



ÚDARÁS UCHTÁLA na hÉIREANN
THE ADOPTION AUTHORITY of IRELAND

Business Plan 2017

**Adoption Authority of Ireland
Business Plan
2017**

Introduction

The Adoption Authority looks forward to the next year with optimism and is confident that it can continue to develop its role and services in line with its legislative brief, in a spirit of continuous improvement. The Authority takes pride in what has been achieved since its establishment in November 2010, following the commencement of the Adoption Act 2010. It sees the next year being concerned with consolidating earlier achievements and continuous improvement in services, while being adaptive to new changes as required.

The Authority relies upon and deeply appreciates the collaboration of multiple external partners in successfully discharging its role and it plans a further strengthening of these key relationships as a particular goal in the coming period.

Our collective aim is to provide the highest possible standards in adoption and adoption related services, in line with our legal and policy obligations but also consistent with the limitations on our resources.

The Authority's staff are key to the success of the Business Plan, and we are fortunate to have a committed and skilled staff group.

Our intentions and planned activities over the next year are mirrored in the Five Strategic Goals we have adopted for our Corporate Plan and Year 2 implementation of the Corporate Plan.

In 2017, a number of new pieces of legislation, including the Adoption Amendment Bill and the proposed Information & Tracing legislation, will require the Authority to be prepared for the legislation and respond in an agile and proactive manner.

We appreciate the strong support we receive from the Minister for Children and Youth Affairs and the Department and all key adoption stakeholders.

**Patricia Carey
Chief Executive Officer**

Goals and Objectives set out in the Adoption Authority Corporate Plan 2015-2019

Goal 1:

To achieve the highest standard in the regulation and operation of adoption services in Ireland.

Goal 2:

To apply informed and balanced decision-making in adoption services, in accordance with national and international law and evidence-based best practice.

Goal 3:

To inform and influence adoption policy and service delivery through provision of a comprehensive information, research and communications framework.

Goal 4:

To plan and implement the changes required in organisation policies and operational procedures in line with emerging legislative changes

Goal 5:

To maintain an efficient, competent, accountable and learning organisation.

The AAI is currently operating with 23.6 whole time equivalents. The current full staff complement would be 26 if all positions were to be filled and on a full time basis. It is noted that the historic ECF as stated in previous business plans is 26.

Number of employees of the Authority for the period of the Plan will be dependent upon sanction for additional resources from central government.

Patricia Carey
CEO

Goal 1:

To achieve the highest standard in the regulation and operation of adoption services in Ireland.

Tasks	Actions	Date	Unit/Person(s) responsible	KPIs / Outputs	Corporate Plan Reference – Appendix One
Disseminate revised forms and guidelines to users	Subject to legislation being passed and enacted, finalise forms and guidelines which have had to be revised to comply with new legislation Update relevant sections of website	Following enactment of relevant legislation	DAU/ICA/SW Corp Serv/ Webteam	Revised and updated forms and guidelines made available to all users in timely manner. Delays in processing applications avoided due to out of date forms being submitted or out of date procedures being followed.	1.1 ON TARGET Preparation of forms and guidelines commenced year 1 – awaiting finalisation of legislation to disseminate
Adhere to Schedule of Inspections of Accredited Bodies	Publish executive summary of 2016 inspections on website Complete inspections of two accredited bodies	Q1 Q2, Q4	Corp Serv/ Webteam SW/ICA/ Corp Serv	Executive summary of 2016 inspections published on website following Board review and approval. Two inspection reports compiled and executive summaries on website	1.1 ON TARGET Template for inspections completed in Year 1 and two inspections completed. Schedule of inspection for Year 2 agreed. Publication of inspection reports scheduled Q1
Reaccredit and re- register all agencies providing adoption services	Issue guidelines to HHAMA advising them of the reaccreditation process and the time frames for responding – accreditation expires 11 June 2017	April	Corp Serv/ Board	HHAMA's application for reaccreditation will have been processed in a timely manner to ensure continuity of service	1.3 Commenced Year 1 and to continue through each year of the Plan
Accredit new applicant agencies	For new agencies seeking accreditation, issue guidelines on the accreditation process, assist them with their application and submit application to the Board in a timely manner	Ongoing as required	Corp Serv/ Board	Agencies applying for accreditation for the first time will have their applications processed in a timely manner and will be issued with a decision as soon as possible	1.3 Commenced Year 1 and to continue through each year of the Plan
Monitor self-reporting of accredited agencies and keep Board informed of status of accredited agencies	Deadlines for submission of reports monitored and accredited agencies contacted immediately if deadlines are not met Provide monthly reports to the Board of the Authority on the status of	On going Monthly	Corp Serv Corp Serv/ CEO	Submission of late reports minimised. Board of the Authority fully informed at all times of any issues arising in	1.1 1.3 Commenced Year 1 and to continue through each year of the Plan

