

Drogheda Implementation Board

Terms of reference

Context

1. The purpose of these Terms of Reference (ToRs) is to set out the composition, functions and operation of the Drogheda Implementation Board (the “Board”).
2. The Drogheda Implementation Board will be the core driver and co-ordinator of change in Drogheda through the actions to be outlined in the Drogheda Implementation Plan, which was approved by Government and published by Minister Humphreys on 21st July 2021. The Drogheda Implementation Plan arises from the Scoping Report into Community Safety and Wellbeing in Drogheda from Vivian Guerin, former director of the Probation Service, and was published by Minister for Justice Helen McEntee earlier this year. The scoping report comprehensively addresses the ongoing challenges and needs experienced by communities in Drogheda and identifies opportunities to connect, support and strengthen services in the area. In July 2021, an Implementation Plan setting out the actions needed to give effect to the recommendations contained in the report was published. A key recommendation of the report was to establish a local Implementation Board to support and coordinate action at a local level. Following consultation with the CEO of the Louth Meath Education and Training Board (LMETB), it was agreed that the LMETB would host this new local structure.
3. The scoping report comprehensively addresses the ongoing challenges and needs experienced by communities in Drogheda and identifies opportunities to connect, support and strengthen services in the area.
4. In addition to the Drogheda Implementation Group, the Department of Justice will lead national oversight to ensure strategic direction, action planning and the delivery of the Drogheda Implementation Plan.
5. These terms of reference may be revised at any stage by the LMETB and the Chairperson, in consultation with the Board and the Department of Justice.

Location of the Board

6. The Board will be established in the Drogheda area.

Objectives of the Board

7. The Board will take a strategic approach to its work so that issues arising can be dealt with in a coordinated manner, addressed collectively by relevant service providers in partnership with the community. The objective of the Board will be to:

Drive and co-ordinate change in Drogheda through the actions to be outlined in the Drogheda Implementation Plan

Term

8. The Board will run for 24 months.

Membership

9. Gender balance should be sought to the greatest extent possible in the composition of the membership of the Board.

10. Membership will seek to include senior, decision making representatives from relevant agencies, insofar as possible:

1 independent Chairperson, Mr. Michael Keogh, former senior official in the Department of Education.

- a. 1 member of An Garda Síochána
- b. 1 Local Authority Management representative, nominated by the Louth County Council Chief Executive
- c. 1 Local Authority Management representative, nominated by the Meath County Council Chief Executive
- d. Chief Executive of Louth and Meath Education and Training Board
- e. 1 Tusla representative
- f. 1 HSE representative
- g. 1 representative of the Local Drugs Task Force
- h. 1 representative of Louth and Meath Education and Training Board
- i. 1 representative of Louth Leader Partnership
- j. 1 representative of the Probation Service
- k. 1 Local education representative (Primary Level)
- l. 1 Local education representative (Secondary Level)
- m. 1 Business Community representative
- n. 2 Community Sector representatives

11. The proceedings of the Board shall not be invalidated by any vacancy or vacancies among its members.

12. A member of the Board who is appointed due to holding a specific position, and who ceases to hold that position, shall cease being a member of the Board.

13. A member of the Board may, via their nominating body, resign their membership at any time, such resignation must be notified to the Chairperson and will take effect from the date specified therein or upon receipt of the notification by the Chairperson, whichever is the later. The Board shall be notified of the resignation of the member of the Board.

14. A member of the Board shall resign upon the request of the Chairperson. The decision to seek the resignation of a member of the Board must be supported by a simple majority of the Board and be communicated in writing.

15. Where a nominating body has selected a member of the Board, the nominating body may de-select their representative member on the Board by giving notice in writing to the Chairperson and such de-selection shall take effect from the date specified therein.
16. Where a member of the Board is absent from two consecutive meetings without adequate reason, the Chairperson may issue a written notice to the nominating body that the member of the Board will be asked to resign at the third consecutive absence.
17. Where a member of the Board is absent from three consecutive meetings without adequate reason, the Chairperson shall request—
 - a. that member of the Board to resign as a member of the Board, and
 - b. the member of the Board’s nominating body to provide a replacement nominee to the Board.

The Chairperson shall inform the Minister for Justice of any changes in membership of the Board.

18. Where a public member of the Board cannot attend a meeting, a named alternate may attend in place of a public member with the agreement of the Chairperson.

Chairperson of the Board

19. The Minister for Justice shall appoint an independent Chairperson of the Board. The key responsibilities of the Chairperson include:
 - a. Provide leadership and direction for the Board
 - b. Ensure the effectiveness of the Board in all aspects of its role
 - c. Ensure active participation and contributions from all members of the Board
20. At the first meeting of the Implementation Board the members of the Board will elect, from their membership, a vice chairperson. The Vice-Chairperson shall fulfil the role of Chairperson in the event of any absence by Chairperson.

Functions of the Board

21. The functions of the Board are as follows:
 - a. Drive forward the recommendations of the Drogheda Scoping Report through the Drogheda Implementation Plan and the activities listed therein
 - b. Coordinate and oversee the work of thematic subgroups of the Implementation Board
 - c. Report to the Department of Justice on a quarterly basis on the activities of the Implementation Board and the progress of the Drogheda Implementation Plan

Sub-Groups

22. The Chairperson may appoint a Sub- Group for any specific purpose.

23. When appointing a Sub-Group, the Board shall determine the number and names of Members who are to be members of the sub-group and who will Chair it.
24. The Chairperson shall fix the quorum that will apply in respect of a Sub-Group. A quorum for a sub-group shall be a quarter of the sub-group membership plus one.
25. The term of office of a Sub-Group shall be for such period as the Chairperson may determine.
26. The Chairperson of each Sub-Group shall be responsible for the general management of the business entrusted to the Sub-Group and shall report back to the Board on the operations of the Sub-Group on a monthly basis.
27. A copy of any report of a Sub-Group which is to be submitted to the Board for consideration shall be forwarded to each Member of the sub-group at least three days before any Meeting at which it is to be discussed.
28. Sub-Groups' work will focus on agreed and clear action plans.
29. Sub-Groups will initially comprise a) Policing and Drugs b) Family Support, Children, Young People and Education c) Employment, Business, Enterprise and d) Area/Community Development, Arts, Culture and Sport
30. Sub-Groups will include representatives of relevant agencies and bodies and representatives of the Community and Voluntary Sector.

