

# TÚSLA

An Ghníomhaireacht um  
Leanaí agus an Teaghlach  
Child and Family Agency

**Quality and Regulation Directorate**

## **Service Experience Insights Framework Draft Policy June 2026**

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## Introduction

Tusla committed to the development and launch of a Service Experience Insights Framework (SEIF) in Tulsa's Corporate Plan 2024 to 2026. The Framework aims to demonstrate and assure how Tusla accesses and uses information about service experience, in particular, how it solicits feedback<sup>1</sup> directly from service users<sup>2</sup>.

There are four elements to the Service Experience Insight Framework: this policy, an SEIF handbook for staff, training, and a multi-level reporting approach.

In this Framework, Service Experience Insights (SEIs) are defined as deep understandings (Peters, 2003) of service users' experiences of their interactions and relationship with Tusla. These understandings are developed through dialogue with service users. This policy will help to expand our dialogue with service users to increase Tusla's understanding of their needs and their journeys through Tusla services. The more Tusla understands about service user experiences the better able it is to develop and deliver services that meet service user needs.

There is an expectation that public bodies engage with the public in policy and service design (Gov.ie, 2023). Tusla is committed to engaging with children, families, and communities regarding the design, delivery, and quality of services (Tusla, 2017). This policy reinforces that commitment by supporting staff to gather feedback directly from service users (we call this solicited feedback) to develop Service Experience Insights. These insights may be developed at local, regional or national/corporate level. Other data sources can also contribute to the development of SEIs.

Tusla will reach out to service users to gather feedback on topics that Tusla has identified, either in its own right or in collaboration with service users, as being important for, planning, developing, reviewing, and implementing policies, procedures, guidance practice and services.

Tusla may, from time to time, set out priority areas for the development of SEIs to ensure alignment with the Agency's strategic objectives, legal requirements, Corporate Plans, and Business Plans. Responsibility for oversight and monitoring the implementation of the framework is with the Quality and Regulation Directorate.

## Purpose

The purpose of this policy is to support Tusla in its commitments and obligations to hear from, and evidence listening to, its service users. It is also to assist Tusla to ensure the service user voice is understood and utilised when planning, developing, reviewing, and implementing policies, procedures, guidance, practice, and services. It does this by recommending the feedback loop process outlined in this document and accompanying handbook.

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<sup>1</sup> The term feedback as used in this policy means information, views, and opinions relating to past experiences or actions and potential future improvements/developments or actions.

<sup>2</sup> Tusla uses the term "service user" in the framework as an overarching term to describe those people, including children, young people, parents, family members, and foster carers who use, have used, or are trying to use the services of Tusla.

## Scope

This Policy applies to all Tusla services and staff.

The commitment of management at all levels is essential to ensure leadership and delivery on this framework across Tusla (ISO, 2015).

This policy is also intended to be available to Tusla service users for reference and information.

## Legislation and Other Related Policies

This policy is underpinned by a wide range of, polices, strategies, international agreements, and legislation, which are listed in Appendix 2.

## What are Service Experience Insights?

Service Experience Insights (SEIs) are deep understandings of service users' experience of their interaction with Tusla. These are predominantly developed by asking people who use, have used, or are seeking to use Tusla services for their feedback and/or talking with them about their experience. Tusla is committed to developing and obtaining these insights in an ethical, systematic, and transparent manner. SEIs are generally based on information *from*, rather than *about*, people. SEIs bring a service user lens to the work of Tusla and should be considered when planning, developing, reviewing, and implementing policies, procedures, protocols, guidance documents, practice and services. They can also assist in corporate governance. Current government policy indicates that engaging with people who use our services will improve the legitimacy of policy and services development, which will also increase trust (Gov.ie, 2023).

There are two important categories of solicited feedback. The first is where a service user is directly asked about their relationship with Tusla or a Tusla service over a period of time, for example, *'Would you recommend Tusla to a friend?'* (often called "relational feedback"). This type of feedback is often gathered periodically and looks at the entire service user journey or specific segments of that journey. The second type is where someone is directly asked about their experience of a specific interaction with Tusla, for example, *"Was your recent Child Protection Conference helpful to you?"* (often referred to as "transactional feedback" because it's about a specific transaction) (Tusla and W5, 2023). Tusla is interested in developing SEIs using both relational and transactional solicited feedback.

