



CARANUA

support for survivors of institutional abuse

Annual Report 2015



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Foreword

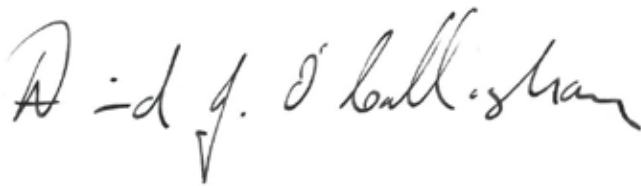
This is the third annual report of the Residential Institutions Statutory Fund, known as Caranua, an independent State body established by the Minister for Education and Skills, under the Residential Institutions Statutory Fund Act, 2012.

The Fund was established to provide support to people who, as children, experienced abuse in institutions run by religious congregations on behalf of the State. Those religious congregations who were part of the Indemnity Agreement in 2002 with the government of the day have pledged €110 million to the Fund to meet the needs of eligible survivors.

This report covers the year 2015. This was our first full year of operation of the Fund and one in which the number of applications, responses and level of expenditure increased; and by year end the aggregate spend was just over €41 million.

This high level of activity provided data that allowed us to reflect and review our systems and to design different and better responses to the needs of people who apply to us; the new system will be implemented during 2016.

I commend my fellow Board members and the Executive again for the tremendous commitment and focus that they demonstrated in this work during the year 2015.

A handwritten signature in black ink, reading "David O'Callaghan". The signature is written in a cursive style with a large initial 'D' and a long, sweeping underline.

David O'Callaghan
Chairperson



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Introduction

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Introduction

Caranua was established under the Residential Institutions Statutory Fund Act, 2012 with the aim of providing support to people who, as children, experienced abuse in institutions in Ireland. The institutions were run by religious congregations and funded and regulated by the State.

Those religious congregations are responsible for the provision of funds to Caranua and have pledged €110 million. At the end of 2015, €85 million of this had been received, with a firm commitment for the balance to be received over the next two years. Caranua is responsible for managing these funds to secure improvements in the wellbeing of eligible survivors, by paying for services for them in the areas of health, education and housing.

To be eligible, individuals must have received financial redress through the Residential Institutions Redress Board, legal settlements or the Irish Courts. The number of eligible survivors is estimated at just over 15,000. Six of every ten of these live in Ireland, one in three in the United Kingdom and the remainder in other parts of the world, with small clusters in the United States, Australia and Canada.

The remainder of this document is in four sections. Section two presents information on Caranua, describing its background, broad purpose and approach to working with survivors. Section three reports on our activities during the year, including a report on applications processed and payments made. The final section focuses on governance matters, explaining our Board and staff structures and reporting on Board meetings and other relevant activities.

Financial information is not included with this report. Draft accounts for 2015 have been adopted by the Board and are subject to audit by the Comptroller and Auditor General. Once the accounts have been approved and laid before the Houses of the Oireachtas, they will be published separately.



Our purpose, aims and approach

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Our purpose, aims and approach

2.1 Introduction

This section provides a context for the report of our activities in 2015. It describes the role and purpose of Caranua and locates the Fund in the range of government initiatives for people who experienced neglect and abuse in institutions.

It goes on to outline some of what is known about survivors of institutional abuse in Ireland, and what survivors told us they wanted from Caranua. Finally, it describes the approach of Caranua in responding to those needs, setting out our aims and values, and criteria for the services that we can support. Additional information on the application process is contained in section three.

2.2 Background

Caranua was set up by legislation – the Residential Institutions Statutory Fund Act, 2012 – and held its inaugural meeting in late March 2013. It is one of a series of State initiatives designed to acknowledge and compensate for the harm caused to people who experienced institutional abuse as children. These include:

