



An Roinn Leanaí  
agus Gnóthaí Óige

Department of  
Children and Youth Affairs

## **Annual Report 2014**

## Annual Report 2014

### FOREWORD BY THE MINISTER

I am pleased to have the opportunity to welcome the publication of the third Annual Report of the Department of Children and Youth Affairs.

The Report outlines the progress made in 2014 across all areas of the Department's responsibilities. I assumed Ministerial responsibility for the Department in July 2014, a responsibility previously held by my colleague Charlie Flanagan TD, and by his predecessor Frances Fitzgerald TD.

2014 saw the first full year of operation of Tusla, the Child and Family Agency. This followed extensive legal, organisational and operational preparations over the course of 2012 and 2013. The establishment of the Agency was a significant achievement, due in no small part to the hard work and dedication of a range of stakeholders, and a determination that such a step was in the very best interests of children and families.

2014 also brought advancements in key areas of the Government's agenda for children and young people, including the publication of *Better Outcomes Brighter Futures* and substantial work to ensure that children will no longer be accommodated in adult prisons. We laid the groundwork for a range of very important initiatives which are now coming to fruition, including the proposals to address unacceptably high childcare costs and improved regulation of early years settings.

I wish to thank the Secretary General and all the staff of the Department for their continued work and support in our endeavours to make Ireland a better place for children and young people.

Dr. James Reilly, TD  
Minister for Children and Youth Affairs

January 2016

## INTRODUCTION BY SECRETARY GENERAL

The Annual Report for 2014 covers the third full year of our work in the Department of Children and Youth Affairs and is submitted under section 4 of the Public Service Management Act 1997.

During 2014 we worked intensively to advance the priorities contained in our Statement of Strategy. The major element of progress included:

- *Tusla, the Child and Family Agency* was formally established on 1 January 2014, representing one of the most ambitious and far reaching public sector reforms undertaken by the Government. It brings together almost 3,800 staff from the HSE, the Family Support Agency and the National Educational Welfare Board and provides a platform for the delivery of an integrated, efficient and effective service to vulnerable children, young people and families.
- *Better Outcomes, Brighter Futures*, the new National Policy Framework for Children and Young People 2014-2020, was launched in April. It is the first overarching national policy framework spanning children and young people from birth to age 24 years and sets out the Government's objectives for improving children's and young people's lives over the period 2014 to 2020.
- *Early Years*: We progressed the early years quality agenda by establishing a national approach to providing supports to early years services to help them to improve their quality. The initiative involves bringing together the existing work done by local Childcare Committees and voluntary organisations with a new strand of support, the *Early Years Specialist Service*.
- *Children First*: Work on the development of this important Bill continued. The Children First Interdepartmental Group pursued a range of implementation issues and a revised National Guidance was being simultaneously developed.
- *Children Detention Schools, Oberstown*: Work neared completion on the first three residential units so as to facilitate the transfer of responsibility for 17 year old boys from the adult prison system to the children detention schools. The new National Children Detention Facility neared completion, providing a new purpose-built service and amalgamating the three schools in operation up to that point.
- *Commission of Investigation into Mother and Baby Homes*: Extensive work was carried out to prepare for the establishment of a statutory Commission of Investigation, including its precise terms of reference, the tasks to be undertaken, and the appropriate range of methodologies to be used. The Commission was formally established in February 2015.

In delivering these and other priorities we do so with the cooperation and support of colleagues in other Government Departments, agencies and the wider children's sector, for which we are very grateful. We continued to promote positive working relationships with our stakeholders, which has helped us understand the pressures and challenges faced by children, young people and families. We have continually tried to address these challenges, and to create an environment that allows children, young people and families to meet their full potential.

As a small Government Department with an ambitious programme of reform we are heavily dependent on the commitment and goodwill of the staff of the Department who every day, in many different and varied ways, work to improve outcomes for children and young people in Ireland. I want to record my appreciation for their work during 2014 and, in doing so, undertake that improved organisational effectiveness and support for their efforts will continue to be of the highest priority.

I hope that you will find the information presented in this Annual Report of interest and welcome all comments and feedback.

Fergal Lynch  
Secretary General

January 2016.

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## Part 1 - Introduction

### **1. Mission Statement**

The overall purpose of the Department of Children and Youth Affairs is to lead the effort to improve the outcomes for children and young people in Ireland.

In June 2011 the Government established, for the first time, a dedicated Department to drive delivery of key commitments in relation to children and young people. The responsibilities of the Department encompass a wide range of policy and service activity, both direct and indirect, for children and young people in Ireland. It has a complex mandate, comprised of a number of separate, but interrelated strands:

- the direct provision of a range of universal and targeted services;
- ensuring high-quality arrangements are in place for focused interventions dealing with child welfare and protection, family support, adoption, school attendance and reducing youth crime;
- the harmonisation of policy and provision across Government, and with a wide range of stakeholders, to improve outcomes for children, young people and families.

### **2. 2014 in Review**

On foot of the Programme for Government the Department of Children and Youth Affairs was given responsibility for delivering a number of commitments including: holding a referendum to amend the Constitution to ensure that children's rights are strengthened, along the lines recommended by the All-Party Oireachtas Committee; fundamentally reforming the delivery of child protection services by removing child welfare and protection from the Health Service Executive and creating a dedicated child and family agency, reforming the model of service delivery and improving accountability to the Dáil; maintaining the free pre-school year and improving its quality as resources allow; enacting legislation to consolidate and reform the law on adoption; investing in a targeted early childhood education programme for disadvantaged children, building on existing targeted pre-school supports for families most in need of assistance such as the youngballymun project; and ending the practice of sending children to St. Patrick's Institution.

#### Key actions taken in 2014 include:

Establishment of Tusla, the Child and Family Agency on 1 January 2014. Tusla is now the dedicated State agency responsible for improving wellbeing and outcomes for children. The establishment of the Agency represents the most comprehensive reform of child welfare and protection, early intervention and family support services ever undertaken in Ireland. It is an ambitious move which has brought together almost 3,800 staff and an operational budget of some €600 million.

Publication of *Better Outcomes, Brighter Futures*, the National Children and Young People's Policy Framework 2014-2020, which meets one of the key recommendations of the Ryan Report to bring together relevant policies including those relating to prevention and early intervention initiatives, early childhood education, area based approaches to address child poverty, and addressing youth homelessness and aftercare provision.

Progress towards the establishment of the Commission of Investigation into Mother and Baby Homes and Certain Related Matters, including the agreement by Judge Yvonne Murphy to undertake the role of Chair of the Commission. Minister Reilly also published the report of the Inter-Departmental Group on Mother and Baby Homes, which greatly assisted the Government in scoping the necessary examination of this important issue. The Commission is being established under the Commission of Investigation Act, 2004.

Progress on a number of key legislative priorities, including Children First Bill, draft Heads of an Adoption (Information and Tracing) Bill, the Children (Amendment) Bill, consideration of proposed legislative

provisions in respect of Aftercare and ongoing engagement with the Department of Justice and Equality with regard to their progressing of the Children and Family Relationships Bill, the General Scheme of which was approved by the Government in September 2014.

Recruitment of a new Ombudsman for Children advanced towards the end of the year, to replace Ms. Emily Logan (who took up the post of Chief Commissioner of the Irish Human Rights and Equality Commission). A number of children were involved in the recruitment process overseen by the Public Appointments Service.

