ICT Strategy 2017 – 2019

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Executive Summary

Vision

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 in delivering better outcomes for children and families.

The vision for Tusla ICT as set out in this statement of strategy is to "provide services which are secure, integrated, innovative and consistent in a manner that puts children first and serves the needs of all Tusla stakeholders in delivering better outcomes for children and families".

The improved use of ICT to support the delivery of services is a common theme identified in the Tusla Corporate Plan; the Tusla Child Protection and Welfare Strategy 2017 – 2022; Government policy - Better Outcomes, Brighter Futures: The national policy framework for children and young people, 2014 – 2020; and Children First: National Guidance for the Protection and Welfare of Children. In addition, the Public ICT Strategy sets out a vision for the public service in delivering better outcomes and efficiency through innovation and excellence in ICT.

This strategy document sets out the goals and objectives for Tusla ICT and is based on inputs from these reports and on the outcomes of consultation with staff as well as considering the lessons learned from the use of ICT in supporting child protection and welfare services in other countries. Furthermore, Tusla ICT has worked closely with the Health Service Executive, the Office of the Government Chief Information Officer (OGCIO) and industry leaders over the last number of months to garner the expertise and experience required to inform this strategy and its associated implementation plans.

Since the establishment of Tusla in 2014 the HSE, ICT division has provided Tusla with the vast majority of the required ICT services at both a local and national level. Tusla recognises the commitment shown by HSE ICT and its dedicated and highly skilled ICT staff in providing the systems and supporting services that have enabled Tusla to function as an

organisation. However, going forward this arrangement is not sustainable given the scale of both organisations and the limited ICT resources to cover such a substantial network of users and diverse set of systems and services required. Furthermore, it is recognised that an internal dedicated ICT capacity in Tusla would provide the singularity of purpose required to ensure that the ICT systems and service are closely targeted and aligned with Tusla's strategic and business needs.

This strategy sets out a roadmap based on six core themes to establishing a full ICT function within Tusla that will deliver on the vision to provide secure, integrated, and innovative ICT services that support Tusla and stakeholders in delivering better outcomes for children and families.

ICT Strategy Core Themes

The strategy sets out a roadmap based on six core themes to establishing a full ICT function within Tusla and will be underpinned by increasing the ICT resourcing and capability.

Applications — Implementation of an application solution architecture and software development capability within the ICT unit to develop innovative applications that support the work of Tusla and assist staff in maximising the use of technology to work efficiently and effectively.

Infrastructure — Establish the resources and capability required to ensure Tusla develops and maintains a technical infrastructure that is secure, highly available and fit for use; and provides users with the devices and connectivity required to enable them to access readily the systems and information they require where and when they need it.

Data Mgt & Analytics — Establish data management and analytics capabilities that support Tusla in obtaining the data analytics and visualisation required for evidence based planning, policy development and programme evaluation as well as gaining administration efficiencies by implementing data management best practice across the organisation.

Service Delivery — Expand Tusla ICT to become self-sufficient in the delivery of ICT services based on ICT service best practice and establishment of a quality driven service delivery function providing users with the ICT devices, systems and support they require to efficiently perform their role.

Service Strategy and Design — Establishment of Service Strategy and Design function focusing on business relationship management, innovation, strategy, service improvement, policy and compliance, portfolio management, information security and risk management.

Increased Capability

Tusla ICT has developed the following key principles to guide the technical teams in both Tusla and the HSE in collaborating on the technical concepts required to inform what services should be separated and also to inform the vision for partnership going forward.

- **Tusla ICT should be as self-reliant as possible**: Tusla has one of the largest networks of users in the public service with almost 4,500 users in approximately 400 locations. The Tusla Board and its governing department, the Department of Children and Youth Affairs, have consistently promoted the importance of Tusla having an effective internal ICT unit in order to ensure that the ICT service is targeted and closely aligned with the strategic and business needs of the Agency. Based on these factors it is recommended that Tusla should have a sufficient internal ICT capability to deliver as much of the ICT service required as possible.

