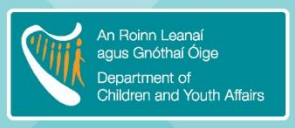


Department of Children and Youth Affairs

Statement of Strategy

2015-17

Department of Children and Youth Affairs Statement of Strategy 2015-17

Foreword by Minister

I am pleased to endorse the Department's *Statement of Strategy 2015-2017.*

The Government demonstrated a strong commitment to children and young people by setting up Ireland's first dedicated Department of Children and Youth Affairs in 2011, and since then our vision has been to make Ireland one of the best small countries in which to grow up.

From small beginnings, the new Department has delivered on a number of key commitments, including setting up *Tusla*, the Child and Family Agency; holding a Referendum on the Rights of Children; and publishing the first National Policy Framework for Children and Young People, *Better Outcomes, Brighter Futures.*

We will continue to implement our commitments in line with Government policy, including those set out in *Government Priorities 2014-2016* as agreed by the Government last July. As set out in this *Statement of Strategy*, we want to make particular progress in areas such as child protection, early years education and care, child poverty, adoption, youth employment and reducing youth crime.

The Department's Statement of Strategy sets out an ambitious range of actions to be achieved over the next three years. Central to this will be the implementation of *Better Outcomes, Brighter Futures* which requires close collaboration with all stakeholders, effective co-ordination across Government Departments and clear leadership from the Department of Children and Youth Affairs.

I wish the Secretary General and all the staff of the Department every success in setting out to deliver on this Strategy in the years ahead.

James Reilly
Minister for Children and Youth Affairs

Introduction by Secretary General

I am pleased to introduce the Department's *Statement of Strategy 2015-2017.*

The Department was set up in June 2011 with a mandate to put in place a unified framework of policy, legislation and service provision across Government for children and young people. We are maintaining the high level objectives and values on which our first Statement of Strategy was based. Our mission is to lead the steps needed to improve outcomes for children and young people in Ireland.

The *Statement of Strategy* charts our vision for the next three years and we will use it as a benchmark against which to review progress in implementing our priority actions. Since our establishment, we have worked hard to integrate a range of responsibilities and resources, including those transferred to us from other Government Departments. We will continue to build a unified organisational system so as to deliver on our agenda as efficiently as possible.

There are many dimensions to ensuring the well-being of children and young people. We need to work across Government and with a wide range of stakeholders to help harmonise policy and delivery of services. To do this, we need a strongly collaborative approach with all organisations, whether statutory, private or voluntary. The National Framework, *Better Outcomes, Brighter Futures* is a very important means of promoting a well organised, structured collaboration with our partners, which will help us implement policies that are cost effective and evidence-based.

We are keenly aware as a new Department of how the wider economic situation affects our capacity to deliver on our mandate. We are committed to implementing Government policy in imaginative, innovative ways within the resources available.

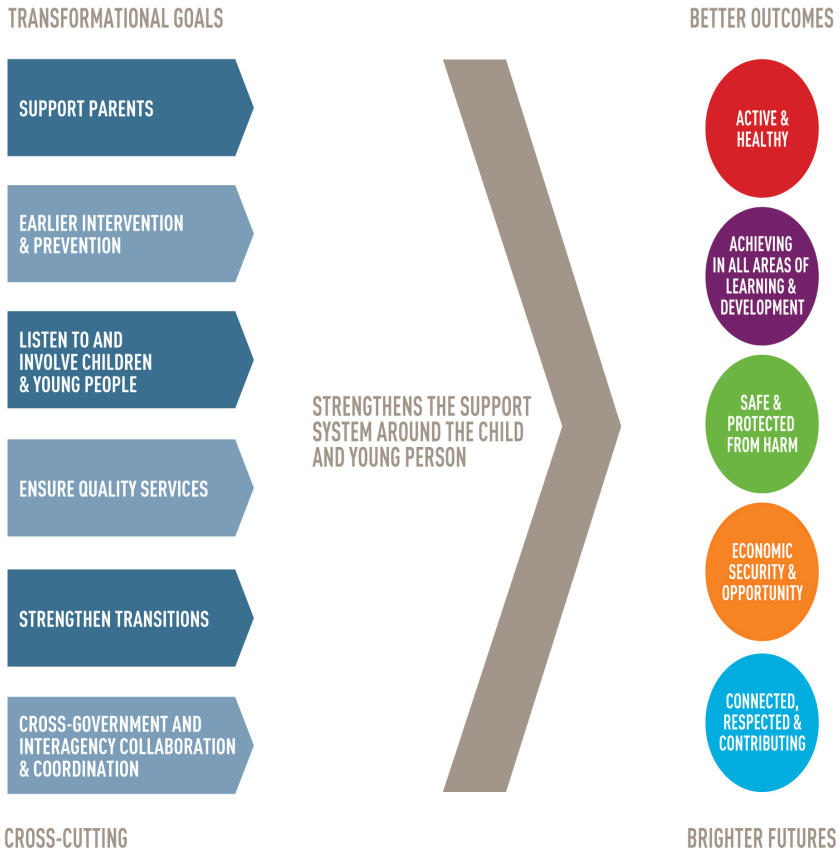
I look forward to working with all staff in the Department and beyond to deliver on this *Statement of Strategy* with energy, commitment and innovation.

Fergal Lynch
Secretary General

Our Mission is to lead the effort to improve the outcomes for children and young people in Ireland.

The vision of the Department and Government is for **Ireland to be one of the best small countries 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.

BETTER OUTCOMES, BRIGHTER FUTURES: THE NATIONAL POLICY FRAMEWORK FOR CHILDREN AND YOUNG PEOPLE, 2014-2020



This framework provides the context for all of the Department's own work as well as the agenda for the Department's leadership of effort to improve outcomes for children and young people in Ireland.

It provides the single blueprint (incorporating all relevant Programme for Government commitments) for both DCYA and its colleagues across Government; and all of the governmental and non-governmental stakeholders in planning and prioritising actions to improve the lives of children, young people and their families for the next three years and beyond – to 2020.

Mandate

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, comprising of a number of separate, but interrelated strands:

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

The Operating Environment

There are a number of operating principles which guide all Departments in the current environment. These include:-

Budgetary Constraints: in common with all Departments, DCYA continues to operate under difficult budgetary constraints. This demands demonstrable strategies for achieving value for money and working to ensure improved systems of resource allocation.

Reform: Reform is an integral element in public service development and achievements to date under Programme for Government commitments (Children Referendum and establishment of Tusla) have both demonstrated reform and set the path for further changes to the way in which we design and deliver services.

