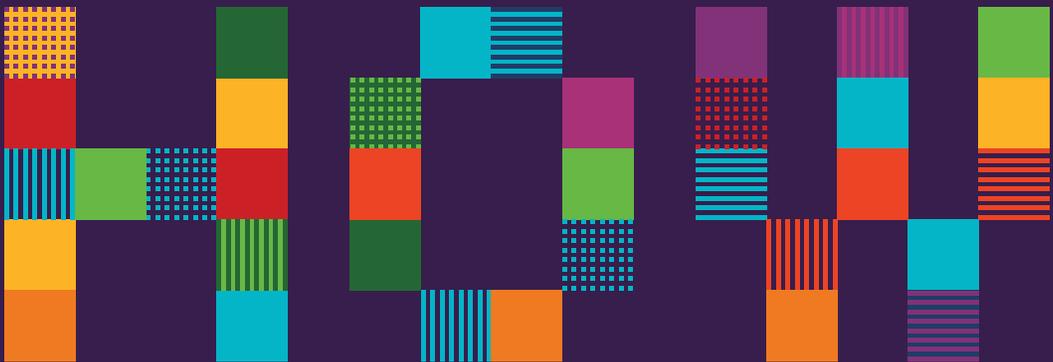




For Policy.
For Practice.
For Impact.

We bring new ways of thinking to complex problems,
to help advance social change.

Centre for Effective Services Strategy 2019-2021





Foreword

by Nuala Doherty
Director, CES

Our second strategy builds on a strong foundation of ten years of learning, relationships and experience of CES's work with public services in Ireland and Northern Ireland. It recognises the changes in the external world over the past five years and sets out our direction of travel for the years ahead. Since our first strategy, a phase of organisational restructuring and adjustment in CES was followed by a period of sustained growth in the size of the organisation and in the range and complexity of the work. Our work has evolved from an early focus on children, families and communities to working across seven government departments in Ireland and Northern Ireland.

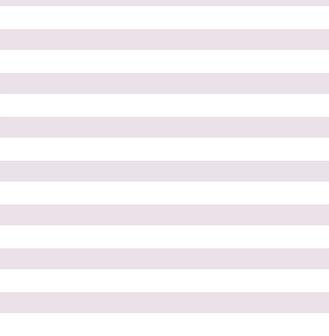
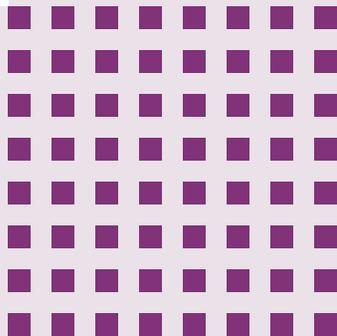
This strategy reaffirms our commitment to supporting the work of Government departments and organisations to improve outcomes for people using services in health, education, justice, and mental health, throughout their lives. We have been bold in our mission:

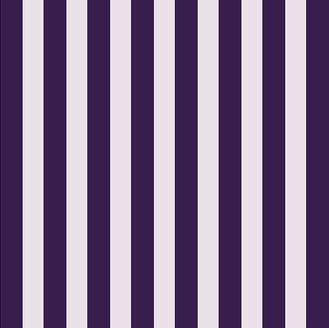
- We will bring new ways of thinking to complex problems to help advance social change. We are clear about our promise as an organisation and the values that guide our work. Our ambition is to add public value through our work. An independent Ten Year Review of our work published in 2018 highlighted a number of ways in which we achieve that.

We will continue to work on an all-island basis because it is valued by policy makers and practitioners and offers a rich source of learning. We commit to supporting networks, communities of practice and other ways to nourish and grow collaborative working. We will continue to bring better evidence to decision makers in forms that are accessible and useable. We will deepen our work in the field of implementation as we now know that both evidence and implementation is at the heart of good decision making.

We have also identified three areas of work, based on our learning from working together with government departments, service providers and agencies, and frontline services, which are critical to our organisational mission and effectiveness:

A stronger capacity building focus. We partner with government departments and agencies because we are committed to the success of our public services and we share the same values. We commit to co-produce the work alongside our partners and transfer those new capabilities so that when we finish the work it is embedded and can be sustained.





Knowledge and communications. This discipline has transformed how we engage with data and evidence, and so is critical to good decision making. The challenge for CES is how we support our partners to find, understand and apply data, resources and tools from the digital environment with confidence. Our strategy commits us to developing skills, approaches and cutting edge resources which exploit the potential of digital technology, but which are practical and accessible.

Grounding our work in the citizens voice and experience.

Involving citizens and people with lived experience in shaping our work is a priority for us. We know that the value of our work is defined by the receiver, not the producer. We are all committed to changing and improving services and achieving good outcomes but it can't be done without the involvement of citizens. We need to know more about effective ways to engage citizens, that are meaningful and that lead to improvements in services and greater agency for citizens in their own lives.

CES is a not for profit organisation and we offer an independent perspective to our partners. The role of critical friend which is valued by policymakers enables us to take up a place both inside and outside the system which gives us a unique perspective and voice for change.

Nuala Doherty

Director, CES

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1. Introduction and context

About CES

At CES we bring ten years of experience, persistence and curiosity to our work with agencies, government departments and service providers throughout the island of Ireland. We are a non-profit organisation with skills and expertise in areas such as education, health, children and young people and social services.

We put evidence and implementation at the heart of what we do, whether it's working with policy makers to design policy, or to support decision making in busy frontline services. We believe that research, people's experiences of public services, and the learning from frontline practice are forms of evidence that can improve services for people in Ireland and Northern Ireland.

We founded the Centre for Effective Services, an independent, non-profit, all-island intermediary organisation in 2008. We set out with the aim of connecting policy, research and practice, to help agencies and government bodies design and plan services for children and young people. Ten years on, our team has grown and our work has reached into new sectors, such as health, social services and education. We are committed to sharing learning across the island of Ireland.

