



Dun Laoghaire Rathdown Drug and Alcohol Task Force

Partnership Handbook

A Handbook agreed between relevant participating partners to guide the membership, aims, functioning and operation of the Dun Laoghaire Rathdown Drug and Alcohol Task Force (the Task Force) and the aligned legal entity, the *DLR Drug and Alcohol Task Force CLG* (the Company)

Agreed as a document in progress at meeting of the Dun Laoghaire Rathdown Drug and Alcohol Task Force, on

December 5th, 2019

(Reviewed in 2022)

Mandate

The Dun Laoghaire Rathdown (DLR) Drug and Alcohol Task Force (the Task Force) is recognised by government as an inter-agency partnership, consisting persons from community, voluntary, & statutory sectors, public representatives and independent others, who are assigned a local coordinating role in relation to the National Drugs Strategy¹. The Task Force is also assigned responsibility to make funding recommendations to relevant government agencies and departments, as appropriate, and most especially to the Department of Health Drug Policy Unit (DPU) and to the Health Service Executive (HSE Addiction Services), in line with funding, policy and other parameters as set by these and other bodies, and in accordance with service agreements and other procedures that arise from the receipt and expenditure of public monies.

Socio-economic issues

Ensure all policies are deprivation proofed
Invest in communities to enhance individual, family and community recovery capital
Carry out needs assessment studies in all task force areas

Balance between harm reduction and recovery

Shift the emphasis so that recovery becomes the preferred option
Move from the medical model to a social model
Re-train staff to be better able to address health and social needs of communities
Greater use of peer supports

Organisation of HSE services

Transfer OST to primary care
Re-focus staff from OST to stimulants, BZDs and other drugs
Use existing capital infrastructure to provide holistic care and a wider variety of therapeutic interventions
Enhance responses to dual diagnosis
Invest in IT
Prioritise outcome measurement
Continue to roll out the overdose prevention strategy

Childcare and child health and welfare

Acknowledge that parental substance use has a child welfare, and sometimes a child safety, dimension
Have a TUSLA representative on every local drugs and alcohol task force
Have a nominee from a children's charity on each local drugs and alcohol task force

COVID

Document the unintended negative social and mental health consequences of the response to COVID-19
Assess the potential impacts of COVID-19 regulations for the future
Ensure that financial distress arising from COVID-19 is documented and minimised

¹The current, National Drug Strategy is *Reducing Harm, Supporting Recovery, 2017-25* (RHSR) <http://health.gov.ie/blog/publications/reducing-harm-supporting-recovery-2017-2025/> It succeeds the National Drug Strategy 2009-2016 <https://www.drugsandalcohol.ie/12388/>

Data

NDRDI to continue as is

Assess the impact of the abolition of the NACD and recommend change

Invest in IT across government departments

National coordination

Assess the impact of the abolition of the NDST

Lead department to move from health to community

Situate the Minister of State across relevant government departments

Substances

Alcohol; bring in MUP, reduce supply, implement the PHAA

Opiates; facilitate recovery pathways

Cocaine; identify what works internationally and implement

Cannabis; examine legal status vis a vis legalisation and/or decriminalisation

Benzodiazepines; expand effective interventions for reduction

The Task Force as a Partnership

A key, distinguishing feature of the Task Force's role in responding to substance misuse is that it is undertaken through partners working together in preparing and implementing an integrated local strategy. In this manner they ensure locally-based responses complement existing or planned drug programmes and services and are in keeping with local needs as identified. The part played by individual Task Force members in representing their particular agencies or sectors is pivotal to the success of the initiative and this requires their active participation in all the Task Force's work, a shared role in decision-making and a shared commitment to promote co-operation and collaboration and to invest time, energies and organisational resources, as appropriate. In the absence of these commitments, made in good faith, and in the spirit of dedication to public service, the Task Force would be unable to function.

As Task Force decision-making can have broad impact, particularly in recommending the assignment, and expenditure of public funds, its decisions therefore need to be accountable and the various activities it sponsors, should be within specified parameters, and should not involve matters for which it does not have responsibility, capacity or competence.

Legal certainty

Like similar operations and bodies across the publicly funded sector, its decisions may at times become legally challenged, or contested through other means. In these circumstances it is important that the Task Force have legal certainty and governance guiding its operations, thereby providing oversight, and ensuring its formal decisions are in keeping with due process and procedure, and also that the necessary protections are afforded to Task Force members and to those, including staff, who are assigned duties on its behalf, and are also afforded to members of the public, beneficiaries, and others, who are affected by its decisions. The *DLR Drug and Alcohol Task Force CLG* (the Company) legal, incorporated entity, registered with the Irish Companies Office² was established (2019) to provide this certainty.

² In accordance with Grant Aid Agreement Charitable status is not required.

It is acknowledged that there is a unique challenge in providing legal certainty to a partnership body, such as the DATF, bearing in mind that authority can reside only with a specified, named entity, in this case the Company, and that some prospective partners in the Task Force, more widely, might encounter obstacles in, becoming an equal partner in this entity³.

Handbook

This document constitutes a Partnership Handbook, agreed between the Company and the Task Force partners. It outlines aims and objectives and guides formation, membership, structures, succession, conflicts of interests, and other matters. The Handbook strives to establish an equality of status across the different partners, in so far as is practicable, within legal parameters.

