

Annual Review

2015



CENTRE FOR EFFECTIVE SERVICES

About CES

The Centre for Effective Services connects research, policy and practice to improve outcomes for the lives of people across the island of Ireland. We work to influence policy and systems change; champion innovative service design and implementation; and build knowledge, skills and capacity for government departments, organisations, researchers and practitioners. CES is a not for profit intermediary organisation with offices in Dublin and Belfast.

This Review provides an overview of CES's work during 2015.

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Welcome from the Chair



This review provides a brief insight into a busy, challenging and rewarding year for CES.

Beginning a new programme of work to support groups working with vulnerable families in Northern Ireland, seeing Dublin play host to an international conference on implementation, launching our work on whole of government approaches in Belfast and embarking on a new phase of work in public service reform – these are just some of the highlights of our 2015.

Our work with policy makers to improve outcomes for children and young people continued. Significant milestones in this sector in 2015 included the launch of the National Youth Strategy in October and a new Youth Employability Initiative. CES supported the work of the Department of Children and Youth Affairs in consulting a wide range of stakeholders and providing a strong evidence base to inform both of these policy initiatives. We continued to support implementation of the Area Based Childhood Programme, with all twelve Areas now at implementation stage.

Change was a recurring feature throughout the year for CES. Changes in the external environment, and a strong appetite for public service reform opened up new areas of work. These included bringing evidence to inform the commissioning of human, social and community services, applying implementation science to a significant, large scale reform initiative involving the student grant system, and engaging in dialogue with policy makers on how to undertake whole of government approaches. The agreement of a new programme of work with The Atlantic Philanthropies and supported by government departments in Ireland and Northern Ireland will further consolidate this work, and will see CES make a valuable contribution to public service reform initiatives.

Along with supporting policy makers, providers and practitioners in dealing with change, CES also experienced significant internal changes. These included a number of new staff appointments. New work in Northern Ireland increased the organisations profile and contributed to sustainability, even in challenging economic and political circumstances. The implementation of a HSE Mental Health Division Programme Management Office and the integration of the Children’s Research Network for Ireland and Northern Ireland are promising and positive organisational developments. They are symptomatic of the organisations flexibility and openness to develop and grow in line with our core mission and purpose. They are also reflective of commitment and confidence from the Board of Directors to see the organisation grow in a sustainable way.

Connecting the worlds of policy, research and practice has been a core part of the work of CES since it was established in 2008. Eight years on, the organisation has built a strong foundation of work with government departments and policy makers, and is developing important relationships with service providers, researchers, and those involved in managing and delivering frontline services.

I would like to take this opportunity to thank our funders for their continued support, and our partners in policy, service provision and practice communities. On behalf of the Board, I would like to acknowledge the contribution of Mary Walsh, who stepped down from the Board of Directors in 2015, and welcome Paul Reid who joined us. Thanks also to the Director and staff team for their work during this challenging and exciting year.

Dan Flinter
June 2016

Key themes for our work in 2015

2015 was a year of growth and acceleration for CES. Key themes of our work in 2015 included:

- Increased work with large statutory providers
- Increased organisational growth and capacity
- Developing work in the area of public service reform.

Increased collaboration with statutory providers

During the early years of CES, much of the work focused on government departments. 2015 saw CES expand and collaborate with service providers, including the HSE, Tusla, the Child and Family Agency, the Health and Social Care Board and the Public Health Agency in Northern Ireland. Through these collaborations with service providers we encouraged the use of evidence in service design, and supported both implementation and evaluation. CES takes a capacity building approach to working with service providers, to ensure better outcomes for people using services, but also that changes are sustainable.

Developing work in public service reform

In 2015 CES continued to support the Department of Children and Youth Affairs to improve outcomes for children and young people in Ireland as outlined in *Better Outcomes, Brighter Futures – the National Policy Framework for Children and Young People, 2014-2020*.

A strong appetite for reform in public services across the island opened up wider opportunities for CES in 2015. Some of the work that CES completed in this area included extensive research on whole of government approaches in a range of jurisdictions, an evidence review to inform a consultation process on how human, social and community services should be commissioned, and a detailed case study capturing the learning from implementation of Student Universal Support Ireland (SUSI), a large scale initiative to reform the student grant system. In October, CES's Director was invited by the National Disability Authority to give the keynote address at their annual conference on the theme of 'leadership to implement change'. Working together with a range of government departments and agencies on these initiatives brought about increased engagement with policy makers, north and south.