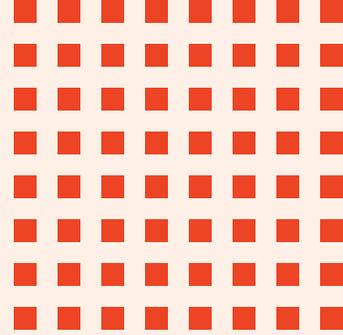
Our team is highly skilled and is based across three locations in Dublin and Belfast. We come from different backgrounds – including health, education, research, communications, youth work and social work. We draw from disciplines such as change management, programme management, implementation science and improvement science.

We grow and maintain a network of Associates to complement the organisation's knowledge and experience. We run a Graduate Internship Programme to develop capacity and expertise within the field of human services. Since its establishment in 2011, over thirty graduates have participated in this year long programme.

We have developed and participate in national and international networks to support the dissemination and uptake of best practice.

Our work is supported by a mix of funding from government departments, agencies and foundations.





Background to this strategy

This is CES's second organisational strategy. It builds on what we have achieved over the course of our founding strategy *Better Evidence, Better Outcomes: Centre for Effective Services Strategy 2012-2014 and beyond*.

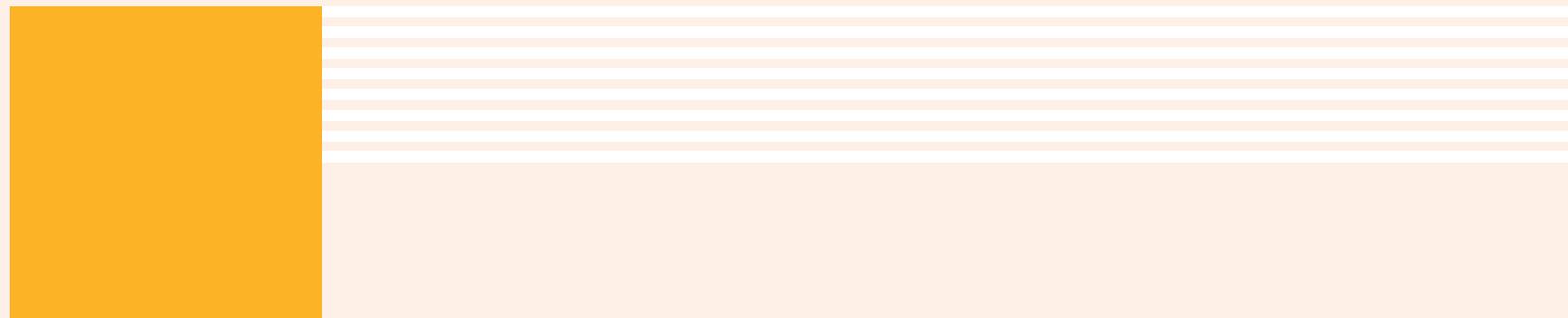
The strategy draws from an independent review of CES's work over the past ten years. We commissioned a team from Ulster University to review our project work, talk to our partners and stakeholders and describe how CES adds value to the work of public services in Ireland and Northern Ireland. The team used a public value framework in their review.

In the lifetime of the first strategy, we experienced a period of restructuring and adjustment in response to changes in the external economy. This was followed by a period of sustained and continuous growth in the size of the organisation and the range and complexity of the work. Our work has evolved from an early focus on the areas of children, families and communities to work across seven different government departments in two jurisdictions. We work with an increasing number of large statutory agencies in health, children and education, community and voluntary providers and with international organisations.

It is timely to take stock, to review our direction, to assess external needs, consult with key stakeholders and reset our strategic dial for the next three years. Our strategy needs to be clear enough to capture the unique organisational contribution of CES but also flexible enough to allow for annual review and recalibration in line with changing needs and emerging impacts of national and international developments.

As we began to develop this strategy, we examined our achievements and assessed them against key performance indicators and annual business plans. We were assisted by feedback from a range of our stakeholders.

We now set out this strategy to sustain our growth and expertise, and to articulate what is at the heart of CES, our essential promise and the added value that we bring.



The external environment

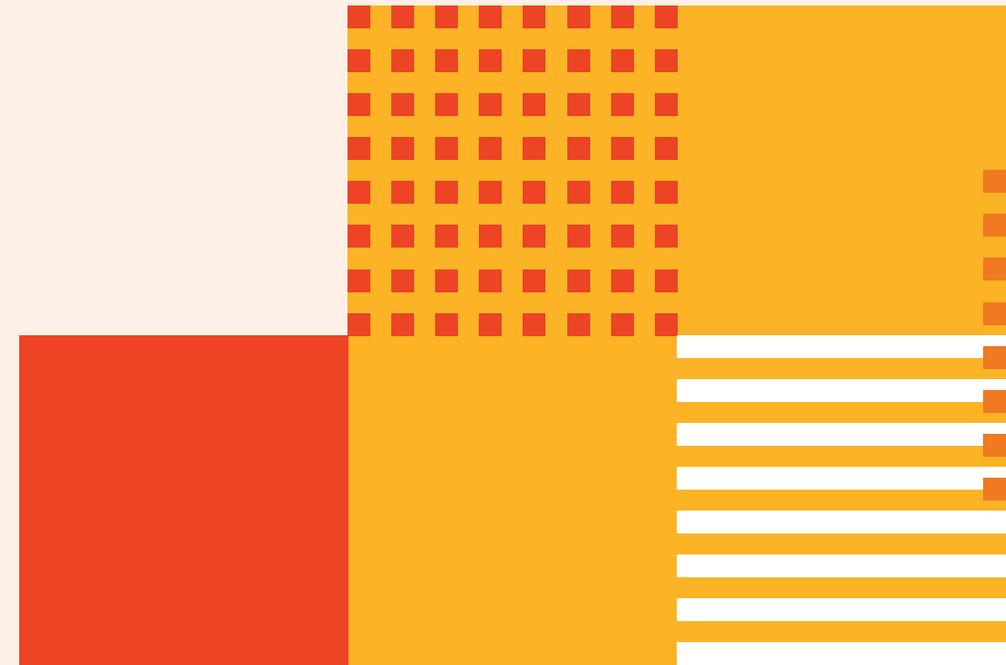
Change is now a constant feature for everyone involved in designing and delivering public services, including government departments, service commissioners, statutory agencies, and community and voluntary organisations. Both Ireland and Northern Ireland have experienced knock on effects from economic developments internationally, bringing new policy challenges, uncertainty and funding pressures. This was followed by increased attention to value for money, greater regulation and scrutiny of government spending.

