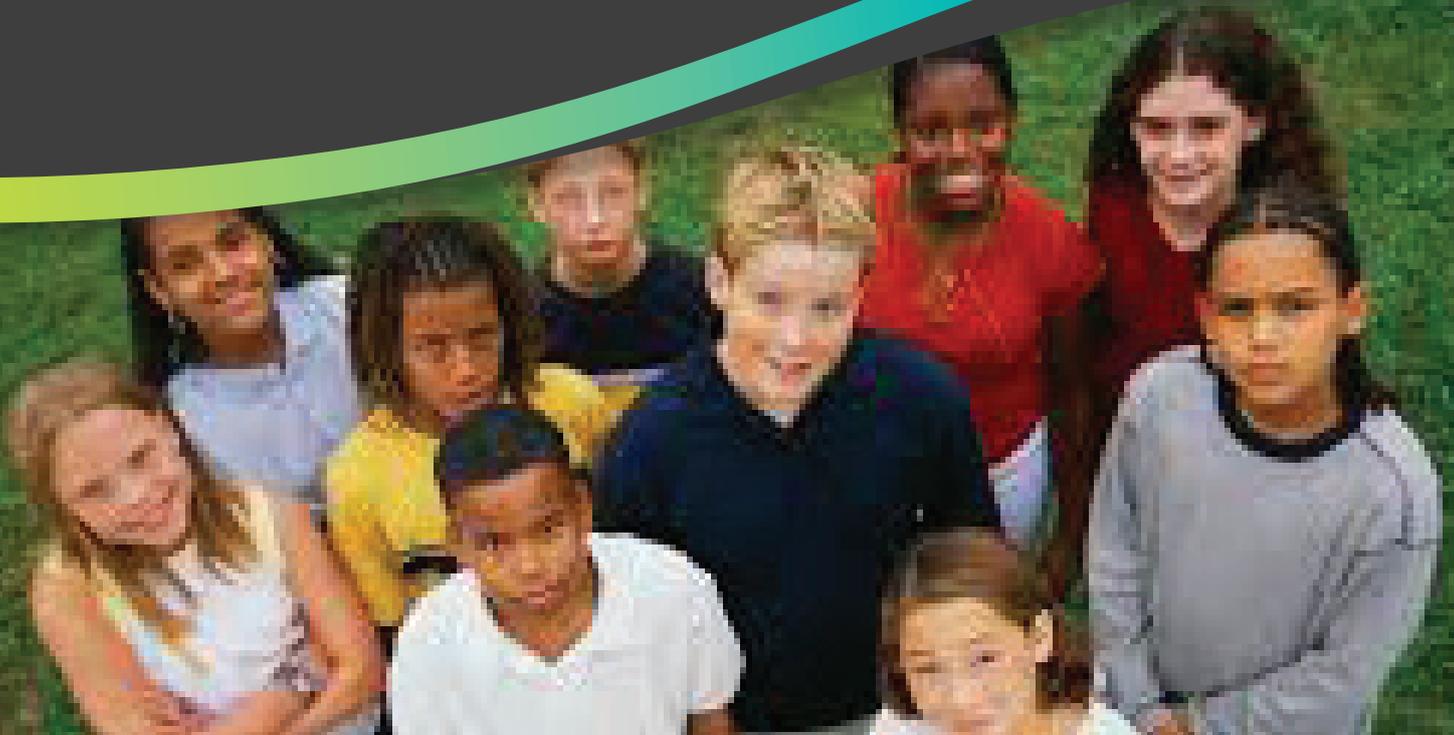


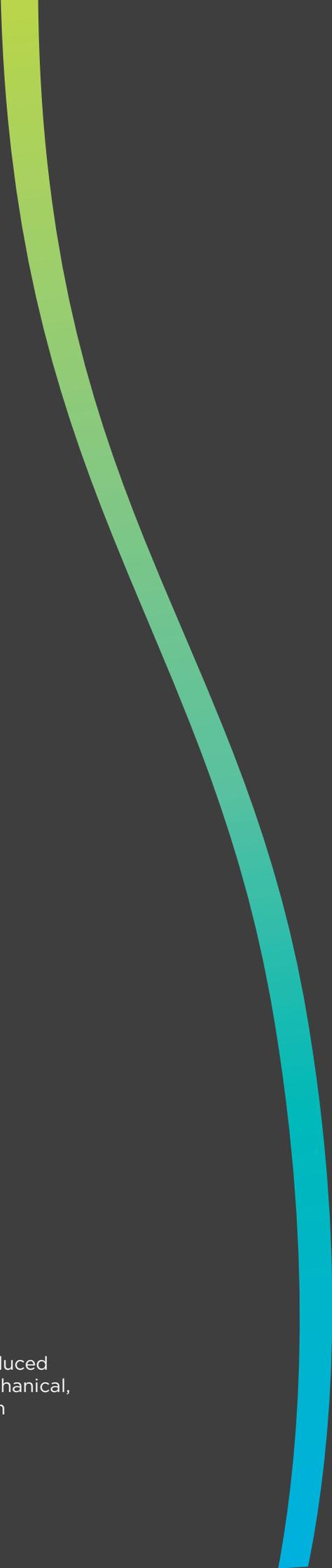
# TÚSLA

An Ghníomhaireacht um  
Leanaí agus an Teaghlach  
Child and Family Agency

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## Annual Report 2014





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## Foreword



It gives me great pleasure to present the first Annual Report of the new Child and Family Agency. Tusla's mission is, with the child at the centre, to design and deliver supportive, coordinated and evidence-informed services that strive to ensure positive outcomes for children. One of the first tasks for Tusla as a new organisation has been to establish and maintain a new culture which blends the best of the previous organisations that now constitute the new Agency. Considerable progress has been made in this regard: Tusla is a recognised entity in the public eye which has been living up to its promise to be an organisation that is responsive, trustworthy and respected with its own unique identity.

Tusla's first Business Plan (2014) committed to 16 key priorities with 59 associated actions. These covered areas such as accountability, partnership, service delivery and workforce development. Achievements in the first year include considerable progress on a new Service Delivery Framework and Meitheal, a new integrated system for the promotion of Partnership, Prevention and Family Support. In the latter part of 2014 a wide process of consultation was embarked upon with staff and key stakeholders regarding the development of the Agency's first Corporate Plan. This Plan will set out the strategic direction for the formative years of 2015-2017.

The Board has enjoyed an excellent working relationship with the Minister for Children and Youth Affairs, the Chief Executive and members of the Senior Management Team. I have also had the opportunity to meet with many members of staff at various meetings and events throughout the country and to hear first hand the excellent work that is being undertaken by the Agency's highly committed staff. I have been struck by staff enthusiasm for the new Agency where, staff without exception describe a better, if still challenging, working environment.

The Board met on 13 occasions during 2014. In addition, four sub-committees were established as follows:

- Audit Committee
- Quality Assurance and Risk Committee
- Remuneration and Succession Committee
- Governance Committee

These groups have greatly augmented the overall work of the Board.

Despite this being a time of constrained resources much has been achieved in the Agency's first year. Priorities for 2015 include service development in child protection services, including improved out of hours access, an emphasis on prevention, partnership and family support as a means of intervening earlier to assist children and families, initiatives in relation to the engagement of children and parents in relation to educational participation and attainment, and improved organisational structures to underpin the work of supporting families in a proportionate and effective manner.

A handwritten signature in blue ink that reads "Norah Gibbons".

**Norah Gibbons**  
Chairperson

## Introduction

Following the enactment of the Child and Family Agency Act 2013, the Agency was established on 1st January 2014 and is responsible for improving wellbeing and outcomes for children. It represents the most comprehensive reform of services for the development, welfare and protection of children and the support of families ever undertaken in Ireland. It is an ambitious move which brings together some 4,000 staffs who were previously employed within Children and Family Services of the Health Service Executive, the National Educational Welfare Board and the Family Support Agency. Tusla has also taken on additional responsibilities in relation to Domestic, Sexual and Gender-based Violence.

An immediate objective has been to address legacy issues by blending the former service elements into one cohesive organisation with a new culture and image. To this end, in January 2014 Tusla produced a document entitled *Towards a Shared Purpose*. This committed to putting the needs for children first by keeping children safe from harm, enabling children and families to make good decisions about their lifestyles, helping children to engage in education, and helping them to develop as active citizens capable of independence.

The Agency was established in a time of great national austerity, and the financial constraints experienced by Tusla have coincided with an increasing demand for services. Despite these disadvantages services are gradually improving and accountability has increased significantly. In addition the Agency is committed to transparency in its dealings with the public at large.

Tusla's first Business Plan (2014), described later in this report, committed to 59 priority actions in areas including accountability, quality assurance, partnership, workforce development, family support, early childhood service inspection, and improved service delivery in a number of specified areas. A new Service Delivery Framework has been developed and introduced. It clarifies intervention thresholds for child protection services while at the same time enhancing partnership, prevention and family support. A Performance Framework has been developed as the first element of a comprehensive quality assurance strategy which will be completed in 2015. In addition considerable attention has been paid to developing a more strategic approach to commissioning services and ensuring that all funded organisations are aligned to the overall objectives of the Agency. Tusla is committed to working in partnership with the NGO sector and with other State organisations, particularly the Department of Children and Youth Affairs.

A significant challenge facing the Agency is the level of investment in core service areas such as in family support, child protection, early years inspection and educational welfare. Another is the legacy issues arising from the separation of Children and Family Services from the HSE. As Tusla and the HSE are now separate entities it is essential that there is good inter-agency cooperation with key services that have remained in the HSE, including primary care, child and adolescent mental health and disability services.

The Agency welcomes the proposal for legislative reform which will help to clarify and strengthen its legal mandate. This includes a review of the Child Care Act 1991, particularly Section 3 of the Child Care Act 1991 which imposes broad responsibilities on the Agency to promote the welfare of children who are not receiving adequate care and protection; regulation of education in places other than schools; and review of the Guardian ad Litem system.

In the latter part of 2014 an extensive consultation process took place with staff and key partner agencies in relation to the development of a Corporate Plan and a review of the Agency's Operating

Model. A Corporate Plan is now in place for the years 2015-17; and there is an ongoing exercise in relation to reviewing the overall management and operational structure that might best address better outcomes for children and their families.

In conclusion, Tusla has achieved much in its first year against a background of considerable constraints. This is due to the great dedication of its staff and the cooperation of its partner agencies. The presentation of this first Annual Report is an initial step on the journey to demonstrating improved outcomes for children and families because of the ongoing work of the Child and Family Agency.

## Reporting Requirements

As required by the Department of Finance Code of Practice for Governance of State Agencies, under the aegis of the Department of Children and Youth Affairs, and Section 13 (2) (d) of the Child and Family Agency Act 2013, the Chairperson of the Board of the Child and Family Agency made a statement to demonstrate the Child and Family Agency's arrangements for implementing a system of governance and financial control that includes outlines of the following:

1. The guiding principles applicable to the Agency as a public body having regard to its functions as defined in Section 8 of the Child and Family Agency Act 2013;
2. The structure of the Child and Family Agency, including the roles and responsibilities of the Board and Chief Executive (CE);
3. The processes and guidelines to be followed to ensure compliance with the reporting requirements imposed on the Child and Family Agency by or under the Act;
4. The Child and Family Agency's internal controls, including its procedures relating to internal audits, risk management, public procurement and financial reporting; and
5. The nature and quality of service that persons being provided with or seeking services provided by the Child and Family Agency can expect.



A large teal circle is centered on the page. Inside the circle, the text "Part 1" is written in white, bold, sans-serif font.

# Part 1

# 1. About the Child and Family Agency

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## 1.1 Establishment of Tusla

Following the enactment of the Child and Family Agency Act 2013, the Agency was established on 1st January 2014 and is responsible for improving wellbeing and outcomes for children. It represents the most comprehensive reform of services for the development, welfare and protection of children and the support of families ever undertaken in Ireland. It is an ambitious move which brings together some 4,000 staffs who were previously employed within Children and Family Services of the Health Service Executive, the National Educational Welfare Board and the Family Support Agency.

Key to the success of Tusla's work will be its willingness and capacity to work in a collaborative way with all stakeholders. Therefore work of the Agency is undertaken in very close cooperation with partner organisations in the NGO sector, other State agencies and Government Departments, particularly the Department of Children and Youth Affairs (DCYA).

*'Better Outcomes, Brighter Futures'*: The National Policy Framework for Children and Young People, 2014-2020 sets out the Government's agenda and priorities in relation to children and young people over the next seven years. It integrates a whole-of-Government focus and emphasises the importance of shared responsibilities in achieving improved outcomes for children and young people. It is rooted in Ireland's commitment under the United Nations Convention on the Rights of the Child. In addition the Department of Children and Youth Affairs is embarking on an ambitious legislative reform agenda in areas covering aftercare, adoption and Children First, including arrangements for mandatory reporting and a non-compliance register of organisations which do not meet their safeguarding obligations. Reform of the Guardian ad Litem system is also planned, as well as a full review and updating of the Child Care Act 1991. Tusla is committed to working with the DCYA in relation to these reforms.

## 1.2 Tusla's Mandate

The specific functions of the Agency, as set out in the legislation, may be summarised as follows:

- Support and promote the development, welfare and protection of children, including the provision of care and protection for children in circumstances where their parents have not been able to, or are unlikely to, provide the care that a child needs
- Support and encourage the effective functioning of families, to include the provision of preventative family support services aimed at promoting the welfare of children; care and protection for victims of domestic, sexual or gender based violence, whether in the context of the family or otherwise; and services relating to the psychological welfare of children and their families.
- Ensure that every child in the State attends school or otherwise receives an education and provide educational welfare services to support and monitor children's attendance, participation and retention in education
- In making decisions in relation to these functions have regard to the best interests of the child in all matters and in performing its functions in respect of an individual child under the Child Care Act 1991 or the Adoption Act 2010, regard the best interests of the child as the paramount consideration
- Maintain and develop support services, including in local communities
- Undertake or commission research relating to its functions
- Facilitate and promote enhanced inter agency cooperation to ensure that services for children are coordinated and provide an integrated response to the needs of children and their families

- Collaborate with any person that the Agency considers appropriate to the discharge of its functions
- Provide information or advice, or make proposals, to the Minister on matters relating to its functions
- Demonstrate high standards of performance, transparency and accountability
- Use the resources available to it in the most beneficial, effective and efficient manner
- Ensuring robust and transparent inspection arrangements for pre-school services
- National oversight of domestic, sexual and gender-based violence services

### 1.3 Transfer of Functions under the Child and Family Agency Act 2013

The following functions were transferred to the Child and Family Agency under the Child and Family Agency Act 2013

1. Section 3(b) Domestic Violence Services
2. Section 72(2) Functions of the National Educational Welfare Board
3. Section 82(2) Functions vested in Health Service Executive as specified in Schedule 1 of the Act

#### Schedule 1

Child Care Act 1991

Child Abduction and Enforcement of Custody Orders Act 1991

Refugee Act 1996

Immigration Act 1999, 2003

Children Act 2001

Adoption Act 2010

Family Law Act 1995

Domestic Violence Act 1996

### 1.4 Tusla's Purpose, Vision and Values

Tusla's inaugural year was a formative one involving considerable consultation with staff and partner agencies about the Agency's essential mission, culminating in a document entitled 'Towards a Statement of Purpose'. While Tusla's vision, mission and values are further refined in its Corporate Plan 2015-2017, the initial descriptors for 2014 were as follows:

#### *Our Purpose:*

We are committed to putting the needs of children first by:

- Keeping children and families safe from harm
- Enabling children and families to make good decisions about their health and lifestyle
- Helping children and families to engage in education
- Helping children to develop as active citizens, capable of economic independence

#### *Our Vision:*

- Children and families are integral to and valued in their communities and by all agencies with whom we will work in partnership
- Children and families are consulted on decisions that affect them and will influence policy development
- Families are supported to set clear boundaries and maintain loving environments
- Evidence based support services are available ranging from early intervention to more intense services in environments and premises fit for purpose
- Staff feel valued and contribute to the development and delivery of services of the highest

- possible quality
- Staff will be reflective and self evaluating professionals with opportunities to shape best practice
- Decisions and authority will operate at the most local practical level

*Our Values:*

The day to day commitment of the agency will be judged on the capacity to translate values into behaviours demonstrating unity of purpose, loyalty and responsiveness to the needs of children, courage in the pursuit of values and open minded innovation to identify the most effective approach.

Our core values are:

Respect	We always treat everyone, children, families and colleagues with dignity and consideration
Integrity	We will be reliable and trustworthy in the way we carry out our work by: <ul style="list-style-type: none"> <li>• Adhering to the highest standards of professionalism, ethics and personal responsibility</li> <li>• Placing a high value on importance of confidentiality</li> <li>• Acting with conviction and taking responsibility for our decisions</li> </ul>
Fairness	We commit to creating an environment where the voice of the child and young person is cherished, regardless of background and needs
Collaboration	We will foster integrated ways of working by: <ul style="list-style-type: none"> <li>• Recognising and valuing the contribution that children, families, staff and carers make</li> <li>• Fostering a culture of agencies working together</li> </ul>
Compassion	Children, families and colleagues will be treated with care and supported when needed

### 1.5 Communication and Branding

Prior to establishment date, widespread consultation with all stakeholders sought to capture the hopes, and indeed fears, which key influencers had regarding the new Child and Family Agency. Many held the view that a mere realignment of services and the amalgamation of a number of bodies would not be enough to deliver on the fresh start so much called for throughout the sector. It was felt that what was required was a new identity which captures a new sense of purpose shared by all those who together will deliver children and family services going forward.

Consideration was given to the aspirations for the Agency and many themes emerged – A new beginning, an opportunity, a challenge. From debate and conjecture, the name Tusla emerged as a fitting logo for the Child and Family Agency. While the word borrows from the Irish words ‘tus’ + ‘lá’, Tusla is a completely new word reflecting a shared desire for a new beginning, forging a new identity. A new word, a new way of working.

Integral to this thinking was Tusla’s underlying vision that “all children are safe and achieving their full potential.” Early in 2014, a communications strategy was developed and implemented around this vision with the multiple aims of :

- Establishing Tusla as a strong brand that reflects the vision, values and professionalism of the agency.

- Positioning Tusla as an open, accessible and trustworthy organisation.
- Creating awareness of and communicating the role and purpose of Tusla, including the boundaries of its remit.
- Communicating successes and improvements as and when they arise
- Acknowledging shortcomings and failures and the actions being taken to address them.

The communications plan was fully implemented and incorporated a number of strategic multi-faceted communications initiatives around key elements of Tusla's service including Early Years Services, Foster Care Services and Domestic Violence Services all of which contributed to the better understanding of Tusla's role, function and identity within the wider public and within key client audiences.

Key to the ongoing success of Tusla is ensuring that there is clarity around the role of the Agency and that it is seen as, not only as open and transparent as possible, but as trustworthy and competent. The challenge lies in communicating the varied and complex work that the Agency does, to all of the relevant stakeholders.

In the latter quarter of 2014, work commenced on Tusla's Corporate Plan 2015 - 17. A list of eight key strategic objectives was developed as part of this process and each objective is underpinned by a series of actions, key performance indicators and targets in order to track and measure progress. In relation to Communications, Strategic Objective 6 is of particular relevance: *"... the Agency is positioned as a responsive body that empowers children and families through high quality services."*

In December 2014, a comprehensive communications strategy 2015 was developed with the purpose of building on the work undertaken to date and delivering on objectives and actions as set out in the Corporate Plan 2015 - 17.

