



An Ghníomhaireacht um  
Leanaí agus an Teaghlach  
Child and Family Agency

CHILD AND FAMILY AGENCY		
MINUTES OF BOARD MEETING HELD ON 17 DECEMBER 2018		
BRUNEL BUILDING, HEUSTON SOUTH QUARTER, DUBLIN 8		
Present	Norah Gibbons	Chair
Present	Rory O'Ferrall	Deputy Chair
Apologies	Sean Holland	Board Member
Present	Liam Irwin	Board Member
Present	Deirdre Kiely	Board Member
Present	Teresa Kilmartin	Board Member
Present	Avril McDermott	Board Member
Present	Paul White	Board Member
Present	Anne O'Gara	Board Member

In Attendance	Pat Smyth Jim Gibson Eoin Sheridan Brian Lee Colette Walsh Cormac Quinlan  Kay Keilthy  Bernie Gray Emer Daly  Dr Moling Ryan	Interim Chief Executive Chief Operations Officer Acting Director of Finance Director of Quality Assurance Director of HR Director of Policy, Strategy & Transformation. Estates Manager Board Secretary  BetterBoards BetterBoards  Chair of the Expert Assurance Group
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SIGNED: Pat Rabbitt DATE: 22/02/2019

CHAIRPERSON

## **1.0 Apologies**

Apologies received from S. Holland

## **1.2 Declarations of Interest**

None

## **1.3 Minutes of the 30<sup>th</sup> November 2018**

The Minutes of the 30<sup>th</sup> November 2018 were considered and approved by the Board subject to amendment requested by A. O’Gara in relation to 12.3.

**D0119** – Board approved minutes of the 30<sup>th</sup> November 2018

## **1.4 Action Log**

The action requesting additional clarification and the names of the Directors of the proposed accommodation at Grove Court Primary Care Centre, Blanchardstown was closed off.

The Board noted the following Board agenda items were postponed until Q1 2019:

- Presentation on GDPR
- Presentation on NCCIS
- Report on Home Schooling
- Estates Strategy

## **CEO Monthly Report**

2.1 The Interim CEO (ICEO) presented his monthly report for the period up to 17 December 2018

2.2 The ICEO advised the Board that the Agency received a notice of Commencement of Inquiry by the Data Protection Commission. The Board noted the challenge for the Agency in managing information with limited resources.

2.3 The ICEO informed the meeting that the Management Review Midlands Interim Report would issue this week following the submission of an FOI request. The Report will be circulated to members of the SMT and all other persons mentioned in the report will be notified of its release.

**A0119** – ICEO to circulate the Management Review Midlands Interim Report to SMT and notify persons identified of its release.

2.4 The Board requested a consolidated summary report on the 4 regional fostering HIQA inspection reports (2018) which are scheduled for publication.

**A0219** – ICEO to provide a consolidated summary report on the 4 regional fostering HIQA inspection reports.

2.5 The ICEO acknowledged that it was Norah Gibbons last meeting as Chair of Tusla and thanked her for her dedication to child protection and welfare and her unwavering support she had shown to the Agency.

- 2.6 The Chairperson thanked the ICEO for his comments.
- 2.7 The Board noted the ICEO report for December 2018.
- 2.8 **Rathmines Refuge**
- 2.9 The Board requested a formal proposal come to the Board in relation to the future use of the Women's refuge in Rathmines. The Board noted that the building is currently vacant.
- 2.10 **A0319** – ICEO to develop proposal in relation to future use of the Women's Refuge in Rathmines for consideration by Board.
- 2.11 **Adoption –**
- 2.12 The Director of Policy and Transformation updated the Board on work completed to date in respect of the identification of a number of "illegal birth registrations" within the Saint Patrick Guild adoption records and the subsequent pause on this work as a result of data protections issues.
- 2.13 The Board approved of the ongoing work of the adoption service in contacting relevant persons affected by illegal registration on a case by case basis taking in to consideration the known risks to the agency in relation to data protection.
- 2.14 **Induction of new CEO in relation to ongoing matters**

The Board considered and approved the procurement of expertise to assist in the induction of a new CEO for Tusla. A draft of the scope of the service required by the Board to support the induction of a new CEO to be drafted based on board discussion and circulated to the Board members for review.