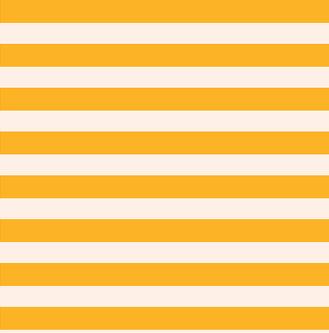
There is recognition of the importance of public value, with a focus on improving services and ultimately the lives of people who use them. The Barber Public Value Framework (UK) moves beyond measuring costs and outputs, to focus on outcomes for citizens, involving service users and building the capacity of the system in the long term.

There is greater understanding of how evidence can inform the direction and improvement of services. We now have a growing body of knowledge in Ireland and internationally about effective approaches for different populations, from birth through to later in life. Technology provides tools and ready access to infinite sources of data and evidence from around the world. While this can support evidence informed decision making at all levels of the system, it needs to be matched with skills and capacity to critically assess evidence, to make relevant connections and apply evidence within a particular context.

Policymakers around the world are grappling with the scale and persistence of complex social problems, from homelessness, to mental health, and poverty. New thinking and ways of working are required. In response there has been investment in capacity building and professional development in initiatives which support leadership, cross government working, using data and collaboration. Embedding these new ways of working, transferring knowledge and skills and making them last in a context of rapid change is challenging.

Brexit is a significant international development which will have implications for countries across Europe, and for CES as an all island organisation. While we are aware of these challenges, we also know that occupying an all island space provides us and our partners with opportunities to hold and develop relationships and work across the island, even in the most tumultuous of times.

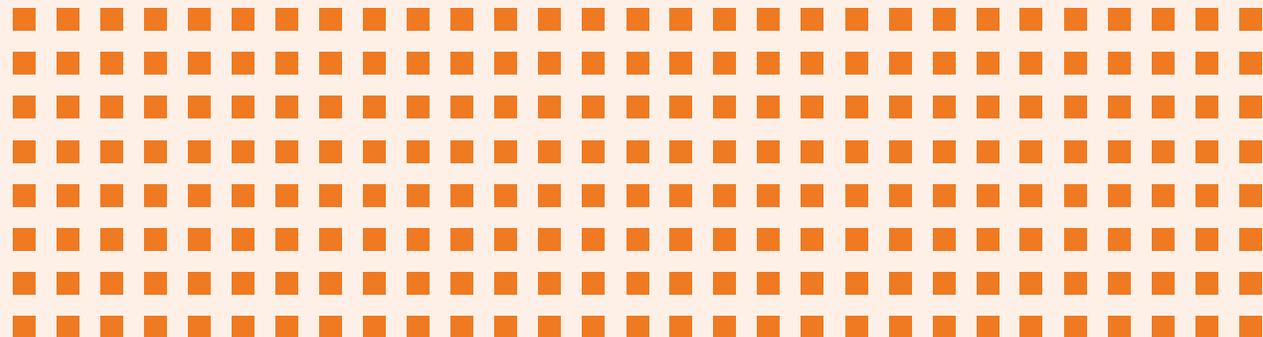




The policy environment in Ireland

A challenging economic climate in Ireland after the crisis in 2008 created the impetus for reform at policy and administrative level, and on the frontline. An initial series of cuts to public expenditure has been followed in recent years by an increasing focus on service improvement, citizen engagement and outcomes for people, in line with international trends.

A number of reform initiatives and programmes, new structures and approaches have been introduced at all levels of the system in Ireland, with widespread implications for how social and human services are commissioned, designed and implemented. The **Civil Service Renewal Plan** was introduced in 2014 to drive practical change, and was followed more recently by **Our Public Service 2020**, the Government's Public Service Innovation and Development Framework.



At sectoral level there are many examples of new approaches in education, health, justice, and children and young people. In education, reforms have been introduced in areas such as curriculum design and further education and training services. An ambitious programme of reform is planned for the Department of Justice and Equality and its agencies, including An Garda Síochána. **Sláintecare** is a ten year programme which aims to transform how health and social care services are delivered in Ireland. In the children and young peoples sector, **Children and Young People's Services Committees** (CYPSC) are now a key structure for government to plan and co-ordinate services for children and young people at county level, and are focused on improving outcomes for children and young people through local and national interagency working.

Putting People First (2012) an Action Plan for Effective Local Government, introduced reform and new structures in the context of local government. The community and voluntary sector in Ireland is also experiencing a period of change, involving governance standards, fundraising practices, and commissioning approaches.

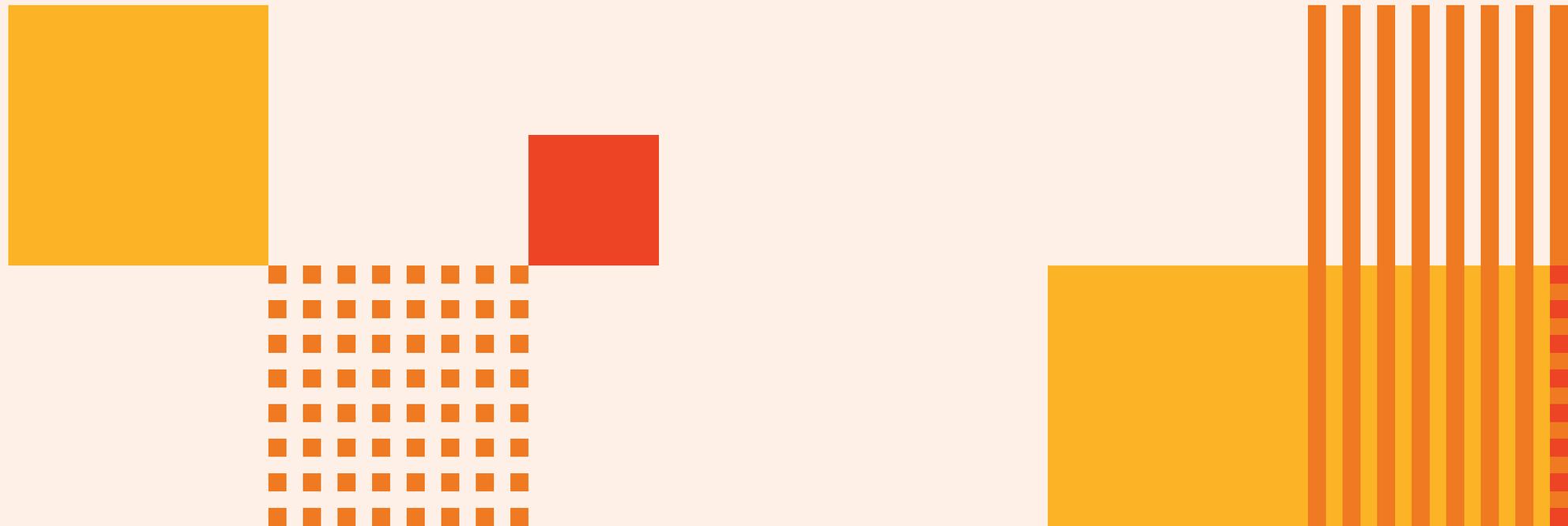
There is growing interest in the disciplines of implementation science, service improvement and programme management and building capacity for change. While some initiatives have emerged to develop approaches to citizen and service user engagement, they are still at an early stage.

