ÚDARÁS UCHTÁLA na hÉIREANN
THE ADOPTION AUTHORITY of IRELAND

Adoption Authority of Ireland Business Plan 2022

Adoption Authority of Ireland

Contents

Foreword

Foreword

The Adoption Authority of Ireland are pleased to present the Authority's 2022 Business Plan.The Business Plan for 2022 sets out the key actions that enable the Authority to deliver on its strategic objectives for 2022-2024. Building on a strong performance from previous years the Authority now looks to develop further as a robust, innovative organisation, in the face of an evolving legislative landscape.

In addition to a commitment to maintain, and further develop our current services and operations, this plan outlines the preparations required for the implementation of the Birth Information and Tracing Bill. The Authority sees the enactment of the Bill as a significant opportunity, giving the organisation enhanced roles and responsibilities in delivering meaningful services. We are anticipating an increase in our day to day workload, which will bring some additional opportunities and challenges during 2022.

One of our key priorities for 2022, is to ensure that our staff is fully supported throughout their work. In order to achieve this we have included some new initiatives around training and staff development. We will continue to develop a culture where staff feel supported in their career progression and they continue to contribute to the success of the Authority.

The Adoption Authority of Ireland 2022 Business Plan demonstrates our commitment to being recognised as the centre of excellence and principal authoritative source of information on all aspects of adoption and as a provider and regulator of high quality adoption services in Ireland.

Orlaith Traynor
Chairperson,
Adoption Authority of
Ireland

Patricia Carey
Chief Executive
Officer,
Adoption Authority of
Ireland

About this Plan

About this plan

The 2022 Business Plan has been developed alongside the 2022-2024 Strategic Plan. It outlines all works to be completed by the Authority during 2022 in order to achieve the key milestones across all priorities, goals and objectives.

In the Adoption Authority of Ireland, our business planning process takes place annually. Through this process, each unit identifies key actions which enable us to deliver on our strategic objectives.

We, the AAI Senior Management Team and the Board, are committed to continuing to provide the highest level of service to all of our customers and stakeholders, while working effectively to implement all actions as set out in the Strategic Plan.

The activities included in the 2022 Business Plan take account of the priorities agreed during the annual budgetary process.

This document has been broken into three different sections as outlined below:
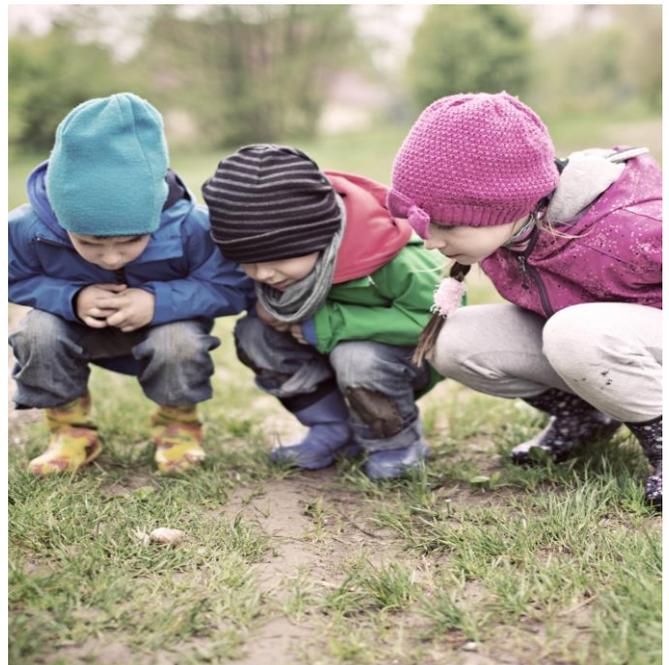
Section 1: Overview

Overview of the Adoption Authority, outlining the mission, vision and key principles under which the Authority operates.

Section 2: Business plan 2022

Outlines the priorities, strategic goals, objectives and actions which have been identified by the Authority in order to continue to provide the highest levels of service throughout 2022.
For each strategic Action identified, any agreed key performance indicators expected start and completion date and action owner have also been included.

Section 3: Implementation Roadmap

Outlines the implementation roadmap required to deliver the identified priorities, objectives and actions, throughout 2022.

Adoption Authority overview

Adoption Authority overview

Adoption Authority of Ireland (AAI): Formation and Purpose

The Adoption Authority of Ireland (AAI) is an independent quasi-judicial body under the aegis of the Department of Children, Equality, Disability, Integration and Youth, and was established on 1st November 2010 under the Adoption Act 2010. The Authority is also, in line with The Hague Convention on the Protection of Children and Co-operation in Respect of Intercountry Adoption, the central authority for intercountry adoption in Ireland. The purpose of the Adoption Act 2010 is to improve standards in both domestic and intercountry adoption.

Legal adoption was first introduced in Ireland under the 1952 Adoption Act. The 1952 Act was enacted on 1 January 1953 and the Adoption Board was established under this Act. The Adoption Board had the sole right to grant or refuse to grant Adoption Orders. This right is now vested in the Adoption Authority of Ireland under the current 2010 legislation.

The functions of the Authority are set out in Section 96 of the Adoption Act 2010. These include functions of an operational, judicial and quasi-judicial nature in relation to the adoption process itself, as provided for under the Act, but also relating to the Authority's designation as the Central Authority for the 1993 Hague Convention on the Protection of Children and Co-operation in Respect of intercountry Adoption. In addition, the Authority has registration, regulatory and research functions.

Areas of Work

The Authority's obligations span the following areas:

Domestic Adoption: where a child who is resident in Ireland is adopted by a person or couple who is/are also resident in Ireland.

Intercountry Adoption: where persons resident in Ireland decide to adopt a child who is resident in a country other than Ireland.

Information and Tracing: to support post-adoption information and tracing.

Social Work: review and monitoring of social work practice across adoption processes, as well as information, advice and support about any issue relating to adoption and providing mediation and counselling.

Accreditation: to assess and appropriately accredit adoption-related bodies and activities to comply with Irish adoption law.

Adoption Authority of Ireland's Customer Charter

The Adoption Authority of Ireland is committed to providing a professional, efficient and courteous service to all customers, in accordance with the twelve principles of quality customer service for government departments and public bodies.

Public Sector Equality and Human Rights Duty

All public bodies in Ireland have a statutory duty to eliminate discrimination, promote equality and protect the human rights of their staff, service users and everyone affected by their policies and plans. This is an obligation originated in Section 42 of the Irish Human Rights and Equality Act 2014.

Having regard to the current, and anticipated future size, functions and staff levels of the organisation, the Authority commits to reviewing its activities against the Human Rights and Equality Act 2014,(found in strategy Goal 5.1/action 5.1.1.6) and maintaining a register of any issues, and mitigating steps to address these issues. This register will be available to the public on request, and will be referenced in the Authority's Annual Report.

Birth Information and Tracing legislation

The proposed Birth Information and Tracing Bill, which if, passed may be enacted during the term of this business plan, will have a significant impact on the strategic direction and priorities of the Adoption Authority of Ireland.

The purpose of the Bill is to enshrine into law the importance of an individual knowing their origins. The Bill proposes a right of access by adopted people and others (such as those who are the subject of illegal birth registration) to birth certificates, birth, early life and medical information and will provide assistance to people who have questions in relation to their origins and identity. The draft Bill also proposes the establishment of a comprehensive Tracing Service to be conducted by the Authority and Tusla and a Contact Preference Register to support people wishing to make contact with birth relatives or to share information.

The bill will have a significant impact on the capacity of existing staff and their workload, it will require the recruitment of additional staff to support the operationalising of this Bill and finally it will require an expansion of existing facilities to cater for the storage of all adoption records that come under its stewardship.