- **A State apology, and the establishment of the Commission to Inquire into Child Abuse (CICA)** in 1999. The commission heard testimony from individuals who had been in institutions, and it investigated those institutions. The report of the Commission, known as the Ryan Report after its chairman, was published in 2009
- **A scheme of financial redress**, managed by the Residential Institutions Redress Board, was established in 2002 and has made awards to over 15,000 individuals, ranging in value from €10,000 to €300,000, with an average award of just over €60,000. At the end of 2015 the Board had finished its work in relation to hearing claims, including late claims, and was in the process of winding down its operations
- **The provision of grants for survivors and their family members to avail of formal and informal education** and development opportunities, through the Education Finance Board established in 2006. The Board provided grants to 12,000 individuals, over 80% of whom were children and grandchildren of survivors, for a wide range of educational courses until 2011 when the Fund was exhausted
- **A programme of assistance for women who were incarcerated in Magdalene laundries** which includes provision for financial redress, social

welfare pensions and access to enhanced health and medical services for those living in Ireland, and to private health insurance for those outside Ireland

- **An investigation into the operation of Mother and Baby Homes** looking at the operation of specified homes between 1922 and 1987, and hearing testimony from individuals with direct experience of them. It does not have any role in providing redress.

2.3 Purpose and role

The purpose, role and functions of Caranua are set out in the Residential Institutions Statutory Fund Act. This provides for the creation of a Statutory Fund, to be financed by religious congregations, and a new agency to manage the Fund. The scope of the Fund is limited to those survivors who received financial redress through settlements, the Irish courts or the Residential Institutions Redress Board.

The role of Caranua is described as to devise and manage a Fund to address the current needs of eligible survivors and improve their wellbeing, by paying for approved services in the areas of health, education and housing, that are not readily available through public bodies.

Specified functions in the legislation are to:

- Decide the range of “approved’ services
- Set criteria for decisions on applications
- Ensure information on supports for survivors is readily available
- Add to rather than duplicate existing public services
- Promote understanding of the effects of abuse
- Evaluate the effectiveness of our interventions
- Be consistent, fair, transparent and equitable
- Use the funds available efficiently.

An important element of the legislation is the coordination of activities with public bodies in Ireland and such bodies are obliged to appoint liaison officers for this purpose. This provision enhances the authority of Caranua in relation to public services in Ireland, a situation that does not apply to other jurisdictions.

2.4 What survivors identified as needs

Caranua is committed to ensuring that its services are relevant to the needs of survivors. The views of survivors were canvased in 2013 and over 200 individuals were met directly, mainly through survivor support groups in Ireland and the UK, and Irish welfare organisations in the UK. Their views informed the shape and content of our criteria and approved services.

In the consultation, there was unanimity about how survivors wanted the Caranua Fund to work. They wanted it to be:

- Easy to use, quick, not bureaucratic, offering respect, dignity, clear information and 'no begging'
- Confidential, easy to use and flexible, with published time frames and standards.

In terms of the services that should be included, survivors spoke about health needs being their biggest concern, although it is of note that those in the UK felt that their health needs were met through the NHS. Formal education was generally not important, but 'soft skills' development was regarded as key to continued wellbeing. Specific needs identified were:

Help with remaining at home in order to avoid institutional care in later life, including aids and appliances, home adaptations, extensions, insulation, window replacement, home help and nursing care, help with wheelchairs, other aids, spectacles and hearing aids that are better than the HSE or NHS issued ones, and dental treatment

- Speedy access to consultants and specialist medical help
- Respite and other assistance for families caring for survivors with conditions such as Alzheimer's
- Counselling and psychotherapy
- Low level help around the house such as clearing rubbish from the garden, fixing fences and help with transport for people with limited mobility and conditions such as agoraphobia
- Social outings, craft classes, keep fit, computer classes
- Interpreting services for people who are deaf or hard of hearing
- Holistic interventions for those with complex needs, complementary health therapies, physiotherapy, speech and occupational therapy

- Family tracing, information on where they grew up, help with travel for family reunification, free travel and cheap accommodation in Ireland to visit relatives and family graves
- Funeral costs
- Advocacy and a 'voice' for survivors
- Funding for existing groups providing support and activities for survivors; funding for activities to aid survivor healing and recovery.

2.5 Aims and values

Taking into account the terms of the legislation and the needs of survivors, the Board agreed a set of aims and values to underpin the implementation of Caranua services for survivors, with the intention of ensuring that we would be responsive, open and as flexible as possible in meeting those needs.

The stated aims of our services for survivors are to:

- Improve the wellbeing of survivors who are eligible for our services
- Make sure anyone using our services feels empowered, enabled and satisfied
- Build understanding of the effects of institutional abuse among policy makers, service providers and the public
- Help other service providers to recognise and respond effectively to the needs of survivors.

