



CENTRE FOR EFFECTIVE SERVICES

The Centre for Effective Services (CES) is a not-for-profit company limited by guarantee (Company Number 451580 and Charity Number 19438 in Ireland). The work of the Centre is supported by The Atlantic Philanthropies, the Department of Children and Youth Affairs and the Department of Environment, Community and Local Government

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The Centre for Effective Services

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CES Mission

CES works with others to connect and support the implementation of effective policy, efficient systems and good practice, using the best available evidence, so that children, young people, families and communities thrive.

Our mission statement captures the essence of what CES is about. We believe that CES' unique contribution is based on the combination of a number of elements. These elements, taken together, make the CES approach unique.



Welcome from the Chair

Dan Flinter



It gives me great pleasure to introduce the Annual Review of the Centre for Effective Services (CES) 2012. In the Autumn of 2011, CES commissioned an independent mid-term review of the Centre. The review involved extensive consultation with stakeholders and analysis of the impact and outcomes achieved in the first formative three years. The review is available on the CES website at www.effectiveservices.org/knowledge-exchange/ces-publications.

The review validated the need for, and the importance of, developing an evidence-informed approach to policy and practice. It also highlighted areas that require changes in how CES carries out its work. Our strategy for the organisation for the next three years entitled, *Better Evidence, Better Outcomes 2012–2014*, also available on the CES website, is built on the key learning and lessons from the review. The original core themes of the organisation: the importance of bringing evidence to bear in policy, services and practice; and the need to connect the worlds of research with policy-makers and practitioners are reinforced in this new strategy. CES will assist with the implementation of policy, practice and services to improve outcomes for children, families and communities. The strategy identifies 6 high level outcome areas which CES plan to achieve within the next three years.

The past year has seen us work with government departments and public bodies to inform policies, strategies and implementation plans for the sector. CES assisted the Department of Children and Youth Affairs with the development and implementation of the Children's Services Committees and also with the Youth Policy National Quality Standards Framework and provided an advisory role to the Task Force on the establishment of the Child and Family Agency. CES supported the Department of Environment, Community and Local Government

with the implementation of the alignment of local government and local development and also carried out the mid-term review of the Community and Local Development Programme.

Knowledge sharing and partnership are strong themes across many of our activities. CES continued its work to develop an 'Implementation Initiative', including the co-convening of an 'Implementation Science Summer School', hosted by Trinity College Dublin and publication of an 'Introductory Guide to Implementation'. CES developed a web resource to share knowledge, expertise and materials about implementation to a wider audience and ran a number of masterclasses on implementation to practitioners and service providers.

In this Annual Review, we have asked some of the organisations that we have worked with in 2012 to give us their perspectives on working with CES. These examples, reaching across CES reflect our commitment to connect the design and delivery of services with the technical 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 deliver on our new strategic plan.

Finally I would like to thank the staff, the Director and my colleagues on the Board of CES for their tremendous contribution in delivering the Mission of CES during the past year.

Dan Flinter, Chair
Centre for Effective Services

Implementing the New Strategy for CES

CES wants to contribute to changes and improvements in outcomes in the lives of children across the island of Ireland. The new strategy sets out a vision and clarity about what unique added value CES can bring to deliver on our mission. For 2012–2014, the core areas CES will focus on are:

- **Influence policy and systemic change**
- **Champion innovative service design and implementation**
- **Build knowledge, skills and capacity**
- **Promote partnership and collaborations**
- **Develop CES organisational effectiveness**

Our Vision

Our vision articulates the Ireland and Northern Ireland, we would like to see in the long term. Many organisations and individuals are likely to aspire to elements of this vision.

Our Vision for the future

Children, young people, families and communities fulfil their potential in an Ireland, North & South, that respects their rights, meets their needs, and implements what is known to make a positive difference.

CES can be described as a ‘think and do tank’. Our focus for 2012 was on the first phase of implementation of this revised strategy. We did this by increasing the access to and awareness of evidence, developing the skills and confidence to create, use and share evidence and by developing the knowledge base created to improve outcomes for children, families and communities.

Our Work Plan outlined the activities that we planned to complete under the current funding period. Rather than list the work, as in previous years, this plan presents our work in respect of five key areas.

