

**Board Meeting**  
**10am Friday, 30 September 2022**  
**L4.03 Brunel Building, HSQ, Dublin 8**

Name	Title	Attendance
<b>Board Members</b>		
Pat Rabbitte	Chairperson	Present
Anne O’Gara	Deputy Chairperson	Present
Paul White	Ordinary Board Member	Present
Patricia Doherty*	Ordinary Board Member	In Part
Charles Watchorn	Ordinary Board Member	Present
Liam Irwin	Ordinary Board Member	Present
Avril McDermott	Ordinary Board Member	Present
Sean Holland	Ordinary Board Member	Present
Sean Quigley	Ordinary Board Member	Present
Susan Bowman	Ordinary Board Member	Apologies received
Teresa McDonnell*	Ordinary Board Member	Present
<b>Board Office:</b>		
Kay Keilthy	Board Secretary	Present
Emma Dodrill	Board Administrator	Present
<b>In Attendance:</b>		
Bernard Gloster	Chief Executive	In Part
Kate Duggan	National Director Services and Integration	In Part
Fergus O’Cuanachain	Chief Information Officer	In Part
Anthony O’Leary	Director of Quality & Regulation	In Part
Eoin Sheridan	General Manager Management Accounting	In Part
Jonathan Westrup	Board Excellence	Present
Gary Holohran	PWC	In Part
Tony O’Gorman	National Health and Safety Manager	In Part
Paul Hayden*	National Head of Estates	In Part

\*Joined via Teams

Signed:   
Chairperson

Date: 11 November 2022

## **1. Opening Remarks**

- 1.1 The Chair welcomed Mr. Jonathan Westrup, Board Excellence to the meeting. Mr. Westrup was invited to attend the Board as part of the Board's External Evaluation Process.
- 1.2 The Chair noted the presence of a quorum and duly convened the meeting.

## **2. Apologies**

- 2.1 S. Bowman's apologies were noted.

## **3. Declarations of Interest**

- 3.1 Board member, P. White, declared a potential conflict of interest in relation to a proposal put forward by the National Head of Estates and outlined under agenda item 21.1. Mr. White absented himself from the meeting when the Board considered this agenda item in accordance with the Board's Disclosure of Interests Guidance for Board and Committee Members.

## **4. Minutes of Previous Meeting (29/07/2022)**

- 4.1 The Board approved the minutes of the Board meeting held on 29 July 2022. Proposed by C. Watchorn Seconded by L. Irwin and approved by the Board.

## **5. Action Log**

- 5.1 The Board noted the Action Log as of 23 September 2022 and agreed to raise the open action in relation to the tracking of risks associated with the transfer of TESS with the Director of Quality and Regulation when the Executive joined the meeting.

## **6. Matters Arising**

- 6.1 On 29 July 2022 the Board approved recommendations by the National Head of Estates under Agenda Item 21 subject to Property Review Group (PRG) approval. The Board noted the update and PRG approval in relation to the Estates papers covered under Agenda Item 21.

## **7. Risk Management**

- 7.1 The Board considered risk as comprehended in the CEO Report, Committee and Executive Reports submitted for consideration later in the meeting

## **8. Board Private Session**

- 8.1 The Chair updated the Board on the meeting with the Minister as part of the Agency's formal engagement with the Department on 29 September 2022. AO'G advised that the issue of bespoke placements was raised at the meeting and an open conversation was had with the Minister regarding the challenges associated with emergency accommodation.

## **9. ODC Chair Report on Committee Meeting of (15/08/2022)**

- 9.1 The Chair of the ODC updated the Board on the ODC meeting held on 15 August 2022. Updates in relation to NCCIS2, TuslaIRL Project and Operation Shamrock will be provided under sperate cover later in the meeting.
- 9.2 The ODC considered the NCCIS2 external monitor's Quality Assurance Review as of 2 August

2022 in private session. There were no significant issues of concern raised by the external monitor.

- 9.3 The Committee approved the CIO's request for an extension of the NCCIS2 project schedule on the basis that the CIO would revert with a revised "go live" date before the end of August and the date would not be pushed out beyond February 2023.
- 9.4 The ODC updated the Board on a risk template being developed for use by each of the Committees to provide extra due diligence when reviewing the risks across each of the Committees and support the Committee Chair's annual joint meeting on risk.
- 9.5 The Chair thanked the Chair of the ODC for her report.

