




**STRATEGIC PLAN FOR THE DEVELOPMENT AND  
IMPLEMENTATION OF THE *WORKING TOGETHER  
FOR CHILDREN* INITIATIVE**



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Office of the Minister for Children and Youth Affairs  
Department of Health and Children  
Hawkins House  
Hawkins Street  
Dublin 2  
Tel: +353 (0)1 635 4000  
Fax: +353 (0)1 674 3223  
E-mail: [omc@health.gov.ie](mailto:omc@health.gov.ie)  
Web: [www.omcya.ie](http://www.omcya.ie)

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# CONTENTS

<b>Context for CSCs</b>	<b>4</b>
National Children's Strategy	4
7 National Outcomes	4
Policy origins of Children's Services Committees	4
<b>Purpose of Children's Services Committees</b>	<b>5</b>
3 year outcomes	5
<b>Activities to achieve 3 year outcomes</b>	<b>6</b>
Outcome no.   Description	
1              20+ CSCs planned and operational based on the Agenda for Children's Services	6
2              Agreed governance framework in place to support the CSCs	7
3              NCSIG is the key driver for strategic planning and resourcing decisions at national level relating to children's services	7
4              Structured engagement between the statutory and voluntary sectors at local, community and national level, in relation to CSCs	7
5              Structures and mechanisms in place to ensure children and young people's active participation in planning and delivery of services at local, community and national level	8
6              Networking & communications strategy developed and fully functioning to support the CSCs	8
7              Evaluation plan in place to assess the effectiveness of CSCs as a mechanism for improving outcomes for children	9
8              Comparative data available on children's outcomes at county level, maximising the use of information sharing and data collection mechanisms	9
9              A developing culture in children's services where evidence informs policy and practice	10
10             CSCs will have identified service delivery and practice changes which can be linked to improved outcomes for children	10

# CONTEXT FOR CSCs

## National Children's Strategy

The three national goals of the strategy are:

**GOAL 1** - Children will have a voice in matters which affect them and their views will be given due weight in accordance with their age and maturity.

**GOAL 2** - Children's lives will be better understood; their lives will benefit from evaluation, research and information on their needs, rights and the effectiveness of services.

**GOAL 3** - Children will receive quality supports and services to promote all aspects of their development.

## 7 National Outcomes

1. Healthy, both physically and mentally
2. Supported in active learning
3. Safe from accidental and intentional harm
4. Economically secure
5. Secure in the immediate and wider physical environment
6. Part of positive networks of family, friends, neighbours and the community
7. Included and participating in society

## Policy origins of Children's Services Committees

**Towards 2016 Ten-Year Framework Social Partnership Agreement 2006-2015** – *“At local level a multi-agency Children's Committee will be established within each of the City/County Development Boards. These committees will be chaired by the HSE who are best placed to drive this initiative to achieve coordinated and integrated services.”*

**The Agenda for Children's Services: A Policy Handbook** – *“The achievement of the 7 National Service Outcomes for Children requires an even wider and deeper engagement by all Departments, Agencies and services with responsibility, however limited, for children. To support the achievement of the whole system delivery, new interdepartmental, cross agency and multidisciplinary ways of working are needed.”*

**Transforming public services** – *“In specific areas where a number of agencies are interacting with the same client group, protocols should be developed for effective interaction and appropriate case-working.”*

**Report of the Commission to Inquire into Child Abuse, 2009 Implementation Plan** – *“Managers and staff of the various agencies working in an area with vulnerable children and families need to cooperate more effectively to ensure children's needs are met.”*

**Programme for Government** – *“Accelerate the establishment of Children's Services Committees in each county so that all the statutory agencies work together in a strategic way and use resources more efficiently for the benefit of children.”*

**Renewed Programme for Government** – *“We will establish a Children's Services Committee in each County by 2016”.*

# PURPOSE OF CHILDREN'S SERVICES COMMITTEES

The purpose of the *Working Together for Children* initiative is to secure better developmental outcomes<sup>1</sup> for children through more effective integration of existing services and interventions at local level.

**3 Year Outcomes** (i.e. by Dec 2012)

1. 20+ multi-agency CSCs planned and operational, lead by the HSE and based on the Agenda for Children's Services.
2. Agreed governance framework in place to support the CSCs.
3. NCSIG is the key driver for strategic planning and resourcing decisions at national level, relating to children's services and the delivery of Transforming Public Services for children.
4. Structured engagement between the statutory, voluntary and community sectors, in relation to the Children's Services Committees.
5. Structures and mechanisms in place to ensure children and young people's active participation in planning and delivery of services.
6. Networking & communications strategy developed and fully functioning to support the CSCs.
7. Evaluation plan in place to assess the effectiveness of CSCs as a mechanism for improving outcomes for children.
8. Comparative data available on children's outcomes at county level, maximising the use of information sharing and data collection mechanisms.
9. A developing culture in children's services where evidence informs policy and practice.
10. CSCs will have identified service delivery and practice changes which can be linked to improved outcomes for children.

