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

10 YEARS

Annual Report and Financial Statements 2024

A decade of progress,
building a better future together

Contents

Our Purpose and Mission

"To support and promote the development, welfare, education, and protection of children and young people, the effective functioning of families and the continued care for adults who use our services".

Our Vision

"That children, young people, families and adult service users have timely and equitable access to integrated services, that enable positive outcomes, that the public trust and that staff feel supported by and have trust in".

Our 3 Key Pillars

People

To attract, retain and grow a diverse and capable workforce and promote a positive culture so that our people can effectively respond to service users, feel supported and have pride in our services and the Agency.

Practice

To design, deliver and govern services to ensure they are timely, equitable, integrated and consistent, and meet the needs of those that use them.

Public Confidence

To ensure the services we deliver meet the standards our service users are entitled to, and are compliant, high-quality, transparent and visible across communities, in order to promote public trust and confidence in Tusla.

Our Values

Trust **Respect** **Kindness** **Empowerment**

2024

In Numbers

Child Protection and Welfare

96,666
child protection and welfare referrals in 2024; a 5% increase (4,742) since 2023 (91,924)

1,037
children 'active' on the Child Protection Notification System (CPNS) at year end[1]

100%
of children 'active' on the CPNS allocated to a social worker

22,839
cases open to social work at year end[2]

Alternative Care

5,823
5,705 across the 17 areas and 118 Separated Children Seeking International Protection (SCSIP)[3]

87%
of children in care are in foster care (17 areas and SCSIP; 89% (17 areas)[4]

95%
of children in care are in full-time education[5]

837
discharges from care in 2024[6]

604
children admitted to care for the first time in 2024 (new admissions to care)[7]

2,935
young people in receipt of aftercare services at year end

916
admissions to care in 2024[8]

893
new placements were provided to children in 2024

245
foster carers approved in 2024

3,809
foster carers on the panel of approved foster carers at year end

202
admissions of Ukrainian Young People; **368** admissions of International Protection applicants

Nine out of ten
children who left care were in substantial employment, enrolled in school or in further or higher education (same as all children nationally).

Family Support/Meitheal[9]

48,443[10]
children referred to family support services in 2024

2,687
Meitheal processes requested in 2024

114
Child and Family Support Networks operating at year end; a further five planned

Children's Services Regulation (CSR)

4,045
early years services registered with the Early Years Inspectorate at the end of 2024

2,316
inspections of early years services in 2024

2,325
children on the register for home education at the end of 2024

59
non-recognised schools on the register at year end

196
private and voluntary residential care centres at year end

218
inspections of private and voluntary residential care centres in 2024

327
relevant services with Child Safeguarding Statements reviewed

Tusla Education Support Services (TESS)

8,042
referrals screened by senior educational welfare officers in 2023-2024 academic year

7,575
number of children TESS worked with in 2023-2024 academic year

Commissioned Services

451
organisations funded in 2024 (funding of **€181m** provided)

Area Based Therapy Teams

493
open cases

551
new cases

Assessment, Consultation and Therapy Service (ACTS)

148
open cases

131
new cases

Foster Care Recruitment

211

Tusla foster carers approved in 2024; an increase of 38 on 2023 (173)

National Fostering Awareness Month cumulatively reached an audience of over **6 million** people

- Managed **36** sponsored social media campaigns, reaching over **1.6 million** people
- Achieved **116,785** link clicks on fostering advertisements

Adoption Birth Information and Tracing Service

2,166

enquiries for an assessment of eligibility and suitability to adopt

182

formal applications to adopt received

197

new children referred or subject to an adoption application in 2024

7,615

tracing requests under the BIT Act from outset until end of 2024 of which 1,740 remain awaiting a service

9,337

information requests under the Birth Information and Tracing (BIT) Act from outset until end of 2024 of which 9,246 were processed. Service remains fully compliant with statutory timelines

Aftercare Services

580

referrals in 2024

78%

young people (18-22 years) in receipt of aftercare services in education/training

45%

remained living with their carers, 23% were in independent living arrangements, 10% returned home, 8% residential care placement, 2% supported lodgings, 1% designated care leavers accommodation and 11% other

Barnahus – Child-Friendly, Multidisciplinary Interagency Response to Child Sexual Abuse

333
children referred

1,071
multi-disciplinary interagency meetings held

National Out of Hours Service

1,920
referrals in 2024

910
children placed in emergency placements

References:

[1] Data for year is on 12 December and not the usual last day of the month, due to work required to migrate the standalone CPNS to TCM-Child Protection Welfare and Alternative Care in the latter half of December 2024.

[2] Open cases include cases held on duty, allocated and unallocated child protection and welfare cases and children in care.

[3] Figure for SCSIP was not available for 2023, so figure above (5,823) is not comparable with the 5,615 reported for 2023.

[4] The SCSIP data brings the percentage down as the majority of these children are in residential care.

[5] Full-time education is the care plan specification for the child's educational requirements. Figure does not include SCSIP.

[6] The count is a count of discharges and not individual children; a child can be discharged more than once in a reporting period. Figure includes children discharged by virtue of turning 18 years of age. It does not include SCSIP.

[7] Figure does not include SCSIP.

[8] Figure does not include SCSIP.

[9] Meitheal: National practice model for children and families with additional needs who require multiagency intervention but who do not meet the threshold for referral to social work departments under Children First.

[10] Based on an average response rate of 86%.

By almost every metric, including the year-on-year increase in referrals, it is clear that the demand for Tusla's services is growing.

Keeping our children safe is a primary responsibility of society and of every right-thinking citizen. Over past decades it is not a responsibility that we have always discharged with distinction. After especially egregious lapses coming to light, government decided in 2014 to establish a statutory agency for child welfare and protection. The landmark tenth anniversary of Tusla, The Child and Family Agency was reached in 2024.

In its early years the Agency struggled somewhat to break free of the past and of outdated management and delivery mechanisms. In 2024, Tusla is a transformed, albeit incomplete, agency, confident in its expanded remit and open about its failings. Its singular strength is its employees, and their professionalism, dedication and determination to continually strive for improvement.

Tusla's Integrated Reform Programme is designed to facilitate that dynamism and prepare to meet the increasingly complex challenges thrown up by today's society. Change is difficult: none so difficult as culture change. The timing of the Reform Programme was first derailed by the pandemic and then delayed by the cyberattack.

However, there is no going back. I am grateful to the trade union, Forsa, for its constructive approach and I would urge all staff to support the Agency leadership in completing implementation of the change programme.

Unfortunately, there will continue to be the occasional legacy issue and even the occasional inadequate response as well as the certainty that new and challenging cases will emerge. If it were otherwise there would be no need for Tusla. It must be admitted that, uniquely, when a particularly difficult case becomes a public event, there is a tendency to point the finger at Tusla irrespective of the facts. The Agency is often constrained in how it can respond, and, in such circumstances, staff can only strive to be the best that they can.

Expert opinion is agreed that there are limitations on the actions that Tusla, alone, can take to tackle acknowledged deficits in the broader childcare system. That overall system has been slow to develop interagency cooperation to enable more effective, comprehensive solutions to specific challenges. Special Care is one such an example.

Next year, for the first time in more than five years, will see considerable turnover in Board membership. The Board's constancy and unity behind the Reform Programme, and the willingness of each Board member to put their shoulder to the wheel to help change the Agency in order to improve the delivery of services to children and families have been remarkable.

I know my colleagues want me to record our appreciation of the work done by former Minister Roderic O'Gorman and to say that we look forward to working with the new Minister, Norma Foley TD and wish her well. My thanks to Kevin McCarthy, Secretary General and his colleagues in the Department.

As always, I want to thank the Board Secretary and administration for getting through an ever-increasing workload including the onerous task of serving three Board committees.

By almost every metric, including the year-on-year increase in referrals, it is clear that the demand for Tusla's services is growing. However, after 10 years, the Agency has never been better equipped to meet the complex challenges rushing towards it.

Pat Rabbitte

Pat Rabbitte
Chairperson

An ambitious transformation programme is underway in the Agency to ensure that children and young people receive the right response, from the right professional, in the right place, at the right time.

2024 was the year in which we marked 10 years since the establishment of Tusla, the Child & Family Agency: an important milestone as we reflect on the changes experienced, progress made and new challenges arising.

Our Annual Report provides an opportunity to make visible the key milestones reached over the past 12 months, and the positive outcomes achieved for children, young people and families right across the country.

I am very proud to lead over 5,700 staff who work tirelessly in often difficult and challenging circumstances. To those who have responded to the 96,000 referrals we received, where there was a family support need or a concern over the safety or welfare of a child or young person, to those in our Alternative Care Services (Foster Care, Residential Care, Special Care and Aftercare Services), Tusla Educational Support, Separated Children Seeking International Protection, Adoption, Birth Information and Tracing, Children's Services Regulation and Corporate Services, I want to thank you all. Whether you work on the front line or in supporting roles and functions, your efforts and commitment to continuous improvement in 2024 are clearly evident.

Over this period, in an increasing demand-led environment, with the support of both Ministers (Department of Children, Disability and Equality (DCDE) and Department of Education (DE)) and Department officials,

we have improved access, improved performance, improved compliance, improved recruitment and retention and shown innovation in digitisation and technology.

However, we know that challenges remain. Our regulator, the Health Information and Quality Authority (HIQA), acknowledges that where children or young people are at immediate risk of harm we respond appropriately, in line with the resources available to us. But we can be challenged to respond appropriately and in a timely way to other children and young people, and to provide for all children and young people that need state care to be cared for in a registered high-quality placement, close to their community and network of supports. We are also challenged to provide all young people that require a special care placement with such a placement when they need it, and we need to further strengthen our infrastructure to enable the delivery of high-quality services.

As an agency, we are working to address these challenges. An ambitious transformation programme, the Tusla Integrated Reform Programme, is underway in the Agency to ensure that children and young people receive the right response, from the right professional, in the right place, at the right time; that our staff feel supported and valued; and that we are a trusted and respected public service.

We are starting to see the positive impact of this change. However, we know that we cannot achieve this ambition alone – it takes a village to raise a child – and we are committed to engaging with all stakeholders to ensure that we work as a collective, to better respond to the different needs of the children, young people and families we serve as we look to the year ahead.

I would like to extend a heartfelt thanks to our funded partner agencies and foster carers for their hard work and commitment in meeting the needs of children and families, and to our Department colleagues, regulators, statutory partners and trade unions for the vital role that they played in this.

Kate Duggan
CEO

TUSLA 2014 - 2024

The Child and Family Agency Act 2013 comes into effect in 2014 and establishes Tusla, the Child and Family Agency. It takes over the roles of the Family Support Agency and the National Educational Welfare Board. It also assumes additional responsibilities from the HSE, such as providing services for domestic, sexual, and gender-based violence. The Act also amends the Child Care Act 1991, making the registration of Early Years services a function of Tusla.

2014

Achieving Independence in Service Delivery

APR

JULY

OCT

2015

Introduction of Prevention, Partnership and Family Support

APR

2019

Tusla Education Support Service is Established - November

APR

JULY

OCT

2020

Dealing with the Challenges of the Covid-19 Pandemic

APR

JULY

OCT

2021

The Cyber-attack and ICT Independence - May

APR

JULY

2017

Child Protection & Welfare Strategy and Signs of Safety Approach - May

JULY

Full Implementation of Children First October - December

OCT

APR

JULY

OCT

Expansion of Children's Services Regulation

JULY

APR

OCT

2016

2018

Building Corporate Capacity, GDPR, Data Management and Governance

APR

OCT

JULY

Implementing Culture, Practice and Srtucture Reform

Alternative Care Reform 2022

2023

OCT

JULY

OCT

Birth Information & Tracing Act - October

APR

2022

Ukraine War - Feb

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Child and Family Agency

10 YEARS

Over the course of our first 10 years, the Agency grew significantly and has adapted to meet increasing demand.

Since our establishment on January 1, 2014, we have been on a challenging journey of transition and commitment to continuous improvement. Our primary goal has always been to promote and enhance safety, wellbeing and outcomes for children in Ireland. Over the course of our first 10 years, the Agency grew significantly and has adapted to meet increasing demand for its services, including a 100% increase in child protection and welfare referrals.

Tusla has also implemented new services in line with changing policy and legislation, such as the Birth Information & Tracing Service. Additionally, the Agency has developed innovative programmes to meet emerging challenges, like that which addresses the 500% increase in SCSIP/ unaccompanied minors.

Throughout this period, Tusla's corporate functions have also matured and developed to support the Agency's mission. To maintain its focus on continuous improvement, Tusla has embarked on an ambitious reform programme, with the purpose of enabling future capacity to continue to support an increasing number of children and families in Ireland.

In February 2024, Tusla – Child and Family Agency marked its 10-year anniversary at an event in Dublin Castle. Attending the event were a diverse range of representatives from government departments, state agencies, community and voluntary organisations, partner agencies, and regulators; foster carers, staff, children and young people; and families with experience of Tusla services.

Tusla CEO Kate Duggan; and Riley Farrell pictured in Dublin Castle as Tusla marked ten years since it was established with a special event to pay tribute to the instrumental work undertaken on its behalf by individuals, organisations and communities across Ireland to improve wellbeing and outcomes for children.

Reflections from young people and service users who have experience of Tusla support services, collected during the 10-year event in 2024:

'I wanted my birth information to understand where I came from. I found the process of applying for my information to be straightforward. The staff I dealt with were very kind, considerate and professional. My birth information has brought me a sense of peace.'

Neil, who has experience of Tusla's Birth Information and Tracing Service

'The impact that the Education and Training Bursary had on my life was more than significant. It turned a lot of what I thought were impossibilities into opportunities.'

Thomas, a care experienced young person and recipient of the Education and Training Bursary

Theresa Haughey, who has fostered more than 100 children over 20 years; Riley Farrell; and Shauna Armstrong, fostering advocate and former child in care, pictured at Tusla's 10 Year Anniversary Event.

'Tusla Education Support Service helped me in school, when I was going through tough times at home or with friends and family. I could come into the School Completion Programme Office, and they'd help me with anything.'

Adam, who has experience with TESS's School Completion Programme, and Home, School, Community Liaison

'If I could give Tusla any advice going into their next 10 years it would be to continue to hone in on the child and the young person.... there's no one better than the young person in care to inform decisions going forward.'

Shauna, a care experienced young person

'The support I got specifically from Tusla... they helped me in every aspect and every angle of my life, mentally they supported me, emotionally and they provide us with a very good environment.'

Atta, a Separated Child/ Young Person Seeking International Protection

2014	vs	start of 2024	%
43,630	Child Protection and Welfare Referrals	> 90,000	106%
6,454	Children in Care of Tusla	~ 5,600*	13%
9 out of 10 children in care in foster care	Children in Foster Care	9 out of 10 children in care in foster care	
1,685	Young People in Aftercare	~2,300	37%
None	Family Support Networks	114	114%
3,861	Tusla Education Support Services	~6,900	79%
4,507 pre-school services	Children's Services Regulation - Early Years Registrations	6,560 pre-school and school age services	46%
2,103	Children's Services Regulation - Early Years Inspections	2,420	15%
€608 million	Annual Operating Budget	€1.1 billion	81%
€137 million	Commissioned/ Funded Services	~€233 million	70%
3,304	Workforce	5,203	57%

Since the Birth Information and Tracing Act took effect,
Tusla has responded to over 5,500 requests for information since October 2022.

*330 separated children seeking international protection in Tusla Care/Accommodation.
This is not included in 5,600 figure above.

stats are as of start of 2024

Our Year in Review

Jan

Tusla Turns 10

The 1st of January 2024 marked 10 years since Tusla's establishment.

Feb

Cuan

Cuan, a new statutory agency dedicated to tackling and reducing domestic, sexual and gender-based violence, opened.

2024 People Team of the Year

People and Change directorate won The Chartered Institute of Personnel and Development (CIPD) People Team of the Year Award.

June

Bloom

Tusla fostering garden, 'Together We Grow', won the People's Choice Award at Bord Bia Bloom.

July

New Children's Residential Service opens its doors

Children's Residential Services (CRS) officially opened a new four-bedroom residential centre in Cavan, the first new statutory centre since 2017.

Sept

Childminding Registration

Childminding regulations introduced, and Early Years Inspectorate began accepting applications for the registration of childminding services.

March

People and Change directorate achieved Gold Standard certification from the National Standards Authority of Ireland in the standard, Excellence Through People.

April

Special Care Review

CEO Kate Duggan commissioned an External Review Group to examine Special Care services in Ireland.

May

Social Work Apprenticeship

Tusla launched the first-ever Masters in Social Work apprenticeship.

Barnahus South

Barnahus South launched the referral pathway for children in Cork and Kerry.

Nov

Reform – New local service delivery model finalised

The final design of the child and family-centred model of service delivery was completed following a three-month national consultation.

SCSIP grows significantly to meet demand

Tusla's Separated Children Seeking International Protection (SCSIP) provided a care placement for 893 children in 2024.

Dec

Finance Highlights

The Integrated Financial Management System was launched and moved into business as usual.

Tusla Case Management (TCM) system expansion

TCM system providing a single view of a child's case was extended to 13 additional services and is now used by 25 services across the Agency.

Staff Retention improvements

Staff retention in Tusla increased by 1.9%, rising from 91.1% to 93% in 2024, with an increase of 4.5% in retention rates for Social Work – 87.0% in Jan 2024 to 91.5% in Jan 2025.

Delivering and Building Capacity for Supporting Children and Families in Line with Our Corporate Plan

In 2024, we continued to deliver the services within our remit to meet the growing needs of an increasing demographic of vulnerable children and families living in Ireland. With the influx of separated children requiring international protection and an increase in the population of children in Ireland, the demand for our services has never been higher. To meet that demand, we have delivered on the actions and strategies outlined in the Corporate Plan as detailed in the following sections of the report.

To enable us to continue to meet the needs of our service users as we move into the future, we have embarked on an ambitious strategic programme to reform how we provide our services and the environment within Tusla.

We have entitled this theme 'Building Capacity for Our Future', as it works to identify the future service needs, in addition to planning and implementing strategies to align ourselves to meet those needs in a scalable, efficient and quality-driven way.

Through the delivery of key actions directed by the six objectives and related actions and targets under our Corporate Plan, two key themes emerged:

- Service Delivery to Meet Current Demands
- Building Capacity for Our Future

These themes, along with their related sub-themes, are shown in Figure 1.

Service Delivery to Meet Current Demands

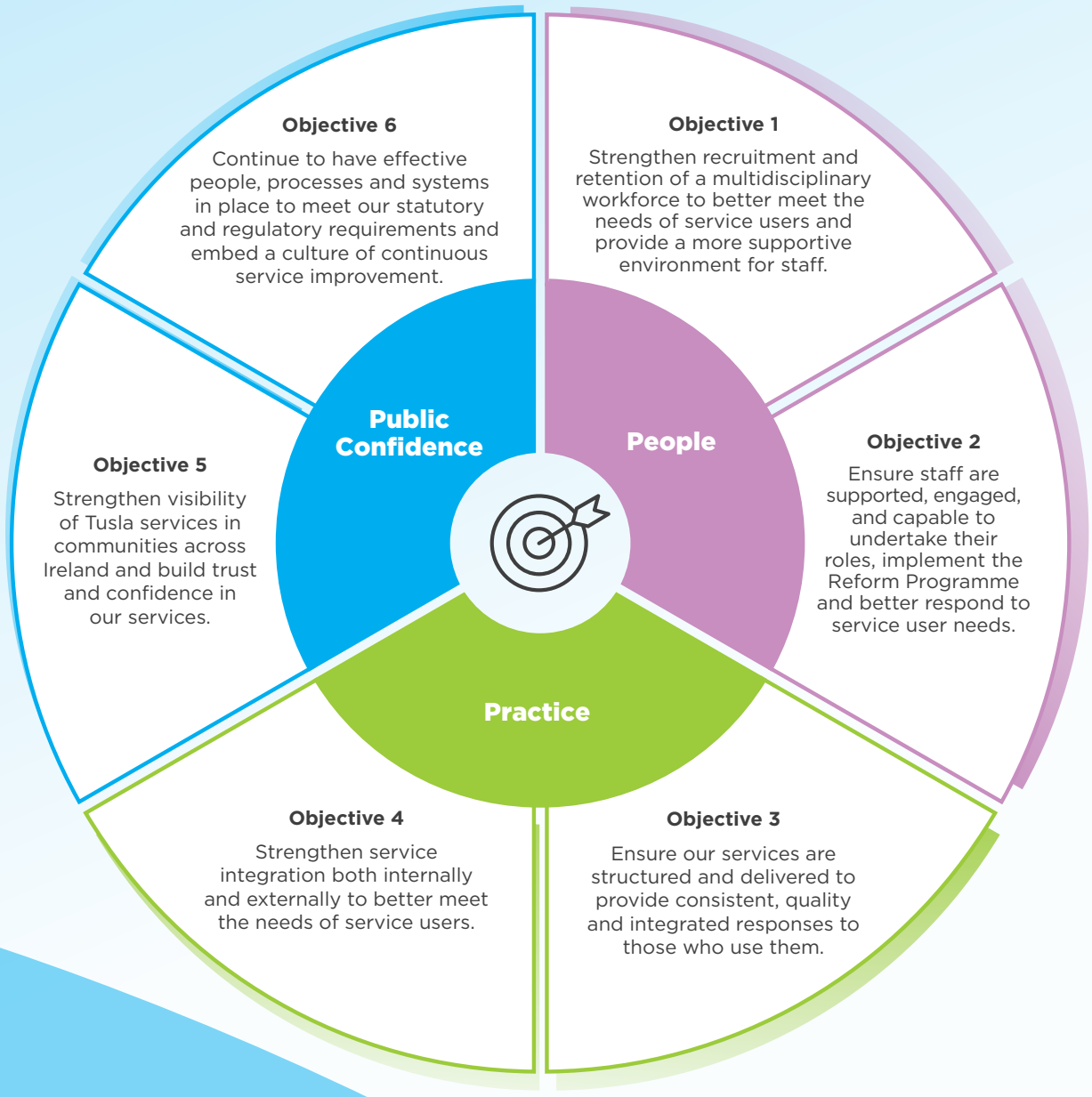
- Growing Demand
- New and Transitioning Services
- Corporate Service Delivery

Building Capacity for Our Future

- People Strategy
- Digital Strategy
- Alternative Care Strategy
- New Service Delivery Model

Figure 1 – 2024 Corporate Plan Achievement Themes

The six key objectives of our Corporate Plan 2024–2026 guide everything we do to continuously improve our services to children and families in Ireland, which are aligned to our key pillars of People, Practice and Public Confidence. These objectives are mapped to each of our themes throughout this section.



Theme 1

Service Delivery to Meet Current Demands

Growing Demand

In 2024, we continued to deliver core services in the context of increasing demand, while also creating and delivering new services in line with new demand, legislation and government priorities.

Child Protection and Welfare Services

The year-on-year increases in referrals to child protection and welfare services continued across 2024 with a total of **96,666 referrals, up 4,742 on 2023 (91,924).**

TESS Education Welfare Service (EWS)

TESS Senior Education Welfare Officers (EWOs) screened **8,042 referrals. This represents a 9% increase on the 2022/23 school year.**

Education Welfare Officers

TESS has secured funding for an additional **34 EWOs who are being onboarded and assigned across the back end of 2024 and 2025.**

Increased Referrals Across All Services

Child Protection and Welfare Services

The year-on-year increases in referrals to child protection and welfare services continued across 2024 with a total of 96,666 referrals, up 4,742 on 2023 (91,924). Based on information provided by the referrer, referrals are categorised as either child welfare or child protection concerns (i.e. where there were grounds to believe that there was a risk of physical, sexual or emotional abuse, or neglect). Similarly to previous years, the percentage breakdown of referrals remains around 40% child protection and 60% welfare concerns.

The most common type of child protection concern reported in 2024 was emotional abuse at 45%, followed by physical abuse at 25%, neglect at 15% and sexual abuse at 15%. Again, this is similar to recent years.

The most common source of referrals in 2024 was 'An Garda Síochána', accounting for close to one-third (32.9%) of all referrals received, far exceeding any other source, followed by safeguarding officers (11.7%), social workers (11.1%) and teachers (10.6%). Safeguarding officers replaced social workers as the second most common source of referrals.

The significant increase in referrals in recent years has a substantial impact on duty teams and other front-line Tusla services, particularly in an environment where there are shortages of social work and social care staff across the country. Not only has there been an overall increase in referrals, but the complexity of cases has also increased due to a combination of factors including the fall-out of prolonged isolation during COVID-19 and the combined impact of cost-of-living pressures and the housing crisis on families.

Addressing this increased demand for services is a key driver in Tusla's Reform Programme and the plans to establish 30 local communities or networks with local service delivery teams. It is anticipated that these changes will provide a more equitable approach to manage the increasing cases in an efficient and safe way.

Tusla Education Support Service (TESS)

TESS Education Welfare Service (EWS)

Across the 2023/24 school year, TESS continued to provide services promoting and supporting school attendance to ensure all children and young people are enabled to access their right to their education. TESS Senior Education Welfare Officers (EWOs) screened 8,042 referrals. This represents a 9% increase on the 2022/23 school year.

The use of school attendance clinics has seen positive results in improving attendance at an earlier stage.

TESS, in partnership with the Department of Education (DE), is focused on improving school attendance for all students. TESS continues to deliver on its a five-year action plan (2023–2028), which sets out in detail how this will be achieved in partnership with all stakeholders.

In the school year 2023/24 TESS, in partnership with the DE Inspectorate, National Educational Psychological Service and Social Inclusion Unit, developed a series of School Attendance Webinars for school principals and leadership teams aimed at helping schools rethink and reimagine their approach to attendance.

Education Welfare Officers

TESS has secured funding for an additional 34 EWOs who are being onboarded and assigned across the back end of 2024 and 2025.

Regional teams of Duty EWOs have been established to meet the need and respond to students on the EWS waiting list in a timely manner.

The use of school attendance clinics has seen positive results in improving attendance at an earlier stage.

An additional EWO for children in care has been appointed to support children and young people in residential care to ensure they are in receipt of an appropriate education. EWS is continuing to work with schools to support them to develop strategies to improve attendance. Links to school attendance webinars are available on the Tusla website.

Tusla has also put in place the provision of a dedicated EWO service to vulnerable groups, such as children living in International Protection accommodation, Traveller and Roma children, those experiencing homelessness and children and young people on a reduced school day.

TESS School Completion Programme (SCP)

There are 121 SCP projects in Ireland, supporting almost 800 primary and post-primary schools. The SCP is a support under the DE's DEIS (Delivering Equality of Opportunity in Schools) Plan 2017. SCP projects work with children and young people (aged 5–18 years) to improve school attendance, participation and retention in education. SCP projects provide a wide range of early intervention and prevention programmes and supports before, during and after school, as well as during the school holidays.

In the academic year 2023/24, SCP projects worked with 53,357 children and young people though universal programmes and supports, 8,525 children and young people through brief short-term targeted interventions, and 16,616 children and young people though targeted ongoing support and interventions.

At primary school level, in 2023/24 SCP delivered universal supports such as whole-class evidence-based programmes to support children to develop social skills, communication and decision-making skills, transition programmes, etc. In addition, SCP projects provided after-school programmes, including homework clubs, interest-based activity groups (sports, art, etc.) and holiday programmes.

At post-primary school level, in 2023/24 SCP projects focused on the provision of targeted supports and as such provided less universal (whole-class) support. Early intervention and prevention supports were provided through brief support in small groups or a one-to-one setting, based on individual young people's identified education welfare needs. These supports aim to enable young people to identify their education and personal goals, develop their organisational skills, and build on their communication and social skills to enable them to be successfully retained in education to Leaving Certificate. After-school programmes and holiday programmes were also provided.

Those children and young people who require targeted ongoing support in 2023/24 were identified through the SCP referral process. They received a range of evidence-based programmes and interventions as well as locally developed responses to their individual education welfare needs. These supports were provided before, during and after school as well as during school holidays.

TESS Home School Community Liaison Scheme (HSCLs)

Across the year, TESS supported the continuation of 10 HSCLSs in 14 non-DEIS schools to improve attendance, retention and progression of Traveller/Roma students. The schemes supported Traveller/Roma students and families through targeted supports and delivery of tailored Supporting Traveller and Roma (STAR) programmes.

These supports aim to enable young people to identify their education and personal goals.

Regulation of Children's Services to Improve Quality and Standards

7% increase

Number of School Age Child Care Services

Since the introduction of regulations for School Age Services in 2018, the number of services applying for registration has continued to grow. The Early Years Inspectorate responded to the growing demand. At the end of 2023, 2,535 School Age Services were registered. By the end of 2024 this had risen to 2,724: a 7% increase.

20% increase

Number of non-statutory residential centres

Demand for non-statutory residential centres for children in care has continued to grow. The Alternative Care Inspection and Monitoring Service processed the increased applications. At the end of 2023, 164 non-statutory residential centres were registered. By the end of 2024 this had increased to 196, an increase of 20%.

Other Children's Services Supported for Quality Improvement

We have embedded and expanded our Quality Management System (QMS), which supports us to effectively manage all our processes and documents and thereby strengthen the effectiveness and timeliness of the regulatory services we deliver. There were a range of important developments in the Early Years Inspectorate. We reorganised our inspection teams, strengthening our ability to respond to the services we regulate and helping us prepare for the introduction of childminding. We introduced a new process to support registered providers when they disagree with our findings and developed a wide range of materials and resources to support the growing number of providers of school-age services.

Our Child Safeguarding Statement Compliance Unit (CSSCU) successfully implemented all aspects of the 2018–2023 strategy and, following wide sectoral consultation in 2024, commenced development of a new strategy for 2025–2027.

The AEARS significantly reduced the number of children waiting for assessment of their education provision. At the end of 2023 there were 1,100 children awaiting assessment; by the end of 2023 this was reduced to 639 children: a reduction of 42%.

3,421 requests

Number of Early Years Change in Circumstances requests processed

A registered provider is required to submit a request when they want to make a change to the nature of the service they provide. Demand for changes has continued to grow. In 2024 the registration office managed 3,421 requests, an increase of 6% from the 3,220 processed in 2023.

1,303 assessments

Number of alternative education assessments undertaken:

The Alternative Education Assessment and Registration Service (AEARS) has made significant progress in tackling a waiting list of children waiting for assessments of their education provision. In 2024, 1,303 assessments were undertaken, an increase of 24% on the 1,047 undertaken in 2023.

The number of children waiting more than 6 months for assessment reduced by 56% to 289 across 2024. Children waiting for review assessments decreased from 834 to 639, a 46% reduction. The AEARS team worked closely with the DE on an amended statutory instrument (SI) for the management of applications for alternative education.

Our Alternative Care Inspection and Monitoring Service (ACIMS) significantly increased the number of inspections of residential centres. 218 inspections were undertaken in 2024: an increase of 17% from the 187 in 2023. The team developed guidance and protocols to support the registration of non-statutory children's centres and published a revised regulatory notice providing clear guidance on Minimum Staffing Levels & Qualifications for Children's Residential Centres. A Risk Response Inspection Plan 2024–2026 supporting risk-based inspection of centres was devised and implemented.

Across 2024 there was a strong emphasis on developing our culture. Following wide consultation, we developed a culture statement which articulates our collaborative and child-centred shared approach to the work we do across regulatory functions.

Early Intervention and Support Service Improvements

Along with partner agencies, Tusla's Prevention, Partnership and Family Support (PPFS) staff across the country continued to develop and deliver a comprehensive suite of early intervention and preventative services, to prevent risks to children and young people arising or escalating.

Recognising that an effective way to improve outcomes for children is to intervene at an early stage to try to resolve problems and prevent harm, key initiatives and programmes in 2024 are included in the following sections.

Kevin McCarthy, Secretary General of the DCDE; Bernie Laverty, National Project Manager, Area Based Childhood (ABC) Programme; Kate Duggan, CEO, Tusla; Cezy Focsa, host of the awards; Dr Niall Muldoon, Ombudsman for Children; Avril Ryan, CEO, Gaisce pictured at the Child and Youth Participation Awards held in the Lighthouse Cinema, Smithfield, Dublin. The awards, which took place in November, recognised services and projects that support children to have their voices heard when it comes to decisions that affect them.

Launch of Early Talk Boost Pilot Evaluation – 20 May 2024

On 20 May 2024, an evaluation report, completed by Mary Immaculate College, was launched regarding the scaling up of the DCDE 'What Works'-funded 'Early Talk Boost' model following its successful delivery in a number of areas in previous years.

The Early Talk Boost programme is child poverty-focused early intervention for children who have been identified as having a language delay. The programme is provided in the child's early years setting, e.g. pre-school or creche, and involves specialist training of early years educators by speech and language therapists to support children's attention and listening, development of vocabulary, building sentences and having conversations.

Amy Mulvihill, National Manager, PPFS, Tusla; Bernie Laverty, National Manager, ABC Programme, Tusla; and Simon Conry, Principal Officer, DCDE, at the launch of the Early Talk Boost Programme evaluation report. Early Talk Boost is a nine-week prevention and early intervention programme for children aged between three and four years that experience language delay.

The evaluation offered a review of progress made under the programme so far and shows significant improvements in each of the language areas measured (Attention and Listening, Understanding, Speaking and Communication) in children who took part in the programme. This in turn was found to have a meaningful impact on the children's confidence and social and emotional development.

The evaluation showed that for children taking part in this early intervention programme, there can be as much as a 62.5% reduction in the need for referrals to speech and language therapists. The evaluation also demonstrated gains in all age groups across the areas measured.

As the evaluation concluded, DCDE provided mainstream funding to continue the scaling of Early Talk Boost, providing coordinating support to work alongside the Tusla National ABC Programme Manager on the implementation of the scale-up, as well as programme resources required for delivery. Under the new Equal Start Model, the fourth strand of the funding model for Early Learning and Care, a wider roll-out of Early Talk Boost will be supported moving forward. Tusla will work with DCDE Early Years and Better Start to implement this roll-out.

Family Support Infrastructure

Dublin Family Resource Centres

- Baldoyle
- Artane Coolock
- Ballymun
- Finglas West
- Mountview
- St. Kevin's
- Quarryvale
- Cherry Orchard
- St. Matthew's
- Ballyfermot
- Ballyogan
- Hill Street
- St. Andrew's
- Killinarden
- Ballyboden
- Hillview
- Rosemount
- Balally
- Balgaddy Child & Family Centre
- Fatima United Group
- School Street & TCB

In 2024, the 114 Tusla Child and Family Support Networks (CFSNs) continued to play a vital role in enhancing connectivity at a local level, acting as information hubs and signposting parents and practitioners to family and parenting supports. The CFSNs also increased awareness across child and family serving agencies of referral pathways into and out of services.

