

# Corporate Plan



2024-2026



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# Foreword

## **As Chair of the Board and on behalf of Tusla, the Child and Family Agency, I am very pleased to present our next three-year Corporate Plan 2024-2026.**

This Corporate Plan sets out the strategic direction for the Agency for the next three years, and provides clarity on our purpose, vision and mission. Established on 1 January 2014, Tusla is into its 10th year as the dedicated State Agency responsible for supporting and promoting the development, welfare, education and protection of children and young people, the effective functioning of families and continued care for adults who use our services.

The Board and the Executive have carefully considered the next phase of the planning cycle for Tusla and, guided by Performance Frameworks from the Minister for Children, Equality, Disability, Integration and Youth and the Minister for Education, our objectives and priorities provide clarity about how we will continue our journey of reform so that we can address our key challenges and continue on our journey of improved services for all who require them.

I am grateful to our many stakeholders who took time to engage with us during the development process of this plan. We welcome your feedback about how we can improve on the key focus areas which are outlined within this plan.

In this plan, we set out the Agency's three key pillars of People, Practice and Public Confidence. These pillars will underpin and influence our objectives and the decisions and actions that we make on a day-to-day basis. They will also further enable our reform of the Agency, through which we are focusing on reform in our Practice, Structure and Culture. The Reform Programme is an ambitious programme for the Agency but one that is transforming the delivery of services and will help us to achieve our vision of ensuring that children, young people, families and adult

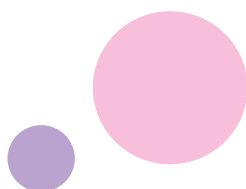
service users have timely and equitable access to integrated services that enable positive outcomes, that the public trust and that staff feel supported by.

The Agency is fortunate to have wonderful and dedicated staff and strong relationships with our many partner organisations and, with their support and that of the Minister, the Department and the Board of the Agency, we will continue to strive to make sure that our service users receive the right service from the right person at the right time.

Despite the many challenges of increased demand for services and supports, increased global movement, increased child population, a global pandemic and wider societal changes, to name a few, I remain optimistic for the future of our work in responding to the needs of the children, young people, families and adults who engage with our services.



**Pat Rabbitte**  
Chairperson



# Executive Summary

## Executive Summary

This Corporate Plan is produced in accordance with Section 41 of the Child and Family Agency Act 2013 and in response to the high-level priorities set out in the Performance Frameworks by the Minister for Children, Equality, Disability, Integration and Youth, the Minister for Education and the Minister for Justice for Domestic, Sexual and Gender Based Violence (DSGBV) Services (in line with the Memorandum of Understanding to enable transition to a new DSGBV Agency in 2024).

Our Corporate Plan 2024-2026 outlines the key actions that we will take as an agency, in partnership with Government Departments, other state agencies and funded services, to ensure that children and young people are safe and protected, and that individuals and their families have timely access to consistent and integrated services that enable positive outcomes, that the public trust, and that staff feel supported by and have pride in.



# Who We Are

Tusla, the Child and Family Agency, was established on 1 January 2014, under the Child and Family Agency Act 2013, to support and promote the development, welfare and protection of children and young people, and the effective functioning of families. We provide a broad range of both universal and targeted services to the population of Ireland, including:



Since the establishment of Tusla, the Child & Family Agency, and as we mark our 10th year in existence in 2024, we have seen a significant year-on-year increase in the demand for our services, the expansion of services under our remit and the development of new services.

Our parent Government Department is the Department of Children, Equality, Disability, Integration and Youth (DCEDIY), which provides policy and legislative direction in respect of

most of our services. Due to recent changes in legislation, the Department of Education (DOE) now provides policy and legislative direction in respect of our Tusla Education Support Service (TESS) and our Alternative Education Assessment and Registration Service (AEARS), and the Department of Justice (DOJ) currently provides policy direction in respect of our Domestic, Sexual and Gender Based Violence Services (DSGBV), pending the establishment of the new DSGBV Agency in January 2024.

## Our Partners

Tusla is part of an extensive system responsible for service provision to children, young people and families in Ireland. We work with our parent department, the DCEDIY, as well as key partners such as the Health Service Executive (HSE), other Government Departments (DOE, DOJ, Department of Further and Higher Education, Research, Innovation and Science (DFHERIS), Department of Health (DOH), Department of Social Protection (DOSP)), An Garda Síochána (AGS), Local Authorities, over 650 funded

community and voluntary partner agencies, and foster carers, to provide a broad range of services in communities across the country that help us to fulfil our statutory responsibilities, deliver key actions as identified in this plan and support our primary objective to achieve better outcomes for children and young people. We also support government and statutory partners in other strategies such as Young Ireland, First Five, the Irish Youth Strategy and the upcoming National Mental Health Promotion Plan.

## Our Operational Environment

We develop and deliver our services within an evolving legislative landscape. Extensive domestic and international legislation and statutory requirements place significant responsibilities on the Agency, and an evolving legislative landscape places additional obligations on the Agency and the provision of our services. In particular, Tusla is cognisant of the importance of engagement and input across our services into the Review of the Child Care Act 1991 and any subsequent legislative amendments.

We also recognise the increasing complexity of the environment in which we must respond and deliver services, including increasing global movement, increase in child population, increase in the cost of living, poverty, homelessness, inflationary pressures, changes in labour market influences, wider societal changes, climate change and technological advancement.

# Developing This Plan

## Developing This Plan

**In setting out our objectives and actions in this plan, we are mindful of our obligations as a statutory agency, with many of our responsibilities already predetermined in law and regulation.**

Under Section 41 of the Child and Family Agency Act 2013, we must develop our Corporate Plan in response to the high-level priorities that are communicated from the Minister for Children, Equality, Disability, Integration & Youth and the Minister for Education to the Agency through a triennial Performance Framework, and from the Minister for Justice through a Memorandum of Understanding (pending the establishment of the new DSGBV Agency). The following section details the Ministerial Priorities to be included in this Corporate Plan as set out in Performance Frameworks 2024-2026.

### Performance Framework 2024-2026

#### Department of Children, Equality, Disability, Integration & Youth

The Performance Framework 2024-2026 developed by the Minister for Children, Equality, Disability, Integration & Youth (CEDIY) provides policy guidance, and direction on prioritised actions for implementation by Tusla from 2024 to 2026.

The Ministerial Priorities (MP) for the Minister for CEDIY 2024-2026 are as follows:

#### 1. Foster Care and Supports (MP1)

#### 2. Social Work Staffing levels appropriate to operational needs (MP2)

#### 3. Family Support package (MP3)

- a) Targeted and Universal Parenting Supports
- b) Tusla Therapeutic Services
- c) Other Family Support priorities
- d) Expansion of Family Resource Centre programme

#### 4. Alternative Care package (MP4)

- a) Improving the Stability of Care Placements within Alternative Care
- b) Special Care capacity
- c) Residential Care capacity (and special emergency arrangements)
- d) Other Alternative Care priorities

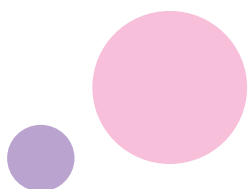
#### 5. International Protection including Ukraine (MP5)

#### 6. Reform agenda (MP6)

- a) Review of the Child Care Act
- b) Delivery of Tusla's internal reform programme
- c) Tusla's approach to the Front Door Policy

#### 7. Other priorities, including residual work in 2024 (MP7)

- a) Birth information & tracing – processing of requests
- b) Transition to DSGBV Agency (and care for victims after that point)
- c) Domestic infant adoption – guidelines





## Department of Education

The Performance Framework 2024–2026 developed by the Minister for Education also provides policy guidance, and direction on actions for implementation by Tusla in respect of TESS and AEARS.

