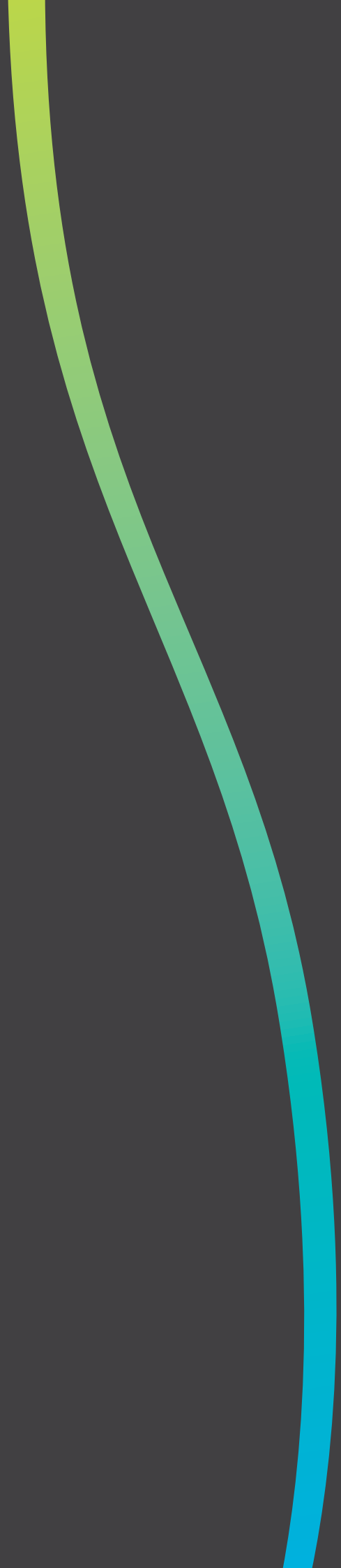




An Ghníomhaireacht um
Leanaí agus an Teaghlach
Child and Family Agency

Business Plan 2017





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Foreword



In 2017, Tusla - Child and Family Agency will move into its fourth year of operation. The focus for the first three years of activity has been to establish Tusla as the national Agency dedicated to supporting children and families and to place the Agency on a sustainable footing.

Through the dedication and tenacity of staff around the country, significant progress has been made during these first three years. Examples of improvements include:

- 51% reduction in unallocated cases since the establishment of the Agency.
- The implementation of the Child Protection Notification System- to support the sharing of information between professionals working with vulnerable children and families.
- The expansion of Out of Hours response capacity.
- Strengthened HR, Finance, Quality Assurance and Policy Development processes.
- Expanded early intervention services through the development of the Prevention, Partnership and Family Support programme.
- Further integration of the Education Welfare Service and the Family Resource Centre programme to support the team around the child approach.

The above improvements have been enabled by a robust three year business case which was submitted to government in 2015. The business case produced clear and credible evidence of the case for investment in the Agency to achieve sustainability and excellence. This has resulted in significant additional investment of €35m in 2016 and in 2017 a further €36.8 million in revenue and €13.56 million in capital will be invested in the Agency taking the total funding to €714 million. This investment provides Tusla with the capacity to begin preparation for policy and legislative requirements in the areas of Children First, Adoption, Aftercare, Homelessness, Early Years Regulations, and School Attendance Strategy and will allow Tusla to continue with planned recruitment to address areas of greatest risk and need.

Crucially, 2017 will be the year which marks Tusla's commitment to developing a national practice approach which will fundamentally be based on providing services which are appropriate, proportionate and timely. This approach will be characterised by sharing power, control and responsibility with children, families and communities, and always ensuring that our interventions maximise families' dignity, autonomy and self-determination. We intend to align all of our organisational processes to support this practice approach. We intend to describe and develop the type of relationships, values and behaviours which will be required to enable this practice approach.

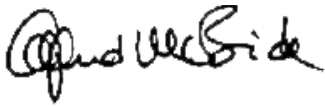
This transformation will be supported by a number of specific programmes including:

- Child Protection and Welfare Strategy.
- HR Strategy.
- Resource Allocation Programme.
- Programme Management Office.
- Information and Communication Technology Strategy.

- Commissioning Strategy.
- New Organisational Structure and Culture.

Other significant programmes will emerge as we continue on our transformation path.

I look forward to continuing the progress made over the first three years and I thoroughly appreciate the commitment and dedication of staff and partners to make Tusla a success in improving the lives of our most vulnerable children, families and communities.



Fred McBride

Chief Executive
Tusla – Child and Family Agency

Executive Summary

Introduction

Tusla - Child and Family Agency was established on the 1st of January, 2014. The Agency operates under the Child and Family Agency Act 2013, and the 1st of January 2017 will mark the completion of the third full year of the Child and Family Agency's operation. The Agency has responsibility for a wide range of services that fall under the overarching frameworks for Child Protection and Welfare (CPW) services, Alternative Care services (ACS), Prevention, Partnership and Family Support (PPFS) services and Educational Welfare Services (EWS). Business Plan 2017 outlines the service activity that is planned for the coming year.

Business Plan 2017 and Performance Statement

In accordance with Section 46 of the Child and Family Agency Act 2013, it is required that the Agency presents its Business Plan to the Minister within 30 days of the issuing of the Performance Statement by the Department of Children and Youth Affairs (DCYA). Business Plan 2017 is the third of a three year cycle and is underpinned by the Corporate Plan 2015-17, the Agency's performance information (chapter two) and also takes into account the direction provided in the Performance Statement issued by the Minister. Business Plan 2017 also brings forward ongoing work from Business Plan 2016.

Progress in 2016

During 2016 there was significant progress made by the Agency against the deliverables in Business Plan 2016. A snap shot of some key service developments is provided below to illustrate the level of progress being made.

- 51% reduction in unallocated cases since the establishment of the Agency.
- Implementation of the Child Protection Notification System (CPNS).
- Roll out of PPFS initiatives. At the end of June 2016 (latest data available) there were 62 Child and Family Support Networks operating across the country with a further 49 planned for roll out.
- Expansion of EWS. As part of its remit for supporting school attendance, EWS worked with 3,751 children during the academic year September 2015 to August 2016, a sizeable increase on the previous year.
- In the nine months to September 2016 there were 424 new registrations/notifications of Early Years Services (EYS) representing an almost 4-fold increase on the number of new registrations/notifications for the same period in 2015.
- The development of services to support victims of Domestic, Sexual and Gender-based Violence (DSGBV) including the provision of additional outreach services.
- Implementation of the National Strategy for Continuing Professional Development establishing Personal Development Planning for all staff in the Agency.

Priorities 2017

The Tusla high level service priorities for Business Plan 2017 are:

- The continuous reduction of unallocated cases, reducing the number to zero¹.
- Responding to policy and legislative requirements in the areas of Children First, adoption, aftercare, homelessness, early years service regulation, the School Attendance Strategy, disability, and separated children.
- Enhancing Tusla's strategic approach to quality assurance through the introduction of the Agency's Quality Assurance Framework.
- Building the safety and wellbeing of children and staff through the Child Protection and Welfare Strategy (CPWS) and particularly through the introduction of a standardised national approach to practice.
- Developing the organisational structure and culture through the filling of key posts, the support of staff, and through enhancing collaboration.
- Embedding PPFS into practice and nationally rolling out the Child and Youth Participation Toolkit.
- Developing the governance and capacity of services (e.g. Special care services).
- Developing the Information and Communication Technology (ICT) Strategy and commencing implementation through the roll-out of the National Child Care Information System (NCCIS), the Children's Information and Data Hub Project (O4C) and progress on data collection for Education Welfare Services (EWS).

Key Risks

Risks to achieving the priorities as set out above are:

- Insufficient lead in time and organisational capacity to respond to new areas of legislation where commencement dates are not yet known. This may lead to increased pressures on existing services due to the implications of the legislation that require significant change.
- There is a shortage of graduates available for some of the core disciplines required by the Agency. This may lead to insufficient supply and extreme pressure on recruitment to meet the range of new service developments.
- The dependence on the Health Service Executive (HSE) for essential services including ICT, Human Resources (HR) and Estates to meet the needs of Tusla.
- The dependence on the HSE for the provision of psychological services to meet the needs of children and young people referred to it by Tusla. There are major risks given the vulnerability of the children and young people that Tusla supports and the demands that are already placed on these services from within HSE.
- In addition to separated children that are in receipt of a range of Tusla services, there is a risk that Government plans to welcome up to a further 200 children in 2017 will increase demand without a matched increase in budget or service provision.

¹ The reduction of unallocated cases is being managed through the Unallocated Cases Project as outlined in chapter five.

Metrics and Demographics

Chapter two outlines the key metrics and demographics on the basis of which the Agency's services are planned, delivered and monitored.

The increased demand for social work services experienced in 2014 continued into 2015 with 43,596 referrals for a service. This figure equates to 38 referrals per 1,000 population of 0-17 year olds or a referral for every 1 in 26 children.

At the end of October 2016 there were 4,282 cases awaiting allocation of a social worker; 51% (n= 4,403) fewer than at the end of January 2014 (n=8,685).

For the same period there were 654 high priority cases awaiting allocation of a social worker; 81% (n=2,881) fewer than at the end of January 2014 (n= 3,535).

Financial Framework

Chapter three, the financial framework, presents the funding that is available to Tusla for 2017 within which it must deliver its services.

Net Non-Capital Determination

The Agency's gross non-capital determination for 2016 is €701.335 million. This will be funded, in part by an estimated €18.187 million in income from superannuation, pension related deductions and other sources. Therefore, the Agency's net non-capital determination for 2017 is €683.148 million. The net non-capital determination is the maximum approved expenditure limit. Expenditure must be strictly managed within this limit.

The make-up of the 2017 financial allocation in respect of Gross Non Capital is outlined in table A, Financial Allocation in respect of Revenue, 2017:

Category	Source	Allocation (€m)
Pay		270.130
Foster Care and Other Allowances		121.757
Private Residential and Foster Care		94.083
Legal (incl GAL costs)		28.300
Grant Arrangements		143.632
Other Non-pay		43.433
Gross Non Capital Allocation	DCYA €699.335 Atlantic Philanthropies €2.000	701.335
Appropriation in Aid		-18.187
Net Allocation		683.148

Table A: Financial Allocation in respect of Revenue for 2017

The Gross Non Capital allocation in 2016 was €664.482 million so the 2017 Gross Non Capital allocation provides an increase of €36.8 million. This is outlined in table B.

Additional Allocation Summary Business Plan 2017	
Description	Value (€m)
Existing Level of Service Pressures	25.0
Key Service and Organisational Risks	6.0
Legislative Imperatives	4.2
Haddington Road Pay Restoration	1.6
2017 Total Gross Additional Allocation	36.8

Table B: Gross Non Capital Additional Allocation Summary for 2017

From the above funding, investment of €1.5m will be allocated to the development of DSGBV services to ensure continuity of existing services and to respond to the implications of the Istanbul Convention.

In addition, a further sum of €1.78m is being held by the DCYA for initiatives under Tusla's Early Years Services which will be released during the year as specific implementation actions are achieved.

Transformation

Chapter four explains the plans for organisational reform during 2017 through the vehicle of the Transformation Programme and introduces the preparatory work that will be undertaken in 2017 to develop the Agency's second corporate plan.

In 2017 Tusla plans to implement a significant Transformation Programme with a view to implementing a national approach to practice for Child Protection and Welfare (CPW) that will be expanded to all of the Agency's service delivery units over a three year period and will include PPFS, Alternative Care, EWS and DSGBV.

This practice approach will be underpinned by creating a values driven organisation which ensures that the dignity, autonomy and self-determination of families is maximised in every intervention undertaken by the Agency. All functions in the organisation will be aligned to support this approach.

Child Protection and Welfare Strategy

Chapter five provides information on the implications of the CPW Strategy for 2017. The Strategy development was informed by the principles of Children First, the current legislative context and a review of reports and best practice in other jurisdictions.

A detailed implementation plan to deliver on the Strategy is being developed in consultation with key stakeholders and remains cognisant of the need to reflect Tusla's overall goals and priorities for 2017. The implementation of this Strategy will cover a five year period (2017–2021). Ongoing consultation will occur in the development of the Strategy and a final implementation plan will be in place by quarter three, 2017.

Cross Sectoral Working

Chapter six outlines how Tusla will continue to work collaboratively on the priorities for 2017 with its partner agencies on a cross departmental basis.

The Tusla Corporate Plan 2015–2017 was developed within the overarching national policy framework for children and young people of *Better Outcomes, Brighter Futures* 2014–2020 (BOBF). As per BOBF, Tusla is committed in 2017 to increasing its focus on prevention and early intervention, through strengthening its partnerships and connections with other statutory and community providers through the work of CYPSC's and the implementation of its approach to PPFS at local level. Tusla's approach to prevention and early intervention will be enhanced through harnessing and applying the learning from evidence-based and evidence-informed approaches to practice. Tusla will additionally contribute to the delivery of the national framework and to the legislative programme which relates to aftercare, adoption and Children First, including arrangements for mandatory reporting and the development of a non-compliance register for organisations that do not have an appropriate safeguarding statement in place.

The five outcomes from the BOBF framework are used to structure work planned by Tusla in partnership with other sectors and agencies to deliver on its cross sectoral² commitments to the framework in 2017. In addition to BOBF, the Performance Statement from the Department of Children and Youth Affairs (DCYA) for 2017 has provided additional direction. Tusla will work closely with the DCYA and through the Children and Young People's Policy Consortium on these commitments in 2017.

A table outlining the progress made against deliverables under BOBF is contained in Appendix I.

Human Resources

The Human Resources (HR) Plan to ensure that the recruitment and workforce planning required to support the Business Plan 2017 are in place is outlined in chapter seven.

Since Tusla's establishment the HR Directorate has developed and expanded to meet the requirements of the Agency. In 2016 a HR Strategy (2017–2019) was commenced. This Strategy will be pivotal to the HR Directorate during 2017 and will assist Tusla in meeting the objectives set out elsewhere within the Business Plan.

The establishment of Tusla Recruit has assisted Tusla in meeting resourcing requirements; however it is acknowledged that the recruitment environment has been very challenging throughout 2016. This chapter will outline initiatives that Tusla Recruit plan to progress throughout 2017 to address these challenges.

Quality Assurance, Performance and Governance

Chapter eight describes the specific mechanisms and processes which are in place and will be introduced in 2017 to monitor the performance of Tusla services. The Agency will ensure that these processes provide accountability in relation to the actions and commitments contained in this Plan to improve governance within Tusla and to focus on the core principles of continuous quality improvement.

² Cross Sectoral Working refers to cross departmental and inter-agency collaboration.

The Agency's Quality Improvement (QI) Framework was published in 2016. A comprehensive implementation plan will be delivered in 2017 which will involve briefings and workshops with all staff. The Framework seeks to embed a self-assessment approach in operational practices and governance which will drive service improvement through the development of an annual service improvement plan for each service. This plan will contain all service improvement activity including recommendations from external regulatory bodies. It is planned that the process of self-assessment will be completed based on the core principle of 'Well-led'³ in 2017.

Delivering Corporate Plan Year 3

The final section, chapter nine, outlines the specific deliverables that the Agency has committed to for 2017 to deliver on its priorities. The information in this section is presented using headings derived from the short term outputs in the Corporate Plan as outlined below to ensure a connection with the commitments laid out in that Plan and with Business Plan 2016:

Output A: Effective Child Protection Systems

Output B: Evidence Based Services

Output C: Family and Parenting support

Output D: Promoting Fulltime Education

Output E: An Organisation Fit for Purpose.

³ Well Led is a Quality Principle defined as: 'There are governance, leadership and management systems in place that support staff to deliver consistent, appropriate and accountable services for children and families'.

1.0 Introduction

1.1 Overview

Tusla - Child and Family Agency was established on the 1st January 2014 and is now the dedicated State Agency responsible for improving wellbeing and outcomes for children. The Agency operates under the Child and Family Agency Act 2013, a progressive piece of legislation with children at its heart, and families viewed as the foundation of a strong healthy community where children can flourish. Cross sectoral working is required across a range of services as Tusla cannot deliver on this ambition on its own.

Tusla's remit includes a range of broad-based and targeted services, as follows:

- Child Protection and Welfare Services, including Family Support Services.
- Family Resource Centres and associated national programmes.
- Early Years Services regulation and inspection.
- Educational welfare responsibilities, including statutory Education Welfare Services, the School Completion Programme and the Home School Community Liaison Scheme.
- Alternative Care Services, including foster care, residential care, special care and aftercare.
- Registration and inspection of non-statutory children's residential centres.
- Domestic, Sexual and Gender Based Violence services.
- Services related to the psychological welfare of children.
- Assessment, Consultation, Therapy Services (ACTS).
- Adoption services, including information and tracing.

Since the establishment of the Agency in 2014 major strides have been made in developing its capacity in order that it can deliver effectively on its remit. During this time, the Agency has strengthened integrated risk management and quality assurance processes. The introduction of the Agency's Quality Assurance (QA) Framework promotes and enhances self-evaluation for staff, ensuring that the level of quality can be assessed at any time. A new organisational model and structure has been designed and it will be implemented in 2017. Tusla has also implemented the CPNS which enables the effective sharing of information between professionals working with vulnerable children and families.

The implementation of PPFS, a national practice model approach for early intervention, will provide supportive, co-ordinated and evidence informed services that ensure positive outcomes through a collaborative approach with children, young people, families, communities and other stakeholders in 2017 and beyond. Tusla's early intervention and prevention system aims to align services, and deepen evidence-informed practice.

Tusla has adopted an area based approach which is actively building and maintaining productive relationships with its key internal and external stakeholders.

A Commissioning Strategy has been developed to improve outcomes for children through the commissioning and delivery of high quality services for children and families which are evidence based and needs led. The Strategy underpins all of Tusla's work, and establishes a new framework within which the Agency can ensure the delivery of continuously improving services for children across the statutory and voluntary sectors.

1.2 Content of Business Plan 2017

This introduction chapter presents the key priorities for the Agency in 2017, the context of the Corporate Plan 2015-2017 and the overarching policy and legislative framework within which the Business Plan 2017 has been prepared. It also sets out the risks and the planned mitigating actions that the Agency will implement in order to deliver on its priorities.

Chapter two outlines the key metrics and demographics on the basis of which the Agency's services are planned, delivered and monitored. Chapter three, the financial framework, presents the funding that is available to Tusla for 2017 within which it must deliver its services. Chapter four explains the plans for organisational reform during 2017 through the vehicle of the Transformation Programme and introduces the preparatory work that will be undertaken in 2017 to develop the Agency's second corporate plan.

Chapter five provides information on the implications of the CPW Strategy for 2017. The priority areas of work that the Agency will work with other partners on during 2017 are included in chapter six, cross sectoral working. The Human Resources Plan to ensure that the recruitment and workforce planning required to support the Business Plan 2017 are in place is outlined in chapter seven. Chapter eight explains how the Agency will assure the quality of its business during 2017 through improved performance and governance measures. The final section, chapter nine, outlines the specific deliverables that the Agency has committed to for 2017 to deliver on its priorities. The information in this section is presented using the short term outputs from the Corporate Plan to form a connection with the commitments laid out in that Plan and with Business Plan 2016.

1.3 Key Priorities for 2017

The Tusla priorities outlined in this section are based on the high level service priorities for 2017 derived from a number of sources including the following

- Performance Statement 2017 from DCYA.
- Corporate Plan objectives and short term outputs.
- Directorate and corporate risk registers.
- Legislation relevant to the work of the Agency.
- Legacy issues.
- Business Plan 2016 and outstanding priorities carried forward to 2017.
- Identified service improvements arising from audit, review, evaluation of existing services, and inspection.
- Transformation Programme.

Building on these information sources the following high level priorities have been identified for Tusla for 2017

- The continuous reduction of unallocated cases, reducing the number to zero⁴.
- Responding to policy and legislative requirements in the areas of Children First, adoption, aftercare, homelessness, early years service regulation, the School Attendance Strategy, disability, and separated children.
- Enhancing Tusla's strategic approach to quality assurance through the introduction of the Agency's Quality Assurance Framework.
- Building the safety and wellbeing of children and staff through the Child Protection and Welfare Strategy (CPWS) and particularly through the introduction of a standardised national approach to practice.
- Developing of the organisational structure and culture through the filling of key posts, the support of staff, and through enhancing collaboration.
- Embedding PPFS into practice and nationally rolling out the Child and Youth Participation Toolkit.
- Developing the governance and capacity of services (e.g. Special care services).
- Developing the ICT Strategy and commencing implementation through the roll-out of the NCCIS, the Children's Information and Data Hub Project (O4C) and progress on data collection for EWS.

1.4 The Business Plan 2017 Context

The Tusla Business Plan is prepared in accordance with the requirements of Section 46 of the Child and Family Agency Act 2013. Business Plan 2017 is the third business plan of a three year cycle based on the Agency's Corporate Plan 2015-17.

This section provides the context by which the Business Plan 2017 is prepared. For ease of comparison and continuity it is formulated and structured in a similar style and lay-out to Business Plan 2016. The key sources of information that have been drawn on to develop the Business Plan 2017 are the Corporate Plan 2015-17, the Agency's performance information and the direction provided in the Performance Statement issued by the Minister to the Agency. Additionally, the Business Plan 2017 incorporates actions not completed or on-going from the 2016 Business Plan.

Corporate Plan 2015-2017

In accordance with Section 41 for the Child and Family Agency Act, 2013 Tusla has prepared a Corporate Plan. The plan espoused the Vision and Mission of Tusla.

⁴ The reduction of unallocated cases is being managed through the Unallocated Cases Project as outlined in chapter five.

Vision and Mission

In order to achieve its long-term outcomes Tusla has developed an overarching vision as part of its Corporate Plan 2015–17:

All children are safe and achieving their full potential

This is an ambitious vision that Tusla is fully committed to delivering and it underpins this business plan and the day to day work of the Agency.

The Agency's mission statement outlines Tusla's core purpose and reason for being:

With the child at the centre, our mission is to design and deliver supportive, coordinated and evidence-informed services that strive to ensure positive outcomes for children, families and communities

The plan articulates five short term outputs which identify the key focus areas for the Agency in its first three years. They also provide the foundation to enable additional long term outputs identified in the Corporate Plan to be achieved.

The five short term outputs are:

- Output A:** Tusla's child protection processes and systems are responding to children at risk in a timely manner.
- Output B:** All processes and systems underpinning children and family policy and services are evidence informed.
- Output C:** A targeted range of family and parenting supports.
- Output D:** Attendance, participation and retention in fulltime education is embedded in service delivery for all children.
- Output E:** A fit for purpose organisation to deliver on our strategic intent.

In continuity with the Business Plan 2016, the actions that are planned to deliver on the Corporate Plan are set out in Business Plan 2017 using the structure of the outputs as headings. Using this structure for the third year of the current Corporate Plan demonstrates the progress made year on year over the three year period and brings to fruition the end of the commitment of the Agency in relation to these particular outputs.

During 2017 the second Corporate Plan for the Agency will be developed outlining the goals and actions that Tusla will commit to for the next phase in its development. In preparation for this next phase, a Transformation Programme has commenced in 2016 and will be developed further during 2017 to provide a clear roadmap for the next phase.

National Policy and Legislation

In line with statutory requirements under the Child and Family Agency Act, 2013, the Performance Framework (Section 41) and the Performance Statement (Section 44) provide the Agency with policy guidance, direction and prioritisation parameters in the preparation of its annual Business Plan.

Tusla reports on a quarterly basis to the DCYA on its progress against its commitments to the implementation of the BOBF policy. During 2016, there was significant progress made in relation to the expansion of CYPSCs throughout the country, the piloting of the Commissioning Strategy for Tusla, the implementation of the PPFS programme, the establishment of the national management of the DSGBV services, and the extension of the Early Years Inspectorate (EYI) function. The detailed actions planned against these priorities for 2017 are contained in chapter nine.

During 2017, further progress will be made against the targets set out in BOBF for Tusla and in response to the priorities set out in the Performance Statement. Appendix I sets out the deliverables for Tusla during 2017 under BOBF.

Child welfare and protection policy is based on a legal framework provided primarily by the Child Care Act 1991 and the Children First Act 2015. The national operational policy is outlined in the *Children First: National Guidance for the Protection and Welfare of Children (DCYA, 2017)* which has been revised and will be published in 2017 to incorporate the changes relating to the commencement of the Children First Act 2015. Additional areas of new policy and legislation that the Agency will have responsibility for during 2017 include the Adoption (Information and Tracing) Bill and the Adoption (Amendment) Bill 2016, Alternative Care, Aftercare, Homelessness, Early Years Inspection, the implementation of the Schools Admissions Bill, the School Attendance Strategy Guidelines, and the Delivering Equality in Schools (DEIS) Review implications⁵.

Tusla in consultation with the DCYA will progress agreed actions from strategies and national studies for vulnerable groups in 2017 including Traveller/Roma, Disability, Carers and Migrants.

1.5 Risks for the Implementation of the Business Plan 2017

There are risks for the implementation of the Business Plan 2017 that may arise from dependencies that are outside the control of Tusla's governance. To manage these risks a number of mitigating actions have been identified to ensure that their potential impact is minimised and controlled as set out in Table 1. Financial risks are outlined in chapter three.

⁵ The DEIS Review was carried out by the Department of Education and Skills and has implications for EWS and EYI.

Table 1: Risks for the implementation of the Business Plan

Key Risks	Mitigating Actions
<p>Insufficient lead in time and organisational capacity to respond to new areas of legislation where commencement dates are not yet known.</p> <p>This may lead to increased pressures on existing services due to the implications of the legislation that require significant change.</p>	<ul style="list-style-type: none"> Engagement with DCYA on timeframes and implementation plans Development of business cases for additional resources to develop capacity.
<p>There is a shortage of graduates available for some of the core disciplines required by the Agency.</p> <p>This may lead to insufficient supply and extreme pressure on recruitment to meet the range of new service developments.</p>	<ul style="list-style-type: none"> Workforce Plan developed to address recruitment needs Liaison with relevant third level colleges through Third Level Liaison Framework.
<p>The dependence on the HSE for essential services including ICT, HR and Estates to meet the needs of Tusla.</p>	<ul style="list-style-type: none"> Review the HSE Memorandum of Understanding (MOU) Investment in internal capacity for essential services particularly ICT.
<p>The dependence on the HSE for the provision of psychological services to meet the needs of children and young people referred to it by Tusla. There are major risks given the vulnerability of the children and young people that Tusla supports and the demands that are already placed on these services from within HSE.</p>	<ul style="list-style-type: none"> A Service Level Agreement to be developed between Tusla and HSE to ensure that there is sufficient capacity from this service to meet the needs of children and young people referred by Tusla.
<p>In addition to separated children that are in receipt of a range of Tusla services, there is a risk that Government plans to welcome up to a further 200 children in 2017 will increase demand without a matched increase in budget or service provision.</p>	<ul style="list-style-type: none"> Business case to be developed and submitted to DCYA following clarification on number of children requiring services.

2.0 Key Metrics and Demographics

2.1 Overview

This chapter outlines the priority information that is used by the Agency to plan its services. The first section provides a snapshot of the population of children in Ireland and the challenges that are faced by children and families in 2017. This is followed by an outline of the numbers of children that are referred to Tusla and shows the progress made during 2016 on reducing unallocated cases. Information on CPW social work services, services for children in care and for young people in after care, adoption information and tracing, family support services, EWS, and EYS are included. This information on key measures of performance and other data has been used to inform the Business Plan 2017 service commitments.

2.2 Our Population and Measures of Performance

Our Population

Some 1.2 million children (0-17 years) are estimated to live in Ireland, 76,394 (7%) more than 2011 and 184,155 (18%) more than 2006 (Table 2). In the 10 year period, 2006-2016, the 5-9 years age group experienced the highest percentage increase, followed by the 0-4 year's age group. The 0-17 years population accounts for more than a quarter (26%) of the total population for 2016 (4,673,745).

Table 2: 0-17 years population by age group, 2006, 2011 and 2016

Age Group	2006	2011	2016	% Δ from 2006	% Δ from 2011
0-4	302,344	356,039	355,588	18%	0%
5-9	288,535	319,638	363,194	26%	14%
10-14	274,179	301,039	320,502	17%	6%
15-17	171,694	167,797	181,623	6%	8%
Total	1,036,752	1,144,513	1,220,907	18%	7%

Source: CSO Annual Population Estimates

Data for 2016 are estimates and will be updated in Census 2016

In 2014, 11.2% of children (aged 0-17 years) lived in consistent poverty⁶; down slightly from 11.7% in 2013, but significantly higher than the 6% reported in 2008. Based on Central Statistics Office (CSO) population estimates for 2014 this equates to about 134, 000 (or 1 in 9) children living in consistent poverty⁷.

⁶ Survey on Income and Living Conditions 2014 (CSO)

⁷ Consistent poverty means that these children are living in households with incomes below 60% of the national median income and experiencing deprivation based on the agreed 11 deprivation indicators.

Latest figures from the Department of Housing, Planning, Community and Local Government indicate that the number of homeless children and families is at an all time high. In September 2016, 1,173 families and 2,426 children were reported homeless. An average of 81 families has become homeless each month so far in 2016.