The Comhairle na nÓg National Showcase took place in Croke Park on 20 November 2014, with five hundred young people aged 12-17, from Comhairle na nÓg from all over Ireland, celebrating the 25th anniversary of the United Nations Convention on the Rights of the Child in the company of the Taoiseach, Enda Kenny TD.

Finally, work neared completion on the first three residential units which will facilitate the transfer of responsibility for 17 year old boys from the adult prison system to the children detention schools at Oberstown, Lusk, Co. Dublin.

There continues to be a significant workload associated with the full responsibilities of a Government Department in areas such as media and communications, Government business, supporting and meeting the needs of other Government departments and ensuring our needs are also supported, and financial and other accountability to the Oireachtas and its Committee structures.

Parliamentary requirements continue to present a significant workload for this small Department since it was established. The Department supported the Minister in answering the following parliamentary questions:

	<b>2013</b>	<b>2014</b>
<b>Oral</b>	513	246
<b>Written</b>	1,178	1,177
<b>Total</b>	1,691	1,423

The next part of the Annual Report summarises the progress achieved during 2014 in respect of each of the priority activities set out in the Department's Statement of Strategy. These activities are incorporated into the annual business plans of relevant units.

## Part 2 - Strategic Objectives (2012-2014): Progress Achieved 2014

### **Strategic Objective 1 (2012-2014):**

**Develop, strengthen and align policies, legislation and resources in order to achieve better outcomes for children and young people and provide support for parents and families**

#### **Priority Activity 1.1**

**Prepare and publish an integrated policy framework to coordinate activities and underpin the achievement of improved outcomes for children and young people**

*Better Outcomes, Brighter Futures*, the National Policy Framework for Children and Young People 2014-2020, was launched in April 2014 by the Taoiseach, Tánaiste and the Minister for Children and Youth Affairs. The Framework aims to make Ireland the best small country in the world in which to grow up and raise a family, and where the rights of all children and young people are respected, protected and fulfilled; where their voices are heard and where they are supported to realise their maximum potential now and in the future.

The structures for implementation of *Better Outcomes, Brighter Futures* were put in place during 2014:

- The high level Children and Young People's Policy Consortium was established to lead and monitor implementation. Its first meeting was held in April 2014.
- An Implementation Team was established within the Department to project manage and coordinate implementation.
- A cross governmental Sponsors Group comprising representatives from key Departments to actively drive implementation and provide a forum for problem solving was convened in June 2014.
- An Advisory Council comprising representatives from the community and voluntary sectors and Ministerial nominees was established in November 2014.

The Department's Implementation Team is developing an Implementation Plan for 2014-2017, which contains specific actions for each of the 163 commitments in *Better Outcomes, Brighter Futures*.

Following a consultation process with key Government Departments and agencies and with the non-Government sector, the first National Strategy for Children and Young People's Participation was drafted in alignment with *Better Outcomes Brighter Futures*. Work has commenced on the development of the Children and Young People's Participation Hub. The Hub will act as a national centre of excellence on participation and support the implementation of the National Strategy for Children and Young People's Participation.

Development of an online database of documents and online resources on the theory and practice of children and young people's participation in decision-making was commenced. A scoping exercise to explore the needs of stakeholders and inform the establishment of the Participation Hub was also commissioned.

The Youth Justice Action Plan (YJAP) 2014-2018 was launched by the Minister for Children and Youth Affairs and the Minister for Justice and Equality on 3 February 2014. The focus for the Action Plan is to continue the downward trends in high volume crime and reduce the necessity for detention. It is monitored by a steering group, chaired by the Director of the Irish Youth Justice Service, comprising senior representatives of the key stakeholders (Department of Children and Youth Affairs, An Garda Síochána, Probation Service, Tusla – the Child and Family Agency, Courts Service, Department of Justice and Equality).

A Protocol on Young People Leaving State Care, overseen by the Department and the Department of the



Environment, Community and Local Government and agreed between Tusla and the County and City Management Association, in relation to dealing with accommodation issues of young people leaving care, was completed in 2014. This will see the relevant local authority housing representative attend aftercare planning meetings with Tusla social workers in relation to those young people for whom social housing has been identified as the most appropriate form of accommodation support. Furthermore, young people leaving the care of the State have, at the Department's request, been recognised as a vulnerable grouping in a direction from the Minister for Environment to the four Dublin local authorities and to certain other housing authorities prioritising homeless households and other vulnerable groups (including young people leaving State care) for housing in their respective areas for a six-month period. This measure should reduce the number of homeless persons, including those leaving care, in emergency accommodation.

The Department commenced the development of a National Youth Strategy. The Strategy will focus on the youth-related policy commitments outlined in *Better Outcomes, Brighter Futures*. A National Youth Strategy Task Group, convened by the Department in July 2014, is overseeing the development of the new Strategy. This Task Group comprises statutory youth interests and voluntary agencies and organisations working with young people. While it will be a universal strategy for all young people aged 10 to 24, it will have a particular focus on those who are most disadvantaged or at risk and who have the poorest outcomes and therefore in most need of support. It is intended that the Strategy will be completed by Quarter 3, 2015.

The Value for Money and Policy Review of Youth Programmes that target young people at risk of disadvantage was published in December 2014. The review found that the youth programmes can provide a significant contribution to improving outcomes for the young people involved and should be considered for ongoing public funding. The review makes a number of recommendations for the future operation of the youth schemes and their development in the years ahead. A consultation on the findings and recommendations of the review is planned for early 2015. The review's recommendation will be implemented in the context of the National Youth Strategy 2015-2020.

### **Priority Activity 1.2**

#### **Develop and put in place a comprehensive programme of legislation**

The outcome of the Children's Referendum, held in November 2012, has been the subject of on-going legal challenges. In October 2013 and June 2014, the High Court delivered separate judgments refusing to uphold challenges made in relation to the outcome of the referendum. Each of these judgments was appealed to the Supreme Court which heard the appeals, on a consolidated basis, in December 2014. At the conclusion of hearing the appeals the Supreme Court reserved its judgment in the matter, which was awaited at the end of the year.

The Children First Bill, 2014, which will put elements of the Children First National Guidance for the Protection and Welfare of Children (2011) on a statutory footing, was published on 14 April 2014.

The establishment of Tusla involved bringing together nearly 3,800 staff from three separate organisations - the HSE, the Family Support Agency and the National Educational Welfare Board. The new Agency had an overall budget of €609 million in 2014.

Tusla has assumed responsibility for a wide range of services, including:

- Child Welfare and Protection Services, including family support services previously delivered by the HSE's Children and Family Services;
- Services previously delivered by the Family Support Agency and the National Educational Welfare Board;

- Pre-school Inspection services;
- Domestic, sexual and gender-based violence services;
- Community-based services related to the psychological welfare of children and families.

The Department engaged with the Department of Health on progressing the commencement of the relevant sections of the Health Act 2007 to enable the Health Information and Quality Authority to begin the registration of designated residential centres for children in care. This will address the relevant recommendation of the Ryan Commission.

Consultations were undertaken with the Health Information and Quality Authority (HIQA) in revising the 1995 standards for the provision of special care units. This consultation ensured that the standards were compatible with the draft regulations for special care and the Department made expert advice available to HIQA to support the drafting process of the text. Following public consultation, HIQA agreed the final text in late 2014.

Two sets of Regulations, governing the care and welfare of children detained in special care settings and the registration of such settings were finalised. The promulgation of these Regulations will take place in 2015, following a number of technical legislative amendments following from the Child and Family Agency Act 2013.