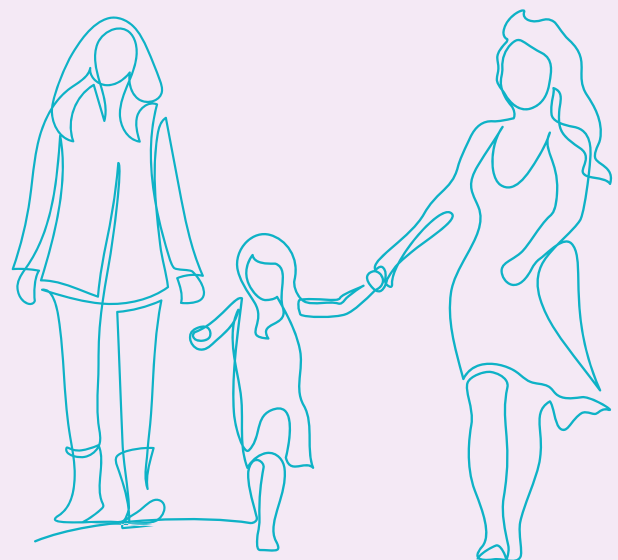
The Ministerial Priorities for the Minister for Education 2024–2026 are as follows:

1. Ensuring TESS and AEARS will act at all times in the best interest of children, focusing on their safety and wellbeing and prioritising how the services will continue to strengthen partnerships and communication with stakeholders.
2. Prioritising the timely delivery of TESS and AEARS services to protect a child's right to education.
3. The full implementation of all aspects of governance, including consideration of the terms of the Oversight Agreement between the Department of Education and Tusla.
4. Commitment to leadership internally and in effective and strategic collaboration with children and young people, families, the Minister for Education, stakeholders, and other agencies to support the educational welfare of children and young people.
5. Commitment to continue to embed a culture of quality performance, accountability and transparency throughout TESS and AEARS, utilising advances in technology and access to data and evidence, to share learning and deliver high-quality services that support the educational welfare of children and young people.
6. Development and retention of a diverse, skilled and highly professional workforce, which responds effectively and delivers professional excellence.

This Corporate Plan details the Agency's overall strategic objectives, which will be implemented concurrently, so that the priorities of the Minister for CEDiy and Minister for Education are achieved over the three-year period.

Our annual Business Plans will detail the specific actions that the Agency will implement on an annual basis, based on the allocation of resources and the performance indicators that will be monitored in order to achieve the overall strategic objectives, in line with the Ministerial Priorities.

In addition to the Performance Framework, we have adopted a collaborative approach to the development of this Corporate Plan. This has included significant internal and external engagement with key stakeholders, reflection of demands and opportunities, analysis of key risks **(see Appendix 3)** and key achievements under our previous Corporate Strategy, performance monitoring, our existing strategic plan objectives, and our Tusla Reform Programme.



## Review of Corporate Plan 2021 – 2023

Section 42(2)(b) of the Child and Family Agency Act 2013, sets out the requirement for the Agency to include a review and evaluation of the work of the Agency in the performance of its statutory function in the previous three years within its Corporate Plan. This review also informs the Agency of areas of focus in the development of the next Corporate Plan. This review has been conducted in compliance with this requirement and details of the review can be found in **Appendix 2**.

## Feedback from our key stakeholders

Our stakeholders are central to the delivery of public services, and through listening, engaging, and communicating, we can strive to design and deliver services that better meet the needs of stakeholders, and that the public trust.

A significant part of the development process for this Corporate Plan has been internal and external stakeholder engagement to hear their views on

- (1) how we are currently upholding our values and what we could do to better uphold our values
- (2) what we need to focus on to:
  - (a) provide our services in a way that they meet the needs of our service users
  - (b) listen, learn and do the right thing, and
  - (c) improve the nature of the working environment so we can attract, retain and grow our people.

Some of the key highlights we heard are:

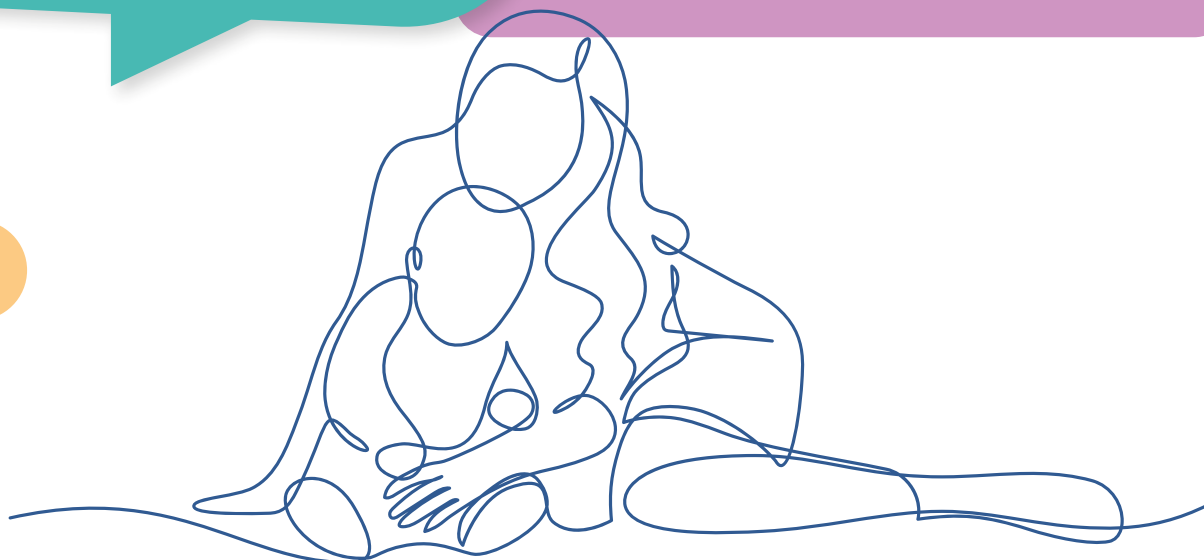
## Improving Values and Behaviours

### You Said

- Our values and behaviours need to play a more visible and important role in how all staff respond and interact with you in all areas of service delivery

### We Will

- Continue embedding our values and associated behaviours to ensure that our values are incorporated into our everyday work



## Workforce

### You Said

- We need to recruit additional staff and better support existing staff to ensure consistency and continuity of service delivery
- Ensure continuous training and development of staff so that they are equipped to respond appropriately across our wide range of services and supports

### We Will

- Continue with our educational partners to increase the number of social work and social care courses
- Increase our focus on multidisciplinary team development
- Provide a workplace that enables staff to work in flexible and responsive ways
- Support staff through training and development

## Service Delivery

### You Said

- We need to continue to improve our services, ensuring we have more timely and equitable access to services
- Follow through on actions and commitments, and respond in appropriate timeframes

### We Will

- Restructure our regions and areas to better meet the needs of local communities
- Develop the appropriate supports to enable better outcomes for our service users
- Review and develop key policies to ensure the safety of children and families

## Collaboration

### You Said

- We need to further strengthen interagency partnership and collaboration to improve the delivery of services to children and families
- Build stronger links with our stakeholders and have clear pathways of support for individuals and families

### We Will

- Ensure that our internal Tusla Services are more integrated and work with other agencies and services to ensure we collectively meet the needs of service users, improve their service experience, and enable better outcomes

## Communications

### You Said

- We need to recognise more of the good news stories
- We need to better respond and be more open to feedback from stakeholders
- Information should be easier to access

### We Will

- Continue to focus on improving our communications with all stakeholders
- Continue to understand, manage and improve service users' experience with Tusla
- Ensure that the public is aware of the breadth and depth of Tusla's services and funded services

Tusla Reform Programme 2023-2026

To address the challenges currently facing the Agency, we have articulated our ambition to reform our **Practice**, our **Structure** and our **Culture** through the Tusla Integrated Reform Programme, which will be the cornerstone of this Corporate Plan 2024-2026.

The reform of our Practice, our Culture and our Structure will be enabled by the Agency's three key pillars of **People**, **Practice** and **Public Confidence** over the next three years, in line with Ministerial Priorities.



Our Integrated Reform Programme will transform the delivery of services, by improving access to services; ensuring equity and consistency of services to better meet the changing needs of the children, families, and communities we serve; retaining, growing and diversifying our workforce; and strengthening trust and public confidence in the Agency.



# Corporate Plan

## Our Corporate Plan 2024-2026

### Our Purpose and Mission

It is important to articulate why we do what we do, which provides the foundation upon which we provide our services. Our purpose and mission is ***“To support and promote the development, welfare, education, and protection of children and young people, the effective functioning of families and the continued care for adults who use our services.”***

### Our Vision

Recognising children and young people's rights to protection, stability, education, and the support of a family and community network and the continued care of adult service users, our vision is

***“That children, young people, families and adult service users have timely and equitable access to integrated services, that enable positive outcomes, that the public trust and that staff feel supported by and have trust in.”***

### Our Values

Our values of **Trust, Respect, Kindness and Empowerment** define how we, as an Agency, expect staff to behave. Our aim is to create a culture where we live and embed these values in our everyday engagements with service users, stakeholders and each other. It is through our values that we put those who use our services at the heart of everything we do, create a more positive and supportive working environment, and build trust and confidence in our services.