Service experience insights may also be obtained from the integration and analysis of data about the experience of services from other sources, which includes but is not limited to, research, audit, statistical data analysis, and complaints and unsolicited feedback. Sources may offer indirect or direct data on service users' experiences of services. Whether developing insights from direct or indirect data sources, it is necessary to validate our understanding of the data directly with service users to develop SEIs.

SEIs can answer questions or drive actions. An insight that drives action is typically more valuable than one that simply answers a question, especially an insight that makes you rethink something and pushes you in a new direction (Dykes, 2021). It is envisaged that SEIs will assist in driving positive, meaningful, changes in Tusla's work and how it does it.

The SEIF makes a distinction between soliciting (asking for) feedback to develop Service Experience Insights and the dialogue and participation that occurs with service users every day in the course of the delivery of individual care, and which is an embedded professional

practice in Tusla. This distinction does not prevent learning from practice activities being captured and used; however, that is not the primary focus of this policy.

This distinction is important as it addresses relational power dynamics which may affect feedback processes. For example, service users may want to give feedback anonymously, which is not possible if solicited feedback is gathered during casework interactions.

Feedback sought in a way that is focused on services creates a less demanding experience for service users and directs ideas for improvement to Tusla as an organisation. In this way, solicited feedback becomes more about the experience of services and less about individual relationships.

Solicited feedback differs from unsolicited feedback. Solicited feedback is when Tusla asks directly for specific feedback. Unsolicited feedback is feedback received from service users, families, and members of the public without Tusla asking for it. See the [Tell Us Policy](#)

## Principles

Developing meaningful Service Experience Insights with people who use Tusla services requires approaches that are grounded in, rights-based, ethical, and evidence-informed practice. The seven principles identified by Tusla to support this framework - well-planned, enabling, inclusive, collaborative, ethical, transparent, and accountable - are widely reflected in international conventions, national standards, and established participation frameworks<sup>3</sup>. These seven principles also underpin the guidance provided in the SEIF handbook.

### Well-Planned

Well-planned SEI activities require each engagement to be rigorously designed. The design should include selecting topics of interest, defining the purpose, identifying the stakeholders to involve, and choosing the participation method (OECD, 2022).

A planning template (LINK) is included in the accompanying SEIF handbook to assist with planning activities to develop SEIs. The Quality and Regulation Directorate will provide advice and support on the implementation and operation of the framework. Training for Tusla staff to support the implementation of this framework will be provided.

### Enabling

Enabling is “to make possible, practical, or easy” (Merriam-Webster, n.d.). It is important to make it easy for service users to engage in feedback activities (Welsh Government, 2022) and to ensure they have the necessary resources and knowledge to take part (Council of Europe, 2020). Enabling service users to participate is an integral part of the design of a feedback activity and must be considered from the start of each activity (UK Government, 2021; Gov.ie, 2016; Council of Europe 2020).

The Tusla SEIF framework is intended to support Tusla staff in developing ways to actively reach out to service users to hear, understand, and use their feedback. Feedback activities developed using this framework will be easy, accessible and timely (Behavioural Insights Team, 2024).

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<sup>3</sup> Includes but not limited to [Committee On The Rights Of The Child , BASW Service User And Carer Involvement Framework, Gov.ie Pobal et al \(2023\) Guide-To-Incl.-Community-Engagement 2nd-Edition , - OECD Innovative Citizen Participation, - Principles Of Public Engagement Wales](#)

Barriers to providing feedback will be proactively considered and minimised during the design of any SEI activity. Service users should never be disadvantaged by their involvement in feedback activities, and appropriate supports should be provided to facilitate service users to take part.

### Inclusive

Inclusive activities to develop SEIs should reflect the diversity of the service users likely to be impacted by decisions that may be taken as a result of the activity. It is important to consider how to involve seldom-heard individuals and groups to ensure as diverse and representative a response as possible (UN Committee on the Rights of the Child, 2009; International Association for Public Participation, 2024; Gov.ie, Pobal et al., 2023).

