



Shared Vision, Next Steps 2019-24



Department of Children and Youth Affairs
2019



An Roinn Leanáí
agus Gnóthaí Óige
Department of Children
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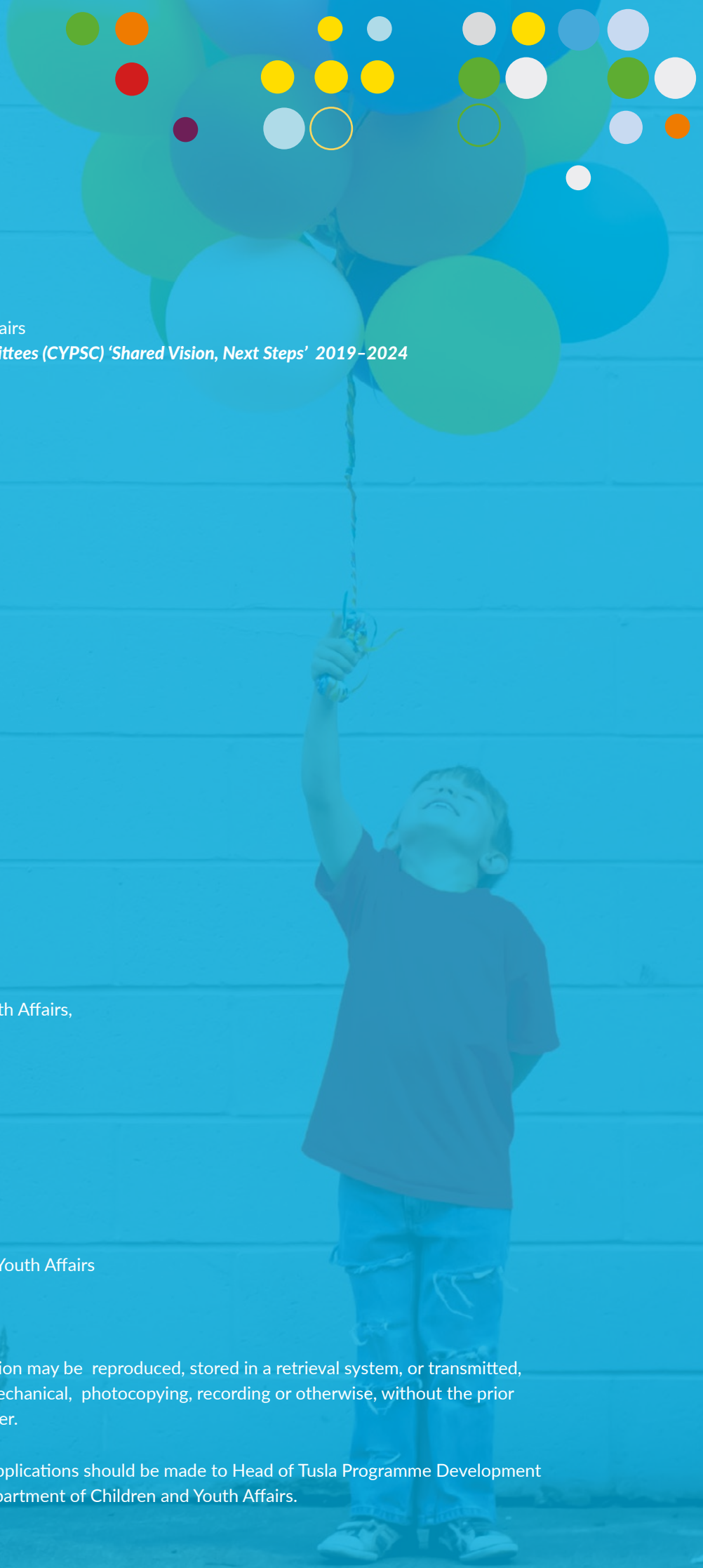
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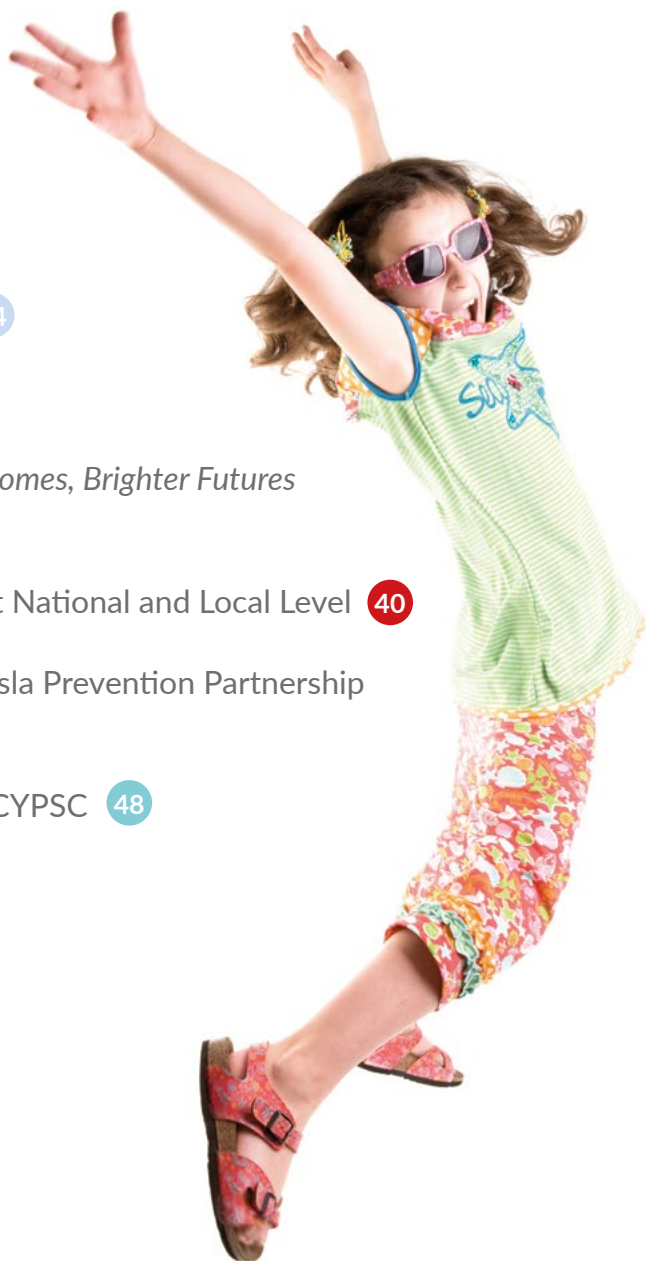
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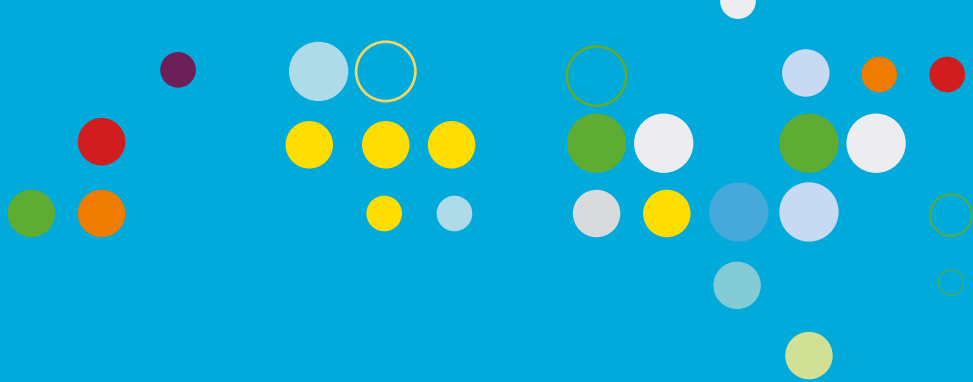
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Inter-agency working to improve the lives of children, young people and families



1. Introduction

The aim of *Shared Vision, Next Steps 2019-2024* is to provide a succinct road map for the further development of the Children and Young People's Services Committees (CYPSC) initiative. As in other areas of work under the Department of Children and Youth Affairs (DCYA), the concept of a policy document is applied to areas of work that require the establishment or extension of a policy platform and/or prompt action-oriented delivery in a short to medium timeframe.

As such, the substantive aim of this document is to take stock of progress and to identify the most immediate actions which need to be addressed and advanced. This will assist CYPSC to further develop in a strategic, integrated and sustainable manner to support the co-ordination and planning of efficient and effective services for children and young people.

Following the expiration of the *Blueprint for the Development of CYPSC 2015-2017*, DCYA convened a working group in 2018 to review and renew the policy platform for CYPSC. The Working Group's membership comprised officials from the DCYA, nominees from the CYPSC Co-ordinator's National Network and the National Co-ordinator for CYPSC.

During the development of this document, consultations were held with the full range of local CYPSC Co-ordinators, CYPSC Chairpersons (Tusla Area Managers), the wider CYPSC membership, CYPSC National Steering Group, Senior Management within the Department of Children and Youth Affairs as well as bilateral engagement with Child and Family Support Networks and the Department of Rural and Community Development.

The key output from this process is this document *Shared Vision, Next Steps 2019-2024* which sets out a platform for the further development and vision for CYPSC over the next five years. It is intended to further structure and support the capacity of CYPSC to reflect relevant policies and emerging developments and respond to emerging needs, both national and local.

The actions outlined in this document will provide the basis for a work programme for CYPSC for 2019-2024 based on policy and strategic direction from the DCYA, the CYPSC National Steering Group and the Children and Young People's Policy Consortium, with input from relevant sectors.

1.1 The Shared Vision for CYPSC

The shared vision for CYPSC over the next five years is to consolidate and build upon the positive work to date. The CYPSC infrastructure and intelligence of inter-agency working will be used to create the optimum circumstances to advance local and national priorities to enable effective systems change in local communities. Cultivating leadership through 'joined-up working' and 'joined-up thinking', both locally and nationally, will be at the forefront of our efforts.

CYPSC will be supported in their mission to improve outcomes for children and young people through co-ordinated, responsive and innovative services.

1.2 Context and recent key CYPSC developments

Better Outcomes Brighter Futures; The National Policy Framework for Children and Young People 2014–2020 sets out five national outcomes and six transformational goals for children and young people (see Figure 1). These are the overarching and unifying outcomes and goals structuring policy for children and young people across Government, agencies and sectors which have a role and remit for working with children and young

people. The five national outcomes span the key policy domains, while the six transformational goals are identified as the enablers to realise these outcomes. The work of CYPSC is framed according to these outcomes and transformational goals.

Better Outcomes, Brighter Futures is predicated on cross-departmental and inter-agency collaboration, both nationally and locally. It underscores the necessity of inter-agency working and tasks CYPSC with a key role in this regard. Through the local CYPSC and the CYPSC National Steering Group, the CYPSC initiative is regarded as a crucial infrastructure through which

to enhance working across agencies and sectors. As such, CYPSC is a key structure in the implementation of *Better Outcomes, Brighter Futures*.

The range of commitments outlined in *Better Outcomes, Brighter Futures* relating to CYPSC informs the CYPSC work programme in addition to other identified and emerging priorities. (See Appendix 1)

Since the establishment of the CYPSC initiative in 2007 there has been an incremental development of the initiative leading up to full CYPSC national coverage in 2017, with 27 CYPSC established nationwide. (see Figure 2).

Figure 1: Five national outcomes for children and young people in relation to the six transformational goals.

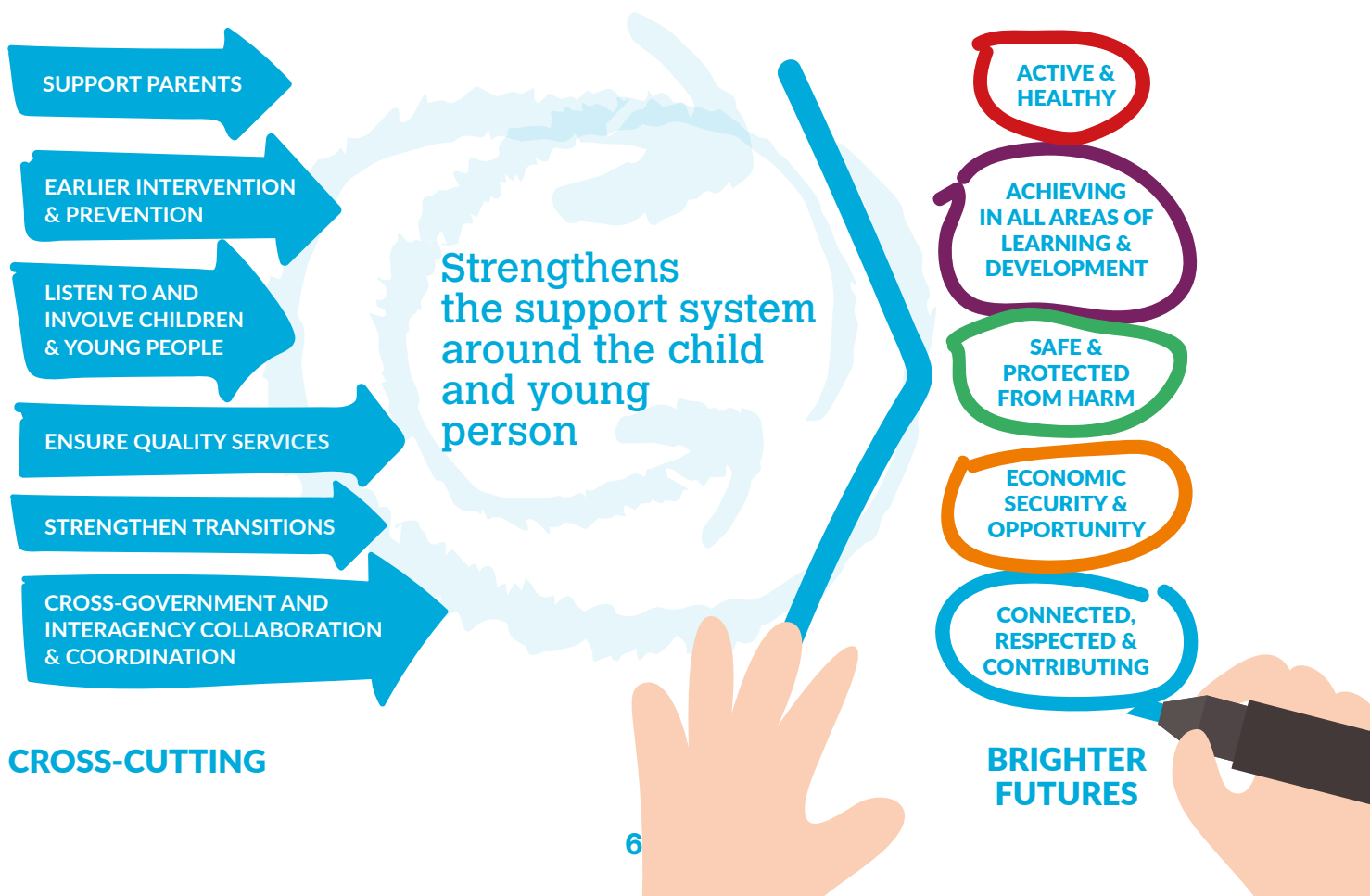
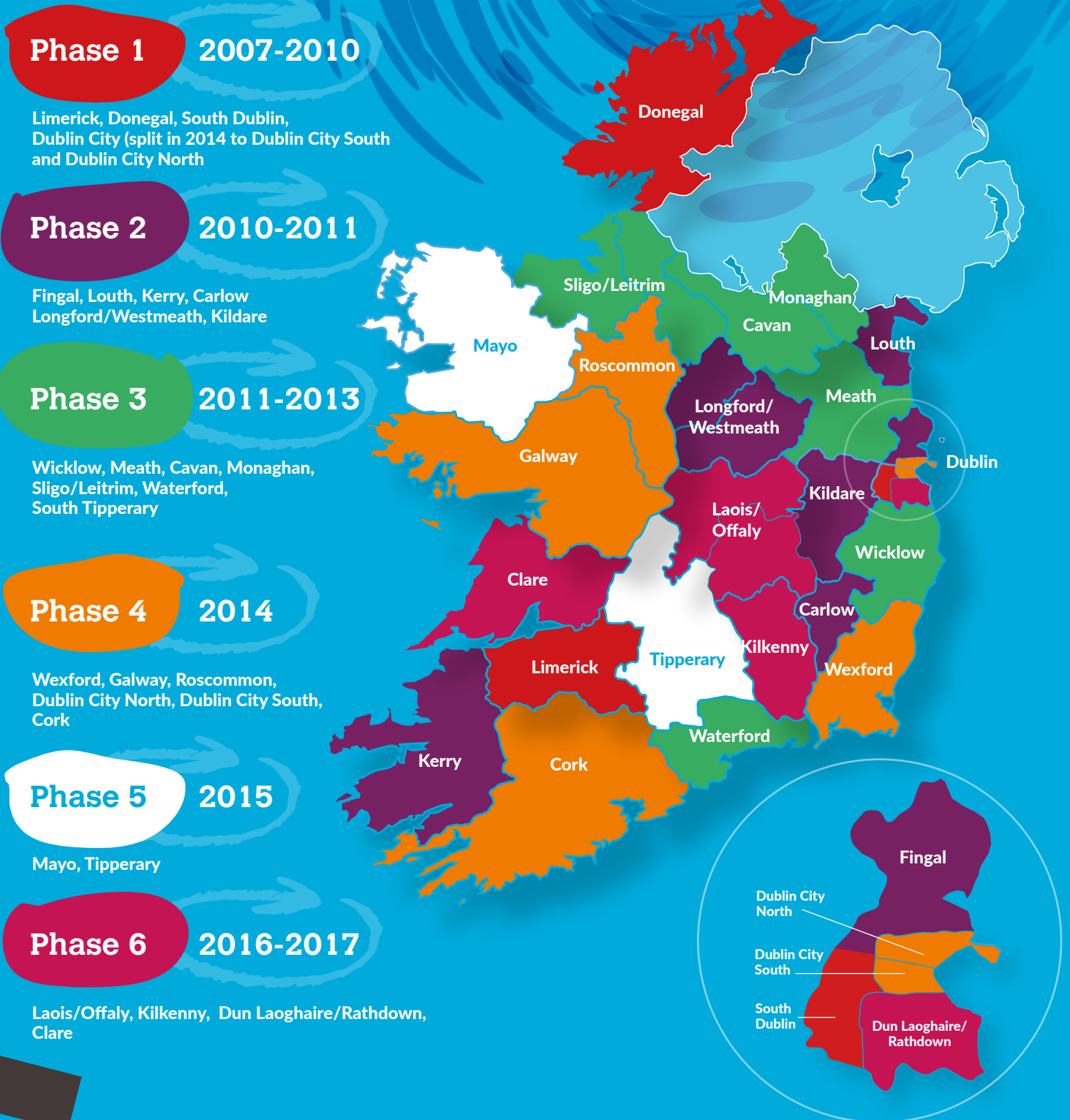
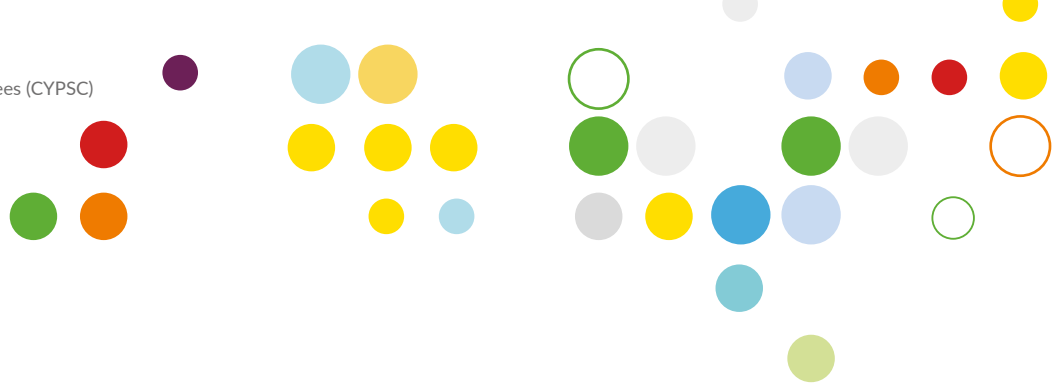