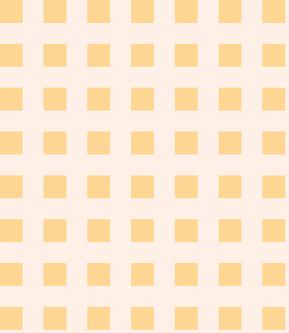
The policy environment in Northern Ireland

This strategy is developed in the context of a period of political instability in Northern Ireland. Policy makers now face particular challenges following the collapse of power sharing arrangements, and uncertainty in the lead up to Brexit. Cross-party and wider sectoral agreement was achieved for the creation of Northern Ireland's first outcomes focused Programme for Government, which was followed by an Outcomes Delivery Plan for 2018-2019. However, full implementation has been impacted by the absence of the Northern Ireland Assembly and Executive. Austerity has continued to be a strong factor. Reform activity in Northern Ireland has involved reducing and restructuring of the civil service and government departments, as well as arm's length bodies.

Services in Northern Ireland are experiencing increasing and more complex demands, including for example, the changing needs of our older population, newcomer families, and in the area of mental health services. This requires a reconsideration of approaches to service delivery. Transformation programmes have been established in several departments with key frontline service delivery, including health and education. A strong commitment to improvement and innovation approaches has been set out across the public sector, particularly for health and social care.

The involvement of citizens in the design and delivery of public services has been supported through co-production approaches, notably in health and social care.



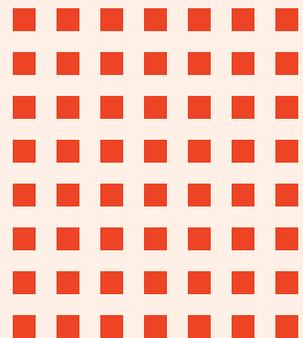


How we developed this strategy

The purpose of this process was to think about how we optimise CES and its impact over the next three years. We want to deliver a guiding strategy to support the organisation in the future in light of the changing external environment and evolving expectations of how we can deliver, communicate and make an impact. Connecting policy and practice, using evidence and supporting implementation of good practice is our core work.

The strategic process had three distinct phases:

- 1 **Reviewing** CES Past and Present – *how did we perform against our last strategy?*
- 2 **Developing** the Brand Clarity Framework – *what is our promise as an organisation, and what guides our work?*
- 3 **Defining** the Future Strategy – *what does our future look like?*



2. Reviewing our past

We began by reviewing the 'CES Strategy 2012 – 2014 and Beyond'. This review phase sought to build a picture of the organisation's journey over the past five years and to assess the organisations performance against our target strategic outcomes.

We commissioned an independent review of our work, to identify how CES has added value to the work of services in Ireland and Northern Ireland over the past ten years.

We drew on information including key strategic markers, milestones and achievements. Data included Key Performance Indicators (KPIs), funders reports, annual reports, and organisational data. We used a number of approaches to gather staff perspectives and experiences.

The Board and Senior Management Team assessed our performance against the outcomes specified in the previous strategy. We reviewed achievements across our project work in six outcome areas over the past five years, concluding that we performed well.

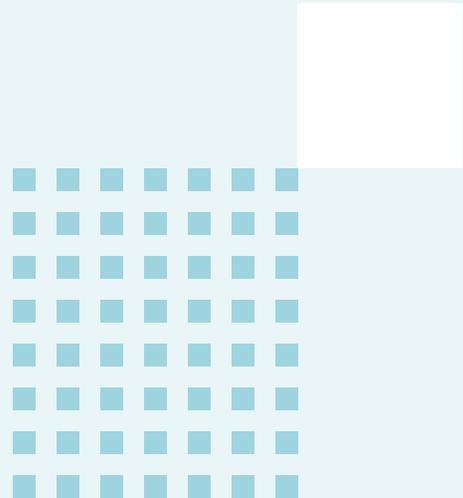


3. The essence of CES

In the next phase of the process, we set out to describe our essence as an organisation, our promise, the work we do and the impact we want to make. We embarked on a process that helped us articulate what is at the heart of our work, people and culture and to claim the guiding principles that drive our work on the ground.

We developed a Brand Clarity Framework, a critical step in determining our strategic direction. The Framework makes implicit values and assumptions explicit, which allows our core promise and guiding beliefs to be clearly articulated and understood at every level.

The brand clarity process helped us to articulate who we are, the values that underpin our work and how we work with our partners.



