





CENTRE FOR EFFECTIVE SERVICES

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## CES MISSION

The Centre for Effective Services (CES) was established in 2008 in the Republic of Ireland, and in 2010 in Northern Ireland. The overarching mission of CES is to connect the design and delivery of services with scientific and technical knowledge of 'what works' in order to improve outcomes for children, young people and the families and communities in which they live. CES is part of an emerging body of intermediary organisations across the world. The Centre is funded jointly by The Atlantic Philanthropies, the Department of Children and Youth Affairs and the Department of the Environment, Community and Local Government for an initial period of five years up to 2013. Members of our multidisciplinary team have backgrounds in health, social care, education, organisational strategy, research and evaluation, community development, knowledge exchange and dissemination.

### **Work to date has largely been focused over four key areas:**

- Policy Advice and Implementation Support
- Programme Design, Implementation and Practice Development
- Evaluation, Quality and Outcomes
- Knowledge and Communications

## WELCOME FROM THE CHAIR

Dan Flinter, Chair, Centre for Effective Services



It gives me great pleasure to introduce the Annual Review of the Centre for Effective Services (CES) 2011. As I reflect on the last 12 months covered by this Review, in a difficult economic environment resulting in reduced public spending in services including services for children, families, youth and communities, the need for CES which promotes an evidence-informed approach to decision-making is more important than ever.

By organisational lifespan standards, CES is still in its infancy. The concept of an intermediary organisation, connecting the evidence from research to the world of policy and practice, is quite new in Ireland resulting in a steep learning curve for the organisation and our stakeholders. In Northern Ireland, partnership has been central to our work since the opening of the Belfast office in 2010. The past year has allowed us to form new relationships and continue to collaborate with those who commission, plan, deliver and research services for children, young people, families and communities to improve the effectiveness of policy and practice.

Learning and capacity building are strong themes across many of our activities during the past year.

CES was delighted to be part of group from Ireland and Northern Ireland who attended the Global Implementation Conference in August 2011 and following this event, CES is bringing the benefits of the emerging Implementation Initiative to a wider audience by sharing experience and research about effective implementation.

The Centre has been hosting a range of practice and policy seminars to provide stakeholders with opportunities to engage and learn with world class practitioners, managers and researchers. The Centre, in association with Clann Credo, hosted a round table to explore the potential for Social Impact Bonds in Ireland and Northern Ireland.



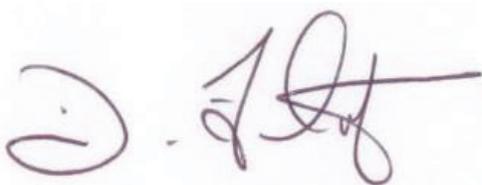
“Our commitment to connect the design and delivery of services with the scientific and practical knowledge about what works.”

CES has worked closely to support its Government funders to use evidence in policy development, particularly in the areas of inter-agency working to improve outcomes for children and the alignment of local authorities and local development.

In this Annual Review, we have asked some of our collaborators to give us their perspective on working with CES. These examples, reaching across CES reflect, our commitment to connect the design and delivery of services with the scientific and practical knowledge about what works.

The Board would like to acknowledge the continued support from our funders, the Atlantic Philanthropies, the Department of Children and Youth Affairs and the Department of the Environment, Community and Local Government. We look forward to your continued involvement as we embark on implementing our new strategic plan which will take us up to 2014 and beyond.

Our founding CEO and Director, Dr. Deborah Ghatte stepped down in early 2011 to pursue new priorities and was succeeded by Nuala Doherty. Under Nuala's leadership, staff has been guided through a period of change and new challenges. I would like to thank the staff for their commitment and dedication to CES and look forward to working successfully with them to improve outcomes for children, young people, families and communities. Finally I would like to acknowledge the continuing and substantial contribution of the Board members to the direction and governance of CES.

A handwritten signature in purple ink, appearing to be 'D. Ghatte', is located at the bottom of the page.