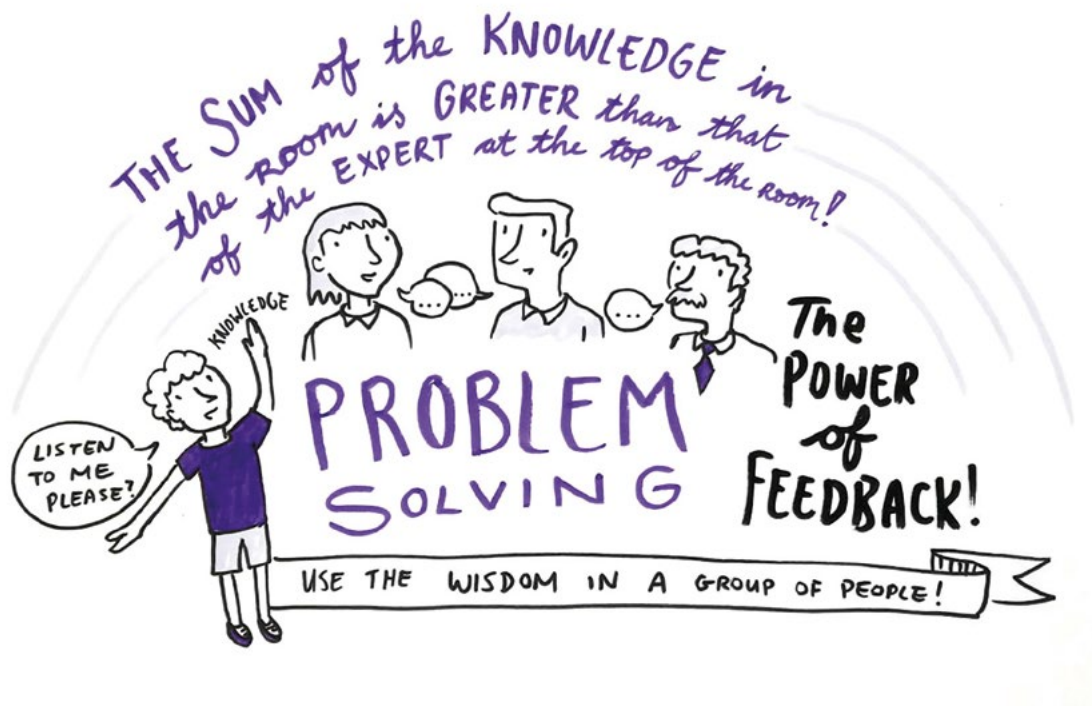
Figure 2: National Picture of the Development of CYPSC





The introduction of *Better Outcomes, Brighter Futures* in 2014 led to a more integrated approach being adopted on policy and provision for children and young people. Informed by this, DCYA made a number of fundamental changes in relation to Children's Services Committees. The title of the initiative was changed to reflect the extended age remit of CYPSC beyond 18 years to 24 years; representation was expanded to explicitly include the Community & Voluntary sector; the ambit of CYPSC was reoriented to include a more developmental focus informed by the principle of Progressive Universalism¹.

Since the establishment of the CYPSC initiative in 2007, and the implementation of the first Blueprint (2015-2017), many key milestones and developments were achieved. (see Figure 3)

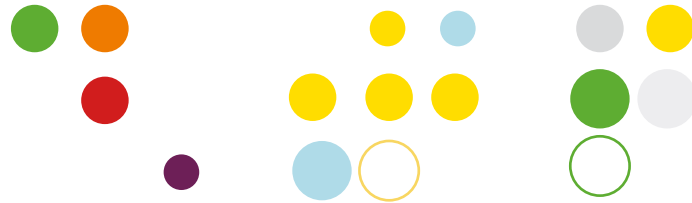


¹Progressive Universalism refers to the concept that "all children would be supported, but those with particular needs would be supported more than others". NESCC (2005) *The Developmental Welfare State*. Report No. 113. Dublin: NESCC.

2007 2019

Figure 3: Key milestones in the development of CYPSC 2007-2019

- 07**
 - Office of the Minister for Children publishes *The Agenda for Children's Services: A policy handbook*.
 - Four pilot Children's Services Committees established
- 10**
 - First Children's Services Committees National Network Event takes place
- 11**
 - Office of the Minister for Children established as the Department of Children and Youth Affairs
- 12**
 - First CYPSC National Steering Group established
 - DCYA publishes toolkit for the development of Children's Services Committees
- 13**
 - National Co-ordinator for Children's Services Committees is appointed
- 14**
 - DCYA publishes *Better Outcomes, Brighter Futures: The National Policy Framework for Children and Young People 2014-2020*
 - Children's Services Committees re-named as Children and Young People's Services Committees
- 15**
 - DCYA publishes *Blueprint for the development of CYPSC 2015-2017*
 - CYPSC website www.cypsc.ie is launched
 - *Better Outcomes, Brighter Futures* funding secured for CYPSC projects
- 16**
 - Guidance document for CYPSC and LCDCs (Local Community Development Committees) published
 - National Implementation Group for CYPSC established
 - Full national roll out of 27 CYPSC completed (there are 5 CYPSC in the Dublin region and some CYPSC cover 2 county areas)
- 17**
 - National Co-ordinator post and all 26 local Co-ordinator posts embedded in Tusla
 - Memorandum of Understanding for CYPSC agreed between DCYA and Tusla Child and Family Agency
 - Planning and Reporting Framework for CYPSC published
- 18**
 - Guidance document for CYPSC on participation of children and young people published
 - Fifth Children and Young People's Services Committees National Event takes place
- 19**
 - 'Shared Vision Next Steps' 2019-2024 is published



Such developments helped sustain and strengthen the initiative in the following areas:

Profile and Position

- CYPSC are recognised as the key infrastructure for planning and co-ordination of services for children and young people. This enhanced profile and position, both on-the-ground and across Government, is reflected in CYPSC being referenced in key actions in many recent policies. These include:
 - *First 5: A Whole of Government Strategy for Babies, Young Children and their Families 2019-2028*
 - *National Strategy on Children and Young People's Participation in Decision-making 2015-2020*
 - *National Youth Strategy 2015-2020*
 - *LGBTI+ National Youth Strategy 2018-2020*
 - *High-level Policy Statement on Supporting Parents and Families 2015*
 - *DEIS Plan 2017*
 - *DES Wellbeing Policy Statement and Framework for Practice 2018-2023*
 - *Healthy Ireland Framework 2013-2025*

- *Connecting for Life – National Strategy to Reduce Suicide 2015-2020*
- *Rebuilding Ireland – Action plan for Housing and Homelessness 2016*
- *Higher Education Authority Strategic Plan 2018-2022.*
- CYPSC are now seen as an effective platform for national policy input and implementation, with Government Departments utilising CYPSC in a co-ordinated way to realise their respective actions relating to children and young people.

Operational

- CYPSC now has full nationwide coverage with a diverse and skilled workforce of Local Co-ordinators. The post of National Co-ordinator for CYPSC, hosted on behalf of DCYA by the Centre for Effective Services from 2013-2017, transferred into Tusla in 2017. All Local Co-ordinator posts are also now located and managed within Tusla. This has helped to enhance and streamline implementation and ensure better co-ordination of activities with DCYA, Tusla and the local CYPSC.

- The membership of the National Steering Group for CYPSC was renewed in June 2018 in order to broaden representation. (See Appendix 2.)
- A National Implementation Group (comprising DCYA, Tusla and the National Co-ordinator for CYPSC) was established in 2016 to support the management of the CYPSC initiative.
- All CYPSC have engaged in detailed consultation and preparation in the development of their Children and Young People's Plans (CYPP)² which are currently being implemented and actions progressed locally (for an illustration of the range of actions see www.cypsc.ie.)

Connectivity

- With CYPSC as a key infrastructure within *Better Outcomes, Brighter Futures*, greater connections between the national and local have been forged. This two-way process has assisted in addressing policy implementation deficits, while ensuring that national structures and initiatives are directly informed by local needs and emerging trends.

²Each CYPSC prepares a three year Children and Young People's Plan which is quality assured by Tusla and DCYA before publication on the CYPSC website. (see page 20 also)

Resourcing

- Total CYPSC funding allocated by DCYA, Tusla and partners has more than trebled since 2015 to €3.85 million in 2019. Since the original Blueprint was launched in 2015, CYPSC funding from DCYA for other actions in the CYPP plans under the five national outcomes has increased fivefold from €126,000 in 2015 to €756,000 in 2019. Each CYPSC area has received identical levels of State funding since the establishment of the CYPSC initiative and CYPSC have availed of the opportunity to leverage funding from other partners locally.
- Since 2017, DCYA has also worked collaboratively with the Department of Health in co-funding the Healthy Ireland initiative via all CYPSC nationwide with an allocation of €1 million in 2017, €1 million in 2018 and €1.3 million in 2019. CYPSC are a key partner in the implementation of this initiative. This funding is instrumental in helping CYPSC to advance their work in realising the 'Active and Healthy' national outcome as set out in *Better Outcomes, Brighter Futures*.

Communications and knowledge exchange

- The national website for CYPSC www.cypsc.ie has been developed as a focal point for information on CYPSC and a gateway to information on individual county-level committees. It is managed by the National Co-ordinator for CYPSC in Tusla.
- *The Outcomes for Children National Data & Information Hub* (Outcomes4children.tusla.ie) is a partnership initiative between DCYA and Tusla funded under the What Works³ initiative (formerly QCBI) to support services accessing the best available data. Indicators included on the data hub are categorised under each of the five national outcomes and draw from the BOBF national indicator set which directly inform CYPSC activities and planning.
- National CYPSC events have continued to support the sharing of best practice and the strengthening of collaborative working.
- DCYA continues to engage directly with Tusla and the CYPSC Co-ordinators to ensure two-way knowledge exchange with the front-line.

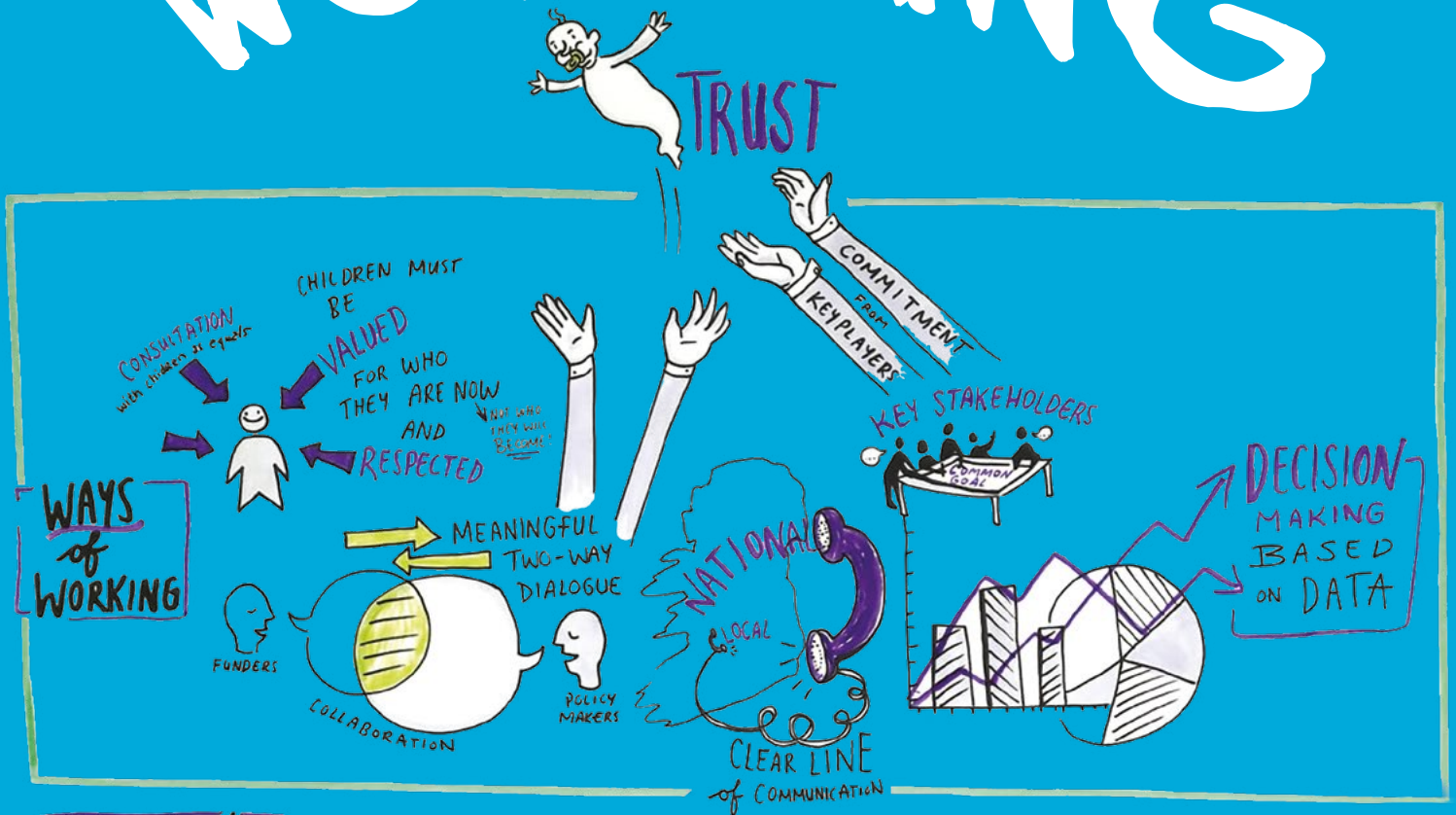
- Information from the national *Better Outcomes, Brighter Futures* structures are shared with CYPSC with the initiative featuring in quarterly communications issued by the DCYA and other communication channels such as the *CYPSCine* (CYPSC ezine).

