

Board Meeting

Friday, 28 January 2022 at 10:00 am

Hybrid Meeting Hosted via Teams and held in L4.04, Brunel Building, HSQ, Dublin 8

Name	Role	Attendance
Board Members:		
Pat Rabbitte	Chairperson	Present
Anne O'Gara	Deputy Chairperson	Present
Avril McDermott	Board Member/ Chair of ODC	Present
Charles Watchorn	Board Member/ Chair of ARC	Present
Sean Holland	Board Member/ Chair of SQC	Apologies Received
Liam Irwin	Board Member	Present
Paul White	Board Member	Present
Patricia Doherty	Board Member	Present
Sean Quigley	Board Member	Present
Susan Bowman	Board Member	Present
Teresa McDonnell	Board Member	Present
Board Office:		
Kay Keilthy	Board Secretary	Present
Emma Dodrill	Board Administrator	Present
In Attendance:		
Bernard Gloster	Chief Executive	In Part
Finance & Corporate Services Directorate:		
Pat Smyth	National Director of Finance & Corporate Services	In Part
Paul Hayden	Estates Manager	In Part
Quality and Regulation Directorate:		
Anthony O'Leary	National Director of Quality & Regulation (Designate)	In Part
Caroline Cullen	A/Director of Quality Assurance	
Elaine Kilroe	Head of Service Experience, Governance and Risk Systems	In Part
Services & Integration Directorate:		
Kate Duggan	National Director of Services & Integration	In Part
People & Change Directorate:		
Rosarii Mannion	National Director of People & Change (Designate)	In Part
Information, Communication & Technology Directorate:		
Fergus Ó'Cuanacháin	Chief Information Officer	In Part
Transformation & Policy Directorate:		
Cormac Quinlan	Director of Transformation & Policy	In Part
Anita Comerford	GM, Officer of the Dir of Transformation & Policy	In Part

SIGNED:



DATE: 25th March 2022

CHAIRPERSON

1. Opening Remarks

1.1 The Chair noted the presence of a Quorum and duly convened the meeting.

1.2 The Chair welcomed new Board Members, Sean Quigley, Susan Bowman and Teresa McDonnell to the meeting.

2. Apologies

2.1 The Chair received apologies from Sean Holland and noted C. Watchorn was not available to join the meeting until after 11am.

3. Declarations of Interest

3.1 None

4. Minutes of Previous Meeting (17/12/2021)

4.1 The minutes of the Board meeting held on 17 December 2021 were approved by the Board.
Proposed by A. O' Gara, Seconded by P. Doherty

5. Action Log

5.1 The Board noted the Action Log as of 17 December 2021.

6. Matters Arising

6.1 The recent correspondence from DCEDIY in relation to SWEG was raised under matters arising. The Board was advised that SWEG will be discussed at the Quarterly meeting with the Minister scheduled for 22 February 2022. The Board noted the appointment of a new Secretary General in DCEDIY.

6.2 The CEO, under his report to the Board, will provide an update on the Protected Disclosure Policy and associated documents approved in principle by the Board at its December meeting. The Chair and Chair of the ODC, as provided for at the December Board meeting, agreed the final amendments to the Protected Disclosure Policy and associated documents with the CEO and Counsel.

7. New Board Members

7.1 The Chair welcomed the new Board members to the meeting. New Board members, as part of their formal induction process, were invited to attend the Committee meetings scheduled in Quarter 1 of 2022. The Chair will discuss the appointment to Board Committees with the new Board members in advance of the March 2022 Board meeting.

8. Risk Management

8.1 The Board considered Risk as comprehended in the CEO and Executive Reports submitted for consideration and reviewed the Quarterly Corporate Risk Register for Q4 under agenda item 15.

9. Committee Reports

9.1 The Board noted no scheduled Committee meetings had taken place since the December Board meeting.

10. CEO Report as of 24 January 2022

10.1 The CEO welcomed the new Board members.

10.2 The CEO updated the Board on recent activity and significant items of note since the last Board meeting including updates under the following headings:

- Structure Reform
- Performance & Functions
- CEO Business
 - HSE MOU
 - Appearance before PAC
 - ICT
 - Complex Cases
 - DSGBV
 - Key & Strategic Engagements
 - PD Policy and Procedure
 - 2022 Planning

10.3 The CEO reported that the 5 Executive Management Team post holders were now in place, and he would introduce the EMT members to the Board later in the meeting. The competition for two remaining Regional Chief Officers concluded to closing date stage, however an assessment of the volume of the candidate pool resulted in an extended competition which will close at the end of January 2022. The process of confirming the utilisation of 4 approved Assistant National Director posts was further advanced. The CEO anticipated confirming the positions to the Board at the next meeting.

10.4 The process of design and approach to Structure Part 2 was delayed due to Covid-19. However, the recent government decisions together with the commencement of the new EMT will advance the process. The CEO will be reporting to the OD Committee on Structure Part 2 at the next ODC meeting.