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# HIGHLIGHTS FROM 2011

## Some examples of our mission in action 2011

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### Northern Ireland – One Year On

From its inception, CES has been active in Northern Ireland. It was founded on a belief that evidence-informed policy and practice and ‘what works’ will have resonance in Northern Ireland and Ireland, and that this will lead to a two-way exchange of complementary and transferable learning between the two jurisdictions. In a Northern Ireland context, CES intends to add to and complement the existing capacity in relation to evidence-informed policy and practice. During 2011, the Northern Ireland ‘offer’ was developed further. What emerged from consultation with organisations was a need for support to source useable evidence, to translate this into services and strategies and for organisations to capture evidence from their own activities and learning. This prompted the team to develop a workshop entitled Sourcing the Evidence You Need which will be delivered in a range of settings in 2012 including the British Association for the Study and Prevention of Child Abuse and Neglect (BASPCAN) Congress in Belfast.

A significant strand of the work in CES Belfast includes facilitated support to practitioners and organisations delivering evidence-informed programmes. Since summer 2011 the team has been working with the Colin Early Intervention Community (CEIC). CEIC is applying a strategic evidence-informed approach to improving outcomes for children and families in the Colin area of west Belfast. CES has supported the planning and implementation of this prevention and early intervention initiative. This has

brought together a number of strands around evidence and logic modelling and connects nicely with our aim to provide support to community development programmes North and South. Our work with CEIC focuses on a number of crucial themes which are particularly important in the current economic climate in Northern Ireland – early intervention, prevention, community development, community safety and youth unemployment.

The CES team in Northern Ireland played an important role in the development of the CES What Works Process (See case study) and the Policy Seminar Series highlighted below.

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### Alignment of Local Government

A strategy for better alignment between local government and the local development sector features in the Programme for Government 2011 and Minister Phil Hogan established a high-level steering group to oversee the process. The focus is on social inclusion, with the main aim of achieving better outcomes for beneficiaries. CES has been supporting Department Officials in their work on this project, providing background papers in the form of learning from the international literature, a paper summarising the key messages about alignment from Irish policy documents and reports, and producing a structural map of state-funded local entities that contribute to social inclusion. CES has also assisted officials in a consultation exercise that involved representatives from local government, local

development, and service users, in responding to a questionnaire or taking part in focus groups. The project will continue into 2012.

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### Practice Development and Policy Seminar Series

CES hosted a range of seminars and other learning events exploring the concept and application of evidence into policy and practice. The focus of the practice development seminars was 'Developing evidence-informed practice for children, young people and families'. The aim was to provide stakeholders with opportunities to engage and learn with world-class practitioners, managers and researchers; to network and avail of peer learning opportunities; access training in approaches, skills and techniques, which will enhance the effectiveness of services or programmes being delivered to children, young people and families. Topics covered this year included how logic modelling can support clear and achievable outcomes in work with children and disseminating evidence to diverse audiences.

Our policy seminar series provided us with the opportunity of bringing international experts in the field of evidence-based policy making to Ireland. Dean Fixsen (featured on page 9), Co-director of the National Implementation Research Network, University of North Carolina, Chapel Hill came to Belfast to deliver our first Policy Seminar in Northern Ireland.

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### Graduate Intern Programme

The first CES Graduate Intern Programme launched in mid-2011 aims to develop a new generation of graduates with specialist experiences of getting evidence into practice and will be beneficial to a range of work settings. The Programme is one way that CES can contribute to the development of a new generation of evidence-informed professionals. Three interns, Aisling Sheehan, Amy Power and Leona McGarrigle joined CES in October 2011, and bring a range of backgrounds with graduate qualifications in social and health sciences. The intention is to expose the graduates to the work of CES across a broad range of fields including practice design and implementation, research and evidence, knowledge and communications and organisational development. The training emphasises the 'how to' of implementing evidence-informed services and the translation of evidence into practice to improve outcomes. A second programme will run from September 2012.



