



Deputy Geoghegan
Leinster House Office,
Kildare St.
Dublin 2

14th April 2025

James.Geoghegan@oireachtas.ie

Ref: PQ 12166/25

To ask the Minister for Children; Equality; Disability; Integration and Youth to identify, by body name and associated skills gap, any skills gaps identified by the chairperson of that board in correspondence to her Department or a Minister in respect of the composition of the board of the body referred, for each year between 2020 and 2025, in tabular form; to identify any body where the chairperson of that board never identified skills gaps to her Department or a Minister, by year and body; and if she will make a statement on the matter.

Dear Deputy Geoghegan,

I refer to the parliamentary question above and apologise for the delay in responding to you.

Please see the tables below for the information in respect of skills gaps in the composition of the boards of bodies under the aegis of the Department.

Adoption Authority of Ireland (AAI)

The following is a summary of the information provided by the AAI

2020	In 2020, a survey of the AAI Board Members was conducted as part of the external evaluation of the Board. In the report of this evaluation, Board Members recognised that additional financial and governance expertise would be useful to complement the current skill set and assist the Board in successfully engaging with current and forthcoming challenges.
2021	n/a
2022	n/a
2023	n/a
2024	In 2024, an external evaluation of the Board of the AAI was conducted. The report of this evaluation recommended maintaining a seven-member Board to ensure efficient decision-making and adequate multidisciplinary input, especially in complex cases. It also noted the absence of skills in public administration, corporate governance, and organisational management within the current Board composition. To address this, the report suggested that either the Chair or Deputy Chair possess experience in Public or Administrative Law to enhance governance capabilities. Additionally, it recommended providing Board members with access to training in areas such as corporate governance, fiduciary duties, financial accountability, risk management, data protection, ICT strategy, public procurement, culture and ethics, human resources, and change management.
2025	n/a

Child & Family Agency (Tusla)

Oifig an Aire
Office of the Minister

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The following is a summary of the information provided by Tusla	
2020 - 2025	No skills gaps were identified by the Chair of Tusla to the Minister or her Department for the years 2020 – 2025 with the exception of the skill sets identified as and when vacancies arose on the Board.

Gaisce	
The following is a summary of the information provided by Gaisce	
2020	Finance/Accountancy competency
2021	Marketing, Communications, Fundraising and PR Finance, Accounting and Audit Youth Development
2022	Marketing, Communications, Advocacy, PR, Fundraising Corporate Governance, Compliance, Risk
2023	Youth Development Legal Digital/ICT
2024 & 2025	Finance, Accounting and Audit Experience Business and Organisational Development

National Disability Authority (NDA)	
The following is a summary of the information provided by the NDA	
2020 - 2025	The NDA recruits board members based on experience and broad competencies. A requirement for particular competencies is included in each advertisement for board positions, depending on the requirements of the board at a particular point of time. The process to recruit board members is managed by the line department in conjunction with the Public Appointments Service, and so areas where additional focus is required are notified to the Department in this way.

Oberstown	
The following is a summary of the information provided by Oberstown	
2020	n/a
2021	n/a
2022	The composition of the Oberstown Board of Management is set out in the Children Act 2001. While the Board completes a self-assessment annually, the Chair advises the Minister as and when vacancies arise that require appointment through the PAS. This occurred in 2022: • Human resource management, in particular employee relations, organisational development and staff engagement • Financial and audit expertise, including experience as an accountant, auditor or actuary • Governance and risk management expertise (preferably in the public sector) • Research expertise in children's rights, particularly youth justice and detention in either law, social policy, criminology or psychology, with a graduate qualification desirable • Legal expertise, including significant professional experience in child law and/or youth justice • Working with and for children, in areas such as education, child protection, mental health, substance misuse, community or youth work. Working with children from minority ethnic backgrounds, including children from the Traveller community, would be welcome.



2023	n/a
2024	n/a
2025	• Experience in public sector management • Understanding of issues from the young people's perspective • Diversity – ethnic minorities (traveller community), socio-economic diversity

Kind regards,

A handwritten signature in black ink, which appears to read 'Norma Foley', written over a horizontal line.

Norma Foley, T.D.

Minister for Children, Equality, Disability, Integration and Youth