



An Ghníomhaireacht um  
Leanaí agus an Teaghlach  
Child and Family Agency

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| <b>CHILD AND FAMILY AGENCY</b>   |  |  |
| <b>MINUTES OF BOARD MEETING</b>  |  |  |
| <b>27<sup>th</sup> June 2014 AT 8.00AM</b>                                     |  |  |
| <b>4<sup>TH</sup> FLOOR ST. STEPHEN'S GREEN HOUSE, EARLSFORT TCE, DUBLIN 2</b> |  |  |
| <b>Present</b>   | Gary Joyce<br>P.J. Fitzpatrick<br>Noel Kelly<br>Sylva Langford<br>Gary O'Donnchadha<br>Rory O'Ferrall<br>Ita Mangan<br>Noelle Spring | Deputy Chair<br>Board Member<br>Board Member<br>Board Member<br>Board Member<br>Board Member<br>Board Member<br>Board Member |

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| <b>In Attendance</b> | Gordon Jeyes<br>Liz Canavan<br>Dermot Ryan<br>Laura Slevin<br><br>Fred Mc Bride<br>Pat Smyth<br>Pat Mac Sitric<br><br>Paul Harrison<br>Kay Keilthy | CEO<br>Assistant Secretary General (DCYA)<br>Assistant Secretary General (DCYA)<br>Project Manager, Corporate Plan<br>Development<br>Chief Operations Officer<br>Director of Finance<br>Interim Director of Education Welfare<br>Services<br>Director of Policy & Strategy<br>Board Secretary |
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| <b>Apologies</b> | Norah Gibbons | Chairperson |
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SIGNED: \_\_\_\_\_ DATE: \_\_\_\_\_

CHAIRPERSON

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| 1.0 | <b>Declarations of Interest</b>   | 8.00am |
| 1.1 | None  |        |
| 2.0 | <b>Minutes of Board Meeting held on the 23<sup>rd</sup> May 2014</b>  |        |
| 2.1 | The Minutes of the Board Meeting held on the 23 <sup>rd</sup> May 2014 were formally approved by the Board and signed by the Chair.   |        |
| 3.0 | <b>Matters Arising</b>  |        |
| 3.1 | The Deputy Chair requested that the Action Log be completed with dates for completion and names of those responsible for the specific action.   |        |
|     | <i>Liz Canavan, Assistant Secretary General, and Dermot Ryan, Assistant Secretary General, Department of Children and Youth Affairs joined the meeting</i>  | 8.15am |
| 4.  | <b>Performance Framework -</b>  |        |
| 4.1 | The Deputy Chair welcomed L. Canavan and D. Ryan to the Board meeting.  |        |
| 4.2 | L. Canavan briefed the Board on the draft Performance Framework document for the Child and Family Agency which set out policy guidance, direction and prioritisation parameters for the preparation of the Child and Family Agency's Corporate Plan.  |        |
| 4.3 | She emphasised that this document was an overarching framework and that it represented a new approach to strategic planning in the public sector. The document proposes that a "performance dialogue" take place between the Agency and the Department in the period prior to the formal submission of the Agency's Corporate Plan. It was envisaged that this process would be key in establishing an approved Corporate Plan that is fully reflective of the policy priorities of the Department and the operational needs and responses of the Agency. |        |
| 4.4 | The Board expressed concern that the relevant 'Better Outcomes Brighter Future' commitments listed under Service Improvement Objectives in the Performance Framework could be understood to imply that the Child and Family Agency was accountable for each of the commitments listed. Liz Canavan acknowledged the Board's concern and agreed to amend the document to include the Accountable Lead under each of the 'Better Outcomes Brighter Future' commitments listed.  |        |
| 4.5 | The Board was advised that the Minister would sign off the Performance Framework Document before it became public. L. Canavan to advise Gordon Jeyes, CEO as soon as the Performance Framework Document had been signed off.  |        |
| 4.6 | It was noted that there were likely to be resource implications in endeavouring to deliver fully the framework document and ensuing corporate plan.   |        |
|     | <i>L. Slevin, Project Manager, Development of Corporate Plan joined the Meeting</i>   | 8.45am |
| 5.0 | <b>Corporate Plan Proposals</b>   |        |
| 6.0 | <b>Organisational Structure</b>   |        |
| 5.1 | In order to further progress the development of the Corporate Plan, it was agreed to engage appropriate expertise to guide and support the Agency on the development of the plan and in tandem, review the organisation design to ensure that the Agency has the appropriate structure to deliver the plan effectively. The resolution to give effect to this decision was proposed by I. Mangan  |        |