The values which underpin and drive our responses to survivors are:

- We put the needs of survivors at the heart of everything we do
- We believe survivors are entitled to compassion, respect and dignity
- We respect and promote the right to privacy and confidentiality of anyone in contact with us
- We will be open and fair in our dealings
- We will be honest about what we can and cannot do
- We will ensure high quality in everything we do

- We will work together with public and voluntary bodies to make sure that survivors get services of real benefit, and that we make the best use of the Fund
- We are impartial and offer equal access to anyone using our services.

2.6 Services and criteria

As set out in our published Guidelines, there are three areas of services that we can consider and these are summarised here.

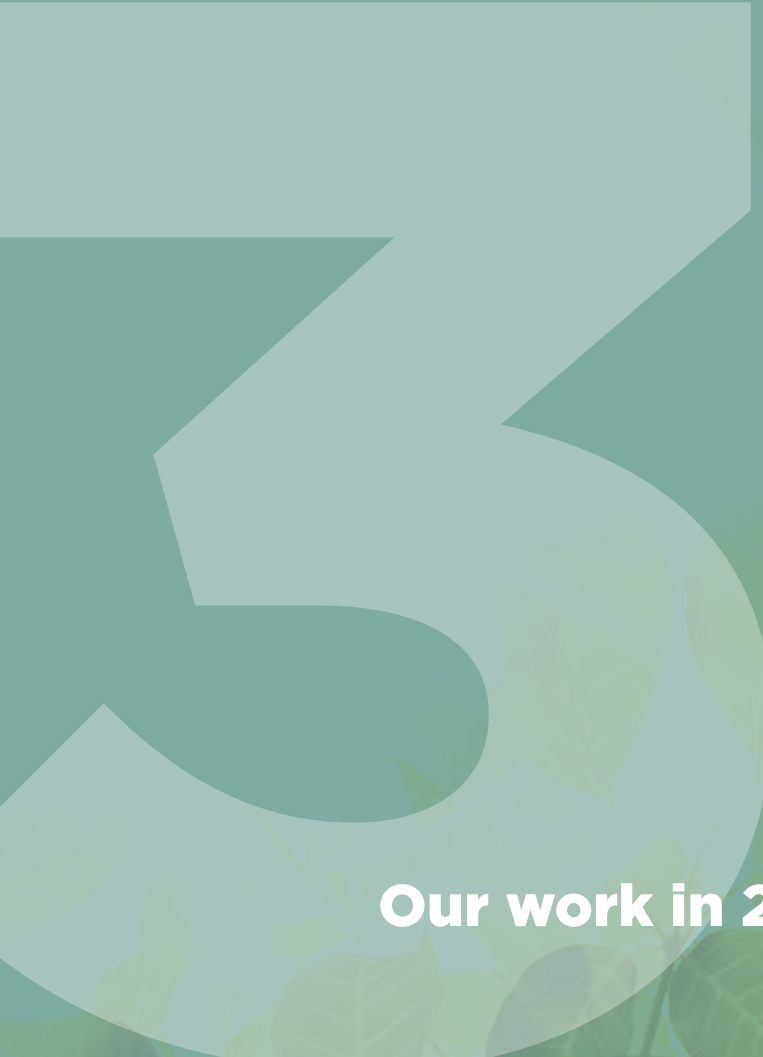
Service area	Aim	Services include
Health and wellbeing	To support survivors to be physically and mentally well and socially active and connected	Health services (screening, GP, consultants, eyes, teeth, feet and ears), alternative therapies, clubs, classes, health promotion, family tracing, counselling, local travel to classes and medical appointments, interpreting services for people who are deaf
Housing supports	To enable survivors to stay at home, safe, secure and warm	Personal care and support, necessary home improvements, disability aids and equipment, minor repairs
Learning, development and education	To encourage further education, skills and self development	Fees for courses, education support grants for full and part-time accredited courses

These services follow broadly the scope of those provided for in the Residential Institutions Statutory Fund Act and those identified by survivors, but do not include all of them. Key gaps are funeral costs, family reunification and support for some activities that will aid healing and recovery. The legislation does not provide for Caranua to fund support groups.