Tusla will endeavour to ensure the inclusion of seldom heard individuals and groups, as appropriate, when designing SEIs. This means that, the methods chosen to conduct the activity must be appropriate for the intended participants and that efforts are made to reduce barriers to participation (OECD, 2022).

### Collaborative

Service Experience Insights are developed in collaboration with service users through dialogue, in line with the phrase “nothing about us without us” (Charlton, 1998, p. 3). This means that gathering feedback alone from service users is insufficient when developing SEIs. It is also necessary to validate the analysis and understanding of the feedback data with service users.

To this end, and in line with the SEIF framework, Tusla will create a dialogue with service users to check that it has understood their feedback and to ensure that the SEIs being developed align with service users experience and understanding and are considered useful by the people they are designed to benefit.

Tusla may also engage collaboratively with service users in designing, implementing and reviewing feedback activities to develop SEIs (Gov.ie, Pobal et al., 2023; Burns, McGinn and Fitzsimons, 2023; Social Care Institute for Excellence, 2022).

### Ethical

Ethical considerations should underpin all forms of service user engagement. These standards are established in international documents such as the UN Convention on the Rights of the Child (UNCRC, 2009) and the UN Convention on the Rights of Persons with Disabilities (UNCRPD, 2006). The Tusla National Research Office document [When is Research Ethics Approval Required: Guidance for Tusla Child and Family Agency Staff \(pdf\)](#) outlines principles of good practice for all types of data collection that are reflected throughout this policy and the accompanying handbook.

Tusla will ensure that all engagements with service users to develop SEIs are designed with thoughtful consideration of how they will be experienced by service users and will uphold the highest ethical standards.

### Transparent

Being transparent requires that service users are made aware of feedback activities relevant to them, in a timely manner. Participants in feedback activities should have adequate information about policies, procedures, guidance, practice, and services that are the subject of the SEI activity. In addition, participants should understand the purpose, process and potential outcomes of the feedback activity. If their feedback is to be meaningful and effective (UNCRC, 2009; EU, 2021; BASW, 2018).

Tusla will make service users aware that feedback activities are taking place in order to afford them the opportunity to take part. Tusla will develop and supply service users with the information they require so that they can contribute meaningfully and effectively to the SEI activity.

The Quality and Regulation Directorate will conduct an annual reporting exercise to collate data on all activities which were designed to gather and develop service experience insights. The Directorate will publish an annual anonymised Casebook. This Casebook will be made available to SEI participants, Tusla service users, and the public via the Tusla website.

### Accountable

Being accountable requires that service users are informed of any actions and decisions taken because of an SEI activity. This is because evidence shows when organisations ask for feedback but do not show how the feedback has been acted on, or explain why it has not been acted on, that trust in the organisation is significantly undermined (Carroll, 2024; Stovall, 2025).

Tusla commits to informing service users and other stakeholders about the decisions and actions taken as a result of all SEI activities. Being accountable in this way contributes to building trust (Gov.ie, Pobal et al., 2023; UNCRC, 2009; Department of the Taoiseach, 2024).