## 2. Priorities, Activities and Achievements

### 2.1 Business Plan 2014

The Agency's Business Plan 2014 covered its first year of operation. 16 key priorities areas were identified as follows:

1. Accountability
2. Quality Assurance
3. Partnership
4. Workforce Development
5. Family Support
6. Early Childhood Care and Education
7. Service Delivery Framework
8. Emergency Out of Hours Service
9. Child Care Information System
10. Children First
11. Alternative Care
12. Adoption Services
13. Educational Welfare Services
14. Domestic, Sexual and Gender based Violence Services
15. Psychology Services
16. Community Sector

A total of 59 outputs were associated with these priorities. Most of these were met during 2014 and the following were some of the key achievements in this regard:

- Governance code and structure at final draft stage
- Risk register established
- Budget development plan published
- Performance framework established
- Development of research capacity
- Development of Children's Services Committees
- Workforce Development Strategy
- Integration of Family Resource Centres within the Service Delivery Framework
- Standards based inspections with respect to Early Childhood Care and Education
- Introduction of intervention thresholds and standardised intake and assessment processes in child protection
- National strategy for residential care completed and implemented
- Practice Handbook for Alternative Care produced
- Development of a national multi-disciplinary team for children in special care
- National structure for adoption services established
- Integration of Educational Welfare Services as a constituent part of the Service Delivery Framework
- System of national oversight for Domestic, Sexual and Gender Based Violence Services in place
- A value for money review was completed and a commissioning strategy was developed for the community sector

Where further action was required these outputs were carried forward and are addressed in the Business Plan 2015. Specifically these included the following:

- *Graduate Social Work Scheme*: extensive discussions have taken place with the relevant Trade

Union regarding the introduction of opportunity for new graduates. Agreement was not possible. A development year remains a valuable objective and discussions will continue to introduce a scheme as resources allow.

- *Registration system for Early Years Inspection:* this measure is dependent on Regulations being issued by the Department of Children and Youth Affairs, which are expected in Q1 of 2015. Meanwhile, the Agency will continue to engage with the DCYA on the strategic advancement of quality and inspection initiatives in this sector.
- *National Out of Hours Emergency Service:* as with the graduate scheme, this initiative has been the subject of extensive discussion with the relevant Trade Union. An implementation plan has been prepared for the introduction of this service by the end of Q1.
- *National Strategy for Residential Care:* a detailed analysis, including cost and capacity, was undertaken in 2014. This work will be incorporated into a strategic plan for alternative care to be undertaken in 2015.
- *Aftercare Implementation Plan:* most elements of this plan were implemented in 2014. A standardised aftercare allowance rate will be introduced in 2015.
- *Educational Welfare Services as a constituent part of the Service Delivery Framework:* considerable groundwork has been undertaken to integrate this service into the mainstream of work being undertaken under the Service Delivery Framework. This will continue into 2015 and will be manifest by the close working relationship between educational welfare and welfare and protection services at Area level.
- *Commissioning Strategy:* national guidance on commissioning at a local level was introduced in 2013. Further groundwork was undertaken during 2014 to ensure that commissioned services are providing value for money and services that are aligned to the strategic objectives of the Agency. A new Commissioning Strategy will be completed during 2015.

A detailed overview of all 59 outputs is set out at Appendix I to this Annual Report.

## 3. Development of a Corporate Plan

### 3.1 Planning and Consultation

As January 1st 2014 was the establishment date for the new Agency a priority for the first year was the development of a Corporate Plan for the proceeding three years. The legal foundation for the Corporate Plan is the Performance Statement issued to the Agency by the Minister for Children and Youth Affairs in July 2014. The Child and Family Agency Act 2013, Section 41, states that the Minister shall develop a Performance Statement to provide the Agency with policy guidance, direction and prioritisation parameters for the preparation of its Corporate Plan. This in turn influences the Agency's key objectives, outputs and related strategies. The Corporate Plan, which was prepared and submitted in 2014, covers a three year period 2015 – 2017.

To inform the planning process Tusla engaged and consulted with a wide range of stakeholders in order to better understand the various challenges, issues and requirements. More than 450 people were consulted following which a number of themes emerged which influenced the design and content of the Corporate Plan. They were:

*National Agency and Children's Champion:* Stakeholders wanted to see Tusla as a truly national agency that was a children's champion

*Shaping the System:* Tusla playing its part in helping to shape the system and to coordinate a collective response to service requirements

*Staff Capacity:* A critical task in the formative years is to build the capacity and capability for the workforce who deliver the services that impact directly on the lives of children and families

*Quality of Service and Experience:* Tusla should provide services that make life better, safer and happier for the children and young people who need its services and to do this sensitively, consistently and responsively

*Engagement and Coproduction:* Stakeholders welcomed the opportunity to engage and would like to see this process continue into the future

*Internal Unity and Effectiveness:* The need for internal coherence was emphasised, in particular the provision of reliable information, consistent application of protocols and clarity about roles and responsibilities

As part of the process for developing a Corporate Plan three over arching levers for change were identified as critical in affecting positive social change for children and families:

- Service design and planning
- Building knowledge, skills and capabilities, and
- System delivery change

### 3.2 Strategic Objectives

Using these levers for change eight strategic objectives were developed for the coming three years:

1. Improve the quality and focus of the delivery of services for children and families.
2. Develop the governance structures, processes and supporting infrastructure to ensure that Tusla is in a position to carry out its functions in an effective and efficient manner.

3. Establish new and distinct values based culture, which empowers children and families through high quality services.
4. Develop an organisation that lives within its means and utilises its resources in
5. An efficient and cost-effective manner.
6. Develop a workforce which is valued and supported within a learning organisation.
7. Position the Agency as a responsive, trustworthy and respected body with its own unique identity.
8. Build on our research strategy to develop policy and enable evidence-based decision-making and high quality service delivery.
9. Ensure a strategic approach to quality assurance, information management and risk management that supports continuous improvement and good governance.

In pursuance of these strategic objectives some 59 activities were identified to be achieved over the life course of the plan.

## 4. Governance and Management

### 4.1 Tusla Board Members

**Ms. Norah Gibbons**, Chairperson, worked for many years in social work in both the statutory and voluntary sector in the UK and Ireland and was Director of Advocacy in Barnardos from 2005 to 2012. She was a member of the Commission to Inquire into Child Abuse 2000-2009 and chaired the Confidential Committee of the Commission from 2000 to 2005. Ms Gibbons also the Roscommon Child Abuse Inquiry(2010). She co-chaired the Independent Child Death Review Group with Dr Geoffrey Shannon from 2011 to 2012. She is currently a member of Acknowledgement Forum of Historical Abuse Inquiry in Northern Ireland, and was a member of the Taskforce on the Establishment of the Child and Family Agency.

**Mr PJ Fitzpatrick** is an Executive Coach with Praesta Ireland Ltd. He was the first Chief Executive Officer of the Irish Courts Service from 1999 until the end of 2008 where he successfully managed its establishment as a new, independent, statutory agency and led and implemented a major programme of change and modernisation, which transformed courts and courts administration nationwide. Prior to joining the Courts Service he was Chief Executive of the Eastern Regional Health Board, then the largest health authority in Ireland. He previously held a number of senior management positions in three other health boards in Ireland. He was the independent Chair of the Implementation Body for the Public Service Pay and Modernisation (Croke Park) Agreement from mid 2010 until mid 2013. He was Interim Financial Services Ombudsman for a number of months in early 2010 and is a member of the Institute of Directors in Ireland.

**Ms. Gary Joyce** is a Managing Partner of Genesis, a leading Irish management consultancy specialising in strategy and brand-led change. Gary has extensive non-executive director experience in the not-for-profit, private and public sectors. She is a Fellow of the Institute of Management Consultants and Advisors and the Marketing Institute of Ireland.

**Mr. Noel Kelly** is manager of Northside Partnership's Preparing for Life Programme - an evidence based prevention and early intervention programme. A former primary school teacher, Noel has extensive experience in the development and implementation of education and prevention and early intervention initiatives. He currently chairs the National Early Years Access Initiative Steering Group and has served as chairperson of the Prevention and Early Intervention Network from 2011 to 2013. He is also a current member of the UCD Board of Governors. Prior to his current role, Noel worked as Education Manager with Northside Partnership from 2002 to 2007; Manager of Dublin 17 Early School Leavers Initiative from 1998 to 2002; and as a primary school teacher in Darndale from 1981 to 1998 including eight years as Home School Community Liaison Coordinator. Noel graduated from St. Patrick's Teacher Training College with a B.Ed. in 1981 and completed a M.Ed. with the same institution in 2003 focused on educational disadvantage.

**Ms. Sylva Langford** is a former Director General of the Office of the Minister for Children and Youth Affairs in the Department of Health and Children. Prior to this, she was an Assistant Secretary General in the Department of Justice and Law Reform. She has had extensive experience in policy and legislative work across a broad range of government areas and has a professional background in social policy and social work. Adjunct Professor at the School of Applied Social Sciences UCD College of Human Sciences and was a member of Task Force on the Establishment of the Child and Family Agency.

**Ms. Ita Mangan** is a barrister with considerable experience in public policy. She is chair of the

Advisory Group on Tax and Social Welfare and is a Legal and Social Affairs consultant in both the voluntary and statutory fields. She has extensive experience in governance and policy gained through membership of a number of Boards and Committees, including in particular, the Residential Institutions Redress Review Committee and the Commission of Investigation into Clerical Abuse in Dublin Archdiocese and Diocese of Cloyne.

**Mr Rory O’Ferrall** was a Partner and Head of Corporate Recovery, Deloitte and Touche up to 2008; Fellow of the Institute of Chartered Accountants in Ireland and Fellow of the Association of Business Recovery Professionals. Public Interest Director Irish Nationwide Building Society, 2009 – 2011; Director Quinn Group (ROI) Limited April 2011 – July 2012; Director Quinn International Property Management Ltd and a number of companies within the ‘Property’ Group April 2011 – October 2014. He is former President of the National Youth Council, and has considerable expertise in strategy, forward planning, change management and reorganisations.

**Dr. Noelle Spring** is Development Director with the Katharine Howard Foundation (KHF) which involves developing and implementing grant programmes and special initiatives that support children and families including demonstration programmes and research projects. In recent years the main focus of the Foundation’s work has been on prevention and early intervention in the area of family support and early year’s services. Prior to working with KHF, she was a Project Officer with the Combat Poverty Agency, a Community Worker and a Social Worker with the HSE (formerly the Eastern Health Board). This latter role included working with St Helena’s Community and Family Resource Centre in Finglas South. A graduate of Trinity College Dublin, she was conferred in 2011 with a Doctorate in Education by St. Patrick’s College of Education in Dublin. Her doctoral thesis focused on a case study of poor attendance at primary school level in an area designated as disadvantaged.

**Mr. Gary Ó Donnchadha** is Deputy Chief Inspector in the Department of Education and Skills. His responsibilities include managing the Inspectorate’s annual inspection programme and supporting the Inspectorate’s advisory and policy work. Gary works closely with the Chief Inspector and the Inspectorate’s senior management group on the reform of inspection models for primary and post-primary schools and on strategic developments in quality assurance including school self-evaluation. Gary served as Ireland’s representative on the Board of Governors of the European Schools from 2007 to 2012. Before joining the Inspectorate Gary was a primary teacher, part-time lecturer with UCC and served as an education officer with the National Council for Curriculum and Assessment (NCCA).

#### **4.2 Board Meetings**

In accordance with the provisions of the Child and Family Agency Act 2013 the Board is the governing body of the Agency. It oversees the development of corporate strategy in relation to major plans of action, risk policy, annual budgets and business plans. It sets and monitors performance objectives and promotes high standards of corporate governance. Topics examined by the Board during 2014 included performance monitoring, HIQA inspection and monitoring process, adoption, National Review Panel reports, cost containment, communications strategy, Ryan Report, capital programme, graduate scheme, maternity leave, budget strategy, procurement arrangements, early years inspection, ICT plans, school completion programme, migration to new headquarters, Atlantic Philanthropies funding proposal, Ombudsman for Children presentation, Child Court Reporting Project presentation, HR and Financial reports.

The Board met on thirteen occasions during 2014. The Chief Executive is in attendance and other officials attend as required by the Board.

Four sub-committees of the Board were established as follows:

- Audit Committee
- Quality Assurance and Risk Committee
- Remuneration and Succession Committee
- Governance Committee

A detailed overview of the membership, function and activities of these sub-committees is set out in Board Member's Report Section of the Annual Financial Statements attached herewith at Appendix II.

#### **4.3 Management Team**

Mr. Gordon Jeyes Chief Executive was the U.K's first Director of Children's Services and provided advice to governments in Scotland and at Westminster on the development of Children's Services. Former Chair of the Anti-Bullying Network and a member of the SEED Review Group on Youth Crime Member of the Ministerial Strategy Group on Continuing Professional Development (Teachers) and the National Youth Justice Strategy Steering Group. He led the critical incident response to the Dunblane school massacre in 1996. Gordon was National Director, HSE Children and Families Service from 2011-2013 prior to the establishment of the Child and Family Agency. He was awarded an OBE for services to Children in 2011.

Other Management Team members during 2014 were:

- Pat Smyth, Director of Finance
- Colette Walsh, Director of Human Resources
- Gerard Mc Kiernan, Director of Change and Special Projects
- Fred Mc Bride, Chief Operations Officer
- Eibhlin Byrne, Executive Manager
- Paul Harrison, Director of Policy and Strategy
- Tom Finn, Director of ICT, Procurement and Estates
- Pat Mc Sitric, Interim Director of Educational Welfare Services
- Brian Lee, Director of Quality Assurance

#### **4.4 Towards a Code of Governance**

With the child at the centre, the mission of the Agency is "to design and deliver supportive, coordinated and evidence-informed services that strive to ensure positive outcomes for children, families and communities". In carrying out its mandate and aiming to achieve its mission, the Board and staff of the Agency are committed to operating to the highest standards set for the governance of state bodies.

The Agency's first Code of Governance will fulfil the requirements set out in Section 50 of the Child and Family Agency Act and will be compliant with the Code of Practice for the Governance of State Bodies (2009). The Agency has adopted all relevant best practice guidance and will continue to do so through the regular review of its Code of Governance. The Agency's Code of Governance is currently in draft form and will be completed in 2015.

#### **4.5 Memorandum of Understanding with HSE**

With the establishment of the Child and Family Agency on 1st January 2014, Children and Family Services disaggregated from the Health Service Executive (HSE) and became part of a new coalition of services in conjunction with National Education Welfare Services and the Family Support Agency.

A key policy objective of both the HSE and the new Child and Family Agency has been to ensure

that the fundamental principles of cooperation and coordination in the development and delivery of services and support are reflected in the behaviours of staff at all levels. This applies to a range of functional supports to the agency which are required to continue for some time as well as to clinical / care services required by children and families.

Detailed arrangements for a single payroll for Children and Family Services contracted from HSE Shared Services were agreed and implemented. Specific agreements relating to financial services, human resources, estates, procurement and I.C.T. were also put in place.

The approach to the development of the Child and Family Agency was in line with the government programme for health service reform to ensure:

- A focus on the client / patient
- Cost effective and efficient service provision
- Decisions at the most local and practical level
- Clear lines of accountability
- Streamlined and consistent strategic decision making

An initial Memorandum of Understanding (M.O.U.) was put in place for 2014 with agreement to review at quarterly intervals by the Director General of the HSE and the Chief Executive of the Child and Family Agency.

The M.O.U. committed both partners to providing the agreed levels and types of services to each other in accordance with the agreed terms and conditions without change, without interruption and without cross charging for a minimum one year period commenced on 1st January 2014.

The purpose of the M.O.U. was to set out the partnership agreement between the HSE and the Child and Family Agency to continue existing levels of service across both agencies in accordance with the Health Service National Service Plan 2014, the Child and Family Agency Service Plan 2014 and Operational Plans, except where otherwise agreed.

The objectives of the M.O.U. are:

1. To provide appropriate and cost effective cross agency corporate capacity and capability for a range of shared services and mutual commitments including clinical / care services.
2. To maintain the quantum and level of services, whether in-house or outsourced at the level provided for in the HSE, National Service Plan 2014, the Child and Family Agency Service Plan 2014 and Operational Plans 2014.
3. To ensure that there is clarity regarding the responsibility on all staff in both agencies and that this is understood fully by all staff and managers in the HSE and Child and Family Agency.
4. To take full advantage of the experience and expertise of existing corporate support structures.
5. To enhance and modernise existing service provision in accordance with the government programme of public service reform to the mutual benefit of both agencies and their clients.

Overall the agreement has been very positive for the Child and Family Agency assisting as it did with key aspects of Agency establishment as well as maintaining a range of inputs both across shared and embedded services, which are critical to Agency effectiveness.

The mechanisms put in place to monitor compliance with the agreement have been effective in ensuring that any disputes have been resolved at the most appropriate local level. Where this hasn't been possible senior managers in both agencies have been designated as liaison persons for the purpose of dispute resolution.

## 5. Finance

### 5.1 Annual Financial Statements

In accordance with Section 51 of the Child and Family Act 2013, the Agency has prepared the Annual Financial Statements for 2014 and these have been audited by the Comptroller and Auditor General. The Financial Statements are contained in Part 2 and contain the following reports:

- Board Members Report for 2014
- Statement of Board responsibilities in respect of the Annual Financial Statements
- Statement of Internal Financial Control
- Report of the Comptroller and Auditor General
- Financial Statements for 2014
- Accounting Policies
- Notes to the Financial Statements

As required by the Department of Finance Code of Practice for Governance of State Agencies, under the aegis of the Department of Children and Youth Affairs, and Section 13 (2) (d) of the Child and Family Agency Act 2013, the Chairperson of the Board of the Child and Family Agency made a statement to demonstrate the Child and Family Agency's arrangements for implementing a system of governance and financial control that includes outlines of the following:

- a) The guiding principles applicable to the Agency as a public body having regard to its functions as defined in Section 8 of the Child and Family Agency Act 2013;
- b) The structure of the Child and Family Agency, including the roles and responsibilities of the Board and Chief Executive (CE);
- c) The processes and guidelines to be followed to ensure compliance with the reporting requirements imposed on the Child and Family Agency by or under the Act;
- d) The Child and Family Agency's internal controls, including its procedures relating to internal audits, risk management, public procurement and financial reporting; and
- e) The nature and quality of service that persons being provided with or seeking services provided by the Child and Family Agency can expect.

This first Statement of Internal Financial Control sets out how these duties have been carried out in 2014 and includes an assessment of the corporate governance and risk management systems in place within the Child and Family Agency that have ensured these responsibilities have been met.

This statement also includes details of the methods used to bring about the integration of the governance systems deriving from a transfer of some duties from the Health Service Executive and the amalgamation of those functions with the Family Support Agency and the National Educational Welfare Board into the Child and Family Agency as well as the School Completion Programme from the Department of Children and Youth Affairs.

The establishment of the Child and Family Agency was one of the largest and most ambitious public sector reforms undertaken by this Government and involved the bringing together of some 3,911 (3,453 WTEs) staff and a budget of €617million from three existing bodies - HSE Children and Families Services, Family Support Agency and National Educational Welfare Board.

