



An Ghníomhaireacht um
Leanaí agus an Teaghlach
Child and Family Agency

CHILD AND FAMILY AGENCY			
MINUTES OF BOARD MEETING HELD ON THURSDAY, 24 OCTOBER 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
Apologies	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 J. Gibson Cormac Quinlan Kim Hayes Ger Brophy Emma Dodrill Kay Keilthy	Chief Executive Director of Finance Chief Operating Officer Director of Policy & Strategy Director of HR Chief Social Worker Board Administrator Board Secretary
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SIGNED: _____

Pat Rabbitte

DATE: _____

29th Nov, 2019

CHAIRPERSON

Start: (10.30)

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

1. Apologies

Apologies were received from P. White and noted by the Board.

1.1 Declarations of Interest

No conflicts of interest relating to the Board agenda items were declared

1.2 Minutes of the Board Meetings of 27 September 2019

The Minutes of the Board Meetings held on 27 September 2019 were considered and approved by the Board.

1.3 Matters Arising

1.4 The Board reviewed the Board Action Log as of 27 September 2019.

1.5 The Chair reported on the first regional Stakeholder engagement meeting held on 21 October in the South. A further regional meeting will take place in the West before the year end with a national elected members briefing in Leinster House in November.

1.6 The next quarterly meeting with the Minister will take place on 4 November 2019. The Board considered the key areas for discussion with the Minister.

1.7 The Chair is scheduled to meet with the Chair of HIQA on 31 October 2019 and will report back to the Board at the November meeting.

2. Private Session

2.1 The Board agreed to table a private session to consider a review of the Board's effectiveness before the year end.

Private Session ended.

3. Board Sub Committee Reports

3.1 Organisation Development Committee Report (ODC)

3.1.1 AMcd reported on the ODC meeting held on 15 October 2019.

3.1.2 The ODC meeting closed out on the Governance Committee meeting held on 4 April 2019. The ODC Committee will liaise with the Chair of the ARC on matters arising from the former Governance Committee which now fall under the scope of the ARC.

3.1.4 The meeting discussed the relevance and frequency of the HR performance data. The Committee requested additional qualitative information to be included in the HR Monthly Performance Report to enable the Committee to monitor performance progress and support decision making.

3.1.5 The ODC approved its TOR's and will develop its Workplan for 2020.

3.2 Service and Quality Committee Report (SQC)

- 3.2.1 The Chair of the SQC reported on the SQC meeting and the Joint Committee meeting with the ARC held on 18 October 2019.
- 3.2.2 The SQC meeting approved its TOR's and Workplan subject to some minor amendments.
- 3.2.3 The meeting noted the update on progress against the HIQA Strategic Action Plan and the SMT engagement with the EAG. The Committee discussed the proposed governance arrangements to ensure continued oversight of the HIQA Strategic Action Plan. The Committee will continue to monitor progress against the action plan until Q4 2020.

3.3 Audit and Risk Committee (ARC)

- 3.3.1 The Chair of ARC reported on the ARC meeting and the joint meeting with the SQC held on 18 October.
- 3.3.2 The ARC reviewed the draft management letter for 2018 and approved, subject to minor changes, the updated responses provided by management to issues raised by the C & AG in the 2018 Audit. The C & AG will present the Audit Plan for 2019 at the December ARC meeting.
- 3.3.4 IA provided a summary of six IA Reports undertaken in Q2. The Committee discussed the IA findings and the key control issues identified.
- 3.3.5 The Committee reviewed the Governance and Management of Protected Disclosures paper. The ARC requested additional information be included in the paper prior to submission to the Board for further reflection and consideration of procedural issues.
- 3.3.6 The ARC recommended the approval the Internal Audit Charter to the Board. The Board approved the Internal Audit Charter.
- 3.3.7 At the joint meeting of the ARC and the SQC the Committee's discussed the frequency and mechanism of reporting risks to the Board and their respective roles in relation to the Corporate Risk Register. The Chief Risk Officer will escalate exceptional items to the Board.

4. CEO – Monthly Report

- 4.1 The CEO provided a summary of his engagement activity since the September Board meeting.
- 4.2 The CEO is scheduled to attend before the Joint Committee on Children & Youth Affairs (JCCYA) on 6 November and his opening statement will be circulated to Board members in advance of the JCCYA.
- 4.3 The CEO confirmed the appointment of Kim Hayes as Interim Director of HR.
- 4.4 The CEO updated the Board on changes to the operation of the CEO function. The staff and functions of Communication and Parliamentary Affairs will report directly into the CEO's Office as at the end of October 2019.