The Government agreed to have the provisions providing for the right to an aftercare plan submitted to the Office of the Parliamentary Counsel for drafting, having regard to the recommendations made by the Joint Oireachtas Committee on Health and Children and the consideration by the Minister of same.

The Department and the Office of the Attorney General progressed the drafting of the Children (Amendment) Bill. While the main focus of the Bill is to provide a statutory basis for the amalgamation of the Children Detention Schools, it was decided that additional issues should be addressed in the Bill. The issues for which additional drafting was required included providing for remission of sentence for children committed to detention in children detention schools, including provisions for a revised approach to children convicted summarily and subject to a detention order when they reach 18 and delete provisions which enable the committal and accommodation of children in adult prison facilities and which will no longer be required following the opening of the new children detention facility at Oberstown. The revised heads of bill were approved by Government and published in September 2014.

A review of the Adoption Act, 2010 was completed, which will inform policy for any proposed revisions to the Act.

Significant input was provided for the Children and Family Relationships Bill in relation to the extension of the right to adopt by same sex and co-habiting couples.

Draft heads were prepared in relation to step-parent adoption.

Policy input was provided for draft heads for the Adoption (Information and Tracing) Bill 2015.

### **Priority Activity 1.3**

#### **Put in place the processes and procedures which will re-orientate funding provision to align with identified policy objectives set out in the Department's estimates and output statement**

Funding for youth services was maintained at 2013 levels. Flexibility was again afforded in the distribution of funding allocations to allow youth services to respond to local needs.

### **Priority Activity 1.4**

#### **Ensure that arrangements are in place to support the Department to meet its external obligations in relation to Children and Youth**

On 17 September 2014 the Minister for Children and Youth Affairs announced the agreement of the Government to Ireland signing and ratifying the United Nations Convention on the Rights of the Child - 3<sup>rd</sup> Optional Protocol. Signature and ratification of the Protocol occurred on 24 September 2014 and, in accordance with the terms set, the Protocol took effect, in Ireland's case, from 24 December 2014.

The Optional Protocol makes available the means for alleged violations of the rights of children, as set out in the United Nations Convention on the Rights of the Child, to be communicated directly to the United Nations Committee on the Rights of the Child; a group of 18 international children's rights experts established under the Convention to report on its implementation to the United Nations General Assembly.

The text of the Protocol can be viewed at <http://www.ohchr.org/EN/HRBodies/CRC>.

Ireland participated fully for the first time in the revised economic governance arrangements forming the European Semester. Ireland received seven Country Specific Recommendations (CSRs). CSR 4 impacts directly on the Department in that it urges Ireland to "*facilitate female labour market participation by improving access to more affordable and full-time childcare, particularly for low income families*".

In fulfilment of its commitment under its Statement of Government Priorities 2014-2016, the Government established an independent Working Group to report to Government on improvements to the protection process for asylum seekers. The Working Group, under the chairmanship of former High Court Judge Brian McMahon, had its first plenary session in November 2014 and agreed a work programme. The Working Group's membership includes representatives of Government departments and NGOs. The Department was represented on the Working Group and contributed developmental papers on to the drafting of the report.

Ireland was selected by the Council of Europe as one of three countries to pilot and test the Child Participation Assessment Tool for Member State Governments. The Assessment Tool provides 10 basic indicators that will enable States to:

- undertake a baseline assessment of current implementation;
- help identify measures needed to achieve further compliance;
- measure progress over time.

The aim of the Tool is to support States in meeting the goals of the Recommendation (2012)5, and in so doing, fulfilling their obligations to children. It is recognised that the indicators will require the collection of data that may not currently be readily available. They may also require additional analysis of existing data. The objective of testing the Tool is to receive feedback from member States on the practicality and clarity of using it for measuring progress on child participation and to gather base-line information and data on child participation in the three Council of Europe member states (Ireland, Estonia and Romania).

The Department and the Children's Rights Division of the Council of Europe co-hosted a National

Induction meeting for representatives of Government Departments, State agencies, professionals, academics and non-government organisations. The purpose of the meeting was to introduce the Tool, provide information to stakeholders about Ireland's obligations under the Tool, and explore the challenges of meeting national obligations. Fifty participants from Government Departments, State agencies and other organisations attended the meeting. Feedback on the practicality of using the Tool was gathered at the meeting and subsequently in focus groups with meeting participants and other stakeholders, including young people. A National Consultant has been appointed to compile a report on the testing process in Ireland, with the support of the Council of Europe. The pilot and testing phase for the Assessment Tool will be completed during 2015.

The Department represents Ireland at the Informal Expert Group on the Rights of the Child, set up by the EU Commission in 2013 to establish closer cooperation between the Commission and Member States on various issues relating to the protection and promotion of the rights of the child. The Department was represented at the 4<sup>th</sup> meeting of this Group on 18 February 2014 and the 5<sup>th</sup> meeting on 27 May 2014. Both meetings took place in Brussels. The 6<sup>th</sup> meeting of the Group took place in Brussels on 7 October 2014.

Two North South Ministerial Council (NSMC) Officials' meetings took place, in April and October. Two NSMC Health Sectoral meetings were also held in April and November and two NSMC Plenary meetings took place in October and December. The Department also participated in Education Sectoral meetings.

The North South Ministerial Council (NSMC) co-hosted an All-Island conference with Child Care in Practice entitled 'Developments in Early Intervention and Family Support: Assessing the Impact for Children', which was held on 20 October, 2014.

During 2014 practical cooperation continued between the Irish Youth Justice Service, the Department, the Northern Ireland Youth Justice authorities, the Children Detention Schools, Oberstown and the Woodlands Juvenile Justice Centre in Bangor, Co. Down. This included exchange visits of management and staff of the Oberstown Campus and Woodlands Centre. There were exchanges of technical information relating to facilities and also on operational policies and procedures.

The European Committee for the Prevention of Torture and Inhuman or Degrading Treatment or Punishment (CPT) visit to Ireland in September 2014 incorporated a visit to the children detention schools. Its report on the visit will issue in 2015.

The Department participated in the following during 2014:

- EU Youth Council;
- Erasmus + Programme Committee;
- EU Quality Youth Work Expert Group;
- EU Expert group on the contribution of youth work and non-formal and informal learning to address the challenges of young people.

The Department oversaw the implementation of the new Erasmus + Programme for 2014-2020. Léargas - the Exchange Bureau, in consultation with young people, is the National Agency responsible for the operation of the programme. Erasmus + brings together seven existing EU programmes in the fields of Education, Training and Youth. It will for the first time provide for Sport. Erasmus + will provide opportunities for over 4 million Europeans to study, train and gain work experience or volunteer abroad. The overall objectives of the Erasmus+ programme are linked with EU strategic targets and objectives across the relevant fields of education and sport as well as the promotion of EU values.

**Strategic Objective 2 (2012-2014):**

**Monitor and evaluate performance through strong governance and accountability systems in respect of the responsibilities of the Department and its agencies**

**Priority Activity 2.1**

**In line with Public Service Reform Objectives, ensure that best practice governance and accountability arrangements are in place in respect of the Department, its agencies and other service delivery providers**

On Agency Governance, the Department continued to engage with the bodies under remit on governance matters with reference to their respective statutory obligations and the Code of Practice for the Governance of State Bodies. This engagement was monitored through a checklist process which was reported to the Department's Audit Committee. Improved procedures were put in place to ensure compliance by the Adoption Authority of Ireland with the Adoption act 2010 and Code of Governance for State Bodies.