# EVIDENCE INTO POLICY AND PRACTICE

## Global Implementation Initiative

How can we get better at implementing? is a common cry in many work places, communities and contexts, across many countries. The first Global Implementation Conference (GIC) took place on 15–17 August 2011 in Washington D.C. with a view to addressing this issue. Dr Dean Fixsen and Dr Karen Blase, Co-directors of the National Implementation Research Network were part of the organising committee for the conference.

“Karen and I have been working to develop Implementation Science and best practices our whole careers. We define implementation science as the art and science of incorporating innovations into typical human service settings to benefit children, families, adults, and communities. It is an interesting and developing area to be in and what we have realised is the importance of sharing learning to advance the science, practice, and policy related to implementation. The learning applies not only in the US, and not only in one domain or another, but across the globe, across disciplines and across a variety of human service domains. So the idea for a Global Implementation Initiative was born and the conference was the first formal activity of the Initiative. Now that we understand implementation better, the purpose of the Global Implementation Initiative is to promote the rapid development of the practice and science of implementation, and policies to support organisational change and system transformation in human services.

We were delighted to welcome sixty-three participants from the Republic of Ireland and Northern Ireland – policy makers, service providers, practitioners and researchers – to the conference. They were joined by over 700 participants from a range of countries, disciplines and domains who pooled their collective intelligence, research, and practices in implementation. There were over 180 presentations by international experts in implementation. I could see right before my eyes participants realise that they are not alone in the challenges they face in terms of change, leadership and implementing best practices, or emerging best practices and innovative practices.

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The Irish and Northern Irish delegation used the opportunity not only to network with fellow conference participants but went on site visits, engaged with colleagues through the Irish Embassy and the Northern Ireland Bureau, and developed new collaborations.

What Karen and I are most pleased about is that the implementation story does not end at the conference! CES is bringing the benefits of the emerging Global Implementation Initiative to the Republic of Ireland and Northern Ireland, building and sharing experience and research about effective implementation. The group of sixty-three participants from the Republic of Ireland and Northern Ireland who attended the Global Implementation Conference formed an Implementation Network and met twice in 2011. I am sure this is only the beginning of our international collaborations to improve the delivery of services to children, families and communities. We are very proud to be associated with such a wonderful group of reflective and dedicated professionals in Ireland and Northern Ireland – nothing but good will come out of this global collaboration!”

**Author:** *Dr Dean Fixsen and Dr Karen Blase,*  
National Implementation Research Network



“I am sure this is only the beginning of our international collaborations to improve the delivery of services to children, families and communities.”

# EVIDENCE INTO POLICY AND PRACTICE

## What Works Process

To assist a wider group of organisations, CES developed a rigorous systematic tool – the What Works Process, for collaborating with service providing organisations to identify the needs and strengths from an evidence-informed perspective. Noel Kelly, CEO of Preparing for Life gives an insight into his experiences of the Process and the outcomes from the multidimensional review of the extent to which the Preparing for Life Programme is currently working in evidence-informed ways.

“In 2006, a funding partnership agreed by the Government and The Atlantic Philanthropies was created to support three model early intervention projects and this was launched in early 2007. Known as the Prevention and Early Intervention Programme for Children, it began with projects in three sites Tallaght West – *Childhood Development Initiative (CDI)*, Ballymun – *Youngballymun* and Dublin Northside – *Preparing for Life (PFL)*. PFL is a preventative programme which aims to improve the life outcomes of children and families across a number of communities in the Dublin 17 area. The programme is being evaluated by the UCD Geary Institute and this evaluation aims to provide evidence on the effectiveness of such early interventions. During the pioneering and rigorous planning phase of the PFL site, we were informed by evidence at all stages.

