

# JIGSAW

Young people's  
health in mind

Annual Report & Financial Statements 2020



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## Contents

### Our year

Opening messages	2
Why we exist	11
Our year at a glance	13

### Strategic report

Our strategy	17
How we influence change	23
How we strengthen communities	33
Conor's story... Supporting young people through the pandemic	40
How we deliver services	43
Looking forward to 2021	57
Our employees	59
Our youth volunteers	63
Keith's story... Living through lockdown	65
Our fundraising	67
Financial review	73
Principal risks and uncertainties	81

### Governance

Structure and management	89
Transparency and accountability	95
Legal and administrative details	99

### Financial statements

Independent auditor's report	101
Statement of financial activities	107
Balance sheet	108
Statement of cash flows	109
Notes to the financial statements	110

“ If anyone I know needed someone to talk to, **I would recommend Jigsaw.** ”

A quote from a young person who attended Jigsaw for support with their mental health

## Opening messages

### Chairperson, Dr Jacinta Stewart

**Historians, no doubt, will write about the extraordinary and challenging times endured by everyone in the face of a global pandemic the like of which was never experienced in living memory.**

Jigsaw, as the National Centre for Youth Mental Health in Ireland, was not immune nor untouched by Covid-19. Now, some fifteen months into the pandemic, we are proud to say that Jigsaw has continued to serve our young people well during these most challenging of times.

Our vision is of an Ireland where every young person's mental health is valued and supported. The year gone by has challenged us to embrace and advance this vision like no other period in our short history.

New initiatives, which had been at the planning stages at the beginning of 2020, were accelerated. One such initiative was the provision of online services and supports. Despite the pandemic, the board and the executive were determined that Jigsaw would continue to support young people and continue to be as accessible as possible.



### **We prioritized young people**

The Jigsaw board held a virtual meeting at the end of March and considered an action plan that would strive to deliver both on the agreed objectives for the year ahead but also on new ways of working. Supports for young people were prioritised so that the organisation continued to operate safely and competently.

The annual Jigsaw report for 2020, details services facilitating over 23,000 individual appointments to young people via phone, video, and face to face. Over 18,000 people have taken part in our workshops and training events, both in-person and virtually. Over a quarter of a million people have visited our website for information and support. These figures speak for themselves in highlighting not just the need that continues to grow for youth mental health support but also the responses necessary to support many people in a variety of different ways.

Jigsaw's work in strengthening communities continued rapidly in 2020. We supported over 80 schools as part of our One Good School™ programme. In endeavours to strengthen mental health and wellbeing, work with sports clubs and societies and community groups up and down the country continued apace.

“ Our vision is of an Ireland where **every young person's mental health is valued and supported.** The year gone by has challenged us to embrace and advance this vision like no other period in our short history. ”

Dr Jacinta Stewart, Chairperson

### **Thank you**

During the past year, despite the restrictions from the ongoing pandemic, Jigsaw delivered on its commitments and met its objectives. Thanks to the generosity of our many supporters, funds were raised to continue to provide innovative services, and vital support and research to further augment and develop what we can offer to young people and their communities.

The last fifteen months were a learning experience; an experience that underscores the need for new and fresh perspectives on how we support the mental health of our young people and those around them. As a nation, through our actions, we have validated that we are capable of making widespread and significant changes in a short space of time. If we can maintain that spirit of flexibility, agility, and openness to doing things differently, in a few short years the mental health of our young people could be in an enhanced state from what it is now.

I would like to take this opportunity to thank the board for their support and commitment. And in particular I would like to thank Dr Patricia O' Hara, who retired in October 2020 after nine years of steadfast leadership as a Jigsaw board member. Pat leaves Jigsaw a stronger, more robust and evidence driven organisation. Her values, optimism and belief in young people will live on in Jigsaw as her legacy.

I would also like to thank the senior management team, the Jigsaw staff nationally and locally, the youth advisory panel members, youth advocates, and the legions of funders and fundraisers who continue to help shape and support Jigsaw.

**It was one of the most challenging, scary, difficult and energising years for Jigsaw. All of you endeavoured to provide the best possible service to young people in a multitude of ways, and to the highest professional standards. It has been remarkable. Many thanks.**

**Dr Jacinta Stewart**

Chairperson

“ If we can maintain that **spirit of flexibility, agility, and openness to doing things differently**, in a few short years the mental health of our young people could be in an enhanced state from what it is now. ”

Dr Jacinta Stewart, Chairperson

## Chief Executive Officer, Dr Joseph Duffy

**At the start of 2020, like most people we didn't expect a global pandemic to be the defining story of the year. From January to the beginning of March, it was shaping up to be a busy year for Jigsaw with lots of activity on the horizon.**

There was the official opening of our Essex Street premises for our Dublin City service. A night of music, poetry and performance organised by the Jigsaw Dublin City voluntary youth advisory panel.

As part of our continued partnership with Lidl, we were gearing up to launch our One Good Club™ initiative for the membership of the Ladies Gaelic Football Association (LGFA). And an incredible €6,000 had been raised for Jigsaw by members of the Irish Defence Forces deployed with the UN in Syria.

We were preparing for an upcoming general election, advocating to government, political parties and policy makers. Aiming to get young people's mental health front and centre in manifestos, the programme for government, budgets and policies.

At the start of March, the Duke and Duchess of Cambridge visited our Dublin City service as part of their royal visit to Ireland. They spent a morning talking with young people, Jigsaw staff and youth advocates about mental health, and the work that Jigsaw does across Ireland to support young people.

### **And then everything changed**

On March 12th, like everyone across the country, we listened to the Taoiseach, Leo Varadkar, make that extraordinary speech from Washington DC.

As it has done for so many charities, the Covid-19 global pandemic created a significant challenge for Jigsaw's work supporting young people. Almost overnight, we were forced to adapt our ways of working; when we worked, how we worked and where we worked.

“ A collective effort has seen us rethink how we operate and **develop our range of supports and services for young people and those who support them.** ”

Dr Joseph Duffy, Chief Executive Officer

For over 14 years, Jigsaw has established a respected track record in advancing young people's mental health, and developing supportive communities through our primary care services and supports. **And to say that our board, the Jigsaw team of employees, volunteers, and supporters responded well to the challenges we faced, is a huge understatement. The response further demonstrated their exceptional commitment to our vision, mission and values.**

In the face of the global pandemic, public health advice from the government and HSE forced us to rethink how we would continue to be there for young people. Before March was over, we had in place an action plan outlining our immediate response to the pandemic. In a rapidly changing situation, we wanted to make sure that, whatever happened, we would be there for young people when they needed us most. Our focus would firmly remain on our three strategic priorities, which now seemed more relevant than ever - influence change, strengthen communities, and deliver services.

**Our commitment to remain 'open for business'**

So, even as we announced the temporary suspension of our face-to-face services; paused the roll out of our school initiative – One Good School™, and postponed our community work, our commitment to being 'open for business' remained.

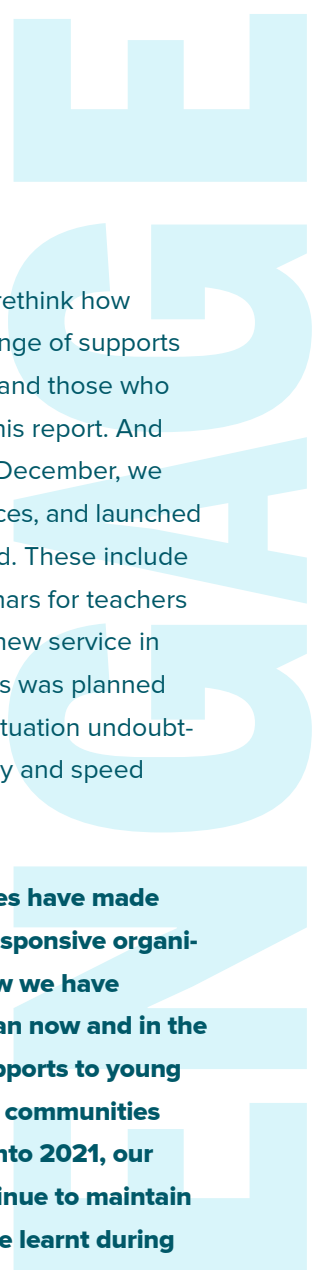
A collective effort has seen us rethink how we operate and develop our range of supports and services for young people and those who support them – as outlined in this report. And from March up until the end of December, we have adapted our existing services, and launched new ones where there is a need. These include a new jigsaw.ie, live chat, webinars for teachers and parents, online courses, a new service in Wicklow, and more. Much of this was planned before the pandemic, but the situation undoubtedly increased both the urgency and speed of delivery.

**I believe many of these changes have made Jigsaw a stronger and more responsive organisation. One that, thanks to how we have responded to the pandemic, can now and in the future offer more choice in supports to young people, parents, teachers, and communities across Ireland. And as we go into 2021, our challenge will be how we continue to maintain and build upon all that we have learnt during the extraordinary year that was 2020.**

**I want to take this opportunity to thank the board, my senior management team, all our staff and the young people who support us for their hard work, patience and commitment throughout 2020.**

**Dr Joseph Duffy**

Chief Executive Officer



## Youth Advocate, Alba Mullen

**Jigsaw is much more than a service run for young people; it is supported by young people.**

The Covid-19 pandemic was an enormous, collective challenge and we were all faced with our own difficulties and struggles. But it was young people who particularly suffered. Not only were we worried about loved ones, and separated from friends and support networks. Many of us also missed out on massive life events. I never 'actually' graduated from University. I emigrated in the middle of the pandemic in order to find work, and spent a large part of the past year away from family and friends. And I am not the only one.

The past year saw an increase in rates of anxiety and depression among young people as we bore the brunt of restrictions. A huge part of being young is about socialising with other people, joining new clubs, trying new things, following new paths and discovering who you are.

Jigsaw recognised the strain that this huge societal upheaval had on the mental health of young people in Ireland and quickly responded doing what they do best: supporting our young people.

The launch of a new online platform, educational campaigns and community outreach worked to provide the necessary support for a generation struggling through confusing and troubling times. And it was Ireland's young people that directed this response. We sat the adults down and told them exactly what we needed.

“ Jigsaw **recognised the strain** that this huge societal upheaval had on the mental health of young people in Ireland and **quickly responded doing what they do best: supporting our young people.** ”

Alba Mullen, Youth Advocate



“ Jigsaw is an organization that **serves young people but is equally driven by young people.** ”

Alba Mullen, Youth Advocate

### **At Jigsaw, young people have a seat at the table**

I have been involved with Jigsaw for the best part of my young adult life. I have always been proud of the continued emphasis placed on youth participation, but never more so than this year.

At the very start of the pandemic, Jacinta, Jigsaw’s Chairperson, called me. Jacinta wanted to reach out to me directly, and my fellow Youth Advocate on the board, to ask us exactly how we felt about the pandemic. How we were coping, what we were feeling and the areas that we felt required the most support.

This particular moment demonstrated to me the power of youth voice within Jigsaw. It reminded me that Jigsaw is an organisation that serves young people but is equally driven by young people.

The first time I ever heard of Jigsaw was from another young person. I was a member of another youth group at the time and joined Jigsaw’s Meath youth advisory panel, expecting my previous (largely symbolic) experiences with ‘youth participation’ to be consolidated.

But over the years, as my involvement with Jigsaw deepened and I worked with more staff, more volunteers and more young people, I have come to realise that this could not be further from the truth.

At Jigsaw, young people have a seat at the table. We sit on interview panels, organise events, represent Jigsaw at training days, facilitate workshops, advise staff and sit with the board – to name but a few examples. And even the times that a young person might not be in the room, we are at the heart of every single decision that is made. Always.

It is the young people of Ireland who have shaped a service for the young people of Ireland. That is something that I am really proud of.

### **There is still much to be done...**

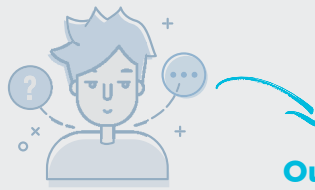
Looking forward, there is much that still has to be done, and many young people whose voices need to be heard. I hope that Jigsaw will continue to prioritise the voice of Ireland’s young people from all counties, backgrounds and ethnicities.

Young people are the experts on their lives. We know what we want, and we shouldn’t ever be afraid to encourage the adults in the room to stop, take stock, and listen.

**Jigsaw is successful because it recognises this: That when it comes to our needs, young people are never really wrong.**

**Alba Mullen**  
Youth Advocate

# WHY WE EXIST



## Our vision

An Ireland where **every young person's mental health is valued and supported.**



## Our work is underpinned by our values

- We value young people
- We show compassion
- We are progressive
- We act with integrity
- We work collaboratively
- We are driven by evidence



## Our mission

To advance the mental health of young people in Ireland, aged 12-25, by **influencing change, strengthening communities, and delivering services** through our evidence informed early intervention and prevention approach.



## Our strategic priorities

### 1. Influence change

We will use our experience and knowledge to create a more supportive environment for young people. By working together with our partners we want to secure changes to awareness levels, laws, policies, funding and more to advance our vision for the mental health of Ireland's young people.



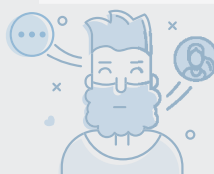
### 2. Strengthen communities

We believe in a community-based, holistic approach and we cannot achieve our vision without the active involvement of communities across Ireland. To make the change happen that we see as essential, we want to inform, support, and educate everyone across Ireland about young people's mental health.



### 3. Deliver services

We will continue to grow and develop our youth mental health services and supports. We want to make sure that our services are accessible, visible, impactful, inclusive and timely.



## Our year at a glance

The Covid-19 pandemic meant 2020 turned out to be a very different year from what Jigsaw had planned for and expected. But throughout, we worked to anticipate and adapt to the impact.

True to our vision and mission, despite the challenges 2020 brought, we continued to provide mental health support to thousands of young people across Ireland.

And we gave families, teachers, and those who support young people the skills to be there for young people.

**23,075**

appointments offered to young  
people across our Jigsaw services

**264,654!**

people visited our online information and support

“ I would like to truly thank you for your service... **it changed my life.** ”

A quote from a young person who attended Jigsaw for support with their mental health



# 18,416

people took part in our workshops  
and training courses

Also...

# 80

schools across Ireland signed up  
for One Good School™, our mental  
health initiative for second level  
education post primary schools

“ As a teacher I can see the difficulties young people go through and the challenges they face... We’ve had a massive link with Jigsaw in the school here. **Lots of young people I know have engaged in the service and find them really helpful.** ”

Stephanie, Teacher and Jigsaw supporter

## How we manage the money you give us

**€12,916,066**  
total income

**€705,423**

**grants (government and foundations)**  
This income comes from specific grants  
given to support Jigsaw initiatives

**€2,174,764**  
donations income

### Breakdown:

**€886,248 general donations**  
Income raised from donations  
from the general public

**€674,967 corporate donations**  
Includes income from corporate  
supporters and partners

**€594,906 pro-bono donations**  
Includes provision of services and  
facilities donated to us from our  
pro-bono supporters

**€18,643 other**  
Includes contribution to rental  
costs from shared premises

**€10,035,879**

### charitable activities

Includes a national service level agreement  
with the HSE (Mental Health), and a local  
service level agreement with the  
HSE CHO2 in Galway

€12,407,124

total expenditure

€11,983,216

on charitable activities

€423,908

associated fundraising costs

**Breakdown:**

€10,237,022

delivering Jigsaw  
services and supports

€249,382

strengthening communities

€321,968

influencing change

€1,174,844

support and  
administrative costs

“ When I left, I was able to leave with my head held high and walk out confident, **knowing that I had the skills I needed to deal with whatever came up.** ”

Ricky, 24, Ricky's story

## Strategic report

### Our strategy

**Our strategy shows what we want to achieve to make sure that every young person is getting the help and support they need for their mental health.**

#### Responding to the pandemic

The global pandemic had a significant impact on our plans for 2020. In March, following public health advice from the government and HSE, Jigsaw's board and senior management team put together an action plan outlining our response to the pandemic.

We anticipated a considerable upheaval for our services and ways of working, and an impact on our abilities to raise funds. However, we were able to respond, adapt and successfully mitigate much of the impact through a series of initiatives, including:

- reaching out by telephone to all young people attending Jigsaw services to maintain a sense of connection and support
- moving our therapeutic service from being in person to video and phone modalities so that young people could continue to receive a service
- developing a growing range of digital supports for young people, parents, guardians and adults working with young people. Including live chat, webinars, subscribed email, and supportive multi-media content
- introducing a freephone support service, where young people and concerned adults across the country could seek mental health advice and support

#### Planning for a new strategy

Before the pandemic, the board and senior management team had decided to extend the current 2018-2020 strategy up to December 2021.

There were discussions recognising the existing strategy remained fit for purpose for the coming year. Extending it would allow more time to learn from and evolve our growing range of digital supports, and to show proof of concept for our work in post-primary schools with the One Good School™ initiative.

The development of a new strategy began in late 2020 with a series of staff, volunteer and supporter consultations taking place in early 2021. The new strategy will be in place from January 2022.

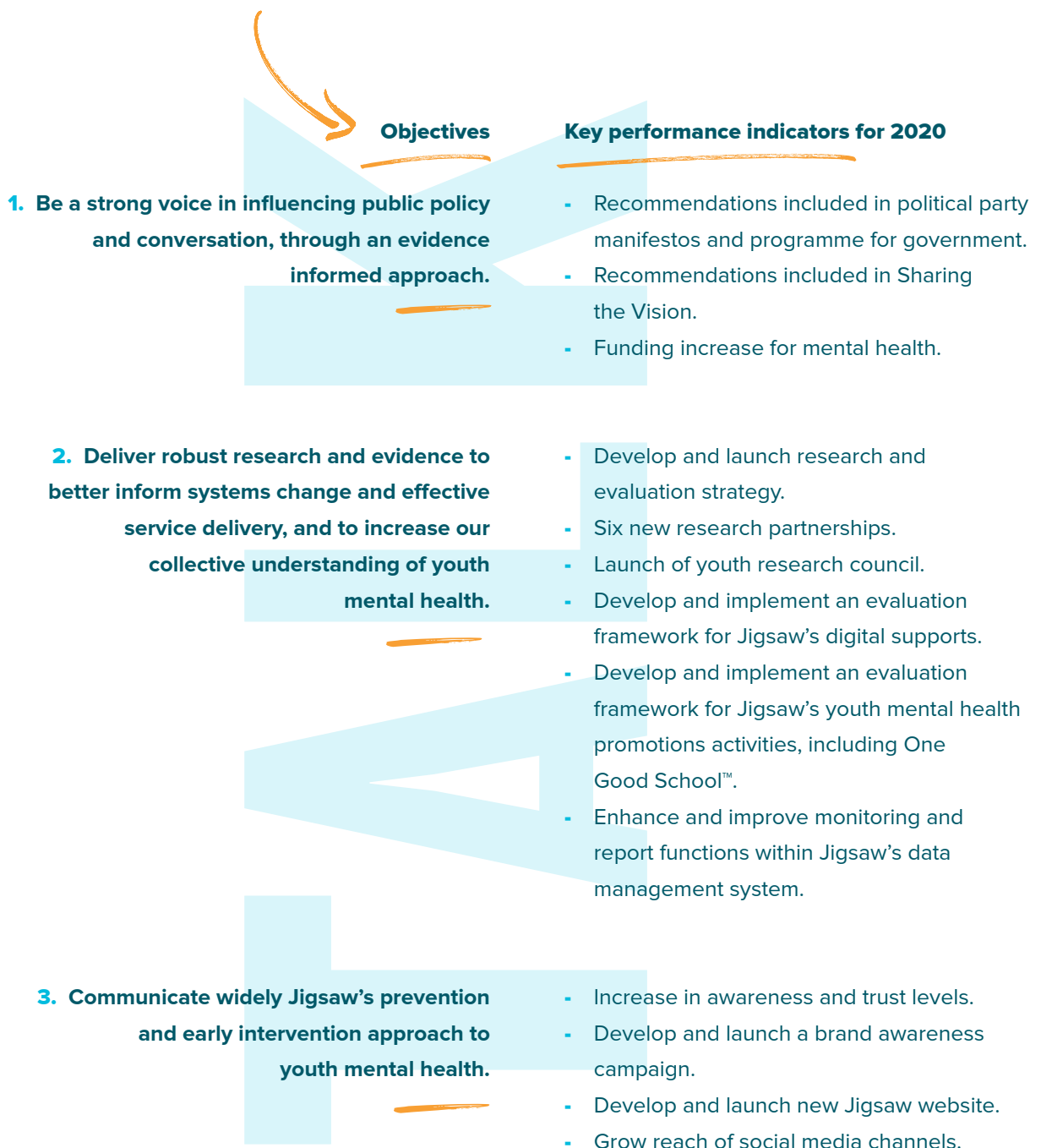
#### **Our strategic priorities, objectives and indicators for 2020**

The implementation of our strategy is monitored through a range of annual key performance indicators for each of the three priorities. These are reported on to the board and relevant sub-committee meetings.