A new programme of work between CES, The Atlantic Philanthropies and policy makers in Ireland and Northern Ireland which was agreed in June 2015 provides a solid foundation to develop CES's role in supporting public services in 2016.

Increased organisational growth and capacity

A number of significant internal developments took place in CES during 2015. At the end of 2015, the staff team increased to thirty two, working in Dublin and Belfast. CES's Graduate Internship Programme also expanded with seven Interns recruited to the Programme in September.

Along with increased recruitment, two significant organisational developments took place in 2015. In May, the Children's Research Network for Ireland and Northern Ireland took the decision to merge with CES. Existing staff joined the CES staff team, and an advisory committee was elected to replace the Executive. A second organisational development involves a Programme Management Office to support the HSE Mental Health Division in implementing a programme of change. In 2015, four new staff joined the Head of the Programme Management Office to develop this ambitious area of work. Premises for the Programme Management Office were identified in HSE Cherry Orchard hospital

Strengthening connections with policy makers

Our work with the Department of Children and Youth Affairs

The work of CES is supported by the Department of Children and Youth Affairs, and during 2015 CES collaborated with different units within the Department on a range of policy initiatives which impact on the lives of children and young people.

Work with the Research and Evaluation Unit in the Department focused on the development of a national set of indicators for *Better Outcomes Brighter Futures: the National Policy Framework for Children and Young People 2014 – 2020*. CES reviewed the literature on the development of indicator sets for children and young people and selection criteria used internationally. Following the establishment of an Expert Panel to support the work, CES worked with DCYA to develop and prepare materials for review and feedback and in engaging in a wider consultation process with key groups involved in the development of indicator sets.

In early 2015 CES supported the work of an Interdepartmental Group (IDG) on Future Investment in Early Years and School Age Care and Education, established by Minister for Children and Youth Affairs, James Reilly in January 2015. Consultation with a range of stakeholders was a critical aspect of this work. CES's role involved co-designing an Open Policy Debate on the issues with the Department, supporting the Department to conduct an extensive public consultation process, and to put together a report of the consultation.

CES has been working with the Youth Affairs Unit in the Department on the development of the National Youth Strategy, where CES's role was to conduct an evidence review, to support the Department in preparing the strategy and in organising consultation events with young people. The strategy was launched in October 2015 by Minister for Children and Youth Affairs James Reilly, alongside a new Youth Employability Initiative.



Our work with the National Children Detention Campus (NCDC) at Oberstown began in 2015. The first phase of this work involved producing an international literature review on what works for young people in detention settings, and practices which improve the likelihood of pro social behaviour in young people when they are subsequently released. A second phase has involved constructing a 'Theory of Change' framework and logic model for the NCDC based on the findings of the review. Extensive consultation was conducted with staff across the organisation.

CES was invited to participate by DCYA as an independent expert in a European Commission Peer Review on 'Children First – pilot local consultation platforms on child poverty', focused on addressing child poverty through collaborative working.

Supporting Children and Young Peoples Services Committees



Children and Young Peoples Services Committees (CYPSCs) are an important mechanism in implementing the five outcomes for children and young people outlined in *Better Outcomes, Brighter Futures*, and are an important local interagency structure in ensuring that children and young people have access to better services. CES partners with DCYA in supporting the development of the committees, and hosts a National Co-ordinator. The Department provides strategic and policy direction for the initiative, and CES provides operational and strategic support.

By the end of 2015 22 committees were in place working across 23 counties and 27 local authority areas. The national profile of Children and Young Peoples Services Committees increased, through increased engagement with key stakeholders in education and with Tusla, the Child and Family Agency. A national steering group is in place which includes representatives from a number of government departments and agencies, a nominated Chair of a CYPSC, the community and voluntary sector, a young person and an independent Chairperson.

A new website www.cypsc.ie went live in January 2015 and was launched by Minister Reilly in June at a national seminar. Activities in 2015 which aimed to enhance the sustainability of the committees included networking events, and training in areas of implementation, and in updating www.cypsc.ie. Finally, CES worked with the Department of Children and Youth Affairs in the drafting and development of a Blueprint for CYPSCs, which informs the strategic and operational development of CYPSCs for the coming years.