It is against this challenging backdrop of a rising child population coupled with the fallout from the recent economic collapse that Tusla is striving to provide services. The evidence shows that there is a strong association between family poverty and a child's chance of suffering child abuse or neglect (Joseph Rowntree Foundation, 2016). Adverse events in childhood, including abuse and neglect, can be associated with a negative effect on adult economic circumstances. In societies where there are higher chances of child abuse and neglect this is likely to lead to increased referral rates and cases of CPW. This remains an important area that requires further research especially within the Irish context as these associations have been an insufficient focus of official data-gathering, research or policy-making⁸.

Referrals to Child Protection and Welfare Social Work Services

The increased demand for social work services experienced in 2014 continued into 2015 with 43,596 referrals for a service (Table 3). This equates to 38 referrals per 1,000 population of 0-17 year olds or a referral for every 1 in 26 children. A total of 23,570 referrals have been received for the first six months of this year and based on a doubling of this figure over the next six months it is likely that referrals for 2016 will be as high, if not higher than 2015.

Table 3: Referrals and rate per 1,000 population 0-17 years, 2012-2015

Referrals	2012	2013	2014	2015	Δ from 2014
Total Referrals	40,187	41,599	43,630	43,596	-34
Rate/1,000 pop 0-17 yrs*	35	36	38	38	0

*Population 0-17 years: CSO Census 2011

Similar to previous years, the majority of referrals (58%; n=25,361) in 2015 were for child welfare concerns⁹, while the remaining 42% (n=18,235) were for child protection concerns¹⁰, where there were grounds to believe that there was a risk of physical, sexual or emotional abuse or neglect (Table 4).

The most common type of child protection concern reported is emotional abuse accounting for over one third (36%; n=6,535) of referrals in 2015, followed by neglect (26%; n=4,769), physical abuse (22%; n=3,991) and sexual abuse (16%; n=2,940).

Referrals for child welfare concerns have increased year on year and are up 20% (n=4,218) on 2012 (Table 5). While there was a slight increase in abuse/neglect referrals between 2012 and 2013 fewer referrals were received in 2015 than any of the three years 2012-2015. The reason(s)

⁸ An Evidence Review carried out in the UK (Joseph Rowntree Foundation, 2016) found that there is a strong association between families' socio-economic circumstances and the chances that their children will experience child abuse and neglect. Evidence of this association is found repeatedly across developed countries, types of abuse, definitions, measures and research approaches, and in different child protection systems. This conclusion can be drawn despite major limitations in the evidence from the UK.

⁹ A child welfare concern is a problem experienced directly by a child, or by a family of a child, that is seen to impact negatively on the child's health, development and welfare, and that warrants assessment and support, but may not require a child protection response (Child Protection and Welfare Handbook, HSE 2011).

¹⁰ A child protection concern is where there are reasonable grounds for believing that a child may have been, is being or is at risk of being physically, sexually or emotionally abused or neglected (Child Protection and Welfare Handbook, HSE 2011).

for the increasing trend in welfare referrals is not fully understood and requires further examination. It most likely reflects a combination of socio-economic and other factors.

Table 4: Referrals by type, 2012-2015

Referrals	2012	2013	2014	2015	Δ +/- 2014
Child Welfare Referrals	21,143 (53%)	22,192 (53%)	24,954 (57%)	25,361 (58%)	+407
Child Abuse/Neglect Referrals	19,044 (47%)	19,407 (47%)	18,676 (43%)	18,235 (42%)	-441
Total Referrals	40,187	41,599	43,630	43,596	-34

Based on international experience a substantial increase in referrals is expected with the commencement of mandatory reporting of child protection concerns for certain professionals and others persons working with children (Children First Act 2015). This will result in significant pressure on already stretched social work duty and intake teams across the country.

Cases Open to Child Protection and Welfare Social Work Services

In 2015, just under half (48%; n=20,388) of referrals required a social work initial assessment. Referrals not meeting the threshold for social work intervention are screened out at various points during the initial engagement and diverted to other support services appropriate to the need identified.

Some 25,417 cases were open to social work services at the end of October 2016 (latest available data) and of these 83% (n=21,135) were allocated to a named social worker. The remaining 4,282 cases were awaiting allocation, 654 of which were categorised as high priority¹¹. Cases awaiting allocation to a named social worker are monitored and kept under continual review by duty and intake teams, with children at immediate risk receiving an immediate response.

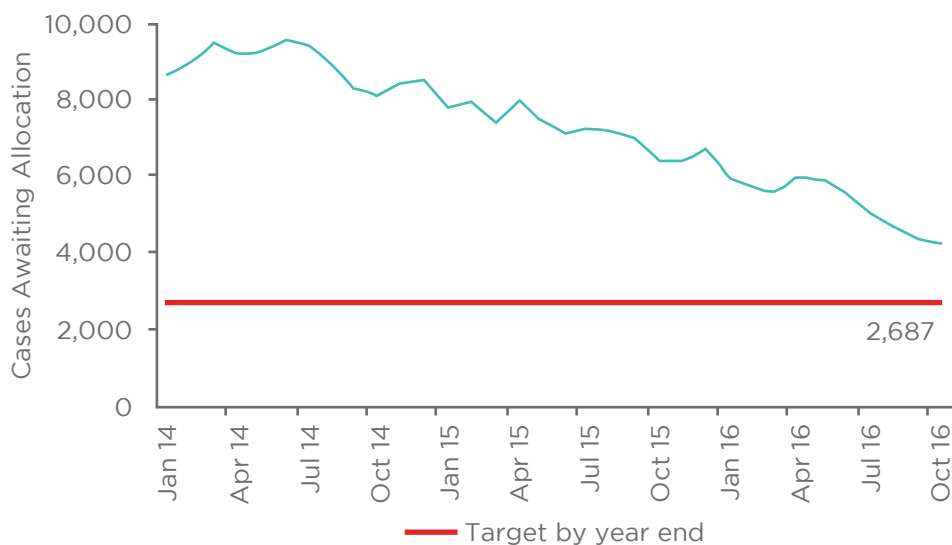
Although there continues to be a high number of children awaiting allocation to a named social worker the situation has improved significantly since the establishment of the Agency in January 2014. At that time there were 8,685 cases awaiting allocation, more than double the number at the end of October 2016 (Figure 1).

For the same period there has been an 81% (n=2,881) reduction in high priority cases awaiting allocation¹². At the start of 2016 the Agency committed to a 60% reduction in cases awaiting allocation by year end and was well on track to meeting that target by October 2016.

¹¹ A high priority case includes children requiring further child protection assessment and intervention, children involved with child protection court proceedings, children in care for less than 6 months and children with high risk mental and anti-social difficulties. Many children who are deemed medium and low priority have welfare rather than child protection needs.

¹² During 2017 there may be a temporary increase in high priority cases as a result of the review of all cases under the Unallocated Cases Project undertaken in 2016.

Figure 1 : Cases awaiting allocation to a social worker, Jan. 2014 – Oct. 2016

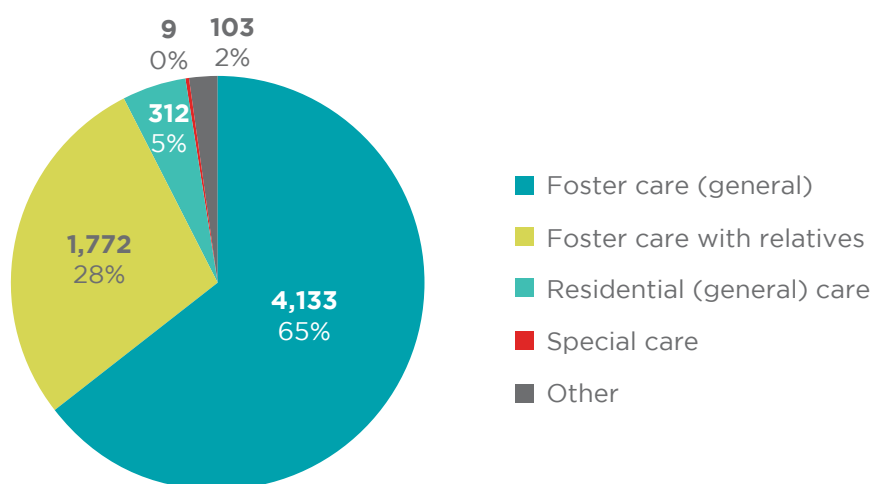


Children in Care

If a child's need for protection cannot be met by the parents, placement with relatives or other forms of foster or residential care is considered. This takes place in only a small number and percentage of cases coming to the attention of the Agency. Where it does happen, it is frequently agreed on a voluntary basis with the child's parents.

At the end of September 2016, the Agency had 6,329 children in its care with over 93% (n=5,905) in a preferred foster care arrangement (Figure 2). The number of children in care at any one time fluctuates between 6,300 and 6,400 children equating to about 5.5 children in care per 1,000 population of 0-17 year olds.

Figure 2: Breakdown of children in care by care type, Sept. 2016



Latest data (September 2016) show 94% (n=5,973) of children in care with a named allocated social worker and 93% (n=5,885) with a written care plan, in accordance with statutory

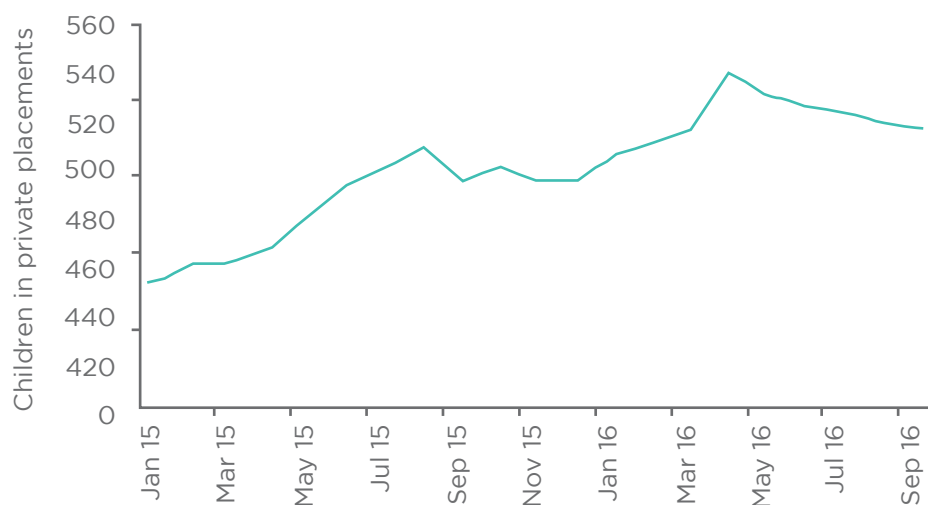
requirements¹³. For metrics purposes, a written care plan is only counted as being completed when it has been updated as per the last child in care review. During 2017, there will be liaison with the DCYA to consider if further refinement is required of the definitions and metrics that are currently used to gather this data.

The number of children in care awaiting a named allocated social worker is down 16% (n=70) on the start of the year and is expected to reduce further by year end. The 'Other' types of care can be further broken down into sub-categories of: Supported lodgings (inc. supported accommodation); at home under a care order; Detention centre/prison; other residential centre (therapeutic; disability; residential assessment; mother & baby home); Youth homeless facility and 'Other' (not listed above).

Latest data (September 2016) also show that 98% of children in care aged 6 to 15 years (inclusive) and 93% of children in care aged 16 and 17 years are in full time education.

The increased demand on the use of private care placements (foster and residential) observed in 2015 continued into 2016 and while recent figures demonstrate the start of a possible downward trend it is too early to predict if this will be sustained (Figure 3). At the end of September 2016 there were 517 children in a private placement¹⁴; 62 more than there were in January 2015. This increased demand is attributed to difficulties in some areas in placing children with relatives, a general shortage of suitable placements in other areas, as well as the capacity of some of our services to meet the complexity of need of some children requiring placement.

Figure 3: Children in private placements, Jan. 2015 – Sept. 2016



The latest count (September 2016) reports 4,871 foster carers across the country of whom over 93% are approved and on the panel of approved foster carers. This figure includes general, relative and private carers.

¹³ A care plan is an agreed written plan, drawn up by the child and family social worker for the current and future care of the child that is designed to meet their needs. The care plan is written in accordance with the Child Care Act 1991, in consultation with the child, his or her family, and all those involved with his or her care. It establishes short, medium and long term goals for the child and identifies the services required to attain these. A written care plan should only be counted and included in metrics if it has been up-dated as per the last statutory child in care review.

¹⁴ This figure refers to the cohort of children 0-17 years that are in care in a private foster care / residential placement. It should be noted that the Agency pays for an additional 100 (approx) private placements a month. This figure includes those who have reached their 18th birthday and are still in their placement on the last day of the month, placements for children who are not in care but in a placement due to a disability and other out of state placements.

At this time, 83% (n=2,459) of general foster carers had an allocated link worker (social worker) against a target of 90% and 76% (n=921) of approved relative foster carers had an allocated link worker (social worker) against a target of 85%. The percentage of unapproved relative foster carers (with a child placed with them for more than 12 weeks) with an allocated link worker (social worker) was somewhat lower at 70% (n=209), but improved from the same period last year (Q3 2015) when it was 58%. It is expected that these figures will improve in the coming months with the recruitment of additional social workers and the plan of work being undertaken to implement the revised Assessment Framework for relative foster carers by the end of 2017. There will be liaison with the DCYA on the plan during 2017 which aims to bring the numbers within the standard timelines for assessment as set out in the regulations.

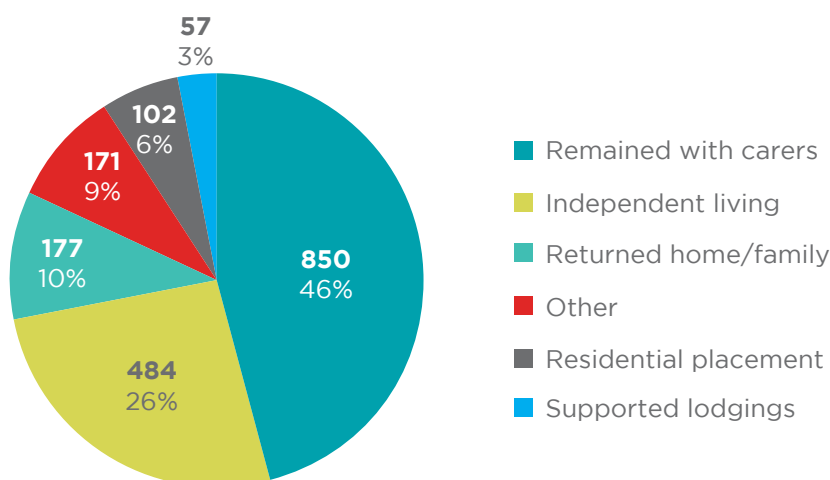
Young People in Aftercare

Latest data (September 2016) shows 1,920 young adults (all ages) in receipt of aftercare services; the highest number reported to date. Almost half (46%; n=850) of those aged 18-22 years in receipt of aftercare services were continuing to live with their carers while a further 10% (n=177) had returned to their home or family (Figure 4). More than half (54%; n = 1,001) of the same 18- 22 years cohort were in full-time education.

Some 467 young adults were discharged from care by virtue of reaching 18 years during the first nine months of 2016 and of the 412 availing of an aftercare service, 90% (n=371) had an allocated aftercare worker.

Commencement of the Child Care (Amendment) Act 2015 will place a number of statutory obligations on the Agency including a duty to prepare an aftercare plan for each eligible young person. This provides the opportunity to establish the demand and costs for a full aftercare service.

Figure 4: Living arrangements young adults (18-22 years) in receipt of aftercare services, Sept. 2016

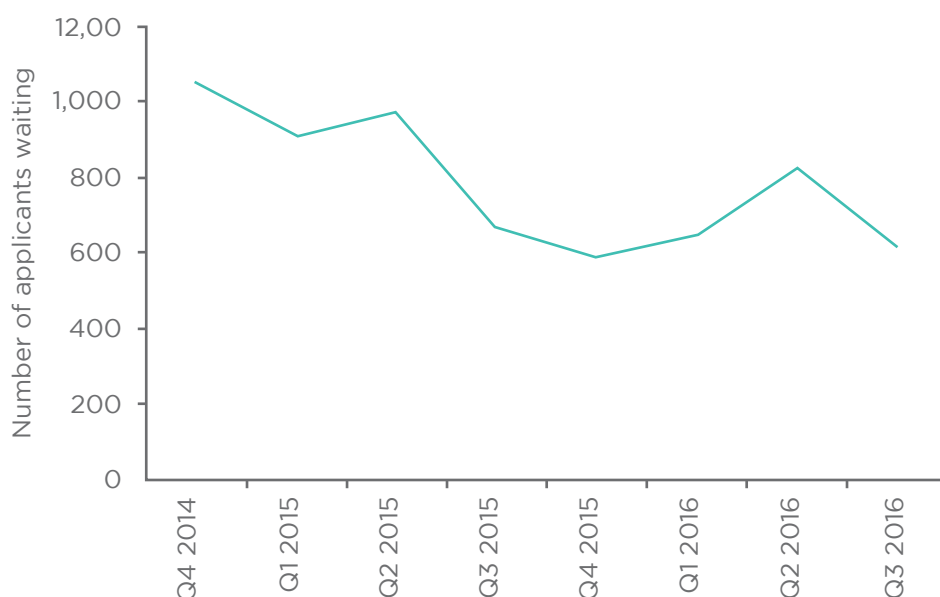


Adoption Services - Information and Tracing Service

The Agency's Adoption Information and Tracing Service oversees a broad spectrum of enquiries from a wide range of people, including adopted people, birth parents, adoptive parents, siblings of adopted people and other birth relatives and people raised in long-term foster care. The service operates on a non-statutory basis within the wider legal framework of the Adoption Acts and assists each of these categories of person with their information and tracing enquiries.

At the end of September 2016 (latest data) there were 620 applicants awaiting an information and tracing service, some 422 (40%) fewer than at the end of Q4 2014 (Figure 5). This figure includes 240 applicants that were on a waiting list that transferred from St. Patrick's Guild to Tusla in May 2016. Notwithstanding the transfer, the service is working towards the planned target of 200 or fewer applicants waiting by year end. Latest data also show that all eight teams providing this service around the country are meeting the eight week target from length of time from application to the provision of non-identifying information.

Figure 5: Number of applicants awaiting information and tracing service



A significant increase in applications is expected under the provisions of the Adoption (Information and Tracing) Bill due to be enacted and commenced in 2017.

Adoption Assessment

From January 2016 to the end of November 2016 there were 18 children adopted from care¹⁵. This number is broadly consistent with the number for previous years. With the proposed introduction of the Adoption (Amendment) Bill 2016 (to be commenced in 2017) it is expected that this figure will increase over the coming years.

¹⁵ Source of data - Adoption Authority of Ireland.

Prevention, Partnership and Family Support

At least 14,621 children and 10,702 families were referred to family support services¹⁶ during the first six months of the year. This brings to 20,039 the number of children and 13,641 the number of families that were in receipt of family support services at the end of June 2016.

At the end of June 2016 (latest data available) there were 62 Child and Family Support Networks operating across the country with a further 49 planned. These are collaborative networks of community, voluntary and statutory providers intended to improve access to support services for children and families at local level across the 17 areas.

Figures coming through on the implementation of Meitheal - national practice model for all agencies working with children, young people and their families, demonstrate a growing level of activity¹⁷. Between January and June 2016, some 572 Meitheal processes were initiated of which 217 (38%) were initiated directly as a result of a discussion between a parent and a practitioner, 250 (44%) were initiated as a result of diversion by social work departments while the remaining 105 (18%) were initiated as a result of step-down by social work departments. A significant increase in these numbers is expected over the coming months and years.

Educational Welfare Services

EWS, as part of its remit for supporting school attendance worked with an average of 313 new cases (individual children) a month during the academic year September 2015 to August 2016, bringing the total number of children worked with for the year to 3,751.

A total of 528 school attendance notices (the first step in legal proceedings) and 121 summonses were issued under Section 25 of the Education (Welfare) Act 2000, over the same academic period. The school attendance notices were issued in respect of 366 individual children and the summonses were in respect of 91 individual children.

Early Years Inspectorate

The Early Years Inspectorate has expanded to establish a registration office and strengthen the inspection teams while also strengthening the supports around ICT and complaints management. The increase in staff in these areas has assisted the inspectorate to be prepared for the revised regulations which commenced on 30th June 2016. In the nine months to September 2016 there were 424 new registrations/notifications of early years service bringing the total number of EYS at the end of September 2016 to 4,562. This represents an almost four-fold increase on the number of new registrations/notifications for the same period in 2015 (n=115) and reflects the impact of the changes to the Early Childhood Care and Education (ECCE) programme introduced in Budget 2016 and the new regulations {Child Care Act 1991 (Early Years Services) Regulations 2016} which commenced in June 2016.

2.3 Plans for Data Collection in 2017

During 2017, the Agency will continue to develop and refine the metrics and key performance indicators (KPI) monitored and reported for all services. This work will serve to strengthen current systems and future arrangements for performance oversight, good governance and accountability, as well as the continual supporting of decision making across all levels of the organisation. New performance indicators will be considered within this context.

¹⁶ Family Support Services includes those services funded through a Service Arrangement with the Child and Family Agency and those internally funded and delivered through the Child and Family Agency.

¹⁷ Meitheal is an early intervention model, designed to meet the needs of children who do not reach the threshold for social work intervention. Meitheal is based on the principle of individualised support and is completed for each individual child.

3.0 Financial Framework

3.1 Overview

This section will set out the financial framework within which the Agency will operate in 2017 in terms of overall funding provided and financial governance of same, financial reporting, current 2016 cost pressures, expected 2017 cost pressures, the prioritised initiatives in 2017 and their links to the Agency's strategic objectives, the capital expenditure plan and the financial risks that the Agency faces in 2017.

3.2 Overall Funding for 2017

Net Non-Capital Determination

The Agency's gross non-capital determination for 2016 is €701.335 million. This will be funded, in part by an estimated €18.187 million in income from superannuation, pension related deductions and other sources. Therefore, the Agency's net non-capital determination for 2017 is €683.148 million. The net non-capital determination is the maximum approved expenditure limit. Expenditure must be strictly managed within this limit.

The make-up of the 2017 financial allocation in respect of Gross Non Capital is outlined in table 5, Financial Allocation in respect of Revenue, 2017:

Table 5: Financial Allocation in respect of Revenue for 2017

Category	Source	Allocation (€m)
Pay		270.130
Foster Care and Other Allowances		121.757
Private Residential and Foster Care		94.083
Legal (incl GAL costs)		28.300
Grant Arrangements		143.632
Other Non-pay		43.433
Gross Non Capital Allocation	DCYA €699.335 Atlantic Philanthropies €2.000	701.335
Appropriation in Aid		-18.187
Net Allocation		683.148

The Gross Non Capital allocation in 2016 was €664.482 million so the 2017 Gross Non Capital allocation provides an increase of €36.8 million. This is outlined in table 6.

Table 6: Table Gross Non Capital Additional Allocation Summary for 2017

Additional Allocation Summary Business Plan 2017	
Description	Value (€m)
Existing Level of Service Pressures	25.0
Key Service and Organisational Risks	6.0
Legislative Imperatives	4.2
Haddington Road Pay Restoration	1.6
2017 Total Gross Additional Allocation	36.8

From the above funding, investment of €1.5m will be allocated to the development of DSGBV services to ensure continuity of existing services and responding to the implications of the Istanbul Convention.

In addition to the €36.8m, a further sum of €1.78m is being held by the DCYA for initiatives under Tusla's Early Years responsibilities which will be released during the year as specific implementation actions are achieved. This additional funding has not been included in the funding table above.

Capital Provision

Provision has also been made for capital expenditure by the Agency during 2017 up to a maximum of €13.560 million.

Financial Governance

The Agency will operate in the most efficient and cost effective manner possible and strictly within the budget allocated. The management of the Agency's allocation for 2017 will have a particular regard for the pay/non-pay split.

In the event that income is less than estimated then, in line with Public Financial Procedures, gross expenditure will be reduced to compensate. Any excess income, should it arise, accrues to the Exchequer and cannot be used to increase the Agency's gross expenditure.

The Agency will be funded up to the approved level of allocation or expenditure, whichever is the lesser. In the event that the Agency incurs any excess in net expenditure in 2017, it will be addressed on a 'first charge' basis in 2018 whereby the Agency will have to discharge the resultant liabilities arising as a first charge on its income and expenditure account, in the following financial year.

The Agency will have due regard to all relevant public sector financial rules including the Public Spending Code and Department of Public Expenditure and Reform (DPER) Circulars. The Agency is working with the DCYA on an ongoing basis to assess the implication of Circular 13/2014, which proposed a movement to fund agencies on vouched expenditure basis, and to identify how this implementation can be managed without adverse impact to the affected agencies' delivery of services. The current position is that the majority of agencies continue to be funded on the basis of funding in advance of expenditure, due to cash flow risks, that a move to a vouched expenditure basis would involve.

The Agency will put in place arrangements to comply with the new Code of Practice for the Governance of State Bodies Business and Financial Requirements 2016.

The payroll and non-pay expenditure of the Agency continues to be processed through a shared service arrangement with the HSE which will continue through 2017.

3.3 Financial Profiling and Reporting

Tusla will continue to report on expenditure against budget and cash flow throughout the year. Tusla will submit to the DCYA, a 2017 budget profile broken down by week and month, in line with approved level of expenditure, detailing gross, Appropriations in Aid and other income.

In 2017, particular attention will continue to be paid to the separation of the pay and non-pay profiles. Detailed workings will be done to accurately estimate the expenditure/draw downs occurring under both categories, having regard to timing and commitments.

In 2017, Tusla will continue to provide monthly and weekly reports to the DCYA setting out spending to date. These reports will highlight variances from the start of year profile and identify emerging cost pressures. A narrative setting out the context and explanation for any variances from cash profiles will also be provided.

3.4 Current Cost Pressures in 2016

The current cost pressures in 2016 are presented here to highlight areas that may continue to have financial implications in 2017.

The expected outturn for Tusla in 2016 based on year to date October 2016 is set out in table 7. The forecast Income and Expenditure overspend in 2016 of €1.735 million will be funded within the allocated cash funding from DCYA in 2016.

Pay Costs

Tusla has estimated pay costs of €242.1 million in 2016 which is €3.4 million below the budget allocation of €245.5 million. The reason for the forecast under spend is due to the timing of the recruitment of Social Work staff under the Unallocated Cases initiative; the recruitment of staff is happening later than was projected and budgeted for in 2016.

Table 7: Expected Outturn for 2016

		2016 Full Year Forecast			
Type of Expenditure	Summary Category	Annual Forecast €'m	Annual Budget €'m	Forecast Variance €'m	Forecast Variance %
Pay	Agency	17.782	0.000	17.782	
	On Payroll	219.215	240.494	-21.279	-9%
	Pension Pay	5.110	5.000	0.110	2%
Pay-Total		242.107	245.494	-3.387	-1%
	Foster Care & Other Allowances	118.844	121.757	-2.914	-2%
	Grants to Outside Agencies	142.307	141.872	0.435	0%
	Legal	29.022	29.003	0.018	0%
	Other Non-Pay	29.353	27.438	1.915	7%
	Private Residential & Foster Care	94.884	91.443	3.441	4%
	Staff Travel	9.194	8.355	0.839	10%
Non-Pay Total		423.603	419.868	3.735	1%
Income Total		-1.331	-2.880	1.549	-54%
Superann/PRD Income Total		-19.230	-19.069	-0.161	1%
Net Expenditure		645.148	643.413	1.735	0%

Legal

Legal costs are projected to be broadly in line with overall budget allocation of €29.0 million in 2016.

Guardian Ad Litem Costs

Expenditure on the Guardian Ad Litem (GAL) Service is projected at €13.4m (GAL costs €7.8m, GAL Solicitor costs €4.6m and GAL Council costs €1m) for 2016. This expenditure has been demand led as the service is commissioned by the Courts. Tusla pays the providers but does not control the commissioning. In 2016, the Comptroller and Auditor General has submitted a special report on GAL to the Public Accounts Committee highlighting issues regarding the overall governance of the service.

Other Non Pay

The forecast spend on Other Non pay of €29.353 million exceeds the budget allocation of €27.438 million by €1.915 million. The principal areas of cost pressure giving rise to the overspend are in Psychology and Other Therapy Services, External Support Costs, Education and Training, Rent and Rates, and General Office Expenses.

Private Provision

The impact of increased complex needs of children in care has also created an increase in demand for specialist residential care placements for children. Residential placements cost upwards of €250,000 per place per annum. Growth in Private Residential and Private Foster Care placements continued on from 2015 albeit at a lower rate in 2016 and has resulted in a forecast cost pressure for 2016 of €3.441 million.

Staff Travel

Staff travel costs in 2016 have increased compared to 2015 and are expected to exceed the allocated 2016 budget by €0.839 million. With additional staff expected to join in late 2016 this is an area that may increase further in 2017.