## Our strategic priorities

### Influence change

We will use our experience and knowledge to create a more supportive environment for young people. By working together with our partners we want to secure changes to awareness levels, laws, policies, funding and more to advance our vision for the mental health of Ireland's young people.





## Strengthen communities

We believe in a community-based, holistic approach and we cannot achieve our vision without the active involvement of communities across Ireland. To make the change happen that we see as essential, we want to inform, support, and educate everyone across Ireland about young people's mental health.



### Objectives

### Key performance indicators for 2020

**1. Increase awareness of the collective role of communities in supporting young people's mental health and enhance the mental health literacy of the entire population.**

- Number of workshops delivered.
- Number of participants at workshops.

**2. Improve our collaboration and partnerships with other services to create a more integrated system of mental health care for young people.**

- Further develop partnerships with key sporting organisations to provide One Good Coach™ to wider audiences.
- Develop a collaboration with HSE Health and Wellbeing to host a series of events with young people and key stakeholders to consider how to better support and promote young people's mental health.

**3. Build the confidence and competence of young people, their families, communities and other settings to support young people's mental health.**

- Number of workshops delivered.
- Number of participants at workshops.
- Implement One Good School™ across 80 post-primary schools in Jigsaw services areas.
- Teachers and school staff engaging in elearning courses and live webinars.

“ The friendly atmosphere is comfortable and easy-going, it almost **feels like home**. **The support is amazing** it's a very communal place. ”

A quote from a young person who attended Jigsaw for support with their mental health

## Deliver services

We will continue to grow and develop our youth mental health services and supports. We want to make sure that our services are accessible, visible, impactful, inclusive and timely.

<b>Objectives</b>	<b>Key performance indicators for 2020</b>
<p><b>1. Provide a primary care mental health service for 12-25 years olds in local communities that is accessible, visible, impactful, inclusive and timely.</b></p>	<ul style="list-style-type: none"> <li>- Appointments offered.</li> <li>- Reduction in levels of psychological distress using Clinical Outcomes in Routine Evaluation (CORE).</li> <li>- Reliable improvement on the Goal Based Outcome scale (GBO).</li> <li>- Satisfaction with services received.</li> <li>- Extended opening hours.</li> </ul>
<p><b>2. Evolve and enhance our Jigsaw services for young people.</b></p>	<ul style="list-style-type: none"> <li>- Implement a quality assurance framework across all services.</li> </ul>
<p><b>3. Open additional Jigsaw services so more young people can access the service in their local community.</b></p>	<ul style="list-style-type: none"> <li>- New Jigsaw service in Wicklow.</li> <li>- Progress plans for Jigsaw service in Tipperary.</li> </ul>
<p><b>3. Develop e-mental health supports for young people, their families and those around them.</b></p>	<ul style="list-style-type: none"> <li>- New digital supports including Jigsaw Live Chat service.</li> </ul>

**“Jigsaw is the best place to be if you’re having a rough time. Thanks guys!”**

A quote from a young person who attended Jigsaw for support with their mental health

## How we influence change

**We will use our experience and knowledge to create a more supportive environment for young people. By working together with our partners we want to secure changes to awareness levels, laws, policies, funding and more to advance our vision for the mental health of Ireland's young people.**

### **1. Be a strong voice in influencing public policy and conversation**

#### **Performance and achievements against indicators**

Jigsaw knows that there is much that government and policy makers can do to help better meet the mental health needs of Ireland's young people.

In 2018, we produced our first public affairs strategy. Within it we clearly identified a set of recommendations for government and policy makers that we believe could help to make a real difference to the lives of young people.

It was these recommendations that were reviewed and updated in the run-up to the February 2020 election. They guided our conversation and communication with political parties as they put together their manifestos.

This led to a number of our recommendations on youth mental health being adopted in several party manifestos, including Fianna Fáil, Fine Gael, and the Green Party.

From March 2020, in response to the growing impact of the pandemic, we further reviewed and updated our recommendations. We needed to make sure they would remain relevant as we continued to advocate for better support for young people's mental health during the formation of the new government. Whilst keen to recognise and respond to the direct impact of the pandemic on young people's mental health, it was important to Jigsaw that government and policy makers did not lose sight of important issues that were there before the pandemic.

**“ It's a great service, and it really helped me through a rough time and helped me to change my thinking for the better ”**

A quote from a young person who attended Jigsaw for support with their mental health

From April 2020, we began issuing regular reports to government, TDs, and relevant senior civil servants, covering the impact of our services and our response. This was to help them respond accurately to queries about Jigsaw, and to keep them informed about how the pandemic was affecting young people's mental health. In September 2020, we issued a final summary report, Covid-19: Emerging stronger, further outlining our learnings and recommendations on the best way forward to support young people's mental health during and beyond the pandemic.

The reports, along with our existing strategy, continued to guide our conversation and communication with government and policy makers as they put together a new programme for government. With the launch of the new programme in June 2020, we were pleased to see included a continuing commitment to Jigsaw and our primary care mental health approach. And a number of areas we have been advocating for over the past few years, including implementation of the Pathfinder report, increased funding for mental health, an acceleration of Sláintecare, and an increased focus on blended universal mental health care.

June 2020 also saw the publication of Sharing the Vision, the updated successor to A Vision for Change – Ireland's mental health policy and roadmap for mental health services over the next ten years. Having provided both expert insights and recommendations throughout the creation of the policy, we were pleased to see a number of areas we have been advocating for given an increased emphasis. These include early intervention and prevention, social inclusion, accessibility, holistic community centres care, and mental health promotion.

Jigsaw is often invited to share expertise and insights on government committees and taskforces. We see these as a key opportunity to emphasise our recommendations and advocate for the young people we support. In March 2020, Jigsaw was invited to meet with the National Women's Taskforce at the Department of Justice and Equality. The taskforce has identified mental health as a priority area for women's health. Dr Aileen O'Reilly, Jigsaw's Research and Evaluation Manager, provided the task force with insights and understanding on current research on young women's mental health. This was followed by a further meeting with a taskforce subgroup, where members of the Jigsaw team offered specific insights on how to respond to this issue in an Irish context.

In July 2020, Jigsaw was invited to meet with the Oireachtas Special Committee on Covid-19 at Leinster House. Youth Advocate, Royanne McGregor, along with Chief Executive Officer, Dr Joseph Duffy, and Acting Clinical Director, Paul Longmore, provided insights and expertise on the impact of the pandemic on young people's mental health and the ways in which services can respond. Dr Joseph Duffy also addressed the Joint Oireachtas Health Committee in October 2020, further re-affirming our learnings and recommendations.

While Jigsaw's recommendations have been broadly welcomed and included in key government reports and plans throughout 2020, we know that it is only the beginning. There is still a way to go in making sure that promises and plans are delivered on. And we will continue to engage with policy makers and politicians to make sure that young people get the mental health supports they deserve.

## 2. Deliver robust research and evidence

Research and evaluation are a huge part of what we do. They help us to understand our therapeutic and mental health promotion work, what supports work for young people, and how best we can meet their needs.

In 2020, our research team made sure that we were able to capture the data that helped us to better understand and evaluate:

- the impact of the pandemic on young people's mental health
- changes to our existing supports and services
- our new supports and services

Regular reports for the senior management team helped guide the decisions made in response to the pandemic.

### **Performance and achievements against indicators**

In 2020, we launched a new research and evaluation strategy, after consultation with young people, staff and key stakeholders in the area of youth mental health.

This strategy sets out an ambitious goal of establishing Jigsaw as a leading and trusted source on youth mental health by undertaking pioneering research, robust evaluation, and producing transformative evidence, to advance the mental health of young people aged 12-25 years. The strategy will guide our work into 2021 and beyond.

We maintained and developed several innovative research partnerships with researchers in Ireland, Australia, the UK, and Canada. This includes new projects in the area of youth mental health promotion, online supports for young people, and the impact of the pandemic on 12-25 year olds. A number of these were supported through funding from the Irish Research Council.



# X16 TIMES

**we presented our data and research on young people's mental health at both national and international events and conferences**



“ In our work at Jigsaw it’s imperative that we ensure we’re **doing the right things**, and then **doing those things right...** ”

Dr Joseph Duffy, Chief Executive Officer

To help make sure our research is meaningful and engaging for young people, we convened a new youth research council of youth volunteers and key staff members to provide strategic advice and support. The council includes 12 members, including six youth representatives (youth advisory panel members), three youth advocates, two members of staff from Jigsaw’s research and evaluation team, and one member of staff from our youth participation team. After recruitment, induction and training, this group met twice and provided input on several research projects.

We also employed two young people to work on a research project examining the impact of the pandemic on young people. And we have continued to produce transformative evidence from our work through academic publications, including one new chapter on youth participation in mental health services in collaboration with two young people. This is for a new youth mental health textbook to be published in 2021.

We continue to evaluate and report on the data from My World Survey 2, the largest study of young people’s mental health ever done in Ireland. In 2020, we produced over 85 targeted evaluation reports for each organisation who had helped support My World Survey 2.

We adapted projects such as the evaluation of One Good School™, accounting for the impact of the pandemic. To highlight the effects of the pandemic on youth mental health, we also published a paper in a leading psychological medicine journal looking at the potential impact on young people’s mental health.

“ I liked being able to talk about my feelings with **nobody judging me** ”

A quote from a young person who attended Jigsaw for support with their mental health

### 3. Communicate about Jigsaw's approach to supporting young people's mental health

Jigsaw's communications strategy was developed in 2018 to support the delivery of our strategic plan. It aims to help us:

- build upon and strengthen our reputation at a local and national level
- engage people in our vision by connecting our audiences to our message so it is received, understood and acted upon
- influence lasting change at a local and national level

#### Performance and achievements against indicators

From 2018 to 2020, we worked with the marketing research company, Amárach, to track awareness levels and people's understanding of who we are.

In December 2020, we started working with nfpSynergy as part of the Irish Charity Engagement Monitor. Through this we will continue to track awareness. The monitor will also allow us to develop new ways to track the impact of specific campaigns and messaging during 2021.

In 2020, delivering on our strategic aim, we continued to see a consistent rise in awareness of who we are and what we do. And trust in Jigsaw as a charity has also seen a significant rise, after staying at a consistent level for the previous two years. We believe this can be attributed to our increased communications activities over the past few years, particularly in 2020.

**32%**

**Spontaneous awareness of Jigsaw in 2020**  
(30% in 2019, 8% in 2018)

**47%**

**Prompted awareness of Jigsaw in 2020**  
(44% in 2019, 34% in 2018)

**71%**

**Trust in Jigsaw in 2020**  
(35% in 2019, 35% in 2018)

Words most associated with Jigsaw:

**YOUNG PEOPLE  
SUPPORTIVE  
MENTAL HEALTH**



### **Jigsaw.ie and social media**

Our website is often the first point of contact for people looking for support, or looking to support us. Therefore, our goal is that all visitors should get the best experience possible in accessing the information and supports they need.

In 2020, we completed a redesign of our website. The new jigsaw.ie brings together content that previously was hosted on several different sites, so that all we do is in the one place. It also adheres to W3C accessibility guidelines, and was aligned with Jigsaw's current brand guidelines.

At jigsaw.ie you can now find out about our local services, our online information and supports, ways to fundraise, employment opportunities, and much more. Jigsaw.ie continues to grow as a vital channel through which we share information and support.

During 2020, social media has fast become an important and growing part of our outreach to those seeking support and interested in supporting Jigsaw. In 2020, all channels saw increasing levels of reach and engagement in line with an increased level of information and support being shared through them.

In July 2020, we began working with Influence, an award winning digital and social media agency. We worked with them throughout 2020 on two large scale digital campaigns, with a third planned for January 2021. These highlighted and promoted our online supports to three different key audiences, young people, parents, and teachers. The campaigns are undoubtedly playing a considerable part in raising awareness and engagement with our online information and support offerings.

**753,919 !**

**Jigsaw.ie had 753,919 page views  
and 264,654 unique users in 2020**







### Social media in 2020

# 61,058

Our collective social following grew from 44,520 in 2019 to 61,058 in 2020 – 38% growth

## 104%

### Instagram

Followers increased by 104%

#### Most engaging posts:

- Videos by youth volunteers
- Support articles
- Videos by Jigsaw clinicians

## 32%

### Facebook

Followers increased by 32%

#### Most shared posts:

- Webinars for parents
- Information on live chat
- Information on live group chats

## 18%

### Twitter

Followers increased by 18%

#### Most engaging posts:

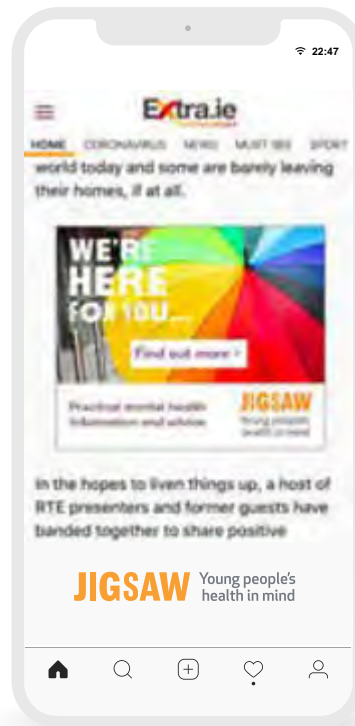
- Webinars for parents
- Information on live chat
- Support articles

In 2020, both jigsaw.ie and our social media have provided content that has connected with people. Whether it was keeping them updated about our services, letting them know about new supports, or simply sharing young people's stories of living through a pandemic. And they will continue to grow as key communications channels for Jigsaw into 2021.

### Digital campaigns in 2020

# 8,800,000

- Over 8.8 million impressions
- Over 3.7 million video views
- Over 58k link clicks



“ **Jigsaw helped me understand my anger and how to stop lashing out.** ”

A quote from a young person who attended Jigsaw for support with their mental health

**We're here for you campaign**

Our We're here for you campaign launched in late March 2020 across print and digital channels. It included:

- pro-bono adverts in national newspapers, including the Irish Times, Irish Examiner, Sunday Times, and Irish Mirror
- pro-bono billboards and posters across over 100 outdoor advertising spaces
- digital adverts through social media, including Lidl sponsored content through the Journal.ie
- interviews with Jigsaw clinicians and youth volunteers providing advice and sharing experiences across radio and TV, including RTE Radio 1, 96FM, Newstalk, Virgin, and RTE 1

The aim of the campaign was to raise awareness of Jigsaw and the mental health supports we offer. We were keen to give a strong message of support to the young people and parents of Ireland. And we wanted people to know that we are there for them during this tough time, if they need us.

It was the first time Jigsaw ran a multi-format national campaign focussed on raising awareness. And we believe it contributed significantly to the increased levels of trust and awareness of Jigsaw in 2020.

## How we strengthen communities

**We believe in a community-based, holistic approach and we cannot achieve our vision without the active involvement of communities across Ireland. We want to inform, support, and educate everyone across Ireland about young people's mental health.**

### **1. Increase awareness and enhance mental health literacy**

#### **Performance and achievements against indicators**

In 2018, Jigsaw began work on a new strengthening communities framework. After consultations with staff, volunteers and adults we work with, it was agreed that the aims for the framework would be to:

- provide an overview of our work in communities
- enable us to better describe our work
- measure the outcomes that result more systematically and effectively

Work continued into early 2019. From September 2019, with the establishment of a youth mental health promotions department, Jigsaw's work in communities became more focused on mental health promotion. And it was agreed that there was a need to refocus our efforts towards developing a mental health promotion framework. However, the onset of the pandemic delayed this work. We plan to revisit this as a key action in Jigsaw's new strategy in 2021.

**“ Jigsaw doesn't just let young people talk, they listen to what's being said. And use that to inform their work. ”**

Royanne McGregor, youth advisory panel

**“ It's a great service, and it really helped me through a rough time and helped me to change my thinking for the better. ”**

A quote from a young person who attended Jigsaw for support with their mental health

## 2. Improve collaboration and partnerships

### Performance and achievements against indicators

We understand the important role that parents, family members, coaches and other adults play in supporting the mental health of young people. Therefore, we work closely with a range of partners to provide communities with information, training and support.

In 2020, we continued to build on our existing partnerships, whilst also developing several new ones. From March 2020, with a clear response plan to the pandemic in place from the board and senior management team, we adapted quickly through an increased use of digital technology to support and continue our work.

### Youth Talk, We Listen

**80** + **40**

**young people attended**

**40 key stakeholders took part, including government departments, HSE, Jigsaw and relevant NGOs.**

In June 2020, we hosted the first Youth Talk, We Listen event, as part of a new collaboration with HSE Health and Wellbeing. It was the first of three online events in 2020, with a second event held in September and third in December.

The events brought together young people and a broad range of key stakeholders from government departments, HSE, Jigsaw and relevant NGOs, to discuss youth mental health and wellbeing. The events gave an opportunity to:

- consider key findings from Jigsaw and UCD's My World Survey 2
- listen to the views and experiences of young people themselves in relation to their mental health and wellbeing
- provide young people with direct access to key decision makers to put across their views on how best to support and promote youth mental health and wellbeing into the future

It was important for Jigsaw that young people would be involved throughout. Planning was done by a collaborative working group, including representatives from HSE Health and Wellbeing, and staff and youth advocates from Jigsaw. And two of our youth advocates acted as co-hosts, Royanne McGregor and Dean Murray.

In 2021, we plan to work with HSE Health and Wellbeing on developing regular events that will further collaboration between young people and key stakeholders.

**One Good Coach™**  
**274!**

**20 workshops in 2020**  
(10 online & 10 in person)

**274 participants in 2020**  
(114 online & 160 in person)



In October 2020, we launched an online version of our One Good Coach™ initiative in partnership with the GAA, LGFA, and the Camogie Association. It proved timely with the ongoing pandemic, although plans had already been in place to develop an online version of the initiative since late 2019.

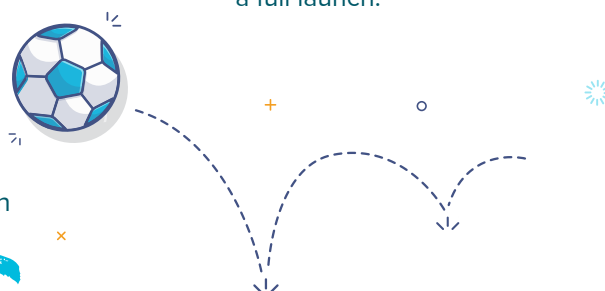
Sports clubs are ideal settings for youth mental health promotion, given the well-established health benefits, the large participation base, and extended engagement with young people during sports participation. Additionally, coaches are in an ideal position to promote and support young people's mental health, due to the contact time and nature of the coach-athlete relationship.

The aim of One Good Coach™ is to increase the mental health literacy of coaches and club members, so that they feel more confident to promote and support young people's mental health within the breadth of their coaching role.

We also partnered with Swim Ireland and the IRFU for an initial pilot of One Good Coach™ with their members, with results expected in early 2021 to be followed by plans for a full launch.

**X7**

**Partnerships in place with sporting bodies**  
GAA, LGFA, FAI, IRFU, Swim Ireland, Basketball Ireland, Camogie Association



### **3. Build confidence and competence within communities**

#### **Performance and achievements against indicators**

Our programme of workshops, courses and training have been developed to help communities build the confidence and skills they need to support young people's mental health. We offer these both online and in person within communities across Ireland.

The pandemic had a considerable impact upon our ability to deliver in person courses and training. But we were well positioned to provide ongoing support through the growing range of online courses we've been offering since August 2019. As part of our response, we also hosted a number of webinars for parents and guardians, teachers, sports coaches, and young people.

# **X17 WEBINARS**

**for parents, teachers, and young people, with 1,270 participants**

By adapting and using technology, we managed to deliver workshops to over 18,000 people in 2020.

Whilst this was lower than in 2019 and 2018, we're confident numbers will recover as society re-opens and we're able to do in person training once more. In the meantime, we expect participation in our digital courses and webinars to continue growing. And longer-term we believe they will provide us with another valuable way through which to support communities across Ireland.

**Workshop participants in 2020** (both in person and online)

**18,416**



**723** workshops & **18,416** participants in 2020  
**1,140** workshops & **28,546** participants in 2019  
**976** workshops & **25,704** participants in 2021

Evaluation of our workshops continues to show a significant increase in attendees' mental health knowledge, with overall findings suggesting that participation is beneficial.

Jigsaw's elearning platform was launched in August 2019. It offers online workshops for teachers, parents and young people. Four workshops were made available at launch, and over 2020 that grew to eight workshops.