In addition, the ability for the authority to continue to complete all adoption orders in a timely and efficient manner will need to be extensively considered as part of the staffing needs for operationalising this new Bill.

Adoption Authority overview

Mission and Vision

"To ensure the provision of the highest possible standards of adoption related services, throughout the lifelong adoption process, with the best interest of children as the first and paramount objective"

- Adoption Authority of Ireland Mission

"To be recognised as the centre of excellence and principal authoritative source of information on all aspects of adoption and as a provider and regulator of high quality adoption services"

- Adoption Authority of Ireland Vision

Principles and Values

The principles and values which underpin the AAI's mission, and vision, will remain unchanged and also were referenced extensively in the generation of the strategic priorities and goals for the next three years. They are outlined below:

- **Child-centredness:** Focusing on the best interests of the child as paramount in the adoption process with consideration of their lifelong needs. Ensuring that the child's voice is heard and responded to meaningfully in the adoption process.

- **Quality Services:** Provide the highest quality services in adoption based on law and best practice, alongside developing and retaining experts in the field (including commitment to continuous improvement of services).

- **Accountability:** Through Ethical Practice and Transparency: Modus operandi which is open to scrutiny, distinguished by impartiality and equity and guided by honest, proper, accountable and ethical adoption practice. Committed to delivering services in an effective and efficient manner to achieve value for money.

- **Respect:** Committed to treating all stakeholders in the adoption process or otherwise with dignity, respect and courtesy. Listening, learning and empowering organisation for all those working or affected by adoption services and listen and respect staff ensuring the Authority remains a good place to work.

Business Plan 2022

Business Plan 2022

Overview

This plan has been developed with the support, review and feedback of the AAI Board, Senior Management Team and all managers. Managers in turn consulted with their staff to ensure feedback was gathered from all staff in the organisation. As a result, the plan developed takes into account staff level concerns and develops buy-in to ensure the plan can be delivered over the timeframe.

Six key priorities with associated goals, objectives, and underlying actions have been developed in order to frame the delivery of this Business Plan. These priorities are a representation of the full range of services that the Authority provides, and all those who have contributed to its development are fully committed to ensuring the Authority meet these strategic goals. The six key priorities driving the strategic plan for the adoption authority for 2022 and the key strategic goals are highlighted below.

Priorities	Goals		
1. The child is the foremost priority and their best interests should be pursued in all adoption cases	1.1. The primary goal of all adoptions is that the best interests of the child / young person are heard throughout the adoption process and they are responded to in a timely and meaningful manner throughout. The Authority is currently developing a protocol for consultation with children and young people.		
2. Achieve the highest standards of adoption services	2.1 Ensure that all relevant parties can exercise their right to be heard throughout the full adoption process and support legal aid applications where required for parents.	2.2 Achieve the highest standard in the regulation and operation of adoption services in Ireland.	
3. Effectively implement legislative changes	3.1 Ensure that the Birth Information and Tracing Bill is successfully implemented and operationalised.	3.2 Develop an organisation that is ready to adapt quickly to changes in legislation.	
4. Empower our people and deliver effective operations	4.1 Build and maintain a workforce that has the capability, capacity and adaptability to achieve their career ambitions, and meet the changing needs of the adoption landscape.	4.2 Develop and expand the Authority's organisation structure, its processes, and technology to enable the delivery of the Strategic Plan.	
5. Attain robust governance and supportive stakeholder relationships	5.1 Develop effective and accountable governance, risk management and compliance arrangements.	5.2 Progress strong working relationship and collaboration with adoption stakeholders.	5.3 Improve awareness and understanding of the adoption process among stakeholders and the wider public.
6. Foster a culture of innovation	6.1 Build and maintain innovative delivery methods to ensure world class adoption services are provided.	6.2 Extend and develop capacity of research unit to enable the AAI to show clear research leadership in its field.	

A detailed breakdown of each priority including goals, objectives, operational actions, owners, key performance indicators and timeline for completion, required to fully implement this plan, is outlined in the following sections.

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Priority 1
The child is the foremost priority and their best interests should be pursued in all adoption cases

Goal 1.1

The primary goal of all adoptions is that the best interests of the child / young person are heard throughout the adoption process and they are responded to in a timely and meaningful manner throughout. The Authority is currently developing a protocol for consultation with children and young people.

Objective 1.1.1: Incorporate the views and interests of the child / young person in all stages of the adoption process, giving due weight having regard to the age and maturity of the child.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
Continue to detail all interactions and consultations with the child / young person throughout their adoption case.	Number of fully completed reports as a percentage of the number of interactions with the child/young person.	Q1 2022	Q4 2022	Director of Operations (DOO)	1.1.1.1
Review and amend (if required) the Authority's policies and procedures to ensure that all adoption orders incorporate the views of the child, giving due weight to the age and maturity of the child.	Number of Procedures and Policies amended as a percentage of the number identified as needing change.	Q1 2022	Q3 2022	DOO	1.1.1.2

Objective 1.1.2: Incorporate all requests from the child / young person to be heard as part of the adoption process.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
Continue to detail all requests from the child / young person to be heard, by the Authority's Board.	Number of fully captured requests discussed in scheduled hearings and facilitated by the Board as a percentage of number of requests received.	Q1 2022	Q4 2022	DOO /Board	1.1.2.1

Objective 1.1.3: Provide sufficient and appropriate information to enable the child / young person to make a free and informed decision regarding their adoption.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
Refine existing mechanism for data capture for all stages in the adoption process and make any necessary adjustments for additional data that needs to be captured.	Mechanism for data capture refined and process implemented.	Q2 2022	Q4 2022	Director of Information Services & Records (DISR)/ DOO	1.1.3.3

Business Plan 2022

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Priority 1
The child is the foremost priority and their best
interests should be pursued in all adoption cases

Goal 1.1 (continued)

The primary goal of all adoptions is that the best interests of the child / young person are heard throughout the adoption process and they are responded to in a timely and meaningful manner throughout. The Authority is currently developing a protocol for consultation with children and young people.

Objective 1.1.4: Ensure consistency in practice when consulting with the child / young person.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
This is an on-going matter which is actioned, reviewed and updated on a regular basis.					

Objective 1.1.5: Engage with the Department and Minister to support the consultation process with the child / young person in all adoption proceedings.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
Define an agreed schedule for formal meetings / interactions with the Department and Minister on a yearly basis.	Annual meeting schedule completed and agreed between the Department of Children, Equality , Disability, Integration and Youth, The Minister and the Authority.	Annually	Annually	CEO/Board	1.1.5.1
Complete any Standard Operating Procedures (SOP's) and Frequently Asked Questions (FAQ's) updates required based on updated guidance from the Department and Minister on any interactions with child / young person in the adoption process.	Number of amendments to SOPs and FAQ's identified from meetings held with the DCEDIY and the Minister that are implemented as a percentage of the total amendments required.	Quarterly	Quarterly	CEO/Board	1.1.5.2

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2 Priority 2
Achieve the highest standards of adoption services

Goal 2.1

Ensure that all relevant parties can exercise their right to be heard throughout the full adoption process and support legal aid applications where required for parents.

