service & Quality Committee
	Vacancy		Board Member

In Attendance	Bernard Gloster Pat Smyth Linda Creamer Colette Walsh Brian Lee Paul Hayden Ger Brophy Stella Ownes Emma Dodrill Kay Keilthy	Chief Executive Director of Finance A/Chief Operations Officer Director of HR Director of Quality and Assurance Head of Estates Chief Social Worker Office of the Chief Social Worker Board Administrator Board Secretary
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SIGNED: Pat Rabbitte

DATE: 24/10/2019

CHAIRPERSON

Start: (10.30)

It was noted that a quorum was present and the Board meeting was duly convened

1. Apologies

None

1.1 Declarations of Interest

No conflicts of interest relating to the agenda items were declared

1.2 Minutes of the Board Meetings of 26th July and 6th September 2019

The Minutes of the Board Meetings held on 26th July and 6th September 2019 were considered and approved by the Board.

1.3 Matters Arising

The Board agreed to a change in the running order of the agenda. The Chief Social Worker's presentations were brought forward.

Private Session

The Board went into private session.

Private Session ended.

B.Gloster Chief Executive and P. Smyth Director of Finance joined the meeting

2. Chief Executive Monthly Report

2.1 The Board welcomed the new CEO, B. Gloster to the meeting and thanked P. Smyth, Director of Finance for his work as Interim CEO for the past 12 months. P. Smyth thanked the Board for their support during his time as Interim CEO and welcomed the appointment of the new CEO. P. Smyth will remain in a transitionary role for a four to six-week period to enable any on-going issues to be concluded appropriately. The target for completion of due diligence is Friday 4th October.

2.2 The outgoing ICEO P.Smyth reported on the following:

- The TOR had been drafted for the newly organised quarterly meetings with HIQA. The CEO confirmed he was scheduled to meet with Mr. Phelim Quinn, CEO of HIQA in the coming weeks. The Board noted the Chair will meet with Mr. Pat O'Mahony, Chair of Board of HIQA at the end of October.
- A proposed mechanism with An Garda Síochána in respect of data sharing had been agreed as a way forward at a meeting in early September. Work in relation to data sharing is ongoing.

2.3 The Chief Executive provided a summary of the main points of his monthly report. The main points included:

- The Chief Executive utilised the period immediately prior to his formal commencement as a time to engage with key people within and external

to the Agency. In order to continue detailed engagement and commence change as appropriate, the Chief Executive advised he had reserved one day per week for working out in the regions, areas and services.

- The financial position of the Agency closing 2019 and projecting to 2020 was the subject of the meeting with the Minister, her officials and members of the Board. Notwithstanding the outcome of allocation post Budget day there will be a requirement for maximum focus on scheduling priority of expenditure and a robust Pay & Numbers Strategy to avoid deficit growth.
- Organisation – Processes and Structures: The Chief Executive confirmed he will be advising the Board prior to the conclusion of 2019 of his assessment of the overall structure of the organisation and recommendations for change in an incremental format.
- 2020 Planning had commenced and the Chief Executive did not propose any substantial change to the process other than close scrutiny of what the Agency will be proposing by way of formal agreement with the Minister in light of the emerging service pressures and financial position.
- The CEO informed the Board he had advised the SMT of his intention to commence the next phase of Performance Management-signed performance agreements in time for 2020.
- Confirmation of the utilisation of the Brunel Building will be finalised by the 9th of October and communicated to the Board.

3. Board Sub Committee Reports

3.1 Service and Quality Committee (SQC) Report

The Chair of the SQC, S. Holland, provided the Board with a summary of items discussed at the SQC Committee meeting held on 26 September 2019.