Providing implementation support to ABC Areas

CES provides implementation support to the Area Based Childhood (ABC) Programme, a cross-departmental initiative targeting investment in effective services to improve the outcomes for children and families living in areas of disadvantage. Twelve areas are in receipt of funding from both DCYA and The Atlantic Philanthropies. CES jointly manages the Programme together with Pobal. CES communicates regularly with the Areas, conducts site visits and hosts 'Learning Community' events to help the Areas network and share learning. By the end of 2015, all twelve ABC Areas had completed their service design phase, and were at implementation stage.

CES also focused on disseminating the findings of *A Review of Approaches to Oral Language Development*, which was produced in 2014 to inform the delivery of oral language services in ABC Areas. A short summary of the evidence on approaches to oral language services in areas experiencing social disadvantage was published in August 2015, and was used to engage with stakeholders and statutory providers, including those in Department of Health and the Primary Care and Health and Wellbeing divisions of the HSE.

Evaluating the ABC Programme

CES is also working with all twelve areas, an Expert Advisory Group and the programme funders on the evaluation of the Programme. The evaluation involves three different elements– analysing the programme outcomes, evaluating how the programme was implemented and conducting a cost analysis.

While the areas have responsibility for collecting data, CES's role involves analysing the outcomes and cost data across the Programme. CES is developing a shared outcomes framework, which means that all areas providing services under a particular outcome area will use the same measures to assess the impact of those services. An objective of the Programme is to encourage areas to use evidence in planning and designing services.



CES is supporting staff to develop skills and competencies about how to collect data, so that this practice can continue once the evaluation is complete. In 2015, CES provided training for 96 staff members in the ABC areas on how to use the measures from the shared outcomes framework to collect outcomes data from parents and children taking part in ABC interventions.

The first round of cost analysis data for the national evaluation, covering the period January to June 2015, was also collected by the areas and submitted to CES in late 2015. The development of approaches to the evaluation of the implementation also continued in 2015.

Working with policy makers and commissioners in Northern Ireland

In 2015 CES continued to provide technical assistance to the Early Intervention Transformation Programme (EITP) in Northern Ireland. EITP aims to transform mainstream services in Northern Ireland to develop a prevention and early intervention approach, and is supported by five government departments and The Atlantic Philanthropies. It is delivered through the *Delivering Social Change* policy framework. CES's role has involved providing support in implementation and in translating evidence to inform the development of projects under three different workstreams.

Significant achievements in 2015 under the three workstreams which involved CES included the development of an implementation readiness tool, and the delivery of training for staff with CES Associate Dr Allison Metz from the National Implementation Research Network based in the University of North Carolina. CES also conducted extensive research on the use of evidence in parenting programmes, and presented the findings at a seminar *Growing Evidence in Parenting Programmes* which took place in November. The Children and Young People's Strategic Partnership located at the Health and Social Care Board commissioned CES to conduct a literature review on the effectiveness of interagency collaboration at the early intervention stage, and this review was published in December 2015. Findings from the review were presented at the Partnerships Family Hubs conference.

CES was invited to make a presentation to the Families and Communities Division of the Department of Education in Northern Ireland in November. The presentation provided an opportunity to share findings from *Ten Years of Learning: Prevention and Early Intervention in Children and Young Peoples Services in Ireland*.

Working with the Department of Education and Skills

In March 2015 CES finalised *An Implementation Case Study of Student Universal Support Ireland: Lessons for Public Sector Reform*. Commissioned by the Department of Education and Skills, this case study set out to capture learning from the initiative using an implementation science framework. As a large scale reform project to streamline the student grant application process, SUSI encountered a number of challenges in its establishment and development. Despite these challenges, some of the operational issues were later resolved. CES drew from official documentation and relevant political and media coverage, conducted interviews with personnel and stakeholders and applied an

implementation science framework to understand and present the experience and learning from the initiative, which has presents learning opportunities for wider public services.

The case study was published on the websites of both the City of Dublin Education and Training Board, and the Department of Education and Skills, and was shared widely through the public services by the Department of Education and Skills and the Department of Public Expenditure and Reform. In May, CES was invited to make a presentation to the Department of Education and Skills Management Advisory Committee (MAC) about the report. In June the case study was referenced in a presentation by the Department to the Public Accounts Committee.