Collaborative Developments

- In 2016, a Guidance Document for CYPSC and Local Community Development Committees (LCDC) was agreed between DCYA and the Department of Housing, Planning and Local Government (now under the remit of the Department of Rural and Community Development). This document describes how LCDC and CYPSC work together to ensure the best outcomes for all children and young people in each LCDC area. The document also sets out how engagement between the structures is to be progressed.
- In 2017, DCYA and Tusla signed a Memorandum of Understanding on a mechanism to support the clear strategic management, co-ordination and operation of the CYPSC initiative between DCYA and Tusla. The MoU also contains a protocol in relation to the allocation of funding to CYPSC including financial governance.

³The What Works initiative is the new title for the former Quality and Capacity Building Initiative (QCBI) and it focuses on enhancing supports in the area of prevention and early intervention across the following themes: Data/Information; Evidence/Knowledge; Capacity Development; and Quality.

WAYS OF WORKING

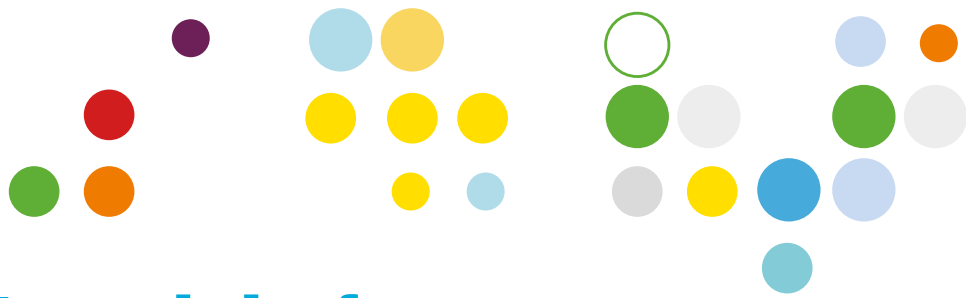


SERVICES/ INFRASTRUCTURE



- In 2017, the Planning and Reporting Framework for CYPSC was developed and adopted by the CYPSC National Steering Group. It serves as an overarching guide for all CYPSC stakeholders on the planning and reporting cycle supporting the CYPSC initiative to realise its core objectives and to achieve relevant Government commitments.
- In 2018, a Guidance Document for CYPSC on participation by children and young people in decision-making was approved by the CYPSC National Steering Group. The purpose of the guidance is to outline the responsibilities of CYPSC in the context of the *National Strategy on Children and Young People's Participation in Decision-making 2015-2020* and to provide CYPSC with a series of practical steps for engaging with children and young people in decision-making.
- In 2019, a young person was appointed to the National Steering Group to provide a perspective on the issues affecting children and young people.
- Agreement on the linkage and connection between CYPSC and Prevention, Partnership and Family Support Programmes (PPFS) was reached in 2013 and CYPSC continue to enhance connections with Tusla PPFS and the Child and Family Support Networks⁴. It also continues to work with local Family Resource Centres, Area Based Childhood Programmes (ABC), Domestic, Sexual and Gender based Violence Services, Early Years and Youth services amongst others.
- CYPSC continue to engage with the Community & Voluntary (C&V) sector through networking, sharing best practice and supporting local innovations.
- Collaborative working across state sector organisations continues to be strengthened.

⁴The Child and Family Support Networks (CFSN) are multi-agency networks that are established in each Tusla Integrated Service Area. Child and Family Support Networks are developing a smoother continuum of support for families, from low-level universal supports through to more acute interventions. The link between CYPSC and CFSN is realised through the Prevention, Partnership and Family Support (PPFS) Steering Committee being a CYPSC Sub-Group.



2. The CYPSC model of inter-agency working

2.1 Purpose

The core purpose of Children and Young People's Services Committees (CYPSC) is to ensure effective inter-agency co-ordination and collaboration to achieve the best outcomes for all children and young people in its area. This is achieved through effective planning, co-ordination and oversight of policy implementation and service provision locally. CYPSC act as the structure whereby services can work together in a systematic manner to achieve shared goals and bridge national policy with local provision.

Each CYPSC has a defined role to play in contributing to the achievement of the vision, principles⁵ and desired outcomes expressed in *Better Outcomes, Brighter Futures* so that these become a reality for children and young people at local level. Each CYPSC focuses on identifying gaps and supporting synergies in service delivery, leading to the development of a commonly agreed plan for children and young people in its local area. In addition, service plans by member agencies in turn also

have due regard to local priorities as identified by the CYPSC. Each CYPSC also actively promotes the development of quality practices and the delivery of quality services within its area.

Whole of Government working

Whole of Government working is an over-arching term for responses to the challenges of fragmentation in the public sector and the objective of increasing integration, co-ordination and capacity.⁶ The CYPSC model of inter-agency working is an enabler for Whole of Government approaches. The need of Government to integrate policy development with policy implementation can be supported by the CYPSC infrastructure. Characteristics of Whole of Government working that are enabled through CYPSC include:

- Involvement of stakeholders across networks at national and local level in support of achieving best outcomes.
- Engagement of those familiar with delivery issues and service users themselves.

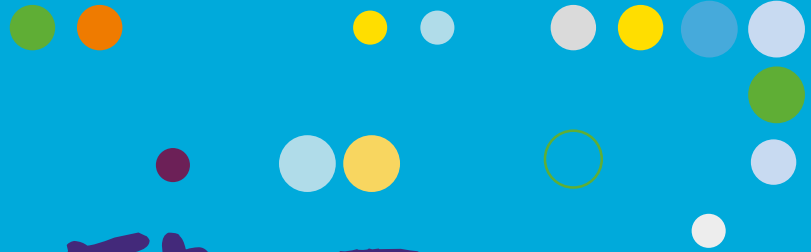
- Embedding a culture of collaboration.
- Establishing an infrastructure through which to realise collaboration.
- Boundary spanning – capacity to work across agencies and levels.

Better Outcomes, Brighter Futures is predicated on Whole of Government and interagency collaboration, both nationally and locally. Through the local CYPSC and the CYPSC National Steering Group, the CYPSC initiative is regarded as a crucial infrastructure to enhance working across agencies and sectors, and is a key structure in the implementation of *Better Outcomes, Brighter Futures* outlined in the diagram overleaf (Figure 4).

The Chairperson of the CYPSC National Steering Group sits on the *Better Outcomes, Brighter Futures* Children and Young People's Policy Consortium thus enabling CYPSC issues to be heard at a Governmental level and strengthening the connection between the local and the national.

⁵The five principles underpinning *Better Outcomes, Brighter Futures* also underpin the work of CYPSC. These are: **Children's rights**: The rights of children as outlined by the UN Convention on the Rights of the Child (UNCRC) are recognised and child-centred-approaches are adopted. **Family-orientated**: The family is recognised as the fundamental group of society and the natural environment for the growth and well-being of children and young people. **Equality**: The diversity of children and young people's experiences, abilities, identities and cultures is acknowledged, and reducing inequalities is promoted as a means of improving outcomes and achieving greater social inclusion. **Evidence-informed and outcomes-focused**: To be effective, policies and services must be supported by evidence and focused on the achievement of agreed outcomes. **Accountability and resource efficiency**: Clear implementation, monitoring and accountability mechanisms and lines of responsibility for delivery are in place to drive timely and effective policy implementation.

⁶Colgan, A., Kennedy, L.A. and Doherty, N. (2014) *A Primer on Implementing Whole of Government Approaches*. p24. Dublin: Centre for Effective Services.



BENEFITS

LEADERSHIP

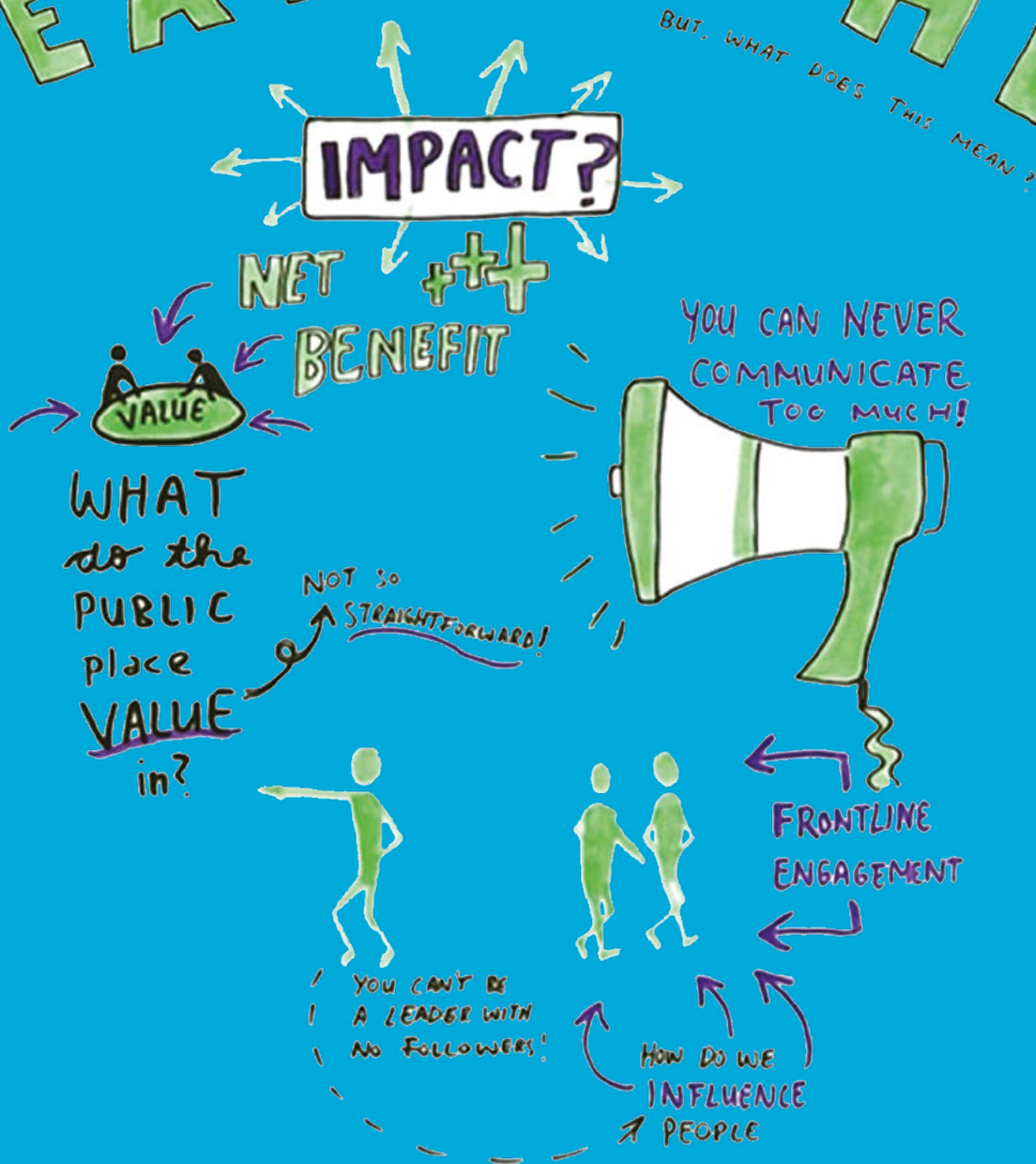
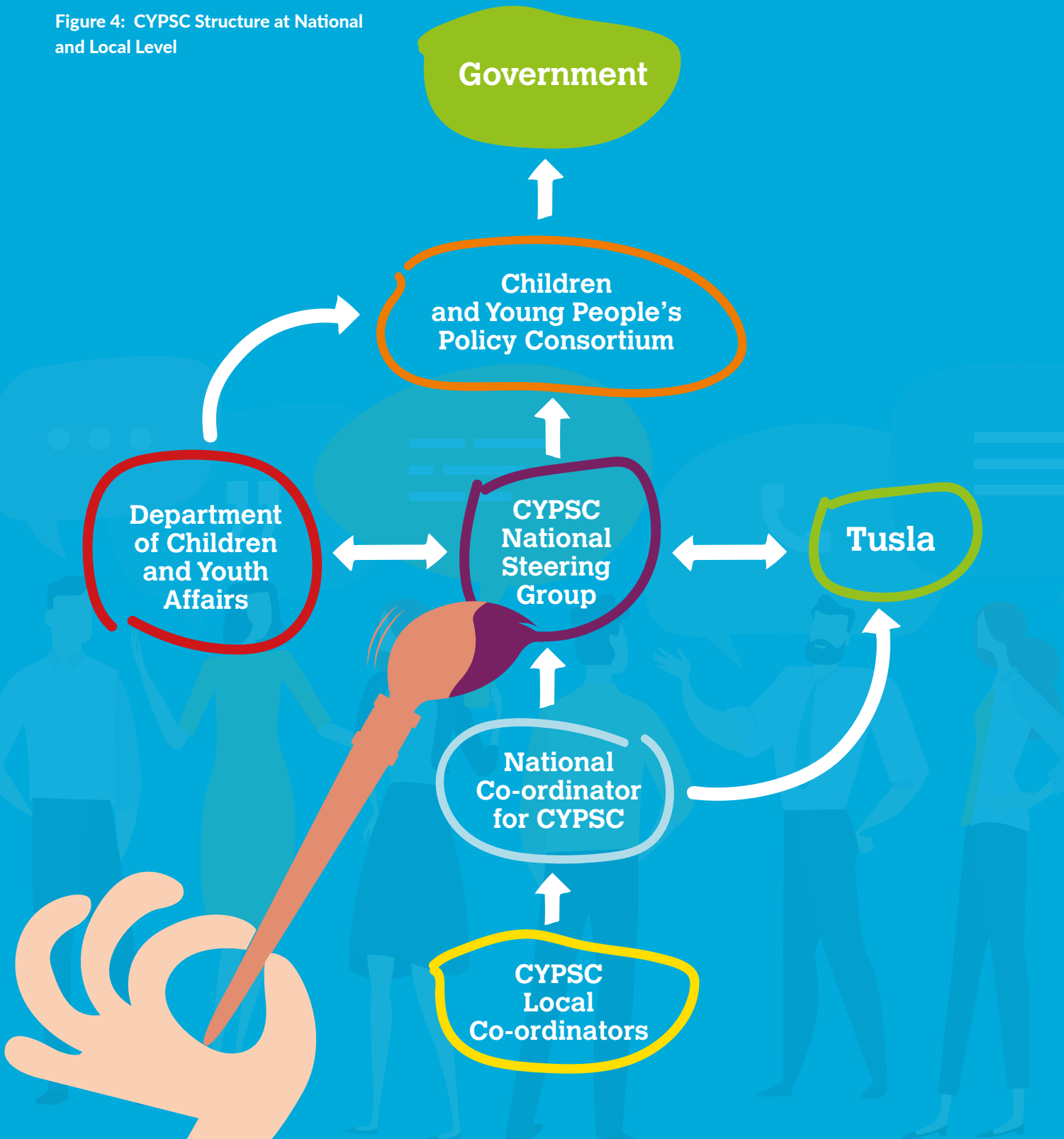




Figure 4: CYPSC Structure at National and Local Level



'Systems Leadership'

CYPSC leadership is located within a public and voluntary sector context across multiple systems rather than one single organisation. It is an interactive, complex and contextualised process and this has significant implications for the overall leadership approach applied within CYPSC. 'Systems Leadership' is a contemporary approach that incorporates the complexities and ambiguities faced by public service leaders. It entails:

"leadership across organisational and geopolitical boundaries and beyond individual professional disciplines, within a range of organisational and stakeholder cultures, often without direct managerial control."⁷

This approach aims to effect change for the social good across multiple systems, based on the assumption that 'joined-up working' across multiple service sectors can lead to better and more efficient public services. This interpretation of systems leadership resonates with the intentions of the CYPSC model of inter-agency working.

2.2 Objectives

CYPSC bring together relevant Statutory, Community and Voluntary organisations providing services to children and young people to maximise the reach, coverage and impact of such services (see Figure 5) through:

Ensuring that the needs of children and young people are identified and addressed

- Tackle local and national emerging issues relating to children and young people.