Key areas discussed:

- The SQC on the 26th September was hosted by Ballydowd Special Care Unit. A tour of the facility was provided by the Unit.
- Donal McCormack, the National Service Director provided an update and overview of the key quality assurance and risk information for CRS for the period Q1 & 2 2019 and the associated mitigating and service improvement actions.
- The Director of QA presented the Practice Assurance and Service Monitoring Team's Q2 Audit Report, Q2 Summary of announced HIQA Inspections.
- The A/COO presented the Q2 Operational Directorate Service Improvement Report, in which many of the risks identified by QA Internal Audit and HIQA are being addressed by Tusla's change programme.

P. Hayden, Head of Estates joined the meeting

4. Estates – Property Acquisition

- 4.1 The Head of Estates updated the Board on an issue arising with the procurement process in respect of the refurbishment and extension of St. Joseph's Limerick. On March 26, 2019 the Board approved the

recommendation to award the enabling works contract to the successful tenderer Conack Construction Ltd. Conack Construction Ltd subsequently withdrew its tender, as noted by the Board at its July meeting. The Board approved the recommendation to award the contract in respect of the refurbishment and extension of St. Joseph's Limerick to the second place tenderer Nautic Building Contractors Ltd.

L. Irwin proposed the approval of the recommendation to award the contract in respect of the refurbishment and extension of St. Joseph's Limerick to Nautic Building Contractors Ltd. The proposal was seconded by A. O'Gara. Accordingly, the Board approved the recommendation to award the contract in respect of the refurbishment and extension of St. Joseph's Limerick to Nautic Building Contractors Ltd.

- 4.2 On March 26, 2019 the Board approved the recommendation for leasehold acquisition of Units 10 and 16, Enterprise Centre, Trim Road, Navan, Co. Meath. The Board approved the recommendation to modify the transaction to a licence agreement. The Board noted the commercial terms are unchanged and the only impact of the modification status is a diminution of the Board's renewal rights at the end of the term.

P.White proposed the approval to modify the transaction to a licence agreement. The proposal was seconded by R. O'Ferrall. Accordingly, the Board approved the recommendation to modify the transaction to a licence agreement in respect Units 10 and 16, Enterprise Centre, Trim Road, Navan, Co. Meath.

- 4.3 The Board noted approval in principle was sought and obtained at the Board meeting in September 2018 to enable detailed design to progress in respect of purpose-built Tusla accommodation in the proposed new HSE Primary Care Centre at Drumlonagher, Co. Donegal. Following extensive work with local Tusla management and in partnership with HBS Estates, design and layouts are now complete and full approval is now sought on the basis of a long-term operational lease. The Board approved the recommendation to enter into a new lease at the Primary Care Centre, Drumlonagher, Donegal Town, Co. Donegal.

D. Kiely proposed the approval of the recommendation to enter into a new lease agreement in relation to the Primary Care Centre, Drumlonagher, Donegal Town, Co. Donegal. The proposal was seconded by L. Irwin. Accordingly, the Board approved the recommendation to enter into a new lease in relation to the Primary Care Centre, Drumlonagher, Donegal Town, Co. Donegal.

- 4.4 The Board noted approval in principle was sought and obtained at the Board meeting in September 2018 to enable detailed design to progress in respect of purpose-built Tusla accommodation in the proposed new Primary Care Centre at McGinn Drive, Buncrana. Co. Donegal. Following extensive work with local

Tusla management and in partnership with HBS Estates, design and layouts are now complete and full approval is now sought on the basis of a long-term operational lease. The Board approved the recommendation to enter into a new lease at the Primary Care Centre at McGinn Drive, Buncrana. Co. Donegal.

D. Kiely proposed the approval of the recommendation to enter into a new lease agreement in relation to the Primary Care Centre at McGinn Drive, Buncrana. Co. Donegal. The proposal was seconded by. A. McDermott. Accordingly, the Board approved the recommendation to enter into a new lease in relation to the Primary Care Centre at McGinn Drive, Buncrana. Co. Donegal

- 4.5 The Board noted approval in principle was sought and obtained at the Board meeting in September 2018 to enable detailed design to progress in respect of purpose-built Tusla accommodation in the proposed new Primary Care Centre Station Road, Gortboy, Newcastle West, Co. Limerick. Following extensive work with local Tusla management and in partnership with HBS Estates, design and layouts are now complete and full approval is now sought on the basis of a long-term operational lease. The Board noted the Chief Executive had involvement in this development in his previous role with the HSE. The Board approved the recommendation to enter into a new lease at the Primary Care Centre Station Road, Gortboy, Newcastle West, Co. Limerick.

