

Board Meeting
Friday 25 March 2022 at 10am
Hybrid Meeting Hosted via Teams and held in L4.04, Brunel Building, HSQ,
Dublin 8

Name	Title	Attendance
Board Members		
Pat Rabbitte	Chairperson	Present
Anne O’Gara	Deputy Chairperson	Present
Paul White	Ordinary Board Member	Present
Patricia Doherty*	Ordinary Board Member	Present
Charles Watchorn	Ordinary Board Member	In Part
Liam Irwin	Ordinary Board Member	Present
Avril McDermott*	Ordinary Board Member	In Part
Sean Holland*	Ordinary Board Member	Present
Sean Quigley	Ordinary Board Member	Present
Susan Bowman	Ordinary Board Member	Present
Teresa McDonnell*	Ordinary Board Member	Present
Board Office:		
Kay Keilthy	Board Secretary	Present
Emma Dodrill	Board Administrator	Present
In Attendance:		
Bernard Gloster	Chief Executive Officer	In Part
Kate Duggan	National Director of Services & Quality	In Part
Fergus Ó’Cuanacháin	Chief Information Officer	In Part
Anthony O’Leary*	National Director of Quality & Regulation	In Part
Rosarii Mannion	National Director of People & Change	In Part
Pat Smyth*	National Director of Finance & Corporate Services	In Part
Cróna Barry*	GM, AFS, Governance & Compliance	In Part
Paul Hayden*	Estates Manager	In Part
Pamela Benson	Head of Legal Services	In Part
External:		
Aidan Horan*	IPA	In Part
Vincent Teo*	Crowleys	In Part

* Attended via Video Link



Chairperson

29th April 2022

1. Opening Remarks

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

2. Apologies

No apologies were noted. C. Watchorn advised that he would be joining the meeting at 11.30am.

3. Declarations of Interest

3.1 Redacted

4. Minutes of the Board Meeting held on 28 January 2022.

4.1 The Board approved the Minutes of 28 January 2022. Proposed by: L. Irwin, Seconded by P. White and approved by the Board.

5 Action Log

5.1 The Board noted the Action Log as at 28 March 2022.

6. Matters Arising

6.1 None.

7. Board Annual Report

7.1 The Board's Annual Report for 2021 was deferred until the April Board Meeting.

8. Committee Appointments

8.1 The following Committee appointments were approved by the Board:

8.2 S. Quigley was appointed as a member of the Audit and Risk Committee. Proposed by the Chair, Seconded by L. Irwin.

8.3 S. Bowman was appointed as a member of the Organisation Development Committee. Proposed by the Chair, Seconded by P. White

8.4 T. McDonnell was appointed as a member of the Service and Quality Committee. Proposed by the Chair, Seconded by A. O'Gara.

8.5 P. Doherty was appointed as a member of the Service and Quality Committee. Proposed by the Chair, Seconded by A. O'Gara

8.6 Committee appointments will be reviewed as part of the Board's annual overall performance review.

8.7 The Chair updated the Board on the quarterly meeting with the Minister held on 22 February 2022.

9. Risk Management

- 9.1 The Board considered risk as comprehended in the CEO Report and the Executive Reports submitted for consideration later in the meeting.

10. ODC Report

- 10.1 The Committee Annual Reports support the Board in the assessment of the internal controls in place within the Agency. The Board noted the ODC Annual Report and Review of Effectiveness for 2021.
- 10.2 The Chair of the ODC updated the Board on the ODC meeting held on 9 February 2022 and the work of the Committee in relation to Structure Reform, HR Performance Data and Cyber Security Infrastructure. The Chair highlighted the need for more robust controls and improved forecasting in relation to the HR Performance Data. The ODC agreed to recommend the proposal to progress the programme to enhance Tusla's Cyber Security Infrastructure to the Board for approval, however the Chair raised concerns about the budget and rigor and understanding around costs.
- 10.3 The Chair thanked the Chair of the ODC for her reports.

Chair of the ODC left the meeting.