A copy of the Annual Financial Statement of the Child and Family Agency for 2014 is set out in Part 2 of this Annual Report.

### 5.2 Capital Expenditure

A budget of €6.8m was allocated to the Child and family Agency for Capital Projects in 2014.

## ICT

Continued rollout of the National Child Care Information System (N.C.C.I.S.) at a cost of €0.220m.

## Estates

- In 2014 Tusla commissioned a review and audit of properties from which agency services are provided. This reported on the following elements:
  - Condition of building stock.
  - Occupancy of properties.
  - High risk non-compliance issues.
  - Shared or sole use of properties.
  - Building assets.
- Approximately 383 properties were identified nationally as Agency operational / service centres. To date 108 of these properties have been formally transferred from HSE Estates to Tusla.
- A major aim of the agency Estates strategy is to inform a three year capital investment plan and to align the existing and proposed property portfolio with business and service needs.
- Expenditure on a number of priority projects, notably special care units and fit out of service centres totalled €3.681m

## Minor Capital

Minor Capital works at a cost of €0.943m were undertaken in 2014. These related mainly to essential maintenance, compliance requirements and risk mitigation.

## 5.3 Financial Overview

The detailed Financial Statements are attached in Part 2 of the Report. The summarised financial results are set out as follows:

Revenue Income and Expenditure		2014
		€€m
Income		617.0
Pay		(218.5)
Non Pay		(403.6)
<b>Operating Deficit</b>		<b>(5.1)</b>

Balance Sheet		31st December 2014
		€€m
Fixed Assets		78.1
Current Assets		15.3
Current Liabilities		(53.5)
Deferred Income		(0.2)
<b>Operating Deficit</b>		<b>39.7</b>

## 6. Human Resources

### 6.1 Workforce Breakdown

The census is a snapshot of the Child and Family Agency workforce and profile of the employee groups. The census returns for the Child and Family Agency as at December 2014 is 3,453 whole time equivalent employees.

Employment by WTE and Grade Group	
Staffing by Category	€Dec 2014
Social Work	1,396.38
Social Care	1,161.91
Psychology and Counselling	20.77
Other Support Staff including Catering	64.52
Other Health Professionals	8.8
Nursing	45.53
Management VIII+	78.93
Family Support	176.79
Education and Welfare Officer	72
Admin Grade III-VII	426.91
<b>Total Staffing</b>	<b>3,453</b>

### 6.2 Employment Monitoring Group

The Employment Monitoring Group covers all functions that report directly to the Chief Executive and the Chief Operations Officer, Child and Family Agency. The Employment Monitoring Group operates within the employment control framework and approval processes as outlined in the DCYA Letter of Determination and Performance Statement 2014 and pending receipt of Letter of Delegation 2015 (New Delegated Sanction Arrangements for Management of Public Service Staffing 2015).

The responsibilities of the Child and Family Employment Monitoring Group include:

- Ensuring adherence to employment control framework.
- Monitoring of all employment actions that impact on pay budget / whole time equivalent numbers.
- Reviewing employment monitoring reports and assessing if they are meeting the required targets.
- Reviewing critical posts that have been recommended for filling by the Service Directors.
- Recommending Management Admin posts at Grade VIII level and above to DCYA for authorisation.

Since January 2014, the Employment Monitoring Group have approved the following applications:

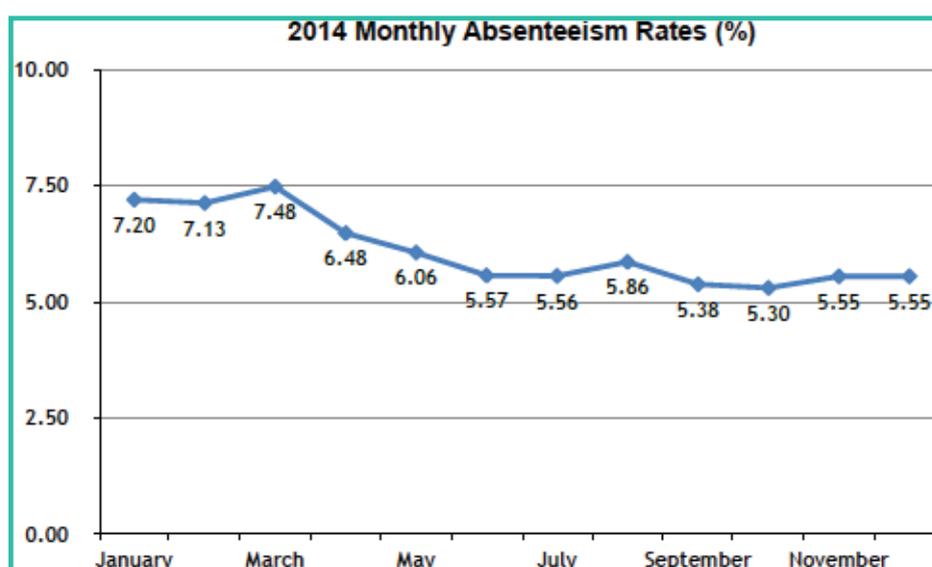
Category	Total
Fill Posts (including Atlantic Philanthropies)	€421
Maternity Leave Cover	104
Acting / Renewal of Acting	64
Increase / Decrease Hours of Work	16
Return from Career Break	2
Long Term Sick Leave Cover	2

### 6.3 Absenteeism

Absenteeism refers to unscheduled employee absences other than annual leave, public holidays maternity leave and jury duty and the following table sets out absenteeism rates by service area.

Service Area	January 2014	December 2014
Residential Services	9.68%	8.70%
Corporate	6.90%	2.19%
Dublin Mid-Leinster	6.44%	4.07%
Dublin North East	7.01%	4.84%
South	4.69%	6.05%
West	6.67%	3.57%
<b>Total Absenteeism Rate</b>	<b>7.20%</b>	<b>5.55%</b>

In 2014 there was a significant decrease in absenteeism rates following the introduction of enhanced monitoring and a new sick leave scheme. Overall rates fell from an average of 7.2% in January to 5.55% in December as set out in the following figure.



#### 6.4 Training and Development

A Continuous Professional Development (CPD) Strategy was completed in 2014 and will be implemented through standardised approach to Personal Development Planning and Training Needs Analysis during 2015.

A Leadership Development Programme was delivered in 2014 in each of the four Regions. The target group was new and existing managers in social care and social work. A broader Leadership Development Strategy addressing the needs of all Tusla staff will be developed and implemented in 2015. This strategy will incorporate the development of a system to support coaching and mentoring.

Twenty five separate training modules were delivered over 559 courses to over 9,000 participants. Subjects included assessment, Children First training, a variety of practice and intervention training, first line management, leadership development, supervision, court room skills, suicide prevention and cultural diversity.

#### 6.5 Employee Relations

There is ongoing positive engagement with staff representative bodies. Staff and their representative organisations are consulted as a matter of course on any significant matter relating to service development or organisational change. Under a Framework Agreement between the IMPACT Trade Union, DCYA and Tusla, a Joint National Council has been established. With an independent chair this group deals with a range industrial relations and human resource matters in a constructive and proactive manner.

#### 6.6 Recruitment

Posts submitted and approved by the Child and Family Agency, Employment Monitoring Group are submitted to the National Recruitment Services for filling. A total number of 224 posts have been recruited to date in 2014.

Staff Category	Total
Admin Grade III-VII	2
Management VIII+	8
Nursing	7
Other Health Professionals	1
Psychology and Counselling	3
Social Care	10
Social Work	193
<b>Total</b>	<b>224</b>

The Recruitment Process and time lines have been adopted from the HSE. In 2015 Tusla plan to examine this process with a view to developing a tailored process that is in line with the Agency's needs.

## 7. Performance Information

Some key facts and figures relating to activity and performance of services delivered in 2014

### Early Years Inspectorate

- 4,670 notified early years services (decrease of 27 on 2013)
- 1,326 early years services received an annual or first inspection (48% of the target<sup>1</sup>)
- 274 complaints received in respect of early years services; 91% investigated
- Two prosecutions brought by the Child and Family Agency in respect of early years services (decrease of five on 2013)

### Family Support Services

- 6,023 children referred by social work to family support services
- 3,634 families referred by social work to family support services
- 17,716 children referred by other sources to family support services
- 14,594 families referred by other sources to family support services
- 20,141 children in receipt of family support services at the end of 2014
- 15,192 families in receipt of family support services at the end of 2014

### Educational Welfare Services

- 2,579<sup>2</sup> children / families supported to address general school attendance / placement issues
- 1,282<sup>3</sup> children / families supported to address serious / chronic school attendance issues

### Children in Care

- 6,463 children in care at the end of the 2014 (increase of three on 2013)

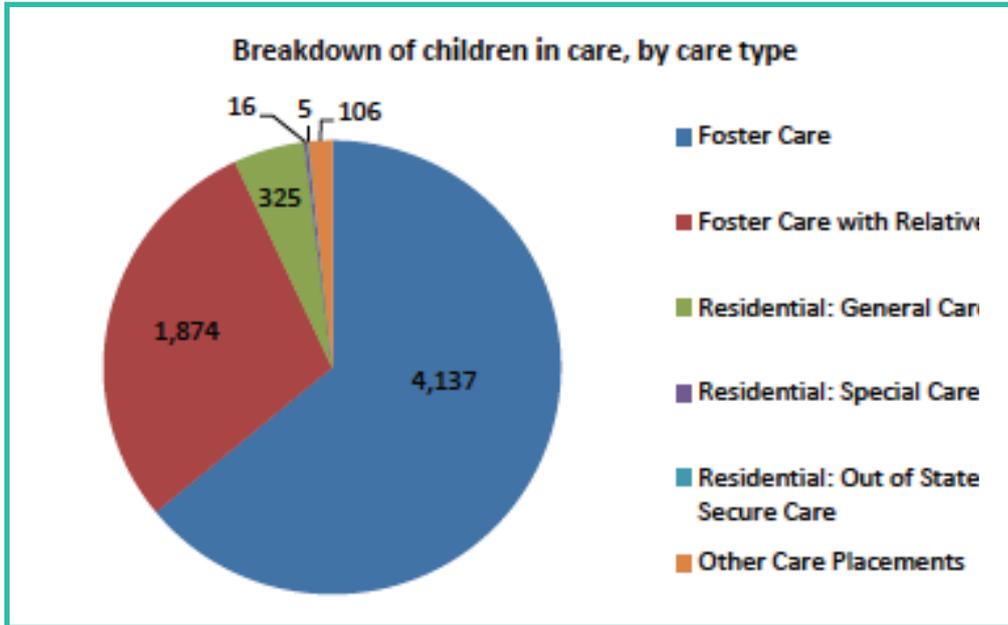
Number and percentage of children in care by care type, at the end of 2014

Card Type	End of 2014 (no.)	End of 2014 (%)
Foster Care	4,137	64.00%
Foster Care with Relatives	1,874	29.00%
Residential: General Care	325	5.02%
Residential: Special Care	16	0.25%
Residential: Out of State Secure Care	5	0.08%
Other Care Placements	106	1.64%
<b>Total Children</b>	<b>6,463</b>	<b>100.00%</b>

<sup>1</sup>The target for annual / first inspections is based on the outturn figure (number of notified early years services) for the previous year i.e., 59% of outturn for 2013

<sup>2</sup> Data are for the period Sept 2014 to Dec 2014

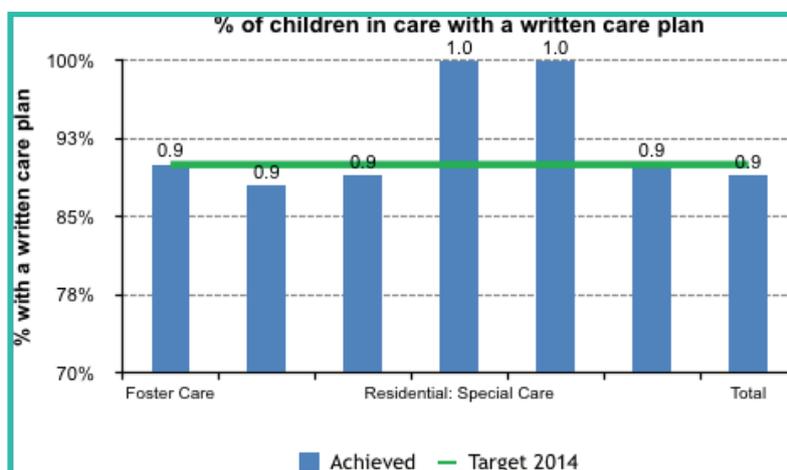
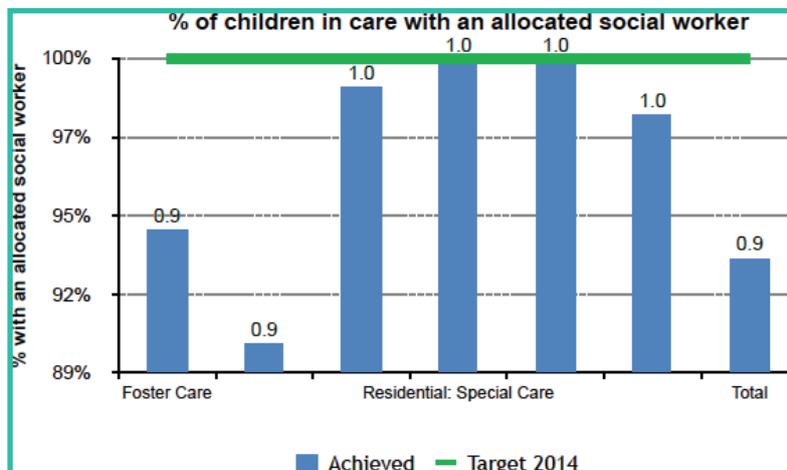
<sup>3</sup> Data are for the period Sept 2014 to Dec 2014



**Key Targets**

- 93% (6,002) of children in care at the end of 2014 had an allocated social (1% increase on 2013). Target 100%
- 89% (5,778) of children in care at the end of 2014 had a written care plan (2% increase on 2013). Target 90%

Care Type	% of children in care with an allocated social worker, December 2014		% of children in care with a written care plan, December 2014	
	Target 2014	Achieved	Target 2014	Achieved
Foster Care	100%	94%	90%	90%
Foster Care with Relatives	100%	90%	90%	90%
Residential: General Care	100%	99%	90%	89%
Residential: Special Care	100%	100%	100%	100%
Residential: Out of State Secure Care	100%	100%	100%	100%
Other Care Placements	100%	98%	90%	90%
<b>Total</b>	<b>100%</b>	<b>93%</b>	<b>90%</b>	<b>89%</b>



- 92% (4,102) of children in care aged between 6 and 16 years were in full time education at the end of 2014 (6% decrease on 2013)
- 85% (428) of children in care aged 17 years were in full time education at the end of 2014 (4.5% decrease on 2013)

#### Foster Carers

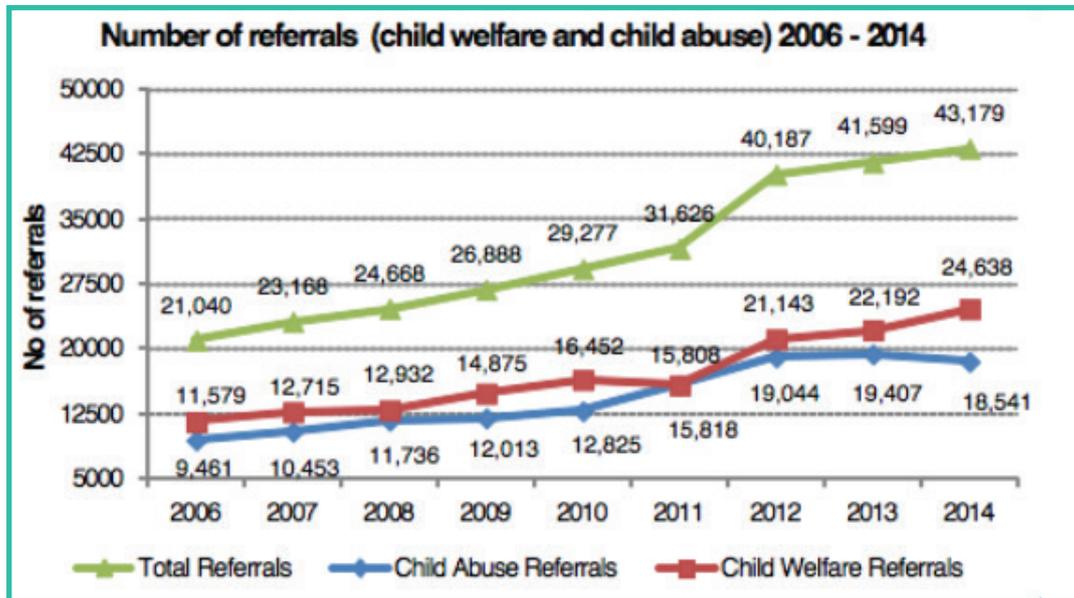
- 4,210 foster carers approved and on the Foster Care Panel (decrease of 25 on 2013)
- 164 private foster carers approved and on the Foster Care Panel (decrease of 72 on 2013)
- 442 relative foster carers not approved (no change from 2013)

#### Aftercare

- 1,685 young adults aged 18 to 23 years in receipt of an aftercare service (15% increase on 2013)
- 58% (975) of young adults aged 18 to 23 years in receipt of an aftercare service are in full time education

#### Adoption Services

- 114 applicants assessed for inter country adoption
- 39 applicants assessed for domestic adoption
- 56 children in long-term foster care assessed for adoption by their foster carers



- 1,042 persons waiting for an information and tracing service (historical adoptions)

#### Child Protection and Welfare

- 43,179 referrals received (data provisional); the highest number for the period 2006 - 2014 (refer to graph on page 30)

#### Child Protection Notification System (CPNS)

- 1,400 children listed as active (i.e., at ongoing risk of significant harm) on the Child Protection Notification System (CPNS) at the end of 2014

#### Crisis Intervention Service / Emergency Out of Hours Place of Safety Service

- 752 referrals made to the Crisis Intervention Service<sup>4</sup> (4% increase on 2013)
- 174 children placed with the Crisis Intervention Service (45% decrease on 2013)
- 343 referrals made to the Emergency Out of Hours Place of Safety Service<sup>5</sup> (7% decrease on 2013)
- 200 children placed with the Emergency Out of Hours Place of Safety Service (24% decrease on 2013)

#### Social Work Service Activity Data

- 27,651 cases open to social work services<sup>6</sup> at the end of 2014 (9% decrease on 2013)
- 70% (19,300) of open cases were allocated to a social worker (2% increase on 2013)
- 67% (5,620) of cases awaiting allocation were categorised as low / medium priority cases

<sup>4</sup> The Crisis Intervention Service (CIS) provides an out-of hours social work service to young people aged less than 18 years who are in crisis. The service operates across the greater Dublin area (Counties Dublin, Kildare and Wicklow). Referrals are made by service providers outside of normal working hours i.e., An Garda Síochána, hospital and ambulance service personnel.

<sup>5</sup> Outside of the greater Dublin area, and Emergency Place of safety Service 9EPSS) operates, whereby An Garda Síochána can access an emergency placement for children found to be at risk out of hours. This service involves the out of hours placement of a child in a family setting until the next working day when the local social work service assumes responsibility for the case.