As part of the planning process the three sites carried out a needs assessment, engaged in extensive consultation with a wide range of stakeholders (including local residents), identified at an early stage the desired outcomes in each site and developed a logic model outlining the process to achieve these outcomes, designed services using the best evidence available, visited successful intervention sites in Europe and the US, enlisted the assistance of national and international experts, and developed comprehensive programme manuals.

PFL decided to participate in the What Works Process as it allowed us to review our evidence journey and also gave us guidance on what our future priorities were. The

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first step in the Process was two facilitated sessions hosted by CES for members of our board, staff team, research team and programme participants to allow us to collectively reflect on our activities and review all aspects of PFL using the What Works Process framework. This was important because everyone in the organisation needed an opportunity to engage in the Process to understand how effective PFL has been in improving outcomes for children and families. The Process highlighted to us what we were doing well and marked out our successes. More importantly it focused us on areas of our programme that needed improvement. Following the facilitated sessions a Needs Analysis was produced and this led to a Development Plan. The value of the Process to us was the opportunity to have a reflective space to review and strengthen our programme as a team. It has also further developed PFL's relationship with CES who continue to act as a critical friend in supporting our work."

**Author:** *Noel Kelly, CEO*  
Preparing for Life

"The value of the What Works Process to us was the opportunity to have a reflective space to review and strengthen our programme as a team."

# EVIDENCE INTO POLICY AND PRACTICE

## Transforming Children's Services

### – Interagency Working

The Department of Children & Youth Affairs (DCYA), the National Children's Strategy Implementation Group (NCSIG) and the Children's Services Committees have been leading an initiative to develop a planning model for national and local interagency working to improve outcomes for children. This is collectively known as the *Working Together for Children* initiative. The objective of the *Working Together for Children* initiative is to secure better developmental outcomes for children through more effective integration of policies and services. At the request of the DCYA, and in support of the Initiative, the Centre for Effective Services commissioned the Thomas Coram Research Unit of the Institute of Education in London, to complete a literature review of the evidence base for interagency working to improve outcomes for children.

The author of the report, Professor June Statham, has over 30 years experience as a researcher in the field of children's services, with a particular interest in support for vulnerable children and families and in making research findings accessible and relevant to policy and practice. Here she gives her insight into the findings and learnings from the project.

"This review was commissioned with a very specific purpose in mind – to interrogate the international evidence to understand how interagency working can contribute to improving outcomes for children, with particular reference to the development of the *Working Together for Children* initiative in Ireland. It is always important to view international evidence in context, and I was fortunate to have the support of a great team from CES who helped to ensure that the review findings were relevant to the situation in Ireland. This team approach reinforced my belief in the value of combining the expertise of different individuals and agencies – an example of interagency working in practice!

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The review draws together information from a variety of countries that use different structures and frameworks to support interagency working, such as common frameworks to assess children's needs, tools for sharing information between agencies and systems for jointly planning children's services. A common theme is that interagency working takes time to become established, and it is unrealistic to expect early evidence of measurable impact on outcomes for children and young people. However, the evidence is reasonably strong that working together – when done well - does create the 'permitting circumstances' that should ultimately lead to improved outcomes for children and their families. For example, it can lead to a better understanding of children's needs and greater interagency cooperation, resulting in better access for children and families to appropriate levels of support.

The experience of working on the review also challenged our understanding of the right questions to be asking about effective interagency working, at this point in the development of Working Together for Children in Ireland. Rather than focusing only on measurable improvements in the circumstances of children and their families, although these are obviously important, perhaps we should be paying as much attention to how interagency working can lead to positive end outcomes, and to how best to improve processes and interim outcomes along the way."

**Author:** *Professor June Statham*,  
Thomas Coram Research Unit,  
Institute of Education, London

"It is always important to view international evidence in context, and I was fortunate to have the support of a great team from CES who helped to ensure that the review findings were relevant to the situation in Ireland."