Objective 2.1.1: Ensure that all relevant parties are fully informed of their right to be heard in the adoption process.					
Actions	**KPI**	**Start date**	**End date**	**Owner**	**Strategic Plan ref**
Continue to detail and facilitate all appropriate requests based on statutory obligations from all relevant stakeholders involved in the adoption processes to be heard by the Authority's Board.	All appropriate requests based on statutory obligations to be heard before the Board as part of an adoption process are facilitated.	Q1 2022	Q4 2022	Board	2.1.1.1
Ensure that guidance on provision of legal aid support for parents is advised in all adoptions orders.	Legal Aid notification is captured in all adoption applications.	Q1 2022	Q4 2022	DOO	2.1.1.2
Develop protocol with Department of Children, Equality, Disability, Integration and Youth (DCEDIY) and Legal Aid Board.	Protocol developed and implemented.	Q1 2022	Q4 2022	DOO	2.1.1.3

Objective 2.1.2: Facilitate all relevant parties in their right to be heard during the adoption process.					
Actions	**KPI**	**Start date**	**End date**	**Owner**	**Strategic Plan ref**
Continue to detail all interactions with all stakeholders throughout their adoption case.	All interactions with Stakeholders are detailed and documented.	Q1 2022	Q4 2022	DOO	2.1.2.1
Review and re-implement a feedback mechanism (e.g. via an online form), develop a lessons learned document based on responses received and seek to implement revisions to processes and procedures based on appropriately agreed feedback.	Feedback process reviewed, re-defined and re-implemented. Lesson learned document created and any required changes to process implemented.	Q3 2022	Continue throughout 2023	DOO	2.1.2.2

Business Plan 2022

2 Priority 2
Achieve the highest standards of adoption services

Goal 2.1 (continued)

Ensure that all relevant parties can exercise their right to be heard throughout the full adoption process and support legal aid applications where required for parents.

Objective 2.1.2: Facilitate all relevant parties in their right to be heard during the adoption process.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
Review and re-define where appropriate the service level agreements (SLAs) for acknowledging and responding to all stakeholder feedback.	Revised SLAs will define KPIs for feedback.	Q1 2022	Q1 2022	DOO	2.1.2.3

Objective 2.1.3: Ensure the Authority provides sufficient and appropriate information to enable relevant parties to make a free and informed decision regarding adoption.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
Refine existing mechanism for data capture for all stages in the adoption process and make any necessary adjustments for additional data that needs to be captured.	Number of new data points added throughout the data capture process as a percentage of new data points identified to be added.	Q2 2022	Q4 2022	DISR / DOO	2.1.3.3
Ensure that guidance on provision of legal aid support for parents is advised when relevant.	Legal Aid notification is captured in all adoption applications.	Q1 2022	Q4 2022	DOO	2.1.3.4

Business Plan 2022

2 Priority 2
Achieve the highest standards of adoption services

Goal 2.2

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

Objective 2.2.1: Support and oversee the development of comprehensive , high quality and integrated adoption services.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
This is an on-going matter which is actioned, reviewed and updated on a regular basis.					

Objective 2.2.2: Maintain active oversight of all accredited agencies, including the re-accreditation and registration against approved regulations.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
This is an on-going matter which is actioned, reviewed and updated on a regular basis.					

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Priority 2
Achieve the highest standards of adoption services

Goal 2.2 (continued)

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

Objective 2.2.3: Maintain all statutory and non-statutory registers.					
Actions	**KPI**	**Start date**	**End date**	**Owner**	**Strategic Plan ref**
Define a schedule for the review and update of all registers.	Schedule defined for the review and update to all registers.	Q3 2022	Q3 2022	DISR	2.2.3.1
Any corrections to records and registers are prioritised and completed in a defined period.	Corrections to the registers and records completed in the quarter that they were identified.	Q3 2022	Q3 2022	DISR	2.2.3.2

Objective 2.2.4: Make informed and timely decisions in all stages of the Adoption Authority's service processes.					
Actions	**KPI**	**Start date**	**End date**	**Owner**	**Strategic Plan ref**
Review all SLA's within the adoption process to determine if any need to be revised and re-implemented.	Revised SLAs will define KPIs for feedback.	Q1 2022	Q1 2022	DOO/Unit Managers	2.2.4.1
Ensure declarations of eligibility and suitability to adopt are completed within the target timeframes.	Number of declarations completed within the timeframe as a percentage of total declarations completed.	Q1 2022	Q4 2022	DOO/Unit Managers	2.2.4.2
Ensure that all adoption orders are processed before the child / young person reaches their 18th birthday.	All adoption orders completed before the Young Person's 18th birthday.	Q1 2022	Q4 2022	DOO/Unit Managers	2.2.4.3

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Priority 2
Achieve the highest standards of adoption services

Goal 2.2 (continued)

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

Objective 2.2.4: Make informed and timely decisions in all stages of the Adoption Authority's service processes.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
Ensure that all routine and non-routine processing of the recognition of intercountry adoption orders are processed within the agreed target timeframe.	All intercountry adoption orders completed within the agreed timeframe.	Q1 2022	Q4 2022	DOO/Inter Country Adoption (ICA) Unit Manager	2.2.4.4
Ensure that all Article 17 referrals are processed within the agreed target timeframe.	All referrals are processed within the agreed timeframe.	Q1 2022	Q4 2022	DOO/ICA Unit Manager	2.2.4.5
Ensure that all routine and non-routine decisions to release personal, sensitive information to adult adoptees and birth parents are completed within the agreed target timeframe.	All data requests, where appropriate are released within the agreed timeframe.	Q1 2022	Q4 2022	DISR /SMT	2.2.4.6

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Priority 3
Effectively implement legislative changes

Goal 3.1

Ensure that the Birth Information and Tracing Bill is successfully implemented and operationalised.

Objective 3.1.1: Develop a detailed plan ahead of the enactment of the Birth Information and Tracing Bill to ensure a successful implementation.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
Review all key internal processes ,procedures and systems to ensure that required changes are identified and implemented in advance of Bill implementation.	All Internal processes, procedures and systems reviewed and required changes documented and implemented.	Q1 2022	Q1 2022	DISR	3.1.1.5
Develop a project plan to track and ensure completion of all activities relating to the implementation of the Bill.	Develop & Approve Project Plan for activities to support Bill implementation.	Q1 2022	Q1 2022	DISR	3.1.1.1
Review current organisation structure in relation to future workload, capability and reporting requirements ahead of the implementation of the new legislation.	Develop & Approve Work plan including revised organisational and governance structure to support Bill implementation.	Q1 2022	Q1 2022	SMT/DISR	3.1.1.2
Define any changes to the organisational structure as a result of the requirements of the implementation of the new Bill.	Develop & Approve Work plan including revised organisational and governance structure to support Bill implementation.	Q1 2022	Q1 2022	SMT	3.1.1.3
Complete any business case templates for newly identified staff requirements.	Number of business cases for new staff requirements submitted within the timeframe as a percentage of total number of cases needing to be submitted in relation to the implementation of the Birth Information and Tracing Bill.	Q1 2022	Q1 2022	DISR	3.1.1.4

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Priority 3
Effectively implement legislative changes

Goal 3.1 (continued)

Ensure that the Birth Information and Tracing Bill is successfully implemented and operationalised.

Objective 3.1.1: Develop a detailed plan ahead of the enactment of the Birth Information and Tracing Bill to ensure a successful implementation.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
Outline workforce plan for the medium to long term after implementation of the Bill.	Define, review, approve & implement workforce plan.	Q1 2022	Q1 2022	Head of HR (HHR) & Staff Development (SD)	3.1.1.6
Outline requirements for temporary staff ahead of the forecasted peak in workload in the short-term in planning and implementing the Bill.	Requirements outlined and business case submitted.	Q1 2022	Q1 2022	DISR	3.1.1.7
Plan public relations activities in order to facilitate the media campaign associated with the implementation of the BITB.	Public relations plan (incl. Media Plan) designed and approved.	Q1 2022	Q1 2022	CEO/SMT	3.1.1.8
Review and analyse the new Contact Preference Register ahead of BITB in order to assess: • Current staff and skills availability • Staff capability and skills gaps • Readiness & Training plan for switchover.	Contact Portal review completed. Staffing needs identified. Readiness & Training Plan completed.	Q1 2022	Q2 2022	DISR/I&T Unit Manager	3.1.2.5

Business Plan 2022

Priority 3
Effectively implement legislative changes

Goal 3.1 (continued)

Ensure that the Birth Information and Tracing Bill is successfully implemented and operationalised.