5 Key Areas

Influence Policy and Systemic Change

Champion Innovative Service Design and Implementation

Build Knowledge, Skills and Capacity

Promote Partnerships and Collaborations

Develop CES Organisational Effectiveness

We have outlined how we collaborate with stakeholders, engage with new audiences and contribute to system wide changes and improvements in outcomes in the lives of children, young people, families and communities. We look forward to working with our partners to deliver this strategy in 2013 and beyond.

Highlights for 2012

Some examples below of our work during the year showcased under our areas of work.

Influence Policy and Systemic Change

Mid term review of the Local and Community Development Programme (LCDP)

In September, CES was asked by Department of the Environment, Community and Local Government to review the mid-term performance of the Local and Community Development Programme (LCDP) with regard to the goals, outcomes, objectives and indicators outlined in the Programme Framework.

The overall aim of the mid-term review was to consider the extent to which the Local and Community Development Programme was achieving its core aim, which is: *to tackle poverty and social exclusion through partnership and constructive engagement between Government, and its agencies and people in disadvantaged communities*. The terms of reference required CES to consider emerging government priorities such as public sector reform, economic development and job creation, and the alignment of local government and local development. There was also a focus on youth provision and community engagement, with particular attention to issues of quality and assessment in these areas. The review also considered central institutional arrangements and models of programme delivery. In essence, the review was to examine the extent to which providers (Local Development Companies and Groups directly funded by the Department) were meeting the Programme's four interrelated goals.

Overall, the review found that the Programme has exceeded its targets in areas that continue to be a high priority for Government, including education, training and employment, and that the central institutional arrangements for programme management between Pobal, the Department and providers are functioning well. The review also found that

adjustments are required if the Programme is to reflect the growing policy emphasis on a whole-of-government approach, inter-agency collaboration, and citizen engagement. In a context of continuing budget reductions, decisions need to be made centrally about what can be achieved by the Programme with diminished resources. In the review, CES made a number of recommendations to address the challenges for the Programme, given the changing socio-economic context and emerging policy priorities, as well as issues relating to reviewing the goals, objectives and outcomes for the programme.

CES Support To The Task Force of The Child and Family Support Agency

The Department of Children and Youth Affairs asked CES to provide support to the Task Force on the Child and Family Support Agency. The objective of this support was to provide international information and evidence on specific areas to inform the work of the Task Force and its sub groups in planning the establishment of the new Agency. The support also included contributions to the discussions of the Task Force to inject evidence into their decisions and recommendations. CES provided the international information to the Task Force over a period of six months. This included:

- Description and comparative analysis of national governance arrangements for national and regional agencies delivering child and family services
- Description and comparative analysis of how services for children and families are organised and delivered in a number of countries/jurisdictions
- Key issues / lessons for the Task Force.

Highlights for 2012...

The international evidence and information informed the work of the Task Force and its sub groups during their deliberations on the establishment of the new agency. The key messages emerging were included in the final report to the Minister for Children and Youth Affairs. The report was launched by Frances Fitzgerald, Minister for Children and Youth Affairs in July 2012 and is available on www.dcy.gov.ie

Champion Innovative Service Design and Implementation

Prevention and Early Intervention

Prevention is stopping a problem arising in the first place or taking action to stop a situation from getting worse. Early intervention means stepping in to address a problem as it begins to emerge, before it has become too entrenched. This means focusing on the early years of life as well as the early stages of difficulty of an issue arising e.g. working with new parents. Research shows that early intervention helps those at risk including children to realise their potential, overcome barriers and support them and their families to become healthier and more resilient. Early intervention can be more cost effective and less disruptive than later timed interventions, when difficulties are more embedded.

CES supported the building of prevention and early intervention approaches in Ireland, Northern Ireland and internationally through a number of projects. Currently in Ireland and Northern Ireland practitioners, and their organisations are working hard to support positive outcomes for children, families and communities through programmes and services focusing on prevention and early intervention. As part of this Initiative, many of the services have taken part in independent evaluation studies. CES

has synthesised the learning from some of these organisations about designing, implementing and delivering innovations. The report, *Prevention and Early Intervention in Children and Young People's Services - Organisational Learning*, includes information on using evidence, and the barriers and enablers for successful implementation. CES launched dedicated webpages to showcase the Prevention and Early Intervention Initiatives on the island of Ireland and promote the collective learning.