## Feedback Loop Procedure

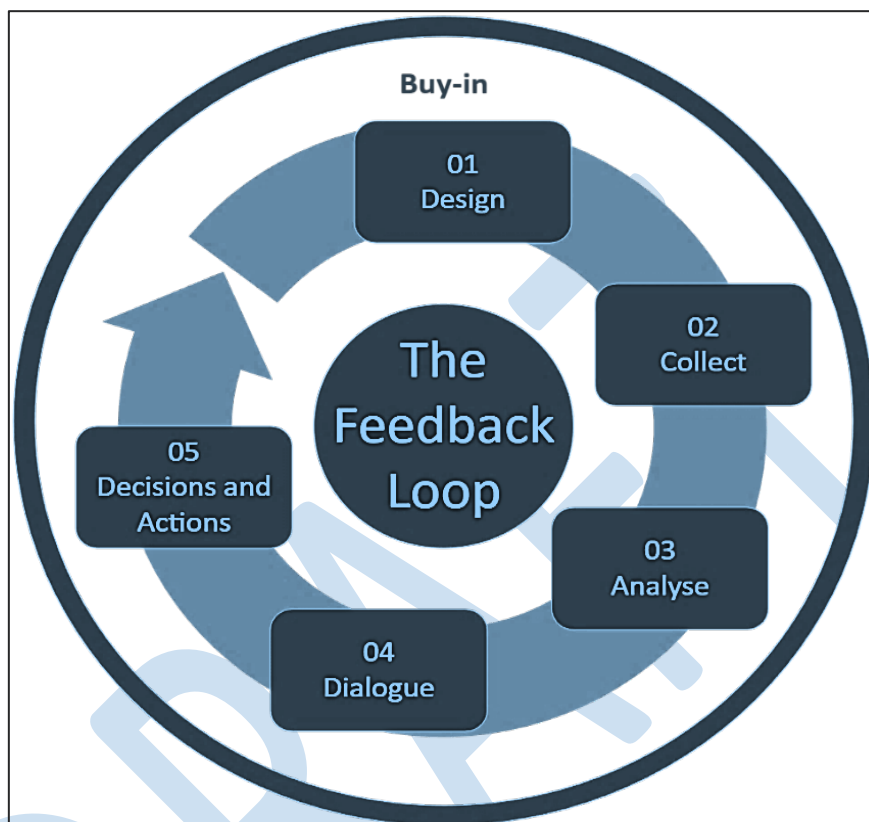
Tusla is recommending a six-stage feedback loop procedure to develop Service Experience Insights (see Figure 1). The feedback loop model as described below has been developed by Tusla based on a model initially designed by Feedback Labs (Feedback Labs, n.d.). The six stages are:

1. *Buy in:* Buy-In is the first, and a continuous, step in a feed-back loop process. It is about building support for your SEI activity among the different stakeholders.
2. *Design:* The Design stage is when you (and your team) create the design for implementing each subsequent stage of the feedback loop in advance of beginning the process.
3. *Collect:* The Collect stage is about the gathering of your feedback and how you do this.
4. *Analyse:* The Analyse stage is when you look at you feedback data and you start to identify themes or patterns.
5. *Dialogue:* This is where you check your analysis and understanding of the feedback data with service users to develop Service Experience Insights.
6. *Decisions and Actions:* This is the stage where the Service Experience Insights that you have developed with service users are considered by decision makers. Decisions taken are then shared with the service users who took part in the Dialogue stage.

These stages are explored in-depth in the SEIF handbook. [LINK TO](#)

## The Stages of the Feedback Loop

Figure 1: The Stages of the Feedback Loop



## Benefits of Developing Service Experience Insights

The commitment to obtain and use service experience insights is consistent with Tusla's core values of Trust, Respect, Kindness, and Empowerment.

The development of insights in collaboration with service users can have benefits for service users, staff and the Agency (Woodal et al, 2019) (BAVO, 2019). These include but are not limited to:

### Benefits for service users:

- Feeling valued and empowered
- Improved confidence, self-esteem and a sense of purpose
- Social connections and peer support
- Improved services.

### Benefits for staff:

- Better understanding of lives and experiences of people they support
- Greater job satisfaction
- A chance to think differently and question established practice
- Opportunities for creativity and innovation.

## Benefits for the Agency:

- Better designed, more informed practice and policy
- Early identification and better understanding of potential risk
- Encourages a culture of being risk aware rather than risk adverse
- A feeling of ownership among users may mean they champion the services
- Giving practitioners and services a more user-focused approach through training and support
- Greater inclusion and diversity in design processes
- Benefit of hearing from service users is that they bring a different perspective to Tusla discussions
- Access to local knowledge.

## Support for staff

Staff will be supported to develop SEIs through a SEIF handbook, training, advice and guidance, and shared learning activities through the Quality and Regulation Directorate.

### Handbook

There are five core sections in the handbook which detail:

1. What are Service Experience Insights?
2. How to develop Service Experience Insights using the feedback loop process.
3. Do Service Experience Insights have to come from solicited feedback?
4. How to record your work centrally.
5. How Tusla as an agency, reports on the gathering and use of Service Experience Insights.

### Training

Tusla will also provide training and information modules in support of this policy and the SEIF handbook.