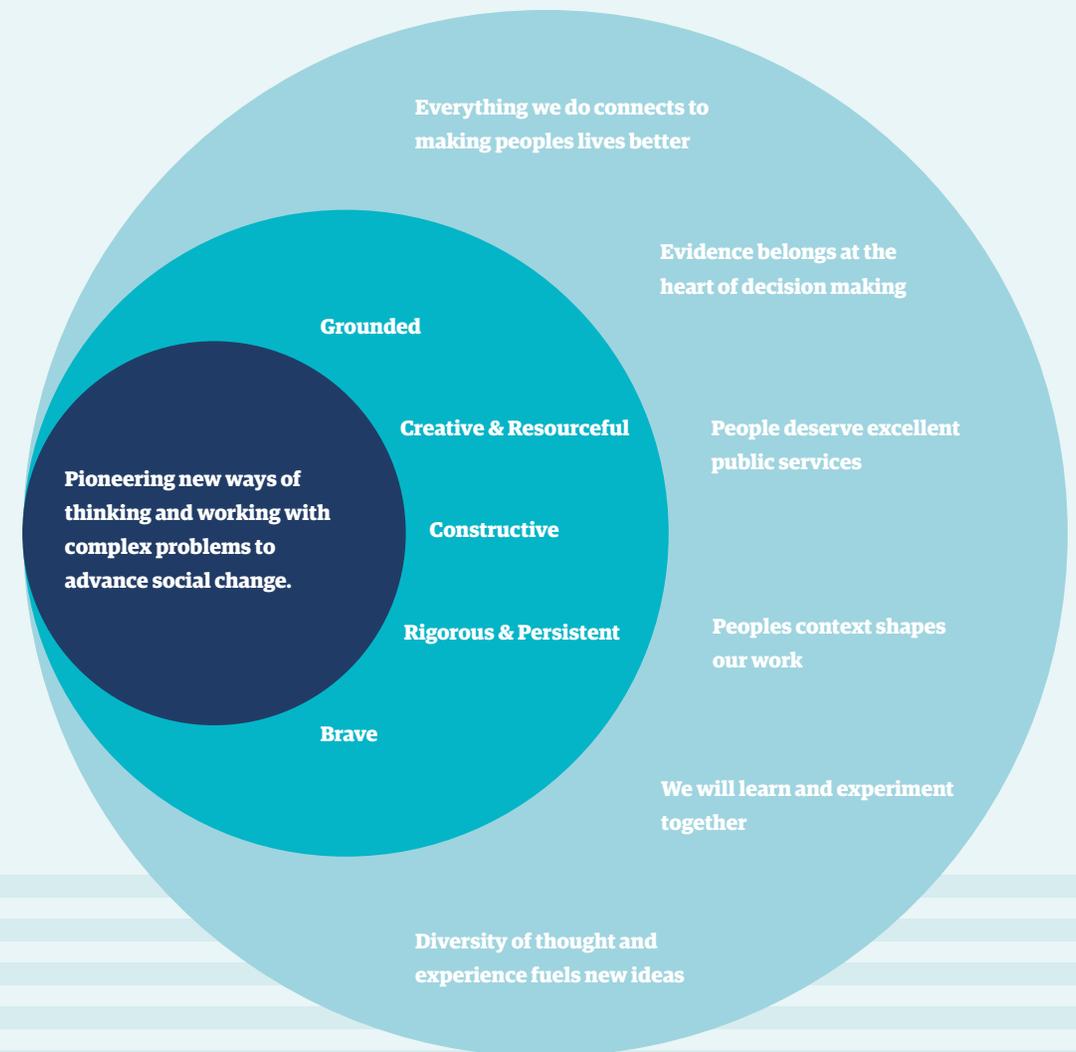
CES Brand Clarity Framework

The Brand Clarity Framework sets out who we are and what we hope to achieve. The ability to describe our central aim, our core characteristics, and the values that guide us informs our strategic direction, and helps us to articulate the key principles to inform decisions about our work in the future.

The framework is constructed of three overlapping elements.

- The first circle represents our **promise** - what we hope to achieve through **the work** that we do.
- The second part of the framework, our **personality** explains **how we work**. These traits are indicative of the persona that we would like to project into the world we work in. It articulates both who we are and who we would like to be.
- The final section of the brand clarity framework, our **guiding beliefs** represent the core **principles and values** that we hope to bring to every aspect of our work.

CES Brand Clarity Framework



The core promise of CES is:

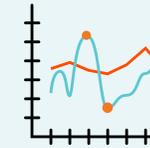
Pioneering new ways of thinking and working with complex problems to advance social change

We want to partner with, and support others in order to advance social change. We will be constructive, creative, resourceful, brave persistent and grounded in our work. We are committed to experiment and learning together. We believe that evidence and implementation belong at the heart of decision making, and can improve public funded services and ultimately contribute to making people's lives better.

CES is guided by the following beliefs:



Everything we do connects to making peoples lives better



Evidence belongs at the heart of decision making



People deserve excellent public services



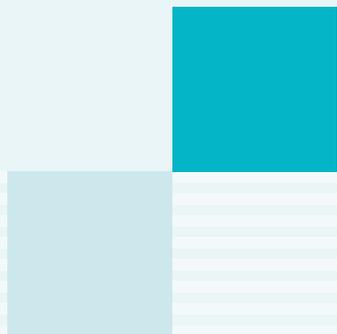
Peoples context shapes our work

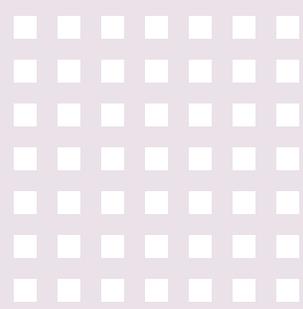


We will learn and experiment together



Diversity of thought and experience fuels new ideas





4. CES' strategy

We used a logic model (Appendix A) to develop our strategy. This helped us to think about our short term and long term outcomes.



Our outcomes

Our long-term outcomes include:

- New ways of thinking and working to address complex social problems
- Contribution to effective public funded policy and services
- Leading to improved lives for people in Ireland and Northern Ireland.

Our short-term outcomes are the key outcomes that we plan in the lifetime of this strategy. Our contribution to the short-term outcomes will be measured and tracked against key performance indicators.

Our short-term outcomes include:

- **Better designed** policy and services
- **Better implemented** policy and services
- **Citizen voice:** Our work is grounded in the voice and experience of citizens
- **Collaborating and connecting:** whole system change is advanced through sharing knowledge and diverse perspectives
- **Capacity:** we and our partners have the skills and behaviours needed to implement and sustain change
- **Communication:** our communication is effective
- **People:** our people are skilled, creative and valued in CES and the wider world
- **Sustainability:** CES is sustainable.