The report from the Centre for Effective Services was very good in identifying the processes we had not put in place and the expectations we had set and identified the reasons for which the difficulties ...arose in the first year. It also identified some of the positive things that had happened since to ensure service delivery would be very effective.

(Sean O' Foghlú, Secretary General, Department of Education and Skills).

Strengthening connections across departments

Following an extensive review of whole of government work in 2014, CES launched *a Primer on Whole of Government Approaches* in June 2015. Whole of government is also known as 'joined up government' or 'cross government work' and involves government departments, agencies, providers and other stakeholders working together in a coordinated way on critical tasks. CES's interest in whole of government work, its benefits and how to support its implementation grew following findings from the Prevention and Early Intervention Initiative, which indicated how the costs of unresolved childhood problems are borne later by a range of agencies and government departments. Evidence suggests that outcomes for children and young people are improved when agencies and departments work together. While the findings of the Primer are relevant to policy makers working to improve outcomes for children and young people, they are of wider interest to policy makers charged with addressing other, complex 'wicked problems' across a range of sectors. CES shared the Primer with officials in a number of departments and was invited to present the Primer to the Healthy Ireland Cross-sectoral Group in early 2015.

Following significant interest in the Primer and its findings in Northern Ireland, CES launched the publication and an accompanying briefing paper in Belfast in June. Dr Bernie Stuart, Head of the Public Sector Reform Division within the Strategic Policy Reform Directorate of the Department of Finance and Personnel in Northern Ireland launched the Primer. Sir Peter Housden, then Permanent Secretary to the Scottish Government addressed an audience of sixty policy makers and leaders from departments and agencies in Northern Ireland, and spoke about the Scottish government's commitment to whole of government work, the challenges of the work and the experience of being involved in its implementation. This interactive event further developed CES's profile in Northern Ireland, and engagement with our work.



CES was invited to speak at a number of external, high profile events and to share the findings. These included an event hosted by NICVA in preparation for a new Programme for Government in Northern Ireland, and a Collaborate NI event in Stormont Buildings, where CES discussed the

opportunities for implementing whole of government on a panel including Stephen Agnew MLA and senior officials in Northern Ireland. In November CES was invited to speak about whole of government approaches in the context of a wider reform agenda in Northern Ireland at a conference organised by The Chartered Institute of Public Finance and Accountancy (CIPFA), where eighty delegates from the public service were in attendance.

Reviewing the evidence on commissioning in human, social and community services

The theme of cross departmental work featured strongly in 2015. In April, CES was engaged on behalf of the Departments of Public Expenditure and Reform, Children and Youth Affairs, Health, and Environment and Local Government to produce a rapid evidence review on commissioning for better outcomes. CES produced the review over the summer months, and in October presented the findings at an Open Policy Debate on Commissioning hosted by all four departments.

Following this event, the review was used to support the launch of a public consultation on the commissioning of human, social and community services which was launched by the Department of Public Expenditure and Reform in December.

Emerging work in public service reform

In March 2015, CES was invited by The Atlantic Philanthropies to develop a concept paper and grant application in support of systemic change in public services across Ireland. CES was awarded a grant in July under the GOAL (Global Opportunity and Legacy) programme, as part of the final phase of Atlantic investments. Support for the initiative was secured from a number of government departments, North and South. CES engaged in further discussions with stakeholders in government as the aims, content and governance arrangements began to take shape. Sir Peter Housden, former Permanent Secretary to the Scottish Government, agreed to act as advisor to CES on the programme. CES also began work on a review of the literature on implementing reform of public services, to inform the design of the programme in further detail.

Strengthening connections with service providers

2015 saw CES develop and build strong relationships with a range of service providers. Service providers in Ireland included large statutory providers in health and mental health, while in Northern Ireland CES was successfully awarded a second contract by the Big Lottery to support groups working with vulnerable families.

We worked in partnership with providers to support their capacity building through activities such as implementation, self-evaluation, using evidence, communication and dissemination.

Reaching Out, Supporting Families

In August CES was contracted by the Big Lottery Fund in Northern Ireland, to develop and deliver a programme of work for organisations funded under the 'Reaching Out, Supporting Families' Programme in Northern Ireland. Over the next seven years, thirty six groups working with vulnerable families in Northern Ireland will be supported by CES to developing their capacity to evaluate their activities and to learn from best practice in Ireland and internationally. CES agreed an extensive work programme with the Big Lottery Fund and established a partnership arrangement with the Parenting Research Centre in Melbourne Australia to provide groups with access to international expertise throughout the lifetime of the project. A communications plan was developed and CES held initial meetings with grant holders to learn about their needs and how support might be structured.