Need for Transparency: DCYA operates in a transparent environment where there are a range of independent bodies that inspect, evaluate, comment and make recommendations arising from our national and international obligations for governance, quality and the rights of children. DCYA has always been open to this scrutiny and continues to incorporate any findings into service improvements.

Accountability: For a small Department, DCYA holds a significant Vote and must work with the Agencies under its remit or in receipt of DCYA funds to monitor performance and governance as well as ensuring that taxpayers' money is used to the best effect.

Civil Service Renewal: The Department is committed to the programme of change in the Civil Service which seeks to build capacity to respond to existing and future challenges and improve the performance of the Civil Service and its staff. The Civil Service Renewal Plan provides the framework for renewing the Civil Service over the next three years. The Plan outlines a vision for the Civil Service and practical changes that will create a more unified, professional, responsive and open and accountable Civil Service, providing a world-class service to the State and to the people of Ireland. Strong leadership and active participation in the implementation of this programme of change will be a key focus over the period.

Key Enablers

The Department's cross-cutting remit means that in order to be effective it must build internal capacity; create the right conditions for service delivery improvements; and support and lead its colleagues in delivering the whole of government agenda for children. These key enablers underpin the work of the Department and are critical to achieving our objectives:-

- Visible leadership with clarity of responsibilities for actions towards defined outcomes;

- Mutually supportive relationships with external partners and ensuring effective communications with all customers and stakeholders;
- Effective deployment of available knowledge, human and financial resources.
- Effective governance arrangements with all agencies and bodies in receipt of funds from the Department; and ensuring effective risk management, budgetary controls and full compliance with accountability requirements internally and externally.
- Focus on quality service delivery and the outcomes sought for children and their families.
- Capacity to learn and develop evidence informed policies and practices.
- Effective arrangements for listening to the voice of children and young people.
- Flexibility to implement change as necessary.

Values - We will:

- Value our staff and create an environment where they learn, develop and contribute to the goals of the organisation.
- Be child- and youth-centred, with children, young people and families at the heart of our work.
- Place outcomes for children and young people in Ireland at the centre of policy and service delivery, informed by evidence.
- Support prevention and early intervention approaches.
- Collaborate and innovate across the organisation and with other departments, agencies and sectors.
- Be accountable, open to change, customer-focused and respectful in our dealings with the public and work colleagues.

Government Priorities

We will continue to implement our commitments in line with Government policy, building on the work towards Programme for Government commitments to date and with a focus on the Government's priorities (*2104-16)* relevant to our Department as agreed by the Government in July 2014. These are:

- *Drawing from the lessons learned in the successful pilots in Ballymun, we will support Early Intervention Initiatives providing key support services such as early childhood literacy and learning.*
- *We will also increase access to subsidised childcare and afterschool places by extending eligibility and rebalancing parental contributions for families making their way into employment.*
- *We will systematically publish details of all appointments to State Boards within the remit of the Department.*

Strategic Objective 1	**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 Activities	• Align and harmonise policy and service delivery to secure improved outcomes for children and young people. • Prepare and publish constituent strategies/policies arising from the integrated policy framework Better Outcomes Brighter Futures • Develop and implement legislative programme in respect of child protection; adoption and youth justice. • Strengthen the policy framework to support a reduction in youth crime under the Youth Justice Action Plan 2014 - 2018 • Align funding provision with identified policy objectives. • Strengthen workforce development through engagement with Agencies, regulatory bodies and third level institutions.
Outputs	1. Evidence-based strategies published and operational in respect of early years, youth and supporting parents and families. (cross-reference objective 5) 2. Legislation developed and enacted in respect of C*hildren First,* adoption (including information and tracing), aftercare, child welfare protection, childcare and detention. All necessary accompanying regulations developed and promulgated. 3. Review of Child Care Act and Adoption Act completed. 4. Estimates process, negotiations and resultant resource allocation based on strategic priorities and outcomes. 5. Engagement with Dept. of Health, HSE and Tusla on implementation of legislation and policy in respect of the delivery of psychology services and domestic, sexual and gender-based violence services (cross reference objectives 3 and 6). 6. Workforce development strengthened across all funded services through engagement with employers, regulatory bodies and relevant 3rd level institutions.

Strategic Objective 2	**Monitor and evaluate performance through strong governance and accountability systems in respect of the responsibilities of the Department and its agencies**
Priority Activities	• Oversee performance of Tusla, its compliance with relevant governance and accountability provisions, and its delivery of an agreed programme of service reform. • Ensure that best practice governance and accountability arrangements are in place in respect of the Department, its agencies and other service delivery providers. • Continue development of programme evaluation and integration of evaluation into reporting and performance reporting – including the development of outcome indicators across all service delivery programmes
Outputs	7. Strong governance, oversight and reporting arrangements in place and engagement with Tusla Board and management team providing timely and comprehensive reporting, early warning, appropriate controls and performance and risk assessment. 8. Governance arrangements for agencies configured in line with the Comprehensive Review of Expenditure and Public Service Reform Programme. 9. Performance indicator suite developed for Tusla and other agencies and large scale sectoral supports (e.g. youth and childcare) as appropriate. 10. Further Value for Money (VFM) reviews identified and commenced in key spending areas.

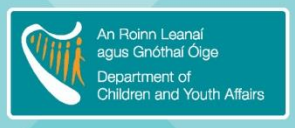
Strategic Objective 3	**Improve systems for supporting families, safeguarding and protecting children, providing the most appropriate alternative care and assisting those young people whose behaviour poses a risk to themselves or others**
Priority Activities	• Drive systems change to improve quality and consistency of supports to parents, safeguarding of children generally, and the quality of care and protection of children. • Provide appropriate, safe and secure custody with improved outcomes in health, well-being and education for all children in detention • Improve structures to ensure day-to-day service quality and optimal outcomes. • Support independent review processes in respect of child welfare, protection and youth justice. • Assess and implement independent review recommendations in line with Government policy and Government approval.
Outputs	11. Reform of child welfare and protection services (informed by significant reports) supported and driven through performance dialogue processes with Tusla. 12. *Children First* implementation supported through the Children First Interdepartmental Implementation Group. 13. Continue to develop and drive implementation of services in children detention schools, implemented in accordance with the Public Service Reform Programme, including extending the detention school model to all children in detention up to the age of 18 years. 14. Health Information and Quality Authority (HIQA), Ombudsman for Children's Office (OCO), Special Rapporteur and other Reports assessed with regard to service delivery improvements and policy enhancement. 15. Commission of Investigation (Mother and Baby Homes) supported. 16. Review legislative relationship with HIQA completed and improved communication protocols in place.