Planning and co-ordination of services for children and young people

- Plan and co-ordinate services for children and young people in order to improve outcomes.
- Oversee the effective implementation of national and regional policies, strategies and priorities.
- Ensure there is effective information sharing, joint planning and ownership by CYPSC members.

Ensuring effective collaboration and inter-agency working

- Ensure effective collaboration between services working within the CYPSC area.
- Strengthen collaborative decision-making capacity at local level, recognising and responding to the voice of children and young people.
- Support the implementation of relevant and innovative inter-agency initiatives of member agencies.
- Ensure appropriate accountability mechanisms are strengthened.

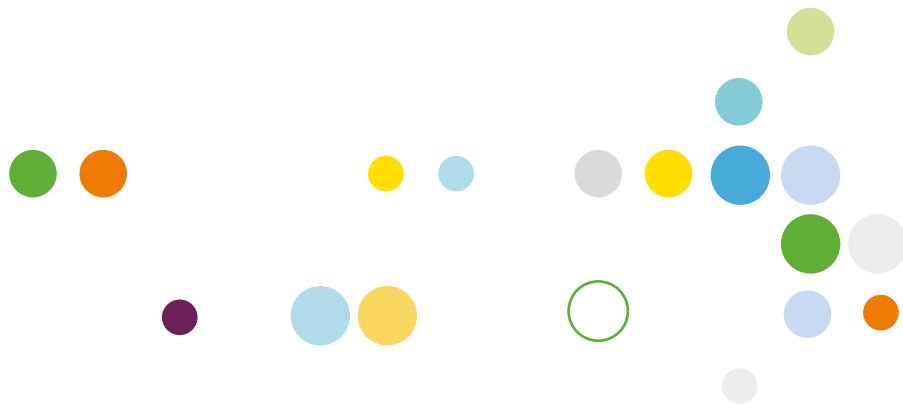
Promoting quality, evidence-informed planning and practice

- Promote the use of quality, evidence-informed and outcomes-focused approaches to enhance service provision for children and young people.

Optimising the use of resources

- Inform the planning and provision of resources across the area covered by the CYPSC with a view to enabling the optimum use of resources at local level and ensure symmetry between CYPSC and agencies service plans in respect of their priorities.

⁷Welbourn, D., Lewis, J., Ghate, D., (2013) *Systems Leadership: Exceptional leadership for exceptional times: Synthesis Paper*. The Virtual Staff College. Nottingham.



- Inform the allocation of resources and work towards becoming a vehicle for facilitating joint commissioning of services for children, young people and families.
- Inform national policy and decision-making with regard to resource allocation for services for children and young people.

Promoting best participation practice

- Support national initiatives that promote the participation of children and young people in decision-making.⁸
- Co-ordinate interagency training in participation practice locally.
- Support participation of children and young people from diverse backgrounds and children and young people with disabilities.

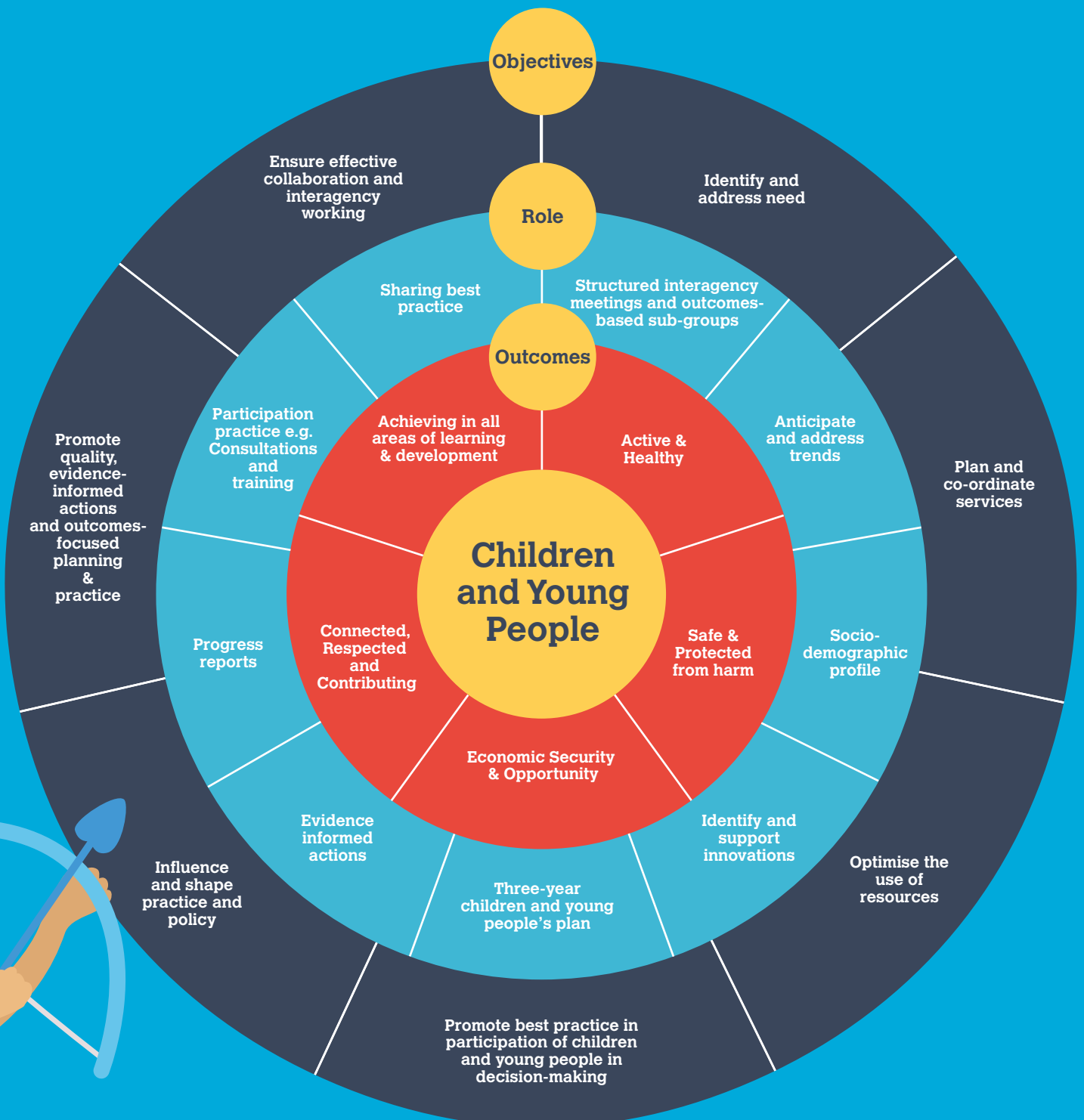
Influencing and shaping practice and policy development at local, regional and national level

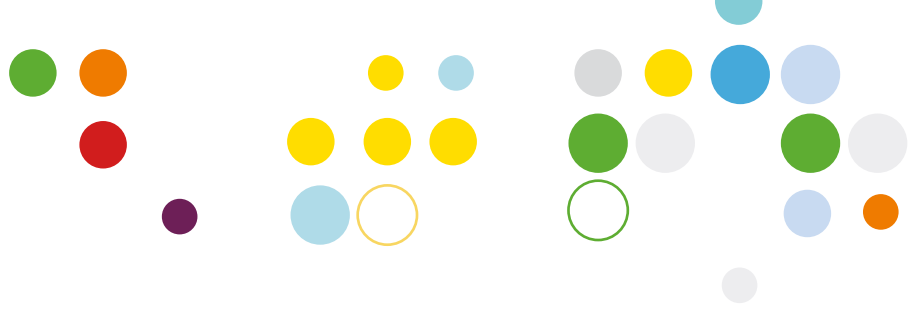
- Identify and communicate locally developed models for upscaling and replication.
- Identify systems, practice and policies that require change at national level in order to optimise outcomes for children and young people.
- Identify and communicate service gaps that need to be addressed locally, regionally and nationally.
- Contribute to the development of new systems, policies and practice through ongoing consultation via agreed structures.

⁸See National Strategy on Children and Young People's Participation in Decision Making 2015–2020 and Guidance Document for CYPSC on Participation 2018



Figure 5: Summary of objectives, role and outcomes of CYPSC





2.3 Remit: Thematic and Geographic

Children and Young People's Services Committees (CYPSC) are universal for all children and young people. They span the range of services and supports that are in place for 0–24 year-olds, reflecting the different developmental phases and associated needs of infancy, childhood, youth and early adulthood.

The work of CYPSC adheres to the concept of progressive universalism and spans policy areas and service provision in universal and targeted services and supports for children and young people. CYPSC comprehend the broad range of policy areas⁹, services and professional disciplines relevant to children and young people available in the Statutory, Community and Voluntary sectors.

The geographical area for a local CYPSC is based on Local Authority boundaries. In some circumstances, it will be appropriate to combine two counties or Local Authorities under one CYPSC.

In other circumstances, it may be appropriate to divide the Local Authority area into more than one CYPSC, as in the case of Dublin City Council. This approach may be considered in consultation with the National Co-ordinator for CYPSC, the Local Authority and other relevant agencies. In meeting their objectives, CYPSC recognise that very often children and young people may engage with services external to their local areas, across CYPSC boundaries and therefore collaborative working is in place across CYPSC.

2.4 Planning

CYPSC ensure the connection of national policy with local implementation in their areas through planning and co-ordinating the provision of services for children and young people and by informing the deployment of resources, taking into account locally identified needs and those identified at national level.

The CYPSC initiative is informed by the *CYPSC Planning and Reporting Framework* (CYPSC, 2017). This sets out the parameters for planning and reporting. Each local

committee develops and oversees the implementation of a strategic, evidence informed, three-year Children and Young People's Plan (CYPP), which is designed to improve outcomes for children and young people in the area.

This CYPP outlines a committee's priorities and includes:

1. Socio-demographic profile – what are the characteristics and data that inform services for children and young people in the CYPSC area?
2. Audit of Services – what services are available in our county?
3. Consultation – what do children and young people think?
4. Needs Analysis – what does this information tell us about need in our county?
5. Prioritisation – what can we prioritise to work on together?
6. Action Plan – what are we committing to do together?
7. Review and Monitoring – how will we know we did it/did it work?

⁹Health, Education, Justice, Child and Family, Local Government, Community Development, Youth

The CYPP is directly informed by the knowledge and activities of member agencies and related structures, while also having specific regard for the voice of children and young people. In addition, the CYPP is linked to all member agencies' service plans, as well as to all other local and regional plans (such as the Local Economic and Community Plan for the county). Each committee provides the local mechanism through which Statutory, Community and Voluntary service providers for children, young people and families work together to leverage and make the most effective use of existing local resources.

The planning and reporting functions of CYPSC are informative yet proportionate, with the guiding aim of ensuring better outcomes for children and young people while also cultivating a learning and evaluation-focused approach.

The Framework recognises the complexity inherent in inter-agency working and the necessity for clarity, cohesion and continuity between local and national entities working to improve outcomes. It is envisaged that the benefits accruing from implementation of the CYPSC Planning and Reporting Framework will strengthen the CYPSC initiative and the collective capacity of CYPSC members.

2.5 Optimum operating model

Evidence for inter-agency working indicates that when implemented well, it can achieve changes in the way agencies work at four different levels (Statham, 2011):

Level 1: Changes to inputs/processes, such as the introduction of new tools and management structures.

Level 2: Changes to routines, experiences and practices of practitioners and service managers.

Level 3: Changes to outcomes for children, young people and families.

Level 4: Institutional/systematic embedding of the changes across organisations.

A review of international evidence on inter-agency working, to inform the development of Children's Services Committees (Statham, 2011) states that: 'Effective inter-agency working ... acts to create the "permitting circumstances" for better functioning of front-line services and front-line staff [and] is a vitally important part of improving outcomes for children, young people and their families, by means of its potential to improve all the front-line services that support them.'

As CYPSC are now fully established, the concept of inter-agency work is, for the most part, mainstreamed. However, while the proof of concept is in place, there is a need for greater emphasis on proof of outcome. All involved in leading the CYPSC initiative at national and local levels are keenly aware that inter-agency working is a means to an end, not an end in itself. Essentially, this means that the process has to focus on the core objective of improving outcomes for children and young people.

At a local level CYPSC members have the opportunity to test implementation and to complement national planning by identifying opportunities for collaboration, removing duplication of effort and ensuring that services are both flexible to locally identified needs and inform national policy direction and priorities. Engagement with and through CYPSC has clear benefits, collectively for the committee, and respectively for member organisations. However, as children and young people are the primary audience, they must be the ultimate beneficiaries of the work across services and committees.



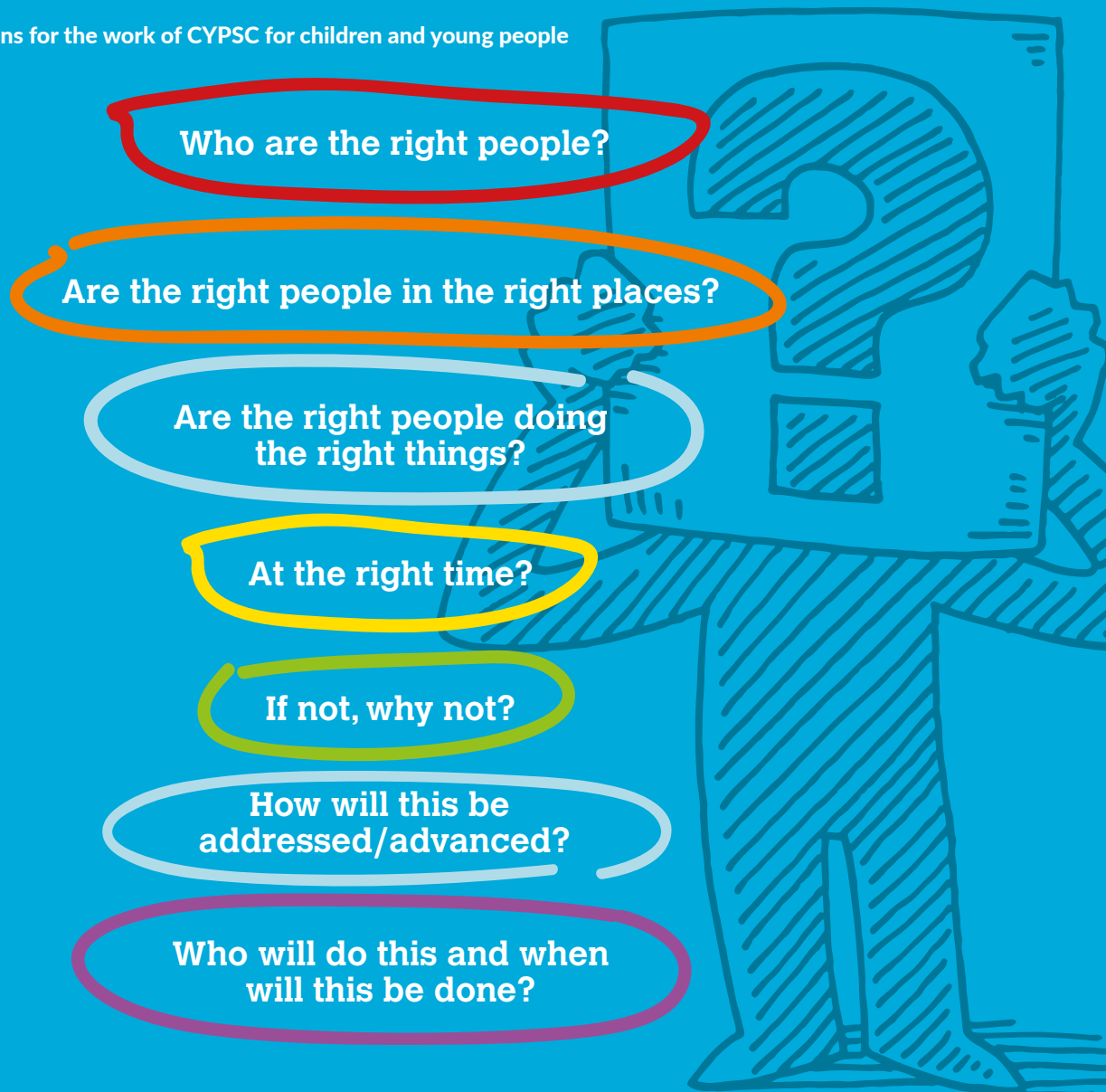
The CYPSC model of interagency working is predicated both on the sum and its parts: ensuring that all agencies through the committee, contribute, perform and harness their efforts in a planned, co-ordinated and concerted response to the needs of children and young people at local level.