Criteria for applying for services are:

- Some services, such as home improvements and medical interventions, must be based on evidence of need and a recommendation from a professional
- All service providers must be approved by Caranua and must be qualified, registered and tax compliant
- Only services that are approved in advance can be supported
- Financial limits apply to some services, in keeping with the Guidelines and those imposed by local health or housing authorities.

Copies of the Guidelines are provided to each applicant and can be accessed on the Caranua website at www.caranua.ie/useful_resources/caranua_publications



Our work in 2015



Our work in 2015

3.1 Overview

This section reviews our work in 2015, reporting on key activities and outputs and providing analysis of applications received and responded to, and of the expenditure of the Fund in terms of services supported and the cost of those services. It begins with a summary of achievements and challenges.

Our key objective for the year was to continue to attract and respond to applications from survivors, and in doing so to make a real and positive impact on their lives. Supporting this objective was a commitment to being an effective organisation and learning from our experience. Key achievements were:

- Increased the number of applications to over 5,000
- Trebled expenditure on services to survivors, bringing the total paid to just over €41 million
- Made payments to 1,793 new applicants, bringing the total number of individuals to receive payments to 2,793



5,000

APPLICATIONS



€41,000,000

TOTAL EXPENDITURE ON SERVICES TO SURVIVORS



93%

COMPLIANCE WITH TIME STANDARDS

3

- Responded to just under 72,000 telephone calls
- Attained an average of 93% compliance with time standards for responding to first stage applications
- Strengthened our organisation policies, systems and procedures
- Achieved fair levels of satisfaction among applicants
- Reviewed our service criteria to improve responsiveness to the needs of survivors.

The level of progress made in 2015, compared to 2014, was due in large part to an increase in temporary staff, sanctioned by the Department of Education and Skills. By the final quarter of the year, we had in place a team of 25, which enabled an improvement in service levels. There are challenges in dependence on temporary staff though, with high levels of turnover and this will be addressed in 2016 through recruitment.



2,793

INDIVIDUALS HAVE RECEIVED PAYMENTS



72,000

TELEPHONE CALLS

3.2 Our work in 2015

Achieving our objectives is dependent on our creating awareness among survivors, working with external stakeholders and continuous organisation improvement review and development. This section reports on all of these activities and provides a brief analysis of the applications received and the money spent.

Raising awareness, attracting and supporting applications

Legislation prevents our making contact with potential applicants and we are dependent on raising awareness through outreach, leaflets and posters, media and word of mouth to reach potential applicants. Key activities and outputs were:

- Promoting awareness of our services** by providing information to other organisations. We attended national conferences of the Irish Medical Organisation, Garda Representative Association, Fianna Fáil, The Labour Party, Sinn Féin and SAGE (support and advocacy for older people), and provided briefings to organisations providing support to survivors in London, Deaf Hear in Tullamore, Brothers of Charity Disability Services in Galway and Northside Citizens Information service in Dublin. Our website is a key communication tool and it had 17,813 unique users in 2015 and 95,878 page views. Forty per cent of visitors are returns. The most popular page was 'Contact Us', followed by 'Are you a Survivor?'



CARANUA WEBSITE

17,813

UNIQUE USERS

95,878

PAGE VIEWS

40%

VISITOR RETURNS

- Extending and broadening outreach** by holding 'clinics' where applicants could meet Advisors face-to-face, combined with a 'market place' event where other survivor related services were on site to meet them. Two such events were held in England during the year, in Birmingham in May and London in November with attendances of 140 and 150. One clinic was also held in the Aislinn centre in Dublin's city centre and in the constituency office of Mary Lou MacDonald, T.D. in Dublin. In addition we began a weekly outreach clinic in the Deaf Village in Dublin for those applicants who are deaf and hard of hearing in June, which continued throughout the year.

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- **Working with and accounting to stakeholders**, particularly survivor support groups, through ongoing contact, meetings and briefings. In 2015 we met Right of Place Second Chance and the (Dublin) Inner City Survivors Group and also held a joint briefing for Right of Place and the Aislinn Centre, with a view to enabling those organisations to help eligible applicants to apply to us. Members of the Board also met with the Aishinn Centre, Right to Peace and Whispering Hope.