<sup>6</sup> Open cases include cases held on intake, allocated and unallocated child welfare and protection cases and children in care

## 8. Listening and Learning

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### Complaints

#### Introduction

Part 9 of the Child and Family Agency Act (2013) mandates the Child and Family Agency to operate a complaints policy.

In 2014 the Agency's complaints systems operated in accordance with the HSE complaints policy, Your Service Your Say. Some services continued to be provided by the HSE under a Memorandum of Understanding. This was a change for those services that had not previously been under the governance of the HSE. It has been recognised that Tusla requires to have its own bespoke complaints and feedback system that encompasses all aspects of our service.

#### Developments

In 2014 Tusla commenced work on developing a system to support complaint and feedback management, including the following related documents which will be published in 2015.

These are as follows:

1. Feedback and Complaints Policy
2. Feedback and Complaints young person's guide and form
3. Staff Guide for dealing with complaints
4. Staff Guidance for staff members named in a complaint
5. Guide for members of the public and feedback forms
6. Guidance on the handling of unreasonable vexatious or abusive Complainants
7. Guide for complaints officers
8. Guide for review officers when reviewing complaints
9. Local template for resolution of complaints

Tusla has also engaged with the State Claims Agency in developing a module of the National Incident Management System (NIMS) system that will provide an ICT solution for managing complaints and providing business intelligence. This will address the current difficulty in gathering reliable and consistent information across the Agency. The roll out of the system will commence in Quarter 2 2015.

Liaison with the Ombudsman and Ombudsman for Children's office is managed from a national perspective by the Quality Assurance Directorate. Regular meetings are held with both Offices to facilitate progress on complaints and issues. An area for improvement in 2015 will be to improve the timeliness of responses to cases raised by both the Ombudsman and Ombudsman for Children's office.

#### Current Challenges

- The move to a Tulsa led complaint system will be a challenge in some Areas where the standard practice is that complaints are managed by HSE Consumer Affairs rather than Tusla staff. As the Agency moves towards its own complaints management policy and procedure, systems and structures to support a sustainable and effective system need to be place in all areas and services.
- Staff acting as complaints officers and review officers need to receive formal designation and training as complaints and review officers.
- The non transfer of complaints management staff from HSE Consumer Affairs to Tusla creating a staff deficit for complaints management, particularly at a national level.
- A requirement to formally designate an increased number of review officers as many of those who had been designated by the CEO have left the posts held at that time.

## 9. Priorities for 2015

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In accordance with Section 41 for the Child and Family Agency Act 2013 Tusla has prepared a Corporate Plan. This is a three year plan responding to the policy guidance, direction and prioritisation parameters set out by the Minister in a Performance Framework covering the period 2015-2017. The Business Plan 2015 is the first of three within this time line setting out an annual account of what is to be achieved in the year ahead to meet the overall strategic objectives of the Corporate Plan. In this context priorities for 2015 are described in terms of short term outputs as they are the first objectives to be achieved over the lifetime of the Corporate Plan.

**A. Tusla's child protection processes and systems are responding to children at risk in a timely manner:**

During 2015 specific initiatives to incrementally address this output will include further rollout of the National Child Care Information System (NCCIS). This includes integration of information and data pertaining to referral, assessment. From a service delivery perspective a national Emergency Out of Hours Service will be provided. Plans were advanced during 2014, but protracted industrial relations issues have resulted in this matter being carried forward as a deliverable for 2015. Children First will be implemented in a consistent manner internally and externally. In addition sustainable improvements in the quality of services will be made in order to reduce the risk of harm. Integrated reporting mechanism, incorporating financial, human resource and operational data will be developed to assist management in accounting to the Board and the DCYA.

**B. All processes and systems underpinning children and family policy and services are evidence-informed:**

Specific initiatives to be undertaken in 2015 towards the achievement of this output include further integration of service delivery through Prevention, Partnership and Family Support delivery approach. Plans will also be advanced to operationalise Government policy and legislation, specifically in the area of mandatory reporting, information and tracing, adoption planning for eligible children in foster care and aftercare planning. The development of a suite of outcomes-based metrics on service performance will be commenced. There will be a more strategic approach to quality assurance as Tusla positions itself as a self-regulating organisation. Links will be made between timely information and evidence to support learning, performance improvement, service design and delivery.

**C. A targeted range of family and parenting supports:**

During 2015 specific initiatives to incrementally address this output will include arrangements to support parents through active interventions, cross-sectoral activities and an integrated service delivery model. This includes the further implementation of organisational arrangements to enhance Agency capability in the area of early intervention through Prevention, Partnership and Family Support. Tusla will also continue its leadership role in relation to operation and expansion of Children and Young people's Services Committees. Effective cooperation with the youth justice system will be nurtured in the interest of young people who overlap between youth justice and social services.

**D. Attendance, participation and retention in full time education is embedded in service delivery for all children:**

Initiatives to be undertaken in 2015 towards the achievement of this output include support for schools, parents and children in relation to engagement in education, whether school-based or otherwise. A review of the School Completion Programme will be completed. Specific support will be provided for the effective participation and achievement in education of all children in care. In

anticipation of the introduction for registration of Early Years Services by the DCYA an intelligence driven inspection system will be introduced. Educational welfare services will be further developed in partnership with parents and in the context of a changing legislative environment.

**E. A fit for purpose organisation to deliver on our strategic intent.**

During 2015 appropriate arrangements will be put in place to ensure full compliance with governance and accountability requirements. Organisational structures and processes will be adjusted and developed to support the achievement of Tusla's strategic objectives. A detailed review of all operational costs will be undertaken in order to achieve value for money. Financial governance processes will be enhanced and an evidence-based model for the allocation of resources will be developed and introduced. There will be vigilance over legal expenditure and Tusla will seek to contribute to the reform of the Guardian Ad Litem system. A Workforce Development Plan will be prepared incorporating reform of recruitment and retention policies and professional development opportunities for all staff. A code of behaviour for all staff will also be introduced.

To underpin these processes strategies will be developed for ICT and Estate Management. In addition, there will be a systematic approach to risk management. Building on the fresh start made by this new Agency ongoing attention will be paid to the development of a culture that promotes open and transparent two-way communication throughout the organisation, supported by appropriate multi-media and other tools.

# Appendix I - Summary of Priorities

## Priority 1: Accountability

Outputs	Timeline
1. Scheme of delegation established and reviewed	Q1 - Met
2. Governance code and structure in place	Q3 - Met
3. Risk register established and operational	Q4 - Met
4. Budget development plan published	Q4 - Met
5. Re-issue and review child care reform programme	Q2 - Met
6. Audited risk arrangements in place accountable to the agency board and its sub-committees	Q3 - Met

## Priority 2: Quality Assurance

Outputs	Timeline
1. Performance Framework established	Q4 - Met
2. Reporting cycle agreed and monitoring requirements met	Q3 - Met
3. A system of performance audits and quality reviews in place	Q3 - Met

## Priority 3: Partnership

Outputs	Timeline
1. Review of Memorandum of Understanding with HSE	Q4 - Met
2. Review of Joint Protocol with HSE	Q4 - Met
3. Development of research capacity and commissioned research activity with CES	Q2 - Met
4. Agency participation / facilitation and, where appropriate, leadership of the development of Children's Services Committees	Q4 - Met

#### Priority 4: Workforce Development

Outputs	Timeline
1. An agreed workforce development strategy	Q4 - Met
2. Clear partnership arrangements with the relevant professional bodies	Q3 - Met
3. An agreed graduate social work scheme with recruitment commencing	Q4 - Carried into 2015
4. Agreed maternity cover in defined circumstance	Q2 - Met
5. Review of clerical and administrative staff	Q3 - Met
6. Implementation of lead recommendations following the review of clerical and administrative staff	Q4 - Met

#### Priority 5: Family Support

Outputs	Timeline
1. Quality review of implementation of family support processes in each Area	Q4 - Met
2. Integration of Family Resource Centres within the Service Delivery Framework	Q4 - Met

#### Priority 6: Early Childhood Care and Education

Outputs	Timeline
1. Registration system operational	Q3 - Carried into 2015
2. Standards-based inspections in place	Q3 - Met
3. ICT system in place to support the inspection process	Q2 - Met
4. Additional inspectors appointed	Q4 - Met
5. Publication of inspection reports available online in a timely manner	Q3 - Met

### Priority 7: Service Delivery Framework

Outputs	Timeline
1. Intervention thresholds introduced and reviewed	Q1 - Met
2. Standardised intake and assessment processes introduced and reviewed	Q2 - Met
3. System for diversion to community and voluntary sector in place	Q3 - Met
4. National Child Protection Notification System in place	Q2 - Met

### Priority 8: Emergency Out of Hours Service

Outputs	Timeline
1. National contact point available to An Garda Síochána	Q3 - Carried into 2015
2. Local on-call social workers available to respond throughout the country	Q4 - Carried into 2015

### Priority 9: Child Care Information System

Outputs	Timeline
1. NCCIS testing and user acceptance in test site completed	Q1 - Met
2. NCCIS - planning for full roll out commenced	Q4 - Met

### Priority 10: Children First

Outputs	Timeline
1. Quality review of consistent implementation in each Area	Q4 - Met
2. Impact assessment of pending legislation completed and reported to DCYA	Q1 - Met

### Priority 11: Alternative Care

Outputs	Timeline
1. National strategy for residential care completed and implemented	Q4 - Carried into 2015
2. A Practice Handbook for alternative care will be produced and implemented	Q1 - Met
3. A single entry point for all applications to Special Care	Q1 - Met
4. Improved access to step down placements	Q4 - Met
5. National multidisciplinary team for children in special care	Q1 - Met
6. Aftercare implementation plan rolled out	Q4 - Carried into 2015

### Priority 12: Adoption Services

Outputs	Timeline
1. National Manager in place	Q1 - Met
2. Regional Managers reporting to National Manager	Q1 - Met
3. National policies and procedures in place	Q4 - Met
4. Review of equity of access undertaken	Q2 - Met
5. National applications list introduced and maintained	Q2 - Met

### Priority 13: Educational Welfare

Outputs	Timeline
1. Educational Welfare intervention is a constituent part of the Service Delivery Framework	Q4 - Met
2. School attendance, participation and retention targets integrated and aligned with other relevant Agency functions	Q4 - Met
3. Publication of Guidelines for Schools on the Development of School Attendance Guidelines	Q4 - Met
4. Revised guidelines on assessment of education in places other than recognised schools	Q4 - Met

### Priority 14: Domestic, Sexual and Gender based Violence Services

Outputs	Timeline
1. System of national oversight in place	Q1 - Met
2. Regional coordination and local management arrangements in place and reviewed	Q1 - Met

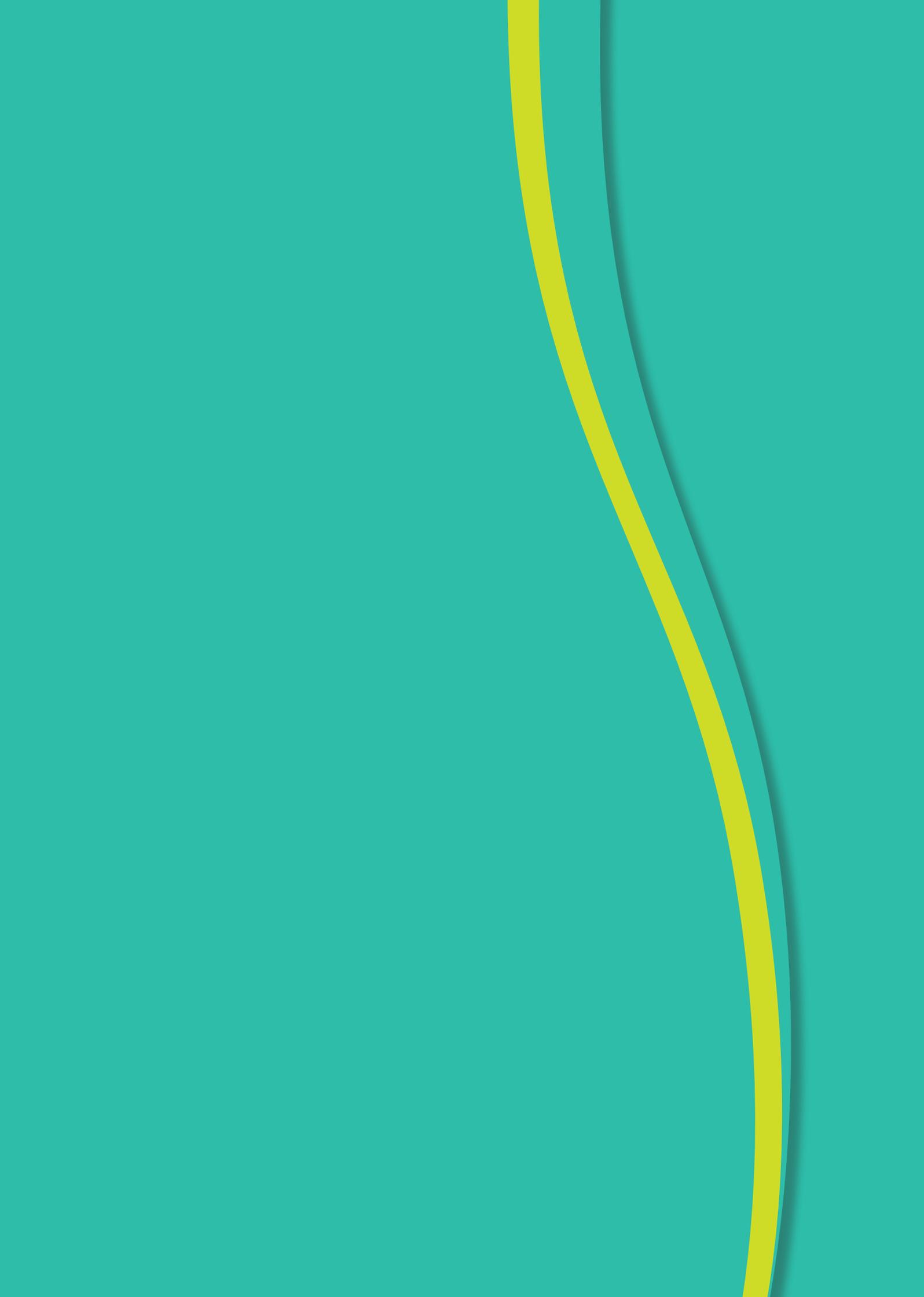
### Priority 15: Psychology Services

Outputs	Timeline
1. Strategic plan developed, implemented and reviewed	Q4 - Met

### Priority 16: Community Sector

Outputs	Timeline
1. Funded services are provided in line with Agency priorities	Q4 - Met
2. Funding arrangements concur with correct provisions of the new legislation	Q4 - Met
3. A recording system is in place to record the correct statutory provision under which funds are being made available	Q4 - Met
4. A value for money review is undertaken	Q4 - Met
5. A Commissioning Strategy is developed	Q4 - Met





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# Part 2

**Annual Financial Statement  
For the Year Ended  
31st December 2014**

A large version of the TUSLA logo, with 'T', 'U', and 'S' in light green, and 'L' and 'A' in blue. The letters are bold and sans-serif.

**An Ghníomhaireacht um  
Leanaí agus an Teaghlach  
Child and Family Agency**

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## Information

<b>Board Address</b>	Child and Family Agency Floors 2-5 Brunel Building Heuston South Quarter Dublin 8
<b>Members of the Board</b>	Ms. Norah Gibbons - Chairperson Ms. Gary Joyce - Deputy Chairperson Mr. PJ Fitzpatrick Mr. Noel Kelly Ms. Sylva Langford Ms. Ita Mangan Mr. Gary O'Donnchadha Mr. Rory O'Ferrall Dr. Noelle Spring
<b>Chief Executive</b>	Mr. Gordon Jeyes
<b>Banks</b>	Ulster Bank College Green Branch PO Box 145 33 College Green Dublin 2  Danske Bank 3 Harbourmaster Place IFSC Dublin 1  Bank of Ireland Lower Baggot Street Dublin 2
<b>Solicitors</b>	Arthur Cox Earlsfort Centre Earlsfort Terrace Dublin 2
<b>Auditors</b>	The Comptroller and Auditor General Dublin Castle Dublin 2
<b>Website</b>	<a href="http://www.tusla.ie">www.tusla.ie</a>

# Board Members' Report

The Child and Family Agency Board was established on the 1 January 2014 with the formation of the Agency under the Child and Family Agency Act 2013. The Board has collective responsibility as the governing authority to perform the Child and Family Agency functions. The Board is accountable to the Minister of Children and Youth Affairs for the performance of the Child and Family Agency's functions and its own functions as the governing authority of the Child and Family Agency. The Chairperson accounts on behalf of the Board to the Minister. The Chief Executive (CE) is responsible for carrying on, managing and controlling generally the administration and business of the Child and Family Agency.

## The Board

The Child and Family Agency Board consists of a Chairperson, a Deputy Chairperson and seven ordinary members appointed by the Minister for Children and Youth Affairs. The Chairperson and Deputy Chairperson were appointed for a period of five years and members who were first appointed by the Minister to be ordinary members of the Board hold office for either three or four years. The table below details Board membership during 2014 and the appointment period for members:

Member	Role	Appointment Period
Norah Gibbons	Chairperson	1 January 2014 to 31 December 2018
Gary Joyce	Deputy Chairperson	1 January 2014 to 31 December 2018
PJ Fitzpatrick	Ordinary Member	1 January 2014 to 31 December 2017
Noel Kelly	Ordinary Member	1 January 2014 to 31 December 2017
Sylda Langford	Ordinary Member	1 January 2014 to 31 December 2016
Ita Mangan	Ordinary Member	1 January 2014 to 31 December 2017
Gary O'Donnchadha	Ordinary Member	1 January 2014 to 31 December 2016
Rory O'Ferrall	Ordinary Member	1 January 2014 to 31 December 2016
Noelle Spring	Ordinary Member	1 January 2014 to 31 December 2016

The Board is responsible for establishing the Child and Family Agency's overall strategic direction, ensuring that it operates within the limits of its statutory authority and sets corporate targets recommended by the CE. The work and responsibilities of the Board are set out in the Standing Orders, Delegations of Authority and matters specifically reserved for Board decision.

To ensure the Child and Family Agency operated an adequate and effective system of internal financial control, the Board has established the procedures for the Child and Family Agency as set out in the accompanying Statement of Internal Financial Control.

The Board normally meets on a monthly basis. Minutes of all Board and committee meetings are recorded. Copies of the Board minutes are available on the Tusla website. Standing items considered by the Board include:

- Declaration of Interests;
- Reports from Board committees;
- Management accounts;
- Corporate performance reports;
- Reviews of the risk management framework;

- New and revised policies;
- Reserved matters;
- CE's report on operational matters; and
- Project updates.

The Child and Family Agency Board has established four committees as follows:

- **Audit Committee** comprises of three Board members and one independent member. The role of the Audit Committee is to provide assurance to the Board on financial matters relating to its functions.