Strategic Objective 4	**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 Activities	• Ensure that research and data on children's lives is available, accessible, robust and timely to inform policy. • Oversee and develop national and local structures for participation by children and young people in decision-making.
Outputs	17. Implementation of the National Strategy for Research and Data on Children's Lives, 2011-2016. 18. Governance arrangements fully implemented in respect of the National Longitudinal Study of Children, Growing Up in Ireland. 19. Publication of the State of the Nation's Children report. 20. Publication and implementation of a national policy on children and young people's participation in decision-making and improved participation structures.

Strategic Objective 5	**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, youth services and addressing issues of school attendance and participation**
Priority Activities	• Enhance the provision of quality and accessible early childhood care and education places for children aged from birth to 6 years and school-age childcare. • Promote quality and effective youth work policy, provision and practice by improving information and knowledge base. • Develop a continuum of targeted service interventions designed to maximise pupil attendance, participation and retention. Combat poor school attendance, disaffection and early school-leaving.
Outputs	21. Review of models of investment for early childhood education and care and school-age childcare undertaken to inform principles for future investment. 22. Implementation of childcare/early childhood education programmes arising from review. (cross-reference objective 1) 23. Implementation of national quality standards led and supported with appropriate liaison with the Department of Education and Skills and Tusla 24. Workforce supports and training in place. 25. Appropriate administrative arrangements in place to support governance, reporting and planning of all childcare provision (cross-reference Objective 2). 26. Implementation of the National Youth Strategy and the Value for Money Review to ensure enhanced coherence and continuity between youth policy, provision, practice and funding. (cross-reference Objectives 1 and 2). 27. Revised information and financial management systems in place to support enhanced planning, delivery and assessment of quality youth provision. (cross-reference Objective 2)

Strategic Objective 6	**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 Activities	• Lead cross-Government implementation and governance of the Better Outcomes, Brighter Futures National Policy Framework 2014-2020. • Engage with all national and international stakeholders and partners and in North/South and international fora. • Further develop structures to govern local delivery of children's and young people's services. • Implement the Area Based Childhood Programme. • Active role in the development of all relevant EU policies.
Outputs	28. Implementation of Better Outcomes Brighter Futures supported through agreed structures. 29. Reports made to Government on implementation of Better Outcomes Brighter Future commitments including a mid-term review. 30. Enhanced interagency and interdisciplinary service delivery for children and families through implementation of Children and Young Peoples' Services Committees (CYPSCs) programme. 31. Effective implementation of the Area Based Childhood (ABC) Programme and learning informing policy and practice (cross reference strategic objectives 1, 3 and 4) supported. 32. Contribution made to "whole of Government" development of policies and legislation relevant to children and families. 33. Preparations made for Ireland's examination by the UN committee on the Rights of the Child (2016). 34. Address EU and international developments in respect of child and family law and policy (cross-reference objective 1) monitored and addressed. 35. Implementation of the North/South Child Protection Work Programme (cross-reference Objective 3).

Strategic Objective 7	**Support and Embed the Civil Service Renewal Programme and be recognised as an organisation where, on an ongoing basis, high performance is achieved and personal development is a priority.**
Priority Activities	• Participate in the implementation of the Civil Service Renewal Programme. • Provide corporate support to Departmental staff to ensure we achieve our potential and demonstrate the highest professional standards.
Outputs	36. Participation in the Civil Service Renewal structures and work programme at SG and other levels. 37. Comprehensive HR strategy in place including workforce development. 38. Government's policy on people with disabilities fully implemented.



Ráiteas Straitéise

na Roinne Leanaí agus Gnóthaí Óige

2015-17

Ráiteas Straitéise na Roinne Leanaí agus Gnóthaí Óige 2015-17

Réamhrá leis an Aire

Tá áthas orm tacú le *Ráiteas Straitéise 2015-2017* na Roinne.

Léirigh an Rialtas tiomantas láidir do leanaí agus do dhaoine óga trí bhunú Roinne Leanaí agus Gnóthaí Óige den chéaduair in Éirinn i 2011, agus ó shin i leith is í an fhís atá againn ná tír a dhéanamh d'Éirinn atá ar cheann de na tíortha beaga is fearr chun fás aníos inti.

De réir a chéile a thógtar na caisleáin, ach tá an Roinn nua tar éis roinnt príomh-thiomantas a sheachadadh, lena n-áirítear bunú *Tusla*, an Ghníomhaireacht um Leanaí agus an Teaghlach; eagrú Reifrinn um Chearta na Leanaí; agus foilsiú chéad Chreatlach an Pholasaí Náisiúnta um Leanaí agus Daoine Óga, *Torthaí Níos Fearr, Todhchaí Níos Gile.*

Leanfaimid orainn de bheith ag cur i gcrích ár gcuid tiomantas de réir pholasaí an Rialtais, lena n-áirítear iad siúd a leagtar amach sa doiciméad *Tosaíochtaí Rialtais 2014-2016* faoi mar a comhaontaíodh iad ag an Rialtas i Mí Iúil seo caite. Faoi mar a leagtar amach sa *Ráiteas Straitéise* seo, is mian linn dul chun cinn ar leith a dhéanamh i réimsí den chineál seo: cosaint leanaí, oideachas agus cúram na luathbhlianta, bochtanas leanaí, fostaíocht óige agus laghdú na hógchoireachta.

Leagann Ráiteas Straitéise na Roinne amach raon uaillmhianach beart atá le baint amach sna trí bliana atá amach romhainn. Beidh cur i bhfeidhm Torthaí Níos Fearr, Todhchaí Níos Gile ina chuid lárnach de seo, rud a éilíonn dlúthchomhoibriú le gach páirtí leasmhar, comhordú éifeachtach ar fud na Rann Rialtais agus ceannaireacht shoiléir ón Roinn Leanaí agus Gnóthaí Óige.

Guím gach rath ar an Ard-Rúnaí agus ar fhoireann ar fad na Roinne agus iad ag tabhairt faoi sheachadadh na Straitéise sna blianta atá amach romhainn.

James Reilly
An tAire Leanaí agus Gnóthaí Óige

Intreoir leis an Ard-Rúnaí

Tá áthas orm intreoir a sholáthar do *Ráiteas Straitéise 2015-2017* na Roinne.