## **10. SQC Chair Report on Committee Meeting of (16/09/2022)**

- 10.1 The Chair of the SQC updated the Board on the SQC meeting held on 16 September 2022.
- 10.2 The Committee had extensive discussion regarding children and young people in Emergency bespoke placements, the risks and mitigations in place. Committee members felt that as part of the risk mitigation further analysis of the factors leading to young people being placed in such arrangements would be helpful as well as consideration of what preventative and early intervention measures might assist in reducing them.
- 10.3 The Chair noted that the issue of bespoke placements had been raised at the meeting with the Minister in line with the request from the SQC.
- 10.4 The issue of unallocated cases remains a significant concern and is a reflection of demand pressures and ongoing staffing issues. The Committee queried whether the categorizing of cases receiving a service from Tusla and are subject to ongoing monitoring as unallocated cases accurately reflects the service being provided. The Committee was of the view that this should be considered in the context of the development of a low harm high need pathway currently underway.
- 10.5 The Committee welcomed the Foster Care Strategic Plan 2023-25, however noted the increased use of private provision. While this is an understandable operational response to demand for placements it carries strategic risks which have parallels with both over reliance on private residential providers and high levels of agency staffing use.
- 10.6 The Chair apologised to the Executive for the long delay in joining the last SQC meeting due to the significant overrun by the Committee in its Committee only session.
- 10.7 The Chair thanked the Chair of the SQC for his report.

## **11. CEO Report**

*The Chief Executive joined the meeting.*

- 11.1 The CEO reported on recent activity and significant items of note since the last Board meeting under the following headings:
  - Structure & Agency Overall Reform
  - Performance & Functions
  - CEO Business
  - Transparency Assessment
  - Plan 2023

- 11.2 The Board congratulated the HR Team on being shortlisted as part of the HR Leadership & Management Awards 2022 under the Best Public Sector HR Initiative category for Tusla's Social Work Graduate Employment initiative.
- 11.3 The Board noted the significant increase in compliance with HIQA standards and welcomed the increasing upward trend in the Agency's national priority for consistency.
- 11.4 The Board welcomed the results of the Irish Chapter of Transparency International which surveyed 38 organisations from the CSO's Register of Public sector bodies to assess compliance across 5 areas: anti-corruption and anti-bribery programmes; financial transparency; open governance; responsible political engagement; whistleblowing policies. Tusla rated 4<sup>th</sup> out of the 38 public sector bodies surveyed.
- 11.5 The Board approved the process and milestones as proposed by the CEO in drafting the Business Plan 2023.

### **11.6 Integrated Change Update**

*The National Director of Services and Integration, National Director of Quality and Regulation, Chief Information Officer; General Manager Management Accounting and G. Holohran joined the meeting.*

- 11.7 The CEO presented his status report on the Integrated Approach to Tusla's Practice, Culture and Structure Reform Programme showing project highlights, milestone plan and key risks, issues and dependencies. The Board requested that the report be augmented to include progress versus targets. The monitoring and performance of the plan will be subject to review by the ODC in advance of reporting to the Board.
- 11.8 The Board welcomed the integrated view at project level and noted that resources had been committed to the projects.

### **12. Operation Shamrock Update**

- 12.1 The Board took as read the Operation Shamrock Update and noted the update.

*G. Holohran left the meeting.*

### **13. NCCIS2 Progress Report**

- 13.1 The Board noted the NCCIS2 Next Generation Project Update with an overview of the decision to reschedule the 'Go Live' date to February 2023. The Board welcomed the launch of the training programme for social workers and the significant uptake of the training to date.

### **14. TuslaIRL**

- 14.1 The Board noted the progress of the TuslaIRL Programme as of September 2022 and the outline of the next steps to complete the programme along with further planned initiatives.

### **15. Foster Care Strategy Plan 2022-25**

- 15.1 The Board took as read the Strategic Care Foster Plan 2022–25 noting that the plan had been before the Board at its July board meeting. The Plan was also reviewed by the SQC at its September meeting and reported on as part of the Chair of the SQC's report to the Board.
- 15.2 The Board approved the Foster Care Strategy Plan 2022-25. Proposed by A. O'Gara, Seconded by L. Irwin, and approved by the Board.