The Director of Finance and the National Director of Internal Audit attend meetings of the Committee, while the CE and other members of the Senior Management Team (SMT) attend when necessary. The Comptroller and Auditor General, the Child and Family Agency's external auditor, attends as required and had direct access to the Audit Committee Chairperson at all times. In accordance with best practice, the Committee will meet with the National Director of Internal Audit and the Comptroller and Auditor General in the absence of management. The Audit Committee focused on the following matters:

- Internal control – to assist the Board in fulfilling its responsibilities in ensuring the appropriateness and completeness of the system of internal control, reviewing the manner and framework in which management ensures and monitors the adequacy of the nature, extent and effectiveness of internal control systems, including accounting control systems and thereby maintaining an effective system of internal control to review the Child and Family Agency's statement on internal control systems prior to endorsement by the Board;
  - External audit and financial reporting – nature and scope of the annual external audit and review the external auditor's quality control procedures and steps taken by the external auditor to respond to changes in regulatory and other requirements;
  - Internal audit – review and approve the Internal Audit Charter and annual Internal Audit plan and receive and consider reports from the Internal Auditor and management responses;
  - Protected disclosures – review the Child and Family Agency's fraud awareness and protected disclosure policies and procedures relating to financial issues;
  - Risk management – review the Child and Family Agency's risk management system and meet with the Quality Assurance and Risk Management Committee on a regular basis; and
  - Value for Money reviews in specific areas of expenditure.
- **Quality Assurance and Risk Committee** comprises of three Board members and one independent member. The Committee focused principally on quality assurance and service delivery risk matters especially:
    - Promotion of a risk management culture and the integration of quality assurance procedures and practice in everyday business throughout the Child and Family Agency's services system;
    - Advise the Board on the Child and Family Agency's overall risk appetite, tolerance and strategy, taking account of the current and prospective macroeconomic and social services environment drawing on authoritative sources relevant to the Child and Family Agency's risk policies; and
    - Review arrangements in place by which employees may, in confidence, raise service concerns and receive reports, on a timely basis, of concerns raised under the Policy on Good Faith Reporting, or Procedures on Protected Disclosures of Information and advise on appropriate action to maintain the highest standards of probity and honesty throughout the children and family services.
  - **Remuneration and Succession Committee** comprises of three Board members and focused principally on assisting the Board in fulfilling its duties by providing an independent and objective review to:

- Ensure the Child and Family Agency's adherence to prevailing government policy in relation to pay and rewards; and
- Ensure succession planning for the CE and support the CE with senior management succession planning, as required.
- **Governance Committee** comprises two Board members and focused principally on ensuring that the Child and Family Agency Board fulfils its legal and functional responsibilities.

The following Board and Committee meetings were held in 2014:

- Board - 13 meetings;
- Audit Committee - five meetings;
- Quality Assurance and Risk Committee - four meetings;
- Remuneration and Succession Committee - three meetings;
- Governance Committee - two meetings.

A schedule of memberships and attendance at the Child and Family Agency Board and committees in 2014 is shown in the following table:

	Board 13 Meetings	Audit Committee 5 Meetings	Quality Assurance and Risk Committee 4 Meetings	Remuneration and Succession Committee 3 Meetings	Governance Committee 2 Meetings
Norah Gibbons	11	**	**	3	2
Gary Joyce	9			3	
PJ Fitzpatrick	12	4			
Noel Kelly	11			3	
Sylda Langford	11	4	4		
Ita Mangan	11				2
Gary O'Donnchadha	12		4		
Rory O'Ferrall	12	5			
Noelle Spring	11		4		
Bernadette Costello*			2		
Richard George*		1			

\* Bernadette Costello and Richard George are independent members of committees of the Child and Family Agency appointed by the Child and Family Agency Board on 27 June 2014 and 25 July 2014 respectively.

\*\* The Chairperson attended one meeting of both the Audit Committee and the Quality Assurance and Risk Committee during the year.

# Statement of Board Responsibilities in Respect of the Annual Financial Statements

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The Board of the Child and Family Agency is responsible for preparing the Annual Financial Statements in accordance with applicable law.

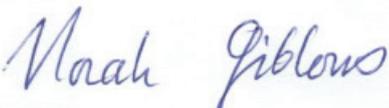
Section 13 of the Child and Family Agency Act 2013 requires the Child and Family Agency to prepare the Annual Financial Statements in such form as the Minister for Children and Youth Affairs may direct and in accordance with accounting standards specified by the Minister.

In preparing the Annual Financial Statements, the Board is required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- Disclose and explain any material departures from applicable accounting standards; and
- Prepare the Annual Financial Statements on a going concern basis unless it is inappropriate to presume that the Child and Family Agency will continue in business.

The Board is responsible for ensuring that accounting records are maintained which disclose, with reasonable accuracy at any time, the financial position of the Child and Family Agency. The Board are also responsible for safeguarding the assets of the Child and Family Agency and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Signed on behalf of the Child and Family Agency

A handwritten signature in blue ink, reading "Norah Gibbons". The signature is written in a cursive style and is positioned above the printed name.

**Ms. Norah Gibbons**

**Chairperson**

**Date: 18 June 2015**

# Statement of Internal Financial Control

## Introduction

### Responsibility for the System of Internal Financial Control

I, as Chairperson of the Child and Family Agency, make this statement to confirm to the Minister for Children and Youth Affairs that the Child and Family Agency Board has complied with the requirements set out in the current Department of Finance Code of Practice for the Governance of State Agencies.

As Chairperson of the Child and Family Agency, I have overall responsibility for maintaining a sound system of internal control that supports the achievement of the Child and Family Agency's policies and aims and objectives, while safeguarding the public funds and departmental assets for which I am responsible, in accordance with the responsibilities assigned to me by the Department of Children and Youth Affairs (DCYA) and the Code of Practice for the Governance of State Agencies.

I also have overall responsibility for the Child and Family Agency's system of internal financial control and for reviewing its effectiveness. Management at all levels of the Child and Family Agency are responsible to me for the implementation and maintenance of internal financial controls over their respective functions. This embedding of the system of internal financial control is designed to ensure that the Child and Family Agency is capable of responding to business risks and that significant control issues, should they arise, are escalated promptly to an appropriate level of management. A system of internal financial control is designed to reduce rather than eliminate risk. Such a system can provide only reasonable and not absolute assurance that assets are safeguarded, transactions are authorised and properly recorded and that material errors or irregularities are either prevented or detected in a timely manner.

As required by the Department of Finance Code of Practice for Governance of State Agencies, under the aegis of the Department of Children and Youth Affairs, and Section 13 (2) (d) of the Child and Family Agency Act 2013, as Chairperson of the Child and Family Agency I make this statement to demonstrate the Child and Family Agency's arrangements for implementing a system of governance and financial control that includes outlines of the following:

- a) The guiding principles applicable to the Agency as a public body having regard to its functions as defined in Section 8 of the Child and Family Agency Act 2013;
- b) The structure of the Child and Family Agency, including the roles and responsibilities of the Board and Chief Executive (CE);
- c) The processes and guidelines to be followed to ensure compliance with the reporting requirements imposed on the Child and Family Agency by or under the Act;
- d) The Child and Family Agency's internal controls, including its procedures relating to internal audits, risk management, public procurement and financial reporting; and
- e) The nature and quality of service that persons being provided with or seeking services provided by the Child and Family Agency can expect.

This first Statement of Internal Financial Control sets out how these duties have been carried out in 2014 and includes an assessment of the corporate governance and risk management systems in place within the Child and Family Agency that have ensured these responsibilities have been met.

This statement also includes details of the methods used to bring about the integration of the governance systems deriving from a transfer of certain functions from the Health Service Executive and the amalgamation of those functions with the functions of the Family Support Agency and the

National Educational Welfare Board as well as the School Completion Programme (SCP) from the Department of Children and Youth Affairs.

The establishment of the Child and Family Agency was one of the largest and most ambitious public sector reforms undertaken by this Government and involved the bringing together of some 3,911(3,453 WTEs) staff and a budget of €617 million from three existing bodies – HSE Children and Families Services, Family Support Agency and National Educational Welfare Board.

## **Accountability, Risk Management and Internal Control and Audit Environment**

### **Accountability**

The Board prepared a Corporate Plan for 2015-2017 in November 2014 which was approved by the Minister for Children and Youth Affairs on 5th December 2014. The plan sets out the Board's objectives over a three year period with appropriate targets and key performance measures identified.

The Corporate Plan was formulated after taking into account the views of Board Members, management, staff, service users and understanding external factors such as government policy and stakeholder needs. Each business area undertakes a number of operational activities that fulfil the Child and Family Agency's business objectives designed to satisfy the corporate aims. The Senior Management Team reviews performance against objectives and key performance measures on a quarterly basis and this is reported to the Board and DCYA. Performance against the Corporate Plan is also reported in the Annual Report at the end of each financial year.

The Child and Family Agency spends public funds on the provision of Child and Family social services to the population of Ireland. The duties relating to expenditure of €22m incurred by the Child and Family Agency in 2014 are stringent in terms of accountability and transparency in order to fulfil our responsibility for funding received from DCYA. These duties are set out in the Child and Family Agency Act 2013 and in the Public Financial Procedures of the Department of Public Expenditure and Reform.

Much of the current control system environment in the Child and Family Agency was inherited from the HSE and our system of internal financial control, including payroll, travel and subsistence, procurement, capital expenditure and payment for goods and services uses agreed and audited HSE managed processes and regulations.

The system of internal financial control is by its nature dynamic. It is continually developed, maintained and monitored in response to the emerging requirements of the organisation. The following is a description of the key processes and procedures, designed to provide effective internal financial control, which are in place across the Child and Family Agency:

- There is a Child and Family Agency framework of administrative procedures and regular management reporting in place including segregation of duties, a system of delegation and accountability and a system for the authorisation of expenditure;
- The Child and Family Agency adopted National Financial Regulations which form an integral part of the system of internal financial control and have been prepared to reflect current best practice. Particular attention has been given to ensure that the Financial Regulations are consistent with statutory requirements, Department of Public Expenditure and Reform circulars and public sector guidelines. Compliance with Financial Regulations is mandatory for all staff throughout the Child and Family Agency;
- The Child and Family Agency has put in place procedures designed to ensure compliance with all pay and travel circulars issued by the Department of Public Expenditure and Reform. Any exceptions identified are addressed and are reported on an annual basis to the Minister for Children and Youth Affairs, in accordance with the Code of Practice for the Governance of State Agencies;

and

- As part of the Child and Family Agency's annual review of the effectiveness of the system of internal controls, a sample of staff at Grade VIII (or equivalent) level and above was taken where these staff were required to complete a Controls Assurance Statement, confirming their compliance with policies and procedures and attesting to the existence and operation of controls which are in place in their area of responsibility, or identifying where exceptions or weaknesses exist.

### **Risk Management**

The Child and Family Agency recognises the importance of risk management, including financial risk management, as an essential process for the delivery of quality and safe services. Risk management at an operational level is a line management function.

Where risks are identified that have significant potential to impact on the overall objectives of the Child and Family Agency they are recorded on the Corporate Risk Register. The register is a mechanism to provide assurance and evidence to the Child and Family Agency Quality Assurance and Risk Committee and Board that risk is being identified, assessed and managed and that a range of control measures and action plans are in place at any time to mitigate the risks identified. Regular reports on the status of the corporate risks are submitted to the Quality Assurance and Risk Committee.

The Child and Family Agency corporate Risk Register and Risk Assessment Tool was developed in 2014. In summary the Risk Register, which identifies risk owners, includes the following risk outputs:

- Child protection processes and systems are responding to children at risk in a timely manner;
- All processes and systems underpinning children and family policy and services are evidence-informed;
- A targeted range of family and parenting supports;
- Attendance, participation and retention in full-time education is embedded in service delivery for all children; and
- A fit for purpose organisation to deliver our strategic intent.

### **Audit and Audit Committee**

Monitoring and review of the effectiveness of the system of internal financial control is informed by the work of National Internal Audit Division, who are the Child and Family Agency internal audit providers, the Comptroller and Auditor General, the Audit Committee and managers in the Child and Family Agency with responsibility for the development and maintenance of the management control framework. The Senior Management Team reviews comments and recommendations made by the Comptroller and Auditor General in his management letters or other reports, such as reports of the Committee of Public Accounts, and actions are taken to implement recommendations. The Audit Committee oversees monitoring and reviews of the implementation of audit recommendations.

The internal audit function for the Child and Family Agency has been provided by the agency's internal audit provider. The Internal Audit provider operates in accordance with the terms of reference that the Audit Committee has approved. An Annual Internal Audit plan for 2014 was approved by the Audit Committee and was based on an analysis of the financial risks to which the Child and Family Agency is exposed. Procedures are in place to ensure that the recommendations of Internal Audit are followed up.

The National Director of Internal Audit reports to the Chairperson of the Audit Committee who is a member of the Child and Family Agency Board. Any instances of fraud or other irregularities identified through management review or audit are addressed by management and, where appropriate, An Garda Síochána is notified.

The Child and Family Agency's internal audit function has conducted a programme of work during 2014 which has enabled the provision of assurances on the systems of internal control in operation across the Agency. The reports by internal audit to senior managers provide an objective and independent assessment of the systems of internal control in operation across the Child and Family Agency together with prioritised recommendations to strengthen controls and implement further improvements.

The Child and Family Agency's Annual Report and Annual Financial Statements are both subject to statutory audit by the Comptroller and Auditor General.

### **Relations with the Minister for Children and Youth Affairs**

The Child and Family Agency Annual Report and Annual Financial Statements will be produced and published each year to give an overview to stakeholders of performance for the preceding year. It is a comprehensive report on the organisation's activity, achievements, challenges and financial performance as set out in its 2014 Business Plan. Through these audited financial statements, the Child and Family Agency accounts for use of resources allocated from Government. The Child and Family Agency Annual Report is a legal requirement under Section 13 of the Child and Family Agency Act (2013).

### **Procurement**

In procuring goods and services, for business continuity purposes and compliance with regulations issued by the Department of Public Expenditure and Reform on use of centres of procurement excellence, the HSE provides procurement services to the Agency. All staff in the Child and Family Agency must comply with the relevant procurement procedures that are set out in detail in the National Financial Regulations. In addition, the Child and Family Agency, in its first year of operation, has regularly reminded staff on procurement regulations to ensure that these are understood, and adhered to, by Child and Family Agency staff.

Government departments are required to submit an annual return (the 40/02 return) to the Comptroller and Auditor General and the Department of Public Expenditure and Reform by 31 March 2015 in relation to the prior financial year. The return must disclose details of contract in excess of €25,000 (exclusive of VAT) which have been awarded without a competitive process. While the agency is not obliged to furnish this return it has chosen to voluntarily comply with this requirement.

In 2014, the Agency's return disclosed that total expenditure of €1.6 million had been incurred in relation to contracts with 29 suppliers where the procurement procedures employed did not comply with procedures specified in the Agency's National Financial Regulations or procurement guidelines issued by the Department of Public Expenditure and Reform. In many instances the HSE had initiated the original contract. The agency plans to address this in 2015 by establishing a procurement plan.

### **Capital Investment and Appraisal**

In its first year of operation the Child and Family Agency had limited funds for capital investment. In making decisions on the €5.2m of capital funds spent, the Child and Family Agency Senior Management Team followed the Department of Finance Guidelines for the Appraisal and Management of Capital Expenditure Proposals.

### **Services Provided by the HSE**

The HSE provides services in the areas of Payroll, Human Resources, Pensions, Estate Management, ICT, Procurement, Internal Audit, General Ledger, invoice processing and payments to the Agency, governed through a Memorandum of Understanding between the organisations.

**Travel**

All payments for travel and subsistence to the Child and Family Agency Board Members, CE and staff have been made in line with the Department of Finance and Department of Public Expenditure and Reform (DPER) circulars governing travel and subsistence.

**Disposal of State Assets**

During 2014 the Child and Family Agency did not dispose of any State assets.

**Tax Compliance**

During 2014 the Child and Family Agency discharged all tax and PRSI liabilities on or before the dates prescribed by the Revenue Commissioners.

**Legal Disputes involving other State Bodies**

At 31 December 2014, the Child and Family Agency had no legal disputes with other State bodies.

**Department of Finance Circular 13/2014 - Management of and Accountability for Grants from Exchequer Funds**

This circular, issued on 26 September 2014 by the Department of Public Expenditure and Reform, proposed a movement to fund agencies on vouched expenditure. The current situation operated by the Child and Family Agency is as follows:

- The agencies funded by the Child and Family Agency are in the main voluntary agencies;
- These agencies do not have the internal resources to fund and deliver services and therefore require funding in advance of need – i.e. they are unable to spend and recover costs later;
- Historically, these agencies have been funded in advance, and their cash flow positions are dependent on the current advance payment frequencies; and
- All agencies are being made aware of their requirements through Service Level Agreements with the Child and Family Agency of the requirements under Circular 13/2014.

The Child and Family Agency is working with the Department of Children and Youth Affairs to assess the implications for services of this circular and to identify how implementation can be managed without adverse impact to the affected agencies delivery of services.

**Due Diligence on Establishment of the Agency**

As part of the establishment of the Agency a joint due diligence exercise was undertaken between the Department of Public Expenditure and Reform, the HSE and the Department of Children and Youth Affairs to establish the amount of budget to be transferred to the agency on creation, and this process continued through 2014 for any issues not resolved at establishment date.

**Opening Balance Sheet**

Confirmation of an agreed opening Balance Sheet at 1 January 2014 from assets and liabilities transferred into the Child and Family Agency from HSE, the Family Support Agency and the National Educational Welfare Board was completed as part of the work to develop the Annual Financial Statements for 2014.

**Integration into the Child and Family Agency Governance System**

As the Child and Family Agency was created as an amalgamation of Child and Family Services from HSE, the Family Support Agency and the National Educational Welfare Board, the Child and Family Agency Board and Senior Management Team have worked to create a single organisational culture for the new organisation.

As most of the staff and internal control processes were inherited from the HSE, the Child and Family Agency Board decided to continue to use these services to produce savings for stakeholders. For those functions and staff inherited by the Child and Family Agency from the Family Support Agency and the National Educational Welfare Board, the Board decided to implement the Child and Family Agency internal control processes on risk management, payroll and procurement for these functions. This affords the Child and Family Agency with uniform and consistent processes on internal control, risk management, payroll and procurement.

### **Travel and Subsistence Payments Concerning the Family Support Agency in 2012**

During the course of the 2012 Audit of the Family Support Agency, the Comptroller and Auditor General raised an issue in relation to the payment of travel and subsistence expenses by an individual from a Family Resource Centre, which was also claimed from the Family Support Agency.

The Child and Family Agency, having absorbed the Family Support Agency, reported the matter to the Standards in Public Office Commission, the matter having already been reported to An Garda Síochána. The Child and Family Agency has continued to provide all available information to the Comptroller and Auditor General in relation to this matter.

Following the completion of an independent review, the Child and Family Agency will be introducing an annual compliance statement to enhance the governance processes with grant aided agencies. This process will be augmented with information and training on the reporting requirements of grant aided agencies generally, and when fraud has been detected.