The Nurture Programme - HSE Infant Health and Wellbeing

This programme of work aims to deliver better outcomes for infants and their families from 2015 to 2017 and is funded by The Atlantic Philanthropies. International evidence and the CES publication *Ten years of learning* have consistently outlined the importance of the first two years of children's



development. This programme aims to improve outcomes for infants and their families, but also to reform universal health and wellbeing services in the HSE. CES is working in partnership with both the Katharine Howard Foundation and the HSE. The Katharine Howard Foundation is responsible for managing the programme grant, while CES is supporting the design and the implementation of the Programme. The Programme will be delivered by HSE staff.

During the summer of 2015, CES's work involved conducting a scoping of services, structures, training, policy, and evidence of what works. This involved an extensive consultation process with organisations and individuals involved in delivering services for infants across the HSE, parents and other statutory and voluntary groups.

Programme Managers in both the HSE and the Katharine Howard Foundation were appointed in 2015, and a Programme Steering Group including all of the organisations involved was established. This provides a strong governance infrastructure for the Programme and the foundations for good implementation.

HSE Mental Health Division Programme Management Office

CES is engaged in a three year service level agreement with the Mental Health Division of the HSE to act as an implementation partner in the establishment of a central Programme Management Office (PMO) to design and oversee the implementation of the national change programme 'A Vision for Change', and to provide technical and programme management support to individual programmes, projects and local teams.

Initial analysis was carried out in early 2015 to identify the range and scope of projects which were already underway in the Mental Health Division, and in May CES presented a strategic plan for the development of the Programme Management Office to senior management within the MHD. At the same time, the Programme Management Office provided support to projects, such as general guidance and help with documentation right through to project 'health checks' or risk assessments.

Four new staff members were recruited to join the Programme Management Office in 2015, and premises secured at HSE Cherry Orchard Hospital. A soft-launch of the PMO took place at the Mental Health Divisions annual conference in October where the theme was service-improvement. This has increased awareness of the Programme Management Office and its role amongst key stakeholders and audiences.

Providing support to the *Dementia Together* Programme

CES was invited to collaborate with The Atlantic Philanthropies, the Public Health Agency and the Health and Social Care Board in Northern Ireland on the implementation of the *Dementia Together* programme. CES's work on the initiative in 2015 supported the use of evidence in service design, particularly the Dementia Training and Development Framework. We also worked closely with the programme team and statisticians from the Office of the First Minister and Deputy First Minister to build the team's capacity to develop and use Outcomes Based Accountability Scorecards for the projects being rolled out under the *Dementia Together* programme.

Strengthening connections with practitioners

Work with Tusla, the Child and Family Agency

Throughout 2015 CES collaborated closely with senior management, area managers, project teams and regional workforce development in Tusla in the design, development and delivery of the Empowering Practitioners and Practice Initiative (EPPI). The aim of EPPI is to support social work staff in the Agency with better decision making which is based on evidence. There are three interconnected strands to the Initiative:

- A Professional Development Plan for social work staff
- A Therapeutic Intervention Toolkit for social workers
- The Evidence Informed Practitioner Programme.

An extensive consultation with social work staff informed the content of the Programme, where 463 staff responded to an online questionnaire, and 141 social work practitioners took part in eight regional sessions across the country to discuss the findings and the content which the initiative should include. Findings and discussions at the regional sessions were analysed to develop initial proposals for the content of the toolkit.



67 social workers in the Agency completed the Evidence Informed Practitioner Programme during 2015. There are four modules in the Programme which combine theory with real life cases and practical activities. The Programme uses an active learning approach which encourages practitioners to apply evidence and learning to their own work.

AcCESSs Evidence

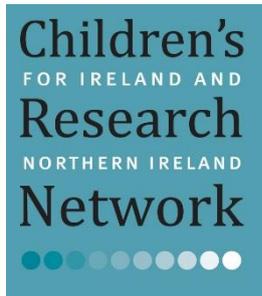
AcCESSs Evidence is a CES project which aims to provide frontline practitioners with evidence that they can use in their work with children and young people. The project involves the production of evidence and resources on themes identified by practitioners. The project aims to develop a common language amongst practitioners across a range of sectors, including youth workers, teachers, early childhood educators, social workers and other professionals dealing with children and young people.