Vision

The Task Force has incorporated a Vision and Ethos as summarised by the statement in the National Drug Strategy, that aims to create:

“A healthier and safer Ireland, where public health and safety is protected and the harms caused to individuals, families and communities by substance misuse are reduced and every person affected by substance use is empowered to improve their health and wellbeing and quality of life”.

This statement is seen as underpinned by the following six values:

<i>Compassion</i>	A humane, compassionate approach focused on harm reduction which recognises that substance misuse is a health care issue
<i>Respect</i>	Respect for the right of each individual to receive person-centred care based on his or her specific needs and to be involved in the development of their care plan.
<i>Equity</i>	A commitment to ensuring people have access to high quality services and support regardless of where they live or who they are.
<i>Inclusion</i>	Diversity is valued, the needs of particular groups are accommodated and wide-ranging participation is promoted
<i>Partnership</i>	Support for maintaining a partnership approach between statutory, community and voluntary bodies and wider society to address drug and alcohol issues.
<i>Evidence-informed</i>	Support for the use of high quality evidence to inform effective policies and actions to address drug and alcohol problems.

³For example, the HSE’s National Financial Regulations (NFRs) restrict employee’s participation in funded structures. <https://www.hse.ie/eng/staff/resources/financial%20regulations/> as in NFR 31.7.8: “As a broad policy, HSE Managers should not be appointed as Directors of non-statutory Agencies with which the HSE has a SA/GA in place, due to the potential conflict of interest in such areas as performance management, strategy direction, issues of litigation etc. “

Co-ordinator

A Task Force co-ordinator is appointed full-time by the Company, which has responsibility for the conditions of employment and salary and for the coordinator's management and performance. The co-ordinator plays a pivotal role in assisting the Task Force in developing and implementing its Strategy. This requires that the coordinator be pro-active in driving the work of the Task Force and managing its day-to-day operation, including the management of additional staff and resources, the provision of project and financial updates and information to both the Task Force and the Company, and networking and relationship building with other Task Forces and bodies at local, regional and national levels. (This will need to be changed when HSE Coordinator is appointed)

Additional Support Staff

Additional staff, such as admin support and development worker are employed as required and in accordance with agreed funding lines.

Aims and objectives

The Task Force's core aim is to co-ordinate interagency implementation of the National Drug Strategy in the context of the needs of DLR, with particular focus on actions where it has been assigned a role

More specifically, Task Force objectives are to:

- 1) Provide an up-to-date overview on the nature and extent of drug and alcohol misuse in DLR, through:
 - a. the gathering and analysis of all relevant information from the organisations and services involved, including
 - i. information from HSE and HRB regarding treatment and harms, including drug-related deaths, etc.
 - ii. information on drug related crime and community safety issues
 - iii. information on drug-related child and family welfare matters including school attendance
 - iv. information as assessed through consultations, discussions and submissions from community members.
 - b. identifying, and reporting, on emerging issues to inform the development of policies, at local, national and other levels,
 - c. promoting the actions needed to address these issues, as appropriate, and
 - d. developing and reviewing periodic Strategic Plans.
- 2) Support and strengthen a community focus on drug and alcohol misuse through:
- 3) mobilising an integrated cross-sectoral response at local level
- 4) ensuring an appropriate representation across localised sectors and also
- 5) ensuring TF members, and those involved with implementation, are provided induction, information, training and updates on all relevant aspects of the Task Force's functioning.

- 6) Monitor, evaluate and assess the impact of funded projects and make decisions on continued priorities having regard to current needs and available funding.
- 7) Develop cross Task Force initiatives and networking arrangements for the exchange of information and experience, the dissemination of evidence and best practice.
- 8) Coordinate and align activities with other relevant initiatives and programmes in the Task Force area, particularly those involved in responding to social need, and also with other Task Forces and services within the wider, social, health, education and other services.
- 9) Provide such information, reports and proposals to the Office of the Minister of State for the National Drug Strategy, as may be necessary from time to time.

Accountability

The Task Force, through the Company, is held accountable for public funds, by meeting the requirements of respective Service Level agreements and other agreements and ongoing adherence to Company (and/or Charitable) regulations, through annual reports and audited accounts, The Task Force recommends for funding only bodies who also meet such requirements, where these are specified.

Membership

Membership of the Task Force includes personnel from Community, Voluntary and Statutory sectors, each of whom, represents a specific interest group or body, as deemed appropriate, in accordance with this Partnership Handbook. The Task Force also includes public representatives as nominated by DLR county council and in addition the Task Force has independent members who have been separately recruited by the Task Force, and whose membership is ratified by the Company. The Task Force will undertake to achieve a gender balance in its membership, whereby no less than forty percent of members are either male or female. In circumstances where a gender imbalance arises, the Task Force will request that nominating bodies for new members nominate in a manner to restore balance.

The Company's Board of Directors may individually be members of the Task Force, but also, in addition, will convene separately, as a Board, to exercise legal and financial oversight, for the Company's affairs, as required.

Community Sector

Community representatives are nominated to the Task Force following ongoing and renewed consultations with relevant community groups and other fora, and with attention to the following:

- An appropriate geographic spread, taking account of local needs and their distribution, and also taking into account communities of interest, especially when this arises as a pressing issue in relation to drugs and alcohol.
- A track record in community development.
- Experience of and understanding of drug and alcohol issues.
- An ability to report to Task Force colleagues on developments and emerging issues within their respective communities and to report back on these matters.