Across PPFS teams and partner agencies, family support practitioners and other staff are delivering an array of family and parenting support interventions across the continuum of need. Interventions are utilising evidence-based approaches and, where needed, are adapted to address the individual needs of the child, parent and family.

Meitheal

Meitheal, the national early intervention practice model, is being supported to ensure that the strengths and needs of children and their families are effectively identified, understood and responded to in a timely way so that children and families get the help and support needed to improve children's outcomes and realise their rights.

An independent external review framework for the implementation and impact of Meitheal was developed in 2024 and has been funded through DCDE What Works for completion in 2025. This will involve engagement with stakeholders to explore the barriers and enablers for the successful implementation of Meitheal.

Traveller Parent Support Programme

In 2024, through increased funding from DCDE, the total number of areas with Family Link Workers rose to 17. The Traveller Parenting Support programme offers culturally sensitive parenting programmes for Traveller parents for their children from birth to 5 years of age. The Family Link Workers also signpost and encourage engagement in additional services required to ensure that young Traveller children are reaching their developmental milestones and achieving their potential.

Through the employment of Family Link Workers across all communities in Ireland, the project will work to increase levels of trust and engagement between the Traveller community and Tusla and other agencies, improve engagement of Traveller families with statutory and community services across the wider education system, and increase awareness within the Traveller community of how to access children's support services.

National Home Visiting Programme

In 2024, Tusla established a National Home Visiting Programme through the National PPFS team. The programme is funded through the Children's Fund, which was established through the Action Plan for Survivors and Former Residents of Mother and Baby Home Institutions. It is anticipated that €10 million funding will be provided through DCDE for the programme from 2024 to 2028.

Home visiting is a prevention and early intervention approach used to support parents to promote infant and child health, support parents with their young child's educational development and school readiness, and promote and protect the welfare of children.

The National Home Visiting Programme is focused on the development of a consistent approach to the delivery of early childhood home visiting services in Ireland, with the aim to coordinate, provide direction and collect data and evidence to inform the future development of a sustainable national home visiting service.

11 Tusla Areas were awarded funding in 2024 to provide early childhood evidence-based home visiting programmes, including Community Families, Infant Mental Health Home Visiting, Life Start, Preparing for Life and Parent Child Plus.

A specific cost–benefit analysis that was undertaken on home visiting services demonstrated that for every €1 spend on services, there is a return of at least €1.60.

Tusla, DCDE, HSE and Department of Health representatives attending the launch of DCDE-commissioned research into home visiting. The research shines a light on benefits for babies, children and parents engaging in home visiting services.

European Social Fund Plus (ESF+) Projects

Following collaboration between PPFS and DCDE, in 2024 the ESF+, co-funded by the government of Ireland and the European Union (EU), supported the development of two projects to provide greater supports to children and families.

Funding was provided for the appointment of 17 Family Support Practitioners to support families who are new to Ireland, living in International Protection Accommodation Services and other state-provided accommodation. The Family Support Practitioner's role is to provide support to parents and children as part of a multiagency, multidisciplinary approach. The service includes parenting support, delivery of individualised and group parenting programmes, youth groups and signposting to local services.

In addition, in 2024 there was further expansion of the Young Parent Support Programmes (YPSPs) across the country. This expansion allowed YPSPs to support young parents up to 24 years, and the number of YPSP sites increased from 11 to 15. Host agencies were identified for the four new sites in Kildare, Clare, Sligo/Leitrim and Westmeath. Three existing sites received funding to increase the age range and reach in Donegal, Louth and Kilkenny.

Supporting and Protecting Separated Children Seeking International Protection (SCSIP)

Due to ongoing conflicts around the world, Ireland continued to see a rapid increase in the numbers of unaccompanied children coming to the country seeking international protection in 2024. Our SCSIP team, which is tasked with assessing these children and providing accommodation and supports, when necessary, has received an unprecedented increase in referrals and corresponding demand for accommodation services.

There were 619 new referrals to the SCSIP team in 2024. From these new referrals, 570 children were taken into care or accommodated by Tusla during 2024, a 32% increase on 2023. One third of these children were from Ukraine, while two thirds arrived seeking international protection in Ireland from countries such as Somalia, Afghanistan, Nigeria, Palestine, Syria, Zimbabwe and Pakistan.

The majority were male and aged 16 or 17 years of age. When we consider those remaining in care or accommodation from previous years, a total of 893 young people were accommodated within 2024.

In response, Tusla has had to rapidly increase the SCSIP team as well as opening 20 new residential centres in order to provide the ever-increasing number of children with a place of safety and appropriate supports. Tusla also implemented a new standardised process for assessment of unaccompanied children, ensuring their rights are protected.

The 2024 referrals also included children not requiring care or accommodation by Tusla, where they were reunified with family settled in Ireland, or family who were going through the International Protection process. These cases are still subject to assessments by the social work team to ensure there are no child protection issues before any reunification. There were a small number of referrals where the young person was deemed to be an adult following review of documentation or assessment following the initial referral.

Tusla also concluded a stakeholder engagement with partners to explore how agencies can work together to improve services for unaccompanied children, and is working through the recommendations from that engagement for further action in 2025 where appropriate.

Improved Service Quality

HIQA, as the external regulator, inspects Child Protection and Welfare and Children in Care services against national standards. HIQA completed 39 inspections in 2024. The Agency achieved an overall rate of 78% compliant/substantially compliant in 2024. This is only slightly lower than the 82% achieved last year, in spite of the unprecedented demands on services leading to unallocated cases and SCSIP seeking placements for 893 unaccompanied minors.

Practice Assurance

The Practice Assurance and Service Monitoring Team (PASM) is responsible for conducting internal quality reviews of Tusla services, independent of operational line management. Reviews are focused on service improvement actions and any additional governance oversight required. In 2024, 159 practice assurance reviews were completed as part of its annual review plan. The findings and recommendations from these reviews were used by operational managers to improve practice, risk management and governance to ensure that services meet their statutory obligations and are delivered in accordance with best-practice standards.

Looking to the future, there is ongoing engagement with DCDE in relation to reform of Guardian Ad Litem system and reform of Child Care Act 1991.

Supporting Service Quality by Managing Risk

Tusla Risk and Incident Management framework ensures that Tusla's Board is apprised of any strategic risks and incidents that could impact on the delivery of Tusla's strategic objectives on a quarterly basis. This allows prioritisation and action on areas that could impact service delivery. In 2024 the Board de-escalated four risks and escalated one risk. Appendix 2 gives a summary of the National Corporate risks.

Tusla reports and conducts reviews of any adverse events affecting service users or staff. The purpose of reviews is to identify any learning that may prevent, reduce or minimise the impact of adverse events in the future. In 2024 most incidents reported on the National Incident Management System (NIMS) had a severity rating of 'negligible'. Serious incidents (referred to as 'extreme' on NIMS) accounted for <0.5% of all incidents, which is a significant decrease from 2% in 2023.

Supporting Health and Safety of All Employees

In 2024, several initiatives were undertaken to further support staff and reduce the impact of Violence, Harassment and Aggression (VHA) on employees. 2,996 employees completed VHA training initiatives and there was a 73% increase in employees who completed classroom-based VHA training from the previous year. The primary focus for the Health and Safety Department in 2024 was special care units.

A complete training package was delivered in conjunction with CRS senior management team to 100% of special care staff. In 2024 serious incidents reported were down 16% from the previous year, incidents with injury reduced by 51% and cases of absence from incidents decreased by 47%.

Tusla Health and Safety and Special Care staff attending a VHA Information & Networking Seminar for Tusla Special Care Services in Athlone organised in conjunction with CRS senior management. The seminar was held in association with Tusla's VHA Taskforce.

Research for Continuous Improvement

Tusla undertakes or commissions research into matters related to Tusla services. Tusla commissioned new research from University of Galway on *Profiles, Trends and Decision-Making in Private Residential Care in Two Regions in Ireland.* The findings have been shared across relevant Tusla teams, and the research utilised to inform residential care. Tusla has also engaged with the DCDE on the Care Experiences Programme, including a longitudinal study for young people and young adults with care experience.

Service Users: Listening and Responding

Tusla Customer Charter

In 2024, following a survey of Tusla's internal and external 'customers', the Tusla customer charter was reviewed and updated: it now references all 12 Quality Customer Service principles. It includes Tusla's commitments to these principles and links to relevant information on our services and our business and corporate plans. The Charter is available in English and as Gaeilge on the Tusla website.

Consultation in relation to updating the Tusla Customer Charter indicated a positive shift in sentiment from people who receive a service from Tusla (including foster carers) across the Agency's four values.

Tell Us (Complaints)

In Tusla, we work hard to ensure that the people using our services are satisfied. Where this has not been possible, we provide routes for services users to send us their complaints, as we see them as an opportunity to continuously improve our services. To facilitate this, Tusla operates under a national unsolicited feedback and complaints policy known as 'Tell Us'. We aim to resolve all complaints at a local level (stage one) but, if required, they are escalated for additional investigation (stage two). In 2024, Tusla received 976 complaints. Of these, 71% were successfully resolved at local level, surpassing the target of 50%. The remaining 29% of complaints progressed to additional investigation. The most frequent categories of concern were 'unfair treatment' (14%), 'behaviour or attitude' (14%), 'insufficient service' (13%), 'lack of consultation' (6%), 'lack of response/action' (6%), 'delivery of information' (6%), 'failure to adhere to legislation' (4%) and 'delayed response/decision' (4%). Learning from complaints is implemented by the local senior management and staff involved and reinforced by publication of a complaints casebook.

The complaints under commissioned services received in 2024 covered a range of issues. There were a total of 73 complaints, categorised under various types, the most prevalent being 'behaviour/attitude' (17), 'breach of procedure' (10), 'poor communication' (8), 'insufficient service' (8), 'delivery of information' (7), 'unfair treatment' (6) and 'delayed response/decision' (5). These covered 84% of the complaints, with the remainder falling into a variety of other categories.

Service User Positivity

In 2024, Tusla received 774 occurrences of positive feedback through the 'Tell Us' policy, which is indicative of the impactful work being done. Here are some examples of what service users told us:

A young person (in care) complimenting Tusla on the support they received from Tusla staff said *'if it wasn't for Tusla I wouldn't have got a lot of support that I didn't even know I needed. [...] I wouldn't be who I am today without all of their help.'*

A parent using the Meitheal process commented that *'this Meitheal process was a complete life saver for our family'.*

An adoptive parent praised her Social Worker, saying they were *'very happy with the Social Worker as they were professional, kind at all times and a huge support to me'.*

A Foster Carer complimented the Social Worker on the home visit they had with a child in their care, describing them as *'kind, appropriate and engaging'*. They thanked the Social Worker for their good work and how good they were with the child.

A Foster Carer expressed their gratitude for all the hard work Tusla staff did to support a child in their care, stating that they were *'truly grateful for all supports offered to them and their family'.*

A parent (engaging with Child Protection and Welfare) stated that their experience working with Tusla was exceptionally good in helping support their family, which led to positive changes for the family.

Commissioned Services

Commissioning is all about ensuring the right services are available in the right places, responding to the needs of children, families and communities across Ireland. Working with our voluntary partners in every county in Ireland, this year we've made strong strides in shaping and supporting local services that truly make a difference.

Tusla has continued to fund a wide range of organisations through Section 56 agreements, with **451** organisations funded in 2024, equating to **€181m** of funding through the Section 56 process, including some of the most trusted and impactful names in the sector such as the Daughters of Charity Child and Family Service, Barnardos, Irish Society for the Prevention of Cruelty to Children (ISPCC), Extern, EPlus and Foróige to name but a few. An additional **121** organisations were funded through TESS's School Completion Programme to the tune of **€36m**.

Daughters of Charity Child and Family Service

foróige empowering youth enriching communities

extern CHANGING LIVES EVERY DAY

ispcc

EPLUS

451
organisations funded in 2024

121
organisations were funded through TESS's School Completion Programme

€181m
of funding though the section 56 process

€36m
for the 121 organisations funded through TESS's School Completion Programme

These partners are key to delivering services from family support to youth mentoring, therapeutic interventions and crisis response, ensuring families and children have timely access to the help they need.

Mags Keane, Aftercare Manager, Tusla; Claire Barkey, Youth Development Officer, Dublin and Dún Laoghaire Education & Training Board (DDLETB); Diane Hill, CEO, Include Youth Ireland; Patricia Finlay, Regional Chief Officer, Dublin Mid Leinster, Tusla, at the launch of the 'Give And Take' programme in St Mark's Youth Club in Tallaght. Tusla in Dublin Mid Leinster is working with Include Youth Ireland to provide its 'Give And Take' programme to children in care, and those that have left care, to help them progress into and participate in training, education and employment.

Tusla continues to ensure that commissioned services align closely with its structural reform programme, ensuring the way we commission services is in step with wider organisational improvements.

Under our commissioned services with voluntary organisations, we're proud to support and develop 121 Family Resource Centres (FRCs) nationwide, helping them grow into vibrant, community-based supports for families. This year, we advanced the development of therapeutic hubs within these centres – all of which are now aligned with Clinical Governance Standards published by Community Therapy Ireland. This ensures a consistent, high-quality approach to delivering therapeutic services where they are needed most.

Our commissioning work also extends to community-based counselling organisations, where we've provided vital support funding to help them meet local needs with compassion and professionalism. These organisations are delivering therapeutic services across Ireland supporting children, young people and families. In addition, Tusla allocated €1.5m of Dormant Account funding to support the delivery of counselling/therapeutic services to children and young people, by 90 community and voluntary organisations around Ireland. This funding responded to the needs of children and young people in the aftermath of the COVID-19 pandemic, which saw the need for therapeutic services increase.

In 2024, we've also responded quickly and compassionately to the evolving needs of people seeking international protection, including members of the Ukrainian community fleeing war, by coordinating a strong, community-based response. At the same time, we've rolled out targeted supports for LGBT+ communities and are actively implementing services for Traveller and Roma communities across Ireland.

Behind the scenes, we've also been reviewing and finalising updates to Tusla's Section 56 contract, ensuring it is fit for purpose and ready for the future.

A significant achievement in 2024 was the successful agreement and roll-out of the first Workplace Relations Commission (WRC) process, enabling us to distribute much-needed pay-related funding to staff working in the Community and Voluntary sector. This marks a huge milestone in recognising the value and impact of these essential frontline roles. We also began negotiations for a new WRC process, building on this foundation to ensure long-term sustainability for the sector.

Tusla has continued to invest in and grow the Children and Young People's Services Committee (CYPSC) programme.

Through CYPSC, we've delivered the Healthy Ireland Programme, as well as community-based responses for international protection applicants. We have also initiated the recruitment process to provide additional administrative support to all 27 CYPSCs across the country. This, with a much-needed resource boost, is due to be in place in 2025.

All of these achievements reflect our ongoing commitment to supporting children, families and communities through thoughtful, responsive commissioning. We're proud of the journey so far with our voluntary partners, with much more planned for 2025.

Sharing the Learning

In parallel to continuously providing services despite growing demand, we are sharing the learnings with other countries.

In 2024, services from Australia and Norway visited Tusla and engaged with local services to reflect on how Ireland is providing support to children and families and sharing how they are developing their practice and organisation.

Upper Murray Family Care from Victoria, Australia, was particularly interested in Tusla's foster care services and our Trauma Informed Training. The Norwegian Ministry of Children and Families was interested in our overall development, especially fostering, adoption and communications.

In addition, Tusla participated in a Side by Side project with the European Social Network and contributed to the compendium of good practices that is fundamental to the development of the integrated child protection system in the EU. The good practice from Tusla was Meitheal, which was combined with France Nord County Council presenting on its Maternal and Child Protection Service; City of Graz presented on Social Space Orientation and finally SOS Children's Villages Italy presented on empowering children to reduce peer-on-peer violence and have constructive consent conversations.

Spotlight Story

One Day in Tusla in 2024

On one day in Tusla, staff in 6 regions and 17 areas will deal with over **385** referrals relating to children.

Each referral received is reviewed by a duty social worker or team leader within 24 hours of being received – in line with Children First, National Guidance for the Protection and Welfare of Children (2017). Where an immediate risk to a child is identified, an immediate protective response is taken.

108 of these referrals need further enquiry and of those, **37** will move on to an initial assessment, where a social worker gathers and considers relevant information regarding the reported concern about the child. Some referrals may require and receive a welfare response from Tusla Family Support workers and partner services. A child is only brought into care as a last resort and only if it is in the best interests of the child. On one day in Tusla more than **three** children will come into care, and **two** of these children will be coming into care for the first time. When a child is placed in care, the parents of the child are provided with support services and are supported to address existing concerns. On any given day in Tusla, Social Workers will be present at **54** cases in court nationally.

Children and young people who have left, or will be leaving, care will continue to be supported by Tusla staff through the **17** Tusla Aftercare Services across Ireland.

Tusla Fostering recruitment teams are busy recruiting critical new foster carers, the backbone of our care system in Ireland. Fostering Link Workers and Peer Support Workers are providing support and guidance to foster carers.

385

referrals relating to children

192

referrals to Family Support services

37+

BIT information requests

In 2024, there were **3,809** foster carers on the panel of approved foster carers. On one day in Tusla, the National Fostering Team will receive almost **four** enquiries from members of the public who are interested in becoming foster carers. Following the assessment process, more than one foster carer will be approved each day.

Tusla Adoption staff help to guide people through the adoption process, and on one day Tusla will process more than **eight** enquiries for an assessment of eligibility and suitability to adopt. Meanwhile, Birth Information and Tracing staff will process more than **37** information requests and more than **30** tracing requests under the Birth Information and Tracing (BIT) Act, providing people with information relating to their birth, care and early life where it exists on a file, record or database, and supporting them through the process.

Where a family, child or parent needs additional support, Tusla's Family Support Workers provide extensive family support services as part of its PPFS programme to ensure that the needs and strengths of children and families are effectively identified, understood and responded to. On one day in Tusla, more than **192** children will be referred to Tusla Family Support Services.

Meitheal can be used when a family will benefit from more than one type of support: when a range of skills and approaches would be useful to improve the wellbeing of a child, and their family. On one day in Tusla, more than **10** Meitheal processes will be initiated.

In addition to Family Support Services provided directly by Tusla, Tusla is funding services that are providing daily support to families and communities across Ireland. Each day, Tusla will fund an additional **601** local services across Ireland.

Tusla is also the independent statutory regulator of early years services in Ireland. On one day in Tusla, staff in the Early Years Inspectorate will inspect more than **nine** pre-schools, playgroups, nurseries, creches or other similar services that cater for children aged 0–6 years. Staff will also ensure that services are registered and, where necessary, that regulatory actions are enforced. These inspections help to provide assurance to parents and the public that good standards of learning, care and safety are maintained.

These inspections help to provide assurance to parents and the public that good standards of learning, care and safety are maintained.

When it comes to school-aged children, Tusla Education Support Service (TESS) works to achieve the best educational outcomes through the promotion of school attendance, participation and retention. On one school day in Tusla, more than **46** referrals will be screened by the Educational Welfare Service. School absences often require an integrated response, and each day Educational Welfare Officers work closely with schools, educational support services and other agencies to support school attendance, working with **44** children each school day, including home visits, educational welfare conferences and collaboratively working with different agencies to support the child in their education.

Each day, Tusla staff work in collaboration with other State agencies to promote the safety and wellbeing of children and young people who arrive unaccompanied in Ireland seeking international protection. On one day in Tusla, more than **two** unaccompanied young people will be admitted to care or otherwise accommodated by Tusla's SCSIP team. The priority for these children and young people is to reunify them with their families where possible, either in Ireland or in other EU member states. Where family reunification is not possible, children and young people will typically be accommodated in family-based care or children's residential centres. There are **189** statutory, private and voluntary residential centres across the country, and **three** Special Care Units, which provide care and support for children and young people 365 days and nights a year.

At night, when local area offices and many other support services are closed, Tusla's National Out of Hours Service, which works 365 days a year, steps in to ensure the ongoing safety and welfare of children. Each night or day of the weekend more than **five** children will need an out of hours intervention or support, and more than **two** children will need an emergency placement. On the next working day, the National Out of Hours Service will work with the local area teams to follow up with the child and/or family.

New and Transitioning Services

2024 saw the development of new services in the Agency, to continuously improve our support to the children and families of Ireland. Services were also transitioned out of Tusla into other areas, as detailed in this section.

A New Childminding Service

On 30 September 2024, the Early Years Inspectorate commenced registration of childminders in line with the Child Care Act 1991 (Early Years Services) (Childminding Services) Regulations 2024.

This is a major societal development, for the wider early years sector especially as all childminders will now be able to register with Tusla, which then allows parents access to government subsidies. Extensive collaboration and stakeholder engagement within and outside of Tusla was a key aspect involving childminders, sectoral support organisations and the DCDE.

The Inspectorate adopted a Supportive Compliance approach to the regulation of childminding, which acknowledges that childminders operate within family homes, which differs significantly from centre-based early years services. It also recognises that most childminders in Ireland have not been regulated before. The approach ensured that childminders received clear, accessible information and guidance at every stage of the regulatory process.

Key areas developed within the inspectorate include the following.

- A dedicated unit was established to support clear pathways for childminders applying for registration.
- A bespoke ICT system and portal was developed to facilitate online registration.
- A simplified inspection model was introduced that includes an appeals process to help childminders to effectively engage with the inspectors.
- Being mindful of the home environment, specific training programmes were provided to inspectors and support staff, equipping them with the necessary skills to implement the new model effectively.
- We have created a new Childminding section on our website which provides information and resources for childminders and parents. We also created a childminder 'frequently asked questions' document as an aid.
- A feedback process was established allowing new and existing childminders to share their experiences and contribute to the continuous improvement in supporting childminders to register.

There is a transition period of three years to allow childminders to prepare for registration, before it becomes mandatory to do so. Initial applications have started to come in and we will continue to engage with the approximately 13,000 in the childminding sector and stakeholders to support them over the next three years towards registration.

Transition of Domestic, Sexual and Gender-Based Violence Services (DSGBV)

Since its establishment, Tusla has had statutory responsibility for funding and overseeing DSGBV services under Section 56 of the Child and Family Agency Act 2013. These services have played a critical role in providing frontline support to victims and survivors across Ireland, including emergency accommodation, advocacy, helplines, counselling, court accompaniment and prevention education.

In 2023, government approved a plan to establish a new DSGBV agency, and Tusla began planning to transition the services under its remit to the new agency. These Tusla-funded services included a nationwide network of over 60 DSGBV services, including 20 domestic violence refuges, 16 rape crisis centres, and other community-based outreach and support services with a budget of €38.74m at the end of 2023.

In January 2024, the statutory responsibility for DSGBV services officially transitioned from Tusla to Cuan – the new dedicated DSGBV agency established under the Domestic, Sexual and Gender-Based Violence Agency Act 2023. Under a memorandum of understanding (MOU), Tusla's commissioning team led on and supported the smooth transition to Cuan for these services, ensuring a seamless transition for service users. The remaining actions under the MOU were completed in June 2024 and Cuan now leads on policy development, service commissioning and strategic oversight of DSGBV services nationally.

In 2024, as part of its commitment under the government Zero Tolerance Strategy for DSGBV, Tusla also published its first domestic violence-informed Guide for Child Protection and Welfare Practitioners.

This work was the result of an extensive external consultation process with key stakeholders in the DSGBV sector and guided by an internal working group of Tusla practitioners, funded partner agencies and a leading academic. The guide has been welcomed by Cuan and DSGBV agencies and implementation will begin in 2025. This work will guide all practitioners in the effective use of the most current evidence-informed thinking as we assess and safety plan with children and families.

Tusla is proud of the work it has undertaken over the past decade to build and strengthen the DSGBV sector. As these services move under the governance of Cuan, Tusla remains committed to working in partnership with Cuan, as well as An Garda Síochána and other important statutory and non-statutory providers, to support children and families across our society affected by domestic and family violence and coercive control.

We continue, with the support of the Department of Children, Disability and Equality, to work with colleagues in the HSE, CHI and An Garda Síochána in the delivery of our Barnahus Service to provide an integrated, child-led, multi-agency response that is meeting the needs of children who have been sexually abused and empowering them, and their families to recovery.

Corporate Service Delivery

For Tusla to be able to provide the vital frontline services of Child Protection and Welfare and other service-user-facing services, it is supported by an experienced team of Corporate Service providers. These include supporting services within People and Change, Finance and Corporate Services, Quality and Regulation and ICT.

Programme Management Office (PMO)

Within the PMO, a programmatic approach is used to deliver a broad portfolio of projects focused on improving services for our service users. Projects in 2024 mostly consisted of supporting Tusla's Reform programme but also included non-Reform projects such as establishing Barnahus South and enabling the new Childminder Registration and Inspection services.

Frontline services are supported by an experienced team of Corporate Service providers.

Data Protection Embedded in Practice

Tusla processes a large volume of highly sensitive personal data in order to deliver critical services to children and families across the State. In doing this, Tusla must ensure that it has adequate organisational and technical measures in place; that the rights and freedoms of Tusla service users are respected; and that privacy risks to those rights and freedoms are minimised.

In 2024, Tusla made further progress in embedding data protection into the practice of its staff through initiatives aimed at raising awareness and incorporating privacy by design into key new processes. The theme for Data Protection Awareness Week 2024 was to 'Make their privacy your practice', raising awareness that data protection underpins and complements social work and social care practice. The data protection principles of transparency, proportionality and accountability are at the heart of the participatory practice of social work and social care. The Agency has achieved enhanced compliance with data privacy obligations through devolved responsibility to Tusla Directorates, National Service and Regions. In 2024, while the number of Data Subject Rights Requests (DSRRs) increased by 20% (701 in 2023 and 840 in 2024) and the number of Freedom of Information (FOI) requests increased by 5% (1,333 in 2023 and 1,401 in 2024), the compliance rate timelines for DSRRs improved by 11 percentage points (55% in 2023 and 66% in 2024) and for FOI improved by 20 percentage points (54% in 2023 and 74% in 2024). Also, in 2024 there was a 7% reduction in confirmed breaches (474 in 20 and 440 in 2024) and a 10% reduction in high-risk breaches (103 in 2023 and 93 in 2024).

A programme of work to assess and enhance third-party data privacy compliance progressed in 2024 and will continue into 2025.

Implementation of Integrated Financial Management System (IFMS)

In 2024, Tusla successfully transitioned the IFMS programme to a business-as-usual operation. This marked the successful implementation of a new finance system which has been adopted by a significant portion of Ireland's health and social care sector. A dedicated programme team worked closely with the HSE to prepare, test, implement and provide post go-live support for this critical initiative.

IFMS equips Tusla with the tools to further enhance and digitise financial processes going forward, laying a solid foundation for continuous improvement in financial reporting and evidence-based decision making in the years ahead.

Acquisition of Properties for Children in Care

In line with the objectives of the Tusla Integrated Reform Programme (Residential Care Strategic Plan) to increase residential capacity, a key milestone was reached in July with the opening of a new residential centre in Co. Cavan, the first new statutory centre since 2017. Tusla Estates also completed the renovation of a further three centres in Cork, Galway and Meath, ready for staff onboarding and occupation in early 2025. Progress was made on the property search for new houses, with the purchase agreed on an additional six properties.

The process for new centres involves a significant property search, design, renovation and equipping in order to provide residential centres that are statutorily compliant under HIQA and building regulations and energy efficient, in alignment with our obligations under the National Climate Action Plan. The houses are renovated to a high standard to provide an appropriate facility to deliver the Welltree Model of care for children, and to provide safe and comfortable accommodation for Tusla staff to deliver that care.

Extra capacity delivered in 2024 is part of the plan to increase residential capacity by 110 beds, which will continue apace in 2025 and 2026.

Public Sector Equality and Human Rights Duty (PSD)

Tusla will promote equality, protect human rights and eliminate discrimination by embracing and delivering on our commitments under PSD. In 2024, Tusla commenced implementation of the Irish Human Rights and Equality Commission (IHREC) framework of assess, address and report. This involved an employee-wide survey and a review of HIQA reports through the lens of PSD.

The survey highlighted that greater than 95% of employees state that they are very confident in the performance of their roles without discriminating against the human rights of service users and colleagues. The review highlighted a strong adherence to standards relating to the nine grounds of discrimination. The rights of children in care are recognised and safeguarded, with an appropriate range of services to ensure their needs, with additional supports where required.

A priority is continued focus on awareness through the roll-out of PSD mandatory training. As part of service improvement planning, the recommendations from the review of learning from HIQA will be implemented where appropriate. National Policy Commitments on specific areas of discrimination will prioritise Disability and National Traveller and Roma Inclusion.

ICT Services

Tusla ICT launched a new 3-year Data Management and Digital Transformation Strategy (DMDTS) 2024–2026.

The main initiatives delivered during the year focused on action plans under this strategy in addition to a range of initiatives that enhanced the capability, performance and security of our ICT and Cloud infrastructure. On the operational side over 70,000 service requests were handled from 6,000 users and a range of improvements were delivered across Tusla offices nationwide. The infographic below summarises the ICT services delivered over the year in numbers. Details of the key initiatives achieved under the Strategy during 2024 are presented later in the report.

ICT in Numbers 2024

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

Services

25,956 Apps (TCM & Portal) Support requests

1,150 New Joiner Set Ups Requests (laptop & phone)

920 Equipment Returns and Recycle

10 HIQA Inspections

194 Servers Maintained

28,505 ICT Support Requests

37 Major Incidents Managed

3,287 Accessory Requests (headset, monitor, KB etc)

916 Mobile Phone Related Request

754 Laptop Repairs/Replacement

65 Databases Maintained

5,080 Cyber Alerts Managed

3,529 Cyber Support Requests

178 Major Changes Managed

5.7 million Secure File Destruction

1.359 Secure Device Destruction

273 Students Setups

167 Cloud Resources Maintained

232 Offices Connectivity Maintained

Projects

1.3 million Documents scanned and digitised

4 Data Migrations

19 Cyber Security Projects

34 Reports & Business Intelligence

4 Office Audio/visual Improvement

2 Data Infrastructure Solutions

82 Office Connectivity Improvements

9 Infrastructure Projects

14 Data Management Projects

12 Cloud Services Projects

5 Office Phone System Improvements

6 New Offices Connected

3 Data Integration Solutions

3 Records Management Projects

4 Corporate Digital Forms & Sytems

TCM | TUSLA CASE MANAGEMENT SYSTEM

2.4 million Records Entered (Forms/Notes/Attachments)

140,431 Cases/Referrals Managed

4,306 Staff Using TCM This Year

12 Enhancement Releases

10 New Forms Added

13 New Services on TCM This Year

25 Tusla Services in Total on TCM

TP | TUSLA PORTAL

27,330 Total Users of Portal in 2024

37,795 Online Garda Submissions

90,659 Online Submissions to Tusla

tusla.ie

Spotlight Story

Birth Information and Tracing Digitisation of Records

‘There are thousands of people whose lives have been changed forever or affected by [this] work’.

In 2022, the government introduced the Birth Information and Tracing Act, which gave the right to Irish people who were adopted, boarded out, the subject of an illegal birth registration or born in a Mother and Baby or County Home Institution to access to information about their birth, early life and care history. Within the Act, Tusla was given the duty to 'retain and maintain all relevant records', which created responsibility to begin an enhanced record digitisation programme. With the information previously being held by multiple organisations and sites around Ireland, it was a huge undertaking to amalgamate and categorise it and make it searchable for the staff of the Birth Information and Tracing (BIT) service so that people could receive the birth information they sought.

The gathering of data from local sources included millions of pages of paper, tens of thousands of files and ledgers, and indexes dating from the 1800s up to the mid-1990s. 39 record collections located in buildings across Tusla were created, these records holding vital information on the lives of Irish-born people from all over the world.

Working in collaboration with staff from the BIT service, the Records Management team in ICT have been digitising documents and developing a comprehensive document management system ever since.

> ‘It recognises the importance of a person knowing their origins and gives them access to information about their identity at birth, including access to their birth certificate, birth, early life, care and medical information that is available, as well as giving them access to a comprehensive tracing and reunion service,’ said Tusla’s Adoption Manager.

2.4m
pages digitised

40,000
files have been digitised

9,533
applications for a birth information service processed

Tusla was tasked under the Act with making all that information available to those seeking to apply for a service. The BIT service had to fit-out and staff a national contact and support centre, and, in collaboration with ICT, design and roll out an online application system integrated with TCM. Other work included developing a suite of standard operation procedures, communications planning, working on a public information campaign and commissioning a counselling service.

Digitisation of records was all the more important because the Act makes it a statutory obligation for information to be preserved and maintained for future generations.

But before files could be digitised they first had to be analysed by the team’s archivists to understand how the records were created and the logic of how they were arranged: how a ledger was linked to an index

> Highlighting the importance of the process, Tusla’s ICT Manager said: ‘Even though these documents are historical, they are still in use daily to facilitate the delivery of the BIT service.
> We have to manage each stage of the process because the documents are so important. Not only do they need to be accessible now, but also into the future when software systems change.
> The files we’re creating now will be the archival tracing files of the future, so it’s our responsibility to maintain these records.’

or linked to a file. Only then could the indexed and digitised images be imported to the document management system (a separate system to TCM).

So far, out of four million pages, almost 2.4 million have been digitised; 29 out of 39 record collections are processed, and more than 40,000 out of 90,700 files have also been digitised.

Thanks to collaborative work across the Adoption and ICT departments, digitisation has helped support thousands of people in their search for vital birth information. In fact, as of 3 March 2025 a total of 9,553 applications for a birth information service were processed and completed by Tusla, plus a further 6,807 applications for a tracing service.

> ‘The service is compliant with the statutory timeframe for processing applications for information, which is between 30 and 90 days, depending on the complexity of the request. The average time to process an application for information is now 15 working days, and although there is a waiting list for a social work tracing service, plans are in place to reduce that waiting time. This has been a very good partnership between Records Management and the Adoption, Birth Information and Tracing Services,’ added the Adoption Manager.

The Assistant National Director for Practice Reform and Change, who was designated sponsor of the BIT programme, is clear about the impact that the collaborative efforts have had.

> Echoing the ICT Manager’s words, he said, ‘There has been a lot of learning to take on board when it comes to the records we are creating today for children in the future. There are thousands of people whose lives have been changed forever or affected by [this] work.’

Theme 2

Building Capacity for Our Future

In 2024, the People and Change Recruitment team completed 1,258 appointments including new starters and promotions.

People Strategy

76% of appointments were on-boarded within the '8 weeks or under' timeframe.

Recruitment and Retention

As the single agency in Ireland with statutory responsibility for the welfare and protection of children and young people, the recruitment and retention of professionally qualified Social Workers and Social Care Workers is critical to achieving the Tusla's objectives, to respond to the needs of children, young people and families, to promote better outcomes, and to comply with our statutory, legal and regulatory requirements.