Objective 3.1.2: Operationalise the Birth Information and Tracing Bill, tracking metrics and KPIs to ensure that implementation is effective and consistent.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
Implement PR activities and media campaign plan(linked to action 3.1.1.8).	Public Relations plan (including Media Campaign) implemented.	Q2 2022	Q2 2022	CEO	3.1.2.1
Implement any changes to the organisational structure as a result of the recommendations from the Bill implementation organisational structure review (linked to action 3.1.1.2).	Organisational Structure changes implemented and communicated to all.	Q2 2022	Q2 2022	SMT	3.1.2.2
Ensure effective implementation of the project plan to ensure that that all new policies, processes and procedures are being implemented effectively, adhered to consistently, and become business as usual in the Authority.	Maintain Project plan and ensure its timely implementation.	Q1 2022	Q3 2022	DISR	3.1.2.3
Identify and track key performance metrics relating to the successful implementation of the Bill, reviewing the performance of the implementation plan against a defined timeline.	Monitor the implementation of the activities complete per the project plan.	Q2 2022	Q3 2022	DISR	3.1.2.4

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Priority 3
Effectively implement legislative changes

Goal 3.2

Develop an organisation that is ready to adapt quickly to changes in legislation.

Objective 3.2.1: Work with the Government and policy makers to ensure that the Adoption Authority's commentary is considered in decision making processes for the development of adoption related policy and legislation.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
Develop formal schedule of engagement with identified Government representatives and policy makers to ensure that the Authority is kept updated on any revised guidelines and regulations.	Annual meeting schedule completed and agreed between the Government minister, policy makers and the Authority.	Q1 2022	Q4 2022	CEO	3.2.1.1
Engage with Government and key related Departments to support the early stages of development and roll-out of future changes or enactment of changes in legislation when identified.	Annual meeting schedule completed and agreed between the Government minister, policy makers and the Authority.	Q1 2022	Q4 2022	CEO	3.2.1.2

Objective 3.2.2: Develop a plan to respond to the implementation of possible Donor-Assisted Human Reproduction and Surrogacy legislation, and additional relevant legislation which may impact the remit of the Authority and its services and operations.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
Develop high level implementation plans to address any immediate requirements from this research.	Research needs identified and high-level research plans created and agreed.	The Authority is reviewing the outcome of a case stated in this matter and will develop an operational response based on the final outcome of the case stated and associated matters.		SMT/Board	3.2.2.2

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Priority 4
Empower our people and deliver effective operations

Goal 4.1

Build and maintain a workforce that has the capability, capacity and adaptability to achieve their career ambitions, and meet the changing needs of the adoption landscape.

Objective 4.1.1: Offer training and development opportunities to staff in a way that is readily available and fair, to allow them to achieve their career ambitions and align their work to support the implementation of the Authority's Strategic Plan.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
Identify future capability requirements in order to successfully deliver the Authority's duties.	Identify and Approve capability / training requirements.	Q1 2022	Q2 2022	HHR/SD	4.1.1.1
Conduct skills gap analysis between current capabilities against future capability requirements.	Complete skills gap analysis on current capabilities.	Q1 2022	Q2 2022	HHR/SD	4.1.1.2
Review existing staff training plan and design and implement future training plan.	Review existing training plan. Design & Approve future training plan.	Q3 2022	Q4 2022	HHR/SD	4.1.1.3
Review and update staff handbook with updated training plans for all staff.	Staff Handbook is updated with revised training plans.	Q3 2022	Continue throughout 2023	HHR/SD	4.1.1.4

Business Plan 2022

Priority 4
Empower our people and deliver effective operations

Goal 4.1 (continued)

Build and maintain a workforce that has the capability, capacity and adaptability to achieve their career ambitions, and meet the changing needs of the adoption landscape.

Objective 4.1.2: Implement a robust staff retention, development and succession programme to ensure continuity of services, knowledge retention and organisation development.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
Develop as an immediate priority, a succession planning model for key management and technical roles.	Implement succession model plan.	Q3 2022	Q4 2022	HHR/SD	4.1.2.1
Identify and map staff career growth plan.	Implement staff career growth plan.	Q3 2022	Q4 2022	HHR/SD	4.1.2.2
Develop as an immediate priority, a staff retention programme across the entire organisation.	Implement Staff retention programme.	Q3 2022	Q4 2022	HHR/SD	4.1.2.3
Develop and implement flexible working / blended working policy and guidelines.	Implement Flexible working / remote working policies and guidelines.	Q1 2022	Q1 2022	HHR/SD	4.1.2.4

Objective 4.1.3: Create an environment in which staff can grow and contribute to the success of the Authority.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
No actions planned for delivery in 2022.					

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Priority 4
Empower our people and deliver effective operations

Goal 4.2

Develop and expand the Authority's organisation structure, its processes, and technology to enable the delivery of the Strategic Plan.

Objective 4.2.1: Ensure that all of the AAI functions have the support, capacity and skills required to perform their duties to the highest standard.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
Review the roles and responsibilities of key staff, where it is perceived that the role and responsibility requirements may evolve in order to implement this Strategy.	All staff roles and responsibilities are reviewed and amendments made.	Q1 2022	Q1 2022	HHR/SD	4.2.1.1
Complete a gap analysis of all AAI's current workforce, and identify requirements for future needs to ensure the Authority has the capacity to deliver this Strategy (linked to action 3.1.1.6).	Gap Analysis complete.	Q1 2022	Q1 2022	HHR/SD	4.2.1.2
Design and implement a detailed Workforce Plan for period 2022 to 2025 (linked to action 3.1.1.6).	Workforce Plan approved and implemented.	Q1 2022	Q1 2022	HHR/SD	4.2.1.3

Objective 4.2.2: Establish and progress the Information Services and Records Unit, a key component of operationalising the new Birth Information and Tracing legislation.					
Actions	KPI	Start date	End date	Owner	Strategy Plan ref
Recruit and on-board Director or Head of Information Services and Records Unit.	Head of information Services and Records Unit on boarded.	Q1 2022	Q2 2022	HHR/SD	4.2.2.1
Establish Information Services and Records Unit and outline its aims and purpose for next 3 years.	Information Services and Records Unit operationalised.	Q2 2022	Q4 2022	HHR/SD/ DISR	4.2.2.2

Business Plan 2022

Priority 4
Empower our people and deliver effective operations

Goal 4.2 (Continued)

Develop and expand the Authority's organisation structure, its processes, and technology to enable the delivery of the Strategic Plan.

Objective 4.2.2: Establish and progress the Information Services and Records Unit, a key component of operationalising the new Birth Information and Tracing legislation.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
Outline comprehensive roles and responsibilities, reporting and internal ways-of-working for the new Information Services and Records Unit.	Plan established and roles and responsibilities developed and approved.	Q2 2022	Q4 2022	HHR/SD/DISR	4.2.2.3

Objective 4.2.3: Re-establish roles and responsibilities of functions and improve work allocation across the organisation to improve the efficiency of workflow and improve productivity.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
Review the roles and responsibilities of organisational units not outlined above, where it is perceived that the role and responsibility requirements may evolve or change, in order to implement this strategic plan.	Reviews are completed and documented and approved.	Q2 2022	Q2 2022	HHR/SD	4.2.3.1
Identify workload imbalances, workflow inefficiencies and reengineer the allocation and flow of tasks among units and staff.	Complete end to end workflow review across the organisation.	Q3 2022	Continue throughout 2023	HHR/SD	4.2.3.2
Identify any additional staffing needs and review for appropriateness before business case creation and submission.	Staffing needs identified as part of Workforce plan. (Action 3.1.1.6)	Q3 2022	Continue throughout 2023	HHR/SD	4.2.3.3

Business Plan 2022

4 Priority 4
Empower our people and deliver effective operations

Goal 4.2 (Continued)

Develop and expand the Authority's organisation structure, its processes, and technology to enable the delivery of the Strategic Plan.