These include our mental health elearning workshop for teachers in primary and post-primary schools, endorsed by the Education Supports Centre Ireland (ECSI).

**Completions of elearning courses**

**8,513**



**12,384 registrations & 8,513 completions**  
in 2020 (54% Completion rate)

**6,624 registrations & 3,925 completions**  
in 2020 (47% Completion rate)

**One Good School™**

September 2019 saw the launch of Jigsaw's One Good School™. We know the vital role that schools can play in promoting and supporting the mental health of young people. Encouraging strong and healthy relationships among peers, school staff and parents can be critical to a young person's social, emotional and cognitive development. One Good School™ provides post-primary schools with a programme that supports them in developing a shared responsibility for mental health across the whole school community. It also helps them in their delivery of the requirements for mental health outlined by the Department of Education and Skills.

Over 120 schools applied to take part in our first year of One Good School™, with 80 being chosen after fulfilling the requirements. For 2020, we planned to continue to grow and establish One Good School across post-primary schools. We also planned to begin developing our approach to supporting both third level education, and the training of future youth mental health professionals.

The start of the pandemic in March 2020 meant we had to adapt these plans, with much of our work in 2020 shifting to how we could continue our support for teachers and students whilst they were no longer within schools and were working from home. Even with these challenges, we still managed to support schools in delivering much of our One Good School™ programme, including:

- **almost 15,000 young people taking part in the One Good School™ workshop**
- **675 student workshops successfully delivered**
- **409 in person workshops delivered to teachers**

With encouraging results from the completion of our national research and evaluation project on the feasibility and acceptability of One Good School™, for 2021 we will be further developing One Good School™ with the aim to offer the initiative to two thirds of post-primary schools across Ireland in 2022 across our Jigsaw service areas.

As part of Jigsaw's response to the pandemic, and in response to a request from post-primary schools, we developed and implemented a Return to Schools Alongside Covid-19 online toolkit in September 2020. This was Jigsaw's first national programme for all post-primary schools across Ireland, both within and outside Jigsaw service areas.



## **Conor's story...**

### **Supporting young people through the pandemic**

**It was a strange feeling when we were told that we were suspending in person services for a few weeks due to the pandemic in March 2020. My thoughts went to the different young people I was working with at the time as a Jigsaw clinician in our Dublin South West service.**

I felt a sense of anxiety and unease at not being able to finish our work together. However, I was happy to see my senior team mates reach out to them with phone support.

**“ It was a challenge as a clinician, as many of the activities we suggest for young people to mind their mental health were less available. However, I was also inspired by their courage, resilience and bravery through these challenging times. ”**

Conor, Jigsaw Clinician

#### **Adapting what we do to what was needed**

In April 2020, I joined a number of my colleagues from across Ireland to form the Jigsaw freephone team. This was a brand new service, and it felt like it was really needed during a difficult time.

The calls I received on the line were a mix from young people and their parents. Young people calling were reporting struggling with health related anxiety, concerns for vulnerable family members, social isolation and missing friends, and the difficulties of home-schooling.

I also heard how young people were struggling with low energy, mood and motivation as they were missing the things that usually stimulate and sustain them. Such as meeting extended family and friends, playing sports or attending clubs.

It was a challenge as a clinician, as many of the activities we suggest for young people to mind their mental health were less available. However, I was also inspired by their courage, resilience and bravery through these challenging times. I found that with so many services and facilities not available, people were very grateful and positive to have someone to listen to them and offer a small bit of advice and guidance.

I also spoke to many parents during my time on the line. Parents were under a lot of pressure and were struggling to juggle everything, especially when the schools and sports teams were fully closed. I found that many parents were putting themselves under a lot of pressure and needed reassurance that they were doing the best they could.

### **A new Jigsaw**

I returned to Dublin South West in June 2020, and remained on the freephone line for one day-a-week. Jigsaw was by then beginning to reinstate our normal practice of eight therapeutic sessions, but through the new medium of phone calls and video calls. This was all so new at this stage that most parents and young people were hesitant and wanted to wait for in person services to start again.

However, as time went on people became more accustomed to doing things online and we were seeing a good mix of in person, video and phone appointments. It seemed that as young people were getting more comfortable with the online sphere they were finding it easier to open up. It was also really nice to be able to offer some of them in person appointments as their circumstances required it. I think this was very much appreciated.

Anxiety levels spiked in September and October, as they seem to do every year. And I think Jigsaw played a big role in supporting our young people through this after such a long break from school.

Low mood, energy and motivation remained a significant presenting challenge throughout 2020, as did anxiety and isolation. Leaving and Junior Cert students struggled with not knowing what was going to happen and seemed much more relaxed when decisions were made.

Overall, parents and young people seemed to be really positive about the range of services we offered through in person, video, phone, and [jigsaw.ie](http://jigsaw.ie)

## How we deliver services

**We will continue to grow and develop our youth mental health services and supports. We want to make sure that they are accessible, visible, impactful, inclusive and timely.**

### **1. Provide a primary care mental health service for young people in local communities**

Our Jigsaw services are based in communities across Ireland. Listening to each young person's judgement of their own needs, our service has no 'lower threshold'. This means a young person can access support from a Jigsaw clinician if they wish. Or, if required, we can supplement existing support from their friends, family and community.

Jigsaw services provide free evidence informed therapeutic support to help young people cope with the mental health challenges they face. These can include anxiety, stress and low mood.

Following initial assessment to determine the nature of their strengths and difficulties, our clinicians work alongside young people to identify goals that have relevance and meaning for them in their lives. A bespoke therapeutic intervention plan is then designed to address the unique needs of each young person.

In March 2020, following public health advice and government guidelines in relation to the pandemic, we had to suspend in person therapeutic supports within many of our services. The suspension lasted until July 2020.

This impacted on the performance indicators we track in relation to our Jigsaw services, which is noted below. However, following a period of rapid adaptation, we put interim supports in place until we were able to resume in person service delivery through a variety of modalities including phone and video.

**“ I have improved a lot of aspects of my life by coming to Jigsaw. ”**

A quote from a young person who attended Jigsaw for support with their mental health

## 2. Demand for Jigsaw.

### Performance and achievements against indicators

Demand for our Jigsaw services and the support we provide has remained strong throughout 2020. Despite the challenges of the pandemic, our services adapted throughout the year to maintain our support offering to the many young people reaching out.

# 23,075

### Appointments offered by Jigsaw services

(target: 36,000)

29,225 in 2019 (target: 27,500)

23,087 in 2018 (target: 20,900)



### Of 23,075 appointments offered to young people in 2020

- **5,165** were phone
- **5,381** were video
- **12,232** were in-person

\*297 records do not have a recorded mode of delivery, these were excluded.

### During the first pandemic lockdown

(from March 2020 - July 2020)

# 942 + 3,375

**Support calls took place with young people**

**Support call/sessions took place with parents**



In 2020

**1,106**

**young people came to Jigsaw for support through our Freephone service**

- 635** came by phone
- 432** came by email
- 39** came by text



In 2020, delivery of our target number of service appointments was considerably impacted by the pandemic. This arose because of lost capacity during the initial service suspension in March 2020, and because of delays to clinical recruitment caused by pandemic restrictions.



The pattern for referrals of young people varied considerably across the year, and demonstrates the impact of the pandemic and its associated restrictions. Like many other services, Jigsaw experienced an initial dip in referrals during the first lockdown period from March to June; however, referrals in July, August and September 2020 were higher than they were in the same months of 2019.



Although it is not possible to draw a direct conclusion, it is notable that referrals were far lower in the months most impacted by pandemic restrictions, particularly April, May, and June.



The main source of referrals (57%) remains parents and carers as it was in 2018 and 2019. A further 26% were self-referrals, meaning that the young person themselves made contact. This reflects the embedded nature of our services in local communities. Other sources of referrals include GPs (6%), second-level schools (3%), and TUSLA (2%).

In 2020

**7,155**

**young people were referred to Jigsaw services**

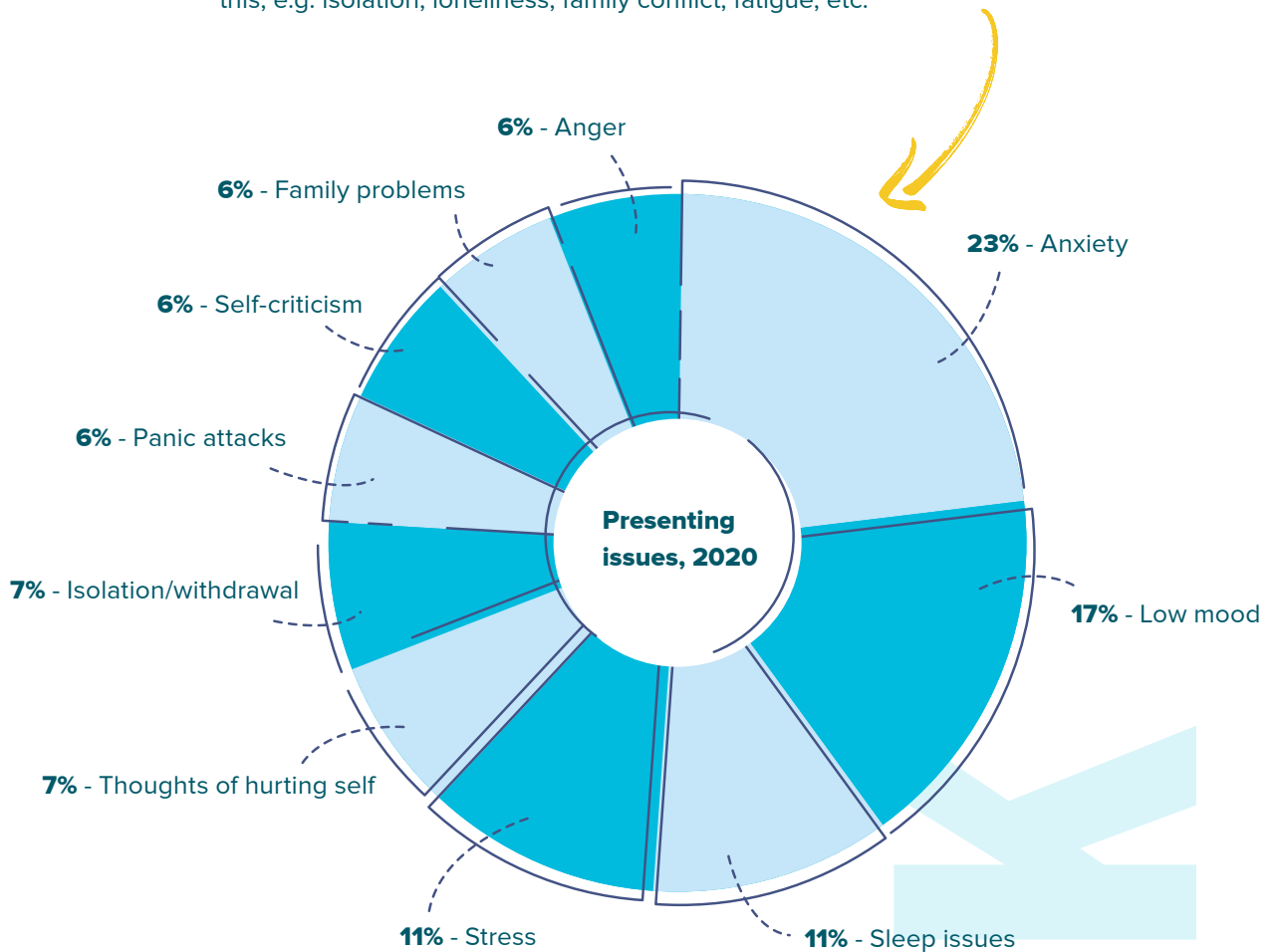
(8,120 were referred in 2019 and 6,667 in 2018)



**Presenting issues**

In 2020, anxiety remained the number one presenting issue that young people came to our services for support with.

It is too early to know yet what the longer-term impact of the pandemic will be on young people's mental health. Our experience in 2020 was that young people presented with similar issues as previously, such as anxiety and low mood, but also that there were pandemic related factors which influenced this, e.g. isolation, loneliness, family conflict, fatigue, etc.



- Presenting issues, 2019**
- 22% - Anxiety
  - 17% - Low mood
  - 11% - Sleep issues
  - 11% - Stress
  - 7% - Anger
  - 7% - Family problems
  - 7% - Self-criticism
  - 6% - Isolation/withdrawal
  - 6% - Thoughts of hurting self
  - 6% - Suicidal thoughts/gestures

- Presenting issues, 2018**
- 22% - Anxiety
  - 17% - Low mood
  - 14% - Stress
  - 10% - Sleep issues
  - 7% - Anger
  - 7% - Family problems
  - 7% - Thoughts of hurting self
  - 6% - Isolation/withdrawal
  - 5% - Self-criticism
  - 5% - Low self-esteem



### The impact of our services and supports

**% of young people reporting a reliable reduction in psychological distress in 2020\***



**% of young people reporting reliable progress towards their goals in 2020\*\***

**89%** of young people setting goals

**75%** of young people showing reliable progress towards their goals

#### **\*Clinical Outcome in Routine Evaluation (CORE)**

The Clinical Outcomes in Routine Evaluation measures are completed with each young person at their first and last session in a Jigsaw service. They provide an indicator of a young person's level of psychological distress.

#### **\*\*Goal Based Outcome**

Goal Based Outcomes (GBO) measure young people's progress towards goals that they set that want help with. Young people are encouraged to set goals at their first session, and asked to rate their progress towards each goal at their last sessions. A reliable improvement is an increase of at least three sessions points from the first session to the last session.

THE JIGSAW

# THIS IS OUR P P

**90%**

**of young people satisfied with the support they received in 2020.**  
(92% in 2019 and 92% in 2018)

**94%**

**of parents/carers satisfied with the support the young person in their care received**  
(92% in 2019 and 96% in 2018)

**“ We will be forever grateful for all of Jigsaw’s help. For me, as a parent, I felt the strength and gentleness our clinician showed my son was hugely beneficial for him and for me. From our first appointment I left the building less scared and better able to deal with watching my son struggle. ”**

A quote from a parent of a young person who attended Jigsaw for support



### **3. Evolve and enhance our services**

#### **Performance and achievements against indicators**

Much of how we evolved and enhanced our services in 2020 was directed by our response plan to the pandemic.

With a clear plan in place from the board and senior management team, we moved quickly to adapt to providing our therapeutic support through video and phone. This was in addition to our usual in person appointments, when these were required and possible.

Following the public health restrictions announced by the government in March 2020, we proactively reached out to all young people attending Jigsaw services to maintain a sense of connection and support.

In July 2020, with the return to working from Jigsaw premises, we continued to offer young people the choice of appointments across phone, video call or in person.

One understandable impact of the pandemic was that many young people and/or parents and carers were cautious about attending appointments in person. Or, due to existing medical conditions, were advised to restrict their attendance. We saw an increase in demand for phone and video based therapeutic support across our services, but all services continued to see a significant number of young people, and parents and guardians with a preference for in person appointments.

2020 has been a challenge for everyone. In Jigsaw, we were dedicated to ensuring that we quickly responded and offered support to as many young people as possible. This has brought us to a point where we now have a breadth of ways to offer our clinical services. This will continue to contribute to future choice and flexibility in how we support young people.

**“ It’s a great service, and it really helped me through a rough time and helped me to change my thinking for the better ”**

A quote from a young person who attended Jigsaw for support with their mental health

#### **4. Open additional Jigsaw services**

##### **Performance and achievements against indicators**

In 2019, HSE funding was approved for the development of two new Jigsaw services for Wicklow and Tipperary. Planning and preparation for both services began as soon as funding was approved, with December 2020 seeing the opening of our service in Wicklow. The development of the service for Tipperary is ongoing, with plans to open in mid-2021.

The new service for Wicklow is based in the centre of Bray on Parnell Road, from where it offers our full range of supports to the surrounding community. This includes in person, video and phone appointments with our clinicians, community and schools' workshops, and youth participation.

In July 2020 we secured the premises. And against the backdrop of the pandemic, it was all hands on deck to safely refurbish the hub for opening. A service leadership team started in October, followed by the remainder of the staff shortly afterwards, and the service's first appointment was taken in December.

Before opening, the Youth Mental Health Network, convened by the Bray Area Partnership, worked for many years with Jigsaw and the local community to promote youth mental health and advocate for a service in Wicklow. This culminated in the announcement by Minister Harris for the funding for the service for Wicklow.

A full programme of community and schools' workshops is planned for the start of 2021. Also planned is the creation of a youth advisory panel, and promotion of the clinical service county-wide. We look forward to serving young people and the community of Wicklow for a long time to come.

**“ I thought Jigsaw was amazing. There should be more out there for teens. They helped me get my life back, and I know that more teens need that kind of support. ”**

A quote from a young person who attended Jigsaw for support with their mental health

## 5. Develop e-mental health supports for young people

### Performance and achievements against indicators

In 2020, we introduced a range of new service offerings for young people through jigsaw.ie (formerly jigsawonline.ie).

Although timely, many were actually in the planning and development phase before the pandemic. Considerable research and exploration of international best practice as well as consultation with young people helped us to understand what young people wanted and needed in an online service. This then informed the design and development of our new Jigsaw Live Chat service, which offers text based support to young people on an individual and group basis. This is a medium that young people are familiar with and favour in their social interaction. This innovative online service model addresses many of the barriers that exist for young people in accessing traditional services, i.e. anonymous, easy to access and does not require parental consent for those under 18 years. The live chat is supplemented by an email option, so that we have both synchronous and asynchronous options on offer for young people.

Another defining feature of this service is that any young person, no matter what their level of need, can access support via live chat making it a truly inclusive service. The anonymity afforded by this platform helps to support young people who may feel ashamed or embarrassed about seeking help elsewhere. For a significant proportion of young people who access live chat, for example, they have never before reached out to a professional about their mental health. Furthermore, as we operate a 'drop in' system whereby an appointment is not needed, young people can access support for their distress in the moment.

**“Jigsaw was a fantastic support to both me and my child. I can't thank ye enough for all the help. I'm so glad I discovered ye in my time of need.”**

A quote from a parent of a young person who attended Jigsaw for support

“ **Very helpful and lovely people...**  
gradually my confidence got better ”

A quote from a young person who attended Jigsaw for support with their mental health

**In 2020 on our new live chat service, there were...**

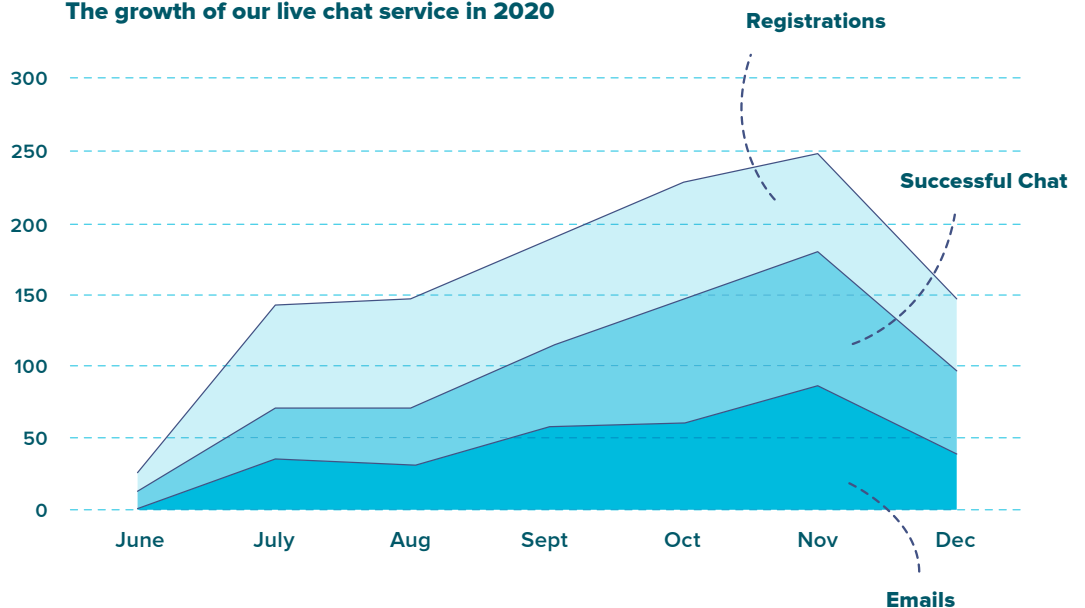
**694** + **313**  
**individual chats with young people**      **email contacts with young people**



The service launched in June 2020, with a small but enthusiastic team focused on learning and continuous service improvement. Slowly but surely, in line with efforts to promote this service amongst young people, overall demand for the service has seen a steady growth throughout 2020.

Over the course of 2021 we expect our online team will grow in line with a projected increase in demand for this form of support. We plan to extend our opening hours and continue to enhance and refine our ways of working.