R. O’Ferrall proposed the approval of the recommendation to enter into a new lease agreement in relation to the Primary Care Centre Station Road, Gortboy, Newcastle West, Co. Limerick. The proposal was seconded by. P. White. Accordingly, the Board approved the recommendation to enter into a new lease in relation to the Primary Care Centre Station Road, Gortboy, Newcastle West, Co. Limerick

P. Hayden, Head of Estates left the meeting

SMT; G. Brophy and S. Ownes joined the meeting

5. Empowering Practitioners and Practice Initiative (EPPI)

- 5.1 S. Ownes presented the EPPI toolkit to the Board, outlining the aims of the programme and the successful impact this programme has had on participants. EPPI aims to develop evidence-using and evidence-informed practitioners in Tusla by increasing the knowledge levels and confidence of staff and improving the consistency and quality of practice across the Agency. Following questions by the Board the Chair thanked S. Ownes for her presentation.

A01919: The Board requested data on the retention rate of staff that have completed the EPPI programme

6. National Child Care Information System (NCCIS)

- 6.1 G. Brophy presented an overview of NCCIS, including the programme of work to date, usage, usability, data protection, data quality and reporting. The Board agreed that there was a need to further assess the risk associated with the system.

A02919 The Board requested a further presentation of NCCIS Phase 2

G. Brophy and S. Ownes left the meeting

7. Monthly HR Performance Data

- 7.1 The Board noted the HR Integrated Report August 2019. The Board thanked Colette Walsh for her contribution and commitment to the Agency.

S. Holland gave his apologies and left the meeting

8. Financial Outturn – July/August 2019 / Cost Containment Update

- 8.1 The Board noted the Tusla Financial Performance Reports – July and August 2019 providing an update on the financial outturn for the year to date period to July and August 2019.

9. Estimates 2020

- 9.1 The Board noted the Estimates 2020 briefing paper on the existing level of services (ELS). The paper focussed on the funding required to meet its Existing Level of Service requirement for 2020 as in the absence of this, the Board noted service reduction will necessary.
- 9.2 The Chair informed the Board that the parameters of the Agency's financial problems were raised when discussing the budget 2020 with the Minister on the 19th September.

10 Quality Assurance

10.1 Performance Data – Q2 and July 2019

The Board noted the overview of the July 2019 national performance and activity data for the Agency and the Q2 2019 Report. The data showed a downward trend beginning to emerge in the numbers of unallocated and retrospective cases.

A03919 The Board requested and update on the impact of mandatory reporting under The Children First Act 2015.

10.2 Chief Risk Officer Report

The Board noted the update on the Corporate Risk Register and the new emerging risks to the Agency. The risk register will be reformatted in the coming months as part of the Audit & Risk Committee work plan.

A. McDermott gave his apologies and left the meeting

10.3 HIQA Action Plan

The Board noted the progress against the HIQA Action Plan. SMT and Tusla engagement with the EAG had concluded and the final quarterly report of the EAG is expected to be available for presentation at the October Board meeting. SMT will continue this reporting process to the Board for a minimum of a further six months.

R. O'Ferrall gave his apologies and left the meeting

11. Early Years Inspectorate Update

- 11.1 The Board noted the update paper of the enforcement actions undertaken by Tusla's early years' inspectorate regarding the early years' services and the impact on service delivery.

steps taken by Tusla to strengthen its information systems and respond to the substantial increased awareness of the inspectorate due to public and parents' concerns were outlined to the Board.

12. AOB

- 12.1 None

End (15.00)