### **Review of the Effectiveness of the System of Internal Financial Control**

This is the first annual review of the effectiveness of the system of internal control in the Child and Family Agency and it is designed to enable me, as the Chairperson, to deliver upon the requirement to satisfy myself and represent to the Minister for Children and Youth Affairs and to the Oireachtas that there is appropriate effective control within the Child and Family Agency. In doing so, I have placed reliance on the procedures as outlined within this document and on the procedures outlined below:

- Establishment of an Annual Budget management process;
- Monthly Management Accounts and Performance Activity Reports;
- Annual Report and Annual Financial Statements;
- Internal Audit function to review, audit and report;
- Letter of engagement with the Comptroller and Auditor General for review, and his audit and report on the efficacy of the Child and Family Agency's Annual Report and Annual Financial Statements for 2014;
- Terms of reference for the Child and Family Agency Board and its four committees;
- Protected disclosures policy;
- Corporate Plan for 2015-2017, setting the strategic direction of the agency, submitted to the Minister for Children and Youth Affairs in November 2014;
- Business Plan for 2014 submitted to the Department of Children and Youth Affairs in February 2014;
- Separation of roles of Chairperson and CE;
- Annual review of Board composition;
- Advice to Minister for Children and Youth Affairs on the competency of Board members;
- Terms of reference for Board members' responsibilities and obligations;
- Adequate support and briefings to Board members on the Child and Family Agency affairs;
- Code of Conduct for the Child and Family Agency Board members and staff (Draft);
- Code for gifts and hospitality (Draft);
- Compliance by the Child and Family Agency Board members and staff at Grade 8 and above with the Ethics Acts;

- A register of Board Members' interests (maintained by the Board secretary); and
- Procedures designed to report to the Minister to ensure the Child and Family Agency complies with all Department of Public Expenditure and Reform regulations on fees paid to the Chairperson and members, and pay and travel expenditure for CE and all other Child and Family Agency staff.

**Conclusion**

In 2014 there have been no significant identified breaches of the control environment of the Child and Family Agency and whilst no material breaches have been identified, there is a need for continued emphasis on and development of the control environment and a focus on the need to drive a single organisation wide culture of compliance.

The Child and Family Agency control environment, control and risk management processes and assurance arrangements are new and are improving and where there are outstanding recommendations by Internal Audit and Comptroller and Auditor General, management action to meet these recommendations will be monitored by the Board and its committees during 2015 and will be reassessed in the 2015 review of the system of internal controls.

Finally I would like to thank colleagues both within the Child and Family Agency and in partner agencies that helped us create and deliver a service which is accountable, consistent and transparent. Our aspiration remains to be a service which espouses values such as justice and courage. But aspiration is not enough and we look forward to continue being judged on behaviour reflecting those values of putting children first always.

**Norah Gibbons****Chairperson****Date: 18 June 2015**



## Comptroller and Auditor General

### Report for presentation to the Houses of the Oireachtas

#### Child and Family Agency

I have audited the financial statements of the Child and Family Agency for the year ended 31 December 2014 under Section 51 of the Child and Family Agency Act 2013. The financial statements, which have been prepared under the accounting policies set out therein, comprise the accounting policies, the revenue income and expenditure account, the capital income and expenditure account, the balance sheet, the cash flow statement, and the related notes.

The financial statements have been prepared in the form prescribed under Section 51 of the Child and Family Agency Act 2013 and accounting standards specified by the Minister for Children and Youth Affairs. The statement on the basis of accounting in the accounting policies explains how the accounting standards specified by the Minister differ from generally accepted accounting practice in Ireland.

#### Responsibilities of the Child and Family Agency

The Child and Family Agency is responsible for the preparation of the financial statements, for ensuring that they give a true and fair view, in accordance with the accounting standards specified by the Minister for Children and Youth Affairs, of the state of the Child and Family Agency's affairs and of its income and expenditure, and for ensuring the regularity of transactions.

#### Responsibilities of the Comptroller and Auditor General

My responsibility is to audit the financial statements and report on them in accordance with applicable law.

My audit is conducted by reference to the special considerations which attach to State bodies in relation to their management and operation.

My audit is carried out in accordance with the International Standards on Auditing (UK and Ireland) and in compliance with the Auditing Practices Board's Ethical Standards for Auditors.

#### Scope of audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements, sufficient to give reasonable assurance that the financial statements are free from material

misstatement, whether caused by fraud or error. This includes an assessment of

- whether the accounting policies are appropriate to the Child and Family Agency's circumstances, and have been consistently applied and adequately disclosed
- the reasonableness of significant accounting estimates made in the preparation of the financial statements, and
- the overall presentation of the financial statements.

I also seek to obtain evidence about the regularity of financial transactions in the course of audit.

In addition, I read the Child and Family Agency's annual report to identify material inconsistencies with the audited financial statements. If I become aware of any apparent material misstatements or inconsistencies, I consider the implications for my report.

#### Opinion on the financial statements

In my opinion, the financial statements, which have been properly prepared under the accounting standards specified by the Minister for Children and Youth Affairs, give a true and fair view in accordance with those standards of the state of the Child and Family Agency's affairs at 31 December 2014 and of its income and expenditure for 2014.

In my opinion, proper books of account have been kept by the Child and Family Agency. The financial statements are in agreement with the books of account.

#### Matters on which I report by exception

I report by exception if

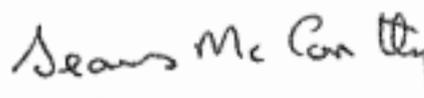
- I have not received all the information and explanations I required for my audit, or
- my audit noted any material instance where money has not been applied for the purposes intended or where the transactions did not conform to the authorities governing them, or
- the information given in the Child and Family Agency's annual report is not consistent with the related financial statements, or
- the statement on internal financial control does not reflect the Child and Family Agency's compliance with the Code of Practice for the Governance of State Bodies, or
- I find there are other material matters relating to the manner in which public business has been conducted.

#### Non-compliant procurement

I draw attention to the statement on internal financial control which discloses that, during 2014, the Agency incurred expenditure of €1.6 million in relation to payments to 29 suppliers where the procurement procedures employed did not comply with the relevant guidelines and regulations. The Statement also discloses the steps being taken by the Agency to address such failures.

#### Non payment of interest and compensation

Legislation which came into effect in March 2013 provides for the payment of interest and compensation to suppliers in respect of late payment of invoices. The Agency has not complied fully with this legislation. In 2014, the Agency has charged an additional €210,000 to the income and expenditure account to recognise the expected cost of compensation due to suppliers since the establishment of the Agency (See Note 5).



Seamus McCarthy  
Comptroller and Auditor General  
19 June 2015

## Financial Statements

### Revenue Income and Expenditure Account For Year Ended 31 December 2014

	Note	2014 €'000
<b>Income</b>		
Department of Children and Youth Affairs		615,840
Other Income		1,209
		<b>617,049</b>
<b>Expenditure - Pay and Pensions</b>		
Wages and Salaries	3	185,801
Employer PRSI	3	16,286
Pensions	3	2,830
Agency Pay	3	13,605
		<b>218,522</b>
<b>Expenditure - Non-Pay</b>		
Foster Care and After Care Allowances	5	117,652
Independent Placement Provision	5	80,360
Grants to Outside Agencies	5	137,942
Legal Expenses and Guardian Ad Litem Costs	5	36,193
General Child Care Services	5	9,548
Office and Administration	5	21,934
		<b>403,629</b>
<b>Net Operating (Deficit)/Surplus for the Year</b>		<b>(5,102)</b>
<b>Net Current Assets on Transferred Operations</b>		<b>14a (32,953)</b>
<b>Revenue Reserves</b>		<b>(38,055)</b>

All gains and losses with the exception of depreciation and amortisation have been dealt with through the Revenue Income and Expenditure Account and the Capital Income and Expenditure Account.

The primary financial statements of the Child and Family Agency comprise the Revenue Income and Expenditure Account, Capital Income and Expenditure Account, Balance Sheet and Cash Flow Statement on pages 58-61.



**Norah Gibbons**

**Chairperson**

**Date: 18 June 2015**



**Gordon Jeyes**

**Chief Executive**

**Date: 18 June 2015**

## Capital Income and Expenditure Account For Year Ended 31 December 2014

	Note	2014 €'000
<b>Income</b>		
Department of Children and Youth Affairs		4,846
Application of Proceeds of Disposals		0
Government Departments and Other Sources		0
		<b>4,846</b>
<b>Expenditure</b>		
Capital Expenditure on Child and Family Agency Capital Projects	15(c)	5,277
		<b>5,277</b>
<b>Net Capital (Deficit)/Surplus for the Year</b>		<b>(431)</b>
<b>Net Capital Reserve on Transferred Operations</b>		<b>14a</b> <b>63</b>
<b>Capital Reserves</b>		<b>(368)</b>

All gains and losses with the exception of depreciation and amortisation have been dealt with through the Revenue Income and Expenditure Account and the Capital Income and Expenditure Account.

The primary financial statements of the Child and Family Agency comprise the Revenue Income and Expenditure Account, Capital Income and Expenditure Account, Balance Sheet and Cash Flow Statement on pages 58-61.



**Norah Gibbons**

**Chairperson**

**Date: 18 June 2015**



**Gordon Jeyes**

**Chief Executive**

**Date: 18 June 2015**

## Balance Sheet As at 31 December 2014

	Note	2014 €'000
<b>Fixed Assets</b>		
<b>Tangible Fixed Assets</b>		
Land and Buildings	6	77,360
Other Tangible Fixed Assets	7	709
<b>Total Fixed Assets</b>		<b>78,069</b>
<b>Current Assets</b>		
Stock	8	8
Debtors	9	11,262
Cash at Bank or in Hand	10	4,035
		<b>15,305</b>
<b>Current Liabilities</b>		
Creditors (amounts falling due within one year)	11	(53,503)
		<b>(53,503)</b>
<b>Net Current Assets (Liabilities)</b>		<b>(38,198)</b>
<b>Creditors (amounts falling due after more than one year)</b>		
Deferred Income	12	(225)
<b>Total Assets</b>		<b>39,646</b>
Capitalisation Account	13a	78,069
Capital Reserves	13b	(368)
Revenue Reserves	13c	(38,055)
<b>Capital and Reserves</b>		<b>39,646</b>

The primary financial statements of the Child and Family Agency comprise the Revenue Income and Expenditure Account, Capital Income and Expenditure Account, Balance Sheet and Cash Flow Statement on pages 58-61.



**Norah Gibbons**

**Chairperson**

**Date: 18 June 2015**



**Gordon Jeyes**

**Chief Executive**

**Date: 18 June 2015**

## Cash Flow Statement For Year Ended 31 December 2014

	Note	2014 €'000
<b>Net Cash Inflow/(Outflow) from Operating Activities</b>	<b>16</b>	<b>3,090</b>
Interest Recieved		2
<b>Net Cash Inflow from Returns on Investments and Servicing of Finance</b>		<b>2</b>
<b>Current Expenditure</b>		
Capital Expenditure - capitalised	<b>15(b)</b>	(3,254)
Capital Expenditure - not capitalised	<b>15(c)</b>	(1,960)
Capital Expenditure - Reclassification to Deferred Income	<b>15(c)</b>	(63)
Payments from revenue re: acquisition of fixed assets (net of trade-ins)		(358)
<b>Net Cash Outflow from Capital Expenditure</b>		<b>(5,635)</b>
<b>Net Cash Outflow before Financing</b>		<b>(2,543)</b>
Capital Grant received		4,846
Net Cash Inflow from Financing		4,846
<b>Increase/(Decrease) in Bank, Cash and Cash Equivalents balances in year</b>		<b>2,303</b>

The primary financial statements of the Child and Family Agency comprise the Revenue Income and Expenditure Account, Capital Income and Expenditure Account, Balance Sheet and Cash Flow Statement on pages 58-61.



**Norah Gibbons**

**Chairperson**

**Date: 18 June 2015**



**Gordon Jeyes**

**Chief Executive**

**Date: 18 June 2015**

## Accounting Policies

### Basis of Accounting

The financial statements have been prepared on an accruals basis, in accordance with the historical cost convention, with the exception of accounting for DCYA funding which is received on a cash basis.

Under the Child and Family Agency Act 2013, the Minister for Children and Youth Affairs specifies the accounting standards to be followed by the Child and Family Agency. The Child and Family Agency has adopted Generally Accepted Accounting Principles (GAAP) in accordance with the accounting standards issued by the Accounting Standards Board subject to the following exceptions specified by the Minister:

1. Depreciation is not charged to the Revenue Income and Expenditure Account, rather it is charged to a reserve account: the Capitalisation Account. Reserve accounting is not permitted under Generally Accepted Accounting Principles (GAAP). Under those principles, depreciation must be charged in the revenue income and expenditure account;
2. Grants received from the State to fund the purchase of fixed assets are recorded in a Capital Income and Expenditure Account. Under Generally Accepted Accounting Principles (GAAP), capital grants are recorded as deferred income and amortised over the useful life of the related fixed asset, in order to match the accounting treatment of the grant against the related depreciation charge on the fixed asset; and
3. Pensions are accounted for on a pay-as-you-go basis. The provisions of FRS 17 Retirement Benefits are not applied and the liability for future pension benefits accrued in the year has not been recognised in the financial statements.

### Basis of Preparation

This is the Child and Family Agency's first year of operation having been established on 1st January 2014 as provided for in the Child and Family Act 2013. The Child and Family Agency provides services in line with the requirements of the Act and assumed responsibilities that were previously provided by:

- Children and Family Services previously operated by the HSE;
- The Family Support Agency;
- The National Educational Welfare Board; and
- The School Completion Programme previously operated by the Department of Children and Youth Affairs.

All assets and liabilities associated with these services have been transferred to the Child and Family Agency on formation. In the circumstances, the accounts have been prepared on a going concern basis. Details of the assets and liabilities transferred are set out on page 23.

### Comparatives

This is the first year of accounting for the Agency, we are currently unable to provide true comparative figures for the year 2013.

### Grants to Outside Agencies

The Child and Family Agency funds a number of service providers and bodies for the provision of health and personal social services on its behalf, in accordance with the provisions of Sections 56 of the Child and Family Act, 2013. Before entering into such an arrangement, the Child and Family Agency determines the maximum amount of funding that it proposes to make available in the financial year under the arrangement and the level of service it expects to be provided for that funding. This information is set out in nationally standardised documentation which is required to be signed by

both parties to the arrangement. This funding is charged in the year of account to the income and expenditure account at the maximum determined level for the year, although a certain element may not actually be disbursed until the following year.

### Fostering Payments

Statutory weekly payments are made to foster parents for children in their care up to the age of 18 years. Aftercare payments are also made for young people between 18 and 23 years who either remain in education or in other cases where support is required after reaching 18 years. Fostering payments are recognised in the financial statements on an accrual basis.

### Independent Placement Provision

Weekly payments are made to private organisations contracted for the provision of foster care and residential services for children up to the age of 18 years requiring a foster care or residential placement. Placement provision payments are recognised in the financial statements on an accrual basis.

### Assets and Liabilities Transferred from Other Agencies

Net Assets	HSE Children and Family Services	FSA	NEWB	Total
	€'000	€'000	€'000	€'000
Fixed assets	76,151	59	106	76,316
Debtors and prepayments	4,984	3,498	295	8,777
Cash on hand and at bank	109	168	1,455	1,732
Creditors and accruals	(41,937)	(96)	(1,178)	(43,211)
Deferred income	(188)	0	0	(188)
Pension liabilities	0	(4,606)	(22,700)	(27,306)
Deferred pension funding	0	4,606	22,700	27,306
<b>Net assets transferred to Child and Family Agency</b>	<b>39,119</b>	<b>3,629</b>	<b>678</b>	<b>43,426</b>
Capital account	76,151	59	106	76,316
Capital reserves	63	0	0	63
Revenue reserves	(37,095)	3,570	572	(32,953)
<b>Total Capital and Reserves</b>	<b>39,119</b>	<b>3,629</b>	<b>678</b>	<b>43,426</b>

NEWB and FSA were dissolved under the Child and Family Act 2013

### Income Recognition

1. The Child and Family Agency is funded mainly by monies determined by the Department of Children and Youth Affairs. The amount recognised as income represents administration, capital and non-capital services. The amount recognised as income in respect of voted monies represents the net recourse to the DCYA to fund payments made during the year. Income in respect of administration and non-capital services is accounted for in the Revenue Income and Expenditure Account. Income in respect of capital services is accounted for in the Capital Income and Expenditure Account.
2. Income from all other sources is recognised on a receipts basis.

### **Capital Income and Expenditure Account**

A Capital Income and Expenditure Account is maintained in accordance with the accounting standards laid down by the Minister for Children and Youth Affairs. Capital funding is provided in the Child and Family Agency for construction/purchase of major assets, capital maintenance and miscellaneous capital expenditure not capitalised on the balance sheet

### **Foreign Currencies**

Transactions denominated in foreign currencies are translated into euro at the rates of exchange prevailing at the accounting date and are included in the Income and Expenditure Account for the year. Any difference arising on translation between transaction dates and payment dates are charged to the Income and Expenditure account.

### **Leases**

Rentals payable under operating leases are dealt with in the financial statements as they fall due. The Child and Family Agency is not permitted to enter into finance lease obligations under the Department of Finance's Public Financial Procedures, without Board approval and prior sanction.

### **Capital Grants**

Capital grant funding is recorded in the Capital Income and Expenditure Account. In addition to capital grant funding, some minor capital expenditure is funded from revenue. The amount of this revenue funding expended in the year in respect of minor capital is charged in full in the Revenue Income and Expenditure Account in the year. This accounting treatment, which does not comply with Generally Accepted Accounting Principles, is a consequence of the exceptions to Generally Accepted Accounting Principles specified by the Minister.

### **Tangible Fixed Assets and Capitalisation Account**

Tangible fixed assets comprise Land, Buildings, Equipment and Motor Vehicles. Tangible fixed assets are stated at historic cost less accumulated depreciation. The carrying values of tangible fixed assets taken over from predecessor bodies by the Child and Family Agency are included in the opening balance sheet on establishment day, 1st January 2014, at Net Book Value. There are plans to revalue assets taken over from predecessor bodies over the next number of years. This will be reflected in a revaluation reserve.

In accordance with the accounting standards prescribed by the Minister for Children and Youth Affairs, expenditure on fixed asset additions is charged to the Revenue Income and Expenditure Account or the Capital Income and Expenditure Account, depending on whether the asset is funded by capital or revenue funding. Capital funded assets and Revenue funded assets are capitalised if the cost exceeds certain value thresholds; €2,000 for computer equipment and €7,000 for all other asset classes. Asset additions below this threshold and funded from revenue are written off in the year of purchase. Asset additions below this threshold funded from Capital are included in Note 14(c) under 'Expenditure on the Child and Family Agency projects not resulting in Fixed Asset additions'. A breakdown of asset additions by funding source is provided in Note 14(b) to the Accounts. Depreciation is not charged to the income and expenditure account over the useful life of the asset. Instead, a balance sheet reserve account, the Capitalisation Account, is the reciprocal entry to the fixed asset account. Depreciation is charged to the Fixed Assets and Capitalisation Accounts over the useful economic life of the asset.

Depreciation is calculated to write-off the original/cost valuation of each tangible fixed asset in line with their useful remaining life at the following rates:

- Land: land is not depreciated.
- Buildings: depreciated at 2.5% per annum.
- Modular buildings (i.e. prefabricated buildings): depreciated at 10% per annum.

- Work in progress: no depreciation.
- Equipment – computers and ICT systems: depreciated at 33.33% per annum.
- Equipment – other: depreciated at 10% per annum.
- Motor vehicles: depreciated at 20% per annum.

On disposal of a fixed asset, both the fixed assets and capitalisation accounts are reduced by the net book value of the asset disposal. An analysis of the movement on the Capitalisation Account is provided in Note 13 to the accounts.

### **Stocks**

The Child and Family Agency provide stock is valued at the lower of cost or net realisable value.