Other Income

The historical over allocation of income budget is resulting in a forecast under achievement in income generation compared to budget of €1.549 million. This is an historical anomaly that the Agency will seek to rectify in 2017.

3.5 Expected Cost Pressure in 2017

This section outlines the expected cost pressures in 2017. Table 8 outlines the additional monies allocated to Areas, Regions and Directorates to meet existing level of service (ELS) pressures in 2017.

Table 8: Additional monies allocated for ELS Pressures in 2016

Additional Monies Allocated to Areas, Regions and Directorates to meet ELS Pressures		
No	Description	Value 2017 (€m)
1	Pay	15.83
2	Private Residential and Foster Care	2.64
3	Grant Arrangements	1.76
4	Legal Savings	-0.70
5	Other Non Pay	3.91
6	Rectifying Historical Income Allocation	1.56
	2017 Total Gross Allocation	25.00

Note: Cost efficiencies of 1.0 million included in item 2

Pay Costs

Additional funding of €15.83 million is principally being allocated to pay in 2017 to cover cost pressures for the full year funding of the existing Out of Hours Social Work services, spend to save Legal recruitment, rollover full year funding re Unallocated Cases, Organisation Structure,

Working Time Directive roster compliance and sleepover rates, and funding of Special Care Services and the new unit in Portrane. Increased pension pay due to additional retiree numbers in 2017 is forecast to require an extra €1.28 million.

Private Provision

Continued high levels of private residential and private foster care placements in 2017 would be expected to cost a net additional €2.64 million (€3.64 million additional over 2016 cost less €1.0 million planned savings). The Agency may allocate some of this funding to enable successful implementation of Alternative Care Strategies designed to reduce the number of children requiring care in a residential or private foster care placement setting.

Grants

Additional approved grant allocation for 2017 of €1.76 million.

Legal Savings

The recruitment of additional internal legal staff will be used to take on additional legal cases and reduce the overall investment required in legal service.

Other Non Pay

Other non-pay allocation in 2017 has been increased in respect of additional rents €1.0 million and the remaining €2.91 million relates to the attribution of overhead in respect of new staff.

Income Allocation

€1.56 million of the additional 2017 allocation is to be used to reduce the Regional, Area and Directorate income budgets to achievable levels in order to rectify the issue of an historical over allocation of income budget which was not reflective of the real income generating capacity of the Agency.

3.6 Prioritised Initiatives for 2017

The prioritised initiatives to be allocated funding in 2017 are outlined in table 9.

The WTE allocated to the prioritised initiatives is based on the figures required to support these initiatives and will be made up of a combination of staff grades including social work, social care, family support and administration staff.

Table 9: Prioritised Initiatives - Business Plan 2017

No	Description	WTE	Value 2017 (€m)	Expected Full Year Cost (€m)
1	Unallocated Cases 2017	121	2.00	7.92
2	ICT		1.00	1.00
3	Organisation Reform 2017	80	3.00	6.00
4	Legislation	67	4.20	4.47
	2017 Total Gross Allocation	268	10.20	19.39

Prioritised Initiatives in 2017

Additional funding is being allocated in 2017 in respect of open cases awaiting allocation, ICT, organisation reform, Legislation issues such as Children First, Adoption and Aftercare.

Resource Allocation Programme

Tusla undertook work in late 2015 on the development of an appropriate needs based Resource Allocation Profiler (RAP) for service delivery. This work was adapted from the existing model developed with HSE for use in primary and community care settings and considered its application for Tusla services.

Work on this continued in 2016 and a programme implementation plan has been set out as to the future use of RAP in influencing decision making regarding the equitable distribution of the Agency's limited resources across areas and services.

Based on the work to date, some of the funding elements for the 2017 prioritised initiatives will be directed to service areas with less than mean funding, according to the RAP, as well as areas of identified operational risk.

3.7 Capital Expenditure

The 2017 capital allocation is designed, in the first instance, to meet existing contractual commitments entered into under the 2016 capital plan and proposed future service requirements. These include:

- Development of new and improved special care facilities at Portrane and Ballydowd (Lucan).
- Refurbishment, fitting-out and equipping of front-line service facilities at a number of locations around the country and new accommodation requirements to enhance service capacity. This also includes Capital funding for feasibility proposals for future Major Capital Projects.
- Committed Capital Allocation NCCIS - National Childcare Information System roll-out to develop and improve child care management information.
- Minor Capital for Tusla Child and Family Services nationally, includes reactive maintenance for Residential & Special Care Services Nationally and to ensure quick response times to properties/units with high impact usage. Responding to HIQA recommendations, infrastructural risk, statutory compliance, Health and Safety and general maintenance.
- A vehicle fleet replacement programme to ensure safe transportation of children in State care

Capital Plan Priorities 2017

Capital Plan priorities for 2017 are currently being developed for Board Approval. It is important to note that there is currently a commitment for capital funding for rolling Capital Projects from 2016, such as Portrane and Ballydowd (Lucan). This also includes retention carryover for a number of Minor Capital projects from 2016.

A retrofit and new build at the Special Care facility in Portrane is in progress, with a practical completion date of February 2017. The special care Unit at Ballydowd is being refurbished to

include fire and regulatory compliance requirements, with a practical completion date of March 2017. These developments will result in an increase in the overall special care capacity from 17 to 30 places.

Capital Funding will also be allocated to cover statutory compliance, condition monitoring, planned maintenance, reactive works, risk management, asset management under Minor Capital. These key capital developments are summarised in the table below.

Table 10 outlines key information from the 2017 Draft Capital Plan for reference:

Table 10: Draft Capital Plan 2017

Service Location	Brief Description of Works	Capital Allocation required 2017 €m
Crannog Nua, Portrane, Dublin	Contractual commitments and Retention fees.	2.106
Ballydowd (Lucan), Dublin	Contractual commitments, Retention fees.	0.560
Athy Road, Carlow	Contractual commitments, Retention fees.	0.024
National ICT	NCCIS - National Childcare Information System roll-out	3.933
National Children & Family Services	Minor Capital for Tusla Child and Family Services nationally, includes reactive maintenance for Tusla Residential & Special Care Services Nationally: To ensure quick response times to properties/units with high impact and responding to HIQA, infrastructural risk, statutory compliance, Health & Safety and general maintenance.	2.400
DNE Children & Family Services	Park House - Refurbishment Works for Dublin City North Tusla Social Work Department. NB: Part Funded with HSE Estates	0.150
West Children & Family Services	Limerick - Refurbishment works to accommodate Tusla West office service accommodation on St. Josephs Hospital Campus to address over crowding/H&S issues	1.250
National Children & Family Services	Fit-out costs for Tusla services accommodation to address critical accommodation needs nationally.	1.723
Portlaoise	Refurbishment works for office service accommodation and to include provision for secure archiving & storage of sensitive case files	0.200
Carnegie Centre, Lord Edward St., Dublin -	New roof required to protect existing listed structure and operations. Also includes M&E upgrade works	0.700
National	Vehicle Replacements	0.454
TOTAL		13.500

The commitments identified under Estates will consume the €13.5m allocation for Capital funding in 2017. Further information on the deliverables planned for Estates is contained in chapter nine, Output E.4.

3.8 Financial Risk Areas

Effective service delivery and the pace of reform are dependent on resources available. This has been taken into account in the setting out of the priorities for 2017.

The key financial risk areas for the Agency in 2017 are:

- An increase in the number of children in care requiring specialist residential and foster care services will have a significant impact on resources due to the high cost nature of these services.
- Legislation is due to be enacted for Children First, Adoption, Aftercare, Homelessness, Early Years Regulations, and the School Attendance Strategy. The financial implication of this legislation is not yet clear. Additional expenditure driven by this new legislation could impact on the Agency's ability to live within its 2017 allocation.
- The financial risk of the Government plans to welcome up to an additional 200 separated children to Ireland in 2017. No budget has been allocated to Tusla in this respect. Tusla will work with the DCYA and Government to implement Government policy on this matter.
- Guardian Ad Litem (GALs) costs are determined by individual Court decisions and result in a demand led expenditure which must be met by the Agency. There is a risk that the expenditure for GALs will exceed allocated budget due to its unpredictable nature.
- Pension costs may be driven by higher numbers of staff retirements than are budgeted for in 2017. These costs cannot readily be controlled in terms of financial performance and are very difficult to predict. This plan has been prepared on the basis that pension related funding issues will be dealt with separately from the general resource available for service provision.
- Payments to the State Claims Agency (SCA) for the cost of managing and settling claims that arose in previous years will be made by Tusla in 2017. These payments are of a legal and technical nature and the business plan does not provide for any expenditure under this heading as there is no budget yet in place to cover this expenditure.
- Due to a historical lack of investment in ICT some payment processes are manual and therefore have increased risk due to manual controls and lack of automation. The Agency has identified this high risk and has put in place mitigating controls over these Areas.
- Public Liability Insurance for Foster Carers is no longer available from private insurers. Discussions are being progressed with the SCA to provide mitigating cover. Any claims not covered by SCA will fall to be paid by Tusla.

Further information on the deliverables planned for Finance is contained in chapter nine, Output E.5.

4.0 Transformation

4.1 Overview

Over the last three years, an incremental approach has been used to reform the organisation with a view to ensuring the shift from survival to sustainability¹⁸.

During 2016, the Agency embarked on a very significant Transformation Programme to address organisational, cultural and operational risks and required improvements.

The Transformation Programme includes implementing a national approach to practice for CPW that will be expanded to all of the Agency's service delivery units over a three year period and will include PPFS, Alternative Care, EWS and DSGBV services.

This practice approach will be underpinned by creating a values driven organisation which ensures that the dignity, autonomy and self-determination of families is maximised in every intervention undertaken in Tusla. All functions in the organisation will be aligned to support this approach.

4.2 The Transformation Programme

Specifically a number of improvement programmes will be implemented as outlined below in Table 11.

Table 11: Overview of the Transformation Programme

Organisational Reform-Culture Establish an organisational culture to support the way we wish to deliver services and achieve our vision.	ICT Strategy & NCCIS ICT Strategy to deliver ICT systems and services to support & standardise Tusla processes that will reduce manual and administrative demands. Continued development of NCCIS National Child Care Information System.
Strategic HR Establish a HR Strategy which supports the recruitment and development of people to provide effective services to children and families and ensures that front line services are supported with essential administrative staff.	Organisational Reform - Structure Further develop the corporate functions to ensure services are effectively governed and managed so that we can deliver safe and effective services.
Resource Allocation Profiler Plan for the Implementation of a new Resource Allocation Profiler for Tusla that provides a decision support tool that enables the equitable distribution of resources, based on identified need, risk and effectiveness	Section 56-59 Review and recommend revised governance arrangements for all organisations in receipt of funds under Section 56/59 of the Child and Family Act 2013.
Programme Management Office (PMO) Establish a PMO to govern, support and monitor each of the transformation programmes and ensure integrated thinking in the delivery of our commitments. PMO handover to internal Tusla teams.	CPWS Development of a clear architecture as to how Tusla will design their child protection & welfare strategy, setting out a clear roadmap for the implementation of that strategy.

¹⁸ *Survival to Sustainability, Business Case Phase II - 2017 Estimates*, (S2SII) outlined the investment required in 2017 to move the Agency from survival to sustainability.

Other programmes may come on stream as Tusla moves into 2018 which will be the first year of a new three year Corporate Plan 2018–2020.

4.3 Organisational and Cultural Reform

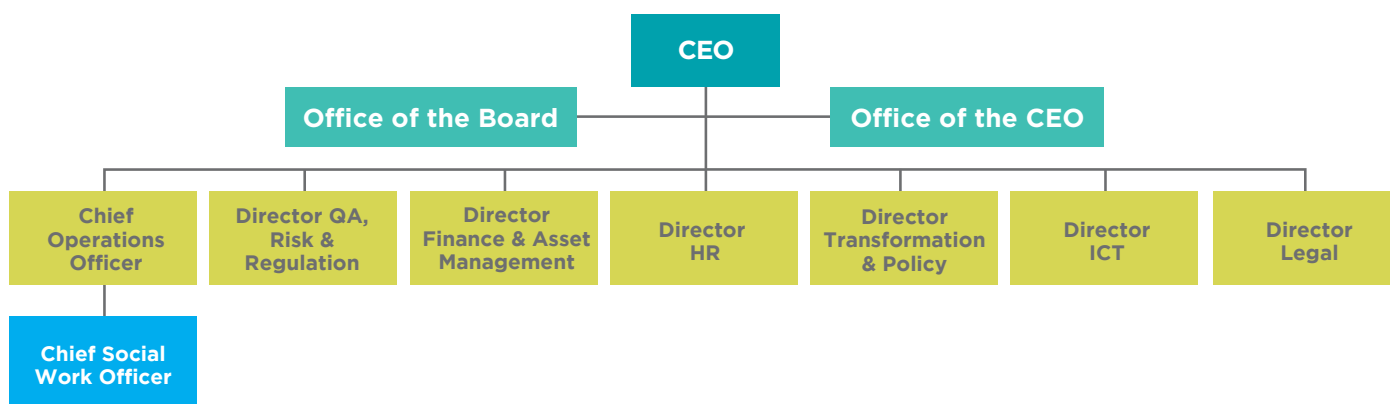
The Agency welcomes the increased investment that has been provided by the DCYA for 2017 to enable it to continue its programme of reform and in particular to strengthen its core functions many of which have been significantly under resourced since the establishment of the Agency in 2014.

The core functions that will be developed during 2017 are:

- Integrate service delivery function comprising PPFS, CPW, Alternative Care, EWS and DSGBV.
- HR functions through the implementation of the three year HR Strategy that was developed in 2016 and will be commenced in 2017.
- Policy and Transformation function including the establishment of the Programme Management Office (PMO) in 2017 to support and monitor the major programmes and projects required by the Agency, and the completion of the CPW Strategy and road map for implementation in 2017.
- Finance and Asset Management function including increased capacity to implement the national resource allocation profiler and the management of the Section 56-59 allocation of funds.
- ICT function including the development of the ICT Strategy and the roll out of the next phase in the implementation of the NCCIS.
- QA function and the development of ancillary functions such as health and safety, consumer affairs and risk management.
- The creation of a Chief Social Work Officer post to enhance governance over social work practice, standards and ethics.

The following Figure 6, Tusla Corporate Structure, indicates the high level governance structure that is planned for 2017 to include the new directorates of Transformation and Policy, and ICT.

Figure 6: Tusla Corporate Structure



In addition to the structural reforms planned in 2017, Tusla will address the findings from the Culture Audit that was undertaken in 2016. The proposed structure will support Tusla to develop an improved culture, characterised by one of collaboration and creativity. Through the organisational and cultural reform Tusla will become a values driven organisation which endeavours to ensure that whenever Tusla intervenes in the lives of children and families, it will do so in a way which maximises their dignity, wellbeing and resilience, autonomy and self-determination.

These values will also reflect how staff within the Agency behaves towards one another and towards key external stakeholders.

4.4 National Approach to Practice for Child Protection and Welfare Services

Since its establishment, Tusla has led out on a major programme of reform and has initiated the development of strategic approaches to the development of children and families services. The development of the National Service Delivery Framework (NSDF) has been a key deliverable in this programme of reform. Other major strategic developments are underway to develop whole system approaches to families through the PPFS programme, in Alternative Care through the development of the Alternative Care Strategy, and in CPW through the development of the CPW Strategy.

The CPW Strategy will inform the overarching strategic approach for the new corporate plan and bring together the major service delivery objectives. The development of the CPW Strategy during 2016 has provided a strategic and evidence-informed approach to the development of the CPW service for the coming years. The CPW Strategy is based on the principles of Children First. Chapter five outlines the detail of the CPW Strategy.

4.5 Corporate Plan 2018-2020

Business Plan 2017 sets out the plans for Tusla in its fourth year of operation. During 2017, a major process of engagement with all of Tusla's stakeholders will be undertaken to develop the Agency's second corporate plan. It is a statutory requirement that the Agency must develop its corporate plan in line with the Performance Framework developed by the Minister under section 41 of the Child and Family Agency Act, 2013.

In 2017, the Agency will review the vision, mission, values and behaviours espoused in the Corporate Plan 2015–2017 to provide an opportunity for the organisation to ensure that there is stakeholder buy in and ownership of its purpose and function. This will in turn inform the Corporate Plan for 2018–2020. At the heart of the Corporate Plan will be the integration of PPFS, CPW, Alternative Care, EWS and DSGBV into a strategic approach to the delivery of services that have children and families at the centre. It will plan for the further implementation of the Agency's Transformation Programme and the building up of the capacity of the Agency across all its core functions and services.

4.6 Next steps in Preparation for the new Three Year Corporate Plan

Preparation for a new three year corporate plan will commence in 2017 and the plan will bring together the various strands of the Transformation Programme in this next major phase of the Agency's development. Table 12 outlines the proposed organisers for the Transformation Programme according to overarching themes that have been scoped during 2016 and will form the basis for the new corporate plan.

Table 12: Transformation Programme

Leadership & Governance				Alignment to Practice			
Corporate Strategy <ul style="list-style-type: none"> Corporate Strategy Organisational Culture Subsidiarity 	Governance <ul style="list-style-type: none"> Integration Management Processes Risk Appetite Fin. MGMT & Accountability Caseload Mgmt Working Groups 	Organisation Structure <ul style="list-style-type: none"> Service Delivery Framework Public Affairs Research Support 	Roles & Accountabilities <ul style="list-style-type: none"> Role Definition Grade differentiation Performance Management 	National Approach to Practice <ul style="list-style-type: none"> Ways of working definition Guidance materials Fidelity assessment 	Partners & Interagency <ul style="list-style-type: none"> Commissioning Engagement structure Service mapping 	Policy <ul style="list-style-type: none"> Referral pathways Thresholds Overarching CP&W strategy Policy Alignment 	Process <ul style="list-style-type: none"> Process efficiency Caseload management Standard business processes NCCIS alignment
Risk Appetite Definition, Cultural Audit	Org Reform	Org Reform	Org Reform, Strategic HR	Org Reform, Risk Appetite, Strategic HR, Outcomes Fwork, PPFS, Alt Care, NCCIS	PPFS, Commissioning	Research, CES & EPPI, PPFS Strat, AltCare Strat	NCCIS, PPFS
Resourcing	Tech	Measures	Learning Organisation		Change		
Finance & Resourcing <ul style="list-style-type: none"> Resource Allocation Model Access to additional funding Reward systems 	Technology <ul style="list-style-type: none"> NCCIS Central Repository Standard Technologies 3 House App Staff Directory 	Quality, Reports & Analytics <ul style="list-style-type: none"> Outcomes Fwork Metrics Definition Data Collection Analysis Fidelity Compliance Continual Improvement 	Workforce Planning <ul style="list-style-type: none"> Short-term deployment Talent management Succession planning 	Skills <ul style="list-style-type: none"> Skills mix In-Team specialisation Career pathways Joint working Undergrad/3rd level engagement 	Learning & Development <ul style="list-style-type: none"> WFLD CPD Training plan Partner Briefings Supervision Appreciative enquiry 	Comms <ul style="list-style-type: none"> Consultation Plan PR & Media Relations Tusla newsletter Guidance & Info materials 	Change Management <ul style="list-style-type: none"> Project planning, governance, monitoring, reporting
Resource Allocation, Commissioning	ICT Strategy	Outcomes Fwork, NCCIS, ICT Strategy	Org Reform, Strategic HR	Org Reform, Strategic HR,	Strategic HR, Research (incl CES & EPPI)	PMO, All	PMO, All

Implementation plans will be in place for all aspects of the Transformation Programme and directorates will individually and collectively be held accountable for the delivery of the key objectives. The programmes of work that emanate from the Transformation Programme will be supported and monitored by the PMO with the Senior Management Team (SMT) as the overall sponsors.

5.0 Child Protection and Welfare Strategy

5.1 Overview

Business Plan, 2016 identified the key learning and themes from several internal quality assurance reviews, Health Information Quality Authority (HIQA) reports, performance reports and learning from research. It pointed to the need for whole system change and reform for CPW services. In 2016 this work developed into the CPW Strategy. The Strategy development was informed by the principles of Children First, the current legislative context and a review of reports and best practice in other jurisdictions. It also incorporates feedback from managers and staff, through a number of regional workshops and an international conference held in March, 2016.

5.2 Child Protection and Welfare Strategy Development and Implementation

The key strategic objectives identified to reform current CPW services are illustrated below:

The Cogs in figure 7 demonstrate the need for whole system change as they are interconnected and interdependent.

Figure 7: CPW Strategy

Essence of the Strategy




CP&W Strategy – Vision & Key Strategic Objectives




TUSLA'S CP&W VISION – To provide an appropriate, proportionate, timely response to children “at risk / in need”, sharing responsibility and control with families and communities through co-created solutions and inter-agency collaboration



A detailed implementation plan to fulfill these objectives is being developed in consultation with key stakeholders and remains cognisant of the need to reflect Tusla's overall goals and priorities for 2017. The implementation of this Strategy will cover a three to five year period. The high level tasks prioritised for 2017 are presented in the table below aligned to the specific strategic objective. Ongoing consultation will occur in the development of the Strategy and a final implementation plan will be in place by quarter 3, 2017.

Table 13: Child Protection and Welfare Strategy Strategic Objectives

	Strategic Objective	2017
	<p>The reform of the CPW system will identify and implement one national approach to practice that is underpinned by the principles of CF. Children and families will be at the centre of assessment and decision making, the approach will be strengths based, evidence based and outcomes focused.</p>	<p>One national approach to practice will underpin the future development and implementation of the CPW Strategy. Procurement and negotiations to engage a partner to commence training will be rolled out for duty/intake teams in 2017.</p>
	<p>Clear thresholds will be defined for child protection intervention, including transfer to/from alternative care, case closure, and diversion to partner organisations. An increased level of analysis and judgement will be promoted to improve consistency in determining the appropriate response pathway for children and families ensuring they receive a proportionate and timely response.</p>	<p>Clear and effective pathways will be put in place throughout the system (end-to-end). Building on existing good practice and introducing supportive initiatives to assist e.g. Review Evaluate Direct (RED) to Duty/Intake Systems. Reporters Guide will be published and dedicated intake teams established.</p>
	<p>To create and embed a system-wide learning environment will require the development of learning pathways and learning tools for staff. Space and time to embed learning will be facilitated to ensure effective learning and development of staff across the entire organisation.</p>	<p>A new national approach to practice will involve a significant increase in staff training and learning. The use of group consultation and group supervision will be an integral part of the implementation of the CPW Strategy and caseload management will be adjusted to accommodate this.</p>

	<p>Growing pro-active relationships with our partners will involve actively building and maintaining productive relationships with our key internal and external stakeholders at every level of organisations. Building proactive relationships must also include relationships with children, families and their family and extended networks.</p>	<p>The implementation plan for the entire CPW Strategy will involve extensive consultation with our key partner organisations, staff organisations and with children and families. Children First area implementation teams will be enablers in building on existing relationships with our partners.</p>
	<p>Structures and processes need to be established to support staff and leaders in using their professional judgement to make risk sensible decisions and to work in a more participative manner with children and families. Organisational culture reform will support the new national approach to practice and the development of career pathways for all staff.</p>	<p>Structures and processes including group supervision and collaborative case audits will be introduced. This will focus on ensuring fidelity to practice and supporting staff and leaders in using their professional judgement to make risk sophisticated decisions. Policies and processes will be realigned to ensure work is delivered in a participative manner, emphasising the need to co-produce plans with families that enable child safety.</p>
	<p>Meaningful measures will be developed that will allow us to assess how successfully we are achieving our CPW strategic objectives. These measures will include examining the outcomes for children and families, for staff and for the organisation.</p>	<p>Work will be commenced to determine what outcomes need to be measured to demonstrate success & what information/ data should be gathered to support those outcomes. This will include an independent evaluation of the implementation of the Strategy and specifically the new national approach to practice.</p>

Further information on the deliverables planned for the CPW Strategy is contained in chapter nine, Output B.1.

To drive the development of the CPW Strategy in 2016 a steering committee was established and two project streams were developed to address more immediate priorities. These groups will continue into 2017.

The project streams are:

- Unallocated Cases
- Children First Act Implementation

5.3 Unallocated Cases

The top priority for the Agency in 2016 was the reduction in cases awaiting allocation to social workers. The number of unallocated cases fell from 6,718 on 31st Dec 2015 to 4,282 as at 31st October 2016.

Since mid August 2016, a Project Manager has led a national review of unallocated cases. In 2017 there will be implementation of the key learning from the review and the strengthening of the CPW system to respond to children and families in a more proportionate and timely manner. This will ensure clear and consistent pathways for children and families to access more timely assessments and interventions appropriate to their needs. Some of the key learning emerging from the unallocated cases review includes the following:

- Staff – The need to have sufficient, experienced staff and management at the ‘front door’ to screen, assess, and manage the referrals
- Provision of good quality, targeted support and supervision to staff, to ensure good quality assessment and decision making processes
- Having a mix of professional and support staff to manage services and collate data in a consistent and contemporaneous manner
- Having clear integrated structures and response pathways across the continuum of service delivery need
- Having clear effective partnerships, agreements and protocols with other partners (funded and others)
- To consider the potential need to update relevant policies and guidance notes e.g. updating Measuring the Pressure (MTP) and prioritisation procedures.

The final report on the unallocated cases review will be available at the end of quarter one, 2017. The report will include data on retrospective cases. An action plan will be developed based on the findings of the review. Further information on the deliverables planned for managing unallocated cases is contained in chapter nine, Output A.1.

5.4 Children First Act Implementation

The date for the commencement of the Children First Act is expected to be in the last quarter of 2017 and the focus during this year will be on ensuring that the capacity of the Agency is at a safe level of readiness to respond to the demands of mandatory reporting. The implementation of the Children First Act is an opportunity for Tusla and the DCYA to ensure that children are at the centre of how the Agency works and that the focus is always on their safety needs. This year will be focused on preparation and readiness not just for Tusla but for all funded agencies and all organisations working with children. Tusla will play a key role in assisting organisations to prepare their safeguarding statements and in enabling them to enshrine the core principles of Children First into their day to day interactions with children.

The key actions for Tusla include:

- Publish/launch the *Guidance for Relevant Organisations in preparing a Child Safeguarding Statement*.
- Publish/launch the *Guide for Reporters* including information on thresholds for making a report and an overview of the different response pathways in Tusla after they receive a report. The reporters guide will include the revised *Standard Report Form*.

- Publish/launch the *Protocol for Mandated Assistance* - giving an overview to Tusla staff and mandated reporters of the timing and steps involved in considering the option of mandating assistance.
- Ensure the universal Children First e-learning module is available to staff and volunteers of all organisations working with children. This programme will support staff and volunteers in understanding their personal, legal and organisational responsibilities as defined under the Children First Act and the National Guidance. Upon completion each participant will be issued with a certificate.
- Ensure a Children First e-learning programme specifically for Tusla staff is available; this will be more focused than the universal programme on responding to reports and including information about mandating assistance.
- Publish/launch a revised version of the *Child Protection & Welfare Handbook*. This will update the current handbook to ensure compliance with the Children First Act and additional guidance will issue including new sections for children in special circumstances not already covered in the original handbook e.g. Child sexual exploitation, cyber bullying, non school attendance.
- Prepare for the development of a register for non-compliance regarding Child Safeguarding Statements.

In addition to the launch of the suite of support documentation and the e-learning programme, each of the Tusla 17 Areas will have a Children First Implementation team that will ensure there is an implementation plan in place. This will include representation from local services and agencies to further enhance inter- agency working and promote safeguarding initiatives. Further information on the deliverables planned for Children First implementation is contained in chapter nine, Output A.1.

Close collaboration with DCYA will continue and joint launch of the DCYA children guidance and support documentation is planned for Spring 2017.

6.0 Cross Sectoral Working

6.1 Overview

Tusla takes a lead role in seeking to ensure that children are safe and that they achieve their full potential. Tusla cannot achieve this alone however as it relies on cooperation and joint working with a range of partner agencies and key stakeholders. Tusla is focussed on strengthening its early intervention and prevention services through full implementation of the PPFS Programme as part of its National Service Delivery Framework. A multi-agency approach is adopted to ensure better coordination and delivery of services to children, families and wider communities.

This chapter explains the cross sectoral work that is required by Tusla to achieve better outcomes for children across a range of programmes and through partnership arrangements. Key areas of work that demonstrate a multi-agency approach are outlined. Learning on effective multi-agency approaches derived from the Area Based Childhood (ABC) Initiative and the Prevention and Early Intervention Programme (PEIP) will be applied to all the work outlined below. Multi-agency work is also an important platform in the shift for the Agency towards prevention and early intervention services.

6.2 Department of Children and Youth Affairs

The Tusla Corporate Plan 2015–2017 was prepared in line with the Performance Framework provided by the Minister under Section 41 of the Child and Family Agency Act 2013 and within the overarching national policy framework for children and young people of BOBF. The strategic objectives and the short term outputs that emanated from the Corporate Plan are based on the high level outcomes from BOBF. Tusla will contribute to the delivery of the national framework through advancing its preventative focus to practice and to the legislative programme which relates to aftercare, adoption and Children First, including arrangements for mandatory reporting and the development of a non-compliance register for organisations that do not have an appropriate safeguarding statement in place.