Ireland has not been producing an adequate supply of professionally qualified Social Workers and Social Care Workers through our third-level

institutions to meet the existing and future requirements for the profession across all relevant public, private and community and voluntary sectors. This is a challenge that is experienced in Northern Ireland, the rest of the UK and across Europe.

In 2024, the People and Change Recruitment team completed 1,258 appointments including new starters and promotions to support the development of a multidisciplinary workforce. 76% of appointments were onboarded within the '8 weeks or under' timeframe.

2024's Social Work graduate campaign was the most successful to date, resulting in 143 Social Work graduates being onboarded. A recruitment initiative 'swifthire' commenced in 2024 to support CRS with increased bed capacity and Special Care services, and has enabled the opening of four new centres to date.

To facilitate greater retention of key Social Work and Social Care staff, the successful launch and implementation of Career Pathways for Health and Social Care Professionals resulted in 690 Social Work/Social Care Workers progressing to a senior position. These initiatives have positively impacted retention rates. HR data shows an increase of 4.5 percentage points in retention rates for Social Work – 87.0% in January 2024 to 91.5% in January 2025. This is also evidenced in a 0.8 percentage point increase in Social Care retention – 92.4% January 2024 vs 93.2% January 2025. In comparison, the turnover rate for child and family workers in England in 2024 was 13.8%.

Special Care Worker Grade in late 2024

Tusla welcomed the sanction of a new Special Care Worker Grade for Special Care, with enhanced renumeration to attract staff to work in Special Care to support the agency in increasing special care workforce capacity.

Apprenticeship in Social Work

Tusla launched the first ever Apprenticeship in Social Work in May 2024, supporting the development of additional pathways into Social Work.

36 successful apprentices who commenced in September 2024 are participating in a 24-month Apprenticeship Programme. Participants earn while they learn and are immersed in the field of social work from day one. An additional 77 apprentices have been recruited and will commence with Tusla in June 2025. Upon completion, each apprentice will be eligible to register with CORU as a Social Worker. One of the most significant benefits of the Apprenticeship Programme is enabling development of practice skills and experience working in various Tusla teams, enhancing the working environment. Apprenticeships provide work-based learning enabling individuals to develop practical skills, contribute to a positive goal and gain experience that will be valuable throughout their careers.

Transition Year (TY) Programme

Proactively developing a pipeline of staff to enable us to deliver for children and families in Ireland remains a key priority for us through the Tusla TY Programme.

The 2023/24 academic year saw significant growth and interest in the TY Programme, which aims to engage senior cycle secondary school students with Tusla's mission and career opportunities in social services. The programme has positively impacted students' awareness, interest and readiness to consider careers in social work services.

Some Key Figures

	Pilot 2022	2023/2024	Total
Number of students	448	3,843	4,291
Number of schools	7	50	57
Number of sessions	10	68	78
% of students interested in a career with Tusla	40.2	58	Increase of 17.8 percentage points

Table 1 – Growth of TY Programme led by Tusla up to and including 2024

Feedback from the programme indicates that students gained a deeper understanding of Tusla's mission and the critical role it plays in society, fostering a greater sense of social responsibility and empathy. The programme highlighted diverse career opportunities within Tusla, resulting in 17.8% of students expressing interest in potentially working for Tusla in the future in 2024.

Growing Our Workforce

We aim to grow a sustainable workforce and through our developmental initiatives, sponsorships, bursaries and apprenticeships, a total of 170 individuals are getting support from Tusla to qualify as Social Workers, as outlined in Table 2.

Region	Qualifying Year				
	2025	2026	2027	2028	Total
Dublin Mid Leinster (DML)	2	13	32	-	47
Dublin North East (DNE)	2	16	15	-	33
Mid West	1	5	5	-	11
South East	3	5	8	-	16
South West	1	9	14	-	24
West North West	1	4	23	5	33
DML/DNE (Combined)	-	6	-	-	6
Total	**10**	**58**	**97**	**5**	**170**

Table 2 – Number of individuals supported to qualify as Social Workers

Culture Survey – Listening and Engaging

Engaging with our people is a key element of our Tusla People Strategy. Analysis for the update to the initial Tusla Engagement Survey, Our People, Our Future: Your View Counts was completed in 2024, to assess and benchmark progress across key metrics. Findings showed that key involvement metrics, relating to Tusla employees' relationship with their job, were relatively stable one year on from the baseline engagement survey. Job satisfaction has risen slightly, while motivation remains high. Two in three are fulfilled in their job and the same proportion believe Tusla gets the best out of them.

In terms of the loyalty engagement pillar, which reflects how employees relate to the organisation, advocacy levels and intention to remain both show positive increases, though less than half are optimistic about their own future in Tusla. Over half remain proud to work for Tusla.

During 2024, Tusla also embarked on a listening exercise with all employees through our staff surveys and engagement activities and with our service users, stakeholders and other partners within the state. This work led to the development of a new Corporate Plan and is supporting implementation of our Reform Programme. Staff health and wellbeing initiatives were implemented as a result of the listening session and culture audit including our Returning to Work Programme, Tusla Bridging Module, High Performance in a Hybrid Working Environment, and the Financial Wellness Programme. Such initiatives are designed to embed a culture of listening and engagement where all our people have a strong voice on matters linked to their work and workplace and where leadership within Tusla proactively responds to feedback.

Spotlight Story

The Impact of Social Work Apprenticeships

Tusla announces doubling of places for Social Work Apprenticeship Programme

In November 2024, Tusla increased social work apprenticeship opportunities across the country with the expansion of the 'Earn While You Learn' Level 9 Master of Social Work Apprenticeship Programme. The apprenticeship programme offers multiple entry routes, including opportunities for people without a university qualification but who have sufficient relevant experience, either paid or voluntary.

Tusla launched National Social Work Awareness Week 2024 with the announcement that it will employ more than 70 new social work apprentices for its 2025 Level 9 Master of Social Work apprenticeship programme. This innovative initiative, in partnership with University College Cork (UCC), combines academic study with full-time employment and hands-on experience, equipping apprentices to make a meaningful impact on the lives of children and families. Pictured are Daulet Nurmukhanov, Tusla Apprentice; Kate Duggan, Tusla CEO; Ger Brophy, Tusla Chief Social Worker; Rosarii Mannion, Tusla National Director of People and Change; and Louise Twomey, Tusla Apprentice.

70

new social work apprentices

36

apprentices begin their studies in September 2024

The social work apprenticeship was developed by People and Change as part of Tusla's People Strategy to support recruitment and retention of staff, and is a key pillar of the Agency's Integrated Reform Programme. The enrolment of more than 70 new social work apprentices is double that of the inaugural Level 9 apprenticeship programme that saw 36 apprentices begin their studies in September 2024. It reflects the demand by Tusla for more social workers across its various teams, including adoption, fostering, child protection and family support.

The 24-month CORU-approved programme is designed to equip participants with the skills and knowledge required to excel as a social work professional. With half the apprenticeship spent on the job, the 'earn while you learn' model includes a formal contract of employment, peer-to-peer learning, dedicated workplace mentors and full employee supports.

With a background in drama and community work, Louise brings a wealth of life experience to the course and to her future career with Tusla. Originally from Cork, Louise spent 25 years in the United Kingdom, where she graduated from drama school and worked as an actor on some notable TV soap operas. During this time, Louise did outreach work in communities through forum theatre – a type of theatre that encourages audience interaction and explores different options for dealing with a problem or issue.

Speaking about her experience in outreach work, Louise said, 'We might do a drama about homelessness, using people who are affected by the issue as the actors and then asking the audience to give their opinion of the problem; it was very powerful.'

With such a broad skillset, Louise felt well suited to the apprenticeship programme: 'I love it. It's very practical, with lab skills and scenario-based content in which one person

acts as a social worker and the other as the service user. I'll be going on my placement in January in Skibbereen, which I'm looking forward to.'

Once Louise has completed her two years in UCC she will commence a two-year contract with Tusla.

Another apprenticeship candidate is Daulet, a care-experienced person who originally came to Ireland as an asylum seeker when he was a boy. His struggles growing up in the direct provision process led him initially towards youth work, completing a BA degree in Community Youth Work at Dundalk Institute of Technology, and a postgraduate Diploma in Refugee Integration.

Speaking about his experience so far in the programme, Daulet said, 'The apprenticeship is great. Some students have Level 7 qualification, others have more; some worked as managers in child welfare-related fields, but we are all in the same boat, doing the same modules.

The course has also broadened Daulet's understanding of the applications of social work across society: 'It is so, so interesting.

> 'The course is very practical and with a welcoming environment. The course content is great but the modules I find most interesting are those in Child and Family Welfare, and Practical Skills and Fieldwork.'

You really develop as a person and get a great understanding of social work in Ireland – whether it's legislation, practice, and social issues, you get to see them all through a different lens.

> 'In doing this course, I'm representing care leavers in a way. For those who meet the requirements and are interested but are hesitant, I would highly recommend this course as it's very beneficial and I do believe you might grow just as I have in doing it.'

Data Management and Digital Transformation Strategy (DMDTS)

The digital transformation pillars of the Tusla ICT DMDTS 2024–2026 will deliver a joined-up digital environment that provides modern, secure, integrated systems to support the delivery of all Tusla services, now and into the future in support of the Tusla Integrated Reform Programme. The data management pillars of the strategy aim to improve the management and benefits of data by enhancing data governance, security, analytics and records management.

TCM and Portal – Establishing an Integrated System

Ireland has a unique organisational structure in the EU with one national agency and local delivery, providing Tusla with the opportunity to have a single national case management system for child protection, welfare, and alternative care since 2018.

This success was further built on during 2024 with the continued extension of the system to additional services. Ireland is now unique in having a national system that provides a single view of the child across child protection and welfare, educational support, and therapeutic, fostering and residential care services. This single digital integrated case file means that the Social Workers, carers and other practitioners in Tusla working with the child can now more easily collaborate and access the critical shared information they require on the child's record where appropriate.

Ireland is now unique in having a national system that provides a single view of the child across child protection and welfare, educational support, and therapeutic, fostering and residential care services.

TCM | TUSLA CASE MANAGEMENT SYSTEM

The **TCM** system was extended to 13 additional services including residential, fostering and therapeutic services over the year, and is now used by 25 services across the Agency. TCM enables all teams who are supporting a child to record their case files and collaborate under a single view. Over 140,000 new cases were managed on TCM during the year.

TP | TUSLA PORTAL

The **Tusla Portal** operates as a digital front door that enables external professionals, partners and members of the public to submit referrals and exchange information with Tusla. The Portal was extended to three new services in 2024; this included enabling childminders to complete their applications online as part of the new Childminding registration service within the Early Years service. There are now 28 services available on the system. During the year over 97,000 referrals/submissions and 31,000 other information exchanges were made online using the Portal.

Data Management Progress

> "To enhance the **management and benefits of data across Tusla in a secure, holistic and consistent manner.**"

Tusla ICT established a new integrated analytics infrastructure to support the reporting and business intelligence requirements of the Agency. In total, 34 new reports and dashboards were delivered during the year as well as a number of data integration projects that will enable further advancements in 2025. The team also delivered a range of records management initiatives, including new policy updates, record management plans and the digitisation of 1.5 million pages of historical paper records.

TCM enables all teams who are supporting a child to record their case files and collaborate under a single view.

Alternative Care Strategy

Across 2024, Tusla has continued to deliver on actions in our strategic plans for Foster Care, Residential Care and Aftercare services for children and young people. Together, these form our Alternative Care Strategy, with a primary focus on increasing capacity and supports to ensure Tusla can meet the needs of children and young people who come into our care.

In recent years, the complexities presenting in those children that do require alternative care has shown a deepening trend requiring higher levels of support, be that in foster care or in residential care. A number of combined factors impact on complexities including longer term impacts of isolation and restricted access to services during COVID-19, increased instances of exposure to DSGBV, impact of increasing poverty and homelessness and the impacts of increasing conflicts around the world. Tusla staff have had to be more efficient, targeted and creative in the provision of services, examples of which include: the development of two new Rapid Access Centres to provide bespoke responsive care with immediate residential placements to children whose living arrangement has broken down; a new streamlined single referral process for residential placements; and a suite of enhanced supports to foster carers including peer mentoring pilots, a new fostering digital support hub and targeted community and corporate fostering awareness events.

Members of the Children's Residential Services Employers Forum: Debbie Vaughan, Pathways Ireland; Debra Sherlock, Pathways Ireland; Caitriona Kearns, Tusla; Kate Duggan, Tusla; Mark Smith, Tusla; Anne Carroll, Tusla; Terry Dignan, Don Bosco Care; David Power, Smyly Trust; Rosarii Mannion, Tusla; and Sarah Roberts, Tusla, kicking off Children's Residential Services Awareness Week 2024 in TUS, Athlone. The inaugural week, which took place in September, highlighted the essential work being done by Social Care Workers across Ireland in supporting vulnerable children and young people in residential care.

Recognising the responsibility on all state agencies, services and communities to support these children and young people, Tusla has also concentrated on influencing other departments and agencies to deliver more integrated planning and service delivery that better meets the needs of these children and young people.

The following sections highlight some of the key areas of work in 2024 to deliver on Alternative Care demands while setting us up to continue to deliver this support into the future.

Increasing Residential Services for Children in Care

Children's Residential Services (CRS)

Tusla continued delivery of its Strategic Plan for Residential Care Services 2022–2025, resulting in 10 additional beds for children and young people opening in Tusla-owned centres in 2024, made up of six beds in new centres and four in existing centres. An additional 56 residential beds were opened by private providers across 2024. While 66 new residential care beds were opened, there was a loss of 19 beds during the same period (one from a Tusla centre and 18 from private providers).

This means a total of 47 additional beds were delivered in 2024 to help meet the residential care needs of children and young people in our communities so that they can live and develop in a safe and caring environment.

Increasing overall bed capacity has meant that Tusla has been able to reduce reliance on Special Emergency Arrangements, meaning that there is more opportunity to place children in more stable placements as quickly as possible to better help improve their outcomes.

SCSIP Residential Services

The increase in unaccompanied children arriving from Ukraine and other countries seeking the protection of the state has continued, with 570 children being taken into care or accommodated by Tusla's Separated Children's Team across 2024. The team has opened 20 new registered children's centres. This is a total of 128 extra beds in 2024, to provide a safe place for these children in partnership with providers across the country. This has meant that when vulnerable children arrive in Ireland on their own, we have more placements available so that their needs are met via a care plan or placement plan.

570

children being taken into care or accommodated by Tusla's Separated Children's Team across 2024

Increasing overall bed capacity has meant that Tusla has been able to reduce reliance on Special Emergency Arrangements.

We have financed the capital purchase of five additional properties.

Increased Demand for Alternative Care

Despite making advances in increasing the residential care capacity for both children in the community and unaccompanied children arriving from other countries, providers of children's residential care across the statutory, voluntary and private sectors continue to experience issues in their ability to expand bed capacity at a sufficient pace to meet the ever-growing demand.

This is particularly so in relation to identifying appropriate properties in the context of the ongoing housing crisis and in terms of attracting appropriately qualified staff given the nationwide shortage of social care qualified staff. Under Tusla's Alternative Care Strategies in 2024, we have financed the capital purchase of five additional properties for future residential development, completed substantial groundwork for the delivery of an additional 45 beds in statutory centres in 2025 and put in place a series of measures to ensure our ability to recruit and retain suitably qualified staff to man these centres when operational.
In addition, the SCSIP service will continue to grow its residential and accommodation capacity in line with available resources.

Special Care for the Most Vulnerable Children

For some of the most vulnerable children, often with very challenging and complex psychological needs, Special Care is a critical and specific intervention aiming to provide stabilising and safe care in a secure therapeutic environment.

With ongoing difficulties in building and maintaining capacity in Special Care provision, the Agency continued to focus on addressing the complex issues impacting the capacity challenges, and a number of actions were taken that will help lay the foundations for increased capacity in 2025 and beyond.

These included the development of targeted Special Care recruitment campaigns with expanded qualifications, as well as additional retention, safety and wellbeing initiatives for existing Special Care staff, resulting in a reduction in VHA instances and associated absence rates. Through our Alternative Care Strategies, Tusla also continued to work on the expansion of placement capacity across the continuum of care, resulting in 45 additional residential beds available in mainstream provision, with an additional five houses financed for capital purchase in 2024 and development to progress in 2025. More mainstream beds mean greater opportunities to support Special Care step-down and transition initiatives.

Pat Rabbitte, Chairperson, Tusla, delivers opening remarks at the Tusla Child Care Law Conference 2024. The conference centred around interagency cooperation in relation to children in care, and brought together stakeholders across the spectrum of justice, health, rights and advocacy groups, and social work and social care.

Tusla also completed a programme of ICT modernisation in Special Care centres and progressed a digital transformation plan, resulting in all three Special Care centres now using a new integrated Centre Management System to manage bed capacity.

Tusla commenced the implementation of key recommendations to build on the strategic action plan already in place and being implemented to strengthen and increase capacity of Special Care Services.

Spotlight Story

Transforming Care:

The Impact of Safety Pods at Crannóg Nua Special Care Centre

Special Care is designed to provide short-term, therapeutic, stabilising care within a safe and therapeutic environment for young people aged 11–17. Placement in Special Care requires an official order from the High Court, reflecting the serious nature of such a decision. The primary goal of Special Care is to create a supportive setting that allows a young person to achieve stability and transition back to a community-based placement as quickly as their needs allow. Special Care Units provide a higher staff-to-child ratio, ensuring more individualised attention and support, which is crucial for the complex needs of these children and young people.

Special Care Units differ from general residential care facilities in several ways. These secure environments detain the child not due to criminal behaviour, but for their own protection and wellbeing. Many of the young people present with significant behavioural challenges which pose risks to themselves or others. Because of this, Special Care workers at times have to respond to incidents of violent and aggressive behaviour from one or more of the young people they care for. Despite being only 0.2% of children in care, Special Care accounts for 33% of incidents of VHA in Tusla. These behaviours often stem from past trauma, making crisis intervention a crucial part of their care, and at times, these behaviours can result in the staff having to physically intervene to ensure the safety of the young person and other young people and staff in the unit.

57.5%

reduction in previous methods of restraint

12

Staff absence days due to restraint-related injuries (decrease from 230 days in 2023)

Within Crannóg Nua Special Care Unit, a new initiative has been making a significant difference in how young people in care experience crisis interventions. In February 2024, the unit introduced Safety Pods, which are specialised, medically approved beanbags designed to provide a safe and dignified method of restraint when it is needed to protect young people and staff from harmful behaviours. Over a six-month pilot, these pods have led to a remarkable reduction in physical interventions, have improved safety for both staff and young people, and have enhanced the overall care environment.

Before the Safety Pods, staff relied solely on Therapeutic Crisis Intervention (TCI) techniques that retained some risks such as injuries to staff and young people, and potential for increased trauma exposure. The initiative was carefully planned and implemented by a dedicated leadership team at Crannóg Nua, led by Jacqui McCann, who is the Person in Charge and Director of the service.

All staff at Crannóg Nua completed hands-on situational training, including training based on real-life scenarios, learning how to safely use the pods while still applying the principles of TCI. The young people were encouraged to use the pods as part of their daily environment, making them a familiar and comfortable presence rather than just an intervention tool.

The results of the pilot programme have been very positive. There was a 57.5% reduction in previous methods of restraint, with no injuries reported among either staff or young people during interventions. Staff absences due to restraint-related injuries dropped dramatically from 230 lost days in the previous year to just 12 days. The feedback from young people, staff and families has been overwhelmingly positive.

While not all young people have experience of restraint, those who do praised the Safety Pods as being 'safer', 'more comfortable', and 'more child-friendly'.

Some parents who have seen the Safety Pods in person in Crannóg Nua have commented on how they are a good addition and 'a great idea'.

The initiative has significantly improved the overall work environment, contributing to staff morale and retention. Staff are continuing to refine the use of the pods through ongoing reviews and training updates, ensuring the best possible outcomes for young people in care. The initiative aligns with key recommendations from Tusla's 2022 Report of the Task Force on Special Care, particularly in enhancing the care experience for young people, improving overall outcomes, strengthening the capacity of special care, and supporting staff recruitment and retention.

Foster Care Supports

Foster care remains a top priority for both Tusla and the Department and during 2024, we continued to strengthen our supports for the recruitment and retention of Tusla foster carers so that more children in need of care can be placed in a family setting.

In addition to positive increases in the foster care allowance rates in 2024, a new dedicated National Fostering Recruitment team was put in place to increase the recruitment of foster carers in a strategic and planned way. With 211 approvals, 2024 saw a 21% increase in the number of new foster carers approved compared to 2023 (173).

Tusla completed a foster carer training needs analysis and piloted a comprehensive foster care induction programme for new foster carers to better prepare and support them in their foster care journey. A pilot peer support model was explored for experienced foster carers to provide peer support to new or less experienced foster carers across many parts of the country. Reviews of the pilot to date indicate very positive results that will inform future development of the peer support approach. We also launched a Foster Care Digital Hub to provide online access to information, advice and resources for foster carers. A 'Charter for Tusla Staff and Foster Carers' was also developed to promote an understanding of the roles, responsibilities and commitments of both Tusla staff and foster carers. It emphasises effective communication and care planning.

As part of the Strategic Plan for Foster Care Services 2022–2025, these developments represent a widening of the range of supports available to foster carers as well as a step forward in the Agency's focus on recruitment and retention of oster carers, which will promote better outcomes for children coming into care.

Spotlight Story

Together We Grow: Bloom 2024

In Pursuit of Foster Carers: Bloom and Fostering Awareness Month

Tusla launched its sponsored garden, 'Together We Grow', at Bord Bia Bloom 2024. It also marked the beginning of Fostering Awareness Month, an essential campaign for raising awareness about the ongoing need for foster carers and for highlighting how Tusla Fostering supports and works with foster carers to achieve the best outcomes for foster children. Pictured at the garden are Eilish Funue and Harley Judge.

Tusla – Child and Family Agency marked the beginning of its annual Fostering Awareness Month with its presence at Bord Bia Bloom 2024, unveiling a stunning garden titled *Together We Grow*. A heartfelt tribute to Ireland's foster carers and the children they support, the garden was not only a symbolic representation of growth and care; it also captured the public's imagination, winning the prestigious People's Choice Award for 2024.

The Tusla Fostering Garden, designed by landscape artist Robert Moore with input from foster carers and care-experienced young people, served as both a physical and an emotional centrepiece for the launch of Tusla's Fostering Awareness Month. The garden conveyed the journey of children in care: how they can grow, flourish and reach their potential when provided with a safe, supportive and loving home.

In attendance was Seán Walsh, who became an approved foster carer after visiting Tusla's Bloom garden in 2023.

‘My partner Clinton and I moved back to Ireland after many decades away about two years ago,’ he said. ‘We were sitting in our house talking about how good our life was, and how good we have it, and wouldn’t it be nice to share that with children.’

‘The idea of fostering came up. Nothing happened, but then my sister took me to Bloom as a birthday present. We came along and saw Tusla. We approached the stand and the next thing I was on training courses and having an assessment from social workers.’

‘When I left Ireland in the 1980s, I never thought it would be possible for a gay man to open up and have children in his house. Suddenly here I am with my partner, at over 60 years of age, back in beautiful Ireland with a total change of attitude.’

Ireland is recognised as a global leader in foster care; however, the need for new foster carers remains urgent. Through the Tusla Fostering Bloom garden and the broader awareness campaign for Fostering Awareness Month, Tusla aimed to reach people across the country and challenge misconceptions about who can foster.

‘There are many myths about fostering,’ said Tusla’s National Foster Care Lead. ‘The reality is, our foster carers come from all walks of life – whether they are single, renting, over 40, in same-sex relationships, part of the Traveller community, from migrant backgrounds, or living with a disability. What matters most is the ability to provide a safe and supportive home.’

Louise Jackson and Paul McLaughlin representing Tusla Fostering in Donegal at the Inishowen Pride Parade, which took place on Sunday, 2 June in the town of Buncrana.

The campaign aimed to recruit new foster carers for all types of care, including short-term, long-term, emergency placements and respite fostering. As demand continues to grow, it is increasingly important that Tusla finds carers within local communities, allowing children to maintain vital links with their friends, schools, sports and wider social networks.

Throughout June, Tusla hosted a nationwide programme of events, both in-person and online, to inform and engage potential foster carers. These sessions offered the public a chance to speak directly with Tusla's fostering teams and current foster carers, ask questions, and explore if fostering might be the right path for them and their families.

Winning the People's Choice Award at Bloom was a proud moment for Tusla, but more than that, it served as a powerful reminder of the impact that foster carers make every day, often behind the scenes. As Tusla marked the year of its 10th anniversary, the Together We Grow garden was a timely reflection of the Agency's ongoing mission: to promote and enhance safety, wellbeing and outcomes for children in Ireland. Foster carers have played, and continue to play, a vital role in that mission.

Organisational Reform: Delivering a Child and Family-Centred Service in Every Community in Ireland

In 2024, Tusla made significant strides in delivering on its ambitious Integrated Reform Programme (TIRP), a system-wide transformation designed to improve how we support children, young people, families and our workforce. At the heart of this change is the Local Integrated Service Delivery (LISD) model, which aims to ensure that children and families receive the right service, from the right professional, at the right time. This will enable Tusla to continue to meet the growing demands of children and families in Ireland.

Children and families will receive the right service, from the right professional, at the right time.

Spotlight Story

Local Integrated Service Delivery: A New Service Model for Tusla's Future

Driving Transformational Change: Progress on Tusla's Integrated Reform Programme in 2024

The TIRP is the transformational programme underway in the agency, to strengthen the way in which we respond to children, young people and families across Ireland.

The programme has five key pillars, to support services that are child-centred, equitable, integrated and responsive to emerging needs, to support staff and to strengthen public confidence.

Key Milestones and Achievements in 2024 (Five Pillars of Reform)

1. Local Integrated Service Delivery (LISD) Model:

This element of the Reform Programme relates to the future structure and service delivery model for our community services across Ireland. It places the child and family at the centre of our planning and service delivery, addressing inconsistencies in service structures and promoting multidisciplinary working, integration of services, improved access, and equity in resource allocation.

A major milestone in 2024 was the approval and initiation of new regional and network structures, supporting the transition from 17 Areas to 30 Network Areas, based on evidence and data related to population needs, deprivation and service demand. This redesign aims to ensure equality in service access and a more responsive and integrated service, and strengthens governance and accountability.

The LISD model introduces a widened and unified 'Front Door' to Network Services, a single point of access for early intervention, family support and child protection services, and the implementation of Local Integrated Teams, responsible for an integrated response to children and families in local geographical areas, in line with presenting need.

In 2024, the final design of the LISD model was completed following significant national, regional and local consultation processes with staff, which informed the design and implementation plan, ensuring a model grounded in frontline insight and experience. The planned 'go live' date for the implementation of the local integrated service delivery model is 1 January 2026.

2. Strengthening Foster Care:

A key focus of the Reform programme is to increase fostering placements to meet demand, to recruit new Foster Carers from diverse backgrounds, and to strengthen our support to existing Foster Carers.

In 2024, a national increase to the foster care allowance was secured, and new posts were established including national leads for Fostering, and Peer Support Workers to provide peer support for Foster Carers, particularly those starting out on their fostering journey.

3. Expanding Residential Care & Aftercare Capacity:

Recognising the urgent need to increase residential care provision, a targeted approach to the expansion of residential care provision was taken. Tusla opened its first statutory residential centre since 2018, secured the purchase of nine properties, secured increased sustainability investment for community and voluntary and private providers and introduced an integrated revised referral and allocation process to ensure more timely and appropriate placements for children with complex needs. These changes are part of a broader shift towards delivering stable, therapeutic and evidence-based residential care services.

In aftercare services, efforts were focused on ensuring every eligible young person turning 18 has a dedicated aftercare worker and plan. As a result, a greater proportion of care-experienced young adults now receive timely, tailored support during their transition to independence, and 70% of young people in aftercare were in education and training.

4. Enhancing Workforce Capacity and Retention:

Tusla remains focused on nurturing and retaining a skilled, valued workforce. In 2024, a range of initiatives were implemented to address recruitment and retention, including:

- overseas recruitment campaigns
- the launch of a 'Return to Tusla' campaign
- new bursary and apprenticeship programmes for social care and social work
- a national All-Staff Survey with follow-up action planning
- expanded mentoring, coaching, and leadership development initiatives.

5. Developing National–Regional Services:

To strengthen governance and accountability of Regional and Local Services, the design of new consistent regional structures was agreed, with a process commenced for the realignment of services and resources to ensure consistency and efficiency and to make decision making local and more responsive.

Looking Ahead

The key deliverables achieved in 2024 mark a turning point in the implementation of our Reform Programme, creating a structure and service delivery model system where resources follow need, services are joined up, and staff are empowered to deliver meaningful support.

As we move into the next phase of implementation in 2025, Tusla will continue to build on these achievements, ensuring that reform is not only delivered but embedded across the organisation in a measurable way to improve everyday practice and outcomes.

‘One of the main functions of the Board is to give strategic direction, and considered support, to the work of staff and management’.

Mr Pat Rabbitte, Chair of the Board

Corporate governance comprises the systems and procedures by which organisations are directed, controlled and managed. Tusla is committed to achieving the highest possible standards of corporate governance. The Agency, in pursuit of its governance objectives, has adopted the Code of Practice for the Governance of State Bodies (2016) and put procedures in place to seek to ensure compliance with the Code.

The Code of Practice for the Governance of State Bodies sets out the standards of good practice in relation to Board leadership, effectiveness and accountability, and takes account of governance developments, public sector reform and stakeholder consultations.

The Board is accountable for the management of the Agency and is strongly guided by the principles set out in the Code in meeting its responsibility to ensure that all activities meet the highest standard of corporate governance. The structure of this section broadly follows the key principles identified in the Code of Practice for the Governance of State Bodies 2016.

Leadership and Effectiveness

The Role of the Board

The Board provides leadership and direction through its governance framework. The key relationships supporting the governance framework include the Board committee structure, CEO, Executive Management Team, and the Minister and Department of Children, Disability and Equality.

The functions of the Board are set out in Section 8 of the Agency's governing legislation, the Child and Family Agency Act 2013.

The Board is collectively responsible for establishing the Agency's overall strategic direction within the limits of its statutory authority. The Board agrees the Agency's strategic aims with the Minister having regard to the Performance Framework, and through the Corporate Plan ensures optimal use of resources to meet its objectives.

This is the first year of the Agency's Corporate Plan 2024–2026. The Plan identifies three high-level strategic areas – Practice, Culture and Structure – under which the Agency's goals and objectives have been established. These strategic areas are interconnected and are focused on addressing our challenges and ensuring a process of continuous improvement.

The Board is responsible for ensuring the integrity of the Agency's accounting and financial reporting system and for ensuring that effective systems of internal control are instituted and implemented.

The Board reviews the Agency's controls and procedures to provide itself with reasonable assurance that such controls and procedures are adequate to secure compliance with its statutory obligations.

Board Composition and Structure

The Child and Family Agency Act 2013 as amended by the Family Leave and Miscellaneous Provisions Act 2021 makes provision for the appointment of a Chairperson, Deputy Chairperson and nine Ordinary Board Members. The following changes are noted:

- Anne O'Gara stepped down as Deputy Chair as of 31 January 2024 but remained on the Board as the DE nominee.
- Avril McDermott was appointed Deputy Chair with effect from 1 February 2024.
- P. White completed his second term of office as a Board Member on 2 February 2024.
- John McDaid was appointed as an Ordinary Board Member on 30 August 2024.

Board members are appointed by the Minister for Children, Disability and Equality with the consent of the Minister of Public Expenditure, NDP Delivery and Reform. The term of office for Board Members ranges from three to five years.

Board members have the appropriate range of skills which allows them to discharge the functions required of them. In the furtherance of their duties, Board Members may take independent professional advice, where they judge it necessary to discharge their responsibilities as Board Members.

Gender Balance in the Board Membership

As of 31 December 2024, the Board had five (45%) female and six (55%) male members. The Board therefore meets the government target of a minimum of 40% representation of each gender in the membership of State Boards. The gender balance of the Board is taken into consideration when appointing new Board members.

Board Meetings

In 2024, the Board held 10 meetings (in accordance with Section 22 (2) of the Child and Family Agency Act 2013). A detailed report on the composition of the Board, its membership, Board committees, schedule and attendance at Board and committee meetings in 2024 is contained in the Governance Statement and Board Members' Report within the Annual Financial Statements (Part II) of this report. Board meetings were in-person meetings, with Board Committees opting for a combination of virtual and face-to-face meetings.

CEO and Executive Management Team

The Board delegates the day-to-day management, control and direction of the Agency to the CEO except for the specific functions it reserves to itself. Oversight of decisions that are delegated by the Board is retained through a robust reporting framework involving the Board committee structure, CEO and Executive Management.

Executive Management Team in 2024

Ms Kate Duggan, CEO

Ms Clare Murphy, Interim National Director, Services and Integration

Dr Anthony O'Leary, National Director, Quality and Regulation

Ms Rosarii Mannion, National Director, People and Change

Mr Fergus O'Cuanachain, Chief Information Officer

Mr Pat Smyth, National Director, Finance and Corporate Services

Board Effectiveness

The Board conducts an annual evaluation of its own performance in compliance with the Code of Practice for the Governance of State Bodies 2016. The purpose of the evaluation is to review the Board's own operation and identify ways to improve effectiveness.

In accordance with the Code of Practice for the Governance of State Bodies 2016, the Board conducted a self-evaluation of its own effectiveness in 2024.

To develop and maintain the Board's effectiveness, its members are provided with opportunities to enhance their understanding of the work of the Agency through meeting with Tusla staff and commissioned service providers, site visits, presentations from external stakeholders and invitations to Tusla conferences and events.

An induction programme is in place to familiarise new Board Members with the work of the Agency. Key elements of the induction programme include meetings with the Chair, briefing by the Board Secretary, and meetings with the CEO, Executive Management Team and managers on specific topics as required. New Board Members are also invited to observe the meetings of each of the Committees to support their understanding of the governance and scope of the Board's committee structure. Board Members, as part of a continuing development programme, are encouraged to attend relevant courses and invited to Tusla conferences and events.

The Chairperson of the Board engages with the Minister and the DCDE on Board succession, to ensure an appropriate mix of skills, diversity and experience on the Board.

Codes of Conduct, Ethics in Public Office and Additional Disclosure of Interests by Board Members and Protected Disclosures

The Ethics in Public Office Acts 1995 to 2001 set out statutory obligations that apply to Board members and employees. The Board complies with the Ethics in Public Office Acts 1995 to 2001 and has adopted, in accordance with the Child and Family Agency Act 2013, its own Code of Conduct, which is available on the Tusla website.