# EVIDENCE INTO POLICY AND PRACTICE

## Sourcing Evidence Workshop

Mencap is an organisation of and for children and adults with a learning disability and their families. In Northern Ireland they deliver high quality services, support a membership network and campaign for equal chances and opportunities for people with a learning disability and their families. Mencap had heard about CES through presentations and roundtable meetings exploring the benefits of using evidence-based approaches in services for children and families. Maureen Piggott gives some insight into the development of a workshop on sourcing evidence for her staff.

“We initially met with CES in Northern Ireland in early 2011 as we had a number of common interests, namely in the use of evidence and research to support policy and practice developments. After a series of exploratory meetings between the Mencap senior management team and CES NI staff it emerged that a bespoke workshop on sourcing and using evidence would meet several of our currently identified needs and help us with our organisational priorities.

After spending some time analysing what our ‘evidence’ needs were a workshop was designed and delivered by the CES NI team led by Dr Helga Sneddon and Mairead Mullaney. The workshop involved exploration of the what, why, how and where in relation to sourcing and using evidence in our specific area of learning disability. A lot of preparation had gone into the workshop sourcing subject specific articles and search engines to yield relevant and useable results. We were asked prior to the workshop to think about what we needed evidence for, what questions we needed information to address, where we currently search for evidence and how we then apply this into the various activities within Mencap. We were then guided through a process of assessing our current search capacity and enhancing this through input from the team identifying accessible sources of information and evidence. A core element of the workshop focused on enabling us to develop and practice our critical appraisal skills in looking for and assessing the quality and relevance of research. We learned how to develop SCOPE notes to enable us to search better and were given good advice on what constitutes useable and credible evidence.

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CES provided a comprehensive Resource Pack to all participants which we found particularly useful as it gave time to absorb the learning from the workshop itself and then have the resource pack to use for reference and reflection afterwards. The exercises and discussion on the day proved very useful and we particularly valued the resource materials being learning disability specific.

A critical aspect of the workshop was the follow-up which was offered by the CES team. Based on the theory that people learn best when they have the opportunity for practical application and follow-up 'coaching', we were invited to participate in a teleconference to review how we were applying the learning in practice back in our 'day jobs'. As a result of the issues which emerged for us in searching and using evidence after the workshop we then had a return visit to CES. We then, with support from staff, spent time actively searching online in response to specific areas we had identified as priorities in our individual roles in Mencap. This really helped in increasing our capacity and confidence in applying the learning from the workshop.

The benefits to us in engaging with CES were in relation to enhancing our ability and skills to identify and link the needs of the children and families we support with evidence-informed practice, ensuring that we do make a real difference in the lives of children with a learning disability and their families, and that they get the best start in life. CES were responsive and generous with their time and expertise.

Mencap and CES continue to meet on a regular basis and CES attended the Annual Mencap Conference in March 2012 and staffed an information stand as part of the community exchange aspect. Mencap are also represented on the all island CES Special Interest Group for those involved in work on Supporting Parents and we look forward to a long mutually beneficial relationship as we progress in our work.

Through working together Mencap and CES have been able to benefit from each others area of expertise, which we hope will lead to an improvement in the lives of all children – including children with a learning disability across Northern Ireland and beyond.

**Author:** *Maureen Piggott*, Director Mencap NI



## A NEW PHASE FOR CES

Nuala Doherty, Director, Centre for Effective Services



2011 was a significant year, one with continued difficulties on the economic front; significant political change in Ireland resulting in changes in the two key government departments who fund CES; the establishment of a new Department for Children and Youth Affairs and a commitment to establish a dedicated Child and Family Support Agency; the transfer of responsibility for 'Community' affairs into the Department of Environment and Local Government and the establishment of the Children and Young People's Strategic Partnerships in Northern Ireland.

In 2011, CES undertook a mid-term review of activities and outcomes achieved by CES during the period 2008–2011. An extensive consultation process was completed and the review findings were used to inform the strategic direction for the Centre over the next three years. The strategy process, which will be completed in 2012 will clarify the essence of what CES is about and articulate the unique elements of the CES approach.

