

**Board Meeting**  
**2:30 pm Thursday, 27th April 2023**  
**Harbour Suite 6, Silver Spring Clayton Hotel, Tivoli, Cork**

Name	Title	Attendance
<b>Board Members</b>		
Pat Rabbitte	Chairperson	Present
Anne O’Gara	Deputy Chairperson	Present
Paul White	Ordinary Board Member	Apologies received
Patricia Doherty	Ordinary Board Member	Present
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	Present
Teresa McDonnell	Ordinary Board Member	Present
<b>Board Office:</b>		
Kay Keilthy	Board Secretary	Present
Emma Dodrill	Board Administrator	Present
<b>In Attendance:</b>		
Kate Duggan	I/Chief Executive Officer	In Part
Pat Smyth	National Director Finance & Corporate Services	In Part
Rosarii Mannion	National Director People & Change	In Part
Anthony O’Leary	National Director Quality and Regulation	In Part
Anita Comerford*	Head of Strategy & Business Planning	In Part

\* Attended via Video Link

Signed:   
 Chairperson

Date: 31 May 2023

## **1. Opening Remarks**

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

## **2. Apologies**

- 2.1 P. White's apologies were noted.

## **3. Declarations of Interest**

- 3.1 No declarations of interest were made in relation to the agenda items before the meeting for consideration.

## **4. Minutes of Previous Meeting (31/03/2023)**

- 4.1 The Board approved the minutes of the Board meeting held on 31 March 2023. Proposed by S. Bowman, Seconded by C. Watchorn and agreed to by the Board.

## **5. Action Log/ Matters Arising**

- 5.1 The Board noted the action log as at 14 April 2023.

## **6. Board Private Session**

- 6.1 The Chair welcomed the re-appointment by the Minister of Board members Mr Liam Irwin and Mr Sean Holland for a further 2- and 5-year terms of office respectively.
- 6.2 The Board approved the appointment of Ms Noelle Condon, as an external member of the Audit and Risk Committee effective from 27 April 2023. The appointment was proposed by C. Watchorn, seconded by S. Quigley and agreed to by the Board.
- 6.3 The Chair updated the Board on the CEO recruitment process timeline and upcoming engagements.
- 6.4 The Chair reported on the wide-ranging discussions that had taken place at the quarterly meeting on 24 April 2023 with the Minister/Department. In particular the Chair drew attention to the discussion with the Minister and the Department concerning the now acute challenge facing the Agency in relation to the provision of emergency accommodation given the unprecedented number of separated children seeking protection. The Board agreed that the Executive should now seek to redouble its efforts to identify workable alternative options for consideration by the Department, to ensure the Agency can provide an appropriate response to children/young people/separated children seeking accommodation and mitigate the challenges and risks associated with emergency accommodation placements. The Board agreed to discuss the matter further with the EMT later in the meeting.

## **7. Risk Management**

The Board considered Risk Management as comprehended by the Board, Committee and Executive reports before the meeting and considered the Enterprise Risk Appetite Statement under agenda item 12.

*The I/CEO joined the meeting.*

## **8. ICEO Report**

- 8.1 The Board took as read the ICEO report.

The ICEO's Report to the Board included updates on:

- Governance Transitions
- Meeting of Joint Committee on Children, Equality, Disability, Integration and Youth
- Joint Protocol with HSE
- Operation Shamrock
- HIQA – Coovagh House
- Establishment of DSGBV Agency
- Executive Management Team Engagements
- Reform Programme – Structure Part 2 and Part 2 ++
- Staff Survey
- CEO Strategic Engagement/Communications

- 8.2 The Board discussed the identification of key measurable performance indicators in relation to Operation Shamrock and recommended capturing the process and learning associated with the project.

*The National Director of People and Change, the National Director of Finance and Corporate Services and the National Director of Quality and Regulation joined the meeting.*

## **9. Implementation of Structure Part 2++**

- 9.1 The ICEO presented a progress report on Tusla's Structural Reform and Practice Reform Programmes and an update on the draft design approach to Structure Part 2 ++/Practice Reform. The Board approved the proposed Structure Part 2 ++/Practice Reform network concept where each Network would have local integrated teams spread across the network, reflecting need and demand. The implementation of the reform programmes will involve significant change management and present an enormous challenge for the Agency. The Board was of the view that an effective communications strategy, involving collective ownership, consistent clear messaging was critical, and would provide an opportunity to mitigate the change management challenges. A final draft of the Structure Part 2 ++/Practice Reform will be presented by ICEO to the ODC/ Board in Q3 for approval.

## **10. Employee Engagement Survey**

- 10.1 The Board noted the update on the Tusla Employee Survey – Communication and Engagement timeline. The Director of People & Change provided a brief progress report on communication and engagement with staff.

## **11. HR Monthly Data Report**

- 11.1 The Board noted the HR Monthly Data Report as of 19 February 2023

## **12. Enterprise Risk Appetite Statement**

- 12.1 The Board approved the adoption of the final draft of the Enterprise Risk Appetite Statement as recommended by the ARC. Proposed by C. Watchorn, Seconded by S. Holland and agreed by the Board.

## **13. Protected Disclosures Report (2022)**

- 13.1 Section 22 of the Protected Disclosures Act 2014 requires the publication of an annual report by public bodies about the number of Protected Disclosures received in the preceding year and actions taken in response. The Board approved the publication of Tusla's Protected Disclosures Annual Report as recommended by the ARC. Proposed by C. Watchorn, Seconded by S. Quigley and agreed

to by the Board. The Board requested a briefing on the transfer of the PD function to OLS and the implementation of the revised Protected Disclosure Policy in 2022.

**14. Increase in Purchasing Card Bank Monthly Limits**

- 14.1 The Board considered and approved the increase in the Agency's Purchasing Card Bank overall monthly limit to €1.2 million. Proposed by C. Watchorn, Seconded by P. Doherty and agreed by the Board.

**15. Annual Report 2022 (Draft)**

- 15.1 The Board reviewed the draft Annual Report 2022. The Chair invited Board members to revert to the Board Office with any comment/changes. A final draft of the Annual Report 2022 will be submitted by the Director of Finance and Corporate Services to the Board on 31 May for approval.

**16. Corporate Plan 2024 - 2026 - Engagement Process**

- 16.1 The Board reviewed the development timeline and activity in relation to the Corporate Plan 2024 - 2026. The Board resolved to schedule a strategy session in line with the development timeline for the Corporate Plan. The Board Office will agree a date with the Chair following the meeting.

**17. Financial Performance Report (March)**

- 17.1 The Board reviewed the Financial Performance Report and noted the areas of cost pressure and forecast overspends for 2023.

**18. AOB**

- 18.1 The Board discussed with the Executive the substantial increase in the number of children seeking international protection and the Agency's ability to respond in the context of current policies/standards. The Board and Executive agreed that we are facing an emergency and noted that work has begun on formulating appropriate workable solutions that might provide the Agency with more capacity to respond. The Chair expressed the view that without urgent interdepartmental collaboration and balanced engagement with relevant regulators it will be difficult to consistently deliver the quality of service that children and young people seeking international protection have a right to expect.

End.