Tasks	Actions	Date	Unit/Person(s) responsible	KPIs / Outputs	Corporate Plan Reference – Appendix One
	accredited bodies			respect of the accredited bodies	
Develop a contingency Plan to be implemented in the event of the closure of HHAMA	Visit HHAMA and assess what might be required to implement such a plan. Establish a sub-committee to provide such a plan	Q1	ICA/SW	Plan to complete adoptions in progress and to establish and implement on-going service in place of HHAMA	Extra: Not originally in Corporate Plan
Review the Standardised Framework for Eligibility & suitability	AAI Review Group to work with TUSLA and DCYA on revision	Q2	ICA/ SW	Mutually agreed Framework in place which facilitates the responsibilities of practitioners across the board.	1.1
Devolve mediation services for Thailand & Philippines to HHAMA	Write to both countries to seek approval for HHAMA operations.	Q2	ICA	Acceptance by Thailand & Philippines of HHAMA operation and proposal for transfer to go to Board for review and decision.	2.4 Preparatory work has commenced
Hold/ Host Seminars & Forums	Arrange speakers, facilities and supporting documentation for each event. Issue invitations and facilitate at events	Q2, Q4	SW/Corp Serv Board re seminars	Three seminars and four Forums organised to provide standardisation and consistency in practice provision; disseminate information about impending or new legislation, and to support continuing professional development Professional stakeholders practicing with up-to-date information. Continuing Professional Development supported in adoption service practice.	1.2 3.1 ON TARGET Commenced in Year 1 and to continue through each year of the Plan
Consultation with stakeholders	Schedule two Board meetings outside Dublin one in Galway and one in Waterford. Follow up with participants in 2016 OCO workshop for feedback on the improvements made to facilities and our website for younger people	Q1 Q4 Q2	CEO/SW/ Corp Serv CEO/SW/ Corp Serv	Opportunity provided to meet and engage with local adoption services personnel, community groups and representatives. Opportunity to hear first-hand views of the work we have done and hear what other improvements might be	3.1. ON TARGET Commenced in Year 1 and to continue through each year of the Plan

Tasks	Actions	Date	Unit/Person(s) responsible	KPIs / Outputs	Corporate Plan Reference – Appendix One
				<p>suggested.</p> <p>Recognition that the Authority is demonstrating child-centeredness at hearings</p>	
<p>Improve public areas of the Authority</p>	<p>Redecorate the three meeting rooms.</p> <p>One room to be specifically designed to appeal to 12-17 year olds</p> <p>Re-stock and re-arrange children’s area of waiting room in reception</p>	<p>Q1</p> <p>Q1</p> <p>Q1</p>	<p>Corp Serv/SW</p>	<p>Improved appearance and atmosphere in the rooms leading to more comfortable experience for those attending one to one meetings with SW Team or waiting for hearings before the Board.</p> <p>Improved appearance and atmosphere in the room leading to a less formal and intimidating environment for children. Will facilitate hearing the voice of the child as required under legislation. Younger children attending the Authority for Orders will have a child friendly space to wait in, stocked with various age appropriate toys and books to help improve the overall family experience of the day.</p>	<p>3.1</p> <p>Reception area and room re-vamp completed</p>
<p>Promote and develop website</p>	<p>Create and develop section of the website specifically for younger people</p>	<p>Q2-Q3</p>	<p>Corp Serv/SW</p>	<p>Younger people who access our website will be able to find the information they require presented in a child friendly manner. This will better prepare children before an adoption order day, giving them a better idea of what to expect.</p>	<p>3.3.</p> <p>New website launched in Year 1 , this development on target for Year 2</p>

Goal 2:

To apply informed and balanced decision-making in adoption services, in accordance with national and international law and evidence-based best practice.

