



An Ghníomhaireacht um  
Leanaí agus an Teaghlach  
Child and Family Agency

| CHILD AND FAMILY AGENCY   |                  |            |  |
|---|------------------|------------|--|
| MINUTES OF BOARD MEETING<br>HELD ON FRIDAY, 29 NOVEMBER 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 |
| Apologies   | Sean Holland     | SH         | Board Member/ Chair of Service & Quality Committee         |
| Apologies   | Patricia Doherty | PD         | Board Member   |

|                      |   |   |
|----------------------|---|---|
| <b>In Attendance</b> | Bernard Gloster<br>Pat Smyth<br>J. Gibson<br>A. Comerford<br>Kim Hayes<br>B. Lee<br>Emma Dodrill<br>Kay Keilthy | Chief Executive<br>Director of Finance<br>Chief Operating Officer<br>Policy & Strategy Directorate<br>Director of HR<br>Director of Quality & Assurance<br>Board Administrator<br>Board Secretary |
|----------------------|---|---|

SIGNED: Pat Rabbitte

DATE: 16<sup>th</sup> december 2019

CHAIRPERSON

*Start: (10.34)*

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

**1. Apologies**

Apologies were received from S. Holland and P. Doherty 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 24 October 2019**

The Minutes of the Board Meetings held on 24 October 2019 were considered and approved by the Board.

**1.3 Matters Arising**

1.4 The Board reviewed the Board Action Log as of 24 October 2019.

1.5 The Chair updated the Board on his meeting with the Chair of HIQA. The meeting was very positive and arrangements have been put in place to allow for regular engagement between HIQA and Tusla Executive.

1.6 The Chair updated the Board on the Quarterly meeting with the Minister which took place on 4 November.

1.7 The Board welcomed the Performance Statement for 2020 issued by the Minister on 14 November 2019.

1.8 The Board noted the final Expert Assurance Group (EAG) Report to the Minister for Children and Youth Affairs. The Board thanked the Chair, and members of the EAG for their work. The Board will formally consider the EAG recommendations at its January 2020 meeting.

**2. Private Session**

2.1 The Chair confirmed the appointment by the Minister of two new Board members.

- Ms Patricia Doherty was appointed from the 6 November 2019 for a period of 5 years.
- Mr Charles Watchhorn was appointed from 1 January 2020 for a period of 5 years.

The Board welcomed the appointment of the new Board members.

2.2 A Board self –Assessment Evaluation Questionnaire will issue to Board members in advance of the next Board meeting. The results of the questionnaire will be reviewed as part of the Board’s effectiveness evaluation scheduled to take place at the December Board meeting.

- 2.3 The Board discussed the membership of the sub committee's and agreed that a relevant external expert should be appointed to each committee as provided for under section 25(2) of the CFA Act 2013. The Board agreed in principle to pay a small stipend plus expenses to appointed external experts. In accordance with section 27 of the CFA Act 2013 the Chair will seek consent from the Minister/ Minister for Public Expenditure and Reform for the payment of same.

*Private Session ended.*

*CEO joined the meeting*

### **3. Board Sub Committee Reports**

#### **3.1 Organisation Development Committee Report (ODC)**

The Chair of the ODC committee reported to the Board on the ODC Committee meeting held on 19 November 2019.

Key items reported on:

- The ODC approved its terms of reference;
  - A paper on the OD structure will come to Board by end of January;
  - CEO/ Interim Director of HR are working on an affordable pay number strategy for 2020 based on the available budget.
- 3.2 The Committee will make a recommendation to the Board for approval of the Data Management Strategy when the resources required have been identified. The committee will further evaluate if these resources should come from an internal pool or be found from within our 2020 headcount ceiling.
- 3.3 The Chair of the ODC recommended the committee's terms of reference to the Board for approval. The Board approved the ODC terms of reference subject to agreed changes.
- 3.4 The Board agreed some minor changes to the ARC and SQC terms of reference. The ARC and the SQC will review their TOR's at their next committee meeting.

#### **4. CEO – Monthly Report**

- 4.1 The CEO provided a summary of his engagement activity since the October Board meeting.
- 4.2 The CEO appeared in front of the JCCYA on 6 November. All issues raised by members of the JCCYA were responded to promptly.
- 4.3 Significant items of note included:
- The Business Plan 2020 for Board approval will be available to Board members in advance of the 16 December meeting.
  - At the October meeting the Board approved the CEO's proposed conversion of selected front line agency staff subject to approval by D/Per via DCYA. DCYA advised that D/Per had raised no objections to

the conversion of agency staff and approved the conversion of selected front line agency staff subject to a number of conditions. A copy of the correspondence received from DCYA was circulated to the members of the ODC for information.