**The growth of our live chat service in 2020**



## Meeting young people's needs...

We ask young people for feedback on their experience of our new Jigsaw Live Chat service. Here are some of the things that they told us...

- “ You guys are probably sick of hearing from me at this stage. But again **a massive thank you, no matter how bad I feel the Jigsaw team always helps me calm down and understand things better and feel less overwhelmed.** So thank you guys so much. ”
- “ **Thank you for having this service** available for those of us who need it. ”
- “ **You were very empathetic and I felt truly listened to.** The responses I got were the responses I wish I had gotten from my friends and family when discussing how I felt, so **I'm glad I chatted today.** ”

## Looking forward to 2021

### **The pandemic made us rethink how we continue to be there for young people and those around them.**

As Ireland's leading youth mental health charity, Jigsaw has, for over 14 years, established a recognised track record in supporting young people's mental health.

From the start of this pandemic, we were determined that this would not change.

As we look forward to 2021, we are fully aware that we will have to work alongside the pandemic for some time to come. And this will influence our planning, but we believe it must not dictate it.

The pandemic has shown us that new ways of working are possible. But most importantly, it has shown the true value in our approach at a primary care level - in session rooms, in classrooms, in lecture halls, on sports grounds, workplaces, homes and more.

These settings, both physical and digital, must be the way we continue to strive to make sure that every young person's mental health is valued and supported.

### **To help us achieve our vision, in 2021 our key objectives and activities for the year will include:**

**1**

#### **Our new organisational strategy**

The development of the new strategy began in September 2020, with an aim to be ready for full implementation from January 2022.

**2**

#### **Growing and improving our services and supports**

The pandemic led to new ways of working, and super-charged the launch of some new services we were already working on. We've learned a lot. We're keen to make use of all that we have learned and explore how we can make sure our services and supports work better for young people. We intend to broaden the range of therapeutic services and supports we have available to young people.

**3**

#### **New digital support for schools and their staff**

A new Jigsaw Schools Hub to offer schools across Ireland a growing range of online tools and information to help them support young people's mental health and wellbeing.

## Our employees

**At the end of 2020, we employed 180 members of staff. Our employees are important ambassadors for Jigsaw. That's why we do our utmost to recruit the most talented people and nurture their individual skills and attributes.**

By helping our staff and services to perform at the highest level, we can have an even greater impact on the lives of young people.

### **Adapting our ways of working during the pandemic**

The global pandemic created significant disruption to our work in supporting young people. Almost overnight we were forced to adapt our ways of working; when we worked, how we worked and where we worked.

To say Jigsaw's employees responded positively is an understatement. In doing so, they further demonstrated their exceptional commitment to our vision, mission and values, in the face of concerns for their own personal safety and that of their friends, families and communities.

### **A growing team**

Jigsaw continued, despite the completely different world we entered into in March 2020, to grow and develop our workforce, starting the year with 157 employees and ending with 180.

We adapted our recruitment processes to one of a virtual nature, something we had done very little of in the past, and worked with our managers and candidates to ensure we continued to attract and recruit the highest calibre employees into Jigsaw.

**“ I was inspired to apply for a job by the vision of an early intervention mental health service for young people, that really had young people at the heart of it – that mattered to me. ”**

Damien Coyle, Jigsaw Service Manager

### Protecting our health and wellbeing

As we worked together through the pandemic, protecting the health and wellbeing of our people, the young people who use our services, our youth advisory panel and the broader communities was our number one priority and guided every decision we made throughout the year.

While working from home has its advantages, it can also be hard to adapt to, and can add additional pressures to normal working life.

We created our Working from Home Hub for all Jigsaw employees, in order to encourage best practice for working remotely. The hub focused on a number of specific areas:

- Health and safety
- The workstation at home
- Data protection and IT security
- Communication
- Wellbeing

As we progressed through the year and our local teams returned to onsite working in July, we continued to develop online and in person supports in the form of our Working with Covid-19 guidelines. The aim was to provide key health and safety updates in line with government and public health guidelines. And also offer wellbeing supports, as our workforce continued to navigate working with young people while living with the pandemic.

A key area within our pandemic supports, was the development of a specific employee Wellbeing Hub for staff. This includes online webinars on resilience and managing yourself during the pandemic, our Wellness Wednesday mailshot, which shares Jigsaw employee experiences of living through the pandemic, and more importantly, some suggestions and ideas on how to support your wellbeing at this time.

Books, movies, podcast suggestions and the sharing of experiences further supports our people to connect with each other while we work in this new virtual way.

### Adapting policies, procedures and practices

While supporting the health and wellbeing of employees was a key priority in 2020, we also worked to adapt our policies, procedures and practices to reflect our new ways of working.

Introducing virtual individual and team meetings, joint learning networks, Continuing Professional Development (CPD) and training days, and a very successful all staff day in November 2020, which over 160+ Jigsaw employees attended and participated in a morning session which focused on connecting with each other as a team. This was a wonderful opportunity to pause and reflect on a very challenging but successful year, and acknowledge the exceptional effort by all employees across Jigsaw.

We remain committed to canvassing the views and opinions of our employees, as such we have embarked upon reviewing Jigsaw's ways of work and researching and evaluating flexible working arrangements.





### **Learning and development**

While the early part of 2020 saw Jigsaw pause a lot of our CPD programmes, we adapted quickly and sought to continue those programmes online.

We place significant value in the professional development of our teams. And we have worked to introduce a comprehensive online approach on our new learning platform, LearnUpon. This will provide a one-stop shop for all things learning and development in Jigsaw, and will provide opportunities for internal shared learning across all roles and disciplines.

This provides further commitment to the existing range of supports for the learning and development of each employee across our services, including:

- help with professional memberships fees
- contribution towards further education fees
- encouraging attendance at relevant conferences and seminars
- a journal club sharing and discussing research
- internal joint learning networks

We continue to support management and leadership development by ensuring that our managers have access to effective tools, training, supports, professional HR advice and expertise.

### **New approaches and new ways of working**

In Jigsaw we continually look to improve our systems and workflows. The introduction of LearnUpon, BambooHR, a new employee database system, and Workable, a candidate management system, allows the HR department to offer efficient service to our employees. And, in turn, it helps us support them to have access to key information, resources and supports when needed.

We are now operating in a different world and Jigsaw and our workforce, in seeking to take the positives out of a difficult situation, took advantage of the opportunities available. We have demonstrated how resilient and purposeful we are when we come together, support each other and act in service of the young people who need us most.

“ And for me, **I have found a real sense of belonging** since I joined Jigsaw. ”

Damien Coyle, Jigsaw Service Manager

## Our youth volunteers

**Our youth volunteers support Jigsaw in promoting what we do and why we do it. They generously share their experiences and stories in different ways to help shape our work.**

Youth participation within Jigsaw, like many things in our world, changed in 2020. Our youth advisory panel (YAP) members and youth advocates responded to this changed world by rolling up their virtual sleeves, adapting, and demonstrating through action, their passion for youth mental health.

### **Giving voice to the experience of young people**

One of their many responses was to support an impressive amount of supportive content for jigsaw.ie and our social media platforms. These focused primarily on sharing their experiences of living through a pandemic. These included topics such as working on the front line, wellness in lockdown, living through uncertainty, and many others that really resonated with young people.

In July 2020, Youth Advocate Royanne McGregor represented Jigsaw alongside Dr Joseph Duffy, Jigsaw Chief Executive Officer, and Paul Longmore, Acting Clinical Director before the Oireachtas Special Committee on Covid-19. There she shared her experience and insights on the impact of the pandemic on youth mental health.

Our YAP and advocates played a central role in Youth Talk, We Listen. One of the key events across 2020 in terms of youth voice. Jigsaw in partnership with HSE Health and Wellbeing hosted this innovative online event for 80 young people and over 40 stakeholders.

Young people from across a number of organisations came together to identify key calls for action for supporting their mental health and wellbeing in the context of where they live, learn, work, and play. This event was a real example of young people having their voices heard about youth mental health by key policy and decision makers within Ireland.

## The future of youth participation in Jigsaw

Jigsaw has always valued the practice of youth participation and it has been a vital part of our work for 14 years.

The YAP at a service level helps young people inform our practice. Our youth advocates inform our decision making at a national level. And young people have continually participated on our board and the sub-committees that feed into the strategic direction of Jigsaw.

In 2020, we felt it was timely to consider our work in this area and review it against the best practice nationally and internationally. We partnered with Hub na nÓg in the Department of Children, Equality, Disability, Integration, and Youth Affairs (DCEDIY,) to consider how we could build further on our youth participation practice.

We conducted a large scale mapping exercise based on Lundy's (2007) Rights Based Model, focusing on Space, Voice, Audience and Influence.

This extensive mapping exercise has allowed us to hold a mirror up to our practice. Across 2021 we plan to design with young people what the future of youth voice in Jigsaw will look like.

“ **Jigsaw doesn't just let young people talk, they listen** to what's being said. And use that to inform their work. ”

Royanne McGregor, youth advisory panel



## **Keith's story...**

### **Living through lockdown**

**In July 2020, Keith, a Jigsaw youth advocate, shared on jigsaw.ie his story of living through the first lockdown.**

It was hard at first. My daily routine has completely changed. However, over the weeks we've been in lockdown, several things have popped up which have helped, so I have incorporated them into my new daily routine. One of which is the time I'm spending by myself. I'm learning a lot about myself and what my resilience levels are like at the moment, which is actually quite liberating. Another great thing that has come from this is the increased amount of time I'm spending with my family.

**“ I miss my college life, friends, and lectures too, and all my volunteer activities. I am a 4th year student and won't get to experience another lecture again with my class, have the 'Last time' series or even collectively celebrate submitting our thesis. ”**

Keith's Story, Living through lockdown

#### **Looking out for each other**

My parents and I are checking in on each other, and helping each other deal with the current events. The main thing that's a struggle for my parents is not seeing other family members that they'd generally see weekly, like other children and the grandchildren.

#### **Shock of lockdown**

One of the worst things about what's going on right now for me is just the shock and speed of it all. Having to completely put some parts of life on hold all of a sudden, does something to your mental health. It was scary to see all the shops closed, basically looking at the world shut down. Then hoping each day the new numbers of cases doesn't rise significantly.

I miss my college life, friends, and lectures too, and all my volunteer activities. I am a 4th year student and won't get to experience another lecture again with my class, have the 'Last time' series or even collectively celebrate submitting our thesis.

### **Uncertainty about the future**

The main thing that scares me is what will happen if either of my parents, other family members, or I get sick. It's scary when you see the situation in Italy or Spain and the amount of death, sadness and uncertainty. But what is comforting is seeing the people sing from their balconies, proving that we can still come together by staying apart. Overall, what scares me is essentially the future. I usually always look forward to the future, but the uncertainty now... The not knowing what's going to happen scares me.

### **End of college year**

Thankfully, this all happened toward the end of the year. My lecturers have been extremely helpful with everything about assignments, exams and the thesis. Our lectures are all online now, which is another new experience. I think although these circumstances are affecting everyone, some lecturers are struggling too with the absence of childcare facilities and potential caring duties. So as much as you probably want that assignment grade back, maybe try wait one more week.

### **What helps me right now**

I have found, mostly, exercise is highly beneficial. I used to jog every morning, but now I have had the time to properly put my physical ability forward for the sake of my mental and physical health. Other times, talking with friends, family about other things in life can provide a nice distraction from what is going on, without entirely ignoring the situation. Other than that, eating healthy, keeping fit, trying to stay productive without entirely stressing myself right now is where I'm at.

Throwing out my old routine, the old ways of doing things almost seems a bit liberating. I decided a year ago to write a book, and was getting so into it before I went back to college. Now, I actually might have the time to write something... but no spoilers as of now.

### **This too shall pass**

I am going to the shops when we need to, as both my parents might be in the 'at risk' category during these times. I'm trying to keep them occupied as well as myself, while trying to keep my asthma at bay. I am in the 'at risk' category too, so I may not be able to help as much as I used to in the community, but I am trying online.

I'm checking in with some college friends, and family members who may be at risk too. We always say how difficult these times are, more so in other areas, countries and families, but as much as everything else in life, this is only temporary.

# €2.8MILLION!

Over €2.8million raised in 2020, with the dedication, help and generosity of our supporters and donors.

## Our fundraising

**We're incredibly grateful for the dedication and generosity of our supporters. It is because of their drive, passion and determination that our fundraising income was over €2.8million in 2020.**

With the start of the pandemic in early 2020, it soon became clear that we would have to revise our plans and targets for the year. Many of our activities were not going to be possible under the restrictions. So as a team we had to adapt and revise our hopes for the year ahead. In what was expected to be an exceptionally tough fundraising climate, our original target for the year was revised down from €1.5million to €885,000.

Fortunately, we had valuable experience from launching several online virtual events in 2019. And considerable work had been completed on building the Jigsaw brand and developing an individual giving offering. These things helped us to respond to the evolving situation with confidence and new plans for the year ahead. This ultimately allowed us to exceed our expectations for the year, reaching and surpassing both our revised and then original fundraising target.

Luke Davitt raised over...

# €19,000

running 10km every day in November,  
covering a total of 420km!

# 3,500KM



In June, members of the Naomh Olaf GAA hurling team ran a total of 3,500km to raise over €9,000.

### **We know there's much more we need to do**

Our ambition remains to increase our income and number of supporters, so that we can be there for every young person that needs us. It is because of our supporters that we are able to innovate and find new ways to reach more young people, whether it be through the launch of the Jigsaw Schools Hub helping teachers talk about mental health in the classroom, or Jigsaw Live Chat offering young people a way to connect with trained Jigsaw staff online.

But we know that there's much more we need to do. That's why we need to continue to inspire people to support Jigsaw, and not just that, we need to inspire thousands more by putting our supporters at the heart of everything we do, listening to what they want from us and providing exciting and creative ways to get involved.

In 2020, with the help and generosity of our supporters and donors, we raised €2,285,281, (2019: €1,122,081). In addition, pro-bono support of €594,906 was received (2019: €880,981).

### **Raising money and awareness through gaming**

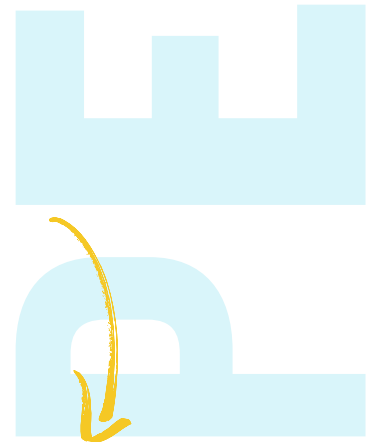
To increase our income, and to engage our current and new supporters, it's vital that we develop new ways for people to fundraise for us. And in 2020, we explored a number of different ways for people to get involved in fundraising for Jigsaw. One of these was Raise Your Game, which looks to use Twitch and gaming live streaming as a way to fundraise and start conversations about mental health.

### **Maximising income from Revolution x Jigsaw**

Since launching in 2019, our Revolution x Jigsaw virtual cycle has been growing in popularity raising thousands of euros to help us be there for more young people seeking mental health support.

To build on this success, we developed a strong digital campaign in 2020 to recruit more participants, and particularly people who were likely to raise a lot of money and get others to take on cycle challenge.

We're delighted to report that this work resulted in over 410 people signing up for Revolution x Jigsaw in 2020 raising over €56,000.



**“ It was an amazing experience. The people that are involved in Jigsaw are inspiring. ”**

Róisín, Jigsaw supporter

### **We're all in this together**

A phrase often heard throughout the pandemic in 2020 was 'we're all in this together'. And for us, it really felt like that thanks to the response we had from people across Ireland making donations and taking on fundraising challenges for us.

In 2020, over €730,000 was raised by 242 groups and 552 individuals who took on a fundraising challenge or organised an event for us.

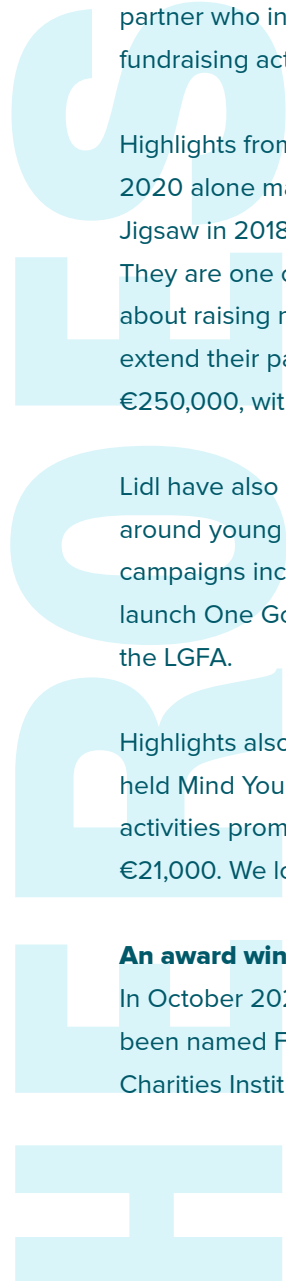
This includes members of the Naomh Olaf GAA hurling team, who in June ran a total of 3,500km to raise over €9,000. It also includes Luke Davitt, who having been supported by our Jigsaw service in Limerick wanted to give something back. In November he ran 10km every day, covering a total of 420km to raise over €19,000. And it includes students at NUIG Galway on the civil engineering course, who through their annual table quiz raised over €1,000.

Over €160,000 was raised by 3,073 individuals making a once off or regular donation.

Last year, we made a significant effort to increase people's awareness of the supports and services we offer, and how a donation to Jigsaw could help us be there for more young people seeking mental health support. For the first time we launched both print and digital marketing campaigns, which began with an emphasis on the supports and services we offer. And progressed to how people themselves can make a donation to those supports and services.

At the moment, it's too early to know if marketing activities like this alone have resulted in an increase in donations. But we do know that a record number of people made a once off or regular donation to us in 2020. This increase is extremely important, as we look to build our supporter base to help us reach more young people that need us now and into the future.





### **Vital corporate partnerships**

In 2020 over €660,000 was raised because of our corporate partnerships. We were supported throughout the year by 13 corporate partners, and 116 corporates made once off donations.

Our generous corporate partners help us to make a difference to the lives of so many young people. That's why we're very thankful to every partner who in 2020 engaged their employees and customers in fundraising activities and helped raise awareness about our work.

Highlights from the last year include our partnership with Lidl, who in 2020 alone managed to raise over €300,000. Lidl first partnered with Jigsaw in 2018, and have raised more than half a million since then.

They are one of our biggest corporate partners, and are passionate about raising money to support our work. In 2020 they decided to extend their partnership with Jigsaw and commit to raising a further €250,000, with a total aim to reach an incredible €1.25million.

Lidl have also helped raise awareness of Jigsaw's work and issues around young people's mental health through national awareness campaigns including TV, radio and billboard advertising; and helped launch One Good Club, a new training initiative in partnership with the LGFA.

Highlights also include our new partnership with FM104, who in May held Mind Your Noggin. This was a day of broadcasting events and activities promoting our services and supports, and raising over €21,000. We look forward to working with them again in 2021

### **An award winning team**

In October 2020, we were delighted to hear we had been named Fundraising Team of the Year at the Charities Institute Ireland Charity Excellence Awards.

**€21,000**

**raised by FM104, with 'Mind Your Noggin'.**



Lidl raised over...

**€300,000**

Lidl have also helped raise awareness of Jigsaw's work and issues around young people's mental health through national awareness campaigns including TV, radio and billboard advertising; and helped launch One Good Club, a new training initiative in partnership with the LGFA.

**Thank you to all our supporters and partners**

In 2020 and beyond, we will continue to develop and test new ways to raise money. Jigsaw would like to thank all of our amazing fundraising supporters and partners in 2020, including:

- Lidl
- iDonate
- Gaelforce Events
- Gabriel Greally
- National Lottery
- Mitie
- Venetia Quick
- Will Rolfe
- BEO Events
- Tribe
- Happy Threads
- The Community Foundation
- Luke Davitt
- Jonathan Nally
- FM104
- Gemma Kilbane
- Beann Eadair GAA
- Offaly GAA
- Ava Henry
- Irish Interfirms Gaming League
- Octocon
- Steven Creaven
- Alan Fisher
- Cherry Orchard Running Club
- Naul Harriers,
- Naomh Olaf GAA hurlers
- Michael Glaverys GAA & LGFA
- Trinity Sailing
- Fiachra Beirne
- Wynona Grant
- Anthony Kearns
- Stephen Roe
- NUIG Civil Engineers
- Clougheen Kerry Pike National School

**To all who took part in a fundraising event, took on a challenge, made a donation... Thank you!**

## Financial review

### How we manage the money you give us €12,916,066 total income

The statement of financial activities and balance sheet for the year ended 31st December 2020 are shown on pages 107 and 108.