Bunaíodh an Roinn i Mí Mheithimh 2011 agus é mar shainordú aici creatlach aontaithe a chur i bhfeidhm de sholáthar polasaí, reachtaíochta agus seirbhíse ar fud an Rialtais do leanaí agus do dhaoine óga. Táimid ag cothabháil na gcuspóirí agus na luachanna ardleibhéil ar a raibh ár gcéad Ráiteas Straitéise bunaithe. Is é an misean atá againn ná bheith i gceannas ar na céimeanna a theastaíonn le feabhas a chur ar thorthaí do leanaí agus do dhaoine óga in Éirinn.

Rianaíonn an *Ráiteas Straitéise* ár bhfís do na trí bliana atá amach romhainn agus bainfimid úsáid as mar thagarmharc, chun athbhreithniú a dhéanamh ar dhul chun cinn lena ais agus muid ag cur ár gcuid beart tosaíochta i bhfeidhm. Ó bunaíodh muid d'oibríomar go crua chun raon freagrachtaí agus acmhainní a chomhtháthú, ina measc na cinn sin a aistríodh chugainn ó Ranna eile Rialtais. Leanfaimid orainn de bheith ag tógáil córas aontaithe eagraíochtúil sa tslí gur féidir linn ár gclár oibre a sheachadadh ar bhealach chomh héifeachtach agus is féidir.

Is iomaí toise a bhaineann le cinntiú leas na leanaí agus na ndaoine óga. Ní mór dúinn bheith ag obair ar fud an Rialtais agus in éineacht le raon leathan de pháirtithe leasmhara chun cabhrú chun polasaí agus seachadadh seirbhísí a chomhoiriúnú. Chun sin a dhéanamh, teastaíonn uainn cur chuige an-chomhoibríoch le gach eagraíocht, idir eagraíochtaí reachtúla, príobháideacha agus deonacha. Is meán fíorthábhachtach í an Chreatlach Náisiúnta, *Torthaí Níos Fearr, Todhchaí Níos Gile*, chun comhoibriú dea-eagraithe, struchtúrtha a chur chun cinn lenár gcuid comhpháirtithe, rud a chabhróidh linn polasaithe a chur i bhfeidhm atá éifeachtach ó thaobh costais de agus atá ar bhonn fianaise.

Tuigimid go rímhaith, mar Roinn nua, conas a théann an suíomh eacnamaíoch i gcoitinne i bhfeidhm ar ár n-acmhainn ár sainordú a sheachadadh. Táimid tiomanta do chur i bhfeidhm pholasaí an Rialtais ar bhealaí samhlaíocha, nuálacha laistigh de na hacmhainní atá ar fáil.

Tá mé ag súil le bheith ag obair leis an bhfoireann ar fad sa Roinn seo agus in eagraíochtaí eile chun an *Ráiteas Straitéise* seo a sheachadadh le fuinneamh, le tiomantas agus le nuálaíocht.

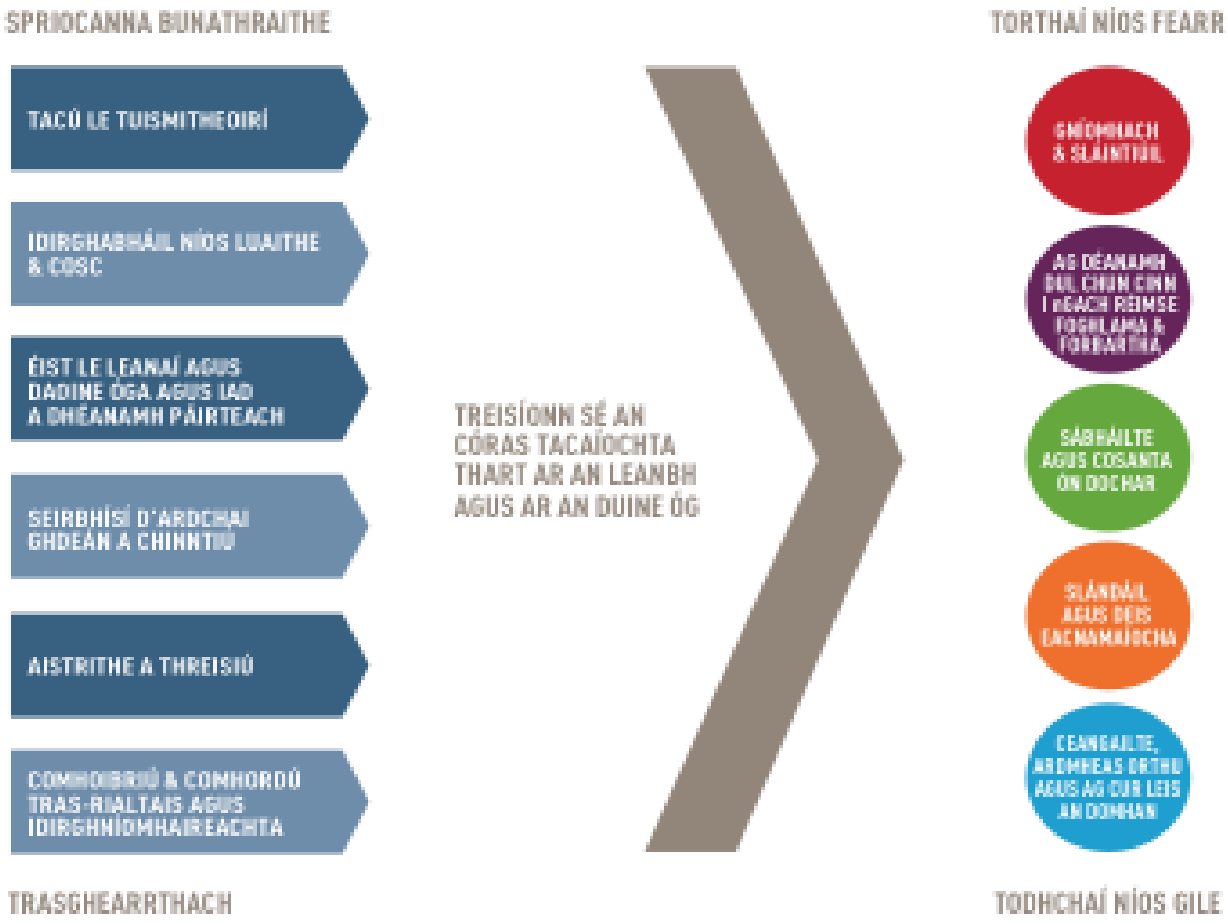
Fergal Lynch
An tArd-Rúnaí

Is é ár Misean ná a bheith i gceannas ar an iarracht chun na torthaí a fheabhsú le haghaidh leanaí agus daoine óga in Éirinn.