- **Tusla's systems and data should be segregated from HSE**: Tusla as a separate legal organisation should ensure that its systems and data are segregated from the HSE. Tusla processes relevant personal data in line with the functions of the Agency and further processing by HSE ICT staff in providing ICT services, such as storage, would require data controller/processor agreements, and Tusla is obliged to ensure that Data Subjects are appropriately informed. These obligations will be further extended with the introduction of the General Data Protection Regulation (GDPR) in May 2018. For ease of compliance and in line with the GDPR principles of 'Data Protection by Default' and 'Data Protection by Design' Tusla should ensure its systems and data are securely segregated from the HSE.

- **The most economically viable option should be adopted** unless a valid and comprehensive business case exists to consider an alternative. All options considered must take account of all associated costs including the longer total cost of ownership. Notwithstanding the advantages and requirement for Tusla ICT to be self-reliant and segregated any opportunities to achieve financial savings by sharing or partnering with the HSE should be explored in line with the public service ICT Strategy to 'Build to Share'.

- **The approach taken must be technically feasible, sound and readily achievable** and must adhere to conditions of use of the physical network agreed with the HSE.

- **Continue to share a common physical communications network:** Tusla staff are based in approximately 400 locations nationwide, the majority of which are co-locations provided by the HSE. HSE currently provide Tusla with what is effectively an

'Infrastructure as Service' network service. This model is in line with the public service ICT Strategy 'Build to Share' policy and is the most economically favourable whereby Tusla and HSE are both availing of wide area network connectivity at no extra cost to the Exchequer. In addition, Tusla has received an excellent network service from HSE with minimal outages or disruption of services since the Agency was established in 2014.

In line with these principles Tusla and the HSE will work in collaboration to finalise the segregation of services as appropriate, below is a summary of the potential segregation:

Continued Shared Services from HSE

All HBS Systems and Services

Wide Area Network Services

Phones System Services

Data Centre Space and Utilities

Enterprise Manage Storage Solution

Data Centre Fail Over Infrastructure

Continue Strategic Shared Vendor Provided Managed Services

ICT Technical Support Services

Mobile Devices & Related Managed Services

Printer Managed Services

PCs & Notebooks & Related Managed Services

Comms Lines & Infrastructure
Backup managed service

Tusla Self Reliant and Segregated Services

Servers and Disk Storage

Backup Solution

Domain and Active Directory

User Account Management

Email, File and Print Services

All Applications/Systems (non HBS)

All Data (non HBS)

Cloud Connectivity and Services

Request Fulfilment (new devices, phones.)

National ICT Helpdesk

ICT Policy and Compliance

Licencing

Direct billing for vendor provided Managed Services

Audio Visual and Conferencing

Records and Content Management

Applications
Implementation of an application solution architecture and software development capability within the ICT unit to develop innovative applications that support the work of Tusla and assist staff in maximising the use of technology to work efficiently and effectively.

Tusla delivers a very broad and demanding portfolio of services, many of which are highly information dependent and involve considerable administration overhead. Currently most services utilise either paper-based processes or limited disparate legacy systems that are not fit for purpose. This strategy outlines six core key actions to be led by the ICT unit to address the current shortfall in suitable ICT applications/systems to support the work of Tusla.

ID	Action	Initial Benefit Realisation By	Complete By
A-1	Support the implementation of the **National Childcare Information System** (NCCIS).	Q3 2017	Q3 2018
A-2	Develop a 'build once use often' **Tusla web portal** to support online interaction with partner organisations and if applicable members of the public. The portal will support data submissions, document uploads, correspondence, self-service and potentially in time signatures and payments if applicable.	Q1 2018	Q4 2019
A-3	Replace the current numerous paper based internal processes in existence across Tusla with end to end **digital alternatives.** For example, annual leave and travel and subsistence are currently time consuming paper based processes that will be replaced by an Employee Self Service and Manager Self Service system.	Q2 2018	Q4 2019
A-4	Implement **team sites** for any groups of users (including external if required) that require **collaborative work spaces** and document sharing. For example board papers, SMT, NRP and project teams.	Q4 2017	Q2 2018
A-5	Explore with the Department of Public Expenditure if Tusla can avail of the **'Build to Share' applications**	Q2 2018	Q1 2019

	for Records Mgt, FOI, PQs, submissions and correspondence that have been developed under the public service ICT strategy. These applications tailored for public service bodies are currently being implemented across the civil service and would allow Tusla to transform how information is currently managed in the Agency.		
A-6	Source and implement appropriate commercial off the shelf and **enterprise applications** that support the work of Tusla and aid in overall administration efficiency.	Q1 2018	Q4 2019