## Our Three Key Pillars

Through our development process we have determined three key pillars (People, Practice, and Public Confidence). Known as the 3Ps, these pillars underpin and influence our strategic objectives and the decisions and actions we will take to make certain that children, young people, their families, communities, and others who use our services are at the heart of everything we do.

### People

To attract, retain and grow a diverse and capable workforce and promote a positive culture so that our people can effectively respond to service users, feel supported and have pride in our services and the Agency.

As an Agency, we recognise the importance of our people, foster carers and service partners. We are cognisant of the need for multidisciplinary and skilled teams to meet the different needs of our service users. We also know that we need to further strengthen our approach to recruitment, induction, support, enablement, development and growth, to enhance our ability to attract and retain the talent that is required so that Tusla is considered a great place to work, and to provide the high-quality integrated services that our children, young people, individuals and families deserve.



### Practice

To design, deliver and govern services to ensure they are timely, equitable, integrated and consistent, and meet the needs of those that use them.

We are committed to structuring our services and integrating our practice to ensure timely and consistent access to services and that service users receive the right service from the right person at the right time.



### Public Confidence

To ensure the services we deliver meet the standards our service users are entitled to, and are compliant, high-quality, transparent and visible across communities, in order to promote public trust and confidence in Tusla.

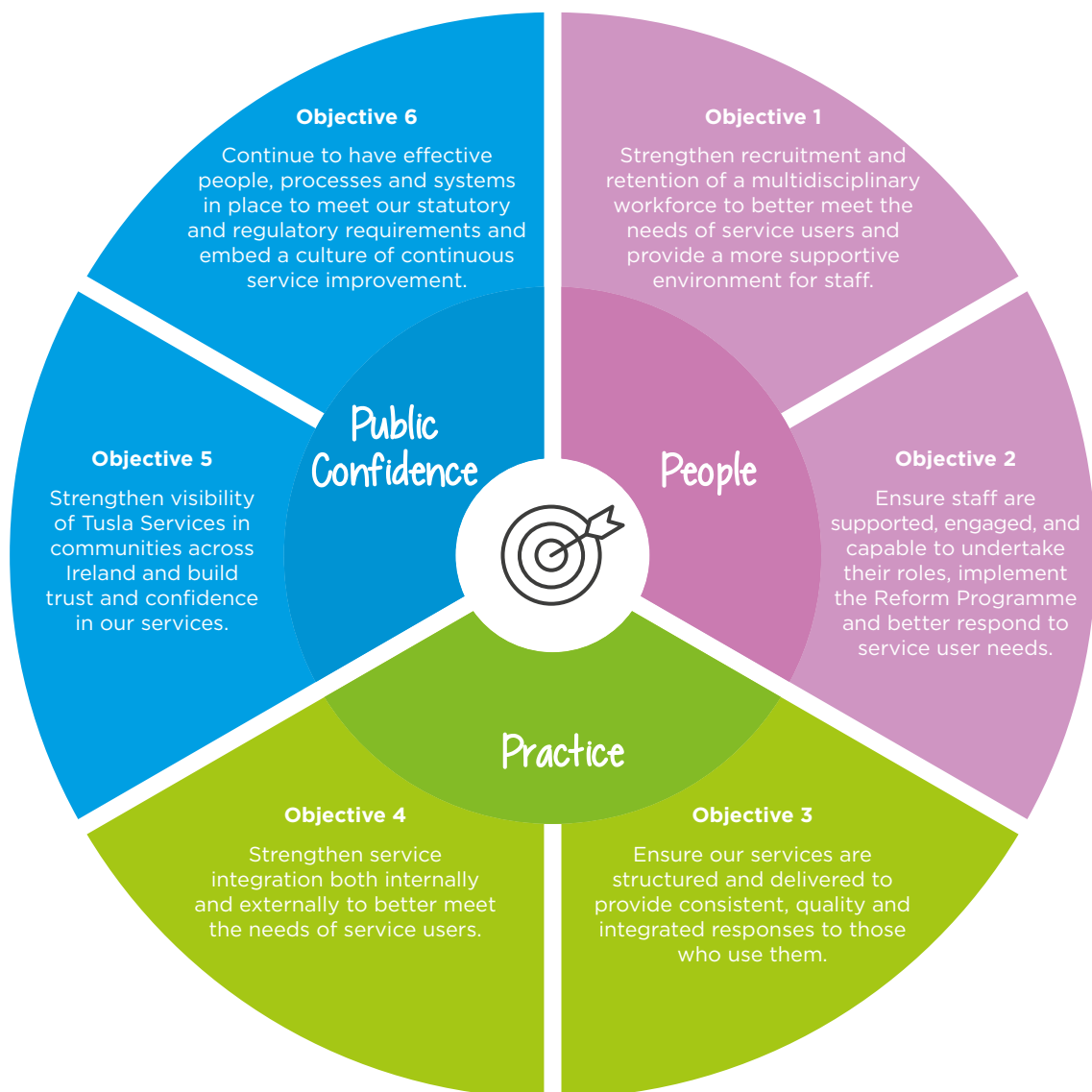
We believe that our service users are entitled to high-quality person-centred services, underpinned by our core values. Through real engagement and communication with service users and other stakeholders, learning from good practice, reflecting on our performance, ensuring we are compliant with the standards, laws and regulations that apply to us, we will seek to continuously improve and be open, transparent and accountable.



# How We Will Deliver Our Plan

## How We Will Deliver Our Plan

In line with our 3 key pillars, we have set out 6 strategic objectives that will guide our actions over the next three years.



Our strategic objectives are concurrent, which allows us to continuously plan, monitor and respond to changes within the agile environment in which we provide our services. They will enable us to implement Ministerial Priorities communicated through the Performance Frameworks and Annual Statements, and progress the implementation of our Reform Programme, reforming our Practice, Structure and Culture at all levels within the Agency.

We will work collaboratively with our colleagues in the DCEDIY and DOE to secure the financial resources required to successfully implement this plan, through our annual Business Plans. These will provide more specific annualised actions for each of these objectives, and we will measure and monitor the progress of this plan against our defined performance measures.





## Objective 1: Strengthen recruitment and retention of a multidisciplinary workforce to better meet the needs of service users and provide a more supportive environment for staff.

The increased demand on our services, the changing needs of our service users, and the existing labour market influences requires us to increase our workforce, to recruit a more diverse workforce, with a broader skill mix, and to make sure that staff work as part of multidisciplinary teams in line with service requirements. We must also focus on the Agency's ability to attract, empower, develop, and retain our people, to encourage staff to work in Tusla, to stay in Tusla and to have pride in their work and Agency.

### We will prioritise:

- Addressing the challenges in the supply of social workers and related staff through continued engagement with the DOE and the DFHERIS to increase the number of social work and social care courses <sup>(MP2)</sup>.
- Continuing to increase the focus on the development of multidisciplinary teams focused on service delivery and positive outcomes for those who use our services <sup>(MP2)</sup>.
- Building on Tusla's Graduate Social Work Programme to provide students with the tools and ease of application and interview with Tusla <sup>(MP2)</sup>.

### We will focus on:

- Reviewing and further developing new and innovative ways of working that meet the needs of individuals and teams, and support the development of strong multidisciplinary teams.
- Continuing our focus on a Continuous Professional Development response that supports improvement in performance accountability.
- Leveraging opportunities for staff development in line with service needs across all Tusla staff.
- Providing a workplace that enables staff to work in flexible and agile ways.
- Developing clear and professionally rewarding career paths to give all our people a sense of how they can build their careers at Tusla.

### We will measure success through:

#### Recruitment, Selection and Retention

- Full implementation of the Tusla People Strategy and associated targets to improve recruitment, retention and the overall employee experience of staff within Tusla.
- Annual staff survey completed with 50% uptake across the Agency.
- An integrated Competency Development Framework implemented.
- Proactive management of People and Change risks as identified on the Tusla Risk register.
- 100% uptake on the Ustart Induction programme.
- Collaboration with external bodies in relation to a 20% increase in supply of qualified staff available to work in Tusla.





## **Objective 2: Ensure staff are supported, engaged, and capable to undertake their roles, implement the Reform Programme and better respond to service user needs.**

It is important that our staff feel engaged and are empowered and enabled to work directly with service users, and have the skills, competencies and experience required to meet the diverse needs of service users. As we continue our journey of Reform, we need all our staff to be confident in communicating, leading and implementing new ways of working and the changes needed to transform and further improve services.