Our inputs and resources

The following inputs and resources will enable us to deliver on our strategy:

- **Funding and contracts from government, public agencies, community and voluntary organisations and philanthropy.** CES has a range of funding and contractual arrangements in place with different government departments and agencies, and a number of philanthropic foundations, which enable us to deliver on the short-term outcomes we have set for 2021.
- **Depth and breadth of organisational experience.** Since we were established in 2008, we have built up a body of work and experience in different sectors, including children and families, education, health and mental health, and public funded services which we will continue to draw on.
- **Multidisciplinary team in Dublin and Belfast.** We have a multidisciplinary team based across three locations in Dublin and Belfast. The team comes from different backgrounds and areas of expertise, including health services, education, youth work, psychology, mental health, social work, research, change management, programme management and communications. A panel of Associates in Ireland, Northern Ireland and internationally bring specific expertise and capacity where required. Every year we provide a full time structured training programme to a small number of graduate interns.

- **International and national partnerships and networks.** CES has many relationships and partnerships with other organisations and individuals in Ireland and internationally with expertise and capacity to support the work we do. We have established, maintained, and are active members of networks in Ireland and Northern Ireland and internationally which enable us to deliver on our strategy.
- **Clear promise and strategic direction for the organisation.** This strategy provides a clear direction and focus for the organisation. One of the key issues addressed in this strategy is to better articulate the essence of CES, what we seek to achieve (our promise), the work that we do and how we do it.

Our short-term outcomes and activities

The following table summarises the outcomes we aim to achieve over the course of this strategy. Each outcome is supported by a number of activities. All of the activities are connected, and contribute to the achievement of all of the organisations goals. The short-term outcomes contribute to our long-term goals, i.e. to improve people’s lives in Ireland and Northern Ireland, to improve policy and services, and to bring new ways of thinking and working to solve some complex social problems.

Short Term Outcomes	Activities
Better designed policy and services	<ol style="list-style-type: none"> 1. Source, translate and synthesise and share evidence to inform policy and practice 2. Support the design of public funded service innovations and initiatives 3. Promote prevention and early intervention approaches to inform government policy and services
Better implemented policy and services	<ol style="list-style-type: none"> 4. Support the implementation of public funded service innovations and initiatives 5. Use a range of methodologies and approaches to support better implementation / improvement of policies and services 6. Develop and embed programme management / change management methodologies in organisations 7. Design and conduct evaluations of complex interventions that require innovative approaches
Citizen voice: Our work is grounded in the voice and experience of citizens	<ol style="list-style-type: none"> 8. Involve citizens and people with lived experience in shaping our work 9. Use a range of co-production methodologies to engage citizens, practitioners and partners in policy and service design and implementation

Short Term Outcomes	Activities
Collaborating and connecting: whole system change is advanced through sharing knowledge and diverse perspectives	<ol style="list-style-type: none"> 10. Support and sustain relevant networks including the Implementation Network 11. Collaborate with partners to build and share knowledge and skills
Capacity: we and our partners have the skills and behaviours needed to implement and sustain change	<ol style="list-style-type: none"> 12. Use a range of working models and approaches to build capacity and transfer skills in organisations
Communicating: our communication is effective	<ol style="list-style-type: none"> 13. Develop communications and work outputs that are cutting-edge, easy to understand and use, and reflect the CES brand 14. Build our capacity for stakeholder engagement, planning and dissemination in our project work 15. Seek feedback and measure the impact of our work and communications
People: our people are skilled, creative and valued in CES and the wider world	<ol style="list-style-type: none"> 16. Express our CES promise, personality and guiding beliefs throughout the organisation 17. Implement an organisational learning and development plan which maps the organisational and individual skills needed in CES 18. Strengthen opportunities to make connections and work together, across teams, as one coherent CES team 19. Embed staff engagement and feedback in CES 20. Support and sustain the graduate intern programme
Sustainability: CES is sustainable	<ol style="list-style-type: none"> 21. Provide responsive leadership that meets the organisation’s opportunities and challenges, implements the strategy and optimises the work environment 22. Secure work / funding from diverse government and philanthropic sources 23. Ensure excellent governance arrangements are in place 24. Develop and implement a set of key performance indicators to measure organisational performance.

Defining our work

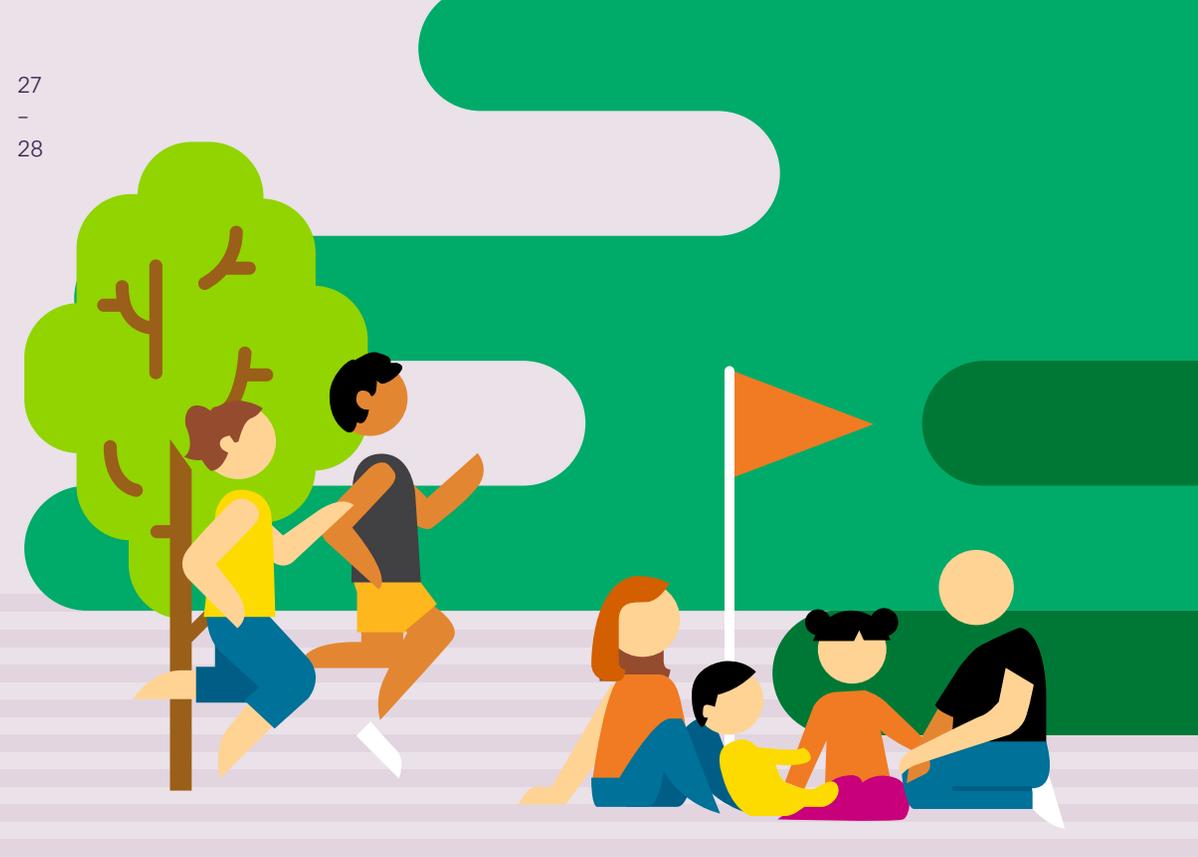
Our work is guided by CES's promise, personality, guiding beliefs and outcomes. Our future work is informed by our **services**, our **uniqueness**, **who we work with** and **models of engagement**.