Thanks to the generosity of our supporters and the huge efforts of our partners, employees and volunteers, our total income for 2020 was €12,916,066 (2019: €12,260,332).

This was a 5% increase on 2019 thanks to the continued support from the HSE through service level agreements for our Jigsaw services, and a growth in fundraising and grant income.

Our total expenditure was slightly down by 2% to €12,407,124 in 2020 (2019: €12,651,754).

Overall for the year, we had a €508,942 surplus (2019: €391,422 deficit) between our income and expenditure. The surplus is mainly due to increased grants and donations in 2020.

Jigsaw's ambition is to make sure that every young person's mental health is valued and supported. We've seen through our research with My World Survey 2 growing levels of anxiety and depression amongst young people. And the demand for what we do continues to increase significantly. The good news is that we are reaching and supporting more young people all the time. We also have an incredibly loyal and committed network of supporters who are helping us achieve this.

Our funding from the HSE is committed on an annual basis, which can lead to challenges for long term planning. We work closely with the HSE (Mental Health) to mitigate any risk. And our fundraising team continue to build a more diverse and sustainable range of income streams to further minimise risk.

Crucially, we have the volunteers and staff who work hard to ensure we are fit for purpose and able to continue to offer more support to the people who need our help.

### How we raised our money?

Our income mostly comes from the HSE through a national service level agreement with the Mental Health Directorate. In 2020 this provided €9,120,837 (2019: €9,105,400) to fund the delivery of our community-based Jigsaw services, currently in 14 locations around Ireland.

The slight increase on 2019 funding related to an expansion of service delivery into Wicklow towards the end of 2020. We also received funding from the local HSE unit in Galway towards Jigsaw services in that community. Funding relating to Donegal is now provided through the national service level agreement. The total of local HSE funding in 2020 was €914,954 (2019: €1,114,843).

Our fundraising income for 2020 was €2,880,187, which is an increase of 44% on 2019 (2019: €2,003,062). This includes donations from the general public, national and local events, community activities, trusts and grants, corporate support, and pro-bono support through the provision of services and facilities. You can see a summary breakdown on page 15.

The 2020 return on investment in fundraising is 5:1 (excluding pro-bono income) and 7:1 (including pro-bono income), which reflects the significant increase in fundraising income due to the exceptional generosity of our donors in light of the global pandemic. The 2019 comparative ratios are 2:1 and 4:1 respectively.

	<b>2020 €</b>	<b>2019 €</b>
<b>Fundraising income</b>	2,285,281	1,122,081
<b>Pro-bono support</b> (see further detail below)	594,906	880,981
<b>Total Fundraising income</b>	2,880,187	2,003,062
<b>Cost of generating funds</b>	423,908	488,060
<b>Return on Investment in fundraising</b> (excluding pro-bono support)	5:1	2:1
<b>Return on Investment</b> (total fundraising income)	7:1	4:1

### **Pro-bono support**

The value of pro-bono support can vary year on year and impacts on the overall income and expenditure figures for comparing years. In 2020 pro-bono support of €594,906 (2019: €880,981) was achieved and consisted of the following range of supports for services and for premises as follows:

- The development and delivery of outdoor, online and print media campaigns valued at €400,510 was provided during the year. This supported our We're here for you, Now more than Ever, and Turn to us campaigns.
- Online advertising and website tools relating to Jigsaw's online support and services to the value of €100,461 was provided during the year.
- Premises in a number of Jigsaw service locations are provided free or at a reduced rate. The value of these rent concessions is €88,487.
- We received pro-bono goods and services towards premises fit-out costs totalling €1,363 which included paint and labour.
- Our auditor Mazars, provided audit services on a reduced rate, contributing €4,084 to pro-bono support.

## **How we spent our money**

### **€12,407,124 total expenditure**

The summary breakdown on page 16 provides an overview of our €12,407,124 charitable expenditure in 2020. Our strategic report on pages 17–89 explains what we did last year and provides the context for this spend.

In 2020, we moved forward new and established programmes of work to provide vital mental health support to young people.

We spent €10,237,022 on our Jigsaw services providing expert support and information in communities across Ireland. We continue to invest in improving and increasing the reach of our services and supports. We have developed new online information and support services for young people, parents and carers, and those who work with young people. This for the first time allows Jigsaw to provide supports in all the counties of Ireland to the young people who need us most.

We spent €249,382 during the year on strengthening communities.

We continue to invest in research and ways to share the latest knowledge on youth mental health to influence government and policymakers. In 2020 we spent €321,968 on influencing change, which includes expenditure on research and evaluation. This is an increase of €2,196 on 2019 (€319,772).

You'll find a more detailed analysis of our charitable expenditure in note 5 to the financial statements.

In addition, we are still very much committed to investing in our existing income streams that are important for our future, as well as investing in new fundraising initiatives. The cost of raising our income in 2020 was €423,908, a 13% decrease on 2019 (€488,060), which was mainly due to lower fundraising campaign and staff costs.

We will continue to monitor the results of these investments and keep a very close eye on all our costs and fundraising activities, to make sure that we are making the most of the money we invest in them.

“ I now know that **how I feel is normal**  
and it's not just me. ”

A quote from a young person who attended Jigsaw  
for support with their mental health

## Reserves policy

In accordance with recommended best practice for charities, Jigsaw maintains a reserves policy. The board reviews the reserves policy annually prior to the approval of the financial statements and the current policy is set out as follows:

Reserves are funds that have built up over time when income has exceeded expenditure and generated a surplus. These funds help to maintain the financial stability of the charity and provide protection against unexpected events or costs.

Available reserves exclude restricted funds, since those funds must be spent in a specific way on Jigsaw's charitable activities. An example of this type of funding is income received from the HSE, which is used to deliver services in accordance with the service level agreement in place between Jigsaw and the HSE.

Available reserves also exclude any designated funds that are unrestricted funds allocated by the board for a particular future use or project relating to any of Jigsaw's charitable purposes. The board may decide to cancel any designation of funds if they decide not to progress with a project.

At year-end, the board policy is to review the overall level of unrestricted funds and designate amounts to future activities where possible. The board will set out the rationale for retaining any remaining general reserves at year-end in the annual financial report. The board considers the following points in deciding on an appropriate level of general reserves to be held:

- Jigsaw is a charity that provides mental health services to young people and those who support young people. We provide our services at no charge to users to help make our services accessible to everybody who needs them.
- The local Jigsaw service delivery is resourced through an annual service level agreement with the HSE. Continued funding is required from the state each year in order to continue to be able to deliver these services.
- Funding by public bodies is insufficient to cover annual expenditure, and therefore Jigsaw relies on fundraising income to allow it to deliver on all aspects of its work. Any shortfall in planned fundraising income could affect Jigsaw's ability to deliver on all its planned activities in any particular year.
- Jigsaw may need to fund short-term cash flow deficits to cover periods of expenditure before the related grant income or funding is received.
- Jigsaw may need to be able to demonstrate the ability to provide matching funding in relation to new projects, or when making applications for new sources of funding.
- Jigsaw needs to act prudently in respect of its statutory obligations to employees.

The level of reserves is kept under constant review by the finance sub-committee through ongoing financial reporting throughout the year and the production of annual audited accounts. The level of reserves is also reviewed by the board in conjunction with the annual budgeting process and prior to the approval of the annual financial statements.

### **Review of reserves at 31st December 2020**

The total amount of restricted funds at 31st December 2020 is €566,914 (2019: €395,612).

The total amount of unrestricted funds at 31st December 2020 is €2,749,857 (2019: €2,412,217).

At the previous financial year-end 31st December 2019, Jigsaw had designated funds of €1,038,000 out of total unrestricted funds. These designated funds were not required during 2020 due to sufficient income being generated during the year and a reduction in planned youth mental health promotion activity in schools and communities due the impact of Covid-19.

The board has reviewed the total unrestricted funds held at 31st December 2020 and has decided to re-designate €2,022,000 in total of these funds split as follows:

- €1,022,000 is allocated to support the overall 2021 budgeted activities, as budgeted income for the coming year is not sufficient to support all areas of work.
- €1,000,000 has been designated to provide support post-2021 for the continuation of ongoing and future projects. Within this, €400,000 is designated to ensure funding for multi-year work programmes in the areas of youth mental health promotion (mainly school and community work), €200,000 is allocated towards research activities and €400,000 has been designated to provide a fund towards future innovation projects.

After deducting the designated funds above of €2,022,000 from total unrestricted funds of €2,749,857, this leaves an available unrestricted general reserve fund balance of €727,857. The board has considered the points outlined in its reserve policy above and believes it is prudent to hold this general reserve to help protect Jigsaw's activities in the event of any unforeseen circumstances. In particular, the board is aware that the economic impact of Covid-19 may affect fundraising income during 2021. The general reserves equate to just over six months of budgeted fundraising income for 2021, which is considered sufficient by the board.

More details on restricted funds and unrestricted funds are provided in note 15 to the financial statements.

### **Our investments**

Jigsaw does not hold any financial investments. Any funding surplus to current requirements is held in Irish bank accounts and is readily accessible. Funds may be held in Irish deposit accounts and in current accounts in line with policies and procedures approved by the board.

Investing surplus funds in deposit accounts is considered a low risk investment for Jigsaw. It is not proposed at this time that Jigsaw consider other investment options, given the increased level of risk with speculative investments.

### **Pension schemes**

Jigsaw operates a defined contribution pension scheme for eligible employees. See note 8 of the financial statements for more details.

### **Post balance sheet events**

There have been no significant events affecting the charity since the year-end.

### **Taxation status**

The charity is a closed company within the meaning of the Taxes Consolidation Act, 1997. We have a charitable tax exemption from Revenue and our registered charity number is CHY17439.

### **Going concern**

Based on the results for the year, the year-end financial position and the approved 2021 budget, the board believe that Jigsaw has adequate resources to continue in operational existence for the foreseeable future. For this reason, the board continues to adopt the 'going concern' basis in preparing the financial statements.

### **Statement on relevant audit information**

In the case of each of the persons who are directors at the time this report is approved in accordance with Section 332 of the Companies Act 2014:

- (a) so far as each director is aware, there is no relevant audit information of which the company's statutory auditors are unaware, and
- (b) each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the Company's statutory auditors are aware of that information.

### **Accounting records**

To ensure that adequate accounting records are kept in accordance with Sections 281 to 285 of the Companies Act 2014, the directors have employed appropriately qualified accounting personnel and have maintained appropriate computerised accounting systems. The accounting records are located at the charity's office at 16 Westland Square, Pearse Street, Dublin 2.



## Principal risks and uncertainties

**At Jigsaw, we define risk as anything that can adversely affect our ability to achieve our objectives to support young people's mental health, sustain our operations, maintain our reputation or meet regulatory requirements.**

We see risk as being inherent in what we do and the decisions we make. We seek to understand the risks we face or create and plan to operate within an acceptable level of risk-taking.

However, we also know that we must innovate and take risks to reach and support the mental health of young people.

### **The global pandemic**

The directors have taken into consideration the existing and anticipated effects of the pandemic on Jigsaw's activities and finances in the assessment of the appropriateness of the use of the going concern basis.

While the ongoing nature of the situation means it is not yet possible to accurately quantify the full financial impact, the organisation is in a good financial position to help manage this risk.

Steps are being taken, on an ongoing basis, to minimise the impact on Jigsaw's activities and the effect this may have on our supporters and beneficiaries. In April 2020 the senior management team and board of directors developed a specific Covid-19 risk register. This register focused on 28 risk areas under the following headings – Service User Care and Safety; Human Resources; Financial; Premises; Governance; Compliance; ICT; Schools Project; Youth Participation and External Influences.

Infrastructure is in place to allow staff to work remotely. And our key priority is to ensure, as far as possible, that our services and supports are still available when needed.

### Impact on the charity sector

The pandemic and the reaction to it has caused numerous operational issues for the charity sector, including:

- the ability to fundraise, including events being postponed or direct debits/memberships cancelled by donors
- access to beneficiaries and donors with social-distancing measures in place
- staff sickness and absences
- contingency plans considerations regarding employees
- impact of high level of staff now working remotely, IT infrastructure and related supports
- (PPE) and supplies for those operating in face-to-face services

### Impact on Jigsaw

At this point in time the financial position and performance of Jigsaw has not been materially affected as result of the pandemic. Our services and supports continue to run in a stable manner, despite changes to our working practices as a result of government and public health restrictions.

The continued support from the HSE, and the generosity of the public and our corporate partners has been overwhelming during these unprecedented times. The senior management team have carried out an assessment of the impact on the organisation including the current financial position, obligations due and funds necessary to maintain Jigsaw's operations.

The board and senior management team continue to monitor the outbreak, including government and HSE advice, and acknowledge that the organisation faces a prolonged period of uncertainty.

Aside from the pandemic risk identified above, the principal risks to Jigsaw's objectives and how these are managed are set out below.

“ I liked being able to talk about my feelings with **nobody judging me** ”

A quote from a young person who attended Jigsaw for support with their mental health

### **Risk management process**

We ask all our employees, in everything they do, to be aware of the risks to what they are trying to achieve, to assess the potential seriousness and chance of them occurring and to manage them for the benefit of our stakeholders.

We look to minimise risk through our risk management process and controls, which is captured in a risk register. The register identifies the principal risks, their likelihood and impact, and the actions necessary to manage them effectively.

Risks and mitigating actions are regularly scrutinised at each quality and safety sub-committee meeting, and by the senior management team and the board of directors.

In October 2020, the board approved a risk appetite statement, which helps our staff and our stakeholders understand the levels of risk that we are prepared to accept across the organisation and how risks will be treated and by whom.

Our risk management process is supported by our governance structure and maintaining a strong system of internal controls, including:

- an approved plan and annual budget against which progress is reported on a regular basis, including monthly financial reporting of actual results compared with budgets and forecasts
- annual review of financial controls by an external auditor reported to the audit sub-committee
- regular reviews across all areas of our operations with the results of each review reported to management, the quality and safety sub-committee, and via the Chief Executive Officer, to the board of directors
- key policies on clinical governance, child protection and welfare, safeguarding vulnerable adults, usage of IT, data protection, health and safety, complaints and reporting of the same
- formal consideration by the board of quarterly risk assessments and the risk management process, in which the charity's operational internal controls have been reviewed
- a written policy on delegation of responsibility from the board to the executive and a segregation of duties policy

### **Risk management roles and responsibilities**

#### **Board of directors**

Maintains strategic oversight of risk across the organisation through:

- consideration of the Chief Executive Officer's risk report at each board meeting
- an annual review of risk and the risk management process from a strategic perspective

#### **Quality and safety sub-committee**

Responsible for:

- a regular review of corporate risk across the organisation
- overseeing implementation of the risk management processes by the senior management team to provide assurance that appropriate risk management processes are in place
- overseeing compliance with all regulatory and legal requirements
- specific oversight of the risk associated with clinical governance and items within the committee's remit

### **Other sub-committees**

Responsible for:

- identifying areas of risk and appropriate mitigation measures relevant to their sub-committee area
- providing assurance to the quality and safety sub-committee that risks have been identified and actions to mitigate against risks have been taken
- supporting the senior management team in implementing recommendations to address risk

### **Chief Executive Officer**

Responsible for:

- including risk as a standing item in the Chief Executive Officer's report to each board meeting
- reporting high level risks to the board
- on an annual basis bringing a report to the board on organisational risk, including recommendations in relation to priority risk areas to address in the coming year
- reporting changes in the organisational/corporate risk register to the board, including flagging any new risks that have emerged
- The Chief Executive Officer designates a Risk Officer with specific responsibility for:
  - ensuring there is a risk policy and process
  - coordinating risk management and risk review
  - communication of the risk policy to staff
  - bringing risk considerations from other board sub-committees to the quality and safety sub-committee
  - reporting to the quality and safety sub-committee of the board of directors

### **Senior management team**

Each member of the senior management team has responsibility for risk in their defined areas of responsibility, yet collectively the senior management team holds responsibility for:

- reviewing risk across the organisation, i.e. across all risk domains as articulated in the risk register
- implementation of risk policy across the organisation
- continuously improving risk management policy, strategy and supporting framework

### **Regional and local managers**

Ensure staff in their teams comply with the risk management policy and foster a culture where risks can be identified and escalated by taking a lead role in developing and maintaining local risk registers.

### **Staff and contractors**

Responsible for informing themselves of risk policy, complying with risk management policies and procedures. This includes identifying risk and notifying relevant individuals with responsibility for managing risk.

### **Our risk register**

The outcomes of Jigsaw's risk management process are captured in a risk register. This identifies the principal risks, their likelihood and impact, and the actions necessary to manage them effectively. The Covid-19 risk register was reviewed on a monthly basis during 2020. Overall, at the end of 2020, of the 28 risks originally identified, 22 were now in the green range (risk score lower than five), six were in the amber range (risk score lower than eight) and none in red. The Covid-19 risk register was amalgamated in to the overall organisation risk register at the beginning of 2021.

Some examples of the principal risks that we have identified, along with our actions to manage them, are:

- **Risk to quality of Jigsaw service as a result of continued growth in demand**

*Example of mitigating action:*

Development of wider-range of services online and in school

New clinicians recruited and inducted in last quarter of 2020

Active management of wait times by distribution of some (phone/video) caseloads from services with longer wait times to those with shorter ones

- **Human Resources - Challenge in the recruitment and retention of clinical staff and the subsequent risk of compromising the quality of the clinical service**

*Example of mitigating action:*

Review and revision of employment benefits completed

New clearer and easier recruitment process implemented – recruited

Psychotherapists and part time/ sessional staff

- **Premises – the challenge of locating suitable and affordable premises for our services, both in relation to opening new services and evolving existing ones**

*Example of mitigating action:*

Policy and procedure for locating and

managing premises reviewed and updated

Engaged property professionals to assist in the identification and procurement of suitable premises

- **Young people not being represented in Jigsaw because of failure to recruit and support active youth volunteers**

*Example of mitigating action:*

New Youth Participation Manager started in October 2020, and a new Youth Participation Coordinator started in December 2020  
Strategy for youth participation currently in development

- **Service user care and safety – Adverse incident involving a young person attending a Jigsaw service i.e. serious self-harm**

*Example of mitigating action:*

Child protection and safeguarding policy and training in place

Ongoing staff training, professional development and supervision

- **Insufficient funding – impacting on our ability to innovate and develop new ways of supporting young people's mental health**

*Example of mitigating action:*

Regular financial planning including budgeting and monitoring of income and expenditure

Developing a broader range of fundraising initiatives to avoid over dependence on one source

#### **Additional pervasive feedback and assurance controls:**

- We have complaints and grievance procedures to enable appropriate reporting and consideration of internal and external stakeholders' concerns, and individual comments on how we can improve.
- An annual audit programme tests the existence and effectiveness of key controls, supplemented by external reviews.
- We are compliant with the obligations of the National Vetting Bureau (Children and Vulnerable Adults) Act 2012. Jigsaw applies child protection policies, which are based on Children First (2017) and Our Duty to Care (2002), and best practice recruitment policies and procedures.

#### **Compliance with sector-wide legislation and standards**

Jigsaw engages pro-actively with legislation, standards and codes which are developed for the sector. We subscribe to and are compliant with the following:

- The Companies Act 2014
- The Charities SORP (FRS 102)

#### **Quality management**

In 2020, Jigsaw implemented a new policy and quality management framework to strengthen our continued approach to quality management. This further ensures that standards are assessed, met and maintained for the regulatory and contractual obligations with our funders and regulatory bodies.

#### **In line with Jigsaw's values, the quality framework:**

- takes an evidence-based approach
- places emphasis on the importance of building the knowledge and awareness of all staff
- enables the testing of core policy, procedure, protocol and guidelines
- and monitors improvement activity

Our quality measures and progress are regularly assessed and reported to the quality and safety sub-committee to support good governance.



**Areas of key focus in 2020 included:**

- quality improvements across our clinical, operational and financial work streams
- process improvements related to managing incoming post and our risk management process
- a thorough review of our compliance with the HSEs Annual Compliance Statement
- and a review of the criteria to meet the Charity Regulator's requirements under the Governance Code

In February 2021, the National Council for Voluntary Organisations (NCVO) informed Jigsaw that they will no longer be in a position to provide the Trusted Charity quality standard to charities across the UK and Ireland. While this means we will no longer have an external validation of our quality standards, it does not change our policy and the approach.

**Our key focus for quality in 2021 is:**

- to improve consistency between practice and policy
- further automate processes to improve their delivery and monitoring
- develop areas of the organisation by implementing new policies and procedures
- and implement required structure to meet compliance requirements of the Charities Regulator's Governance Code.

**Sustainability**

We are committed to working in the most environmentally sustainable manner possible for the good of our planet and all who inhabit it. This commitment shows in our everyday actions: we now use less paper as an organisation by providing our information and support materials digitally, where possible, and materials we do use are appropriately recycled.