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|            | and seconded by PJ Fitzpatrick.   |  |
| 5.2        | It was agreed that the board would be informed of the appointment of the successful consultancy or consultancies at the July board meeting if an appointment had been made by that date. It was further agreed that the project plan and key milestones would be circulated to board members as soon as it was developed by the appointed consultants.  |  |
| 5.3        | Gary Joyce emphasised the need for board members to be involved and engaged at key stages during the development of the plan. It was agreed that a special meeting may be required to facilitate this as the timeline for completion of the plan was extremely tight.   |  |
| 5.4        | The Board noted the Request for Tender document in relation to <i>Development of Three Year Corporate Plan</i> and the Request for Tender for <i>Review of Operating Model and Organising Mode</i> .  |  |
|            | <i>Resolution No:</i>   |  |
|            | <i>Pat Smyth, Director of Finance, Fred McBride, Chief Operating Officer, Pat MacSitríc, Interim Director of Education Welfare Services.</i>  |  |
| <b>7.0</b> | <b>Financial Report</b>   |  |
| 7.1        | The Board approved the Family Support Agency Annual Report for 2013 in compliance with the Agency's obligations under Section 80(1) of the Child and Family Agency Act.   |  |
| 7.2        | The Board approved the National Education Welfare Board Annual Report for 2013 in compliance with the Agency's obligations under Section 80 (1) of the Child and Family Agency Act. It was agreed to make reference to the responsibilities of the Child and Family Agency Board in relation to NEWB in the NEWB Annual Report / Financial Statements for 2013.<br><br><i>Pat Mac Sitríc left the meeting</i> |  |
| 7.3        | The Board noted the paper on the Financial Outturn for May 2014 showing an over spend of €14.608 million. The main areas of overspend continued to be Legal, Private Residential and Foster Care.   |  |
| 7.4        | The Board noted the Financial performance Report showing a spend for the period of €238.332 million against a budget of €223.725 million in the context of the number of children in care increasing by 2.2% from in January 2013 to April 2014 and numbers in residential placements increasing by 6.9% from December 2013 to May 2014.  |  |
| 7.5        | The Director of Finance informed the meeting that the Balance Sheet figures as at the 1 <sup>st</sup> of January 2014 had not yet been agreed. The Agency is involved in a due diligence process to finalise outstanding Vote issues not yet agreed between HSE and Tusla.  |  |
| 7.6        | The Board was informed that the Agency had not received the full budget for committed capital expenditure required to provide special care facilities from the HSE. The Board requested that the CEO write to the Secretary General of DCYA to  |  |