Is í fís na Roinne agus an Rialtais ná go mbeadh **Éire ar cheann de na tíortha beaga is fearr ar domhan chun fás aníos agus clann a thógáil inti**, agus mar a léirítear meas do chearta gach linbh agus gach duine óig chomh maith lena gcosaint agus a sásamh, mar a gcloistear a nguth agus mar a dtacaítear leo chun a n-uasacmhainn a chur i gcrích anois agus sa todhchaí.

TORTHAÍ NÍOS FEARR, TODHCHAÍ NÍOS GILE:

CREATLACH AN PHOLASAÍ NÁISIÚNTA DO LEANAÍ AGUS DO DHAOINE ÓGA, 2014-2020



Soláthraíonn an chreatlach seo an comhthéacs d'obair ar fad na Roinne féin chomh maith leis an gclár oibre do cheannaireacht iarrachta na Roinne chun feabhas a chur ar thorthaí do leanaí agus do dhaoine óga in Éirinn.

Soláthraíonn sé an treoirphlean aonair (a ionchorpraíonn gach Clár ábhartha do cheangaltais Rialtais) don RLGÓ agus dá cuid comhghleacaithe ar fud an Rialtais araon, agus do na páirtithe leasmhara rialtais agus neamhrialtais ar fad, agus iad ag pleanáil agus ag déanamh beartú tosaíochta de bhearta chun feabhas a chur ar shaol na leanaí, na ndaoine óga agus a dteaghlach do na trí bliana atá amach romhainn agus níos faide ar aghaidh – go 2020.

Sainordú

Cuimsíonn freagrachtaí na Roinne raon leathan gníomhaíochta polasaí agus seirbhíse, idir ghníomhaíocht dhíreach agus neamhdhíreach, do leanaí agus do dhaoine óga in Éirinn. Tá sainordú casta ag baint leis, a chuimsíonn roinnt sraitheanna atá scartha ach atá idirghaolmhar:

- Comhoiriúnú an pholasaí agus an tsoláthair ar fud an Rialtais agus laistigh de raon leathan de pháirtithe leasmhara chun feabhas a chur ar thorthaí do leanaí, do dhaoine óga agus do theaghlaigh.
- Cinntiú go mbíonn socruithe d'ard-chaighdeán i bhfeidhm le haghaidh idirghabhálacha fócasaithe a bhaineann le leas agus cosaint na leanaí, feidhmiú éifeachtach teaghlaigh, uchtú, freastal ar scoil agus laghdú na hógchoireachta.
- Soláthar díreach raoin de sheirbhísí uilíocha agus dírithe.

An Timpeallacht Oibriúcháin

Is ann do roinnt prionsabal oibriúcháin a threoraíonn gach Roinn sa timpeallacht reatha. Orthu seo tá:-

Srianta Buiséid: i gcomhpháirt le gach Roinn, leanann an RLGÓ uirthi de bheith ag oibriú faoi shrianta deacra buiséid. Éilíonn sin straitéisí follasacha chun luach airgid a bhaint amach agus bheith ag obair chun córais fheabhsaithe de leithdháileadh acmhainní a chinntiú.

Athchóiriú: Is dlúthchuid d'fhorbairt na seirbhíse poiblí é an t-athchóiriú agus léirigh ár ngnóthachtáil go dtí seo faoi cheangaltais de chuid Chlár an Rialtais (Reifreann na Leanaí agus bunú Tusla) araon athchóiriú, agus tús curtha le cur i bhfeidhm tuilleadh athruithe i dtaca leis an tslí ina mbímid ag dearadh agus ag seachadadh seirbhísí.

An Gá atá ann le Follasacht: Feidhmíonn an RLGÓ i dtimpeallacht fhollasachta mar a bhfuil raon de chomhlachtaí neamhspleácha a iniúchann, a mheasann, agus a thugann tuairimí agus a dhéanann moltaí a eascraíonn as ár gcuid dualgas náisiúnta agus idirnáisiúnta do rialachas, d'ardchaighdeán agus do chearta na leanaí. Tá an RLGÓ oscailte ón tús maidir leis an gcineál seo iniúchta agus leanann an Roinn uirthi de bheith ag ionchorprú aon chinnidh a fhaightear sna feabhsúcháin seirbhíse.

Cuntasacht: Tá Vóta suntasach ag an RLGÓ, ag cur san áireamh gur Roinn bheag í, agus ní mór don Roinn bheith ag obair leis na Gníomhaireachtaí atá faoina sainordú nó a fhaigheann cistí ón RLGÓ chun monatóireacht a dhéanamh ar fheidhmíocht agus ar rialachas chomh maith le cinntiú go mbaintear an úsáid is fearr is féidir as airgead na gcáiníocóirí.

Athnuachan na Státseirbhíse: Tá an Roinn tiomanta don chlár athraithe sa Státseirbhís ar aidhm léi acmhainn a thógáil chun freagra a thabhairt ar dhúshláin ar ann dóibh anois nó a bheas ann amach anseo, agus chun feabhas a chur ar fheidhmíocht na Státseirbhíse agus a cuid foirne. Soláthraíonn Plean Athnuachana na Státseirbhíse an chreatlach d'athnuachan na Státseirbhíse sna trí bliana atá amach romhainn. Tugann an Plean breac-chuntas ar fhís don Státseirbhís agus d'athruithe praiticiúla a chruthóidh Státseirbhís atá níos aontaithe, níos gairmiúla, níos sofhreagraí, níos oscailte agus níos cuntasaí, agus í ag soláthar seirbhís den chéad scoth don Stát agus do phobal na hÉireann. Beidh ceannaireacht láidir agus rannpháirtíocht ghníomhach i gcur i bhfeidhm an chláir seo ina bpríomhfhócas le linn na tréimhse.

