

CURRICULUM VITAE

Name: Alfred McBride
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CAREER HISTORY

Post Chief Executive, Tusla – Child and Family Agency Ireland
Dates: February 2016 – September 2018

ABOUT TUSLA, CHILD AND FAMILY AGENCY

The Child and Family Agency was established on the 1st January 2014 and is now the dedicated State agency responsible for improving wellbeing and outcomes for children. It represents the most comprehensive reform of child protection, early intervention and family support services ever undertaken in Ireland. It is an ambitious move which brings together over 4,000 staff and an operational budget of over €750m. The following are the core services provided by Tusla:-

- Child protection and welfare
- Alternative Care and Adoption
- Prevention, early intervention and family support
- Educational Welfare Services
- Domestic, Sexual and Gender Based Violence services
- Early Years Inspectorate

PRINCIPAL DUTIES AND RESPONSIBILITIES

- To set the strategic direction of the Agency and provide leadership on the organisation's vision, mission, values and goals.
- To develop annual business plans based and aligned to ministerial performance statements within annual operation budgets and oversee financial viability of the organisation.
- Build effective organisational capacity
- Support the board and in conjunction with the chair to establish efficient and effective processes to keep the board informed on all strategic and operational matters of significance.
- Establish and oversee HR and organisational development ensuring a strategic approach to the development of the Agency
- Oversee strategic and operational communications
- Manage key stakeholder relationships to achieve Agency objectives
- Oversee the design, delivery and quality of programmes to achieve on KPIs approved by the Board

ACHIEVEMENTS

- Developed annual business cases for Tusla which secured the most significant increased investment in children and family services from €624m to €750m over two successive years following a period of austerity in Ireland against competing demands in multiple state sectors
- Introduced Ireland's first national model of child protection practice which has already successfully reduced the number of children coming into care, a trend which is set to continue as consistency of practice is enhanced and older children age out of the care system
- Introduced Ireland's first National Childcare Information System which replaced 40+ out-dated electronic databases and registers and paper-based systems across the State of Ireland
- Developed a programme of transformation involving work streams to support the core work of Tusla including Agency's first ICT strategy, HR strategy and Resource Allocation Model
- Established a Commissioning Strategy to ensure investment in services based on multi-sector needs assessment in line with national strategy. This allows for targeted interventions to address identified local needs as well as increasing investment to address inequality of access to services

- Secured the investment of Atlantic Philanthropies to establish evidence-based early intervention, prevention and family support programmes which are now being mainstreamed across Ireland

Post: Chief Operations Officer, Tusla – Child and Family Agency, Ireland
Dates: October 2013 – February 2016

PRINCIPAL DUTIES AND RESPONSIBILITIES

- Input to organisational design of new Agency, with particular reference to operational functions
- Due diligence and risk management strategy for migrating operational responsibilities and existing workloads from HSE to new Agency
- Organisation of people, processes and resources – within approved limits – at both strategic and operational levels to ensure agreed objectives are met
- Accountability for delivering service, financial and staff targets in line with annual and multi annual plans – annual budget in excess of €550m with 4,000+ staff
- Operational management of children and family services
- Promotion and oversight of a rigorous, strategic approach to service improvements including the effective delivery of commissioning, performance management and budgetary control
- Establishment and maintenance of effective partnerships and working relations with external organisations and partner agencies in order to achieve integrated planning and delivery of services
- Integrate policy, quality and performance requirements into operational arrangements and provide feedback loops to senior team
- Ensure compliance with legislation, national standards and external regulatory requirements

ACHIEVEMENTS

- Successfully established professional credibility and leadership during a period of significant change and transition during the creation of the Child and Family Agency
- Driving force behind the development of the Prevention Partnership and Family Support Programme which is already demonstrating significant positive impact
- Creation of a Commissioning Strategy and leading extensive relationship building with community and voluntary partners to ensure spend in the sector is aligned with strategic priorities
- Establishment of key relationships and development of joint protocols between Tusla and external partners in the fields of disability, mental health, and youth justice.
- Key role in shaping and influencing legislation and policy in the areas of Children First, Aftercare and Adoption. I also helped to shape the governance arrangements in respect of the implementation of *Better outcomes Brighter Futures*, the national policy framework for children and young people.

Post: Director of Social Care and Wellbeing, Aberdeen City Council, Scotland
Dates: June 2009 – October 2013

MAIN ACHIEVEMENTS

Around 2007 Aberdeen City Council was subject to “special measures” imposed by the Accounts Commission, due to the precarious nature of the Council’s finances. In 2008, a new Chief Executive was appointed and by the end of 2009, 5 new Corporate Directors were appointed of which I was one, as Director of Social Care and Wellbeing.

Aberdeen City Council has an integrated social work service comprising children’s services, adult services, criminal justice, substance misuse and older people and rehabilitation services. The gross budget for the service was c£150m with c1500 staff.