Tasks	Actions	Date	Person(s) responsible	KPIs / Outputs	Corporate Plan Reference – Appendix One
<p>Make informed and timely and timely decisions regarding:</p> <ul style="list-style-type: none"> - the granting of declarations of eligibility and suitability to adopt - the making of adoption orders - the recognition of intercountry adoption orders - Article 17 referrals 	<p>For delegated tasks, maintain turnaround and processing times.</p> <p>Be consistent with format of case sheets presented.</p> <p>Monitor current procedures for possible improvement</p> <p>Encourage the provision of proper criteria in respect of decision-making on RICA entries</p> <p>Board cooperation necessary in respect of consistency of decisions. Clear & transparent guidance on the subjective aspects of Adoption Act to be given by Board.</p>	<p>Ongoing</p>	<p>ICA/ DAU/ SW, Med Adv/MDT</p>	<p>Timely, equitable, transparent and quality decisions.</p> <p>Due process followed.</p> <p>Applications for RICA entries to be equitable, fair and transparent.</p>	<p>2.1 Commenced Year 1 and to continue through each year of the Plan</p> <p>2.2</p>
<p>Engaging with Hague Convention National Central Authorities in accordance with the Corporate Plan.</p>	<p>Seek to establish possibility of ICA programme with Haiti & South Africa, Philippines & Thailand</p>		<p>CEO/DoOCS</p> <p>Q1 Q2 Q3</p>	<p>CA & Board agreement on new arrangements for an accredited body to work in each country.</p> <p>Visit Haiti.</p> <p>Review options for progress with China on agreement.</p> <p>Visit to Central Authority Bulgaria.</p>	<p>2.4 On-going through each year of the Plan. Haiti visit scheduled early April, Bulgaria later in 2017</p>
<p>Make informed and timely decisions regarding the release of identifying information to adult adoptees and birth parents.</p>	<p>Maintain turnaround times in delegated decisions.</p> <p>Consultation between I&T unit, SW unit and accredited bodies to provide timely responses to requests.</p> <p>Comprehensive case sheets provided to the Board to allow them make decisions when required in a timely manner.</p>	<p>Ongoing</p>	<p>I&T/SW</p>	<p>Requests for information responded to in timely manner and within the parameters allowed in the absence of specific legislation.</p> <p>Timely decisions, clear and equitable process.</p>	<p>2.3</p>
<p>Continue to implement the FOI Acts</p>	<p>Have key staff trained appropriately</p>	<p>Ongoing</p>	<p>Corp Serv</p>	<p>Requests dealt with in accordance with statutory provisions. Statistics</p>	<p>5.3</p>

Tasks	Actions	Date	Person(s) responsible	KPIs / Outputs	Corporate Plan Reference – Appendix One
	Keep all staff updated on changes Publish statistics			published on website on a quarterly basis.	
Continue to implement the DP Acts	Data Protection Officer to be provided with appropriate training for new Act All staff updated on implications of new Act Operations manual to be updated as necessary	Q2- Q3	Records Unit/Corp Serv	Requests dealt with in accordance with statutory provisions. Authority fully compliant with new Act when it comes into place in 2018	5.3
Establish integrated data and document management system, including all data stored on all current databases as well as the Register of Intercountry Adoptions, Birth Father Register, Gender Recognition Register (ICA).	Compile 'wish list' of what system need to record and what report need to be produced Research systems used in other similar bodies Tender for system provider Provide training as required	Q4	Corp Serv with all units Corp Serv/Records Unit Corp Serv Corp Serv	Clear picture of what is required Procurement guidelines adhered to and best value for money achieved. Comprehensive system in place allowing Authority to record data securely and efficiently and report on data held quickly and consistently. All staff can use the system correctly and are aware of related matters such as Data Protection Speedy and accurate reporting can feed into decision making across the organisation including policy, trends, budgeting and staffing resources	5.3 Three year plan which was due to commence towards end of year 1. Preparatory work has commenced Q1 2017
Propose scanning of ICA files as a first step in securing data. (Other units documentation already scanned)	Seek Board approval	Q3	ICA/Board	Cost of project plan to be submitted to Board	5.3

Goal 3:

To inform and influence adoption policy and service delivery through provision of a comprehensive information, research and communications framework.