Infrastructure Establish the resources and capabilities required to ensure Tusla develops and maintains a technical infrastructure that is secure, highly available and fit for use; and provides users with the devices and connectivity required to enable users to access readily the systems and information they require where and when they need it.

The newly proposed ICT Infrastructure team will be responsible for the management of all ICT infrastructure components including storage and backups, active directory, device management, audio visual and conferencing services, cloud tenancy, business continuity and security as well as the management of core services such as email, file, print and messaging.

ID	Action	Initial Benefit Realisation By	Complete By
I-1	Establish **Tusla network domain** and related services that are segregated from the HSE.	Q4 2017	Q4 2017
I-2	Develop **Tusla Server and storage** environment and related services including email, file and print services.	Q1 2018	Q1 2018
I-3	**Migrate Tusla systems, users, devices and data** from HSE domains to the new Tusla environment. Thereby achieving segregation, data security and self-reliance in the delivery of all ICT services.	Q4 2017	Q4 2019
I-4	Provide users with the devices required to efficiently and effectively perform their roles. This will include a bulk **mobile enablement** rollout project, to migrate users from existing desk bound PCs to laptops and mobile devices.	Q4 2017	Q2 2018
I-5	Build on the existing Tusla **cloud** infrastructure and look to utilise cloud and related services for the benefit of users.	Q4 2017	Q4 2019
I-6	Build and continuously improve the Tusla **security infrastructure** at all levels.	Q1 2018	Q4 2019
I-7	Baseline the ICT infrastructure in all local offices and implement a plan to provide **print/scanning, audio visual, conference solutions** as appropriate.	Q1 2018	Q4 2019

Data Mgt & Analytics — Establish data management and analytics capabilities that support Tusla in obtaining the data analytics and visualisation required for evidence based planning, policy development and programme evaluation as well as gaining administration efficiencies by implementing data management best practice. across the organisation.

The new Data Management & Analytics function will be responsible for the development of Tusla's data architecture and infrastructure to support the integration of data sets and the provision of data analytics and visualisation services.

ID	Action	Initial Benefit Realisation By	Complete By
D-1	Provide **data innovation and leadership** in establishing a data infrastructure that maximises the value of data for the purposes of evidence informed policy and programme evaluation.	Q2 2018	Q4 2019
D-2	Design and implement a **data warehouse** solution for all Tusla datasets and also provide data linkages to relevant external datasets such as those provided by CSO, OSI and Data.gov.ie.	Q1 2018	Q4 2018
D-3	Develop and implement data **reporting and visualisation** solutions including **geo-mapping** and associated data layering.	Q3 2018	Q2 2019
D-4	Work in collaboration with other directorates to **enhance Data and Information Governance.** Putting in place the structures that will ensure the consistent, secure and controlled treatment of data and information across Tusla.	Q2 2018	Q4 2019
D-5	Contribute to Tusla meeting **Data Protection** obligations and promote and establish data systems that are built in adherence with the principles of privacy by design and privacy by default.	Q4 2017	Q2 2018

Service Delivery — Expand Tusla ICT to become self-sufficient in the delivery of ICT services based on ICT service best practice and establishment of a quality driven service delivery function providing users with the ICT devices, systems and support they require to efficiently perform their role.

The Service Delivery unit within Tusla ICT will be responsible for the delivery of Service Operations and Service Transition and for ensuring agreed service levels are maintained. The role will also be responsible for ensuring that the delivery of services is aligned with the Tusla ICT Strategy and policies.