In this chapter, the five outcomes from the BOBF framework are used to set out the work planned by Tusla in partnership with other agencies to deliver on its multi-agency commitments to the framework in 2017. The Performance Statement 2017 issued by the Minister in line with Section 44 of the Act has provided additional direction on areas of priority for cross sectoral work. Tusla will work closely with the DCYA on these areas and through the Children and Young People's Policy Consortium.

The national framework outcomes for children and young people are:

1. Active and healthy, with physical and mental wellbeing
2. Achieving full potential in all areas of learning and development
3. Safe and protected from harm
4. Enjoying economic security and opportunity
5. Connected, respected and contributing to their world.

Active and healthy, with physical and mental wellbeing

Tusla works in partnership with the Health Service Executive (HSE) across a range of initiatives and services that actively promote the physical and mental health and wellbeing of children. These initiatives include involvement in the Hidden Harm project and the Nurture Programme in collaboration with Atlantic Philanthropies and the Katherine Howard Foundation.

In 2017 Tusla will engage with the HSE using the arrangements set out in the *Joint protocol for inter-agency collaboration between Tusla and the HSE to promote the best interests of children and families*. Particular emphasis will be on ensuring children in care have priority access to disability and mental health services and transition planning to adulthood. Tusla will engage with health services in planning and designing enhanced therapeutic services that meet legislative requirements through the provision of community-based psychological services to children. Further information on the deliverables planned for Therapy Services is contained in chapter nine, Output C.3.

Achieving full potential in all areas of learning and development

Early Years Inspectorate

Significant expansion of the EYI, through support to be provided by HR, is planned for 2017 to meet its legislative and regulatory requirements. The service will promote a culture of quality and will aim to achieve better outcomes for children and families who use EYS. A strong multi-agency approach will be progressed in 2017 in partnership with the Department of Education and Skills (DES), the Early Childhood sector, private providers of pre-school services and other relevant groups to ensure that there are quality services available, registered and monitored through inspections. Further information on the deliverables planned for the EYI is contained in chapter nine, Output C.8.

Education Welfare Service

There will be further integration of the EWS within Tusla in 2017 and continued collaborative working arrangements between Tusla and its education partners. The critical relationship between Tusla and the DES functions will be strengthened to ensure clear governance and accountability for the Statutory Educational Welfare Service, the Home School Community Liaison Scheme and the School Completion Programme. In addition to this, the implementation of a formalised referral system and Caseload Management System will assist in targeting response and resources at children most in need of the service. It is expected that all schools will have returned their individual School Attendance Strategies to Tusla by September 2017, in accordance with the Guidelines issued in 2016.

It is likely that an outcome of the DEIS review will be an increase or reconfiguration in the number of schools in receipt of DEIS status, which will have implications for HSCL and SCP services. The EWS will also engage with the DES and DCYA, particularly in relation to the School Completion Strategy and the implications of the DES Strategy Statement in respect of the proposal to raise the school leaving age. Further information on the deliverables planned for EWS is contained in chapter nine, Output D.1.

Safe and protected from harm

Children First

The Children First Implementation Plan is summarised in chapter five and also in chapter nine under Output B.1. In this section reference is made specifically to the importance of multi-agency working for the successful implementation of Children First.

In preparation for the commencement of the Children First Act in 2017, substantial work is planned to prepare Tusla front line services for the expected increase in referrals and to support other organisations in preparing for the commencement of the legislation. The impetus for revising the *Children First: National Guidance for the Protection and Welfare of Children* is the enactment of the Children First Act 2015. This Act places a number of statutory obligations on specific groups of professionals and on particular organisations providing services to children. It outlines the statutory obligations for those individuals and organisations under the Act. It also sets out the current best practice non-statutory obligations which are in place for all sectors of society. Tusla will continue to provide support, advice and information to all statutory and voluntary organisations in relation to the implementation of Children First.

The establishment of the Inter Departmental Group for Children First on a statutory footing also provides a forum for ensuring cooperation and collaboration.

An Garda Síochána

The statutory bodies with primary responsibility for CPW are the Child and Family Agency and An Garda Síochána (AGS). The Agency and the Gardaí have distinct functions, powers and methods of working. Joint working between the Agency and the Gardaí forms an integral part of the CPW service. A protocol is in development between the two agencies that details how they co-operate and interact in dealing with CPW concerns. The protocol is currently being updated to align with the new Children First Guidance and the Children First Act. The Agency and the Gardaí have a joint responsibility to ensure that Specialist Interviewer Training is provided to Agency staff and members of the Gardaí involved in the joint investigation of CPW cases and subsequent intervention.

Domestic, Sexual and Gender Based Violence

In 2017 Tusla will enhance access to quality services for victims of DSGBV by working in partnership with relevant statutory agencies, non-governmental organisations and other partners to progress implementation of actions under the second National Strategy on DSGBV and Istanbul Convention requirements. In particular, in 2017, Tusla will collaborate with funded partners to enhance knowledge capacity for commissioning of DSGBV services; work with the HSE and support implementation of a strategic approach to training and capacity development to respond to DSGBV issues; engage with the Department of Justice and Equality to develop greater coherence in responding to the support needs of victims within the Courts system; and collaborate with relevant partners to respond to the particular needs of minority communities in implementation of the commissioning model for provision of DSGBV services. Further information on the deliverables planned for DSGBV services is contained in chapter nine, Output C.6.

Homelessness

The Homelessness Liaison Officer post was established by Tusla to ensure that Tusla meets its statutory obligations and organisational objectives in the area of homelessness. Under the

Government Strategy, *Rebuilding Ireland-Action Plan for Housing and Homelessness*, Tusla is committed to working with other agencies to ensure the implementation of the agreed inter-agency protocol.

Tusla will work with others to develop the services to support families with children presenting as homeless, ensure appropriate services are provided, and that there are responses to CPW issues. The action plan commits statutory and voluntary agencies to work together to address child safety and protection in emergency accommodation; reducing homelessness among young people leaving state care; and the provision of emergency accommodation and support services specific to the needs of pregnant women experiencing homelessness. Tusla will work with relevant Family Support Centres to consider what additional supports can be provided. Further information on the deliverables planned for Homelessness services is contained in chapter nine, Output C.7.

Enjoying economic security and opportunity

Children and Young People's Services Committees

With the agreement of the DCYA, Tusla will take on the recruitment and management of the national co-ordinator for the CYPSC in 2017. Tusla will continue to work with a range of statutory and voluntary stakeholders to deliver good outcomes to children, young people and families in need of welfare and protection services in line with commitments under BOBF National Framework. Each CYPSC will establish a number of sub-committees to deliver on their Children and Young People's Plan (CYPP) based on the local needs analysis including: Children First, PPFS, and aftercare inter-agency steering committees led by Tusla. This will provide a vehicle for local planning, driving change and implementation of relevant legislative and policy issues including homelessness, aftercare and Children First across the sector in the local area. Further information on the deliverables planned for CYPSC's is contained in chapter nine, Output C.1.

Aftercare

In 2017, the National Aftercare Policy will be implemented through changing the current service delivery model to area-based dedicated aftercare teams. This will also include meeting additional commitments under the new legislation; improving outreach and multi-agency working; quality, risk and service improvements; further investment in supported lodgings; and proactive duty under the new legislation. A range of policies and guidance for staff are being issued to support this new legislation as outlined in chapter nine. The establishment of inter-agency aftercare steering committees in all areas is a key priority for Tusla. These committees will enable the delivery of integrated responses to meet the needs of young people leaving care in line with the provisions of the Child Care (Amendment) Act 2015 due to be commenced in 2017. Further information on the deliverables planned for Aftercare services is contained in chapter nine, Output A.4.

Separated Children

The Tusla team for separated children seeking asylum will require additional resources to expand the services required to meet the needs of unaccompanied minor refugees from the former camps in Calais in line with the Government decision of November, 2016. They will continue to deliver existing services with the assistance of Non Governmental Organisations (NGO's) and statutory agencies where required in line with the Tusla equity of care principle

including those commitments under the Irish Refugee Protection Programme for minors coming out of Greece and Italy. The further development of these services will be supported by a project management approach by Tusla. The separated children seeking asylum team works in partnership with the Office of the Refugee Applications Commissioner (ORAC), the Reception and Integration Agency (RIA) and the immigration services of An Garda Síochána who support the relocation and asylum processes for these young people. Further information on the deliverables planned for Separated Children services is contained in chapter nine, Output A.6.

Connected, respected and contributing to their world

Prevention Partnership and Family Support

The PPFS programme spans all of the five outcomes with a strong focus on partnership with other agencies on achieving better outcomes for children. In 2017 Tusla will continue to build on the progress made internally and with strengthening its partnerships and connections with other statutory and community providers under this programme. A number of initiatives to support prevention and partnership will be aimed at

- Building new partnership approaches and working with other statutory and voluntary/ community partners through the establishment of additional child and family support networks.
- Continued implementation of Meitheal.
- Developing participatory practice with children, young people and parents, including full implementation of Tusla's commitments in *the National Strategy on Children and Young People's Participation in Decision-Making 2015-2020*, which is a constituent of BOBF.
- Progressing approaches to commissioning of services including considering in more detail the evidence of what works.
- Deepening evidence based practice, through harnessing and mainstreaming the learning from prevention and early intervention initiatives.

Meitheal

Tusla will continue to implement Meitheal in 2017, which is a national practice model for all agencies working with children, young people and their families. The core aim of this approach is that support and assistance is provided in an integrated and coordinated way that is easily accessible by children and families. This multi-agency approach seeks to harness the expertise, knowledge, skills and targeted resources to meet the needs of children at the earliest opportunity. This approach will continue to be expanded in 2017 and will be subject to evaluation and research on a phased basis commencing in early 2017. In 2017, Tusla will be gathering and reporting routine data on PPFS activity including Meitheal delivery.

Further information on the deliverables for PPFS is outlined in chapter nine, under Output B.2.

7.0 Human Resources

7.1 Overview

Since Tusla's establishment the Human Resources (HR) Directorate has undergone a process of development to enable it to meet the requirements of the Agency. In 2016 a HR Strategy was commenced which is based on the Tusla Corporate Plan 2015–2017. This Strategy will be pivotal to the HR Directorate for 2017 and will assist Tusla in meeting the objectives set out elsewhere within the Business Plan.

7.2 HR Strategy 2017–2019

The HR Strategy will be launched in 2017 and will cover the period of 2017 to 2019. There are a number of strategic objectives that HR will be tasked to achieve over the course of the three years. For 2017 the following areas will be achieved:

- A robust strategic workforce plan that reflects and adapts to the changing needs of the Agency (skills, capability etc) to include optimal multi-disciplinary team working.
- HR will work with and influence Third Level institutions to shape and inform the social work and social care curricula and placements. It will establish student career pathways with recruitment processes and enhance developmental areas within the Continuing Professional Development (CPD) framework.
- Senior managers across Tusla will work together and lead their teams through effective engagements.
- Requisite skills for now and in the future will be clearly identified.
- A succession planning framework will be in place.
- Staff wellbeing will be a priority through the provision of appropriate supports and interventions.
- Staff with the right skills will be retained in line with the agency strategy and its operating model.
- Staff will form collaborative working relationships and support each other.
- Open, transparent and effective two-way HR communications will be in place.
- There will be a constructive Employee Relations (ER) and Industrial Relations (IR) environment that enables HR to meet Agency objectives to deliver change.
- There will be ownership and line of sight of all ER/IR individual and collective cases and issues.
- Recommendations for HR under Survival to Sustainability II will be implemented¹⁹.
- Tusla HR systems, policies and procedures will support delivery of the Agency strategy and business plans.

¹⁹ The *Survival to Sustainability, Business Case for Investment in Children*, 2015 (S2S) set out the Business Case for investment in Tusla for the years 2016 to 2018. In line with, and building upon the original Business Case, *Survival to Sustainability, Business Case Phase II - 2017 Estimates*, (S2SII) outlined the investment required in 2017.

- Tusla HR processes will be transparent, efficient and effective – HR will be approachable in the delivery of HR services.
- Tusla will have HR Data and Management Information that supports and drives operational decisions.

7.3 Tusla Recruit

The establishment of Tusla Recruit has assisted Tusla in meeting challenging resourcing requirements; however it is acknowledged that whilst 524 posts were recruited for Tusla as at 30th of November 2016, the recruitment environment has been very challenging throughout 2016. This chapter outlines initiatives that Tusla Recruit plan to progress during 2017.

A review of Social Work graduate recruitment has been completed in 2016. A workforce supply analysis of Social Workers, Social Care Worker and Family Support Grades in Ireland and the United Kingdom (UK) has also been completed. Planned recruitment for 2017 includes targeted Social Work recruitment in Ireland, Northern Ireland and the UK to compensate for the limited number of available Social Work graduates in Ireland in 2017.

It is envisaged that there will be further recruitment of administrative grades from grade IV to VII commencing in quarter one 2017. A high volume recruitment drive for social care grades commenced in quarter four 2016, and is to be continued in quarter one, 2017 for band one candidates. Further to the introduction of the Family Support Practitioner Grade at the end of 2016 a national campaign will be prioritised for 2017.

The establishment of a Garda Vetting Unit within Tusla Recruit will be progressed in 2017. The Unit will assist in the reduction of timelines for the recruitment process and in particular will help to support the recruitment required for the Agency's Children First implementation plan. Further information on the deliverables planned for Tusla Recruit is contained in chapter nine, Output E.10.

7.4 Retention Initiatives 2017

Retention will be a key priority for the Agency in 2017, building on initiatives commenced in 2016 such as the introduction of the National Transfer Policy and the implementation of the CPD Strategy. The National Transfer Policy was piloted in Tusla during 2016 and the learning from the pilot will be reviewed in 2017. The implementation of the CPD Strategy will be supported by the monitoring of the implementation of Personal Development Planning (PDP) for all staff in the Agency²⁰.

Staff wellbeing is a priority for Tusla through the provision of appropriate supports and interventions. A staff wellbeing initiative will be developed and implemented encompassing physical and mental wellbeing. A review of the Employee Assistance Programme (EAP) will be conducted. Following this review the EAP and revised arrangements will be communicated to all staff. Furthermore there will be a review of occupational health conducted and a Tusla national policy developed and implemented during 2017.

The introduction of a Senior Social Worker Practitioner post designated to all Social Work teams nationally will further assist with retention by providing professional support to social work staff. Tusla Recruit will be prioritising a recruitment drive in early 2017 to assist with the implementation of this initiative.

²⁰ The Tusla National Strategy for Continuing Professional Development (2016) requires managers in the Agency to ensure that all staff that report to them have an up to date PDP in place.

Current Workforce Composition

To address retention issues it is important to have a clear picture of the staff profile within Tusla.

Table 14 sets out the whole time equivalent (WTE) staffing resource for Tusla in post on the 31st of October 2016. This WTE does not include agency staffing.

Table 14: Tusla Workforce by Category

Staffing by Category	Oct-16
Social Work	1472.75
Social Care	1097.82
Psychology and Counselling	22.77
Other Support Staff inc catering	64.03
Other Health Professionals	9.91
Nursing	48.23
Management VIII+	104.95
Family Support	162.91
Educational Welfare Officer	81.84
Admin Grade III-VII	505.91
Total Staffing	3571.12

Table 15 sets out the Agency's staffing by age category.

Table 15: Tusla Workforce by Age Category

Age Band	No of Persons
19-24	33
25-29	194
30-34	559
35-39	805
40-44	722
45-49	596
50-54	531
55-59	469
60-64	262
65+	27
Grand Total	4198

Tusla intends to address workforce planning and succession management challenges through a number of initiatives set out in the HR Strategy.

7.5 Workforce Planning

Workforce Planning is a key priority for the HR directorate in 2017 and this work is set out in the HR Strategy 2016–2018.

As part of the workforce planning programme an evaluation of the existing workforce designation will be undertaken. In addition to implementing the CPD Strategy appropriate steps will be taken to develop a workforce that is valued and supported within a learning organisation. An evidence-informed resource allocation profiler will be developed to ensure appropriate resources are allocated to services.

A robust strategic workforce plan will be developed that is responsive to the changing needs of Tusla, taking account of the current and predicted employment market. This plan will be developed in partnership with all other directorates to assist Tusla plan its workforce over a three year period.

Further work will be undertaken to develop multi-disciplinary teams, particularly in the context of the newly established Family Support Practitioner Grade. Further information on the deliverables planned for Workforce Planning is contained in chapter nine, Output E.7.

7.6 Succession Planning

Succession Planning Framework will be developed in 2017 to prepare future managers and leaders for their roles in Tusla.

The implementation of the CPD Strategy will result in staff members having a PDP which will include a Learning and Development Plan and career goals agreed with their line manager. The provision of management and leadership training and coaching will be an important component of succession planning and CPD.

Succession planning and retention initiatives will be utilised to address the expected turnover of staff and to ensure that Tusla is considered an employer of choice.

Table 16 outlines the estimated number of staff exits for the full year in 2016 for all grades from Tusla's workforce based on estimated figures as per 31st October, 2016.

Table 16: Staff Exits

Estimated Number of Leavers inc Retirees 2016	
Grade Category	Total
Social Work	176.7
Social Care	70.9
Psychology & Counselling	2.2
Other Support Staff inc Catering	5.5
Other Health Professionals	1.1
Nursing	2.2
Grade VIII +	8.7
Family Support	15.3
Educational Welfare Officers	2.2
Admin Grades III - VII	32.7
Grand Total	317.5

Table 17 outlines the estimated number of staff exits in each region from Tusla's Workforce in 2017 based on 2016 figures.

Table 17: Staff Exits by Region

Estimated Number of Leavers inc Retirees 2016	
Region	Total
Corporate & National Services	24.0
DML	81.8
DNE	60.0
Residential	54.5
South	46.9
West	50.2
Grand Total	317.5

Appendix III provides a high level overview of the existing and planned recruitment activity for 2017 based on the talent pools created in 2016 for Social Work, Social Care and planned high level talent pools for management/admin and Family Support Practitioner Grade. Information on the targets for filling WTE posts is also contained in this appendix. The 2017 recruitment activity plan has been developed in anticipation of estimated staff exits and allocation of funded approved posts. An analysis of 2016 recruitment, including replenishment of exits forms the basis for 2017 recruitment activity planning.

Table 18 outlines the monthly profile of overall staff numbers and associated pay costs.

Table 18: Profile of Staff

Pay Category	1st Jan - 31st Oct 2016
Basic	160,317,375.12
Overtime	57,965.85
On Call	1,020,997.96
Allowances	1,693,313.12
Weekend/Public Holiday	3,481,829.68
Night Shift	997,906.16
PRSI Employer	15,083,144.99
Arrears/Other	190,865.76
Locum/Agency	14,962,337.30
Superannuation - Lump Sums	2,336,038.81
Superannuation - Pension	1,922,646.21
Pay Total	201,682,689.44

Social Work Workforce Summary:

Table 19 shows a detailed analysis of the Social Work WTE at 31st October 2016.

Table 19: Social Work WTE

Social Work WTE detail 31/10/2016	
Region/ Area	WTE
Tusla - Child Resident Services	12.84
Tusla - Corporate/ National Services	83.07
Tusla - Dublin Mid Leinster	356.33
Dublin South Central	75.48
Dublin Sth East\Wicklow	100.58
Dublin Sth West\Kildare West Wicklow	82.8
Midland	79.5
Regional Services DML	17.97
Tusla - Dublin North East	311.45
Cavan\Monaghan	30.61
Dublin North City	101.4
Louth\Meath	77.61
North Dublin	68.96
Regional Services DNE	32.87
Tusla - South	354.58
Carlow\Kilkenny\Sth Tipperary	63.28
Cork	157.2
Kerry	43.91
Waterford\Wexford	85.54
Regional Services South	4.65
Tusla - West	354.48
Donegal	60.12
Galway\Roscommon	92.72
Mayo	36.72
Mid West	121.92
Sligo\Leitrim	42
Regional Services West	1
Grand Total	1472.75

In 2016 Tusla established a specific Tusla Social Work graduate panel, following graduate results in June/July 2016. Recruiting from the graduate panel and existing panels will continue throughout 2017. A rolling Social Work campaign will re-issue and continue into quarter two, 2017.

Work has commenced in identifying the potential workforce for 2017. The supply of graduate Social Workers in July is under 250 however Tusla anticipates a higher uptake from Social Work graduates in Northern Ireland to supplement this talent pool. Work has commenced to attract graduates from the UK however gains are not anticipated until 2018.

Based on the 2016 recruitment activity for Social Work grades and the existence of Tusla specific talent pool, the capacity for appointment of Social Work grades in 2017 is outlined in table 20.

Table 20: Capacity for Social Work Graduates

Capacity – Social Work Appointments 2017 – All locations	
Q1	75
Q2	55
Q3	35
Q4	65
Total	230

Table 20 shows the current capacity for Social Work appointments in 2017 based on existing talent pool and projected 2017 recruitment drive. In addition, recruitment for Senior Social Work Practitioners is a priority for Tusla Recruit in quarter one, 2017.

A training programme targeted at Newly Appointed Social Workers (NASW) entitled *Practice Development for Newly Appointed Social Workers* will be delivered in 2017. This training supports the implementation of the *Induction of Social Workers: Policy and Guidelines for Children and Families Social Services* through providing invaluable support to the newly appointed social worker during their first year of employment. The course aims to support NASW in the initial months of their appointment and to retain them in the employment of Tusla on a long term basis.

The *Induction Policy and the Caseloads Management Policy* and associated training recommend a reduced case load for the NASW. The Empowering Practitioners and Practice Initiative will provide additional support and development opportunities for the NASW through its mentoring programme.

The *Tusla Supervision Policy* provides a framework for additional supervision and development of the NASW as a reflective practitioner during their first year of employment.

Social Care Staff

In late 2016, a total of 50 three-year temporary contracts were offered to long-term agency staff. The offers were made on the basis of agreed criteria between national residential care services management, HR and Tusla Recruit.

Tusla Recruit commenced a national recruitment campaign for Social Care Workers in 2016. This is the first such recruitment process for this grade in many years and a total of 1,325

applicants were received. From that pool a total of 340 were identified for the first phase of interviews. These interviews have so far identified over 250 successful nominees for the Social Care Worker talent pool.

A further 350 applicants have been identified for phase 2 of the interview process which will be held in February 2017 with a similar number being offered interviews in April. The interview process involved multiple interview panels held simultaneously across all regions.

It is anticipated that the recruitment process during 2017 will move to the Social Care Leader and Social Care Manager grades where significant gaps exist in current permanent staffing levels. In addition, work will continue on the design and agreement of a template roster for residential services which will ensure compliance with the Working Time Directive (WTD). This exercise is being conducted between national residential care services management and staff partners at a national level.

7.7 Business Support Functions and Organisation Structure Reform

The organisational structure reform has been progressed in 2016 with significant time and effort invested by Tusla. The work has been carried out in consultation with Tusla's SMT, the Board and the DCYA. The corporate structure has been presented and agreed for progression in 2017. A number of initiatives to be progressed are outlined below that require HR involvement.

Following the approval from the DCYA for the recruitment of an ICT Director, Tusla Recruit will progress this appointment and HR will assist the Director in the development of an ICT Directorate that is fit for purpose.

The establishment of the PMO will be progressed with Tusla Recruit and HR through the recruitment of a Head of PMO and support functions. Significant focus has been given to the infrastructure required to support meaningful and sustainable change throughout Tusla. The PMO will be seen as the driving force to address sustainable change.

Business partnering arrangements will be an important feature of the proposed organisational structure. The principal objective of business partnering is to integrate support functions more thoroughly into service delivery.

The establishment of the Health and Safety function within the QA Directorate is a priority for Tusla Recruit and a recruitment campaign for relevant staff will be concluded in the first quarter of 2017.

Throughout 2015 and 2016 a clerical administration review was conducted across the Agency for staff aligned to Grade III to Grade VII. As a result there is a need to conduct a review of the governance structure within the clerical administrative structure in 2017. A training needs analysis for clerical admin staff to optimise support across various business processes and functions will be undertaken in 2017. There has been some disaggregation from some business support functions covered by the Memo of Understanding (MOU) with the HSE and there is a need to examine the scope for further development of these functions within Tusla.

7.8 Employee Relations

Tusla HR has been working with staff representatives to agree an Industrial Relations Strategy and consultation process. The Strategy will be completed by the end of 2017. Further information on the deliverables planned for Employee Relations is contained in chapter nine, Output E.12.

7.9 Management Information Reporting and HR Operations

In 2017 Tusla will continue to improve its HR Management Information Reporting and will develop HR dashboards outlining HR and payroll, monthly profiling and variance reporting. These reports and dashboards will be rolled out regionally to support operational decisions. A more integrated HR report including all elements of HR activity will be developed in 2017.

A Payroll Pilot Project commenced in 2016 and learning from this pilot will inform the enhancement of payroll processes in 2017.

The Tusla Hub and other communication channels will be used by HR to share information with stakeholders. Further information on the deliverables planned for HR Operations is contained in chapter nine, Output E.11.

7.10 Workforce Learning and Development

In 2017, HR will support the development of a learning culture within Tusla by engaging staff in a broad range of applied learning and development (L&D) activities.

Workforce Learning and Development (WLD) will address the training needs of all staff through implementation of the CPD Strategy and the delivery of L&D activities and relevant training courses to all staff groups in the Agency based on corporate priorities, personal development planning and training needs analysis. A broad range of applied L&D activities will be provided, including formal training courses, conferences, practice development forums, e-learning and evidenced-informed learning activities.

WLD will continue to support the embedding of PPFS into practice through a range of training and support activities including the provision of training to support the national roll out of the Child and Youth Participation Toolkit.

In 2017, there will also be a focus on supporting the following initiatives:-

- Child Protection and Welfare Strategy
- Children First Implementation.

WLD will continue to support the development of leadership throughout the Agency through the provision of leadership and management development programmes and other learning and development initiatives. Further information on WLD deliverables planned for 2017 is set out in chapter nine, Output E.8.

8.0 Quality, Performance and Governance

8.1 Overview

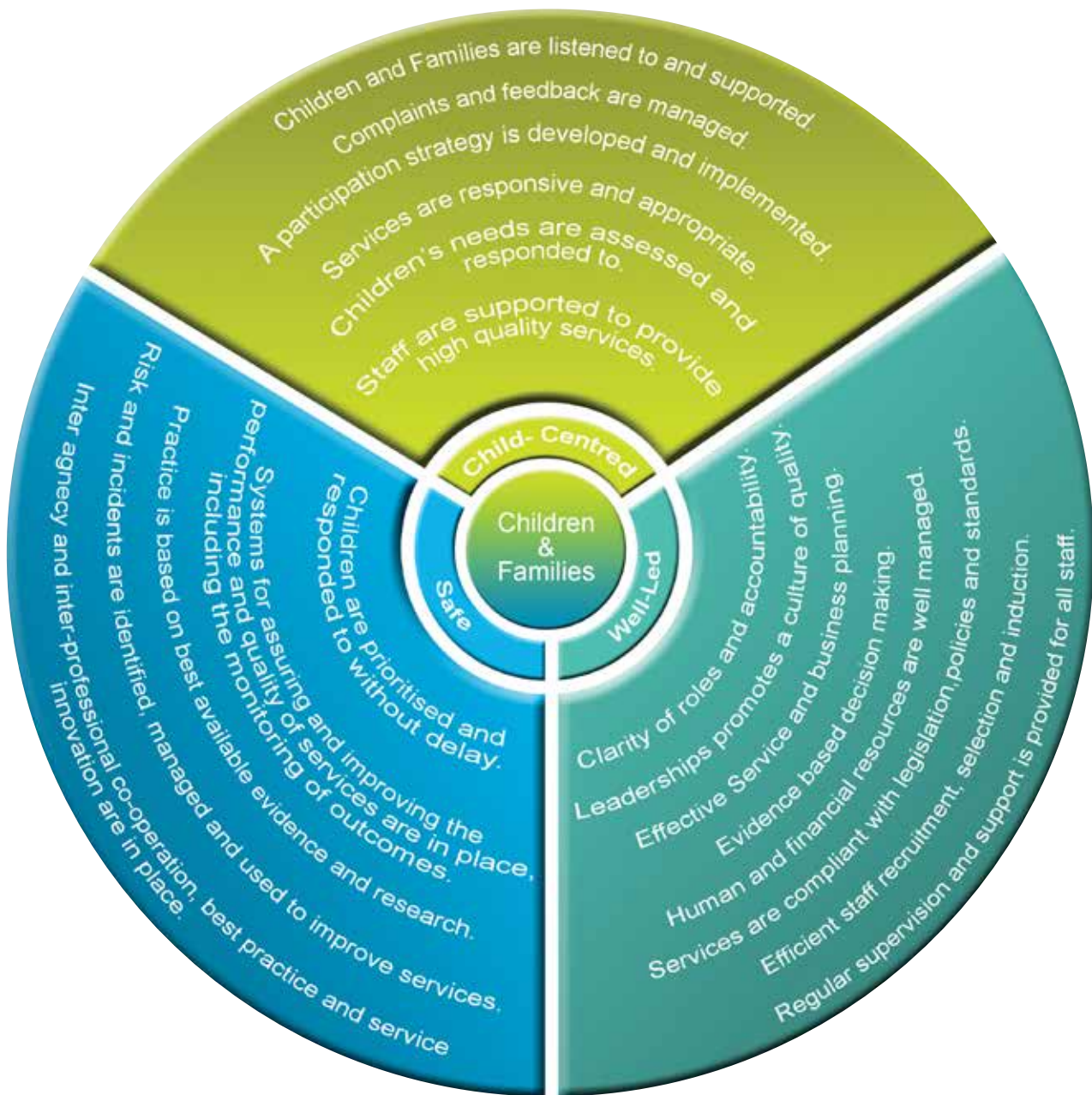
This section will describe the specific mechanisms and processes which are in place and those that will be introduced in 2017 to monitor the performance of Tusla services. The Agency will ensure that these processes provide accountability in relation to the actions and commitments contained in The Business Plan and to improve governance within Tusla and focus on the core principles of continuous quality improvement.