- A direct service user perspective from either/both individual or family perspective.
- Networking capabilities across DLR as a whole.

The Task Force takes direct and exclusive responsibility for identifying community groups and others that should be represented on its structures and to review these arrangements, as appropriate.

Voluntary Sector

Voluntary agency representatives include persons from agencies whose work directly involves drug and alcohol issues, straddling treatment, family interventions and young people's prevention. Representatives are expected to have an ability to report to the Task Force on developments and emerging issues within the voluntary sector and to report back to the sector, in addition to reporting to their individual agencies.

The Task Force takes direct and exclusive responsibility, in identifying voluntary sector representatives that should be represented on its structures and to review these arrangements, as appropriate.

Statutory Agencies

Agencies nominate persons who provide an authoritative, agency perspective on emerging and developing issues. Typically, the following bodies would be expected to provide representation (+ refers to current – 2020 - members):

- Dublin and Dun Laoghaire Education and Training Board (+)
- Garda Síochána (+)
- Health Service Executive (+)
- DLR County Council (+)
- Probation Service
- Department of Social Protection
- Tusla (+)
- CYPSC

Membership can be added to when deemed appropriate by the Board of the Task Force

The Task Force takes direct and exclusive responsibility, in identifying the particular state agencies that should be represented on its structures and to review these arrangements, as appropriate.

The work of statutory representatives is seen by their agencies as part of their core duties, thus ensuring they have the necessary time, and organisational and other supports, to enable them to undertake their role effectively. Other supports, where appropriate, are provided through the Task Force.

Elected Representatives

The participation of elected representatives, on the same basis as other members, allows them to bring their considerable experience and intimate knowledge of the area to bear on the process. It also affords them an opportunity to influence the drugs strategy being developed by the Task Force for the area and to gain community support for it.

Role of representatives

All Task Force representatives are expected to undertake the following:

- Represent their organisation/community and sector in a thorough and practical manner thereby contributing meaningfully to developing a coherent, functioning inter-agency partnership dealing with the response to substance misuse.
- Sourcing and making available relevant information from their communities and/or organisations, and providing other insights, to help build a profile of substance misuse and related matters.
- Providing assistance in developing appropriate responses to substance misuse.
- Assessing the impact of projects and services through their organisations and communities and offering assistance with any issues that arise.
- Monitoring the situation in relation to relevant projects and services being funded and/or provided through their own organisations or communities, thus ensuring that any emerging problems are highlighted at an early stage, so that appropriate actions can be taken.
- Updating the Task Force on any relevant changes in their communities and organisation that have relevance to its remit.
- Supporting and promoting project evaluations and independent reviews.
- Identifying and ensuring the effective implementation of projects and other initiatives, particularly where their body has a financial role, i.e. either funding provider or recipient.
- Ensuring the prompt processing of income/expenditure and/or payments to project promoters where these arise through their agencies.
- Identifying and bringing to the attention of their organisations and communities any developments that would ensure a more effective coordination of the response to substance misuse.

Duration of membership

There are no formal guidelines regarding the term of office of members of the Task Force, and their tenure is such as to ensure continuity and consistency in the Task Force's approach in responding to the drug and alcohol problems, in its area, and to also take account of emerging and changing needs. Tenure of office of Company directors and officers is in keeping with Company law and charitable code of governance, and in general the Company will look to the Task Force to provide or suggest members in order to fill Board vacancies. The succession, replacement and recruitment of members is processed, in the first instance by the Finance and Operations Sub-Committee (FOSC) (see below), who review the issue of membership on an annual basis with particular attention to monitoring gaps and in having these filled, as appropriate.

Meetings

Task Force meetings are held bi-monthly, and more frequently if need be. A quorum for meetings is one third of the membership. Generally, Task Force decisions are taken by consensus; but where a consensus cannot be achieved, a vote is taken. The Chair has the casting vote in the case of a split vote. Decisions are recorded as decisions of the Task Force and individual positions should be noted. The Company Board of Directors meets quarterly and more frequently if deemed necessary. One such meeting will review and sign off on the annual accounts, and will be followed by the Company's Annual General Meeting.

Chairperson

The Task Force chairperson is either the Company chairperson, or following consultation with the Task Force, a person appointed by the Company chairperson, who in turn is elected by the Company Board of Directors. The Chairperson is not directly connected with funded projects and has responsibility to bring together organisations and individuals from the different sectors to work as a team. The chairperson leads the Task Force and chairs and facilitates its meetings. The chair responsibilities include:

- To ensure the Task Force works towards achieving its aims, facilitating members to participate, to work well together in discussing and deciding issues, to suggest ways of dealing with conflict where this arises
- To ensure members are aware of their responsibility to make meetings effective.
- To act as spokesperson and to represent the Task Force, as appropriate.
- To oversee the development, implementation and monitoring of the Task Force's annual work programme.
- To help to resolve external conflict.
- To convene special meetings of the Finance and Operations Sub-Committee, where this has been deemed necessary

In addition to the above, the Chairperson is also the Coordinator's line manager, and deals with all normal personnel matters (annual leave, sick leave, payments for travel, subsistence, and out-of-pocket expenses, etc.) and consults, as appropriate, with the Board, in discharging this function.