- The final Expert Assurance Report to the Minister for Children and Youth Affairs will be published on the DCYA website on 16 December.
- The CEO provided an update on the Data Sharing Protocol with AGS. A draft of the report will be submitted to the ODC committee for consideration prior to its submission to the Board.

*Director of Finance, P. Smyth and Interim Director of HR, K. Hayes joined the meeting.*

## **5. Performance Statement 2020/ Finance 2015/2016 / HR Performance Data**

- 5.1** The Board noted the financial outturn for 2019 and the on-going communication with DCYA regarding the projected deficit and discussion on the potential measures to address it.
- 5.2** The Board discussed the Business Plan for 2020 in the context of the budget position and the affordable WTE position for 2020.
- 5.3 A paper titled *Tusla Finance Pay Budget projections 2020* was distributed at the meeting. The paper provided an estimate of what the affordable WTE position will be for 2020 based on the available budget. The Board questioned the executive in relation to the figures provided and assumptions used in relation to the conversion of Agency staff. The affordable WTE position will be reviewed at the end of Q1 when the full impact of the conversion exercise is known.

*A.Comerford (Policy & transformation Directorate, J. Gibson(COO) and B. Lee ( Director of QA) joined the meeting*

- 5.4 A report to the Board on the Business Plan 2020 was distributed at the meeting. The paper outlined the progress and considerations in the development of the Business Plan 2020 and Business Plan Actions from Business Plans 2018/2019 which are currently not completed. Consideration may have to be given to a review of these actions following the Q4 Performance Report regarding the feasibility of realising these actions.
- 5.5 The Board approved the parameters of the Business Plan 2020 as outlined in the report.
- 5.6 The Board discussed a number of services provided by the Agency for which no budget has been allocated to Tusla such as the IRPP Programme. The Board was of the view that such matters should be raised with the Minister at the next Quarterly meeting.

## **6. Finance – 2015/2020 - taken under agenda item 5**

### **6.1 Psychology Services**

The Board noted the update on the payment of €7.045 million to the HSE for Psychology Services and approved the payment of same in 2019.

7. **Business Plan 2020 – taken under agenda item 5**

8. Education Welfare Services

*N. Kelly, Head TESS joined the meeting*

8.1 NK provided the Board with a presentation on the newly rebranded Tusla Education Support Services. The presentation highlighted a number of challenges currently facing the services including the SCP programme.

8.2 The Board queried the lack of progress in relation to the SCP reform and agreed to seek an update on the work of the SCP Task Force established by the Minister.

8.3 The Board welcomed the presentation on Tusla Education Support Services and questioned where the service fits in the broader organisation structure. The CEO will consider as part of the OD structure.

9. **Procurement of Private Foster Care Services**

The Board noted the paper on procurement of private foster care services and referred the agenda item to the SQC for further consideration.

**Procurement of Private Residential Providers Update**

The Board noted the procurement of private residential providers' update and referred the agenda item to the SQC for further consideration

10. **Performance Data**

10.1 **Q3 Performance Activity Report**

The Board noted the performance activity data for the period Q3 & September 2019 and the key trends identified.

10.2 **Chief Risk Officer Report**

The Chief Risk Officer (CRO) presented his November Report providing an update on the Corporate Risk Register and new and emerging risks. The Board questioned the CRO in relation to the emerging risks which included Early Years Services registration, Home School registration and legal services. The Board noted the CRO's report.

10.3 **HIQA Action Plan**

The Director of QA presented the Tusla Strategic Action Plan arising from the HIQA Investigation into the management of allegations of child sexual abuse against adults of concern by the Child and Family Agency. The Strategic Action Plan will be a standing item on the Service and Quality Committee. Oversight and reporting arrangements in 2020 are separately being agreed with the DCYA in respect of continued monitoring of progress. The CEO will review the EAG Report and identify any recommendations/commentary directed specifically to the Board.

11. **HR Monthly Performance Data**

The Board noted the HR performance Report as of 31<sup>st</sup> October 2019

12. **AOB**

The CEO will be absent on leave on 6 December 2019. Board approved the appointment of P. Smyth, Director of Finance as Acting CEO in the CEO's absence