We received 1,230 new applicants in 2015, increasing the total number by 24% to 5,052. This relatively modest increase was predicted: we received almost 3,000 applications in the first quarter of 2014, just after we opened for applications. While the monthly average of new applications in 2015 was 103, the trend was downwards in the last six months and provided the impetus for enhanced investment in outreach activities.

Enhancing services and working in partnership

We are required, under our legislation, to have regard to the availability of public services in Ireland and to add to rather than duplicate these when considering applications. Key activities and outputs were:

- **Working with relevant public services** in relation to individual applications, ensuring that all citizen entitlements have been claimed and liaising and advocating in relation to services as necessary. We had significant contact with local authorities during the year and as a result of feedback from them were able to adjust our practices to ensure closer alignment between our services. We also had ongoing contact with the HSE in order to secure enhanced services for Caranua applicants, advocating for the extension of an enhanced medical card to them and better relationships with locally based services. We secured agreement from the Department of Social Protection and the HSE to use their lists of approved suppliers, as our approved suppliers.
- **Exploring, deepening, and piloting partnerships** to secure the most efficient use of the Fund and to address specific issues as they arose. One of these was the potential risk of our paying for home improvements without inspections of the properties or any mechanism for quality control of the works. To address this, we partnered, on six -month pilot basis, with an approved housing body to carry out inspections, recommend works and assure the quality of them. This experience points to the need for stronger partnership with relevant public authorities.

Building an effective organisation

Key activities and outputs were:

- **Strengthening our organisation policies, processes and systems** through a programme of continuous review and improvement, implementing 90% of recommended improvements from an independent organisation review. These improvements related to standard operating procedures, finalising our CRM system, streamlining and improving the efficiency of our processes and the establishment of an internal audit function.
- **Supporting staff** so that they are able to understand and respond to the needs of survivors, manage their work and self-care, and uphold the organisation values, through a programme of training, external group support, individual supervision, performance appraisal and staff meetings.
- **Improving accountability and transparency** through our website, by publishing monthly reports on applications received and payments made, Board minutes (once they are approved), information on outreach and other events, and regular updates on other activities. In August we added, a 'Governance and Compliance' section offering information on finance, the Board, legislation, our Customer Charter, compliance and Freedom of Information, Data Protection and Parliamentary Questions.
- **Listening, learning, reviewing** to improve our knowledge, understanding, responses and management processes so that we can provide the best responses to the needs of applicants that we can. We do this by listening to stakeholder feedback, reviewing our service data and reviewing and commissioning relevant research. A report on feedback and complaints is provided in section four.

Of specific importance in 2015 was a review of service criteria. As the number of applications we dealt with increased, it was possible to identify patterns of items applied for, and in the demographic characteristics of applications. This indicated that we had not reached the most disadvantaged and in need, that home owners were benefitting disproportionately from the Fund and that the early appliers were making multiple and repeated applications. Arising from this data analysis, a review of the criteria was commenced, to be completed early in 2016. Our own data was supplemented by commissioned research on the number of potential applicants.

Responding to applications, meeting needs

Our core aim is to provide services to people who are eligible to apply to us and this section reviews and reports on applications made and payments made. It presents demographic information on people who applied to us, reports on decisions to refuse applications and the independent appeals process and our compliance with published time targets and standards. Finally, it provides some case studies by way of illustrating the process.

How many applied?

Over the course of 2015 we received **1,230** new first stage applications from individuals. This brought the total number of initial applications to **5,052**. The number of applications received in 2015 was down 75% on 2014, representing a fall from an initial high of 3,000 in the first six months. A small number of people (4%) make initial applications to us and are found not to be eligible and this is consistent across the two years.

Once a person is eligible to apply, they are sent an application pack with information about making an application, and application form. The number of packs sent was **4,398**. By the end of 2015, **3,861 (87%)** of these had made applications for services. When an application is received, it is placed in a queue in date



APPLICATIONS

5,052

TOTAL INITIAL APPLICATIONS

4%

INELIGIBLE APPLICATIONS



APPLICATION PACKS

4,398

NO. OF PACKS SENT OUT

87%

RETURNED APPLICATION PACKS

3,429

APPLICANTS CONTACTED
BY AN ADVISOR

order, awaiting contact from an Application Advisor. By the end of 2015 **3,429** applicants had been contacted by an Advisor, that is **85%** of those who had returned forms. This information is presented in Table 1.