Following the establishment of Tusla, the Department has overseen compliance by the Agency with statutory and other governance provisions as set out in the Child and Family Agency Act, 2013 and the 2009 Code of Practice for the Governance of State Bodies. This has included the provision of regular progress reports to the Department's Internal Audit Committee.

Tusla provided monthly and quarterly performance reports to the Department on the delivery of its 2014 Business Plan.

The establishment of Tusla led to the review of targeted performance indicators across a range of measures, including children in care, early years inspections and family support services. This review examined the existing national dataset and drew on performance related data from other jurisdictions. Performance indicators were agreed by the Department across the full range of services. This performance indicator suite was implemented by Tusla and provided on a monthly, quarterly and annual basis.

The 2014 monthly and quarterly reports, providing informative data, were developed by Tusla in collaboration with the Department over the year. These are published by Tusla on its website. The Department engaged in a process to revise and improve the indicator suite for 2015, and the first new indicators are to be reported from January 2015.

To augment the Department's policy development and operational oversight capabilities, the Department drew on its reviews and analysis of the reports from the Ombudsman for Children's Office (OCO), HIQA, Tusla, NGOs and research in relation to children's services.

Regular meetings took place with HIQA both at Ministerial and official level and, where required, there was further engagement on specific issues. The Department liaised closely with the Department of Health regarding HIQA's annual business plan for 2015. During 2014, there was consultation between HIQA on standards (Special Care) and the format of inspection reports.

HIQA continued its programme of inspections of Tusla Child Welfare and Protection Services, Children's Residential Centres, Tusla Fostering services and special care units. HIQA has published reports on 11 out of 17 administrative areas between 2013 and end-2014. These inspections are on the basis of standards designed to follow a child's journey within the child protection system, to ensure that his or her safety and welfare is being protected. There were also 23 reports published on Children's Residential Centres and four reports on Tusla Fostering Services. The inspection reports and associated action plans are available on the HIQA website.

In the Children Detention Schools the Campus Manager, appointed in late-2013, introduced a number of changes to strengthen governance and accountability in the schools. A new cross-campus single management team structure was introduced. A new cross-campus administrative structure was put in place. Management on the Oberstown campus commenced a formal joint review with staff representatives of the cross-campus rostering system for care staff, under the terms of the Haddington Road Agreement. This review was ongoing as of end-2014.

HIQA undertook an inspection of the Children Detention Schools and an Action Plan was agreed on recommendations arising from the inspection.

The Department's Audit Committee met on six occasions during the course of the year. It is the role of the Committee to advise the Accounting Officer in accordance with Department of Public Enterprise and Reform (D/PER) guidance. This includes the Internal Audit function and the Department's risk management. The Chair of the Audit Committee met with the Secretary General on a number of occasions and the Committee's Annual Report for 2014, which sets out the priorities for 2015 and reported on 2014 activity, is scheduled for submission to the Secretary General in March 2015. The Committee also engaged regularly with the Head of Internal Audit in the Department.

Revised guidance for the National Review Panel on Child Deaths was drafted and agreed with the Chair of the National Review Panel, HIQA and Tusla, the Child and Family Agency. This guidance is now available on relevant websites.

The Department continued to support the implementation of the Quality Standards initiatives in youth services. This is primarily a support, development and assessment tool that provides services and organisations with the opportunity to articulate their youth work practice through a common language. All youth work services and youth organisations funded by the Department are now applying these standards.

A set of quality standards for volunteer-led youth clubs and groups was introduced in 2013 and was rolled out nationally in 2014. The aim of these standards is to support some 1,600 clubs with some 100,000 members in creating and providing quality developmental programmes and activities for young people in safe and supportive environments.

Work continued on strengthening and implementing financial and non-financial procedures in relation to youth work.

### **Priority Activity 2.2**

#### **Put in place revised institutional structures to govern the Child and Family Agency and local delivery of children's services**

Following enactment of the Child and Family Agency Act, 2013, the Child and Family Agency (Tusla) was established on 1 January, 2014. A nine member Board was appointed by the Minister for Children and Youth Affairs with effect from 1 January, 2014 as per the provisions of the Act.

Children and Young People's Services Committees (CYPSC) are a key structure identified by Government to plan and co-ordinate services for children and young people in every county in Ireland. They provide a forum for joint planning and coordination of activity and for oversight of policy and provision, to ensure that children, young people and their families receive optimum services. Their role is to enhance interagency cooperation and to realise the national outcomes set out in the national policy Framework: *Better Outcomes, Brighter Futures*.

The age remit for Children's Services Committees (CSC) was extended to include 18 to 24 year olds, so the name of the committees was changed to Children and Young People's Services Committees (CYPSCs). The number of CYPSCs nationally increased from 12 to 21 across 22 counties and 25 local authority areas. It is anticipated that there will be full rollout across the remainder of the country in 2015.

The Department convened a Task Group in September 2014 to consider key issues to be addressed in strategic and operational development of CYPSCs. This work concluded in November 2014, with a view to publishing the Blueprint for development in June 2015.

### **Strategic Objective 3 (2012-2014):**

**Support the Department and key stakeholders in accessing better evidence and facilitating the active participation of children and young people in decisions that affect their individual and collective lives**

#### **Priority Activity 3.1 - Data and Research**

- (a) Build on existing infrastructure to ensure that data and research on children's lives is available, accessible, robust and timely;**
- (b) Improve transfer of knowledge from data and research on children's and young people's lives so that their lives are better understood and services improved.**

Governance and oversight of Growing Up in Ireland Phase 1 (2006-2014) continued. Data collection on this Phase was completed successfully.

The Growing Up in Ireland Phase 2 (2015-2019) procurement process, tender evaluation and contract negotiation were progressed and finalised.

Key progress included the conclusion of the wave 3 data collection with the infant cohort and publication of the following *Growing Up in Ireland* research reports:

- 'Growing Up in Ireland - Dynamics of child economic vulnerability and socio-emotional development: an analysis of the first two waves of the Growing Up in Ireland study';
- 'Growing Up in Ireland - Review of the Literature Pertaining to the Second Wave of Data Collection with the Infant Cohort at 3 years'.

A number of technical reports were also published.

The fifth **State of the Nation's Children Report** was prepared for publication and is due to be published in 2015.

Other research and data initiatives initiated and progressed during the year included:

- The development of county-level data fact sheets for each county. These will be finalised in 2015.
- The design of a proposal to develop a BOBF indicator set.
- The completion and publication of a Value for Money Review on youth programmes.
- Research support and management of the peer review and publication process for 10 funded research projects under the RDI initiative (2010, 2012).
- Social Impact Investing project completed (the financial modelling & cost analysis component will be completed in 2015).
- Evaluation Training programme for Department officials developed and delivered twice in 2014.
- Establishment of the Department's Irish Research Council Growing Up in Ireland postgraduate

scholarship.

Key performance data on children in care was developed to inform policy makers on a range of measures which give a good description of this vulnerable cohort's access and use of care and welfare services. This information includes data on children receiving a child protection social work service, those in care, their placement type and stability, geographic distribution of referrals and cases, and indications of their participation in education.

The independent review of the Department's Research Unit activities was completed and submitted to the Department in July 2014.

The 2013 Implementation Report on the National Strategy for Research and Data on Children's Lives was drafted and awaits finalisation and publication.