Vice-chairperson

The Task Force appoints a vice-chairperson to chair Task Force meetings in the absence of the chairperson.

Media Protocol

Occasionally, the Task Force or members are contacted directly by media to comment on relevant Task Force views or matters. Media representatives are, in the first instance, referred to the Chairperson or if the Chairperson is unavailable, to the coordinator, either of whom will either respond to queries or direct them accordingly, to other Task Force members, as appropriate. The Chairperson deals with any contentious issues that arise in this regard.

Sub-committees

The DLR Task Force has a facility for up to three sub-committees, to progress the ongoing work and development of the Task Force.

Finance and Operations Sub-Committee

The first sub-committee is the Finance and Operations Sub-Committee (FOSC), which functions in all instances, and is appointed by the Company.

Its terms of reference are:

- To act as an executive to the Task Force and a liaison between the Task Force and the Company
- To prepare the agenda and other documents for Task Force and Company meetings.
- To make recommendations to the Task Force on all aspects of its functioning
- To oversee the implementation of Task Force decisions
- To oversee the work of assigned personnel
- To oversee financial decision-making

The FOSC normally meets ten working days in advance of each Task Force meeting, and more frequently if required. The FOSC chairperson is also a Company Director, either the Company chairperson, or a Director acting with the Chairperson's authority. All members of the FOSC are appointed by the Company, with due regard to ensuring there is representation from Community, Voluntary and Statutory sectors. Approved FOSC minutes of previous meetings are noted at Task Force meetings.

Other sub-committees

Either one or both of the following sub-committees will also be in place.

1. Treatment and Rehabilitation (T&R sub-committee)

- To oversee T&R actions (adult and families)
- To identify and assess emerging and unmet needs
- To identify trends and issues
- To explore best practice
- To submit reports to the Task Force
- To share knowledge and skills
- To promote inter-agency cooperation

(T&R Terms of reference listed in Appendix 1)

Youth, Prevention & Education sub-committee

2. To oversee Youth Prevention actions
3. To identify and assess emerging and unmet needs
4. To identify trends and issues
5. To explore best practice
6. To submit reports to the Task Force

7. To share knowledge and skills
8. To promote inter-agency cooperation
(Terms of Reference listed in appendix 2)

Family Support Sub Group

- 1) To oversee Family Support actions
- 2) To identify and assess emerging and unmet needs
- 3) To identify trends and issues
- 4) To explore best practice
- 5) To submit reports to the Task Force
- 6) To share knowledge and skills
- 7) To promote inter-agency cooperation

(Terms of Reference listed in appendix 3)

These sub-committees agree additional Terms of Reference, as appropriate, and meet on a quarterly basis. They provide for discussion and elaboration on issues, to progress the work of the Task Force. They are not decision-making bodies in their own right unless specifically mandated by the Task Force to be so.

In all instances sub-committee chairpersons are also members of the Task Force. Sub-committees should consist of at least one member from each of the three sectors: Community, Voluntary and Statutory. Additional members may be co-opted by T&R and P&E sub-committees, at their own discretion.

The Chair of these sub-committees provide verbal updates and reports to the Task Force.

Conflict of interest

It is the policy of the Company and of the Task Force that representatives on either entity are not involved in the process of determining decisions that have direct funding impact on their parent body, or that in any other way confer personal, financial benefit. Potential conflicts of interest are identified at the outset of each Company and/or Task Force meetings and members, as appropriate, absent themselves from the relevant part of such meetings when matters of funding, in these instances, are being discussed or decided. (see full statement of conflict of interest policy appendix 4)

Responsibilities

The duties and responsibilities of Company Directors are set out under legislation. In addition, the Task Force has agreed the following code of conduct as applying to both the Task Force and the Company:

- Members undertake to be informed of the Task Force's ethos, values aim and work programme, and to promote and support its work, to act in the Task Force's best interests and to represent it fairly to external bodies and fora.
- Members undertake not to speak in their capacity as a member to the media or other public fora without the prior knowledge of the Chairperson and will ensure that their comments reflect Task Force policies and priorities.

- Members undertake to abide by the values that underpin the Task Force and its work, and to ensure they do not bring the reputation of the Task Force into disrepute or undermine its values and ethos.
- Members undertake to declare any direct conflict of interest, to draw attention to matters that might be viewed as conflicting, when these arise and to submit to the Company's judgement on these if this is required.
- Members undertake to embody the principles of good governance and to abide by organisational policies and procedures.
- Members commit, within reason, to attend all relevant meetings, to familiarise themselves with agendas and other documentation, and to contribute to discussions and decisions, as appropriate.

Procedures

The following rules and procedures apply to Task Force meetings.

- The Task Force meets bi-monthly on an agreed weekday and time, as follows: February, April, June, September (early), October (late) and December; FOSC meetings are scheduled accordingly (ten days in advance of each Task Force meeting).
- Scheduled Board meetings are: February, June (AGM), September and December.
- Task Force meeting dates and times are scheduled and agreed at the December meeting of the previous year; ditto for FOSC and Board meetings.
- As a norm Task Force meetings are 90 minutes, FOSC are 60 minutes and Board meetings are 30 minutes.

Meeting rules

The remaining rules of procedure apply to both the Task Force meetings and to Board meetings.