Príomhchumasóirí

Ciallaíonn sainordú leathan na Roinne nach mór di, chun a bheith éifeachtach, acmhainn inmheánach a thógail, na coinníollacha cearta a chruthú le haghaidh feabhsuithe sa seachadadh seirbhíse, agus tacú lena cuid comhghleacaithe agus bheith i gceannas orthu maidir le seachadadh chlár oibre an Rialtais iomláin do leanaí. Buntacaíonn na príomhchumasóirí seo le hobair na Roinne agus tá siad ríthábhachtach i dtaca le baint amach ár gcuid cuspóirí:-

- Ceannaireacht shofheicthe le soiléireacht fhreagrachtaí le haghaidh beart i dtreo na dtorthaí sainmhínithe;
- Caidrimh thacúla fhrithpháirteacha le comhpháirtithe seachtracha agus cinntiú cumarsáidí éifeachtacha le gach custaiméir agus le gach páirtí leasmhar;
- Úsáid éifeachtach na n-acmhainní eolais, daonna agus airgeadais atá ar fáil.
- Socruithe éifeachtacha rialachais le gach gníomhaireacht agus le gach comhlacht a fhaigheann cistí ón Roinn; agus cinntiú bainistíochta éifeachtaí riosca, rialuithe buiséid agus lánchomhlíonadh na riachtanas cuntasaíochta go hinmheánach agus go seachtrach.
- Fócas ar sheachadadh seirbhíse d'ardchaighdeán agus ar na torthaí a lorgaítear do leanaí agus dá dteaghlach.
- An acmhainn chun a bheith ag foghlaim agus a bheith ag forbairt polasaithe agus cleachtais a ndeachaigh fianaise i bhfeidhm orthu.
- Socruithe éifeachtacha chun a bheith ag éisteacht le guth na leanaí agus na ndaoine óga.
- Solúbthacht chun athrú a chur i bhfeidhm de réir mar a theastaíonn.

Luachanna – Déanfaimid na nithe seo:

- Tuigfimid luach ár bhfoirne agus cruthóimid timpeallacht mar ar féidir leo bheith ag foghlaim, ag forbairt agus ag cur le cuspóirí na heagraíochta.
- Beidh leanaí agus daoine óga lárnach dúinn, le leanaí, daoine óga agus teaghlaigh i gcroílár ár gcuid oibre.
- Cuirfimid torthaí do leanaí agus do dhaoine óga in Éirinn i lár báire i dtaca le polasaithe agus seachadadh seirbhíse, agus fianaise tar éis dul i bhfeidhm orthu.
- Tacóimid le cur chuige coisc agus idirghabhála luaithe.
- Beimid ag comhoibriú agus ag nuáil ar fud na heagraíochta agus le ranna, gníomhaireachtaí agus earnálacha eile.
- Beimid cuntasach, oscailte don athrú, dírithe ar an gcustaiméir agus ag léiriú measa agus muid ag plé leis an bpobal agus le comhghleacaithe oibre.

Tosaíochtaí Rialtais

Leanfaimid orainn de bheith ag cur i bhfeidhm ár gcuid tiomantas de réir pholasaí an Rialtais, ag tógáil ar an obair i dtreo thiomantais an Chláir Rialtais go dtí seo agus le fócas ar thosaíochtaí sin an Rialtais (*2104-16)* a bhaineann le hábhar d'ár Roinn faoi mar a comhaontaíodh iad ag an Rialtas i Mí Iúil 2014. Seo a leanas iad:

- *Ag baint leasa as na ceachtanna a foghlaimíodh sna cláir phíolótacha rafara i mBaile Munna, tacóimid le Tionscnaimh Luathidirghabhála a sholáthraíonn príomhsheirbhísí tacaíochta, leithéidí litearthacht agus foghlaim na luath-óige.*

- *Méadóimid freisin teacht ar chúram fóirdheontais leanaí agus ar áiteanna iarscoile trí mhéadú cáilitheachta agus trí athchoiriú na ranníocaíochtaí tuismitheora do na teaghlaigh sin atá ag tabhairt faoi fhostaíocht.*
- *Foilseoimid, ar bhonn córasach, sonraí faoi gach ceapachán do Bhoird Stáit atá faoi shainordú na Roinne.*

Cuspóir Straitéiseach 1	**Polasaithe, reachtaíocht agus acmhainní a fhorbairt, a threisiú agus a ailíniú chun torthaí níos fearr a bhaint amach do leanaí agus do dhaoine óga agus tacaíocht a sholáthar do thuismitheoirí agus do theaghlaigh.**
Gníomhaíochtaí Tosaíochta	• Polasaí agus seachadadh seirbhíse a ailíniú agus a chomhoiriúnú le torthaí feabhsaithe a chinntiú do leanaí agus do dhaoine óga. • Straitéisí/polasaithe comhpháirteacha a ullmhú agus a fhoilsiú a eascraíonn ón gcreatlach pholasaí comhtháite Torthaí Níos Fearr, Todhchaí Níos Gile • Clár reachtaíochta a fhorbairt agus a chur i bhfeidhm maidir le cosaint leanaí, uchtú agus ceartas i leith an aosa óig. • Creatlach an pholasaí a threisiú chun cabhrú le laghdú na hógchoireachta faoin bPlean Gníomhaíochta um Cheartas i Leith an Aosa Óig 2014 - 2018 • Soláthar maoinithe a ailíniú le cuspóirí aitheanta polasaí. • Forbairt an fhórsa shaothair a threisiú trí chaidreamh gníomhach le Gníomhaireachtaí, le comhlachtaí rialála agus le hinstitiúidí tríú leibhéal.
Aschur	16. Straitéisí bunaithe ar fhianaise foilsithe agus oibríochtúil maidir le cúrsaí na luath-bhlianta, an aosa óig agus na dtuismitheoirí agus na dteaghlach tacúil. (crostagair le Cuspóir 5) 17. Reachtaíocht forbartha agus achtaithe maidir le *Leanaí ar dTús*, uchtú (lena n-áirítear faisnéis agus rianú), iarchúram, cosaint leasa leanaí, cúram leanaí agus coinneáil. Gach rialachán riachtanach tionlacain forbartha agus fógartha. 18. Athbhreithniú ar an Acht um Chúram Leanaí agus ar an Acht Uchtála curtha i gcrích. 19. Próiseas na meastachán, idirbheartuithe agus an leithdháileadh iarmhartach acmhainní bunaithe ar thosaíochtaí agus ar thorthaí straitéiseacha. 20. Rannpháirtíocht leis an Roinn Sláinte, leis an FSS agus le Tusla maidir le cur i bhfeidhm na reachtaíochta agus an pholasaí i dtaca le seachadadh seirbhísí síceolaíochta agus seirbhísí teaghlaigh, gnéasachta agus inscnebhunaithe (crostagair le Cuspóirí 3 agus 6). 21. Forbairt an fhórsa shaothair treisithe ar fud na seirbhísí maoinithe ar fad trí mheán caidrimh ghníomhaigh le fostóirí, le comhlachtaí rialála agus le hinstitiúidí ábhartha tríú leibhéal.