Commissioned research which examined the experience and practice of participation was finalised. The research reports included are:

- 1) An examination of children and young people's perspectives on the impact of participation in decision-making in Departmental initiatives, such as Comhairle na nÓg, the Dáil na nÓg Council, the former Office of the Minister for Children and Youth Affairs' Children and Young People's Forum and other initiatives - drawing on existing documentation and networks.
- 2) Identification and review of literature around participation experiences/initiatives in the field of seldom-heard children and young people. The aim of the research is to identify good practice in the field of participation of seldom heard children and young people relevant to the Irish context (including participation of key groups such as Travellers, children and young people with disabilities and children and young people from disadvantaged/vulnerable backgrounds/ communities).
- 3) The views and opinions of children and young people between the ages of 6 and 19 years on the regeneration of their homes and community in Knocknaheeny, Cork City.
- 4) An exploration of the extent to which children and young people, aged 7-17 years, living in contemporary urban and rural Ireland, are able to participate and influence matters affecting them in their homes, schools and communities.

These studies were commissioned under the DCYA/Irish Research Council Research Development Initiatives 2010 and 2012. The Reports will be published with the National Strategy for the Participation of Children and Young People in Decision-making, and disseminated through the Participation Hub.

### **Priority Activity 3.2**

#### **Children's Voices - Oversight and development of national and local structures for participation by children and young people in decision-making**

The Department's Children and Young People's Participation Unit provided support for the involvement of children and young people in decision-making through the following initiatives:

- Evaluation of applications under the Comhairle na nÓg Development Fund;
- Preparation of progress reports on the operation of Comhairle na nÓg;
- Conducting the annual national information, training and networking conference for key local authority personnel and organisers of Comhairle na nÓg;
- Conducting the annual regional networking events for young members of Comhairle na nÓg;
- Consultations with young people for the EU Structured Dialogue process;
- Establishment of a partnership with the GAA to consult with young people on having a voice in the GAA and establishment of structures for their participation in decision-making;
- Involvement of children and young people in the recruitment process for the Ombudsman for Children;



- Consultations with children and young people as part of the development of the Digital Strategy for Schools.

The 2014-2015 Comhairle na nÓg National Executive is working on the top recommendation identified and selected by vote by the members of Comhairle na nÓg at Dáil na nÓg 2013, which was to hold an event on promoting positive mental health.

The Comhairle na nÓg National Showcase was held on 20 November 2014, coinciding with and commemorating the 25<sup>th</sup> anniversary of the signing of the United Nations Convention on the Rights of the Child. The Showcase is a biennial event at which the young people from the then 34 Comhairle na nÓg:

- showcase their work to one another and to key decision-makers;
- network and learn from one another.

The event was attended by 500 young members of Comhairle na nÓg from every county in Ireland. The event primarily focussed on children's rights, and in particular on Article 12 of the UNCRC, which states that children and young people will have a voice in decisions that affect their lives. The showcase event was attended by the Minister for Children and Youth Affairs and the Taoiseach. The members of the Joint Oireachtas Committee on Health and Children also held a special meeting of the Committee at the event, at which young members of Comhairle na nÓg attended and presented to the Committee.

**Other Relevant Developments during 2014 included:**

The publication and launch of resources developed by Teenagers and Children Talking in Care (TACTIC), a group which was established following the launch of a report of consultations with children living in the care of the state. These resources include:

- A Storybook for children under 7;
- A Guidebook for children;
- A Guidebook for young people;
- A Bookmark with the Standards for young people in foster care;
- A Bookmark with the Standards for young people in residential care;
- A Care Plan Review forms for children and young people.

From early 2015, these resources will be given by Tulsa to every child and young person going into care.

In 2014 the National Working Group that oversees the EU Structured Dialogue with young people undertook consultations on youth entrepreneurship and empowerment for political participation. The findings of the consultation were discussed at the EU Youth Conferences.

Agreement was reached on the extension of the Youth Advocacy Programme Ireland service to the children detention schools on a pilot basis during 2015. This programme will provide intensive support of up to 15 hours per week for 6 months for 10 young people as part of their discharge plans.

#### **Strategic Objective 4 (2012-2014):**

**Improve systems for supporting families, safeguarding and protecting children, providing alternative care and assisting those young people whose behaviour poses a risk to themselves or others.**

##### **Priority Activity 4.1**

**Drive systems change to improve quality and consistency of supports to parents; safeguarding of children generally; and the quality of care of children in the care system.**

In its first year of operation, Tusla provided social work services to 20,000 children, including 6,500 children in care. Tusla is progressing a wide ranging programme of reform including:

- the alignment of resources and processes to ensure that referrals are subject to initial assessment, prioritisation and response in line with national policies;
- completion of plans for the roll-out of a model of out-of hours emergency social work service outside the greater Dublin area;
- development of a Quality Assurance Framework;
- piloting of the roll-out of the National Child Care Information System;
- development of a national service to support the implementation of Children First National Guidance;
- the implementation of an area-based approach to Prevention, Partnership and Family Support and the operation of Meitheal - a national practice model for all agencies working with children, young people and their families.

The Department is taking a lead role in the cross-sectoral implementation of Children First. A Children First Implementation Inter-Departmental Group, involving all of the key Government departments together with Tusla and An Garda Síochána, promotes the importance of Children First compliance across Government and ensures a consistent approach to implementation is adopted. The Children First Bill (published in April, 2014) includes a provision to place this Group on a statutory basis.

The Children First Implementation Inter-Departmental Group, chaired by the Department, met three times during the course of the year in March, June and October. The Department's Children First Oversight Group also met as required.

The Report of the Special Rapporteur on Child Protection for 2013 was received, replies from across relevant Departments and Agencies compiled, and presented to Government in November 2014.

##### **Priority Activity 4.3**

**Strengthened policy framework and implementation arrangements to support a reduction in youth crime and reduced demand for children's detention**

A feasibility study was commenced following Government approval to the proposal made under the Social Investment Initiative to attract philanthropic and private funds to develop a robust supervision and support programme as an alternative to a remand to detention for young people at risk of non-compliance with bail. The study continued in 2014 and is to be concluded in 2015.

##### **Priority Activity 4.4**

**Provide appropriate, safe and secure custody with improved outcomes in health, wellbeing and education for all children in detention**

The Assessment, Consultation and Therapy Service (ACTS) service for enhanced therapeutic services for children was commenced in late 2013 and rolled out fully during 2014.

The first 3 units of residential accommodation, which will prioritise the transfer of responsibility for 17 year

old boys from adult prison facilities, were formally handed over to the Oberstown campus in November 2014. A period of training and orientation for staff and for the fitting out of the new units with furniture and equipment followed and is expected to be completed in early-2015. This work will ensure safe and secure custody of children in the new buildings and that the appropriate health and safety standards are met. Other issues which are being progressed and which impact on the operational date for the transfer of responsibility for 17 year old boys are the recruitment of the required complement of new care staff to work in the expanded facilities, and the passage of necessary legislation to ensure that all legal issues relating to the detention of children up to the age of 18 are fully addressed. Following a recruitment programme carried out in 2014, 38 new care staff have commenced employment on the Oberstown campus and completed the training and orientation process.

### **Strategic Objective 5 (2012-2014):**

**Support children and young people so that they can fully engage in active learning, including through the provision of high quality early childhood care and education and youth services and addressing issues of school attendance and participation.**

#### **Priority Activity 5.1**

**Implement a comprehensive programme of work to secure the provision of quality and accessible early childhood care and education places for children aged birth to six years**

The Early Childhood Care and Education Programme [i.e. the universal free preschool year] and the targeted childcare programmes [i.e. the Community Childcare Subvention (CCS) Programme, the Training and Employment Childcare Programmes: Childcare Education and Training (CETS) Programme and the Afterschool Childcare (ASCC) Programme] continued to be implemented. In addition, a new targeted Training and Employment Childcare Programme – the Community Employment Childcare (CEC) programme – was introduced.