In 2015, CES consulted with practitioners on what themes were most relevant to their work, and possible formats for the reviews. Practitioners expressed the need for resources which were easy to read and use, and which were available in both printed and online formats. CES also reviewed other resource formats such as animations, webinars and infographics.

The project is based on a co-production approach, and in mid-2015 CES established a Practice Advisory Group to provide guidance and input as the resources are developed. The group includes practitioners from the youth, social work, education, early childhood development, community and youth justice sectors. A prototype for the resource was developed on the theme of adversity in childhood, which reviews the evidence, and outlines the practice implications from the findings. The Practice Advisory Group worked with CES in the development of the practice implications and the language used. CES will build on this approach in the development of further resources.

Strengthening connections with researchers

Childrens Research Network for Ireland and Northern Ireland



The Children's Research Network for Ireland and Northern Ireland was established in 2010 and aims to support the research community in Ireland and Northern Ireland to better understand and improve the lives of children and young people, by creating and maintaining an inclusive, independent, non-profit network through which information, knowledge, experience, learning and skills can be shared. The Network now has over 300 members from academia, policy and practice. In May 2014 the Network applied for and was approved for a grant from The Atlantic Philanthropies. The purpose of the grant is to extend the learning from the Prevention and Early Intervention Initiative by archiving and making use of the data and evaluations conducted under the Prevention and Early Intervention Programme.

In May 2015 the members of the network and the Executive Committee took the decision to integrate the network into CES. This decision was made following consideration of a number of options, and to ensure the networks capacity in managing the legal, governance and accountability aspects of the grant agreements. Existing network staff joined the CES staff team. The network retains its own identify, membership and communications platforms, and an Advisory Committee was set up to guide the work. In December 2015 the network launched the Prevention and Early Intervention Research Initiative at its annual conference '*Better outcomes for children: Are we there yet?*'