CES played a significant role in supporting the Department of Children and Youth Affairs (DCYA) Expert Advisory Group in the development of the Early Years Strategy for Ireland. The objective of CES support was to provide evidence and identify key issues and lessons on a number of agreed areas, to inform the work of DCYA, the Expert Advisory Group and other relevant groups in the development of the Early Years Strategy. CES was also a member of the Expert Group developing the Early Years Strategy in Northern Ireland

Highlights for 2012...

Build Knowledge, Skills and Capacity

Engaging with Practitioners –
Conference and Events

CES hosted a range of seminars and other learning events aimed at practitioners in 2012. In collaboration with the Dublin City University (DCU) School of Nursing and Human Sciences, CES hosted a conference to explore the use of evidence in practice. The conference was multidisciplinary in nature with presentations from experienced professionals from a wide variety of disciplines. The primary target audience for this seminar was front-line and senior practitioners and managers who are interested in evidence informed practice from the fields of public health and social care working across the life cycle. The conference report is available to download from <http://www.effectiveservices.org/images/uploads/file/DCU%20conference%20report.pdf>

Over 180 practitioners gathered in Dublin Castle, in July 2012 for a Youth Work symposium under the auspices of the Department of Children and Youth Affairs. A round table discussion was also held two days later where senior managers, policy makers and researchers working in Ireland and Northern Ireland came together to consider emerging strategic issues. The group discussed the unique contribution that youth workers make to services for children, youth, families and communities, as well as the way that youth workers work through building relationships with young people in services across education, social care and the NGO sectors. The group also discussed the need to document the evidence base for youth work, to promote an outcomes approach and to strengthen the measurement of the impact of interventions. Under the leadership of the DCYA, CES will continue to support this work in partnership with the Youth Affairs Unit.

Promote Partnership and Collaborations

Children in Northern Ireland (CiNI)

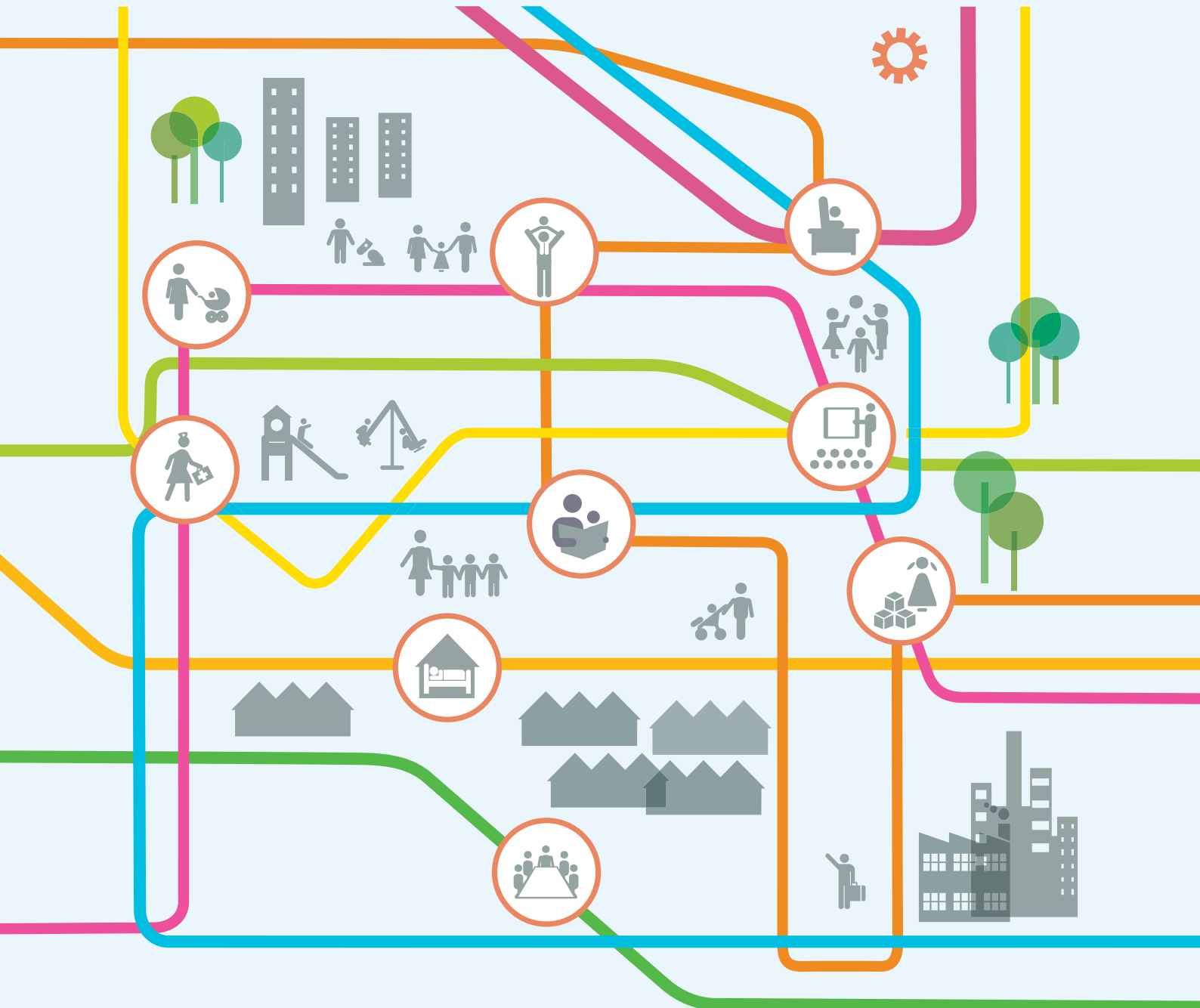
CiNI is the regional umbrella organisation for the children's NGO sector in Northern Ireland. CiNI represents the interests of the sector and provides support services to member organisations in their work with children and young people.