In addition to the Ethics in Public Office Acts 1995 to 2001, Board Members make an annual disclosure of any potential or actual conflict of interests. Board Members are responsible for notifying the Board Secretary on an ongoing basis should they become aware of any change in their circumstances regarding conflicts of interest.

Tusla has established and maintains procedures for the making of protected disclosures and procedures for dealing with such disclosures.

In accordance with Section 22 of the Protected Disclosures Act 2014, Tusla will publish an annual report on the number of protected disclosures received in the previous year and resulting actions.

Accountability

Compliance with the Child and Family Agency Act 2013 and Corporate Governance Codes

The Agency has adopted the Code of Practice for the Governance of State Bodies (2016) and has put procedures in place to seek to ensure compliance with the Code. The Code of Practice for the Governance of State Bodies 2016 sets out the principles of corporate governance that State Boards are required to observe.

The Agency monitors its compliance with its legal and governance obligations as set out in the Child and Family Agency Act 2013 and the Code of Practice for the Governance of State Bodies 2016 with the assistance of compliance checklists and biannual meetings with the DCDE Governance Unit. The Agency is compliant with all aspects of the Child and Family Agency Act 2013 and complies with the principles of corporate governance that the Board is required to observe under the Code.

Tusla's Code of Governance

The Agency is required under Section 50 of the Child and Family Agency Act 2013 to prepare and submit a Code of Governance to the Minister for Children, Disability and Equality (CDE) for approval. The Child and Family Agency Act 2013 and the Code of Practice for the Governance of State Bodies 2016 form the basis of Tusla's Code of Governance. The work and responsibilities of the Board, Chairperson and CEO are set out in Tusla's Code of Governance, which also contains matters specifically reserved by the Board for decision.

The Board reviews the terms of reference of each of the Board sub-committees on an annual basis, approves the Agency's Standards of Integrity and Code of Conduct and reviews its vision, mission and guiding principles having regard to its statutory functions when developing the Agency's Corporate Plan.

The Board reviewed its key governance documents in 2023 and is continuing to work on the development of a digital version of its Code of Governance. The digital Code will be based on the Code of Practice for the Governance of State Bodies 2016 principles and provisions and the Agency's legislative requirements.

The Board reviews adherence to its Code of Governance through ensuring clear lines of responsibility and compliance with the Board's terms of reference, standing orders and reporting requirements.

Oversight Agreement

Under Section 8.4 of the Code of Practice for the Governance of State Bodies 2016, the Department of Children, Disability and Equality is required to ensure that it has a written Oversight Agreement in place with Tusla. The Oversight Agreement is required to reflect:

- the legal framework of Tusla
- the environment in which it operates
- the purpose and responsibilities of Tusla
- Tusla's level of compliance with the Code
- details of the performance delivery
- agreement and arrangements for oversight, monitoring and reporting on conformity with the Oversight Agreement.

The arrangements set out in the current Oversight Agreement apply with effect from April 2022 until the date the next Oversight Agreement is signed, subject to any other agreed arrangements in the interim.

Financial and Business Reporting

In accordance with the Child and Family Agency Act 2013, the Board is required each year to prepare and adopt an Annual Report in relation to the performance of the Agency's functions and approve the Annual Financial Statements (AFS). The Board considers the AFS to be a true and fair view of the Agency's financial performance and its financial position at the end of 2024. The Board Members' responsibilities regarding the financial statements are set out in the AFS 2024.

The AFS and Annual Report for 2024 have been drafted in compliance with the Child and Family Agency Act 2013 and the Code of Practice for the Governance of State Bodies 2016. The 2024 Annual Report is the 11th Annual Report published by the Agency and the first report published under the Corporate Plan 2024–2026.

Board Evaluation of Performance against 2024 Business Plan

The 2024 Business Plan was prepared in accordance with the requirements of Section 46 of the Child and Family Agency Act 2013, and in response to the Performance Statement 2024, issued by the Minister for CDE to the Chair of the Board. Figure 2 provides a summary overview of the end of year status of the 2024 Business Plan Actions.

The actions that were not achieved in 2024 have been included within the actions of the 2025 Business Plan.

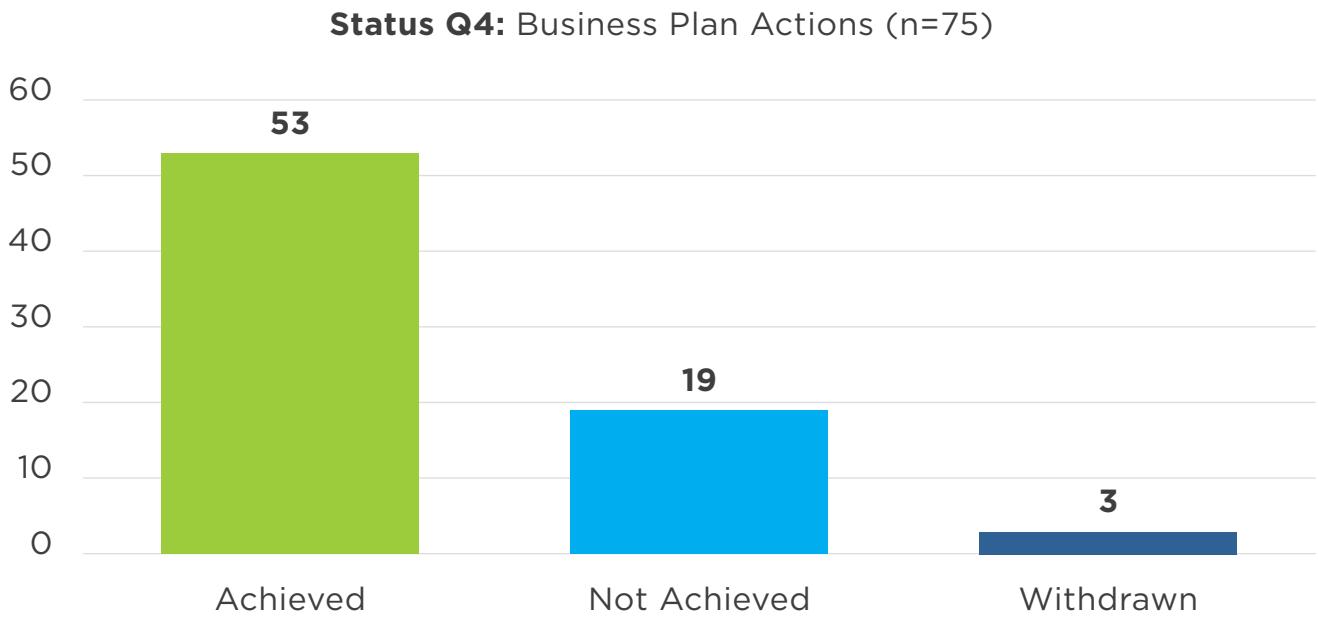


Figure 2: Status of Business Plan Actions 2024

Corporate Plan 2024–2026

Tusla embarked on the development of its Corporate Plan 2024–2026 during 2023 in response to the Performance Framework 2024-2026 issued by the Minister for CDE and the Minister for Education and in accordance with the requirements of Section 42 of the Child and Family Agency Act 2013. Through a process of stakeholder engagement and internal and external analysis, the Corporate Plan 2024-2026 was developed and delivered to the Minister for CDE and the Minister for Education at the end of 2023. The plan outlines the key actions that Tusla will take throughout the period 2024–2026, in partnership with government departments, other state agencies and funded services, to help to ensure that children and young people are safe and protected, and that individuals and their families have timely access to consistent and integrated services.

The plan also sets out the Agency's revised Purpose and Mission, and Vision, and its core values of Trust, Respect, Kindness and Empowerment, which together form the foundation upon which the Agency provides its services. Central to the Corporate Plan 2024–2026 is the Agency's ambitious and ongoing reform of its Practice, Structure and Culture through the Tusla Integrated Reform Programme.

Strategic objectives in the plan are underpinned and influenced by three pillars:

- **People:** To attract, retain and grow a diverse and capable workforce and promote a positive culture so that our people can effectively respond to service users, feel supported and have pride in our services and the Agency.
- **Practice:** To design, deliver and govern services to ensure they are timely, equitable, integrated and consistent, and meet the needs of those that use them.
- **Public Confidence:** To ensure the services we deliver meet the standards our service users are entitled to, and are compliant, high-quality, transparent and visible across communities, in order to promote public trust and confidence in Tusla.

The Corporate Plan launched in Quarter 1 2024 along with the first of its three Business Plans, which set out the actions taken in 2024 to work towards achieving our objectives.

Statement on Internal Controls

In 2024, the Board continued and improved on the work commenced in 2021 in relation to the reviewing of the internal controls and risk management processes in place throughout the Agency. The Board's assessment of the system of internal controls formed the basis of the Statement on Internal Controls (SIC) for 2024. The Board acknowledges its responsibility for ensuring that an effective system of internal control is maintained and operated.

As required by the Code of Practice for the Governance of State Bodies 2016, the Chair of the Board makes a statement on behalf of the Board to demonstrate the arrangements for implementing a system of governance and financial controls.

Risk management continues to be a key area of focus for the Board and Board Committees and is a standing item on Board and Committee agendas. The Board undertook its annual review of its Enterprise Risk Appetite Statement in 2024.

Tusla is committed to:

- adopting a proactive approach to the management of risk to support both the achievement of objectives and compliance with governance requirements
- ensuring that risk management is seen as the concern and responsibility of everyone and embedded as part of normal day-to-day business
- ensuring that risk management principles and practices form an integral part of its culture, governance and accountability arrangements, decision-making processes, strategic and operational planning and reporting, and review, evaluation and improvement processes.
- establishing and providing the necessary structures, processes, training and other supports required to implement this policy.
- a high standard of governance and compliance through ensuring risk is managed in line with the Code of Practice for the Governance of State Bodies.

Tusla's Audit and Risk Committee met regularly across 2024 and reviewed the National Corporate Risk Register (NCRR) on a quarterly basis on behalf of the Board, followed by a quarterly review of the NCRR by the full Tusla Board.

Organisational Risk and Incident Management

Organisational Risk Management is progressing well on the path to maturity. The Agency organisational risk system is now structured across the Risk Framework (policy, procedures, guidelines, links, training), Risk Methodology (top-level commitment, risk champions, risk management process, risk management reporting) and Risk Deliverables (risk appetite; risk register with controls, mitigations and actions; priority areas identified; reporting). These are all supported by an underlying ICT system that aids with automation, control and assurance. Recently, the risk system was enhanced by the adoption of a re-categorisation which significantly better aligns with the Agency's needs and updating of the risk appetite statement. These categories (Safety, Service Delivery, Information Governance, Reputation and Public Trust, Organisational Strategy and Projects, and Financial) have enabled sub-categorisation under these domains, improving risk profiling in the Agency.

In 2024 the progress on the path to maturity allowed focus on the effectiveness of the Risk Management system. An internal audit (IA) of the National Corporate Risk Register (NCRR) was undertaken to review the existence and effectiveness of mitigating controls. This allowed identification on specific areas to enhance the risk system.

There were specific actions to ensure risk management is embedded across all levels of Tusla through the development and rollout of an applied risk management training programme to all relevant staff. Areas that were emphasised were risk and control scoring effectiveness, additional focus on mitigation measures, ensuring that risk event descriptions are clearly documented, and ensuring that controls/actions/ mitigations address the described risk. Feedback from the regional chief officers was very positive on the embedding and use of the risk system.

Key assurances that the risk management system is maturing are gleaned from the fact that the Agency has an up-to-date complete listing of top risks, that appropriate actions are aligned with the risk appetite, that the Agency is implementing actions on a timely basis, and that there is a focus on identification of emerging risks.

Practically, over the past 2 years the Agency has closed or de-escalated 10 risks on the NCRR through focused investment and actions. This included four risks in 2024 (Health and Safety, Public Confidence, Special Emergency Arrangements, Separated Children Seeking International Protection) that were sufficiently reduced to be de-escalated off the NCRR for continued management within the operational system without oversight of the Board. Additionally, one new risk was identified and added to the NCRR (Integrated Reform Programme). A summary of the National Corporate risks can be found in Appendix 2.

In addition to the Risk Management system, the Agency focuses on all incidents. The Agency Incident Management Policy states that all incidents within the Agency are identified, reported and reviewed on the National Incident Management System (NIMS), which is part of the State Claims Agency (SCA).

To support services in complying with this policy, and to promote a consistent approach to the management of all incidents, the Agency provides guidance and training. In 2024 the majority of incidents reported on NIMS had a very low severity rating (classified in NIMS as negligible). Serious incidents accounted for less than <0.5% of all incidents (classified in NIMS as extreme): a reduction from 2% in 2023. A key target for 2024, which was achieved, was that greater than 90% of serious incidents have reviews completed.

The Agency has continued to increase focus on Environmental, Social and Governance (ESG). The Social pillar is strongly served by our People Strategy and focus on Public Sector Duty (e.g. diversity and equality requirements, engagement with communities, dedicated child and youth participation resources).

Our Governance pillar is strongly served by our Board Office and the introduction of an Integrated Financial Management System (e.g. government code of governance, codes of conduct, declarations of interest, Board reporting, statements of control, fraud). 2024 has seen increased attention on the Environmental pillar. The Agency is committed and is delivering on all environmental building regulations and only investing in electric vehicles for our car fleet. The process of ensuring delivery on the statutory requirements of the Climate Action roadmap is underway: Tusla Estates is overseeing the deep retrofitting of new house purchases, with four completed in 2024 and a further six in construction. The establishment of a pilot Green team programme is planned for 2025 and the development of a roadmap to 2030 for energy-saving projects.

Focus for 2025

In 2025, the Board will focus on the support and implementation of the goals and objectives as set out in the 2024–2026 Corporate Plan.

Tusla Reform Programme: Enabling high-quality child- and family-centric services for the future

The urgent need to build Tusla's capability to meet the increasing needs of children and families into the future was accepted by the Board, the Executive and the Department of Children. As we approach some of the critical steps in our Reform Programme, I wanted to give you a brief outline of what has happened to date and what you will see next.

The Organisation Development Committee (ODC), which is a subcommittee of the Board, was tasked to partner with the CEO to develop a realistic implementation Reform Programme for Tusla, that took account of the many stakeholders but kept children and families at its core. Consultations took place across many groups including employees, and these are continuing at each phase. The subsequent Reform Programme was approved, a main feature of which was to deliver a new local team model for child- and family-centric services.

It was clear that we needed to put in place more robust infrastructure systems to enable a new model. First the Board approved the in-house development of a TCM system, recognising this was an essential precursor for the model. Ireland is now unique in having a national system that provides a single view of the child across child protection and welfare, educational support, therapeutic interventions, fostering and residential care services. This single digital integrated case file for each individual child means that Social Workers, Social Care Workers and other clinical practitioners in Tusla can easily collaborate and can access the critical shared information they require, all within General Data Protection Regulation (GDPR) guidelines.

Social Workers, Social Care Workers and other clinical practitioners in Tusla can easily collaborate and can access the critical shared information they require.

In tandem, a new top team was appointed, and the Agency was restructured into six new regions with six regional Directors.

This paved the way for the commencement of Phase 3 – the most important phase of the Reform Programme, with the design of a new model for local teams delivering the full range of services to children and families in every community in Ireland.

In 2024, the Board approved the establishment of 30 local networks and over the year the final design of a new local team model was completed following intensive consultation and feedback.

Over 2,000 staff engaged in regional consultation sessions and more than 3,000 staff provided written submissions. This really helped to consolidate and improve our model of care together with our data-driven mapping system. This resulted in:

- a guiding vision that the local network teams will deliver 'the right service, at the right time, in the right place to each child/family in need'
- equitable resources allocated in response to need
- the full range of support services a child and family needs, delivered by one team who are responsible and accountable
- staff being supported and empowered to deliver meaningful interventions.

This really helped to consolidate and improve our model of care together with our data-driven mapping system.

Another element in our infrastructure system is developing Tusla's culture to support our new model. Our approach here includes best practice in organisation culture models contained in our People Strategy, key elements of which include:

- consolidating a new model of leadership through the participation of all managers in the Smurfit School Leadership Academy Programme
- consolidating achievement and accountability through the implementation of a performance achievement system
- consolidating deep engagement and listening with staff through the employee survey and the related follow-on actions
- enabling career paths to enhance skills through investing in Learning and Development (L&D).

Phase 3 of the implementation is a big 'ask' for the Agency, while continuing to carry out the day-to-day work with all its increasing complexities. During this critical phase employees will meet with their managers to understand first-hand how this implementation will work in their area. We will also be reviewing the employee survey results to gather any additional actions we may need to take. We will communicate again with stakeholder groups to advise on our progress. We will continue to listen while we drive the implementation plan forward.

The ODC and Board recognise that we could not deliver the Reform Programme without the continued commitment of our staff, children and families, stakeholders and society at large. Collectively we are enabling high-quality child- and family-centric services for the future of Ireland.

Avril McDermott
Chairperson ODC

Appendix 1: Glossary of Terms

ABC	Area Based Childhood
ACIMS	Alternative Care Inspection and Monitoring Service
ACTS	Assessment, Consultation and Therapy Service
AEARS	Alternative Education Assessment and Registration Service
AFS	Annual Financial Statements
ARC	Audit and Risk Committee
ASC	Additional Superannuation Contribution
BIT	Birth Information and Tracing
BOTP	Benefits of Temporary Protection
CFSN	Child and Family Support Network
CPNS	Child Protection Notification System
CRS	Children's Residential Services
CSR	Children's Services Regulation
CSSCU	Child Safeguarding Statement Compliance Unit
CYPSC	Children and Young People's Services Committee
DCDE	Department of Children, Disability and Equality
DE	Department of Education
DEIS	Delivering Equality of Opportunity in Schools
DMDTS	Data Management and Digital Transformation Strategy
DPENDR	Department of Public Expenditure, National Development Plan Delivery and Reform
DSGBV	Domestic, Sexual and Gender-Based Violence
DSRR	Data Subject Rights Request
EMT	Executive Management Team
ESF+	European Social Fund Plus
EU	European Union
EWO	Education Welfare Officer
EWS	Education Welfare Service
FRC	Family Resource Centre
GDPR	General Data Protection Regulation

HIQA	Health Information and Quality Authority
HSCLS	Home School Community Liaison Scheme
HSE	Health Service Executive
ICT	Information and Communication Technology
IFMS	Integrated Financial Management System
IPAS	International Protection Accommodation Services
JAI	Junior Achievements Ireland
LISD	Local Integrated Service Delivery
MOU	Memorandum of Understanding
NCRR	National Corporate Risk Register
NIMS	National Incident Management System
NTRIS	National Traveller and Roma Inclusion Strategy
ODC	Organisation Development Committee
PASM	Practice Assurance and Service Monitoring Team
PMO	Programme Management Office
PPFS	Prevention, Partnership and Family Support
PRD	Pension-Related Deduction
PSD	Public Sector Equality and Human Rights Duty
QMS	Quality Management System
RCO	Regional Chief Officer
SCP	School Completion Programme
SCSIP	Separated Children Seeking International Protection
SEA	Special Emergency Arrangement
SQC	Service Quality Committee
TCI	Therapeutic Crisis Intervention
TCM	Tusla Case Management
TESS	Tusla Education Support Service
TIRP	Tusla Integrated Reform Programme
TY	Transition Year
UCC	University College Cork
VHA	Violence, Harassment and Aggression
WRC	Workplace Relations Commission
WTE	Whole Time Equivalent
YPSP	Young Parent Support Programme

Appendix 2: Summary of National Corporate Risks

Overview of National Corporate Risks	
Information Governance	
GDPR and FOI Compliance	**How the risk is being managed**
Due to inadequate technical and organisational measures and the low level of GDPR maturity (1.5), any or all of the 8 Principles of GDPR and other legislation may be breached, resulting in an impact on service users privacy rights. Due to current resource, organisational, practice and procedures adopted across the FOI function, a lack of compliance of the provisions of the FOI Act will result in failure of statutory obligations and impact on service users and the public to access agency records.	A National FOI and Privacy Network is in place. Tusla has a multi-year, Agency-wide Privacy Programme in place to manage the devolved implementation of compliance with GDPR, Data Protection and FOI legislative obligations.
ICT Services Cybersecurity	**How the risk is being managed**
That a breach of policy, a failure of a control, the absence of a control, a technical error, or force majeure may cause a threat to exploit a vulnerability in an ICT asset causing an adverse impact on the confidentiality, integrity, or availability of information, which may in turn adversely impact the delivery of a Tusla service or corporate function.	ICT has established an information security programme of work aligned with the ISO 27001 Information Security Standard. ICT has technical and organisational risk controls in place to mitigate risks to confidentiality, integrity and availability. ICT conducts vulnerability scanning, penetration testing and information security audits on ICT assets and data environments. All systems are developed to an Open Web Application Security Project (OWASP) security standard.

Financial	
Financial Governance and Oversight There is a risk of loss of public funds and ineffective use of Tusla funding due to insufficient financial governance or oversight arrangements and systems for all services to include funded services. **Consequences: A risk of loss of public funds and reputational damage.**	**How the risk is being managed** Governance systems developed and established for section 56 and 59 funded agencies. Implementation of IFMS. The continued development of a fit-for-purpose ICT system to support governance and control of financial activity.
Service Delivery	
Corporate and Business Plan	**How the risk is being managed**
Risk that level of funding for the Agency may impact on the effective delivery of proposed services which will result in deliverables outlined in the Corporate and Business Plans not being met.	Cost control action plan in place for allocation of services within funded limits.
Special Care Service	**How the risk is being managed**
There is a risk to the continuity of service delivery for the cohort of young people who require Special Care Services due to the lack of staff/resource and placement availability for the service.	Establishment of a task force to review referrals and transfer to Special Care. Integrated Governance Model to ensure timely transition from Special Care. Recruitment/Retention measures in place. Strategic Plan for Residential Care Services for Children and Young People 2022–2025 in place.
Demand on Services Human Resource deficits	**How the risk is being managed**
There is a risk to operational service delivery in terms of social work and social care resources available due to the limited number of social workers graduating in the Republic of Ireland.	The recruitment of Regional Therapeutic Teams is ongoing. Implementation of Network Structures as part of the Integrated Reform Programme. A recruitment and retention plan has been developed.

Safety	
Demand on Services Insufficient capacity/resources There is a risk to the safety, wellbeing and welfare of children due to the insufficient capacity/ resources to meet existing levels of service demand for Children in Care, Child Protection and Welfare.	**How the risk is being managed** Children with elevated vulnerability prioritised. The Child Abuse Substantiation Policy and Procedure implemented. Development of an Alternative Care Strategic Plan. Implementation of Network Structures.

Risks escalated to the National Corporate Risk Register and some relevant measures in place to manage this risk.

Organisational Strategy and Projects	
Integrated Reform Programme There is a risk that the Integrated Reform Programme fails to realise its key objectives, including the successful implementation of the local integrated service delivery model(networks front door and local integrated team), and an increase in quality alternative care placements, due to workforce supply and retention challenges, demand on services, resources available, level of DCDE/DPENDR support, financial constraints, and stakeholder resistance.	**How the risk is being managed** A new Org Reform governance and decision-making structure established to oversee planning, implementation and successful delivery of the Reform Programme. A dedicated Communications & Engagement Workstream has been established. Significant investment has been made in building the change capacity of staff, through a Leadership Academy. A dedicated Capacity, Retention and Workforce Workstream is being developed.

The following risks no longer appear on the National Corporate Risk Register as they are being managed at a different level of management in the Agency.

De-escalated Risks 2024	
Health and Safety	**How the risk is being managed**
There is a risk to the safety, health, and welfare of staff impacted by the Agency's activities due to non-compliance to existing health and safety legislation requirements including the lack of a comprehensive safety management system. This is resulting in an unsafe workplace which in turn is caused by staff not being aware of the inherent risks due to risk assessments that are not available.	Tusla Health & Safety (H&S) Advisors form part of the Regional Management Teams. The H&S Unit assists local offices with reviews of all Health and Safety Authority (HSA) Reportable incidents.
Public Confidence	**How the risk is being managed**
Although reducing contemporaneously with regulatory inspection reports, there remains a risk of reduced public confidence in the Agency due to adverse findings from statutory investigations, inspections and serious incidents. The main remaining factors being that of consistency within practice and legacy issues. Emergency arrangements now separately treated on CRR.	Programme for improvement in place to increase compliance with regulatory requirements – as evidenced in trends of recent HIQA reports.

Special Emergency Arrangements	How the risk is being managed
There is a risk to the Agency in failing to meet several requirements (care standards, procurement, finance) through the increasing use of unplanned emergency responses referred to as Special Emergency Arrangements.	SEA Standard Operating Procedure in place to provide guidance and direction of the procurement and management of SEA providers. The Tusla Aftercare Strategy is in place for 2023–2026. Strategic Plan for Foster Care Services for Children and Young People 2022–2025.

SCSIP & Ukraine & Benefits of Temporary Protection (BOTP)	How the risk is being managed
There is a risk that Tusla will not be able to provide services in line with standards and regulations to children seeking international protection and the Ukraine due to the significant increase in the number arrivals and the lack sufficient resources to meet the demand. This could result in a large number of children being placed in Special Emergency Arrangements.	Senior Operational Group established to coordinate response pending ongoing government direction. SCSIP Project Team established.

Appendix 3: Map of Strategic Themes to Corporate Plan and Ministerial Priorities

Theme	Sub Theme	Sub Element	Corporate Plan Objective	Ministerial Priority
Service Delivery to Meet Current Demands	**Growing Demand**	Increased referrals across all services	3	MP3
		Early Intervention and Support Service Improvements	4	MP3
		Supporting and Protecting SCSIP	3	MP5
		Improved Service Quality	6	MP5
		Service Users: Listening and Responding	5, 6	
		Commissioned Services	4	MP3
		Sharing the Learning	4, 5	
		Spotlight: One Day in Tusla	1, 2, 3, 4, 5, 6	
	New and Transitioning Services	A New Childminding Service	3, 6	MP8
		Transition of DSGBV	4	MP7
	Corporate Service Delivery	Programme Management Office (PMO)	4, 6	
		Data Protection Embedded in Practice	6	
		Implementation of IFMS	6	
		Acquisition of Properties for Children in Care	6	
		Public Sector Equality and Human Rights Duty	6	MP2
		ICT in Numbers	2, 6	
		Spotlight: Birth Information and Tracing – Digitisation of Records	6	MP6

Theme	Sub Theme	Sub Element	Corporate Plan Objective	Ministerial Priority
Building Capacity for our Future	**People Strategy**	Recruitment and Retention	1	MP2
		Apprenticeship in Social Work	1	MP2
		Growing our Workforce	1	MP2
		Culture Survey – Listening and Engaging	1, 2	MP2
		Spotlight: The Impact of Social Work Apprenticeships	1	MP2
	Digital Strategy	Data Management and Digital Transformation Strategy	2, 6	MP6
		TCM and Portal – Establishing an Integrated System	2	MP6
		Data Management Progress	2, 6	MP6
	Alternative Care Strategy	Increasing Residential Services for Children in Care	3	MP4
		Increased Demand for Alternative Care	3	MP4
		Special Care for the Most Vulnerable Children	3	MP4
		Spotlight: Transforming Care: The Impact of Safety Pods at Crannóg Nua Special Care Centre	3	MP4
		Foster Care Supports	3	MP1
		Spotlight: In Pursuit of Foster Carers: Bloom	3	MP1
	Organisational Reform	Organisational Reform: Delivering a Child and Family-Centred Service in Every Community in Ireland	2, 3, 5, 6	MP6
		Spotlight: LISD: A New Service Model for Tusla's Future	2, 3, 5, 6	MP6

Annual Financial Statements

For the year ending 31 December 2024

Contents

Information

Board Address	Child and Family Agency Floor 5 Brunel Building Heuston South Quarter Dublin 8
Members of the Board	Pat Rabbitte – **Chairperson**
	Avril McDermott - **Deputy Chairperson**
	Anne O'Gara (Completed her term in office on 31 March 2025)
	Sean Holland
	Liam Irwin (Completed his term in office on 14 April 2025)
	Patricia Doherty
	Charles Watchorn
	Sean Quigley
	Susan Bowman
	Teresa McDonnell
	John McDaid
Chief Executive Officer	Kate Duggan
Bank	Danske Bank The Shipping Office 20 –26 Sir John Rogerson's Quay Dublin 2
Solicitors	Beauchamps Riverside Two Sir John Rogerson's Quay Dublin 2
Auditors	The Comptroller and Auditor General 3A Mayor Street Upper Dublin 1
Website	www.tusla.ie

Governance Statement and Board Members' Report

The Child and Family Agency (also referred to as the Agency) Board was established on 1 January 2014 with the formation of the Agency under the Child and Family Agency Act 2013. The functions of the Agency are outlined in Section 8 of the Child and Family Agency Act 2013. The Board is accountable to the Minister for Children, Disability and Equality, for the performance of the Agency's functions and its own functions as the governing authority of the Agency. Responsibility for functions under the Education (Welfare) Act 2000, including associated policy development was transferred from Tusla to the Department of Education with effect from 1 January 2021 in line with Transfer of Functions Order SI 588 of 2020.

The Chairperson accounts on behalf of the Board to the Minister for Children, Disability and Equality and the Minister for Education. The Chief Executive Officer (CEO) is responsible for leading the Agency in all its day-to-day management decisions and for implementing the Agency's long and short-term plans. The CEO acts as a direct liaison between the Board and management of the Agency and communicates to the Board on behalf of management.

Board Responsibilities

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

Section 51 of the Child and Family Agency Act 2013 requires the Child and Family Agency to prepare the accounts of the Agency in such form as the Minister for Children, Disability and Equality, 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 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 service.

The Board is responsible for ensuring that adequate accounting records are maintained which disclose, with reasonable accuracy at any time, the financial position of the Child and Family Agency and that the financial statements of the Agency properly reflect the Agency's state of affairs. The Board is also responsible for the maintenance and integrity of the Agency's corporate and financial information on the Agency's website.

The Board is 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. The Board approves the Annual Plan and Budget and monitors performance against it.

The Board considers that the financial statements of the Child and Family Agency properly present the state of the Agency's affairs at 31 December 2024 and its financial position for the year. The Board is responsible for ensuring that effective systems of internal control are instituted and implemented including financial, risk management, operational and compliance controls and these systems of internal control are reviewed annually by the Board. The Board is also responsible for establishing the Agency's overall strategic direction, ensuring that it operates within the limits of its statutory authority and sets corporate targets recommended by the CEO.

The work and responsibilities of the Board are set out in the Board's Terms of Reference and Standing Orders, Delegations of Authority and matters specifically reserved for Board decision.

Board Composition and Structure

The Agency's Board consists of a Chairperson, a Deputy Chairperson and nine ordinary members appointed by the Minister for Children, Disability and Equality. The Chairperson and Deputy Chairperson were appointed initially for a period of five years. The Chair of the Board submitted a request to the Minister to increase the membership of the Board of Tusla by two ordinary members and these appointments were made in January 2022. The required provision was enacted in the Family Leave and Miscellaneous Provisions Act 2021 that came into effect as of 1 April 2021 (other than parts 4 and 9) by Commencement Order (S.I. No. 148/2021). This amended sections 19 and 22 of the Child and Family Agency Act 2013.

Members who were appointed by the Minister to be ordinary members of the Board hold office for three, four or five years. As required by the Code of Practice for the Governance of State Bodies (Revised 2016), a self-evaluation of Board effectiveness was carried out in relation to year 2024 and is noted in the annual report.

The table below details the appointment period for current members and members who served in 2024.

Member	Role	Appointment Period
Pat Rabbitte	Chairperson	1 January 2019 to 31 December 2025
Avril McDermott	Deputy Chairperson *(Chairperson of the Organisational Development Committee)* Ordinary Member	1 February 2024 to 11 June 2025 13 June 2023 to 31 January 2024
Anne O'Gara	Ordinary Member Deputy Chairperson	1 February 2024 to 31 March 2025 25 September 2018 to 31 January 2024
Sean Holland	Ordinary Member *(Chairperson of the Service and Quality Committee)*	15 April 2023 to 14 April 2028 16 April 2018 to 15 April 2023
Liam Irwin	Ordinary Member	15 April 2023 to 14 April 2025 16 April 2018 to 15 April 2023
Patricia Doherty	Ordinary Member	20 December 2024 to 6 November 2029 7 November 2019 to 6 November 2024
Charles Watchorn	Ordinary Member *(Chairperson of the Audit and Risk Committee)*	1 January 2025 to 31 December 2028 1 January 2020 to 31 December 2024
Sean Quigley	Ordinary Member	10 January 2022 to 9 January 2027
Susan Bowman	Ordinary Member	10 January 2022 to 9 January 2027
Teresa McDonnell	Ordinary Member	10 January 2022 to 9 January 2027
John McDaid	Ordinary Member	30 August 2024 to 29 August 2029
Paul White	Ordinary Member	3 February 2021 to 2 February 2024 3 February 2016 to 2 February 2021

The Board is required to hold a minimum of 10 Board meetings per year in accordance with the Child and Family Agency Act 2013. In 2024, the Board met on 10 occasions. Minutes of all Board and committee meetings are recorded. Copies of the Board minutes are available on the Agency's website, www.tusla.ie.

Standing items considered by the Board include:

- Declaration of interests;
- Reports from Board committees;
- CEO's report on operational and risk matters;
- Reviews of the risk management framework;
- Corporate Risk Register;
- Management accounts and Annual Financial Statements;
- Corporate performance reports;
- New and revised policies;
- Reserved matters; and
- Project updates.

There is ongoing financial and operational reporting to the Board throughout the year. Board papers are sent electronically to each Board member in advance of meetings to allow time to review and consider matters for discussion and decision.

Decisions are made after all appropriate information has been made available to Board members and following due consideration of risks identified through the risk management process.

The Board has a formal schedule of matters reserved for its decision, including:

- Annual Budgets and Corporate Plan;
- Annual Reports and Financial Statements;
- Contracts and capital projects of a specific value; and
- All acquisitions and disposal of assets.

The Board delegates the day-to-day management, control, and direction of the Agency to the CEO except for the specific functions it reserves to itself. Oversight of decisions that are delegated by the Board is retained through a robust reporting framework involving the Board committee structure, CEO and Executive Management Team.

Board Committees

The Board is supported in its assurance and oversight of the organisation by its committee structure. The committees assist in the discharge of the Board's responsibilities by giving more detailed consideration to operational, financial and governance issues and reporting to the Board on any decisions or recommendations.

The committees comprise an Audit and Risk Committee, a Service and Quality Committee and an Organisational Development Committee.

Audit and Risk Committee

The composition of the Audit and Risk Committee (ARC) for the year ended 31 December 2024 included three Board members and two external Committee members. The CEO and other members of the Executive attended when necessary.