## **15.1 Private Emergency Residential Care (Commencement of Tender)**

The Board approved the commencement of tender for Private Emergency Residential Care. Proposed by P. White, Seconded by S. Holland.

## **16. Performance Activity Report Q2 2022 (Integrated)**

16.1 The Board noted the Integrated Performance Activity Report Q2 2022 which showed an integrated overview of the key trends concerning Tusla performance. The report also provided information on the Practice Assurance and Service Monitoring Team's programme of audit and service review activity and the findings of the most recent HIQA inspections. A response to the findings in the report was provided by Operations on the actions that have commenced/been implemented to mitigate the performance challenges and risks identified.

16.2 The Director of Quality and Regulation in response to a query by the Board advised that he was working on the tracking format of the risks associated with the transfer of TESS to DoH.

## **17. Review of Adequacy Report (2021)**

17.1 The Board approved the Review of Adequacy Report 2021 for submission to the Minister in accordance with Section 8 of the Child Care Act 1991. Proposed by A. McDermott Seconded by S. Quigley and approved by the Board.

## **18. Health & Safety—Incidences of VHA and output of Task Force Review of incidences in Residential Services**

*National Health and Safety Manager joined the meeting.*

18.1 The Board welcomed the presentation provided in relation to VH&A. The presentation provided an overview of incidents of violence, harassment, and aggression (VHA) directed at Tusla employees for 2022 year to date. The Board noted the range of actions underway by the Tusla National VHA Working Group to improve the management of VHA in the organisation.

*National Health and Safety Manager left the meeting, P. Doherty gave her apologies and left the meeting.*

## **19. Financial Performance Quarterly Report (YTD)**

19.1 The Board noted the Financial Performance Quarterly Report (YTD).

## **20. Planning 2023**

20.1 The Board noted the update on the budget and its implications in relation to 2023. The CEO confirmed that the 2023 Pay Budget allocation of 17 million included public service pay agreements

## **21. Banking Arrangements (Draft Account Opening)**

*The National Head of Estates joined the meeting.*

21.1 Tusla received formal notification from its current banking service provider, Ulster Bank that they will be exiting the Irish banking market in early 2023. The Board approved the opening of 3 new banking accounts with Danske Bank which will replace existing Ulster Bank account arrangements. Proposed by S. Quigley, Seconded by L. Irwin.

## **22.1 Market Square, Ennis Carparking spaces - Leasehold acquisition**

*P. White left the meeting for this item.*

The Board approved the recommendation to enter a leasehold acquisition for car park spaces in Ennis as outlined in the proposal submitted by the National Head of Estates.

*P. White returned to the meeting.*

#### **22.2 SVP House, Dublin Road, Tuam - Renewal of Leasehold agreement**

The Board approved the recommendation for the renewal of a leasehold agreement (subject to PRG approval) of part of the Ground floor and entire First Floor of SVP House Galway as outlined in the proposal as submitted by the National Head of Estates. Proposed by C. Watchorn, Seconded by A. O'Gara, and approved by the Board.

#### **22.3 Sligo- Freehold Acquisition of House**

The Board approved the recommendation to the freehold acquisition of a house in Sligo as a family access facility as outlined in the proposal submitted by the National Head of Estates. Proposed by L. Irwin, Seconded by A.O'Gara, and approved by the Board.

#### **22.4 Louth - Freehold Acquisition**

The Board approved the recommendation of the freehold acquisition of a house in Co. Louth as a childcare residence as outlined in the proposal submitted by the National Head of Estates. Proposed by C. Watchorn, Seconded by A.O' Gara, and approved by the Board.

22.5 The National Head of Estates updated the Board on progress in relation to the audit of Tusla Estates.

*The National Head of Estates left the meeting.*

### **23 AOB**

23.1 The Chair of the ARC advised the Board that a Head of Internal Audit had been appointed and will commence in mid-November. The Board welcomed the appointment and thanked S. Quigly and K. Duggan for their assistance in the recruitment process.

End.