Our broader sustainability efforts include encouraging cycling to work to increase physical exercise, which also helps to reduce emissions. And keeping plastic and single-use materials to a minimum for merchandise and at our fundraising events.

## Governance

### Structure and management

**Jigsaw is a trading name of the National Centre for Youth Mental Health CLG, a charitable company limited by guarantee incorporated on 31st May 2006.**

The charity was established under a memorandum of association and is governed by a constitution.

The object of the charity included in the memorandum of association is to preserve and protect the mental health of young people in Ireland by:

- advancing education and learning in the science and practice of mental health care
- promoting research therein and the publication of the useful results of such research
- providing or assisting in the provision of mental health care for those in need of such care.

#### The board of directors

Jigsaw is governed by a board of directors who give their time and advice freely as volunteers.

Board members are appointed for three-year terms, and are eligible for reappointment for two further consecutive three year terms (for a maximum tenure of nine years).

All directors are non-executive and receive no remuneration for their services. They represent a diverse range of relevant experience and skills. They meet at least seven times a year and have responsibility for overseeing the organisation.

Board member expenses are reimbursed where claimed, full details of which are disclosed in the financial statements. There have been no arrangements entered into during 2020 in which a board member was materially interested.

Jigsaw board members sign up to a code of conduct for directors and sign a declaration of interest form. A question asking if there are any conflicts of interest or loyalties is a standing item on all board and sub-committee meeting agendas.

#### Chairperson

The Chairperson is elected by the board. The appointment is for a period not exceeding three years. At the end of three years, the Chairperson may be re-appointed for a maximum further three years.

#### Training

Board members participate in formal and informal training across the year to aid their ongoing development.

In September 2020, the board took part in online training provided by Hub ná nÓg, the Department of Children, Equality, Disability, Integration and Youth Affairs (DCEDIY). Hub ná nÓg was established by the department to provide a practical arm to the national strategy on youth participation.



The Hub provides the lead on good practice, and assists in training state agencies. There were three learning objectives for Jigsaw:

- How to best demonstrate our ability to be leaders in the youth mental health field
- Reach a collective understanding on current practice in Jigsaw regarding youth participation
- Identify learnings to help develop a plan on youth participation across Jigsaw.

The Chairperson, Jacinta Stewart, took part in a two-day Boardmatch charity trustee training event in November 2020. It included a virtual coffee morning for charity trustees to meet and discuss their role in helping organisations adapt in 2021 and beyond, as a result of the pandemic.

#### **Recruitment of new members**

The HR and governance sub-committee conduct a skills audit of the needs of the organisation at board level as required. From this, the board and Chief Executive Officer seek to identify new directors to match the skills needed on the board. We advertise publicly for new board members with particular skills and experience as required, and also seek recommendations from board and sub-committee members.

After reviewing potential applicants, a short list is drawn up and the most suitable are invited to meet with the Chairperson, the Chief Executive Officer and a member of the youth advisory panel. Following this, recommendations are brought to the board for approval.

#### **Board of directors for 2020**

##### **Dr Jacinta Stewart, Chairperson**

**Start of term** 17/05/17. Chair from 10/19

**Experience** Retired Chief Executive Officer of City of Dublin Education and Training Board  
**Skills and knowledge** Education and youth policy, Public services, Quality standards, Equality, diversity and inclusion

##### **Dr Patricia O'Hara**

**Start of term** 09/12/11

**End of term** 20/10/20

**Experience** Former Chairperson of National Statistical Board and Member of the European Statistical Governance Advisory Board  
**Skills and knowledge** Policy development, Rural development, Governance, Research, Evaluation, Public services

##### **Aoife Geraghty**

**Start of term** 17/09/14

**Experience** Chief Operations Officer at Folen's Publishers

**Skills and knowledge** Accountancy, Publishing, Governance, Audits

##### **Eamonn Gaffney**

**Start of term** 21/05/14

**Experience** Retired Principal at St. Peter's Post Primary School, Dunboyne, Co. Meath  
**Skills and knowledge** Education, Youth participation, Health promotion, Volunteer support

##### **Dr Martina Moloney**

**Start of term** 16/09/15

**Experience** Retired Galway County Manager  
**Skills and knowledge** Local government, Governance, Quality standards, Evaluation, Public services

**Brian Geoghegan**

**Start of term** 21/09/16

**Experience** Businessman and former  
Chairman of FAS

**Skills and knowledge** Private sector,  
Governance, Funding

**Dr Justin Brophy**

**Start of term** 20/07/16

**Experience** Retired Consultant Psychiatrist  
and Clinical Director of HSE Wicklow Mental  
Health Services and Executive Clinical Director  
of HSE Dublin South East/Wicklow Mental  
Health Services

**Skills and knowledge** Mental health, Health  
sector, Quality standards

**Mary Cunningham**

**Start of term** 27/01/16

**Experience** Director of the National Youth  
Council of Ireland

**Skills and knowledge** Youth policy, Youth  
participation, Community sector

**Jennifer O' Sullivan**

**Start of term** 23/05/18

**Stepped down** 06/08/20

**Experience** Head of Legal at Founders  
Base Ireland

**Skills and knowledge** Legal, Youth perspective

**Martin Scully**

**Start of term** 21/08/18

**Experience** Chief Executive Officer of Oyster  
Capital Partners

**Skills and knowledge** Accountancy, Private  
sector, Funding, Governance

**Simonetta Ryan**

**Start of term** 28/04/20

**Experience** Retired Assistant Secretary  
General with the Department of Employment  
Affairs and Social Protection. Previously  
worked in the Departments of Health  
and the Department of Finance.

**Skills and knowledge** Public institutions,  
Research, Politics, Policy analysis, Strategic  
planning

**Dr Emer Smyth**

**Start of term** 08/09/20

**Experience** Research Professor at the  
Economic and Social Research Institute (ESRI)

**Skills and knowledge** Research, Education,  
School to work transition, Gender, Comparative  
methodology.

“ **Jigsaw gave me the tools to help me understand my anxiety and keep it under control.** It was such a great outlet for venting and making sense of my feelings and problems. **Thank you!** ”

A quote from a young person who attended Jigsaw for support with their mental health

### **Senior management team**

The board delegates the day-to-day management of Jigsaw to a senior management team:

#### **Chief Executive Officer**

Dr Joseph Duffy

#### **Clinical Director**

Dr Gillian O'Brien

#### **Acting Clinical Director**

Paul Longmore (January 2020 - January 2021)

#### **Director of Finance and Operations**

Stuart Baldwin

#### **Director of Communications and Fundraising**

Mike Mansfield

#### **Director of Human Resources**

Celine McNamara (Appointed August 2020)

#### **Director of Services**

Sarah Cullinan

#### **Director of Education and Community**

Siobhán McGrory

### **Board sub-committees**

The board has delegated specific responsibilities to a number of sub-committees, each of which has detailed terms of reference and reports to the board. During the last quarter of 2020 the board undertook a review of the responsibilities under each sub-committee. This work will continue into early 2021.

### **Audit sub-committee**

The role of the audit sub-committee is to keep under review the adequacy, scope and effectiveness of accounting and financial controls of activities carried out by Jigsaw.

The sub-committee is chaired by a board member, and consists of three other members, including one external member. The sub-committee should meet at least once a year, and more times if required. This sub-committee met four times during 2020.

In line with best practice the board Chair can be present, but is not a member of the sub-committee.

Relevant staff members and additional board members attend as required. Youth advisory panel members may be requested to be in attendance.

**Chairperson:** Aoife Geraghty

### **Finance sub-committee**

The role of the finance sub-committee is to keep under review the financial and operational performance of Jigsaw.

The sub-committee is chaired by a board member, and consists of three other members, including one external member. The sub-committee should meet at least four times a year, and more times if required. This sub-committee met six times during 2020.

Relevant staff members attend as required. Youth advisory panel members may be requested to be in attendance.

**Chairperson:** Martin Scully

### **HR and governance sub-committee**

The role of the HR and governance sub-committee is to keep under review policies and practices relating to the governance of the organisation, the recruitment of board members and employment of staff. They consider the remuneration and performance of the Chief Executive Officer and pay policy and performance management policies for all staff making recommendations in relation to salary ranges and increases.

The sub-committee is chaired by a board member, and consists of three other members, including one external member. The sub-committee should meet at least three times a year, and more times if required. This sub-committee met five times during 2020.

Relevant staff members attend as required.

**Chairperson:** Mary Cunningham

### **Quality and safety sub-committee**

The role of the quality and safety sub-committee is to keep under review the quality and safety programme for Jigsaw, and ensure compliance with all regulatory and legal requirements.

The sub-committee is chaired by a board member, and consists of four other members, including two external members. The sub-committee should meet at least four times a year, and more times if required. This sub-committee met four times during 2020.

The Chair of the board, Chief Executive Officer, Clinical Director and other members of the staff team attend as required. Youth advisory panel members may be requested to be in attendance.

**Chairperson:** Martina Moloney

### Board and sub-committees meeting attendance during 2020

	Board	Audit	Finance	HR and governance	Quality and safety
<b>Number of meetings</b>	8	4	6	5	4
<b>Dr Jacinta Stewart</b> (Chairperson)	8/8	3/4	6/6		
<b>Dr Patricia O'Hara</b>	7/7				
<b>Aoife Geraghty</b>	6/8	4/4	6/6		
<b>Eamonn Gaffney</b>	6/8	3/4			
<b>Dr Martina Moloney</b>	8/8			5/5	4/4
<b>Brian Geoghegan</b>	7/8	3/4		3/5	
<b>Dr Justin Brophy</b>	7/8				
<b>Mary Cunningham</b>	7/8			5/5	4/4
<b>Jennifer O' Sullivan</b>	5/5				
<b>Martin Scully</b>	8/8		6/6		
<b>Simonetta Ryan</b>	5/6				
<b>Dr Emer Smyth</b>	3/3				
<b>Sheelah Ryan</b> (External member)		3/4			
<b>Graham Law</b> (External member)			5/6		
<b>Ruth D'Alton</b> (External member)				4/5	
<b>Ian Daly</b> (External member)					4/4
<b>Paudie Galvin</b> (External member)					0/4*

\*Paudie Galvin stepped down on 02/03/20

“ **Jigsaw helped me find my voice again.** It showed me that even just by talking to someone, anyone, just by **expressing your thoughts out loud, you can immediately see a solution or get help** from friends and family to most, if not all, problems. ”

A quote from a young person who attended Jigsaw for support with their mental health

## Transparency and accountability

**At Jigsaw, it's vitally important to us to be open and honest in everything that we do.**

To actively demonstrate openness, transparency and integrity to our beneficiaries and donors, Jigsaw operates to the Charities Institute Ireland Triple Lock Standard of transparent reporting, good fundraising, and governance.

In 2020 we began working towards adopting the requirements for the Charities Governance Code, as devised by the Charities Regulator. We are aiming to formally adopt the code from 2021, within the timelines noted by the Charities Regulator.

Our financial accounts are published annually. They are prepared in accordance with the UK best practice Statement of Reporting Practice (FRS102), in the absence of statutory reporting standards for charities in Ireland.

Jigsaw's 2019 Annual Report was shortlisted for the Good Governance Awards. Over the past five years we have been shortlisted four times and won an award twice.

The accounting records of the company are maintained at Jigsaw, 16 Westland Square, Pearse Street, Dublin 2.

We have always lodged our reports with the Companies Registration Office (CRO) and the Charities Regulator.

All our previous reports are available on our website, [jigsaw.ie](http://jigsaw.ie)

### **Independent auditors**

The board of Jigsaw carried out a tender process for statutory audit services during 2020. Mazars, Chartered Accountants and Statutory Audit Firm were appointed to provide auditing services. This will provide independent assessment.

The auditors, Mazars, Chartered Accountants and Statutory Audit Firm will continue in office in accordance with the provision of Section 383(2) of the Companies Act 2014.

The directors' report, including the strategic report on pages 17-81, was approved by the board of trustees and authorised for issue on 25th May 2021.

### **Lobbying and political contributions**

There were no political contributions in 2020 (2019: Nil), and as a result no disclosures are required under the Electoral Act, 1997.

As required under the Regulation of Lobbying Act 2015, Jigsaw records all lobbying activity and communications engaged in with the Designated Public Officials (DPOs). It has made all the returns and submissions required by the Act

**Directors' responsibilities statement**

The directors are responsible for preparing the directors' report and the financial statements in accordance with Irish law and regulations.

Irish company law requires the directors to prepare financial statements for each financial year. Under the law the directors have elected to prepare the financial statements in accordance with:

- the Companies Act 2014
- FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland, issued by the Financial Reporting Council, and
- the Statement of Recommended Practice (Charities SORP (FRS102), issued by the Charity Commission for England and Wales, the Charity Commission for Northern Ireland and the Office of the Scottish Charity Regulator.

Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the company as at the financial year end date and of the net income or expenditure of the company for the financial year and otherwise comply with the Companies Act 2014.

In preparing these financial statements the directors are required to:

- select suitable accounting policies and then apply them consistently
- make judgments and accounting estimates that are reasonable and prudent
- state whether the financial statements have been prepared in accordance with the relevant financial reporting framework, identify those standards, and note the effect and the reasons for any material departure from those standards; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

The directors are responsible for ensuring that the company keeps or causes to be kept adequate accounting records which:

- correctly explain and record the transactions of the company
- enable at any time the assets, liabilities, financial position and net income or expenditure of the company to be determined with reasonable accuracy
- enable them to ensure that the financial statements comply with the Companies Act 2014 and enable the financial statements to be audited

They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the Republic of Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the directors are aware:

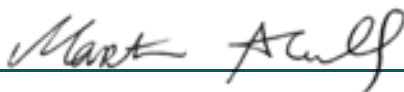
- there is no relevant audit information (information needed by the charity's auditor in connection with preparing the auditor's report) of which the charity's auditor is unaware, and
- the directors have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish the charity's auditor is aware of that information

**Approved by the board of directors on 25th May 2021 and signed on its behalf by:**



Date: 25th May 2021

**Dr Jacinta Stewart**  
Director



Date: 25th May 2021

**Martin Scully**  
Director



## Legal and administrative details

(as at 31st December 2020)

### **Status**

Jigsaw is a trading name of the National Centre for Youth Mental Health, a charitable company limited by guarantee incorporated on 31st May 2006.

### **Governing document**

Jigsaw was established under a memorandum of association and is governed by a constitution.

### **Name**

National Centre for Youth Mental Health  
Company Limited by Guarantee (CLG)  
Trading as Jigsaw

### **Registered office**

16 Westland Square  
Pearse Street  
Dublin 2

### **Company registration number**

421016

### **Charity revenue number**

CHY 17439

### **Registered charity number**

20064846

### **Bankers**

Bank of Ireland plc.  
Lower Baggot Street  
Dublin 2

### **Auditors**

Mazars,  
Block 3,  
Harcourt Centre,  
Harcourt Road,  
Dublin 2

### **Solicitors**

Eversheds Sutherland  
One Earlsfort Terrace  
Dublin 2

Arthur Cox

Ten Earlsfort Terrace  
Dublin 2

### **Board of Directors**

Dr Jacinta Stewart (Chairperson)

Dr Patricia O'Hara (term ended 20/10/20)

Jennifer O'Sullivan (Stepped down 06/08/20)

Eamonn Gaffney

Aoife Geraghty,

Dr Martina Moloney

Mary Cunningham

Dr Justin Brophy

Brian Geoghegan

Martin Scully

Simonetta Ryan

Dr Emer Smyth

### **Company Secretary**

Stuart Baldwin

“ It helped me feel more calm and able to deal with more difficult situations. ”

A quote from a young person who attended Jigsaw for support with their mental health

## Financial statements

### Independent auditor's report

#### Report on the audit of the financial statements

##### Opinion

We have audited the financial statements of National Centre for Youth Mental Health CLG ("the Company") for the year ended 31st December 2020, which comprise the statement of financial activities, the balance sheet, statement of cash-flows and related notes, including the summary of significant accounting policies set out in note 2. The financial reporting framework that has been applied in their preparation is Irish law and FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland issued in the United Kingdom by the Financial Reporting Council (FRS 102).

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the Company as at 31st December 2020 and of its surplus for the year then ended;
- have been properly prepared in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been properly prepared in accordance with the Companies Act 2014.

##### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard for Auditors (Ireland) issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

“ It has **helped me grow hugely in confidence** and made me feel more **comfortable in myself.** ”

A quote from a young person who attended Jigsaw for support with their mental health

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the directors use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for a period of at least twelve months from the date when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

### **Other information**

The directors are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

“ I am delighted that my daughter now knows **she has a safe, confidential environment to seek support** from in the future if required. ”

A quote from a parent of a young person who attended Jigsaw for support

### **Opinions on other matters prescribed by the Companies Act 2014**

Based solely on the work undertaken in the course of the audit, we report that:

- in our opinion, the information given in the directors' report is consistent with the financial statements;
- in our opinion, the directors' report has been prepared in accordance with the Companies Act 2014;
- the accounting records of the Company were sufficient to permit the financial statements to be readily and properly audited; and
- the financial statements are in agreement with the accounting records.

We have obtained all the information and explanations which we consider necessary for the purposes of our audit.

### **Matters on which we are required to report by exception**

Based on the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified any material misstatements in the directors' report.

The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by Sections 305 to 312 of the Act are not made. We have nothing to report in this regard.

### **Respective responsibilities**

#### **Responsibilities of directors for the financial statements**

As explained more fully in the directors' responsibilities statement set out on page 97, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for 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.

In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.



**Auditor's responsibilities for the audit of the financial statements**

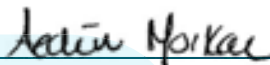
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) 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.

A further description of our responsibilities for the audit of the financial statements is located on the Irish Auditing and Accounting Supervisory Authority's website at: [http://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description\\_of\\_auditors\\_responsibilities\\_for\\_audit.pdf](http://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description_of_auditors_responsibilities_for_audit.pdf).

This description forms part of our auditor's report

**The purpose of our audit work and to whom we owe our responsibilities**

Our report is made solely to the Company's members, as a body, in accordance with Section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Aedín Morkan**

**for and on behalf of Mazars**

**Chartered Accountants & Statutory Audit Firm**

Harcourt Centre, Block 3,

Harcourt Road, Dublin 2.

6th July 2021

## Statement of financial activities

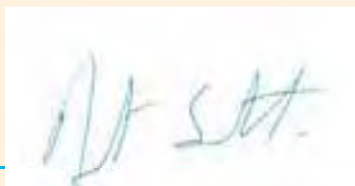
(Incorporating income and expenditure account) for the financial year ended 31st December 2020

	Notes	Unrestricted Funds €	Restricted Funds €	Total 2020	Unrestricted Funds €	Restricted Funds €	Total 2019
<b>Income</b>							
Donations and legacies	4.1	1,583,295	1,296,892	2,880,187	900,190	1,102,872	2,003,062
Charitable activities:							
Grants from governments and other co-funders	4.2	88	10,035,791	10,035,879	-	10,257,270	10,257,270
<b>Total income</b>		<b>1,583,383</b>	<b>11,332,683</b>	<b>12,916,066</b>	<b>900,190</b>	<b>11,360,142</b>	<b>12,260,332</b>
<b>Expenditure</b>							
Raising funds	5.1	399,651	24,257	423,908	472,924	15,136	488,060
Charitable activities	5.2	846,092	11,137,124	11,983,216	765,579	11,398,115	12,163,694
<b>Total Expenditure</b>		<b>1,245,743</b>	<b>11,161,381</b>	<b>12,407,124</b>	<b>1,238,503</b>	<b>11,413,251</b>	<b>12,651,754</b>
<b>Net income/(expenditure)</b>		<b>337,640</b>	<b>171,302</b>	<b>508,942</b>	<b>(338,313)</b>	<b>(53,109)</b>	<b>(391,422)</b>
<b>Net movement in funds</b>		<b>337,640</b>	<b>171,302</b>	<b>546,442</b>	<b>(338,313)</b>	<b>(53,109)</b>	<b>(391,422)</b>
<b>Total funds at 1st January</b>		<b>2,412,217</b>	<b>395,612</b>	<b>2,807,829</b>	<b>2,750,530</b>	<b>448,721</b>	<b>3,199,251</b>
<b>Total funds at 31st December</b>	15	<b>2,749,857</b>	<b>566,914</b>	<b>3,316,771</b>	<b>2,412,217</b>	<b>395,612</b>	<b>2,807,829</b>

There were no other recognised gains or losses in the current or prior year other than those included in the Statement of Financial Activities.

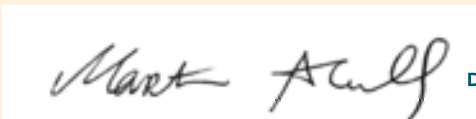
All income and expenditure derive from continuing activities. The notes on pages 110 to 134 form part of these financial statements.