Funding of €2.5 million was provided under the Early Years Capital Programme and an additional €0.5 million was provided to support the Parent and Toddler Group and National Childminding Initiatives.

Phase 1 of the development of the ICT infrastructure - ‘The Programmes Implementation Platform (PIP)’ - was completed, giving service providers the capacity to actively manage the childcare programme enrolments within their services. When fully operational, PIP will streamline the administration of all childcare programmes, provide a more comprehensive, integrated set of management processes, lead to more efficient work practices, and provide greater visibility and control of funds. Service providers will have the capacity to upload and amend their service details online.

Progress has been made on the revision of the Child Care Regulations to provide for the implementation of the legislative changes to the Child Care Act 1991, which were enacted through the Child and Family Agency Act 2013. The revision of the Regulations has required a root and branch re-examination of the 2006 Child Care Regulations, including a re-structuring of the Regulations in line with the latest drafting. The revised Regulations are expected to be published in 2015. In recognition of the fact that the Regulations set out minimum standards that early years’ services must achieve, preparation of Draft National Quality Standards was also progressed.

Under the revised Child Care Regulations, all staff working directly with children in early years’ services will be required to hold a major award in early childhood care and education at a minimum Level 5 on the National Framework of Qualifications, or the equivalent. In addition, from late-2016 under the ECCE

contract, all pre-school leaders delivering the free pre-school year will be required to hold a major award in early childhood care and education at a minimum Level 6 on the National Framework of Qualifications, or the equivalent. Specific funding of €3 million was provided in 2014/15 under the Learner Fund to support childcare workers seeking to obtain the required qualifications. The first and most important objective of this funding was to ensure that all existing staff are in a position to meet the mandatory qualification requirements in order that they can remain in post following the commencement of the revised Child Care Regulations.

‘Better Start’, the National Early Years Quality Development Service was established. This Service provides a highly skilled and experienced team of 30 Early Years Specialists to work directly in a mentoring capacity with early years’ services. The National Early Years Quality Development Service will also coordinate all State funded quality support services, including those provided by City and County Childcare Committees and the Voluntary Childcare Organisations.

### **Priority Activity 5.2**

#### **Work with a range of stakeholders to support delivery of the Government’s priority of achieving improved standards of literacy and numeracy**

The Department continued to fund Voluntary Childcare Organisations to implement Síolta and Aistear. In addition, the development of a new practice manual for early years’ services, which brings the key principles of Síolta and Aistear together in a more user-friendly way, was progressed by the National Council for Curriculum and Assessment.

### **Priority Activity 5.3**

#### **Develop a continuum of targeted service interventions designed to maximise pupil attendance, participation and retention/ combat poor school attendance, disaffection and early school leaving**

From 2014, Tusla has a statutory remit to support children and young people to participate in and benefit from the education system. Tusla has responsibility to ensure that each child attends a recognised school or otherwise receives a certain minimum education.

Tusla delivers an integrated approach to educational welfare services through the continued reform of work practices to provide an enhanced response to the needs of children, families and schools. Three service strands – the statutory Educational Welfare Service and the School Support Programme services under the Department of Education’s DEIS Action Plan (namely, the Home-School Community Liaison Scheme and the School Completion Programme) collectively form the Educational Welfare Services (EWS) of the Agency.

The statutory Educational Welfare Services worked with over 20,000 children in 2014. Over 2,400 cases involved intensive intervention and a multidisciplinary approach and the provision of sustained support by an Education Welfare Officer to address the child’s needs and support school attendance. During this period the School Completion Programme provided targeted support to approximately 36,000 children and young people at risk of early school leaving across 124 community-based programmes.

The review of the School Completion Programme progressed. The review, carried out by the ESRI following a procurement process managed by Tusla, is examining the programme structures. It will analyse the interventions provided and make recommendations for evidence-informed supports designed to secure the best educational outcomes for young people.

**Priority Activity 5.4**

**Promote quality and effective youth work provision and practice including by means of :**  
**- improvements in information and knowledge base to support and enhance youth provision**  
**- Enhanced coherence and continuity between youth policy, provision and practice**

The Value for Money and Policy Review of Youth Programmes that target young people at risk of disadvantage was published in December 2014. The review makes a number of recommendations for the future operation of the youth schemes and their development in the years ahead. The implementation of these recommendations will be set in the context of the implementation of the National Youth Strategy 2015-2020.

**Strategic Objective 6 (2012-2014):**

**Collaborate with stakeholders, including across Government, in monitoring and promoting the physical, emotional and economic well-being of children and young people and reducing inequalities**

**Priority Activity 6.1**

**Develop appropriate structures to contribute to the harmonisation and alignment of policy and service delivery to secure improved outcomes for children and young people**

The theme for National Play Day 2014 was ‘Going out to play’, and a wide range of activities were undertaken, based on this theme, by 30 Local Authorities. National Play Day is an opportunity to link activities undertaken by Local Authorities with youth and sporting organisations and increase public awareness of the importance of play.

National Recreation Week 2014 was a joint initiative between the Department and Local Authorities. The purpose of National Recreation Week is to encourage an inter-agency approach to achieving goals of the National Recreation Policy. The Department offered a grant of up to €1,700 to each local authority towards the cost of staging National Recreation Week events. 31 Local Authorities took part in National Recreation Week events.

€500,000 in capital grants was provided to 50 youth projects and organisations throughout the country. Of these, 43 of the grants were allocated to local youth organisations, while 7 were allocated to national youth organisations. The grants provided for the up-grade or replacement of equipment or for the purchase of essential equipment to support the running of the youth project/organisation.

The Department, in consultation with the youth sector, commenced the development of a ‘Youth Employability Initiative’ which involves the expansion of proven youth work initiatives that increase the employability of marginalised young people in the 15 to 24 age group. It will aim to target the hardest to reach young people who are at risk of becoming NEET (i.e. not in employment, education or training) for intensive support to prevent unemployment.

The Area-Based Childhood (ABC) Programme is an innovative initiative announced in the Programme for Government, which will run from 2013-2016. It reflects the Government’s commitment to adopt an area-based approach to help reduce child poverty by improving outcomes for children. The ABC Programme is being jointly funded by the Department and Atlantic Philanthropies. The total amount of funding available in the period 2013-2016 will be €29.7 million. In 2013, the three former PEIP sites transitioned into the ABC Programme.

In June 2014, 4 of the 10 new sites were approved to be fast-tracked to the contract stage as they were at an advanced stage of development and ready to be assessed. Another 5 of the 10 new sites were approved in September to move to the contract stage. 10 sites are now operational. All 13 sites are expected to be under contract and operational in early-2015.

The Centre for Effective Services (CES), in cooperation with an Expert Advisory Group, is developing an evaluation programme for the ABC Programme. The evaluation will be focusing on the outcomes achieved by the ABC programmes for children and families directly involved.

In September 2014 the Department of Children and Youth Affairs applied to the Dormant Accounts Fund seeking funding to support a quality and capacity building programme which will be informed by emerging findings from the ABC Programme and related initiatives.