Table 1: Applications received 2014 and 2015 ¹

	2014	2015	Total
Stage 1	3,822	1,230	5,052
Eligible	3,096	1,310	4,406
Application Pack sent	3,089	1,312	4,398
Application for services received	2,140	1,719	3,859
Assessment call made	2,027	1,405	3,429

Our time standard for processing initial applications, verifying eligibility, confirming identification and sending an application pack is ten working days each. During 2015, we met these standards on average 93% of the time.

The length of time it takes to assess, process and complete an application varies according to the needs and circumstances of each applicant but can span a number of months and involve an average of between 20 and 35 telephone calls and other contacts. We give priority to applicants who are aged over 70. At the end of 2015, 640 people who had returned forms were awaiting a call from an Advisor, a wait for some people of up to 24 weeks.

Who applied?

The chart in this section presents demographic information on the people who applied to us for services in 2014 and 2015, showing the distribution of age and gender by location.

¹ The number of application packs sent is not exactly the same as the number verified as eligible due to time lags.

Chart 1: Distribution of age and gender by location

2014 Total 2140

Ireland	1699	
Female	698	41%
40 and under	23	3%
41 - 60	342	49%
61 - 70	247	35%
71 - 80	72	10%
81 and over	14	2%
Male	1,001	59%
40 and under	52	5%
41 - 60	421	42%
61 - 70	405	40%
71 - 80	105	10%
81 and over	18	2%
Rest of the World	53	
Female	30	57%
41 - 60	11	21%
61 - 70	18	34%
71 - 80	1	2%
Male	23	43%
40 and under	2	9%
41 - 60	5	22%
61 - 70	7	30%
71 - 80	9	39%

2015 Total 1719

Ireland	1355	
Female	502	37%
40 and under	29	6%
41 - 60	254	51%
61 - 70	150	30%
71 - 80	57	11%
81 and over	12	2%
Male	853	63%
40 and under	67	8%
41 - 60	386	45%
61 - 70	313	37%
71 - 80	73	9%
81 and over	14	2%
Rest of the World	41	
Female	26	63%
41 - 60	9	22%
61 - 70	11	27%
71 - 80	5	12%
81 and over	1	2%
Male	15	37%
41 - 60	4	27%
61 - 70	6	40%
71 - 80	5	33%

United Kingdom	388	
Female	235	61%
40 and under	1	0%
41 - 60	46	20%
61 - 70	112	48%
71 - 80	62	26%
81 and over	14	6%
Male	153	39%
40 and under	2	1%
41 - 60	35	23%
61 - 70	39	25%
71 - 80	59	39%
81 and over	18	12%

United Kingdom	323	
Female	186	58%
40 and under	2	1%
41 - 60	37	20%
61 - 70	85	46%
71 - 80	52	28%
81 and over	10	5%
Male	137	42%
40 and under	1	1%
41 - 60	42	31%
61 - 70	41	30%
71 - 80	44	32%
81 and over	9	7%

What did we spend?

In 2015 we spent just over €31 million on services for applicants. This was a significant increase on spend for 2014 which was a little over €9 million. The time frames are not directly comparable as we did not begin to make any volume of payments until the third quarter of 2014.

What did we spend it on?

There are three broad areas in which we can support applicants. These are housing, education and health and wellbeing. Chart 1 shows the total spend in the two years on each category. It is important to note that applicants can apply for and receive a number of different payments. To the end of 2015, 12,091 payments had been made to 2,973 individual applicants, an average of four payments each.

Chart 2: Expenditure by service category 2014 and 2015

Category	Total €
Education	1,061,323.49
Health	10,461,752.15
Housing	30,115,479.07
Exceptional Needs	43,639.26
Total	41,682,193.97

As can be seen from the chart, housing is by far the area of highest spend. We endeavour to ensure that applicants do not have to enter institutions in later life and so support works that will improve the safety, warmth and accessibility of their homes, provided that these are necessary and not readily available from a public body. Typically payments are for insulation, heating systems, and replacement doors and windows.