**Approved by the board of directors on 25th May 2021 and signed on its behalf by:**



Date: 25th May 2021

**Dr Jacinta Stewart**  
Director



Date: 25th May 2021

**Martin Scully**  
Director

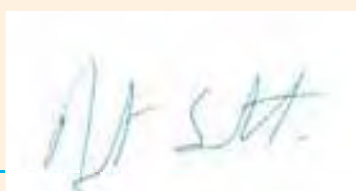
## Balance sheet

As at 31st December 2020

	Notes	2020 €	2019 €
<b>Fixed Assets</b>			
Intangible assets	9	67,634	57,954
Tangible assets	10	17,487	28,407
		<b>85,121</b>	<b>86,361</b>
<b>Current Assets</b>			
Debtors	11	347,162	281,315
Cash and cash equivalents	21	5,680,179	5,440,679
		<b>6,027,341</b>	<b>5,721,994</b>
<b>Creditors: Amounts falling due within one year</b>	12	<b>(2,795,691)</b>	<b>(3,000,526)</b>
<b>Net Current Assets</b>		<b>3,231,650</b>	<b>2,721,468</b>
<b>Total Assets less Current Liabilities</b>		<b>3,316,771</b>	<b>2,807,829</b>
<b>Funds</b>			
Restricted funds		566,914	395,612
Unrestricted funds		2,749,857	2,412,217
<b>Total funds</b>	15	<b>3,316,771</b>	<b>2,807,829</b>

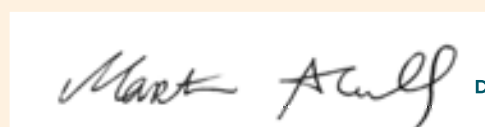
The notes on pages 110 to 134 form part of these financial statements.

Approved by the board of directors on 25th May 2021 and signed on its behalf by:



Date: 25th May 2021

**Dr Jacinta Stewart**  
Director



Date: 25th May 2021

**Martin Scully**  
Director

## Statement of cash flows

For the financial year ended 31st December 2020

	Notes	2020 €	2019 €
<b>Cash flows from operating activities</b>			
Net movement in funds		508,942	(391,422)
Adjustments for:			
Depreciation and amortisation		46,369	54,995
		<b>555,311</b>	<b>(336,427)</b>
Movements in working capital:			
Movement in debtors		(65,847)	105,951
Movement in creditors		(204,835)	909,332
<b>Net cash generated by operating activities</b>		<b>284,629</b>	<b>678,856</b>
<b>Cash flows from investing activities</b>			
Payments to acquire intangible assets	9	(39,434)	(28,500)
Payments to acquire tangible assets	10	(5,695)	(19,565)
<b>Cash used in investing activities</b>		<b>(45,139)</b>	<b>(48,065)</b>
<b>Net increase in cash and cash equivalents</b>		<b>239,500</b>	<b>630,791</b>
<b>Cash and cash equivalents at 1st January</b>		<b>5,440,679</b>	<b>4,809,888</b>
<b>Cash and cash equivalents at 31st December</b>	21	<b>5,680,179</b>	<b>5,440,679</b>

“ Jigsaw gave me the tools to help me understand my anxiety and keep it under control. It was such a great outlet for venting and making sense of my feelings and problems. **Thank you!** ”

A quote from a young person who attended Jigsaw for support with their mental health



## Notes to the financial statements

for the financial year ended 31st December 2020

### 1. General Information

National Centre for Youth Mental Health CLG (the "charity") is a company limited by guarantee incorporated in the Republic of Ireland with company registration number of 421016. The registered office of the company is 16 Westland Square, Pearse Street, Dublin 2, which is also the principal place of business of the charity. The charity is a public benefit entity. The nature of the charity's operations and its principal activities are set out in the directors' report.

### 2. Summary Of Significant Accounting Policies

The following accounting policies have been applied consistently to all years presented unless otherwise stated.

#### Basis of preparation

The financial statements have been prepared under the historical cost convention, modified to include certain items at fair value. The financial statements have been prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard Applicable in the UK and Republic of Ireland" ("FRS 102"). The financial statements have also been prepared in accordance with Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" as published by the Charity Commission for England and Wales, the Charity Commission for Northern Ireland and the Office of the Scottish Charity Regulator which are recognised by the UK Financial Reporting Council (FRC) as the appropriate body to issue SORPs for the charity sector in the UK.

The charity has applied the Charities SORP on a voluntary basis as its application is not a requirement of the current regulations for charities registered in the Republic of Ireland. As permitted by the Companies Act 2014, the charity has varied the standard formats in that Act for the Statement of Financial Activities and the Balance Sheet. Departures from the standard formats, as outlined in the Companies Act 2014, are to comply with the requirements of the Charities SORP and are in compliance with Section 4.7, 10.6 and 15.2 of that SORP.

The financial statements have been presented in Euro (€) which is also the functional currency of the charity.

#### Statement of compliance

The financial statements of the charity for the financial year ended 31st December 2020 have been prepared on the going concern basis and in accordance with the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

#### Fund accounting

The following funds are operated by the charity:

#### Restricted funds

Restricted funds represent grants, donations and sponsorship received which can only be used for particular purposes, as specified by the donors or sponsorship programmes, which are binding on the charity. Such purposes are within the overall objectives of the charity.

**Unrestricted funds**

Unrestricted funds consist of General and Designated funds.

- General funds represent amounts which are expendable at the discretion of the board, in furtherance of the objectives of the charity and which have not been designated for other purposes. Such funds may be held in order to finance working capital or capital expenditure.
- Designated funds comprise unrestricted funds that the board has, at its discretion, set aside for particular purposes.

**Income**

Income is recognised in the statement of financial activities only when the charity is legally entitled to the income, the amount can be quantified with reasonable accuracy and it is probable that the income will be received. The following specific policies are applied to particular categories of income:

**Donations and legacies:** Voluntary income including donations, gifts and legacies are recognised where there is entitlement, receipt is probable, and the amount can be measured with sufficient reliability. Such income is only deferred when the donor specifies that the grant or donation must only be used in future accounting periods or the donors have imposed conditions which must be met before the charity has unconditional entitlement.

**Income from charitable activities:** Income from charitable activities includes grants from government and other co-funders. Income from charitable activities, whether capital or revenue grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity is recognised within income from donations and legacies. Grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance are included within income from charitable activities.

**Donated services:** Donated services are included at the fair value to the charity where this can be quantified. Donations in kind are included at their estimated fair value to the charity in both revenue and expenditure in the year of receipt. Resources received from non-exchange transactions for which the entity has benefited include voluntary services. The value of services provided by volunteers has not been included in these accounts because they can't be quantified.

**Deferred income and accrued income**

Deferred income relates to grants received where the performance conditions have not been met at the reporting date. Accrued income is accrued as a debtor on the balance sheet where income has not yet been received but all criteria for recognition have been satisfied.

**Expenditure**

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered and is reported as part of the expenditure to which it relates. All costs are allocated between the expenditure categories in the statement of financial activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis based on numbers of staff in each particular activity.

#### **Raising funds**

Cost of raising funds comprises the costs associated with attracting voluntary income, and includes staff and related costs, costs of fund raising and an allocation of support and management costs.

#### **Expenditure on charitable activities**

Expenditure on charitable activities comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Expenditure in the form of funding allocation to local partners who act as fiscal agents for local services is recognised as part of the costs of charitable activities.

#### **Governance costs**

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees, cost of legal advice for trustees and costs linked to the strategic management of the charity including the cost of trustee meetings.

#### **Allocation of support costs**

Support costs are those costs incurred on functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include human resources, finance, information technology, facilities and governance costs. These costs have been allocated between the cost of raising funds and expenditure on charitable activities.

#### **Employee benefits**

The costs of short-term employee benefits are recognised as a liability and an expense.

#### **Retirement benefits**

The company operates a defined contribution scheme for the benefit of its employees. Contributions payable are charged to the statement of financial activities in the year they are payable.

#### **Tangible fixed assets and depreciation**

Tangible fixed assets are stated at cost or at valuation, less accumulated depreciation. The charge to depreciation is calculated to write off the original cost or valuation of tangible fixed assets, less their estimated residual value, over their expected useful lives as follows:

**Fixtures, fittings and equipment** 12.50% Straight line  
**Computer equipment** 33.33% Straight line

#### **Intangible fixed assets**

Computer software is capitalised at cost and amortised using the straight-line basis over its useful life of five years. Enhancements to computer software are capitalised at cost in the year they are acquired and amortised in line with this policy.

Computer software is reviewed for impairment at the end of the first full financial year following acquisition and in other periods if events or changes in circumstances indicate that the carrying value may not be recoverable.

#### **Debtors**

Debtors are recognised at the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Income recognised by the charity from government agencies and other co-funders, but not yet received at financial year end, is included in debtors. Subsequently these are measured at amortised cost less any provision for impairment. A provision for impairment of trade receivables is established when there is objective evidence that the company will not be able to collect all amounts due according to the original terms of receivables. The amount of provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. All movements in the level of provision required are recognised in the statement of financial activities.

#### **Creditors**

Trade and other creditors are initially recognised at fair value and thereafter stated at amortised cost using the effective interest rate method, unless the effect of discounting would be immaterial, in which case they are stated at cost.

“ I have improved a lot of aspects of my life by coming to Jigsaw. ”

A quote from a young person who attended Jigsaw for support with their mental health

#### **Cash and cash equivalents**

Cash and cash equivalents is held to meet short-term cash commitments as they fall due. Cash and cash equivalents is comprised of cash in current accounts or on deposit at banks requiring less than three months' notice of withdrawal.

#### **Taxation and deferred taxation**

No current or deferred taxation arises as the charity has been granted charitable status under Sections 207 and 208 of the Taxes Consolidation Act 1997, Charity No. CHY 17439.

The charity is eligible under the "Scheme of Tax Relief for Donations to Eligible Charities and Approved Bodies under Section 848A Taxes Consolidation Act, 1997" therefore income tax refunds arising from donations exceeding €250 per annum are included in unrestricted funds.

Irrecoverable Value Added Tax is expended as incurred.

#### **Operating Leases**

Rentals paid under operating leases are charged to the statement of financial activities on a straight-line basis over the period of the lease.

#### **Financial Instruments**

##### **Financial assets and liabilities**

Financial assets and financial liabilities are recognised when the charity becomes a party to the contractual provisions of the instrument.

Financial liabilities are classified according to the substance of the contractual arrangements entered into.

All financial assets and liabilities are initially measured at transaction price (including transaction costs), unless the arrangement constitutes a financing transaction. If an arrangement constitutes a finance transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets are derecognised when and only when: a) the contractual rights to the cash flows from the financial asset expire or are settled, b) the charity transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or c) the charity, despite having retained some significant risks and rewards of ownership, has transferred control of the asset to another party and the other party has the practical ability to sell the asset in its entirety to an unrelated third party and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires.

Financial assets and liabilities are only offset in the balance sheet when and only when there exists a legally enforceable right to set off the recognised amounts and the charity intends either to settle on a net basis, or to realise the assets and settle the liability simultaneously.

Balances that are classified as payable or receivable within one year on initial recognition are measured at the undiscounted amount of the cash or other consideration expected to be paid or received, net of impairment.

### 3. Critical Accounting Judgement And Estimates

The preparation of these financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income, and expenses. Judgements and estimates are continually evaluated and are based on historical experiences and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The accounting judgement and estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below

#### Going concern

The directors have prepared budgets and cash flows for a period of at least twelve months from the date of approval of the financial statements which demonstrate that there is no material uncertainty regarding the company's ability to meet its liabilities as they fall due, and to continue as a going concern. Given the level of unrestricted funds the charity holds the directors consider that there are no material uncertainties about the charity's ability to continue as a going concern. The validity of this assumption is dependent on achieving sufficient operating cash flows for the future years. The charity's principal funder, the Health Service Executive, has not given any indication that it will withdraw its financial support from the charity in the foreseeable future. The directors are satisfied that in light of the expected continued financial support from its principal funder, the charity has the necessary resources to continue operating for the foreseeable future or a period of 12 months from the date of approval of these financial statements. On this basis, the directors consider it appropriate to prepare the financial statements on a going concern basis.

#### Establishing estimated economic useful lives of fixed assets

The annual depreciation and amortisation depend primarily on the estimated economic useful lives of each type of asset and estimates of residual values. The directors regularly review the estimated economic useful lives of these assets and change them as necessary to reflect current thinking on remaining lives in light of prospective utilisation and physical condition of the assets concerned. Changes in useful lives can have a significant impact on depreciation and amortisation charges for the period. Detail of the economic useful lives is included in the accounting policies. The total carrying amount of the fixed assets amounted to €85,121 as at year end (2019: €86,361).

**“ I thought Jigsaw was amazing. There should be more out there for teens. They helped me get my life back, and I know that more teens need that kind of support. ”**

A quote from a parent of a young person who attended Jigsaw for support

#### 4. Income

All income is derived from activities in the Republic of Ireland.

##### 4.1. Donations And Legacies

Current year	Unrestricted Funds €	Restricted Funds €	Total €
Grants (Government and Foundations)	4,587	700,836	705,423
General donations	886,248	-	886,248
Corporate donations	673,817	1,150	674,967
Corporate donations - Pro-bono donations	-	594,906	594,906
Other	18,643	-	18,643
<b>Total Donations and Legacies</b>	<b>1,583,295</b>	<b>1,296,892</b>	<b>2,880,187</b>

Prior year	Unrestricted Funds €	Restricted Funds €	Total €
Grants (Government and Foundations)	6,000	156,472	162,472
General donations	421,719	-	421,719
Corporate donations	442,471	65,419	507,890
Corporate donations - Pro-bono donations	-	880,981	880,981
Other	30,000	-	30,000
<b>Total Donations and Legacies</b>	<b>900,190</b>	<b>1,102,872</b>	<b>2,003,062</b>

Corporate donations-Pro-bono donations	2020 €	2019 €
Audit fees	4,084	6,089
Legal advice	-	7,440
Premises-rent	88,488	99,414
Premises-fit out costs	1,363	-
Insurance brokerage	-	5,021
Jigsaw-online development	100,461	3,300
Site development for fundraising event	-	9,717
Media campaigns	400,510	750,000
	<b>594,906</b>	<b>880,981</b>

Restricted Grants (Government and Foundations) increased significantly in 2020 and include Sláintecare funding of €424,281, Innovate Together (Rethink Ireland) funding of €80,000, The Community Foundation (Comic Relief) funding of €53,000, The Community Foundation funding of €50,000, The Ireland Funds America funding of €30,000, an ESB grant of €20,000 and €16,025 from The Ballyfermot Chapelizod Partnership. Restricted grants in 2019 included €100,000 from The Community Foundation and HSE Health and Wellbeing grant of €25,000.

The charity is grateful to our pro-bono supporters for the provision of services and premises during the year at no charge. The value of these services was independently estimated at €594,906 (2019: €880,981) and has been recognised within income as a donation and an equivalent charge included within the relevant expenditure category.

#### General volunteers

Our regular volunteers are our 11 board members and the members of the youth advisory panels, who work with the national office team and with each of the local Jigsaw services. Occasionally our fundraising work is supported by other volunteers who work with us on specific activities.

The value of services provided by volunteers has not been included in the financial statements.

## 4.2. Charitable Activities

Current year	Unrestricted Funds €	Restricted Funds €	Total €
HSE - National Office, Mental Health Directorate - Section 39 Grant	-	9,120,837	9,120,837
HSE - CHO2 - Galway - Section 39 Grant	-	852,540	852,540
Local HSE funding for secondments	-	62,414	62,414
Fees and other income	88	-	88
<b>Total Income from Charitable Activities</b>	<b>88</b>	<b>10,035,791</b>	<b>10,035,879</b>

Prior year	Unrestricted Funds €	Restricted Funds €	Total €
HSE - National Office, Mental Health Directorate - Section 39 Grant	-	9,105,400	9,105,400
HSE - CHO2 - Galway - Section 39 Grant	-	852,540	852,540
HSE - CHO1 - Donegal - Section 39 Grant	-	146,039	146,039
Local HSE funding for local Jigsaw services (Note 26)	-	116,264	116,264
Fees and other income	-	37,027	37,027
<b>Total Income from Charitable Activities</b>	<b>-</b>	<b>10,257,270</b>	<b>10,257,270</b>

### 4.3. Government Grants

Income from government grants comprises performance related grants made by the HSE to fund mental health services to young people in communities through local Jigsaw services. The amount of such grants received during the year amounted to €10,414,258 (2019: €10,142,879). They also comprise non-performance related grants to fund the provision of general youth mental health supports and services in the community.

Split of government grants by funder:

	2020 €	2019 €
<b>HSE - National Office, Mental Health Directorate</b>	<b>9,120,837</b>	<b>9,105,400</b>
- Section 39 Grant		
HSE - CHO2 - Galway - Section 39 Grant	852,540	852,540
HSE - CHO1 - Donegal - Section 39 Grant	-	146,039
HSE - CHO7 (Tallaght/Clondalkin)	-	2,500
HSE - National Health Promotion Office	-	25,000
Slaintecare	424,281	-
Irish Research Council	8,000	-
Other government grants	8,600	11,400
<b>Total Government Grants</b>	<b>10,414,258</b>	<b>10,142,879</b>

All grants and income from the government where performance conditions were attached were classified within income in the statement of financial activity. Government grants comprise performance related grants made by the HSE and other government bodies to fund mental health services to young people in communities through local Jigsaw services. The amount of government grants amounted to €10,414,258 in 2020 (2019: €10,142,879). Where the grants have no performance conditions they are classified within income from donations and legacies. The total amount of government grants receivable in the year where no performance conditions were attached was €8,600 (2019: €11,400).

#### Purpose of the grants

The service agreements with HSE NA, CHO1, CHO2, CHO7 continue to support and consolidate the delivery of Jigsaw services in line with the Jigsaw model in each of the service locations with funding coming from the National Directorate (NA) and local funding streams (CHO).

The grant from the HSE-National Health Promotion Office provided training programmes for those who work and volunteer with young people in all communities in Ireland by providing a Training for Trainers programme to HSE Health Wellbeing staff and co-delivering with the HSE workshops across the country to enhance community engagement in relation to youth mental health.



The Sláintecare grant funds the development of Jigsaw online and the provision of easily accessible and responsive online services to young people.

The grant from the Irish Research Council is an employment-based grant/research scholarship relating to two staff members.

Other comprises mainly a grant of €8,600 from ECSI (2019: €9,400) to develop online courses for teachers, to deliver training to ESCI tutors and to deliver Jigsaw Connect - a series of online webinars and live group chats for teachers who have completed the online teacher course.

## 5. Expenditure

### 5.1. Raising Funds

Current year	Unrestricted Funds €	Restricted Funds €	Total Costs €
Staff and related costs	229,374	-	229,374
Office and administration costs	18,817	1,969	20,786
Rent	16,498	-	16,498
Fundraising campaigns	67,612	18,205	85,817
Amortisation/depreciation	1,115	-	1,115
Support costs (Note 5.3)	66,235	4,083	70,319
<b>Total Expenditure on Raising Funds</b>	<b>399,651</b>	<b>24,257</b>	<b>423,908</b>

Prior year	Unrestricted Funds €	Restricted Funds €	Total Costs €
Staff and related costs	290,396	5,419	295,815
Office and administration costs	43,014	-	43,014
Rent	15,255	-	15,255
Fundraising campaigns	106,038	9,717	115,755
Amortisation/depreciation	1,160	-	1,160
Support costs (Note 5.3)	17,061	-	17,061
<b>Total Expenditure on Raising Funds</b>	<b>472,924</b>	<b>15,136</b>	<b>488,060</b>

## 5.2. Charitable Activities

Current year	Unrestricted Funds €	Restricted Funds €	Total Costs €
Delivering services - HSE nationally funded	-	8,127,573	8,127,573
Delivering services - HSE locally funded	-	879,996	879,996
Delivering services - Other funded	108,876	1,120,577	1,229,453
Influencing change	313,968	8,000	321,968
Strengthening communities	249,382	-	249,382
Support costs (Note 5.3)	173,866	1,000,978	1,174,844
<b>Total Expenditure on Charitable Activities</b>	<b>846,092</b>	<b>11,137,124</b>	<b>11,983,216</b>

Prior year	Unrestricted Funds €	Restricted Funds €	Total Costs €
Delivering services - HSE nationally funded	-	8,131,885	8,131,885
Delivering services - HSE locally funded	-	1,118,215	1,118,215
Delivering services - Other funded	132,730	1,168,411	1,301,141
Influencing change	319,772	-	319,772
Strengthening communities	286,265	-	286,265
Support costs (Note 5.3)	26,812	979,604	1,006,416
<b>Total Expenditure on Charitable Activities</b>	<b>765,579</b>	<b>11,398,115</b>	<b>12,163,694</b>

“ The friendly atmosphere is comfortable and easy-going, it almost **feels like home**. **The support is amazing** it’s a very communal place. ”

A quote from a young person who attended Jigsaw for support with their mental health

### 5.3. Support Costs

	2020 €	2019 €
Staff and related costs	965,824	838,058
Office and administration costs	187,689	100,442
Rent	65,667	63,372
Governance	22,056	16,782
Amortisation/depreciation	3,926	4,823
<b>Total Expenditure on Support Costs</b>	<b>1,245,163</b>	<b>1,023,477</b>

Support costs relate to the costs of personnel and associated overheads of the Chief Executive, finance, human resources, facilities and IT. Also included are the governance costs of the external annual audit and board meeting costs.