### **We will prioritise:**

- Implementation of Tusla's Digital Transformation Programme and enhancement of ICT services to provide a digital workplace consisting of modern integrated systems that maximise the use of technology and innovation in supporting staff across all Tusla Services in their work <sup>(MP6)</sup>.
- Implementing the recommendations of the Employee Survey Action Plan to create a consistent and positive employee experience at Tusla.
- Implementing Performance Accountability across the agency that will empower both staff and management in the area of performance.
- Continued roll-out of participation in our Leadership and Management Academy to practice-based leaders across the Agency to ensure the development of leadership standards, practice leadership and succession management.

### **We will focus on:**

- Enhancing the capability of staff to effectively implement change and provide a structured approach and guidelines that empower staff members to navigate and lead change initiatives with confidence.
- Continuing to enhance Tusla's ICT infrastructure (including cloud technology) and ICT services so that all staff have access to modern technology and are provided with an excellent level of ICT support.

## **We will measure success through:**

### **Retention and Performance**

- Implementation of a Tusla Competency Framework (100% of staff).
- Implementation of a Talent Development and Performance Accountability Framework (100% of staff).
- Establishment of a Tusla Change Network with 50 change champions identified and trained across each Regional Area.
- Embedding of a Tusla Leadership and Management Development Academy with four programmes: Graduate Programme, First Time Leaders and Managers Programme, Senior Management Programme and Executive Development (30% of staff trained over span of the Corporate Plan).

### **ICT**

- 100% of Tusla Operations Services for children and families supported by integrated systems (Portal and Tusla Integrated Case Management (TCM)).
- 100% of the operations of Tusla HR, Finance and Corporate Services (F&CS) and Quality and Regulation (Q&R) functions supported by appropriate integrated ICT Systems (Business Support Systems).
- 100% of forms used by all services in Tusla being digitised in e-Forms or supporting systems.





### Alternative Care

- 90% of our children in care are placed in foster care placements.
- 100% of foster carers will receive the increased foster care allowance.
- 100% of new or less experienced foster carers will have access to peer support from experienced foster carers.
- 100% of new foster carers will receive a standardised induction and training plan to meet their needs and the needs of the child in their care.
- 110 additional residential beds in residential centres.
- 100% of children/young people who require medium- to long-term residential care are in an approved residential placement.
- 95% of young people in receipt of an aftercare service will have an aftercare plan.
- 100% of eligible young people in aftercare assessed as needing an aftercare worker will have one allocated on reaching 18 years of age.

### Therapeutic Services

- Six Multidisciplinary Area Based Therapeutic Teams will be in place.
- 100% new children/young people coming into state care in the six Areas where Therapeutic Teams have been funded will have multidisciplinary input into care planning.

### Separated Children Seeking International Protection

- A new model of care will be developed for SCSIP.
- Additional 100 residential places will be put in place for UAMs and SCSIP with continuous evaluation of additional need.

### Parenting Supports

- Geo-mapping of parenting supports completed.
- Six Parenting hubs established (one per Tusla Region).

### Barnahus

- An evaluation of Barnahus West pilot will be completed and recommendations that will establish appropriate and timely responses to children and their families across the region will be implemented.
- An interim Barnahus South will be launched in specific areas and effective scalability will be introduced with partner agencies.
- A comprehensive strategy to develop the existing CHI specialist child sexual abuse services within Barnahus is being progressed with Tusla's continued support.

### Incidents and Complaints

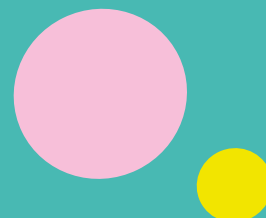
- 100% of incidents with severity rating of 'extreme' on the National Incident Management System (NIMS) will have complete reviews.
- 50% increase in completed reviews for incidents with NIMS severity rating of 'major' or 'moderate' reported from 2024 onwards.
- 45% decrease in complaints open longer than 12 months nationally.

### Adoption

- Domestic infant adoption procedural guidelines will be finalised.

### Garda Vetting

- An e-system for Garda vetting will be operational.





## Objective 4: Strengthen service integration both internally and externally to better meet the needs of service users.

Children, young people and families, particularly those with more complex needs, require access to services across different agencies and Government departments. We know that because of different and often siloed structures, competing priorities and other barriers, this can be challenging for service users and staff. We are committed to making sure that our internal Tusla Services are more integrated and, over the next three years, that we focus resolutely on the integration of services and pathways of care with other agencies and services so that we collectively meet the needs of service users, improve their service experience and enable better outcomes.

### We will prioritise:

- Engaging with the DCEDIY to resource, strengthen and increase the supply of effective family support services, to include the development of Home Visiting services, and strengthen the role of Child and Family Support Networks <sup>(MP3)</sup>.
- Collaborating with the DCEDIY to progress the stabilisation of the Family Resource Centre (FRC) Programme as well as the overall development and resourcing of Children and Young People's Services Committees (CYPSCs) and its alignment with LCDC (Local Community Development Committee) areas <sup>(MP3)</sup>.
- Working with all stakeholders on the implementation of the key findings of the Interagency Consultation Process on Services for Separated Children Seeking International Protection (2023) <sup>(MP4)</sup>.
- Working with DCEDIY to secure the appropriate resourcing and delivery of Birth Information and Tracing services so that information and tracing requests are responded to within the statutory time frame <sup>(MP7)</sup>.
- Continuing to collaborate with DCEDIY and DOJ in the transition of Commissioned DSGBV services to the new DSGBV Agency's bespoke system in 2024 <sup>(MP7)</sup>.

- Continuing to promote interagency cooperation with key external agencies (including HSE, AGS and Government Departments) through participation in relevant interdepartmental and interagency forums and groups.
- Engaging with the HSE to ensure implementation of the Joint Protocol and to strengthen integrated pathways of care for children and young people with more complex needs.

### We will focus on:

- Continuing our commitment to partnership with the Minister for Education, to deliver on our statutory Educational Welfare remit which is aligned and responsive to Government policy and priorities.
- Improving governance structures and the service improvement plan within AEARS to increase assessment activity, reduce waiting lists for applications for home school and review assessments, and increase inspection activity across the non-recognised schools sector.

## We will measure success through:

### Joint Protocol

- Revised HSE/Tusla Joint Protocol implemented in all networks.

### Separated Children Seeking International Protection

- Stakeholder report on the recommendations of services for SCSIP completed with implementation of recommendations.

### Interagency Cooperation

- Review of AGS/Tusla Children First Joint Working Protocol will be completed.

- Implementation of the Joint Data Sharing Agreement.
- Completion of Tusla actions in the Youth Homelessness Strategy.

### **Prevention, Partnership and Family Support (PPFS)**

- 17 Family Support Practitioners will be in place to support families in International Protection Accommodation Services (IPAS) centres.
- Resourcing plan will be agreed with DCEDIY for the mainstreaming of successful pilots under the What Works initiative with implementation across the lifetime of the Corporate Plan.
- Implementation plan will be in place for agreed actions of the Spending Review of Tusla-funded community and voluntary sector family support services.

### **Birth Information and Tracing**

- 100% of all Birth Information requests will be responded to within the statutory timeframes.
- 100% of Tracing requests will be allocated within 6 months of receipt as per guidelines.

### **FRCs/CYPSC**

- Process will be in place to expand the FRC programme in line with available DCEDIY funding.
- Four pilot child poverty local area plans will be in place in CYPSC areas under Ireland's EU Child Guarantee Action Plan.
- DCEDIY CYPSC/LCDC Resourcing and Alignment plan will be in place and implemented with Tusla support.

### **DSGBV**

- Commissioned DSGBV services will be migrated to the new DSGBV Agency's bespoke system.

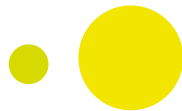
### **TESS**

- Following publication of the OECD Delivering Equality of Opportunity in Schools (DEIS) Review, a Tusla plan for revision and extension of TESS service provision will be in place.
- A TESS strategic plan to improve Traveller and Roma attendance, participation and retention under the Traveller and Roma Education Strategy will be in place.
- Implementation of a new School Completion Programme (SCP) fund governance model, including transfer of all SCP staff and programme resources.

### **AEARS**

- Waiting list times reduced by 50%.





## Objective 5: Strengthen visibility of Tusla Services in communities across Ireland and build trust and confidence in our services.

Tusla is committed to continuing to build trust and public confidence in the Agency. We will focus on strengthening our external communication, ensuring that we communicate in a way that is open and honest and that all our stakeholders understand. We will continue to strive to deliver services that are high-quality, person-centred and timely, that the public value.