CiNI has a number of elements to its work including providing training to practitioners in the community and voluntary sector, running a policy service producing and disseminating briefing papers, convening discussion forums with policy makers and running consultation workshops for members. It is involved in a number of strategic partnerships in Northern Ireland including the Children and Young People Strategic Partnerships, the Safeguarding Board for Northern Ireland, and the Children with Disabilities Strategic Alliance.

CES and CiNI have been developing a strategic alliance for some time as part of an ongoing commitment to evidence informed practice and policy in Northern Ireland. CES has a place on the Board of Directors of CiNI. CES is currently involved in planning a Dissemination Event in partnership with CiNI, to be held in 2013.

Who We Have Worked With

In 2012 we worked with existing and new partners and collaborators in the implementation of our new strategy. Overleaf are some tangible examples written by them to showcase our mission in action in 2012.



CES is a 'think and do tank' that works with the whole sector – government departments, organisations, research institutes and individuals to make better use of evidence of what works so that they can deliver more effective services.

Who We Have Worked With...

CES helps service providers to make the right decisions because we provide them with evidence of what works in implementation, as well as in design of services. We work with service providers, as well as commissioners and planners, to advise them on how they can evaluate services, and to help them design and implement more effective services, using the evidence available from research and practice. Two examples of service providers that we have worked closely with in 2012 are the Colin Early Intervention Community and Supporting Social Inclusion and Regeneration in Limerick.

Colin Early Intervention Community (CEIC)

– Author: *Kieran Drayne*

The Colin area serves a population of around 30,000 people and is within the top 10% of most deprived areas in Northern Ireland. There has been significant investment in the area and a range of initiatives have been introduced in an attempt to address these long-standing issues and break the intergenerational cycle of disadvantage. Kieran Drayne, Early Intervention Programme Manager from CEIC gives an overview of their work to date and the support from CES.