- The minutes of previous, and agenda for next Task Force meeting are prepared and agreed by the FOSC.
- Reminder of each Task Force meeting is issued no less than seven days in advance.
- Documentation for each Task Force meeting is circulated no later than three days in advance. The Documentation includes
 - Agenda
 - Minutes of previous meeting (for agreement)
 - Last agreed FOSC minutes (i.e. the minutes of the meeting before the last)
 - Updates, reports and other relevant materials
- All meetings start on time and commence with:
 - Welcome
 - Check on the quorum
 - Introduce new members, as appropriate
 - Acknowledge former members, as appropriate
 - Review the agenda
 - Check on likely early departures
 - Identification of conflict of interest, if appropriate
 - A personal reading of minutes
 - Questions on the minutes / amendments, etc.
 - Minutes are proposed and agreed or not
 - Move to the Agenda

- Ground rules are not pre-set, but participants are encouraged to abide the following as much as possible:
 - Follow the chair's lead and encouragement in making a contribution
 - Participate in discussion and decisions so there is no confusion afterwards on what has been agreed.
 - Remain focused on individual topics as these arise.
 - Bring discussions to a closure with agreement as to moving on.
 - Maintain confidentiality unless otherwise advised
 - Keep within the allotted time
 - Agree a process for resolving difficult issues on item by item basis, especially if they are taking up too much time.
 - Conclude with an action list to be undertaken before next meeting.
 - Remind about next meeting: date, venue, etc.

Occasionally, Task Force meetings are externally facilitated rather than chaired when there is a need to undertake review/planning. A note of these proceedings rather than formal minutes are taken.

Training

Training for Task Force members, for personnel in funded services and others with an interest in drug and alcohol issues, is considered essential to the success of the initiative, particularly as representatives from the voluntary, community and statutory sectors are being asked to work together in a new and innovative setting. The Task Force regularly identifies the training and development needs of members and others, with a view to determining how these needs can best be met.

DATA protection and GDPR Statement

The Task Force and the Company recognise and acknowledge their obligations under the Data Protection Act 2018 and the General Data Protection Regulation (GDPR) principles, and will at all times uphold the rights of any of its data subjects as laid down and will implement both procedures and principles in according to the its legal activity and scope, as laid out in the GDPR Statement which is attached as an Appendix (not yet completed).

Closing

Substance misuse is a cross-cutting issue which requires organisations and individuals from the community, voluntary and statutory sectors to develop an integrated response, based on a partnership approach. The DLR Task Force, alongside similar task force structures in other areas, local and regional, have developed solid recognition and credibility as a result of their work, over two decades, especially through profiling and highlighting substance misuse issues within their areas and developing projects to address gaps in services.

A team-based approach is implicit in the task force concept, and the team structure requires visibility at both national and local levels. This Partnership Handbook provides guidance to the team structure at local DLR level. It is a project constantly in progress, and it is envisaged the Handbook will assist the Task Force in moving on to its next stage of development. The Handbook is not written in stone, and it is envisaged that additional guidelines and procedures will be incorporated, according as the situation develops and as operational advice is issued time to time from the office of the Minister of State for the National Drugs Strategy, and the Drug Policy Unit (DPU).

Appendix 1

Dun Laoghaire Rathdown Local Drug and Alcohol Task Force (DLRDATF) Draft Terms of Reference Treatment and Rehabilitation subgroup

The Treatment and Rehabilitation sub-group is formally appointed by and is reportable to the Dun Laoghaire Rathdown Local Drugs and Alcohol Task Force hereinafter referred to as the DLRDATF.

DECISIONS

Decisions taken must at all times comply with the procedures and authorisation levels set by the DLRDATF.

REPORTING

The Treatment and Rehabilitation Subgroup will submit a monthly written report on its work to the DLRDATF.

REMIT OF THE GROUP

- The mandate of the group comes from the DLRDATF.
- The work of the sub-group will be task centred.
- To review all proposals directed to the subgroup by the DLRDATF in relation to Treatment and Rehabilitation, and make recommendations regarding these proposals to the DLRDATF.
- The sub-groups work will be focused primarily within the geographical spread of the DLRDATF.

OBJECTIVES

- The sub-group will aim to identify gaps in the current provision of treatment and rehabilitation in Dun Laoghaire Rathdown, and work with the DLRDATF towards filling those gaps.
- The sub-group will provide a forum for members to identify needs in relation to Treatment and Rehabilitation and an opportunity to discover possible ways in which to address them in consultation with colleagues.

MEMBERSHIP

The membership of the Treatment and Rehabilitation Sub-group will at minimum stand at 8 persons and will as far as possible consist of the following:

- Service providers within the DLR catchment area whose skills would benefit the committee.
- The chairperson of the sub-group should be, without exception, a member of the DLRDATF.
- Additional persons who are not members of the DLRDATF but have knowledge and expertise in the area of Treatment and Rehabilitation can be co-opted on to the Treatment and Rehabilitation subgroup in an Advisory capacity following consensus of the committee members.

MEETINGS

Frequency: Normal meetings will take place prior to the main DLRDATF meeting. The frequency of the meeting's will be every 6 weeks. Extra meetings maybe held to carry out specific pieces of work as required.

Duration: The meetings will not exceed one and a half hours' duration. However, in order to cover any urgent business, a meeting may be extended by one half hour if agreed prior to or at the start of the meeting.