Objective 4.2.4: Optimise processes and operations to ensure high quality provision of all services to the public.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
Review the workflow of all core organisational processes to identify inefficiencies and bottlenecks, and implement solutions in order to reduce these delays or bottlenecks.	Complete end to end workflow review across the organisation.	Q3 2022	Continue throughout 2023	HHR/SD	4.2.4.1
Ensure Procurement Plan is produced and approved by the RAC and Board as per required timelines.	Implement Procurement Plan.	Q1 2022	Q4 2022	HC	4.2.4.2
Establish a mechanism to ensure Procurement Plan is implemented effectively, and value for money is achieved in all procurement activities.	Implement & Maintain Procurement Plan.	Q1 2022	Q4 2022	HC	4.2.4.3
Complete a review of existing facilities, buildings and systems and determine their suitability for AAI.	Review completed and future needs assessed.	Q1 2022	Q1 2022	HC	4.2.4.4
Maintain efficient and effective management of facilities, buildings and systems including identifying the upgrading of office & storage units where required.	Maintain a register of all buildings and facilities. Identify any requiring upgrade.	Q2 2022	Q2 2022	HC	4.2.4.5
Develop and promote the Sustainability and Energy Efficient Strategy.	Implement Sustainability and Energy Efficiency Strategy.	Q1 2022	Q4 2022	HC	4.2.4.6
Develop and Implement a Social Work Practice Framework.	Review of social work practice completed and implementation begins.	Q2 2022	Q4 2022	Principal Social Worker (PSW)	4.2.4.7

Business Plan 2022

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Priority 4
Empower our people and deliver effective operations

Goal 4.2 (Continued)

Develop and expand the Authority's organisation structure, its processes, and technology to enable the delivery of the Strategic Plan.

Objective 4.2.4: Optimise processes and operations to ensure high quality provision of all services to the public.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
Develop clear policies and protocols for the delivery of social work in the AAI.	Policies and procedures agreed and implemented.	Q1 2022	Q4 2022	PSW	4.2.4.8
Build a database for case management of social work interventions and assess the potential benefits and suitability of introducing a case management system in other sections of the AAI.	Database designed and implemented.	Q1 2022	Q3 2022	PSW	4.2.4.9
Ensure full adherence of the Health and Safety protocols in place and review on an annual basis.	Annual reviews completed and 0 issues found.	Q1 2022	Q4 2022	HC	4.2.4.10
Develop a robust and secure IT service delivery model to support business continuity and efficient operations.	Design & Implement IT Service Delivery Model.	Q2 2022	Q4 2022	HC	4.2.4.11
Conduct a review, and assess the effectiveness of all existing ICT systems, tools and technology.	Complete ICT system analysis.	Q2 2022	Q4 2022	HC	4.2.4.12
Identify the future organisational ICT requirements for effective delivery of the Authority's services.	Complete Future ICT Needs Analysis.	Q2 2022	Q4 2022	DISR/HC	4.2.4.13

Business Plan 2022

5 Priority 5
Attain robust governance and supportive stakeholder relationships

Goal 5.1

Develop effective and accountable governance, risk management and compliance arrangements.

Objective 5.1.1: Ensure a robust and effective governance framework continues to be utilised and any refinements that are required are implemented. This will ensure that high quality leadership, governance and management teams remain in place and that the Authority continues to be compliant with the Code of Practice for the Governance of State Bodies.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
Review list of recommendations derived from the 2020 external Board Effectiveness Review (Sep 2020) and implement the recommendations.	Compile and Implement list of recommendations.	Q1 2022	Q4 2022	CEO Board	5.1.1.1
Document future skills, roles and experience requirements for the Board in line with this strategy and the expected future roles of similar public sector boards.	Complete future skills assessment of Board.	Q1 2022	Q4 2022	CEO Board	5.1.1.2
Continue Board Effectiveness Review as and when required.	Internal Board review completed(annually). External Board review completed(every 3 years).	Q1 2022	Q4 2022	Board	5.1.1.4
Continue to perform Board activities and maintain the effectiveness of the AAI Board in its operational and governance capacity.	Internal Board review completed(annually). External Board review completed(every 3 years).	Q1 2022	Q4 2022	Board	5.1.1.5
Maintain a register noting the assessment of AAI's strategic goals, policies and activities in line with the Irish Human Rights and Equality Act 2014, and report on developments and achievements in the AAI's Annual Report.	Review of register completed and updated on a quarterly basis.	Q1 2022	Q4 2022	SMT	5.1.1.6

Business Plan 2022

Priority 5
Attain robust governance and supportive stakeholder relationships

Goal 5.1 (continued)

Develop effective and accountable governance, risk management and compliance arrangements.

Objective 5.1.2: Exercise robust risk management, data management and integrity, and GDPR compliance processes.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
Conduct an analysis of the current Risk Governance Framework to assess the Authority's level of compliance with the 2016 Code of Practice for the Governance of State Bodies.	Analysis completed on current governance framework and improvements identified and implemented.	Q1 2022	Q4 2022	HC	5.1.2.1
Identify and embed improvements from the findings of the Risk Governance Framework analysis.	Improvements identified are fully embedded into Governance framework.	Q1 2022	Q4 2022	HC	5.1.2.2
Maintain and review on a half yearly basis, the current Risk Governance Plan.	Review completed and updates made.	Q1 2022	Q4 2022	HC	5.1.2.3
Conduct a review of the compliance function to determine any skills or process gaps and implement any findings from this review.	Review completed and gaps / ideas for improvement identified, documented and signed off.	Q2 2022	Q3 2022	HC	5.1.2.4
Complete a compliance assessment to ensure GDPR requirements are currently met and any amendments that need to be made to ensure compliance (Access, Identify and Protect).	All activities within the Authority are GDPR compliant. 0 breach of policy issues found.	Q1 2022	Q4 2022	DISR /Data Protection Officer (DPO)	5.1.2.5
Review, enhance and strengthen the digital security across all of AAI's activities and systems.	Digital security review completed.	Q1 2022	Q4 2022	DISR	5.1.2.7

Business Plan 2022

5

Priority 5
Attain robust governance and supportive stakeholder relationships

Goal 5.2

Progress strong working relationship and collaboration with adoption stakeholders.

Objective 5.2.1: Maintain consistent and meaningful engagement with the Department to inform and cultivate support for the work of the Authority.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
Establish regular schedule to support and provide advice to the Department and Minister on all adoption matters.	Annual meeting schedule completed and agreed between the DCEDIY, The Minister and the Authority.	Q1 2022	Q4 2022	CEO SMT	5.2.1.1
Develop, maintain and circulate meeting agendas, outcomes and issues log for each meeting held with the Department and its representatives.	Agenda, outcomes and issues log circulated ahead of each meeting.	Q1 2022	Q4 2022	CEO	5.2.1.2
Ensure all required reports are completed and provide to the Department as per agreed SLAs.	Number of reports completed within the SLAs as a percentage of total reports required for submission to the department.	Q1 2022	Q4 2022	HC	5.2.1.3
Engage with the Department in relation to work on the whole of Government commitment to establish a National Memorial and Records Centre (action 7 of the Action Plan for Survivors and Former Residents of Mother and Baby and County Home Institutions).	National Memorial and Records Centre is established and procedure for maintenance is in place.	Q1 2022	Q4 2022	CEO SMT	5.2.1.4

Business Plan 2022

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Priority 5
Attain robust governance and supportive stakeholder relationships

Goal 5.2 (continued)

Progress strong working relationship and collaboration with adoption stakeholders.