Our work seeks to add value to the work of our partners and stakeholders, working together to solve problems, and to improve peoples lives across the island.

Our ethos, our commitment to quality services and the way we work and collaborate with other organisations make us unique.

- Our work has developed around a backbone of quality and rigour, our commitment to public funded services, our not for profit ethos and making peoples lives better.
- We have gained experience and expertise in tackling complex social issues, understanding the pace, agility and steadfastness that is required to implement change and make impact.
- We build capacity and transfer knowledge through collaboration and unique relationships that work effectively for CES and our partners.
- Our all island organisation has the ability to analyse and communicate complex ideas and research findings simply.

CES provides end to end services from policy through to commissioning and service implementation throughout the island of Ireland.



Our services

Source, Translate and Synthesise Evidence to inform Policy and Practice

Translating complex ideas and research into accessible and useful information to inform policy and practice in Ireland and Northern Ireland.

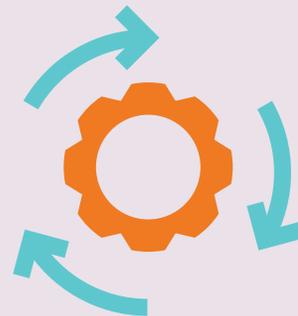


Service Design and Improvement

Supporting service design and improvement methodologies.

Practice Design

Supporting practice design to deliver evidence informed outcomes.



Implementation and Change Management

Providing expertise in Implementation Science and Change Management.

Programme and Project Management

Offering knowledge and experience in Project Management and Programme Management.



Capacity Building

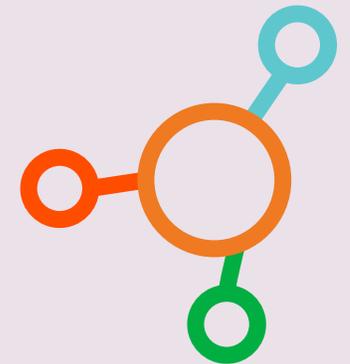
Transferring expertise and building capacity in organisations and sectors.

Evaluation

Advising on and conducting evaluations.

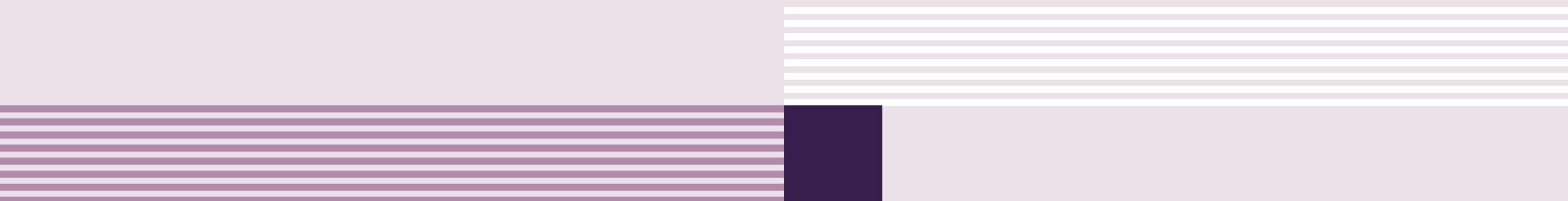
Data Analysis and Use

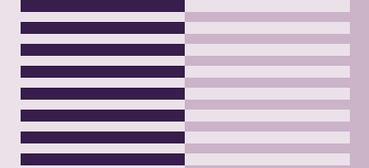
Supporting organisations in analysing and using data to inform decision making.



Collaborative Approaches

Facilitating collaborative working.





Who we work with

We work across the cycle from supporting policy development through to commissioning, service delivery and improving practice. We work with:

- Government (central and local)
- Public bodies and agencies
- Community and voluntary organisations
- Philanthropic foundations
- International collaborations and networks.

Under this strategy, we will continue and add depth to our work in the following areas:

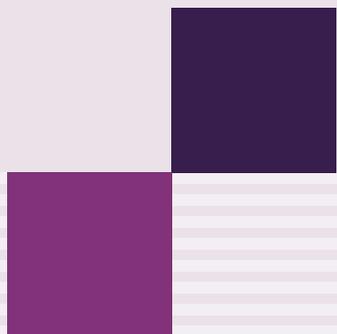
- Children and families
- Communities
- Health and social care
- Education
- Other social service areas.

Our models of engagement

We have developed innovative models of engagement to meet the needs of the people we work with. We aim to support other organisations to build sustainable change.