8.2 Implementation of the Quality Improvement Framework

The Agency's QI (Quality Improvement) Framework was published in 2016. A comprehensive implementation plan will be delivered in 2017 which will involve briefings and workshops with all staff. The Framework seeks to embed in operational practices and governance a self-assessment approach which will drive service improvement through the development of an annual service improvement plan for each service. This plan will contain all service improvement activity including recommendations from external regulatory bodies. It is planned that the process of self-assessment will be completed for the core principle of 'Well-led'²¹ in 2017.

²¹ Well Led is a Quality Principle defined as: 'There are governance, leadership and management systems in place that support staff to deliver consistent, appropriate and accountable services for children and families'.

Figure 7: Quality Improvement Framework



The purpose of the Framework is to define quality and set out the approach by which all staff can gather, analyse and use information to assess, in a systematic and co-ordinated way, the level of quality of services at any level in the organisation.

Implementation of the Framework will ensure that the Agency is not reliant on external regulatory and inspection activity to provide assurance that its services are safe and being delivered to a high standard. The Agency must, to have confidence that improvements are occurring, have its own framework in place to provide this critically important internal monitoring and assessment function. To be successful, the process of supporting staff in the implementation of the framework is critically important and will receive priority focus during 2017.

8.3 Quality Assurance and Monitoring Team

Tusla's quality assurance and monitoring team was re-structured during 2016 to meet the Agency's future monitoring and internal assurance requirements. Recruitment of additional Quality Assurance and Monitoring Officers will occur during 2017 to enhance this critical function. The monitoring team have a critical role in providing internal oversight and support to operational managers by providing independent evaluation of services' compliance with standards and good practice, and contributing to the development and verification of service improvement plans. The further development of the service will contribute to the overall enhancement of the quality assurance and verification capacity within the Agency. The team will support services in the implementation of the QA framework. Further information on the deliverables planned for the QA and Monitoring Team is contained in chapter nine, Output B.3.

8.4 Risk and Incident Management

A key development in 2016 was the appointment of a National Risk and Incident Manager. This post will provide important support in the implementation of the Agency's organisational risk management policy and incident management policy. The development of risk registers and improved reporting of incidents will provide critical intelligence in relation to improving performance and enhancing governance relating to key risks. Further information on the deliverables planned for Risk and Incident Management is contained in chapter nine, Output B.6.

8.5 Health and Safety

A National Health and Safety Manager post has been established. This post will provide additional capacity to ensure that the Agency is in compliance with its Health and Safety obligations. Further information on the deliverables planned for Health and Safety is contained in chapter nine, Output E.16.

8.6 Tell Us – Management of Complaints

Tusla's complaints policy 'Tell Us' was implemented in 2016. The monitoring of and response to complaints provides important information relating to the operation and performance of services and service user experiences. The monitoring of complaints is undertaken at a national level through the completion of a quarterly report by the national manager.

A priority for 2017 will be support to staff in the implementation of the Tusla complaints policy and the further roll out of the National Incident Management System (NIMS) complaint model. Further information on the deliverables planned for Service Experience and Consumer Affairs is contained in chapter nine, Output B.7.

8.7 Protected Disclosure Policy

Tusla's protected disclosure policy was introduced in 2016. This policy assists with ensuring additional governance safeguards are in place in respect of services delivered and additional legal protections in place to support staff to report wrongdoing.

A protected disclosure is defined in the Protected Disclosures Act 2014 as a disclosure of relevant information related to wrongdoing made by a worker in the manner specified under the Act.

8.8 Performance Oversight

The following performance reporting and oversight mechanisms are in place at a national level and will continue in 2017. These are:

- Quarterly integrated performance report
- Monthly national performance dashboard
- Monthly human resource reports
- Monthly financial reports
- National governance groups.

These reports provide detailed data and information in relation to trends and activity levels within the Agency in addition to tracking performance against agreed targets and performance indicators. They provide valuable analysis intelligence to inform resource allocation and service planning. Management and governance meetings take place at all levels in the organisations where progress against the Agency's strategic objectives, daily operations and annual business plan takes place, in addition to reviewing financial performance, key trends and risks. The following governance structures are in place:

- Monthly meetings of the Tusla Board
- Meetings of the quality assurance and risk committee of the Board
- Weekly senior management team meetings (SMT) with the Chief Executive and Corporate Directors
- Monthly National Operations Management Team (Chief Operations Officer and Service Directors)
- Monthly National Area Managers Meeting (attended by all Area Managers, Service Directors and Chief Operations Officer)
- Regional Management Meetings (Service Director and Area Managers in each region)
- Area Management Meetings
- Supervision of staff in accordance with the Agency's supervision policy.

Further information on the deliverables planned for Performance Reporting and Information is contained in chapter nine, Output B.5.

8.9 Tracking the Business Plan in 2017

A report based on progress against the Business Plan will be submitted to the Board and the DCYA on a quarterly basis. Priorities and actions outlined in the Business Plan 2017 will be reviewed and monitored.

8.10 Strengthening Governance and Structures

As a new organisation Tusla must continue to develop and strengthen governance arrangements. In 2016 Tusla continued the process of development by putting in place the optimal organisational structures to support its operations. The initiatives which were progressed included the following:

- Completing the design of the new organisational model and structure
- Examination of Health and Safety requirements and putting in place the necessary review mechanisms and staff to ensure that Tusla is in compliance with its statutory responsibilities
- Increasing management and leadership capacity through recruitment of key leadership posts
- Roll-out of the RAP to match resources to need based on available information
- Establishment of enhanced processes for implementing all policies and procedures
- Further development of groups and committees to link service delivery, quality assurance and practice development and to maximise service improvement and risk management
- Ensuring compliance with statutory and other obligations including the 2016 Code of Practice for the Governance of State Bodies.

Further information on the deliverables planned for Corporate Governance is contained in chapter nine, Output B.8.

9.0 Delivering the Corporate Plan Outputs - Year Three

Chapter Overview

This chapter outlines the Business Plan 2017 priorities for each of the 40 Service Delivery Units within Tusla in delivering on the outputs for the third and final year of the Corporate Plan 2015-17. The five short term outputs are summarised as headings and the Service Delivery Units are presented under the most relevant output as follows:

Output A: Effective Child Protection Systems.

- A.1** Child Protection and Welfare Teams;
- A.2** Foster Care Services;
- A.3** Children's Residential Services;
- A.4** Aftercare Services;
- A.5** Adoption Services;
- A.6** Separated Children Services;
- A.7** National Child Care Information Systems.

Output B: Evidence Based Services.

- B.1** Policy and Strategy Directorate;
- B.2** Partnership, Prevention and Family Support;
- B.3** National Quality Assurance and Monitoring Team;
- B.4** Alternative Care and Education Regulation;
- B.5** Performance Reporting and Information;
- B.6** Risk and Incident Management;
- B.7** Service Experience and Consumer Affairs;
- B.8** Corporate Governance.

Output C: Family and Parenting Support.

- C.1** Children and Young People's Services Committee's;
- C.2** Commissioning;
- C.3** Therapy Services;
- C.4** Assessment Consultation Therapy Service;
- C.5** Regional Sexual Abuse Assessment and Therapeutic Intervention Service;
- C.6** Domestic, Sexual and Gender Based Violence Service;
- C.7** Homelessness;
- C.8** Early Years Services Regulation

Output D: Promoting Fulltime Education.

- D.1** Education Welfare Services.

Output E: An Organisation Fit for Purpose

- E.1** Office of the Chief Executive;
- E.2** Programme Management Office;
- E.3** Information and Communication Technology;
- E.4** Estates;
- E.5** Finance;
- E.6** Procurement;
- E.7** Workforce Planning;
- E.8** Workforce Learning and Development;
- E.9** Employee Wellbeing and Welfare;
- E.10** Recruitment and Talent Management;
- E.11** HR Operations - Organisational Management;
- E.12** Employee Relations and Industrial Relations;
- E.13** Legal Services;
- E.14** Data Protection;
- E.15** Communications;
- E.16** Health and Safety.

Programme of Work for 2017

Each section based on the five short term outputs is structured as follows:

- A selection of key achievements that were achieved in 2016 is presented for each of the output's sections.

Under the Service Deliver Units the following information is collated:

- Statement of Purpose.
- Priorities for 2017.
- Business As Usual activities.
- New Initiatives.

Services funded for 2017 have been included. This includes existing services and any new service developments.

9.A Output - Effective Child Protection Systems

Tusla's child protection processes and systems are responding to children at risk in a timely manner.

Key Achievements in 2016 against Short Term Output A.

Caseload Management Framework NCCIS International Social Services Team
Special Care Processes
Increased % of Foster Carers
Increased % of Children in Care allocated SW
Reduced waiting time for Adoption information
CPNS Project Team for NCCIS
Out of Hours Services reviewed
Senior SW posts
Irish Refugee Protection Programme
Audit of Cases awaiting Allocation
Aftercare Service Provision mapped
CF National Implementation Plan
Retrospective Cases of Abuse audited Significant Event Notification System
DPER approval

Service Delivery Units

This section outlines the following Service Delivery Units: Child Protection and Welfare Teams; Foster Care Services; Children's Residential Services; Aftercare Services; Adoption Services; Separated Children Services; and National Child Care Information Systems.

A.1 Child Protection and Welfare Teams

Statement of Purpose

The purpose of the Child Protection and Welfare service is to meet the Agency's statutory responsibilities in accordance with Child Care Act, 1991 and Children Act 2001. The Agency is required to identify and promote the welfare of children at risk or in need of protection and to provide family support services.

No	2017 Priorities
A.1.1	Reduce cases awaiting allocation and maintain the significant downward trend achieved in 2016.
A.1.2	Establish RED (Review Evaluate Direct) processes to review referrals to ensure a consistent approach to screening and assessment.
A.1.3	Develop central point for referrals and implement a process to manage retrospective cases of abuse in all areas in accordance with policy.
A.1.4	Review of the existing Policy and Procedure for responding to allegations of abuse – Section 3.
A.1.5	Establish implementation teams in each service area to prepare for full implementation of Children First.
A.1.6	Implement Garda vetting Legislation (Children and Vulnerable Persons Act 2012) to comply with National Vetting Bureau (NVB).
A.1.7	Roll out Quality Improvement Framework nationally to drive service improvements.
A.1.8	Identify and develop creative community solutions that meet the child or young persons' identified needs within their family and community context as an alternative to care.

Business as Usual	Selected Metrics
Screening and assessment of all child protection and welfare referrals to Tusla.	Number and % referrals received in the reporting period by type, source, etc.
Coordinating and reviewing child protection plans for children on the CPNS support.	Number of children listed as 'Active' on the CPNS.
Coordination and delivery of family support plans for children where a welfare need is identified.	Number of children that have a family plan agreed.
Garda Vetting - screening and responding to referrals from An Garda Síochána relating to Garda vetting.	New metric to be developed.
Maintaining existing services in line with Children First.	N/A
Local CF implementation plans developed	Local Plans developed for each Service Area.
Management of retrospective abuse allegations including addressing actions from the review of unallocated cases to be completed during 2017.	<p>Number of retrospective abuse allegations received.</p> <p>Number of open cases of retrospective abuse.</p> <p>Number of unallocated cases of retrospective abuse by priority level and length of time waiting (in time bands).</p>

No	New Initiatives	Deliverables	Target	Date
A.1.9	Implement child protection and welfare strategy.	Finalise strategy. Implement roadmap and timelines agreed.	Published strategy.	Q4
A.1.10	Children First Implementation.	Regional and Area Implementation Groups to develop action plans.	Regional and Area Plans.	Q1 - Q2
A.1.11	Identify and develop Creative Community Solutions to support children at home.	A range of 'wrap-around' service options identified and established in key areas.	Service availability.	Q2
A.1.12	Quality Improvement Framework implementation to provide area briefings and complete self-assessment of 'Well Led' principle.	17 Areas will have completed briefings, established local implementation plan and undertaken self-assessment of the 'Well Led' principle.	Area Self-Assessment Reports.	Q4

A.2 Foster Care Services

Statement of Purpose

Tusla has statutory responsibility to provide for the protection and care of children who do not receive adequate care and protection at home. In excess of 90% of children in statutory care are in foster care.

No 2017 Priorities

- | | |
|-------|---|
| A.2.1 | Initiate innovative operational responses to support compliance with standards and statutory regulations. |
| A.2.2 | Undertake a review to explore community options to alternative care placements. |
| A.2.3 | Undertake a review of areas identified with a high proportion of children in care. |
| A.2.4 | Ensure 100% of children in care have an allocated Social Worker. |
| A.2.5 | Increase the number of statutory foster carers. |
| A.2.6 | Establish a procurement framework for foster care services. |
| A.2.7 | Develop reporting/indicators on educational attainment of children in care. |
| A.2.8 | Provide information on profile of children who entered care for the first time in 2016 and future years. |

Business as Usual	Selected Metrics
Recruitment, assessment and approval of foster carers.	Number of foster carers by type (general, relative, private).
Continue to provide area foster care committees.	N/A
Support foster carers through training and the link worker system.	Number of foster carers with an allocated Link worker.
Maintain existing accredited training programmes for foster carers.	N/A
Continue to support and work in partnership with The Irish Foster Care Association and EPIC.	N/A

No	New Initiatives	Deliverables	Target	Date
A.2.9	Introduce a revised assessment framework for Relative Foster Carers and supported lodging providers.	Revised assessment framework introduced.	Increased number of assessments completed.	Q4
A.2.10	Review the demand for cultural and ethnically appropriate care placements.	Clear understanding of capacity deficits that will inform the recruitment and assessment process.	Report completed.	Q3
A.2.11	Undertake a review of areas identified with a high proportion of children in care.	Review parameters agreed and review process completed and action plan formulated.	Review completed. Action Plan agreed.	Q3 Q4
A.2.12	Development of specialist foster care service.	Maintaining of challenging placements. e.g. Mental Health.	Reduction in disruption of placements.	Q4
A.2.13	Develop reporting/indicators on educational attainment of children in care.	Establish reports on educational indicators for children in care.	Agreed dataset and reports.	Q3
A.2.14	Provide information on profile of children who entered care for the first time in 2016 and future years.	Provide retrospective report on 2016 admission to care. Develop reporting format for ongoing recording.	Report on 2016 admissions to care by age. Data set agreed with DCYA for ongoing recording.	Q2 Q2

A.3 Children's Residential Services

Statement of Purpose

Children are placed in residential care in order to provide a safe, nurturing environment for them when they cannot live at home or in an alternative family environment such as foster care. Residential care aims to provide a physically, emotionally and psychologically safe space, in a planned way, in which children and young people can heal, develop and move forward in their lives. Residential care can be provided by a statutory, voluntary or private provider.

Special care is short term, stabilising and safe care in a secure therapeutic environment. The aim of the special care intervention is to provide an individualised programme of support and skilled therapeutic intervention which will enable the child/young person to stabilise and then move to a less secure placement based on assessed needs.

No	2017 Priorities
A.3.1	Commission Crannog Nua service.
A.3.2	Register Special Care Units.
A.3.3	Implement European Working Time Directive (EWTD) in all Tusla / Voluntary Centres
A.3.4	Develop Children's Residential Services (CRS) in-service training strategy and schedule 2017 and scope 'Model of Care Training'.
A.3.5	Adapt service provision in each region to meet placement needs.
A.3.6	Carry out review to determine the future use of all former Industrial Schools / High Support Units / Non-Commissioned Special Care Units.
A.3.7	Implement National Information System for Residential Care Services.

Business as Usual

Selected Metrics

Continued direct provision of CRS.	No of placements by Service category.
Continue to commission and oversee CRS in the voluntary and private sectors.	No of centres and places.
Continue to improve governance within the service, enhance practice and modify service delivery to meet placement needs of young people in each region.	N/A
Continue to manage the significant levels of risk arising in the course of residential placements nationally.	Significant event notifications.

No	New Initiatives	Deliverables	Target	Date
A.3.8	Commission Crannog Nua.	Recruitment / induction / training of staff to support opening.	Additional Special Care Places.	Q3
A.3.9	Prepare Special Care for Registration.	Finalise and deliver Project Plan incl. addition of posts, revised management structures.	Registered Special Care Services.	Q1
A.3.10	Implement National Information System.	Assess and update CRS ICT infrastructure.	National Information System CRS implemented.	End Q2
A.3.11	Implement EWTD in all Tusla / Vol. Centres.	Agree, consult, cost and finalise EWTD compliant rosters with Union.	Tusla / Vol. Centres WTD Compliant.	Q1-Q2
A.3.12	Develop and deliver National CRS Training Strategy 2017.	Work with WLD to plan and secure in-service training for National CRS.	Comprehensive CRS Training Strategy is developed.	Q2
A.3.13	Scope Models of Care Training.	Agreed Models of Care Training proposed.	Agree approach for 2018 implementation.	Q4
A.3.14	Adapt service provision in each region to meet SW placement needs.	Service profile requirements established.	Report on need.	Q2
A.3.15	Review future use of all former Industrial Schools / High Support Units / Non-Commissioned Special Care Units.	Design and carry out review.	Ensure all Tusla Centres Fit for Purpose.	Q3

A.4 Aftercare Services

Statement of Purpose

Aftercare Services are provided by Tulsa to eligible young people in preparation for leaving care, and to support and assist the young person in making a successful transition to independent adult life in the community.

No 2017 Priorities

A.4.1	Finalise service preparation for commencement of the Child Care (Amendment) Act 2015.
A.4.2	Working with aftercare service providers and stakeholders to identify and align resource requirements and identify gaps.
A.4.3	Support the national consultation on the revised draft Aftercare Policy and draft supporting documents.
A.4.4	Finalise and implement the national 'Aftercare Implementation Action Plan'.
A.4.5	Implement and support areas in standardisation of aftercare services.

Business as Usual

Selected Metrics

Ongoing service delivery via dedicated aftercare staff within each Area.	No. in receipt of an aftercare service No. who have an allocated worker.
Establish Area Based Aftercare interagency Steering Committees to deliver a multi-agency approach to identified young people and young adults who require a coordinated response to meet their needs.	No. of committees established.
Identification of gaps in aftercare service provision, supporting areas in overcoming barriers to service provision.	On-going audit of service.
On-going implementation of current Aftercare Policy.	N/A

No	New Initiatives	Deliverables	Target	Date
A.4.6	Support the implementation of revised Aftercare Policy and supporting guidance documents.	Revised suite of guidance documents.	Suite of guidance documents.	Q2
A.4.7	Appointment of Aftercare Managers within resource availability.	Aftercare managers in post.	No. of Aftercare managers in post.	Q3
A.4.8	Appointment of Aftercare Workers within resource availability.	Aftercare Workers in post.	No. of Aftercare Workers in post.	Q3
A.4.9	Capital Assistance Scheme – Devise criteria to inform the CAS programme to support partner agencies to access the scheme.	Criteria established.	Criteria agreed	Q2
A.4.10	Develop Aftercare Action / Implementation plan.	Plan developed.	Plan agreed.	Q2

A.5 Adoption Services

Statement of Purpose

Tusla plays an important role in assessing possible adoptive parents and also provides services to people who were adopted or fostered and may wish to trace their birth family.

No 2017 Priorities

A.5.1	Prepare for the commencement of the Adoption Information and Tracing Act 2017.
A.5.2	Development of Contact Register.
A.5.3	Hold media/public awareness campaign.
A.5.4	Establish intake team.
A.5.5	Prepare for commencement of Adoption Amendment Act 2016.
A.5.6	Develop permanency planning policy.
A.5.7	Develop practice handbook for staff to support the legislation.
A.5.8	Implement training for staff on the practice implications of the legislation.
A.5.9	Develop standardised policy and practice in the area of Adoption Assessment frameworks.

Business as Usual

Selected Metrics

Adoption assessments.	A suite of metrics are used in this service area (e.g. no. of completed applications received, no of assessments, no. of children placed).
Information and tracing.	A suite of metrics are used in this area (e.g. no. of applicants, length of time waiting).

No	New Initiatives	Deliverables	Target	Date
A.5.10	Prepare for the commencement of the Adoption Information and Tracing Act 2017.	Development of Contact Register.	Register in place.	Q4
		Media Campaign.	Media campaign delivered.	Q3
		Establish intake team.	Intake team in place.	Q3
A.5.11	Prepare for Commencement of Adoption Amendment Act 2016.	Permanency planning policy.	Policy in place.	Q2
		Practice Handbook for staff to support the legislation.	Handbook finalised.	Q1

A.6 Separated Children Services

Statement of Purpose

Tusla separated children seeking asylum service provides care, family reunification and aftercare support with an equity of care principle to all unaccompanied minors who are in receipt of the services.

No 2017 Priorities

A.6.1	Maintain the existing services in line with the equity of care principle including commitments under the IRPP for Unaccompanied Minors (UAM's) in Greece and Italy.
A.6.2	Develop and provide an appropriate, measured and quality response to the young people who wish to come to Ireland from refugee camps in Calais.
A.6.3	Sustainably grow the service to deliver enhanced services to the expanded UAM population in Ireland now and in the future.
A.6.4	Strengthen governance and management structures.

Business as Usual

Maintain the existing range of appropriate social work, children in care and aftercare services to unaccompanied minors who arrive in Ireland seeking asylum.

Selected Metrics

Timely accurate reporting of agreed metrics:

- Total number of referrals.
- Outcomes of referrals.
- Referrals: age and gender profiles.
- Reunification service numbers.
- Inappropriate referrals.
- Implement quality assurance measures.

No	New Initiatives	Deliverables	Target	Date
A.6.5	Under IRPP taking a further 16 unaccompanied minors from Greece and Italy EU resettlement and relocation programme.	Four groups of four to arrive at three monthly intervals.	Completion of assessments and provision or access to all needed therapeutic, health and educational supports. Allocate social workers on arrival. Provide 16 suitable care placements.	Jan/March/June/Sept/ Nov 2017
A.6.6	Calais unaccompanied minors refugee programme. (At the time of writing plans are progressing to accommodate the first intake and are subject to ongoing liaison with the DCYA as more information becomes available)	Up to 40 young people in receipt of services in 2017.	Three additional Tusla residential units operating to capacity. Complete all fostering assessments. Commission additional aftercare services, private foster care placements and therapeutic and support services. Recruit additional social work and aftercare staff.	Q1 - February 2017 Q2 Q1 Q1 - January 2017

A.7 National Child Care Information System (NCCIS)

Statement of Purpose

The goal of NCCIS is to create an integrated national child protection and welfare system to support the care of every child known to Child protection and welfare and support the management of every case from first contact with Tusla to case closure.

No 2017 Priorities

A.7.1	Recruit approved NCCIS project staff.
A.7.2	Roll out NCCIS within the allocation of €4 million provided for 2017 (Hardware / other IT €750,000, Project Development and Support Services €1,684,000, 3rd Party Procurement €1,460,200).
A.7.3	Continued development of NCCIS software in line with the implementation plan.
A.7.4	Ensure all NCCIS operational areas have adequate ICT infrastructure to support the system.
A.7.5	Ensure specified data is migrated into the NCCIS system pre go live to a site.
A.7.6	Deliver training to all NCCIS users.

Business as Usual	Selected Metrics
Maintain the Mid-West Area live NCCIS site.	Issues resolved in a timely manner.
Continue ICT and infrastructure developments to support roll out.	Live sites working efficiently.
Maintained reporting structures including budget plans to Board, SMT, Department & Peer review group.	Reports completed.
Work with partner vendor and HSE to support roll out.	Sites going live.

No	New Initiatives	Deliverables	Target	Date
A.7.7	Go live with 16 new sites throughout 2017.	No. of sites live.	16 sites live.	Q1 - Q4
A.7.8	Infrastructure and ICT requirements delivered to each site pre go live.	No. of sites live.	No. of sites live and working efficiently.	Q1 - Q4
A.7.9	Undertake data migration into NCCIS for each site pre go live.	No. of sites live.	Data migrated.	Q1 - Q4
A.7.10	Recruitment of key project staff to ensure Tusla's capacity to develop and manage NCCIS.	Recruit Five staff Business Analyst / Test Lead Operations Manager Data Migration Lead Data Base Analysis CRM Configurator.	Five staff in place.	Q1
A.7.11	Users of NCCIS trained pre go live.	Users trained.	No. of users trained.	Q1 - Q4
A.7.12	Development of new requirements for next iteration of NCCIS.	New requirements scoped and developed.	New requirements live in operational areas.	Q3

9.B Output - Evidence Based Services

All processes and systems underpinning children and family policy and services are evidence informed

Key Achievements in 2016 against Short Term Output B Actions

Red Processes
 National Quality Assurance & Monitoring Team **Policy Catalogue audited**
 Registration Panel for non-statutory Children's Residential Centres
Policy Oversight Committee
Inspection and Monitoring of Children's Residential Centres increased
Service User Reports
 QA Reviews **CPNS** Incident Management Policy
Risk Management policy and procedure
CF E-learning Programme
Research Needs Analysis
 EPPI toolkit project

Service Delivery Units

This section Evidence Based Services (Output B) outlines the following Service Delivery Units: Policy and Strategy Directorate; PPFS; National Quality Assurance and Monitoring Team; Alternative Care and Education Regulation; Performance Reporting and Information; Risk and Incident Management; Service Experience and Consumer Affairs; Corporate Governance.

B.1 Policy and Strategy Directorate

Statement of Purpose

The Policy and Strategy Directorate provides a specialist advisory function to the Chief Executive and Senior Management Team to inform long term strategic planning and the development of key policy actions to achieve the organisations strategic objectives. In addition it manages and co-ordinates all research activity across Tusla.

No 2017 Priorities

B.1.1	Commence implementation and evaluation of the Child Protection and Welfare Strategy (CPWS).
B.1.2	Implement Children First in line with legislative commencement dates.
B.1.3	Support on-going reduction in unallocated cases through implementation of the CPWS national approach to practice and revised duty/intake processes.
B.1.4	Replace HSE policies and procedures inherited at establishment.
B.1.5	Evaluation of PPFS with NUIG.
B.1.6	Complete Strategic Statement for Alternative Care Strategy.

Business as Usual

Selected Metrics

1. Policy Development and Review:

Carry out scheduled policy reviews in policy catalogue.

Enhance the use of the Policy Oversight Committee across all services.

Establish working groups to develop new practice guidelines or improve operation procedures.

Identify strategic requirements and initiate relevant strategy development.

No of Policy reviews undertaken.

Completion of two new Strategies for Child Protection and Alternative Care.

Business as Usual	Selected Metrics
2. Research Oversight of the joint funded Irish Research Council / Tusla study: Social and Economic Analysis of Legal Services. Tusla Research Advisory Group. Research Ethics review. Research Seminar / Research promotion.	N/A
3. Children First Provision of CF training at Foundation and DLP ²² levels and support to Tusla Funded agencies and Meitheal partner organisations. CFIAO ²³ support Children First Inter Departmental Group (CFIDG) in preparation for their readiness for CF Act 2015. Maintain and update Children First information at Tusla.ie including updating for the commencement of CF Act 2015. Joint AGS/Tusla Specialist Interview Training for Gardaí and social care staff.	Demand Led 12 Places for Tusla
4. Alternative Care Further development of on-going working relationships internally and externally e.g. DYCA.	Advocate for recognition of young people in care and young adults in aftercare as vulnerable groups through inter departmental memorandums of understanding or joint protocols/projects.
5. Empowering Practitioners and Practice Initiative (EPPI) Development of Best Practice Learning environment guidance. Further provision and mainstreaming of the EPPI programme and linkages with the QCBI ²⁴ programme under the DCYA.	Development of six further priority areas within the EPPI toolkit.

²² Designated Liaison Persons

²³ Children First Information and Advice Officers

²⁴ Quality and Capacity Building Initiative: This initiative aims to take a coordinated approach to enhance capabilities and quality in prevention and earlier intervention across the policy and practice domains working with and for children, young people and families based on the 5 National Outcomes in BOBF. This will be done through harnessing the research and learning from a range of initiatives, including the ABC programme.