Representatives of the Comptroller and Auditor General, the Agency's external auditor, attended meetings as required and had direct access to the ARC Chairperson at all times. In accordance with best practice, the committee met with the National Director of Internal Audit and the Comptroller and Auditor General in the absence of management.

The role of the ARC is to assist the Board in fulfilling its responsibilities in relation to the Annual Financial Statements and the system of internal control, to consider and make recommendations to the Board in relation to risk appetite, risk strategy and risk management policies and procedures, and to advise the Board on the effectiveness of internal controls, governance and risk management.

The Audit and Risk Committee focused on the following matters in 2024:

- Internal control – assisted 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, thereby maintaining an effective system to review the Agency's Statement on Internal Control systems prior to endorsement by the Board;
- External audit and financial reporting;
- Internal audit – reviewed and approved the annual Internal Audit Plan and received and considered reports from the Internal Auditor and management's responses; reviewed analysis of the Practice Assurance and Service Monitoring (PASM) Teams programme of Audit and Service Review activity, and the key findings from the most recent Health Information and Quality Authority (HIQA) inspections;
- Compliance, protected disclosures, and fraud - received reports on suspected irregularities and protected disclosures and updated and reviewed compliance of the Community and Voluntary sector in receipt of over €1m regarding compliance with the Service Agreement;
- Risk management – reviewed the Risk Appetite Statement and Risk Framework Maturity Pathway; reviewed the Agency's Corporate Risk Register and monitored new and emerging risks; and received and considered reports from the Chief Risk Officer;
- Received progress reports on the development and delivery of a health and safety management system;
- Monitoring and Oversight of General Data Protection Regulation (GDPR) Programme;
- Procurement Plan and Procurement of Legal Services; and
- Acquisition and disposal of property.

Service and Quality Committee

The composition of the Service and Quality Committee for the year ended 31 December 2024 included four Board members and one external member.

The purpose of the Service and Quality Committee is to assist the Board in fulfilling its responsibilities in relation to formulating a strategy for Child Protection and Welfare, and for quality assurance and service delivery risk matters (including the outcome of investigations into the services of Tusla and bodies totally or partially funded by Tusla) and to advise the Board on the effectiveness of the Quality and Regulation Directorate.

The Service and Quality Committee focused on the following matters in 2024:

- Joint reports from the National Director of Quality and Regulation and the National Director of Services and Integration on the findings of reviews performed by the Practice Assurance and Service Monitoring Team and recent HIQA inspections, operational responses to the findings and any themes emerging and the implications for the overall risk profile of Tusla;
- Updates on Agency-wide Reform and approaches to practice;
- Monitoring the completion by management of actions arising from recommendations made on foot of investigations and/or inspections, either internal or external, into service delivery and standards within Tusla or any Body totally or partially funded by Tusla;
- Reports from the Chair of the National Review Panel and the Agency's Registered Social Care Provider;
- Reviewing Residential Care, Foster Care and Aftercare strategic plans;
- Special reports on Emergency Accommodation Placements and National Operations Risk Management and Service Improvement Committee (NORMSIC) learning from HIQA Reports;
- Monitoring the effectiveness of the Quality Assurance Division;
- Reviewing commissioned arrangements and performance against agreed service level agreements and/or service standards required;
- Service user engagement;
- Presentation by Chair of the Research and Ethics Committee;
- Reporting any significant findings or risk issues identified to the Board; and
- Reviewing and considering practice risks and how these are being identified, monitored, managed, mitigated and reported by management.

Organisational Development Committee

The composition of the Organisational Development Committee for the year ended 31 December 2024 included four Board members. Board Member and Organisational Development Committee Member Paul White completed his term of office on 2 February 2024. The resulting vacancy on this committee was not filled in 2024.

The Board of Tusla established an Organisational Development Committee to consider and make recommendations to the Board in relation to strategic organisational issues, and in a number of specific areas, to approve arrangements where the Board has delegated these functions to the committee.

The Organisational Development Committee focused on the following matters in 2024:

- Significant guidance on the development and embedding of Tusla's Structure, Practice and Culture Reform Programme;
- Significant guidance on the development of Tusla Information and Communication Technology (ICT) Infrastructure, Case Management System, and Data Management Strategy;
- Cybersecurity – received reports on systems, security risks, mitigations and assurance mechanisms;
- Incident Management Plan Review;
- Approval of Tusla People Strategy 2022–2024;
- Development of Tusla People Strategy 2025–2027;
- Reports outlining progress with the long-term delivery plan in relation to Human Resources (HR); and
- Reports focus on improvement to address areas where poor performance has been identified, and assurance that actions are being taken to address recommendations and other issues identified and that learning is acted upon.

Attendance at Board/Committee Meetings

A schedule of membership and attendance at the Agency's Board and Committees in 2024 is shown below:

Members	Board	Audit and Risk Committee	Service and Quality Committee	Organisational Development Committee	Total Meetings Attended	Meetings Eligible to Attend 2024
	10 Meetings	7 Meetings	4 Meetings	6 Meetings		
Pat Rabbitte	10				10	10
Avril McDermott	9			6	15	16
Anne O'Gara	10		4		14	14
Sean Holland	9		4		13	14
Liam Irwin	9	7	4		20	21
Patricia Doherty	8			6	14	14
Charles Watchorn	10	7			17	17
Sean Quigley	10	7			17	17
Susan Bowman	8			6	14	16
Teresa McDonnell	8		4		12	14
John McDaid	3				3	4
Paul White	1			1	2	2
Noelle Condon*	N/A	6			6	7
Caroline McGroary*	N/A	7			7	7
Jim Campbell**	N/A		4		4	4

**Independent Members of Audit and Risk Committee*
***Independent Member of Service and Quality Committee*

The disclosures required for Board members' fees and expenses are contained in **NOTE 2** of the Financial Statements.

Code of Practice for the Governance of State Bodies (Revised 2016)

The Code of Practice for the Governance of State Bodies (Revised 2016) sets out additional reporting requirements for State Bodies in areas such as Travel and Subsistence, Consultancy, Severance/Termination Payments, Hospitality and Legal expenditure. The disclosures required by the Code are set out below or included as part of the Financial Statements. The Agency has adopted the Code of Practice for the Governance of State Bodies (Revised 2016) and has put procedures in place to seek to ensure compliance with the Code.

(a) Travel and Subsistence

	2024 €'000	2023 €'000
Domestic		
Board	—	2
Employees	12,747	12,971
Non-Domestic		
Board	—	—
Employees	71	23
Total	**12,818**	**12,996**

(b) Professional Services Expenditure (by key area)

Professional Services include the cost of external advice to management and exclude outsourced 'business-as-usual' functions:

	2024 €'000	2023 €'000
Strategic Planning, Organisational Reform and Restructure	214	—
Legal and Human Resources	—	—
Financial and Taxation	—	—
Other (including Health, Social Care and Business)	—	—
Total	**214**	**—**

(c) Hospitality Expenditure

The Agency incurred €3.8k hospitality expenditure in 2024 (2023 Nil) relating to the 10-Year Anniversary.

(d) Legal Costs and Compensation

The table below provides a breakdown of amounts recognised as expenditure in the reporting period in relation to legal costs and settlements relating to contracts with third parties. This does not include expenditure incurred in relation to general legal advice received by the Agency:

	2024 €'000	2023 €'000
Legal Costs	848	197
Legal Compensation	296	128
Total	**1,144**	**325**

The total number of legal compensation (settlements) for the Agency during 2024 was four (2023: six). The total legal cost and settlement is included in Other Legal Costs (**Note 6**).

We draw attention to legal settlements and costs relating to complex litigation cases arising from service circumstances that occurred prior to 2018. On foot of a subsequent Protected Disclosure to the Minister, related to the circumstances, the Board on legal advice, engaged an external third party to conduct an investigation. The Court in subsequent litigation ordered that the resulting report be quashed. Tusla's own costs in relation to this action have amounted to just under €1.6 million to date. This figure includes €416k in respect of the investigation and report by the external firm engaged.

The first case related to a claim where a settlement was reached in 2024 for €200k in damages following a mediation process and was met by Tusla. Legal costs in relation to this case are not yet finalised. A separate award of €100k was made to the individual through the State Claims Agency.

The second case related to complex legal issues regarding constitutional and administrative law, and in particular the right to fair procedures in the context of employment law. In this second case a settlement of €49.9k in damages was reached following a mediation process. The other party's legal costs from the point of mediation were €149k and legal costs prior to mediation were €721k.

In addition to the settlements made in 2024, we also note that two separate awards were made through the State Claims Agency to individuals arising from the same circumstances. An award of €309k was made in 2025 (costs not finalised) and an award of €140k (costs €79k) was made in 2023.

In addition to the costs recognised in the financial statements, the HSE incurred costs of €5.2m (2023: €8.27m) in respect of legal cases being managed by the State Claims Agency on behalf of the Agency (**Note 21**).

(e) Severance/Termination Payments and Added Years for Pension Purposes

The total severance/termination payments expenditure for the Agency during 2024 was €10k (2023: €88k). The Agency granted no added years for pension purposes to staff members.

(f) Key Personnel Changes

Paul White completed his second term of office on 2 February 2024. Anne O'Gara stepped down as Deputy Chair of the Board as of 31 January 2024 but remained as the Department of Education nominee on the Board up until she completed her second term of office as member of the Board on 31 March 2025. The Board thanked Ms. O'Gara for her contribution to the work of the Board as Deputy Chair. Avril McDermott was appointed Deputy Chair with effect from 1 February 2024, she completed her second term of office as member of the Board on 11 June 2025. Liam Irwin completed his second term of office on 14 April 2025.

The Board welcomed the reappointment by the Minister of Charles Watchorn and Patricia Doherty for a second term of office as ordinary Board members.

The Minister appointed John McDaid as an ordinary member of the Board of Tusla with effect from 30 August 2024 for a period of five years. Mr. McDaid was appointed by the Board to the Service and Quality Committee on 14 February 2025.

Pat Rabbitte
Chairperson
24 June 2025

Statement on Internal Control

This Statement on Internal Control for 2024 which was approved by the Board of Tusla at its meeting on 28 March 2025, covers the following areas:

- Scope of Responsibility;
- Purpose of the System of Internal Control;
- Capacity to Manage Risk;
- Risk and Control Framework;
- Ongoing Monitoring and Review;
- Internal Control Issues; and
- Review of Effectiveness.

Scope of Responsibility

On behalf of the Child and Family Agency, Tusla, I acknowledge the Board's responsibility for ensuring that an effective system of internal control is maintained and operated. Internal control helps us achieve our key priorities and service objectives and encompasses our structure, our roles and responsibilities, our systems, our processes, our tasks, our culture and our use of resources.

The system of internal control also includes financial, operational and compliance controls and risk management systems that support the achievement of strategic priorities while safeguarding the use and deployment of public funds and oversight and control of assets for which Tusla is responsible. This responsibility takes account of the requirements of the Code of Practice for the Governance of State Bodies (Revised 2016 and subsequent updates) and our legal, regulatory and governance obligations.

This Statement on Internal Control sets out how these duties and obligations have been carried out in 2024 and includes an assessment of the internal control and risk management systems in place within the Child and Family Agency that have ensured these responsibilities have been met.

Purpose of the System of Internal Control

The system of internal control is designed to manage risk to a tolerable level rather than to eliminate it. Therefore, the system can provide only reasonable and not absolute assurance that services are provided to the appropriate standards, that our values and behaviours align with our mission and mandate, that assets are safeguarded, that transactions are appropriately authorised and properly recorded, and that material errors,

mistakes or irregularities are either prevented or detected in a timely way and rectified where necessary and lessons learnt are reflected upon and implemented, as appropriate.

In 2022, as the first stage of the reform programme, the Agency established a new organisational structure with a national Executive Management Team (EMT) in place reporting to the CEO, supported by six Regional Chief Officers (RCOs) appointed to integrate national services into the revised regional governance structures and oversee service delivery in the regions.

Work continued to be undertaken in 2024 across the organisation in prioritising the effectiveness arrangements, which includes improvement of both control structures and arrangements so that the system of internal control, which accords with guidance issued by the Department of Public Expenditure, National Development Plan Delivery and Reform (DPENDR), is continually enhanced and improved. To achieve these benefits, the reform programme sought and was granted approval in 2024 to reform the Agency's existing 17 Areas into 30 'Networks', supported by the development of a new operating model facilitating widening the "front door" and promoting integrated working that supports children and families receiving the right service at the right time. The reform programme will continue to be progressed in 2025 with the aim of implementing more equity and local accountability for service delivery.

Capacity to Manage Risk

Tusla has three Board Committees: a Service and Quality Committee (SQC), an Organisational Development Committee (ODC) and an Audit and Risk Committee (ARC) comprising Board members and other external members. Each committee has detailed terms of reference and work programmes, and each committee supports the Board in delivering on its governance role. The ARC has a specific brief in relation to risk management and controls. However, each committee is actively engaged in considering uncertainties and challenges and how the organisation is mitigating threats and exposures as well as exploiting opportunities that may exist.

In 2022 the Agency established its own Internal Audit function and appointed a Head of Internal Audit who reports directly to the Audit and Risk Committee. The Head of Internal Audit manages the development and delivery of the internal audit services for the Agency and continues to build internal audit capacity and capability.

Risk Management is a standing item on the Board and Board Committee Agendas. The National Corporate Risk Register (NCRR) is reviewed by the Audit and Risk Committee and the Board on a quarterly basis. The Board undertook its high-level annual assessment of the 2023/2024 risk appetite thresholds set within the Tusla Risk Appetite Statement based on a review of Board decisions, in tandem with NCRR entries and recoded controls. This afforded an overview of the relationship that

can be demonstrated between the Board decisions and the Agency's Risk Appetite Statement. The Board undertook the annual review of Tusla's Risk Appetite Statement in September 2024 and is committed to actively reviewing its Risk Appetite Statement to ensure it is fit for purpose and allows for continuous improvement of Tusla's Organisational Risk Management Framework.

Risk and Control Framework

The Agency spends public funds on the provision of child and family services. The duties relating to the Agency's expenditure are stringent in terms of governance, accountability, and transparency to fulfil our responsibility for funding received from the Department of Children, Disability and Equality (DCDE), and the Department of Education (DE).

The management and staff of the Agency provide services directly and by means of a separate Service Agreement process, the Agency also funds a number of arms-length agencies in multiple programme areas, including child welfare and protection, school completion programme, and family support and counselling services. Overseen by the Commissioning Unit, these agencies must adhere to high standards in terms of compliance, governance, and service quality.

The Agency continues to acquire services from HSE in the areas of payroll, human resources, pensions, estate management, and payment services on behalf of the Agency, governed through a Memorandum of Understanding and relevant Service Level Agreements between the organisations.

The purpose of risk management is the creation and protection of value. It improves performance, encourages innovation, and supports the achievement of objectives (ISO 31000, 2018). The Agency's Organisational Risk Management Policy and associated framework assist the organisation in integrating risk management into all its activities and functions (strategic, operational, programme, project and at individual delegated role level).

The EMT, including the RCOs, supported by the Chief Risk Officer, ensure that the organisational risk management framework is aligned with the Agency's objectives, strategy and culture and promotes the systematic monitoring of risks. The EMT, individually and collectively, plays a key role in the identification and assessment of emergent risks to the Agency objectives for inclusion on the National Corporate Risk Register. The National Operations Risk Management and Service Improvement Committee and the Regional Quality Risk and Service Improvement Forum work to ensure that integrated risk management processes and arrangements are dynamically applied through all functions.

The Board and the ARC have sustained their focus on the Risk Management Framework and the Risk Management Systems and have actively engaged in the development of an updated Risk Appetite Statement for Tusla, which was implemented in January 2024. The ARC reviews the National Corporate Risk Register on a quarterly basis. Its work complements the other Board committees and the full Board's contribution in fulfilling their risk oversight role.

As part of the control and risk assurance reporting, the Board has complementary and separate processes to support the Board Review of the Effectiveness of the System of Internal Control for 2024. The organisation-wide survey to support the 2024 control assurance statements assertions, led from the Office of the Chief Executive, focuses on the control environment and control processes and procedures, and accountability and responsibility obligations of managers across all areas and regions. In addition to this survey, individual members of the EMT, RCOs and a number of Service Directors provided individual assurance assessments for their areas of responsibility. A further initiative is the provision, by a number of internal committees and working groups, of reports on a diverse range of areas, from procurement to external commissioning to service quality, residential care and ICT. In the context of internal controls and ensuring the efficient and effective implementation of good governance across Tusla, these executive committees and working groups have a key role and their work is reflected as part of the assurance assertions provided to the ARC and Board.

A further key source of assurance within Tusla is the governance, oversight and control role exercised by the DCDE, the DE and the DPENDR. The key elements of governance and control are incorporated into the Oversight Agreement with the DCDE which incorporates regular governance meetings and an annual State Body compliance checklist review and scrutiny. In addition, with wider governmental stakeholder groups, there is participation in cross-government expert committees and working groups, bi-lateral engagements on policies, regulations and proposed statutory provisions with department officials. The Agency also responds to invitations to attend Dáil Committees as and when appropriate and these fora also provide a sharp scrutiny focus on the work of the Agency.

In addition to the above, the Board, its Committees, the Chief Executive and the Executive Management Team have implemented and adopted the following measures, initiatives and arrangements to ensure that an appropriate control environment remains in place across the organisation:

- Establishing and resourcing the Service Quality Committee (SQC), an Organisational Development Committee (ODC) and an Audit and Risk Committee (ARC) as committees of the Board which, through their work programmes, provide insights and perspective on the areas within their remit;
- Board and Committee effectiveness reviews undertaken to consider and maximise individual and collective performance;
- A detailed Delegations Framework which links to the Reserved Functions of the Board, policies, and procedures as well as specific duties delegated to the CEO and other designated roles within the Agency;
- A dedicated directorate structure was implemented in 2022 with six Corporate Directors and six Regional Chief Officers;
- Clarity of roles and responsibilities and the effective carrying out of duties, roles, and responsibilities by those tasked with leadership and governance including the Board, Committees, CEO, management, and staff;
- An acknowledgement by all those in governance and leadership roles, Board members, CEO, Directors and managers of the importance of setting the right tone and culture which is so critical to delivering the Agency's ethos and values, and in sustaining good corporate governance and controls with the ultimate objective of ensuring the Agency is successful in achieving its overall purpose and service mandate;
- A comprehensive reform programme focusing on the reform of the Agency's service promoting integrated working that supports children and families receiving the right service at the right time along with the development of lean and integrated business process to support integrated practice;
- Strategic planning and performance reporting process for the 2024-2026 Corporate Plan;
- Issues of corporate governance and compliance, including risk and internal control, particularly the comprehensiveness of assurances in meeting the requirements of the Code of Practice for the Governance of State Bodies (Revised 2016) are led by the Board with a dedicated EMT lead;
- Establishing and agreeing terms of reference and reporting obligations for internal executive committees, project teams and working groups with oversight by the EMT;

- Regular reporting and follow-up management actions from the work of the Practice Assurance and Performance Systems (PAPS) and Service Experience, Governance and Risk Systems (SEGRS) functions and from the National Incident Management System (NIMS);
- A dedicated procurement function within Tusla which ensures best-practice corporate procurement guidelines including provision of expert advice where necessary;
- Continued implementation of a dedicated practice assurance and service monitoring system, highlighting both achievements and areas requiring remediation;
- A Code of Business Conduct requiring Board members, management and staff to maintain the highest ethical standards and ensuring compliance with the requirements relating to Declaration of Interests as specified in the Ethics in Public Office Act 1995 and Standards in Public Office Act 2001;
- An annual internal control assurance return completed by staff GVIII and above relating to the control environment within their remit;
- Policies and procedures in place that supports staff performance and ensures that specialist, professional and technical training and continuing professional development are available to meet the needs of the Agency;
- Systematic reviews by HIQA and Internal Audit and other third parties and follow-up reviews of recommendations trackers and progress made against the recommendations of these reviews;
- Expenditure reviews under the remit of the DPENDR;
- Specific training and awareness programmes on a range of topics, including risk management, internal control, governance and financial management;
- A range of governance policies, procedures and protocols regularly reviewed and updated;
- The assignment of financial responsibilities and accountability at management level;
- A comprehensive budgeting and financial management system with an annual plan and budget which is subject to Board approval;
- Systems and procedures in place aimed at ensuring the security of the ICT and data governance systems;
- Financial control systems in place to ensure stewardship and safeguarding of resources and assets;
- Procedures for determining and reporting significant control failures and ensuring that appropriate corrective actions are tracked and implemented;

- Establishment of a dedicated Internal Audit function to deliver the internal audit service for the Agency;
- Implementation of the Blended Working Financial Processes to support the introduction of the blended working policy to ensure no changes to the overall control environment; and
- Commencement of a third-party provider management programme to put in place enhanced controls in relation to compliance of providers across a number of domains including service delivery and safety, information governance and financial compliance.

Ongoing Monitoring and Review

Formal procedures have been established for monitoring and improving internal control processes. Internal Audit, through its programme of audits approved by the ARC, independently assess and monitor the effectiveness of key internal controls within the Agency. Where control deficiencies are identified, recommendations for improvements and timelines for implementation are agreed with responsible and accountable owners. Internal Audit provides reports regularly to the ARC on the findings from audits and the status of the implementation recommendations.

The Board and Board committees review their effectiveness on an annual basis in line with guidance set out in the Code of Practice for the Governance of State Bodies (Revised 2016). In addition, the code requires an external evaluation of Board effectiveness every three years: the Agency completed this in 2022.

The system of internal control and the provision of assurances are based on a framework of regular management reporting, clarity of management accountability and responsibility, administrative processes and procedures and a system of delegation and accountability.

In particular, the system includes key risks and related controls. These have been identified and documented and processes have been put in place to monitor the operation of those key controls and report any weaknesses: the establishment of various committees and working groups throughout the Agency, operating subject to CEO approved terms of reference and providing an annual report on activities; regular reporting to Government Departments as part of governance reporting requirements; and regular reviews by senior management of periodic and annual service performance reports.

Procurement

I confirm that, as part of the measures to ensure that an appropriate control environment remains in place across the organisation as outlined above, Tusla has procedures in place to ensure reasonable compliance with current procurement rules and guidelines. As required, matters arising regarding controls over procurement and related areas are highlighted under internal control issues below.

Internal Control Issues

The purpose of this section is to outline any internal control weaknesses and challenges identified in 2024 and the progress being made with addressing control weaknesses identified in previous years. Tusla management continue to actively prioritise these issues and have implemented remediation programmes including the strengthening of controls, monitoring and oversight. The Agency has placed significant emphasis on improvements to internal controls since 2014 and will continue on this trajectory of continuous improvement.

Based on its work programme, the Internal Audit assessment for 2024 was positive and consistent with 2023. The overall assurance opinion on the control environment for 2024 was Moderate (moderate risk that the system fails to meet its objectives).

Payroll Overpayments

The payroll overpayments year-on-year cumulative balance increased marginally from €1.025m in 2023 to €1.058m in 2024. Throughout 2024 Tusla has continued to actively focus on the recoupment of payroll overpayments, setting up repayment schedules and providing briefings and information on HR processes that lead to payroll overpayments. A total of €387k was recouped by the Agency relating to Payroll Overpayments in 2024. Measures have been established at Regional level to monitor progress. Significant improvements have been made following the implementation of the My Self-Service absence recording system in 2022 and the Agency is more confident overpayments are being captured on a timely basis. During 2024 HR continued to provide training sessions on payroll processes to Tusla employees, line managers and time entry officers emphasising the requirements and the application of accurate absence recording, and the importance of accurate validated time returns and the management of leave.

Governance and Oversight on Funding to Community, Voluntary and Charitable Organisations

The Agency has made significant progress in addressing weaknesses relating to the monitoring and oversight of agencies in receipt of exchequer funding which had been identified as a challenge in previous years. These improvements include the establishment of the Financial Compliance Unit, the development and ongoing enhancements of the Commissioning Portal and Tusla Commissioning Hub, additional support to local commissioners, standardised communications and the achievement of timely governance assurances provided to Tusla by all funded agencies, with strict improvement programmes implemented where unsatisfactory internal audits occurred. This will remain a key focus area for 2025.

In 2024, 451 funded agencies were commissioned by the Agency and received funding through Section 56 grants, 100% of the 2024 Service Level Agreement contracts were signed via the Commissioning Portal.

Tusla Internal Audit continued its programme of audits across the funded agencies throughout 2024 with 244 audit recommendations made to funded agencies. The progress on these recommendations and areas for improvement is closely monitored and followed up, as necessary.

Data Protection

Tusla continues to make progress in addressing risks identified relating to the management of personal data, through enhancing cross-Agency integration and accountability for data privacy and comprehensive staff training. In 2024, Tusla has made further progress in embedding data protection into the practice of its staff through initiatives aimed at raising awareness and incorporating privacy by design into processes and systems. The Agency has achieved enhanced compliance with data privacy obligations through devolved responsibility to Tusla Directorates, National Services and Regions.

A programme of work to assess and enhance third party data privacy compliance progressed in 2024 and will continue throughout 2025.

Procurement

The Agency continued to address weaknesses in its procurement systems and processes through the implementation of its Corporate Procurement Plan 2022 to 2024. The Agency adopted and implemented the Code of Practice for the Governance of State Bodies (Revised 2016) ensuring that it is compliant with legislation. In instances where competitive processes do not take place and where purchases fall outside the scope of procurement, the Agency continues to strive earnestly to achieve value for money. In 2024, the Agency completed key procurement projects with contracts awarded with an annual budget of €21m excluding VAT.

As per the Department of Finance Circular 40/2002, the Agency will report an amount of €5.4m of non-compliant contracts that were entered into without a competition in 2024, which represents 1.3% of the overall non-pay procurable spend of €412m for the period (€4.8m of €334m/1.4% in 2023). The Agency prioritised a number of these non-compliant contracts for procurement in 2025 with a view to having these regularised in 2025, and the Agency will address other non-compliant procurements as part of the next cycle of the Corporate Procurement Plan.

The services provided by the Agency are to meet increasingly urgent and complex demands relating to at-risk children and families and this impacts on the prioritisation of procurement activity as procurement and contracting for these services is highly problematic and not as straight forward as it might be for less complex service areas.

Senior management will continue to put in place appropriate procurement systems and controls in relation to complex services and ensure that there is good staff awareness in relation to complex procurements for high-risk children and family services which will all contribute to the overall governance and compliance of expenditure and children's wellbeing. The Agency has approved additional resources as part of the Reform Programme at Regional level to support this approach.

Information and Communication Technology (ICT)

The Agency aims to continuously improve controls in relation to ICT under the new Tusla Corporate Plan 2024-2026. A new three year Data Management and Digital Transformation Strategy was established in 2024 with the aim of building on the progress over recent years in enhancing the management (including controls) of data and information security.

Tusla Case Management (TCM) delivers a joined-up digital and data environment that provides a modern, secure, integrated system to support the delivery of all Tusla services. In 2024, the system was extended to 11 further services to give a total of 25 services now using TCM as the single view of all engagements with children and families across these services.

In 2022, Tusla commenced a €13.3m investment across five years to enhance information security controls at all levels. The programme is aligned to related Government policy and guidelines as well as relevant international standards. In total, 45 information security related projects under this programme were delivered to date. In 2024, the programme plan was updated to ensure readiness with the upcoming implementation of the NIS2 Directive, the EU's baseline framework for cybersecurity, risk management and incident reporting for essential and important entities.

Emerging technologies, including the use of Artificial Intelligence (AI) are a developing focus area for appropriate control. A position paper on the use of AI was approved in January 2025 from which a range of projects were initiated to develop the appropriate governance arrangements including policies, structures, and responsible use frameworks before consideration is given to progressing potential AI opportunities. These initiatives will also include work on controls and mitigations in relation to the external risks posed by AI in areas such as its use to support fraud or hoax attempts.

Tusla reduced reliance on HSE ICT infrastructure by establishing its own ICT network, known as TuslaIRL in 2021. The migration of all offices, devices, systems and data from the HSE ICT infrastructure was completed in 2023. Tusla will continue to use the shared services for Finance and HR (SAP system) as provided by the HSE and will also continue to use some minor systems that will be phased out in 2025; the HSE has provided Tusla with a letter of assurance regarding the internal controls that are in place for these services.

Special Emergency Arrangements

The Agency has utilised Special Emergency Arrangements (SEAs) due to a shortfall in existing residential capacity. An SEA is required to ensure an immediate place of safety for a young person.

Over the last three years, the rise in demand in both our mainstream and Separated Children Seeking International Protection (SCSIP) services, combined with an increase in case complexity, is reflected in the increased and absolute need for SEAs. International war, increased global migration and climate change have exacerbated existing shortages in suitable property and workforce shortfalls in the sector.

The Agency has experienced clear evidence of greater complexity of need post pandemic, such as exposure to domestic violence, challenging behaviour, complex profiles, early life trauma, alcohol/ drug misuse, physical, emotional and sexual abuse, engagement in violence/aggression, mental health issues– high levels of self-harm and suicidal ideation and anti-social behaviour.

Due to the current demand for residential placements, particularly in relation to young people with more complex needs, and the inadequate provision of other state placements such as in-patient mental health services, or the lack of a defined health and social care residential model for young people with suicidal behaviour, the Agency is challenged with placement capacity.

SEAs are residential placements that do not meet the full residential standards that are ordinarily required. Efforts are made to move the young people from all SEAs to regulated settings as soon as possible once alternative placements become available. However, for some young people these placements can be preferred for longer periods.

The Agency has put in place measures to mitigate risk and promote the safety and well-being of the individual young people. This includes the establishment of a Central Compliance Unit (CCU) and centralised national database of staff screening information (relating to each provider) to provide assurances on the vetting, qualifications, and experience of staff employed by external agencies/ organisations providing care in SEAs. Tusla's Practice Assurance and Monitoring Team also undertakes reviews of placements. The Agency also introduced a consistent cost management structure for all new and existing SEA providers, which commenced implementation in 2023 and continued in 2024.

At times, there is an urgent and pressing requirement for an emergency place of safety for a young person, and the Agency engages third party providers to provide this. There is a robust governance process in place at Regional Level for approvals to place, and a national team in place for service assurance, and oversight of vetting. Over 2024, the Alternative Care Inspection and Monitoring Services (ACIMS) has actively engaged with all current SEA providers (mainstream and SCSIP) on the process of registering centre(s). These companies are at various stages of the regulatory process.

A number of companies have successfully registered children's residential centres resulting in an increase in regulated services and the process of registration continues in line with Tusla's National Standard Operating Procedure for SEAs, which stipulates, that providers must move to a registered and regulated space where applicable and appropriate. As part of its Residential Strategy the Agency has also commenced the purchase and fit out of homes that will add to its provision of residential beds and will address some of the supply deficits in residential care over the coming years. The Agency is investing in new properties to address the deficits in accommodation that lead to the requirement for SEAs.

Special Care

Under Part IVA of the Child Care Act 1991, the Child and Family Agency has been the subject of ongoing litigation before the Superior Courts. In January 2025, the Supreme Court found that it is permissible to seek a Declaration of Contempt on the basis of a Plenary Summons against Tusla, for non-compliance with our statutory obligations with special care namely to find a special care placement for a child.

There are currently a number of plenary proceedings being taken on behalf of children for special care placements and it is unclear at this point what the impact of these may be on the Agency in the event that it is found in contempt. Actions to increase Special Care Capacity across all Directorates was a primary focus for the Agency in 2024 and the Agency is working closely with the DCDE and the DPENDR to ensure that all possible measures have been taken to put in place in terms of additional special care placements.

The CEO, together with the Board of the Agency commissioned an External Independent Review Group to examine the special care provision and make recommendations in line with expert opinion. This group was established on 24 April 2024 and a final report with recommendations was published in Quarter 2 2025.

Other Prior Year Internal Control Weaknesses

Financial Management Systems

Tusla utilises the HSE's finance systems (Integrated Financial Management System, IFMS) and Shared Service functions. Following the implementation of the IFMS project Tusla moved to business as usual in 2024. Tusla continues to work with HSE on further enhancements to the system.

Review of Effectiveness

For 2024, Tusla's monitoring and review of the effectiveness of the system of internal control was informed by the review and consideration of a range of assurance reports and assertions, which have been consolidated and presented to the Board following substantive work completed by EMT and the ARC.

This consolidated report highlights relevant achievements and identifies areas for improvement that are being implemented and overseen by the directors and CEO. The Board notes the CEO assurance statement and the CEO's priority to continue to work towards a reasonable assurance level following planned improvements in services and data management.

The Board review of the system of internal control is also informed by its own work programme, reporting from and constructive engagement with senior management, the work of the three Board committees, and its understanding and appreciation of the operating environment within which the Agency operates, as well as communications from the Office of the Comptroller and Auditor General and other key stakeholders and regulators.

I confirm that the Board conducted an annual review of the effectiveness of the internal controls for 2024 at our meeting on 28 March 2025.

Pat Rabbitte
Chairperson
24 June 2025

Report of the Comptroller and Auditor General

Ard Reachtaire Cuntas agus Ciste
Comptroller and Auditor General

Report for presentation to the Houses of the Oireachtas

Child and Family Agency

Opinion on the financial statements

I have audited the financial statements of the Child and Family Agency for the year ended 31 December 2024 as required under the provisions of section 51 of the Child and Family Agency Act 2013. The financial statements comprise

- the statement of revenue income and expenditure
- the statement of capital income and expenditure
- the statement of financial position
- the statement of changes in reserves
- the statement of cash flows, and
- the related notes, including a summary of significant accounting policies.

In my opinion, the financial statements

- properly present the state of the Child and Family Agency's affairs at 31 December 2024 and its income and expenditure for 2024, and
- have been properly prepared in accordance with the accounting standards specified by the Minister for Children, Disability and Equality as set out in the basis of preparation section of the accounting policies.

Basis of opinion

I conducted my audit of the financial statements in accordance with the International Standards on Auditing (ISAs) as promulgated by the International Organisation of Supreme Audit Institutions. My responsibilities under those standards are described in the appendix to this report. I am independent of the Child and Family Agency and have fulfilled my other ethical responsibilities in accordance with the standards.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Report on information other than the financial statements, and on other matters

The Child and Family Agency has presented certain other information together with the financial statements. This comprises the annual report, the governance statement and Board members' report, the statement on internal control and the appendices to the financial statements. My responsibilities to report in relation to such information, and on certain other matters upon which I report by exception, are described in the appendix to this report.

Legal costs and settlements

The governance statement and Board members' report discloses that financial settlements were made with four individuals following legal actions taken against the Child and Family Agency. These actions arose from events that commenced in 2015 and a subsequent related protected disclosure to the (then) Minister for Children, Equality, Disability, Integration and Youth in 2017. An investigation of the subject matter of the protected disclosure was undertaken by an external company engaged on behalf of the Board of the Child and Family Agency. However, the report of that investigation was quashed at the direction of the High Court in November 2023.