10.5 The CEO provided a summary of the financial position 2021 close and 2022 commencement. In 2021 pay expenditure came in under budget reflecting the challenging environment for recruitment and retention of staff during the year. The Board noted the budget allocation for 2022 and the main financial risks for the Agency as set out in the Business Plan for 2022.

10.6 The CEO updated the Board on the output of the system wide engagement with more than 80 staff on the challenges of recruitment and retention. The plan is to develop a clear concise set of actions, based on the output of this session, which will involve immediate change while medium and long-term actions are being pursued.

10.7 The CEO highlighted the significant concern which prevailed in the closing stages of 2021 and for January 2022 regarding the impact of the Omicron Variant and Covid-19 on staff and services. The CEO assured the Board that he was satisfied that at the time of writing the impact was reducing consistent with NPHE's overall population assessment. The CEO acknowledged the effort by staff across the Agency to ensure critical service continuity during this concerning period.

10.8 The CEO apprised the Board of correspondence received from HSE IA seeking to transfer IA from the HSE to Tusla a year ahead of the timeline initially envisaged. The Director of Finance is liaising with HSE IA to establish a workable solution. Additional external audit providers will be engaged to support the transition and ensure availability of an audit function.

10.9 The CEO presented the final version of the Protected Disclosure Policy and associated documents following feedback and further Counsel advice. In accordance with the decision by the Board at its December meeting, officials engaged with the Chair and the Chair of the ODC in relation to the final version. The Board noted the specific role of the ARC as the first Board level point of reference for matters raised under the Protected disclosure Policy. The CEO highlighted that further amendment may be necessary later this year subject to decisions of the Oireachtas. The Board approved the commencement of the new Policy effective 1 February 2022.

10.11 The update on the Business Plan will be provided under agenda item 14.

11. Estates

C. Watchorn joined the meeting.

The Estates Manager joined the meeting via Teams.

11.1 Estates (Property Acquisition)

The Board approved the recommendation to purchase Saffron Lodge, Tullyallen, Co. Louth as a residential property for the Gateway Service in accordance with the information submitted to the Board for consideration.

Proposed by: A. O’Gara, Seconded By: C. Watchorn

11.2 Estates (New Lease) 8 Moyderwell, Tralee, Co. Kerry

The Board approved the recommendation to enter into a lease of the property at 8 Moyderwell, Tralee. Co. Kerry as additional office space in accordance with the information submitted to the Board for consideration.

Proposed by L. Irwin, Seconded by P. Doherty

The Estates Manager left the meeting.

12. Introduction of members of the EMT

12.1 The following members of EMT joined the meeting and provided a brief introduction:

- Kate Duggan – National Director of Services and Integration
- Anthony O’Leary – National Director of Quality and Regulation
- Pat Smyth – National Director of Finance & Corporate Services
- Rosarii Mannion – National Director of People and Change
- Fergus Ó’Cuancháin - Chief Information Officer

The Board welcomed the EMT.

13. Business Plan (Q4 2021 Update)

Director of Transformation & Policy and the GM in Transformation & Policy Directorate joined the meeting.

13.1 The Director of Transformation and Policy provided an update on the implementation of the Business Plan 2021 as at the end of Q4 2021. The Board noted the summary overview of the end of year status of the 2021 Business Plan Actions. The plan highlighted the considerable progress made on actions throughout 2021 especially given the impact of Covid 19 and the cyber-attack on the Agency. The Board noted that some actions showed performance data was not available at the time of reporting and requested an updated report as soon as the data was available. The Board welcomed the CEO’s plan to develop a fully integrated performance report

14. Business Plan (2022)

14.1 The Chair received a response from the Minister to the draft 2022 plan including a number

of suggestions and considerations. The Minister approved the Business Plan 2022. The CEO presented the Board with the final pre-publication format version of the Business Plan 2022. The Board noted that the Chair received a Performance Statement and allocation from the Minister for Education. The Minister for Education was provided with a copy of the approved Business Plan 2022 and asked to consider Chapter 2 which dealt with the services under the remit of the Department.

Director of Transformation & Policy and the GM in Transformation & Policy Directorate left the meeting.

15. Corporate Risk Register (Q4 2021)

A/Director of Quality Assurance and the Head of Service Experience, Governance and Risk Systems joined the meeting.

15.1 Since the Q3 report, a review of all risks on the NCRR was completed. The Board noted the main changes from the Q3 report to the Q4 report.

15.2 The Board requested a report on the health and safety processes and procedures in place in the Agency. A Health and Safety progress report is scheduled for the July as part of the ARC's Annual Workplan. The CEO advised that an Annual integrated Risk Report which will be presented to the Board which will include an analysis of Health and Safety performance outlining key developments during the year.

15.3 The Board thanked C. Cullen and E. Kilroe for their work and wished them well in their new posts.

A/Director of Quality Assurance and the Head of Service Experience, Governance and Risk Systems left the meeting.

16. Review of Committee Workplans (2022)

16.1 The Board noted the changes to the sub-committees meeting schedule for 2022. The CEO will discuss with each subcommittee Chair the new arrangements for nominated executive leads to the committees. It is intended that the Executive leads will include a Chief Officer and two members of the EMT.

End.