No	New Initiatives	Deliverables	Target	Date
B.1.7	Policy Development and review Develop capability to make policy catalogue available externally on Tusla website.	Develop implementation plan and agree timelines.	Catalogue available on Tusla Website tusla.ie.	Q4
B.1.8	Child Protection & Welfare Strategy Commence implementation of National Approach to Practice (Phase 1). Realignment of all child protection policies, procedures and processes to CPW Strategy	Procurement completed-National Approach to practice agreed and implementation plans developed in all child protection and welfare teams. Establish working group to commence realignment of CPW policies & processes including Standard Business processes.	180 Practice Leaders trained. 660 frontline CPW staff trained. New Assessment Framework in place for screening, preliminary enquiries and initial assessment. Caseload management aligned to CPW Strategy alignment to Phase 2 of NCCIS is scoped, identified and informs further iterations of NCCIS.	Q3 Q4 Q4
	Finalise draft of Strategy implementation plan.	Draft Implementation plan submitted to SMT/ Board/DCYA	Implementation process complete and implementation plan amended to reflect input.	Q3
	Complete Business Case for the evaluation of the implementation of CPW Strategy	Procure independent evaluation of the CPW Strategy	Establish meaningful measures for outcomes for children.	Q1-Q3

No	New Initiatives	Deliverables	Target	Date
B.1.9	Children First Complete outstanding project work from 2016 in preparation for commencement of CF Act 2015.	Completion of Guidance for relevant Service Providers on completing a Child Safeguarding Statement (CSS).	Documents available internally and externally and on the Tusla website.	Q1
		Completion of reporters Guide for all reporters. Standard Reporting Form in place to meet CF Act 2015 reporting requirements.	Joint launch with DCYA	Q1
	In partnership with QA develop procedures for dealing with complaints of non-compliance	Completion of protocol for Mandating Assistance incl. 3rd party disclosure.		
		Completion of revised CP&W handbook aligned to CPW Strategy & NCCIS.	Published on CF Web section	Q2
	Scope the potential for receipt of electronic reporting and acknowledging mandatory reports	Procedures signed by SMT & DCYA. Completed feasibility study for electronic reporting with associated costs Universal e-learning programme available on URL Site.		Q2 TBC-Date dependent on commencement

B.1.9	Rollout the Children First E-learning programme. (The universal e learning programme is set at foundation level. Through the CPW Strategy implementation there will be advanced CPW training available to Tusla staff including mandated persons, DLP's and local Tusla Area staff who would routinely work together to protect children).	Implementation of Specified Information Policy and Procedure.	Certified Children First Programme available universally.	Q1
	Implementation of policy and protocol re: vetting and sharing of information to provide clarity on the process to be followed when sharing specified information with the National Vetting Bureau. ²⁵		Publish Policy & Procedure	Q1
No	New Initiatives	Deliverables	Target	Date
B.1.10	Alternative Care Completion of the Alternative Care Strategy Strategic Statement.	Finalised Strategy with Implementation plan, roadmap and timelines agreed.	Strategic Statement.	Q1
	Finalise the Permanency Handbook.	Published handbook disseminated.	Handbook launched.	Q2
	Publish/launch revised aftercare policy and support implementation.	Policy published and guidance documents issued.		Q3
	On-going work on the AP grant initiatives with EPIC and IFCA.			
	Complete the Aftercare Website.	Functioning Website and App.	Launch website.	Q2
	Complete educational DVD for schools.	Finalised DVD with dissemination plan.	Launch DVD.	

²⁵ The protocol and e-vetting service being established by Tusla HR will be in place by end of Q1 2017.

No	New Initiatives	Deliverables	Target	Date
B.1.11	Research Implementation of the Information Strategy / plan.	Procurement of subscription-based electronic resources via the HSE Libraries.	Development of a database to encompass a fully electronic Research Register.	Q4
	Develop the capacity of the Research Policy Working Group.	Research Initiation Policy and Dissemination Procedure.	Policy and procedure developed and disseminated.	Q4
	Report on the one year joint Tusla/DCYA feasibility study on longitudinal studies of children in care/leaving care within an Irish context (Ryan Report Implementation Plan, Action 65) ²⁶ . This work will continue in 2018 and will be the focus of ongoing joint work with the DCYA.	Report published.	Gantt Chart with agreed timelines for deliverables.	Q1
			Report finalised.	Q4

B.2 Prevention, Partnership and Family Support

Statement of Purpose

Tusla is committed to providing high quality services to children and families at the earliest opportunity across all levels of need.

Tusla's Early intervention and prevention system involves working in partnership with families, other agencies and professionals to identify needs early and to provide practical support and help through full implementation of Meitheal, Tusla's Early Intervention National Practice Model.

²⁶ Action 75 and 76 from Ryan Commission are to be addressed under the ICT Strategy for Tusla as the issue of records management spans significant areas of records beyond that of children in care and non-statutory agency records. See page 111 for this priority.

No	2017 Priorities
B.2.1	Expand the establishment of Child and Family Support Networks and establish a self-assessment framework for Child & Family Support Networks.
B.2.2	Expand implementation of Meitheal according to the National Policy Framework across the country.
B.2.3	Roll-out the Participation training programme to enhance engagement with children and young people.
B.2.4	Further develop Tusla's approach to commissioning (see section on Commissioning for other details).
B.2.5	Implement the Parenting Support Strategy, including public awareness campaign for PPFS.
B.2.6	Complete and disseminate the Tusla Participation Strategy.
B.2.7	Further develop joint working with HSE Addiction Services on Hidden Harm.
B.2.8	Implement Children's Information and Data Hub Project to support Children's Services Planning and build CYPSC's capacity for using data as part of the Project.
B.2.9	Disseminate findings from the Child and Family Research Centre on the learning from the Parenting, Participation, Commissioning and Area-based Work-streams.

Business as Usual	Selected Metrics
Strengthen existing Tusla family support services including role of Family Support Practitioner and Family Resource Centres.	Family Support Services Metrics.
Expand the establishment of Child & Family Support Networks and establish a self-assessment framework for Child & Family Support Networks.	Child and Family Support Networks Self-assessment tool and implemented.
Continued roll-out of Participation Training to all staff and areas.	No. of Tusla staff & staff from partner organisations trained in Participation of Children & Young People.
Expand implementation of Meitheal according to the National Policy Framework across the country.	Increase in the number No. and % of Meitheal processes initiated during the reporting period.

No	New Initiatives	Deliverables	Target	Date
B.2.10	Implement Children's Information and Data Hub Project (O4C) to support children's services planning.	<p>Establish Project Governance arrangements between Policy and Operations.</p> <p>Align data to all of Tusla's Strategies, e.g. CPW, Parenting, Commissioning.</p> <p>Identify Staff requirements. Undertake staff recruitment.</p> <p>Develop the Data Hub.</p> <p>Develop and implement consultation and training for CYPSCs</p>	<p>Establish Project Governance arrangements.</p> <p>Recruit staff to deliver on projects to commence pilots under CYPSC's.</p> <p>Outcomes for Children data system developed as per Tusla ICT Strategy.</p> <p>Consultation plan developed and implemented.</p> <p>Training Plan developed and delivered.</p>	<p>Q1</p> <p>Q2-Q4</p> <p>Q1-Q2</p> <p>Q1-Q4</p> <p>Q1-Q2</p> <p>Q1-Q4</p>
B.2.11	Hidden Harm	<p>Strategic Statement launched and National Conjoint Practice Guide with HSE Addiction Services in Q2.</p> <p>Co-Develop and Pilot National HSE/ Tusla conjoint training programme on HH including train the trainers.</p>	<p>Launch Strategic Statement and Practice Guide.</p> <p>National Conjoint Training Programme developed & delivered. Trainers trained in Tusla HSE/Addiction Services.</p>	<p>Q2</p> <p>Q3-Q4</p>
B.2.12	Establish self-assessment framework for Child and Family Support Networks.	<p>Framework developed.</p> <p>Implement Self-assessment framework.</p> <p>Best Practice event planned Q1 2018.</p>	<p>Framework piloted.</p>	<p>Q2</p> <p>Q4</p> <p>Q4</p>
B.2.13	Implement the Parenting Support Strategy.	<p>Establish Regional Learning communities for PSCs.</p> <p>Best practice projects established in 17 Areas.</p>		<p>Q2</p> <p>Q1-Q4</p>

No	New Initiatives	Deliverables	Target	Date
B.2.14	Complete and Disseminate the Tusla's Participation Strategy.	Tusla's Participation Strategy consultation completed and strategy design agreed. Strategy document published and disseminated.		Q2
B.2.15	Develop and roll-out a national public awareness campaign for Tusla and PPFS.	Identify and agree key messages. Plan and implement a comprehensive communications campaign. Develop Meitheal leaflets.	Key Messages agreed. Content of Plan agreed and rolled out. Meitheal Leaflets re-designed and re-issued.	Q1 Q1-Q4 Q2
B.2.16	Disseminate findings from the Child and Family Research Centre NUIG on the learning from research and evaluation of PPFS strands.	Publish findings and disseminate.	Report	Q1-Q4

B.3 National Quality Assurance and Monitoring Team

Statement of Purpose

The National Quality Assurance and Monitoring Team provides internal assurance to the Tusla Senior Management Team and Board that services are being delivered in accordance with standards, regulations and legislative requirements, and that service improvement activity takes place in response to reviews of services undertaken. A critical function of the team is to provide a verification process of progress in respect of service improvement planning and self-evaluation activity carried out further to the implementation of Tusla's Quality Improvement framework and external regulation.

No 2017 Priorities

B.3.1	Lead the implementation of the Quality Improvement Framework.
B.3.2	Engage with service managers to identify priorities for themed audits and reviews.
B.3.3	Ensuring intelligence led approach to identifying and responding to risk in Tusla services.

Business as Usual	Selected Metrics
Conduct monthly monitoring visits of special care services and report on findings.	Number of monitoring visits completed; target of three per month, nine per quarter.
Conduct monitoring of visit of 34 statutory residential centres annually with monitoring report and action plan for each centre.	Number of monitoring reports and monitoring visits completed; target of nine per quarter; 100%.
Tracking of recommendations from internal and external reports.	Bi-annual report on progress.

No	New Initiatives	Deliverables	Target	Date
B.3.4	Lead the implementation of the Quality Improvement Framework.	Complete briefing workshops across operations with QRSI managers.	Workshops completed.	Q4
		Promote the use of self-assessment tools and creation of a service improvement plan (SIP)	Completion of SIP.	Q4
B.3.5	Engage with service managers to identify priorities for audits and quality reviews.	Develop a programme of verification audits and reviews.		Q3
		Undertake verification audits and reviews.	Programme of reviews/ audits agreed.	Q4
B.3.6	Complete the current review of Tusla Foster Care Committees.	Complete South and sampling in other regions. Compile a report and disseminate the learning.	National report completed.	Q4
B.3.7	Verify compliance with the national policy on tracking recommendations from internal and external reports.	QA monitoring review meetings held. Undertake process of verification. Complete annual report.	Review meetings established. Verification visits and reports completed.	Q4
B.3.8	Conduct themed audits and reviews in Educational, Welfare and Adoption.	Methodology agreed. Review in selected sites commenced. Reports finalised.	Review reports completed.	Q4
B.3.9	Progress pilot approach in Sligo/ Leitrim to assess the impact and the outcomes delivered for children.	Progress and learning reviewed. Report completed on pilot.	Pilot and report completed. Meeting with NOMT.	Q4

B.4 Alternative Care and Education Regulation

Statement of Purpose

The purpose of the Alternative Care and Education Regulation Team is to:

- Register and inspect non-statutory children's residential centres under Part VIII of the Child Care Act 1991.
- To assess applications and register children who are being educated in places other than recognised school settings. This includes home educations and independent school settings under Section 14 of the Education Welfare Act, 2000.

No 2017 Priorities

B.4.1	Introduction of risk based prioritisation for reviews of young people and schools placed on the register of alternative education.
B.4.2	Review the operation of the entire inspection and registration process for alternative education.
B.4.3	Introduce a single model for registration, inspection and monitoring of non-statutory residential centres.
B.4.4	Introduce a registration process for non-statutory foster care agencies.

Business as Usual

Selected Metrics

Ensure that all residential Centres are registered in accordance with the time frames set out in Part VIII of the Child Care Act 1991.

100% of scheduled registration renewals.

Ensure that the assessments of alternative education assessments are prioritised on a risk screening basis.

All applications screened within 48 Hrs of receipt.

No	New Initiatives	Deliverables	Target	Date
B.4.5	Introduction of risk based prioritisation for reviews of young people and schools placed on the register of alternative education.	Inspectors trained in risk assessment modality. Register of schools reviewed and updated. Register of young people reviewed and updated.	Training completed. Register updated. All entries risk rated.	Q1

No	New Initiatives	Deliverables	Target	Date
B.4.6	Review the operation of the entire inspections and registration process for alternative education.	Service improvement plan developed to include revised documentation and processes and metrics for reporting.	Review complete. SI plan developed. Metrics developed.	Q2
B.4.7	Reduce the waiting time for new registration applications and inspection.	Recruit additional inspector.	Inspector recruited.	Q1
B.4.8	Publication of findings of 2015 home education and independent schools process.	Implementation plan created and communication plan for the sector developed.	Implementation plan created. Communication plan in place.	Q2
B.4.9	Introduce a single model for registration, inspection and monitoring of non-statutory residential centres.	Workshop held on final delivery model and implementation. Commence pilot implementation site.	Workshop held. IR issues identified. Pilot completed. Workshop held.	Q2
B.4.10	Introduce a registration process for non-statutory foster care agencies.	Workshop held on final delivery model. Staff training commenced. Briefing with providers held.	Workshop held. Training undertaken. Briefings undertaken for (i) providers (ii) senior Tusla management.	Q1
B.4.11	To scope and set up systems and structures to ensure readiness for the Children First register of non-compliance.	Register content scope defined.	Scoping completed	Q1
		Referral process for non-compliance created.	Process established.	Q2
		Communication and implementation strategy agreed.	Implementation plan agreed.	Q3

B.5 Performance Reporting and Information

Statement of Purpose

The Performance Reporting and Information function of the QA Directorate is responsible for the collation, analysis and reporting of operational performance and activity data and information that is required to demonstrate where standards and targets are being met and to support decision-making at all levels of the organisation.

No 2017 Priorities

B.5.1	Continue to improve on the analysis and reporting of performance and activity data and information with a key focus on assisting managers in using the data as an effective management tool for performance oversight and service improvement.
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Business as Usual

Selected Metrics

Prepare national monthly and quarterly performance and activity dashboards and reports for submission to the DCYA and subsequent publishing on the Tusla website.

Monthly dashboards
Quarterly performance reports.

Prepare the annual review of adequacy of services report (Child Care Act 1991) for submission to the DCYA and subsequent publishing on the Tusla website.

Publication of annual report.

No	New Initiatives	Deliverables	Target	Date
B.5.2	Improve on the analysis and reporting of performance and activity data and information.	Improved reports to include integration of data and in particular staffing data. Improved performance and outcome activity reports available to service / area managers' meetings or other fora, as appropriate.	Monthly reports produced.	Ongoing
B.5.3	The roll out of an ICT solution for presenting performance data.	National information available and presented using ICT solution.	Presentation of data using ICT solution.	Q2
B.5.4	Benchmark performance metrics against those in other jurisdictions.	Comparators agreed. Report developed.	Benchmarking process undertaken with report.	Q4

B.6 Risk and Incident Management

Statement of Purpose

The purpose of the Risk and Incident Management team is to implement and maintain risk and incident management systems within the Agency. The team aims to ensure Tusla is aware of the nature of its risks, their status and how they are being managed.

No 2017 Priorities

B.6.1	Continue the implementation of the Tusla Risk Management policies and procedures.
B.6.2	Continue the implementation of the Tusla Incident Management policies and procedures.
B.6.3	Ensure effective dissemination of learning across the Agency from incidents and risks.
B.6.4	Increase staff awareness of the protected disclosure policy.

Business as Usual

Selected Metrics

Quarterly Incident Report.	Four times per year.
Quarterly Review of Directorate Risk Registers.	Four times per year.
Review of Corporate Risk Register.	Four times per year.

No	New Initiatives	Deliverables	Target	Date
B.6.5	Progress the implementation of Tusla Risk Management Policies and Procedures.	Systems and processes implemented across the service. Joint national protocols with Health and Safety developed. Improved risk registers established across the Agency.	Roll out completed. National protocols developed. Risk register established.	Q2
B.6.6	Continue the implementation of the Tusla Incident Management Policies and Procedures.	Systems and processes implemented. Additional staff trained in NIMS Joint national protocols developed with Health and safety. Interaction with State Claims Agency improved.	Rollout completed. Super users for NIMS identified. Liaison with State Claims Agency.	Q4

No	New Initiatives	Deliverables	Target	Date
B.6.7	Improve systems for the analysis, trending and learning from serious incidents	Database and systems further developed. Process for dissemination of learning from serious incidents scoped.	Database and systems developed Process for the dissemination of learning agreed	Q1

B.7 Service Experience and Consumer Affairs

Statement of Purpose

The Tusla Service Experience Division comprises the functions of complaints and feedback, corporate freedom of information and parliamentary affairs. It aims to improve how children, parents and carers experience our services. This is achieved through hearing their perspectives, conveying this feedback to the services concerned, and informing changes and improvements which may be required in the way services are delivered and experienced.

No	2017 Priorities
B.7.1	Further roll-out of the NIMS complaint module.
B.7.2	Supporting the on-going implementation of 'Tell Us'.
B.7.3	Improve the freedom of information system at corporate and national level to ensure compliance with legislation.
B.7.4	Implement the new standing orders for Parliamentary Questions and Parliamentary Representations.
B.7.5	Completion of service user survey.
B.7.6	Establish innovative channels for service user's feedback and complaints.
B.7.7	Report quarterly on the service user experience to promote and support the utilisation of this information.

Business as Usual	Selected Metrics
Processing Parliamentary Questions and Political representations.	Two days for ministerial and oral PQs 15 days for reps.
Processing Corporate FOI requests.	In line with FOI Act.
Managing the Tell Us feedback and complaints at Corporate level.	Ten days for initial response.
Liaison and assistance to staff in managing complaints and feedback.	No metric.
Development of supports for complaints and review officers.	No metric.
Continue to report quarterly on service user experience to promote and support the utilisation of this information.	Quarterly report.

No	New Initiatives	Deliverables	Target	Date
B.7.8	Expand roll-out of the NIMS complaint module.	Improved complaints module on NIMS. Additional staff trained in NIMS. Improved management information, generated from NIMS.	Revision of NIMS complaint module. Training delivered. Promotional plan agreed.	Q4
B.7.9	Complete implementation of 'Tell Us'.	Sample audit of complaints handling complete. Communication and training plan developed. Support networks for complaints and review officers developed.	Audit completed. Communication and training plan developed. Support networks developed.	Q4
B.7.10	Improve the freedom of information system to ensure compliance with legislation.	Bespoke FOI training delivered to staff. Specific guidance manuals for FOI processing prepared. Benchmark 'best practice' delivery against other jurisdictions. Project team established to review Tusla requirements to meet FOI legislation independently.	Training designed and delivered. Guidance and manuals produced. Analysis of best practice undertaken. Project team established.	Q4

No	New Initiatives	Deliverables	Target	Date
B.7.11	Implement the new standing orders for PQs and Parliamentary Representations.	Dedicated email address for Oireachtas members established. Formal feedback processes established. Report on compliance completed.	Dedicated email address provided. Feedback process in place. Report produced.	Q4
B.7.12	Conduct service user survey.	Survey conducted.	Survey completed.	Q2

B.8 Corporate Governance

Statement of Purpose

The purpose of the corporate governance function in Tusla is to ensure the Agency complies with its obligations under the Code of Corporate Governance for state agencies 2016 and meets its legislative requirements.

No 2017 Priorities

B.8.1	Implementing the Code of Practice for the Governance of State Bodies 2016.
B.8.2	Defining Tusla's risk appetite to support the risk register.

Business as Usual

Selected Metrics

Completion of compliance checklists in relation to legislation compliance and the Code of Governance.

Annual.

No	New Initiatives	Deliverables	Target	Date
B.8.3	Defining Tusla's risk appetite to support the risk register.	Develop a view of Tusla's overall Risk Appetite. Develop a process for Communicating Risk Appetite. Monitor Risk Appetite.	Develop risk appetite statement. On going.	Q1

No	New Initiatives	Deliverables	Target	Date
B.8.4	Ensuring compliance with the new Code of Practice for the Governance of State Bodies 2016.	<p>Gap analysis completed of Code of Practice for the Governance of State Bodies 2016.</p> <p>Updated Tusla Code of Governance.</p> <p>Tusla's Integrity of Behaviour and Codes of Conduct updated.</p>	<p>Gap analysis completed</p> <p>Code updated.</p> <p>Integrity of behaviour and code of conduct updated.</p>	<p>Q1</p>
B.8.5	Roll out training on the provisions and obligations of the new Code of Practice 2016.	<p>Training plan.</p> <p>Training undertaken.</p> <p>Training evaluated.</p>	<p>Training plan developed.</p> <p>Training completed and evaluated.</p>	<p>Q1</p> <p>Q4</p>

9.C Output - Family and Parenting Support

A targeted range of family and parenting supports

Key Achievements in 2016 Against Short Term Output C Actions

Special Care processes
Individual Therapeutic Plans
Sexually Harmful Behaviours Service
Governance and Commissioning training
Regional Co-ordinators for Sexually Harmful Behaviours
Commissioning Toolkit
Registration Office EYS Parenting Toolkit
EYS Quality and Regulatory Framework
Seed funded Projects **572 Meitheals** Homelessness Partnership
CYPSC Co-ordinator Posts
ACTS Award for Excellence
Meitheal Model 17 Operational Areas
Child and Family Support Networks
Commissioning Strategy
5 Pilot sites for Market Positioning Statements
Parenting Support Champions
Participation Training
Participation Toolkit
Monitoring and Reporting Framework for DSGBV
Therapy Services provision reviewed
Meitheal SW interface protocol

Service Delivery Units

This section Family and Parenting Support (Output C) outlines the following service delivery units: CYPSC's; Commissioning; Therapy Services; ACTS; Regional Sexual Abuse Assessment and Therapeutic Intervention Service; DSGBV; Homelessness; Early Years Services Regulation.

C.1 Children and Young People's Services Committees (CYPSC)

Statement of Purpose

Children and Young People's Services Committees (CYPSC) are the key structure identified by Government to plan and co-ordinate services for children and young people in every county in Ireland. The overall purpose is to improve outcomes for children and young people through local and national interagency working. CYPSCs are county-level committees that bring together the main statutory, community and voluntary providers of services to children and young people to realise the national outcomes set out in Better Outcomes, Brighter Futures.

No 2017 Priorities

C.1.1	To agree MOU with DCYA regarding oversight and development of CYPSCs.
C.1.2	To ensure the establishment and embedding of CYPSC in all Areas.
C.1.3	To improve capacity of staff employed within CYPSC and those engaged with the delivery of the committees.
C.1.4	To develop good communications including website management to inform at local and national level.
C.1.5	To identify, map and implement plans and structures which will make CYPSCs most effective in the delivery of services to children and families.
C.1.6	To ensure planning and coordination of parenting supports at local level through CYPSC (Linked to PPFS).

Business as Usual

Selected Metrics

Consolidate CYPSC's throughout Ireland.	No. of CYPSC (26).
Standing network of chairs and vice chairs maintained.	Meetings held (four).
Provision of reliable and accessible data.	Data sets available.
Maintain on-going governance structures for CYPSC, DCYA and support to CYPSC National Implementation group.	No. of meetings.
Maintain PPFS linked sub-groups on CYPSC and aligned commissioning processes to the work of CYPSC.	No. of sub groups.

No	New Initiatives	Deliverables	Target	Date
C.1.7	Establishment of CYPSC management and service delivery function within Tusla.	National Coordinator appointed. MOU agreed with DCYA.	Terms and conditions agreed. Governance agreement.	Q1 Q1
C.1.8	Capacity building for CYPSC coordinators and other key stakeholders.	Two/three events held during the year. Regular learning opportunities identified.	Quality service delivery.	Q4
C.1.9	Quality Assurance.	Reporting mechanisms and evaluation tools developed.	Meaningful measures/ outcomes collected and evaluated.	Q3
C.1.10	Communication.	Regular updates provided for key stakeholders. Reporting at local and national level. Website management assured.	Annual report produced. Website effective. Stakeholders at all levels informed.	Q4
C.1.11	Review.	CYPSC to be reviewed at six month intervals.	MOU reviewed.	Q2
C.1.12	Establish a reporting framework for CYPSC.	Reporting framework established aligned to Tusla reporting framework.	Report.	Q1
C.1.13	Implement Tusla's participation strategy to the work of CYPSC.	Participation strategy embedded into CYPSC's.	Number of CYPSC adopted strategy.	Q1 - Q4

C.2 Commissioning (links to PPFS programme)

Statement of Purpose

The aim of commissioning in Tusla is to ensure that the total resources available to children and families are applied to improving outcomes in the most efficient, effective, equitable, proportionate and sustainable way. Commissioned services will be targeted, evidence informed and outcome based.

No	2017 Priorities
C.2.1	Apply the commissioning process as outlined in the commissioning strategy and toolkit to all Areas in Tusla.
C.2.2	Extend the development of Commissioning Position Statement to all 17 Areas.
C.2.3	Establish a national strategic commissioning support office.
C.2.4	Provide training and information sessions on commissioning and governance both internally and externally.
C.2.5	Implement a revised Commissioning Governance Framework.
C.2.6	Utilise Children's Information and Data Hub Project (O4C) to develop data management capacity in CYPSCs.

Business as Usual	Selected Metrics
Ongoing funding to the Voluntary and Community Sector under Section 56 and 59 of the Child and Family Agency Act 2013.	Formal agreements signed and compliance requirements in place.
Continue to engage with DCYA and DPER in relation to a cross departmental approach to commissioning and through regular updates on progress to the Minister on pace of proposed reforms and communication strategies	Regular reports to the Minister on progress
Continue to provide support for areas in the commissioning process.	n/a
Strengthen governance structures for externally funded organisations.	n/a

No	New Initiatives	Deliverables	Target	Date
C.2.7	Establish Commissioning Unit.		Unit established.	Q4
C.2.8	Develop an outcomes Framework for commissioning.	Outcomes Framework developed.	Framework document.	Q2
C.2.9	Extension of Commissioning Position Statement to all 17 Areas.	Position Statements Developed.	Statement for each Area.	Q3
C.2.10	Development of Commissioning Position Statement for DSGBV Services.	Commissioning Position Paper finalised.	Position paper.	Q4

No	New Initiatives	Deliverables	Target	Date
C.2.11	Implement a revised Commissioning Governance Framework.	Revised Governance Framework in place.	Revised Service Agreement.	Q1
C.2.12	Embed commissioning in all Areas.	Complete Toolkit development. Training based on Toolkit developed and piloted in partnership with WLD.	Toolkit published and disseminated.	Q2

C.3 Therapy Services

Statement of Purpose

Tusla is required under the Child and Family Agency Act, 2013 to support and promote the development, welfare and protection of children; to support and encourage the effective functioning of families and to provide services relating to the psychological welfare of children and their families.

No 2017 Priorities

- | | |
|-------|---|
| C.3.1 | Publish the strategic plan for Tusla psychological and therapeutic services, and establish an implementation group. |
| C.3.2 | Develop governance structures for Tusla Therapy Services. |
| C.3.3 | Pilot first phase of Community Therapy Support Service provision at Area level. |
| C.3.4 | Ensure a strategic approach to the development of therapeutic services including ACTS and Sexual Abuse services. |

Business as Usual

Selected Metrics

Therapeutic services to children and families in the community and In Care placements.	New metric to be developed.
Assessment, consultation and/or intervention services for children at significant risk in the community.	As above.
Access to consultation and support for professionals including Residential Care staff and Foster Carers in their on-going work with young people and their families.	As above.
Provide multi-disciplinary assessment and therapeutic plans.	As above.

No	New Initiatives	Deliverables	Target	Date
C.3.5	Finalise the strategic plan for psychological and therapeutic services.	Establish working group involving DCYA, HSE and other bodies. Strategic plan finalised. Implementation plan and cost implications defined.	Plan finalised. Plan finalised.	Q1 Q1 Q2
C.3.6	Establish Procurement Framework Agreement for the provision of psychology and therapy services.	Framework Agreement established.	Procurement finalised.	Q2

C.4 Assessment Consultation and Therapy Service

Statement of Purpose

ACTS is a national specialised clinical service which has been developed in order to provide multi-disciplinary consultation, assessment and focused interventions to young people who have high risk behaviours associated with complex clinical needs.

No 2017 Priorities

C.4.1	Implement the recommendations of the Acts Review.
C.4.2	Develop interagency working protocols with key partner agencies.
C.4.3	Scope the development of an electronic files and database system.

Business as Usual

Selected Metrics

Provide on-site therapeutic services to young people in secure settings in Ireland (Special Care and the Children Detention Schools) and develop individual therapeutic plans in respect of each young person.	New metrics to be developed.
Provide support to young people who are returning to community settings to help them re-engage with mainstream services as appropriate.	As above.
Provide clinical intervention and systemic support to the wider childcare/mental health system.	As above.
Provide consultation in the community for children at significant risk of placement in secure settings.	As above.