In the Colin Area, there is a well established community led infrastructure, the Colin Neighbourhood Partnership (CNP), which brings together at a neighbourhood level the different parts of the public sector as well as the private, business, community and voluntary sectors so that various initiatives and services support each other and work together. CNP is determined to address the underlying issues that have contributed to prolonged and entrenched deprivation through the establishment of CEIC. CEIC is designated as a Locality Planning Group under the Northern Ireland Children and Young People's Strategic Partnership which is working towards outcomes-based, integrated planning and commissioning of services. CNP recognises that a different approach is needed which will require organisations to work differently, to be more focused on outcomes and be coordinated and strategic to deliver a vision where 'children, young people and families of the Colin community will have the best possible lives where hope will flourish'.

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Who We Have Worked With...

The CEIC wanted to ensure that investments in the area delivered measurable impacts and CES worked with CEIC to initially assist with the development of outcomes for CEIC and to then act in an advisory capacity to support the ongoing development of the initiative. The outcomes for CEIC were developed using a Logic Model to graphically express the essential elements in organising resources around particular goals and objectives. Using this model ensured that services and programmes implemented in CEIC were more likely to achieve results by ensuring a focus on outcomes from the start. The experience of working on the Logic Model challenged our understanding of the right questions to ask about outcomes and has helped us on our journey to put theory into practice.

CES has helped CEIC to think through the planning and implementation of each stage of the process from an evidence informed perspective and acted as a 'critical friend' to CEIC through me as Programme Manager and the Quality Specialist and Programme Coordinator. Through working together CEIC and CES have been able to benefit from each others' area of expertise, which we believe will lead to an improvement in the lives of all children in Colin.

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Who We Have Worked With...

Supporting Social Inclusion and Regeneration in Limerick

(SSIRL)

– Author: *Neil Haran*

CES has been providing technical assistance to SSIRL since 2011. SSIRL is a collaborative programme of investment¹, established to make a lasting contribution to the social objectives of the Regeneration programme in Limerick city. SSIRL seeks to add value to Regeneration in Limerick by acting as a catalyst for *long-term, strategic and systemic social inclusion practice* within the communities targeted for Regeneration, as well as wider inclusion efforts across Limerick. Neil Haran is Project Leader of SSIRL.

Poverty and exclusion affect the lives of so many people, in so many ways. While there is much that individual Departments, Agencies, Organisations and Citizens can do and are doing, we believe that some problems of poverty and exclusion are best tackled when stakeholders work together innovatively in partnership, drawing on evidence and expertise from the wider community.

Since it was set up in 2011, SSIRL's primary achievement has involved establishing a targeted, capacity-building Programme Innovation and Development Fund, the purpose of which has been to facilitate multi-agency partnerships, strengthen current and/or introduce innovative practice within and across participating agencies. Through this fund, a significant prevention and early intervention strategy has been enabled under the co-ordinating remit of the Limerick Children's Services Committee.

This year, we have drawn on the expertise in CES to assist us in a number of different ways. Firstly in advising on the operation and implementation of the Programme Innovation and Development Fund (PIDF) and continuing to act as a critical friend to our management team. Secondly, in facilitating learning events with four PIDF consortia that have supported grantees' strategic and implementation planning processes. The challenges of implementation for us involve supporting grantees to design, develop and implement evidence-informed strategies, ensuring high levels of reflection and a commitment to rigorous evaluation. A two day workshop developing a combined logic model for the PIDF took place in April 2012. This was followed by another workshop on Implementation Science in September for current grantees to grapple with the complexity of implementation and to place their emerging programmes of work within a theoretical framework. Our sessions with CES have allowed us to have a sounding board and also to challenge our thinking. The intention is to continue this relationship with CES to help support our work over the coming years.

¹ Involving the Atlantic Philanthropies (AP); central Government – through the Office for Regeneration in Limerick, and the University of Limerick (UL).

Who We Have Worked With...

In recent years, across the world, a growing number of evidence-based programmes aimed at services for children and families have been developed. These programmes, services or interventions seek to apply lessons from research about what works to their planning and practice, that have demonstrated they can achieve measurable outcomes for those using the services.

We have taken the view that the identification of common characteristics among effective programmes and services does offer an opportunity for practitioners to reflect upon their own services, whether or not they are implementing a recognised evidence-based programme or wish to make their practice or service more evidence informed. This led to our development of a rigorous systematic tool – the What Works Process. To date we have delivered the Process in partnership with a number of organisations north and south to identify their needs and strengths from an evidence informed perspective.