Quorum: Quorum for the meetings will be a 50% of the current sitting committee.

Confidentiality: Confidentiality must be adhered to at all times and the integrity of individual members and the DLRDATF must be observed.

Attendance: Absence from three consecutive meetings without apology will result in a written request being sent to that member asking them to clarify their position with regard to the subgroup. If the issue is not resolved the DLRDATF will be informed.

Guiding Principles:

- To engage in consultation in order to ensure that the work of the subgroup is complimentary to the Treatment and Rehabilitation work being carried out by Dun Laoghaire Rathdown Local Drugs and Alcohol Task Force.
- Ensure that there is cross representation on the subgroup.
- Ensure that the action plans of the statutory agencies are reflected in the activities of the subgroup.
- Honour time limits => arrive on time and only leave when the meeting has finished.
- Mobile phones are to be switched off, unless there is prior agreement made, for the full duration of the meeting.
- Each individual should participate by sharing their own/agencies relevant opinions and experiences, and by listening to and considering the opinions of others.
- If an issue is being discussed where a conflict of interest for a representative/agency arises, that representative is expected to declare an interest and leave the meeting for the duration of that discussion

Appendix 2

Dun Laoghaire Rathdown Local Drug and Alcohol Task Force (DLRDATF) Draft Terms of Reference Youth Prevention and Education Subgroup

The Youth **Prevention and Education Subgroup** is formally appointed by and is reportable to the Dun Laoghaire Rathdown Local Drugs and Alcohol Task Force hereinafter referred to as the DLRDATF.

DECISIONS

Decisions taken must at all times comply with the procedures and authorisation levels set by the DLRDATF.

REPORTING

The **Youth Prevention and Education Subgroup** will submit reports on its work to the DLRDATF.

REMIT OF THE GROUP

- The mandate of the group comes from the DLRDATF.
- The work of the sub-group will be task centred.
- To review all proposals directed to the subgroup by the DLRDATF in relation to **Youth Prevention and Education**, and make recommendations regarding these proposals to the DLRDATF.
- The sub-groups work will be focused primarily within the geographical spread of the DLRDATF.

OBJECTIVES

- The sub-group will aim to identify gaps in the current provision of **Youth Prevention and Education** in Dun Laoghaire Rathdown, and work with the DLRDATF towards filling those gaps.
- The sub-group will provide a forum for members to identify needs in relation to **Youth Prevention and Education** and an opportunity to discover possible ways in which to address them in consultation with colleagues.

MEMBERSHIP

- The membership of the **Youth Prevention and Education Subgroup** will at minimum stand at 8 persons and will as far as possible consist of the following:
- Service providers within the DLR catchment area whose skills would benefit the committee.
- The chairperson of the sub-group should be, without exception, a member of the DLRDATF.
- Additional persons who are not members of the DLRDATF but have knowledge and expertise in the area of **Youth Prevention and Education** can be co-opted on to the **Youth Prevention and Education Subgroup** in an Advisory capacity following consensus of the committee members.

MEETINGS

Frequency: Normal meetings will take place prior to the main DLRDATF meeting. The frequency of the meeting's will be every 6 weeks approximately. Extra meetings maybe held to carry out specific pieces of work as required.

Duration: The meetings will not exceed one and a half hours' duration. However, in order to cover any urgent business, a meeting may be extended by one half hour if agreed prior to or at the start of the meeting.

Quorum: Quorum for the meetings will be a 50% of the current sitting committee.

Confidentiality: Confidentiality must be adhered to at all times and the integrity of individual members and the DLRDATF must be observed.

Attendance: Absence from three consecutive meetings without apology will result in a written request being sent to that member asking them to clarify their position with regard to the subgroup. If the issue is not resolved the DLRDATF will be informed.

Guiding Principles:

- To engage in consultation in order to ensure that the work of the subgroup is complimentary to the **Youth Prevention and Education** work being carried out by Dun Laoghaire Rathdown Local Drugs and Alcohol Task Force.
- Ensure that there is cross representation on the subgroup.
- Ensure that the action plans of the statutory agencies are reflected in the activities of the subgroup.
- Honour time limits arrive on time and only leave when the meeting has finished.
- Mobile phones are to be switched off, unless there is prior agreement made, for the full duration of the meeting.
- Each individual should participate by sharing their own/agencies relevant opinions and experiences, and by listening to and considering the opinions of others.
- If an issue is being discussed where a conflict of interest for a representative/agency arises, that representative is expected to declare an interest and leave the meeting for the duration of that discussion

Appendix 3

Dun Laoghaire Rathdown Local Drug and Alcohol Task Force (DLRDATF) Draft Terms of Reference Family Support Subgroup

The **Family Support Subgroup** is formally appointed by and is reportable to the Dun Laoghaire Rathdown Local Drugs and Alcohol Task Force hereinafter referred to as the DLRDATF.

DECISIONS

Decisions taken must at all times comply with the procedures and authorisation levels set by the DLRDATF.

REPORTING

The **Family Support Subgroup** will submit reports on its work to the DLRDATF.

REMIT OF THE GROUP

- The mandate of the group comes from the DLRDATF.
- The work of the sub-group will be task centred.
- To review all proposals directed to the subgroup by the DLRDATF in relation to **Family Support**, and make recommendations regarding these proposals to the DLRDATF.
- The sub-groups work will be focused primarily within the geographical spread of the DLRDATF.