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<sup>1</sup> 7 National Outcomes

3 Year Outcomes	Explanation – What will achieving the 3 year outcome involve?	Core activities associated with this outcome	Responsibilities (lead responsibility is underlined)	Timeframe – Proposed end dates
<b>1. 20+ CSCs planned and operational based on the Agenda for Children's Services</b>	<ul style="list-style-type: none"> <li>→ Each CSC will receive requisite supports and training, and have a clear mandate.</li> <li>→ There is a standardised coherent approach to outcomes based needs led planning, as per Agenda for Children's Services, and national child wellbeing indicators.</li> <li>→ 6-7 new CSCs operational in 2010, with a work plan (Phase 2)</li> <li>→ 5+ new CSCs in 2011, with a work plan (Phase 3).</li> <li>→ 5+ new CSCs in 2012, with a work plan (Phase 4).</li> </ul>	<p><b>Phase 1 CSCs (4 existing CSC)</b></p> <ul style="list-style-type: none"> <li>→ Qualitative process evaluation of CSC implementation.</li> <li>→ Technical &amp; organisational needs assessment.</li> </ul> <p><b>Phase 2 CSCs (6-7 new CSCs – 2010)</b></p> <ul style="list-style-type: none"> <li>→ CSC Induction seminar/event.</li> <li>→ Devise template &amp; identify support for CSC work planning.</li> <li>→ Updated version of toolkit.</li> <li>→ CSCs produce individual work plans.</li> <li>→ Technical &amp; organisational needs assessment (based on template from Phase 1 CSCs).</li> </ul> <p><b>Phase 3 CSCs (5+ CSCs – 2011)</b></p> <ul style="list-style-type: none"> <li>→ Preparedness &amp; information sessions.</li> <li>→ Call for new county applicants.</li> <li>→ Decision on new county applicants.</li> <li>→ Induction seminar/event.</li> <li>→ CSCs produce individual work plans.</li> <li>→ Technical &amp; organisational needs assessment (based on template from Phase 1 CSCs).</li> </ul> <p><b>Phase 4 CSCs (5+ CSCs – 2012)</b></p> <ul style="list-style-type: none"> <li>→ Preparedness &amp; information sessions.</li> <li>→ Call for new county applicants.</li> <li>→ Decision on new county applicants.</li> <li>→ Induction seminar/event.</li> <li>→ CSCs produce individual work plans.</li> <li>→ Technical &amp; organisational needs assessment (based on template from Phase 1 CSCs).</li> </ul> <p><b>Learning &amp; dissemination events</b></p> <p>1st learning event to address findings from process evaluation and the need for a standardised approach to outcomes based needs led planning.</p> <p><b>CSC Work plans</b></p> <ul style="list-style-type: none"> <li>→ Quarterly CSC progress reports to NCSIG.</li> <li>→ CSCs to review 3 year work plans.</li> </ul>	<p>CES CES</p> <p>CES <u>OMCYA</u> HSE <u>OMCYA</u> CES <u>OMCYA</u> CES CSCs <u>OMCYA</u> CSCs CES</p> <p><u>OMCYA</u> HSE NCSIG <u>OMCYA</u> HSE NCSIG NCSIG <u>OMCYA</u> CES HSE CSCs <u>OMCYA</u> CSCs CES</p> <p><u>OMCYA</u> HSE NCSIG <u>OMCYA</u> HSE NCSIG NCSIG <u>OMCYA</u> CES HSE CSCs <u>OMCYA</u> CSCs CES</p> <p><u>OMCYA</u> NCSIG CES</p> <p>Each CSC Each CSC</p>	<p>Q2 2010 Q3 2010</p> <p>Q1/2 2010 Q2 2010 Q3 2010 Q4 2010 Q4 2010/Q1 2011</p> <p>Q2/3 2010 Q4 2010 End Q4 2010 Q1 2011 Q4 2011 Q4 2011/ Q1 2012</p> <p>Q2/3 2011 Q4 2011 End Q4 2011 Q1 2012 Q4 2012 Q4 2012/ Q1 2013</p> <p>Q4 2010, 2011, 2012</p> <p>Quarterly June – Dec, every 3 years</p>