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Who We Have Worked With...

What Works Process

– Author: *Tess Noonan, ISPCC*

Tess Noonan of the ISPCC gives an insight into her experiences of the Process and the outcomes from the multidimensional review of the extent to which the ISPCC is currently working in evidence informed ways.

The ISPCC has been running in Ireland since 1889 and offers a range of services for children and young people. One service is a mentoring programme that increases levels of social support for children and parents through being matched with a volunteer mentor. We engaged with the What Works process to review how the mentoring programme was integrating evidence in how it was being delivered.

The first step in the Process was two facilitated sessions hosted by the CES for members of our senior management, staff team, and volunteers to allow us to collectively reflect on our activities and review all aspects of the mentoring programme 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 the programme 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 could be further developed. Following the facilitated sessions a needs analysis was produced and this led to a Development Plan. The benefit of the Process to us was that it helped us to examine our mentoring programme in a structured and systematic way, taking a strengths-based approach. The process incorporated the views of all involved in the programme so it fostered a lively and robust debate which allowed us to clearly identify the merits of the programme and plan for the future.

An additional area of our work that was flagged to us by the Development Plan was the need for us to share our experience of developing this and other programmes. It was recommended that we engaged with the Children's Research Network to look at new ways of sharing our learning and this has proved to be a very positive experience for us. Through participation in the first Children's Research Network we had an opportunity to highlight our new online Outcome Evaluation Tool and this has since generated a lot of interest. The Children's Research Network has also worked closely with us to increase the analysis of our Childline data and this work is ongoing with significant opportunities for growth and development.

The value of the relationship between the ISPCC and CES is the ongoing engagement and opportunities for learning. I recently trained as a facilitator of the What Works process and I am looking forward to giving something back and remaining actively involved with CES in the future.

Who We Have Worked With...

A great deal of knowledge about what works in delivering services to children and families has now been collated. Outcomes for clients however have not improved in line with these advances in knowledge. This deficit has become known as the 'implementation gap' and refers to the difference between the evidence of what works in theory and what is delivered in practice. Our strategy recognised the importance of focusing on the process of implementation across policy, practice and services and on building capacity in this area.

The Implementation Initiative

– Author: *Siobhan Fitzpatrick*, CEO The Early Years

One way that CES has looked to advance implementation in Ireland and Northern Ireland has been through the development of an Implementation Initiative. The purpose of the Initiative is to create opportunities to promote and share learning about effective implementation of policy and practice within and across health, education and social care sectors. *Siobhan Fitzpatrick*, CEO of The Early Years is a member of this Network.

Early Years is the largest organisation in Northern Ireland working with and for young children. We are a non-profit making organisation and have been working since 1965 to promote high quality childcare for children aged 0–12 and their families.

For an organisation like ours, implementation means carrying out a plan for doing something. It focuses on operationalising the plan – the How, rather than the What. We deliver a number of programmes so we are constantly facing the challenges of incorporating different components of that programme. An example of implementation in action for Early Years is the implementation of the Media Initiative Respecting Difference Programme. This programme was subject to a random control trial in 80 pre school settings in Northern Ireland and Ireland and we are currently using implementation science to bring the programme to scale. Effective implementation bridges the gap between what is intended and what is done in practice.

Despite advances in knowledge about what works in supporting children and families, there continues to be an 'implementation gap'. This is the difference between the evidence of what works in theory and what is delivered in practice. From our experiences, we know that we are not alone in the challenges of implementation. The Global Implementation Conference (GIC) opened our eyes to the emerging knowledge field of implementation, focusing particularly on evidence-based practices to improve outcomes for people and organisations.

Who We Have Worked With...

We were delighted to continue on our learning journey through the Implementation Network facilitated by CES and be exposed to policy makers and practitioners who are on this same path. Initially, the Implementation Network centred around the group who attended the GIC but over time, it has expanded to include a wider range of individuals. The Network has met twice this year. It provides us with a forum in which to discuss the real world application of implementation best practices across disciplines, not just the children and young people sector. We have heard from current members of the network who have presented on real life examples of implementation

I have taken a personal interest in this Network and have been part of its Steering Group. Through the Steering group, we have reviewed its membership to ensure it reflects a mix of policy makers, service providers, practitioners and researchers from a range of sectors in Ireland and Northern Ireland. We have learnt that attention to both the technical and cultural aspects of implementation is critical. Leadership and attention to supporting cultural change at every level in the organisation has been of particular importance. What has surprised us is the amount of focused attention required to ensure that implementation happens as intended.