It is not the purpose of a CYPSC to displace existing structures of accountability which apply to member agencies. However, such structures and indeed significant organisations that work with or for children and young people need to ensure that they actively engage, inform and support the work of CYPSC. It is critical that where CYPSC identify deficits

in engagement or input, these are addressed with the relevant agencies or sectors.

Taking one of the central features of the What Works Initiative and applying it in question form can offer a very simple, but useful, diagnostic tool to the work of CYPSC and the work of its members:

Figure 6: Key questions for the work of CYPSC for children and young people



3. CYPSC Actions

3.1 Applying the Learning

In the development of *Shared Vision, Next Steps 2019–2024*, a significant range of consultations were undertaken covering the learning achieved to date, the status of CYPSC and the future vision for the CYPSC initiative. Consultations at the CYPSC National Event in 2018 also informed the issues that have shaped the CYPSC initiative in recent times. The emerging themes in relation to what works well, and the learning and challenges involved, are outlined below and will inform the actions for the implementation of this document.

What is working well at local level

- CYPSC have developed a wide range of innovative responses to the needs of children, young people and their families which have been showcased and shared.
- Interagency working, collaborative effort, energy and synergy and working partnerships are very much evident with CYPSC membership engagement.
- CYPSC now have a far greater profile and status locally.
- Parenting support at CYPSC level is working well and CYPSC are gathering multi-agency collectives

around the theme of parenting support.

- CYPSC have developed a significant body of work to engage children and young people in decisions that affect them.
- The gained understanding of needs in CYPSC local communities has been invaluable and sharing this information with a wider audience is key to fully realising the role of CYPSC.

What is working well at national level

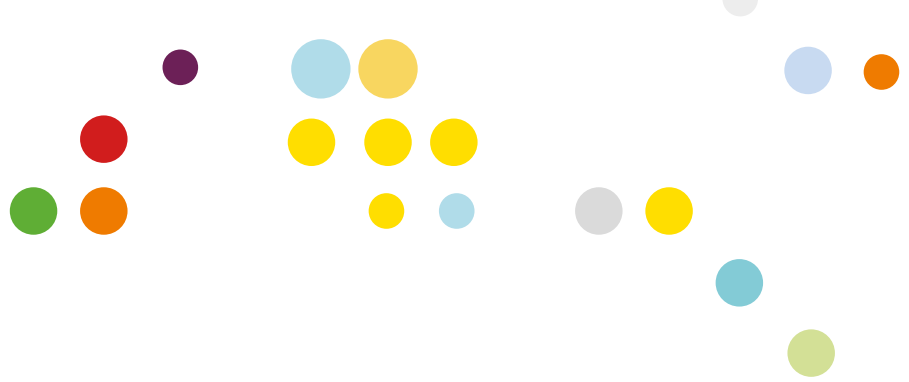
- CYPSC are now recognised as a national structure with raised profile and national coverage with a higher profile among Government Departments and State bodies.
- There are now dedicated CYPSC Co-ordinators nationwide and a National Co-ordinator for CYPSC in Tusla.
- National leadership has been strengthened in terms of developing CYPSC.
- Communication from national level to the local CYPSC has improved with more information, dissemination of best practice and sharing of innovation and ideas.
- The CYPSC role has developed over time and they are now in a position to translate national policy, identifying relevant policies and

interpreting the messages for local service providers.

- CYPSC support policy implementation through data collection on service provision and outcomes for children and young people to inform national planning.

What could be working better

- Ensuring CYPSC actions are aligned and directly informed by the plans of member agencies.
- Ensuring shared and proportionate input, in terms of resources and activities, from CYPSC members.
- Ensuring balance between national direction and local demand; between holding a position as a co-ordinating structure above a service provision structure, and between securing the resources while ensuring the capacity to deliver.
- Emphasising the need for 'joined-up thinking' to be connected with 'joined-up doing'.
- Enhancing buy-in from other Government Departments and Agencies.
- Enhancing the focus on measuring the impact of CYPSC and inter agency working.
- Collection of data and evidence to inform future CYPSC development.



3.2 Initiatives supporting the Actions

Strengthening the alignment and integration of policies and initiatives and the development of mutually reinforcing structures and supports has been an ongoing objective of the DCYA. The following initiatives both support and centralise the role of CYPSC in this regard:

- *First 5: A Whole of Government Strategy to Improve the Lives of Babies, Young Children and their Families (2019-2028)* is a 10-year plan and builds on *Better Outcomes, Brighter Futures*. First 5 reinforces the commitments made in *Better Outcomes, Brighter Futures* to deliver improvements across the five national outcomes.
- Other important national policy developments impacting on the work of CYPSC include the *LGBTI+ Strategy 2017-2020*, the *National Strategy on Children and Young People's Participation in Decision Making 2015-2020*, the forthcoming *Youth Justice* strategy, the forthcoming *Policy Blueprint for the Development of Educational Welfare Services and Alternative Education* as well as the forthcoming *Social Inclusion Integrated Strategy 2019-2025*.

- *The Department of Children and Youth Affairs High Level Policy on Parenting and Family Support (2015)* highlighted the critical importance of parenting on children's lives in influencing social, emotional and physical outcomes. The establishment of a dedicated Parenting Support Policy Unit in the DCYA will lead the important work of co-ordinating policy direction and activity relating to parenting support.
- The What Works initiative, developed by the DCYA, is a cross-policy and sectoral initiative focusing on systems change to improve outcomes for children and young people by embedding and enhancing best practice learning in prevention and early intervention. It is aimed at those working with and for children, young people and their families. This initiative aims to be system-wide along the policy, provision and practice continuum. It will include policy makers, statutory agencies, researchers and academics, voluntary organisations and practitioners who work with children, young people and their families.
- Ongoing support and alignment by DCYA of prevention and early intervention provision through support of Tusla's Prevention Partnership and Family Support Programme (PPFS) and the roll out

of the new operational plan along with its connection to a revised Area Based Childhood (ABC) Programme. (See Appendix 3 for an illustration on the connectivity between CYPSC and PPFS).

- The position of the Educational Welfare Service will be strengthened to ensure that greater profiling and integration of work locally is reflected in the CYPSC initiative.

3.3 Actions 2019-2024

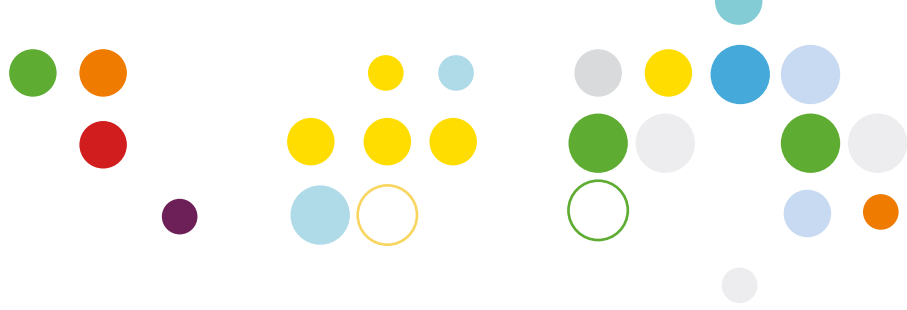
Inter-agency working is the hallmark of the CYPSC initiative and effective inter-agency working is important across all levels of service provision, from targeted to universal. Co-operation, co-ordination and collaboration are the key components of a successful approach to inter-agency working.

The main focus and the shared vision for CYPSC is building on the positive work to date, to strengthen the CYPSC infrastructure and use the evidence base to create the optimum circumstances to identify local and national priorities for improving the lives of children, young people and their families in their local communities.



in a TIME of CHANGE





'Joined-up working' and 'joined-up thinking' and leadership, both locally and nationally is required to strengthen the planning and co-ordination of services. The following key actions and milestones set out the roadmap for the CYPSC initiative over the next five years.

Leadership

- Leadership will be further strengthened through oversight and policy direction from DCYA, including forging linkages between the DCYA's five constituent strategies under *Better Outcomes, Brighter Futures*. This will include the strengthening of relationships between the local and national infrastructure, improved implementation structures and ensuring buy-in from other Government Departments and State Agencies.
- Work being led by DCYA under the What Works initiative will be accessible and transferable to CYPSC. In addition, at a local level as each CYPSC has a sub-group dedicated to Prevention, Partnership and Family Support (PPFS), this work will continue through building sustainable capacity within Tusla and partner organisations to enhance early intervention work.

- The DCYA's Parenting Support Policy Unit will collaborate with CYPSC as part of the unit's work to consolidate, streamline and strengthen parenting information resources and in the development of a national model of parenting supports.
- Leadership and oversight provided by the National Co-ordinator for CYPSC will ensure that good practices are shared and standardised. This leadership will also ensure that there is coherence across the CYPSC structure and a common approach is maintained across local CYPSC.
- The CYPSC National Steering Group (NSG) will continue to provide guidance on strategic, policy and operational issues relevant to CYPSC. The role of the NSG will be strengthened further through a new work plan covering the period 2019-2024.

Collaboration

- At local level CYPSC will engage formally with the Local Community Development Committees (LCDC) informed by the *Guidance Document for CYPSC and LCDC (December 2016)*. Each CYPSC will agree key annual priorities with the LCDC as they relate to the work of the CYPSC and its member agencies for inclusion in the Local Economic and

Community Plan (LECP) of the Local Authority (City/County Council). This will involve a two-way relationship wherein local CYPSC and LCDC will inform each other on relevant developments and address issues of mutual interest.

- DCYA will foster stronger linkages between LCDC and CYPSC via the *Better Outcomes, Brighter Futures* implementation infrastructure and the CYPSC National Steering Group. This will be done through a review of implementation and alignment of planning cycles.
- CYPSC will strengthen engagement with their local City and County Childcare Committee, particularly in light of the *First 5 (2019 -2028)* strategy. A consistent level of service across the country is required in order to progress the implementation of *First 5*. CYPSC have the potential to fulfil a key role in co-ordinating and driving this implementation at local level.
- The Child and Family Support Networks (CFSN) are multi-agency networks that are established in each Tusla Integrated Service Area. CFSN are developing a smoother continuum of support for families, from low-level universal supports through to more acute interventions. The link between CYPSC and CFSN is realised through the Prevention, Partnership

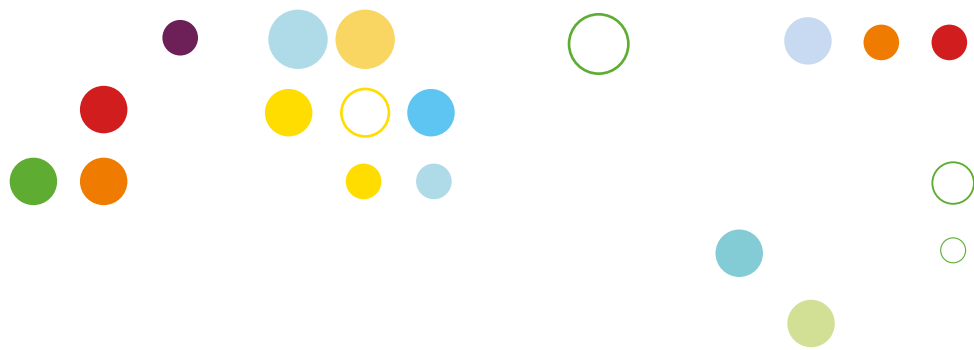
and Family Support (PPFS) Steering Committee being a CYPSC Sub-Group. The development of CFSN across the country is conducive to capitalising on the learning from the ABC programmes and implementation of What Works funding. The *First 5* strategy will be important in the context of CFSN work in supporting an effective early childhood system and being a champion for parenting supports. Tusla and DCYA will work together to formalise CFSN and CYPSC at a strategic level to support the embedding of all Government-led prevention and early intervention initiatives. (See Appendix 3.)

- The Community & Voluntary Sector is a vital resource for local communities and touches almost every aspect of society. Community & Voluntary (C&V) organisations have a key role in the effective functioning of a CYPSC and there are a diverse range of C&V organisations well engaged across CYPSC. The Community & Voluntary sector in tandem with their local CYPSC will work to ensure that there is an appropriate response to existing and emerging needs of children and families.

- Family Support is a wide range of activities that strengthen positive informal networks through community based programmes and services. Family Resource Centres can assist CYPSC in developing capacity and leadership within communities, delivering local services and offering practical assistance to individuals and community groups. They can also provide assistance in accessing funding and can support networking in the community. DCYA, working with Tusla, will strengthen this engagement further through local and national structures.
- Area Based Childhood Programmes (ABC), while not nationwide, are situated in eight out of 27 CYPSC areas and are involved in CYPSC sub-groups in these areas. ABC Programmes offer a distinct contribution connected to the PPFS programme. It is also important to align ABC area plans with Tusla area commissioning plans, CYPSC Children and Young People's Plans and with Local Community and Development Committee (LCDC) plans. This fits within a tiered level of programme delivery at a local, regional and national level. The ABC

programme will have a more sharply delineated anti-poverty focus with associated impact measures where feasible. Aligned within the PPFS, and informing CYPSC, the intent is that the development of a robust prevention and early intervention infrastructure will support enhanced service provision and inform cross-Government actions in addressing child poverty.

- CYPSC have the opportunity to further engage with Education Training Boards (ETB). At local level CYPSC will engage formally with their local ETB informed by their statutory functions in relation to youth work, primary, post primary and further education and training (*Education Act 1998, ETB Act 2013, Further Education and Training Act 2013*).
- CYPSC will play an important role in co-ordinating a response to assist with the implementation of Governmental strategies and plans. It will help deliver the 17 UN Sustainable Developmental Goals (SDGs) by 2030 through forging partnerships with local partners.



Building Capacity

- Capacity building support for CYPSC will be made available to local CYPSC Chairpersons, Vice-Chairpersons, Co-ordinators and committee members, subject to the identification of need and the availability of resources.
- A national event for CYPSC along with seminars and workshops will continue to be held and further developed to provide an opportunity for knowledge exchange and networking, and to ensure that best practice models are identified and shared.
- The What Works initiative will enhance capacity, knowledge and quality in prevention and early intervention for children, young people and their families, with a focus on those at risk of poor outcomes.

Resourcing

- DCYA aims to maximise the resourcing of CYPSC by encouraging related sectors (such as Local Government, Health Authorities and Education sector stakeholders) to provide resources in support of the shared objectives identified through the CYPSC structures. These may include financial, administrative

or professional supports that will enhance the ability of CYPSC to support their key priorities and objectives.

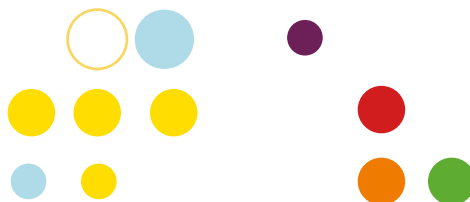
- The intention is that such resourcing is in direct recognition of the effectiveness of the CYPSC to local stakeholders in terms of each member agency's commitment to improving outcomes for children and young people through interagency working. Therefore, while an amount of core funding will be provided by DCYA and Tusla, each CYPSC is encouraged to leverage local funding and to develop these revenue streams including matched funding with partners where feasible.
- DCYA will continue to resource CYPSC sub-groups through continued *Better Outcomes, Brighter Futures* programme funding under the five national outcomes.

Planning and Reporting

- CYPSC Planning and Reporting is informed by the CYPSC Planning and Reporting Framework (2017). Each CYPSC produces an Annual Programme of Work, outlining the committee's objectives for the year. It is informed by local priorities as expressed within the CYPSC's three-year Children

and Young People's Plan (CYPP) and the priorities set out by the CYPSC National Steering Group and the Children and Young People's Policy Consortium, and has regard to other related policies and strategies. It will also address processes to support local implementation of national policies and strategies that may be directed from time to time by the DCYA.

- Each CYPSC will produce an Annual Progress Report for Tusla, and these will be collated for submission to DCYA and the CYPSC National Steering Group.
- The National Co-ordinator for CYPSC will monitor progress in relation to the implementation of CYPPs and produces a report to the DCYA and the CYPSC National Steering Group. All CYPPs will continue to be posted on the national CYPSC website (www.cypsc.ie). Local committees and their member agencies are also encouraged to include these plans on their own respective websites.



Data and Evidence

- DCYA has developed a national indicator set to track national progress against the five National Outcomes. The indicator set represents a significant resource to support *Better Outcomes, Brighter Futures* and will be an invaluable resource for CYPSC in planning and co-ordinating services for children and young people through an evidence based approach. The indicator set is being utilised in the Outcomes for Children National Data and Information Hub¹⁰.
- The What Works website will act as a Knowledge Exchange Platform providing an overview of learning to date on innovations in prevention and early intervention practices. The website will also host an evidence matrix which will assess the impact of evidence-based programmes and approaches being implemented in Ireland. It will also bring together information on the impact of evidence-based approaches and programmes in Ireland and internationally. It will provide advice on what to consider when implementing

these in a local context. This aims to ensure that the best and most suitable approach or programme can be chosen by commissioners and service providers for the local context. This will highlight factors such as impact and resource effectiveness. It will also signpost people in the direction of organisations and practitioners who are using such approaches to good effect, thereby strengthening the community practice connections.