Payments in health are more varied but include payment for dental treatment, hearing aids, eye tests and glasses and orthopaedic aids and footwear. The demand and spend on education is relatively lower and is usually in respect of formal accredited third level courses, and grants to enable participation in these.

Payments under exceptional needs are made when an exceptional or severe (e.g. life and death) situation arises that is not covered by the terms of the Fund. For example, where someone died in the course of making an application, funeral costs which are not covered by our Fund were paid.

Refusals and appeals

An independent Appeals Officer was appointed by the Minister for Education and Skills in February 2014. He reviews and adjudicates on all appeals. Appeals can be made where Caranua has found that an applicant is not eligible to apply to us and where an application for a service is unsuccessful. Caranua regards the appeals process as an important element of our service and pays careful attention to the views and opinions of the Appeals Officer, using these to review and change our processes as necessary.

The Residential Institutions Statutory Fund Act, 2012 sets out the circumstances in which someone is eligible to apply. When someone submits an Application Part 1, we make strenuous efforts to establish that they are eligible to apply. Where this is not successful we have no choice but to inform the person that they are not eligible to apply to us. At the same time, we explain that they have the right to appeal, and how to go about doing this.

The reasons for a person's application being unsuccessful are more varied and include:

- The service is outside of our criteria, or not covered in our Guidelines
- The cost of the service is not reasonable
- The applicant has not provided us with a medical or other professional recommendation where this is required
- The service is over the limits allowed (applicable to education and to socially active and connected)
- The service was purchased without the prior approval of Caranua
- The quotations provided do not meet our requirements
- The supplier is not approved by Caranua

Where a service is refused, a letter explaining the reason for this decision is sent, together with an explanation of the right to appeal and how to do this. Once an appeal is made, it is normal for the Appeals Officer to seek additional information first from the applicant and then Caranua, before making a decision on the appeal. The number of appeals, nature of appeal and outcome or status for 2014 and 2015 are presented in Table 2.

Table 2: Appeals 2014 and 2015

Nature of appeal	2014	2015	Total
Eligibility	16	8	24
Criteria	28	78	106
Total	44	86	130
Outcome/status			
Caranua decision upheld by Appeals Officer	39	49	88
Caranua decision overturned by Appeals Officer	2	2	4
Caranua change decision	3	1	4
Decision referred back to Caranua by Appeals Officer	0	3	3
Appeal Withdrawn by applicant	0	4	4
No Decision Yet	0	27	27
Total	44	86	130

The table shows an increase in the number of appeals during 2015. This is not surprising, given that the number of applications and refusals also increased during that time. However, the number of appeals, at 86, is low relative to the number of applications processed. Typically, each applicant will make a number of applications for services. Over the course of the two years over 14,700 applications were processed.

4

Governance matters



Governance matters

4.1 Introduction

As an independent state body, Caranua is subject to the requirements of its founding legislation, other legislation and regulations, including Freedom of Information and the Code of Practice for Governance of State Boards. As an organisation, it is committed to working in a way that is professional, open, transparent and accountable.

This section provides information on structure, activities and outputs in relation to governance during 2015. Financial information is not included with this report. Draft accounts have been adopted for the year and are subject to audit by the Comptroller and Auditor General and this process has yet to be completed. Once the accounts have been approved and laid before the Houses of the Oireachtas, they will be published. Audited accounts for 2013 are available on the Caranua website at www.caranua.ie/governance_and_compliance/financial_statements.

4.2 Structure

The governance and management structure of Caranua is determined by legislation, which sets out the roles and functions of the Board and Chief Executive Officer. While it is an independent body, Caranua has a strong relationship with officials in the Department of Education and Skills, particularly the Residential Institutions Redress Unit, which has oversight of initiatives for survivors of Irish institutions.

The **Minister for Education and Skills** appoints members of the Board and must approve all contracts, consultancies and staff numbers. The relationship with the Department of Education and Skills is subject to a three-year Performance Delivery Agreement.

The role of the **Board** is to set strategy, hold the executive to account and be responsible for determining the range of services that Caranua will support, any financial limits that may apply, and the criteria for deciding applications to it. There are nine members of the Board, including four survivors.

The **Chief Executive Officer** is not a member of the Board but attends all Board meetings. She is responsible for implementing strategy as agreed by the Board, leading and managing the organisation and its day-to-day operation. The CEO is accountable to the Public Accounts and other Oireachtas committees.