The handbook and the training together aim to:

- Support staff and services to gather solicited feedback from services users and to develop service experience insights from that feedback
- Ensure there is a consistent approach to gathering and using service user feedback
- Promote the activity of soliciting service user feedback
- Enable service users to input into the assurance and improvement of Tusla services.
- Ensure learning from these activities is recorded centrally for the Agency to draw on”

## Recording and Reporting

Tusla requires that all activities where feedback has been solicited from service users to develop SEIs are recorded electronically on a Corporate SEI Activity Record (CSAR). (See accompanying SEIF handbook). This means the reports on SEI activities will be stored centrally and held indefinitely to allow year on year comparisons. The raw data that informs these reports will be deleted in accordance with the decisions made at the planning stage which should adhere to all General Data Protections Requirements (GDPR).

This record will be used to populate activity reports which the Quality and Regulation directorate will provide to each region, national and corporate services. A yearly activity report will also be produced and confirmed with the region, national or corporate service to

inform an annual report to the Tusla Board Service and Quality Committee and the Tusla Executive Management team.

The Corporate SEI Activity Record will be analysed to identify SEIs themes that have been gathered across the Agency. This source of intelligence can then contribute to service improvement and the development of further SEI projects at a corporate level or sign post the Agency to topics which require further exploration.

## Summary

Developing Service Experience Insights is an important activity for Tusla.

When service users share their feedback with Tusla, this helps Tusla to develop insights about service users lived experience, on how our services work for them, and on how people feel about using these services. This assists the Agency to provide services that meet service user needs.

Working collaboratively with service users, advising them on the decisions and actions taken as a result of feedback, and developing SEIs can contribute to building trust in Tusla.

Service Experience Insights are uniquely significant and can be used:

- To assist corporate governance
- In strategy and policy development
- As a measure of quality standards
- In co-design, co-production, and co-delivery of services
- In service design, evaluation and review
- To understand service user perceptions of the and/or services and create a benchmark of these perceptions against which we can measure change.

## Review

This policy will be reviewed one year following initial approval and subsequently reviewed every three years thereafter, or sooner if required.

## Revision History

Version Number	Nature of Changes (Page Number if Relevant)	Author of Change	Date	Approved By	Date of Approval

# Appendices

## Appendix 1: Legislation and Policies

This policy is cognisant of other legal and policy contexts such as:

### Legislation

- Child and Family Agency Act 2013 (Section 9)
- Disability Act 2005
- European Convention on Human Rights Act 2003
- General Data Protection Regulation (GDPR 2016)
- Irish Human Rights and Equality Commission Act 2014 (Section 42)

### International Conventions and Guidelines

- Committee on the Rights of the Child: General Comment No. 12 (2009) on the Right of the Child to be Heard
- Council of Europe 12 Principles of Good Democratic Governance
- Council of Europe Principles for Citizen Participation (2017)
- OECD Guidelines for Citizen Participation Processes (2022)
- OECD Innovative Citizen Participation and New Democratic Institutions (2020)
- UN Convention on the Rights of Persons with Disabilities (UNCRPD 2006)
- UN Convention on the Rights of the Child (1989)

### National Strategies and Frameworks

- Action Plan for Designing Better Public Services (2023)
- Better Public Services: Public Service Transformation 2030 Strategy (Government of Ireland 2023)
- Design Principles for Government in Ireland: Designing our Public Services (2022)
- DPER (Department of Public Expenditure and Reform) Consultation Principles and Guidance (2016)
- Guiding Principles of Quality Customer Service (Government of Ireland)
- Making Innovation Real Strategy (2020, updated 2023)
- Participation Framework: National Framework for Children and Young People's Participation in Decision-making (DCEDIY 2021)
- Young Ireland: The National Policy Framework for Children and Young People 2023-2028 (DCEDIY 2023)

## Guidelines and Policies

- A Guide for Inclusive Community Engagement in Local Planning and Decision Making (DRCD 2023)
- [Customer Action Plans and Charters \(Government of Ireland 2022\)](#)
- [Customer Communications Toolkit for the Public Service: A Universal Design Approach \(NDA 2022\)](#)
- [HSE National Policy for Consent in Health and Social Care Research \(2024\)](#)
- Tusla Code of Governance (2017)
- Tusla Corporate Plan 2024-2026 (2024)
- Tusla Determining when Ethical Approval is Required: Guidance for Staff (2020 & 2024).

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