Much of the original thrust of the work will be developed and deepened, for example, the promotion of an evidence-informed approach to policy and practice in services to children, families and communities across the island of Ireland. We will continue to promote partnerships and collaborations and to connect up the world of policy makers, practitioners and researchers to improve outcomes for children, families and communities. Our experience in translating messages from research in ways that are useable for policy makers and practitioners will continue.

We will also signal clear changes and developments in our mission and approach. A particular emphasis will be in the emerging field of Implementation, which has been strengthened through our involvement in the Global Implementation Initiative. The development of concepts, resources and tools that are tailored to and grounded in Irish experience will be helpful at policy, service and practitioner level.

In the short term, CES activities will focus primarily on children, young people, families and communities. This will enable us to develop and test the validity of the CES approach in these sectors. However, given that the lives of our client groups across several government departments, CES will need to diversify across government and agencies including Education, Justice and Health to make most impact on outcomes for the population. CES will also extend its work to areas where issues for children, young people and families intersect with other stages of the life course. This approach is aligned to government policy and will involve intensifying our support to area based initiatives in socially disadvantaged communities such as our involvement in Limerick.

Finally, CES will examine its own organisational structure to reflect greatest efficiencies, flexibilities and relevant skill sets. A model will be developed to sustain CES into the future which will reflect the dynamic multi-disciplinary specialist nature of the organisation but also the current economic realities and increase the potential for income generation.

A handwritten signature in black ink, reading 'Una D'Sheety'. The signature is written in a cursive, flowing style with a large initial 'U'.

## CES STAFF IN 2011

### Practice Development Team



**Deborah Ghate,**  
**Director and CEO**  
until February 2011

Prior to being appointed as the first Director of CES, Deborah worked in applied prevention and implementation science for children and families for over 20 years. She has held senior research posts at the Policy Studies Institute and at the University of London, and between 1998–2007 was co-founder and director of the Policy Research Bureau, London. She has directed a number of research and evaluation studies in the UK for Government and grant-making foundations, including the national study of parents, children and discipline, a national study of parents in poor neighborhoods, the national evaluation of the Youth Justice Board's Parenting Programme and a range of international evidence and literature reviews.



**Nuala Doherty, CEO**  
from April 2011

Nuala previously held the role of Director of Educational Welfare Services in the National Education Welfare Board (NEWB) and was responsible for the Board's overall national strategy for addressing school attendance and for the delivery of the Education Welfare Service throughout the country. Prior to joining the NEWB, Nuala held the position of Director of Services for Children and Families in the Health Services Executive North East Region. In this role she was responsible for the development and implementation of strategy, policy and practice for all services for children and families in the North-East region.



**Heino Schonfeld,**  
**Deputy Director and**  
**Principal Fellow,**  
**Practice Development**

Heino was the founding Director of the Centre for Early Childhood Development and Education in Ireland, which led to the development of Síolta, the National Quality Framework for Early Childhood Care and Education. He was also the former Head of the National Children's Resource Centre at Barnardos in Ireland and was Early Years Educational Specialist with the Department of Education and Science.



**Avery Bowser,**  
**Senior Fellow,**  
**Practice Development**

Avery was an Assistant Director with the NSPCC in Northern Ireland and has been a social work practitioner and manager, with particular experience in child protection, the criminal justice system and therapeutic services for children. He set up and led the development of Young Witness Support Services in Northern Ireland and led the development of Achieving Best Evidence and Pre-trial Therapy Guidance for Northern Ireland. He has an interest in how lessons can be learned and implemented from child abuse inquiries. In addition, he was a member of the Northern Ireland Civic Forum representing the voluntary and community sectors.

## CES STAFF IN 2011

### Practice Development Team



**Claire Mac Evilly,**  
Principal Fellow,  
Knowledge and  
Communications

Claire was the Senior Communications Manager with the Medical Research Council in Cambridge, UK, and has previously worked as a Communications Executive for Safefood, the Food Safety Promotion Board, an all-Ireland body. A public health nutritionist by background, Claire has appeared regularly on television and radio, and has developed a range of communication and dissemination strategies to encourage practice and behaviour change.