### **Strategic Objective 7 (2012-2014):**

**Be recognised as an organisation where, on an ongoing basis, high performance is achieved and personal development is supported.**

#### **Priority Activity**

**Put in place the corporate arrangements to support the staff of the Department to work to high professional standards. In particular, to equip them with the skills they need to achieve the Department's mandate.**

Investment in staff obtaining higher educational qualifications and professional development continued. Studies in the areas of Social Science, Legal Studies, Policy Analysis, Employment Law, Governance, Statistics, Public Management, Health Research, Change Management, Leadership and Public Procurement were supported.

In addition, specific training was provided across a range of competencies such as communications, governance, office soft skills, FOI and specialist areas such as legal, HR and finance.

The Department's Policy Evaluation training programme continued and a mandatory junior management training programme at Staff Officer, Executive Officer, Higher Executive Officer and Administrative Officer level was introduced. Content for programmes targeted at Assistant Principal Officer and Principal Officer levels were developed and a training programme will be introduced during 2015.

A 'Lunch & Learn' series of presentations was held, ranging from update information provided on Growing up in Ireland to information sessions on the work of the Employee Assistance Service, Stress Awareness and Mental Health Awareness.

The Department's Business Planning and Reporting model was further enhanced through the introduction of a mid-year Divisional reporting process. This encourages cross-divisional information-sharing and provides staff with additional opportunities to understand how their own work fits within overall strategic objectives for the Department.

The Department recruited at clerical and junior management levels for the first time in many years. This involved recruitment for both temporary and permanent positions. This was a welcome development and is the start of a process to address existing resource gaps and plan for succession management challenges facing the Department over the next 5 years.

In addition, the Department continued to prioritise and re-organise staffing resources around workloads and priority objectives.

The Department prepared a suite of Records Management documentation which has been disseminated. The CRAFTS records management system has been made available throughout the Department. A records liaison officer network operates in the Department and training has been provided.

Investment in ICT equipment and infrastructure continued to maintain the standard of equipment available to staff. There was also investment in support infrastructure including a number of integrated, high volume network copier/printer/scanners.

The Department continued a programme of short site visits, which were arranged to allow staff to engage with service providers and to enhance staff knowledge. These included a Child and Family Social Work duty office, Crisis Intervention Services and a Special Care Unit.

## Appendix I

### Legislative Programme 2014

#### **(1) Children Act (Amendment) Bill**

Additional Heads and General Scheme of Bill developed and approved by Government.

The main purpose of this legislation is to facilitate the lawful amalgamation of the three existing children detention schools and to provide for other necessary changes to the Children Act 2001 relating, in particular, to the Programme for Government commitment to end the detention of children in adult detention facilities.

On foot of litigation and other issues arising during the drafting process, further legislative requirements were identified. An additional 19 Heads of the Bill were developed to address these requirements. These were approved by Cabinet on 10 September 2014. The main purpose of these additional provisions is to introduce a system of remission in children detention schools.

#### **(2) Child Care Act (Amendment) Bill**

Revised Heads and General Scheme of Bill developed and approved by Government.

The General Scheme and Heads of Bill were approved by Cabinet on 25 February 2014. The main objective of this legislation is to strengthen legislative provisions regarding aftercare and to impose a statutory obligation on the Child and Family Agency to prepare an aftercare plan in respect of an eligible child or young person.

The General Scheme and Heads of Bill were subjected to pre-legislative scrutiny by the Joint Oireachtas Committee on Health and Children on 1 April 2014. The Committee Report, which made a number of recommendations, was made available on 17 July 2014. The approved General Scheme and Heads of Bill were subsequently approved by Cabinet on 16 December 2014 and the drafting process commenced.

#### **(3) Children First Bill**

The Heads and General Scheme of the Children First Bill were published on 10 April 2014. The Bill will put elements of the Children First National Guidance on a statutory basis to implement the Programme for Government commitment in that regard. The legislation will include provision for mandatory reporting of child welfare and protection concerns by certain professionals. It is also intended to improve child protection arrangements in organisations providing services to children as well as raising awareness of child abuse and neglect.

#### **(4) Adoption (Tracing and Information) Bill**

Work progressed in 2014 in conjunction with the Office of the Attorney General to draft Heads of Bill to provide for an Information and Tracing Service in relation to adoptions. Legal and constitutional considerations have arisen particularly in the attempt to reconcile an adopted person's request for information about his or her identity with the right to privacy of his or her birth parent in circumstances where consent has not been provided. These issues have given rise to delays in the proposed legislation. It is intended to refer the



General Scheme and Heads of Bill to the Oireachtas Committee on Health and Children for pre-legislative scrutiny.

**(5) Child Care Act 1991 - Review**

The Departmental commenced a review of the Child Care Act 1991.

## **Appendix II**

### **Publications in 2014**

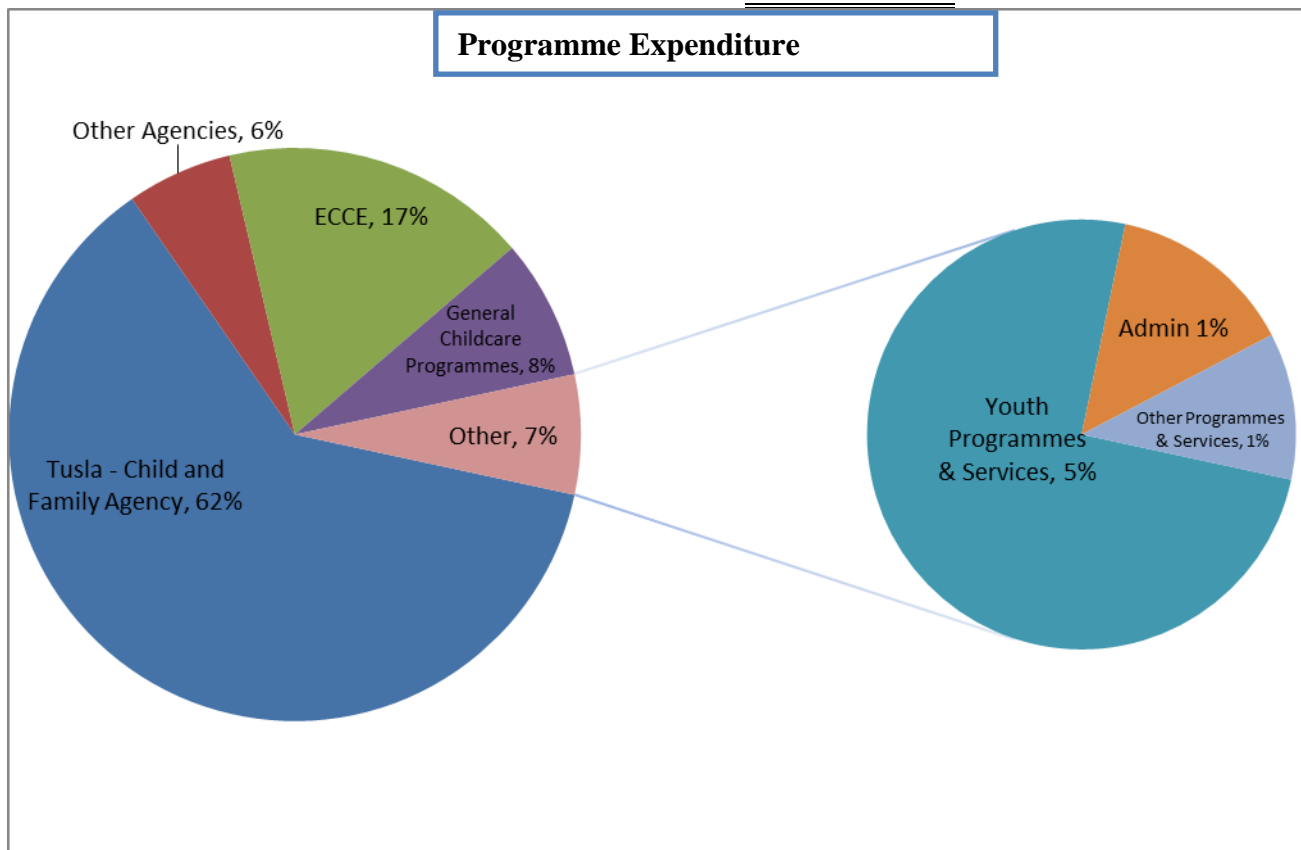
- Promoting the Participation of Seldom Heard Young People – A Review of the Literature on Best Practice Principles
- Better Outcomes, Brighter Futures – the National Policy Framework for Children & Young People 2014 - 2020
- Torthaí Níos Fearr Todhchaí Níos Gile: Creatlach an Pholasaí Náisiúnta do Leanaí & do Dhaoine Óga 2014 - 2020
- Comhairle na nÓg Annual Report 2013
- Dáil na nÓg 2013 Evaluation
- Report of the Inter-Departmental Group on Mother and Baby Homes
- Dáil na nÓg Delegate Report 2013
- Seventh Report of the Special Rapporteur on Child Protection
- Guidance on Operation of National Review Panel
- Value for Money and Policy Review of the Youth Programmes that Target Disadvantaged Young people