Cuspóir Straitéiseach 2	**Monatóireacht agus measúnú a dhéanamh ar fheidhmíocht trí mheán córas láidir rialachais agus cuntasachta i dtaca le freagrachtaí na Roinne agus a cuid gníomhaireachtaí**
Gníomhaíochtaí Tosaíochta	• Maoirseacht a dhéanamh ar fheidhmíocht Tusla, ar a comhlíonadh forálacha ábhartha rialachais agus cuntasachta, agus ar a seachadadh cláir chomhaontaithe athchóirithe sheirbhíse. • Cinntiú go bhfuil socruithe rialachais agus cuntasachta cleachtais is fearr i bhfeidhm i dtaca leis an Roinn, a cuid gníomhaireachtaí agus soláthróirí eile seachadta sheirbhíse. • Leanúint ar aghaidh le forbairt mheasúnú clár agus le comhtháthú an mheasúnaithe sa tuairisciú agus sa tuairisciú feidhmíochta – forbairt na dtáscairí toraidh ar fud na gclár seachadta sheirbhíse san áireamh.
Aschur	22. Socruithe láidre rialachais, maoirseachta agus tuairiscithe i bhfeidhm chomh maith le soláthar na rudaí seo ag Bord agus ag foireann bhainistithe Tusla: tuairisciú tráthúil agus cuimsitheach, luathrabhadh, rialuithe cuí agus feidhmíocht chuí agus measúnú riosca. 23. Socruithe rialachais do ghníomhaireachtaí atá cumraithe de réir an Athchóirithe Chuimsithigh ar Chaiteachas agus Chlár Athchóirithe na Seirbhíse Poiblí. 24. Sraith de tháscairí feidhmíochta forbartha do Tusla agus do ghníomhaireachtaí eile agus tacaí mórscála earnála (m.sh. cúram daoine óga agus cúram leanaí) de réir mar is cuí. 25. Tuilleadh athbhreithnithe Luach Airgid (LA) aitheanta agus tosaithe sna príomhréimsí caiteachais.

Cuspóir Straitéiseach 3	**Feabhas a chur ar chórais do thacú le teaghlaigh, cumhdach agus cosaint leanaí, soláthar an chúraim mhalartaigh is oiriúnaí agus cabhrú leis na daoine óga sin a bhfuil i gceist lena n-iompar riosca dóibh féin nó do dhaoine eile**
Gníomhaíochtaí Tosaíochta	• Athrú córas a spreagadh chun feabhas a chur ar chaighdeán agus ar chomhsheasmhacht na dtacaí do thuismitheoirí, ar chumhdach na leanaí go ginearálta, agus ar chaighdeán chúram agus chosaint na leanaí. • Caomhnóireacht oiriúnach, shábháilte agus shlán a sholáthar le torthaí feabhsaithe i dtaca le sláinte, leas agus oideachas do gach leanbh atá á choinneáil. • Feabhas a chur ar struchtúir chun caighdeán seirbhíse agus torthaí optamacha a chinntiú ar bhonn laethúil. • Tacú le próisis athbhreithnithe neamhspleách i dtaca le leas agus le cosaint leanaí agus i dtaca le ceartas i leith an aosa óig. • Meastóireacht a dhéanamh ar mholtaí athbhreithnithe neamhspleách agus iad a chur i bhfeidhm de réir pholasaí an Rialtais agus de réir fhaomhadh an Rialtais.
Aschur	26. Athchóiriú na seirbhísí leasa agus cosanta leanaí (agus tuarascálacha suntasacha tar éis dul i bhfeidhm orthu) tacaithe agus spreagtha trí mheán próiseas dialóige feidhmíochta le Tusla. 27. Cur i bhFeidhm *Leanaí ar dTús* le tacaíocht ó Ghrúpa Idir-Rannach Chur i bhFeidhm Leanaí ar dTús. 28. Leanúint ar aghaidh le forbairt agus le spreagadh chur i bhfeidhm na seirbhísí sna scoileanna coinneála leanaí, iad curtha i bhfeidhm de réir Chlár Athchóirithe na Seirbhíse Poiblí, lena n-áirítear leathnú mhúnla na scoile coinneála go gach leanbh atá á choinneáil suas go haois 18 mbliana. 29. Tuarascálacha ón Údarás um Fhaisnéis agus Cáilíocht Sláinte (ÚFCS), ó Oifig an Ombudsman do Leanaí (OOL), ón Sainrapóirtéir agus Tuarascálacha eile maidir le feabhsuithe seachadta sheirbhíse agus feabhsú polasaí. 30. Tacú léirithe don Choimisiún Fiosrúcháin (Árais Mháithreacha agus Leanaí). 17. Athbhreithniú ar an gcaidreamh reachtaíochta le ÚFCS curtha i gcrích agus prótacail fheabhsaithe chumarsáide curtha i bhfeidhm.

Cuspóir Straitéiseach 4	**Tacú leis an Roinn agus le príomhpháirtithe leasmhara chun teacht ar fhianaise níos fearr agus éascú rannpháirtíocht ghníomhach na leanaí agus na ndaoine óga i socruithe a théann i bhfeidhm ar a saol mar dhaoine aonair agus mar ghrúpa.**
Gníomhaíochtaí Tosaíochta	• Cinntiú go mbíonn taighde agus sonraí faoi shaol na leanaí ar fáil, inrochtana, láidir agus tráthúil chun dul i bhfeidhm ar pholasaí. • Maoirseacht a dhéanamh ar struchtúir náisiúnta agus áitiúla do rannpháirtíocht na leanaí agus na ndaoine óga i gcinnteoireacht, agus na struchtúir sin a fhorbairt.
Aschur	39. Cur i bhfeidhm na Straitéise Náisiúnta um Thaighde agus um Shonraí faoi Shaol na Leanaí, 2011-2016. 40. Socruithe rialachais curtha i bhfeidhm go hiomlán maidir leis an Staidéar Náisiúnta Fadaimseartha ar Leanaí, Ag Fás Aníos in Éirinn. 41. Foilsiú na tuarascála Staid Leanaí an Náisiúin. 42. Foilsiú agus cur i bhfeidhm polasaí náisiúnta faoi rannpháirtíocht na leanaí agus na ndaoine óga i gcinnteoireacht agus struchtúir fheabhsaithe rannpháirtíochta.