Report of the C&AG (continued)

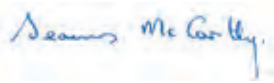
A brief summary of the outcomes of the cases with the four individuals is as follows.

- A case against the Child and Family Agency was settled through the State Claims Agency in 2023 with payment of compensation of €140,000 and of plaintiff costs of €79,000.
- A second case was settled in 2024, following mediation. This resulted in the Child and Family Agency paying compensation of €200,000 and the State Claims Agency paying compensation of €100,000. The legal proceedings in this case were handled mainly by a legal team engaged by the State Claims Agency, and the related legal costs – of the State Claims Agency and of the plaintiff – have not yet been finalised.
- A third case was settled by the Child and Family Agency in 2024, also following mediation. This settlement comprised payment to the individual of compensation of €49,999, and payment of the plaintiff's costs amounting to €870,000. This settlement appears to have required the sanction of the Department of Public Expenditure, National Development Plan Delivery and Reform, but this was not requested.
- The State Claims Agency has settled a fourth case in 2025, resulting in payment of compensation of €309,000. Plaintiff and State Claims Agency legal costs in that case have yet to be finalised.

Costs incurred by the Child and Family Agency itself in relation to these cases have amounted to just under €1.6 million to date. This figure includes €416,000 in respect of the protected disclosure investigation and the report which was subsequently quashed.

Non-compliant procurement

The statement on internal control discloses that in 2024 the Child and Family Agency continued to incur significant expenditure where the procedures followed did not comply with public procurement guidelines.



Seamus McCarthy
Comptroller and Auditor General

30 June 2025

Appendix to the report

Responsibilities of the Board members

As detailed in the governance statement and Board members' report, the Board members are responsible for

- the preparation of annual financial statements in the form prescribed under section 51 of the Child and Family Agency Act 2013 and accounting standards specified by the Minister for Children, Disability and Equality
- ensuring the regularity of transactions
- assessing whether the use of the going concern basis of accounting is appropriate, and
- such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Responsibilities of the Comptroller and Auditor General

I am required under section 51 of the Child and Family Agency Act 2013 to audit the financial statements of the Child and Family Agency and to report thereon to the Houses of the Oireachtas.

My objective in carrying out the audit is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement due to fraud or error. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with the ISAs, I exercise professional judgment and maintain professional scepticism throughout the audit. In doing so,

- I identify and assess the risks of material misstatement of the financial statements whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- I obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal controls.
- I evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures.
- I conclude on the appropriateness of the use of the going concern basis of accounting and, based on the audit evidence obtained, on whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Child and Family Agency's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my report. However, future events or conditions may cause the Child and Family Agency to cease to continue as a going concern.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I report by exception if, in my opinion,

- I have not received all the information and explanations I required for my audit, or
- the accounting records were not sufficient to permit the financial statements to be readily and properly audited, or
- the financial statements are not in agreement with the accounting records.

Information other than the financial statements

My opinion on the financial statements does not cover the other information presented with those statements, and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, I am required under the ISAs to read the other information presented and, in doing so, consider whether the other information is materially inconsistent with the financial statements or with knowledge obtained during the audit, or if it otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

Reporting on other matters

My audit is conducted by reference to the special considerations which attach to State bodies in relation to their management and operation. I report if I identify material matters relating to the manner in which public business has been conducted.

I seek to obtain evidence about the regularity of financial transactions in the course of audit. I report if I identify any material instance where public money has not been applied for the purposes intended or where transactions did not conform to the authorities governing them.

Financial Statements

Statement of Revenue Income and Expenditure for the Year Ended 31 December 2024

	Note	2024 €'000	2023 €'000
Revenue Income			
Department of Children, Disability and Equality (Vote 40, Subhead A3)		1,046,942	981,883
Department of Children, Disability and Equality (Vote 40, Other Subheads)	3(a)	92,677	68,395
Department of Education (Vote 26, Subhead A11.9)	3(b)	57,066	49,676
Other Revenue	3(c)	6,429	6,380
Total Revenue Income		**1,203,114**	**1,106,334**
Expenditure - Pay and Pensions			
Wages and Salaries	5	343,634	312,748
Employer PRSI	5	34,620	30,400
Pensions	5	22,778	20,998
Agency Pay	5	15,935	15,573
Total Pay and Pensions		**416,967**	**379,719**
Expenditure - Non-Pay			
Independent Placement Provision	6	298,942	257,772
Community, Voluntary and Charitable Organisations	6	217,127	234,815
Foster Care and After Care Allowances	6	131,407	117,463
Legal Expenses and Guardian Ad Litem Costs	6	37,600	35,181
General Child Care Services	6	22,597	20,293
Office and Administration	6	69,879	67,930
Total Non-Pay		**777,552**	**733,454**
Total Expenditure		**1,194,519**	**1,113,173**
Net Operating Surplus/(Deficit) for the Year		**8,595**	**(6,839)**

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

The primary financial statements of the Child and Family Agency comprise the Statement of Revenue Income and Expenditure, Statement of Capital Income and Expenditure, Statement of Financial Position, Statement of Changes in Reserves and Statement of Cash Flows. **NOTES 1 – 25** form part of the financial statements.

Pat Rabbitte
Chairperson
24 June 2025

Kate Duggan
Chief Executive Officer
24 June 2025

Statement of Capital Income and Expenditure for the Year Ended 31 December 2024

	Note	2024 €'000	2023 €'000
Capital Revenue			
Department of Children, Disability and Equality (Vote 40, Subhead A3)		17,500	17,500
		17,500	**17,500**
Capital Expenditure			
Capital Expenditure on Child and Family Agency Capital Projects	13(b)	16,824	16,862
		16,824	**16,862**
Net Capital Surplus for the Year		**676**	**638**

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

The primary financial statements of the Child and Family Agency comprise the Statement of Revenue Income and Expenditure, Statement of Capital Income and Expenditure, Statement of Financial Position, Statement of Changes in Reserves and Statement of Cash Flows. **NOTES 1 – 25** form part of the financial statements.

Pat Rabbitte
Chairperson
24 June 2025

Kate Duggan
Chief Executive Officer
24 June 2025

Statement of Financial Position as at 31 December 2024

	Note	2024 €'000	2023 €'000
Non-Current Assets			
Property, Plant and Equipment	7	79,399	82,761
Total Non-Current Assets		**79,399**	**82,761**
Current Assets			
Inventories	1(s), 8	39	36
Trade and Other Receivables	1(s), 9	34,426	25,903
Cash and Cash Equivalents	10	21,899	29,586
Total Current Assets		**56,364**	**55,525**
Current Liabilities			
Trade and Other Payables	11	(88,673)	(97,067)
Total Current Liabilities		**(88,673)**	**(97,067)**
Net Current Liabilities		**(32,309)**	**(41,542)**
Creditors (amounts falling due after more than one year)			
Restricted Contributions	12	(1,008)	(1,046)
Total Net Assets		**46,082**	**40,173**
Capitalisation Account		79,399	82,761
Capital Retained Reserves		1,642	966
Revenue Retained Reserves*		(34,959)	(43,554)
Capital and Reserves		**46,082**	**40,173**

*On establishment of the Agency on 1 January 2014, the Agency acquired a deficit of €32.953m.

The primary financial statements of the Child and Family Agency comprise the Statement of Revenue Income and Expenditure, Statement of Capital Income and Expenditure, Statement of Financial Position, Statement of Changes in Reserves and Statement of Cash Flows. **NOTES 1 – 25** form part of the financial statements.

Pat Rabbitte
Chairperson
24 June 2025

Kate Duggan
Chief Executive Officer
24 June 2025

Statement of Changes in Reserves for the Year Ended 31 December 2024

	Capitalisation Account €'000	Capital Reserves €'000	Revenue Reserves €'000	Total €'000
Balance at 1 January 2023	**83,945**	**328**	**(36,715)**	**47,558**
Net Deficit for the year	—	638	(6,839)	(6,201)
Additions to non-current asset in the year	3,643	—	—	3,643
Less: Net Book Value of non-current assets disposed in the year	—	—	—	—
Less: Depreciation charge in the year	(4,827)	—	—	(4,827)
Balance at 31 December 2023	**82,761**	**966**	**(43,554)**	**40,173**
Balance at 1 January 2024	**82,761**	**966**	**(43,554)**	**40,173**
Net Surplus for the year	—	676	8,595	9,271
Additions to non-current asset in the year	1,381	—	—	1,381
Less: Net Book Value of non-current assets disposed in the year	(16)	—	—	(16)
Less: Depreciation charge in the year	(4,727)	—	—	(4,727)
Balance at 31 December 2024	**79,399**	**1,642**	**(34,959)**	**46,082**

The primary financial statements of the Child and Family Agency comprise the Statement of Revenue Income and Expenditure, Statement of Capital Income and Expenditure, Statement of Financial Position, Statement of Changes in Reserves and Statement of Cash Flows. **NOTES 1 – 25** form part of the financial statements.

Pat Rabbitte
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24 June 2025

Kate Duggan
Chief Executive Officer
24 June 2025

Statement of Cash Flows for the Year Ended 31 December 2024

	2024 €'000	2023 €'000
Cash Flows from Operating Activities		
Surplus/(Deficit) for the current year (Revenue and Capital Account)	9,271	(6,201)
Adjustments for: Purchase of property, plant and equipment	1,381	3,643
(Increase)/Decrease in Inventories	(3)	12
Increase in Trade and other receivables	(8,523)	(13,181)
(Decrease)/Increase in Trade and other payables	(8,394)	18,430
Net Cash Flow from Operating Activities	**(6,268)**	**2,703**
Cash Flows from Investing Activities		
Purchase of property, plant and equipment	(1,381)	(3,643)
(Decrease)/Increase in Restricted Contributions	(38)	432
Net Cash Flow from Investing Activities	**(1,419)**	**(3,211)**
Net Cash Flow from Financing Activities	**–**	**–**
Net decrease in Cash and Cash Equivalents in the Period	**(7,687)**	**(508)**
Cash and Cash Equivalents at the beginning of the period	29,586	30,094
Cash and Cash Equivalents at the end of the period	**21,899**	**29,586**

The primary financial statements of the Child and Family Agency comprise the Statement of Revenue Income and Expenditure, Statement of Capital Income and Expenditure, Statement of Financial Position, Statement of Changes in Reserves and Statement of Cash Flows. **NOTES 1 – 25** form part of the financial statements.

Pat Rabbitte
Chairperson
24 June 2025

Kate Duggan
Chief Executive Officer
24 June 2025

Notes to the Financial Statements

NOTE 1 Accounting Policies

The basis of accounting and significant accounting policies adopted by the Child and Family Agency are set out below. They have all been applied consistently throughout the year and for the preceding year.

(a) Statement of Compliance

The financial statements have been prepared in accordance with Financial Reporting Standard (FRS) 102, subject to exceptions specified by the Minister, which are outlined below. The financial statements have also been prepared in accordance with the Code of Practice for the Governance of State Bodies (Revised 2016).

(b) Basis of Preparation

These financial statements have been prepared under the historical cost convention. The financial statements are in the form approved by the Minister for Children, Disability and Equality.

Under the Child and Family Agency Act 2013, the Minister for Children, Disability and Equality, specifies the accounting standards to be followed by the Child and Family Agency. The Financial Statements have been prepared in compliance with the applicable legislation, and with FRS 102, the Financial Reporting Standard applicable in the UK and Ireland issued by the Financial Reporting Council in the UK, subject to the following exceptions specified by the Minister.

Efforts have been made to date and are ongoing to reduce the requirement for derogations by Tusla. Following the annual review in 2024 a derogation regarding these treatments under FRS 102 has been received from the DCDE:

Derogations from the DCDE for financial year 2024:

1. Depreciation is not charged to the Statement of Revenue Income and Expenditure; rather it is charged to a reserve account: the Capitalisation Account. Reserve accounting is not permitted under FRS 102. Under these standards, depreciation must be charged in the revenue income and expenditure account;

2. Grants received from the State to fund the purchase of non-current assets are recorded in a Statement of Capital Income and Expenditure. Under FRS 102, capital grants are recorded as deferred income and amortised over the useful life of the related non-current asset, in order to match the accounting treatment of the grant against the related depreciation charge on the non-current asset;

3. Pensions are accounted for on a pay-as-you-go basis. The provisions of FRS 102 (Section 28, Employee Benefits) are not applied and the liability for future pension benefits accrued in the year has not been recognised in the financial statements;

4. The State Claims Agency has identified claims that relate to the Child and Family Agency from the overall liability held by the State Claims Agency relating to the Health Service Executive (HSE). As the budget for these claims remains with the HSE and the Child and Family Agency is not funded for these claims, the associated liability has not been recognised in the financial statements. Details regarding the future liabilities of this scheme as at 31 December 2024 are set out in **NOTE 21**; and

5. To depart from the application of the revaluation model as required under FRS 102 Section 17.15B.

(c) Going Concern

The Child and Family Agency continues to provide services in line with the requirements of the Child and Family Agency Act 2013. The accounts have been prepared on a going-concern basis.

(d) Community, Voluntary and Charitable Organisations

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 Section 56 of the Child and Family Agency Act 2013. Before entering into such an arrangement, the Agency determines the amount of funding that it proposes to make available in the financial year. This is dependent upon the Agency's budget and the quantum of service it expects to be provided for that funding from each individual entity. 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 Statement of Revenue Income and Expenditure.

(e) Fostering Payments

Statutory 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 post 18 years of age who remain in full-time education or training or in other cases where support is required after reaching 18 years. Fostering payments are recognised in the financial statements on an accrual basis.

(f) Independent Placement Provision

Payments are made to private organisations contracted for the provision of foster care and residential services under Section 58 of the Child and Family Agency Act for children up to the age of 18 years requiring a foster care or residential placement and for aftercare placements post 18. Placement provision payments are recognised in the financial statements on an accrual basis.

(g) Income Recognition

The Child and Family Agency is funded mainly by monies voted to the DCDE (Vote 40, Subhead A3). From 2021, funding for Education Support Services, Schools Completion Programme and Alternative Education Assessment and Registration Service was provided by the Department of Education (Vote 26, Subhead A11.9). The DCDE and the DE advance funds to the Agency up to the approved level of expenditure or actual expenditure, whichever is the lesser. The amount of Subhead A3 and A11.9 income and other Subhead income is recognised as income being the cash amount advanced by the Departments in the financial year. Where funding has been advanced at year end to fund payables in week one of the following year, this income is recorded as deferred income at year end and taken into account as income in the following year. Income in respect of administration and non-capital services is accounted for in the Statement of Revenue Income and Expenditure. Income in respect of capital services is accounted for in the Statement of Capital Income and Expenditure.

Income from all other sources is recognised on an accrual basis.

(h) Statement of Capital Income and Expenditure

A Statement of Capital Income and Expenditure is maintained in accordance with the accounting standards laid down by the Minister for Children, Disability and Equality. Capital funding is provided to the Child and Family Agency for construction/purchase of major assets, capital maintenance and miscellaneous capital expenditure not capitalised on the Statement of Financial Position.

No capital funding was received from the DE in 2024 and 2023.

(i) 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 is charged to the Statement of Revenue Income and Expenditure.

(j) 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 DPENDR Public Financial Procedures without Board approval and prior sanction.

(k) Capital Grants

Capital grant funding is recorded in the Statement of Capital Income and Expenditure. 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 Statement of Revenue Income and Expenditure in the year. This accounting treatment, which does not comply with FRS 102, is a consequence of the exceptions to FRS 102 specified by the Minister.

(l) Tangible Non-Current Assets and Capitalisation Account

Tangible non-current assets comprise Land, Buildings, Equipment and Motor Vehicles. Land and Buildings transferred from the HSE were valued by the Valuation Office and are recorded at their deemed cost less accumulated depreciation. Other assets transferred from the HSE and assets acquired since the establishment of the Agency are stated at cost less accumulated depreciation.

In accordance with the accounting standards prescribed by the Minister for Children, Disability and Equality, expenditure on non-current asset additions is charged to the Statement of Revenue Income and Expenditure or the Statement of Capital Income and Expenditure, depending on whether the asset is funded by capital or revenue. Capital funded assets and revenue funded assets were capitalised, in prior years, where the cost exceeded certain value thresholds: €2,000 for computer equipment and €7,000 for all other asset classes. The threshold of €10,000 implemented for Central Government Departments with effect from 1 January 2022 was implemented by Tusla from 1 January 2023.

Asset additions below these thresholds which are funded from revenue are accounted for in the Statement of Revenue Income and Expenditure in the year of purchase. Asset additions below this threshold funded from Capital are included in **NOTE 13(b)** under 'Analysis of expenditure charged to Capital Income and Expenditure Account'. A breakdown of asset additions by funding source is provided in **NOTE 13(a)** to the accounts. Depreciation is not charged to the Statement of Income and Expenditure over the useful life of the asset. Instead, a reserve account, the Capitalisation Account, is the reciprocal entry to the Non-Current Asset Account. Depreciation is charged to the Non-Current 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 non-current asset in line with their useful remaining life at the following rates:

Land	Not depreciated
Building	Depreciated based on remaining useful life
Art Installations	Not depreciated
Modular Structure	10% per annum
Work in Progress	Not depreciated
Equipment - computers, printers, software, and ICT systems	33% per annum
Equipment - other	10% per annum
Motor Vehicles	20% per annum

On disposal of a non-current asset, both the non-current 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 the Statement of Changes in Reserves.

(m) Inventories

The Child and Family Agency stock is valued at the lower of cost or net realisable value. Cost is the purchase cost on a first-in, first-out basis.

(n) 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, and the Agency has provided for debts which are greater than two years old.

(o) Pensions

Eligible Child and Family Agency employees and eligible employees of voluntary health services providers are members of various defined benefit superannuation schemes. Pensions are paid to former employees of the Child and Family Agency who retired after 1 January 2014. The Child and Family Agency scheme is funded by the State as part of the annual revenue grant for this purpose. Pension payments under the schemes are charged to the Income and Expenditure Account when paid (see **NOTE 5**).

Contributions from the Child and Family Agency employees who are members of the schemes are payable to the DCDE.

Under the Public Services Pensions (Single Scheme and Other Provisions) Act 2012, all new entrants to pensionable public service employment on or after 1 January 2013 are members of the Single Scheme. For the current financial year, the Child and Family Agency has 3,717 (2023: 3,454) staff on the Single Scheme. Employee deductions under the Single Scheme are paid to the DPENDR.

No provision is 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.

(p) Additional Superannuation Contribution

From 1 January 2019 onwards, members of public services defined benefit pension schemes pay an additional superannuation contribution (ASC) arising from the Public Stability Agreement (2018–2020) and the Public Pay and Pensions Act 2017. ASC has replaced the pension-related deduction (PRD), which ceased at the end of 2018. While PRD was a temporary emergency measure, ASC is a permanent contribution. ASC applies only to staff who are members of a public service pension scheme, or who are in receipt of an allowance in lieu of membership of a public service scheme, including staff of the Child and Family Agency funded service providers if applicable. ASC collected by service providers as well as ASC deducted from the Child and Family Agency staff is payable to the DCDE (see **NOTE 5**).

(q) Employee Short-Term Benefits

Short-term benefits such as holiday pay are recognised as an expense during the year, and benefits that are accrued at year-end are included in the payables figure in the Statement of Financial Position.

(r) Critical Accounting Estimates and Key Judgements

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the statement of financial position date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. No judgements were required that had a significant effect on the amounts recognised in the financial statements for 2024.

(s) Change in Classification

In 2024, following a review of the composition of Inventories (**NOTE 8**), a change in classification of one category of inventory was deemed appropriate to reflect the nature of the asset. This change in classification is a transfer of asset cost between Inventories and Trade and Other Receivables (**NOTE 9**) in the Balance Sheet only and does not have any impact on the Statement of Revenue Income and Expenditure.

In 2024 following a review of Section 58, Separated Children Seeking International Protection expenditure (**NOTE 6**) and enhancements made to the Agency's reporting of these costs and to accurately reflect these costs for the year 2023, €23.1m was reclassified this does not have any impact on the Statement of Revenue Income and Expenditure.

NOTE 2 Board Members' Fees and Expenses

	Fees		Expenses	
	2024 in EUR	2023 in EUR	2024 in EUR	2023 in EUR
Pat Rabbitte	20,520	20,520	323	529
Avril McDermott	11,970	11,970	17	179
Anne O'Gara	11,970	11,970	—	—
Paul White	1,085	11,970	—	—
Sean Holland*	—	—	—	169
Liam Irwin	11,970	11,970	—	—
Patricia Doherty	10,181	11,970	—	263
Charles Watchorn	11,970	11,970	—	501
Sean Quigley	11,970	11,970	—	513
Teresa McDonnell	11,970	11,970	—	—
Susan Bowman	11,970	11,970	—	—
John McDaid	4,033	—	—	—
Jim Campbell**	2,000	4,000	—	—
Total Board Members' Fees	**121,609**	**132,250**	**340**	**2,154**

**Fees waived*

***Independent Member of Service and Quality Committee*

The Child and Family Agency's Board members are paid in accordance with the Code of Practice for the Governance of State Bodies (Revised 2016).

Travel and subsistence payments in respect of Board members are those paid directly as well as costs outlaid by the Agency.

NOTE 3 Other Revenue Sources

(a) Department of Children, Disability and Equality Vote 40, Other Subhead Income

		2024 €'000	2023 €'000
1.	Subhead E4, C5 – Children and Young People's Services Committees (CYPSCs) in the International Protection Accommodation Services (IPAS)	41,748	1,469
2.	Subhead E5 – Ukraine Crisis	31,498	14,725
3.	Subheads B5 – Early Years Pre-School Inspectorate	9,159	6,912
4.	Subhead C5 – Children and Young People's Services Committees (CYPSCs)	2,995	2,336
5.	Subhead B8* – Family Support Services Counselling	1,500	700
6.	Subhead C5 – Young Parents Support and Family Support Practitioner Programmes, co-funded by European Social Fund (ESF)	1,239	159
7.	Subheads C5, B8* – Family Resource Centres (FRCs) and Barnahus project	1,050	1,525
8.	Subhead B5 – Children's Fund for Home Visiting	782	—
9.	Subhead B8* – Aftercare, Therapeutic and Health Advocate Support for Disadvantaged Care Leavers	574	358
10.	Subhead B8* – What Works	502	625
11.	Subhead B5 – Digitisation and Cataloguing Project	500	—
12.	Subhead B8* – Participation Project	350	440
13.	Subhead B8* – Fostering in Roma and Traveller Communities	220	323
14.	Subhead B8* – Education Champions	200	250
15.	Subheads C8, B8* – Adoption	137	723
16.	Subhead B8* – Equal Start Initiative	114	—
17.	Subhead C5 – National Traveller and Roma Inclusion Strategy (NTRIS)	60	5
18.	Subhead C8 – Junior Achievements Ireland (JAI) and Social Work Sponsorship	39	10
19.	Subhead C5/C4 – Research and Policy	10	5
20.	Subhead A7 – **Domestic, Sexual and Gender Based Violence (DSGBV)	—	36,834
21.	Subhead B8* – Education Supports for Children in Care and Separated Children Seeking International Protection (SCSIP)	—	800
22.	Subhead C5 – Children's First Awareness	—	91
23.	Subhead A2 – Social Work Initiatives	—	75
24.	Subhead C5 – Children's Rights	—	30
Total Revenue Other Subheads		**92,677**	**68,395**

** All funding listed under the above **Subhead B8** relates to funding provided from the dormant account funds.*

***In 2024, all DSGBV services within Tusla were transferred to Cuan, a statutory agency under the Department of Justice.*

Funding descriptions for Vote 40, Other Subhead Income:

1. Funding for a broad range of programmes and initiatives aimed at supporting children, young people and their families in IPAS settings. The target group for this fund is children and young people, aged 0–24 years, and their families who are residing in IPAS settings.

2. Funding for Ukraine Crisis.

3. Funding of Early Years Pre-School Inspectorate – Early Years is an overarching term that includes Pre-School Services. The Child and Family Agency is responsible for inspecting pre-schools, playgroups, day nursery, crèches, day-care, and similar services which cater for children aged 0–6 years.

4. Funding of CYPSCs – CYPSCs are a key structure identified by the government to plan and coordinate services for children and young people in every county in Ireland.

5. Funding to enhance support for Tusla's Family Support Services Counselling.

6. Funding for the expansion of Young Parent Support Programme (YPSP) and the development of Family Support Practitioner (FSP) posts for families living in IPAS. This funding is co-financed by ESF.

7. Funding for FRCs – Additional funding to support and develop existing FRCs and ensure the services provided are aligned with the strategic objective of the Agency.

8. Funding for the expansion of home visiting across Ireland through the establishment of Home Visiting Programme for a period of five years from 2024. This funding is provided to increase the provision of home visiting in early childhood. There was no funding for this subhead in 2023.

9. Funding for aftercare, therapeutic and health advocate support for disadvantaged care leavers.

10. Funding for What Works addresses a) the need for departments and agencies to consistently engage with and utilise implementation infrastructures and b) the need to collaborate and coordinate on cross-sectoral priorities utilising the structures, model and brand of Better Outcomes, Brighter Futures, and ensuring that children and young people have appropriate centrality of focus in policy development and implementation.

Funding descriptions for Vote 40, Other Subhead Income:

11. Funding for the Digitisation and Cataloguing Project for adoption, birth information and associated care records in 2024. There was no funding for this subhead in 2023.

12. Funding for Participation Project for children and youth. The participation of children and young people is fundamental to a child-centered, rights-based approach to working with children and young people.

13. Funding for the purposes of delivering a project aimed at increasing the number of Traveller and Roma foster carers available to provide a culturally appropriate foster care placement for children in these communities.

14. Funding for Championing Education Programme including funding for Tusla Education Bursary for Care Experienced Young People.

15. Funding for Adoption Services of Tusla. Additional funding for Adoption Services was provided in 2023 and 2024 to support additional staffing and payment schemes for Illegal Birth Registration (IBR).

16. Funding for Equal Start Initiative including six family link workers to support the rollout of the Traveller Parent Support Programme. There was no funding for this subhead in 2023.

17. Funding for NTRIS to enhance employment scheme participation support.

18. Funding for JAI Programme, an initiative for interaction with young people in transition year to promote Tusla as an employer. Funding in 2024 also includes 10 social work sponsorship places at Gordon University.

19. Funding for Joint Research Project, a shared initiative between Tusla and the DCDE for research and policy to put in place a framework agreement for electronic databases and journals.

20. Funding to support the development of enhanced DSGBV services in 2023. All DSGBV services within Tusla were transferred to Cuan on 1 January 2024.

Funding descriptions for Vote 40, Other Subhead Income:

21. Funding related to the provision of additional supports for young people in 2023, who had come to Ireland as refugee children, to enable them to embark on independent living; supports included stable accommodation, and focused educational support to allow them to catch up with their peers and succeed in the Irish education system. There was no funding for this subhead in 2024.

22. Funding relates to the delivery of a Children First Awareness advertising and promotional campaign for a week in 2023. There was no funding for this subhead in 2024.

23. Funding relates to Social Work recruitment initiatives in 2023. There was no funding for this subhead in 2024.

24. Funding for Children's Rights Training in 2023. There was no funding for this subhead in 2024.

(b) Department of Education Funding, Vote 26 Subhead A11.9 Income and Expenditure

	2024 €'000	2023 €'000
Total Income Received from DE	**57,066**	**49,676**
Expenditure		
Pay	(14,267)	(12,610)
Non-Pay	(1,299)	(946)
Section 56–59 Arrangements	(1,302)	(51)
School Completion Programme Grants (SCP)	(36,336)	(34,842)
School Completion Programme (SCP) Counselling Grants	(211)	(433)
Total Expenditure	**(53,415)**	**(48,882)**
Total Surplus	**3,651**	**794**

(c) Other Income

	2024 €'000	2023 €'000
Other Non-Revenue Income from the Departments	2,153	1,425
Secondment Income	1,482	1,669
Miscellaneous Income	1,322	655
Interest Income	838	803
Early Years Income	313	278
Other Specific Project Funding Income	294	503
EU Income Special Projects	27	1,047
Total Other Revenue	**6,429**	**6,380**

(d) Ukraine Crisis Expenditure

	2024 €'000	2023 €'000
Total Income Received	**31,498**	**14,725**
Expenditure		
Pay	(5,297)	(2,637)
Non-Pay	(26,709)	(12,130)
Total Expenditure	**(32,006)**	**(14,767)**
Total Deficit	**(508)**	**(42)**

Ukraine Crisis was funded through the DCDE Subhead E5 in 2024 and 2023.

NOTE 4 Pay and Pensions

(a) CEO Remuneration

	2024 €'000	2023 €'000
CEO Remuneration - Gross Pay		
Chief Executive Officer (CEO) (Ms Kate Duggan, Interim CEO 5 March 2023, appointed CEO 22 September 2023)	211	156
Chief Executive Officer (CEO) (Mr Bernard Gloster, resigned 5 March 2023)	—	41
CEO Travel and Subsistence Costs		
Chief Executive Officer (CEO) (Ms Kate Duggan, Interim CEO 5 March 2023, appointed CEO 22 September 2023)	6	2
Chief Executive Officer (CEO) (Mr Bernard Gloster, resigned 5 March 2023)	—	1

The CEO is a member of the Agency's statutory pension scheme, and the pension entitlements do not extend beyond the standard entitlements of the public sector scheme.

(b) Executive Management Team (EMT) Personnel

Including the remuneration of the Chief Executive Officer detailed in **NOTE 4 (a)**, the total remuneration for the EMT is €0.976m for the financial year (2023: €0.974m).

Executive key management personnel in the Agency consist of the CEO and members of the EMT reporting to the CEO.

(c) Termination Benefits

	2024 €'000	2023 €'000
Termination benefits charged to the Income and Expenditure Account	10	88
Total Termination Benefits	**10**	**88**

NOTE 5 Employments

Summary Analysis of Pay Cost	Note	2024 €'000	2023 €'000
Basic Pay		328,910	300,707
Holiday Pay Accrual		(628)	(680)
Weekends		5,231	4,974
Overtime		3,219	1,788
On Call		2,382	1,797
Night Duty		2,300	2,202
Allowances		1,647	1,904
Arrears		573	56
Subtotal Pay		**343,634**	**312,748**
Employer PRSI		34,620	30,400
Employer PRSI		**34,620**	**30,400**
Ongoing Pension Payments		14,368	13,204
Once-Off Lump Sums and Gratuity Payments		8,200	7,307
Death Gratuities		210	487
Total Pensions	**14**	**22,778**	**20,998**
Agency Pay		15,716	15,410
Secondment Charges		219	163
Agency Pay		**15,935**	**15,573**
Total Pay and Pensions		**416,967**	**379,719**

During 2024, €9.9m (2023: €8.76m) was deducted for Additional Superannuation Contribution (ASC) from the Child and Family Agency's staff.

During 2024, €0.153m (2023: €0.621m) was deducted for ASC from service providers and payable to the DCDE and the DPENDR.

Number of employees by Area of Operation was as follows in whole-time equivalents (WTEs) at 31 December 2024:

	2024 WTE	2023 WTE
Area of Operation		
Social Work	1,679	1,612
Social Care	1,355	1,323
Psychology and Counselling	28	24
Other Support Staff including Catering	35	38
Other Health Professionals	235	211
Nursing	4	5
Family Support	174	150
Educational and Welfare Officer	153	149
Admin Grades 3 to 7	1,350	1,215
Management Grade 8 and above	307	292
Total Child and Family Agency employees	**5,320**	**5,019**

The headcount of staff at 31 December 2024 was 5,795 (2023 – 5,487). These values do not include agency staff. Includes DE funded posts for Tusla Education Support Service (TESS) and Alternative Education Assessment and Registration Service (AEARS) headcount of 202 (2023: 194), WTE of 194 (2023: 187) to the value of €14.1m (2023: €11.98m).

Total number of Child and Family Agency staff with remuneration in excess of €60k:

A breakdown of total employee remuneration (including salaries and other benefits) over €60,000, in increments of €10,000, is required under the DPENDR circular 13/2014.

From / To	2024	2023
€60,000 to €69,999	1,029	1,215
€70,000 to €79,999	833	696
€80,000 to €89,999	372	117
€90,000 to €99,999	234	249
€100,000 to €109,999	102	18
€110,000 to €119,999	57	42
€120,000 to €129,999	18	11
€130,000 to €139,999	11	10
€140,000 to €149,999	9	1
€150,000 to €159,999	4	1
€160,000 to €169,999	—	1
€170,000 to €179,999	—	—
€180,000 to €189,999	1	—
€200,000 to €209,999	—	1
€210,000 to €219,999	1	—
Total	**2,671**	**2,362**

NOTE 6 Non-Pay Expenditure

Independent Placement Provision	Note	2024 €'000	2023 €'000
Section 58 Arrangements, Residential Provision	Appendix 1	204,336	194,606
Section 58, Separated Children Seeking International Protection*	Appendix 1	61,341	33,063
Foster Care Provision	Appendix 1	33,265	30,103
Total Independent Placement Provision	Appendix 2	**298,942**	**257,772**

*In 2024 following a review of Section 58, Separated Children Seeking International Protection expenditure and enhancements made to the Agency's reporting of these costs to accurately reflect these costs for the year 2023, €23.1m was reclassified.

Community, Voluntary and Charitable Organisations	Note	2024 €'000	2023 €'000
Section 56 Arrangements*	Appendix 5	147,561	170,252
Schools Completion Programme	Appendix 6	36,336	34,842
Family Resource Centres	Appendix 7	24,855	22,283
Family Support Services Counselling	Appendix 8	8,375	7,438
Total Community, Voluntary and Charitable Organisations	Appendices 3–4	**217,127**	**234,815**

*DSGBV services transferred to Cuan on 1 January 2024 total value of funding for 2023 was €36.2m.

The total number of individual entities funded in 2024 was 601 (2023: 647). The total number of DSGBV related entities no longer funded by Tusla is 45.

Fostering Care and After Care Allowances	2024 €'000	2023 €'000
Statutory Foster Care Allowances	90,749	82,638
Aftercare Allowances	25,580	24,460
Other Care Allowances	15,078	10,365
Total Foster Care and After Care Allowances	**131,407**	**117,463**

Legal Expenses and Guardian Ad Litem costs	2024 €'000	2023 €'000
Child and Family Agency Legal Services	13,890	12,621
Guardian Ad Litem Costs*	11,570	10,568
Guardian Ad Litem Legal Fees	9,794	6,966
Third Party Legal Costs	69	2,408
Other Legal Costs **	2,277	2,618
Total Legal Expenses and Guardian Ad Litem Costs	**37,600**	**35,181**

*Guardians 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.