No	New Initiatives	Deliverables	Target	Date
C.4.4	Implement recommendations of the Review of ACTS service.	Review finalised. Timelines agreed.	Plan finalised. Plan implemented.	Q1 Q4

C.5 Regional Sexual Abuse Assessment and Therapeutic Intervention Service

Statement of Purpose

In conjunction with local Social Work teams to provide a range of integrated specialist sexual abuse services to meet the needs of children and their families who have suffered sexual abuse and for children and young people with sexually harmful behaviour.

No	2017 Priorities
C.5.1	Coordinate existing services to address sexually harmful behaviour as a national service with the governance structure, business processes and supporting infrastructure to ensure capacity to strategically develop Tusla sexual abuse services.
C.5.2	Continue development of Specialist Centres providing assessment and therapy services to address key service gaps.

Business as Usual	Selected Metrics
Provision of assessment and therapy services at Specialist Centres.	No. of children referred and seen.
Provision of Sexually Harmful Behaviour Services to young people who exhibit sexually harmful behaviour.	No. of young people referred and seen.
Continuation of capacity building with Social Workers in the joint interviewing with Garda Síochána.	No. of additional staff trained.

No	New Initiatives	Deliverables	Target	Date
C.5.3	Implement national model in DNE.	Outreach Clinic at Castleblaney.	Clinic opens.	Q1
C.5.4	Framework Agreement with North Side Interagency Project (NIAP).	Transfer of NIAP service to Tusla governance.	Transfer complete.	Q4
C.5.5	Sexually Harmful Behaviour Service Tusla South.	Establish Sexually Harmful Behaviour Service in Tusla South.	Service commences.	Q2

No	New Initiatives	Deliverables	Target	Date
C.5.6	Sexually Harmful Behaviour Service Tusla West.	Establish Sexually Harmful Behaviour Service in Sligo/Leitrim/ West Cavan and Midwest.	Service commences.	Q2
C.5.7	Development of national service model for SA and treatment service in DML.	Multi-Agency plan developed.	Plan agreed.	Q2

C.6 Domestic, Sexual and Gender Based Violence Services (DSGBV)

Statement of Purpose

To provide leadership and support in the prevention, identification, intervention and on-going services for victims of domestic, sexual and gender based violence in Ireland. This is achieved through commissioned activities for prevention, early intervention and provision of domestic violence and sexual violence support services delivered by Tusla and through partner organisations.

No 2017 Priorities

C.6.1	Ongoing development of systems and processes for commissioning and oversight of DSGBV services, including co-commissioning approaches.
C.6.2	Commissioning of national DSGBV Helpline services.
C.6.3	Commissioning of additional services for victims of DSGBV in line with identified needs including defined targeted groups, and implementing measures to enhance sustainability in the delivery of services.
C.6.4	Development of quality standards for DSGBV services, in line with Tusla Quality Assurance Framework.
C.6.5	Development of evidence base for responses to children who witness domestic violence.
C.6.6	Progressing data and information developments around services for victims of DSGBV.
C.6.7	Implementing service user engagement mechanisms.
C.6.8	Establishing mechanisms for technical/governance support for funded DV services to enhance capacity.
C.6.9	Implementing on-going change processes to position service in line with best practice.
C.6.10	Establishing Tusla-led structures and fora for inter-agency working around DSGBV.

Business as Usual	Selected Metrics
Implementing standard approach for governance of SLAs with funded DSGBV services.	100% of signed SLAs within timelines set out. % of SLA review meetings that take place. % of SLA review meetings that take place within the timelines set out.
Collection of core dataset from all funded DSGBV organisations on 2016 activity.	All services returning data in Q2. Summary report on data available in Q2.
Ongoing implementation of actions from National DSGBV Strategy.	Tusla actions delivered within timelines set out.
Development of Commissioning Statement for 2018.	Commissioning Statement in Q4.
Engagement with DSGBV stakeholders.	Two or more regional 'cluster' and/or 'national' meetings attended by relevant services.

No	New Initiatives	Deliverables	Target	Date
C.6.11	Project to formally commission national DSGBV Helpline services.	Detailed specification with KPIs for national help lines. Implementation plan for national helpline services developed.	KPIs	Q3
C.6.12	Commissioning for additional provision for target groups, including children, men and Traveller/Roma communities.	Evidence reviews on effective responses for children who witness DV. Establishment of project groups. Implementation of pilot programmes responding to children in five Areas. Framework for integrated working with older children in specialist sexual violence support services.	Evidence Reviews	Q2 Q1 Q2 Q3

No	New Initiatives	Deliverables	Target	Date
C.6.13	Commissioning approaches for DSGBV services in the Midlands, Cork, Galway, and the greater Dublin Area.	Establishment of project groups.		Q1
		Completed needs assessments/analysis to match needs with services.	Needs assessment.	Q2
		Implementation plans with agreed outcomes.	Implementation plan	Q3
C.6.14	Development of Quality Standards for DSGBV Services (for implementation in 2018).	Position paper on Quality Standards for DSGBV services.	Position paper	Q1
		Project scope for development of Quality Standards with identified outcomes for Q4 2017.	Project scope.	Q1

C.7 Homelessness

Statement of Purpose

Tusla has a role in relation to child homelessness under the Child Care Act 1991 and Children First. In addition Tusla participates on a multi-agency basis engaging with other statutory and voluntary agencies that provide services and supports to children, young people and families experiencing homelessness.

Tusla Homeless Liaison service, established in October 2015, provides a service focus in the Dublin area. Tusla participates on the Inter-Agency Forum established under the Government Plan *Rebuilding Ireland - an Action Plan for Housing and Homelessness*.

No 2017 Priorities

- | | |
|-------|---|
| C.7.1 | Arising from the review finalised in 2016 ensure the implementation of the agreed protocol between Tusla and the Dublin Region Homeless Executive. |
| C.7.2 | Extend the provisions of the agreed protocol nationally. |
| C.7.3 | Continue multi-disciplinary working between key agencies ensuring that children, young people and families known to the Child and Family Agency have access to consistent services. |
| C.7.4 | Ensure a continuum of support for transient families where possible using National Frameworks such as Meitheal. |
| C.7.5 | Work with relevant agencies and Family Resource Centres to consider what additional support can be provided. |

Business as Usual	Selected Metrics
Continued work within the homeless forums and liaison groups.	Attendance at meetings.
On-going implementation of the agreed protocol between Tusla and the Dublin Region Homeless Executive.	Revised protocol and dissemination nationally.
Liaison and support to social work teams in relation to homelessness.	Attendance at meetings as required.
Input in to the aftercare policy and implementation groups.	Membership of relevant working groups.

No	New Initiatives	Deliverables	Target	Date
C.7.6	Support child care service element of new residential service to homeless pregnant women.	Agree SLA with 'Anew' Services.	Expanded capacity for homeless women.	Q1
C.7.7	Roll out of the protocol nationally.	Protocol printed and soft copies available.	Enhanced CP guidance.	Q1
C.7.8	Work with relevant agencies and Family Resource Centres to consider what additional supports can be provided.	Enhanced direct supports for children from homeless families	Additional supports provision.	Q2

C.8 Early Years Services Regulation

Statement of Purpose

The Early Years Inspectorate is an independent statutory regulator of early years services in Ireland and has responsibility for registering and inspecting of pre-schools, playgroups, crèches, childminders who care for more than four children and drop in services. Its remit covers children aged 0-6 years and its authority is underpinned by Part 12 of the Child and Family Agency Act 2013 and the 2016 Early Years Regulations.

No	2017 Priorities
C.8.1	Roll out the Quality Regulatory Framework for the early years sector.
C.8.2	Commence re-registration of the existing register providers.
C.8.3	Develop and implement phase II of the TEYIS ICT system.
C.8.4	Develop and promote the work of the inspectorate.

Business as Usual	Selected Metrics
Undertake management of complaints/unsolicited information received on registered services.	Numbers and percentages of complaints by type. Numbers of complaints received, investigated, upheld, partially upheld, and not upheld.
Registration of early years services.	<p>Number of early years services registered currently operating an early years' service, with conditions attached to their registration.</p> <p>Number of new registration applications</p> <p>Numbers and percentages of new applications for registrations approved, approved with conditions, refused.</p>

No	New Initiatives	Deliverables	Target	Date
C.8.5	Roll out the Quality Regulatory Framework for the early years sector.	<p>Pilot of the framework in selected areas conducted.</p> <p>Training on the application of the framework.</p> <p>Briefing sessions designed.</p> <p>Scoring system for inspections designed.</p>	<p>Pilot complete.</p> <p>All inspectors trained.</p> <p>Briefing sessions held.</p> <p>Scoring system in place.</p>	<p>Q4</p> <p>Q4</p> <p>Q4</p> <p>Q4</p>
C.8.6	Commence re-registration of the existing register providers.	<p>Implement a risk based approach to scheduling of inspections.</p> <p>Capacity of the registration office expanded.</p> <p>Inspection categories expanded to six inspection models.</p> <p>New metrics developed regarding registration.</p>	<p>Approach implemented.</p> <p>Extra capacity created and in place.</p> <p>Inspection categories in place.</p> <p>New metrics developed.</p>	<p>Q3</p> <p>Q4</p> <p>Q4</p> <p>Q4</p>
C.8.7	Develop and implement phase II of the TEYIS ICT system.	<p>Phase II of the project scoped.</p> <p>Pilot of Phase II of the system conducted.</p> <p>Training on the utilisation of the system.</p>	<p>Scoping completed.</p> <p>Pilot of Phase II undertaken.</p> <p>All staff Trained.</p>	<p>Q4</p> <p>Q4</p> <p>Q4</p>
C.8.8	Develop and promote the work of the inspectorate.	Produce and promote quarterly newsletter on the activities and developments in the inspectorate.	Quarterly newsletter published and distributed.	Q1

9.D Output - Promoting Fulltime Education

Attendance, participation and retention in fulltime education is embedded in service delivery for all children.

Key Achievements in 2016 against Short Term Output D Actions

School Attendance Strategies
Children in Care Home Tuition Scheme
CPD for all SCP staff
SCP contracts reviewed
Director of EWS appointed
EWS performance metrics and KPIs

Service Delivery Units

This section Promoting Fulltime Education (Output D) outlines the Education and Welfare Service Delivery Unit: Education Welfare Services.

D.1 Educational Welfare Services

Statement of Purpose

The Educational Welfare Service (EWS) is a national service that holds the statutory responsibility for ensuring that all children attend school or are otherwise in receipt of a certain minimum education.

It comprises the statutory EWS and the non-statutory Home School Community Liaison Scheme (HSCL) and School Completion Programme (SCP) services which are predominantly based in schools with Delivering Equality of Opportunity in Schools (DEIS) status.

No	2017 Priorities
D.1.1	Reduce numbers of unallocated EWS cases through recruitment of additional staff and enhancing pre-referral work via HSCL and SCP, including the continuous embedding of Prevention Partnership and Family Support (PPFS) approaches into practice using Meitheal and other evidence based interagency approaches ²⁷ including working with CYPSC's ²⁸ .
D.1.2	Progress implementation of EWS integrated structure to ensure all three strands of EWS work together cohesively to support the whole child approach.
D.1.3	Continue to improve quality across the SCP programme by addressing governance and employment shortcomings identified in recent audits. Continue to up skill SCP staff through CPD.
D.1.4	Commence CPD programme for all HSCL staff in partnership with the DES.
D.1.5	Submission of School Attendance Strategies by all schools.

Business as Usual	Selected Metrics
Implementation of Statutory School Attendance Legislation.	Monthly activity reports showing reduction in waiting lists.
Providing targeted additional support to children at risk of early school leaving via SCP.	Retention plans and improved attendance of targeted children.
Providing supports to parents/carers of children who are out of school via advice and guidance from EWO and direct support to students through SCP.	EWO monthly activity reports.
HSCLs will continue to support parents as primary educators of their children and will work in partnership with all relevant statutory and voluntary agencies to enhance attendance, participation, and retention.	End of year returns to DES indicating numbers of parents who have engaged with HSCL service.

²⁷ EWS will engage with QCBI in DCYA to look at the potential of implementing effective models from ABC and PEIP where such models are evidenced and can deliver on the aims and objectives of EWS.

²⁸ EWS is working with CYPSC's to meet educational welfare needs through joint identification of local needs, identification of gaps in provision and the identification and elimination of service duplication.

No	New Initiatives	Deliverables	Target	Date
D.1.6	Children in Care Protocol.	<p>Protocol document on shared working arrangements between Alternative Care, Social Work and EWS finalised.</p> <p>Training delivered to other service strands by EWS on Education Welfare matters impacting children in care.</p> <p>Meetings with DES to monitor outcomes and take up of Children in Care Home Tuition Scheme.</p>	Protocol and training in place across all Tusla Areas.	Q3
D.1.7	Roma Education Worker Training.	Business Case developed in conjunction with Pavee Point to design and deliver training modules and identify and support education workers drawn from the Roma community to commence this training.	New approach to improving attendance and participation by Roma children in education.	Q4
D.1.8	Implementation of EWS Integrated Management.	<p>Appointment of National Integrated Services Managers.</p> <p>Appointment of Business Manager.</p>	Building the EWS management infrastructure.	Q1
D.1.9	Response to DEIS Nua and provide HSCL and SCP services to additional schools included.	Provision of HSCL Co-ordinators and provision of SCP supports to any new schools coming into the DEIS programme.	Expansion of Services to include new target Areas.	Q4
D.1.10	Engagement with cross sectoral multi-agency response to secure school places and appropriate educational provision for separated children.	Separated children to have school places or appropriate educational provision.	New target group.	Q4

No	New Initiatives	Deliverables	Target	Date
D.1.11	Implementing the Caseload Management system across the EWS.	Caseload management fully embedded across EWS.	Standardised approach to caseload management.	Q2
D.1.12	Children's Participation Training for EWS staff as part of the PPFS programme.	EWS staff trained in children's participation - four training sessions of 20 EWOs each.	Children's participation is part of EWS process.	Q3
D.1.13	Review legal guidance and processes to take into account integration and changes in legislation.	Establish a working group to prepare guidelines to present to Tusla National Oversight Committee.	Update guidance and processes.	Q4

9.E Output - An Organisation Fit for Purpose

A fit for purpose organisation to deliver on the Agency's intent.

Key Achievements in 2016 against Short Term Output E Actions

Finance Operating Model
Legal training programme
Legal spend reduction Project

PMO Handbook Payroll Project

Review of legal costs

Recruitment of 309 posts to end October

CPD Strategy launched

CPD Strategy implemented

Responded to 500 media queries

11,000 participants on courses

650 courses delivered

Two Senior Managers Leadership Development Programmes

Estimates process **EAPs established**

Tusla branded as Employer of choice
Financial Performance partnering
Resource Allocation Programme
H&S Statements template

Service Delivery Units

This section An Organisation Fit for Purpose (output E) outlines the following Service Delivery Units: Office of the Chief Executive Officer (CEO); Legal; Finance; HR and QA Service Areas from within these respective directorates: Office of the Chief Executive; Programme Management Office; ICT; Estates; Finance; Procurement; Workforce Planning; WLD; Employee Wellbeing and Welfare; Recruitment and Talent Management; HR Operations Organisational Management; Employee Relations and Industrial Relations; Legal Services; Data Protection; Communications; Health and Safety.

E.1 Office of the Chief Executive

Statement of Purpose

The Chief Executive is responsible for all the functions and activities of Tusla, which aims to achieve improved outcomes for children and families.

The Chief Executive is Chair of the Senior Management Team of Tusla, and is accountable to the Board for all functions and activities of the Agency.

The Chief Executive advises the Board on all major issues relating to the Agency including:

- Policy
- Strategic Developments
- Governance arrangements
- Financial reporting and financial probity
- Performance
- Risk (organisational and service delivery)
- Updates on implementation of the Agency's Corporate and Business Plans.

The Chief Executive also collaborates with the Secretary General of the Department of Children and Youth Affairs on relevant matters.

The Office of the Chief Executive is responsible for the administration of the activities of the Chief Executive as set out above.

No 2017 Priorities

E.1.1	To drive the implementation of the Transformation Programme.
E.1.2	Lead the new organisational structure and organisational reform, to support the Child Protection and Welfare Strategy as the main programme within the Transformation Programme.
E.1.3	Lead Tusla's 'to be' culture.
E.1.4	Develop Tusla's second Corporate Strategy setting a new vision and mission for the Agency.
E.1.5	Define Tusla's risk appetite.
E.1.6	Assess the capacity of the Office of the Chief Executive to undertake its responsibilities and functions.

Business as Usual	Selected Metrics
Senior Management Team Meetings.	Minutes and action logs.
Accountability to the Board.	Monthly Financial, HR, Performance and CEO Reports, and the Annual Report.
Preparation and implementation of the annual Business Plan.	Annual Business Plan prepared. Quarterly performance tracked.
Preparation of Tusla's Annual Report.	Annual Report finalised.
DCYA/Tusla Executive Meetings.	Quarterly meetings, minutes/ actions logged.

No	New Initiatives	Deliverables	Target	Date
E.1.7	Implementation of the Transformation Programme.	Milestones for 2017 reached.	Quarterly reports prepared.	Quarterly
E.1.8	Roll out Tusla 'To Be' culture.	Key milestones for 2017 reached.	Quarterly reports prepared.	Quarterly
E.1.9	Corporate Plan 2018–2020.	Corporate Plan 2018–2020 completed.	Corporate Plan.	Q4
E.1.10	Define Tusla's risk appetite.	Risk appetite defined.	N/A	On-going
E.1.11	Review of the Office of the Chief Executive.	Review undertaken and recommendations prepared.	Review report.	Q3

E.2 Office of the Chief Executive - Programme Management Office (PMO)

(to be transferred to the Policy and Transformation Directorate following its establishment)

Statement of Purpose

The Programme Management Office is a centralised, co-ordinating unit which provides a focal point for all programmes and project management. The PMO develops, collates, and coordinates project management tools. These ensure quality, consistency, accountability, and transparency across programmes.

As a newly established unit, the PMO will support the Senior Management Team, Programme Managers, and Project Managers to implement the consolidation plan for the Transformation Programme and other programmes and projects.

No	2017 Priorities
E.2.1	Fully resourced PMO.
E.2.2	Agreement by SMT of programmes and projects to sit within PMO.
E.2.3	Support for Transformation Programme established, change management plan developed and governance for same in place.
E.2.4	Establishment of LEAN processes as part of PMO to support Transformation Programme.
E.2.5	Produce end of year report on PMO activity – December 2017

Business as Usual	Selected Metrics
As this is a newly established service there is currently no 'Business as Usual'.	N/A

No	New Initiatives	Deliverables	Target	Date
E.2.6	Fully established PMO	Recruitment of 10 posts to fully resource agreed PMO structure.	Posts in place.	Q2
E.2.7	Agreement by SMT of Programmes and Projects within PMO.	Programmes as detailed in the Business Plan 2017 prepared for SMT. Programmes reviewed and approved: managed by PMO, monitored and controlled by PMO. Agreement reached on supported programmes.	List of potential programmes. SMT Agenda item. Decision by SMT.	Q1 Q2

No	New Initiatives	Deliverables	Target	Date
E.2.8	Support and Governance arrangements for programmes within scope of PMO.	<p>Transformation Change Management Plan Developed.</p> <p>Programme Charters completed Programme planning phases established.</p> <p>Governance structure and meeting schedule for each programme agreed.</p> <p>Implementation support provided to each programme within PMO.</p>	<p>Change Management Plan.</p> <p>Charters in place. Programme plans in place.</p> <p>Governance structures in place.</p> <p>Implementation support established.</p>	<p>March 2017 (subject to recruitment).</p> <p>March – Dec (subject to recruitment).</p>
E.2.9	Provide Governance and Monitoring Support to other Programmes agreed by SMT.	Other programmes supported.	Governance and monitoring for other named programmes and projects in place.	Feb – Dec (subject to recruitment).
E.2.10	Establish LEAN processes to support PMO Activity.	<p>Programme of work prioritising programmes for LEAN support established.</p> <p>Programme of LEAN training for Project Managers completed.</p>	<p>Key LEAN actions completed.</p> <p>LEAN Training completed.</p>	<p>March.</p> <p>March – Dec.</p>
E.2.11	PMO Annual Report	Annual Report of PMO activity completed.	Completion of Annual Report.	Dec.

E.3 Information and Communications Technology

Statement of Purpose

ICT provides services which are secure, integrated, innovative and consistent in a manner that puts children first and serves the needs of all Tusla stakeholders.

No 2017 Priorities

E.3.1	Recruitment of ICT Director to lead Tusla ICT Directorate.
E.3.2	Implementation of an agreed ICT Strategy programme.
E.3.3	ICT Audit and baseline of ICT Landscape.
E.3.4	ICT programme of projects in line with Tusla priorities.
E.3.5	Interim Scoping of Records Management Solution to address Action 75/76 of the Ryan Implementation Plan.

Business as Usual

Selected Metrics

Metrics currently being established with HSE ICT for 2017. To be further developed following a review, implementation of the ICT strategy, and associated programme of work.

N/A

No	New Initiatives	Deliverables	Target	Date
E.3.6	Implement ICT Strategy.	Finalised ICT programme. Implementation roadmap and timelines agreed.	Agreed ICT Work programme in line with Tusla strategic priorities.	Q2

E.4 Estates

Statement of Purpose

The Estates team is responsible for the development and implementation of the Estates strategy to ensure that the Agency has the necessary capacity to deliver services in optimum surroundings and in locations that are accessible to service users and staff.

Tusla Estates also manage the property portfolio at a national level and has full responsibility for all properties complying with statutory requirements and health and safety practices.

No 2017 Priorities

E.4.1	Delivery of the Capital Plan 2017. The capital allocation of €13.5m will be used across various projects e.g. To continue with the essential refurbishment and upgrade works through the Minor Capital budget, and to fund fit-out costs for critical accommodation requirements nationally.
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Business as Usual	Selected Metrics
Tusla Estates develops protocols, policies and strategies and to liaises closely with Regional Business Managers.	N/A

No	New Initiatives	Deliverables	Target	Date
E.4.2	Implement a revised Estates structure to ensure that Estates is properly resourced to meet the Agency's needs.	Revised Estates structure implemented.	N/A	N/A

E.5 Finance Directorate

Statement of Purpose

The purpose of the Finance Directorate is to support the Agency in operating in the most efficient and effective manner possible and within the allocated funding.

Finance is responsible for managing the accounting, treasury and financial reporting operations of the Agency, including the development and management of internal controls to mitigate risk and report on the financial position of the Agency.

Finance develops and manages internal controls, the performance management of the Agency and business planning. Additionally, the directorate manages financial governance requirements and oversees the implementation of those requirements.

Finance reports to the DCYA on cash expenditure against profiled funding allocation.

No	2017 Priorities
E.5.1	Roll out of Budget 2017.
E.5.2	Implement resource Allocation Programme Plan for 2017.
E.5.3	Production of 2016 Annual Financial Statement (AFS) and C&G Audit.
E.5.4	Oversight and tracking of Audit Recommendations.
E.5.5	Cash Allowance Payment Project.
E.5.6	Ongoing Implementation of Finance Operating Model.
E.5.7	Governance Model for Grant Agencies.
E.5.8	Roll out and development of Tusla specific Financial Regulations.
E.5.9	Purchase to Pay process improvement.
E.5.10	Development of enhanced support at National, Regional, Area and Directorate level via business partnering.
E.5.11	Pay budget clean up and monitoring.

Business as Usual	Selected Metrics
Monthly Performance Reports.	Issued on time and accurate.
2016 Annual Financial Statements produced and signed off by Auditors.	Issued on time, accurate and signed off.
Tracking and Oversight of Internal and External Audit Recommendations.	Monitoring and escalation of risks and issues.
Tusla Control Assurance Statement.	Signed off.
Oversight of financial controls.	Monitoring and escalation of risks and issues.
Monitoring of Cash expenditure against profiled funding.	In line with DCYA requirements.
Management and oversight of Shared Services operations for transaction and accounting processes.	SLA signed and managed.
Financial processing and administration re Payroll, Grants, Treasury, Cash Allowances, non-pay and income.	DCYA drawdown and cash management.

No	New Initiatives	Deliverables	Target	Date
E.5.12	Resource Allocation Programme.	Application to 2017 New Monies Allocation.	N/A	Q1
E.5.13	Foster Care Payment Project.	Data clean up. Pilot site testing.	N/A	Q1 Q4
E.5.14	Tusla Specific Financial Regulations.	Roll out new Financial Regulations.	N/A	Q4
E.5.15	Finance Operating Model.	Recruit approved posts.	N/A	Q4
E.5.16	Value for Money.	Pursue Agency's strategic VFM initiatives.	N/A	Q4
E.5.17	Travel and Subsistence (and T&A with HR) system.	Scoping of system.	N/A	Q4
E.5.18	Section 56/59 grants database.	Scoping of system.	N/A	Q4

E.6 Procurement

Statement of Purpose

The purpose of the Procurement function is to establish support in the management and monitoring of contracts and provide guidance to managers and budget holders on compliance reporting and regulations of procurement requirements.

The function identifies procurement requirements for the Agency which assists in the development of the three years Procurement Plan and assists with proper planning and evaluation of requirements ensuring governance and value for money (VFM).

Tusla utilises a shared service function with HSE/HBS (Health Business Services).

This function also reports on the Department of Finance 40/02 Circular in relation to contracts in excess of €25k which have been awarded without a competitive process.

No 2017 Priorities

E.6.1	Progressing private foster care services procurement plan.
E.6.2	Assist in identifying the key/common services for 'Other Managed Services' (psychology, therapy, etc.) and progress the procurement of same with the project lead.
E.6.3	Support key Tusla procurement goals as identified in the service plan 2017.
E.6.4	Roll out legal procurement in March 2017.
E.6.5	Manage residential care procurement.
E.6.6	Access availability to centralised databases with HSE/HBS and OGP (Office of Government Procurement).
E.6.7	Develop a Service Level Agreement (SLA) with HBS for procurement services.
E.6.8	Work with HBS to identify shared services with HSE/HBS and OGP.
E.6.9	Additional resources for the procurement function.
E.6.10	Provide procurement training for staff.

Business as Usual

Selected Metrics

Private Foster care Procurement.	N/A
Other Managed Services Procurement.	N/A
Legal Procurement.	N/A
PMO – NCCIS & HR Resources Procurement.	N/A
Monthly update and reporting on procurement actions and issues.	N/A
Review of the Dept. of Finance 40/02 Circular to budget holder.	N/A

No	New Initiatives	Deliverables	Target	Date
E.6.11	Service Improvements: to provide available access to shared centralised procurement databases.	Databases access available in conjunction with HSE/HBS and OGP.	N/A	Q1
E.6.12	Dept. of Finance 40/02 Circular Report.	Monthly vendor reporting to budget holders.	N/A	Q1

E.7 Workforce Planning

Statement of Purpose

Workforce Planning will evaluate the existing workforce designation in order to adapt to the changing needs of the Agency. It will take all the appropriate steps required to achieve a workforce that is valued and supported within a learning organisation.

Workforce planning will support the development of an evidence-based resource allocation model to ensure appropriate resources are allocated to the needs of services.

No	2017 Priorities
E.7.1	Develop a three year workforce plan in partnership with all directorates which identifies the current and predicted headcount and skills required.
E.7.2	Engage with Operations to ensure RAP implications and approach to team skills mix/composition agreed.
E.7.3	Identify and develop new roles required for the Agency to ensure appropriate skill mix and multi-disciplinary working is fostered.
E.7.4	Develop an approach to strategic resourcing & planning for key roles.

Business as Usual	Selected Metrics
Business as usual is not applicable to Workforce Planning as this is a project and the outcome from the first year will determine its success.	N/A

No	New Initiatives	Deliverables	Value	Date
E.7.5	Implement the HR recommendations for the CPW Strategy	Finalised Strategy. Implementation roadmap and timelines agreed.	Published strategy.	Q4
E.7.6	A three year workforce plan developed.	Plan in place.	Agreed plan	Q2

No	New Initiatives	Deliverables	Value	Date
E.7.7	Workforce Development team(s) with nominees from relevant areas are set up to ascertain the needs of the service.	Team set up.	Team in place	Q2

E.8 Workforce Learning and Development

Statement of Purpose

Workforce Learning and Development has responsibility for all L&D activities within Tusla. WLD supports participation of staff in a broad range of applied L&D activities, including formal training courses, conferences, practice development forums, e-learning and evidenced-informed learning activities.

A full programme of L&D activities is provided annually, which is informed by corporate priorities and L&D needs identified from all levels of staff using two distinct systematic processes namely Personal Development Planning and Training Needs Analysis.

WLD aims to build the capacity and capability of Tusla staff that work directly or indirectly with children and families to achieve better outcomes for children and young people.