**Dr. John Bamber,**  
Principal Fellow,  
Community Development

John is on secondment to CES from the University of Edinburgh, where he was a Senior Lecturer in Community Education. He was a member of the Benchmarking Group for Youth and Community Work Training in the UK. He has written and published widely on access to higher education, professional training, community education and youth work.



**Dr. Helga Sneddon,**  
Senior Fellow,  
Research and Evidence

Prior to joining CES, Helga was Senior Research Fellow at the Institute of Child Care Research at Queens University, Belfast. Her main interest is in the evaluation of child and adolescent development, care and well-being. Her recent work includes a systematic review on the effectiveness of psychological interventions for young offenders, studies of parenting and child development, and outcomes for young people in care. She has expertise in qualitative and quantitative research methods, including randomised control trials, and has recently been co-leading the evaluation of Lifestart in Ireland.



**Kate Morris,**  
Knowledge and  
Communications Executive

Kate has a background in strategic communication, policy and knowledge management, and has worked with a number of cross-border organisations, including the National Consultative Committee on Racism and Interculturalism, Educate Together, and the French National Institute for Demographic Studies. She has an MA in Communications and Media Studies and also holds an MSc in Social Research, Policy and Evaluation.



**Katie Burke,**  
Principal Fellow,  
Organisational Development

Katie brings her expertise in Organisational Development to CES. Prior to joining us, Katie was a Director of Prospectus Consultants, based in Dublin, where she was head of the non-profit and philanthropy practice. Her

## CES STAFF IN 2011

### Practice Development Team

brief at Prospectus included providing consultancy to the Office of the Minister for Children and Youth Affairs on the Children's Services Committees and to other agencies and organisations across a range of areas of health issues and social policy and practice.



**Mairéad Mullaney,**  
**Librarian**

Mairéad's background was in Dublin Public Libraries for many years before freelancing in specialised libraries. She has worked as a librarian in RTE, DCU, Department of Foreign Affairs (DFA), Department of the Taoiseach (DOT) setting up library and information services, inter alia, and has worked in the area of knowledge management in the implementation of a Knowledge Base in Concern Worldwide.



**Michelle Harris,**  
**Fellow,**  
**Practice Development**

Michelle joins us from Barnardos Northern Ireland 'Safe Choices' Initiative, where she has focused on evidence-based approaches with clients and has developed relationships with external agencies. She has worked in the area of child and family services, focusing on looked after children, and has extensive experience in front-line practice in youth justice, child sexual exploitation and community development, as well as working in probation and residential services. She has a range of experience in both statutory and non-statutory sectors, and holds an MSc in Criminology and Criminal Justice.



**Dr. Sean Denyer,**  
**Principal Fellow,**  
**Practice Development**

Sean works part-time at CES and part-time for the HSE, where he is currently the Director of the Children and Young People's Team in the Population Health Directorate. He was previously Director of Best Health for Children for the Health Board's Executive of Ireland and has been responsible for setting up and leading two public Health Departments from start-up, in the UK and Ireland.



**Dr Stella Owens,**  
**Senior Fellow,**  
**Practice Development**

Stella has a background in social work practice and management, specialising exclusively in child and family support. Prior to joining CES, Stella played a lead role in the development of two programmes in Ireland – Understanding Mental Illness and the Co-operative Parenting Programme. She recently completed a PhD which explored family involvement in family support services in Ireland.

# CES STAFF IN 2011

## Resources Team



**Danyanne Quemper,**  
**Business and Resources**  
**Manager**

Danyanne has a background in business administration and professional management. She was the former Project Manager of the LIFT Leadership Development Programme. She also worked for a number of years in the juvenile secure estate in Ireland and has previous experience in the banking and aviation sectors.