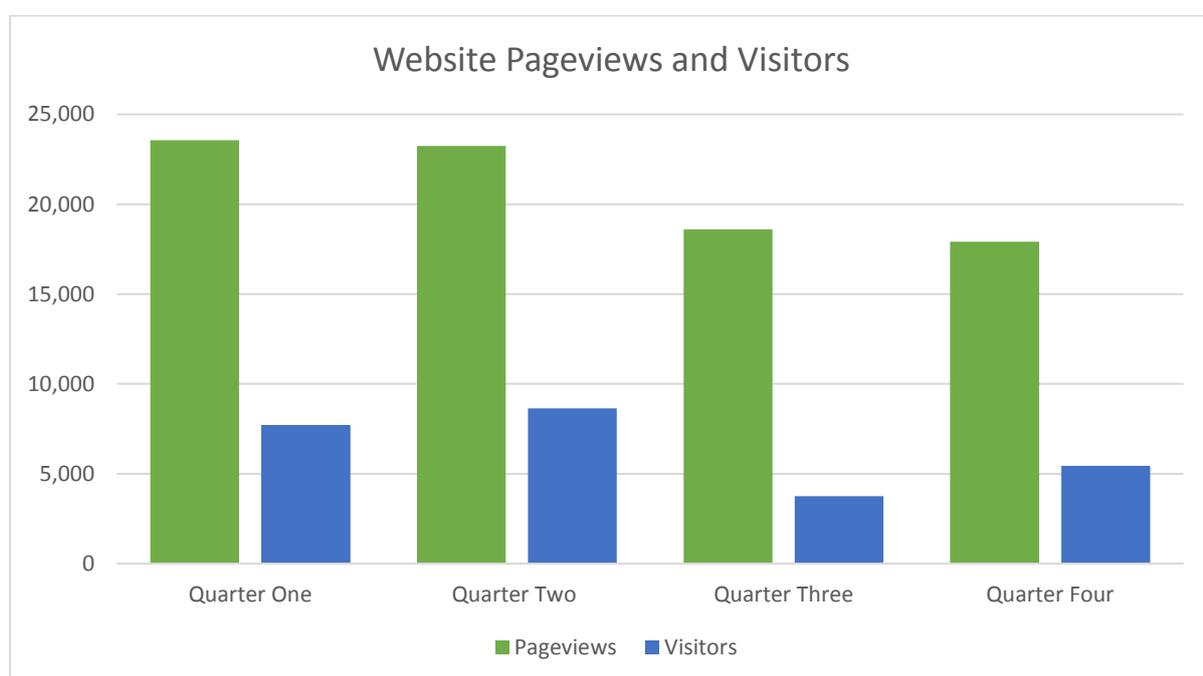
CES communications and events

As an intermediary organisation connecting the worlds of policy, practice and research, CES uses a number of communications and dissemination approaches. In 2015, CES produced publications, organised events and used social media to share findings from our work. We redeveloped our website to reflect our commitment to communicating our work in a way that is accessible and useable for individuals and organisations we work with.

CES Website – www.effectiveservices.org

The graph below indicates levels of engagement with the CES website during 2015. Both Quarter 1 and Quarter 2 experienced particularly high levels of engagement due to recruitment activity.

The total number of page views was 83,327 (up by 25% on 2014). The total number of visitors 23,706 (up by 23% on 2014), of which 60% of these were new to the site.



A total of 2741 CES publications and resources were downloaded by visitors to the CES website. The most popular publications included: *An Introductory Guide to Implementation*; *A National Quality Standards Framework Route Map for Youth Work*; *Prevention and Early Intervention in Children and Young People’s Services: Ten Years of Learning*; *The CES Strategy ‘Better Evidence, Better Outcomes’* and the *CES Primer on Implementing Whole of Government Approaches*.

In late 2015 CES undertook a redevelopment of the existing website. Following feedback from staff and users, we restructured our website to present our content and resources in a more accessible, efficient and userfriendly format. The new site was launched in December 2015.

CES Ezine

The CES Ezine was circulated to stakeholders four times in 2015, once each quarter. Content consists of project and organisation related news and events as well as some developments within the sector. An average of 33% of recipients open the CES Ezine, which is 11% higher than the industry average.

Social Media

CES continued to develop its use of social media in 2015, to promote CES publications and resources, to connect with international sister organisations, and to explore its use as a tool for knowledge exchange. In 2015 CES grew its social media followers by 60% on both LinkedIn and Twitter.

Websites supported by CES

CES also supports other initiatives in developing their communications platforms. These include:

Children and Young People’s Services Committees - CYPSC.ie

The national website for Children and Young People’s Services Committees went live in January 2015. The site, which was developed and is maintained by the CYPSC team in CES, provides background, purpose and governance of CYPSC nationally as well as a library of practical resources, publications and national policy documents. Individual CYPSC pages are updated by local Co-ordinators.

European Implementation Collaborative – [implementation.eu](http://www.implementation.eu)

A website for the European Implementation Collaborative was launched in May 2015. The collaborative is a network of individuals and groups interested in sharing knowledge and experience of implementation. The website www.implementation.eu enables EIC members to connect online. At the end of 2015 there were 120 active profiles on the website with members from 12 European countries. CES played an active role in the leadership group that developed the website and continues to provide administration support to the EIC Founding Board.

The website was launched in Trinity College Dublin during the Global Implementation Conference in May. Over 150 people attended the launch, which was also live streamed.

Events

CES hosted, partnered and presented at a number of events during 2015. Highlights of some of the events we were involved with included:

Supporting Parents in their Parenting Role – All island Conference

CES chairs and provides secretariat support for the ‘Supporting Parents in their Parenting Role’ Special Interest Group. This is an all island group which includes agency directors or CEOs, funders and public officials, professional bodies and practitioners engaged in direct work with parents, academics and professional researchers with an interest in parenting. The group hosted a conference in Dublin Castle in February on the theme of ‘*Supporting Parents – Sharing good practice, models and approaches*’.



178 participants from Ireland and Northern Ireland attended the event. Dr Fergal Lynch, Secretary General of DCYA, addressed the audience. The key note speaker was Robin Balbernie, the current Clinical Director of Parent Infant Partnership UK. 20 presentations featured in 5 parallel sessions from a range of organisations and institutions from across the island sharing their practice and learning.