It is also important that the public understand the breadth and depth of services that we provide, and the services in communities across the country that we fund partner agencies to deliver on our behalf, to meet different needs of service users.

### We will focus on:

- Working with Commissioning, Tusla Communications will ensure that all funded services providing services on behalf of Tusla clearly reference the Tusla logo in their branding and signage, which will create awareness among children, young people, families, communities and the broader public about the range of direct intervention or support services we commission to deliver services on our behalf.
- Developing a Communication Strategy 2024-2026.
- Developing and launching a Service Experience Insights Framework (SEIF) to expand our dialogue with service users to understand their needs and their journey through Tusla services.
- Reviewing the implementation of the Child Safeguarding Statement Compliance Unit (CSSCU) Strategy 2018-2023 and developing a successor strategy to continue to raise awareness of the requirement to have a Child Safeguarding Statement.

### We will measure success through:

#### Communications

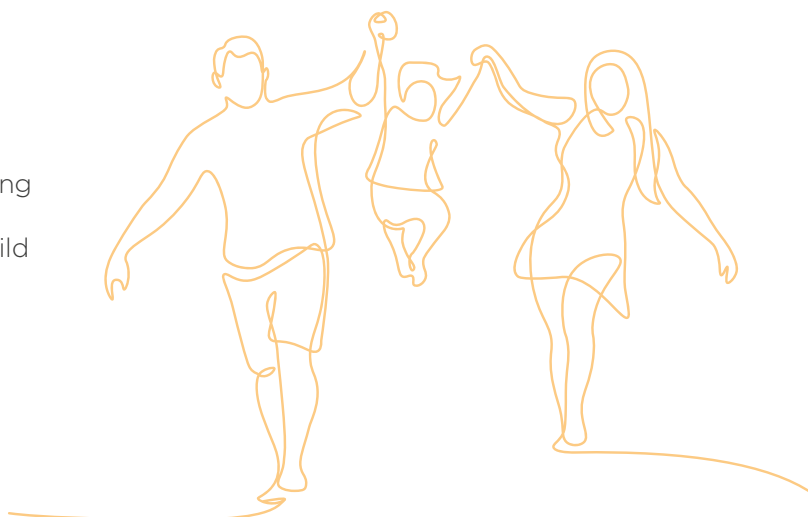
- Ensuring that 100% of all funded services are instructed to comply with the requirements detailed in the associated Funded Acknowledgement Requirements Protocol.
- 100% of Regions to have an annual communication plan in place, with agreed Key Performance Indicators (KPIs) for both internal and external communication across all platforms (engagements, regional media, social media, etc).

#### Service Experience

- A Service Experience Insights Framework (SEIF) in place for Tusla staff to support the gathering of solicited feedback from services users.

#### Child Safeguarding Statement Compliance Unit (CSSCU)

- Review of Child Safeguarding Statement Compliance Unit Strategy 2018-2023 completed and new three-year strategy in place.







## Objective 6: Continue to have effective people, processes and systems in place to meet our statutory and regulatory requirements and embed a culture of continuous service improvement.

We are continuously striving to meet the needs of those engaged with our services and the requirements of external stakeholders. Understanding what our service users need allows us to respond to those needs while making sure that we comply with the standards, laws and regulations that apply to us.

### We will prioritise:

- Developing a Public Sector Equality and Human Rights Duty Framework to increase awareness of our obligations under the Duty and assess the ability of our services to actively promote equality, protect human rights and eliminate discrimination <sup>(MP2)</sup>.
- Implementing the new Data Management Strategy 2024-2026 to enhance the management and benefits of data across Tusla in a secure, holistic and consistent manner <sup>(MP6)</sup>.
- Implementing the Information Security (including Cyber Security) Programme to further advance governance, infrastructure, culture, policy, controls and overall capability in the secure management of our information <sup>(MP6)</sup>.
- The Early Years Inspectorate implementing the necessary structures and business processes to comply with reforms arising from the Review of the Child Care Act 1991 and Heads of Bill (Amendment) Bill 2023 <sup>(MP6)</sup>.
- Expanding and revising the registration and inspection regulatory inspectorate to include all non-relative child minders in accordance with the review of the Child Care Act 1991 <sup>(MP6)</sup>.
- Defining, developing and commencing implementation of a Tusla-wide Quality Management System that allows professional judgement and decision making by our employees and services to achieve improved outcomes in an effective, efficient and consistent manner.
- Developing and introducing an operational model for business analytics to use data to develop better insights and improve decision making.
- Improving the knowledge and understanding of non-finance staff in areas of financial management, which will strengthen financial controls.
- Developing and implementing an Agency Financial Governance Framework which will improve compliance and strengthen financial controls locally.
- Developing enhanced financial management reports to support new performance management arrangements and organisation structures.
- Continuing to implement the Corporate Procurement Plan to achieve value for money, governance and compliance with EU directives.
- Enhancing monitoring and oversight of funding to the Community and Voluntary Sector, which will assist the Agency in the management of and determining of the resource need to make sure the supports required to meet service user needs are adequately resourced and managed.

### We will focus on:

- Implementing the Research Strategy to develop a knowledge management framework that improves coordination of research and information across the Agency to ensure best practice evidence-based services.
- Embedding the efficacy of data privacy by design and default into Tusla's Policy, Procedure and Practice guidance development, Project Management Office methodology and Software Development life cycle.

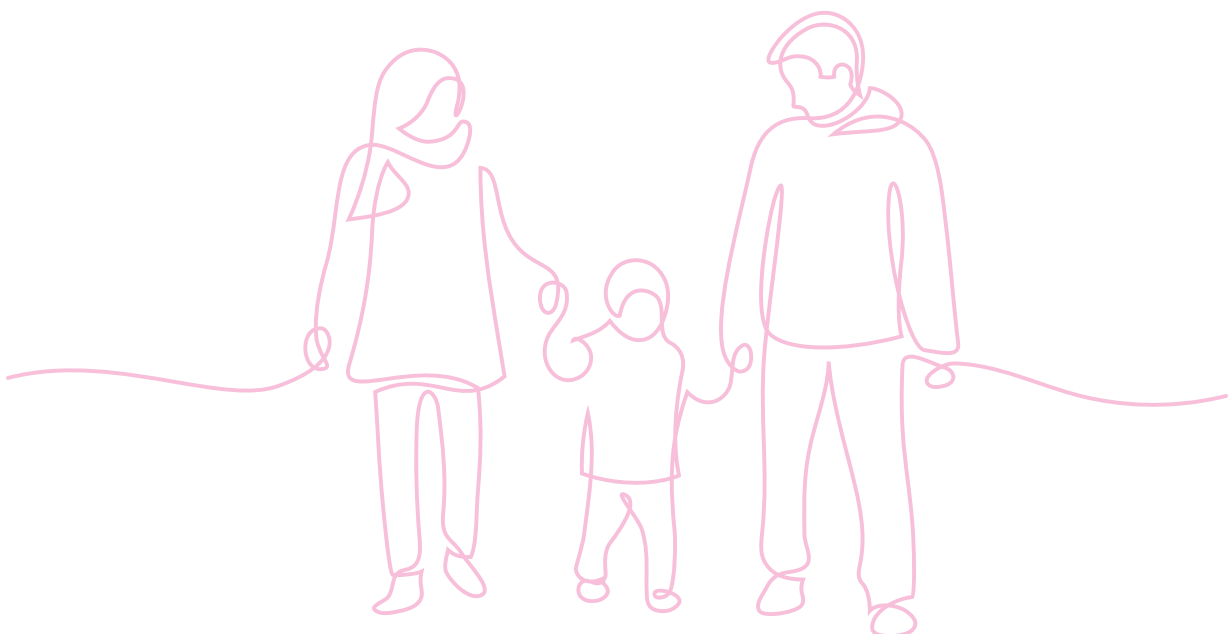


- Continuing the implementation of privacy by design and default for prioritised Policies, Processes and Systems development and/or change.
- Continuing the implementation of Data Privacy Assessments (DPAs) on third parties with whom Tusla shares data and implementing the necessary sharing arrangements.
- Developing a new Estates Strategy which reflects the ongoing restructuring of the Agency and its impact on the Agency's accommodation requirements into the future.
- Developing a Sustainability and Climate Action Plan for the Agency.
- Finalising and commencing the implementation of an Outcomes Framework to promote improved outcomes for the children, young people and families who access Tusla services.
- Expansion of the Safety Management System to ensure employee safety by focusing on decreasing violence, harassment and aggression (VHA) in the workplace.