Our models of engagement with organisations include:

Model	Description	CES example
Embedding	CES staff work on site with a partner organisation or client	HSE Mental Health Division
Hosting	We host and provide support to external organisations	Children and Young Peoples Services Committees
Consultancy	We provide advisory or specialist services	Nurture – HSE Infant Health and Wellbeing Programme Reaching Out Supporting Families Programme (ROSF)
Consortium	We partner with other organisations to meet needs	Research Alive
Secondment	Temporary transfer of staff	Nurture – HSE Infant Health and Wellbeing Programme Tusla The Child and Family Agency



5. Implementing the strategy

Our work planning

The implementation of the strategy is aligned to our annual planning process. Our strategy will support the annual planning process as it specifies our areas of work and how we engage, the work we do and an appropriate model.

We will define and track performance indicators against CES's activities and our contribution to the outcomes. CES is an adaptable learning organisation and is not bound by the strategy, but guided by strategic priorities to achieve expected outcomes.

We draw from the disciplines of implementation science, programme and project management, organisational development and service improvement. We are committed to sharing learning and knowledge, both internally and externally, and to review and reflect on our work.

Implementation of the strategy is informed by three themes:

- Communication
- Culture
- Sustainability.



Communication

We believe that communication is at the heart of strategic implementation. The work that we are proud to produce will make an impact with different audiences when it is received, understood and utilised. We believe that our work should be accessible, concise and relevant to real life 'on the ground' services as well as being a trusted source for policy makers.

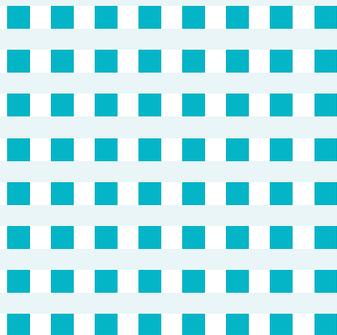
We will communicate using language and formats that are accessible and useful to the people we work with. We will embrace the potential of new technologies, social media and creative approaches to help describe our work in ways that are engaging and powerful. At the same time, we will continue to be reliable, authentic and accurate.

We are committed to engaging in dialogue, conversations and storytelling about our work, and to regularly seek feedback on how we communicate.

Culture

Our people are crucial to implementing our strategy, and bringing it to life. We are a learning organisation, and we will continue to ask questions of ourselves and others, to grow and expand our knowledge. Curiosity, experimentation and reflective practice are built into our organisational DNA. We don't use assumptions, we use curiosity.

Our guiding beliefs, language and organisational culture unite us as a team. We will continue to encourage our people to value and respect each other. We recognise the value of diversity, experience and perspectives, and how it can fuel new thinking. Our work in different locations across the island brings different ideas, perspectives, knowledge and experiences to our collective vision.



Sustainability model and approach

The implementation of this strategic plan and our long-term future are largely dependent on having a successful approach to sustainability. In 2013 we developed a plan for sustainability which has evolved and adapted in line with organisational growth. The following factors will support a successful approach to sustainability.

Our relationships with our funders

We will continue to work with our current funders to demonstrate cost effectiveness and to display good stewardship of existing funds.

Diversifying our income

We will continue to generate income through work and activities commissioned by organisations or government departments, both north and south. We will continue the significant progress in expanding our work across sectors, government departments and executive agencies during this strategic cycle. We will explore other sources of funding, in Government, philanthropy and through our partnership work. These include EU funding, funding from North/South bodies, other philanthropic bodies, and corporate philanthropy.

Managing costs

In order to secure long-term sustainability, we will work from an accurate understanding of the costs involved and careful management of those costs.

Developing leadership

Our leadership and staff team is essential to our future sustainability. We have a skilled and experienced staff team and we are committed to developing leadership at all levels. CES will ensure that the skills mix in its staff team are adaptive and responsive to the changing external environment.

CES Logic Model: 2019-2021

Our promise: Pioneering new ways of thinking and working with complex problems to advance social change

Inputs

Funding and contracts from government, public agencies and philanthropy

Depth and breadth of organisational experience

Multi-disciplinary team in Dublin and Belfast

International and national partnerships and networks

Clear promise and strategic direction for the organisation

Activities (2019-2021)

1. Source, translate and synthesise evidence to inform policy and practice
2. Support the design of public funded service innovations and initiatives
3. Promote prevention and early intervention approaches to inform government policy and services
4. Support the implementation of public funded service innovations and initiatives
5. Use a range of methodologies and approaches to support better implementation / improvement of policies and services
6. Develop and embed programme management/change management methodologies in organisations
7. Design and conduct evaluations of complex interventions that require innovative approaches
8. Involve citizens and people with lived experience in shaping our work
9. Use a range of co-production methodologies to engage citizens, practitioners and partners in policy and service design and implementation
10. Support and sustain relevant networks including the Implementation Network
11. Collaborate with partners to build and share knowledge and skills
12. Use a range of working models and approaches to build capacity and transfer skills in organisations
13. Develop communications and work outputs that are cutting-edge, easy to understand and use, and reflect the CES brand
14. Build our capacity for stakeholder engagement planning and dissemination in our project work
15. Seek feedback and measure the impact of our work and our communications
16. Express our CES promise, personality and guiding beliefs throughout the organisation
17. Implement an organisational learning and development plan which maps the organisational and individual skills needed in CES
18. Strengthen opportunities to make connections and work together across teams to build one coherent CES team
19. Embed staff engagement and feedback in CES
20. Support and sustain the CES graduate intern programme
21. Provide responsive leadership that meets the organisation's opportunities and challenges, implements the strategy and optimises the work environment
22. Secure work / funding from diverse government and philanthropic sources
23. Ensure excellent governance arrangements are in place
24. Develop a set of key performance indicators to measure organisational performance

Short Term Outcomes (2021)

Better designed policy and services

Better implemented policy and services

Citizen voice: Our work is grounded in the voice and experience of citizens

Collaborating and connecting: whole system change is advanced through sharing knowledge and diverse perspectives

Capacity: we and our partners have the skills and behaviours needed to implement and sustain change

Communicating: our communication is effective

People: our people are skilled, creative and valued in CES and the wider world

Sustainability: CES is sustainable

Long Term Outcomes

New ways of thinking and working to address complex social problems

Contribution to effective public policy and services

Leading to improved lives for people in Ireland and Northern Ireland



For Policy.
For Practice.
For Impact.

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