No	2017 Priorities
E.8.1	Develop a learning culture by supporting participation of staff in a broad range of applied learning and development activities.
E.8.2	Support, encourage and facilitate staff through structured professional and career development.
E.8.3	Strengthen leadership capacity and capability at all levels.
E.8.4	Design and deliver associated training as part of the overall recruitment and retention strategy.
E.8.5	Support the embedding of Prevention, Partnership and Family Support into practice and the national roll out of the Child and Youth Participation Toolkit with accompanying training to Tusla staff.
E.8.6	Support the roll-out of NCCIS.
E.8.7	Support the CPW Strategy Learning and Development plan and the lead e-learning programme to support Children First implementation.

Business as Usual	Selected Metrics
Implementation of the CPD Strategy through delivery of L&D activities and relevant training courses to all staff groups in the Agency based on corporate priorities, personal development planning and training needs analysis.	650 courses to 11,000 attendees by Q4. Evaluation of L&D activities and training courses.
Develop and implement L&D Plans and programmes to support Service Areas.	L&D plans and programmes for service Areas (e.g. Education Welfare Service (EWS), Domestic Sexual, and Gender Based Violence Service (DSGBVS)).
Deliver Leadership Development Programmes (LDP).	Standardised LDP programmes. Evaluation of LDP programmes.

No	New Initiatives	Deliverables	Target	Date
E.8.8	Engagement with Third Level Institutions through the Tusla Third Level Liaison Group.	An agreed plan to support co-ordination of practice placements between Tusla and Third Level Providers. Develop a model to support targeted recruitment.	Establish Standards for Practice Placements. Recruitment plan agreed to address future supply of qualified social workers and social care workers to meet Tusla service needs.	Q4 Q3
E.8.9	Identify future skills and capability requirements, in consultation with HR Business Partners and line management, for inclusion in strategic workforce plan.	Strategic workforce plan developed, approved and actively managed.	Agreed Workforce Plan.	Q4
E.8.10	Revised and agreed leadership development and people management programme in place in line with 'To Be' cultural transformation.	Tusla First Time Management and LDP in place. Agreed schedule of workshops and attendees during 2017 and 2018.	Tusla First Time Management Programme finalised. Leadership Development In house Trainers trained to cascade LDP.	Q3 Q4
E.8.11	Scope and agree budget for national Academic Sponsorship policy.	Budget in place and scope agreed.	Tusla Policy on academic sponsorship.	Q3

No	New Initiatives	Deliverables	Target	Date
E.8.12	Succession planning framework developed.	Framework approved and in place.	Framework document.	Q4
E.8.13	Succession plans developed in consultation with senior management.	Robust succession plans in place used to inform decisions.	Paper on succession planning.	Q4
E.8.14	Building on work undertaken to date appropriate learning interventions (esp. e-learning) available to support line managers and to enhance line manager capability.	Appropriate learning supports in place. Learning management system.	E-Learning Modules on Tusla hub.	Q3

E.9 Employee Wellbeing and Welfare

Statement of Purpose

The Employee Wellbeing and Welfare Unit provide the necessary systems and processes to enable staff to reach and maintain their full potential to deliver a quality service.

No 2017 Priorities

- E.9.1 Develop an Employee Wellbeing Strategy based on the HR Strategy 2016–2018.
- E.9.2 Produce and Implement Tusla's Employee Retention Strategy.
- E.9.3 Establish Succession Management processes.

Business As Usual

Selected Metrics

Developing of EAP programmes within Tusla.	In place, requires more development.
Development of exit interviews.	In place, requires expansion.

No	New Initiatives	Deliverables	Target	Date
E.9.4	Progress implementation of Employee Wellbeing Strategy.	Development of Employee Strategy based on HR strategy.	Published Strategy.	Q4
E.9.5	Develop guidelines for accessing Occupational Health Providers.	Review to be undertaken.	Publish review and communicate with staff.	Q3
E.9.6	Development of Rehabilitation Service.	Development based on Managing Attendance Policy and Procedures.	Develop draft policy.	Q4

E.10 Recruitment and Talent Management

Statement of Purpose

To manage and provide an end to end recruitment process which is responsive to the needs of Tusla – Child and Family Agency in compliance with the Public Service Management (Recruitment & Appointments) Act, 2014 and in accordance with Tusla’s recruitment licence granted by the Commission for Public Service Appointments under its Codes of Practice.

To provide a complete vetting service for Tusla – Child and Family Agency. Tusla Garda Vetting Bureau will manage all vetting applications; from prospective employees, existing employees, fostering and adoption services in compliance with the National Vetting Bureau (Children and Vulnerable Persons) Acts 2012 to 2016.

No 2017 Priorities

E.10.1	Provision of available staff to address service needs, key focus on Social Work graduates, access to Social Care regional panels, recruitment for Family Support Workers, recruitment for admin grades IV – VII.
E.10.2	Tusla brand to be promoted widely in NI, England, Scotland and Wales.
E.10.3	Tusla Garda Vetting Bureau to be fully operational with Authorised Signatories.
E.10.4	Tusla Garda Vetting Bureau to have fully compliant ICT database and operating technology needs.
E.10.5	Tusla Garda Vetting Bureau to commence e-Vetting in Q1 2017.

Business as Usual

Selected Metrics

Utilise SW graduate panel to fill vacant/new posts, utilise Social Care panel to fill posts (vacant/new/and in compliance with the EU directive).	In line with Recruitment plan in Appendix III.
Improve recruitment timelines.	Less than 14 weeks.
Build on existing policy documentation and produce Recruitment Policy Statements and Standard Operating Procedure (SOPs).	Deliver to all Area’s by end of Q2.
Maintain standards on interview board training and review of standards.	On-going – measure by having a dedicated, trained panel of interview board chairs to call upon when required.
Maintain compliance with CPSA ²⁹ requirements and Children First legislation on all recruitment documentation.	Reduced appeals. Positive review from CPSA audit.
Maintain Garda vetting procedure, pending introduction and establishment of Tusla Garda Vetting Bureau and e-Vetting process.	Reduced timeline for vetting to maximum two weeks and capacity to facilitate section 19 emergency placements to one day.

²⁹ Commission for Public Service Appointments

No	New Initiatives	Deliverables	Target	Date
E.10.6	Tusla Garda Vetting Bureau.	Manager hire completed. E-Vetting operating principles finalised. Guidelines for managers completed. Risk Assessment for disclosures completed. Resourcing of bureau completed.	Independence from HSE, improved timelines.	Q1 Q1 Q1 Q1
E.10.7	Tusla brand embedded.	Tusla is known as an employer of choice in Ireland and UK. Graduates from all third level institutions have knowledge of Tusla and are keen to join the organisation.	Increased applications to Tusla. Retention of current employee talent.	Q2 ongoing

E.11 HR Operations - Organisational Management

Statement of Purpose

HR provides the effective delivery of transactional HR activity with HR systems, policies and procedures that support delivery of the Agency strategy and business plans.

HR provides and analyses HR data and Management Information (MI) that supports and drives operational decisions. HR maintains the organisation structure in line with organisation design.

As a Business Partner we create positive and effective relations with key internal and external stakeholders, and provide professional HR support through dedicated HR teams.

No	2017 Priorities
E.11.1	Review of DNE Payroll Project with a view to implementing new process through other regions and directorates.
E.11.2	Further enhance MI Reporting and develop HR Dashboards for business needs at all levels.
E.11.3	Develop an integrated HR report encompassing all areas of HR.
E.11.4	Ensure all staff with access to System Applications Products (SAP) HR system are trained and confident in the processes.
E.11.5	Maintain relationship with HBS and make recommendations for improvements.
E.11.6	In conjunction with Regional HR maintains the Organisation Structure in line with agreed structure changes.
E.11.7	Enhance the HR information and communication through Tusla Hub and other effective methods.

Business as Usual	Selected Metrics
HR Management Information and Information analysis.	Monthly, quarterly reports to internal and external stakeholders.
HR SAP Training.	All staff with access trained.
HR information and communication.	Information updated and communicated through Tusla Hub and other appropriate methods.
On-going engagement with HBS.	Review SLA and Business Process Analysis (BPA).

No	New Initiatives	Deliverables	Target	Date
E.11.8	Review DNE Payroll Project regions and directorates.	Time Entry SOP implemented.	N/A	Q1
E.11.9	Roll out of Payroll Project Corporate and National Services.		N/A	Q1
E.11.10	Roll out of Payroll Project West.		N/A	Q4
E.11.11	Roll out of Payroll Project DML.		N/A	Q4
E.11.12	Roll out of Payroll Project Residential.		N/A	Q4
E.11.13	Development of HR Dashboards.		N/A	Q2

E.12 Employee Relations and Industrial Relations

Statement of Purpose

Create a constructive Employee Relations/Industrial Relations (ER/IR) environment that enables Tusla to meet Agency Objectives and to deliver change.

No 2017 Priorities

E.12.1	IR Strategy agreed and consultation process defined.
E.12.2	Survival to Sustainability II, engagement and consultation with staff partners.
E.12.3	Ownership and line of sight of all ER/IR individual and collective cases and issues.

Business as Usual

Selected Metrics

National Joint Council engagement.	IR Strategy and refined Engagement Model.
On-going/New Workplace Relations Commission (WRC) Cases.	Database in place.
IR engagement with staff partners on on-going issues individual and collective issues.	Agreed approach with Unions.

No	New Initiatives	Deliverables	Target	Date
E.12.4	Database of all IR / ER cases linked with risk register and State Claims Agency.	Database complete.	Complete database and shared with relevant stakeholders.	On-going
E.12.5	IR Strategy and Engagement Model implemented.	Strategy agreed with SMT.	Agreed with all stakeholders.	Q2

E.13 Legal Services

Statement of Purpose

The in-house Legal Services Unit provides specialist legal services and support to our colleagues in all areas of child care law and corporate advice. Since May 2016 the in-house office runs District Court child care cases in the Dublin area together with running the majority of High Court applications.

The Legal Unit work closely with the 31 Member Firms, Agency staff and the DCYA in order to ensure a consistent and legally compliant approach to cases and the implementation of laws, policies and practices in line with the UN Convention on the Rights Of the child.

The Legal Unit monitors and reviews the area of legal cost and provides a legal training programme to staff nationally in various areas of law. The in-house office is the initial contact point for legal advice.

No	2017 Priorities
E.13.1	Further recruitment of staff to meet increased legal service demand and to assist and contribute to meeting Tusla's 2017 priorities.
E.13.2	Expansion of Dublin North East District Court legal project to provide legal services to Dublin Mid Leinster.
E.13.3	Utilise case and record management system (implemented in December 2016) to allow for greater review, analysis from both financial and quality perspective.
E.13.4	Following 2016 legal tender provides greater oversight and co-ordination between member firms and the in-house legal office.
E.13.5	Establish an effective and efficient in-house knowledge management system to assist and support legal services.
E.13.6	Issue a revised and reduced fee protocol and continue to control the nominated of counsel to reduce legal spend.

Business as Usual	Selected Metrics
Continue the DNE District Court legal project with 4 dedicated solicitors in January 2017 to take on DML cases.	No. of District Court cases transferred/20% of DML cases.
Continue expansion of in-house legal office to provide legal advices in all required legal areas to all staff within Tusla.	Recruit KM officer, High Court Senior Solicitor, District Court Senior Solicitor/take on further 12.5% of legal work nationally in 2017.
Expansion and continuation of National Training Briefings.	No. of attendees to training sessions/12-14 briefings in 2017.

No	New Initiatives	Deliverables	Target	Date
E.13.7	Implement a Knowledge Management system to support the running of cases before the courts.	Recruit knowledge management officer.	Roll-out system.	Q2
E.13.8	Produce Guidelines for solicitors to negotiate reduction in third party costs.	Cost Officer to produce guidelines.	Roll-out guidelines.	Q2
E.13.9	Organise workshops with DNE and DML social work areas to foster a greater understanding of each other's roles and challenges.	Workshop series.	Roll-out workshops.	Q2-Q3

E.14 Data Protection

Statement of Purpose

Tusla creates, collects and processes a large amount of data in multiple formats every day. Tusla has a responsibility to ensure that this data is obtained fairly, recorded correctly, used and shared both appropriately and legally, and stored securely.

No Priorities

E.14.1	Compliance with existing Data Protection legislation.
E.14.2	Preparation for new EU Regulations in May 2018.
E.14.3	Monitor Tusla transparency, accountability and security of the information the Agency holds.

Business as Usual

Tusla needs to collect and use certain types of information about people, including 'personal data' as defined by the Data Protection Acts. This can relate to service users, current, past and prospective employees, suppliers, staff and others with whom it communicates.

In addition, it may occasionally be required by law to collect and use certain types of personal information to comply with the requirements of legislation.

Tusla has an obligation to be registered as a Data Controller with the Office of the Irish Data Protection Commissioner (ODPC) (Registration Reference: 14601/A).

Selected Metrics

Obtain and process information fairly.
Keep it only for one or more specified, explicit and lawful purposes.
Use and disclose it only in ways compatible with these purposes.
Keep it safe and secure.
Keep it accurate, complete and up-to-date.
Ensure that it is adequate, relevant and not excessive.
Retain it for no longer than is necessary for the stated purpose or purposes.
Give a copy of personal data to an individual, on request.

No	New Initiatives	Deliverables	Target	Date
E.14.4	Establish a working group to finalise Record Management Policy and clarify period of retention (Lead: Policy & Strategy Directorate).	Working group established. Record Management policy signed off by SMT.	N/A	Q1
E.14.5	Conduct a Privacy Impact Assessment on NCCIS (Lead: Operations).	Report on Privacy Impact completed & presented to SMT.	N/A	Q1

No	New Initiatives	Deliverables	Target	Date
E.14.6	Enhance Service Level Agreements with clear Data Processor Contract (Operations).	SLA and commissioning projects incorporate data processor contracts	N/A	Q1
E.14.7	Recruit Data Protection Officer (Lead: HR).	Data Protection Officer recruited.	N/A	Q2
E.14.8	Review and enhance DP Policy Procedures and Practice Guide's (Lead: Policy).	All data protection policies procedures and protocols will be reviewed.	Alignment to new legislation.	Q3
E.14.9	Identify Data Protection Champions in each region (Operations).	Champions will be identified and trained.		Q3
E.14.10	Training programme development (Lead: WLD).	Training/briefing in data protection will be designed and made available to staff.		Q4

E.15 Communications

Statement of Purpose

The purpose of the communications unit is to oversee and ensure best practice in all communications activities for the Agency. This involves providing strategic support to the Chief Executive, managing the Agency's press office, and all proactive and reactive media engagement.

The communications unit works with directorates and project teams to advise on, and manage communications and public awareness campaigns and activities. The unit ensures there is a consistent approach to internal and external communications.

No	2017 Priorities
E.15.1	Recruit in line with agreed structure for the communications unit to enhance capacity.
E.15.2	Communicate key outcomes of the Transformation Programme.
E.15.3	Strategic liaison with the Chief Executive and Chief Operations Officer to: <ul style="list-style-type: none"> • Further establish the Agency as a separate entity through targeted campaigns. • Enhance proactive external communications.
E.15.4	Proactive communication, including: <ul style="list-style-type: none"> • Communicate the Chief Executive's key messages on sharing power, and responsibility with children, parents and communities. • Implementation of new legislation
E.15.5	Managing the Agency's press office which responds to over 500 media queries a year.
E.15.6	Enhance public awareness (at a national and local level) of PPFS and how to access services.
E.15.7	Development and awareness of a Tusla style guide, communications policy and a crisis communications plan.
E.15.8	Enhance internal communications.

Business as Usual	Selected Metrics
Manage the Agency's press office which responds to over 500 national and regional media queries a year.	All media queries responded to in a timely manner.
Proactively communicate key achievements of the Agency, including implementation of new legislation, and the reductions in unallocated cases.	Successfully secure positive media coverage.
Manage the design and publication of Tusla documents for directorates and project teams throughout the year.	Successfully manage design and publication in line with deadlines.
Work with directorates and project teams to advise on, and manage communications and public awareness campaigns and activities.	Successful management of campaigns and activities, in line with agreed actions and deadlines.

No	New Initiatives	Deliverables	Target	Date
E.15.9	Finalise and embed an internal communications strategy, external communications strategy and crisis communications strategy.	Finalised strategy. Approval and implementation.	Fully embedded strategy.	Q4
E.15.10	Liaise with relevant departments to plan and manage the 'Tusla Awards'.	Successful execution of the Tusla Awards.	Complete project.	Q4
E.15.11	Source and manage high level media training for key Agency spokespeople throughout the year. Position the Agency as a reputable agency on child protection, in addition to a source of information.	Deliver four sessions.	Media training complete.	Q1, Q2, Q3, Q4
		Increase in requests to comment on a range of issues.	Increased requests.	Q4
E.15.12	Expand the existing communications team through recruitment and engaging external support, where necessary to ensure communications opportunities are maximised.	Recruit additional team members.	Additional team members recruited.	Q2
		Engage external support, as necessary.	External support engaged.	Q4

E.16 Health and Safety

Statement of Purpose

The purpose of the Tusla Health and Safety Management team is to develop implement and monitor a safety management system to ensure compliance with health and safety legislation, best practice and to protect the health and welfare of service users, staff and the public.

No 2017 Priorities

E.16.1	Development of national health and safety organisational structure and model.
E.16.2	Develop and commence implementation of a national health and safety management system.

Business as Usual	Selected Metrics
Development of Health and Safety Policies.	List of policies developed, approved and available to staff as identified by gap analysis.
Development of Tusla Corporate Safety Statement.	Safety Statement approved and available to staff.
Audit of Health Safety in place at local level.	Number of offices and services audited per annum.

No	New Initiatives	Deliverables	Target	Date
E.16.3	Development of national health and safety organisational structure and model.	Recruitment of team members. Establish the organisational model. Communicate the team to the system.	Team recruited. Organisational model established. Communication plan implemented.	Q2
E.16.4	Develop and commence implementation of a national health and safety management system.	Develop and implement a safety management system. Establish a Health and Safety committee structure throughout the Agency. Collaboratively work with the risk and incident team to develop and implement incident reporting and investigation.	Safety Management System implemented. H&S committee structure in place. Incident reporting and investigation system in place.	Q4
E.16.5	Development of a health and safety training programme.	Conduct training needs analysis. Training undertaken.	Needs analysis completed. Training undertaken and system implemented.	Q2 Q4
E.16.6	Ensure all managers are aware of their legal responsibilities and accountabilities in relation to health and safety.	Communication plan developed. Briefing with each service undertaken.	Communication plan implemented. Briefings held.	Q1 Q4

No	New Initiatives	Deliverables	Target	Date
E.16.7	Develop Tusla specific health and safety policy and procedures.	Establish a working group.	Working group established.	Q4
		Develop Tusla policy and procedures.	Policy and procedures developed.	Q4
		Implementation and dissemination of new policy and procedure.	Implementation and dissemination of policy and procedure.	Q4
E.16.8	Development of a Health and Safety system and programme.	Communicate to staff.	Communication plan implemented.	Q1
		Develop a protocol with Estates.	Protocol with estates developed.	Q4

Appendix 1: Glossary of Abbreviations

Abbreviation	Term
ABC	Area Based Childhood
ACS	Alternative Care Services
ACTS	Assessment Consultation & Therapeutic Services
AGS	An Garda Síochána
BOBF	Better Outcomes Brighter Futures
BPA	Business Process Analysis
CEO	Chief Executive Officer
CFIAO	Children First Information and Advice Officers
CFIDG	Children First Inter Departmental Group
CPD	Continuous Professional Development
CPNS	Child Protection Notification System
CPSA	Commission for Public Service Appointments
CPW	Child Protection & Welfare
CPWS	Child Protection & Welfare Strategy
CSO	Central Statistics Office
CYPP	Children & Young People's Plan
CYPSC	Children & Young People's Services Committee
DCYA	Department of Children & Youth Affairs
DEIS	Delivering Equality of Opportunity in Schools
DES	Department of Education & Skills
DLP	Designated Liaison Persons
DPER	Department of Public Expenditure and Reform
DSGBV	Domestic Sexual & Gender Based Violence
EAP	Employee Assistance Programme
ECCE	Early Childhood Care Education
ELS	Existing Level of Service
EPPI	Empowering Practitioners and Practice Initiative
ER	Employee Relations
EWA	Education (Welfare) Act 2000
EWS	Educational Welfare Services

EYI	Early Years Inspectorate
EYS	Early Years Service
HBS	Health Business Services
HIQA	Health Information & Quality Authority
HR	Human Resources
HSCL	Home School Community Liaison
HSE	Health Services Executive
ICT	Information & Communication Technology
IR	Industrial Relations
IRPP	Irish Refugee Protection Programme
KPI	Key Performance Indicators
LDP	Leadership Development Programmes
L&D	Learning and Development
MOU	Memorandum of Understanding
MTP	Measure The Pressure
NCCIS	National Child Care Information System
NGO's	Non Governmental Organisations
NIAP	North Side Interagency Project
NIMS	National Incident Management System
NSDF	National Service Delivery Framework
NVB	National Vetting Bureau
ODPC	Office of the Data Protection Commissioner
OGP	Office of Government Procurement
ORAC	Office of the Refugee Applications Commissioner
PDP	Personal Development Plan
PEIP	Prevention and Early Intervention Programme
PMO	Programme Management Office
PPFS	Partnership Prevention & Family Support
PQ's	Parliamentary Questions
QA	Quality Assurance
QCBI	Quality and Capacity Building Initiative
QI	Quality Improvement
RAP	Resource Allocation Profiler
RED	Review Evaluate Direct
RIA	Reception and integration Agency

SCA	State Claims Agency
SCP	School Completion Programme
SLA	Service Level Agreement
SMT	Senior Management Team
UAM's	Unaccompanied Minors
UK	United Kingdom
VFM	Value For Money
WLD	Workforce Learning & Development
WRCC	Workplace Relations Commission Cases
WTD	Working Time Directive
WTE	Whole Time Equivalent

Appendix II: Deliverables 2017 under BOBF

Commitments	Lead	Partners	2017 Deliverables
Ensure planning and coordination of parenting supports at local level through CYPSCs.	Tusla	DCYA, DJE, HSE, Local Gov	Local children and young people's plans produced by CYPSCs, identifying the continuum of evidence-informed parenting supports in place and re-configuration and service development options.
Provide and commission both universal and targeted evidence-informed parenting supports and ensure early identification of 'at risk' children and families to strengthen families and reduce the incidences of children coming into, and remaining in, care.	Tusla		National Commissioning Strategy implemented and local commissioning plans produced, identifying the continuum of evidence-informed parenting supports in place and re-configuration and service development options. Meitheal fully implemented across the country, resulting in early identification of children and families at risk and early help-provision through organised networks of support and nationally standardised approaches to identification of need.
Facilitate children and young people in care to have meaningful participation in their care planning and decision-making, including through training and support of the professionals.	Tusla	DCYA	Children and young people in care are fully involved and actively engaged in their care planning and decision making.
Work towards a common assessment approach within all agencies working with children and young people, and ensure that, where necessary, assessment and decision-making regarding children coming into care are undertaken in a timely and comprehensive manner.	Tusla	HSE, DES, DCYA, DH	As outlined above, Meitheal fully implemented across the country, resulting in early identification of children and families at risk and early help-provision through organised networks of support and nationally standardised approaches to identification of need.
Collaborate with universities to ensure social work graduates are well equipped to enter practice, having had the experience of good quality undergraduate student placements.	Tusla		Under the Tusla Third Level Liaison Framework establish a practice placements project to address the quality of placements.

Commitments	Lead	Partners	2017 Deliverables
Introduce the commissioning of services by Tusla, The Child and Family Agency, moving away from a grants system to outcome-based contracts, and offer support to build capacity within the children and youth sector to respond to the new approach effectively.	Tusla	DCYA	National Commissioning Strategy implemented and local commissioning plans produced, with a focus on outcomes-based contracts and active engagement of voluntary/community partners in the commissioning process.
Prioritise access to health, education and therapeutic services for children in care.	Tusla	HSE, DCYA, DH, DES	By 2017, there will be prioritised access to health, education and therapeutic services for children in care. This will be underpinned by local/regional/national access policies.
Ensure perpetrators of abuse, including those under 18, receive effective therapeutic support with the aim of reducing recidivism.	Tusla	HSE, Probation Service, DCYA, DH, DJE	By 2017 a service for children who exhibit sexually harmful behaviour will be accessible in all regions.
Continue to improve the quality and timeliness of services for children and young people, ensuring that State-funded programmes and services are outcomes-focused and can clearly demonstrate that they improve outcomes.	Tusla	DCYA, DH, DES, DSP, DECLG, HSE	Tusla will seek to finalise agreements with relevant agencies to achieve this outcome (HSE, DH, DES) by end Q3.
Support independent inspection and public reporting by bodies such as HIQA and Tusla, ensuring compliance with National Standards in children's services, such as child protection, foster care, residential care, disability, detention schools and pre-schools.	Tusla	DCYA, DH, HSE, HIQA	<p>Tusla is the largest regulator of children's services in the state with responsibility for the regulation and inspection of; 4,600 early years services, over 100 non statutory children's residential centres, home school and unrecognised schools (over 6,000 children), the registration of non-statutory foster care services.</p> <p>Progress to date is:</p> <ul style="list-style-type: none"> All regulatory services in Tusla are now nationally led and nationally delivered under one central governance in the Quality Assurance Directorate

Support independent inspection and public reporting by bodies such as HIQA and Tusla, ensuring compliance with National Standards in children's services, such as child protection, foster care, residential care, disability, detention schools and pre-schools.	Tusla	DCYA, DH, HSE, HIQA	<ul style="list-style-type: none"> reports of non- statutory inspections of CRCs are now published all Tusla inspectors now operate under a risk and intelligence driven regulatory model a pre approval registration system has been implemented for early years inspection insectivores rates across all inspectorates have significantly increased significant progress has been made to standardise practices and systems for all regulatory activity.
Develop quality standards and training for all professionals working directly with children and young people, ensuring a highly trained, supported and professionally aligned workforce.	Tusla	DCYA, DH, DES, HSE	<p>Under the HR Department, Workforce Learning and Development (WLD) has responsibility for all Learning and Development (L&D) activities within Tusla.</p> <p>More than 650 courses will be delivered to 11,000 attendees by Q4. These courses will be delivered to all key staff groupings within Tusla and are identified through Personal Development Planning and Training Needs Analysis in line with the implementation of the Tusla National Strategy for CPD (2016). To ensure that the raining provided meets quality standards all programmes will be evaluated in line with the Tusla WLD Monitoring and Evaluation Framework (2016).</p> <p>During 2017, WLD will support participation of staff in a broad range of applied L&D activities, including leadership and management development programmes, conferences, practice development forums; e-learning and evidenced-informed learning activities.</p>

Appendix III: Proposed Recruitment Plan for 2017

The following table provides projections for the recruitment of staff categories by month during 2017

Staffing by category	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Total
Social Work	25	25	25	25	25	5	5	15	15	22	21	22	230
Social care				20	30	30	21	30	30	30	30	30	251
Psychology and counselling												2	2
Other support staff inc catering												4	4
Other health professionals												1	1
Nursing												2	2
Management VIII+		2	3	2	5							15	27
Family support							20	20	20	20	20	20	120
Educational welfare officer		2	2	1									5
Admin grade III-VII				5	5	10	10		10	10	15	15	80
Overall Total	25	29	30	53	65	45	56	65	75	82	86	111	722

Notes:

Proposed Projections for 2017 based on previous recruitment in 2016 and fluctuations in WTE.

Factors to be taken into consideration:

Low Volume Supply of Social Work (limit 250)

High Volume Supply of Social Care

High Volume Supply of Family Support

High Volume Supply of Admin

Workforce Supply Note:

Utilisation of multi-disciplinary teams to match supply of workforce is a key priority in 2017.

Targets for Whole Time Equivalent (Posts)

A	B	C	D	E	F	G
Grade	December 2016 WTE	Projected Leavers & Retirees in 2017	Reassignments/ Internal Promotions	Project Recruitments in 2017	Projected Dec 2017	Projected WTE Change
Social Work	1,458	-118	-50	230	1,520	62
Social Care	1,119	-69	-25	251	1,276	157
Psychology and Counselling	23	-2		2	23	
Other Support Staff inc catering	63	-4		4	63	
Other Health Professionals	10	-1		1	10	
Nursing	51	-2		2	51	
Management VIII+	108	-5		27	130	22
Family Support	163	-17		120	266	103
Education and Welfare Officer	86	-5		5	86	
Admin Grade III-VII	517	-30	-25	80	542	25
Overall Total	3,597	-253	-100	722	3,966	369

Notes:

Tusla has the capacity to handle recruitment for between 650-750 posts. In 2017 Tusla will continue to target Social Work graduates and operate high volume campaigns to create admin and Family Support talent pools.

In 2017 Tusla will benefit from the employment of the 2016 graduate recruitment campaign.

Workforce Plan

In quarter one, 2017 a three year workforce plan will be developed in partnership with all directorates. A key factor in the workforce plan includes reviewing skills-mix and multidisciplinary team working.

Staff Turnover

Total staff turnover is currently at 5.29% per annum. Further analysis of staff turnover will be incorporated in the wider workforce plan.