Cuspóir Straitéiseach 5	**Tacú le leanaí agus le daoine óga sa tslí gur féidir leo bheith go hiomlán rannpháirteach san fhoghlaim ghníomhach, lena n-áirítear trí sholáthar cúraim agus oideachais luathóige agus seirbhísí óige atá ar fad d'ardchaighdeán chomh maith le haghaidh a thabhairt ar cheist an fhreastail agus na rannpháirtíochta ar scoil**
Gníomhaíochtaí Tosaíochta	• Feabhas a chur ar sholáthar áiteanna cúraim agus oideachais luathóige atá d'ardchaighdeán agus inrochtana do leanaí óna mbreith go 6 bliana agus ar sholáthar cúraim leanaí do leanaí in aois scoile. • Polasaí, soláthar agus cleachtas oibre óige atá d'ardchaighdeán agus éifeachtach a chur chun cinn trí fheabhsú an bhunachair fhaisnéise agus eolais. • Contanam idirghabhálacha dírithe seirbhíse a fhorbairt atá deartha le freastal, rannpháirtíocht agus coinneáil na ndaltaí a uasmhéadú. Dul i ngleic leis an bhfreastal íseal scoile, le míshástacht scoile agus le luathfhágáil scoile.
Aschur	43. Tabhairt faoi athbhreithniú ar mhúnlaí infheistíochta d'oideachas agus do chúram na luathóige agus do leanaí in aois scoile chun dul i bhfeidhm ar phrionsabail don infheistíocht sa todhchaí. 44. Cur i bhfeidhm chlár oideachais chúraim leanaí/luathóige a eascraíonn as an athbhreithniú. (crostagair le Cuspóir 1) 45. Ceannasaíocht ar agus tacú le cur i bhfeidhm na gcaighdeán náisiúnta cáilíochta le tadhall oiriúnach leis an Roinn Oideachais agus Scileanna agus le Tusla. 46. Tacaí agus oiliúint fhórsa shaothair i bhfeidhm. 47. Socruithe cuí riaracháin i bhfeidhm le tacú le rialachas, le tuairisciú agus le pleanáil gach cineáil soláthair chúraim leanaí (crostagair le Cuspóir 2). 48. Cur i bhFeidhm na Straitéise Náisiúnta Óige agus an Athbreithnithe Luach Airgid le comhtháiteacht fheabhsaithe agus leanúnachas feabhsaithe a chinntiú idir polasaí, soláthar, cleachtas agus maoiniú óige a chinntiú. (crostagair le Cuspóirí 1 agus 2). 49. Córais athbhreithnithe bhainistithe fhaisnéise agus airgeadais i bhfeidhm chun tacú le pleanáil, seachadadh agus measúnú feabhsaithe soláthair óige d'ardchaighdeán. (crostagair le Cuspóir 2)

Cuspóir Straitéiseach 6	**Comhoibriú le páirtithe leasmhara, lena n-áirítear ar fud an Rialtais, chun monatóireacht a dhéanamh ar leas fisiciúil, mothúchánach agus eacnamaíoch na leanaí agus na ndaoine óga agus an leas sin a chur chun cinn, agus chun míchothromaíochtaí a laghdú.**
Gníomhaíochtaí Tosaíochta	• Bheith i gceannas ar chur i bhfeidhm agus ar rialachas tras-Rialtais Chreatlach an Pholasaí Náisiúnta, Torthaí Níos Fearr, Todhchaí Níos Gile 2014-2020. • Dul i dteagmháil le gach páirtí leasmhar agus le gach comhpháirtí náisiúnta agus idirnáisiúnta agus i bhfóraim Thuaidh/Theas agus idirnáisiúnta. • Struchtúir a fhorbairt tuilleadh chun seachadadh áitiúil na seirbhísí do leanaí agus do dhaoine óga a rialú. • An Clár Óige Bunaithe sa Cheantar a chur i bhfeidhm. • Ról gníomhach againn i bhforbairt gach polasaí ábhartha de chuid an AE.
Aschur	50. Cur i bhfeidhm Torthaí Níos Fearr, Todhchaí Níos Gile, tacaithe trí mheán struchtúr comhaontaithe. 51. Tuairiscí curtha faoi bhráid an Rialtais faoi chur i bhfeidhm thiomantais Torthaí Níos Fearr, Todhchaí Níos Gile, athbhreithniú lár téarma san áireamh. 52. Seachadadh seirbhíse feabhsaithe idirghníomhaireachta agus idirdhisciplíneach do leanaí agus do theaghlaigh trí mheán chur i bhfeidhm chlár na gCoistí um Sheirbhísí na Leanaí agus na nDaoine Óga (CSLDÓ). 53. Cur i bhfeidhm éifeachtach an Chláir Óige Bunaithe sa Cheantar (ÓBC) agus tacaíocht tugtha do pholasaí agus do chleachtas a ndeachaigh an fhoghlaim i bhfeidhm orthu (crostagair le Cuspóirí straitéiseacha 1, 3 agus 4). 54. Muid tar éis cur le forbairt “an Rialtais iomláin” i dtaca le polasaithe agus le reachtaíocht a bhaineann le hábhar do leanaí agus do theaghlaigh. 55. Ullmhúcháin déanta do scrúdú chás na hÉireann ag coiste na Náisiún Aontaithe um Chearta an Linbh (2016). 56. Monatóireacht déanta ar fhorbairtí san AE agus go hidirnáisiúnta maidir le dlí agus le polasaí an linbh agus an teaghlaigh (crostagair le Cuspóir 1) agus aghaidh tugtha orthu. 57. Cur i bhFeidhm an Chláir Oibre Thuaidh/Theas um Chosaint Leanaí (crostagair le Cuspóir 3).

Cuspóir Straitéiseach 7	**Tacú le Clár Athnuachana na Státseirbhíse agus é a leabú agus bheith aitheanta mar eagraíocht ina mbaintear amach, ar bhonn leanúnach, ardfheidhmíocht agus mar a bhfuil an fhorbairt phearsanta ina hard-tosaíocht.**
Gníomhaíochtaí Tosaíochta	• Bheith páirteach i gcur i bhfeidhm Chlár Athnuachana na Státseirbhíse. • Tacaíocht chorparáideach a sholáthar d'Fhoireann na Roinne chun cinntiú go mbainimid amach ár n-acmhainn agus go léirímid na caighdeáin ghairmiúla is airde.
Aschur	58. Rannpháirtíocht i struchtúir agus i gclár oibre Athnuachan na Státseirbhíse ag leibhéil an A-R agus ag leibhéil eile. 59. Straitéis chuimsitheach AD i bhfeidhm, forbairt an fhórsa shaothair san áireamh. 60. Polasaí an Rialtais maidir le daoine le míchumas curtha i bhfeidhm go huile is go hiomlán.