Support costs are allocated across Jigsaw's charitable activities (as per Note 5.2) and fund generating activities (as per Note 5.1) to fairly represent the cost of delivering those activities. Allocations are based on the number and cost of direct and indirect staff involved.

	2020 €	2019 €
Allocation across Jigsaw's charitable activities and fund generating activities	€	€
<b>Unrestricted</b>		
Delivering Services	-	-
Influencing Change (Note 5.2)	173,866	26,812
Expenditure on Raising Funds (Note 5.1)	66,235	17,061
<b>Restricted</b>		
Delivering Services - HSE Nationally Funded	1,000,978	973,515
Delivering Services	-	6,089
Influencing change (Note 5.2)	4,083	-
	<b>1,245,162</b>	<b>1,023,481</b>

### 6. Net Income

	2020 €	2019 €
<b>Net Income is stated after charging:</b>	€	€
Amortisation of intangible assets (Note 9)	29,754	26,644
Depreciation of tangible assets (Note 10)	16,615	28,351
Lease expense and service charge	908,879	839,591
Auditors remuneration (including VAT)	16,524	6,962
Pro-bono audit services	4,084	6,089

## 7. Employees And Remuneration

### Number of employees

The average number of staff employed in 2020, including part time staff, is 160 (2019: 157). In 2020 there were no staff working in local Jigsaw services employed by local fiscal agents and funded by Jigsaw (2019: between 1st January and 10th May 2019 there were four staff) and there were no staff who worked in local Jigsaw services resourced locally, primarily by the HSE (2019: 4). On 10th May 2019 an operations transfer agreement was signed whereby these eight staff transferred to Jigsaw.

<b>Staff numbers at year end by area of activity are as follows:</b>	<b>2020</b> Number	<b>2019</b> Number
Influencing change	5	2
Strengthening communities	4	4
Delivering services	151	130
Fundraising	4	5
Support and management	16	16
	<b>180</b>	<b>157</b>

<b>Average number of staff during the year by area of activity are as follows:</b>	<b>2020</b> Number	<b>2019</b> Number
Influencing change	5	2
Strengthening communities	4	3
Delivering services	133	133
Fundraising	4	4
Support and management	14	5
	<b>160</b>	<b>147</b>

“ I feel my daughter really did benefit from her time with Jigsaw, she **learnt valuable coping skills to move forward in life.** ”

A quote from a parent of a young person who attended Jigsaw for support



**Staff costs comprise:**

	<b>2020</b>	<b>2019</b>
	€	€
Salaries	7,997,138	7,632,877
Social welfare costs	878,109	823,818
Employer pension costs	503,901	392,941
	<b>9,379,148</b>	<b>8,849,636</b>

Cost of staff employed by local fiscal agents funded locally	-	93,519
Cost of staff employed by local fiscal agents funded by Jigsaw	-	52,102
	<b>9,379,148</b>	<b>8,995,257</b>

**Reflected as:**

	<b>2020</b>	<b>2019</b>
	€	€
Expenditure on charitable activities		
Restricted	7,699,322	7,423,180
Unrestricted	484,629	386,104
Costs of generating funds	229,374	295,815
	<b>8,413,324</b>	<b>8,105,099</b>

Support costs	965,824	838,056
Cost of staff employed by local fiscal agents funded by Jigsaw	-	52,102
	<b>9,379,148</b>	<b>8,995,257</b>

The number of higher paid employees was:	2020, Number of Staff		2019, Number of Staff	
	Based on salary payments	Based on FTE Salary	Based on salary payments	Based on FTE Salary
60,000-70,000	28	30	26	27
70,000-80,000	12	11	8	8
80,000-90,000	5	6	4	5
90,000-100,000	3	3	4	4
100,000-110,000	-	-	-	-
110,000-120,000	-	-	-	-
120,000-130,000	1	1	1	1
130,000-140,000	-	-	-	-
	<b>49</b>	<b>51</b>	<b>43</b>	<b>45</b>

The table overleaf includes (a) staff numbers based on salary payment amounts paid during the year and (b) part time and full-time staff where the FTE salary would fall within these bands. Salaries include basic pay and excludes employer pension and PRSI contributions. The variance in the numbers is due to (a) staff who were not in place for the full year and (b) part time staff where their FTE pay would bring them within the bands.

Jigsaw provides direct mental health services to young people. In order to ensure high quality and safety in the clinical services provided the charity employ staff with suitable mental health professional qualifications and experience. Salaries for these professionals are benchmarked to HSE mental health professionals.

There is an increase in the number of higher paid staff in line with growth in the number of local Jigsaw services and overall staff numbers.

The charity refunds expenses incurred by employees in the course of their employment and pays for professional memberships related to their duties of employment.

#### **Key management compensation**

Included in the 51 employees above is the senior management team comprising the Chief Executive Officer and six heads of function at 31st December 2020, who are considered part of the key management. On 24th March 2020 the HR Manager was appointed acting HR Director becoming part of the key management team with appointment as HR Director from 24th August 2020. The Clinical Director was on paid maternity leave in 2020 and an additional cost was incurred in covering this role. The total salary cost (including employer pension and PRSI) paid to the seven members of the senior management team in 2020 was €857,257 (2019: six staff: €685,511).

The CEO's salary is €125,000 p.a. This is a fixed salary for a 5-year contract period. The CEO is a member of the company pension scheme and the company makes a pension contribution for the CEO of 10% of salary. The CEO received no additional remuneration or benefits during the year.

#### **8. Pension**

The company operates a defined contribution scheme that covers all permanent employees of the company. The assets of the scheme are vested in independent trustees for the sole benefit of these employees. Employees are entitled to join the pension scheme on completion of their probationary period. Employees are required to contribute 5% of salary to the pension scheme, the company pays a matching pension contribution of 10%. There were 112 staff in the pension scheme at the end of 2020 (2019: 92).

The pension costs are allocated between activities and between restricted and unrestricted funding based on the designation for each employee between activities and restricted and unrestricted funding. Pension cost during the year amounted to €499,067 (2019: €392,941).



## 9. Intangible Fixed Assets

Cost	Computer software €
At 1st January 2020	230,347
Additions	39,434
<b>At 31st December 2020</b>	<b>269,781</b>
<b>Accumulated amortisation</b>	
At 1st January 2020	172,393
Charge for financial year (Note 6)	29,754
<b>At 31st December 2020</b>	<b>202,147</b>
<b>Net book value</b>	
<b>At 31st December 2020</b>	<b>67,634</b>
<b>At 31st December 2019</b>	<b>57,954</b>

The amortisation charge is allocated across activities reflecting the use of the assets.

## 10. Tangible Fixed Assets

Cost	Fixtures, fittings and equipment €	Computer equipment €	Total €
At 1st January 2020	63,115	141,776	204,891
Additions	4,442	1,253	5,695
<b>At 31st December 2020</b>	<b>67,557</b>	<b>143,029</b>	<b>210,586</b>
<b>Depreciation</b>			
At 1st January 2020	55,084	121,400	176,484
Charge for financial year (Note 6)	2,338	14,277	16,615
<b>At 31st December 2020</b>	<b>57,422</b>	<b>135,677</b>	<b>193,099</b>
<b>Net book value</b>			
<b>At 31st December 2020</b>	<b>10,135</b>	<b>7,352</b>	<b>17,487</b>
<b>At 31st December 2019</b>	<b>8,031</b>	<b>20,376</b>	<b>28,407</b>

The depreciation charge is allocated across activities reflecting the use of the assets.

## 11. Debtors

	2020	2019
	€	€
Trade debtors (Note 22)	105,632	133,339
Other debtors (Note 22)	11,094	19,355
Prepayments and accrued income (Note 22)	230,436	128,621
<b>Total Debtors</b>	<b>347,162</b>	<b>281,315</b>

## 12. Creditors

Amounts falling due within one year

	2020	2019
	€	€
Trade creditors (Note 22)	181,200	444,751
Taxation and social security costs (Note 13)	269,458	228,276
Accruals (Note 22)	214,407	416,281
Deferred Income	2,093,126	1,911,218
Other creditors	37,500	-
<b>Total Creditors</b>	<b>2,795,691</b>	<b>3,000,526</b>

Movements in deferred income are as follow:

	2020	2019
	€	€
<b>At 1st January</b>	<b>1,911,218</b>	<b>1,066,618</b>
<b>Credited to statement of financial activities</b>	<b>357,514</b>	<b>1,911,218</b>
<b>Deferred during the year</b>	<b>(175,606)</b>	<b>(1,066,618)</b>
<b>At 31st December</b>	<b>2,093,126</b>	<b>1,911,218</b>

### Amounts falling due within one year

The deferred income brought forward from 2019 related to funding received from the HSE for the delivery of services in 2020. Due to Covid-19 the funding could not be applied during 2020 to the delivery of services and the amount has been included in the 2021 HSE SLA and therefore remains deferred at the end of 2020. Additions to deferred income during the year relate mainly to Sláintecare funding for Jigsaw online and this funding was partially released to the SOFA in accordance with the charity's entitlement.



### 13. Taxation And Social Security

Creditors:	2020 €	2019 €
PAYE / PRSI (Note 12)	<b>269,458</b>	<b>228,276</b>

### 14. Reserves

	2020 €	2019 €
At 1st January	2,807,829	3,199,251
Surplus / (Deficit) for the financial year	508,942	(391,422)
<b>At 31st December</b>	<b>3,316,771</b>	<b>2,807,829</b>

### 15. Funds

#### 15.1 Reconciliation Of Movement In Funds

	Unrestricted Funds €	Restricted Funds €	Total €
At 1st January 2019	2,750,530	448,721	3,199,251
Movement during the financial year	(338,313)	(53,109)	(391,422)
At 31st December 2019	2,412,217	395,612	2,807,829
Movement during the financial year	337,640	171,302	508,942
<b>At 31st December 2020</b>	<b>2,749,857</b>	<b>566,914</b>	<b>3,316,771</b>

“ Jigsaw helped me to learn a lot about my fears and how they affect the way I feel. ”

A quote from a young person who attended Jigsaw for support with their mental health

**15.2. Analysis Of Movement On Funds**

<b>Current year</b>					
	<b>Balance</b>			<b>Transfers</b>	<b>Balance</b>
	<b>1st January 2020</b>	<b>Income</b>	<b>Expenditure</b>	<b>between funds</b>	<b>31st December 2020</b>
	€	€	€	€	€
<b>Restricted Funds</b>					
Restricted	395,612	11,332,683	(11,161,381)	-	566,914
<b>Unrestricted Funds</b>					
Designated General	1,038,000	-	-	984,000	2,022,000
Unrestricted General	1,374,217	1,583,383	(1,245,743)	(984,000)	727,857
	<b>2,412,217</b>	<b>1,583,383</b>	<b>(1,245,743)</b>	-	<b>2,749,857</b>
<b>Total Funds</b>	<b>2,807,829</b>	<b>12,916,066</b>	<b>(12,407,124)</b>	-	<b>3,316,771</b>

<b>Prior year</b>					
	<b>Balance</b>			<b>Transfers</b>	<b>Balance</b>
	<b>1st January 2019</b>	<b>Income</b>	<b>Expenditure</b>	<b>between funds</b>	<b>31st December 2019</b>
	€	€	€	€	€
<b>Restricted Funds</b>					
Restricted	448,721	11,360,142	(11,413,251)	-	395,612
<b>Unrestricted Funds</b>					
Designated General	1,004,000	-	(462,000)	496,000	1,038,000
Unrestricted General	1,746,530	900,190	(776,503)	(496,000)	1,374,217
	<b>2,750,530</b>	<b>900,190</b>	<b>(1,238,503)</b>	-	<b>2,412,217</b>
<b>Total Funds</b>	<b>3,199,251</b>	<b>12,260,332</b>	<b>(12,651,754)</b>	-	<b>2,807,829</b>

The designated reserve of €2,022,000 (2019: €1,038,000) has been reviewed and approved by the board. It consists of €1,022,000 to support 2021 budgeted activities as budgeted income for 2021 is not sufficient to support all areas of work. A further €1,000,000 is designated to provide support post-2021 for multi-annual and innovation projects. The board, having considered Jigsaw's reserve policy, believe it is prudent to hold a general unrestricted reserve of €727,857 in the event of any unforeseen circumstances, particularly in relation to the economic uncertainty as a result of Covid-19. This reserve equates to just over 6 months of budgeted fundraising income.

Restricted funds pertains to the following grants that were recognised during year but not yet spent as at year end:

	2020 €	2019 €
<b>Grant</b>		
<b>HSE National Mental Health Directorate</b>	61,782	32,469
<b>HSE locally funded</b>	211,202	213,271
<b>Innovate Together (Rethink Ireland) Grant for Schools Hub</b>	79,416	-
<b>The Community Foundation (Comic Relief) - Educational and media campaign</b>	53,000	-
<b>The Community Foundation - Jigsaw Online</b>	50,023	2,000
<b>The Ireland Funds America - to support our Covid-19 action plan</b>	30,000	-
<b>Ballyfermot Chapelizod Partnership - to develop a new, innovative community-based pilot programme, to train, build the capacity of, and support community-based youth mental health champions/ advocates, to increase their own mental health literacy and that of key target groups in the community.</b>	16,025	-
<b>The Community Foundation - Jigsaw Online Schools Hub</b>	10,000	10,000
<b>Bon Secours Hospital Galway Community Initiative Grant for the development of a new Jigsaw Galway information pack for GPs and Schools</b>	9,500	9,500
<b>MSD - Jigsaw Online</b>	-	65,173
<b>Education Support Centres Ireland (ESCI)</b>	-	9,400
<b>Others</b>	45,966	53,799
	<b>566,914</b>	<b>395,612</b>

“ **Jigsaw turned up the brightness in my life** when things seemed the darkest. ”

A quote from a young person who attended Jigsaw for support with their mental health

“ I was **going through a rough time**. I was constantly worrying and it wasn't doing me any good. That's why I decided to make a move and **talk to someone**. ”

A quote from a young person who attended Jigsaw for support with their mental health

### 15.3 Analysis Of Net Assets By Fund

Fund balances at 31st December are represented by:

Current year	Unrestricted Funds €	Restricted Funds €	Total 2020 €
Fixed assets	85,121	-	85,121
Debtors	347,162	-	347,162
Cash and cash equivalents	3,020,139	2,660,040	5,680,179
Liabilities	(702,565)	(2,093,126)	(2,795,691)
<b>Total net assets</b>	<b>2,749,857</b>	<b>566,914</b>	<b>3,316,771</b>

Prior year	Unrestricted Funds €	Restricted Funds €	Total 2019 €
Fixed assets	86,361	-	86,361
Debtors	281,315	-	281,315
Cash and cash equivalents	3,133,849	2,306,830	5,440,679
Liabilities	(1,089,308)	(1,911,218)	(3,000,526)
<b>Total net assets</b>	<b>2,412,217</b>	<b>395,612</b>	<b>2,807,829</b>

### 16. Status

The charity is limited by guarantee not having a share capital. The liability of the members is limited.

Every member of the charity undertakes to contribute to the assets of the charity in the event of its being wound up while they are members, or within one financial year thereafter, for the payment of the debts and liabilities of the charity contracted before they ceased to be members, and the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors among themselves, such amount as may be required, not exceeding €1.

### 17. Contingent Liabilities

There are no contingent liabilities at 31st December 2020.

## 18. Operating Lease Commitments

The future minimum lease payments related to leases held by Jigsaw are:

	2020 €	2019 €
Not later than one year	414,067	377,633
Later than one year and not later than five years	1,441,865	1,172,367
Later than 5 years	3,383,485	2,901,725
	<b>5,239,417</b>	<b>4,451,725</b>

## 19. Directors' Remuneration

The directors serve on the board in a voluntary capacity and received no fees or remuneration for their time spent carrying out these duties. Directors are reimbursed for expenses incurred in carrying out their duties. In 2020 there were no expenses reimbursed (in 2019 one director was reimbursed for travel costs of €63).

The total amount of expenses reimbursed to directors or paid directly to third parties for directors' travel, accommodation and refreshments for meetings and visits to charity facilities was €Nil for twelve directors (2019: €480 for eleven directors).

## 20. Related Party Transactions

There were no related party transactions in the year.

There are no outstanding balances with and no provision for doubtful debts for related parties at the year end. There were no balances with related parties written off during the reporting period.

### Transactions with key management personnel

Other than as set out at Note 7 there were no transactions with key management personnel during the current financial period.

## 21. Cash And Cash Equivalents

	2020 €	2019 €
Cash and bank balances	3,601,309	3,361,809
Cash equivalents	2,078,870	2,078,870
<b>Total Cash and Cash Equivalents</b>	<b>5,680,179</b>	<b>5,440,679</b>

## 22. Financial Instruments

The carrying values of the charity's financial assets and liabilities are summarised by category below.

	2020 €	2019 €
<b>Financial assets that are debt instruments measured at amortised cost</b>		
Debtors (excluding prepayments) (Note 11)	282,609	201,768
Cash and cash equivalents (Note 21)	5,680,179	5,440,679
	<b>5,962,788</b>	<b>5,642,447</b>
<b>Financial liabilities at amortised cost</b>		
Creditors (excluding deferred income and taxation and social security costs payable) (Note 12)	433,107	861,032
	<b>433,107</b>	<b>861,032</b>

## 23. Local Distributions To Jigsaw Service Delivery

Jigsaw delivers the local Jigsaw services in partnership with the National and Local HSE. Local HSE offices contribute to the resourcing of Jigsaw through the allocation of funding and in Donegal contributed through the additional allocation of personnel up until 13th May 2019. This contributes to the full costs of operating Jigsaw in these areas, and up to May 2019 there were eight staff working in local Jigsaw services that were resourced locally (in 2018 there were five), primarily through the local HSE. These local resources are reflected in the Statement of Financial Activities as income and expenditure.

The Donegal Alcohol Forum ceased operating as fiscal agent for Jigsaw Donegal on 10th May 2019 and eight staff were transferred from it to Jigsaw Donegal. Local/HSE resources were contributed to fiscal agents from:

	2020 €	2019 €
Jigsaw Donegal - Personnel and operations cost	-	116,264

## 24. Office And Administration Costs

Office and administration costs comprise:

	2020	2019
	€	€
<b>Rent</b>	908,879	847,047
<b>Travel and subsistence costs</b>	37,112	144,087
<b>Professional development and staff support</b>	68,417	83,186
<b>Staff recruitment and agency fees</b>	36,110	30,734
<b>Building and facility costs (including setting up new premises)</b>	254,670	369,196
<b>Insurance, legal and professional services costs</b>	55,789	60,047
<b>IT support &amp; licences</b>	201,161	295,944
<b>General administration</b>	180,342	128,367
<b>Utilities</b>	46,850	60,925
<b>Telephone &amp; Internet charges</b>	166,029	114,870
<b>Postage</b>	10,677	15,605
	<b>1,966,036</b>	<b>2,150,008</b>
<b>Office and administration costs - HSE Locally costs</b>	-	22,744
	<b>1,966,036</b>	<b>2,172,752</b>

These office and administration costs are reflected as:

<b>Office and Administration Costs</b>		
<b>Charitable activities</b>	869,468	1,225,263
<b>Included as part of support costs</b>	187,689	100,442
<b>Rent</b>		
<b>Charitable activities</b>	843,212	783,675
<b>Included as part of support costs</b>	65,667	63,372
	<b>1,966,036</b>	<b>2,172,752</b>

## 25. Reclassification

Certain prior year comparatives have been regrouped and reclassified on a basis consistent with the current year.

## 26. Post-balance Sheet Events

There have been no significant events affecting the charity since the year-end.

## 27. Approval Of Financial Statements

The financial statements were approved and authorised for issue by the board of directors on 25/05/21.

**SOMETIMES**  
**LIFE**  
**CAN BE**  
**TOUGH...**

jigsaw.ie

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Jigsaw is a registered charity.

Our charity (revenue) number is CHY 17439.

Our Registered Charity number is 20064846.