The Global Implementation Conference and the Implementation Academy



CES actively participates in the Global Implementation Initiative (GII) - an international network promoting implementation science. Along with Trinity College Dublin, CES acted as a

local partner in organising the Global Implementation Conference in Dublin in May. This was the third time the conference took place, and the first time for it to be held outside of the USA. As a local partner, CES encouraged colleagues and partner organisations to submit abstracts and proposals and to attend both the conference and the pre-conference Implementation Academy.

Four hundred and seventy policy makers, service managers, researchers and academics from twenty five countries attended the conference, with a strong presence from continental Europe, North America, Britain, Australia/New Zealand as well as Ireland, North and South.

One hundred and twenty eight participants attended the conference from Ireland, including people from Government Departments (Education, Health, Children, Social Protection, Environment, Public Expenditure and Reform), state agencies (HSE, Health Research Board, Probation Service, National Education Psychological Service, National Economic and Social Council, TUSLA), the community and voluntary sector and the academic/research community. Participants from Northern Ireland included representatives from the Departments of Health and Education, the Public Health Agency, the Health and Social Care Board, the Safeguarding Board, Barnardos, Early Years, Parenting NI, Sure Starts and a number of other community and voluntary organisations, researchers and consultants.

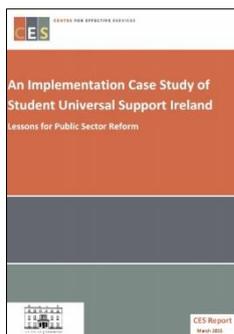
CES staff presented a workshop on 'Implementing Government Policy' at the pre-conference Implementation Academy, made two 'flash presentations' on different aspects of CES work and chaired one of the conference parallel sessions. CES actively encouraged and supported Irish colleagues to submit abstracts and proposals for the conference.

Youth Employment Seminar, Northern Ireland

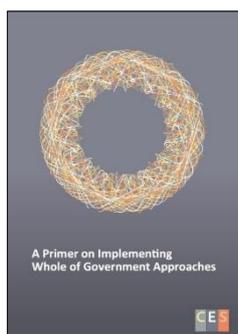
CES collaborated with a number of youth organisations in planning the seminar *Youth Work + Employability – a European issue and a European perspective* in Belfast in March. Youth organisations involved included the Youth Council for Northern Ireland, Include Youth, Youth Action Northern Ireland and the National Youth Council of Ireland. The seminar focused on the role of youth work in supporting young people to gain employment. CES's role was to support YCNI in the planning, to provide an expert input, to make connections to European projects, and to act as the anchor for the day conference on 25 March. 60 people attended the seminar, with European contributors representing Belgium, Estonia, Germany and Ireland. Representatives from 25 organisations in Northern Ireland attended. A conference report was produced and published on the CES website.

Publications

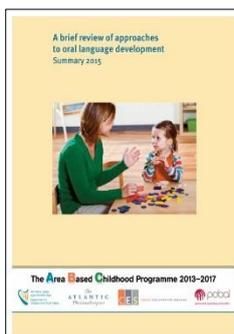
CES produced a number of publications in 2015. These included:



An Implementation Case Study of Student Universal Support Ireland (SUSI): Lessons on Public Service Reform (March 2015)



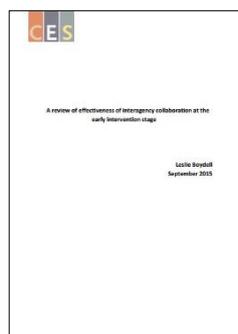
A briefing paper on whole of government approaches (May 2015)



A summary of a review of approaches to oral language development on behalf of the Area Based Childhood Programme (August 2015)



Commissioning for better outcomes – a rapid evidence review (September 2015)



A review of effectiveness of interagency collaboration at the early intervention stage (December 2015).

CES Board and Staff and Funders

- The Board and staff of CES would like to thank our funders for their support of our work in 2015.
- CES would like to thank Mary Walsh, who stepped down from the Board in 2015. Paul Reid from Fingal County Council joined the CES Board in 2015.
- CES gratefully acknowledges the contribution of staff who left the organisation in 2015.
- Our team expanded in 2015, due to expanding work with the HSE Mental Health Division, in Northern Ireland and the integration of the Childrens Research Network team.
- Our Graduate Internship Programme expanded in 2015, with the number of interns increasing from five to seven.

CES Financial Statements

Financial statements for the year ending December 31st 2015 are available from the CES website <http://www.effectiveservices.org/about/what-we-do>.