## Appendix III

At end December 2014 there were 151 members of staff [138.86 whole time equivalent] serving in the Department, representing 0.38% of total civil service staffing.

Details of the Department`s expenditure outturn for 2014 across the main programme areas are as follows:

		<u>Outturn</u>
		€000
<b>Programme Expenditure</b>		
A	Children and Family Support Programme	676,530
B	Sectoral Programmes for Children and Young People	309,716
C	Policy and Legislation Programme	12,899
	<b>Gross expenditure</b>	<b>999,145</b>
	<b>Deduct</b>	
D	<b>Appropriations-in-aid</b>	<b>22,898</b>
	<b>Net expenditure</b>	<b>976,247</b>



## Appendix IV

### Overview of Energy Usage in 2014

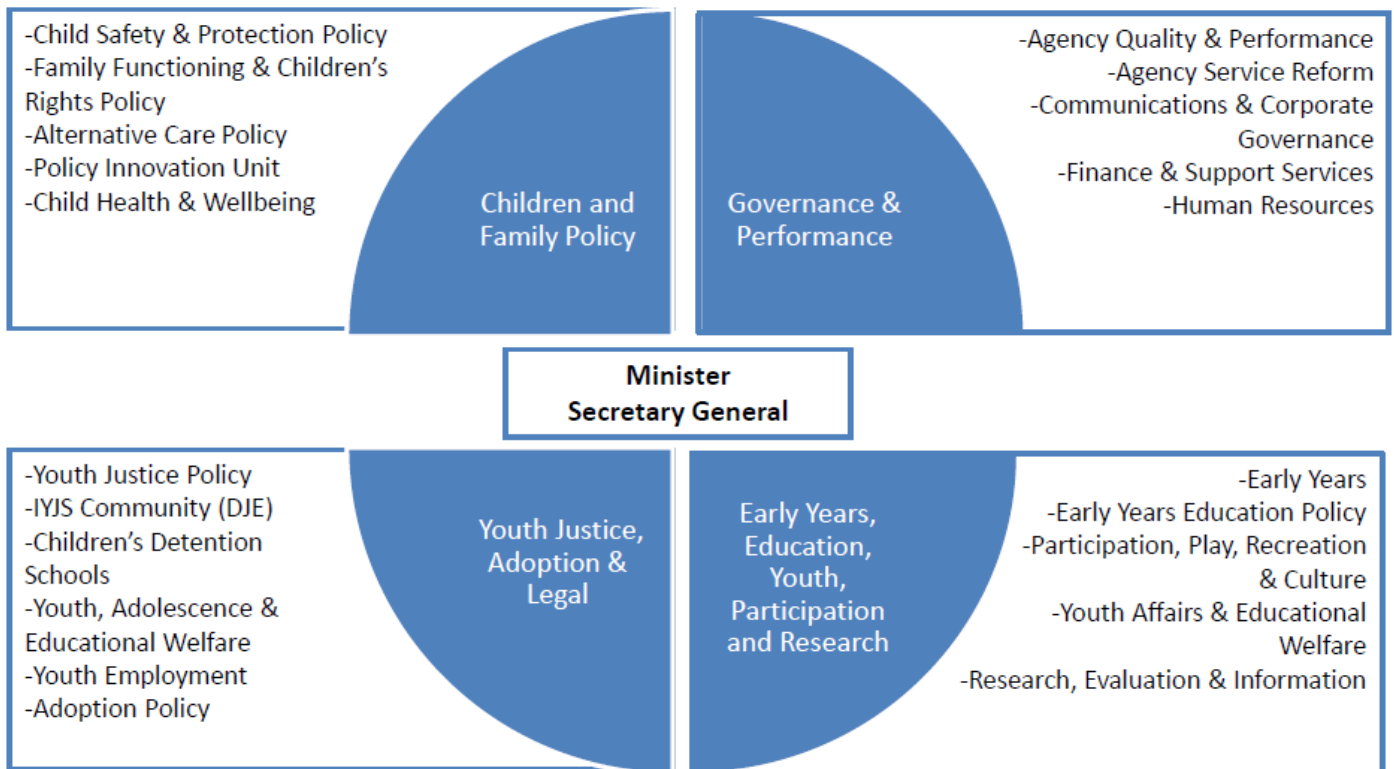
This section sets out the energy usage in the Department of Children & Youth Affairs for 2014 and the steps taken to improve our energy performance. Returns are made to the Sustainable Energy Authority of Ireland (SEAI) on an annual basis and the 2014 performance is detailed below.

Agencies of the Department are responsible for reporting their own energy consumption to the SEAI and their consumption is not included in these figures.

<b>Location</b>	<b>Electricity kWH</b>	<b>Gas kWH</b>	<b>Total kWH</b>	<b>Baseline Year comparison (2007)</b>
Headquarters Mespil Road	372,791	324,099	696,890	-22.29%

The main initiative taken during 2014 was the Department's engagement in the OPW Optimising Power@work campaign. Quarterly meetings were held with the Aramark representative to discuss results of their monitoring programme, and take advice on how best to further reduce energy consumption.

## Appendix V Organisation Chart



## Bodies under the aegis of the Department and associated Commission

### **Child and Family Agency**

Mr Gordon Jeyes  
Chief Executive Officer  
Floors 2-5  
Brunel Building  
Heuston South Quarter  
Dublin 8.

### **Adoption Authority of Ireland**

Patricia Carey  
Chief Executive Officer  
Shelbourne House  
Shelbourne Road  
Dublin 4.

### **Children Detention Schools**

Mr Joe Horan  
Chairperson of the Board of Management  
Oberstown Campus  
Lusk  
Co. Dublin.

### **Office of the Ombudsman for Children**

Mr Frank Honan, Office Manager  
Millennium House  
52-56 Great Strand Street  
Dublin 1.

**Commssion of Investigation into  
Mother and Baby Homes & Certain Related Matters**  
Judge Yvonne Murphy  
73 Lower Baggot Street  
Dublin 2.