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3 Year Outcomes	Explanation – What will achieving the 3 year outcome involve?	Core activities associated with this outcome	Responsibilities (lead responsibility is underlined)	Timeframe – Proposed end dates
<b>2. Agreed governance framework in place to support the CSCs</b>	<p>Governance framework for CSCs should cover:</p> <ul style="list-style-type: none"> <li>→ Role and responsibilities of NCSIG and CSC members &amp; chair (collectively, and as individuals).</li> <li>→ Membership of NCSIG and CSCs.</li> <li>→ Accountabilities and reporting lines for CSCs at local level, and at national level.</li> <li>→ Local structures and reporting relationships relevant to CSCs.</li> <li>→ National structures and reporting relationships relevant to CSCs and NCSIG.</li> <li>→ Interface between the statutory and the community and voluntary sector.</li> </ul>	<ul style="list-style-type: none"> <li>→ Develop paper outlining recommendations on mandate, functions, governance and accountability of the CSCs and NCSIG.</li> <li>→ Review paper and consult with HSE, Department of Environment and others, as appropriate.</li> <li>→ NCSIG agrees governance framework.</li> <li>→ Disseminate governance framework.</li> <li>→ Incorporate governance framework into toolkit.</li> </ul>	<p>CES</p> <p><u>OMCYA</u>, HSE, Dept of Env</p> <p>NCSIG</p> <p>OMCYA</p> <p>OMCYA CES</p>	<p>Q4 2009/ Q1 2010</p> <p>Q1 2010</p> <p>Q2 2010</p> <p>Q2/3 2010</p> <p>Q3 2010</p>
<b>3. NCSIG is the key driver for strategic planning and resourcing decisions at national level, relating to children's services</b>	<ul style="list-style-type: none"> <li>→ Need a clear governance framework for NCSIG and CSCs (see outcome 2).</li> <li>→ For NCSIG to deliver on this outcome, it needs to have good information available to it to inform its decisions and to have a strategic role in identifying priorities and issues emerging from evidence based policy and practice, and from CSCs plans.</li> </ul>	<ul style="list-style-type: none"> <li>→ Agree the Strategic Plan for the development and implementation of the CSC initiative.</li> <li>→ Monitor progress in implementation of the strategic plan and prepare Annual CSC Progress Reports (which should identify progress and major emerging issues and trends) and a comparative assessment of priority outcomes emerging in CSC plans.</li> <li>→ Draw out NCSIG Work plan from this strategic plan.</li> </ul>	<p>NCSIG OMCYA</p> <p>NCSIG OMCYA</p> <p>NCSIG Chair</p>	<p>Q1 2010</p> <p>Annual report in Q1 of each year, starting Q1 2010</p> <p>Biannual – Emerging Trends</p> <p>Q1 2010</p>
<b>4. Structured engagement between the statutory and voluntary sectors at local, community and national level, in relation to CSCs</b>	<ul style="list-style-type: none"> <li>→ Want appropriate and meaningful collaboration between the community and voluntary sectors and the statutory sectors at CSC and national level.</li> <li>→ CSCs should include representatives from all key statutory and non-statutory agencies working with children, including representatives from the community and voluntary sectors.</li> </ul>	<ul style="list-style-type: none"> <li>→ Identify the role of the community and voluntary sector in local and national CSC structures (Dependent on outcome 2).</li> </ul>		