ID	Action	Initial Benefit Realisation By	Complete By
S-1	Establish a **national Tusla ICT service desk** to provide desktop support, infrastructure support and business applications support; as well responsibility for request fulfilment (PC, Laptop etc. ordering).	Q1 2018	Q4 2019
S-2	Implementation of a **service delivery model** and processes to continuously improve business service levels and drive process efficiencies.	Q2 2018	Q4 2018
S-3	Publish **metrics on** a monthly, quarterly and annual basis for distribution to business stakeholders and the Tusla senior management team.	Q2 2018	Q4 2019
S-4	Establish an appropriate capability to plan and coordinate ICT service elements for **new offices and relocations.**	Q4 2017	Q2 2018
S-5	Establish and manage the **change management** function in line with best practice to ensure controlled and efficient delivery of changes to ICT Infrastructure and systems.	Q3 2018	Q4 2018
S-6	Establish and manage **the incident and problem management** functions in line with best practice to ensure that should an event occur that normal service operations	Q3 2018	Q4 2018

	are restored as quickly as possible with minimal business impact. And, that where relevant root problem causes of repeated incidents are resolved.			
S-7	**Support the ICT governance function** by promoting ICT policy with users and by managing processes to monitor and report on compliance.	Q3 2018	Q4 2018

Service Strategy and Design

Establishment of a Service Strategy and Design function focusing on business relationship management, innovation, strategy, service improvement, policy and compliance, portfolio management, information security and risk management.

ID	Action	Initial Benefit Realisation	Complete By
SD-1	Research offerings and build relationships with industry leaders and other public service bodies to assess and recommend **solutions/innovation** in line with the needs of the Agency.	Q3 2017	Q4 2019
SD-2	Define and plan key **ICT initiatives** such as, records management, mobile and cloud strategies; and to lead on the implementation of these initiatives.	Q1 2018	Q4 2019
SD-3	Establish and manage the **Tusla ICT Project Office** to provide a structured and supportive approach for new project requests as well as co-ordination and oversight of project delivery. The project office will also support the ICT governance structures by ensuring all project requests identify the specific goals and objectives of Tusla that the requests are aligned to and that furthermore, all benefits to be realised are clearly articulated.	Q3 2018	Q4 2019
SD-4	Establish a **business relationship management** function to develop and maintain relationships with business areas and ensure that ICT service is always in line with needs of the organisation.	Q2 2018	Q4 2019
SD-5	Establish **ICT Risk Management and Information Security Management** across the ICT function to ensure the confidentiality, integrity and availability of information, data and IT services.	Q2 2018	Q4 2019
SD-6	**ICT policy development** and work across the ICT management team to ensure IT services, processes and systems align with best practice and comply with all related statutory requirements, regulatory requirements and	Q3 2018	Q4 2019

	Government policy.		

Increased Capability

To deliver the goals and objectives set out across the six core themes of this strategy, will require an underpinning program to increase the current capability of Tusla ICT. Tusla currently has five staff members and this will increase to a team of 34 staff by Q1 2019.

The management team will increase to a team of five General Managers, reporting to the Assistant National Director with responsibility for ICT.   Each manager will have responsibility for delivering one of the core themes of this strategy.

Job Title	Grade
ICT Director	AND
Data and Analytics Manager	GM
Applications Manager	GM
ICT Infrastructure Manager	GM
Service Delivery Manager	GM
Service Design & Strategy Manager	GM

Each Manager will have a core team of staff with the expertise and experience required to ensure the ICT Directorate is positioned to deliver this strategy and to provide a fit for purpose ICT service to Tusla. In addition, Tusla will procure the services of strategic vendors across each function to augment the ICT team and to provide the specialised knowledge and expertise required.

Establishing and improving ICT related governance structures is a core tenet across the themes of this strategy. Key governance related objectives of this ICT Strategy will include:

- Reviewing the existing ICT related governance structures; and developing and implementing recommendations.
- Reviewing and developing ICT related policy proposals.
- ICT related policy promotion, adoption and compliance monitoring.