Tasks	Actions	Date	Person(s) responsible	KPIs / Outputs	Corporate Plan Reference – Appendix One
Improve and develop website as primary source of information to the public	Keep website material current	Ongoing	All	Content is updated as required – statistics are published in timely manner	3.3 New website launched on target in year 1 – on-going updates and improvements to continue through each year of the Plan
	Provide information for young people in adoption	Q2	SW/Corp Serv	FAQs about adoption hearings for young people published on website	
	Review Post Adoption Services Directory	As required	SW	Up-to-date Directory	
	Draw up schedule to liaise with accredited bodies and other stakeholders to ensure accuracy and validity of information	Every 6-8 weeks	WebTeam	Improvements and corrections carried out in timely manner.	
	Internal review of content and of the comments sent in through the contact us section or feedback from stakeholders			Stakeholders awareness of website enhanced. Staff can continue to refer callers to the website in the knowledge that the information is accurate, up to date and easily understood.	
Undertake research projects, promote research opportunities	Continue provision of resource support for Research Subcommittee	Q1-Q4	Research subcommittee / SW/Corp Serv		3.5 ON TARGET Commenced in Year 1 and on-going through each year of Plan
	Tender for project – collation of Irish research issued	Q1			
	Project concluded and report submitted to Board	Q3	Research subcommittee	Comprehensive report Irish adoption research available to inform further projects	
	Job specification for Researcher contract in place	Q2	Research subcommittee		

Tasks	Actions	Date	Person(s) responsible	KPIs / Outputs	Corporate Plan Reference – Appendix One
	<p>Collection and collation of oral histories</p> <p>Provide ICA staff with opportunity to liaise with other Hague country counterparts for exchange of experience – Possible Hague conferences</p>	Q3	<p>Research subcommittee</p> <p>ICA/SW</p>	<p>AAI will have access to suitability qualified researcher to assist with oral history project and other projects in 2017 and 2018</p> <p>Provide accurate intercountry information to Board to assist in fulfilling its functions.</p>	
Development of library resource	<p>Compile inventory of everything current on site in the library and organise how it is stored</p> <p>Set up a recording system to allow search and tracking of borrowed material</p> <p>Compile 'wish list' of other publications or resource material</p> <p>Improve the physical layout of the library. Create a work space for the purposes of research</p>	<p>Q2-Q3</p> <p>Q3</p> <p>Q2</p> <p>Q2-Q3</p>	<p>Corp Serv/SW</p> <p>Corp Serv</p> <p>Corp Serv/All</p> <p>Corp Serv</p>	<p>Inventory complete</p> <p>Proposals in place for required resource material and tracking system – implemented if budget available in Q3</p> <p>More user friendly room available, maximum usage of resources available</p>	3.5
Clarity of communication with the public & stakeholders to include a corporate identity.	<p>Evaluate current oral, written and electronic communication.</p> <p>On-going engagement with NALA.</p> <p>Design and implementation of standardised letter and report templates</p> <p>Ensure consistent use of logo on website/presentation/ publications/ emails etc.</p>	<p>Q2</p> <p>Ongoing</p> <p>Q2</p> <p>Ongoing</p>	Corporate Services	Consistency in image, style of communications, language.	<p>3.2</p> <p>3.3</p>

Tasks	Actions	Date	Person(s) responsible	KPIs / Outputs	Corporate Plan Reference – Appendix One
Support DCYA in the development of adoption related policy and legislation	Continue to provide statistics and submissions as requested.	Ongoing	All Board	More informed and relevant policies and legislation developed.	3.6 On-going through each year of the Plan

Goal 4:

To plan and implement the changes required in organisation policies and operational procedures in line with emerging legislative changes