**Liza Clancy,**  
**Personal Assistant**

Liza's previous roles have included PA to the Global Chief of Staff of an investment bank and Manager of the Tours Department of a travel company. She also ran her own outsourced administration business for two years.



**Hazel Arthur,**  
**Administrator, Dublin Office**

Hazel has a strong administration background within the childcare sector, having worked for over 13 years in this area. Most recently, she worked as an Office Manager for a leading childcare provider in Ireland.



**Orla Whelan,**  
**Office Assistant**

Orla has a wide range of experience in the not-for-profit and commercial sectors in the area of administration, facilities management, training support and reception roles.



**Kathy Brennan,**  
**Administrator, Belfast Office**

Kathy has a background in business management across a wide range of disciplines. She has experience at the community and voluntary sectors' level in coordinating and supporting the delivery of adult education programmes in Ireland and Northern Ireland. She is tasked with the setting up of the CES Belfast office.



**Breda Ryan**  
**– Global Implementation**  
**Initiative Coordinator**

Breda has a background in administration and event management in the consumer sector. She has also worked in the community sector for a number of years as Coordinator and Trainer for a Community Radio Station. As well as being the designated Coordinator for the Global Implementation Initiative, Breda also provides support across a wide range of CES projects.

## CES STAFF IN 2011

### CES Interns 2011–2012

#### Aisling Sheehan

Aisling has an undergraduate degree in Applied Psychology and will shortly receive her Doctorate in Health Services Research from the Royal College of Surgeons. She has previously worked with Enable Ireland and the Brothers of Charity where she provided support to children with intellectual and physical disabilities. She is interested in implementation science and evidence-based practice and evaluation.

#### Amy Power

Amy's academic qualifications include a BSocSc and she recently completed an MSSc in Criminology from Queens University Belfast. She is interested in youth and community development and completed a small research project on young peoples' attitudes towards An Garda Síochána under the guidance and support of the Garda Office for Children and Youth Affairs. She previously worked as a Research Intern with Cosc, Department of Justice and Equality.

#### Leona Mc Garrigle

Leona has a background in Psychology and recently completed an MSc in Clinical Psychology from Bangor University in Wales. She has volunteered for a number of organisations including Balbriggan Youth Service and Headway where her duties included providing support to the service users and their families. Her areas of interest include early intervention to improve the emotional and psychological well-being and resilience of school children.

### On secondment from our Partner Organisations

#### Gill Barwise

Gill is an Administrative Officer with the Department of Children and Youth Affairs. She was appointed to the Department of Health and Children in 2001 and has worked in the Community Health and the EU & International Divisions. She joined the Office of the Minister for Children and Youth Affairs (now the Department of Children and Youth Affairs) in 2007 and her roles have included assisting in the development of adoption policy, supporting the work of the National Children's Strategy Implementation Group and assisting the development of Children's Services Committees.

#### Mary Roche

Based with the Health Service Executive in the North West, Mary has worked in social work practice and health promotion. More recently, she has been managing a number of projects in the Children and Young People's Team around adolescent health and child safety. During her secondment, she will be working on a number of practice development projects. She is currently pursuing a PhD in Queens University, Belfast.

# CES BOARD

The Centre for Effective Services (CES) has been developed by champions of evidence-informed policy and practice across Ireland and Northern Ireland. Our Board members are:

## **Dan Flinter**

CES Chair, Business Strategist, non Executive  
Director of a number of companies and former  
CEO of Enterprise Ireland

## **Dominic Burke**

Social Worker, former Chief Executive of  
the Western Health and Social Services Board  
for Northern Ireland

## **Mary Walsh**

Chartered Accountant

## **Owen Keenan**

Founder and Managing Director of Middlequarter  
Limited and Former CEO of Barnardos Ireland

## **Ruth Lavery**

Barrister and Chair of Social Security and Mental  
Health Review Tribunals in Northern Ireland



[www.effectiveservices.org](http://www.effectiveservices.org)

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