### **Accounting for Bad and Doubtful Debts**

Known bad debts are written off in the period in which they are identified. Specific provision is made for any amount which is considered doubtful.

### **Pensions**

Eligible Child and Family Agency employees are members of various defined benefit superannuation schemes. Pensions are paid to former employees by the Child and Family Agency. The Child and Family Agency scheme is funded by the State on a pay-as-you-go basis for this purpose. Pension payments under the schemes are charged to the income and expenditure account when paid, as follows:

1. Superannuation paid to retired Child and Family employees is accounted for within the pay classification (see Note 3);
2. Superannuation paid to retirees from the voluntary health service providers is accounted for under grants to outside agencies within the non-pay classification (see Note 5 and Appendix 1).

Contributions from the Child and Family Agency employees who are members of the schemes are payable to the Department of Children and Youth Affairs.

No provision was made in respect of pension benefits earned by employees and payable in future years under the pension scheme. This continues to be the treatment adopted by the Child and Family Agency following the accounting specifications of the Minister.

Under the Public Service Pensions (Single Scheme and Other Provisions) Act 2012, all new entrants to pensionable public service employment on or after 1 January 2013 are to be members of the Single Scheme. For the current financial year the Child and Family Agency has 182 staff on the Single Scheme.

### **Pension Related Deduction**

Under the *Financial Emergency Measures in the Public Interest Act 2009*, a pension levy was introduced for all staff who are members of a public service pension scheme, including staff of the Child and Family Agency funded service providers. Pension levy collected by service providers as well as pension levy deducted from the Child and Family Agency staff is payable to the Department of Children and Youth Affairs. Details of amount deducted in respect of the pension levy are set out in Note 3b to the Financial Statements.

### **Critical accounting estimates and key judgements**

As a result of the uncertainties inherent in all business activities, some items in financial statements cannot be measured with precision but can only be estimated. Where estimates have been required in order to prepare these financial statements, management has used judgements based on the

latest available, reliable information. Management continually review estimates to take account of any changes in the circumstances on which the estimate was based or as a result of new information or more experience.

**FRS 102**

The Child and Family Agency has not applied the early adoption of FRS 102 “The Financial Reporting Standard applicable in the UK and Ireland”. The Agency is currently reviewing the implications of adopting FRS 102.

## Notes to the Financial Statements

### NOTE 1 Net Operating (Deficit)

2014  
€'000

Net operating (deficit)/surplus for the year is arrived at after charging:

Audit Fees	72
Chief Executive (CE) Remuneration	195

#### CE Remuneration comprises the following elements:

CE Gross Pay	179
Employers PRSI	16
	<b>195</b>

During the year expenses of €2,019 were paid to the CE.

The CE's remuneration includes a provision for a private pension scheme and he is not included in the statutory pension scheme.

### NOTE 2 Board Member's Fees and Expenses

	Fees Payable for Year €	Expenses Paid in the Year €
Norah Gibbons	20,520	569
PJ Fitzpatrick	11,970	0
Gary Joyce	11,970	0
Noel Kelly	Fees Waived	0
Sylda Langford	Fees Waived	0
Ita Mangan	11,970	0
Gary O'Donnchadha	0	0
Rory O'Ferrall	11,970	0
Noelle Spring	11,970	0
	<b>80,370</b>	<b>569</b>

Child and Family Board members are paid in accordance with the Code of Practice for the Governance of State Bodies and in line with the revised rates as detailed in the Financial Emergency Measures in the Public Interest (No2) Act 2009.

### NOTE 3 Pay and Pensions

2014

€'000

#### (a) Summary Analysis of Pay Cost

Basic Pay	176,542
Allowances	2,415
Overtime	77
Night duty	1,288
Weekends	4,821
On-Call	540
Arrears	118
<b>Wages and Salaries</b>	<b>185,801</b>
Employer PRSI	16,286
Pensions*	2,830
<b>Total Child and Family Agency Pay</b>	<b>204,917</b>
Agency Pay	13,605
<b>Total Pay</b>	<b>218,522</b>

Total Pay Costs relate to Child and Family Agency services only. Pay costs for employees in the voluntary sector are accounted for under Grants to Outside Agencies. See Note 5 and Appendix 1 to 4.

2014

€'000

#### \*Analysis of Pensions

Ongoing pension payments	729
Once-off lump sums and gratuity payments	2,101
	<b>2,830</b>

#### (b) Pension related deduction

During 2014 €11.49 million pension related deductions were deducted from the Child and Family Agency's staff and €1.3 million pension related deductions were deducted from service providers and payable to the Department of Children and Youth Affairs.

#### NOTE 4 Employments

2014

The number of employees at 31 December 2014 by Area of Operation was as follows in whole time equivalents (WTEs):

WTE

Social Work	1,396
Social Care	1,162
Psychology and Counselling	21
Other Support Staff inc catering	65
Other Health Professionals	8
Nursing	46
Family Support	177
Education and Welfare Officer	72
Admin Grade 3 to 7	427
Management Grade 8 and Above	79
<b>Total Child and Family Agency employees</b>	<b>3,453</b>

#### NOTE 5 Non-Pay Expenditure

2014

€'000

##### Fostering Care and After Care Allowances

Statutory Foster Care Allowances	100,571
After Care Allowances	14,395
Other Care Allowances	2,686
	<b>117,652</b>

##### Independent Placement Provision

Foster Care Provision	17,235
Unaccompanied Minors	4,683
Residential Provision	58,442
	<b>80,360</b>

##### Grants

Section 56 Grant Arrangements	(Appendix 1)	93,319
Schools Completion Programme Grants	(Appendix 2)	24,255
Family Resource Centre Grants	(Appendix 3)	13,487
Family Support Service Counselling Grants	(Appendix 4)	6,881
		<b>137,942</b>

**2014**

**€'000**

**Legal Expenses and Guardian Ad Litem Costs**

Child and Family Agency Legal Services	15,923
Guardian Ad Litem Costs*	9,059
Guardian Ad Litem Legal Fees*	7,458
3rd Party Legal Costs	2,845
Other Legal Costs	908

**36,193**

\* Guardian Ad Litem and their legal representatives are appointed by the court service. Although the Guardian Ad Litem is independent of the parties to the court proceedings, their fees are discharged by the Child and Family Agency in accordance with the Child Care Act 1991

**General Child Care Services**

Medical Costs	370
Therapy Costs	1,541
Transport Costs	629
Recreation Costs	598
Heat, Power and Light	1,417
Cleaning and Washing	837
Furniture, Crockery and Hardware	348
Bedding and Clothing	154
Security and Alarm Costs	741
Vehicle Costs	772
Catering and Provisions	1,789
Other Sundry Expenses	352

**9,548**

**Office and Administration**

Rent and Rates	4,122
Maintenance	823
Lease Interest, Bank Interest and Charges	5
Non Prompt Payment Interest and Compensation	244
Insurance	281
Audit Fees	72
Professional Services	2,641
Bad and Doubtful Debts	169
Education and Training	684
Travel and Subsistence	8,068
General Office Expenses	1,028

Printing, Postage and Stationary	650
Telephony	1,422
Computers and Systems Maintenance	1,651
Memberships, Licences and Subscriptions	74
	<b>21,934</b>

#### NOTE 6 Tangible Fixed Assets Land and Buildings

	Land €'000	Buildings €'000	Work in Progress €'000	Total 2014 €'000
<b>Cost/Valuation</b>				
Assets transferred on Creation of Agency*	16,276	59,624	0	75,900
Additions in the Year	0	1,844	1,174	3,018
Transfers from Work in Progress	0	0	0	0
Disposals	0	0	0	0
<b>At 31 December 2014</b>	<b>16,276</b>	<b>61,468</b>	<b>1,174</b>	<b>78,918</b>

#### Depreciation

Accumulated Depreciation at 1 January 2014	0	0	0	0
Charge for the Year	0	1,558	0	1,558
Disposals	0	0	0	0
<b>At 31 December 2014</b>	<b>0</b>	<b>1,558</b>	<b>0</b>	<b>1,558</b>

#### Net Book Values

<b>At 31 December 2014</b>	<b>16,276</b>	<b>59,910</b>	<b>1,174</b>	<b>77,360</b>
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\*Assets received from the HSE have been depreciated in line with their remaining economic life

#### NOTE 7 Tangible Fixed Assets Other than Land and Buildings

	Motor Vehicles €'000	Equipment €'000	Work in Progress €'000	Total 2014 €'000
<b>Cost/Valuation</b>				
Assets transferred on Creation of Agency*	251	165	0	416
Additions in the year	60	253	314	627
Transfers from Work in Progress	0	0	0	0
Reclassification of Assets acquired on Creation of Agency	0	(132)	0	(132)
<b>At 31 December 2014</b>	<b>311</b>	<b>286</b>	<b>314</b>	<b>911</b>

	Motor Vehicles €'000	Equipment €'000	Work in Progress €'000	Total 2014 €'000
<b>Depreciation</b>				
Accumulated Depreciation at 1 January 2014	0	0	0	0
Charge for the Year	109	93	0	202
Disposals	0	0	0	0
<b>At 31 December 2014</b>	<b>109</b>	<b>93</b>	<b>0</b>	<b>202</b>

#### Net Book Values

<b>At 31 December 2014</b>	<b>202</b>	<b>193</b>	<b>314</b>	<b>709</b>
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\*Assets received from the HSE have been depreciated in line with their remaining economic life

#### NOTE 8 Stocks

	2014 €'000
Stock of consumable items	8
	<b>8</b>

#### NOTE 9 Debtors

	2014 €'000
Prepayments and Accrued Income	4,752
<b>Other Debtors</b>	
Payroll Technical Adjustment	2,324
Superannuation and Pension Levy Income Accrual Account	1,346
Payroll Advances and Overpayments*	2,471
Sundry Debtors	369
	<b>11,262</b>

\*Includes €2.1m wages due on 1st January 2015 paid 1 day early on 31 December 2014

**NOTE 10 Bank, Cash and Cash Equivalent**

	<b>2014</b> <b>€'000</b>
Bank	3,979
Cash and Cash Equivalent	56
	<b>4,035</b>

**NOTE 11 Creditors (amounts falling due within one year)**

	<b>2014</b> <b>€'000</b>
Trade Creditors - Revenue	9,346
Trade Creditors - Capital	493
Accruals Non-Pay Revenue	14,690
Accruals Grants to Outside Agencies	682
Accruals Foster Care and Foster Care Allowances	2,818
Accruals Independent Placement Provisions	2,352
Accruals Non-Pay Capital	267
Sundry Creditors	142
	<b>30,790</b>
Accruals Pay	13,325
Taxes and Social Welfare	6,728
Advance funding to pay salary on 1st January 2015	2,660
	<b>22,713</b>
	<b>53,503</b>

**NOTE 12 Deferred Income**

	<b>2014</b> <b>€'000</b>
<b>Deferred Income comprises the following:</b>	
Donations and bequests	225
	<b>225</b>

## NOTE 13 Capital and Reserves

	<b>2014</b> <b>€'000</b>
<b>a. Capitalisation Account</b>	
Assets transferred on Creation of Agency	76,316
Additions to Fixed Assets in the year	3,645
Less: Net book value of fixed assets reclassified in year	(132)
Less: Depreciation charge in year	(1,760)
<b>Balance at 31 December</b>	<b>78,069</b>
<b>b. Capital Reserves</b>	
At 1 January	63
Net Capital (Deficit)/Surplus for the year	(431)
<b>Balance at 31 December</b>	<b>(368)</b>
<b>c. Revenue Reserves</b>	
At 1 January	0
Net Operating (Deficit)	(38,055)
<b>Balance at 31 December</b>	<b>(38,055)</b>

## NOTE 14 Transferred Operations

	<b>2014</b> <b>€'000</b>
<b>a. Net Current Assets on Transferred Operations</b>	
National Educational Welfare Board	572
Family Support Agency	3,570
Health Service Executive	(37,095)
<b>Balance at 31 December</b>	<b>(32,953)</b>
*Reserve represents the valuation of assets, bank balances and liabilities which were assumed by the Child and Family Agency on 1st January 2014	
<b>b. Net Capital Reserve on Transferred Operations</b>	
Health Service Executive	63
<b>Balance at 31 December</b>	<b>63</b>

Reserve represents an amount of Deferred Income transferred incorrectly by HSE as a Capital Reserve.

**NOTE 15 Capital Expenditure****2014  
€'000****a. Transfer of Fixed Assets on Creation of Agency**

Land and Buildings	75,900
Other than Land and Buildings	416
	<b>76,316</b>

**b. Additions to Fixed Assets in the Year**

Land and Buildings	3,018
Other than Land and Buildings	627
	<b>3,645</b>

Creation of Agency	76,316
Funded from Capital Vote of the Child and Family Agency	3,254
Funded from Revenue Vote of the Child and Family Agency	391
	<b>79,961</b>

**c. Analysis of expenditure charged to Capital Income and Expenditure Account**

Expenditure on the Child and Family Agency's own assets (Capitalised)	3,254
Expenditure on the Child and Family Agency's projects not resulting in Fixed Asset additions	1,960
Reclassification of Expenditure as Deferred Income	63
	<b>5,277</b>
Total expenditure on Child and Family Agency Projects charged to capital	0
Total Capital Expenditure per Capital Income and Expenditure Account	<b>5,277</b>

**NOTE 16 Net Cash Inflow / (Outflow) from Operating Activities****2014  
€'000**

(Deficit) for the current year	(5,102)
Less interest received	(2)
Purchase of equipment charged to Revenue Income and Expenditure	358
(Increase) / Decrease in Stock	(8)
Increase / (Decrease) in Debtors	(2,485)
Increase / (Decrease) in Creditors	10,292
Increase / (Decrease) in Creditors (falling due in more than one year)	0

Increase / (Decrease) in Deferred Income	37
	<b>3,090</b>

#### NOTE 17 Reconciliation of Net Cash Flow Movement in Net Funds

	<b>2014</b>
	<b>€'000</b>
<b>Change in net funds resulting from cash flows</b>	
Net Bank, Cash and Cash Equivalent Balance at 1 January 2014	1,732
Movement in net funds for the year from cash flow statement	2,303
Net Bank, Cash and Cash Equivalents Balance at 31 December 2014	<b>4,035</b>
Analysis of Net Bank, Cash And Cash Equivalent Balance	
Cash in Bank or in Hand	4,035
	<b>4,035</b>

#### NOTE 18 Pensions

Eligible staff employed in the Child and Family Agency are members of a variety of defined benefit superannuation schemes. Pensions of retired staff are paid out of current income and are charged to the income and expenditure account in the year in which they become payable. In accordance with a directive from the Minister for Children and Youth Affairs, no provision is made in the financial statements in respect of future pension benefits and no charge is made to the Income and Expenditure Account in respect of this. Superannuation contributions from employees who are members of these schemes are payable to the Department of Children and Youth Affairs. No formal actuarial valuations of the Child and Family Agency's pension liabilities were carried out. The pension charge to the Revenue Income and Expenditure Account for 2014 was €2.83m which included payments in respect of one-off lump sums and gratuity payments on retirement of €2.10m.

#### NOTE 19 Capital Commitments

	<b>2014</b>
	<b>€'000</b>
<b>Future tangible fixed assets purchase commitments:</b>	
Within one year	750
After one year but within 5 years	0
After five years	0
	<b>750</b>

Contracted for but not provided in the financial statements	750
Included in the Capital Plan but not contracted for	11,610
	<b>12,360</b>

At 31st December 2014 the Child and Family Agency did not have a three year capital plan approved. Therefore, the liabilities for future asset purchases are all less than one year.

#### NOTE 20 Properties

Properties were transferred to the Child and Family Agency on creation by a Deed of Agreement which has been signed by the Ministers for Health and for Children and Youth Affairs. The Child and Family Agency continues to work with the HSE to agree any further transfers.

	<b>2014 No. of Properties</b>
<b>The Child and Family estate comprises the following:</b>	
Freehold	87
Leasehold	55
	<b>142</b>

Properties are used to provide Child and Family Services, Business Services and Support. In addition to the above properties, many Child and Family staff are currently providing these services in properties owned by HSE.

#### NOTE 21 Operating Leases

	<b>2014 €'000</b>
Operating Lease Rentals (charged to the Revenue Income and Expenditure Account)	
Land and Buildings	3,961
Motor Vehicles	100
Equipment	75
	<b>4,136</b>

	<b>Land and Buildings</b>	<b>Other</b>	<b>Total</b>
	<b>2014</b>	<b>2014</b>	<b>2014</b>
	<b>€'000</b>	<b>€'000</b>	<b>€'000</b>
<b>The Child and Family Agency has future minimum lease payments under non-cancellable operating leases for each of the following periods:</b>			
Within one year	3,253	123	3,376
In the second to fifth years inclusive	7,615	262	7,877
In over five years	4,084	0	4,084
	<b>14,952</b>	<b>385</b>	<b>15,337</b>

#### **NOTE 22 Taxation**

The Child and Family Agency have applied for an exemption in accordance with the provisions of Section 207 (as applied to companies by Section 76), Section 609 (Capital Gains Tax) and Section 266 (Deposit Interest Retention Tax) of the Taxes Consolidation Act, 1997. This exemption, which applies to Income Tax/Corporation Tax, Capital Gains Tax and Deposit Interest Retention Tax, extends to the income and property of the Child and Family Agency.

#### **NOTE 23 Insurance**

The Child and Family Agency has insurance cover for professional indemnity, fire and specific all risk claims. Insurance premiums are paid on a flat basis only. The Child and Family Agency are insured against employer's liability and public liability risks up to an indemnity limit.

The Child and Family Agency properties are currently insured as part of a policy held by the HSE.

#### **NOTE 24 Compliance with prompt payment legislation**

During 2014, the Agency paid €34,000 to suppliers in relation to prompt payment interest. Interest was paid only in cases where payment was made 45 days after the invoice date. The prompt payment legislation stipulates that interest must be paid to suppliers where payment is more than 30 days after the invoice date unless supplier contracts have specified longer credit terms. In addition, associated compensation, due under the legislation was not paid. The Agency has estimated that compensation of €210,000 is due to suppliers in relation to 2014. The financial statements have provided for these payments.

#### **NOTE 25 State Claims Agency**

The Child and Family Agency is not yet funded for claims processed by the State Claims Agency. The State Claims Agency is currently engaged in an exercise to identify the claims that relate to the Child

and Family Agency from the overall liability held within HSE. In the meantime, the funding for these claims has remained with the HSE and in 2014 the claims were settled by the HSE. Awards paid to claimants under the terms of the scheme are accounted for on a pay-as-you-go basis.

#### **NOTE 26 Contingent Liabilities**

The Child and Family Agency is involved in a number of claims involving legal proceeding which may generate liabilities depending on the outcome of the litigation. The Child and Family Agency has insurance cover for professional indemnity, fire and specific all risk claims. In most cases such insurance would be sufficient to cover all costs, but this cannot be certain due to indemnity limits and certain policy conditions. The financial effects of any uninsured contingencies have not been provided in the financial statements.

#### **NOTE 27 Bad Debt Provision**

Bad debts are made up of unrecoverable debts transferred to the agency on creation from HSE.

#### **NOTE 28 Post Balance Sheet Events**

No circumstances have arisen or events occurred, between the balance sheet date and the date of approval of the financial statements by the Board, which would require adjustment or disclosure in the financial statements.