Tasks	Actions	Date	Person(s) responsible	KPIs / Outputs	Corporate Plan Reference – Appendix One
Adoption (Amendment) Bill 2016	Disseminate to all stakeholders the implications of the new legislation	When published (March - June 2017)	DAU	Process, procedures and forms revised and updated as required.	4.1 4.2 3.2 3.3 Preliminary work complete, awaiting enactment
Children & Family Relationships Act	Disseminate to all stakeholders the implications of the new legislation	Ongoing pending enactment of legislation	All	Clarity among practitioners regarding the enactment of the measures contained in the Act.	4.1 4.2 3.2 3.3 Preliminary work complete, awaiting enactment
Preparation for Information and Tracing legislation Information Sharing	Continue to participate in Adoption Records Working Group (ARWG) with Tusla and DCYA. Continue to participate in The Register of Adoption Contact Enquiries (TRACE) sub –group with TUSLA and DCYA	Ongoing pending enactment of legislation	I&T/CEO/Records I&T	All parties are kept up to date with progress on passing of Bill and enactment of various sections. All parties working in a coordinated manner to facilitate seamless transfer of functions when required. Mutual understanding of the implications for all parties of the transfer of responsibilities for records prior to enactment, insofar as this is possible until the final wording of the Bill is in place. Process for effects of	4.1 4.2 3.2 3.3 On-going Awaiting final legislation and enactment

Tasks	Actions	Date	Person(s) responsible	KPIs / Outputs	Corporate Plan Reference – Appendix One
	<p>Continue to participate in sub group preparing public awareness/media campaign with Tusla and DCYA.</p> <p>Formal meeting with Accredited Bodies regarding Impact of enactment of I&T Bill.</p> <p>Information on Bill disseminated nationally</p>	<p>10 March and as required</p> <p>Ongoing pending enactment</p>	<p>I&T/CEO</p> <p>CEO/I&T/ records/SW</p> <p>CEO/I&T/ records/SW</p>	<p>implementation designed and agreed with Tusla</p> <p>Functional, user-friendly application form available on enactment of legislation and easy to follow guidelines published.</p> <p>Process for effects of implementation designed and agreed with Tusla</p> <p>AAI involved in decisions about the content of public messages ensuring that meaningful, consistent and accurate messages about the new legislation is shared with the general public and in particular parties affected by adoption.</p> <p>Accredited Bodies fully appraised of potential changes to relationship with AAI and with Tusla and potential implications for their work</p> <p>Seminars and Forums used to maintain information on effects of the Bill – website updated published as necessary</p>	
<p>Preparation for Information and Tracing legislation</p> <p>Records and Organisation implications</p>	<p>Compile data on all known locations and organisations involved in the adoption, fostering & “boarding-out” processes.</p> <p>Consult with Dept. of Foreign Affairs &</p>	<p>Q1</p> <p>Q1</p>	<p>Records Unit/CEO/I&T</p>	<p>Have working document to allow informed decision -making in relation to resources required to comply with the new legislation (accommodation for records/ staffing/ ICT solutions for access and scanning etc.)</p>	<p>4.1</p> <p>4.2</p> <p>Preliminary work in progress, meetings with third parties scheduled</p>

Tasks	Actions	Date	Person(s) responsible	KPIs / Outputs	Corporate Plan Reference – Appendix One
	<p>Mother & Baby Homes Commission.</p> <p>Consult with National Archives</p> <p>Consider the organisational and resource impact of new legislation insofar as it affects staff roles and responsibilities</p>	<p>Q1</p> <p>Q2</p>	 <p>CEO/I&T/ Records/HR/ SW</p>	<p>Obtain professional advice and guidance to ensure AAI is fully informed of the standards required for storage and preservation of valuable records</p> <p>Draft document in place which outlines the work that will no longer be in the remit of the AAI, what staff will be affected by this, what new responsibilities the AAI will have and what resources will be needed. Costings in place in relation to all of the above.</p>	 <p>4.1 4.2</p>
Preparation for implementation of Children First Act 2015	<p>Attend DCYA Implementation Group</p> <p>Update information in Operations Manual</p> <p>Inform organisation and accredited bodies on staff responsibilities under the new Act</p> <p>Child Safety Safeguarding statement updated</p>	Ongoing	SW	Authority in compliance with new legislation	4.1
Update Business Plan	Review Business Plan when various pieces of legislation have been enacted and establish if there needs to be any major changes	As legislation is enacted	CEO/Board	Business Plan reflects reality of resources available and Authority responsibilities.	4.1

Goal 5:
To maintain an efficient, competent, accountable and learning organisation.