Objective 5.2.2: Increase collaboration with Tusla and other service providers to create more streamlined and user-friendly adoption processes.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
Review and redefine the expected roles and responsibilities for TUSLA and the AAI.	Roles and responsibilities defined and shared/approved by the Department.	Q2 2022	Q2 2022	CEO PSW	5.2.2.1
Implement the revised set of roles and responsibilities via the responsible government department.	AAI's and TUSLA agreed roles and responsibilities are operationalised through the government department.	Q3 2022	Q3 2022	CEO PSW	5.2.2.2
Establish a regular schedule of meetings with representatives of TUSLA and other service providers with a goal of identifying and remedying cross-organisational areas for development.	Annual meeting schedules established and signed off by TUSLA/other service providers.	Q1 2022	Q4 2022	CEO PSW	5.2.2.3
Develop, maintain and circulate meeting agendas, outcomes and issues log for each meeting held with TUSLA and other service providers.	Agenda, outcomes and issues log circulated.	Q1 2022	Q4 2022	CEO PSW	5.2.2.4
Work with Tusla and other service providers to lead a review of cross-organisational processes and communications in order to streamline and improve effectiveness with the ultimate goal of improving the end-to-end adoption process.	Review completed. Areas for improvement identified and changes made accordingly.	Q3 2022	Q4 2022	CEO PSW	5.2.2.5

Business Plan 2022

5 Priority 5
Attain robust governance and supportive stakeholder relationships

Goal 5.3

Improve awareness and understanding of the adoption process among stakeholders and the wider public.

Objective 5.3.1: Develop a coordinated public relations and communications strategy to ensure the right messages are released, through the right channels and to the right stakeholders.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
Develop an organisational external communications strategy, including a well-defined public relations plan (linked to action 3.1.1.8).	External Communications and Public Relations strategy developed and signed off.	Q2 2022	Q2 2022	CEO	5.3.1.1
Create a robust and structured internal communications plan to further ensure that all relevant parties in the organisation have a voice in proceedings. This will also seek to enhance decision making, innovation and engagement within the Authority.	Internal communications plan completed`.	Q1 2022	Q2 2022	SMT	5.3.1.2
Provide regular communication briefings to key stakeholders on new and relevant adoption matters.	Number of briefings to be held defined in the communications plan.	Q1 2022	Q4 2022	CEO DOO	5.3.1.3
Review and revise AAI website and staff intranet (linked to action 6.1.3.3).	Staff intranet page reviewed, updates identified and implemented.	Q3 2022	Q4 2022	HC/CS Manager	5.3.1.4
Examine Social Media Communications opportunities.	Opportunities identified.	Q3 2022	Q4 2022	SMT	5.3.1.5

Business Plan 2022

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Priority 5
Attain robust governance and supportive stakeholder relationships

Goal 5.3 (continued)

Improve awareness and understanding of the adoption process among stakeholders and the wider public.

Objective 5.3.2: Articulate and promote adoption research findings, analysis, and informed debate on adoption issues.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
Work with adoption stakeholders to enhance awareness of adoption matters.	Include Awareness updates as part of stakeholder briefings and meetings.	Q1 2022	Q4 2022	SMT Board	5.3.2.1
Develop and strengthen links with international networks to facilitate the transfer of good practice and knowledge sharing.	Identify networks to develop and expand. Implement any lessons learned from these relationships.	Q1 2022	Q4 2022	SMT Board	5.3.2.2
Identify target stakeholders that need to be targeted with Bill promotional and adoption services material.	Target audience identified. Promotional plan and materials developed and ready to be rolled out.	Q1 2022	Q4 2022	SMT	5.3.2.3
Produce public-friendly content developed from research findings and developments in the adoption sector.	Number of public friendly content published as a % of total number of research studies completed.	Q1 2022	Q4 2022	SMT	5.3.2.4
Ensure that relevant parties in government and industry are kept informed of research findings and the location of such material within the AAI.	List of research studies conducted and published made available on the AAI's intranet.	Q1 2022	Q4 2022	SMT	5.3.2.5
Identify and participate in national and international forums, workshops, seminars and conferences in collaboration with a range of stakeholders to share research findings and updates in adoption policies and practices.	Compile list of events to attend and contribute to. Attend events and capture any learnings to benefit AAI.	Q1 2022	Q4 2022	SMT Research Officer Unit Managers	5.3.2.6

Business Plan 2022

6 Priority 6
Foster a culture of innovation

Goal 6.1

Build and maintain innovative delivery methods to ensure world class adoption services are provided.

Objective 6.1.1: Develop and implement an organisational Innovation Strategy.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
Develop an Innovation Strategy and road map for its implementation.	Strategy completed and published internally.	Q3 2022	Q4 2022	DISR	6.1.1.1
Continue to develop and implement paperless working environment with relevant policies and procedures.	Relevant policies and procedures in place.	Q1 2022	Q4 2022	DISR	6.1.1.2
Continue to digitise historic adoption records.	On-going digitisation project continuing to deliver to a high standard and at full processing capacity.	Q1 2022	Q4 2022	DISR	6.1.1.3
Develop and implement a 3-year ICT optimisation programme for Authority (linked to action 4.2.4.11 and 4.2.4.12).	Strategy developed, signed off and implemented.	Q2 2022	Q4 2022	DISR HC/CS Manager	6.1.1.4

Business Plan 2022

Priority 6
Foster a culture of innovation

Goal 6.1 (continued)

Build and maintain innovative delivery methods to ensure world class adoption services are provided.

Objective 6.1.2: Empower and encourage the Authority's staff to challenge ways of working, generate ideas for improvement and implement innovative ideas to improve internal operations.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
Define initiatives/ forums to empower staff to contribute with innovative ideas and suggestions for improvement.	List of initiatives/forums identified, communicated to staff and staff contributing ideas.	Q3 2022	Q3 2023	DISR	6.1.2.1
Enhance staff awareness and understanding of the Our Public Service (OPS) 2020 framework, specifically the pillar: Innovating for our Future.	Raise awareness of Innovation Network events and initiatives.	Q1 2022	Q4 2022	SMT	6.1.2.3
Define current staff digital literature skills and Identify developments needed to enhance AAI's delivery of services.	Digital Literacy skills assessed, gaps identified and plan created to reduce any gaps.	Q4 2022	Q4 2022	DISR	6.1.2.4
Establish regular knowledge sharing sessions to harness first-hand experience of customer facing staff to identify areas for improvement.	Knowledge sharing sessions established.	Q1 2022	Q4 2022	SMT	6.1.2.5
Facilitate staff to challenge ways of working using the Design Thinking approach.	Provide staff training in Design Thinking. Staff using Design Thinking approach to identify and take opportunities to add value to internal operations.	Q1 2022	Q4 2022	DISP	n/a

Business Plan 2022

6

Priority 6
Foster a culture of innovation

Goal 6.1 (continued)

Build and maintain innovative delivery methods to ensure world class adoption services are provided.