Scheduling and Notification of Meetings

31. The frequency, location and timing of ordinary meetings of the Board are matters for the determination of the Chairperson, in consultation with the Steering & Oversight Group and in line with these Guidelines. The Chairperson shall keep the Sponsors' Group informed about scheduled meetings.
32. There shall be regular meetings of the Board, at least monthly.
33. The Board shall hold such and so many meetings as may be necessary for the performance of its functions.
34. Notifications of meetings of the Board shall be sent to the Board by electronic means or otherwise, specifying the date, time and place of the meeting, and giving no less than 7 days' notice of the meeting.
35. The quorum for a meeting of the Board shall be 5.
36. Communication with the community is central to the work of the Board. Where the Board holds meetings in private, a report of the meeting should be made publicly available. The

Board should endeavour to make its reports and documents publicly available to the widest degree possible, unless it would not be possible for legal or confidentiality reasons or would not be in the public interest to make such information or documents available.

37. The Board may hold public meetings.
38. Where meetings of the Board are open to the public, appropriate provision should be made for notifying the public of the meeting with particular provision made to ensure that marginalised and hard to reach sections of the community are made aware of the meetings.
39. The Board will not consider a matter if:
 - a. it would endanger the security of one or more individuals;
 - b. it relates to an individual – individuals shall not be discussed or named. An individual's right to privacy and the provisions of the European Convention on Human Rights Act 2003 must be adhered to;
 - c. it involves information received by the Garda Síochána or the local authority in confidence;
 - d. it would, or would be likely to, prejudice the prevention or detection of crime or the apprehension or prosecution of offenders; or
 - e. it is deemed prejudicial to a Garda operational matter, such as the deployment or composition of specialist units, or involves material of a sensitive nature.

Agenda

40. The agenda and all documentation relevant to the business of the Board shall be circulated to the Board not less than 7 working days in advance of any meeting of the Partnership.
41. The Board may invite community groups and/or members of the community to meet the Board to discuss issues of mutual concern and interest relative to the work of the Board.

Minutes

42. The Board shall approve arrangements in respect of the minutes of the proceedings of meetings, including recording decisions made and action to be taken, and procedures in respect of the approval and publication of minutes.

Business of the Board

43. A member of the Board shall not receive any remuneration for acting as a member of the Board.
44. A person shall not, without the consent of the Board, disclose any information deemed by the Board to be of a commercially sensitive or confidential nature obtained by that person while performing, or as a result of having performed, duties as a member of the Board.

Role of Louth and Meath Education and Training Board (“LMETB”)

45. LMETB shall host the Board and Sub-Groups by:
 - a. Employing and paying the co-ordinator through funding provided by the Department of Justice

- b. Providing office accommodation and associated IT, accounting, stationary, and other resources to the co-ordinator
- c. Receiving and expending funding for the Board and Sub-Groups

Reports

- 46. The Board shall issue a public update every month providing an overview of Board activities.
- 47. The Board shall issue an annual public report which should reflect the work done.

Decisions of the Board

- 48. All acts of the Board, and all questions coming or arising before the Board, shall be determined –
 - a. By consensus of those members of the Board present and eligible to vote, or
 - b. Where consensus cannot be achieved, by a majority of the votes of the Board who are present and eligible to vote.
 - c. In the event where there is no majority, the Chairperson shall have a casting vote.
- 49. Each member of the Board present at a meeting of the Board shall have a vote.
- 50. At decision-making level neither public authorities nor any single interest group shall represent more than 49% of the voting rights of the Board.
- 51. A Register of Interests shall be completed/maintained and all Board members will have to certify their position before each meeting. Board members will be required to declare any Conflict of Interest that may occur due to an unexpected item arising.
- 52. For the purposes of clarification, Conflict of Interest shall be deemed as “a set of circumstances that creates a risk that a professional judgement or actions regarding a primary interest will be unduly influenced by a secondary interest.”

Staffing of the Board

- 53. The work of the Board will be supported by one full time staff member, a Coordinator. The role of this Coordinator will be to support the Board in its work.
- 54. The co-ordinator will be employed and paid by LMETB through funding provided by the Department of Justice.
- 55. Key responsibilities of the Coordinator include:
 - a. Supporting the work of the Board
 - b. Secretary to the Board
 - c. Develop and deliver outputs and outcomes under the leadership of the Chairperson
 - d. Develop and deliver a communications strategy
 - e. Build relationships with stakeholders
 - f. Map work of statutory agencies on relevant activities

- g. Provide, collect and report on data and programme information
- h. Support external evaluation of programme
- i. Records management
- j. Prepare stakeholder reports
- k. Prepare finance and admin data and monitor/control expenditure
- l. Organise and support programme event

Oversight

- 56. Oversight of the Board will be led by The Department of Justice.
- 57. The Minister for Justice will appoint the Independent Chairperson of the Board. The Department of Justice will engage primarily through the Chairperson of the Board in order to ensure strategic direction, action planning and delivery of the Drogheda Implementation Plan:
- 58. The Department of Justice will support the work of the Board and will be responsive to issues as they arise, including by liaising with other relevant Government Departments and agencies with respect to service provision in the area.