Tasks	Actions	Date	Person(s) responsible	KPIs / Outputs	Corporate Plan Reference – Appendix One
Develop HR function	<p>Draw up succession plan</p> <p>Engage HR consultants on a day rate basis for ad hoc HR advisory requirements</p> <p>Have functional database to allow accurate recording of personnel data as required under Civil and Public Service Regulations and Employment Law Regulations (SAGE)</p> <p>Staff in HR to undergo training in various HR functions</p>	<p>Ongoing</p> <p>Q1</p> <p>Ongoing</p>	Corporate Services HR Team	<p>AAI will have a schedule of planned departures from AAI and can make preparations for replacement of staff</p> <p>HR consultant available to assist in recruitment and any other HR issues as they arise</p> <p>AAI will be compliant with all relevant legislation.</p> <p>Staff in HR unit will be conversant with issues which may arise for staff and be in a position to deal with them promptly and effectively</p>	<p>5.5</p> <p>Consultants engaged</p>
Training plan in place for all staff for 2017	<p>Plan drawn up by HR Team, communicated to all staff</p> <p>Each team manager allocated a budget for their team</p> <p>Carry out survey of staff to establish database of staff qualifications and experience</p>	<p>Q1</p> <p>Q1</p>	<p>Head of Compliance and Resources/HR Team</p> <p>Unit Managers</p>	<p>Generic training made available for all staff on basic IT</p> <p>Requests made under Performance Review process addressed</p> <p>Staff will be trained at appropriate levels to be able to carry out their functions and ensure AAI compliance with legislation such as data protection, health and safety</p> <p>AAI will have a picture of skill on hand which can be used to facilitate staff mobility and maintain corporate knowledge</p>	<p>5.4</p> <p>Commenced in Year 1 – plans to be implemented in Year 2 and reviewed at end Year 2</p> <p>Due to commence Year 1 – deferred to Year 2</p>
Maintain a learning environment	<p>In house workshops and seminars arranged and staff encouraged to attend or participate</p> <p>Support professional memberships/CPD for relevant staff</p>	Ongoing	HR/Corp Serv/SW	<p>Staff with the appropriate qualifications which they are using to carry out their role in the AAI will be supported by the organisation and will continue to update their professional training</p>	5.4

Tasks	Actions	Date	Person(s) responsible	KPIs / Outputs	Corporate Plan Reference – Appendix One
Filling of post of Director of Operations and Corporate Services	Sanction to be sought for filling of post Sanction to be sought to allow hand over period Post advertised in August and appointment made in early September	Q1 Q1 Q3	HR HR HR/CEO/ Chairman	Seamless transition to post, allowing maintenance of organisational efficiency	5.5
Ensure full value for money in discharge of allocated resources	AAI staff involved in expenditure are trained in correct procurement procedures and legislation Information on same is disseminated to all staff Financial manual update	Q1 Q3	Corp Serv/SMT/Finance	AAI will be in compliance with procurement legislation and will be recognised as an organisation which ensures full value for money. Management Accounts / Variance Analysis reports to Audit & Risk Committee and subsequently Board. Internal Financial Controls Report 2016 to Members. Variance Reports to DCYA monthly to secure drawdown of allocation. Value for money checks within Internal Plan. Corporate Procurement Plan reviewed annually. Independent External Audit annually and audit opinion in Annual Report.	5.6
Maintain highest standards in data confidentiality and data integrity	Staff trained and informed on standards required in respect of Data Protection, Records management , confidentiality and data integrity	Ongoing	Corp Services & all staff	Full compliance with Data Protection legislation Full compliance with FOI legislation	5.3

Tasks	Actions	Date	Person(s) responsible	KPIs / Outputs	Corporate Plan Reference – Appendix One
				Full confidentiality and practice in the management, security and archiving of all data	