Objective 6.1.3: Use innovative methods, approaches and technologies to improve user experience, especially for adoptees, vulnerable users and users with disabilities.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
Regularly review all client interactions to ensure activities are consistent with our customer charter fundamentals.	Bi-annual feedback exercise completed and changes implemented. .	Q1 2022	Q4 2022	SMT/Board	6.1.3.4
User-Centric empathy mapping of our customers interactions with the AAI to ensure consistency with our customer charter and to identify any opportunities for improvement.	Empathy map created and maintained for each user category.	Q1 2022	Q4 2022	SMT/Board	n/a

Business Plan 2022

6 Priority 6
Foster a culture of innovation

Goal 6.2

Extend and develop capacity of research unit to enable the AAI to show clear research leadership in its field.

Objective 6.2.1: Progress and allocate appropriate staff levels to ensure the continued development of the Research Unit.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
Review existing research operations to map the current body of work completed.	Review completed and research items completed and documented.	Q2 2022	Q4 2022	Head of Research (HOR)	6.2.1.1
Identify future areas of research and build programs of work.	Future research areas analysed and programme for work complete.	Q2 2022	Q4 2022	HOR	6.2.1.2
Identify research staff requirements and necessary skills and capabilities to meet future requirements. (link with actions 4.2.1.2 and 4.2.1.3).	Review complete. Skills and capabilities re-defined. Training plans developed.	Q2 2022	Q4 2022	HHR & SD / HOR	6.2.1.3
Build a database for central storage of all research studies.	Research list compiled and maintained on a regular basis.	Q1 2022	Q1 2022	HOR	6.2.1.4

Business Plan 2022

6

Priority 6
Foster a culture of innovation

Goal 6.2 (continued)

Extend and develop capacity of research unit to enable the AAI to show clear research leadership in its field.

Objective 6.2.2: Identify additional progressive research areas in order to inform and influence domestic and international adoption.					
Actions	KPI	Start date	End date	Owner	Strategic Plan ref
Identify and develop networking and partnership development opportunities with key stakeholders both nationally and internationally to develop innovative research studies to enhance adoption activities.	Networking and development opportunities identified. Begin communications to build relationships. Develop research studies around best practice.	Q1 2022	Q2 2022	HOR	6.2.2.1
Facilitate working groups and consultations with stakeholders to identify areas of interest to outline potential topics for future research.	Working groups and consultations scheduled and completed.	Q1 2022	Q2 2022	HOR	6.2.2.2
Engage with established research units, and / or third level education organisations to develop cross-organisational research projects.	New cross-organisation relationships established and regular collaboration sessions scheduled.	Q1 2022	Q4 2022	HOR	6.2.2.3
Identify topics to introduce onto the future Research Strategy. Legal research to be considered as part of the Research Strategy.	Topics for research identified and added to the Research Strategy.	Q2 2022	Q2 2022	Research sub committee (RSC)/ HOR	6.2.2.4
Review the feasibility, relevance and impact of each new topic onto the Research Strategy.	Feasibility study completed and research item added to the agenda if applicable.	Q2 2022	Q2 2022	RSC/HOR	6.2.2.5

Implementation Roadmap

Implementation Roadmap

1

Priority 1
The child is the foremost priority and their best interests should be pursued in all adoption cases

Goal 1.1

The primary goal of all adoptions is that the best interests of the child / young person are heard throughout the adoption process and they are responded to in a timely and meaningful manner throughout. The Authority is currently developing a protocol for consultation with children and young people.

		Q1 2022	Q2 2022	Q3 2022	Q4 2022
	Objective	**Actions**			
1.1.1	Incorporate the views and interests of the child / young person in all stages of the adoption process, giving due weight having regard to the age and maturity of the child.	Action 1.1.1.1			
		Action 1.1.1.2			
1.1.2	Incorporate all requests from the child / young person to be heard as part of the adoption process.	Action 1.1.2.1			
1.1.3	Provide sufficient and appropriate information to enable the child / young person to make a free and informed decision regarding their adoption.		Action 1.1.3.3		
1.1.4	Ensure consistency in practice when consulting with the child / young person.	This is an on-going matter which is actioned, reviewed and updated on a regular basis.			
1.1.5	Engage with the Department and Minister to support the consultation process with the child / young person in all adoption proceedings.	Action 1.1.5.1			
		Action 1.1.5.2			

Implementation Roadmap

2 Priority 2
Achieve the highest standards of adoption services

Goal 2.1

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

		Q1 2022	Q2 2022	Q3 2022	Q4 2022
Objective		**Actions**			
2.1.1	Ensure that all relevant parties are fully informed of their right to be heard in the adoption process.	Action 2.1.1.1			
		Action 2.1.1.2			
		Action 2.1.1.3			
2.1.2	Facilitate all relevant parties in their right to be heard during the adoption process.	Action 2.1.2.1			
				Action 2.1.2.2	
2.1.3	Ensure the Authority provides sufficient and appropriate information to enable relevant parties to make a free and informed decision regarding adoption.		Action 2.1.3.3		
		Action 2.1.3.4			

Implementation Roadmap

2   **Priority 2**
Achieve the highest standards of adoption services

Goal 2.2

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

	Objective	Q1 2022	Q2 2022	Q3 2022	Q4 2022
	Objective	**Actions**			
2.2.1	Support and oversee the development of comprehensive, high quality and integrated adoption services.	This is an on-going matter which is actioned, reviewed and updated on a regular basis.			
2.2.2	Maintain active oversight of all accredited agencies, including the re-accreditation and registration against approved regulations.	This is an on-going matter which is actioned, reviewed and updated on a regular basis.			
2.2.3	Maintain all statutory and non-statutory registers.			Action 2.2.3.1 Action 2.2.3.2	
2.2.4	Make informed and timely decisions in all stages of the Adoption Authority's service processes.	Action 2.2.4.1			
		Action 2.2.4.2			
		Action 2.2.4.3			
		Action 2.2.4.4			
		Action 2.2.4.5			
		Action 2.2.4.6			

Implementation Roadmap

3 **Priority 3**
Effectively implement legislative changes

Goal 3.1

Ensure that the Birth Information and Tracing Bill is successfully implemented and operationalised.

	Objective	Q1 2022	Q2 2022	Q3 2022	Q4 2022
			Actions		
3.1.1	Develop a detailed plan ahead of the enactment of the Birth Information and Tracing Bill to ensure a successful implementation.	Action 3.1.1.1 Action 3.1.1.2 Action 3.1.1.3 Action 3.1.1.4 Action 3.1.1.5 Action 3.1.1.6 Action 3.1.1.7 Action 3.1.1.8			
3.1.2	Operationalise the Birth Information and Tracing Bill, tracking metrics and KPIs to ensure that implementation is effective and consistent.	Action 3.1.2.3 Action 3.1.2.5	Action 3.1.2.1 Action 3.1.2.2 Action 3.1.2.4		

Implementation Roadmap

Priority 3
Effectively implement legislative changes

Goal 3.2

Develop an organisation that is ready to adapt quickly to changes in legislation.

		Q1 2022	Q2 2022	Q3 2022	Q4 2022
	Objective	**Actions**			
3.2.1	Work with the Government and policy makers to ensure that the Adoption Authority's commentary is considered in decision making processes for the development of adoption related policy and legislation.	Action 3.2.1.1			
		Action 3.2.1.2			
3.2.2	Develop a plan to respond to the implementation of possible Donor-Assisted Human Reproduction and Surrogacy legislation, and additional relevant legislation which may impact the remit of the Authority and its services and operations.	This is an on-going matter which is actioned, reviewed and updated on a regular basis.			

Implementation Roadmap

4 **Priority 4**
Empower our people and deliver effective operations

Goal 4.1

Build and maintain a workforce that has the capability, capacity and adaptability to achieve their career ambitions, and meet the changing needs of the adoption landscape.