As an organisation, we plan to invest further in building our own capacity in implementation and will appoint a senior manager for Early Years with a focus on leading this area of work. This is an exciting area to be in and the support from the Network has been invaluable.

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CES Staff in 2012

Practice Development Team



Nuala Doherty
Director

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
Senior Project Specialist

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.



Katie Burke
Senior Manager

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 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.



Dr. John Bamber
Project Specialist

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. His principal areas of responsibility are for work with young people and with people in communities.



Claire Mac Evilly
Project Specialist

Claire was the Senior Communications Manager with the Medical Research Council in Cambridge, UK, and has previously worked in communications roles for a number of agencies, not for profits and the food industry. A public health nutritionist by background, Claire has expertise in developing knowledge exchange and dissemination strategies for researchers to support the impact of their research on policy and practice. Claire's work in CES includes the dissemination of the learning from the Prevention and Early Intervention Initiative and managing the knowledge and communication needs of the organisation.



Avery Bowser
Project Specialist

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.



Dr. Helga Sneddon
Project Specialist

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
Project Specialist

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 is completing an MSc in Social Research, Policy and Evaluation.



Mairéad Mullaney
Project Specialist

Mairéad's background was in Dublin Public Libraries for many years before freelancing in the special sector. 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.



Dr. Sean Denyer
Project Specialist

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.



Michelle Harris
Project Specialist

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. Stella Owens
Project Specialist

Stella has a background in social work practice and management, and has worked in residential, child protection and therapeutic family support services. Stella's main work areas in CES include the development of Children's Services Committees, supporting implementation of area based initiatives in socially disadvantaged communities, evaluation findings synthesis from the Prevention and Early Intervention Initiative and leading a special interest group on supporting parents. Stella's PhD explored family involvement in family support services in Ireland.

CES Staff in 2012

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.



Orla Whelan
Project Support

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.



Hazel Arthur
Project Support

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.



Brenda Ryan
Project Support

Breda has a solid background in project administration and event management in the communications sector. Her experience also includes Coordinator and Trainer for a Community Radio Station. Breda has provided project support to a range of CES projects relating to research, policy, systems and practice which promote better outcomes for children, families and communities.



Liz Clancy
Project Support

Liza Clancy, Project Support

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.

CES Staff in 2012

CES Interns 2012–2013

Judith McComb

Judith has recently completed a degree in Psychology from Queens University Belfast. She has previously worked with disadvantaged young people in the Creative Arts Departments of a local school in Northern Ireland. Her interests are in the translation of scientific findings for practitioners to support their use of evidence in their work.

Maja Haals Londorf

Maja has a background in Anthropology from the London School of Economics where she completed an undergraduate degree in 2009 and is currently completing her PhD. Her thesis explores the impact of orphanhood on children's wellbeing in Rwanda. Her interests extend beyond Africa to the well-being of children and youth in all societies, especially those affected by social marginalisation. She has also volunteered with families affected by sexual abuse, war and genocide.

Sarah Rochford

Sarah has a degree in Psychology from Trinity College Dublin. She has worked with Saint John of God Hospitaller Services providing support to children with intellectual disability and psychiatric disorders. She has worked as a research assistant in the TCD School of Psychology and Saint John of God hospital. Her areas of interest are in the development and evaluation of educational and psychological interventions for children and adolescents.

Sam O'Brien-Olinger

Sam has a background in Cultural Anthropology at NUI Maynooth and in Ethnic & Racial Studies at Trinity College Dublin. He recently received his PhD in Sociology from UCD. His thesis was based on ethnographic research with Irish police officers that focused on the policing of ethnic minorities. His areas of interest include evidence-based practice and issues surrounding racism, interculturalism, social justice and migrants' rights.

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

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