11. SQC Report

- 11.1 The Board noted the SQC Annual Report and Review of Effectiveness for 2021. The Chair highlighted greater integration of key performance trends and the actions commenced/implemented to mitigate the performance challenges and risk as a positive development in 2021. The SQC received updates on Signs of Safety as part of the integrated approach to practice and work on residential care provision was in progress. The Chair of the SQC thanked, external member, Professor Jim Campbell and the SQC Board / Committee members for their work in 2021.
- 11.2 The Chair of the SQC updated the Board on the SQC meeting held on 4 March 2022. At the meeting the Tusla Advisory Group (TAG) presented a report on the findings of a survey in relation to "Some Young People's Experience of the Transition from Care to Aftercare". The SQC accepted the TAG Aftercare Report and agreed on the distribution of the Report to relevant Service Managers and publication on the Tusla website.
- 11.3 The Committee reviewed the Strategic Plan for Residential Care services for Children and Young People 2022. The Committee agreed, subject to some minor amendments, to recommend the plan to the Board for approval as the direction of travel for Tulsa's residential Care Services.
- 11.4 The Committee reviewed the Q4 Q & R and Operations Performance Report and noted the specific actions being taken to mitigate the risks associated with unallocated cases.
- 11.5 The Committee requested that the risks associated with the retention of staff should be reflected in the National Corporate Risk Register.
- 11.6 The Board noted the SQC report.

Chair of SQC left the meeting.

12. CEO Report

12.1 The Board noted the CEO will be absent on leave from COB on 13 April returning on 4 May 2022 (11 working days). The Board approved the appointment of Kate Duggan, Director of Services and Integration as Acting Chief Executive Officer in accordance with Section 29(3) Child Family Agency Act 2013. Proposed by P. Rabbitte, Seconded: L. Irwin and approved by the Board.

CEO joined the meeting. S. Holland re-joined the meeting. C. Watchorn joined the meeting.

12.2 The CEO reported on recent activity and significant items of note since the last Board meeting under the following headings:

- Structure Reform
- Performance & Functions
- CEO Business
- Complex Cases
- Key & Strategic Engagements

12.3 The Board approved the conclusion of the Department of Justice MOU proposal as recommended by the CEO based on the principles outlined at the meeting and with the final approval of the Chair. Should the final proposal contain significant alteration the matters will come back to the Board for further discussion.

12.4 The CEO advised the Board that the Agency had to input into some aspects of the emerging response to the Ukraine Crisis and the increasing numbers of refugees. The CEO outlined the Agency's primary activity to date noting further activity may be required depending on the numbers and scale of demand. The Board acknowledged the impact of the crisis on the Agency's strategy and the challenge in managing long term service needs.

12.5 The CEO updated the Board in relation to previous complex cases brought to the attention of the Board.

12.6 The Board noted the CEO's report

13. Commission of Investigation established pursuant to Statutory Instrument 311 of 2018 (South East Commission), formerly known as the Hickson Commission.

The National Director of Finance & Corporate Services, National Director of Services & Integration, National Director of People & Change, National Director of Quality & Regulation, The Chief Information Officer, and The Head of Legal Services joined the meeting.

13.1 The Head of Legal Services provided the Board with an update in respect of the Commission of Investigation following a strategy meeting with the legal team. The Board noted the Commission is investigating historical matters and is not concerned with any actions of Tusla since its inception in 2014.

The Head of Legal Services left the meeting.

14. Tusla IRL Cyber Security Infrastructure

14.1 The Chief Information Officer provided the Board with a short introduction on the Tusla IRL Information Programme and outlined projects that are currently ongoing to deliver further enhancements to Tusla's cyber security infrastructure.

14.2 Tusla ICT sought approval by the Board to progress a programme to enhance Tusla's cyber security Infrastructure. The Board, as recommended by the ODC, formally approved a €5 million (year 1) and overall, €13.3 million (total cost of ownership over 5 years) investment in cyber security infrastructure. The Board noted that the funding is already ring fenced and accommodated for in the Tusla ICT 2022 capital budget allocation and the ICT revenue budget existing level of services.

15. Strategic Plan for Residential Services

15.1 The Director of Services and Integration presented Tusla's Strategic Plan for Residential Care Services for Children and Young People 2022 – 2025 for consideration and approval. The draft Strategic Plan for Residential Services was reviewed in detail by the SQC. The Board, as recommended by the SQC, formally approved the draft Strategic Plan for Residential Services, and noted that the plan is the initial phase of the Agency's overall approach to improve Alternative Care Services, across the continuum of care, for children and young people. Proposed by P. White, Seconded by P. Doherty.

16. Q&R and Operations Joint Quarterly Summary Report (Q4 2021)

16.1 The Board noted the Q & R and Operations Joint Report for March 2022. The report provided an integrated overview of key trends concerning Tusla's performance through the presentation of performance data and information relating to risk, incidents and complaints compiled by the QA & R Directorate for the period. This report was reviewed by the ARC on 16 March 2022.