**A0419** – ICEO to draft procurement of contact details and circulate to Board

**D0219** – Board approved the decision to procure expertise to assist in the induction of new CEO.

*SMT joined the Meeting*

- 3.0 **Business Plan 2019**
- 3.1 The Director of Policy & Strategy presented the Draft Business Plan 2019. The Board approved the Draft Business Plan 2019 for submission to the Minister subject to a number of agreed amendments. The Business Plan 2019 will be submitted to the Minister for approval on Friday, 21 December 2018 in accordance with section 46 of the Child and Family Agency Act 2013. The Business Plan 2019 will be presented to the Board following approval by the Minister.
- D0319** – Board approved Business Plan 2019 for submission to the Minister

#### 4.0 **HIQA Action Plan**

- 4.1 The Director of Quality Assurance presented an update on the progress against the HIQA Action Plan and the SMT engagement with the Expert Assurance Group. The

Board reviewed the progress against the action plan as at the 19<sup>th</sup> December. The Director of Policy and Transformation highlighted a delay in relation to the development of the policy on National Procedures for Determining the Outcome of Allegations of Retrospective and Extra –Familial Abuse Cases and Protecting Children at Potential Risk of Harm. DCYA are aware of the delay. The Board noted that progress had been made in relation 6.4 and its status should now read as Amber.

4.2 The Board noted and agreed with the view of the EAG that the Agency needs to develop a performance management and development system.

#### 5.0 **Workforce Strategy**

The Director of HR presented Tusla's strategic model for workforce planning 2018 - 2020 to the ODRS Committee for review and recommendation to the Board for consideration. The model outlined the development of multi-disciplinary teams with a blended skill mix. The Board was of the view that the recruitment target figures and timeline identified in the strategic model were over ambitious and requested the strategic model include more achievable targets. The Board acknowledged that the model represented a starting point which will be incrementally developed over the next two to five years. The Board requested a clear implementation plan for 2019 and recommended testing the delivery model through pilots and a phased approach. The Strategic Model for Workforce Planning 2018 -2020 will not formally issue until it has been approved by the Board.

**A0519** – Director of HR will make presentation to the Board at the January Board meeting.

*ICEO and SMT left the Board Meeting*

#### 6.0 **Board Effectiveness Review**

Better Boards gave a brief presentation on its findings of its Board evaluation work and provided a summary of recommendations. The Board noted the recommendations and requested that the recommendations be prioritised. The Board agreed to meet with Better Boards early in the new year to discuss in more detail their findings and develop an action plan /roadmap for the Board.

#### 7.0 **Expert Assurance Group – Q1. Report**

Dr. Ryan, Chairperson of the Expert Assurance Group presented the EAG's first Quarterly Report of the Minister for children and Youth Affairs 2018 on the implementation of the recommendations of the HIQA Statutory Investigation into Tusla's Management of Referrals.

Dr Ryan advised that engagement with the Executive was positive. Dr Ryan raised concerns in relation to Governance and identified a lack of consistency

## 8.0 AOB

The Board approved the extension of Pat Smyth's contract as the Interim CEO.

**D0419** - The Board approved the extension of the Interim CEO's contract until the position is filled on a permanent basis.

### Decisions

**D0119** – Board approved minutes of the 30<sup>th</sup> November 2018

**D0219** – Board approved the decision to procure expertise to assist in the induction of new CEO.

**D0319** – Board approved Business Plan 2019 for submission to the Minister.

**D0419** – Board approved the extension of the Interim's CEO's contract

### Actions

**A0119** – ICEO to circulate the Management Review Midlands Report - Interim to SMT and notify persons identified of its release.

**A0219** – ICEO to provide a consolidated summary report on the 4 regional fostering HIQA inspection reports.

**A0319** – ICEO to develop proposal in relation to future use of the Women's Refuge in Rathmines for consideration by Board.

**A0419** – ICEO to draft and circulate procurement of contract details for expertise to assist in the induction of a new CEO.

**A0519** – Director of HR will make presentation on Workforce Strategy and Implementation Plan 2019 to the Board at the January Board meeting I