	Objective	Q1 2022	Q2 2022	Q3 2022	Q4 2022
	Objective	**Actions**			
4.1.1	Offer training and development opportunities to staff in a way that is readily available and fair, to allow them to achieve their career ambitions and align their work to support the implementation of the Authority's Strategic Plan.	Action 4.1.1.1 — Action 4.1.1.2 —		Action 4.1.1.3 → Action 4.1.1.4 →	
4.1.2	Implement a robust staff retention, development and succession programme to ensure continuity of services, knowledge retention and organisation development.	Action 4.1.2.4 —		Action 4.1.2.1 → Action 4.1.2.2 → Action 4.1.2.3 →	
4.1.3	Create an environment in which staff can grow and contribute to the success of the Authority.	This is an on-going matter which is actioned, reviewed and updated on a regular basis.			

Implementation Roadmap

Priority 4
Empower our people and deliver effective operations

Goal 4.2

Develop and expand the Authority's organisation structure, its processes, and technology to enable the delivery of the Strategic Plan.

Objective		Q1 2022	Q2 2022	Q3 2022	Q4 2022
		Actions			
4.2.1	Ensure that all of the AAI functions have the support, capacity and skills required to perform their duties to the highest standard.	Action 4.2.1.1 Action 4.2.1.2 Action 4.2.1.3			
4.2.2	Establish and progress the Information Services and Records Unit, a key component of operationalising the new Birth Information and Tracing legislation.	Action 4.2.2.1	Action 4.2.2.2 Action 4.2.2.3		
4.2.3	Re-establish roles and responsibilities of functions and improve work allocation across the organisation to improve the efficiency of workflow and improve productivity.		Action 4.2.3.1	Action 4.2.3.2 Action 4.2.3.3	
4.2.4	Optimise processes and operations to ensure high quality provision of all services to the public.	Action 4.2.4.2 Action 4.2.4.3 Action 4.2.4.4 Action 4.2.4.6	Action 4.2.4.5	Action 4.2.4.1	

Implementation Roadmap

Goal 4.2 – (continued)

Develop and expand the Authority's organisation structure, its processes, and technology to enable the delivery of the Strategic Plan.

		Q1 2022	Q2 2022	Q3 2022	Q4 2022
	Objective	**Actions**			
4.2.4	Optimise processes and operations to ensure high quality provision of all services to the public. (continued)		Action 4.2.4.7		
		Action 4.2.4.8			
		Action 4.2.4.9			
		Action 4.2.4.10			
			Action 4.2.4.11		
			Action 4.2.4.12		
			Action 4.2.4.13		

Implementation Roadmap

5

Priority 5
Attain robust governance and supportive stakeholder relationships

Goal 5.1

Improve awareness and understanding of the adoption process among stakeholders and the wider public.

		Q1 2022	Q2 2022	Q3 2022	Q4 2022
	Objective	**Actions**			
5.1.1	Ensure a robust and effective governance framework continues to be utilised and any refinements that are required are implemented. This will ensure that high quality leadership, governance and management teams remain in place and that the Authority continues to be compliant with the Code of Practice for the Governance of State Bodies.	Action 5.1.1.1			
		Action 5.1.1.2			
		Action 5.1.1.3			
		Action 5.1.1.4			
		Action 5.1.1.5			
		Action 5.1.1.6			
5.1.2	Exercise robust risk management, data management and integrity, and GDPR compliance processes.	Action 5.1.2.1			
		Action 5.1.2.2			
		Action 5.1.2.3			
			Action 5.1.2.4		
		Action 5.1.2.5			
		Action 5.1.2.6			
		Action 5.1.2.7			

Implementation Roadmap

Priority 5
Attain robust governance and supportive stakeholder relationships

Goal 5.2

Progress strong working relationship and collaboration with adoption stakeholders.

	Objective	Q1 2022	Q2 2022	Q3 2022	Q4 2022
		Actions			
5.2.1	Maintain consistent and meaningful engagement with the Department to inform and cultivate support for the work of the Authority.	Action 5.2.1.1			
		Action 5.2.1.2			
		Action 5.2.1.3			
		Action 5.2.1.4			
5.2.2	Increase collaboration with Tusla and other service providers to create more streamlined and user friendly adoption processes.		Action 5.2.2.1		
				Action 5.2.2.2	
		Action 5.2.2.3			
		Action 5.2.2.4			
				Action 5.2.2.5	

Implementation Roadmap

5 **Priority 5**
Attain robust governance and supportive stakeholder relationships

Goal 5.3

Improve awareness and understanding of the adoption process among stakeholders and the wider public.

		Q1 2022	Q2 2022	Q3 2022	Q4 2022
	Objective	**Actions**			
5.3.1	Develop a coordinated public relations and communications strategy to ensure the right messages are released, through the right channels and to the right stakeholders.		Action 5.3.1.1		
		Action 5.3.1.2			
		Action 5.3.1.3			
				Action 5.3.1.4	
				Action 5.3.1.5	
5.3.2	Articulate and promote adoption research findings, analysis, and informed debate on adoption issues.	Action 5.3.2.1			
		Action 5.3.2.2			
				Action 5.3.2.3	
		Action 5.3.2.4			
		Action 5.3.2.5			
		Action 5.3.2.6			

Implementation Roadmap

6

Priority 6
Foster a culture of innovation

Goal 6.1

Build and maintain innovative delivery methods to ensure world class adoption services are provided.

		Q1 2022	Q2 2022	Q3 2022	Q4 2022
Objective		**Actions**			
6.1.1	Develop and implement an organisational Innovation Strategy.			Action 6.1.1.1	
		Action 6.1.1.2			
		Action 6.1.1.3			
6.1.2	Empower and encourage the Authority's staff to challenge ways of working, generate ideas for improvement and implement innovative ideas to improve internal operations.		Action 6.1.1.4		
				Action 6.1.2.1	
		Action 6.1.2.3			
					Action 6.1.2.4
		Action 6.1.2.5			
6.1.3	Use innovative methods, approaches and technologies to improve user experience, especially for adoptees, vulnerable users and users with disabilities.	Action 6.1.3.4			

Implementation Roadmap

Priority 6
Foster a culture of innovation

Goal 6.2

Extend and develop capacity of research unit to enable the AAI to show clear research leadership in its field.

		Q1 2022	Q2 2022	Q3 2022	Q4 2022
	Objective	**Actions**			
6.2.1	Progress and allocate appropriate staff levels to ensure the continued development of the Research Unit.		Action 6.2.1.1		
			Action 6.2.1.2		
			Action 6.2.1.3		
		Action 6.2.1.4			
6.2.2	Identify additional progressive research areas in order to inform and influence domestic and international adoption.	Action 6.2.2.1			
		Action 6.2.2.2			
		Action 6.2.2.3			
			Action 6.2.2.4		
			Action 6.2.2.5		

Appendices

Appendix A: Acronyms

List of Acronyms used throughout this document:

Acronym	
AAI	The Adoption Authority of Ireland
APU	Adoption Policy Unit
CEO	Chief Executive Officer
CS	Corporate Services
DA	Domestic Adoption
DCEDIY	Department of Children, Equality, Disability, Integration and Youth
DCYA	Department of Children and Youth Affairs
DISR	Director of Information Services and Records
DOO	Director of Operations
DPO	Data Protection Officer
FAQs	Frequently Asked Questions
GDPR	General Data Protection Regulation
HC	Head of Compliance
HHR	Head of Human Resources
HOR	Head of Research
ICA	Inter-Country Adoption
ICT	Information and Communication Technology
IT	Information and Tracing
PSW	Principal Social Worker
RSC	Research Sub-Committee
SD	Staff Development
SMT	Senior Management Team
SOP	Standard Operating Procedures
TUSLA	Child and Family Agency