OBJECTIVES

- The sub-group will aim to identify gaps in the current provision of **Family Support** in Dun Laoghaire Rathdown, and work with the DLRDATF towards filling those gaps.
- The sub-group will provide a forum for members to identify needs in relation to **Family Support** and an opportunity to discover possible ways in which to address them in consultation with colleagues.

MEMBERSHIP

- The membership of the **Family Support Subgroup** will at minimum stand at 8 persons and will as far as possible consist of the following:
 - Service providers within the DLR catchment area whose skills would benefit the committee.
 - The chairperson of the sub-group should be, without exception, a member of the DLRDATF.
 - Additional persons who are not members of the DLRDATF but have knowledge and expertise in the area of **Family Support** can be co-opted on to the **Family Support Subgroup** in an Advisory capacity following consensus of the committee members.

MEETINGS

Frequency: Normal meetings will take place prior to the main DLRDATF meeting. The frequency of the meeting's will be every 6 weeks approximately. Extra meetings maybe held to carry out specific pieces of work as required.

Duration: The meetings will not exceed one and a half hours' duration. However, in order to cover any urgent business, a meeting may be extended by one half hour if agreed prior to or at the start of the meeting.

Quorum: Quorum for the meetings will be a 50% of the current sitting committee.

Confidentiality: Confidentiality must be adhered to at all times and the integrity of individual members and the DLRDATF must be observed.

Attendance: Absence from three consecutive meetings without apology will result in a written request being sent to that member asking them to clarify their position with regard to the subgroup. If the issue is not resolved the DLRDATF will be informed.

Guiding Principles:

- To engage in consultation in order to ensure that the work of the subgroup is complimentary to the **Family Support** work being carried out by Dun Laoghaire Rathdown Local Drugs and Alcohol Task Force.
- Ensure that there is cross representation on the subgroup.
- Ensure that the action plans of the statutory agencies are reflected in the activities of the subgroup.
- Honour time limits arrive on time and only leave when the meeting has finished.
- Mobile phones are to be switched off, unless there is prior agreement made, for the full duration of the meeting.
- Each individual should participate by sharing their own/agencies relevant opinions and experiences, and by listening to and considering the opinions of others.
- If an issue is being discussed where a conflict of interest for a representative/agency arises, that representative is expected to declare an interest and leave the meeting for the duration of that discussion

Appendix 4 – Conflict of Interest Policy

Dun Laoghaire Rathdown Local Drug and Alcohol Task Force CLG

Conflict of interest policy

1. Purpose

The purpose of this policy is to assist charity trustees of Dun Laoghaire Rathdown Local Drug and Alcohol Task Force CLG to effectively identify, record and manage any conflicts of interest in order to protect the integrity of Dun Laoghaire Rathdown Local Drug and Alcohol Task Force CLG

and to ensure that the charity trustees act in the best interest of their charity.

2. Objective

The Dun Laoghaire Rathdown Local Drug and Alcohol Task Force CLG (called the 'board of charity trustees' in this policy) aims to ensure that the charity trustees are aware of their obligations to disclose any conflicts of interest that they may have, and to comply with this policy to ensure they effectively manage those conflicts of interest as representatives of Dun Laoghaire Rathdown Local Drug and Alcohol Task Force CLG

3. Scope

This policy applies to the trustees of Dun Laoghaire Rathdown Local Drug and Alcohol Task Force CLG the FOSC committee and Task Force committee and all sub groups of the Task Force

4. Definition of conflicts of interests

A conflict of interest is any situation in which a charity trustee's personal interests or loyalties could, or could be seen to, prevent the charity trustee from making a decision in the best interests of the charity. This personal interest may be direct or indirect, and can include interests of a person connected to the charity trustee.

These situations present the risk that a person will make a decision based on, or affected by, these influences, rather than in the best interests of the charity and therefore must be managed accordingly.

5. Policy

This policy has been developed because conflicts of interest commonly arise, and do not need to present a problem to the charity if they are openly and effectively managed. It is the policy of the Dun Laoghaire Rathdown Local Drug and Alcohol Task Force CLG as well as a responsibility of its charity trustees, that ethical, legal, financial or other conflicts of interest be avoided and that any such conflicts (where they do arise) do not conflict with their obligations to Dun Laoghaire Rathdown Local Drug and Alcohol Task Force CLG. Dun Laoghaire Rathdown Local Drug and Alcohol Task Force CLG will manage conflicts of interest by requiring charity trustees to:

- avoid conflicts of interest where possible
- identify and record any conflicts of interest
- carefully manage any conflicts of interest, and
- follow this policy and respond to any breaches.

5.1 Responsibility of the board of charity trustees

The board is responsible for:

- establishing a system for identifying, disclosing and managing conflicts of interest across the charity;
- monitoring compliance with this policy; and
- reviewing this policy on an annual basis to ensure that the policy is operating effectively.

The charity trustees should ensure they are aware of their legal obligations in the management and control of their charity and should refer to the Charities Regulator's 'Guidance for Charity Trustees' for further information on this – see their website

www.charitiesregulator.ie

5.2 Identification and disclosure of conflicts of interest

Once an actual, potential or perceived conflict of interest is identified, it must be entered into Dun Laoghaire Rathdown Local Drug and Alcohol Task Force CLG register of interests, as well as being raised with the board of charity trustees. The register of interests must be maintained by **Chairperson and Coordinator** and record all information related to a conflict of interest (including the nature and extent of the conflict of interest and any steps taken to address it).