## We will measure success through:

### ICT

- 100% of all open case files digital only and managed in TCM.
- 100% of Tusla performance metrics automatically calculated from digital systems.
- 30% of all historical paper files indexed and transferred to Tusla's new commissioned archive contracted service.
- Key data quality indicators for open digital cases defined and quality improvement plan implemented.
- 100% of historical Adoption Records digitised and indexed.
- A single secure view of the child and his/her family and connections across all services and all engagements with Tusla.
- 100% delivery of the ISO 27001 Information Security programme with successful certification obtained.



### Children Services Regulation

- 100% of child minders will receive a fit-for-purpose inspection prior to being registered.

### Public Sector Duty

- Implementation of the Irish Human Rights and Equality Commission (IHREC) framework for both employees and service users.
- Mandatory training in place and completed by 90% of employees.

### Practice Assurance and Performance Systems (PAPS)

- Implement Quality Management System (QMS) for the new Local Integrated Service Delivery Model.
- Implementation of the Tusla Outcomes Framework.
- Integrated reporting in place at national, service and regional levels.

### Financial Compliance and Oversight

- 100% implementation of financial internal audit recommendations within the agreed timelines.
- 95% completion of the annual control assurance survey by Tusla line managers and 100% completion of the annual assurance declaration by Executive Management Team and Regional Chief Officers.
- Enhanced financial management reports to support new performance management arrangements and organisation structures in place.

### Data Protection and Freedom of Information

- 10% increase in our compliance rates with regard to statutory timeframes for Data Subject Rights Requests, FOI requests and breach notification.
- 10% reduction in high-level breaches.

- 100% of prioritised Data Privacy Impact Assessments (DPIAs) completed.
- 100% of prioritised DPAs on third parties completed.

### Estates

- Capacity to accommodate ongoing and future operational needs supported by a new Estates Strategy.

### Sustainability and Climate Action

- Plan to meet Government requirements on Climate Change and Sustainability developed.

### Community & Voluntary Sector

- 100% of new service-level agreements will be in line with new governance and compliance guidance.
- 100% of funded agencies in receipt of funding over €1m will have a review of their Financial Statements completed each year.
- 100% of all funded agencies Financial Compliance Statements and Annual Financial Monitoring and Review returns completed and submitted online each year.

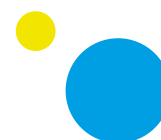
### Health and Safety

- 100% compliance in reporting of services incidents of VHA to Health Safety Authority (HSA).
- 100% of staff to complete mandatory health and safety training.

# Appendix 1

## Appendix 1 - Abbreviations

<b>AAI</b>	Adoption Authority of Ireland	<b>GDPR</b>	General Data Protection Regulation
<b>AEARS</b>	Alternative Education Assessment and Registration Service	<b>HR</b>	Human Resources
<b>AGS</b>	An Garda Síochána	<b>HSE</b>	Health Service Executive
<b>CHI</b>	Children's Health Ireland	<b>ICT</b>	Information Communication Technology
<b>CPW</b>	Child Protection and Welfare	<b>IFMS</b>	Integrated Financial Management System
<b>CSR</b>	Children Services Regulation	<b>IHREC</b>	Irish Human Rights and Equality Commission
<b>CSSCU</b>	Child Safeguarding Statement Compliance Unit	<b>IPAS</b>	International Protection Accommodation Services
<b>CYPSC</b>	Children and Young People's Services Committees	<b>KPIs</b>	Key Performance Indicators
<b>DCEDIY</b>	Department of Children, Equality, Disability, Integration and Youth	<b>LCDC</b>	Local Community Development Committees
<b>DEIS</b>	Delivering Equality of Opportunity in Schools	<b>NIMS</b>	National Incident Management System
<b>DFHERIS</b>	Department of Further and Higher Education, Research, Innovation and Science)	<b>OECD</b>	The Organisation for Economic Cooperation and Development
<b>DOE</b>	Department of Education	<b>Q&amp;R</b>	Quality and Regulation
<b>DOH</b>	Department of Health	<b>SAC</b>	School Aged Childcare
<b>DOJ</b>	Department of Justice	<b>SCP</b>	School Completion Programme
<b>DOSP</b>	Department of Social Protection	<b>SCSIP</b>	Separated Children Seeking International Protection
<b>DPA</b>	Data Privacy Assessment	<b>SEIF</b>	Service Experience Insights Framework
<b>DPIA</b>	Data Privacy Impact Assessment	<b>TCM</b>	Tusla Integrated Case Management
<b>DSGBV</b>	Domestic, Sexual and Gender Based Violence	<b>TESS</b>	Tusla Education Support Service
<b>ELC</b>	Early Learning and Childhood	<b>UAM</b>	Unaccompanied Minors
<b>EU</b>	European Union	<b>VHA</b>	Violence, Harassment and Aggression
<b>F&amp;CS</b>	Finance and Corporate Services	<b>WTE</b>	Whole-Time Equivalent
<b>FOI</b>	Freedom of Information		
<b>FRC</b>	Family Resource Centre		
<b>FS</b>	Family Support		



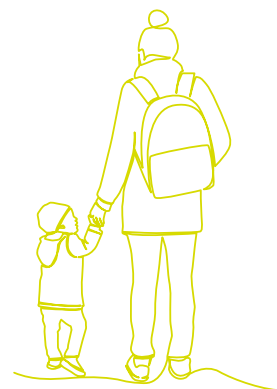
## Appendix 2 - Review of Corporate Plan 2021-2023

**Section 42(2)(b) of the Child and Family Agency Act 2013 sets out the requirement for the Agency to include a review and evaluation of the work of the Agency in the performance of its statutory function in the previous three years within its Corporate Plan. This review has been conducted in compliance with this requirement. This review has also been conducted to inform considerations in the development of Corporate Plan 2024-2026.**

Corporate Plan 2021-2023 focused heavily on three priority change areas: Practice, Culture and Structure. Linked to these were four goals:

- 1** Ensure children, young people, families and communities receive a consistent, quality and integrated response from all our services.
- 2** Deliver an independent regulatory service focused on the safety and wellbeing of children and young people through continuous improvement and partnership with stakeholders.
- 3** Ensure that our staff and leaders are supported and empowered to continuously learn and improve so that children, families and communities benefit from our service.
- 4** Ensure our local teams and services are facilitated and supported by national systems and resources that promote integration and accountability.

Corporate Plan 2021-2023 detailed 20 objectives that would be pursued in order to achieve those goals. Implementation of our Corporate Objectives was detailed through the actions outlined in Business Plans 2021, 2022 and 2023. Through these three plans, 186 actions were identified under these objectives. The following table provides detail of the achievement of our actions over the past three years.



**Table 1: Status of Business Plan actions 2021-2023**

Year	Business Plan Actions	Complete	Withdrawn	Not Achieved
2021	49	31	1	17
2022	56	39	2	15
2023	81	63	0	18
	186	133	3	50

Corporate Plan 2021-2023 detailed 19 targets to be pursued over the period of the Corporate Plan. The following table provides an update on their status at the end of the three years.

**Table 2: Status of targets Q1 2021-Q4 2023**

### 30% reduction in all national waiting lists (10% per annum)

At the end of December 2020, 3,840 Child Protection and Welfare (CPW) cases were awaiting allocation of a social worker. By the end of 2021 4,087 cases were awaiting allocation (6.43% increase). By the end of 2022 5,284 cases were awaiting allocation (29.29% increase). Reasons for the increases in 2021 and 2022 included increased referrals to both CPW and family support (FS) services, continued increases in complexities of cases presenting following the pandemic with restricted access to support services and prolonged isolation, and ongoing staffing crisis and shortages of professional staff across social work and social care in Ireland.

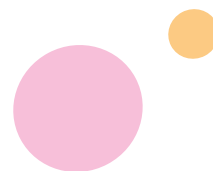
Events in Ukraine and other conflicts across the globe resulted in a significant influx of children and families with additional vulnerabilities and support needs, adding pressure on Tusla services. By the end of November 2023, 4,056 cases were awaiting allocation, representing a 23.24% decrease on 2022. Specific area-based improvement plans and continued investment and focus on early intervention and preventative support in communities and new communities contributed to this reduction, as well as the development, piloting and review of responses that integrate CPW and FS, utilising a wider skill mix of professionals, including funded services. 2023 saw ongoing and active oversight and management of cases awaiting allocation and associated issue/risk mitigation through a National Service Improvement Plan, which will be progressed through 2024.