- 4.5 The CEO presented his interim management and system performance changes to the Board. The interim arrangements will ensure maximum focus on service continuity and provide the framework through which the more permanent structure/organisations changes will be implemented. The Board approved the CEO's proposed interim management and system performance changes which will take effect from January 2020. The CEO will submit his organisation structure development plans to the ODC for consideration at their next meeting.

Pat Smyth, Director of Finance joined the meeting

Finance Report/Closing out of 2019/Budget 2020

- 4.6 The Board discussed the measures that Tusla may need to implement for 2020 to enable it to deliver services within the resources provided under Budget 2020. The meeting acknowledged that there are few services that can be reduced without impacting on children and family services directly. The Board considered the proposed conversion of selected front line Agency Staff to Tusla specific contracts. The conversion will provide estimated savings of 25% of current costs of these roles through the elimination of Vat and agency fee costs and generate staff stability. It is not expected that this measure will impinge on direct front line services. The Board approved the conversion plan as outlined and subject to approval by D/Per.
- 4.7 The Board noted Tusla's Financial Performance Report providing the financial outturn for the year to date - September 2019 and the full year forecast showing an overspend. The Agency is in ongoing discussion with the DCYA and Minister in relation to the projected funding gap for 2020.

5. ICT Report

- 5.1 The Head of ICT reported on the National Childcare Information System (NCCIS) providing an update of current usage levels, the technical platform, original project costs and future strategic direction.
- 5.2 The Board questioned the Head of ICT in relation to the NCCIS platform and future NCCIS strategic direction. The ICT Directorate negotiated significant arrangements to address issues identified in relation to the NCCIS platform and outlined the planned progress of NCCIS from 2018 thorough to NCCIS² in 2022.

5.3 ePQ System Update

The Board noted the ePQ system update on the implementation of the ePQ system in Tusla.

5.4 Tusla Data Management Strategy (Draft 21/10/19)

The Head of ICT reported on Tusla's Draft Data Management Strategy which was presented to the SQC on 18 October. The strategy aims to deliver an environment to enable data to act as a key resource to support the evaluation of outcomes and the informing of policy development. The Board requested

the ODC to consider the Strategy in more detail and revert to the Board with any comments/recommendations.

6. Finance

6.1 -6.3 - considered under agenda item 4.

6.4 Business Plan Q3 2019 Progress Report

The Director of Transformation and Policy reported on the implementation of the Business Plan (BP) 2019 as of Q3. The report detailed the progress made on actions due in Q2 and actions that are for completion throughout 2019. The Board interrogated the data noting a number of the 2018 actions carried into the 2019 BP and a number of 2019 actions were at risk of not being realised. The Board was of the view that in the context of the 2020 Business Plan decisions may need to be made to modify actions being carried forward or not to carry forward certain actions into 2020. Any action not carried forward should be attributed with the reason for same. The Board requested the Executive to highlight in the BP Report the actions dependent on input from external agencies in order to progress.

6.5 Business Plan 2020

The Director of Transformation and Policy provided an outline for the development of the Business Plan 2020. Significant work has already been undertaken in relation to the Business Plan 2020. The Minister is scheduled to issue the 2020 Performance Statement by the end of November.

7. Performance Data

7.1 Performance and Activity Data – August 2019

The Board noted the Performance and Activity Data – August 2019. The August data showed no substantial variance from the July figures presented at the October Board meeting.

7.2 Impact of Mandatory Reporting on referrals to Tusla

The Board noted the preliminary findings on the analysis of referral rates for the period Q1 2015 to Q1 2019 showing an increase in the number of child protection and welfare referrals in 2018 and an increase in referrals of retrospective abuse over the period 2015 – 2018. The data, however, needs to be interpreted in the context of a changing environment. Other factors contributing to the increase in referrals include the implementation of the National Child Care Information System and the introduction of *Signs of Safety* practicemodel along with improved systems for the interpretation of definitions at local level flagged by areas in 2018 and 2019.

7.3 Chief Risk Officer Report for the Board

The Board noted the Chief Risk Officer Report to the Board. The Report showed no significant variance in the Corporate Risk Register from that previously submitted to the Board.

7.4 HIQA Action Plan update

The Board noted the HIQA Action Plan Update and the proposed governance arrangements to ensure continued oversight of the Strategic Action until Q4 2020.

7.5 **HR Board Report (August 2019)**

The Interim Director of HR reported on recruitment and staffing numbers as at August 2019 against the 2019 Business Plan targets. The annual recruitment figures show new hires are above the 2019 Business Plan targets.

8. **AOB**

8.1 None