A significant number of the current information and data related polices in use by Tusla were carried over from the existing HSE policies that were in place as of 2014. Under the Service Design and Strategy theme of this strategy all existing **ICT related policies will be reviewed and redeveloped for Tusla** and progressed via the National Policy Oversight Committee (NPOC) in line with the established procedure for developing policies, procedures, protocols and guidelines. These revised polices will set the framework to ensure that all ICT services, processes and systems align with best practice and comply with all related statutory requirements, regulatory requirements and Government policy. The Service Delivery theme of this strategy will be responsible for **promoting ICT policy** with users and to put in place structures to **monitor and report on compliance.**

The Data Management theme of this strategy will be responsible for working in collaboration with other directorates to **enhance data and information governance**. This will include putting in place the structures that will ensure the consistent treatment of data and information across Tusla and to provide a mechanism by which informed business decisions can be made to determine what data and information is collected; how it is processed, controlled and secured; and how long it is retained. Furthermore, this theme of the strategy will contribute to Tusla meeting its **data protection** obligations and will promote that data and information systems are built in line with the principles of privacy by design and privacy by default.

Finally, the existing annual Business Plan process and the robust governance structures in place for the Senior Management Team will be leveraged to provide the governance for prioritisation of ICT related projects in line with the strategic and business needs of the Agency. The Service Design and Strategy theme of this strategy will provide support for this prioritisation process through the **ICT Project Office** by providing a structured and supportive approach for new project requests. The office will also ensure that all project requests identify the specific goals and objectives that the requests are aligned to and that all benefits to be realised are clearly defined. The ICT Project Office will also be responsible for

sizing and costing all project requests as an input into the prioritisation process. Once approved each project will establish a project sponsor (typically at director level or higher) and a project board to oversee, monitor and control its delivery in line with project management best practice.

Partnership - Across the Child, Family and Health Sector

For this strategy to achieve the vision of providing "ICT services to support the needs of all Tusla stakeholders in delivering better outcomes for children and families" the focus of the themes of this strategy must extend beyond services for Tusla internal staff and to look holistically at promoting and maximising the benefits of ICT across the child and family sector. Furthermore, Tusla ICT will look to support the leadership and vision currently being progressed by the HSE Office of the Chief Information Office in promoting ICT and innovation across the wider health sector.

As such, working in partnership with related public service bodies, service providers and other stakeholders is a further core tenet across the themes of this strategy. Key related objectives of the ICT Strategy will include:

• Providing online/digital channel options to service providers and other external stakeholders, that are secure, efficient and easy to use as an alternative to the existing inefficient paper processes.
• Providing tools to allow service providers and other stakeholders to automatically engage with Tusla using machine to machine interfaces (application programming interfaces).
• Promote ICT innovation and best practice across the sector.

The Applications theme of this strategy will develop a 'build once use often' **Tusla web portal** to support online interaction with partner organisations and if applicable members of the public. The portal will support data submissions, document uploads, correspondence, self-service and potentially in time signatures and payments if applicable. The portal will be an efficient and easy to use online system supporting all administration functions that stakeholders would have to undertake via paper forms and manual processes. In addition, the development of a secure Tusla application programming interfaces (API) will allow partner organisations who already have internal ICT systems to automatically connect and interoperate with Tusla, for example the API will allow partners who have their own case management system to submit a record to Tusla without the need to rekey that data.

The Data Management theme of this strategy will promote best practice in data management including the "ask once use often" principle and thereby reduce the administration burden on service providers and other stakeholder when providing information to Tusla.

Tusla ICT will promote ICT innovation and best practice across the sector and will welcome and promote engagement between ICT teams in partner organisations to share learnings and to progress initiatives to utilise technology to assist all stakeholders in the sector to deliver better outcomes.

Finally, under this programme the Tusla ICT Directorate will look to work with front-line services to identify opportunities where ICT could directly contribute in assisting children and families using Tusla services. Examples of this may include providing secure and safe internet access for children in residential care and other centres. Additionally, Tusla ICT will be launching an annual Transition Year programme to provide practical work experience and career advice to students, this programme will prioritise applications from children in care who may have an interest in exploring a future in the ICT industry.