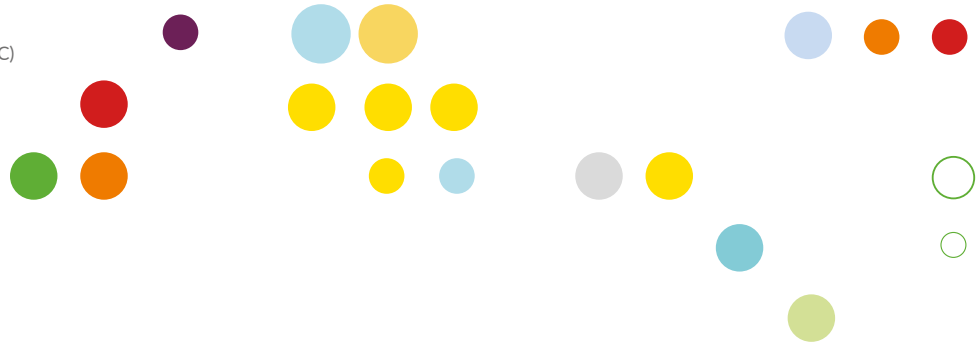
Communications

- Good communication is key to effective interagency collaboration. CYPSC interagency working has been positive to date, but there have been some challenges. There is potential for CYPSC to further identify and share best practice and to ensure that good practices are standardised across the country.
- CYPSC will be encouraged by both DCYA and Tusla to highlight excellent local initiatives, best practice and innovations and to work with the national structures to disseminate these across CYPSC.

Participation of Children and Young People

- CYPSC will be supported by DCYA through its 'Guidance for CYPSC on Participation by Children and Young People in Decision-making' (2018), and will strengthen the involvement of children and young people, including seldom heard children and young people, with the CYPSC structures, both national and local. This work will also be informed by Tusla's Participation Strategy.
- CYPSC will increase the involvement of children and young people, including seldom heard children and young people, children and young people with disabilities and children and young people from LGBTI+ and diverse backgrounds, with their local CYPSC. This will ensure that the voice of children and young people is embedded into the planning and delivery of local services.

¹⁰The Outcomes for Children National Data & Information Hub is a partnership initiative between DCYA and Tusla. It involves the building of an interactive area-based geomapping system to provide information for policy-makers, service providers, Tusla management, practitioners, information managers and local communities so that planning and delivery of services are informed by the best available data. Indicators included on the data hub under each of the five National Outcomes include those from the BOBF national indicator set and indicators used widely by CYPSC. It includes training and support for Tusla and relevant CYPSC personnel including the operation of a geomapping system, data interpretation, trend analysis and specific training in Results Based Accountability (RBA).



Joint Commissioning

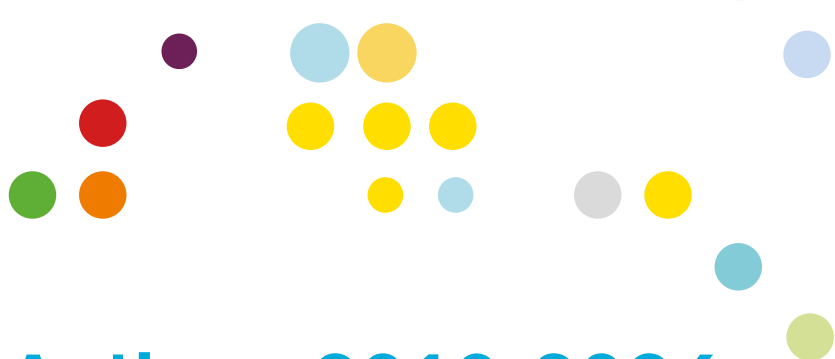
- Joint Commissioning is a strategic planning process that links resource allocation with assessed current and future needs, in order to achieve best outcomes for citizens and service users in line with policy objectives. It is envisaged that the work of CYPSC will evolve to include Joint Commissioning whereby service responses to locally identified needs are designed and commissioned by two or more CYPSC members. This Joint Commissioning approach will draw on the CYPSC evidence-informed planning process and encompass service innovation as well as a focus on the re-orientation of existing resources where relevant and appropriate.

- The development of a Joint Commissioning model under the auspices of the CYPSC National Steering Group will be critical in linking resource allocation with assessed current and future needs. This will enable CYPSC to evolve and grow where service responses are designed and commissioned by two or more CYPSC.
- Joint Commissioning requires the input of other stakeholders and agencies and these entities will be required to provide the necessary investment to help address gaps in service provision locally.

Evaluation

- An evaluation of the extent of the value of inter-agency working across CYPSC and how CYPSC are embedding this in their work will be considered by DCYA in conjunction with Tusla.

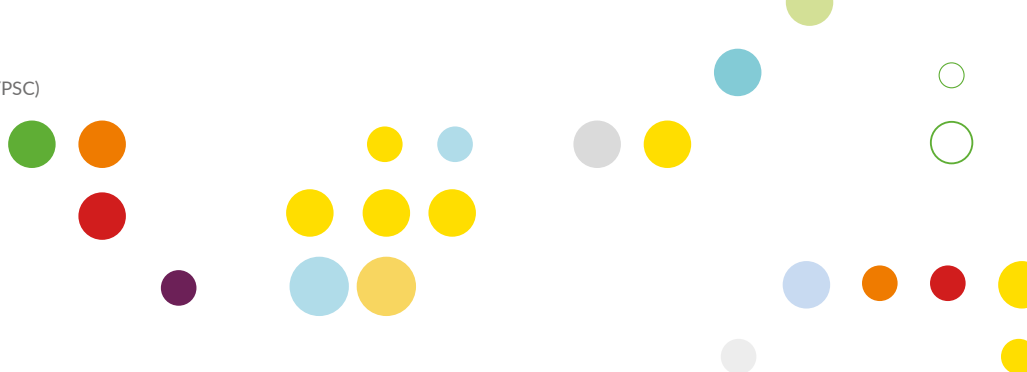




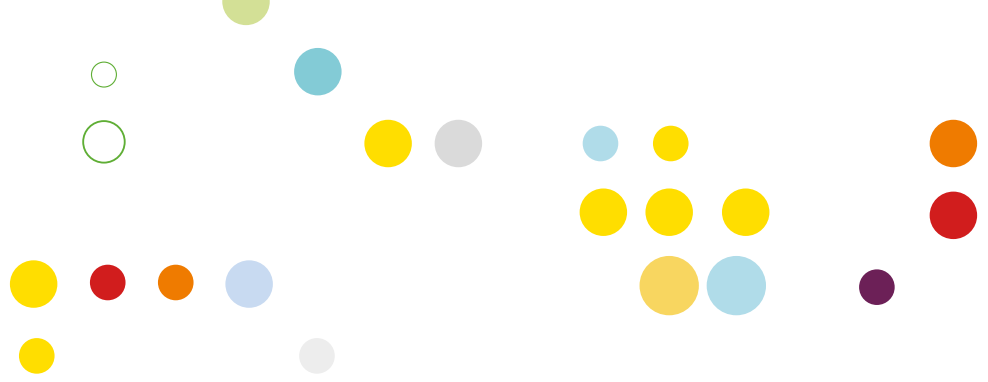
Summary of Key Actions 2019-2024 for the development of CYPSC

Key actions and implementation (lead partners highlighted)	Responsibility	Timeline
1. LEADERSHIP		
1.1 DCYA leadership will be strengthened through oversight and policy direction. This will include a commitment to ensure improved buy in from other Government Departments and State Agencies.	DCYA	2019-2024
1.2 The What Works initiative will be accessible and transferable to CYPSC.	DCYA	2020
1.3 CYPSC will collaborate with the Parenting Support Policy Unit in DCYA as part of that unit's work to consolidate, streamline and strengthen parenting information resources and in the development of a national model of parenting supports.	DCYA, National Co-ordinator for CYPSC, CYPSC Co-ordinators, CYPSC members	2020
1.4 Leadership and oversight provided by the National Co-ordinator for CYPSC will ensure that good practices are shared and standardised across all CYPSC. This oversight will ensure that there is coherence across the CYPSC structure and that a common approach across CYPSC is maintained.	National Co-ordinator for CYPSC	2020
1.5 The CYPSC National Steering Group (NSG) will publish a new updated work plan and ensure strong leadership is maintained to support and guide CYPSC and to promote best practice.	NSG	2020

Key actions and implementation (lead partners highlighted)	Responsibility	Timeline
<p>1.6 All CYPSC actions in related strategies will be advanced nationally and locally.</p>	<p>DCYA, Tusla, CYPSC Co-ordinators, CYPSC members, other Government Departments, other State agencies</p>	<p>2019-2024</p>
<p>1.7 Good inter-agency collaboration, working and relationship building will be fostered, strengthened and embedded across various sectors.</p>	<p>National Co-ordinator for CYPSC, DCYA, CYPSC Co-ordinators, CYPSC Members</p>	<p>2020</p>
<p>2. COLLABORATION</p>		
<p>2.1 DCYA will foster stronger linkages between LCDC and CYPSC via the <i>Better Outcomes, Brighter Futures</i> implementation infrastructure. It will consider a review of implementation and the aligning of planning cycles.</p>	<p>DCYA, LCDC, National Co-ordinator for CYPSC, CYPSC Co-ordinators, CYPSC members</p>	<p>2020</p>
<p>2.2 DCYA will strengthen engagement, through its Early Years unit, between CYPSC and their local City and County Childcare Committee (CCC). This will ensure a consistent level of service across the country to progress the implementation of First 5.</p>	<p>DCYA, CCC, CYPSC Co-ordinators, CYPSC members</p>	<p>2021</p>
<p>2.3 Tusla and DCYA will work together to formalise CFSN and CYPSC at a strategic level.</p>	<p>Tusla, DCYA, CYPSC members</p>	<p>2021</p>



Key actions and implementation (lead partners highlighted)	Responsibility	Timeline
<p>2.4 The Community & Voluntary Sector in tandem with their local CYPSC will work to ensure that there is an appropriate response to existing and emerging needs of children and families.</p>	<p>C&V Sector, CYPSC Co-ordinators, CYPSC members</p>	<p>2019-2024</p>
<p>2.5 DCYA and Tusla will strengthen engagement between Family Resource Centres and CYPSC through local and national structures.</p>	<p>DCYA , Tusla, National Co-ordinator for CYPSC, CYPSC Co-ordinators, CYPSC members</p>	<p>2022</p>
<p>2.6 Better connectivity between the ABC programme and PPFS Programme will be advanced. DCYA and Tusla will strengthen linkages between the ABC (Commissioning) Plans, CYPSC Children and Young People's Plans, LCDC plans and other CFSN and FRC plans where they exist.</p>	<p>DCYA, Tusla</p>	<p>2022</p>
<p>2.7 CYPSC will play an important role in co-ordinating a response to assist with the implementation of Governmental strategies and plans. It will help deliver the 17 UN Sustainable Developmental Goals (SDGs) by 2030 through forging partnerships with local partners.</p>	<p>DCYA, CYPSC Co-ordinators, CYPSC members, Tusla</p>	<p>2023</p>
<p>2.8 CYPSC, DCYA, Tusla and relevant others will identify and agree clear pathways and mechanisms of influence for CYPSC to shape systems, practice and policy development. This will include communicating local issues that require national action to bring about positive change for children and young people.</p>	<p>National Co-ordinator for CYPSC, CYPSC Co-ordinators, CYPSC members, DCYA, Tusla, others</p>	<p>2022</p>



Key actions and implementation (lead partners highlighted)	Responsibility	Timeline
<p>2.9 Stronger linkages will be developed between CYPSC and the Education and Training Board by aligning mutual priorities informed by <i>Better Outcomes, Brighter Futures</i>.</p>	<p>Education Training Board, CYPSC Co-ordinators, CYPSC members</p>	<p>2022</p>
<p>3. BUILDING CAPACITY</p>		
<p>3.1 Capacity building support for CYPSC, including training and sharing of best practice, will be made available to local CYPSC Chairpersons, Vice-Chairpersons, Co-ordinators and committee members, subject to the identification of needs and the availability of resources.</p>	<p>National Co-ordinator for CYPSC, Tusla</p>	<p>2019-2024</p>
<p>3.2 National CYPSC events, workshops and seminars will continue to provide an opportunity for knowledge exchange and networking and to ensure best practice models are identified and shared.</p>	<p>National Co-ordinator for CYPSC, DCYA, CYPSC Co-ordinators</p>	<p>2019-2024</p>
<p>3.3 The What Works initiative will enhance capacity, knowledge and quality in prevention and early intervention for children, young people and their families, with a focus on those at risk of poor outcomes.</p>	<p>DCYA</p>	<p>2022</p>
<p>4. RESOURCING</p>		
<p>4.1 DCYA will aim to maximise the resourcing of CYPSC by encouraging related sectors (such as Local Government, Health Authorities and Education sector stakeholders) to provide resources in support of shared objectives identified through the CYPSC structures.</p>	<p>DCYA</p>	<p>2021</p>

Key actions and implementation (lead partners highlighted)	Responsibility	Timeline
<p>4.2 Memorandums of Understanding between DCYA and key agencies (the Local Government Management Agency, the Health Service Executive and Education sector stakeholders) will be pursued to further support CYPSC and give full effect to interagency co-operation.</p>	<p>DCYA, other Government Departments, Agencies</p>	<p>2022</p>
<p>4.3 DCYA and Tusla will consider financial, administrative or professional supports that will enhance the ability of CYPSC to support key priorities and objectives and will encourage CYPSC to leverage local funding.</p>	<p>DCYA, Tusla</p>	<p>2020</p>
<p>4.4 DCYA will continue to resource CYPSC sub groups through continued <i>Better Outcomes, Brighter Futures</i> programme funding under the five national outcomes.</p>	<p>DCYA</p>	<p>2019-2024</p>
<p>5. PLANNING AND REPORTING</p>		
<p>5.1 Through the Planning and Reporting Framework, each CYPSC will produce an Annual Programme of Work.</p>	<p>CYPSC Co-ordinators, National Co-ordinator for CYPSC</p>	<p>2019-2024</p>
<p>5.2 The National Co-ordinator for CYPSC and Tusla will build and implement an online report function for CYPSC to use for submission of their Annual Progress Reports. This will assist knowledge exchange and good practice between stakeholders.</p>	<p>National Co-ordinator for CYPSC, Tusla, CYPSC Co-ordinators</p>	<p>2020</p>

Key actions and implementation (lead partners highlighted)	Responsibility	Timeline
<p>5.3 The National Co-ordinator for CYPSC will monitor progress in relation to the implementation of CYPPs and all CYPPs will continue to be posted on the national CYPSC website.</p>	<p>National Co-ordinator for CYPSC</p>	<p>2019-2024</p>
<p>6. DATA AND EVIDENCE</p>		
<p>6.1 The <i>Better Outcomes, Brighter Futures</i> indicator set will help CYPSC plan and co-ordinate services for children and young people through an evidence informed approach. The indicator set will be utilised in the Outcomes for Children National Data and Information Hub. CYPSC will use the indicator set to track progress against the 5 national outcomes.</p>	<p>DCYA</p>	<p>2023</p>
<p>6.2 The What Works website will act as a Knowledge Exchange Platform providing a detailed overview of learning to date on innovations in prevention and early intervention practices.</p>	<p>DCYA</p>	<p>2019</p>
<p>6.3 CYPSC will be encouraged by both DCYA and the National Co-ordinator for CYPSC to highlight excellent local initiatives and innovations and to work with the national structures to disseminate these across CYPSC.</p>	<p>National Co-ordinator for CYPSC, CYPSC Co-ordinators, DCYA</p>	<p>2019-2024</p>
<p>6.4 The Outcomes for Children Hub will be rolled out nationally which will assist CYPSC in supporting inter-agency work, collective action planning and to deliver improved outcomes for children and young people.</p>	<p>Tusla, DCYA</p>	<p>2019</p>



Key actions and implementation (lead partners highlighted)	Responsibility	Timeline
7. COMMUNICATIONS		
<p>7.1 Communications between CYPSC and the local and national infrastructure will be improved. This will ensure good practices are identified, shared and standardised across the country and that emerging issues are brought to national level.</p>	<p>CYPSC Co-ordinators, DCYA, National Co-ordinator for CYPSC</p>	<p>2020</p>
<p>7.2 Communications to CYPSC from DCYA, Tusla, National Implementation Group (NIG) and the National Steering Group (NSG) will be improved and strengthened. This will disseminate the CYPSC message in a more coherent manner.</p>	<p>DCYA, NSG, NIG, Tusla</p>	<p>2019</p>
8. PARTICIPATION OF CHILDREN AND YOUNG PEOPLE		
<p>8.1 CYPSC will increase the involvement of children and young people, including seldom heard children and young people, children and young people with disabilities, children and young people from LGBTI+ and diverse backgrounds, with their local CYPSC. This will ensure that the voice of children and young people is embedded into the planning and delivery of local services.</p>	<p>CYPSC Co-ordinators, National Co-ordinator for CYPSC, CYPSC members, DCYA</p>	<p>2019-2024</p>



Key actions and implementation (lead partners highlighted)	Responsibility	Timeline
9. JOINT COMMISSIONING		
<p>9.1 The work of CYPSC will evolve and include Joint Commissioning where service responses to locally identified needs are designed and commissioned by two or more CYPSC members. This will draw on the CYPSC evidence informed planning process and encompass service innovation as well as a focus on the re-orientation of existing resources where relevant and appropriate.</p>	<p>Tusla, National Co-ordinator for CYPSC, CYPSC Co-ordinators, CYPSC members</p>	<p>2021</p>
<p>9.2 The Joint Commissioning model will be developed under the auspices of the CYPSC National Steering Group and this will be critical in linking resource allocation with assessed current and future needs.</p>	<p>Tusla, NSG</p>	<p>2020</p>
<p>9.3 Joint Commissioning requires the input of other stakeholders and agencies and these entities will be required to provide the necessary investment to help address gaps in service provision locally.</p>	<p>Tusla, National Co-ordinator for CYPSC, CYPSC Co-ordinators, CYPSC Members, other local stakeholders</p>	<p>2021</p>
10. EVALUATION		
<p>10.1 An evaluation of the extent of the value of interagency working across CYPSC and how CYPSC are embedding this in their work will be considered by DCYA and Tusla.</p>	<p>Tusla, DCYA, National Co-ordinator for CYPSC</p>	<p>2023</p>

Appendix 1:

Range of commitments in *Better Outcomes, Brighter Futures* for CYPSC (formerly known as Children's Services Committees CSC)

G2

Ensure planning and co-ordination of parenting supports at local level through Children's Services Committees. (Tusla, DCYA, DJE, HSE, Local Government).