Appendix One – Corporate Plan Task List

GOAL	“To achieve the highest standard in the regulation and operation of adoption services in Ireland.”
1.1	To support and oversee the development of comprehensive, high quality and integrated adoption services with our key statutory and non-statutory partners.
1.1.1	Develop national standards in adoption services initiated through establishment of sub-committee of Board
1.1.2	
1.1.3	Marriage Act Forms to be reviewed and redesigned as appropriate.
1.1.4	Family Relations Bill Forms to be reviewed and redesigned as appropriate.
1.1.5	Make forms available and disseminate for users
1.1.6	Finalise Inspectorate Report template
1.1.7	Prepare Schedule of Inspections of Accredited Bodies
1.1.8	Monthly spot check by Board for quality control.
1.1.9	Review of frameworks for information and tracing, domestic and inter-country adoption (details in Business Plan)
1.2	To engage effectively with service users and their advocates, service providers, policy makers and the Government to bring about continuous quality improvements in our adoption services.
1.2.1	Prepare Stakeholder Mapping
1.2.2	CEO schedule for engagement with all stakeholders
1.2.3	Annual plan for forums and conferences for stakeholders (Dec each year)
1.2.4	Stakeholder participation in new website design
1.2.5	Go live and promote use of new website
1.2.6	Stakeholder consultation on implications of legislative changes. – as required.
1.2.7	Stakeholder Survey
1.2.8	CEO reports to Board monthly on stakeholder communications.
1.3	Reaccredit and register against approved regulations, all agencies providing adoption services.
1.3.1	Draw up protocol / procedure on the reaccreditation process
1.3.2	Implement reaccreditation process
1.3.3	Alarm system in place for monitoring self-reporting
1.3.4	Monthly Report to Board on reaccreditation process

GOAL	“To apply informed and balanced decision-making in adoption services, in accordance with national and international law and evidence-based best practice.”
2.1	Make informed and timely decisions regarding 1) the granting of declarations of eligibility and the suitability to adopt 2) the making of adoption orders 3) the recognition of intercountry adoption orders 4) Article 17 referrals.
2.1.1	Clear and concise documentation presented to Board
2.1.2	Operations manual updated as required and adhered to.
2.1.3	Maintain effective communication with CFA
2.1.4	Delegated decisions made within 6 weeks.
2.2	Maintain all Registers.
2.2.1	Timely and accurate processing of register applications, entries and extracts, within 6 weeks.
2.2.2	Inform GRO in the case of domestic adoptions within a week of being granted.
2.2.3	NACPR Documents registered and matches acknowledged within 2 weeks
2.2.4	Statistics Reports collated and presented to Board on monthly basis
2.2.5	Develop integrated Document Management System / Database
2.2.6	Check list of ward review to RAC - Quarterly
2.3	Make informed and timely decisions regarding the release of identifying information to adult adoptees and birth parents.
2.3.1	Define identifying information and present to Board
2.3.2	Request for release of birth certs forwarded to Board within 6 weeks of receipt of report
2.4	Maintain constructive relationships with all partners and develop national and international relationships that promote the highest possible standards in adoption and adoption related services.
2.4.1	Arrange well prepared and comprehensive strategic field visits to countries of origin to strengthen existing relationships and programs and explore the possibility of developing new ones.
2.4.2	Convene meeting prior to all visits
2.4.3	Debrief Report to Board & Executive following visit
2.4.4	Participate in Anglo-phone Teleconference quarterly
GOAL	“To inform and influence adoption policy and service delivery through provision of a comprehensive information, research and communications framework.”
3.1	Engage proactively with all stakeholders
3.1.1	Stakeholder Survey (per task 1.2.7 above)
3.1.2	Forums and conferences (per task 1.2.3 above)

3.1.3	Structured engagement format agreed with Department
3.1.4	Structured engagement format agreed with Tusla
3.1.5	Structured engagement plan with support groups
3.1.6	Structured engagement plan with Accredited Bodies
3.1.7	Board on circuit
3.1.8	Incorporate all proposed new steps into Business Plan
3.2	Develop and maintain an effective Communications Strategy
3.2.1	Develop Communications Plan with communication strategies and procedures documented and agreed.
3.2.2	Staff to adhere to customer service charter
3.2.3	Structured engagement process followed (as per 3.1 above)
3.3	Use website as a prime source of information for all stakeholders and the public at large.
3.3.1	Redesign and launch new website
3.3.2	Update website to ensure timely release of all new information
3.3.3	Link phone queries with FAQ on Website or information gaps
3.3.4	Appointment of webmaster and at least 2 people fully trained on website maintenance.
3.3.5	Prepare Statistics Reports for Quarterly Report
3.3.6	Maintain phone call log and forward to Webmaster
3.4	Maintain statistical information and planning/development aspects of service provision.
3.4.1	Prepare requirements specification for new database
3.4.2	Review collated data
3.4.3	Satisfy current Annual Report requirements
3.5	Continue to undertake and promote research opportunities and research capacity.
3.5.1	ICGP Research to be published in Qtr 1 2016
3.5.2	Structured follow-on from research carried out and compile the post adoption services directory in Qtr 3 2016
3.5.3	New research proposals made to CEO
3.5.4	Present publications to Board for sign off as required
3.6	Support Government Departments in the development of adoption related policy and legislation.
3.6.1	Respond to requests from Department
3.6.2	Structured engagement format with Department (as per task 3.1.3 above)