**Includes legal compensation (settlements) costs of €296k (2023: €325k).

General Childcare Services	2024 €'000	2023 €'000
Therapy/Psychology Costs	7,119	7,310
Professional Services	7,173	4,982
Transport Costs	3,008	2,548
Catering and Provisions	2,345	2,337
Medical Costs	1,031	1,001
Other Sundry Expenses	851	890
Recreation Costs	755	718
Bedding and Clothing	249	340
Creative Community Alternatives (CCAs)	66	167
Total General Childcare Services	**22,597**	**20,293**

Office and Administration	2024 €'000	2023 €'000
Travel and Subsistence	12,818	12,996
Rent and Rates	12,515	11,501
Computers and Systems Maintenance	9,301	6,977
Professional Services	6,855	8,113
General Office Expenses	6,697	5,764
Education and Training	3,356	3,202
Cleaning and Waste Disposal	3,027	2,461
Printing, Postage and Stationery	2,972	3,221
Security and Alarm Costs	2,577	1,924
Telecoms	2,487	2,871
Heat, Power and Light	2,424	2,680
Maintenance	1,182	2,106
Vehicles Costs	1,039	694
Furniture, Crockery and Hardware	842	1,132
Insurance	68	663
Prompt Payment Interest and Compensation	422	989
Memberships, Licenses and Subscriptions	391	425
Audit Fees	136	124
Lease Interest, Bank Interest and Charges	74	95
Bad and Doubtful Debts	75	(8)
Total Office and Administration	**69,879**	**67,930**

NOTE 7 Non-Current Assets – Property, Plant and Equipment

	Land & Buildings €'000	Plant & Equipment €'000	Total €'000
Cost/Valuation			
At 1 January 2024	104,157	18,487	122,644
Reclassification of Land & Buildings *	(761)	—	(761)
Additions in the Year	1,003	378	1,381
Disposals	—	(155)	(155)
Balance at 31 December 2024	**104,399**	**18,710**	**123,109**
Depreciation			
At 1 January 2024	(24,137)	(15,746)	(39,883)
Reclassification of Land & Buildings *	761	—	761
Charge for the Year	(3,229)	(1,498)	(4,727)
Disposals	—	139	139
Balance at 31 December 2024	**(26,605)**	**(17,105)**	**(43,710)**
Net Book Values			
Balance at 31 December 2024	**77,794**	**1,605**	**79,399**
Balance at 31 December 2023	**80,020**	**2,741**	**82,761**

*Reclassification of Land and Buildings relate to the correction of opening balances between the Land and Buildings cost account and the Land and Buildings Depreciation account, the net impact to the overall balances at the year-end is zero.

NOTE 8 Inventories

	Note	2024 €'000	2023 €'000
Inventory of Consumable Items	1(s)	39	36
Total Inventories		**39**	**36**

NOTE 9 Trade and Other Receivables

	Note	2024 €'000	2023 €'000
Prepayments	1(s)	24,761	16,144
Other Receivables			
Payroll Technical Adjustment		1,424	1,523
Superannuation and ASC Income Accrual Account		2,244	948
Payroll Overpayments		1,058	1,025
Sundry Receivables		5,995	7,251
Guardian Ad Litem VAT Refunds		5	5
Gross Receivables		**35,487**	**26,896**
Less: Provision for Doubtful Debts		(1,061)	(993)
Total Trade and Other Receivables		**34,426**	**25,903**

NOTE 10 Cash and Cash Equivalents

	2024 €'000	2023 €'000
Bank	21,873	29,566
Cash and Cash Equivalents	26	20
Total Cash and Cash Equivalents	**21,899**	**29,586**

NOTE 11 Trade and Other Payables

	2024 €'000	2023 €'000
Trade Payables (Revenue Account)	9,637	14,069
Trade Payables (Capital Account)	86	171
Accruals Non-Pay (Revenue Account)	30,824	45,109
Accruals Foster Care and Foster Care Allowances	997	2,063
Accruals Independent Placement Provisions	14,650	3,442
Total Trade Payables	**56,194**	**64,854**
Other Payables		
Accruals Pay	17,584	18,403
Holiday Pay Accrual	4,512	3,885
Taxes and Social Welfare	10,383	9,925
Total Other Payables	32,479	32,213
Total Trade and Other Payables	**88,673**	**97,067**

NOTE 12 Restricted Contributions (Donations and Bequests) - Income and Expenditure

	2024 €'000	2023 €'000
Balance at 1 January 2024	**1,046**	**614**
Income Received	2,625	1,871
Expenditure	(2,663)	(1,439)
Balance at 31 December 2024	**1,008**	**1,046**

NOTE 13 Capital Expenditure

(a) Additions to Non-Current Assets in the Year

	2024 €'000	2023 €'000
Property	1,003	2,188
Plant and Equipment	378	1,455
	1,381	**3,643**
Funded from DCDE Capital Vote 40	1,266	3,628
Funded from DCDE Revenue Vote 40	115	15
Total	**1,381**	**3,643**

(b) Analysis of Expenditure Charged to Capital Income and Expenditure Account

	2024 €'000	2023 €'000
Expenditure on the Child and Family Agency's own assets (Capitalised)	1,266	3,628
Expenditure on the Child and Family Agency's own assets (Property Deposit)	1,302	—
Expenditure on the Child and Family Agency's own assets (Non-Capitalised)	14,256	13,234
Total Expenditure on Child and Family Agency's Projects charged to Capital	**16,824**	**16,862**
Total Capital Expenditure per Capital Income and Expenditure Account	**16,824**	**16,862**

NOTE 14 Pensions

Eligible staff employed in the Child and Family Agency are members of defined benefit superannuation schemes. The pensions paid to staff who retired since the establishment of the Agency are recognised in the Statement of Income and Expenditure in the year in which they become payable. In accordance with the derogation regarding Section 28 of FRS 102, no provision is made in the financial statements in respect of future pension benefit liabilities. Superannuation contributions from employees who are members of these schemes contribute to the Agency's revenue recognised in the Statement of Income and Expenditure within the subheading 'Department of Children, Disability and Equality'.

The pension charged to the Statement of Revenue Income and Expenditure for 2024 was €22.8m (2023: 20.9m) which included payments in respect of one-off lump sums and gratuity payments on retirement of €8.2m (2023: €7.3m).

NOTE 15 Capital Commitments

Future tangible non-current assets purchase commitments:	Estates	ICT	Total 2024 €'000	Total 2023 €'000
Within one year	21,750	7,000	28,750	17,500
After one year but within five years	—	—	—	—
After five years	—	—	—	—
	21,750	**7,000**	**28,750**	**17,500**
Contracted for but not provided in the financial statements	5,000	6,000	11,000	8,000
Included in the Capital Plan but not contracted for	16,750	1,000	17,750	9,500
Total future Tangible Non-Current Assets Purchase Commitments	**21,750**	**7,000**	**28,750**	**17,500**

NOTE 16 Properties

	2024 No. of Properties	2023 No. of Properties
The Child and Family Agency estate comprises the following:		
Freehold Properties	98	96
Leasehold	116	123
Total number of properties	**214**	**219**

Properties were transferred to the Child and Family Agency on establishment at 1 January 2014 by a Deed of Agreement which was signed by the Ministers for Health and for Children, Disability and Equality. The Child and Family Agency continues to work with the HSE to agree any further transfers.

In addition to the above properties there are properties owned by the HSE which are currently being utilised by the Agency for service provision. There are also a number of properties that are currently under review by the HSE and the Agency to determine those which should be transferred to the Child and Family Agency.

NOTE 17 Operating Leases

	2024 Land and Buildings €'000	2024 Other €'000	2023 Land and Buildings €'000	2023 Other €'000
Within one year	10,082	—	8,958	—
In the second to fifth years inclusive	21,492	—	21,893	—
In over five years	43,117	—	41,893	—
	74,691	**—**	**72,744**	**—**

NOTE 18 Taxation

The Child and Family Agency (CHY21524) is exempt from the following taxes:

- Section 207 and 208, Taxes Consolidation Act 1997 (Income Tax);
- Section 609, Taxes Consolidation Act 1997 (Capital Gains Tax);
- Section 266, Taxes Consolidation Act 1997 (Deposit Interest Retention Tax);
- Sections 76 and 78, Taxes Consolidation Act 1997 (Corporation Tax);
- Sections 17, 22 and 76, Capital Acquisitions Taxes Consolidations Act 2003 (Capital Acquisitions Tax);
- Section 82, Stamp Duty Consolidation Act 1999 (Stamp Duty); and
- Chapter 8A, Part 6, Taxes Consolidation Act 1997 (Dividend Withholding Tax).

These exemptions extend to the income and property of the Child and Family Agency.

NOTE 19 Insurance

The Child and Family Agency has insurance cover with a third-party provider for professional indemnity, property and other specific service-related policies. As a delegated State Authority, the Agency's risks are delegated to the State Claims Agency. This covers employer's liability, public liability and motor cover. The State Claims Agency indemnifies a third party in respect of personal injury and third-party property damage claims that are the result of the delegated State Authority's negligence.

NOTE 20 Compliance with Prompt Payment Legislation

Revised regulations in relation to prompt payment, European Communities (Late Payment in Commercial Transactions) Regulations 2012 (S.I. No. 580/2012), came into effect in March 2013. This legislation provides for the payment of interest and compensation to suppliers in respect of late payment of invoices. The Agency does not automatically pay suppliers prompt payment compensation in relation to late payment of invoices; however, suppliers may claim this compensation.

During 2024, the Agency accrued/paid €122k (2023 accrued/paid €154k) to suppliers in relation to prompt payment interest. Interest was paid only in cases where payment was made 30 days after the invoice date as this was in accordance with the terms and conditions as specified on the Agency's Purchase Order document. 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 was not paid but has been provided for by the Agency.

NOTE 21 State Claims Agency

The State Claims Agency identified the claims that relate to the Agency from the overall liability managed by the State Claims Agency relating to the Agency and the HSE.

The outstanding liability relating to the Agency, estimated by the State Claims Agency as at 31 December 2024 was €71m (2023: €73m). The budget for these claims has remained with the HSE and the 2024 finalised claims of €5.2m (2023 €8.27) were settled by the HSE. The Agency is not yet funded for claims processed by the State Claims Agency.

NOTE 22 Contingent Liabilities

The Child and Family Agency is currently dealing with litigation matters which may generate liabilities depending on the outcome of the legal proceedings. With regard to standard legal cases, the Agency's insurance, which covers professional indemnity, property, and other specific service-related policies, would be sufficient to cover the majority of costs. There is, however, an element of uncertainty due to indemnity limits and certain policy conditions. The Agency is not in a position to estimate any potential liabilities arising from these proceedings. The financial effects of any uninsured contingencies have not been provided for in the financial statements.

NOTE 23 Events after the Reporting Period

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

NOTE 24 Related Party Transactions

Services Provided by the HSE

Since the creation of the Child and Family Agency, the HSE has provided some administrative services for the Agency in the areas of Finance, HR, Payroll, Procurement, Estates, FOI, banking arrangements and Internal Audit. These services are governed through a Memorandum of Understanding and subsidiary Service Level Agreements. The Agency paid an amount of €318k for payroll services in 2024 (2023: €318k), with no charge for the other administrative services. On creation of the Agency, an amount of €7.045m was agreed to be paid to the HSE annually for the provision of psychology services and this amount was paid in 2024.

Other

In accordance with the Ethics in Public Office Acts 1995 and 2001, the Agency requires all staff Grade VIII and above (or equivalent) to complete an annual Ethics Return declaring any interests as specified which could materially influence them in the performance of the function of their position.

NOTE 25 Approval of Financial Statements

The financial statements were approved by the Board on 30 May 2025.

Appendices to the Financial Statements

Appendix 1
Independent Placement Provision Summary by Region

	Dublin North East (DNE) 2024 €'000	Dublin Mid Leinster (DML) 2024 €'000	South East (SE) 2024 €'000	South West (SW) 2024 €'000	Mid West (MW) 2024 €'000	West North West (WNW) 2024 €'000	National 2024 €'000	Total 2024 €'000
Section 58, Residential Provision	24,242	29,104	8,441	11,396	3,559	7,688	119,906	204,336
Separated Children Seeking International Protection (SCSIP)	—	—	—	—	—	—	61,341	61,341
Foster Care Provision	11,015	15,728	906	2,527	941	538	1,610	33,265
Total	**35,257**	**44,832**	**9,347**	**13,923**	**4,500**	**8,226**	**182,857**	**298,942**

Appendix 2
Summary of Independent Placement Provision by Providers

Independent Placement Provision	Total 2024 €'000
MMC Children's Services Limited	25,297
Ashdale Care (Ireland) Limited	24,040
Baig and Mirza Health Services Limited	17,462
Daffodil Care Services Unlimited Company	17,033
Odyssey Social Care Limited	15,743
Five Rivers Ireland Limited	12,376
Nua Healthcare Services Limited	10,997
Fresh Start Support Services Limited	10,550
Fostering First (Ireland) Limited	10,067
Orchard Children Services Limited	8,385
Yeria Unlimited Company	8,294
Orchard Residential Care Limited	8,217
Kildare Community Kare Limited	8,157
Comet Care Limited	7,687
Terra Glen Residential Care Services Limited	7,595
Tender Touch Services Limited	6,045
Sorcha Homes Limited (Horizon House)	5,392
Superior Healthcare Limited	4,970
Compass Child and Family Services CLG	4,811
Misty Croft Limited	4,801
Lotus Care Limited	4,583
Victoria Healthcare Organisation Limited	4,280
Inclusive Care Support Limited	4,259
Harmony Residential Care Limited	3,976
Clarion Healthcare Limited	3,885
Whisbay Limited	3,774
Dundas Unlimited Company	3,730
Glenarm Care Limited	3,508
The Galtee Clinic	3,336
Rainbow Community Services Limited	3,276

Independent Placement Provision	Total 2024 €'000
G.A.L.R.O. Unlimited Company	3,050
Three Steps Limited	2,704
24HrCareServices Limited	2,523
Origins Foster Care Limited	2,347
Curam Nua Limited	2,066
Good People Homecare Limited	1,919
The Nightingale Agency Limited	1,904
Teach Nua Care Services Limited	1,731
Reign Healthcare Limited	1,703
Clover Care Limited	1,581
Lincoln Healthcare Recruitment and Training Limited	1,559
Astoria Care Unlimited Company	1,449
Laragh Resource Centre Limited	1,449
National Childcare Residential Services Limited	1,357
Peterborough City Council	1,315
Stepping Stones Care Limited	1,300
SBLN Limited (Fairport)	1,171
New Beginnings Childcare and Residential Services Limited	1,164
Brighter Futures for Children Limited	1,125
Willow Resource Limited (Rock Family Support)	1,056
Tus Nua Childcare Services Limited	1,001
Colden Care Limited	943
Future Foundations Support Limited	922
Trinity Support and Care Services Limited	840
Clogga Healthcare Limited	833
Kellsgrange Residential Services Limited	789
Resilience Healthcare Limited	722
Attuned Programmes Ireland Limited	682
Baig and Mirza Real Estate Limited	648
Embrace Community Services Limited	546
Wrekin Care Limited	542
Orchard Community Care Limited	507
St Catherines Association CLG	375

Independent Placement Provision	Total 2024 €'000
SP Accommodation Supply Limited	350
Bradbury House Ireland Limited	345
Willow Health Care Limited	330
Spring Life Limited	265
KM Properties	190
JPM Properties	169
Irish School of Motoring Limited	164
St Michael's House Clinic	158
Gina's A Properties Limited	143
Green Palmtree Limited	136
By The Bridge North West Limited	131
MM Properties	125
H. Homes Limited	103
Compass Children's Homes Kent Limited	76
Lincolshire County Council	70
Bessborough Centre CLG	38
Brenlo Healthcare Limited	37
Kerry Senior Care Limited	33
Saint John of God Hospital CLG	29
Rosses Punto Limited	27
New Horizon Refugee Support CLG	23
Nua Homecare	20
TC's Property House Limited	20
Portbeg Holiday Homes Limited	13
Wicklow County Council	10
Compassionate Support and Care Services Limited	9
Cairde Colaiste Ide Teoranta	8
Disability and Home Support Services Wexford Limited	6
CER Ireland SA DEV Limited	5
Brava Capital Limited	4
Smarmore Castle Private Clinic Limited	4

Independent Placement Provision	Total 2024 €'000
The Collective Sensory Group CLG	4
The Cavan Centre CLG	3
The Pierce Partnership Limited	3
Yeats Village Management CLG	3
Atalia Student Residences Designated Activity Company	2
Atlantic Troy Limited	2
B. Gallagher Developments Limited	2
Cottage Home Child and Family Services	2
James Street Property Limited	2
Access Nursing Limited	1
Bryan Greene and Company Limited	1
DHG Arden Limited	1
Karo Healthcare Limited	1
Property Links Premier Global Limited	1
Other Accommodation Costs	659
Section 58 Provisions	(2,771)
Joint Protocol with HSE	(2,364)
Total	**298,942**

Appendix 3
Community, Voluntary and Charitable Organisations Summary by Grant Type

	Note	2024 €'000	2023 €'000
Regional Service Level Agreements		76,116	68,600
Residential Services		30,458	26,468
National Grants		26,611	15,979
Creative Community Alternatives (CCA)		5,582	5,812
Children and Young People's Services Committees (CYPSC)		4,448	2,898
Adoption		2,315	1,944
Disability		1,567	2,563
Area Based Childhood Programme (ABC)		335	9,613
National Early Years		129	130
Domestic, Sexual and Gender-Based Violence (DSGBV)		—	36,245
Total Section 56	Appendix 5	**147,561**	**170,252**
School Completion Programme	Appendix 6	36,336	34,842
Family Resource Centres	Appendix 7	24,855	22,283
Family Support Service Counselling	Appendix 8	8,375	7,438
Total Others		**69,566**	**64,563**
Grand Total		**217,127**	**234,815**

Appendix 4
Community, Voluntary and Charitable Organisations Summary by Grant Type, Service and Region

	Dublin North East (DNE) 2024 €'000	Dublin Mid Leinster (DML) 2024 €'000
Regional		
Children and Young Peoples Services Committees (CYPSC)	532	628
Creative Community Alternatives (CCA)	1,334	1,093
Disability	78	303
Family Support Counselling	249	364
Residential Services	—	—
Section 56 Others	22,368	19,783
	24,561	**22,171**
National		
Adoption	—	—
Area Based Childhood	—	—
Children and Young Peoples Services Committees (CYPSC)	—	—
Domestic, Sexual and Gender-Based Violence (DSGBV)*	—	—
Early Years	—	—
Family Resource Centres	3,195	6,455
Family Support Counselling	1,780	2,688
Residential Services	17,111	7,322
School Completion Programme	—	—
Section 56 Others	—	—
Separated Children Seeking International Protection (SCSIP)	—	—
	22,086	**16,594**
Total	**46,647**	**38,765**

**DSGBV services transferred to Cuan on 1 January 2024.*

South East (SE) 2024 €'000	South West (SW) 2024 €'000	Mid West (MW) 2024 €'000	West North West (WNW) 2024 €'000	National 2024 €'000	Total 2024 €'000	Total 2023 €'000
288	187	138	458	—	**2,231**	**2,790**
807	871	511	966	—	**5,582**	**5,812**
493	295	368	30	—	**1,567**	**2,563**
113	325	261	213	—	**1,525**	**1,841**
—	4,034	—	—	—	**4,034**	**1,253**
6,572	9,290	8,401	9,702	—	**76,116**	**68,600**
8,273	**15,002**	**9,679**	**11,369**	**—**	**91,055**	**82,859**
—	—	—	—	2,315	**2,315**	**1,944**
—	—	—	—	335	**335**	**9,613**
24	—	—	—	2,193	**2,217**	**108**
—	—	—	—	—	**—**	**36,245**
—	—	—	—	—	**129**	**130**
3,342	3,990	1,777	5,939	157	**24,855**	**22,283**
369	823	254	757	179	**6,850**	**5,597**
—	—	—	—	1,991	**26,424**	**25,215**
—	—	—	—	36,336	**36,336**	**34,842**
—	—	—	—	23,103	**23,103**	**13,046**
—	—	—	—	3,508	**3,508**	**2,933**
3,735	**4,813**	**2,031**	**6,696**	**70,117**	**126,072**	**151,956**
12,008	**19,815**	**11,710**	**18,065**	**70,117**	**217,127**	**234,815**

Appendix 5
Section 56

Section 56	2024 €'000	2023 €'000
Barnardos - Republic of Ireland CLG	12,214	11,815
Peter McVerry Trust CLG	8,941	7,129
Focus Ireland CLG	8,782	6,126
Extern Ireland CLG	8,100	7,446
Daughters of Charity Child and Family Services CLG	7,011	6,478
Foróige the National Youth Development Organisation CLG	6,094	5,409
Youth Advocate Programmes Ireland CLG	4,791	3,977
Bessborough Centre CLG	4,183	5,308
Don Bosco Care CLG	3,616	3,427
St Bernard's Children's Services CLG	3,421	2,315
Empowerment Plus CLG	2,964	3,672
Traveller Families' Care CLG	2,602	2,594
St Laurence O'Toole Catholic Social Care (Crosscare) CLG	2,600	2,737
Cottage Home Child and Family Services CLG	2,488	1,984
Smyly Trust Services CLG	2,424	2,185
Epic Empowering People in Care CLG	1,884	1,636
Childhood Development Initiative CLG	1,768	1,611
Good Shepherd Cork CLG	1,661	1,723
Kildare Youth Services CLG	1,557	1,310
Northside Partnership CLG	1,406	1,147
Clarecare CLG	1,311	1,209
Sherrard House CLG	1,254	978
National College of Ireland CLG	1,174	916
Streetline CLG	1,173	807
Arlington Novas Ireland CLG	1,115	1,094
Clondalkin Behavioural Initiative CLG	1,036	947
Huruma CLG	1,027	881
Limerick Social Service Council CLG	991	1,104
The Irish Society for the Prevention of Cruelty to Children (ISPCC) CLG	975	889
Paul Partnership Limerick CLG	958	858

Section 56	2024 €'000	2023 €'000
The C.A.R.I. Foundation CLG	939	921
Let's Grow Together! Infant and Childhood Partnerships CLG	871	759
Active Connections CLG	852	759
Sligo Leitrim Home Youth Liaison Service CLG	844	710
Youngballymun CLG	834	641
Cloyne Diocesan Youth Services CLG	818	898
Technological University (TU) Dublin CLG	789	792
Carr's Child and Family Services CLG	762	795
The Shanty Educational Project CLG	744	716
Praxis Care CLG	728	1,168
Finn Valley Family Resource Centre CLG	723	526
PACT CLG	715	658
Lifestart Services CLG	711	646
Louth Leader Partnership CLG	710	657
Bray Area Partnership CLG	697	480
Kerry Diocesan Youth Service CLG	650	637
Youth New Ross CLG	629	720
Irish Foster Care Association CLG	609	576
North Tipperary Community Services CLG	558	516
The Ballyfermot/Chapelizod Partnership Company CLG	557	524
The Cruthu Foundation CLG	493	623
St Catherine's Community Services Centre CLG	486	478
St Joseph's Foundation	478	—
Galway Regional Youth Federation CLG	461	272
Co. Wicklow Community Partnership CLG	454	491
Donegal Youth Services CLG	453	516
Lifestart Supporting Parents Leitrim Sligo and West Cavan CLG	444	416
Daughters of Charity Community Services CLG	423	504
Northside Home Care Services CLG	418	405
Limerick Youth Service	413	412

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Section 56

Section 56	2024 €'000	2023 €'000
Meath Springboard Family Support Services CLG	405	576
Darndale Belcamp Integrated Childcare Service CLG	373	380
North Clondalkin Integrated Family/School Project CLG	371	365
The Rehab Group CLG	368	473
Mercy Family Centre CLG	366	339
Our Lady's Nursery, Ballymun CLG	352	453
New Communities Partnership (NCP) CLG	345	244
One in Four (Ireland) CLG	337	190
Gorey Youth Needs Group CLG	330	296
Mullaghmatt Cortolvin Community Development CLG	327	226
Include Youth Ireland	326	—
St Brigid's Day Nursery CLG	323	345
St Brigid's Family and Community Centre CLG	313	296
St Helena's Childcare Centre CLG	310	335
Sligo Springboard CLG	290	245
Ballyfermot Centre for Children, Young People and Families CLG	285	269
Ballymun Day Nursery CLG	272	287
Carrigaline Family Support CLG	272	109
Blakestown and Mountview Neighbourhood Youth Project CLG	266	285
Togher Family Centre CLG	264	265
Teach Oscail Resource Project CLG	263	418
Vita House Services CLG	263	222
Deansrath Family Centre CLG	257	243
Edenmore Day Care Nursery CLG	242	249
Raphoe Diocese Pastoral Services CLG	226	108
Clare Youth Service CLG	222	207
Ballinrobe Family Resource Centre CLG	218	152
North-West Inner City Family/School Project CLG	217	216
Kilkenny Community Early Years Project CLG	212	202
Tir Boghaine Cuideachta Faoi Theorainn Ráthaíochta CLG	212	163

Section 56	2024 €'000	2023 €'000
Sligo Family Resource Centre CLG	211	188
North Tipperary Development Company CLG*	205	485
Bonnybrook Day Nursery Centre CLG	204	209
Cox's Demesne Youth and Community Project CLG	201	260
Tipperary Regional Youth Service CLG	201	242
Anew Support Services CLG	195	269
My Project Minding You CLG	193	184
Clonmel Community Parent Support Programme CLG	191	188
Letterkenny Youth and Family Services CLG	190	198
YMCA Ireland	190	180
Mead Day Nursery CLG	189	197
Empower Local Development CLG	186	163
Carlow Regional Youth Services CLG	181	202
Cherry Orchard Equine Centre CLG	180	70
Ballinasloe Social Services CLG	179	114
Women's Aid (Dundalk) CLG*	178	1,050
Waterford Intellectual Disability CLG	177	256
Iscoil CLG	175	—
Erris Family & Community Support Centre CLG	171	164
Ossory Youth CLG	170	126
The Crann Support Group CLG	168	128
Children's Rights Alliance - Republic of Ireland CLG	167	87
Dunmanway Family Resource Centre CLG	165	215
Parentline CLG	163	114
Newbury House Family Centre CLG	159	168
First Steps Rowlagh CLG	158	152
The Marian Centre CLG	157	159
Bagenalstown Family Resource Centre CLG	157	148
F.A.C.T. Family Resource Centre CLG	157	86
Coiste Aiseanna Na Hoige Cuideachta Faoi Theorainn Ráthaíochta CLG	156	202

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Section 56	2024 €'000	2023 €'000
K.A.S.I. CLG	153	134
Inner City Organisations Network (Icon)/YPAR CLG	153	109
Breffni Integrated CLG	150	124
Hill Street Family Resource Centre CLG	146	150
The Trustees of Macroom Family Resource Centre CLG	143	103
Alcohol Forum Ireland CLG	142	153
Roscommon Integrated Development CLG	140	124
South West Mayo Development CLG	138	144
Stewarts Care CLG	137	234
Mahon Family Resource Centre CLG	137	132
Kilbarrack-Foxfield Nursery Centre CLG	133	136
Kildare County Childcare Committee CLG	132	38
Northside Counselling Service CLG	131	65
Kerry Family Resource and Counselling Centre CLG	130	103
ECCE and Play Early Childhood Ireland CLG	129	130
Lifestyle Development Group CLG	128	161
Boyle Family Resource Centre CLG	128	111
Leitrim Integrated Development Company CLG	127	87
Doras Bui A Parents Alone Resource Centre CLG	125	130
Moatview Nursery and Early Education Centre CLG	123	125
Ballyboden Children's Centre CLG	123	118
Southside Partnership DLR CLG	122	124
Kerry Travellers Health and Community Development Project CLG	122	69
St Michael's Family Centre CLG	120	124
Neart Hamhnais Cuideachta Faoi Theorainn Ráthaíochta CLG	120	117
Ferns Diocesan Youth Service CLG	117	143
Dublin South City Partnership	117	4
Phoenix Community Resource Centre CLG	116	127
Cultúr, Celebrating Diversity CLG	113	72
Tralee International Resource Centre CLG	110	130

Section 56	2024 €'000	2023 €'000
Clonmel Resource Centre CLG	110	93
Inishowen Development Partnership CLG	108	100
Treoir the National Federation of Services for Unmarried Parents and their Children CLG	108	99
Sligo County Childcare Committee CLG	107	95
Donegal Travellers Project CLG	104	85
Lus Na Gréine Family Resource Centre CLG	103	62
Galway City Partnership CLG	102	67
County Kilkenny Leader Partnership CLG	100	54
Ballyspillane Community and Family Resource Centre CLG	95	84
Our Lady of Lourdes Community Services Group CLG	95	—
The Candle Community Trust CLG	94	102
Brothers of Charity Services Ireland CLG	92	108
Northside Family Resource Centre CLG	92	77
St Ultan's Childcare Project CLG	92	40
Westmeath Community Development CLG	90	85
Genesis Psychotherapy and Family Therapy Service CLG	89	96
North West Clare Family Resource Centre CLG	88	24
Carrick-On-Shannon Family Life Centre CLG	86	85
Brill Family Resource Centre CLG	85	70
Bluestack Special Needs Foundation CLG	84	122
Kinsale Youth Support Services CLG	84	46
Clones Family Resource Centre CLG	83	135
Focus Family Resource Centre CLG	83	89
Southend Community Development Group CLG	82	81
Shanakill Family Resource Centre CLG	76	73
The Red Door Project CLG	76	60
Ballymun Child and Family Resource Centre CLG	76	55
Leitrim County Childcare Committee CLG	75	72
Navan Travellers Workshops CLG	75	37
Newpark Close Community Development CLG	74	77

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Section 56	2024 €'000	2023 €'000
Ballina Family Resource Centre CLG	74	71
National Childhood Network CLG	74	10
Cork City Childcare CLG	73	69
Skibbereen Community and Family Resource Centre CLG	73	36
Parents First (Laois, Offaly) CLG	72	73
Mohill Family Support Centre CLG	71	96
Laois Traveller Action Group	70	—
The Irish Hospice Foundation CLG	70	—
Connect Family Resource Centre CLG	66	74
Simon Community (Galway) CLG	66	64
Trim Family Resource Centre CLG	65	70
Blanchardstown Home-Start CLG	65	68
Carrigtwohill Family Resource Centre CLG	65	64
Knockanrawley Resource Centre CLG	64	73
Kells Family Resource Centre CLG	64	65
NASC the Migrant and Refugee Rights Centre CLG	62	49
Gort Resource Centre CLG	61	60
Forum Connemara CLG	60	57
Golf Course Road Westport Community Centre Limited CLG	60	57
Hospital Family Resource Centre CLG	59	67
Forward Steps Resource Centre CLG	59	51
Ballyduff Family and Community Support Forum CLG	59	39
Mountview Family Resource Centre CLG	58	75
Claremorris Social and Family Centre CLG	58	57
South West Kerry Family Resource Centre CLG	58	51
Society of St. Vincent de Paul - Council of Ireland	57	60
St Canice's Community Action CLG	57	46
Newbridge Family Resource Centre CLG	56	103
Mountmellick Development Association CLG	56	57
Castlerea Community and Family Resource Centre CLG	56	36

Section 56	2024 €'000	2023 €'000
Kerryhead/Ballyheigue Family Resource Centre CLG	55	72
Croom Family Resource Centre CLG	55	56
Ballyfermot Travellers Action Project CLG	55	15
St Audoen's Pre-School	54	53
Ronanstown Community Childcare Centre CLG	53	52
Cavan Travellers Movement CLG	53	49
Raheen Community Development Group CLG	52	31
Cork Life Centre	51	105
Midleton Community Forum CLG	51	27
Rahoon Family Centre CLG	49	48
Western Region Drugs Task Force CLG	48	34
Abbeydorney/Kilflynn Family Resource Centre CLG	47	46
Child Abuse Prevention Project CLG	47	44
Droichead Family Resource Centre CLG	46	42
Dunfanaghy Community and Family Resource CLG	46	20
Listowel Family Resource Centre CLG	45	70
Ballybunion Community Centre CLG	44	64
Kildare Traveller Action CLG	44	—
Killorglin Family Resource Centre CLG	43	85
West Sligo Family Resource Centre CLG	43	37
Seirbhisi Na Nog CLG	43	33
Millennium Family Resource Centre CLG	43	10
Offaly Integrated Local Development CLG	42	44
West Limerick Resources CLG	41	50
Cherish CLG	41	40
Laois Youth Services CLG	41	17
Bandon Family Resource Centre CLG	40	43
Blakestown and Mountview Youth Initiative CLG	40	38
County Kildare Youth Hub CLG	38	43
The Community After School Project CLG	38	41

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Section 56	2024 €'000	2023 €'000
Tipperary Rural Travellers Project CLG	38	28
Tullamore Travellers Movement CLG	38	6
Laois Community and Enterprise Development CLG	37	35
Meath Community Rural and Social Development Partnership CLG	37	14
Taghmon Family Resource Centre CLG	37	13
Ballymote Family Resource Centre CLG	36	45
The Cork County Childcare Committee CLG	36	36
Southwest Counselling Centre CLG	35	91
Mayo North East Leadership Partnership	34	—
The Lime Tree Theatre Limerick CLG	33	—
Ballyhoura Development CLG	32	51
Rialto Development Association CLG	32	30
Le Cheile Family Resource Centre (Mallow) CLG	32	28
Centre For Effective Services CLG	32	26
Wicklow Travellers Group CLG	32	—
Monaghan Integrated Development CLG	31	43
Cobh Family Resource Centre CLG	31	31
Neart Le Chéile CLG	30	—
Ballyogan Community Development Management Committee CLG	29	29
Basement Project Company CLG	29	28
Cork City Learning Support Centre	29	28
The Creative Learning Centre CLG	28	41
A Little Lifetime Foundation CLG	28	29
St Kieran's SP National School for Travellers	28	28
A.S.S.C (Accompaniment Support Services for Children) CLG	28	1
Southill Area Centre CLG	27	66
Glenfields Community Childcare CLG	27	41
Rainbows Ireland Child and Youth Grief and Loss Support CLG	27	—
Tubbercurry Family and Childcare Resource House Project CLG	26	43
Monaghan Education Centre	26	26