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3 Year Outcomes	Explanation – What will achieving the 3 year outcome involve?	Core activities associated with this outcome	Responsibilities (lead responsibility is underlined>)	Timeframe – Proposed end dates
<b>5. Structures and mechanisms in place to ensure children and young people's active participation in planning and delivery of services at local, community and national level</b>	<ul style="list-style-type: none"> <li>→ At national level the Children and Young People's Participation Partnership Committee led by OMCYA sets the strategic context for children and young people's participation in decision-making.</li> <li>→ CSCs will support national initiatives that involve children and young people in decision-making on the development and delivery of children's services.</li> <li>→ CSCs will support the continued development of Comhairle na nÓg as a key consultative and participation forum in every CSC.</li> <li>→ CSCs will build a culture and practice of participation among those working on the development and delivery of all policies and services for children and young people.</li> </ul>	<ul style="list-style-type: none"> <li>→ Implementation of 2 year development plan for Comhairle na nÓg.</li> <li>→ Engaging with Government Departments and agencies, the HSE and NGO's in promoting and supporting children and young people's participation in policies and services.</li> <li>→ An audit of existing national and local structures, initiatives, and projects for participation by children and young people is being conducted by OMCYA.</li> <li>→ Development of long term strategic plan on children and young people's participation.</li> <li>→ CSCs will commit to examining the outcomes and recommendations from the OMCYA consultations with children and young people in the care of the State and other appropriate national, regional and local participation initiatives.</li> <li>→ CSCs will develop and maintain appropriate links with Comhairle na nÓg.</li> <li>→ Identify structures and mechanisms for engaging with children in health and social services.</li> <li>→ Compile best practice guidelines for health and social services.</li> </ul>	<p>OMCYA/LocalAuths/IVEA/HSE/Youth Sector/young people</p> <p>OMCYA/Partnership Committee</p> <p>OMCYA/Partnership Committee</p> <p>OMCYA/Partnership Committee</p> <p>All CSC agencies/OMCYA/HSE Engaging Children Working Group</p> <p>All agencies involved in CSCs/NCSIG</p> <p>HSE Engaging Children Working Group</p> <p>HSE Engaging Children Working Group</p>	<p>2010-2011</p> <p>Q4 2010</p> <p>Q2/Q3 2010</p> <p>Q2 2011</p> <p>Q3/Q4 2010</p> <p>Ongoing</p>
<b>6. Networking &amp; communications strategy developed and fully functioning to support the CSCs</b>	<p>Communications strategy should outline:</p> <ul style="list-style-type: none"> <li>→ Who needs to be communicated with, about CSCs.</li> <li>→ What messages need to be communicated <ul style="list-style-type: none"> <li>• General messages at national and local level.</li> <li>• Messages related to specific issues.</li> </ul> </li> <li>→ How each audience should be communicated with.</li> <li>→ Who will communicate with them, and when.</li> </ul>	<ul style="list-style-type: none"> <li>→ Conduct learning and dissemination events for CSCs (as per Outcome 1).</li> <li>→ Ongoing communication with key government agencies/ departments.</li> <li>→ Prepare outline communications strategy for CSCs (following on from governance review).</li> <li>→ NCSIG reviews and approves communications strategy.</li> <li>→ Monitor implementation of the communications strategy (linking into quarterly progress reports and annual report).</li> <li>→ Develop national CSC <ul style="list-style-type: none"> <li>• Website</li> <li>• Intranet</li> </ul> </li> </ul>	<p>CES OMCYA</p> <p>OMCYA HSE</p> <p>OMCYA(AOD) CES</p> <p>NCSIG OMCYA</p> <p>NCSIG OMCYA(AOD)</p> <p>OMCYA</p> <p>OMCYA</p>	<p>Ongoing</p> <p>Q2 2010</p> <p>Q3 2010</p> <p>Quarterly &amp; Annual</p> <p>Q2 2010</p> <p>2011</p>

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3 Year Outcomes	Explanation – What will achieving the 3 year outcome involve?	Core activities associated with this outcome	Responsibilities (lead responsibility is underlined)	Timeframe – Proposed end dates
<b>7. Evaluation plan in place to assess the effectiveness of CSCs as a mechanism for improving outcomes for children</b>	<p>The evaluation plan will identify how the effectiveness of the CSCs will be evaluated from both a process and outcome perspective (it is not the evaluation itself) including assessing scope for shared services.</p>	<ul style="list-style-type: none"> <li>→ Agree Workplan Template.</li> <li>→ Develop a draft evaluation plan.</li> <li>→ Review template for CSC Work plans.</li> <li>→ Review arrangements for Quarterly CSC Progress Reports to NCSIG.</li> <li>→ NCSIG review and approve draft evaluation plan.</li> <li>→ Implement CSC evaluation plan.</li> </ul>	<p>CES OMCYA CES OMCYA OMCYA</p> <p>NCSIG OMCYA NCSIG</p>	<p>Q2 2010 Q1 2011 Q1 2011 Q1 2011</p> <p>Q1 2011 From Q2 2011</p>
<b>8. Comparative data available on children's outcomes at county level, maximising the use of information sharing and data collection mechanisms</b>	<p>3 pieces of work currently underway at national level, related to this outcome:</p> <ul style="list-style-type: none"> <li>→ Draft knowledge management strategy for HSE services for children (underway, led by DOHC).</li> <li>→ Data strategy, led by Taoiseach's Dept (OMCYA is leading children's component).</li> <li>→ National child well-being indicators.</li> </ul>	<p><b>CSC level</b></p> <ul style="list-style-type: none"> <li>→ Each CSC to conduct needs analysis, including socio demographic profile and epidemiological data.</li> <li>→ Each CSC to map existing children's services.</li> </ul> <p><b>National level</b></p> <ul style="list-style-type: none"> <li>→ Review alignment of 7 national outcomes with child well-being indicators.</li> <li>→ Examine existing data held by the partner organisations (involved in NCSIG and CSCs) and explore the options for disaggregation by county and sharing this data with individual CSCs.</li> <li>→ Match up the existing data with the child well-being indicators and national outcomes, identify gaps and feed into relevant work already underway, including: <ul style="list-style-type: none"> <li>• Draft knowledge management strategy for HSE services for children.</li> <li>• Data strategy.</li> </ul> </li> <li>→ Develop guidelines for CSCs in relation to collating and analysing data on the 7 national outcomes at county level.</li> <li>→ Develop standard data sharing protocol between agencies (for aggregate data relating to children), based on model developed by SDCSC.</li> </ul>	<p>CSCs. HSE corporately</p> <p>CSCs</p> <p>OMCYA</p> <p><u>OMCYA</u> NCSIG HSE</p> <p>OMCYA HSE CES</p> <p>OMCYA</p> <p>OMCYA NCSIG</p>	<p>ref. Stage 2 in toolkit</p> <p>ref. Stage 2 in toolkit</p> <p>Q4 2009</p> <p>Q2 2010</p> <p>Q3 2010</p> <p>Q4 2010</p> <p>2010</p>