3.6.3	Convene expert groups within Authority to compile feedback to Government as required
3.6.4	Board is informed of all issues arising from legislation and policy
3.6.5	Board submit recommendations for changes to policy and legislation to Department
3.6.6	Preparation of Annual Reports
3.7	Promote informed and considered analysis and debate on adoption issues.
3.7.1	Ensure press book is circulated every week
3.7.2	Staff to be informed and invited to attend adoption related events
3.7.3	Record kept of AAI attendance and participation in outside events
GOAL	“To plan and implement the changes required in organisation policies and operational procedures in line with emerging legislative changes”
4.1	Be prepared and be able to adapt to 1) Children and Family relationships Act 2015 2) Children’s Referendum Act 2015, 3) Information and Tracing Bill 2015, all areas of AAI work affected.
4.1.1	Incorporate the changes from the CFR Act and the Marriage Act legislation into the Adoption Act 2010
4.1.2	Prepare internal guidance notes for the CFR Act and the Marriage Act Legislation
4.1.3	Prepare internal guidance notes for the relevant legislation
4.1.4	Prepare external guidance notes for the CFR Act and Marriage Act
4.1.5	Prepare external guidance notes for relevant legislation
4.1.6	Impact Report on existing resources from changes in legislation – as required
4.1.7	Implementation checklist to Board monthly in CEO Report
4.1.8	Incorporate changed requirements into Business Plan
4.2	Be prepared for any potential changes in statutory function of the Authority through any further legislative changes.
4.2.1	As per 4.1 (and all related tasks) as required
GOAL	“To maintain an efficient, competent, accountable and learning organisation.”
5.1	Ensure full compliance with Code of Practice for the Governance of State Bodies.
5.1.1	Communicate compliance requirements to relevant units - initial and then ongoing.
5.1.2	Internal Audit Plan to include annual compliance checks against the Code
5.1.3	Any non-compliance with Code identified and reported to RAC and Board
5.2	Maintain robust Risk Management Framework.
5.2.1	Maintain Risk Management Framework and Risk Policy and review annually
5.2.2	Maintain Risk Register

5.2.3	Internal Audit Plan to schedule audits and assessments of Risk which have been agreed with RAC
5.2.4	Internal Auditor to audit Risk in Authority (per Internal Audit Plan) and report to RAC
5.2.5	Annual Report from RAC to Board
5.3	Maintain highest standards in data confidentiality and data integrity.
5.3.1	Establish document classification policy
5.3.2	Brief and train staff on implementation of new policy
5.3.3	IT security being revised and to be adopted
5.3.4	IT policy to be drafted, agreed and implemented
5.3.5	Internal Audit Plan to include data integrity and confidentiality assessments
5.4	Authority to maintain a learning environment where competencies and training requirements are fully met.
5.4.1	Training and development plans to be collated
5.4.2	Maintain full staff complement as required
5.4.3	Identify specialist skills and competencies required for the Authority and create / maintain on-going skills log
5.4.4	Ensure full compliance with PMDS
5.4.5	Compliance with Children First guidelines is monitored on on-going basis
5.5	Maintain Succession Plan
5.5.1	Prepare a Succession Plan for the Authority and review and revise as required on an annual basis
5.6	Ensure full value for money in discharge of allocated resources.
5.6.1	Conduct Value for money audits through Internal Audit Plan
5.6.2	Procurement Policy adhered to and reviewed annually and subject to Internal Audit check
5.6.3	Variance Analysis Reports sent to Department monthly
5.6.4	Variance Analysis Reports presented to Board monthly from Qtr 2 2016
5.6.5	Annual Internal Financial Controls Report to Board
5.7	The Authority maintains, and actively engages with, an independent Internal Audit Function
5.7.1	Internal Audit Charter approved and implemented and reviewed annually
5.7.2	Internal Audit Plan approved by RAC and implemented and revised as required annually
5.7.3	Annual Report from RAC to Board to include report on Internal Audit function
	Annual Review of Corporate Plan