### 10% increase in compliance with National Standards (for Child Protection and Welfare, Residential Care and Foster Care)

At the end of December 2020 the rate of compliance with National Standards was 57% for CPW, 82% for Residential Care, 38% for Special Care and 77% for Foster Care, representing an overall compliance rate of 75%. A 3% target was set for 2021 and 2022, and 4% for 2023. While changes in compliance rates are difficult to measure given the nature of HIQA inspections – there will be differences in the number and type of inspections each year – the overall compliance rates across all inspection types moved from the 2020 baseline of 75% to 85% at Q3 2023. This represents a 13.3% increase over the period. Foster Care compliance increased to 92% (+20%), Residential Care increased to 95% (+16%) and Special Care increased to 83% (+118%). However, despite increasing to 69% (+22%) in 2022, CPW dropped to 39% in 2023, representing a 31% decrease over the period. This decrease was primarily due to the inclusion of the SCSIP service in HIQA inspections. An additional inspection category was also introduced from 2022 on the role of social work under the Child Care Regulations.

These increases in overall compliance can be attributed to a number of factors including the maturing of the National Operations Risk Management and Service Improvement Committee, specific projects on preparing for and learning from HIQA inspections and a variety of tailored service improvement plans in specific areas. Into 2024 the agency will continue its efforts to increase compliance across these services with a particular emphasis on the development of a new model of care for SCSIP and the further development of a Tusla-wide Quality Management System.





### All high-risk services inspected annually

The target for the inspection of all high-risk services annually is developed against a risk matrix each year and the targets set for 2021 to 2023 were achieved. The categorisation of high-risk services was 253 in 2021, 533 in 2022 and 500 in 2023. The Early Years Inspectorate met the 2023 target of completing an inspection of the 500 high-risk services, set at the start of the year; out of the 500 services categorised, 9 closed during the year. The target number of high-risk services to be inspected in 2024 has been set at 532 and this figure will be tracked by Children Services Regulation (CSR) going forward.

### All Early Years Services inspected at least once over the three-year registration cycle

At the end of December 2020, 4,210 services were registered. The target to inspect all Early Years Services at least once over the three-year registration cycle was achieved over the period. 675 services are due for inspection in 2024 to comply with the three-year requirement. Note that a service may be escalated in advance of its 3-year inspection due date (risk identified, concerns raised to the inspectorate from any number of stakeholders), therefore its three-year inspection cycle can change. This figure will be tracked by CSR going forward.

### 30% reduction in children awaiting assessment for home schooling (10% per annum)

At the end of December 2020, 1,435 children were awaiting assessment for home schooling. 1,546 applications were received in 2021 and by the end of December 2021, the waiting list stood at 1,922 (34% increase). This increase was due to the rise in applications from parents whose children could not attend school due to the pandemic. 1,290 applications were received in 2022. By the end of December 2022, the waiting list was 1,425 (26% decrease) due to a reduction in the number of applications received and the implementation of the validation of the waiting lists (verifying where children that applied for home education had returned to school). 1,305 new applications were received in 2023 and at the end of December 2023 the waiting list stood at 1,100 (23% decrease). 1,047 assessments were conducted in 2023 compared to 567 assessments completed in 2022. All home education applications are risk rated, which informs assessment scheduling and priority assessments were achieved. Going forward into 2024, a three-year target to achieve a 50% reduction in home education waiting list has been set.

### Each Private Residential Centre, at a minimum, will receive an annual inspection

Calculated on the basis of the 2020 baseline number of services (140) a target of 420 services for inspection over the three years was set and achieved (a total of 427 inspections were completed). Additionally, in 2023, 24 pre-inspection visits were completed for new centres registered up to the end of the year. At the end of December 2023, 164 centres were on the national register. A marked increase in the number of centres registered in 2023 was seen and processing of these applications and pre-inspection visits were prioritised based on existing resources. Centres scheduled as high priority for inspection based on a risk matrix will be tracked by CSR going forward.



### 0% variance from Affordable Pay Numbers

In November 2021, the 0% target was not achieved and the figure was 2.8% (141 WTEs) under the affordable WTE target of 4,992. In November 2022, the 0% target was not achieved, with 4% (200 WTEs) under the affordable target of 5,154. In November 2023 Tusla reached and surpassed its affordable WTE target 5,203 WTEs, the % variance from Affordable Pay numbers (5,154 WTE) was +1% (+ 49 WTE) however this variance remains within Tusla's pay budget. The affordable WTE budget is set in the business plan each year and the target will continue to act as the high-level control on pay costs and numbers each year to ensure that the Agency lives with its pay budget.

### Increase staff retention to 96% by 2023

A 95% target set for 2021 was achieved and a 95.5% target was set for 2022. In November 2022 the retention figure was 89.99% and a recruitment and retention action plan detailing specific targets was developed. While the target was not achieved, efforts continued into 2023 in line with the People Strategy. In 2023, the staff retention target was reset to 92% and, due to a focus on retention through a number of retention initiatives, this target was achieved.

### Decrease absenteeism rate to 4% by 2023

At the end of December 2020 the absenteeism rate was 5.05%. In 2021, an absenteeism rate of 5% was set; this was achieved. A further reduction of 0.5 percentage points to 4.5% was set for 2022. This was not achieved due to the ongoing challenges of Covid-19 having an adverse effect on absenteeism (6.22% as of November 2022, 7.53% as of December 2023). Due to this increase the target for the absenteeism rate was re-established at 6% for 2023 and this was achieved. Work will continue into 2024 to further reduce the level of absenteeism in the agency.

### 15% increase in the target for local resolution of complaints (5% per annum)

The target for local resolution of complaints was 25%, with a three-year target of an increase to 40% by 2023. By the end of 2023 local resolution of complaints exceeded the 15% increase target set to achieve over 40% of complaints nationally being locally resolved. Some variation exists regionally but the national target was achieved and exceeded. A new target has been set for Corporate Plan 2024-2026, noting that local resolution is the optimum approach to complaint resolution. A target of 50% of complaints to be locally resolved at stage 1 of the complaint process has been set for 2024.

### 0% variance from overall budgets

Over the period Tusla experienced significant demand-led pressures, which impacted significantly on its budget and for which additional budget was provided in 2022. In 2023, Tusla was expected to overspend by c.€84m (8%) against the original budget allocation received for 2023. This was driven principally by demand-led pressures in Private Residential Services, requiring the increased use of Special Emergency Arrangements (SEAs), and in Separated Children Seeking International Protection (SCSIP) and Guardian ad Litem (GAL) services and legal costs. The DCEDIY successfully applied for a supplementary allocation of €84m for Tusla, which meant the Agency was fully funded for 2023 and is expected to have c.0% variance from this final full year allocation. On an annual basis, the Agency will continue to maintain good oversight on the management of the allocation to ensure that there is the least possible risk of overspend.





### 95% of all ICT service requests completed within Service Level Agreement response times

This target was achieved. At the end of December 2020 the completion rate was at 60% with a target of 95% set for end 2023. A targeted increase to 80% was set and this was achieved. The 2022 target was set at 85% and this was achieved. In 2023 the target set was 95% of all ICT service requests to be completed within SLA response times, and this target was achieved. This target is now set as the annual baseline service level for ICT services going forward.

### 100% of services will have a data management plan supporting their operation

The target was not achieved due to reprioritisation over the course of the three-year corporate plan. In particular, prioritisation was given to the major programmes to migrate ICT services from the HSE and the development of a new Case Management System for the Agency. Another significant factor was the challenge of implementing a data management plan for services that were still paper-based and, in some cases, did not have agreed national standard business processes. As such, the approach has now switched to firstly implementing a digital transformation for all services by onboarding them to the new Case Management System and to subsequently implement a programme to put in place data management plans. The focus in 2024 is on continuing the digital transformation and the subsequent programmes to implement data management plans will likely not substantially commence until 2025. The ambition set under the new Data Management Strategy is to achieve 100% implementation of data management plans by the end of 2026.