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3 Year Outcomes	Explanation – What will achieving the 3 year outcome involve?	Core activities associated with this outcome	Responsibilities (lead responsibility is underlined>)	Timeframe – Proposed end dates
<p><b>9. A developing culture in children’s services where evidence informs policy and practice</b></p>	<p>Both new and existing CSCs will have access to the evidence base and best practice principles around children’s services delivery and interagency working.</p>	<ul style="list-style-type: none"> <li>→ Identify and communicate the evidence base and best practice principles around children’s services delivery and interagency working:               <ul style="list-style-type: none"> <li>• Qualitative process evaluation from 4 pilot sites.</li> <li>• Paper outlining the evidence base identifying ‘what works’ in integrated interagency working and collaboration.</li> <li>• Experiential learning from initiatives in other jurisdictions.</li> </ul> </li> <li>→ Develop and disseminate               <ul style="list-style-type: none"> <li>• A toolkit for the development of a CSC (for ‘start up’ CSCs).</li> <li>• An operating guide to support the work of CSCs (for established CSCs).</li> </ul> </li> <li>→ Conduct learning and networking events (involving CSCs and the wider children &amp; youth sector).</li> </ul>	<p>CES OMCYA</p> <p>CES</p> <p>CES OMCYA HSE</p> <p>CES OMCYA</p> <p>CES OMCYA</p> <p>CES OMCYA</p>	<p>Q42009/Q1 2010</p> <p>Q2/Q3 2010</p> <p>Q4 2010</p> <p>Next version Q3 2010</p> <p>Q3 2011</p> <p>Ongoing</p>
<p><b>10. CSCs will have identified service delivery and practice changes which can be linked to improved outcomes for children</b></p>	<p>As the overarching group responsible for the implementation and integration of childrens policy in practice, the CSCs will focus on identifying areas for practice improvements, collaboration and joint commissioning of delivery of children’s services which target specific outcome improvement for local children.</p>	<ul style="list-style-type: none"> <li>→ Agree a shared work plan for childrens services which is outcome focused.</li> <li>→ Collaborate on sharing information on existing services and outcomes.</li> <li>→ With support of OMCYA and CES, introduce improved systems for data sharing and management.</li> <li>→ Specifically target areas of overlap and duplication in service provision to allow reorientation of services to fill identified gaps.</li> </ul>	<p>CSCs</p> <p>CSCs</p> <p>CSCs CES OMCYA</p> <p>CSCs</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>



**An Roinn Sláinte  
agus Leanaí**  
DEPARTMENT OF HEALTH AND CHILDREN



**Oifig an Aire Leanaí  
agus Gnóthaí Óige**  
Office of the Minister for  
Children and Youth Affairs

Office of the Minister for Children  
Department of Health and Children  
Hawkins House  
Hawkins Street  
Dublin 2

Tel: +353 (0)1 635 4000  
Fax: +353 (0)1 674 3223  
E-mail: [omc@health.gov.ie](mailto:omc@health.gov.ie)  
Web: [www.omcya.ie](http://www.omcya.ie)