#### **NOTE 29 Related Party Transactions**

Since creation of the Child and Family Agency the HSE has provided some services for the agency including the areas of Finance, HR, Payroll, Procurement, Estates, FOI and Internal Audit. These services are governed through a Memorandum of Understanding and subsidiary Service Level Agreements.

#### **NOTE 30 Approvals of Financial Statements**

The financial statements were approved by the Board 29 May 2015.

## Appendix 1

### Sections 56 Grants and Payments

€'000

Total Grants and Payments under €50,000

3,477

### Grants and Payments €50,000 or more each

Barnardos	7,581
Extern Organisation	5,280
Daughters Of Charity	5,182
Focus Ireland	3,349
Youth Advocate Programmes	2,983
St Bernards Group Home	2,500
Foroige	2,499
Don Bosco House	2,147
Smyly Trust Services	1,849
Travellers Family Care	1,835
Cross Care	1,727
Home Again	1,682
The Cottage Home	1,453
Salvation Army HQ	1,363
Bessborough Centre	1,296
Clare Care	1,196
Sonas Housing	1,146
Good Shepherd Services	1,123
Dublin Rape Crisis Centre	1,042
Kildare Youth Services	976
Limerick Social Services Centre	887
Aoibhneas Ltd	870
The Homeless Girls Society	698
Saoirse Housing Ass Ltd	682
Womens Aid	658
Tabor Society	637
Streetline	615
Wellsprings-Mercy Child Care	610
An Cosan Shanty	589
Adapt, Rosbrien	580
Balcurriss Boys Home	573
Bray Womens Refuge	572

Belvedere Social Services Ltd	535
Home Youth Liaison Service	526
Springboard Project	488
Praxis Care Group	485
ISPCC	473
Sligo Social Services	469
Lifestart Services Limited	465
Clare Haven Services Ltd	458
Drogheda Womens Refuge	439
Co. Wicklow Community Partnership	436
Donegal Womens Domestic Violence Services	435
OASIS	414
Womens Aid Dundalk Ltd	410
Cuan Saor Support Services	401
Empowerment Plus	400
New Beginnings Childcare And Radharc Na Mara, Baile Ngall An Rinn	400
Amber Refuge	389
Darndale Belcamp Int.	358
St Catharine's Community Services Centre	355
North Tipperary Community Services	348
Rape Crisis Midwest Ltd	346
Mercy Family Centre South	344
Irish Assoc. Of Young People	337
Youth New Ross Ltd	334
Nth Clondalkin Int. Family School	331
PACT	329
Cuanlee Ltd	328
Our Ladys Nursery Ballymun Ltd	327
Irish Fostercare Association	324
Wexford Womens Refuge	324
Safe Ireland	322
Navan Springboard	320
Presentation Sisters	317
Galway Rape Crisis Centre	317
Youth Service Board	313
KDYS Youth Centre	311
Community Homemakers	309

**€'000**

Mayo Womens Refuge And Support	309
St Helena's Childcare Centre	308
Sligo Springboard Company Ltd	308
St Brigids Family And Resource Centre	308
Adapt Kerry Limited	296
Sexual Violence Centre	290
Domestic Violence Advocacy Service	284
Miss Carrs Day Nursery	282
North Tipperary Leader Partnership	269
St Louises Day Nursery	265
The Cavan Centre	263
Tir Na Nog	263
Edenmore Day Nursery	261
Cunamh Cprsi House	260
Teach Tearmain	254
Northside Inter Agency Project	247
St Vincents Day Nursery	244
The First Step Trust Ltd	244
The Cari Foundation National Fund	241
Waterford Rape Crisis Centre	240
Meath Womens Refuge	240
Irish Sudden Infant Death Assoc.	240
Mater Dei Counselling Centre	240
Mahon Family Resource Centre Ltd	237
Neighbourhood Youth Project Blakestown/Mountview	233
Deansrath Family Centre	228
Arklow Springboard Project	221
Bonnybrook Day Nursery	219
Sligo Family Support Ltd	214
Wexford Rape Crisis Centre	211
Esker House	208
Kerry Rape Crisis Centre	208
Mead Day Care Centre	206
St Annes Day Nursery Limited	201
AOSOG After School Project	200
Sligo Family Centre	193

Tearmann DV Service	192
West Cork Women Against Violence	191
COPE	191
Kilkenny Community Early Years Project	190
Togher Pre-School And Family Centre	186
Rape Crisis Network Ireland	184
Springboard Project Raphoe	182
Goldenbridge Day Nursery	178
The Base Ballyfermot Youth	178
Kilkenny Rape Crisis Centre	175
Ballygall Schools And Counselling And Family Service	173
Trinity College And Dublin Social Policy	169
Tipperary Rape Crisis And Counselling Service	165
Carlow South Leinster Rape Crisis Centre	164
The Glen And District Neighbourhood	162
Rape Crisis And Sexual Abuse Counselling	160
Mayo Rape Crisis Centre	160
Mounttown Neighbourhood Youth	159
First Steps Rowlagh Ltd	150
National University Of Ireland	150
The Marian Centre Ltd	150
Coxs Demense Youth And Community Project	146
Kilbarrack / Foxfield Day Nursery	142
Early Childhood Ireland	142
One Stop Shop Cork	139
Moatview Day Nursery	131
Donegal Sexual Abuse and Rape Crisis Centre	131
ARC Adoption	130
Rape Crisis North East	129
Tir Boghaine	129
Carlow Regional Youth Service	129
Doras Bui Parents Alone Resource Centre	129
Carlow Women's Aid	121
Helping Hands Adoption Mediation	120
Ballyboden Childrens Centre	120
Friends Of Tacu	120
Letterkenny Womens Centre	115

€'000

St Mura Adoption Society	115
Simon Community Unit	113
Phoenix Community Resource Centre	112
St Patricks Guild	111
Longford Womens Link	111
Lifestart National Office Ltd	111
The Community Homemakers	109
MNA FEASA Domestic Violence Project	107
Athlone Rape Crisis Centre	106
Clonmel Community Mothers Project	105
Donegal Youth Service	104
Clare Youth Service	102
Letterkenny Youth And Family Services	100
County Dublin VEC	98
Parents First Cork Ltd	97
Genesis Psychotherapy And Family	97
Roscommon Safelink Ltd	97
Y.A.N.A -Your Are Not Alone	93
Hill St. Family Resource Centre	88
Cobh Family Resource Centre	88
Before 5 Nursery + Family Centre	87
Trim Community Childcare	86
Gorey Youth Needs Group Ltd	85
Sligo County Child Care Committee	81
Paul Partnership	81
Newbury House Family Centre Ltd	79
Cork County Childcare Committee	78
Regional Sexual Abuse and Rape Crisis Centre	77
Clonmel Community Resource Centre	76
DVR Oughterard Galway	75
St Aidan's School	75
Familiscope, Ballyfermot Community Centre	74
Rialto Springboard Project	74
Innishmore Family Centre Ltd	73
Leitrim Intergrated Development	72
Shanakill Family Resource	71
Vita House Family Centre	68

Ferns Youthwork Ireland	68
Homestart	67
Galway City And County	67
Laois Support Services Against Domestic Violence	65
Ballina Family	63
Cork City Childcare Company	62
Child And Family Research	60
Northside Partnership Limited	60
Knockanrawley Resource Centre	60
The Avalon Centre	60
Drogheda Lifestart Lifestyle Centre	59
Westmeath Community Development	58
PAKT YMCA	58
Offaly DV Support Services	58
Roscommon Intergrated	58
Tipperary Regional Youth Service	57
Parentline Org. For Parents Under Stress	56
Arlington Novas Ireland	55
Inchcore Family Resource Centre	53
Ronanstown Community Child	53
Parents First (Laois / Offaly) Ltd	52
North And West Connemara	51
Curam	51
Westport Family Resource Centre	51
Alcohol Forum - Families Matter	50

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<b>Total</b>	<b>93,319</b>
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## Appendix 2

### School Completion Programme Grants

€'000

City of Dublin Education And Training Board ( E.T.B.)	1,472
Kildare And Wicklow Education And Training Board ( E.T.B.)	1,220
Donegal Education And Training Board ( E.T.B.)	752
Louth And Meath Education And Training Board ( E.T.B.)	743
Cork Education And Training Board ( E.T.B.)	717
Cavan And Monaghan Education And Training Board ( E.T.B.)	673
Kilkenny And Carlow Education And Training Board ( E.T.B.)	631
Ballymun Educational Support Team (BEST) And Aisling Project	584
Galway Roscommon Education And Training Board ( E.T.B.)	479
Dublin 8 And Liberties Cluster	393
Dublin And Dun Laoghaire Education And Training Board ( E.T.B.)	362
Waterford SCP	358
Collinstown Park SCP	324
Dublin 1 And 7 SCP	315
Mayo Sligo And Leitrim Education And Training Board ( E.T.B.)	314
North West City SCP	283
Sligo City SCP	279
School Completion Programme Dun Dealgan Teoranta	260
Ennis SCP	259
Bantry And Dunmanway SCP	259
Le Chéile SCP	251
Jobstown SCP	250
Dublin 17 SCP	250
Mahon / Blackrock SCP	243
Quarryvale / Balgaddy SCP	243
North Inishowen SCP	241
Tullamore SCP	240
Killinarden SCP	233
Limerick And Clare Education And Training Board ( E.T.B.)	230
Southill SCP	230
SMILE - St Munchin's And Moyross SCP	227
Mayfield / The Glen SCP	227
Cabinteely Area SCP	226
Mullingar SCP	224
Tipperary Education And Training Board ( E.T.B.)	223

Deeside SCP	223
Gorey SCP	219
DEIS SCOP SCP Teoranta	218
South Clondalkin SCP	218
Donaghmede Ayrfield Edenmore SCP	217
Dublin 5 SCP	216
Clár Críochnú Scoile, Conamara Thiar Theas	211
Crumlin, Drimnagh And Harold's Cross SCP Project	210
Brookfield / Fettercairn SCP	209
Bunclody / Enniscorthy SCP	203
St Oliver's Clonmel SCP	199
St Dominic's / Old Bawn SCP	198
Drimnagh Bluebell Inchicore SCP	193
Blakestown / Mountainview Educational Opportunities Programme	192
Mounttown / Sallynoggin SCP	191
SSTAY SCP	188
De La Salle Schools And St John's College SCP	186
North Kerry (LINK) SCP	184
TOFE Project	184
Tullow Area SCP	182
Edenmore Kilbarrack Raheny SCP	181
Longford SCP	179
Dominican Campus SCP	178
SCP Westside Galway	178
Caritas College SCP	177
St Finian's SCP	175
South West Wexford SCP	174
Athlone / Ballinasloe SCP	174
East Tallaght SCP	172
Tipperary Town SCP	172
Balally Dundrum SCP	171
Kerry Education And Training Board ( E.T.B.)	170
Crumlin Cluster SCP	170
Finglas SCP	170
Palmerstown SCP	163
Bridgetown SCP	163
Dublin North Central SCP	162

€'000

Wexford SCP	160
STEPS (Rosbrien AnSEO) SCP	157
Coolock SCP	150
Edenderry SCP	147
St Mark's / St Maelruain's SCP	147
Swords SCP - Area 1	147
Páirc SCP	142
Waterford And Wexford Education And Training Board ( E.T.B.)	142
Finglas East 'Beo' SCP	138
SCP Synge Street CBS	136
Greenhills SCP	135
Ballinteer Community School / Scoil Mhuire (Ballyboden) SCP	126
Laois And Offaly Education And Training Board ( E.T.B.)	125
Kilrush SCP	122
Connemara North And West SCP	101
Roscrea / Birr SCP	100
South Meath SCP	89
SCP Clonshaugh	71
	<b>23,520</b>
<b>SCP Stand Alone Projects</b>	
Rosses Community College	20
Gairmscoil Mhic Diarmada	12
	<b>32</b>
<b>SCP Linked Projects</b>	
Business in the Community Ireland	207
St. Canice's Community Action Ltd	110
St. Ultans Childcare Project	56
Wexford Local Development (Meitheal Programme)	46
	<b>419</b>
<b>Teen Parent Support Programmes (TPSP)</b>	
Barnardos TPSP (Dublin)	51
Barnardos TPSP (Waterford)	43
Galway TPSP	37
Limerick TPSP	34
Louth TPSP	34
Coolock (Doras Bui) TPSP	30

Carlow, Kilkenny, Tipperary South TPSP	21
Cork TPSP	17
Donegal TPSP	17
	<b>284</b>

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<b>Total</b>	<b>24,255</b>
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### Appendix 3

#### Family Resource Centre Grants

€'000

Total Grants under €50,000	28
<b>Grants €50,000 or more each</b>	
West Training	306
Framework	298
St. Andrew's FRC	177
Northside FRC	164
St. Canices FRC	156
Fatima Group United	155
Tacu / Ballinrobe FRC	152
Millenium FRC	151
Listowel / Presentation FRC	151
Family Resource Centre National Forum - Support	151
St. Brigid's FRC	151
Cherry Orchard FRC	150
Raphoe Youth And Community Project	149
Mevagh FRC	146
Clara FRC	145
Newpark Close FRC	142
Southill (O'Malley Park) FRC	140
Adrigole FRC	140
Portlaoise FRC	139
Teach na Daoine / Mullaghmatt FRC	139
Arden View FRC	139
Forward Steps	139
Westport FRC	139
Bagenalstown FRC	138
Shanakill FRC	138
Tubbercurry FRC	138
Hospital (Ballyhoura) FRC	137
Le Cheile FRC	137
St. Johnston And Carrigans	137
Raheen FRC	136
Killaloe / Ballina FRC	135
Newbridge FRC	134

Moville And District FRC Ltd	131
School Street / Thomas Bawn Court	130
Spafield / Cashel FRC	129
Cobh FRC, Park House	129
Youngballymun, Axis Arts Centre	129
West Clare / Kilrush FRC	128
Hillview FRC	126
Mountview	123
Clann / Oughterard FRC	122
North West Clare / Ennistymon FRC	122
Mohill FRC	121
Killinarden FRC	119
Trim FRC	118
Ballymote FRC	117
The Forge / Pettigo FRC	115
Family Life Centre / Boyle FRC	115
Dunfanaghy Comm & Family Resource Ltd	113
Baldoyle Grange Road	112
Ballina FRC	109
Duagh FRC	108
Solas / Headford	108
Rosemount Community Dev Group	108
Sligo Family Centre	107
F.A.C.T. (Ballincollig) FRC	107
Ballyspillane FRC	107
Gort FRC	107
West Sligo FRC	107
ARD / Doughiska FRC	106
Shannon Town FRC	106
Killorglin FRC	104
Aonad / Ballygar FRC	104
Donegal Town	104
Artane / Coolock FRC	102
Loughrea Town FRC	102
Shannow / Abbeydorney / Kilflynn FRC	102
Kerryhead / Ballyheigue FRC	102
Downstrands	101

	<b>€'000</b>
Taghmon FRC	101
Southend Community Group	101
Maine Valley (Castlemaine) FRC	100
Sacred Heart Community Buildings	100
National Family Support Network Ltd	100
Dunmanway FRC	100
Three Drives FRC	100
St. Kevin's FRC	99
Croom FRC	99
South West Kerry / Caherciveen FRC	98
Bridgeways / Ballymahon FRC	98
Ballyogan FRC	98
Gorey FRC	97
Lus na Greine / Granard FRC	97
Droichead Community Centre	97
St. Matthew's FRC	97
Teach Oscail / Tullacmongan FRC	97
Midleton FRC	97
The People's Resource Centre / Kells FRC	96
Curragh FRC	96
Balally FRC	96
The Mill (Urlingford) FRC	94
Neart hAmhnais Teoranta / Ballyhaunis FRC	94
Clones FRC	94
Athlone	94
Cara House FRC	94
Focus FRC	93
Hill Street FRC	93
Breffni FRC	91
Cairdeas (Kilmovee)	91
Ballyfermot FRC	91
Claremorris FRC	90
Greystones Peoples Project FRC	90
Womens Aid	90
Cara Phort / Ballynacargy FRC	88
Connect FRC	88

St. Brigid's Tralee FRC	88
BUDS / Ballyduff Family And Comm Support	87
Pavee Point	86
Quarryvale Resource Centre Ltd	84
Castlebar FRC	82
DESSA	81
Ballyboden FRC	78
BEARA Pilot	77
SPEAK	76
ASSA (Blue Drum)	66
BANDON Pilot	65

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<b>Total</b>	<b>13,486</b>
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## Appendix 4

### Family Support Services Counselling Grants

€'000

Total Grants under €50,000

2,345

#### Grants €50,000 or more each

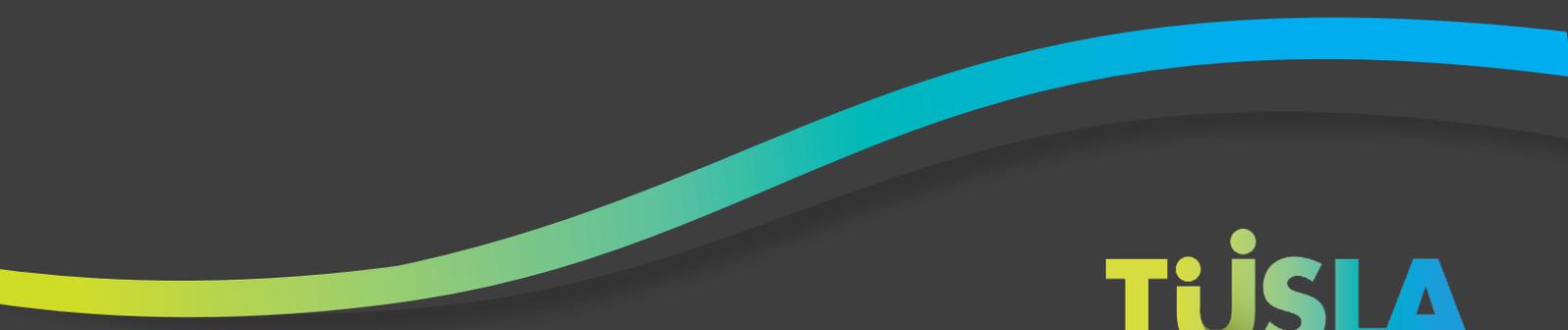
Accord, Columba Centre	1,992
Relationships Ireland	469
Cork Marriage Counselling Centre	258
Rainbows Ireland Loreto Centre	235
Barnardos	135
Crosscare Teen Counselling	105
Cork Counselling Services Ltd	102
C.A.R.I. Foundation	98
Family Life Centre Boyle (Inc. Rainbows)	97
St Brigid's Family And Comm Centre (Inc. Rainbows)	90
Dundalk Counselling Centre	88
Clanwilliam Institute	80
Vita House Family Centre (Inc. Rainbows)	72
Bethany	71
Knock Counselling Service	69
Genesis Psych. And Family Therapy Service	68
Northside Counselling Service Ltd	63
Dublin Counselling And Therapy Centre Ltd	62
Association For Agency Based Counsel	60
Pro-Consult, Cookes Corner	56
Target, St Kevin's National School	54
Southwest Counselling Centre	54
AIM Family Services	54
Turning Point Ireland Ltd	53
Family Life Services (Incl. Rainbows)	51

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**Total**

**6,881**





**TÚSLA**

An Ghníomhaireacht um  
Leanaí agus an Teaghlach  
Child and Family Agency