### 90% of agency KPIs automatically reported by digital business intelligence solutions

This target was partially achieved. At the end of December 2020 0% of Agency KPIs were automatically reported by digital business intelligence solutions. A target of 50% was set for 2021. This was not achieved due to reprioritised focus in 2021 on the programme to establish Tusla's own ICT infrastructure and subsequent migration from the HSE. In 2022 the target was set at 60% of the Agency's KPIs automatically reported. While this was not achieved, substantial progress was made in automating the reporting of metrics in 2022. All Measure the Pressure (MTP), Child Protection and Welfare and Children in Care metrics were automatically generated based on reporting from the National Childcare Information System (NCCIS). In 2023 the target was again set at 60% and this was achieved. The Tusla-wide dashboard was updated and improved to accept direct data inputs from enterprise data systems such as TCM. A balanced scorecard project was developed by the ICT Data team and delivered to the Q&R Directorate. The balance scorecard provides high-level KPIs as well as activity data for the entire Agency. ICT will now begin the process of taking the activity and performance data and other data directly from TCM. Further work on the business intelligence platform in 2024 will deliver further efficiencies and increase the rate of automatic KPI reporting.

### 90% of services with Digital First options available on the Tusla Portal to provide service users with the option to submit forms\submissions\applications\registrations online

This target was achieved. All main services are now accessible through the Tusla Portal. In 2023, the Portal supported 135,000 online submissions to Tusla (such as referrals, Garda notifications, grant applications, annual returns, registrations and messages) and it is now well established as the Digital Front Door for accessing the Agency's services.

### 90% records processing activities of services supported by digital case management systems

This target was achieved. A new case management system (known as TCM) was developed and launched in 2021. Over the past two years 13 services across Tusla have successfully onboarded to the new system. In 2023, 111,677 cases were processed on TCM and the system was used by 3,627 staff.

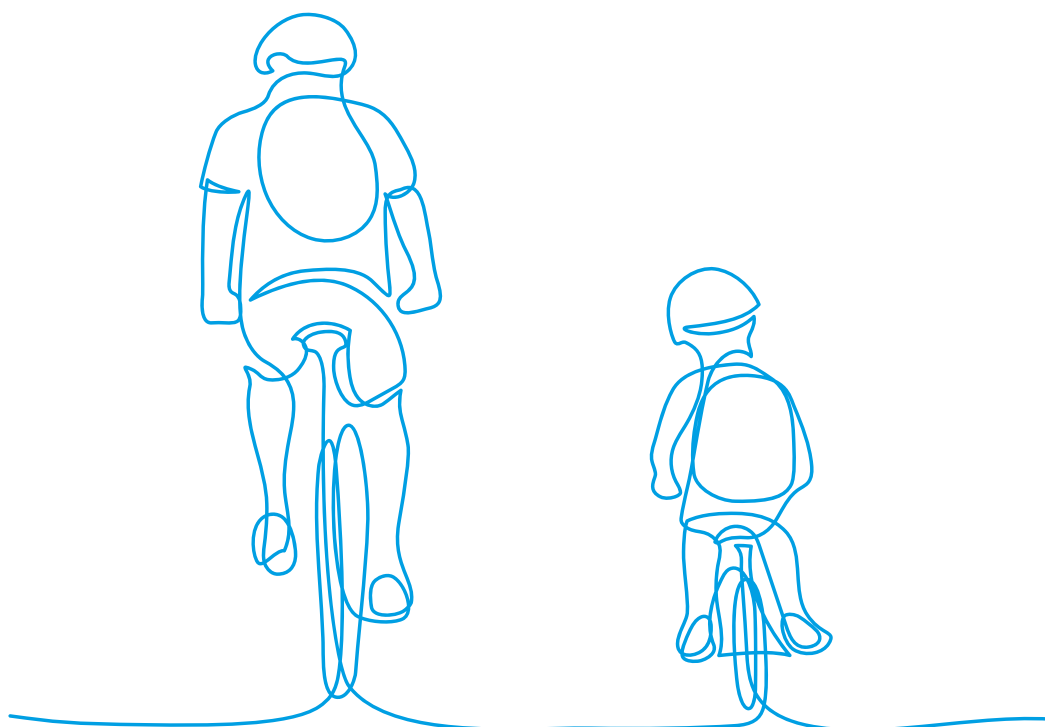


During the period a number of targets outlined in Corporate Plan 2021-2023 were withdrawn. The following table outlines these targets and the reasons for withdrawal.

**Table 3: Targets withdrawn 2021-2023**

Targets Withdrawn
<p><b>Zero complaints open longer than six months:</b> A review of data trending during a period of concerted work has evidenced that zero complaints open longer than six months is not a realistic target for the Agency given the complexity of complaints and the lack of dedicated staffing to manage and investigate complaints. A revised target of fewer than 20 complaints open longer than 12 months nationally is now proposed, noting that the Agency was previously able to reduce this figure to 23 for a period.</p>
<p><b>100% of children in care with a disability will be funded in line with the HSE and Tusla joint protocol 2020:</b> This was withdrawn due to ongoing issues with HSE's implementation of the joint protocol and ongoing issues in HSE's identifying of appropriate funding for placements. Tusla continued to work with HSE to progress the full implementation of the protocol, with commitment to jointly audit the implementation of the joint protocol in the 2023 Business Plan.</p>
<p><b>100% of decisions on AGS notifications made in a timely manner:</b> This was withdrawn as it was not possible to progress this measure.</p>

The demand, complexity and sensitivity of so much of the agency's work became even more challenging during the three years of the Corporate Plan 2021-2023. As we move forward into our next Corporate Plan (2024-2026), we continue to work hard to ensure that our services respond to the needs of those who use them.



## Appendix 3 - Analysis of Key Risks

**Tusla will address identified organisational risks across the life of the 2024-2026 corporate plan. Tusla continues to evolve its organisational risk management framework and begins 2024 with a revised risk appetite statement and a streamlined approach to risk categorisation.**

**Table 4:** Outline of the risks on Tusla's National Corporate Risk Register as of Q4 2023

Category	Key Risks	Mitigating Actions
<b>Financial</b>	<ul style="list-style-type: none"> <li>Loss of public funds and ineffective use of Tusla funding.</li> </ul>	<ul style="list-style-type: none"> <li>Refinement of financial regulation and processes.</li> <li>Implementation of Integrated Financial Management System (IFMS).</li> <li>Development of fit-for-purpose ICT systems.</li> </ul>
<b>Information Governance</b>	<ul style="list-style-type: none"> <li>Inadequate technical and organisational measures &amp; the low level of GDPR maturity.</li> <li>Threat to exploit a vulnerability in an ICT asset.</li> </ul>	<ul style="list-style-type: none"> <li>Optimise the Operating Model for data protection and FOI including the implementation of Privacy and FOI Network.</li> <li>Completion of data protection impact assessments (DPIAs) and third-party privacy risk assessments.</li> <li>Privacy by design embedded by process owners.</li> <li>Deliver ISO 27001 Information Security certification by end of 2024.</li> </ul>
<b>Reputation and Public Trust</b>	<ul style="list-style-type: none"> <li>Reduced public confidence in the Agency due to adverse findings from statutory investigations, inspections and serious incidents.</li> </ul>	<ul style="list-style-type: none"> <li>Revised Communications Strategy.</li> <li>Development of a policy relating to social media.</li> </ul>
<b>Safety</b>	<p><i>There is a risk to the safety, health and welfare of:</i></p> <ul style="list-style-type: none"> <li>Staff impacted by the Agency's activities due to non-compliance with existing health and safety legislation.</li> <li>Children due to the insufficient capacity/resources to meet existing levels of service demand for Children in Care, Child Protection and Welfare.</li> </ul>	<ul style="list-style-type: none"> <li>Development and revision of Health and Safety policies and trainings, including VHA.</li> <li>Implementation of remaining site-specific Safety Statement and associated Risk Assessments.</li> <li>Auditing of unallocated cases.</li> <li>Implementation of Integrated Reform Programme Milestone Plan under the Practice Reform Programme.</li> <li>Implementation of the Alternative Care Strategy, which includes specific plans for Residential Care, Foster Care and Aftercare services, by 2025.</li> </ul>
<b>Service Delivery</b>	<ul style="list-style-type: none"> <li>Lack of availability of placements for Special Care Services.</li> <li>Failure to attract, recruit and retain mission-critical resources.</li> <li>Inability to provide key services due to funding deficits.</li> <li>Inability to provide services to children seeking international protection.</li> <li>Dependency on Special Emergency Arrangements to support and provide core services.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of the full suite of initiatives relating to retention, recruitment, health and well-being and succession planning.</li> <li>Ongoing work to increase Tusla's capacity and development of additional services with private residential providers including 'Complex Needs' contracts.</li> <li>Transitioning from a Crisis Management stage to consistent process for management of SEAs across the Agency with the on-going development of a long-term plan regarding placements.</li> </ul>