I inherited a projected £6m overspend in the social work budget and was challenged to achieve a balanced budget within the remaining 8 months of the financial year and this was achieved through making some very difficult decisions, risk management and, crucially, managing demand and expectation as well as significantly reducing over supply e.g. unnecessary expensive care packages in learning disability services. This work informed a priority-based budgeting (PBB)

exercise to align spend with agreed priorities which formed the basis of a 5 year corporate business plan. Audit Scotland cited our approach as an example of best practice in managing budget pressures in the current constrained environment.

OTHER ACHIEVEMENTS

- The transformation of the adult learning disability and mental health services in preparation for self-directed support in the involvement of service users in the creation of a Resource Allocation System.
- The transformation of high cost care packages and day centre provision into mainstream day opportunities (managing demand and reducing over-supply)
- The highest number of personal budgets in Scotland
- The above transformation programme is estimated to have produced around £24m of savings over 5 years
- An extremely positive overall social work inspection report indicating “profound positive change” and a very positive multi-agency child protection report showing very significant improvements from 3 years ago. These reports also commented on staff reporting significant positive changes in leadership and direction.
- The social work Children’s Services Management Team won a Herald Society Award for “Team of the Year”.
- Hard performance information as evidence of shifting the balance of care in older people services including:
 - Reduction in numbers of emergency hospital admissions for over 65’s and 75’s.
 - Reduced lengths of stay in hospital
 - Maintenance of zero target for delayed discharges beyond 6 weeks
 - Increase in home care and re-ablement provision
 - Worked with Ernst & Young and Care & Health Solutions to create a Local Authority Trading Company for older people’s services direct provision to create efficiencies and opportunities for investment to meet future demand. This work has been based on the creation of “Essex Cares” by Essex County Council.
- All of the above has been achieved through a planned process of staff, partner agencies and elected member agreement and systematic and focussed continuous improvement.

Post: Head of Children’s Services, Dundee City Council, Scotland

Dates: June 2005 – June 2009

ACHIEVEMENTS IN DUNDEE CITY COUNCIL

- Driving force behind significant changes to the Integrated Children’s Services Strategic Planning Structure.
- Aligned Social Work Area Teams with school catchment areas to create a locality based multi-agency network of integrated children’s services, known as Joint Action Teams.
- Led a major improvement in staff morale over 3 years, including significantly improved recruitment and retention.
- Responsibility for major partnerships such as the Youth Justice Strategy Group and the Child Protection Committee as part of a wider community planning approach.
- Personal recognition in Dundee’s SWIA performance report of major contribution to innovation and improvement across Integrated Children’s Services
- Best Performance in the country in reducing levels of persistent young offenders

Post: Head of Social Work, Children Services, Stirling Council, Scotland

Dates: April 2002 – June 2005

Post: Head of Children and Families, Stirling Council Scotland

Dates: December 1998 – April 2002

ACHIEVEMENTS

In joining Stirling Council in December 1998, I had responsibility for managing and leading major change, restructuring and redesign of services. In 1998, children and families social work in

Stirling, as part of Housing and Social Services, was deemed to be “unsafe” due to serious management, practice and resourcing deficiencies resulting in dangerous practice and extremely low morale. A consultant appointed to evaluate a number of related case issues wrote – “*significant progress has already been made in the first three months of 1999. There is a clear recognition of the changes already made to the culture and morale of the department by the new management arrangements at Director and Head of Service level*” (A report on Child Protection and Related Child Care Services in Stirling, Jamieson 1999).

An options appraisal undertaken at the time led to the creation of an Integrated Children’s Service comprising Education Services and Social Work Services to Children and Families, accountable to the existing Children’s Committee, the first service of its kind in Scotland.

CAREER HISTORY 1977 – 1998

1993 – 1998 Service Manager, Dundee City Council, Scotland
 1991 – 1993 Senior Social Worker, Dundee City Council, Scotland
 1988 – 1991 Social Worker, Tayside Regional Council, Scotland
 1984 – 1987 Project Worker and Asst. Project Leader, Aberlour Childcare Trust, Scotland
 1977 – 1979 Professional footballer, Dundee Football Club, Scotland

EDUCATIONAL RECORD

Dates	Educational Institution	Course of Study/Qualification Achieved
2011	Abertay University	Postgraduate Diploma in Business Administration
1987	Dundee University	Postgraduate Diploma in Social Work
1979 - 1983	Dundee University	MA Honours Degree in History & Social Administration
1972 - 1977	Grove Academy Broughty Ferry	Secondary Education 4 higher grades; 9 ordinary grades

HOBBIES/INTERESTS

Previously coached Dundee FC Under 17’s squad in SPL Youth initiative for 10 seasons.

REFERENCE: **Rory O’Ferrall**
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