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|       | resolve the matter. If not sufficiently progressed by the July Board Meeting it was agreed that consideration be given to escalating the issue.  |         |
| 8.0   | <b>Cost Containment</b>  | 9.30am  |
| 8.1   | The Director of Finance and Chief Operating Officer presented a Cost Containment paper showing a projected deficit of €33.7 million for 2014. Table E : Summary of Cost Containment projects remaining to be implemented set out the cost containment measures in the amount of €5.7million already in place and cost containment measures in the amount of €10.454 million rated fair to good in terms of achievability. The cost containment proposals to address the balance of €23.294 million were rated as poor and identified as having a very significant risk to service provision. |         |
| 8.2   | The Board agreed that the initiatives rated poor in terms of achievability represented an unacceptable risk to services and children and would undermine the function of the Child and Family Agency. Consequently they were unable to support the cost containment proposals related to these initiatives. However, it was emphasised that legal costs represented a significant overrun and that every possible effort should be made to reduce them.  |         |
| 8.3   | The Board requested that the CEO discuss the matter and possible alternative strategies with the Secretary General, DCYA in relation to the Agency's projected expenditure overrun for 2014 and cost containment proposals.  |         |
| 8.4   | The Board agreed to consider further measures to escalate the matter if required.  |         |
|       | <i>Paul Harrison, Director of Policy and Strategy joined the meeting.</i>  | 10.10am |
| 9.0   | <b>National Review Panel</b>   |         |
| 9.1   | The Board was advised that four serious case review reports, undertaken by the National Review Panel, were due to be published involving three accidental deaths and one by misadventure with a provisional publication date of July 8 <sup>th</sup> .   |         |
| 9.2   | It was agreed at the meeting that the publication of the NRP reports should be in line with the Agency's previous publication procedure/practice and that the Agency should provide a press briefing.  |         |
| 10.0  | <b>HIQA</b>  |         |
| 10.1  | The Board noted the Communications Protocol agreed between the Child and Family Agency and HIQA.   |         |
| 10.2  | The Board was informed that the HIQA inspection reports in relation to Galway and Roscommon were scheduled to be published on July 9 <sup>th</sup> .   |         |
| 11.00 | <b>For Noting:</b>   |         |
| 11.1  | The Board noted the Monthly National Performance Activity Report for April 2014  |         |
| 11.2  | The Board noted the National Performance Activity Report for QTR 1 2014  |         |
| 11.3  | The Board noted the Report for Employment Control Monitoring for May 2014  |         |
| 12.0  | <b>Report by CEO</b>   |         |
| 12.1  | The meeting was informed that the Director of Quality Assurance is scheduled to  |         |

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| 12.2  | <p>commence work with the Child and Family Agency in August. The Agency is awaiting Garda clearance in order to complete the appointment process.</p> <p>The CEO advised the Board that he was awaiting response from DCYA in relation to Director of Educational Welfare Services post.</p>  |  |
| 13.0  | <b>Sub- Committees</b>  |  |
| 13.1  | The Board approved the Remuneration and Succession Committee Terms of Reference.  |  |
| 13.2  | The Board approved the Quality Assurance & Risk Committee Charter and noted the Key Performance Indicators for 2014 as a work in progress.  |  |
| 13.3  | The meeting approved the appointment of Bernadette Costello, Director of Internal Audit and Risk, NUIG to the Quality Assurance & Risk Committee.   |  |
| 13.4  | I.Mangan advised the Board that Terms of Reference in relation to the Governance Sub-committee would be available for the July Board meeting.   |  |
| 14.00 | <b>Company Seal</b>   |  |
| 14.1  | Pursuant to section 12 (2) b of the Child and Family Agency 2013 the Board approved Gordon Jeyes, CEO as an authorised employee to authenticate the Seal of the Child and Family Agency. In the absence of the CEO , Fred McBride, Chief Operations Officer, Pat Smyth, Director of Finance and Paul Harrison, Director of Policy and Strategy have been approved to authenticate the Company Seal. It was noted that all board members were authorised to authenticate the Seal. |  |
| 14.2  | The Board noted the protocol for the use of the Seal of the Child and Family Agency.  |  |
| 15.0  | <b>AOB</b>  |  |
| 15.1  | Board Members were invited to view the Child and Family Agency's new office, Brunel Building, Heuston South Quarter on the 11 <sup>th</sup> of July at 9am. Any Board member interested should inform Board Secretary.  |  |
| 15.2  | Noel Kelly gave apologies for Board Meeting 25 <sup>th</sup> July 2014  |  |