Confidentiality of disclosures

It is the policy of Dun Laoghaire Rathdown Local Drug and Alcohol Task Force CLG that board and committee members (trustees and committee members) of Dun Laoghaire Rathdown Local Drug and Alcohol Task Force CLG will not disclose confidential information belonging to, or obtained through their affiliation with, Dun Laoghaire Rathdown Local Drug and Alcohol Task Force CLG to any person, including their relatives, friends, and business and professional associates, unless Dun Laoghaire Rathdown Local Drug and Alcohol Task Force CLG has authorized disclosure.

This policy is not intended to prevent disclosure where disclosure is required by law. Confidentiality is the preservation of privileged information. Board members (Trustees) and other volunteers are cautioned to demonstrate professionalism, good judgment, and care at all times in handling any information related to Dun Laoghaire Rathdown Local Drug and Alcohol Task Force CLG to avoid unauthorized or improper disclosures of confidential information. While board and committee members (trustees and committee members) are expected and encouraged to discuss the organization with one another and targeted publics, they shall not report opinions expressed in meetings, nor shall they report independently on committee action, or engage in any communication that has not been approved by the Executive Director or that would not be supported by board policy, procedures, or decisions.

At the end of the board or committee member's (trustee or committee member's) term or upon his/her retirement, resignation or removal from the Board of Directors (Board of Trustees) or committee, he/she may return to Dun Laoghaire Rathdown Local Drug and Alcohol Task Force CLG request, all documents, papers, and other materials, regardless of medium, which may contain or be derived from confidential information, in his/her possession. It is expected that board and committee members (trustees and committee members), will not use trade secrets, client lists, or other confidential information acquired by virtue of being on the board or committee, even after they complete their service with Dun Laoghaire Rathdown Local Drug and Alcohol Task Force CLG.

6. Action required for management of conflicts of interest

6.1 Conflicts of interest of members of the board of charity trustees

Once the conflict of interest has been appropriately disclosed, the board of charity trustees (excluding the disclosing charity trustee and any other conflicted person) must decide whether or not a conflicted charity trustee should:

- vote on the matter (50% +1),
- participate in any debate, or
- be present in the room during the debate and the voting.

In exceptional circumstances, such as where a conflict is very significant or likely to prevent a charity trustee from regularly participating in discussions, it may be worth the board of charity trustees considering whether it is appropriate for the person with the relevant conflict to resign from the board of charity trustees.

6.2 What should be considered when deciding what action to take

- In deciding what approach to take, the board of charity trustees will consider whether the conflict needs to be avoided or simply documented
- whether the conflict will realistically impair the disclosing person's capacity to impartially participate in decision-making
- alternative options to avoid the conflict
- the charity's objects and resources, and
- the possibility of creating an appearance of improper conduct that might impair confidence in, or the reputation of, the charity.

The approval of any action requires the agreement of at least a majority of the board of charity trustees (excluding any conflicted charity trustee) who are present and voting (if applicable) at the meeting. All details regarding the conflict of interest, including the action arising, will be recorded in the minutes of the meeting.

7. Compliance with this policy

If the board of charity trustees has a reason to believe that a person subject to this policy has failed to comply with it, it will investigate the circumstances.

If it is found that this person has failed to disclose a conflict of interest, the board of charity trustees may take action against the person. This may include seeking the person's resignation from the charity.

If a person suspects that a charity trustee has failed to disclose a conflict of interest, they must inform the Chairperson / Coordinator of Dun Laoghaire Rathdown Local Drug and Alcohol Task Force CLG at the earliest convenience.

Contacts

For questions about this policy, contact the board of charity trustees or **Chairperson** by email at chair@dlrdatf.ie.

Certification I have read Dun Laoghaire Rathdown Local Drug and Alcohol Task Force CLG complete policy on confidentiality and the Statement of Confidentiality presented above. I agree to abide by the requirements of the policy and this statement and to inform the Board Chair immediately if I believe any violation (unintentional or otherwise) of the policy or this statement has occurred.

Signature _____ Name _____ Date _____

Approved by the Board of Director (Board of Trustees) on _____

Induction process

Induction of new members should be carried out by the Task Force Coordinator and where possible the Chairperson or another Task Force member be in Attendance.

The induction should include

1. Outline the role the new member will be taking up e.g. Statutory, Voluntary, Community
2. Highlight the Task Force Handbook and its relevance to the smooth workings of the Task Force
3. Introduce the Strategic Plan and its actions
4. Update new member on the work currently carried out
5. Where possible introduce Task Force staff and their role
6. Agree a system where new members can question or clarify any issues they may have (person may not feel they can do it at a full meeting)

This induction process can be added to when the need arises

Signature of Member

By my signature, I acknowledge that I have read, understand, and agree to abide by the Dun Laoghaire Rathdown Local Drugs Task Force Handbook that I received. I also acknowledge that I have received an induction to the workings of the Task Force

Members signature: _____

Role: _____

Date: _____

Witnessed: _____

Role: DLRDATAF Coordinator

Date _____