Ensure local county-level implementation and monitoring through the Children's Services Committees (CSCs). These will be formally linked with the new Local Community Development Committees (LCDCs) being established in each Local Authority area under an initiative of the Department of the Environment, Community and Local Government.

G47

The roll-out nationally of Children's Services Committees (CSCs) in a co-ordinated fashion, connecting them with Local Government and Tusla, The Child and Family Agency.

G48

Put in place an agreed resourcing framework for Children's Services Committees, drawing on existing financial support from Tusla, Local Government and DCYA. (DCYA, Tusla, Local Government).

G52

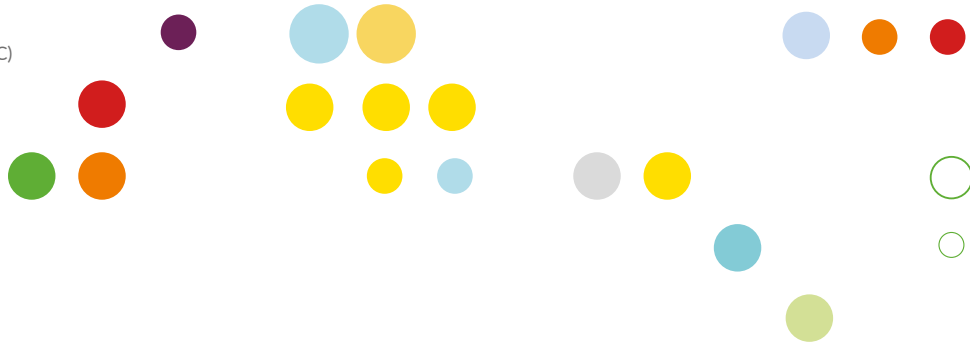
Streamline planning and decision-making structures at local level, including CSCs, to be consistent with the Government's public sector reforms, and specifically the alignment of local Government and Local Community Development Committees. (DCYA, Tusla, Local Government, DECLG).

G62

Deliver the County-level Data Analysis Initiative to support the Children's Services Committees. (DCYA).

G68

Use the intelligence from CSCs in relation to local needs and priorities to inform the allocation of national and local funding streams. (DCYA, DECLG, DH, Tusla, HSE, AGS, Local Government).



Appendix 2:

CYPSC Governance and Structures at National and Local Level

National Governance

The Department of Children and Youth Affairs (DCYA) provides strategic and policy direction to the development of CYPSC. The mandate for CYPSC has derived from Government policy over time and is renewed in the context of *Better Outcomes, Brighter Futures: The National Policy Framework for Children and Young People, 2014-2020* and the range of policies, strategies and innovations as expressed in the overarching framework. As the CYPSC form an integral part of the structures provided for in *Better Outcomes, Brighter Futures*, they are accountable to the CYPSC National Steering Group and the DCYA, and in turn to the Children and Young People's Policy Consortium. CYPSC, through its inter-agency co-ordination function, forms an integral piece in the Whole of Government landscape as originally envisaged under the *Better Outcomes, Brighter Futures* Framework.

Tusla has a key role in the development of the CYPSC initiative and provides core operational leadership at national and local levels to drive and sustain CYPSC. This involves engagement

with DCYA; the employment of local CYPSC Co-ordinators and the National Co-ordinator for CYPSC; participation on the CYPSC National Steering Group and the CYPSC National Implementation Group; the provision of implementation support to the day-to-day functioning and management of CYPSC by the National Co-ordinator for CYPSC and through a network of CYPSC Chairpersons and Local CYPSC Co-ordinators.

A Memorandum of Understanding between DCYA and Tusla re CYPSC was agreed in September 2017. This creates a mechanism to support the clear strategic management, co-ordination and operation of the CYPSC initiative between DCYA and Tusla.

CYPSC National Steering Group

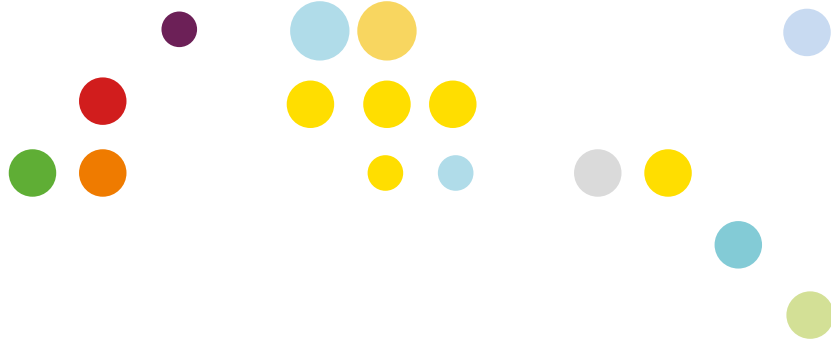
The main function of the CYPSC National Steering Group is to support the operation and implementation of the CYPSC initiative. The CYPSC National Steering Group will provide guidance and advice on strategic, policy and operational issues relevant to CYPSC. It addresses issues and obstacles that need resolution at

national level as communicated to it through the CYPSC infrastructure and the planning and reporting mechanisms set out in this document.

It endeavours to ensure that any references to CYPSC in national policy documents are aligned with the goals and objectives of CYPSC. It will support and guide local committees to achieve better outcomes for children and young people, promote best practice and support local committees to realise their potential.

The Chairperson of the CYPSC National Steering Group is a member of the Children and Young People's Policy Consortium and utilises that forum to promote the work of CYPSC and highlight any issues that require consideration at a national level.

Membership of the Steering Group comprises of senior representatives from a range of Government Departments and State agencies led by an Independent Chairperson and alongside nominees from the Community & Voluntary sector and young people aged 18-24 years. The



Steering Group is structured to realise a Whole-of-Government approach to policy implementation utilising a representative and collaborative structure.

The functions of the CYPSC National Steering Group are

- To provide leadership and direction for CYPSC at national and local level.
- To support and identify requisite supports for the development of CYPSC.
- To have oversight of CYPSC planning, implementation and reporting.
- The provision of guidance on significant operational issues across all CYPSC.
- To synthesise the intelligence from local CYPSC in relation to achievements, challenges, needs and obstacles, as well as to emerging trends, issues or themes requiring a national response.
- The referral of obstacles to appropriate Government Departments with recommendations for resolution if these cannot be resolved by the National Steering Group.
- The reporting of the work of CYPSC to the Children and Young People's Policy Consortium.

- The provision of a national forum for learning from across CYPSC areas via a national CYPSC event.
- The provision of advice and information on policy issues and strategies relevant to CYPSC.
- The promotion of the work of CYPSC and best practice in their respective sectors.

The membership of the Steering Group includes:

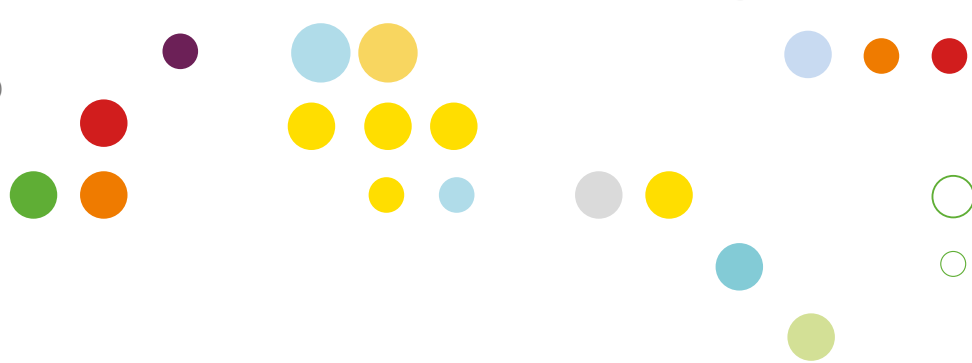
- Independent Chairperson.
- National Co-ordinator for CYPSC.
- Tusla Child and Family Agency.
- Local Authority representative.
- Health Service Executive representative.
- Department of Education and Skills.
- Department of Rural and Community Development.
- Department of Employment Affairs and Social Protection.
- Department of Health.
- Department of Children and Youth Affairs.
- Education and Training Boards Ireland.
- Two Community & Voluntary sector representatives with experience of CYPSC.
- Two young people aged 18-24.

- CYPSC Chairperson (local).
- CYPSC Vice-Chairperson (local).
- CYPSC Co-ordinator (local).
- County and City Management Association representative.
- One/two nominees co-opted by Chairperson in consultation with DCYA and having regard to local CYPSC.

National Co-ordinator for CYPSC

The role of the National Co-ordinator for CYPSC is outlined below. Under the strategic direction of the DCYA, the National Co-ordinator will:

- Liaise with DCYA to ensure co-ordination of CYPSC at national level.
- Provide leadership for CYPSC at national level and lead the implementation of the strategic plan for CYPSC.
- Ensure that there is coherence across the CYPSC structure and that a common approach is adopted across local CYPSC and the wider system.
- Ensure that the CYPSC maintain an outcomes-focused approach and operate to the highest standard, informed by current and emerging evidence.



- Build understanding of and commitment to CYPSC at local and national level.
- Provide and co-ordinate implementation support for CYPSC (e.g. research and data, communications and implementation), including support to individual CYPSC at start-up stage and as required thereafter.
- Have oversight of progress and impact of CYPSC, co-ordinating collective reporting to the CYPSC National Steering Group and the DCYA; ensuring accountability and a focus on learning.
- Harness the knowledge and expertise of CYPSC to inform national policy and strategy.
- Drive a national communications approach, providing a focal point for CYPSC knowledge and a gateway to local CYPSC work.

CYPSC Chairperson

Each CYPSC is chaired by the relevant Tusla local Area Manager, with a representative from the Local Authority (City/County Council) holding the role of Vice-Chairperson. This configuration will be subject to review. The CYPSC Chairperson will provide strategic leadership and direction for the CYPSC and ensure its priorities are addressed and that objectives are actioned and achieved.

The key responsibilities of the CYPSC Chairperson are to:

- Provide leadership and direction for the local committee.
- Ensure the effectiveness of the committee in all aspects of its role, including delivery of its Children and Young People's Plan.
- Ensure active participation and contributions from all members across all sectors.
- Ensure appropriate interaction between the committee and external stakeholders.
- Ensure an appropriate balance between the voice of the Chairperson's organisation and that of other member organisations.

CYPSC Vice-Chairperson

The Vice-Chairperson of each CYPSC will be a representative from the Local Authority (City/County Council). The responsibilities of the Vice-Chairperson are to:

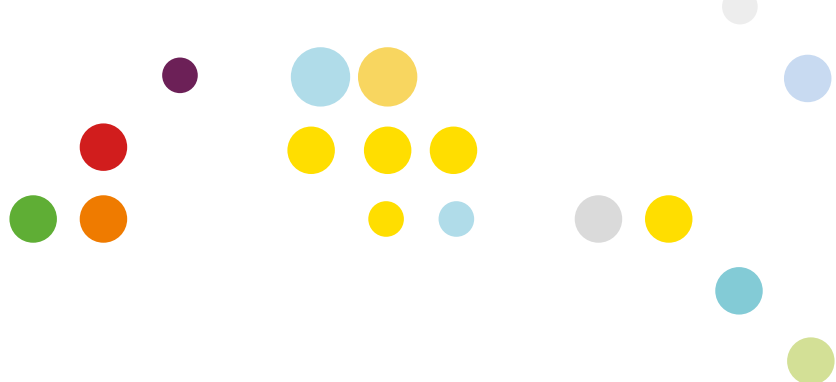
- Support the CYPSC Chairperson in the performance of his or her duties.
- In the case of unavailability of the Chairperson at any committee meeting, to take the role of Chairperson for that meeting.

- Ensure an appropriate balance between the voice of the Chairperson's organisation and that of other member organisations.

CYPSC Co-ordinator

Each CYPSC Co-ordinator will support the CYPSC in its work to bring together a diverse group of agencies in its local county area to engage in joint planning and co-ordination of services for children and young people. The Co-ordinator role is essential to realising the potential of a CYPSC. The key responsibilities of the CYPSC Co-ordinator are to:

- Support the establishment and development of the CYPSC and its sub-groups.
- Communicate a clear sense of purpose and direction on behalf of the CYPSC.
- Co-ordinate the development and implementation of the CYPSC three-year Children and Young People's Plan (CYPP) in line with the five national outcomes for children and young people as set out in *Better Outcomes, Brighter Futures*.
- Assist the overall committee and sub-groups to implement the three-year work plan and monitor and report progress in line with the Planning and Reporting Framework (2017).



The overall work of a CYPSC Co-ordinator will be defined by the local CYPSC through the Children and Young People's Plan. CYPSC Co-ordinators will liaise with the National Co-ordinator for CYPSC and follow the overall policy direction set by the DCYA and the CYPSC National Steering Group.

CYPSC Membership

Each CYPSC will have a membership of senior managers, directors and chief executive officers from the main statutory providers of services to children, young people and families in the area. This will help address issues in relation to local and nationally identified priorities and the five national outcome areas for children and young people.

Members will be of sufficient seniority to represent their agency and to exercise decision-making powers, and should be expressly supported by their parent organisation to communicate CYPSC work across their organisation in order to ensure meaningful representation and engagement.

Voluntary or community organisations that are large providers of services to children, young people and families in the CYPSC area should be invited by the CYPSC Chairperson to become members of the CYPSC.

The inclusion of the Community & Voluntary sector is crucial, particularly for services that are commissioned or outsourced to this sector. Community and Voluntary organisations can sometimes be the sole providers of certain services, access and out-reach to particular areas and groups.

Membership should include representatives from the following sectors and organisations:

- Tusla – Child and Family Agency.
- Local Authority (City/County Council).
- Health Service Executive (HSE).
- Education and Training Board (ETB).
- Representatives from Community & Voluntary sector providers for children and young people.
- An Garda Síochána.
- Irish Primary Principals' Network (IPPN) (primary school sector).
- National Association of Principals and Deputies (NAPD) (post-primary school sector).
- Family Resource Centre representative.
- City/County Childcare Committee (CCC).
- Department of Employment Affairs and Social Protection (DEASP).

- Probation Service.
- A young person.
- Third-level institution located in or close to the CYPSC area.
- National Educational Psychological Service.
- Social inclusion partners (e.g. Local Development Company).