Section 56	2024 €'000	2023 €'000
Ballyfermot Resource Centre CLG	26	—
Down Syndrome Ireland	26	—
Learning Hub Limerick CLG	25	38
Involve CLG	25	11
Pieta House CLG	25	—
Pitter Patter Community Creche and Preschool CLG	25	—
Waterford Area Partnership CLG	24	—
Kenmare Family Resource Centre CLG	22	31
Offaly County Council	22	26
Dungarvan and An Rinn SCP	22	18
Killinarden Family Resource Centre CLG	22	8
South Dublin County Partnership CLG	21	37
Roscommon Safe Link CLG*	20	258
Fatima Groups United CLG	20	91
Finglas Community Support Service CLG	20	17
Clare Immigrant Support Centre CLG	19	39
Galway Roscommon ETB	19	25
Venture Out Wilderness Project CLG	19	19
National Social Work Organisation of Ireland CLG	19	14
Dublin North West Area Partnership CLG	19	—
Sligo Centre for Independent Living CLG	18	30
Castlemaine Family Resource Centre CLG	17	22
Hillview Community Resource Centre CLG	17	16
Children's Grief Centre CLG	16	66
Westmeath County Childcare Committee CLG	16	12
Tullamore Rape Crisis Centre CLG*	15	156
Diversity Sligo Asylum Seekers and Refugees Support CLG*	15	24
Dundalk Counselling Centre CLG	15	19
Ardee and District Community Trust CLG	15	18
Spafield Family Resource Centre CLG	15	16

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Section 56	2024 €'000	2023 €'000
St Francis Junior National School	15	16
Carmelite Community Services CLG	15	15
Ringsend Creche CLG	15	15
Festina Lente Foundation CLG	15	10
Longford Community Resources CLG	15	7
Youth Work Ireland Cavan & Monaghan Youth Federation CLG	15	—
Beara West Family Resource Centre CLG	14	21
Eala Og Child Care Centre CLG	14	18
Quarryvale Community Resource Centre CLG	14	8
National Centre for Youth Mental Health CLG	14	5
Treo Portlairge CLG	13	26
Cara House Family Resource Centre CLG	13	12
Templemore Community Services Centre CLG	12	23
Carp - Killinarden CLG	12	—
Waterford and South Tipperary Community Youth Service CLG	12	—
Wexford Women's Refuge CLG*	11	805
Sacred Heart Community and Childcare Project CLG	11	16
North Connaught Youth & Community Services CLG	11	12
Goshh Ireland CLG	11	11
Wallaroo Playschool Limited CLG	11	11
Athlone Family Resource Centre CLG	11	1
Social Care Association of Ireland CLG	10	18
F.A.B. Coolcotts Community Development Project CLG	10	10
Moyross Community Enterprise Centre CLG	10	5
Advocates for the Victims of Homicide (Advic)	9	35
West Clare Family Resource Centre CLG	9	23
Southill Family Resource Centre CLG	9	12
Corpus Christi Primary School	9	1
Cope Galway CLG*	8	1,779
Baboro Galway International Children's Festival CLG	8	7

Section 56	2024 €'000	2023 €'000
Galway Autism Partnership CLLG	8	7
Clara Community and Family Resource Centre CLG	8	5
Curragh Pride Family Resource Centre CLG	7	—
Women's Collective Ireland CLG	7	—
Enable Ireland Disability Services CLG	6	22
Midlands Regional Youth Service CLG	6	22
South Presentation Centre CLG	6	22
North West Hospice CLG	6	8
An Bháinseach Estate CLG	6	6
Sensational Kids CLG	6	—
Adapt Domestic Abuse Services CLG*	5	1,505
Drogheda Women's and Children's Refuge Centre CLG*	5	724
Wexford Rape and Sexual Abuse Support Services CLG*	5	437
Dublin Travellers Education and Development Group CLG*	5	368
Knocknaheeny and Hollyhill Community Development Initiatives CLG	5	9
Kilkenny Bereavement Support	5	5
The Meath Youth Federation CLG	5	5
Castlebar Le Chéile Family Resource Centre CLG	5	1
Fermoy Community Resource Centre CLG	5	—
Rosemount Community Development Group CLG	5	—
Waterford Traveller Community Development Project CLG	4	8
Portlaoise Community and Family Resource Centre CLG	4	2
Athy Community and Family Centre CLG	4	—
Baile Beg First Steps Creche CLG	4	—
Ennis Schools Completion Programme CLG	4	—
Tullamore Community and Family Resource Centre CLG	3	4
The Mill Family Resource Centre CLG	3	3
St Kevin's Family Resource Centre CLG	3	—
Saoirse Housing Association CLG*	2	2,353
Southside Travellers Action Group CLG	2	34

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Section 56	2024 €'000	2023 €'000
Respond CLG	2	8
STEPS (Rosbrien) SCP	2	4
Elm Park Area Childcare Committee CLG	2	2
Bridgeways Family Resource Centre CLG	2	—
Cara-Phort Family Resource Centre CLG	2	—
Killaloe/Ballina Community and Family Resource Centre CLG	2	—
Kilrush SCP	2	—
Northstar Family Support Project	2	—
Scoil Bhride	2	—
Scoil Mhuire Clane Community School	2	—
Shannon Family Resource Centre CLG	2	—
Three Drives Family Resource Centre CLG	1	1
Think Bodywhys CLG	1	—
Sonas Domestic Violence Charity CLG*	—	2,587
The Dublin Rape Crisis Centre CLG*	—	1,818
Aoibhneas CLG*	—	1,386
Home Again CLG	—	1,298
Safe Ireland National Social Change Agency CLG*	—	1,200
Women's Aid CLG*	—	996
Meath Women's Aid Housing Association CLG*	—	968
Clare Haven Services CLG	—	940
Galway Rape Crisis Centre CLG*	—	926
Oasis Housing Association CLG*	—	900
Donegal Domestic Violence Services CLG*	—	899
Amber Women's Refuge CLG*	—	829
Teach Tearmainn Housing Association CLG*	—	769
Adapt Kerry CLG*	—	764
Cuanlee CLG*	—	750
Bray Women's Refuge Housing Association CLG*	—	742
Cuan Saor Women's Refuge and Support Services CLG*	—	672

Section 56	2024 €'000	2023 €'000
Athlone Community Services Council CLG*	—	670
Rape Crisis Midwest CLG*	—	560
West Cork Women Against Violence CLG*	—	527
Domestic Violence Advocacy Service (Sligo, Leitrim, and West Cavan) CLG*	—	498
Offaly Domestic Violence Support Service CLG*	—	408
Rape Crisis North East CLG*	—	407
Laois Support Services Against Domestic Abuse CLG*	—	387
Cork Rape Crisis Centre CLG*	—	387
Rape Crisis and Sexual Abuse Counselling Centre Sligo, Leitrim and West Cavan CLG*	—	383
Amen Support Services CLG*	—	366
Kerry Rape and Sexual Abuse Centre CLG*	—	335
Donegal Sexual Abuse and Rape Crisis Centre CLG*	—	330
The Men's Development Network CLG*	—	330
Waterford Rape Crisis Centre CLG*	—	321
Yana North Cork Domestic Violence Project CLG*	—	318
Carlow and South Leinster Rape Crisis Centre CLG*	—	311
Kilkenny Rape Crisis Centre CLG*	—	306
Longford Women's Link CLG*	—	298
Tipperary Rape Crisis and Counselling Centre CLG*	—	276
Mayo Rape Crisis Centre CLG*	—	267
Domestic Violence Information Resource Centre (OSS Cork) CLG*	—	217
Carlow Women's Aid CLG*	—	188
Domestic Violence Response CLG*	—	185
Athlone (Midland) Rape Crisis Centre CLG*	—	178
Donegal Women's Centre CLG*	—	166
Cork Anti-Poverty Resource Network CLG*	—	157
Family Resource Centre (Inchicore Domestic Violence) CLG*	—	150
Westmeath Support Services Against Domestic Abuse CLG*	—	142
Tearmann Housing Association CLG*	—	114
Before 5 Family Centre CLG	—	43

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Section 56	2024 €'000	2023 €'000
Donegal Family Resource Centre CLG	—	31
The Social and Health Education Project CLG	—	29
Women's Community Projects (Mullingar) Association CLG*	—	28
Moyross Development CLG	—	21
Kerry County Childcare Committee CLG	—	16
Sligo Social Service Council CLG	—	15
St Margaret's Traveller Community Association CLG	—	15
Monaghan County Childcare Committee CLG	—	12
Wexford Local Development CLG	—	12
School Street and Thomas Court Bawn Family Resources Centre CLG	—	11
Adrigole Family Resource Centre CLG	—	10
Kildare Town Community and Family Resource Centre CLG	—	10
South Tipperary Development CLG	—	8
Helium Arts CLG	—	7
The Clare County Childcare Committee CLG	—	7
Walkinstown Greenhills Resource Centre CLG	—	7
Waterford Integration Services CLG	—	7
St Michael's Parish Youth Project CLG	—	6
Ballymun Regional Youth CLG	—	5
Ballymun Local Drugs Task Force CLG	—	5
Coolmine Therapeutic Community CLG	—	5
Tús Nua Artane Coolock Family Resource Centre CLG	—	5
Roscrea/Birr SCP	—	4
Tullow Area School Completion Programme CLG	—	4
Galway Rural Development CLG	—	3
The Bedford Row Family Project CLG	—	3
Our Lady's Hospice & Care Services	—	2
Scoil Mhuire CLG	—	2
Kilkenny Social Services	—	1
Knock Counselling Centre CLG	—	1
Meitheal Mhíobhaigh Cuideachta Faoi Theorainn Ráthaíochta CLG	—	1
Section 56 Provisions	2,594	864
Total	**147,561**	**170,252**

**Funded by Cuan since 1 January 2024*

Appendix 6
School Completion Programme (SCP)

SCP	2024 €'000	2023 €'000
City of Dublin ETB	2,064	1,768
Deeside SCP	2,039	310
Donegal ETB	1,333	1,372
Kildare and Wicklow ETB	1,252	2,208
Cork ETB	1,187	996
Louth and Meath ETB	1,081	859
Kilkenny and Carlow ETB	1,079	915
Cavan and Monaghan ETB	975	927
Galway Roscommon ETB	952	754
Sligo SCP	621	714
Foróige the National Youth Development Organisation CLG	610	235
Longford SCP	537	631
Galway City Westside SCP	507	387
Avonmore SCP	495	—
Ballymun Educational Support Team (Karablu) CLG	471	407
Dublin 8/Liberties Cluster SCP	461	456
Mayo Sligo And Leitrim ETB	450	453
Dublin and Dun Laoghaire ETB	445	403
Collinstown Park SCP	410	400
North West City ESL CLG	407	464
Waterford SCP	405	392
Tipperary ETB	392	343
School Completion Programme Dun Dealgan CLG	381	383
Tipperary Town SCP	368	325
Dublin 5 SCP	366	361
Mullingar SCP	366	317
Le Chéile SCP	362	317
Southill SCP	362	221
Smile SCP	361	318
STEPS (Rosbrien) SCP	352	358

Appendix 6
School Completion Programme (SCP)

SCP	2024 €'000	2023 €'000
Jobstown SCP	346	337
Mahon Blackrock SCP	346	325
Drimnagh Bluebell Inchicore SCP	343	346
Roscrea/Birr SCP	341	338
Athlone/Ballinasloe SCP	326	203
Gorey SCP	324	317
Quarryvale/Balgaddy SCP	317	289
South West Wexford SCP	315	311
Ennis Schools Completion Programme CLG	315	308
Treoir the National Federation of Services for Unmarried Parents and their Children CLG	315	265
Deis Scop Scp Cuideachta Faoi Theorainn Ráthaíochta CLG	309	315
Iscoil CLG	308	610
Bunclody/Enniscorthy SCP	304	299
Tullamore SCP	303	289
North Inishowen SCP/Cardonagh Community School	296	288
Bantry and Dunmanway SCP	295	303
School Completion Programme Dublin 1 and 7 CLG	288	291
Blakestown/Mountview SCP	287	222
Greenhills SCP	284	266
Business in the Community Ireland CLG	283	258
Brookfield and Fettercairn SCP	282	232
Dublin 17 SCP	280	276
Kerry ETB	280	240
Crumlin, Drimnagh and Harold's Cross SCP	278	233
South Clondalkin SCP	277	242
Palmerstown SCP	276	383
East Tallaght SCP	275	208
Mounttown/Sallynoggin SCP	275	153
St Dominic's Old Bawn SCP	273	267
Mountrath Portlaoise Mount Mellick SCP	272	—

SCP	2024 €'000	2023 €'000
North Kerry (LINK) SCP	271	248
Mayfield/The Glen SCP	270	251
Bray North SCP CLG	270	—
Pairc SCP	266	217
Tullow Area School Completion Programme CLG	263	250
Kilrush SCP	262	258
Cabinteely SCP	254	250
Edenderry SCP	252	250
Killinarden SCP	252	248
St Mark's/St Maelruain's SCP	250	248
Drogheda Northside School Completion Programme CLG	249	237
Edenmore Kilbarrack Raheny SCP	248	217
Donaghmede/Ayrfield/Edenmore SCP	244	241
Aisling Project CLG	244	240
St Finian's SCP	236	195
Clár Críochnú Scoile, Conamara Thiar Theas	231	234
Finglas C SCP	230	232
St Oliver's Clonmel SCP	225	221
Sexton Street Assisting Youth (SSTAY) SCP	213	209
Limerick and Clare ETB	207	233
Tofe SCP	206	205
St Michael's Secondary School	204	196
Wexford SCP	202	199
Bridgetown SCP	195	197
Crumlin Cluster SCP	192	189
Balally Dundrum SCP	190	190
Dublin North Central SCP	185	201
South Meath SCP	184	183
Kicks (Croom Kilmallock) SCP	179	184
DSL SCP	175	587

Appendix 6
School Completion Programme (SCP)

SCP	2024 €'000	2023 €'000
Connemara North and West SCP	171	207
Coolock SCP	167	168
Swords SCP	164	165
Ballinteer Community School/Scoil Mhuire (Ballyboden) SCP	163	182
Dungarvan and An Rinn SCP	163	165
Synge Street SCP	162	171
St Canice's Community Action CLG	141	142
The Cruthu Foundation CLG	70	70
St Ultan's Childcare Project CLG	63	59
Wexford Local Development CLG	51	102
Brill Family Resource Centre CLG	55	3
Rosses Community School	22	27
Gairmscoil Mhic Diarmada	14	13
Youth Advocate Programmes Ireland CLG	—	375
Extern Ireland CLG	—	78
Barnardos - Republic of Ireland CLG	—	74
Kenmare Community School/Pobalscoil Inbhear Sceine	—	5
Laois and Offaly ETB	—	(382)
SCP Provisions	(2,023)	—
Total	**36,336**	**34,842**

Appendix 7
Family Resource Centres (FRCs)

FRC	2024 €'000	2023 €'000
National Forum of Family Resource Centres CLG	616	525
Curragh Pride Family Resource Centre CLG	579	539
Fatima Groups United CLG	480	337
Portlaoise Community and Family Resource Centre CLG	320	236
Teach Oscail Resource Project CLG	306	252
Boyle Family Resource Centre CLG	300	213
F.A.C.T. Family Resource Centre CLG	296	279
Mountview Family Resource Centre CLG	292	211
Ardaun Roscam Doughiska Family Resource Centre CLG	291	260
Croom Family Resource Centre CLG	276	224
Northside Family Resource Centre CLG	272	277
Mullaghmatt Cortolvin Community Development CLG	252	185
Ballymun Child and Family Resource Centre CLG	253	216
North West Clare Family Resource Centre CLG	245	196
Listowel Family Resource Centre CLG	231	228
Barnardos - Republic of Ireland CLG	231	176
St Canice's Community Action CLG	245	297
St Andrew's Resource Centre CLG	233	237
Northside Home Care Services CLG	227	219
Downstrands Family Resource Centre CLG	218	213
North Tipperary Community Services CLG	213	220
Westport Family Resource Centre CLG	218	216
Lus Na Gréine Family Resource Centre CLG	213	214
Finn Valley Family Resource Centre CLG	221	210
Gorey Family Resource Centre CLG	215	178
Newbridge Family Resource Centre CLG	211	203
Solas Resource Centre CLG	214	185
Le Cheile Family Resource Centre (Mallow) CLG	211	211
Forward Steps Resource Centre CLG	215	210
Adrigole Family Resource Centre CLG	211	203

Appendix 7
Family Resource Centres (FRCs)

FRC	2024 €'000	2023 €'000
South West Kerry Family Resource Centre CLG	249	193
Cara House Family Resource Centre CLG	198	155
Claremorris Family Resource Centre CLG	195	152
Rosemount Community Development Group CLG	213	212
Shannon Family Resource Centre CLG	215	196
Clones Family Resource Centre CLG	210	187
Midleton Community Forum CLG	195	159
Hill Street Family Resource Centre CLG	199	137
Greystones People's Project CLG	195	118
Bridgeways Family Resource Centre CLG	195	205
Sligo Family Resource Centre CLG	201	131
Quarryvale Community Resource Centre CLG	207	255
Donegal Family Resource Centre CLG	200	177
West Clare Family Resource Centre CLG	204	194
South West Wexford Community Development Group CLG	194	181
Mountmellick Development Association CLG	205	194
Raheen Community Development Group CLG	199	170
Ballyspillane Community and Family Resource Centre CLG	197	211
Clara Community and Family Resource Centre CLG	193	178
Castlemaine Family Resource Centre CLG	185	157
Loughrea Family Resource Centre CLG	199	177
Bandon Family Resource Centre CLG	181	115
Connect Family Resource Centre CLG	191	191
Southill Family Resource Centre CLG	190	176
Ballyduff Family and Community Support Forum CLG	180	126
Hospital Family Resource Centre CLG	198	184
School Street and Thomas Court Bawn Family Resources Centre CLG	194	195
Mohill Family Support Centre CLG	193	169
Kells Family Resource Centre CLG	187	186
Roscommon Integrated Development CLG	188	178

FRC	2024 €'000	2023 €'000
Meitheal Mhíobhaigh Cuideachta Faoi Theorainn Ráthaíochta CLG	192	170
Three Drives Family Resource Centre CLG	192	177
Tubbercurry Family and Childcare Resource House Project CLG	193	165
Ballinrobe Family Resource Centre CLG	189	186
Raphoe Family Resource Centre CLG	189	180
Kenmare Family Resource Centre CLG	184	167
Killorglin Family Resource Centre CLG	180	161
Kerryhead/Ballyheigue Family Resource Centre CLG	179	140
Ballyogan Community Development Management Committee CLG	173	126
Millennium Family Resource Centre CLG	187	182
Trim Family Resource Centre CLG	186	176
Castlebar Le Chéile Family Resource Centre CLG	176	199
St Brigid's Family and Community Centre CLG	188	179
Brill Family Resource Centre CLG	185	176
Balally Family Resource Centre CLG	177	170
Beara West Family Resource Centre CLG	184	164
Ballyfermot Resource Centre CLG	174	129
Castlerea Community and Family Resource Centre CLG	170	125
Clann Resource Centre Oughterard CLG	179	176
Cobh Family Resource Centre CLG	177	168
Dunmanway Family Resource Centre CLG	170	127
Moville and District Family Resource Centre CLG	175	157
Tullamore Community and Family Resource Centre CLG	182	173
Cáirdeas Kilmovee Family Resource Centre CLG	180	173
Droichead Family Resource Centre CLG	167	221
Cherry Orchard Family Resource Centre CLG	182	173
Kildare Town Community and Family Resource Centre CLG	178	173
Baldoyle Family Resource Services CLG	169	145
The Forge Family Resource Centre Pettigo CLG	172	147
Dunfanaghy Community and Family Resource CLG	169	137

Appendix 7
Family Resource Centres (FRCs)

FRC	2024 €'000	2023 €'000
Newpark Close Community Development CLG	173	185
Athy Community and Family Centre CLG	178	173
Carrigtwohill Family Resource Centre CLG	179	170
The Crann Support Group CLG	173	170
Killaloe/Ballina Community and Family Resource Centre CLG	176	169
Taghmon Family Resource Centre CLG	165	145
Cara-Phort Family Resource Centre CLG	165	118
Duagh Family and Community Resource Centre CLG	165	147
Shanakill Family Resource Centre CLG	174	167
West Sligo Family Resource Centre CLG	166	140
Bagenalstown Family Resource Centre CLG	174	211
Athlone Family Resource Centre CLG	164	122
Neart Hamhnais Cuideachta Faoi Theorainn Ráthaíochta CLG	158	116
Breffni Community Development CLG	165	166
Tús Nua Artane Coolock Family Resource Centre CLG	160	142
St Johnston/Carrigans Resource Group CLG	167	161
Ballina Family Resource Centre CLG	162	152
Focus Family Resource Centre CLG	155	117
The Mill Family Resource Centre CLG	158	122
Sacred Heart Community and Childcare Project CLG	161	120
Southend Community Development Group CLG	157	119
St Matthew's Family Centre CLG	155	119
Ballyboden Children's Centre CLG	158	125
St Kevin's Family Resource Centre CLG	159	123
Killinarden Family Resource Centre CLG	156	157
Ballymote Family Resource Centre CLG	156	214
Abbeydorney/Kilflynn Family Resource Centre CLG	169	137
Gort Resource Centre CLG	155	171
Spafield Family Resource Centre CLG	159	162
Hillview Community Resource Centre CLG	157	150
South Dublin County Partnership CLG	156	111
St Brigid's Pre-School and Family Centre CLG	127	111
Total	**24,855**	**22,283**

Appendix 8
Family Support Services (FSS) Counselling

FSS Counselling	2024 €'000	2023 €'000
Accord Catholic Marriage Care Service CLG	1,226	1,257
Accord Dublin Catholic Marriage Care Service CLG	417	433
Rainbows Ireland Child and Youth Grief and Loss Support CLG	326	301
Cherish CLG	255	195
Cork Counselling Services CLG	205	193
Barnardos - Republic of Ireland CLG	203	211
Association for Agency Based Counselling and Psychotherapy in Ireland CLG	178	127
The C.A.R.I. Foundation CLG	151	130
Clanwilliam Institute: Psychotherapy, Education and Consultation Personal Relationship and Family Consultancy CLG	149	148
Beacon of Light Counselling Centre CLG	139	134
Dundalk Counselling Centre CLG	130	128
Boyle Family Resource Centre CLG	127	120
St Laurence O'Toole Catholic Social Care (Crosscare) CLG	126	124
Irish Sudden Infant Death Association CLG	124	118
Bessborough Centre CLG	122	106
The Candle Community Trust CLG	114	47
Vita House Services CLG	106	104
St Brigid's Family and Community Centre CLG	100	89
Genesis Psychotherapy and Family Therapy Service CLG	98	94
Curam Clainne CLG	97	82
Northside Counselling Service CLG	93	85
Raphoe Diocese Pastoral Services CLG	89	48
Knock Counselling Centre CLG	83	94
Kerry Family Resource and Counselling Centre CLG	77	60
The Irish Hospice Foundation CLG	72	37
Trinity Adult Resource Group for Education and Training CLG	67	66
Southwest Counselling Centre CLG	60	105
Kildare Youth Services CLG	60	58
School Street and Thomas Court Bawn Family Resources Centre CLG	60	47
Aspen Counselling Services CLG	59	—

Appendix 8
Family Support Services (FSS) Counselling

FSS Counselling	2024 €'000	2023 €'000
Institute of Professional Counselling CLG	59	56
Sophia Counselling Centre CLG	57	30
Clarecare CLG	56	57
Knockanrawley Resource Centre CLG	56	36
The Creative Learning Centre CLG	52	55
Fatima Groups United CLG	50	4
Brackenstown Adult Scene of Education CLG	48	60
Headway (Ireland) CLG	44	41
Carrigtwohill Family Resource Centre CLG	40	26
St Andrew's Resource Centre CLG	39	25
Deansrath Family Centre CLG	38	36
Teach Oscail Resource Project CLG	37	27
Hope House	35	34
Kinsale Youth Support Services CLG	34	32
Shannon Family Resource Centre CLG	34	16
Clones Family Resource Centre CLG	33	20
Taghmon Family Resource Centre CLG	33	8
Foróige the National Youth Development Organisation CLG	32	39
Carlow Regional Youth Services CLG	32	34
Togher Family Centre CLG	32	32
Doras Bui A Parents Alone Resource Centre CLG	32	30
Ballyboden Children's Centre CLG	32	25
Three Drives Family Resource Centre CLG	32	23
Northside Family Resource Centre CLG	32	13
Carrick-On-Shannon Family Life Centre CLG	31	34
Baldoyle Family Resource Services CLG	31	21
Athlone Family Resource Centre CLG	31	4
The Shanty Educational Project CLG	30	29
St Canice's Community Action CLG	30	9
St Michael's Family Centre CLG	29	34

FSS Counselling	2024 €'000	2023 €'000
Merchants Quay Ireland CLG	29	29
Finglas Community Support Service CLG	29	5
Carp - Killinarden CLG	28	83
Carrigaline Family Support CLG	28	8
Galway Regional Youth Federation CLG	28	7
Living Life Voluntary Counselling Centre CLG	27	27
Hill Street Family Resource Centre CLG	27	26
Seirbhisi Na Nog CLG	27	23
Co. Wicklow Community Partnership CLG	26	36
Meath Springboard Family Support Services CLG	26	32
Donegal Youth Services CLG	26	26
Limerick Social Service Council CLG	26	25
West Clare Family Resource Centre CLG	26	12
Wexford Rape and Sexual Abuse Support Services CLG	26	4
Longford Women's Link CLG	25	17
Ballina Family Resource Centre CLG	25	8
North Tipperary Community Services CLG	25	6
Southill Family Resource Centre CLG	24	14
Loreto Centre	24	13
Bagenalstown Family Resource Centre CLG	24	4
Bridgeways Family Resource Centre CLG	24	4
Droichead Family Resource Centre CLG	24	4
Holy Family Mercy Primary School	23	—
Lifeline Inishowen	23	14
The Social and Health Education Project CLG	23	13
Quarryvale Community Resource Centre CLG	23	9
Mountmellick Development Association CLG	22	—
Good Shepherd Cork CLG	22	21
Ballyspillane Community and Family Resource Centre CLG	22	5
Rosemount Community Development Group CLG	22	4

Appendix 8
Family Support Services (FSS) Counselling

FSS Counselling	2024 €'000	2023 €'000
The Men's Development Network CLG	21	—
Drogheda Community Services Trust CLG	21	21
Tullamore Travellers Movement CLG	21	18
Gort Resource Centre CLG	21	4
East Clare Community Co-Op	20	21
St Patrick's Archdiocesan Trust CLG	20	20
Connect Family Resource Centre CLG	20	10
Le Cheile Family Resource Centre (Mallow) CLG	20	10
Killorglin Family Resource Centre CLG	20	6
Hospital Family Resource Centre CLG	20	5
Kells Family Resource Centre CLG	20	5
Ennis Schools Completion Programme CLG	19	20
Claremorris Social and Family Centre CLG	19	19
Newbury House Family Centre CLG	19	18
Walkinstown Greenhills Resource Centre CLG	19	9
Killinarden Family Resource Centre CLG	19	5
Kenmare Family Resource Centre CLG	17	18
St Kevin's Family Resource Centre CLG	17	18
Millennium Family Resource Centre CLG	17	15
Greystones People's Project CLG	17	7
Mountview Family Resource Centre CLG	17	4
Bridgetown SCP	16	20
Ballyfermot Centre for Children, Young People and Families CLG	16	15
Bandon Family Resource Centre CLG	16	5
Spafield Family Resource Centre CLG	16	5
Scoil Cholmcille Junior National School	15	—
Ferns Diocesan Youth Service CLG	15	20
Spiritan Asylum Services Initiative CLG	15	13
Carmelite Community Services CLG	15	8
Dowdstown Counselling Services CLG	14	14

FSS Counselling	2024 €'000	2023 €'000
North Clondalkin Integrated Family/School Project CLG	14	14
Westport Family Resource Centre CLG	14	8
South West Kerry Family Resource Centre CLG	14	6
Clann Resource Centre Oughterard CLG	13	13
Moville and District Family Resource Centre CLG	13	13
Downstrands Family Resource Centre CLG	13	10
Killinarden SCP	13	7
The Forge Family Resource Centre Pettigo CLG	13	6
Drogheda Northside School Completion Programme CLG	12	25
Athlone Community Services Council CLG	12	24
Portlaoise Community and Family Resource Centre CLG	12	13
Bethany Bereavement Support Group	12	11
Duagh Family and Community Resource Centre CLG	12	7
Newbridge Family Resource Centre CLG	12	7
Tús Nua Artane Coolock Family Resource Centre CLG	12	6
Ballyfermot Resource Centre CLG	12	4
Skibbereen Community and Family Resource Centre CLG	12	3
Anam Cara Parental and Sibling Bereavement Support CLG	11	33
Cloyne Diocesan Youth Services CLG	11	11
Darndale Belcamp - Newlife Centre CLG	11	11
Mullaghmatt Cortolvin Community Development CLG	11	11
Solas Resource Centre CLG	11	11
Donegal Family Resource Centre CLG	11	6
Ballymote Family Resource Centre CLG	11	4
Ballymun Child and Family Resource Centre CLG	10	11
Abbeydorney/Kilflynn Family Resource Centre CLG	10	5
Cobh Family Resource Centre CLG	9	9
Daughters of Charity Child and Family Services CLG	9	9
Focus Family Resource Centre CLG	9	9
St Francis Hospice Dublin CLG	9	9

Appendix 8
Family Support Services (FSS) Counselling

FSS Counselling	2024 €'000	2023 €'000
St Matthew's Family Centre CLG	9	9
Teach Bhride Holistic Education Centre CLG	9	9
Adrigole Family Resource Centre CLG	9	8
Forward Steps Resource Centre CLG	9	5
Balally Family Resource Centre CLG	9	4
The Mill Family Resource Centre CLG	9	4
Tullamore Community and Family Resource Centre CLG	9	4
Mohill Family Support Centre CLG	8	14
Dublin and Dun Laoghaire ETB	8	10
Lus Na Gréine Family Resource Centre CLG	8	8
The Oasis Centre CLG	8	8
Wexford SCP	8	8
Women's Collective Ireland CLG	8	8
Miscarriage Association of Ireland	8	7
Old Coolattin Country CLG	7	—
Kildare and Wicklow ETB	7	13
Advocates for the Victims of Homicide (Advic)	7	7
Clondalkin Tus Nua CLG	7	7
East Tallaght SCP	7	7
Inchicore Community Drug Team CLG	7	7
Listowel Family Resource Centre CLG	7	7
The Bedford Row Family Project CLG	7	7
The Crann Support Group CLG	7	7
Loughrea Family Resource Centre CLG	7	4
Beara West Family Resource Centre CLG	6	6
Castlemaine Family Resource Centre CLG	6	6
Fermoy Community Resource Centre CLG	6	6
Support After Homicide CLG	6	6
Swords SCP	6	6
Church of Ireland Marriage Council	6	5

FSS Counselling	2024 €'000	2023 €'000
South Meath SCP	5	—
Pieta House CLG	5	26
Ballinteer Community School/Scoil Mhuire (Ballyboden) SCP	5	10
Edenmore Kilbarrack Raheny SCP	5	10
Ballyduff Family and Community Support Forum CLG	5	5
Ballyfermot Star CLG	5	5
Brookfield and Fettercairn SCP	5	5
F.A.B. Coolcotts Community Development Project CLG	5	5
North West Clare Family Resource Centre CLG	5	5
Presentation Secondary School, Clonmel	5	5
St Johnston/Carrigans Resource Group CLG	5	5
The Trustees of Macroom Family Resource Centre CLG	5	5
Trim Family Resource Centre CLG	5	4
Raphoe Family Resource Centre CLG	5	3
Kenmare Community School/Pobalscoil Inbhear Sceine	5	—
Gorey SCP	4	—
Templemore Community Services Centre CLG	4	21
Blayney Blades CLG	4	13
Waterford SCP	4	9
An Cuan Family Centre CLG	4	4
Breffni Community Development CLG	4	4
Bunclody/Enniscorthy SCP	4	4
Cherry Orchard Family Resource Centre CLG	4	4
Children's Grief Centre CLG	4	4
Clara Community and Family Resource Centre CLG	4	4
Croom Family Resource Centre CLG	4	4
Curragh Pride Family Resource Centre CLG	4	4
Gorey Family Resource Centre CLG	4	4
Hillview Community Resource Centre CLG	4	4
Kerryhead/Ballyheigue Family Resource Centre CLG	4	4

Appendix 8
Family Support Services (FSS) Counselling

FSS Counselling	2024 €'000	2023 €'000
Newpark Close Community Development CLG	4	4
Scoil Chríost Rí	4	4
South West Wexford Community Development Group CLG	4	4
South West Wexford SCP	4	4
St Brigid's Pre-School and Family Centre CLG	4	4
St Vincent's Secondary School	4	4
Our Lady's Secondary School	4	—
Traveller Counselling Services	3	—
Patrician Primary School	3	—
Smile SCP	3	—
Kilkenny and Carlow ETB	3	11
Pobalscoil Neasáin	3	7
Chanel College	3	5
A Little Lifetime Foundation CLG	3	4
Aids Care Education and Training (Ireland) CLG	3	3
Corpus Christi Primary School	3	3
Ennis National School	3	3
Good Shepherd National School	3	3
Huntington's Disease Association of Ireland CLG	3	3
St Conleth's Infant School	3	3
St Flannan's National School	3	3
St Mary's Holy Faith Secondary School	3	3
St Mary's National School (Tallaght)	3	3
Tubbercurry Family and Childcare Resource House Project CLG	2	7
Ramsgrange Community School	2	4
Boherbue Comprehensive School	2	2
Clare Suicide Bereavement Support	2	2
Crumlin Cluster SCP	2	2
Eist Cancer Support Centre Carlow CLG	2	2
Loreto College Crumlin	2	2

FSS Counselling	2024 €'000	2023 €'000
Loreto College Crumlin	2	2
Louth and Meath ETB	2	2
Muscular Dystrophy Ireland CLG	2	2
Neart Le Chéile CLG	2	2
Cara-Phort Family Resource Centre CLG	1	—
Colaiste Chiarain Community School-Leixlip	1	1
West Cork Counselling and Support Services CLG	1	1
Helplink Support Services CLG	—	42
Cork Life Centre	—	21
Family Life Service Ferns CLG	—	19
Blanchardstown Local Drugs Task Force CLG	—	13
North West Hospice CLG	—	13
St Dominic's Old Bawn SCP	—	9
Carrick on Shannon Community School	—	7
Purple House Cancer Support CLG	—	7
Colaiste Cois Life	—	5
St Saviour's National School	—	5
St Colmcille's Community School	—	4
St John's Senior School	—	4
Dungarvan and An Rinn SCP	—	3
Laois Youth Services CLG	—	3
Patrician Primary School	—	3
The Irish Society for the Prevention of Cruelty to Children (ISPCC) CLG	—	3
Traveller Families' Care CLG	—	3
Castlecomer Community School	—	2
Dublin Aids Alliance CLG	—	1
St Conleth and Mary's Primary School	—	1
Family Support Services Counselling Provisions	8	(3)
Total	**8,375**	**7,438**

Notes

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

10 YEARS

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