4.3 The Board

Board membership is unremunerated and no member receives payment. Travel and subsistence expenses, where they apply, are made at the rates approved by the Department of Finance. The Board met ten times during 2015 and attendance, together with travel and subsistence payments made to each Board member, is presented in Table 3. Three Board members are resident in the United Kingdom.

Table 3: Board Members attendance at meetings in 2015 ²

Board Member	Meetings attended	%	Expenses €
Mr David O'Callaghan	10	100	812.24
Mr Damian Casey	7	70	1,251.46
Mr Austin Currie	10	100	409.45
Mr Tom Daly	8	80	2,550.67
Ms Katherine Finn	6	60	1,023.99
Ms Frances Harrington	10	100	4,658.49
Mr David Lane	10	100	7,411.27
Ms Phyllis Morgan	8	80	3,201.73
Ms Rosemary Adaser (from March 2015)	8	80	5,042.89

Sub committees

There is one subcommittee of the Board, the Audit and Risk committee, which has three members and reports to each Board meeting. Members of the committee are Damian Casey (Chair), Katherine Finn and Tom Daly.

Other meetings

Four meetings were held between Caranua and the Department of Education and

² There were nine Board meetings and one special Board workshop in 2015

Skills in relation to the Performance Delivery Agreement and other operational issues. One meeting was held between the Chair and the Minister and one with between the Secretary General, Chair and CEO. In addition, Board members attended outreach events in Birmingham and London.

Board policies

Building on its suite of policies, in accordance with its legal and governance requirements, the Board adopted a number of policies during the year. It adopted a Code of Business Conduct, a Board Handbook, and policies on fraud prevention, procurement and internal controls.

4.4 Governance, compliance and accountability

We are committed to being an open, transparent and accountable organisation and to ensuring that we comply fully with the spirit as well as the letter of regulations and laws such as Data Protection and Freedom of Information, and with requests for information from elected representatives.

We aim to protect the right of everyone who contacts us to privacy and confidentiality and have organised many of our policies and procedures around ensuring that this happens.

Feedback is important to us and we always take it seriously and use feedback received to review our policies and practices. We invite feedback from service users and other stakeholders through our website, which offers forms for both feedback and complaints.

We have in place a customer charter which sets out our commitments to service users and other stakeholders, and our expectations of them.

Complaints

The Caranua complaints process is set out in our Customer Charter which was published in July 2015 and can be accessed on our website www.caranua.ie/governance_and_compliance/customer_charter. The process aims to address complaints as close as possible to the point of the problem (Stage 1). Where this is not possible it is referred to a manager (Stage 2) and where this is not

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successful, the complaint goes to an internal investigation (Stage 3). The number of complaints and their outcome is presented in Table 4.

Table 4: Complaints 2015 and their outcome

Resolution stage	Number	%
Stage 1	41	59
Stage 2	26	38
Stage 3	2	3
TOTAL	69	100

Freedom of Information requests

Five requests under the Freedom of Information Acts were received by Caranua in 2015. Two were in respect of individual applications and three related to Caranua as an organisation. It is the policy and practice of Caranua to be as transparent and open as possible. This is especially important in terms of individuals seeking personal information that we hold in relation to them. This information is available immediately on request, without the need to make a request under Freedom of Information.

Data Protection breaches

We are committed to protecting the right of everyone who contacts us to privacy and confidentiality. However, mistakes are sometimes made and there were four breaches of Data Protection in 2015. In all cases the Office of the Data Protection Commissioner was informed, as was the individual whose confidentiality was breached.

Parliamentary Questions

40 Parliamentary Questions related to Caranua were asked in 2015. A copy of all questions and responses are on the Caranua website at www.caranua.ie/news-index.aspx?tag=pqs.



How to contact us

- PO Box 12477 Dublin 1
- Freephone 1800 212477 (from Ireland)
Freephone 0808 234 1303 (from UK)
Charges may apply from some mobile networks
- From anywhere +353 1 8742277
Please note that we are unable to provide a freephone number outside Ireland and the United Kingdom, but if you call us we can call you back to reduce the cost of the call to you.
- Email: apply@caranua.ie

For more information

See our website www.caranua.ie