17. Balance Scorecard

17.1 The Board welcomed the Balance Scorecard as a strategic management performance metric to measure past performance data and provide feedback to assist with overall improvements in the future.

18. HR Quarterly Report (Q4 2021)

18.1 The National Director of People and Change presented the HR Q4 Report for 2021. The report highlighted areas of challenge in relation to the Tusla workforce and identified actions for improvement in 2022. The Board noted that the present format and design of quarterly HR reports is iterative. The final format will be agreed with the Organisation Design Committee.

19. ARC Chair Report on Committee meeting of (21/02/2022 & 16/03/2022)

19.1 The Chair of the ARC reported on the work of the Committee at its meeting held on 21 February and on 16 March 2022. The Board noted the ARC's recommendation to the Board to approve the AFS & SIC for submission to the C&AG on or before 31 March 2022. The ARC discussed the new Head of Internal Audit position and was of the strong view that the Board should engage with the Minister and Secretary General to ensure the position was approved at a sufficient level of seniority.

19.2 ARC Annual Report and Review of Effectiveness 2021

The Board noted the ARC Annual Report and Review of Effectiveness for 2021.

20. Grant Funded Agencies (Continued Funding)

20.1 The Board approved the continued funding in 2022 of Tusla funded services in receipt of more than €1 million as approved by the ARC. The Board approved that an additional 4% increase

is applied to funded organisations who are compliant with Tusla's Audit and Governance requirement and have not received any additional funding from Government through Tusla. Proposed by T. McDonnell, Seconded by P. White.

21. Estates (New Lease) - Arklow PCC

Estates Manager joined the meeting.

21.1 The Board approved the recommendation to enter into a lease agreement in relation to office space in the new Arklow Primary Care Centre in September 2021. Due to a change of ownership of the property and a consequent re-negotiation of commercial terms between the Lessor and the HSE, a marginal increase was agreed in both the rental and the service charge. In addition, the final measured floor area in respect of the Tusla demise is slightly larger than estimated. The Board noted and approved the aggregated effects of the changes to the lease agreement. Proposed by P. White, Seconded by L. Irwin.

21.2 Estates -Youth Hub Building Co. Monaghan

The Board approved the recommendation to dispose by License to the HSE, for the use of two offices in the Youth Hub Building, Castleblaney Well Being Centre, Co. Monaghan. Proposed by A. O'Gara, Seconded by L. Irwin.

21.3 Estates (New Lease) - Springboard, Dundalk

The Board approved the recommendation to the license acquisition of temporary accommodation at St. Joseph's NS, Dundalk form St. Patrick's Archdiocesan Trust Company Ltd. Proposed by C. Watchorn, Seconded by A. O'Gara.

22. Assertions Report (Draft)

Aidan Horan, IPA and Vincent Teo Crowleys joined the meeting.

22.1 The Board in its assessment of internal controls within the Agency in 2021 reviewed the draft Assertions Report which showed the results of a series external and internal reviews conducted to support Management's monitoring of internal controls. The results from the reviews were collated and summarised into 5 key components of Tusla's internal controls, as reported in Tusla's annual Statement of Internal Control. The draft Assertions Report and the SIC was reviewed by the ARC on 16 March 2022.

22.2 The Board acknowledged the assistance of the Assertions Report in assessing the internal controls within the Agency and supporting the Statement of Internal Control for 2021.

23. Financial Performance Quarterly Report (Q4 2021)

23.1 The Board noted the Financial Performance Report for year to date December 2021

24. Annual Financial Statements (AFS 2021)

24.1 The Board considered the draft Governance Statement, Statement of Internal Control (SIC) and Annual Financial Statement for year ended 31 December 2021. The Board noted that Payroll Overpayments, Travel & Subsistence and Risk Management which had been called out in the 2020 SIC had been deleted from this year on the basis that improvements are in place that no longer require their inclusion.

24.2 The Board, as recommended by the ARC, approved the draft Governance Statement, Statement of Internal Control (Proposed by C. Watchorn, Seconded by S. Quigley) and Annual Financial Statement 2021 (Proposed by A. O'Gara, Seconded by L. Irwin) for submission to the C&AG

before 31 March 2021.

24.3 The final draft of the Governance Statement, Statement of Internal Control and Annual Financial Statement 2021 will be submitted to the Board in May for final approval.

25. AOB

25.1 None

End.