In situations where any of the above or other relevant organisations/structures are not represented, liaison arrangements should be put in place between the CYPSC and that organisation/structure. This will ensure that there are opportunities to source requisite expertise or information or data in a timely manner. The CYPSC Sub-Group infrastructure will also be a forum in which to progress key thematic actions.

Consideration of membership of the CYPSC should be determined by the contribution or influence an agency/organisation can have on the planning, funding, prioritisation or alignment of services within the area, while also considering the need for the CYPSC to be representative and to function effectively.

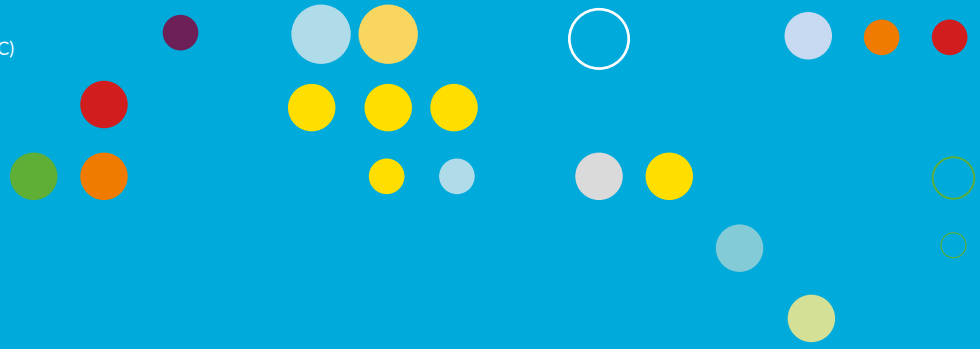
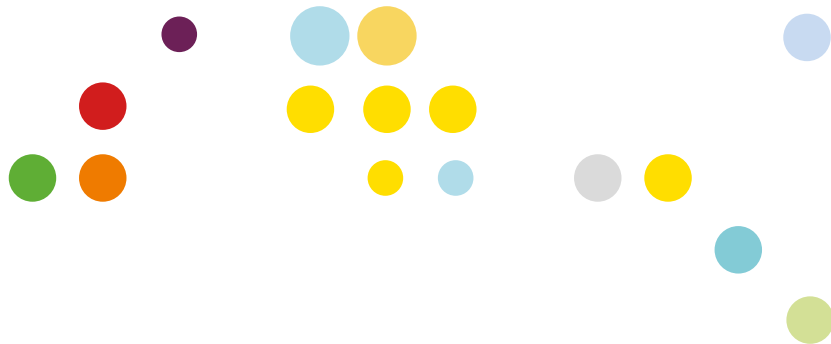


Figure 7 : Membership of a Children and Young People's Services Committee





Terms of Reference

To arrive at enhanced, standardised operating procedures, each local CYPSC will develop a Terms of Reference document, informed by the template included at Appendix 4.

CYPSC Sub-groups

Each CYPSC should have in place a number of structured sub-groups, aligned to the national outcomes and transformational goals outlined in *Better Outcomes, Brighter Futures* (see Figure 8). These CYPSC sub-groups can accommodate existing or new initiatives. For example, the Prevention, Partnership and Family Support (PPFS) Steering Committees established by Tusla are a standing sub-group under Outcome 3.

Many of the cross-cutting issues referenced as transformational goals, e.g. 'Supporting Parents; Prevention and Earlier Intervention; Participation', can be catered for in a sixth sub-group titled 'Transformational Goals and Emerging Issues'. (see Figure 8).

All sub-groups should be responsive to local needs and trends, and the work of the respective sub-groups should reflect both national and local priorities.

All sub-groups will have regard to the views of children and young people, including seldom heard children and young people.

The Chairperson of each sub-group will provide a progress update at each CYPSC meeting with the sub-group updates being a standing agenda item at each CYPSC meeting. The Chairperson of each sub-group will in turn relay information from the CYPSC meeting to their respective sub-groups.

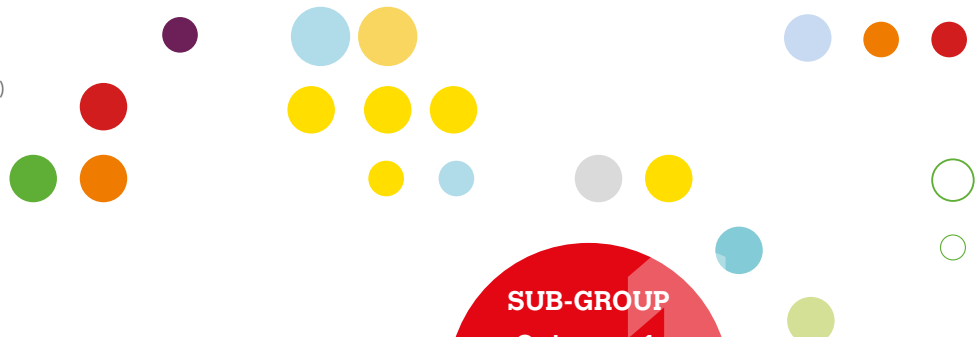
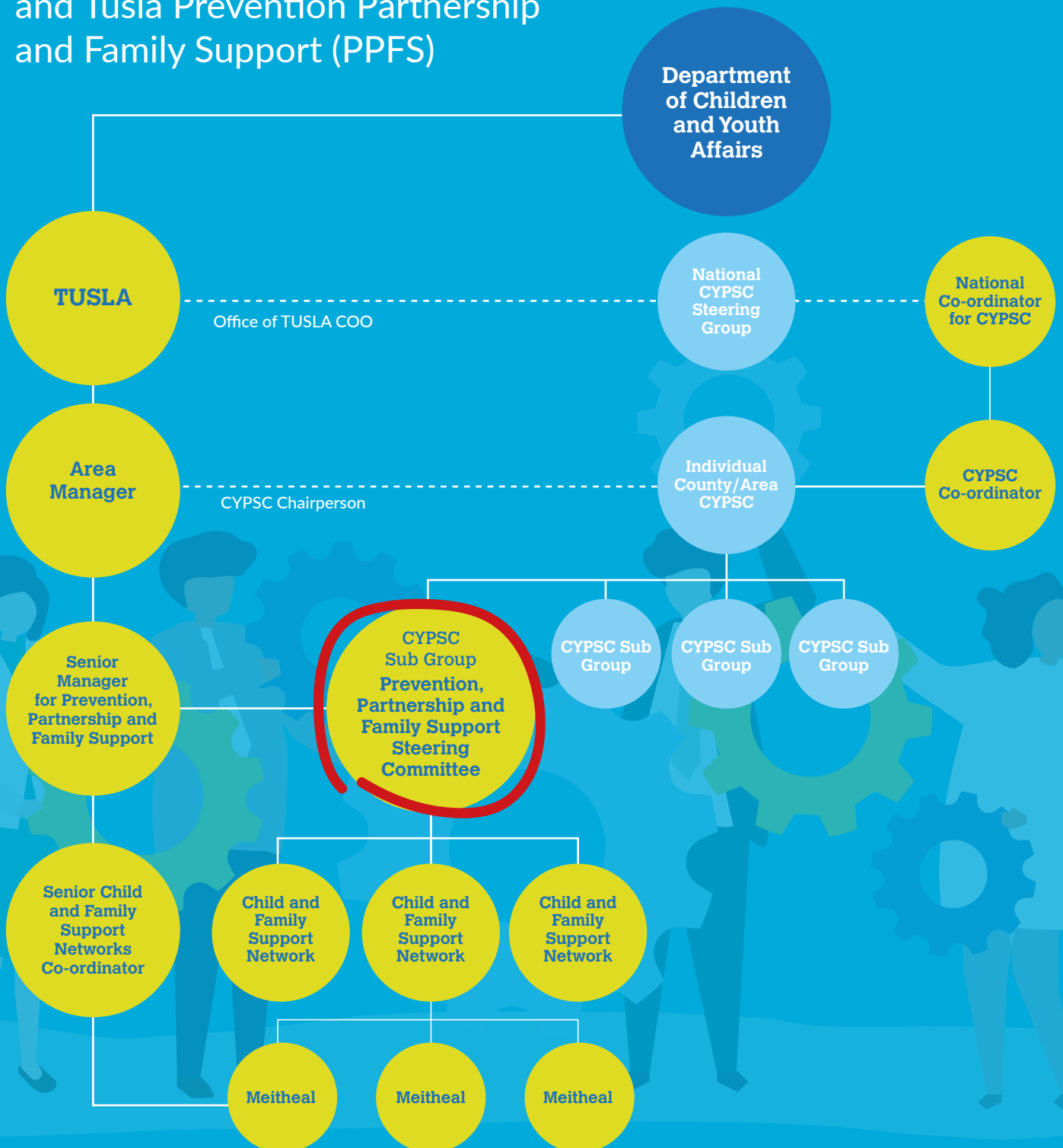


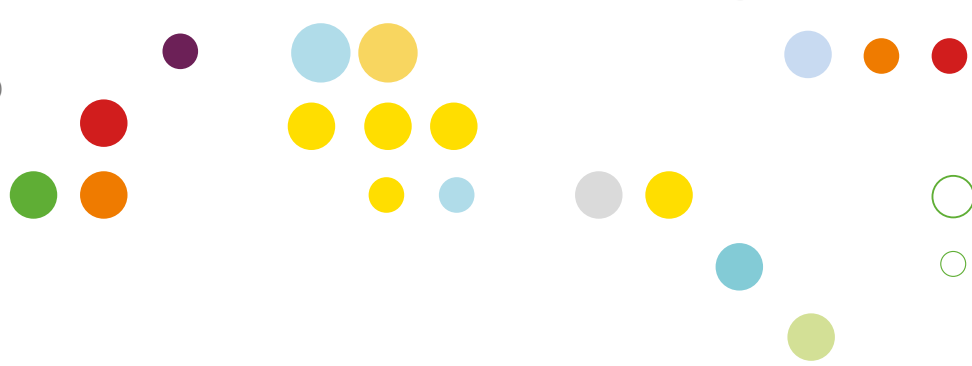
Figure 8: Local CYPSC structure



Appendix 3:

Connectivity between CYPSC and Tusla Prevention Partnership and Family Support (PPFS)





Appendix 4:

Template for Terms of Reference for a Children and Young People's Services Committee

The following text can be used to create a Terms of Reference document for an individual CYPSC, inserting specific information where indicated by the blue text in square brackets.

1. Purpose

The purpose of [name of CYPSC] will be to provide strategic direction and leadership to ensure effective interagency co-ordination and collaboration in order to achieve the best outcomes for all children and young people in [name county/counties].

[Note: A CYPSC may wish to elaborate further with, for example, localised vision statement.]

2. Term

These Terms of Reference are effective from [insert start date] and continues until the [insert expected date of review of Terms of Reference or when they will be terminated by agreement between the parties].

3. Membership

[Name of CYPSC] will comprise:

- [Name, Title, Organisation] (CYPSC Chairperson)
- [Name, Title, Organisation] (CYPSC Vice-Chairperson)
- [Name, Title, Organisation] (CYPSC Co-ordinator)
- [Name, Title, Organisation]

4. Roles and Responsibilities

[To be discussed by the CYPSC]

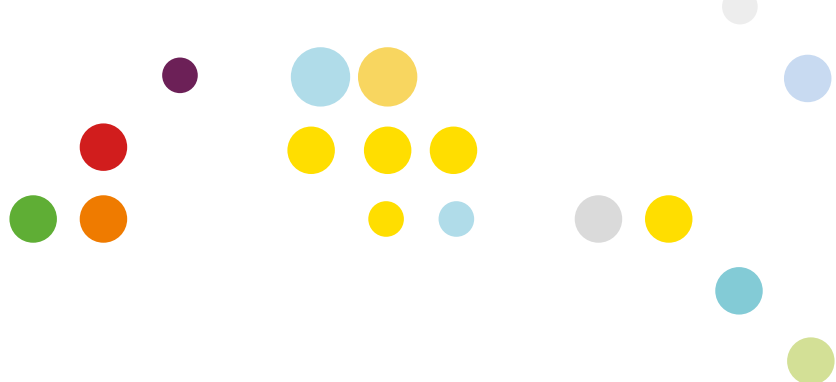
5. Meetings

- All meetings will be chaired by [insert name and organisation].
- A meeting quorum will be [insert number] members of the CYPSC.
- Decisions made by consensus (i.e. members are satisfied with the decision even though it may not be their first choice). If not possible, CYPSC Chairperson makes the final decisions.

- Meeting agendas and minutes will be provided by [insert name and organisation]. This includes:
 - preparing agendas and supporting papers;
 - preparing minutes/meeting notes and information.
- Meetings will be held [how often] for [specify time] at [specify location].
- If required, task group meetings will be arranged outside of these times at a time convenient to members.

6. Amendment, Modification or Variation

The Terms of Reference may be amended, modified or varied in writing after consultation and agreement by [insert name of CYPSC] members.



Appendix 5:

Glossary

ABC

Area Based Childhood Programme

BOBF

Better Outcomes, Brighter Futures – the National Policy Framework for children and young people 2014-2020

C&V

Community & Voluntary sector

CCA

Creative Community Alternatives

CCC

City and County Childcare Committees

CCMA

County and City Management Association

CFSN

Child and Family Support Networks

Comhairle na nÓg

31 Child and Youth councils around the country

CYPP

Children and Young People's Plan

CYPSC

Children and Young People's Services Committees

DCYA

Department of Children and Youth Affairs

DEASP

Department of Employment Affairs and Social Protection

DES

Department of Education and Skills

DGV

Domestic and gender based violence

DH

Department of Health

DHPLG

Department of Housing, Planning and Local Government

DRCD

Department of Rural and Community Development

ETB

Education and Training Board

ETBI

Education and Training Board Ireland

FRC

Family Resource Centres

GAISCE

Great Achievements – President's award programme

HI

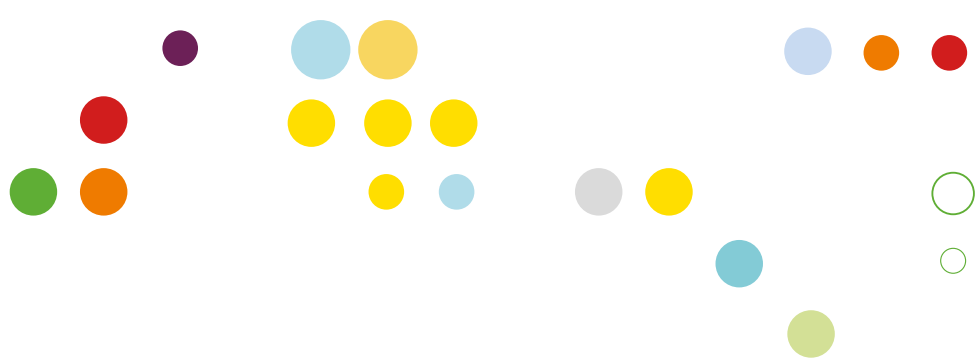
Healthy Ireland Initiative

HSE

Health Service Executive

LCDC

Local Community and Development Committees



LECP

Local Economic Community Plan

LGBTI+

Lesbian, Gay, Bisexual, Transgender and Intersex people

MoU

Memorandum of Understanding

NCCIS

National Child Care Information System

NGO

Non-Government Organisations

NIG

National Implementation Group (for CYPSC)

NSG

National Steering Group (for CYPSC)

NYCI

National Youth Council of Ireland

O4C

Outcomes for Children National Data and Information Hub

PEI

Prevention and Early Intervention

PPFS

Prevention, Partnership and Family Support Programme

QCBI

Quality and Capacity Building Initiative – now called What Works

RBA

Results Based Accountability

SDG

Sustainable Development Goals

Tusla

Child and Family Agency

UN

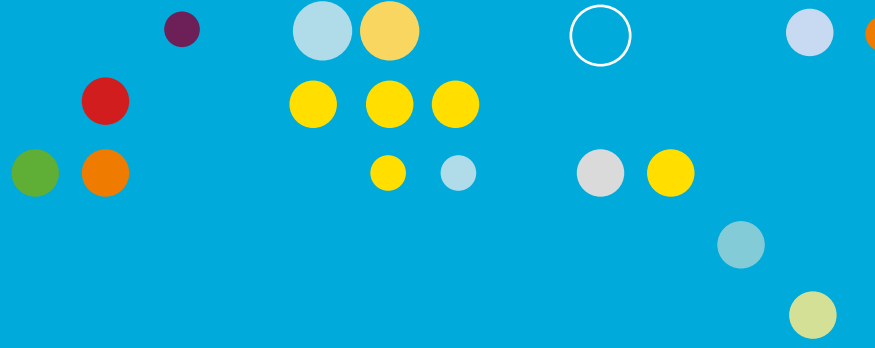
United Nations

UNCRC

United Nations Convention on the Rights of the Child

WoG

Whole of Government



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